ISSN: 2147-5121 / E-ISSN: 2717-7610

İstanbul Nişantaşı Üniversitesi
Sosyal Bilimler Dergisi

Bilimsel Hakemli Dergi

Yıl: 2023 (Haziran) Cilt: 11 Sayı: 1

NUSBD

Yayın Aralığı: Yılda 2 Sayı - Başlangıç: 2013

İstanbul Nişantaşı University
Journal of Social Sciences

Scientific Refereed Journal

Year: 2023 (June) Vol.: 11 No: 1

ARAŞTIRMA MAKALESİ / RESEARCH ARTICLE

DOI: 10.52122/nisantasisbd.1150973

CURRENT STATUS OF THE OPTICS INDUSTRY IN TURKEY AND THE USE AND APPLICATIONS OF PORTER'S MAIN STRATEGIES IN THE TURKISH OPTICS INDUSTRY*

Öğr. Gör. Naz Esin BAŞKAN**
**İstanbul Arel Üniversitesi, Meslek Yüksekokulu, Optisyenlik Programı

e-posta: nazesinbaskan@arel.edu.tr
ORCID 0000-0002-5762-4776

Dr. Öğr. Üyesi Hazar DÖRDÜNCÜ***
***İstanbul Nişantaşı Üniversitesi, İİSBF, Uluslararası Ticaret ve İşletmecilik Bölümü

e-posta: hazar.dorduncu@nisantasi.edu.tr
ORCID 0000-0002-9481-2063

ABSTRACT

In the study, the competitive strategies of corporate organizations that cover both domestic and foreign investors, which make up 15% of the optical sector in Turkey, are examined. With the increase in number of companies entering Turkish optical sector, intensity of competition between existing and new entrants is observed. The purpose and importance of this article is to determine the methods that can improve the competitiveness of optical companies operating in Turkey on the basis of Porter's Basic Strategies and to reveal strategic approaches in which they can gain competitive advantage. Generic on Porter's generic competitive strategy models 8 corporate optical companies were interviewed and investigated for competitive strategies they have developed during their activities in Turkey. The updated taxonomy draft is classified under headings of cost leadership, differentiation and focus applied in the optical industry. It has been shown that organizations adopt differentiation strategies the most in order to move away from competition and increase preference by customers. It has been determined that organizations are sensitive about costs due to their negative economic experiences in past. In this countrywide study, it is seen that all three strategies are applied at similar rates. It also shows that organizations are cautious against opportunities and threats that may occur in optical sector.

Anahtar Kelimeler: Generic Competitive Strategies, Response Strategies, Strategic Management, Optical Industry, Growth, Optician.
Jel Kodları: M10, L10.

TÜRKİYE'DE OPTİK SEKTÖRÜNÜN GÜNCEL DURUMU VE PORTER'İN TEMEL STRATEJİLERİNİN TÜRK OPTİK SEKTÖRÜNDE KULLANIMI VE UYGULAMALARI

ÖZ

Çalışmada Türkiye genelinde optik sektörünün %15' ini oluşturan hem yurtiçi hem de yurtdışı yatırımcılarını kapsayan kurumsal kuruluşların rekabet stratejilerini incelenmektedir. Sektöre giriş yapan kuruluşların sayısının artması sonucunda Türkiye optik sektöründe faaliyet gösteren kuruluşlar arasında ağır rekabet koşullarının oluştuğu açık bir şekilde görülmektedir. Bu makalenin amacı ve önemi: Türkiye'de faaliyet gösteren optik kuruluşların rekabet gücünü iyileştirebilecek metotların Porter'ın Temel Stratejileri esas alınarak saptanması ve rekabet üstünlüğü kazanılabilecekleri stratejik yaklaşımların ortaya koyulmasıdır.Çalışmada Porter'ın temel strateji modeli esas alınmasıyla oluşturulmuş olan bir taksonomi taslağı ile Türkiye'de faaliyet gösteren 8 kurumsal optisyenlik müessesesi yarı yapılandırılmış görüşmeler yapılarak incelenmiş, kuruluşların geliştirmiş oldukları rekabet stratejileri araştırılmıştır. Bugünkü ekonomik ortam ve iş ortamı da dikkate alınarak güncellenen taksonomi taslağı, optik sektöründe uygulanmakta olan maliyet liderliği, farklılaşma ve odaklanma stratejileri ile ilgili başlıklar bünyesinde sınıflandırma yapmaktadır. Çalışmanın neticesinde kuruluşların büyüme dönemlerinde artan rekabet ortamından uzaklaşmak ve tercih edilebilme sebebi oluşturmak için kuruluşlarının yüksek oranda farklılaşma stratejilerini benimsedikleri tespit edilmiştir. Kuruluşların geçmişte ekonomik olarak edindikleri olumsuz tecrübeler sebebiyle maliyetler konusunda olabildiğince duyarlı davrandıkları da tespit edilmiştir. Ancak, ülke genelinde yapılmış olan çalışma sonucunda elde edilen bulgularda üç stratejinin de birbirlerine yakın oranlarda kullanıldığı görülmektedir. Ayrıca optik sektöründe oluşabilecek hem fırsatlar hem de tehditler karşısında kuruluşların tedbirli olduklarını göstermektedir.

Keywords: Temel Rekabetçi Stratejiler, Tepki Stratejileri, Stratejik Yönetim, Optik Sektörü, Büyüme, Optisyenlik.
Jel Codes: M10, L10.

Geliş Tarihi/Received: 29.07.2022	**Kabul Tarihi/Accepted:** 08.06.2023	**Yayım Tarihi/Printed Date:** 30.06.2023

Kaynak Gösterme: Başkan, N.E, ve Dördüncü, H., (2023). "Current Status Of The Optics Industry In Turkey And The Use And Applications Of Porter's Main Strategies In The Turkish Optics Industry". *İstanbul Nişantaşı Üniversitesi Sosyal Bilimler Dergisi*, 1(11) 101-117.

* Bu makale aşağıda bilgileri verilen yüksek lisans tezinden üretilmiştir.
Başkan, N. E., (2021). Türkiye'deki kurumsal optisyenlik müesseselerinin rekabet stratejilerinin Porter'ın temel stratejileri bağlamında incelenmesi. (Yayınlanmamış) Yüksek Lisans Tezi, İstanbul: Nişantaşı Üniversitesi, Lisansüstü Eğitim Enstitüsü, Sağlık Yönetimi Anabilim Dalı.

INTRODUCTION

In the optical sector in the world, in the field of protective eye and vision health, eyewear and vision clothing services, they serve their communities with a four-degree system with separate disciplines and competencies, including orthoptists, optometrists and refracting opticians, along with ophthalmologists. We see that processes such as refraction testing and prescribing, contact lens application are carried out within the scope of the organization. When we look at the Turkish optical sector, we see that ophthalmologists serve our society as the only authority in the field of eye and vision health services. However, in terms of professional competence in Turkey, we see that opticians only have the competence to provide optical technology services in applying the prescriptions written by ophthalmologists in institutions. Under these limited professional qualifications and small commercial volume, the optics sector is among the important sectors where competition of brands is intense within the scope of qualified services and products. Due to the fact that among 48 countries it is the only optics sector that does not have an optometrist during the Covid-19 pandemic affecting the whole world, the optics sector in Turkey is seen as a sector experiencing economic difficulties.

