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# Table of Contents

Foreword .....	xxii
Preface.....	xxiii
Acknowledgment .....	xxviii

## Section 1

### Transformational Change and Designing New Strategies in the Digital Era

#### Chapter 1

New Strategy and Thinking in Global Business System: Creating Value Through Supply Chain Management.....	1
<i>M. Sebnem Ensari, Istanbul Okan University, Turkey</i>	
<i>Güner Gürsoy, Istanbul Okan University, Turkey</i>	

#### Chapter 2

Examining Strategic Fit and Innovation in Terms of Competitive Strategies and Knowledge Management.....	25
<i>Zafer Adiguzel, Istanbul Medipol University, Turkey</i>	

#### Chapter 3

Transformation of Business With Digital Processes.....	53
<i>Nilüfer Serinikli, Trakya University, Turkey</i>	

#### Chapter 4

Re-Shaping Business Strategy in the Era of Digitization .....	76
<i>Deniz Palalar Alkan, Yeditepe University, Turkey</i>	

#### Chapter 5

New Strategies for Evolution of Business Ecosystems: Platform Strategies .....	98
<i>Cemal Zehir, Yildiz Technical University, Turkey</i>	
<i>Melike Zehir, Yildiz Technical University, Turkey</i>	
<i>Songül Zehir, Gebze Technical University, Turkey</i>	

## **Chapter 6**

- Platform Strategy for New Product Development: The Mediating Effect of Product Platform Strategy in the Korean High Technology Industry ..... 123  
*Sang-Wuk Ku, Pai Chai University, South Korea*

## **Chapter 7**

- Transformation of Marketing With Technology: Case Approach for Artificial Intelligence..... 144  
*Fatih Pinarbasi, Istanbul Medipol University, Turkey*  
*Habib Mehmet Akpınar, Istanbul Esenyurt University, Turkey*

## **Chapter 8**

- Designing Digital Marketing Strategies for International Business: A Comparative Analysis ..... 166  
*Burçak Cebeci Perker, Bahcesehir Üniversitesi, Turkey*

## **Section 2**

### **Reflections of Digital Transformation on Business Ecosystems**

## **Chapter 9**

- Business Transformation and Enterprise Architecture: The Holistic Project Asset Management Concept (HPAMC)..... 194  
*Antoine Trad, IBISTM, Croatia*  
*Damir Kalpić, FER, Croatia*

## **Chapter 10**

- Reflection of Digital Transformation on Corporate Sustainability and a Theoretical Perspective..... 231  
*Cemal Zehir, Yıldız Technical University, Turkey*  
*Burcu Özgül, Yıldız Technical University, Turkey*

## **Chapter 11**

- The Effects of Digital Transformation on Organizations..... 259  
*Emre Türkmen, Istanbul Technical University, Turkey*  
*Ayberk Soyer, Istanbul Technical University, Turkey*

## **Chapter 12**

- Strategic Approach to Business Intelligence and Its Impacts on Organizational Performance ..... 289  
*Zafer Adiguzel, Istanbul Medipol University, Turkey*

## **Chapter 13**

- Mutual Relationships Between Digital Transformation and Leadership ..... 311  
*Guney Cetin Gurkan, Trakya University, Turkey*  
*Gulsel Ciftci, Trakya University, Turkey*  
*Basak Ozyurt, Trakya University, Turkey*

## **Chapter 14**

- Fintech Ecosystem and Banking: The Case of Turkey ..... 332  
*Yakup Söylemez, Zonguldak Bulent Ecevit University, Turkey*

## **Chapter 15**

Digitalization in Accounting Through Changing Technology and Accounting Engineering as an Adaptation Proposal..... 354

*Azize Esmeray, Kayseri University, Turkey*  
*Murat Esmeray, Erciyes University, Turkey*

## **Chapter 16**

The Control of Transfer Pricing of Corporations by Blockchain Technology: Challenges and Solutions ..... 377

*Habip Demirhan, Hakkari University, Turkey*

### **Section 3**

#### **Changing Labor Force Attributions and Business Culture During Industry 4.0**

## **Chapter 17**

The Impact of New Technology on Society and Workforce in Production in the Era of Industry 4.0 395

*Cem Zafer, Presidential Office of the Republic of Turkey, Turkey*  
*Pelin Vardarli, Istanbul Medipol University, Turkey*

