

# Importance of Values in Strategic Management: Case of Logistics Sector

Mesut Atasever

Usak University, Applied Sciences School

İzmir Yolu 8. Km. Atatürk Bulvarı Merkez/Uşak Merkez, 64000 Uşak Merkez, Turkey

Phone: +90 276 221 21 21

## Abstract

It is important that enterprises are strategically managed in order to provide competitive advantage and survive in difficult conditions. Determining, correctly expressing and sharing mission, vision, policies and values based on objectives are among the indispensable concepts and activities of strategic management.

In strategic management, as well as the concept of mission and vision, the concept of value and the correct expression of this concept is important. Because values should not be changed in the long term, should not be changed, not be abandoned, even under adverse conditions.

The purpose of this study is to examine and interpret whether the concept of value is used correctly among other strategic concepts in companies operating in logistics sector. The scope of the study, in Turkey, the companies operating in the logistics sector are the values that they share on their websites. The values shared on the websites of the companies were categorized and the concepts highlighted were identified. For this purpose, expression of shared values Turkey's leading logistics company are captured as data is qualitatively evaluated by content analysis.

According to the evaluations, it is determined that a significant number of enterprises use a large number of non-permanent, copied value expressions, far from ideal value expressions. This means that the enterprises in question are not managed by a real effort, planned strategic management.

It is possible to state that this study is unique in terms of research in the logistics sector. When the study is published, it can be expected to be useful to the top managers of logistics sector and academicians studying in the field of strategic management.

**Keywords:** Strategic Management; Competition; Strategy; Value; Value Expression.

## 1. Introduction

It is important that all businesses, especially large enterprises, are strategically managed and taken seriously to survive and cope with strong competitors. In strategic management, it is indispensable for enterprises to perform internal and external analyzes correctly, to identify their superior and weak sides, to realize opportunities and threats and to achieve strategic management.

In addition, the mission statement, which can be defined as what the business currently does and its mission, as well as the vision statements showing where it wants to be in the future, are the most important elements of strategic management. The mission statement is about the entity's self-recognition and identification, and where it sees itself. The vision of the enterprise is "where should we be?" is the place where he wants to see himself in the long and medium term. Together with these statements, a good definition and expression of policies, tactics, values, goals and objectives are the conditions for the success of strategic management.

In this study, value expressions play the role of light that illuminates the path of business throughout the working life. The logistics sector is a typical area where strategic management is a must. Because the boundaries are very wide, his work is indispensable and large scale.

In this study, values, which are important components of strategic planning and strategic management issues, and correct expression of values are discussed.

In this study, strategic management and related concepts have been emphasized, information has been given about logistics sector and application section has been started. In the application section, the ways of using the expression of value in the logistics sector are emphasized.

Strategic management is a special management process aimed at adapting to environmental changes and seizing competitive advantage. The concept of value is the judgment of what is good and what is bad. In terms of strategic management, the core values are the basic teachings of a business, the necessary and permanent principles. With this aspect, the basic values express the principles that will never be abandoned regardless of the circumstances.

It will help to ask the following questions to determine the basic values; What are the values you are absolutely committed to protecting, even if they become a disadvantage in terms of competition? If the circumstances had changed and if these fundamental values were to prevent us, would we still protect them? When the questions are answered yes, it can be said that these are the basic values. In this respect, values are the principles that guide managers and employees in all processes of the company. The aim of this study is to highlighting the importance of assessing the value of values and forms of expression in the logistics sector in Turkey, interpreting. It has also been examined in terms of whether the values are expressed correctly and whether the concept of value is understood correctly.

Literatürdeki kelime stratejisinin kökenine bakıldığında iki kaynağa dayandığı görülmektedir. Birincisi, latratta 'çizgi, yol ve yatak' anlamına gelen stratum kavramıdır ve ikincisi de Yunan genel stratejilerinin adıyla ilgilidir. Bu kaynaklarda strateji, bilgi ve sanatını tanımlamak için kullanılan bir kavramdır. Genel Stratejiler Türkçede, strateji kavramı; alma, gönderme, yapıştırma ve sürme anlamında kullanılır, strateji bir disiplin olarak değerlendirildiğinde, askeri alandaki gelişimini borçludur (Eren, 2005: 1).

