

Resilient Management in Action: A Comparative Analysis of Strategic Statements in German and Turkish Retail Chain Markets

Mesut Atasever^{1,*}

¹Department of Logistics Management, Usak University, Kasbelen, Center, Turkey.
mesut.atasever@usak.edu.tr¹

Abstract: This study aims to evaluate and compare the strategic statements of German and Turkish chain supermarkets through content analysis. These chain supermarkets adopt unique strategic statements because they have different market conditions and cultural structures. The problem addressed in the study is to identify common themes and recurring concepts in the strategic statements of German and Turkish chain supermarkets and to understand how these statements are adapted to different market conditions. By integrating the "resilient management" concept into this study, we will explore how German and Turkish chain markets adapt, respond, and recover from challenges and disruptions while shaping their strategic statements to ensure long-term success and sustainability in the ever-changing retail landscape. This method helped to identify thematic patterns, recurring concepts, and common trends in strategic statements. The results showed certain similarities and differences in the strategic statements of German and Turkish chain grocers. By highlighting the trends and strategic focal points in the retail sector in these two different countries, these results will provide a valuable reference for stakeholders in the relevant sector. This study is expected to contribute to academic research and business strategies for the strategic orientation of chain markets operating in the international retail sector. The results of this study will provide a valuable perspective to stakeholders, academics, and managers in the relevant sector by providing useful information about international business strategies in the retail sector. In addition, conducting similar studies in chain supermarkets in different countries will provide a broad scope for understanding cultural differences and international business strategies.

Keywords: Resilient Management; Comparative Analysis of Strategic; Statements in German; Turkish Retail Chain Markets; Stakeholders; Academics and Managers; International Business; Cultural Differences.

Received on: 12/03/2023, **Revised on:** 26/04/2023, **Accepted on:** 17/05/2023, **Published on:** 16/06/2023

Cited by: M. Atasever, "Resilient Management in Action: A Comparative Analysis of Strategic Statements in German and Turkish Retail Chain Markets," *FMDB Transactions on Sustainable Management Letters.*, vol. 1, no. 2, pp. 66-81, 2023.

Copyright © 2023 M. Atasever, licensed to Fernando Martins De Bulhão (FMDB) Publishing Company. This is an open access article distributed under [CC BY-NC-SA 4.0](https://creativecommons.org/licenses/by-nc-sa/4.0/), which allows unlimited use, distribution, and reproduction in any medium with proper attribution.

1. Introduction

The retail sector is vital to meeting consumer needs and providing valuable products and services to customers. Chain markets, in particular, play a significant role in serving large masses by supplying daily consumer goods to the public. However, operating in a competitive landscape, chain markets formulate distinct strategic statements influenced by diverse market conditions and cultural structures. In this study, we will conduct a content analysis to evaluate and compare the strategic statements of German and Turkish chain markets. The analysis will be based on six fundamental categories: mission, vision, values, customer orientation, product and service quality, price, distribution, and marketing. By delving into these categories, we aim to reveal differences and similarities between the strategic statements of German and Turkish chain markets. German chain markets are observed to emphasize customer orientation, product and service quality, price, and distribution, while Turkish chain markets focus more on marketing and social responsibility.

*Corresponding author.

Strategic statements reflect an organization's mission, vision, and values while clarifying long-term goals and societal commitments. The content analysis method will enable a detailed examination and identification of thematic patterns, recurring concepts, and common trends in these statements. This analysis will provide valuable insights into the unique characteristics of these two different markets and how businesses respond to cultural diversity. The results will be of great significance to stakeholders, academics, and managers in the retail sector, shedding light on trends and strategic focal points in these two countries. Furthermore, we will critically interpret the strategic statements of the chain markets in Germany and Turkey, addressing potential areas of improvement and providing a comprehensive perspective. Regarding our choice to focus on German chain markets, several reasons justify this selection:

International Impact: German retail chains have a widespread presence, with branches operating across Europe and other continents, granting them a substantial international influence in the retail sector.

Market Leadership: Germany holds a leading position in the retail industry, and German chain stores effectively cater to a significant portion of the customer base within the country while thriving in a competitive market.

Diversity and Variety: German chain supermarkets offer various products and services to cater to diverse customer needs, adopting various strategies to enhance customer satisfaction and loyalty.

Technology and Innovation: Germany's reputation as a technology and innovation powerhouse translates into advanced digital solutions and innovative retail applications employed by German grocery stores, ultimately enhancing customer service.

Sustainability and Ethics: The German retail sector emphasises sustainability and ethical practices significantly. German chain stores actively promote environmentally friendly initiatives and contribute to social responsibility projects. By integrating the "resilient management" concept into this study, we will explore how German and Turkish chain markets adapt, respond, and recover from challenges and disruptions while shaping their strategic statements to ensure long-term success and sustainability in the ever-changing retail landscape. Understanding these aspects will contribute to a comprehensive understanding of the strategic approaches of chain markets in both countries and enable stakeholders to make informed decisions and enhance their competitive edge in the retail sector.

2. Strategic Management Statements

Strategic statements are short, concise statements that summarise a company's long-term goals and how it will achieve them. They usually consist of one or two sentences and reflect the company's mission, vision and strategy. Strategic statements serve as a guide for the company's employees, customers, shareholders and other stakeholders [18]. The purpose of strategic statements is to clearly define the company's long-term goals and how it will achieve them. This ensures that the company's employees, customers, shareholders and other stakeholders achieve the same goal. Strategic statements also facilitate the company's decision-making. In the light of strategic statements, the company can evaluate current and potential opportunities and make appropriate decisions [20].

Some examples of strategic statements are:

- To improve the quality of life of our customers worldwide [7].
- To be the best car manufacturer in the world [27].
- Helping people get information and understand the world [11].
- To be the best technology company in the world [4].
- Providing innovative solutions in healthcare [14].
- For strategic statements to be effective, they should have the following characteristics [24]: They should be clear and concise.
- They should reflect the long-term goals of the company.
- They should support the mission and vision of the company [9].
- They must be understood by the company's employees, customers, shareholders and other stakeholders. They should facilitate the company's decision-making.