Opticians established to operate in the fields of eye and vision health, eye wear and vision wear aim to earn profits in proportion to their activities. While some of these organizations aim to grow, some of them are experiencing processes that result in maintaining their current status, some shrinking, and some ending their activities. Undoubtedly, no organization would like to take an initiative that will not make a profit or that will result in the termination of its activities. Every organization wants to gain and grow, or at least maintain its current status. The realization of this desire will not be possible only if organizations have assets and capabilities that their competitors can easily acquire. Organizations that manage to use the limited resources in the sector in an effective, unique and inimitable way compared to their competitors will direct their direction towards the growth target.

In the optical sector, there is an intense competition between retail optic companies managed by corporate and traditional methods. Today, optics companies managed with a corporate understanding in the optical sector cover 15% of the sector. In addition, they are trying to expand by increasing the number of branches within the sector. It is seen that the competition between optics companies with a corporate structure raises the pulse in advertising, product supply, manufacturing and product prices. Optical companies, which are managed with a corporate approach, try to create a competitive advantage by expanding their advertising and promotion budgets in line with their strong financial resources. It is seen that optician companies, which are managed with a traditional approach, try to gain competitive advantage by establishing sincere relations through enhancing customer satisfaction and acquiring personalized service.

Within the optics sector, it includes many different areas of expertise such as eye and vision health, business, accounting, communication, brand and fashion. Organizations prefer to specialize in some areas and adopt to offer quality products and services to consumers, and they have a desire to gain a competitive advantage against their competitors in the sector. Moreover, it is necessary to correctly perceive and understand the competitive strategies, which are of great importance in order to ensure continuity and development. This complex structure is analyzed in this study generic on Porter’s basic competitive strategies. The issue of improving competition has a critical importance in the Turkish optics industry, as it is in all optical sectors around the world. When the literature is examined, no study has been found in terms of competition strategies of multi-branch optician companies, which are managed with an institutional understanding in the retail field of the optics sector in Turkey.

The absence of a study in the literature on examining the competitive strategies of corporate opticians in the context of Porter’s basic strategies in the competitive environment of the optical sector in Turkey clearly reveals the importance of the study. Although there are studies on the implementation of basic competitive strategies in different sectors in the literature, no study has been found on the basic competitive strategies applied by opticians in Turkey (Erdağ ve Yaşlıoğlu, 2020; İnan, 2017; Korkmaz ve Topcu, 2021; Perktaş, 2017; Toydemir, 2017).

In addition, the results of the study reveal the extent to which the basic competitive strategies are applied and the situation of the optician establishments as a result of the application; and show what decisions they take in the situations of growth, maintaining the current situation and shrinking. In this study, there are basic competitive strategies that both individual and corporate organizations in the optical sector can apply according to their situation in their management processes. In addition, it reveals important clues about the decisions that opticians should take in order to survive, which is desired to be managed with a corporate management approach.

This study is consisted of 4 parts. In the "Introduction" section; the situation of the optics industry in Turkey, the structure and market potential of optician shops, current problems in optics establishments are discussed. In the "Research Method" section; introductory information of institutional optics companies, information on the officials and companies is gathered by interviews; and the competition situation and the change in the size of the organizations are presented. In the "Research Findings and Discussion" section; the strategy preferences of the organizations were evaluated by revealing the research findings. In the "Result" section, the findings of the research are explained and suggestions are made for further research on this specific subject.

For this reason, the main purpose of the article is to fill the gap in the literature by ensuring that the strategies developed and implemented by the corporate organizations operating in Turkey in the last 5 years are analyzed on the basis of Porter's basic strategies.

1. Structure and Market Potential of Opticians Stores in Turkey

As of 2020, the number of optics stores operating in Turkey is 7,301. The distribution of optician shops by regions and population ratios are shown in Table 4. When we examine the table, it is seen that the region with the highest number of establishments is the Marmara Region with 2,517 optician establishments, and the region with the least number is the Eastern Anatolia Region with 255 optics establishments. When a comparison is made based on population density; it is observed that while there is 1 optician establishment per 11,645 people in the Black Sea Region, there is 1 optician establishment per 9,758 persons in the Central Anatolia Region. Looking at Turkey in general, there is 1 optician establishment per 10,978 people (Aydin, 2020).

Table 1. Number Of Opticians Stores İn Turkey, Distribution By Regions And Population Rates

Region	Population	Number of Optician Shops	Population / OS Rate
Turkey	**80.559.728**	**7,338**	**10,978**
Marmara Region	24.465.689	2,517	9,720
Black Sea Region	7.674.496	659	11,645
Aegean Region	10.318.157	1,159	8,902
Mediterranean Region	10.552.942	1,094	9,646
Central Anatolia Region	12.705.812	1,302	9,758
East Anatolia Region	5.966.101	255	23,396
Southeast Anatolia Region	8.876.531	352	25,217

Source: (Aydin, 2020).

When optics establishments in Turkey are examined in terms of establishment ownership, it is seen that private and legal persons also open and operate optician establishments within the scope of the law. In general, 85% of the optician establishments operating in Turkey are managed with a traditional approach. We see that business and competitive strategy decisions are generally taken and implemented under the responsibility of a single person who owns the establishment. We see that these establishments generally operate as a single establishment or as 2-3 establishments with the same name of the same owner or different nameplate (Aydin, 2020).

The 15% of optics establishments adopt the corporate management approach and are managed with professional human resources. These organizations aim to grow in the optical sector with the increasing number of branches. Corporate governance organizational structures try to take and implement competitive strategy decisions with a professional business approach.

1.1. Current Issues in Opticians Shops

In Turkey, which has a population of 83 million, the rate of wearing glasses is around 20%. The fact that the rate of wearing glasses is fifty percent or more in developed countries shows the importance that developed countries attach to eye and vision health. The fact that this rate is low in Turkey is considered as an indication that the necessary importance is not given to eye and vision health in our society.

It is seen that there are some important factors that cause the low rate of wearing glasses in Turkey: the level of awareness in Turkey on eye and vision health and wearing glasses has not developed to an extent of necessity. In this respect, it is seen that they apply to an ophthalmologist only when there is any complaint in their eyes. Since the primary school population does not require eye examination for children before they start school, the elderly population does not have periodic eye examinations, and the low-income level of the society, people who need presbyopia, that is, near reading glasses, try to get glasses from the street without consulting an ophthalmologist, and hospital appointments are delayed to a postdate. These are the important factors that need to be emphasized, such as the application of laser operations with unethical advertisements with the development of technology in recent years, the lack of an ophthalmologist compared to the population, and the fact that people who wear glasses as a culture in our society are addressed as “four eyes”. All these factors keep the issue of eye and vision health in the background (Aydin, 2020).