## **Chapter 18**

Digital Era and New Methods for Employee Recruitment ..... 412

*Elif Baykal, Istanbul Medipol University, Turkey*

## **Chapter 19**

The Effects of Industry 4.0 on Labor Force Attributes and New Challenges ..... 431

*Mehmet Saim Aşçı, Istanbul Medipol University, Turkey*

## **Chapter 20**

Industry 4.0 and Its Impact on Working Life..... 455

*Gokhan Ofluoglu, Bulent Ecevit University, Turkey*

## **Chapter 21**

Robot Process Automation (RPA) and Its Future ..... 469

*Ozge Doguc, Medipol University, Turkey*

## **Chapter 22**

Cultural Effects of Global Businesses and Multinational Businesses: Localization Versus Globalization – Middle-Point Cultural Hybridization ..... 493

*Yeter Demir Uslu, Istanbul Medipol University, Turkey*  
*Yasemin Hancıoğlu, Ordu University, Turkey*

### **Section 4**

#### **Relevant Topics and Current Issues in Business Ecosystems**

**Chapter 23**

Blockchain Ecosystems in the Sharing Economy: An Evaluation for the Health Services Industry .....	520
<i>Nihal Kalayci Oflaz, Istanbul Medipol University, Turkey</i>	

**Chapter 24**

Digital Transformation and Environmental Management Applications: Approaches Used for Value Creation in the White Goods Industry .....	545
<i>Yasemin Hancioğlu, Ordu University, Turkey</i>	

**Chapter 25**

Copyright, Patent, and Trademark: Are Females More Likely to Invest in These Strategic Assets? .....	570
<i>Evrin Altuk, Trakya University, Turkey</i>	
<i>Ali Kablan, Trakya University, Turkey</i>	
<i>Murat Ocak, Trakya University, Turkey</i>	

**Chapter 26**

The Development of Servitization Concept in the Era of Industry 4.0 Through SCM Perspective .....	593
<i>Tunca Tabaklar, Izmir University of Economics, Turkey</i>	
<i>Cansu Yildirim, Dokuz Eylul University, Turkey</i>	

**Chapter 27**

How to Tax a Monopoly Platform in a Product Differentiation Set-Up? A Primer Based on Salop's Circular City Model .....	616
<i>Sovik Mukherjee, St. Xavier's University, India</i>	

**Chapter 28**

The Effects of Corporate Tax Rate on the Firm Performance .....	640
<i>Gamze Oz-Yalaman, Eskisehir Osmangazi University, Turkey</i>	

<b>Compilation of References</b> .....	670
--	-----

<b>About the Contributors</b> .....	764
-------------------------------------	-----

<b>Index</b> .....	771
--------------------	-----

# Detailed Table of Contents

<b>Foreword</b> .....	xxii
<b>Preface</b> .....	xxiii
<b>Acknowledgment</b> .....	xxviii

## **Section 1**

### **Transformational Change and Designing New Strategies in the Digital Era**

#### **Chapter 1**

New Strategy and Thinking in Global Business System: Creating Value Through Supply Chain Management.....	1
--	---

*M. Sebnem Ensari, Istanbul Okan University, Turkey*

*Güner Gürsoy, Istanbul Okan University, Turkey*

Because of the necessity of adopting the product and service to the rapidly changing needs of current customers, specialization in each supply chain has become more important. The companies from the same supply chain benefited from the collaboration in order to gain competitive advantage. This chapter first of all explains the current changes in business environment and define the new global business system and summarizes the common strategies to survive in this environment from related literature. It proposes a model of a smart supply chain management including agile organizations and mutual goal achievement of the firms and the members of the same supply chain at the end of the chapter. The aim of this chapter is providing a road map to today's and future organizations to be more competitive. It is believed that the chapter will be helpful for both professionals and academicians who have interest in strategy building process and creating competitive advantage.

#### **Chapter 2**

Examining Strategic Fit and Innovation in Terms of Competitive Strategies and Knowledge Management.....	25
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*Zafer Adiguzel, Istanbul Medipol University, Turkey*

Employees working for knowledge management change traditional concept of labor and become an important activator of organizational value. Therefore, in the age of technology, organizations started to give importance to “knowledge management” to reach their performance targets. Knowledge management plays a key role in organizations’ accumulation of intangible assets and the organizations use information resources of social networks to maintain their competitive advantage and increase their

level of competitiveness. Knowledge management is an important intangible asset for the organizations. Therefore, it is necessary to examine how the information and knowledge management affect organizational performance, and what are the best strategies to achieve good impact. The path to successful strategy and innovation goes through well-implemented knowledge management.