The strategy was used especially in the defense field and then it was used in the field of management. In management science, strategy means the way organizations follow their goals. (Aktan, 1999: 5). In other words, strategy is defined as a concept that directs the business and its environment, affects the process and internal structure of the business and is effective in making decisions. (Simon and Chris, 2008: 2-3). Strategy is a collection of decisions based on long-term perspectives that determine how businesses can achieve their goals and monitor their competitors' activities. In this respect, the survival and success of enterprises is closely related to a good strategy (Tokgöz, 2012: 3).

The strategy includes long-term plans that take into account competition plans. In this context, it is a concept that explains where we want to go and why we want to go. It refers to the comprehensive programs they have created to realize the objectives of the enterprise and to implement its missions. Moreover, the company undertakes an effective task in directing the resources that it needs to use in order to achieve these goals (Şimşek and Çelik, 2009: 31).

Non-strategy enterprises cannot use resources efficiently and efficiently. At the same time, enterprises without a strategy deprive them of competitive advantage in terms of goods and markets. In addition, these organizations were established with daily information without preparation and planning and act in this direction. For this reason, they are affected by the dangers in the market, even by insignificant fluctuations (Akat, 2009: 128).

As can be seen, the strategy, the risk factors and changing environment in order to provide competitive advantage in the business environment and the necessary planning by means of rearrangement of resources refers to the rearrangement (Simsek and Öge, 2007: 32). Moreover, when we start from the explanations made up to this point, the strategy is not to simulate the successful activities, but can be expressed as the study of revealing the different (Atasever, 2009: 135).

The introduction of the concept of strategic management into the field of management dates back to the 1960s. Chandler's "Strategy and Structure" (1962) and Ansoff's "Institutional strategy" (1965) are seen as the first studies in this field (Kraus and Kauranen, 2009: 39).

Many studies and definitions have been made about the concept of strategic management which is important for businesses. It is possible to define strategic management as follows; strategic management is the sum of the processes of senior management, which includes the necessary examination, research, evaluation, review of applications and taking motivational and structural measures within the organization during the planning stage of the strategies (Eren, 1996: 12).

According to another definition, strategic management is a set of managerial decisions that determine the long-term performance of an enterprise. It includes long-term strategic planning, strategic implementation, evaluation and control. With strategic management, the company develops effective strategies to achieve the objectives previously determined and ensures that these strategies are planned and implemented (Efil, 2004: 16).

From a modern point of view, strategic management can be defined as the efficient and effective use of production resources (natural resources, capital, infrastructure, human capital, raw materials, etc.) in order to survive in the long run, to gain competitive advantage and to keep profit high. It focuses on the final results in the long run. In this respect, four important functions of management, planning, organizing, executing and controlling, are used to achieve the targeted results (Ülgen and Mirze, 2007: 27).

In other words, strategic management; is an art that covers the process of examining and applying the decisions in order to achieve the objectives of the enterprise. The activities within the enterprise, namely finance, accounting, R&D, production and information processing systems can be defined as science aiming at the success of the business in harmony (Atasever, 2009: 135). Strategic management is the continuous adjustment of three different but interrelated activities that are undertaken by the senior executives of an institution (Bayraktaroğlu, 2015: 379). For the enterprise, these three variables include the environment, senior management values and resources. At the same time, we can say that the opportunities and external threats are evaluated in the light of the strengths and weaknesses of the enterprise (Bayat, 2008: 72).

## **2. Strategic Management**

Strategic management is a series of long-term activities aimed at enabling the business to excel against its competitors. Not only depends on the establishment of superiority of the enterprise, but also their survival depends on an effective strategic management application. Strategic planning, tactics, policy and has a relationship with similar concepts (Ülgen and Mirze, 2007: 32).

It is important to refer to vision, mission and similar concepts in order to better understand the concept of strategic management and to make the necessary analyzes easily. Strategies on the basis of strategic management should be adopted by all levels of the enterprise and the necessary harmony between the internal and external environment of the enterprise should be provided (Parlak, 2011: 262).

Other related concepts, such as mission, vision, goals, objectives, values, tactics, policy, stakeholders and strategic planning should be mentioned in order to explain, strategic management in general and values more effectively.