Table 2. Distribution of Ophthalmologists İn Turkey By Regions They Work

Region	Population	Number of ophthalmologists	Population / O Rate
Turkey	**79.814.871**	**3,591**	**22,226**
Marmara Region	24.415.423	1,262	19,346
Black Sea Region	7.773.491	282	27,565
Aegean Region	10.265.111	497	20,654
Mediterranean Region	10.182.776	406	25,080
Central Anatolia Region	12.730.393	725	17,559
East Anatolia Region	6.515.689	192	33,935
Southeast Anatolia Region	7.935.122	227	34,956

Source: (Aydın, 2020).

As seen in Table 5, the number of ophthalmologists working in Turkey is quite low compared to the population. There is 1 ophthalmologist for every 22,226 people in the country. In addition, the distribution of ophthalmologists across the country differs in favor of developed regions. While there is 1 ophthalmologist for 19,346 people in the Marmara Region, there is 1 ophthalmologist for 27,565 people in the Black Sea Region, 33,935 people in the Eastern Anatolia Region, and 34,956 people in the Southeastern Anatolia Region.

In addition, in parallel with the increase in the number of universities in Turkey, the number and quota of optician programs have increased to a great extent. Although there are no problems in employing graduate opticians today, it is clear that it will pose a threat to the future.

Moreover, the increase in the number of shopping malls built in Turkey, especially in big city centers, has changed the shopping habits of the society. In line with this change, optician establishments are also trying to be located in the shopping malls. However, as the shopping mall managements prefer corporate establishments with high brand values, it is naturally seen that domestic or foreign corporate optics establishments operate in shopping malls, apart from traditional optics establishments. In this case, competition between traditional and corporate optician establishments is created.

At this point reached today, we see that the competitive environment has increased and the period of campaigns supported by advertisements has begun (Bulut, 2004: 10). It is seen that price-oriented competition strategy is used instead of quality-generic competition strategy as the main strategy for increasing the intensity of competition in the optical sector.

Since sunglasses are evaluated within the scope of personal protective equipment, they can also be sold outside of optician establishments. However, since prescription optical glasses are considered as medical devices under the law, their sale outside of opticians' establishments is prohibited. The sale of non-standard, illegal ready-made reading glasses and sunglasses in informal street markets and peddlers greatly affects the sales volume of registered opticians. At the same time, it harms the eye and vision health of the society and causes tax losses for the state.

In addition, we encounter the lack of statistical information in the optics sector, as we encounter in many other sectors. It does not seem possible to reach accurate information in many areas such as manufacturing, imports, employment, investment and commercial volume rates. Some organizations within the sector, on the other hand, choose not to give correct answers to statistical information requests. In addition, accurate statistical data cannot be obtained from both eye hospitals and private eye clinics. Thus, the distribution of eye and vision diseases and refractive errors is unknown. As a result, the sector is deprived of preliminary information that will guide its investors. Again, these data uncertainties significantly affect the inventory costs of organizations. It prevents a planned and rational work. Therefore, a healthy sector structure is not formed (Bulut, 2004: 11). The inaccessibility of qualitative or quantitative data on the optics industry not only poses an obstacle to sector investors, but also creates an obstacle to academic studies that need to be done.

2. Research Model

The research method chosen to solve the research problem is semi-structured interviews within a field study. Semi-structured interview technique, which is seen as one of the most accurate methods for determining the strategic decisions of organizations, allows to get answers to "how" and "why" questions. At the same time, the field study method is reliable in order to obtain detailed information in the examination of sectors with a complex structure. In addition, it is stated in previous studies that the field study method is an effective data collection tool (Tansey vd., 2014). Semi-structured interviews conducted within the scope of the field study are important in order to determine the reasons and under what conditions the strategies implemented by the organizations. On the other hand, semi-structured interviews provide a suitable working environment for determining which strategies should be implemented first in creating the competitiveness of the organizations.

While examining the use of Porter's Basic Strategies by the corporate opticians operating in Turkey, the questions created by using the criteria included in the research conducted in different sectors in the past were classified under the headings of cost leadership, differentiation and focus. In this context, semi-structured interviews were conducted face-to-face with the owners or project managers of 8 corporate opticians with at least 5 or more stores between 10 December 2021 and 30 December 2021. Each interview was conducted over a period of 5 years. It was extended up to 30 minutes and the information obtained during the interview was noted in the 8-page interview report. There are 8 corporate establishments in total with 5 or more stores in the optics sector, and all of them were included in the sample selection.

Immediately after the interviews, the information written in abbreviations was corrected and the reasons for the strategic decisions taken were stated. In addition, attention was paid to the fact that the ages and scales of the organizations were different. While determining the size of the organizations, SME scales, which were published in the Official Gazette dated 24.06.2018, were taken as a basis.Organization sizes are determined as micro scale for those with less than 10 employees, small scale for those with less than 50 employees, medium scale for those with less than 250 employees, and large scale for those with 250 and more employees. In the research, it is the subject of questioning how the optician establishments, which are institutional, have preserved their existence and ensured their competitiveness with which decisions they have taken in the management processes in the last 5 years.

According to the information obtained from previous studies (Tansey vd., 2014), the interview was organized in two stages; In the first stage, opinions about the organization information and the competitive position of the organization and the sector were taken, and in the second stage, the strategic decisions taken in the last 5 years were questioned.

The questions containing a total of 30 strategic decisions examining Porter's main strategies of focusing, cost reduction and differentiation, and the answers given by the companies, are given in detailed tables in the relevant thesis.In addition, the answers were given and interpreted without using any program or leverage.

2.1. Design of Research Questions

The eight questions in the first section, which precede the analysis of the main strategies, aim to describe the organizations that are included in the scope of the review, both in terms of quality and quantity. The questions asked in this area qualities and quantities are as follows: the role of the interviewed official in the organization, the official educational status, the number of years the organizations have been operating, the number of employees in the organizations, the number of establishments in which the organization operates, how many different cities the organization operates in, the opinion of the organization on the change in the competitive potential of the sector in which it operates, the evaluation of the last 5 years on behalf of the organization.

Within the scope of the study, it is seen that Porter's basic strategies are examined by using the theoretical model shown by Tansey et al. (2014), and they consider cost leadership, differentiation and focus strategy titles as eight different topics. These 8 different topics; These eight headings, which are seen as related to Porter's main strategies as Marketing, Finance, HR and Personnel, Technology and Innovation, Management and Operations, Procurement, Contracting and Tendering, Structuring strategies, can be seen in all three strategies; for this reason, it was possible to deal with the same issues under different strategies and interview criteria could be created according to this situation. In addition, interview questions were directed by making use of the study (Yıldırım, A., 2018), which examines and analyzes the competitive strategies of 15 companies operating in the construction sector based on Porter's basic strategies.

In the conclusion part of the study of Tansey et al. (2014), it was stated that the taxonomy used in determining the strategies constituted a reliable base for examination. In addition, Tansey et al. stated that the results of their study strengthen different strategic management theories along with Porter's basic strategies (1980, 1985) regarding the formation of strategic reactions.