### **Chapter 3**

Transformation of Business With Digital Processes..... 53

*Nilüfer Serinikli, Trakya University, Turkey*

Digital transformation has caused amendments to business in terms of strategies, work models, work processes, product and services, organization culture, decision making, technological infrastructure, human resource management, and collaborations. Thanks to digital transforming, amendments in business have caused to appear new type business: digital business. In digital business, either new work model system is created, or existing work process is changed or transformed. The purpose of this study is to determine the differences between conventional businesses and digital businesses and the amendments to organizational structure and human resource management in digital processes. In the light of this purpose, examples will be given from businesses changed by digital processes.

### **Chapter 4**

Re-Shaping Business Strategy in the Era of Digitization ..... 76

*Deniz Palalar Alkan, Yeditepe University, Turkey*

In the era of digitization terms such artificial intelligence (AI), internet of things (IoT) and related concepts are frequently used to describe a phenomenon that will eventually connect all things to digital networks that will lead to digital transformation of existing business and how they formulate strategies. One of the reasons behind such a paradigm shift is due to the demands of hyper-competition companies face in the global marketplace. Changing nature of the competitive landscape forces companies to re-think their strategy and align existing structures to achieve agility, flexibility, and a sustainable competitive advantage. Thus, companies need to re-think and conceptualize their overall strategies including the means to achieve sustainable competitive advantage. The trends that are shaping the Industry 4.0 will shape the way companies formulate strategies, create collaboration, and convergence of all the actors in the ecosystem to achieve agility, flexibility, and maximize efficiency.

### **Chapter 5**

New Strategies for Evolution of Business Ecosystems: Platform Strategies ..... 98

*Cemal Zehir, Yildiz Technical University, Turkey*

*Melike Zehir, Yildiz Technical University, Turkey*

*Songül Zehir, Gebze Technical University, Turkey*

Several industries are formed by platform business models. To achieve success and have sustainability, the platforms should follow various strategies, paying attention on several factors. In this chapter, initially, how the platforms as a business model have emerged, in which ways they are used, and their working ways have been explained, and “platforms as a new business model” has been extensively examined. Types of platform business models, general features of platforms, ways to generate income from platforms are explained in detail. How platforms could succeed and what could lead them into failure have been told. Platform leadership, prominent platform strategies, governance of platform strategies have been

extensively examined. Emerging trends and future research directions have been mentioned. For this study, a detailed literature scanning has been performed, research fields have been shared in order to fill the gaps. In the final section, the prominent parts of the study to be focused have been expressed.

## **Chapter 6**

Platform Strategy for New Product Development: The Mediating Effect of Product Platform  
Strategy in the Korean High Technology Industry ..... 123  
*Sang-Wuk Ku, Pai Chai University, South Korea*

This chapter proves the mediating effect of product platform strategies on the relationship between a firm's subject, environment, and resources and the performance of new product development in the perspective of platform leadership. The author analyzed the mediating role of product platform strategy by considering CEO propensity, competition and customers, and competitiveness of retained resources. Compared to the past, in the perspective of platform leadership, the product platform strategy has a critical effect on the relationship between the business scope of a platform leader, the external relationship with complementors, and the internal organization of a platform leader impact on the performance of new product development. As a result of hierarchical regression analysis with the data of Korean high technology companies, the product platform strategy would be mediating the relationship between the antecedents such as CEO propensity, competition and customers, and competitiveness of retained resources and NPD performance.

## **Chapter 7**

Transformation of Marketing With Technology: Case Approach for Artificial Intelligence..... 144  
*Fatih Pinarbasi, Istanbul Medipol University, Turkey*  
*Habib Mehmet Akpınar, Istanbul Esenyurt University, Turkey*

Marketing lives as a living organism with its competitive environment and several internal conditions. Marketing functions should adapt to the world they are bound to and develop their activities by taking into account the changes and developments in micro and macro factors. With the increase in technology and the spread of social media, transformation in marketing has become inevitable. Advances in business applications have better results about understanding customer and markets. As previous studies examine artificial intelligence concept with different contexts, there is lack of integrated study which examine marketing and artificial intelligence together. This study proposes three-steps plan for implementing AI with marketing while it includes nine scenarios from different marketing goals. Study also has suggestions for implementing AI methodologies into business processes.