### **2.1. Vision**

Vision, in general terms, is what businesses want to see in the future. In short, it expresses the position it wants to reach in the future and plans to reach it (Ülgen and Mirze, 2007: 69). In other words, vision is a form of inspired inspiration or similar intuition about the future. In fact, we can define it as a concrete future image. Define another; vision is the statement stating what the business wants to be in the future (Akdemir, 2008: 13).

### **2.2. Mission**

A mission is a written document designed to set out the existence goals of an enterprise. They are defined as written statements that guide business activities, set out their general objectives and assist in decision-making (Yüzbaşıoğlu et al. 2016: 201). In addition, a mission is the best job or business that a business or person does. In short, it can be defined as the work that the enterprise, person or organization has achieved in the past and succeeded in the future. Therefore, it is one of the strategic elements of enterprises (Akdemir, 2008: 166).

Mission is the reason for the existence of a business in general terms. It is based on the ability to make decisions and to apply these decisions. In this respect, the concept is more encouraging and stimulating. It is a guide for the employees of the enterprise (Göksel, 2013: 6).

### **2.3. Values**

Value dictionary literally; A material and symbolic purpose that determines the importance of events and objects in terms of a society, individual or class is defined as abstract measures of what is correct (Güney, 2004: 57). In other words, values are the belief and moral principles found in the business culture. Values give meaning to behavior and rules in the enterprise. It also gives confidence to individuals about their behavior (Yurtseven, 1998: 29).

Values are known in the enterprise as the methods used to judge and evaluate their current status, objects, actions and other individuals. Values do not include what is meant to be, but goals that desire what should be. These objectives are; reputation, honesty and success are defined as abstract forms of behavior (Akdemir, 2008: 171).

In other words, the concept which shows whether the behaviors of the individuals working in the enterprise serves or not is defined as values. These; equality, honesty, justice, protection of national wealth, tax evasion from the state and so on. concepts. In short, values are expressed as a set of rules that help guide and guide consistent behaviors in order to sustain the life of an enterprise (Özevren, 2009: 147). Values have basically five basic elements. These basic elements (Doğan, 2013: 17-18);

- It is expressed in relation to belief or concept.
- It is about the desired goal or behavior.
- It is known as a concept above situations.
- They are organized according to their relative importance.
- The event provides guidance in evaluating behaviors and selection behavior.

Short and concise, will never be abandoned, clearly understood, unique to each business, strategy, purpose, policy and tactics will not be mixed, should not be the usual ordinary features already done, close to the field of activity, unambiguous expressions, reasonable number (3-5 expressions), will not change the elements must be in the form of expressions.

Values give meaning to rules and behavior patterns within the enterprise (Yurtseven, 1988: 26) and it is the expression of internal beliefs that guide decision makers in the face of new situations (Deliz, 1997: 171).

Organizational values have become more important today than ever before. Because as an organization, you have become as important as who you are and what you exist for, what you sell and what you do business (Barrett, 2006).

According to Collins (1996: 22), organizational values cannot be ‘created’, only existing ones can be ‘discovered’. In this respect, values involve the correct discovery of the values existing in business owners and managers and do not contribute to business success if they are artificially created.

### **2.4. Objectives and Goals**

The objectives can be set as future expectations that determine the activities in the enterprise. Goals are the results that a business wants to achieve or achieve in order to realize its current missions. In terms of their quality, objectives are known as the terms that enable the easy measurement of activities and make their missions concrete. However, a common idea could not be established on the concepts used to achieve the objectives of the enterprise. However, many researchers and writers have the idea that they can use the concepts of goals and objectives interchangeably (Şimşek and Çelik, 2015: 39).

Objectives are the results that we set and we want to achieve. It is defined as more than one outcome that is successfully applied in business activities and which we wish to realize (Ülgen and Mirze, 2007: 32).

Objective and goal concepts are interchangeable but actually different concepts. The objective is a more general, longer term, more abstract concept. The goal is a more work oriented, short term, countable and measurable, concrete concept.