In the study, which is seen as useful in terms of interpreting the establishment strategies within the scope of Porter's basic strategies, some limitations are mentioned in the study: only the response strategies given during the crisis period were examined in the study (1), the developed countries were examined in the study and the studies used as a source (2), the study was limited to a limited number of organizations. It was concluded with only 4 organizations (3). Despite the limitations stated, the following steps were followed while the research was being built, clarifying the strategic issues and forming the questions of the study to be done:

- In the conclusion part of their study, Tansey et al. (2014) recommended that future studies should be examined and the decisions taken by organizations in the long term.
- Based on this recommendation, the criteria in this new study examine the response strategies that organizations have created over the last 5 years. For this reason, the issues handled by Tansey et al. (2014) are organized on the follow-up of the steps taken

in the process of growth, shrinkage and staying the same in a way that concerns the organizations included in the study.

- Tansey et al. (2014) stated Eisenhardt's (1989) recommendation in the conclusion part of their review: Eisenhardt considers the investigation of 4 to 10 cases to be correct in terms of analytical generalization. Based on this finding, a total of 8 organizations were examined within the scope of this study.
- Examining the use of methods such as total quality management and ISO (International Organization for Standardization) that can provide a competitive advantage to organizations in the growth process of Turkey, which is in the status of developing countries, has been considered important in terms of determining competitiveness at the national level. In this new study, these criteria were also included.
- In addition, Tansey et al. (2014) stated that some response strategies can be found in more than just one basic strategy, therefore, they stated that some issues under the strategies can also be investigated within different strategies. It is stated that the taxonomy and theoretical model prepared from this point of view can be expanded by taking into account different theories and typologies. As a result of this information, in order to prevent possible confusion in the answers to the questions in the taxonomy, the subjects were clarified with questions such as how and why during the field study, and then the researched issue was evaluated within the scope of the appropriate strategy.
- Although there are conceptual items in the studies of Tansey et al. (2014), it is seen that the interviews were conducted in a way that could take 1-2 hours and more detailed information was explained in the field study. In this new study, in order to increase intelligibility and to use time efficiently during the interviews, the criteria were included in
- sentences to explain certain activities, and the sentences that were formed in a positive way were asked to be answered with the opinions of agree, unchanged/decided and disagree.
- The extent to which the strategic issues examined in the study are applied is not a subject to be researched, the main researched issue is which of the strategic issues is applied or not.

2.2. Interviewed Authorities and Companies

Interviews within the scope of the research were carried out using pseudonyms in order to ensure the anonymity of the organizations.

Table 3. Organization Nicknames and Definitions

Abbreviated Name Establishment	Organization Description
IST1	Istanbul-based, large-scale organization
IST2	Istanbul-based, large-scale organization
IST3	Istanbul-based, medium-sized enterprise
IST4	Istanbul-based, medium-sized enterprise
IST5	Istanbul-based, medium-sized enterprise
IST6	Istanbul-based, micro-scale organization
ANT1	Medium-sized enterprise based in Antalya
IZM1	Izmir-based, medium-sized organization

6 of the interviews were made with the owner and partners of the establishment and 2 with the project managers. It was learned that 4 of them were high school graduates, 2 of them were associate degree graduates, and 2 of them were undergraduate graduates. It has been learned that 4 of the organizations that are the subject of the research have been operating in the optical sector for 10-20 years and 4 of them have been operating in the optical sector for more than 20

years. In this direction, it is seen that organizations have significant experience in the optical sector.

With the classification made according to the criterion of the number of employees in the SME scale, it has been learned that 1 of the interviewed organizations is on a micro scale, 5 on a medium scale, and 2 on a large scale. Since there is no organization with 10-49 employees in the sector, a small-scale organization could not be included in the scope. However, in the study, the presence of at least one organization included in every other scale group was considered important in terms of examining the strategic decisions of the organizations according to their sizes. It was learned that 2 of the interviewed organizations had 1-9 branches, 4 had 20-59 branches, 1 had 60-99 branches, and 1 had 100 or more branches. Since there is no establishment with 10-19 establishments in the sector, it could not be included in the scope. When the number of provinces in which the establishments operate throughout the country is examined, it is seen that three establishments operate in 1-3 different provinces, one establishment operates in 3-10 different provinces, and four establishments operate in 10 or more different provinces.

2.3. Competition Environment and Change in the Sizes of Organization

In the interviews, all the officials of the establishment stated that the competition conditions in the sector have changed and increased rapidly in the last 5 years as a common opinion. Most of the organizations that attribute the change in competition conditions to various reasons mention that the entry into the sector has increased. In the last 5 years, 4 organizations have stated that they have grown, 1 organization has maintained its current position, and 3 companies have stated that they have downsized. In the interviews, organizations stated the change in competition conditions and their effects on their organizations as follows:

- “The pace of competition increased, and we continued to grow with the competitive strategies we determined as corporate. Within the scope of our strategy of business development and increasing efficiency, more than forty projects are carried out simultaneously by our professional human resources staff. Foreseeing the future, we invite consumers to our center. In line with our understanding of consumer satisfaction, our quality and trust-based services, It enables us to increase our market share. We have grown considerably with the advantage of being a well-known organization, we can buy quality products cheaply with our cost leadership. We have achieved a great growth with the healthy relations we have established with the business environment and the sensitivity we have shown to product quality” (IST1, Large-scale company).
- “In recent years, many opticians have graduated from the optics programs of universities, so the optician establishment has increased and competition has increased in the sector. In addition to this, since most of the product diversity of the sector is imported, business is done in foreign currency, and when the foreign exchange figures increase, we are adversely affected by these developments. In the face of all these developments, we have downsized in recent years. In addition, we had to transfer our partnership shares to foreign investors who are our partners” (IST2, Large-scale company).
- “Of course, the pace of competition has increased considerably in recent years, but in this competitive environment, we have brought quality products to consumers through our experienced human resources and expert opticians, with the strategy we have determined for ourselves. Thanks to this strategy, competitive changes in the industry affected us less. We have not determined a strategy for growth with the respect we show to our business and our good relations with the business environment. Therefore, we maintained our current status” (IST3, Medium-sized company).