## **Chapter 8**

Designing Digital Marketing Strategies for International Business: A Comparative Analysis ..... 166  
*Burçak Cebeci Perker, Bahcesehir University, Turkey*

As its popularity increased, internet was converted to a main marketing tool for many types of businesses. However, it preserves more promising features due to offered globality and rapidness when it comes to communicate people effectively. As invested financial budgets and intellectual power are increased for global brands, which internet marketing strategies a business would succeed in international market has become a crucial inquiry. This study subjected 10 different international brands by conducting qualitative and quantitative research methods to compare efficiency of internet marketing strategies in order to correspond this question.

## Section 2

### Reflections of Digital Transformation on Business Ecosystems

#### **Chapter 9**

Business Transformation and Enterprise Architecture: The Holistic Project Asset Management Concept (HPAMC).....	194
<i>Antoine Trad, IBISTM, Croatia</i>	
<i>Damir Kalpić, FER, Croatia</i>	

This chapter presents the holistic project asset management concept (HPAMC)-based transformation projects to optimize asset/wealth creation/management in transformed enterprise system that is the result of research and development on 1) business case studies, 2) asset/wealth management, 3) business transformations, 4) applied mathematics/models, 5) software modelling, 6) business engineering, 7) financial analysis, 8) decision making systems, 9) artificial intelligence (AI), and 10) enterprise architecture.

#### **Chapter 10**

Reflection of Digital Transformation on Corporate Sustainability and a Theoretical Perspective.....	231
<i>Cemal Zehir, Yıldız Technical University, Turkey</i>	
<i>Burcu Özgül, Yıldız Technical University, Turkey</i>	

With its high process automation and digitalization, Industry 4.0 provides new opportunities to actualize more flexible, higher quality, speedy, cheap, and productive manufacturing and services. Containing numerous technology and paradigms, Industry 4.0 is expected to transform the industrial manufacture and society by aiming at economic, social, and environmental gains. The facts that natural resources are running out, lifecycle of the world is diminishing, and society has increasing anxiety on this situation. These have been the propulsive power for the development of Industry 4.0. By means of the technology and innovations that Industry 4.0 brings along, it is clear that it could also contribute to the recent popular and emphasized concept: sustainability. In this chapter, after giving information about the paradigms related with Industry 4.0, the theoretical frame of corporate sustainability and the effect of digital transformation on corporate sustainability have been evaluated. And then, constructing sustainable digital business models and focusing on value proposal have been discussed.

#### **Chapter 11**

The Effects of Digital Transformation on Organizations.....	259
<i>Emre Türkmen, Istanbul Technical University, Turkey</i>	
<i>Ayberk Soyer, Istanbul Technical University, Turkey</i>	

The developments in information and communication technologies in the digital age have significant and varying effects on organizations. Changes in traditional business ecosystems have created new business environments called “digital business ecosystems.” Digital transformation (DT) studies are continually being carried out in organizations to adapt to these new digital business ecosystems. Besides technological adaptation, structural changes in processes, human resources, and company culture also occur in DT process. Under these conditions, organizations need to create their strategies and road maps. In this context, it is aimed to develop a conceptual framework for examining the effects of DT on organizations by taking into account Michael E. Porter’s value chain framework and Henry Mintzberg’s typology of organizational configurations. The proposed framework is expected to make contribution to the literature in terms of adapting Porter’s value chain to the organizational structures in digital age and will be adaptable to different types of organizations.

## **Chapter 12**

Strategic Approach to Business Intelligence and Its Impacts on Organizational Performance ..... 289  
*Zafer Adiguzel, Istanbul Medipol University, Turkey*

Organizational structures have changed as a result of the widespread use of information technology, as well as the development of software programs and its daily use in all departments. When such technologies became more widespread throughout every sector, enterprises began to understand its effectiveness and have established information technology department requirements in their organizations. With time, these requirements have become integrated into whole organizations, thereby increasing the importance of business intelligence. Competitors, increasing uncertainties, and risks of the sector have resulted in the further development of the concept of business intelligence to support organizations and senior management wishing to achieve a competitive advantage and make strategic decisions. In other words, analyzing data and sharing it among the departments within the organization became significantly important as senior management use this information to make strategic decisions.