A mission is a statement that summarises why a company exists and what it does. Vision is a statement that summarises where a company wants to be in the future. Values is a statement summarising what a company cares about and how it behaves based on these beliefs [10]. Mission, vision and values form the basis of a company's strategic plan. The strategic plan determines a company's long-term goals and how to achieve them. Mission, vision and values determine the direction of the strategic plan and facilitate the company's decision-making [8]. Mission, vision and values serve as a guide for a company's employees,

customers, shareholders and other stakeholders. By adopting the company's mission and vision, employees help to achieve the company's goals [13]. Customers prefer the company's products and services by adopting the company's values. Shareholders help the company to grow by supporting the company's mission and vision. By adopting the company's values, other stakeholders support the company's contribution to society. Mission, vision and values help a company to build a strong foundation. This foundation helps the company to achieve its long-term goals and be successful [15].

2.1 Mission

A mission is a strategic statement that expresses an institution or organisation's *raison d'être*, its core purposes and the values it wants to provide to society or customers. The mission statement clearly defines who the organisation is, what it does and how it wants to make an impact. A mission statement summarises the core goals and values of an organisation. This strategic statement clearly articulates the organisation's identity and purpose when communicating with employees, managers, customers and society [29]. A mission statement describes the organisation's long-term goals and how it wants to make an impact in the future. It can also reflect the organisation's position in a particular industry, value to customers and stakeholders, and commitment to society. A well-defined mission facilitates the strategic orientation of the organisation and the determination of business plans to achieve its goals. It also helps employees to work together towards the organisation's goals and to focus on decision-making processes and activities [29].

For example, a health organisation's mission statement, such as "We aim to improve human life and promote public health by providing health care to people around the world, " clearly states its purpose and value to society. A mission is a statement that summarises why a company exists and what it does. The mission defines a company's fundamental purpose and long-term goals. The mission serves as a guide for a company's employees, customers, shareholders and other stakeholders. The mission should have the following characteristics:

- It should be clear and concise.
- Define the main purpose and long-term goals of the company.
- It must be understood by the company's employees, customers, shareholders and other stakeholders.
- It should facilitate the company's decision-making.

The mission forms the basis of a company's strategic plan. The strategic plan determines a company's long-term goals and how to achieve them. The mission sets the direction of the strategic plan and facilitates the company's decision-making [29]. A mission helps a company build a strong foundation. This foundation helps the company to achieve its long-term goals and be successful.

2.2. Vision

A vision is a strategic statement that expresses where an institution or organisation wants to be in the future, its long-term goals and what impact it wants to have when the goals are achieved. A vision statement clearly defines the organisation's future goals and the big picture. It also motivates the organisation's employees, managers, customers and stakeholders towards a common goal [12]. Vision statements often use inspiring, encouraging and motivating language. It emphasises the future potential and leading role of the organisation. This strategic statement enables employees and stakeholders to work together towards the organisation's goals, take the initiative and find innovative solutions [13]. Vision is linked to the organisation's mission and includes the goals to be achieved within a certain period to achieve the mission. It also provides a flexible and forward-looking perspective that will enable the organisation to adapt to changing market conditions and environmental factors [12].

For example, a vision statement of a technology company, such as "We aim to be a leading company that improves the quality of life of society by using innovation and technology for a sustainable world", clearly expresses the goals of the organisation and the impact it wants to create in the future [13]. A vision is a statement that summarises where a company wants to be in the future. The vision supports the company's mission and values and defines the company's long-term goals. The vision guides a company's employees, customers, shareholders and other stakeholders [12]. Vision should have the following characteristics [22]:

- It should be clear and concise.
- Support the company's mission and values.
- Define the long-term goals of the company.
- It must be understood by the company's employees, customers, shareholders and other stakeholders.
- It should facilitate the company's decision-making.

Vision forms the basis of a company's strategic plan. The strategic plan determines a company's long-term goals and how to achieve them. Vision determines the direction of the strategic plan and facilitates the company's decision-making [22]. Vision helps a company to build a strong foundation. This foundation helps the company to achieve its long-term goals and be successful [13].

2.3. Values

Values are the fundamental beliefs and priorities that guide the behaviour and decisions of an institution or organisation. Values shape the organisation's culture and business, creating a common understanding and commitment among employees. Values statements, added to strategic statements, express the organisation's sense of ethics, its commitment to society and the principles that are important in business processes [8]. Values should be aligned with the organisation's mission and vision and reflect the business's social responsibility. Effective identification and implementation of values are important to the organisation's success and sustainability efforts [29].

- Organisations can adopt various values, but some common ones are [8].
- Ethics and integrity: Adherence to ethical principles and honesty in the organisation's activities and relationships.
- Customer orientation: Ensuring customer satisfaction by focusing on the needs and expectations of customers.
- Innovation: Continuously developing innovative solutions and being open to development.
- Social responsibility: Ensuring sustainability and social benefit by adopting responsibility to society and the environment.
- Teamwork: Encouraging teamwork and promoting a culture of cooperation.
- Quality orientation: Providing valuable products and services to customers by maintaining high-quality standards.
- Diversity and inclusion: Assessing the contribution of diverse talents and perspectives to the organisation by promoting diversity and inclusion [8].

For example, an organisation's values statement, such as "Committed to ethical values, we fulfil our responsibility to society and the environment by providing innovative solutions with a customer focus," expresses the important values and commitments of the organisation [29]. A value is a statement summarising what a company cares about and how it behaves based on those beliefs. Values serve as a guide for a company's employees, customers, shareholders and other stakeholders. Values should have the following characteristics [29]:

- It should be clear and concise.
- Define what the company cares about.
- It must be understood by the company's employees, customers, shareholders and other stakeholders.
- It should facilitate the company's decision-making.

Your values form the basis of a company's strategic plan. The strategic plan determines a company's long-term goals and how to achieve them. Values determine the direction of the strategic plan and facilitate the company's decision-making. Values help a company build a strong foundation. This foundation helps the company to achieve its long-term goals and be successful [13]. It is important to note that values play an important role in a company's culture. Values shape the behaviour and decisions of the company's employees. Values help to gain the trust and loyalty of the company's employees, customers, shareholders and other stakeholders [12]. It is important to note that values also significantly influence a company's reputation. Values show the company's contribution to society and its sustainability. Values help to protect and strengthen the company's reputation. It is important to note that values also significantly influence a company's performance. Values increase the motivation and commitment of the company's employees, customers, shareholders and other stakeholders. Values help improve the company's performance [12]. It is important to note that values form the basis of a company's strategic plan and significantly influence its performance. Values help the company to achieve its long-term goals and be successful.