- “Of course, in the last 5 years, the form of competition has changed and its speed has increased. However, in certain periods, crises in the sector passed with fluctuations due to additional taxes and increases in foreign exchange rates. After 2002 the market got better, then it got worse again, then it got better again, it's bad again these days. From our point of view, it was important that our organization was not affected by this fluctuation process. We achieved growth with the strategic moves we determined during this fluctuation process. We have tended to do business together by making partnerships. The industry renews itself very quickly with its own internal dynamics, and we have carefully followed the developments in order to grow. We are in both the supply and retail parts of the sector. Due to our location, we are able to supply our product variety under favorable economic conditions. In this change and development process, some of the organizations that we have merged under the same name have decided to leave” (IST4, Medium-sized firm).
- “Competition has changed in size and its speed has increased, because the number of establishments in the sector has increased beyond the forecast. On the grounds that the optical sector is one of the sectors with a high profit share, the investors of institutions operating in different sectors entered the sector by investing. In addition to the organizations that provide poor quality services, there are also those that do their job well. As the pulse of the competition rose, differentiation was made, so it was necessary to be unique compared to the competitors. We have succeeded in producing as many original works as possible. We achieved a good growth as we expected by providing service and product quality above the expectations in our region” (IST5, Medium-sized company).
- “The industry has changed hands to a large extent, and many different organizations that have made money from different sectors (eg jewellers, watchmakers, pharmacists, tourism, etc.) have chosen the optics sector as an ideal choice in order to convert their cash into investment. As an organization in the process of change, we have adopted the goal of balanced growth instead of aggressive growth, and we have achieved this by bringing a certain consumer group together with the product in our area of expertise” (IST6, Small-scale company).
- “Competition has intensified, and the number of establishments has increased with the participation of new organizations in the sector. As an organization, we adopted the differentiation strategy and headed for a specialized field, and with this strategic decision, we had the opportunity to grow in the face of intense competition” (ANT1, Medium-sized company).
- “The intensity of competition has increased a lot, and the number of establishments in the sector has increased. We are a well-established organization in our region. We achieved a good growth thanks to our service quality focused on consumer satisfaction and trust” (IZM1, Medium-sized company).

When the comments of the organization officials are evaluated in general, the reasons for the intensity of the competition are as follows: they stated that the increase in the number of new establishments opened in the sector day by day, the companies operating in different sectors investing in the optical sector for high profitability, the involvement of foreign capital companies in the sector and the fluctuations in the sector are the reasons.

While some of the company officials who are the subject of the research stated that they have been operating in the optics sector from the beginning until today, some of them stated that they operated in different sectors before and later turned to the optical sector. Despite the fact that the intensity of competition is based on these reasons, participating organizations stated that they recorded shrinkage, preserving the current situation and growing to the extent of their competitive strategies.

2.4. Ethics Committee Approval

Ethics Committee Approval was obtained for this research from Nişantaşı University Ethics Committee with the decision number 2021/14 dated 25/08/2021.

3. Research Findings and Discussion

In this study, the strategies preferred by the institutions in the last 5 years in the interviews with the officials of 6 corporate institutions from Istanbul, 1 from İzmir and 1 from Antalya were examined in the context of Porter's basic strategies. During the interviews, in which a total of 30 strategic decisions in the field of cost leadership, differentiation and focus strategies were questioned within the scope of the field study, the authorities of the establishments were asked to interpret them according to the specified criteria. The responses received in return were classified by making generalizations to fit the options (1) agree, (2) undecided or did not change, (3) disagree.

In the analysis, although which strategies the organizations use and in which strategic composition they are included in is a subject that is examined within the basic strategies, it is also important in the context of the analysis at what level the organizations implement certain strategic decisions. While examining the competitive advantage that the strategic positioning and strategic adaptation created by the strategic elements have brought to the organizations, the "how" and "why" questions of the criteria have been clarified and noted in the interview report. In the field study, the important issues on the basis of the organization were clarified and their effects on the competitive advantage were determined. The selection of some strategic decisions by almost all organizations within the scope of the research supports the determination of the characteristics of the strategies applied. Since not every strategy implemented by organizations is of equal importance or not every strategy that is not implemented does not contain the same reasons, the issues that organizations focus on are discussed.

In order to ensure that the strategies used by the organizations can be easily understood within the scope of the review, a comparative table has been prepared as used in the study of Tansey et al. (2014) In the table, organizations are listed by their sizes; even though they are in different cities, the organizations of the same size are included together in the order from large-scale to micro-scale organizations.

3.1. The Evaluation of the Strategy Preferences of Organizations

When the strategy preferences of the organizations based on their scale values are examined, it is observed that the organizations of different sizes prefer to implement the basic strategies with different priorities due to their different resources and capacities (Table 6). Although these priorities and rates seem to differ, it has been observed that organizations of all sizes implement all three strategies together. This observation seems to support previous studies (Tansey vd., 2014; Tan, 2008; Oyewobi vd., 2015).

Table 4. The Usage Rates of Basic Strategies by Size of Organizations

Firm Scale	Cost Leadership (%)	Differentiation (%)	Focusing (%)
Large	0,54	0,85	0,44
Medium	0,55	0,78	0,48
Micro	0,75	0,5	0,63

In the analysis carried out during the growth periods, it is seen that the organizations primarily prefer differentiation strategies. It has been stated that cost leadership strategies positively affect financial targets in execution, while differentiation strategies affect targets negatively (Oyewobi et al., 2015). The results obtained within the framework of this research also support this view. In line with the results, there is a direct correlation between the increase in the size of the organizations and the use of differentiation strategies. While it is seen that differentiation has increased with the increase in resources and capacity, it is rather expected that micro-scale organizations with more limited resources will tend to a cost leadership strategy. While the organizations involved in the analysis differ, it is observed that they primarily attach importance to both delivery time and quality improvement.

Based on this result, it is seen that it is in agreement with the results of Oyewobi et al. (2015), who examined the growth process of different developing countries. It has been determined that especially medium-sized organizations try to gain profitability by creating significant differences, so they primarily consider differentiation criteria such as reducing delivery times and increasing quality. It is also seen that it is similar to the study of Oyewobi et al. Medium and large-sized organizations tried not to increase costs while using differentiation strategies. It is seen that the differentiation strategy orientations of the organizations increase as the organizations grow, which is compatible with the findings of Tan (2008). The fact that the differentiation strategy creates entry barriers for new entrepreneurs provides a competitive advantage for organizations in a period when new entrants to the sector are high.

It is seen that the strategies are applied at different rates according to the size of the organizations, as the resources used by the organizations in the study vary while creating a competitive advantage. It is seen that micro-scale organizations tend to gravitate to more useful and functional strategies due to their limited resources. Since large and medium-sized organizations have more resources, the ability to implement strategies at the corporate level is similar to the study of Tansey et al. (2014), who previously investigated the downsizing process. It has been determined that the strategies implemented by micro-scale organizations and some medium-sized organizations within the scope of the analysis benefit from uniform sources; and in addition to the imitation of these resources, it is thought that competitive advantage may be limited because they are not rare. It is envisaged that large and some medium-sized enterprises will have a more effective and sustainable competitive advantage due to the fact that they have diversified resources and are in a complicated system. This finding is consistent with the findings in the study of Tansey et al. (2014).

When evaluated in terms of internal resources, it is seen that in addition to the reputation of organizations, consumer relations also have a significant effect on competitive advantage. Porter (1980) and Tan (2008) have explanations that support this finding. In this context, both have adopted the view that the bargaining power that reputation provides to organizations with the positive effect it creates on consumers increases the competitiveness of organizations. Tansey et al. (2014) evaluated both reputation and relationships under the title of ‘relational assets’ and stated that organizations that adopt this type of differentiation strategy are difficult to imitate because they require both a historical process and complex social relations.

Developing application knowledge and strengthening communication skills to be established with consumers by training their opticians have the effect of increasing the business volume as well as increasing the reputation of the organizations (Tan, 2008). Results that support this view were encountered in the study, and it was observed that many organizations primarily acted in this direction to develop human resources. It is also seen that reputation and social relations provide a differentiation advantage as well as a cost advantage; Supporting the research findings of Tan (2008), an efficient supply chain can be obtained through good relations with suppliers and manufacturers, and organizations can purchase products at lower costs.