## **Chapter 13**

Mutual Relationships Between Digital Transformation and Leadership ..... 311  
*Guney Cetin Gurkan, Trakya University, Turkey*  
*Gulsel Ciftci, Trakya University, Turkey*  
*Basak Ozyurt, Trakya University, Turkey*

Organizations have taken various steps and transformed to adapt to digital technologies that change and evolve over the years. There is a need for leaders specialized in “digital technology and digital transformation” within the organization in order to be able to manage this transformation with appropriate decisions and strategies. There is a change in the titles given to leaders, their job descriptions, and qualifications during the process of digital transformation. The tasks of these leaders are to cooperate with other departments in the organization in a harmonious and supportive way to develop and implement innovations in the organization, to systematize the workflow processes, to quickly adapt technological innovations to the organization, and to contribute directly to its values. This chapter discusses supportive leader behaviors and types for change and transformation, supportive leaders for digital transformation, and the changing roles of leaders in digital transformation and digital leadership.

## **Chapter 14**

Fintech Ecosystem and Banking: The Case of Turkey ..... 332  
*Yakup Söylemez, Zonguldak Bulent Ecevit University, Turkey*

In this study, Fintech platforms are compared to the traditional banking system. This comparison is based on the banking activities offered by Fintech platforms and the results of these activities. In the study, firstly, a general evaluation is made in the comparison of the Fintech platforms to the banking system and then the situation in Turkey is analyzed. It is clear that Fintech platforms have developed financial markets. Moreover, banks have the potential to adapt to the digital innovation advantage of Fintech platforms. In this study, the banking system and Fintech platforms are considered as competing institutions as well as supporting and transforming each other. Services within the scope of banking activities change as a result of digital innovations. As a result, it is clear that the financing system enters into a revolutionary process. This study contributes to the literature in terms of the analysis of the relationship between banking and Fintech, which is based on Turkish Fintech Ecosystem.

## **Chapter 15**

Digitalization in Accounting Through Changing Technology and Accounting Engineering as an Adaptation Proposal..... 354

*Azize Esmeray, Kayseri University, Turkey*

*Murat Esmeray, Erciyes University, Turkey*

When the historical process of accounting is looked at, it is seen that there are revolutionary turning points such as development of double-entry bookkeeping method, uniform accounting system and international accounting standards practices, and use of computer software in accounting. Technology has initiated a radical transformation process by enabling the transfer of accounting to the digital platform. Involvement of accountants in this digital change process, their adaptation, and responses must be simultaneous. Students who are receiving accounting education should also be trained in this direction so that not only accountants but also future accountants will be able to adapt to digitalization. Accounting engineering is a model developed as a solution offer at this point. In this study, the concept of digital accounting and accounting engineering which emerged through the adaptation of accounting as an information system with new technologies will be discussed.

## **Chapter 16**

The Control of Transfer Pricing of Corporations by Blockchain Technology: Challenges and Solutions ..... 377

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The globalization movements that had emerged in the last century have not only influenced the world's social, political, and cultural structure, but also have influenced its economic structure as well. The globalization of the world economy makes locations and economic units between countries or regions interdependent on one another. The primary driving forces of this process include technological change and multinational enterprises. Thus, intercompany transactions are important for multinational enterprises. In recent years, discussions regarding the applicability of blockchain technology, or more commonly referred to as crypto coins, for the public sector have emerged. This study therefore attempts to explain the applicability of blockchain technology in relation to transfer pricing, and it clarifies (1) how blockchain technology represents a new approach to transfer pricing, (2) how blockchain technology reduces transfer pricing evasion, and (3) how blockchain technology increases both transparency and accountability.

### **Section 3**

#### **Changing Labor Force Attributions and Business Culture During Industry 4.0**

## **Chapter 17**

The Impact of New Technology on Society and Workforce in Production in the Era of Industry 4.0.395

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*Pelin Vardarlier, Istanbul Medipol University, Turkey*

The industrial revolution, which took place in the 20th century, is the first step of similar developments in the ongoing centuries. In the first steps of this century, the use of steam machines in production is the first steps of a more serial and systematic production structure. With the advancing developments up to the industrial revolution or Industry 4.0, a structure quite different from the initial stage was formed. In the most general sense, the Industry 4.0 structure, defined as the internet of objects, emerges with a more systematic and self-functioning structure discourse in its production activities, but its effects are

not only related to production activities. As a matter of fact, the use of Industry 4.0 at the point reached, human resources, employment, social classes, communities, and so on. It is thought to be effective on the structures. In this context, in this study, the effects of the social impacts of these processes and the ways in which Industry 4.0 can create a social structure have been explained.