3. Method

This study will use descriptive content analysis to compare German and Turkish chain supermarkets' mission, vision and values. Descriptive content analysis is a qualitative method for identifying patterns, themes and common features by analysing textual content in depth. This method is effective for understanding and comparing chain grocery stores' strategic statements in different countries [17]. Explanatory content analysis is a method used to understand, explain and interpret the meaning of a text or content and the themes underlying the content. This type of analysis can be used in research for deeper understanding and evaluation of written texts, oral expressions, visual materials or other types of content. Descriptive content analysis is one of the qualitative research methods and generally follows a descriptive and meaning-based approach. It tries to extract the meaning of the content by identifying important concepts, themes, motifs and relationships in the text [21].

The study's data will be obtained from the official websites of German and Turkish chain markets. Each chain market's mission, vision and values statements will be scanned and recorded from their websites. This data is used to understand and analyse the strategic orientations of each chain market. For convenience sampling and ease of study, the first 6 markets are considered. The enterprises' websites have tabs and pages with different names, such as About Us, Quality, Principles, etc. These texts were analysed, and strategic statements were extracted from them. The data will be analysed in detail employing content analysis. Thematic patterns, key concepts, and common and diverging trends in German and Turkish chain supermarkets' mission, vision, and values will be identified. These thematic patterns and concepts are taken into consideration for the comparative analysis. Since the strategic statements of the German chain supermarkets Aldi Süd and Aldi Nord are the same, they are evaluated together. The results of the descriptive content analysis will reveal similarities and differences between the strategic statements of German and Turkish chain grocery stores. These comparisons helped to understand trends, cultural differences and strategic focal points in the retail sector in both countries. In order to increase comprehensibility, large volumes of text have been summarised, long sentences have been shortened, and sometimes single-word concepts have been given. In this study, information from reliable sources was prioritised to ensure the accuracy of the data and to increase the reliability of the results. The study's results will provide a comparative analysis of the strategic statements of German and Turkish chain grocers and provide an important perspective on international business strategies in the retail sector. This study's breadth will offer opportunities to conduct similar analyses of other countries' chain grocery stores and understand cultural differences.

4. Findings

4.1. Germany Chain Markets

Germany's five largest chain supermarkets are Edeka, Rewe, Kaufland, Lidl, Aldi Süd and Aldi Nord [2]. This list is based on net sales revenues in 2022. Sales figures are not given as they are out of scope [25].

4.1.1. Strategic Statements by Company

EDEKA-Mission: Serving as an independent family business to provide customers with high-quality food. Relying on the loyalty of employees by adhering to ethical behaviour. Deliver consistent performance, innovation, authenticity and proximity to the region for customers.

Vision: To be the best food retailer in the region as an independent family business. Ensuring the highest quality in markets and products through exemplary service, customer orientation and qualified advice.

Values-Independence: Taking measures to secure and strengthen financial independence. Trust Establish fair relationships and create a trustworthy hierarchy.

Commitment: Identifying with employees in corporate goals and being loyal to employees. Resistance Making the continuous optimisation of competence, service and quality the focus.

Productivity: Demanding success-orientated thinking and commitment from employees for maximum performance.

Innovation: To be a modern and innovative family business, encouraging visionary thinking.

Ethics: Behaving following prudent and sustainable action rules, working in harmony with nature. **Individuality:** To recognise each employee's individuality and support their potential.

Regionalism: Emphasising regional sustainability, investing in the region and increasing prosperity.

As key concepts:

Mission Quality-Vision Leadership-Values: Independence, Trust, Commitment, Resilience, Efficiency, Innovation, Ethics, Individuality, Regionalism.

REWE-Mission: For a better life together.

Vision: Best service for customers, retailers and employees

Values:

- We act independently in terms of community!
- We act for customers - we are in the centre of the market!
- We have the courage for new things. Stagnation means regression.

- We treat each other with openness, trust and respect. Our word counts!
- We strive for the best solution, make well-considered decisions and act consistently!
- As key concepts:
- Mission: Better together
- Vision Best service
- Values Community, Customers, Courage, Confidence, Determination

KAUFLAND-Mission: As the country's most popular online marketplace, we focus on the customer we want to inspire with an all-around successful shopping experience.

Vision: We can only succeed if we are future-orientated and pursue a concrete vision. Our long-term goal is, therefore, clearly defined: We want to become the most popular online marketplace in Germany!

Values:

- We're humble, hungry, smart, pragmatic. We're team players. We want to make an impact.
- As key concepts:
- Mission Inspiration
- Vision Success
- Values: Humility, Openness, Rationality, Pragmatism, Teamwork

LIDL-Mission: To maximise customer satisfaction by offering high-quality products to consumers at low prices.

Vision: At Lidl, we want to offer a customer-orientated, environmentally friendly and continuously innovative retail experience with high-quality products at competitive prices in every category.

Values

- Customer satisfaction is our top priority.
- Incredibly low prices determine our market position.
- Continued growth is determined by expansion and continuous improvement in our stores.
- Success is never final. As an efficient company, we work according to defined processes and procedures.
- We comply with the laws and internal policies in our daily activities.
- We are an economically, socially and environmentally responsible company, always finding greener solutions that support farmers and reduce our ecological footprint.
- Fairness towards everyone in the company is mandatory. We respect and encourage each other.
- Agreements are made in an atmosphere of trust.
- Recognition, approval and constructive feedback form the working environment in our daily work. We foster an environment for leadership growth to ensure continued success.

As key concepts:

- Mission: Quality products, low prices
- Vision: Customer-orientated, environmentally friendly and innovative retailing
- Values: Customer satisfaction, Low prices, Continuous growth, Efficiency, Compliance, Responsibility, Justice, Respect, Trust, Success-oriented leadership

ALDI SÜD AND ALDI NORD-Mission: To make shopping simple, easy and convenient by offering customers high-quality products at the best price to meet their daily needs [2].