Tan (2008) revealed the importance of both public relations and relations with the government at a good level and professional consultancy support for the differentiation strategy; In order to understand the differentiation needs of those involved in this context in the products and services they are interested in, it was emphasized that the relations within this scope should be effective. The fact that a large-scale organization can gain a high degree of differentiation can be attributed to the spread of its relations to a wide and complex social area.

Organizations' desire to make themselves stronger than they are in financial matters has also been studied in different studies. Tan (2008) reveals that organizations can realize their cash flows more efficiently with this method, and they can make better profits with a stricter cost monitoring. However, in the analysis, it was determined that the organizations avoided applying different methods in advertising and marketing issues. Although Tan (2008) states that the development of advertising and marketing practices is an important element in order to enter new markets, this issue reveals the necessity of focusing more on the organizations within the scope of the study.

When the evaluation is made by considering external resources, positive or negative effects of the five forces (Porter, 1980) that affect the competition in terms of strategies can be seen. Tan (2008) stated that the focus strategy is a better option when the purchasing power of consumers increases due to the increase in demand; a similar conclusion was reached in this study. It is seen that focusing on a specific location or group with a specialized product and service gives both medium and large-sized organizations a competitive advantage. It is seen that the cost advantages provided by external resources increase as organizations grow (Oyewobi vd., 2015). Due to large volumes of sales and economies of scale, it is seen that as organizations grow in size, their bargaining power against suppliers and manufacturers increases.

CONCLUSION

Optical sector in Turkey does not have a high share in GDP. Thanks to the economic growth that took place after the 2015 economic crisis, the optical sector also grew. In the last five years, there has been a significant increase in the number of opticians graduated and the number of institutional licenses in the optics industry. During the growth period, competition has increased and it is possible for organizations to maintain their existence and grow by demonstrating their diversity.

When the literature on competitive advantage is examined, it is seen that Porter's (1980) basic strategy model is quite explanatory. It is seen that many studies have been carried out based on this basic model. However, there is no research based on this model in the optics sector in the literature. For this reason, one of the main objectives of this study is to fill the gap in the literature by ensuring that the strategies developed and implemented by the corporate organizations operating in Turkey in the last 5 years are examined on the basis of Porter's basic strategies. When the study is considered in general, it reveals important findings in terms of the strategies implemented by corporate organizations that prefer to grow, maintain the current situation and shrink in the sector. The fact that these findings are well studied and understood by opticians and authorities will contribute to the strategic decisions to be taken on behalf of the sector in the future and will help guide the future projection of the organizations.

In the study, it has been observed that organizations generally apply differentiation strategies to the maximum extent during growth periods. All of the organizations participating in the research stated that competition has increased unpredictably as a result of new entrants to the sector in the last 5 years. This is seen as the main reason why organizations prefer differentiation strategies. Within the scope of differentiation strategies, it is seen that organizations are very sensitive to product diversity, service quality and after-sales warranty services. It has been seen that the implementation of these differentiation strategies increases the reputation of the organizations in the eyes of the consumers and increases the profitability.

As a result of the analysis, it is seen that while the differentiation strategy is in the first place, cost leadership strategies are used in the second place. As a reason for this, it has been stated that organizations have negative experiences from the crises they have experienced in the past years. This strategy shows that they want to keep costs under control as much as possible, act cautiously and grow by increasing their profitability during the product procurement phases. When the cost strategy implementations of the organizations are examined, it has been determined that the alternatives of controlling the income and expenses with a strict discipline, establishing direct contact with the suppliers or manufacturers and purchasing the products through direct bargaining are preferred.

Half of the organizations stated that they have grown in the last 5 years. It is seen that they follow their income and expenses with a strict discipline in order to maintain the growth they have achieved and to ensure its sustainability. It is seen that all of the organizations try to minimize the costs by bargaining hard with the suppliers or choosing the way to procure directly from the manufacturer. In addition, the fact that 2 of the interviewed organizations operate in two areas, supply and retail, within the optical sector, supports this opinion. Focusing strategies in interviews with organizations, it is seen that differentiation and cost leadership strategies are used in close proportions.

It has been determined that organizations operating in big cities such as Istanbul and Antalya want to create a safe place in the sector by focusing on a certain area or focusing on a certain region. In addition to this, it is seen that the organizations operating in Istanbul, Izmir and Antalya find the strategic principles they have determined and put into practice due to their current location, and have preferred the way of providing a competitive advantage in order to strengthen their organizations in a region where they are known.

It has been revealed that the superiority and targets of the strategies implemented by the organizations have changed according to the scale of the organization, the age of the organization and the locations in which they operate. As a result of the analysis, it has been determined that large-scale organizations implement all strategies more than other-scale organizations. It has been seen that the use of differentiation strategy is preferred due to the resources and assets of large-scale organizations and their accessibility to wider audiences. However, it has been determined that as organizations grow, they prefer to apply differentiation strategies primarily. It has been determined that all organizations other than the micro-scale organization prefer the focusing strategy the least. At the same time, it is seen that the micro-scale organization primarily prefers the cost leadership strategy.

The study also clarified the differences in competitive strategy practices that have regional value. The fact that the areas are different regionally shows that it affects the strategy preferences. Thanks to this choice, it was possible to compare the diversity of the strategic competition practices between the regions and the strategic competition practices between scales. It is seen that the organizations operating in Antalya, Istanbul and Izmir affect their strategy preferences due to their location in different regions. It is seen that organizations based in Istanbul have used almost all strategies at a higher rate than other organizations, while organizations operating in Izmir and Antalya have used almost all strategies at a minimum level. This result reveals the thesis that the competitive environment in Istanbul differs from other cities. As a result of the study, it is seen that they have implemented differentiation strategies at a high rate, with the exception of one organization from all regions.

Due to the increasing competition conditions in all regions, it is seen that organizations try to make a difference against their competitors. Three of the Istanbul-based organizations also prefer the strategy of focusing in order to seize new opportunities, and it makes us think that these organizations are going through a process that is safe in terms of costs. It was observed that 2 companies based in Istanbul preferred the focus strategy and the cost leadership strategy at the same rate. The reason for this seems to be that, on the one hand, they do not consider themselves safe in terms of cost, and on the other hand, they are stuck in the middle as they try to provide new opportunities with a focus strategy. It is seen that 3 companies based in Istanbul, Izmir and Antalya preferred the cost leadership strategy more. The reason for this is that it is seen that it is preferred at a much lower rate than other strategies due to the limited market environment, the fact that they do not feel safe and the demand is not sufficient.

It has been determined that organizations are effective in differentiating their capabilities and developing different strategic applications with the internal and external resources they have. It has also been observed that organizations try to improve these assets by focusing mostly on reputation and relationships from internal sources. The employment of qualified opticians in matters such as marketing, measurement and assembly applications and the supply of product diversity creates an effect that will increase the reputation of the organization both in the eyes of the consumer and the suppliers. For this reason, it has been determined that organizations invest directly or indirectly in qualified human resources.