### **2.5. Tactics**

Although it is a term commonly used in strategic management, there is little information about the concept of tactics in management literature. Tactics, the company's existing resources to use efficiently and effectively, in accordance with the objectives of the short-term decisions taken in accordance with changing situations include (Dalay, 2001: 173).

Tactics are a type of plan similar to strategies and are a set of decisions and activities that do not focus on the final outcome, including the dynamic and short term made in accordance with the competitive conditions and changing conditions encountered during the implementation of these strategies. It has a more detailed structure than strategy in terms of technique and procedure (Ülgen and Mirze, 2007: 35). However, the main differences between tactics and strategy become more apparent during the implementation period. Strategic decisions are more costly and require more resources than tactical decisions. In addition, tactics include short-term, while strategies show continuity (Şahin, 2012: 27). In other words, tactics include decisions about the effective use of existing resources and the details of strategy implementation (Dinçer, 2013: 25).

## **2.6. Politics**

Politics, as a word of Greek origin, means protecting a business. In the Turkish literature, the concept of politics, which meets the word politics, is a concept mostly used in the field of public administration. In the field of business management, it emerges as an expression guiding managers and guiding decisions to be made (Dinçer, 2013: 26).

Policies are generally expressed as methods of achieving annual objectives. It includes support procedures prepared to achieve written objectives and principles. In addition, policies explain repeated situations by guiding decisions (Fred, 2011: 14).

## **3. Logistics Concept**

Logistics means the planned movement of goods, services and sometimes people. Logistics is in fact a military term that encompasses processes of war and union support. In the commercial sense, logistics performs the physical movement of products between one or more participants in the supply chain (Wood et al., 2002). Logistics is the organization, planning and implementation of total goods flow, data and control throughout the entire product life cycle (Schonsleben, 2007). Logistics management is part of supply chain management that plans, implements and controls the efficient, efficient forward and reverse flow and storage of relevant information between goods, services and point of origin and point of consumption to meet customer needs (Knemeyer and Murphy, 2018).

Logistics also differs in a number of processes. These are supply logistics, production logistics, distribution logistics, and reverse logistics. In addition, modes and types of transport are useful for explaining logistics.

i. Supply logistics; This includes the processes and functions used in the trade, transportation, distribution, storage and reception of goods traded between enterprises. In most technology, manufacturing and transport-based sectors, supply logistics is at the core of corporate activities. The main aspects of successful procurement logistics systems are; cost efficiency, resource management and service optimization (Burns, 2016). Supply logistics is the simplest definition, the supply of materials necessary for the production of products. According to DHL, supply logistics involves achieving the following requirements (Jessop, 2016): Raw materials, auxiliary materials, operating materials, spare parts, purchased parts and similar parts.

ii. Production logistics; It includes all activities and processes that enable the production, transportation and storage of products. Production logistics production planning and control covers all activities that are required to ensure the delivery of a product at the right time, cost and quality (Schuh et al., 2015). Production logistics is defined as the design, planning and direction of materials and information processes of all sub-processes of the production process through the application of the logistic principles of a holistic approach, customer orientation and flow orientation (Blöchl and Schneider, 2016).

iii. Distribution logistics considers the delivery of final goods to the customer; focuses on order preparation, storage and transport. Distribution is an important and persistent challenge because production quantity, time and location; different quantity, time and place of delivery (Fowler, 2014).

iv. Reverse logistics is a process in which businesses can become more environmentally friendly through recycling, reuse and reducing the amount of material used. From a narrow angle, it can be considered as a reverse distribution of materials between channel members. A more holistic view of reverse logistics involves the reduction of materials in the advanced system for less material backflow, reuse of materials, and easier recycling (Carter and Ellram, 1998).

Transportation types are:

Road transport is more flexible compared to other transport methods. It is cheap and fast compared to other types of transport. The capacity of road transport is high in short distances. Road transport is affected by climatic conditions, traffic, the risk of accidents is very high and can not transport large quantities of goods. Highway transports; can complete transportation by airway, river road or railway (Keçeci, 2006).

Air transportation is the fastest mode of transportation, but it is the most costly. Since airplanes cannot land anywhere, transport from airports to final destinations must be completed with other modes of transport. Delays may arise in bad weather due to air transport. Air transport is generally recommended for the transport of high value products (Öztermiyeci, 1993).