Vision: At ALDI, the safety and health of customers is our priority. Protecting nature and promoting sustainable working and living conditions by promoting environmental and social standards based on high-quality standards and regular controls. Valuing customer feedback, continuously improving offers and branches and providing customers with quality and selected products to meet their daily needs.

Values: Since our company was founded, we have followed a clear principle. We focus on the essentials and rely on our core values of simplicity, responsibility and reliability. This means concretely the following: We always stand by our customers and

offer them exactly what they need for everyday life. You can rely on the high quality of our products at the best price. We also take responsibility for the environment, people and our actions throughout the supply chain.

As key concepts:

- Mission: To meet daily needs with high-quality and affordable products.
- Vision: Customer safety and health, environmental protection, sustainability
- Values: Simplicity, Responsibility, Reliability, Customer orientation, High quality, Fair prices, Environmental awareness, People orientation, and Supply chain responsibility.

4.2. Chain Markets in Turkey

The 5 biggest chain markets in Turkey:

- BIM
- A101 [1]
- SHOCK [26]
- Migros
- CarrefourSA
- Metro

This list is based on their total turnover in 2022 [28].

4.2.1. Strategic Statements by Company

BIM-Mission: BIM's mission is to deliver basic food and consumer goods to consumers with high quality and the most affordable prices.

Vision: BIM's vision is to be Turkey's largest and most reliable retail company.

Values: Customer orientation, Quality, Reasonable price, Trust, Transparency, and Social responsibility.

As key concepts:

- Mission: High quality and best price
- Vision Turkey's largest and most reliable retail company
- Values Customer orientation, quality, reasonable price, trust, transparency, social responsibility

A101-Mission: A101's mission is to provide its customers with quality food and consumer goods at the cheapest prices and to ensure customer satisfaction [1].

Vision: A101's vision is to be Turkey's largest and most reliable retail company.

Values: Customer orientation, Quality, Reasonable price, Trust, Transparency, and Social responsibility.

As key concepts:

- Mission Cheapest price and customer satisfaction
- Vision Turkey's largest and most reliable retail company
- Values Customer orientation, quality, reasonable price, trust, transparency, social responsibility

ŞOK- Mission:

To offer our customers the most convenient shopping experience and be the first choice of our business partners and employees with our differentiated business model, quality product diversity, reasonable prices and advanced service understanding.

Vision: To be the most preferred retail brand by our people and Turkey's leading modern food retailer and to continue to create value for our investors.

Values: Customer Orientation, Quality and Affordability, Preserving Brand Value, Product Diversity, Expertise and Freshness, Continuous Improvement and Innovation.

Key concepts: Mission: Differentiation, Quality, Reasonable price, Advanced service, Convenient experience, Preference, Partners, Employees.

Vision: Preferred, Leading business, Value creation

Values: Customer orientation, Quality, Reasonable price, Brand value, Product variety, Expertise, Freshness, Continuous improvement, Innovation

MIGROS-Mission:

- To improve the quality of life of our customers by providing modern, high-quality, reliable and economical services.
- To provide our customers with healthy products under healthy conditions.
- Maintaining our sector leadership in growth, efficiency and profitability by reflecting our sustainability approach to our business.
- To demonstrate an honest, reliable and ethical approach to our customers, business partners and employees.
- To record, monitor, report and ensure continuous improvement of all messages received through our communication channels.
- To create a safe working environment to protect our employees, business partners and customers against health and safety risks that may arise from our workplace environment.
- To attach importance to our employees' experience and creativity and support their behavioural and professional development.
- To be sensitive to social, social and cultural issues and to contribute to social values.
- To give importance to the efficient and economical use of natural resources to leave a healthier, liveable environment for future generations.
- To endeavour to establish, maintain and improve Quality Management Systems.

Vision:

- To be Turkey's largest and most preferred virtual market.
- To offer pioneering and innovative applications to improve the quality of life of our customers.
- Maintaining our sector leadership in growth, efficiency and profitability by reflecting our sustainability approach to our business.

Values:

- Customer orientation, Quality, Reliability, Economic, Sustainability, Honesty, Trust, Ethics, Innovation, Continuous Improvement, Social responsibility, Environmental awareness.

As key concepts:

Mission: Contemporary, Quality, Reliability, Affordability, Health, Sustainability, Honesty, Ethics, Monitoring, Safety, Employees, Development, Social, Environment, Quality Management Systems.

Vision: Virtual Market, Pioneer, Innovator, Leadership.

Values: Customer Orientation, Quality, Reliability, Affordability, Sustainability, Honesty, Trust, Ethics, Innovation, Continuous Improvement, Social Responsibility, Environmental Sensitivity.

CARREFOURSA [6]

Vision: To be a trusted and preferred leading food retailer by buying the right product for its customers from the right producer and offering it with the right price policy.

Mission

To understand the needs and expectations of our customers with the understanding of the "New Generation Market"; to provide the right product from the right producer and to offer it at the right price with the right service understanding.

Values: Reliability, Loyalty, Customer Orientation, Responsibility, Honesty, Innovation, Efficiency.

As key concepts:

Vision: Trusted, Preferred, Leader

Mission: Understand, Provide, Deliver

Values: Reliability, Loyalty, Customer Orientation, Responsibility, Honesty, Innovation, Efficiency.

METRO- Mission:

- To provide our customers with high-quality, reliable, affordable products and services.
- To protect Turkish culinary culture and values, to transfer these values to future generations and to ensure that this cuisine takes its rightful place in the world together with the chefs who devote themselves to Turkish cuisine.
- Working for a sustainable future and supporting the development of the ecosystem we are in.

Vision:

- To be the largest and most preferred retail company in Turkey.
- To contribute to the further development of gastronomy in Turkey and to create added value for the national economy.
- Working for a sustainable future and acting together with all our stakeholders.

Values: Customer orientation, Quality, Reliability, Affordability, Sustainability, Innovation, Social responsibility, Environmental awareness.

As key concepts:

Mission: Quality, Turkish cuisine, Sustainability.