On the other hand, due to the low barriers to entry in the optics sector, it is seen that small-scale companies that have just entered the sector cannot focus on different areas that will provide competitive advantage due to insufficient financial resources. As a result of the analysis, the effects of external resources on competitive strategies, the positive or negative effects of the five forces affecting competition were determined. It has been determined that organizations make strategic choices by considering their strengths against both consumers and suppliers or manufacturers.

Limitations and Recommendations

Although the results of the research have brought clarity to the examined subjects, it is clear that there are some limitations:

• It should be taken into account that the results may differ due to the limited number of studies on the selected subject.

• Classification based on only the number of employees while determining the scales of the organizations constitutes another limitation. In future research, learning the turnovers or current assets of the organizations may provide more robust and clear assessments about the size of the organizations and the strategies they have implemented.

For this research, the taxonomy introduced by Tansey et al. (2014) was utilized. It has been supported by the findings that this method, which is differentiated according to growth stage and regional differences, growth process and regional changes, is functional in determining strategies. This taxonomy can also be used in future research by making necessary changes or additions according to the period under review and the country or region where the review took place. This review also raises some questions for future studies. First of all, it should be taken into account that the strategies developed may not be the only influence on the growth of organizations. Secondly, the effect of the state can be taken into account along with the luck factor; an organization may have the opportunity to grow by seizing the position of another organization, or a different organization may have achieved growth thanks to government support. Finally, in addition to the analytical assessment of whether the strategies were "implemented or not", the severity of these strategies and the effects of the applied strategies on performance can be explored.

REFERENCES

Aydin, A., (2012). 'Türkiye Optik Sektörüne Karşılaştırmalı Bakış', Uluslararası Optisyenlik ve Göz Sağlığı Sempozyumu, Isparta.

Aydin, A., (2020) TOOMAD Genel Başkanı 'Optik Sektörü' konulu görüşme. İstanbul.

Başkan, N. E., (2021). Türkiye'deki kurumsal optisyenlik müesseselerinin rekabet stratejilerinin Porter'ın temel stratejileri bağlamında incelenmesi. (Yayınlanmamış) Yüksek Lisans Tezi, İstanbul: Nişantaşı Üniversitesi, Lisansüstü Eğitim Enstitüsü, Sağlık Yönetimi Anabilim Dalı.

Bulut, M., (2004). Türkiye'de Gözlük Sektörü, İstanbul: İstanbul Ticaret Odası.

Erdağ, T., ve Yaşlıoğlu, M., (2020). "Farklı Rekabet Stratejileri Benimseyen İki Havayolu İşletmesinin Kabin Görevlileri Tarafından Algılanan Örgütsel Desteğin Örgütsel Sessizliğe Etkisinin Karşılaştırması". *İşletme Araştırmaları Dergisi*, *12*(4), 3383-3404.

İnan, İ., (2017). "İş yükü algısı ve kariyer bağlılığının örgütsel bağlılık üzerine etkisi: Beş yıldızlı otel çalışanları üzerine bir araştırma". *Ömer Halisdemir Üniversitesi İktisadi ve İdari Bilimler*

Fakültesi Dergisi, *10*(1).

Korkmaz, G., ve Topcu, M. K., (2021). “Porter’s diamond model and the competitiveness of the Turkish defense industry”. *Journal Of Defense Resources Management*, *12*(1), 41.

Oyewobi, L. O., Windapo, A. O., & James, R. O. B. (2015). “An empirical analysis of construction organisations’ competitive strategies and performance”. *Built environment project and asset management*, *5*(4), 417-431.

Perktaş, E., (2017). *Küçük ve orta büyüklükteki işletmelerde rekabet üstünlüğü sağlamak açısından bilgi yönetimi ve uygulamaları: Malatya ili organize sanayi bölgesi örneği.* (Yayınlanmamış) Doktora Tezi, İstanbul: Hasan Kalyoncu Üniversitesi.

Porter, M. E., (1996). “What is strategy?”. *Harvard business review*, *74*(6), 61-78.

Porter, M. E., ve Teisberg, E. O., (2004). “Redefining competition in health care”. *Harvard business review*, 1-14.

Porter, M. E., (2008). “The five competitive forces that shape strategy”. *Harvard business review*, *86*(1), 25-40.

Porter, M. E., (2015), *Rekabet Stratejisi*, Çev. Gülen U., İstanbul: Aura Yayınları.

Tan, Y. (2008). Contractor's Competitiveness and Competititve Strategy in Hong Kong. (Unpublished) PhD Thesis, Chineese: The Hong Kong Polytechnic University, Department of Building and Real Estate.

Tansey, P., Spillane, J. P., ve Meng, X., (2014). “Linking response strategies adopted by construction firms during the 2007 economic recession to Porter’s generic strategies”. *Construction management and economics*, *32*(7-8), 705-724.

Toydemir, M., (2017). *Competitiveness of defense industries: a comparative analysis of the United States, Russia, South Korea and Turkey* (Yayınlanmamış) Yüksek Lisans Tezi, Ankara: Orta Doğu Teknik Üniversitesi.

EXTENDED ABSTRACT
GENİŞLETİLMİŞ ÖZET

TÜRKİYE'DE OPTİK SEKTÖRÜNÜN GÜNCEL DURUMU VE PORTER'İN TEMEL STRATEJİLERİNİN TÜRK OPTİK SEKTÖRÜNDE KULLANIMI VE UYGULAMALARI

Giriş ve Çalışmanın Amacı: Türkiye'de optik sektörünün gelişim potansiyeli yurtiçindeki girişimcilerin dikkatini çektiği kadar yurtdışı girişimcilerinin de dikkatini çekmekte ve optik sektörüne yatırım yaptıkları görülmektedir. Bu kapsamda, kurumsal kuruluşlar profesyonel işletme anlayışıyla kuruluşlarını yöneterek, şube sayılarını arttırarak pazar paylarını da yükseltmek istemektedirler. Hiç şüphesiz ki yurtdışından gelen yatırımcı kuruluşların sektördeki kurumsallığı da etkiledikleri görülmektedir. Bu araştırma Türkiye genelinde optik sektörünün %15' ini oluşturan hem yurtiçi hem de yurtdışı yatırımcılarını kapsayan kurumsal kuruluşların rekabet stratejilerini incelenmektedir. Bu tezin amacı Türkiye'de faaliyet gösteren optik kuruluşların rekabet gücünü iyileştirebilecek metotların Porter'ın Temel Stratejileri esas alınarak saptanması ve rekabet üstünlüğü kazanılabilmesi için stratejik yaklaşımların belirlenerek güncel bir başvuru kaynağı oluşturmasıdır.