Railway transport is the process of transporting heavy and large cargoes from one point to another, which is safer and less costly than other modes of transport. Railway transport is cheaper than air or land transport and is generally carried out by the public sector, but has some disadvantages. Railways are inflexible, meaning that transportation takes place in certain directions. Other modes of transport will be required to move people or goods to their final destination (Takım and Ersungur, 2015).

Pipeline transport is a very limited mode of transport for two reasons: not everything is transportable and cannot be used anywhere, ie it is not flexible. Pipelines only allow the transport of natural gas, crude oil, petroleum products, water, chemicals and slurry products. In addition, the pipeline follows certain routes (Çancı and Erdal, 2003). On the other hand, pipeline transportation has many advantages (Erkayman, 2007):

- Computer-based control and monitoring ensures a high rate of delivery on time.
- Less damage and losses.
- The effect of weather conditions is low.
- Human addiction is very low.

Sea transport is a very low cost and safe type of transport. While the transportation of large quantities of goods is an advantage, the disadvantages are the high risk of damage to the goods carried from the point of departure to the destination and the fact that the transport is carried out very slowly (Kutlu and Başar, 2006).

#### **4. Literature**

While there are a number of field studies related to mission and vision usage in this field, we can say that there is hardly any work on sharing values and examining value expressions.

According to Collins and Porras (1996: 77) who writes about values, the success of the companies that are successful in seeing the future depends on the harmony of the values of the remaining 99% to the vision of 1%. According to Latif and Muslu (2015), Turkish enterprises are confused about their vision and mission statements. There is no study on the meaning of values.

In the study of Mısırdalı and Sevim (2014), it was seen that the struggle against poverty was prominent in universities as a strategic value focused on social problems. No studies have been conducted on value expressions. As it can be seen, the importance of strategic values has been studied in the domestic and foreign literature. In this respect, it can be stated that the study is original.

#### **5. Method and Scope**

Data collection method was used in the study. The values obtained from the documents shared by the logistics sector companies on the websites are categorized. Highlighted, repeated, copied and used correctly concepts were identified and interpreted qualitatively by content analysis.

It has also been examined in terms of whether the values are expressed correctly and whether the concept of value is understood correctly. It can be stated that this study is original in terms of working in logistics sector.

In this study, the origin of the universe about Turkey (often varies) registered 450 logistics enterprises are discussed.<sup>1</sup> In order to represent this universe, 279 logistics enterprises could be reached and evaluated as samples. The objectives, strategies, policies and values are announced on the websites of the enterprises. Only values are categorized and interpreted as scope.

## 6. Application

### 6.1. Highlights of Concepts Used as Expressions of Value

In Turkey, the expression of the strategic management of the logistics industry, the use of forms of expression values are shown in Table 1 examined. In the table below, there are problematic value expressions and ideal value expressions shared by logistics companies, such as shorter than necessary, longer than necessary, unnecessary, sectorally unrelated, irrelevant in size, replicated from other enterprises.