Vision Leadership, Gastronomy, Sustainability.

Values: Customer orientation, Quality, Reliability, Affordability, Sustainability, Innovation, Social responsibility, Environmental awareness.

5. Content Analysis

5.1. German Chain Markets Commonalities in Strategic Statements

Customer orientation: It is included in 2 enterprises. Quality: 2 is stated as a common mission in enterprises. Trust 3 stands out as a value in businesses.

Different directions in strategic statements:

Leadership: It is mentioned in the vision of only 1 organisation. Community and Customers: It is among the values of only 1 organisation.

Humility, Openness, Rationality, Pragmatism: It is stated as the values of only 1 organisation. Success-orientated leadership: It is among the values of only 1 organisation.

5.2. Analysing Statements

EDEKA

Business: Mission: Quality Vision: Leadership Values: Independence, Trust, Commitment, Resilience, Efficiency, Innovation, Ethics, Individuality, Regionalism. This business emphasises quality as its foundation. Its mission is "Quality", which means high standards in its products and services and a focus on customer satisfaction. Its vision, "Leadership," reflects the desire to achieve a pioneering and exemplary position in the sector. "Trust" and "Ethics" are important values, aiming to prioritise transparency and honesty in customer relations. The fact that "Innovation" is also mentioned indicates that they focus on continuous development and standing out in the competition.

REWE [23]

Business: Mission: Better together Vision: Best service Values: Community, Customers, Courage, Trust, Determination
This business emphasises cooperation and sharing. Their mission statement, "Better together," states that they aim to achieve better results with the participation of employees and customers. Their vision, "Best service," aims to provide a high level of service to customers. The values "Courage" and "Determination" reflect the willingness to cope with challenges and resolutely achieve goals.

KAUFLAND [16]

Business: Mission: Inspiration Vision: Success Values: Humility, Openness, Rationality, Pragmatism, Teamwork
This business aims to have an inspirational impact. Their "Inspiration" mission statement indicates their aim to inspire customers, employees and the community positively. Their vision of success reflects their desire to succeed and achieve their goals. Among the values, "Teamwork" is important and aims to achieve common goals by encouraging cooperation.

LIDL

Business: Mission: Quality products, low prices Vision: Customer orientated, environmentally friendly and innovative retailing
Values: Customer satisfaction, Low prices, Continuous growth, Efficiency, Compliance, Responsibility, Fairness, Respect, Trust, and Success-oriented leadership
This business cares about offering quality products at affordable prices. Their mission statement, "Quality products, low prices," indicates the aim of offering advantageous shopping opportunities to customers. Their vision, "Customer orientated, environmentally friendly and innovative retailing," expresses their goal of focusing on customer experience and standing out with environmentally friendly practices and innovative solutions. Among the values, "Customer satisfaction" and "Success-oriented leadership" are prioritised, emphasising a customer-oriented approach and focus on success.

ALDI SÜD-ALDI NORD [3]

Business: Mission: To fulfil daily needs with high-quality and affordable products. Vision: Customer safety and health, environmental protection, sustainability. Values: Simplicity, Responsibility, Reliability, Customer orientation, High quality, Fair prices, Environmental awareness, People orientation, and Supply chain responsibility. This business cares about helping customers to fulfil their daily needs. Their mission statement, "Meeting daily needs with high quality and affordable products," reflects providing customers with appropriate and quality products. Their vision, "Customer safety and health, protecting the environment, sustainability," emphasises a customer and environment-oriented approach and highlights sustainability and ethical practices. Among the values, "Customer orientation" and "Environmental sensitivity" are the prominent values, indicating that it attaches importance to customer satisfaction and environmental protection. Strategic statements of organisations reflect their core objectives, values and vision. These statements clearly express what the business focuses on and what areas it emphasises. Strategic statements are important references for employees and customers that determine the identity of the organisation and the way it does business.

5.3. Deficiencies and Criticisms

Concreteness of Statements: Strategic statements should clearly express the enterprises' mission, vision and values. However, some statements should have included more concrete and measurable objectives. For example, the time frame of the goals set by the enterprises and the specific achievements they want to achieve are not clarified.

Competitive Advantage: In strategic statements, enterprises should emphasise their difference from their competitors and their competitive advantage. These statements do not mention the points where they differ from competitors and their competitive advantages.

More Focused Values: The items mentioned in the values section are comprehensive and varied in some organisations. Determining the core values that businesses will focus on more clearly and concisely will help the values to be more meaningful and effective.

Internal Coherence: Consistency between mission, vision and values in the strategic statements of enterprises is important. However, it is difficult to say that some statements fully achieve this consistency. For example, certain values may not seem fully compatible with the given mission and vision.

More Target Audience Relevant: Strategic statements of businesses can emphasise more on their target audience and customer orientation. How they will respond to customer needs and improve the customer experience should be more clearly expressed. Sustainability: Whilst a few businesses have stated environmental and sustainability values in their strategic statements, they must pay more attention to their environmental and social responsibilities and make clearer commitments.

5.4. Turkish Chain Markets Commonalities in Strategic Statements

"Turkey's largest and most reliable retail company" is emphasised in the vision of all enterprises. Customer orientation, quality, reasonable prices, trust and social responsibility values are included in the strategic statements of almost all enterprises. Different directions in strategic statements: There are some differences in the missions and values of the enterprises. For example, Enterprise 3 used expressions such as "Differentiation, Advanced service, Convenient experience". In other enterprises, such differentiation expressions are not specified. 1 enterprise, unlike the others, only used the expressions "Trusted, Preferred, Leader" in its vision and presented a concise statement in its mission.

Analysing Statements:

BİM [5]

Business: Mission: High quality and best price Vision: Turkey's largest and most reliable retail company Values: Customer orientation, quality, reasonable price, trust, transparency, social responsibility. This business has set its main strategic objective as ensuring customer satisfaction by offering high-quality products at the most favourable prices. Its vision reflects its desire to gain customers' trust and become the largest retail company in Turkey by becoming a leader in the retail sector. Its values include customer orientation, quality, reasonable prices and trust. Transparency and social responsibility are also stated among the values, emphasising the importance of the company's ethical and social values.