Kavramsal/kuramsal çerçeve: Çalışmada optik sektöründe faaliyet gösteren kurumsal optisyenlik müesseselerinin ortaya koyduğu rekabet stratejilerini ve hangi oranda uyguladıkları araştırmanın konusunu oluşturmaktadır. İlaveten literatürde Türk optik sektörünün rekabet tutumlarını güncel ve deneysel verilerle inceleyerek sonucunda kuramsal bağlamda çıkarımlarda bulunan yeni çalışmalara gereksinim duyulmaktadır. Bu alanda bu tür bir çalışmanın yapılmış olması hem sorunları ortaya çıkaracak hem de kuruluşların gelecekteki değişimlere uyum sağlayarak varlıklarını sürdürebilmeleri adına son derece önemlidir.

Yöntem ve Bulgular: Çalışma Türk optik sektöründe faaliyette bulunan 8 kurumsal optisyenlik müessesesi ile Porter'ın temel strateji modeli esasına dayandırılarak yarı yapılandırılmış görüşme formu hazırlanarak yüz yüze gerçekleştirilmiştir. Gerçekleştirilen çalışmada optik müessese sayısı 5 ve üstü olan tüm kurumsal firmalar dahil edilmiştir. Araştırma içinde kurumsal olan optisyenlik müesseselerinin son 5 yıllık dönem içerisinde yönetim süreçlerinde aldıkları hangi kararlarla mevcudiyetlerini korudukları ve rekabet gücünü nasıl sağladıkları sorgulama konusu olmaktadır.

Farklı büyüklük ölçeğinde olan optik kuruluşların birbirleriyle aynı düzeyde kaynak ve kapasite sahibi olmadıklarından dolayı temel stratejileri farklı düzeylerde uyguladıkları görülmektedir. Ancak tüm ölçeklerde optik kuruluşların farklı düzeylerde olsa da üç temel strateji de kullanmaktadırlar. Bu bulgular daha önce farklı alanlarda yapılan çalışmaları destekler niteliktedir (Tan, 2008; Tansey ve ark., 2014; Oyewobi ve ark., 2015).

Kuruluşların farklı dönemlerinde farklı stratejileri kullandıkları saptanmıştır. Büyüme dönemlerinde optik kuruluşların farklılaşma stratejilerini kullandıkları tespit edilmiştir. Maliyet liderliğinin finansal hedeflere ulaşmada olumlu etkisi bulunurken aksine farklılaşma stratejilerinin bu hedefleri olumsuz olarak etkilediği ortaya çıkmıştır (Oyewobi ve ark., 2015). Nitekim çalışmamızda ulaşılan sonuçlarda aynı doğrultudadır.

Büyük ve orta ölçekli kuruluşların ise farklılaşma stratejilerini uygularken maliyetleri yükseltmemeye çalıştıkları saptanmıştır. Tan'ın (2008) yılında ortaya koyduğu çalışmaya göre de kuruluşlar büyüdükçe farklılaşma stratejilerine yönelme oranlarının arttığı görülmekte ve çalışma sonucumuzu desteklemektedir.

Sonuç ve Öneriler: Çalışma neticesinde son 5 yıl baz alındığında en çok farklılaşma stratejisinin en az ise odaklanma stratejisinin kullanıldığı tespit edilmiştir. Farklılaşma stratejisinin yüksek oranda tercih edilme nedenleri irdelendiğinde sektörde rekabetin oldukça yükseldiği ve sektöre yeni katılımların fazlalaşmasından dolayı mevcut kuruluşların bu stratejiyi tercih ettikleri sonucuna ulaşılmıştır. Maliyet liderliği stratejilerinin ikinci sırada tercih edilme nedeni ise kuruluşların daha önceki yıllarda meydana gelen kriz tecrübelerinin bir sonucu olduğu tespit edilmiştir.

Ayrıca kuruluşların benimsedikleri stratejilerinin kuruluşun yaşı, kuruluş ölçeği, faaliyette bulunulan lokasyon ve kullanım üstünlüğüne göre farklılık gösterdiği tespit edilmiştir. Yapılan araştırma sonucunda büyük ölçekli optik kuruluşların tüm stratejileri diğer ölçekteki kuruluşlara nazaran daha yüksek oranda kullandığı saptanmıştır. Mikro ölçekte bulunan kuruluşların aksine diğer ölçeklerin tümünün odaklanma stratejisini en az oranda kullandığı sonucuna varılmıştır. İlaveten mikro ölçekte yer alan kuruluşların maliyet liderliği stratejisini öncelikli olarak tercih ettikleri ortaya çıkmıştır.

Bir diğer sonuç ise; bölgesel olarak farklı yerde bulunan optik kuruluşların farklı rekabet stratejilerini tercih ettikleri ortaya çıkmıştır. Nitekim İstanbul merkezli kuruluşların neredeyse tüm stratejileri diğer optik kuruşlara nazaran fazla kullandığı, Antalya ve İzmir'deki kuruluşların ise bütün stratejileri minimum seviyede kullandıkları sonucuna varılmıştır. Buradan hareketle İstanbul'daki rekabet seviyesinin diğer şehirlere göre daha yüksek olduğu sonucuna ulaşılmıştır.

Öneri olarak ise; Çalışmamızda kuruluş ölçekleri çalışan sayısına göre oluşturulmuş olup gelecek süreçteki çalışmalarda optik kuruluşların mevcut kaynaklarının yanı sıra cirolarının öğrenilmesi neticesinde hem kuruluşların büyüklük ölçeği hem de tercih ettikleri stratejiler noktasında net ve güçlü sonuçlar ortaya çıkmasını sağlayabilir. Çalışmamızda şans faktörü ve devlet desteği gibi hususlar hesaba katılmamış olup bu hususlarda kuruluşların konumunu ve büyüme durumunu değiştirme noktasında önemli bir etkiye sahip olduğundan hesaba katılabilir. Ortaya koyulan çalışmamızda stratejilerin uygulanıp-uygulanmadığı üzerinde durulmuş uygulandığında ortaya çıkan performans göstergelerine de etkileri olacağından araştırma konusu olabilir.

KATKI ORANI BEYANI VE ÇIKAR ÇATIŞMASI BİLDİRİMİ

Sorumlu Yazar *Responsible/Corresponding Author*	Naz Esin BAŞKAN
Makalenin Başlığı *Title of Manuscript*	CURRENT STATUS OF THE OPTICS INDUSTRY IN TURKEY AND THE USE AND APPLICATIONS OF PORTER'S MAIN STRATEGIES IN THE TURKISH OPTICS INDUSTRY
Tarih *Date*	30.07.2022
Makalenin türü (Araştırma makalesi, Derleme vb.) Manuscript Type (Research Article, Review etc.)	Araştırma Makalesi

Yazarların Listesi / *List of Authors*

Sıra No	**Adı-Soyadı** *Name - Surname*	**Katkı Oranı** *Author Contributions*	**Çıkar Çatışması** *Conflicts of Interest*	**Destek ve Teşekkür (Varsa)** *Support and Acknowledgment*
1	Naz Esin BAŞKAN	%50	Çıkar çatışması yoktur.	Araştımaya katılan yöneticilere teşekkür ediyorum.
2	Hazar DÖRDÜNCÜ	%50	Çıkar çatışması yoktur.	Araştımaya katılan yöneticilere teşekkür ediyorum.