Table.1 Observed Value Statements in the Whole Sample

|                                                                                                                                                           |                                                                                                                                        |                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Being scientific and total quality                                                                                                                        | Contemporary standardization                                                                                                           | Certification Satisfaction of employees and customers                                                                                                                                                         |
| Sensitivity to the environment                                                                                                                            | Solution-oriented approach                                                                                                             | To be a solution partner                                                                                                                                                                                      |
| Adding value                                                                                                                                              | Integrity and Transparency                                                                                                             | Commitment to teamwork                                                                                                                                                                                        |
| Equality and Reliability                                                                                                                                  | Effective service concept                                                                                                              | Creating different logistics options                                                                                                                                                                          |
| Our company and its employees to be the leader of the business in the sector                                                                              | Young and dynamic staff                                                                                                                | Structure Entrepreneurship                                                                                                                                                                                    |
| Reliability; Adhering to ethical values                                                                                                                   | Team spirit; Solve problems together and share your achievements.                                                                      | Productivity and efficiency in service                                                                                                                                                                        |
| Learning and Development; To provide continuous improvement by acquiring information that will lead to improvement and change and to direct our behavior. | In order to provide social communication; Increasing social sharing among employees and ensuring mutual respect.                       | Developing Collaborations; We provide services to suppliers, agencies, non-governmental organizations, etc. To cooperate with work in accordance with the philosophy of Win-Win to ensure mutual development. |
| Mutual Respect and Love                                                                                                                                   | transparent management                                                                                                                 | Sensitivity to our resources and the environment                                                                                                                                                              |
| Unconditional customer satisfaction                                                                                                                       | Corporate approach                                                                                                                     | Customer Satisfaction                                                                                                                                                                                         |
| Taking Responsibility; Even in difficult jobs, take the task by pushing the limits of knowledge and skills.                                               | Customer Orientation; To perceive and meet the customer's present and future expectations in accordance with the "Win Win" philosophy. | Effective communication network in organizational structure                                                                                                                                                   |
| Taking initiative and responsibility                                                                                                                      | Dedication and Empathy                                                                                                                 | Competition and Justice                                                                                                                                                                                       |
| Our industry know-how and experience                                                                                                                      | Fast response from order to delivery, traceability, quality                                                                            | Result-oriented working system                                                                                                                                                                                |
| Customer Oriented Transport                                                                                                                               | Business discipline                                                                                                                    | Taking part in social projects                                                                                                                                                                                |
| Awareness of Social Responsibility                                                                                                                        | Working with continuous change and development                                                                                         | Transparency                                                                                                                                                                                                  |
| Accountability                                                                                                                                            | Community and customer focus                                                                                                           | Creativity and Excellence                                                                                                                                                                                     |
| Innovative                                                                                                                                                | Respect for Local Cultures                                                                                                             | Timing accuracy                                                                                                                                                                                               |

<sup>1</sup> <https://lojistiklogistics.wordpress.com/lojistik-sirketleri-listesi-lojistik-nakliyat-sektoru/>  
[http://www.utikad.org.tr/UyeListesi.aspx\(21.11.2018\)](http://www.utikad.org.tr/UyeListesi.aspx(21.11.2018))

## 6.2. Common Errors in Value Expression Uses

According to the results of the content analysis, different errors and misuse forms were determined in the published, shared value expressions as given below.

Using copy values from other businesses seems to be the most common error. Although it is not possible to obtain information about which company gets from which, it is seen that the values of nearly half (127 enterprises) are exactly the same. As with all expressions, the value expression must be an enterprise-specific expression. No business can be the same as the other, even if the elements of activity and size are the same, the conditions, environment and culture are different. Businesses should express and share their unique and own strategic plan and related concepts and share them with all stakeholders. In this way, it is not possible to say that the enterprises that use one-to-one value statement from other enterprises are managed strategically. According to Collins (1996: 22), values should not be created artificially, they cannot be created, only existing ones can be discovered. Accordingly, instead of producing and discovering a company's own values, the use of values specific to other businesses seems to be far from realism and a real strategy.

It is another type of error to use expressions that may change the daily management style. The value expression must be permanent, not temporary. It was determined that the enterprises used expressions that could change with the management style and demand with time. It appears to be erroneous as an expression that may change in short time intervals such as taking part in social projects, and that may change with the understanding and style of the manager, the needs and expectations of the society. Businesses are planned for long life and plans are considered for long term. However, there are many elements, concepts, behaviors and attitudes that can change at any time in the enterprise. These are natural as long as they do not impair the healthy and consistent functioning of the enterprise. Because business is a dynamic system. Values should be expressions that will not change easily as expressions that direct all of this dynamism. According to Doğan (2013: 17-18), values should consist of expressions that will not change with daily management style.

Using values in the form of long sentences that are difficult to understand; as an example, algı perceiving the expectations and needs of our customers today and in the future, finding the most suitable solution for each customer and load and presenting it to the customer. It is difficult for employees to understand and long sentences do not benefit and may cause confusion. It can be thought that the expression is not wrong when simplified. But not all employees have the same high level of understanding. Since values should address all levels of an organization, it should be expressed as plain and understandable.