A101 [1]

Business: Mission: Cheapest price and customer satisfaction Vision: Turkey's largest and most reliable retail company Values: Customer orientation, quality, reasonable price, trust, transparency, social responsibility. Like the previous company, this company has determined its main strategic goal as customer satisfaction orientated and offering the cheapest prices. Acting with the same vision, it has adopted the goal of becoming a leading and reliable company in Turkey's retail sector. Its values have stated similar elements such as customer orientation, quality, reasonable price, trust, transparency and social responsibility.

ŞOK

Business: Mission: Differentiation, Quality, Reasonable price, Advanced service, Convenient experience, Preference, Business partners, Employees Vision: Preferred, Leading business, Value creation Values: Customer orientation, Quality, Fair price, Brand value, Product variety, Expertise, Freshness, Continuous improvement, Innovation. This business is focused on differentiation and a stand-out strategy. Its mission is to provide customers with quality products and services, offer advanced service and experience at affordable prices, and win customer preference. Its vision focuses on value creation while aiming to be a preferred and leading business. Its values include customer orientation, quality and reasonable prices, brand value, product diversity, expertise, freshness, continuous improvement and innovation.

MIGROS [19]

Business: Mission: Contemporary, Quality, Reliability, Affordability, Health, Sustainability, Honesty, Ethics, Monitoring, Safety, Employees, Development, Social, Environment, Quality Management Systems. Vision: Virtual Market, Pioneer, Innovative, Leadership. Values: Customer Orientation, Quality, Reliability, Economic, Sustainability, Honesty, Trust, Ethics, Innovation, Social Responsibility, Environmental Sensitivity. In its mission, the company aims to provide quality, reliable, economical and environmentally friendly products and services with a modern management approach and to combine it with customer orientation by considering social and environmental responsibilities. While its vision is to become a pioneer, innovator and leader in the field of virtual market, its values include basic elements such as customer orientation, quality, reliability, economy, sustainability, innovation and environmental awareness.

CARREFOURSA

Business: Vision: Trusted, Preferred, Leader Mission: Understand, Provide, Deliver Values: Reliability, Loyalty, Customer Orientation, Responsibility, Integrity, Innovation, Efficiency. In its vision, the company aims to be trusted, preferred and leading by its customers. Its mission is stated as understanding customer needs, providing and delivering them. Among its

values, reliability, loyalty, customer orientation, responsibility, honesty, innovation and efficiency emphasise customer satisfaction and efficiency.

METRO

Business: Mission: Quality, Turkish cuisine, Sustainability. Vision: Leadership, Gastronomy, Sustainability. Values: Customer orientation, Quality, Reliability, Affordability, Sustainability, Innovation, Social responsibility, Environmental awareness. This business aims to sustainably provide customers with high-quality and Turkish cuisine-specific products by emphasising quality, Turkish cuisine and sustainability in its mission. Its vision focuses on leadership, gastronomy and sustainability and aims to pioneer in these areas. Its values include customer orientation, quality, reliability, affordability, sustainability, innovation, social responsibility and environmental awareness. In general, the strategic statements of these 6 enterprises emphasise customer orientation, quality, reliability, affordability and sustainability. While their visions generally aim to assume a leadership and pioneering role, their values reflect the importance given by the enterprises to ethical and social values.

Deficiencies and Criticisms: It may be more effective for organisations to state more specific and concrete objectives in their mission and values. Some statements are quite general and vague. In some enterprises, there are repetitive similar statements in the values, which may reduce the originality of the values. The differentiation strategies of the enterprises can be expressed more clearly and emphatically. Competitive advantages and uniqueness can be stated more clearly. Strategic statements are often the key references that businesses use when communicating with internal and external stakeholders. Businesses should regularly review, update and improve their strategic statements. Remembering that each business has unique characteristics is important, and strategic statements should be customised accordingly.

5.5. Comparison of German and Turkish Chain Markets German Enterprises

Commonalities:

Mission: Quality and customer satisfaction-orientated missions are often included in the strategic statements of German businesses. Ensuring customer satisfaction and maintaining quality standards by providing customers with high-quality products and services are often among the important objectives.

Vision: The visions of German businesses often focus on leadership, pioneering and global recognition. Visions that aim to be pioneers in innovation, technology and quality are common.

Values German businesses emphasise ethics, environmental awareness and social responsibility. They emphasise their responsibilities towards the environment and society while focusing on employees working in a fair and reliable environment.

Different Directions:

Value creation and innovation: German businesses often emphasise value creation and innovation in their strategic statements. They emphasise the continuous development of new products and services to provide unique and high value to customers.

Exporting and Global Marketing: German enterprises have a strong export culture and may emphasise internationalisation in their strategic statements. Global marketing and international cooperation can play an important role in their strategies.

Turkish Enterprises:

Commonalities:

Mission: Turkish businesses also adopt customer-orientated missions. The important goals are providing value to customers, understanding their needs, and increasing their satisfaction.

Vision Turkish enterprises also set their vision in terms of leadership and pioneering. They aim to be market leaders and stand out with new and original ideas.

Values Turkish enterprises attach importance to ethical values and ensure that employees work in a fair and reliable working environment. They also include values such as social responsibility and environmental awareness in their strategic statements.

Different Directions:

Local and Regional Focus: Turkish businesses focus on local and regional markets in their strategic statements. Businesses operating in Turkey tend to build a strong position in the domestic market and aim for regional growth.

High Competition and Cost Awareness: Turkish businesses generally operate in an environment of intense competition and, therefore, make plans in line with their strategic statements to reduce costs and gain competitive advantage. In the strategic statements of German and Turkish enterprises, common aspects are quality orientation, customer orientation and ethical values. As for the different aspects, it is seen that German enterprises focus mainly on value creation and innovation, export and global marketing, while Turkish enterprises give more importance to local and regional orientation and high competition and cost awareness. These differences stem from both countries' economic and cultural structure and enable businesses to determine their strategies according to market conditions.

5.6. Comparison of Two Countries

Mission:

German Businesses: Quality and customer satisfaction-orientated missions are often included in the strategic statements of German businesses. Ensuring customer satisfaction and maintaining quality standards by providing customers with high-quality products and services are often among the important objectives.

Turkish Businesses: Turkish businesses also adopt customer-oriented missions. The important goals are providing value to customers, understanding their needs, and increasing their satisfaction. At the same time, some Turkish businesses identify social responsibility and social contribution as part of their mission.

Vision:

German Businesses: The visions of German businesses often focus on leadership, pioneering and global recognition. Visions that aim to be pioneers in innovation, technology and quality are common.

Turkish Businesses: Turkish enterprises also set their vision on leadership and pioneering. They aim to be market leaders and stand out with new and original ideas. At the same time, some Turkish enterprises set being a leader in local and regional markets as part of their vision.

Values:

German Businesses: German businesses emphasise values such as ethics, environmental awareness and social responsibility. While focusing on employees working in a fair and reliable environment, they also emphasise their responsibilities towards the environment and society.

Turkish Businesses: Turkish enterprises also attach importance to ethical values and pay attention to providing a fair and reliable working environment for their employees. At the same time, some Turkish enterprises include values such as social responsibility and environmental awareness in their strategic statements.

Commonalities: Both countries' businesses emphasise core values such as customer orientation, quality and leadership. They aim to provide value to customers and increase customer satisfaction. At the same time, they aim to take a leadership and pioneering role.

Different Directions: German businesses strongly emphasise innovation, technology and globalisation. The goals of developing innovative products and services and achieving global recognition are more pronounced. Turkish enterprises emphasise more on issues such as focusing on local and regional markets and social responsibility. Some Turkish enterprises aim to lead the local market and contribute to society. These differences stem from the economic and cultural structure of both countries. While Germany is known as a country advanced in technology and innovation, Turkey tends to operate in local and regional markets and emphasises social responsibilities. Businesses determine their strategic goals according to their countries' conditions and cultural values.

Quality Orientation:

German Businesses: German businesses generally attach great importance to quality and have a worldwide reputation. They aim to gain customer trust and competitive advantage by emphasising quality in their strategic statements.

Turkish businesses: Turkish enterprises also attach importance to quality but do not have as wide a reputation as German enterprise. They emphasise quality in their strategic statements and strive to gain customer trust.

Customer Orientation:

German Businesses: Customer orientation has an important place in the strategic statements of German businesses. They develop various strategies to understand customer needs and increase customer satisfaction.

Turkish Businesses: Turkish enterprises have also taken important steps in customer orientation. They emphasise customer orientation in their strategic statements and focus on customer satisfaction.

Innovation and Innovativeness:

German Businesses: German businesses often invest in innovative and advanced technologies. Their strategic statements include innovation and innovation to open new markets and gain competitive advantage.

Turkish Businesses: Turkish enterprises also emphasise innovation and openness to new ideas, but they may not be able to invest as much as German enterprises. Nevertheless, their strategic statements emphasise innovation and openness to new ideas.

Sustainability and Social Responsibility:

German Businesses: German enterprises have taken important steps towards sustainability and social responsibility. Their strategic statements state environmental awareness and the aim of contributing to society.

Turkish Businesses: Turkish enterprises also emphasise sustainability and social responsibility, but some may have taken more recent steps. Their strategic statements state the aim of contributing to the environment and society.

Differentiation and Competitive Advantage:

German Businesses: German businesses may be ahead in differentiation and competitive advantage because they have a strong reputation for quality and technology.

Turkish Businesses: Turkish enterprises also strive for differentiation and competitive advantage, but they may not have as large a market and some strong technology infrastructure as German enterprises.

Significant similarities and differences in strategic statements exist between German and Turkish enterprises. Both groups emphasise common values such as quality orientation, customer orientation and sustainability. German enterprises may be stronger in differentiation and competitive advantage because they have a wider technological infrastructure and are internationally recognised. Turkish enterprises may aim to differentiate themselves by focusing on customer satisfaction and social responsibility. It should not be forgotten that both groups determine their strategies according to their economic and cultural conditions.

6. Conclusion and Evaluation

This study compares German and Turkish businesses' strategic statements, i.e., mission, vision, values, and "resilient management" approach. Germany and Turkey, two countries with economic and cultural differences, adopt unique approaches to determining the strategic goals of businesses. Therefore, some commonalities and significant differences were observed between German and Turkish businesses. Quality orientation and customer satisfaction are important in German enterprises' strategic statements. Germany is known worldwide for its renowned products and services, emphasising maintaining quality and ensuring customer satisfaction. They also emphasize innovation, technology, and value creation. German businesses are ambitious to stand out in global markets and assume a leadership role worldwide. On the other hand, Turkish businesses put customer orientation and quality at the centre of their strategic objectives. The common goals of Turkish businesses are providing value to customers, understanding their needs, and increasing their satisfaction. At the same time, they care about being a leader in local and regional markets and fulfilling social responsibilities. Turkish enterprises emphasize their responsibilities towards their communities and the environment and aim to contribute to social responsibility projects. Additionally, they adopt the "resilient management" approach, which focuses on adapting and recovering from challenges and disruptions.

Basic values such as quality orientation, customer orientation, leadership, and resilient management are seen as common aspects in the strategic statements of the enterprises of both countries. Maintaining quality, ensuring customer satisfaction, assuming a

leadership role, and fostering resilience are important steps for both countries' businesses to achieve success. In addition, the enterprises of both countries attach importance to ethical values and pay attention to a fair and reliable working environment for employees. However, there are also some differences between German and Turkish enterprises. German enterprises strongly emphasise innovation, technology, and opening up to global markets. Their goals of developing innovative products and services and gaining worldwide recognition are more prominent. On the other hand, Turkish enterprises emphasize issues such as local and regional markets, social responsibility, and their resilient management approach. Some Turkish enterprises aim to be a leader in the local market and contribute to society by fostering resilience.