Do not show the normal behavior that all businesses already have to do as value. This is a common type of error. Like answering customer needs. Since businesses are profit-making organizations and all businesses already have to satisfy and satisfy customer needs, non-valued businesses do these activities. Values should be expressed in the form of sustainable principles, independent of the circumstances of the day and the work performed. According to Deliz (1997: 171), values should guide the way in which new situations should be treated, rather than describing the work that is already being done.

Expressing other expressions of strategic management as value is one of the mistakes made. To show objectives, policies, strategies and tactics as expressions of value. Unlike all other strategic management statements, the value statement should be elaborated. The value statement is also not a contradictory statement to be confused with other strategy statements. The confusion of this can be from ignorance, ease, sloppyness.

Use of too much value to be true in number; The fact that some businesses show dozens of values together is too many to be true. For example, all of these expressions are value expressions for a single business:

- Honesty and Transparency
- Responsibility
- Accountability
- Competition and Justice

- Creativity and Excellence
- Equality and Reliability
- Satisfaction of Employees and Customers
- Respect for Local Cultures
- Environmental awareness
- Awareness of Social Responsibility
- Depends on teamwork,
- Having an effective communication network in the organizational structure,
- Working with continuous change and development,
- Sensitive and respectful to the environment,
- Customer satisfaction at the top priority, experience and experience; using existing processes and systems to improve.

A business can have few sustainable, realistic, applicable and credible principles and values. When it is large, it can be considered to be illustrative and not really as a guide to the business.

Another type of error is to give a property of the enterprise as a value. For example, the value statement of a logistics company There should be no quick response from order to delivery, it is not right for the entity to accept it as value. Because a logistics company has to be speed-oriented. It is possible that over time, the way the work, product, and work change. Transient and conditional value expression can cause the values to be ignored.

The use of value that is not related to the nature and scope of the business. When an enterprise employs an average of 10 people, which may reduce efficiency and productivity when it becomes institutionalized, the use of the corporate approach as value is misuse. Institutionalization is a concept that should be given importance especially as the number of employees increases as businesses grow. As the number of employees increases, the firms become more formalized (Apaydın, 2008). The institutionalization of small enterprises due to formalization is not considered rational.

Using ambiguous expression, sensitivity to the environment and accountability seem to be very vague and open-ended. These values are open to all kinds of interpretation. This value cannot be controlled and measured.

Use elements that need to be changed as values. Young and dynamic personnel structure may change over time and become a concept that can turn into experienced personnel.

As an example of true value expressions:

- Participatory and transparent management
- Employee satisfaction
- Solution-oriented approach
- Honesty

## **7. Conclusion and Evaluation**

In order to be successful in strategic management, it is very important that the values, in addition to the mission, vision and strategies, are formed correctly and appropriate to the company and announced to all employees and managers and adopted. The more successful businesses establish their values, and the more they stick to them, the more successful they will follow as a personality business.

The failure of logistics enterprises is inevitable, especially if they are not managed by strategic management. Because the logistics sector does not accept boundaries in terms of field of work, it works in different religions, languages and different countries. It is a sector that can only be successful if well-planned and strategic management concepts are identified and well expressed.

Logistics sector is not a sector that can be managed with daily and short term planning. Logistics companies with flexible but continuous values can hold the sector. It is important that these values are considered, seriously considered, sustainable and applicable.

It is important that all statements of strategic management are specific to the business, taking into account the cultural characteristics of the sector and the community in which it is located. In this respect, no statement can be expected to be general and should not be taken from other businesses. As a sample, logistics companies were preferred and it was found that a significant portion of the enterprises did not understand the importance of strategic management and related components and did not correctly express values in this study.

When creating values, it seems to be the most preferred method to create value by copying it from others without care. Besides, it seems that variable expressions that cannot be values are used instead of values. Due to such errors, a situation arises out of the meaning of strategic management. Value expressions should be the way in which all levels, from top to bottom, will be agreed and can last for many years. At the same time, value expressions are the steps that the enterprise sets its feet in achieving its strategic successes as real values when the business is specific, considered, reasonable and feasible and fully adopted.

Businesses that have adopted and assimilated strategic management, and those who really want to be strategically managed and achieve success, should address strategic management correctly and seriously in all its stages, in particular considering the values, and creating value statements from the expressions that will be consistent with the objectives, sustainable, and that will always illuminate the path of all employees.

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