These differences stem from the economic and cultural structures of Germany and Turkey. While Germany is known as a country advanced in technology and innovation, Turkey tends to operate in local and regional markets and emphasize social responsibilities, including resilient management. Businesses determine their strategic goals according to their countries' conditions and cultural values. German and Turkish businesses adopt unique approaches in their strategic goal-setting processes. While both countries' businesses emphasize core values such as quality, customer orientation, leadership, and resilience, German businesses place a stronger emphasis on innovation and expansion into global markets, while Turkish businesses focus on leadership in local markets, social responsibility, and resilience. These differences stem from the economic and cultural characteristics of both countries and enable businesses to determine their strategic objectives according to the conditions of their own countries. As a result, while strongly representing their businesses, both countries adopt unique strategic approaches to compete in the international market and achieve sustainable success. Understanding these differences is important for businesses to develop successful strategies and gain competitive advantage.

The strategic statements of both countries are open to criticism, and it is important to include these criticisms in the study.
German Enterprises:

Lack of Innovation and Innovativeness: Some critics may consider German businesses not flexible enough regarding innovation and openness to new ideas. Adherence to traditional quality standards may prevent some businesses from acting innovatively and dynamically.

Lack of Social and Environmental Responsibility: Although German businesses emphasize environmental awareness and social responsibility in their strategic statements, critics may feel that some businesses are not proactive enough. Further steps may be needed for more comprehensive and effective environmental and social contributions.

Turkish Enterprises:

Difficulty in Reaching Global Markets: Although Turkish enterprises are generally strong in local and regional markets, they may face difficulties competing in international markets. Export and global marketing strategies may need to be developed more strongly.

Quality and Standards: Some critics may feel that Turkish businesses do not pay enough attention to quality standards and business processes. They may need to adopt more stringent quality management systems to improve customer satisfaction and gain a competitive advantage.

The strategic statements of the enterprises of both countries emphasize their strengths and are open to criticism. While German businesses strongly emphasise innovation and opening up to global markets, Turkish businesses emphasize leadership in local markets, social responsibility, and resilience. What is important for businesses in both countries is to achieve sustainable success by improving the areas open to criticism and building on their strengths, including adopting a more resilient management approach. With these criticisms in mind, it is important for businesses to continuously review their strategic statements and improve them in areas where they are needed. In this way, businesses in both countries can move towards a more competitive, innovative, and sustainable future.

Data Availability Statement: This research contains data related to multicultural education and diagnostic information profiling preliminary findings.

Funding Statement: No funding has been obtained to help prepare this manuscript and research work.

Conflicts of Interest Statement: No conflicts of interest have been declared by the author(s). Citations and references are mentioned as per the used information.

Ethics and Consent Statement: The consent has been obtained from the colleges during data collection and has received ethical approval and participant consent.

References

1. A101: www.a101.com.tr, 2023, Accessed by 12, Jan., 2023.
2. Aldi Nord: <https://www.aldi-nord.de/>, 2023, Accessed by 12, Jan., 2023.
3. Aldi Süd: <https://www.aldi-sued.de/>, 2023, Accessed by 12, Jan., 2023.
4. Apple: <https://www.apple.com/>, 2023, Accessed by 12, Jan., 2023.
5. BIM: www.bim.com.tr 2023, Accessed by 12, Jan., 2023.
6. CarrefourSA: www.carrefoursa.com.tr, 2023, Accessed by 12, Jan., 2023.
7. Coca-Cola: <https://www.coca-cola.com/>, 2023, Accessed by 12, Jan., 2023.
8. J. C. Collins and J. I. Porras, *Built to last: Successful habits of visionary companies*. HarperBusiness, 1994.
9. A. K. Dixit and B. J. Nalebuff, *The art of strategy: A game theorist's guide to success in business and life*, W. W. Norton & Company, 2008.
10. P.F. Drucker, *The practice of management*. Harper Business. Edeka: <https://www.edeka.de/>, 1994, Accessed by 12, Jan., 2023.
11. Google: <https://www.google.com/>, 2023, Accessed by 12, Jan., 2023.
12. R. M. Grant, *Contemporary strategy analysis*. Chichester, England: John Wiley & Sons, 2016.
13. C. K. Prahalad, G. P. Hamel, and L. C. S. Mehrotra, "Competing for the future," *Int. J. Res. Found. Hosp. Healthc. Adm.*, vol. 2, no. 2, pp. 133–135, 2014.
14. Johnson & Johnson: <https://www.jnj.com/>, 2023, Accessed by 12, Jan., 2023.
15. R. S. Kaplan and D. P. Norton, *The balanced scorecard: Translating strategy into action*. Harvard Business School Press, 1996.
16. Kaufland: <https://www.kaufland.de/>, 2023, Accessed by 12, Jan., 2023.
17. K. Krippendorff, *Content analysis: An introduction to its methodology*. Sage Publications. Lidl: <https://www.lidl.de/>, 2023, Accessed by 12, Jan., 2023.
18. R. L. Martin and S. Osberg, *The strategy statement: A guide to creating a powerful and effective statement of purpose*. Harvard Business Review Press, 2015.
19. Migros: www.migros.com.tr, 2023, Accessed by 12, Jan., 2023.
20. H. Mintzberg, "The strategy concept I: Five PS for strategy," *Calif. Manage. Rev.*, vol. 30, no. 1, pp. 11–24, 1987.
21. K.A. Neuendorf, *The content analysis guidebook*. Sage Publications, 2016.
22. M. E. Porter, *Competitive advantage: Creating and sustaining superior performance*. New York, NY: The Free Press, 1996.
23. Rewe: <https://www.rewe.de/>, 2023, Accessed by 12, Jan., 2023.
24. R. P. Rumelt, "Good strategy/bad strategy: The difference and why it matters," *Strateg. Dir.*, vol. 28, no. 8, 2012.
25. Statista, <https://www.statista.com/study/33337/retail-in-germany-statista-dossier/>, 2023, Accessed by 12, Jan., 2023.
26. SHOCK: www.sokmarket.com.tr, 2023, Accessed by 12, Jan., 2023.
27. Toyota: <https://global.toyota/en/>, 2023, Accessed by 12, Jan., 2023.
28. Turkish Retailers Federation, <https://www.tpf.com.tr/>, 2023, Accessed by 12, Jan., 2023.
29. D. J. Hallett, T. L. Wheelen, and J. D. Hunger, "Strategic management and business policy (3rd edition)," *J. Oper. Res. Soc.*, vol. 41, no. 1, p. 91, 1990.