### **Chapter 18**

Digital Era and New Methods for Employee Recruitment .....	412
<i>Elif Baykal, İstanbul Medipol University, Turkey</i>	

The ever-increasing digitalization in today’s business processes—and incredibly fast-growing markets—have created a more competitive business environment. And, this more competitive business environment has led companies to be more demanding regarding the employee qualifications as well as the quality of tasks carried out by these employees. Moreover, this change process has rendered the traditional human resources management methods inadequate, further digitizing the field of human resources. In this study, the authors examine the handling of recruitment functions within human resources management and the digitization process. Furthermore, they discuss both the basic dynamics of the e-recruitment processes, the tools of e-recruitment, as well as its advantages and disadvantages.

### **Chapter 19**

The Effects of Industry 4.0 on Labor Force Attributes and New Challenges .....	431
<i>Mehmet Saim Aşçı, İstanbul Medipol University, Turkey</i>	

Unmanned factories became a topic of discussion after the concept of Industry 4.0 was first introduced in the Hannover Fair in 2001, and increasing the computerization level in business life and supporting the production processes with advanced technology were determined as targets. In this regard, artificial intelligence and increased automation are expected to create new kinds of jobs in the coming years; however, a significant problem is predicted considering that these changes will invalidate a high number of job types exist today. Thus, the workforce will face a severe unemployment threat. As a result of all of this, radical changes in the work methods, along with means of seeking employment, are now considered. The qualities of the work and the workforce are being transformed along with the organization methods of the production. While on the other hand, it becomes evident that education also has to adapt to this transformation. In this study, the issues the labor might have to face during this period will be discussed, along with what could be done to solve these problems.

### **Chapter 20**

Industry 4.0 and Its Impact on Working Life.....	455
<i>Gokhan Ofluoglu, Bulent Ecevit University, Turkey</i>	

The natural development of history of humanity confronts the societies with a new industrial wave making use of the opportunities of the information and communication technologies. While the concept of labor depending on muscle force that produced the emergence of modern societies withdraws from production process, the gap is filled by intelligent machinery which automatically decides by itself by employing machinery automation and internet technologies. In the new social order, people determine their own standing according to their intellectual build-up instead of muscle power. Industry 4.0 brings a lot of advantages together with the reduction of source consumption, energy productivity, production efficiency, stabilization of rising workforce expenditures, and prevention of the impact of aging societies on production. Although problems come up on the issues of setting the intelligence of machinery and

accomplishing workforce market that fits the industrial revolution, technological developments and the subsidies draw the actualization date of the process forward.

## **Chapter 21**

Robot Process Automation (RPA) and Its Future .....	469
<i>Ozge Doguc, Medipol University, Turkey</i>	

Many software automation techniques have been developed in the last decade to cut down cost, improve customer satisfaction, and reduce errors. Robotic process automation (RPA) has become increasingly popular recently. RPA offers software robots (bots) that can mimic human behavior. Attended robots work in tandem with humans and can operate while the human agent is active on the computer. On the other hand, unattended robots operate behind locked screens and are designed to execute automations that don't require any human intervention. RPA robots are equipped with artificial intelligence engines such as computer vision and machine learning, and both robot types can learn automations by recording human actions.

## **Chapter 22**

Cultural Effects of Global Businesses and Multinational Businesses: Localization Versus Globalization – Middle-Point Cultural Hybridization .....	493
<i>Yeter Demir Uslu, Istanbul Medipol University, Turkey</i>	
<i>Yasemin Hancioğlu, Ordu University, Turkey</i>	

The concept of globalization is a process in which countries, cultures, organizational cultures, and even organizational structures converge with each other and a single standard point of view in the world emerges, and it identifies and defines the differences of the elements. This shows that the processes of globalization and localization are always in interaction. Convergence brought by globalization shows that multinational enterprises perform standard activities at the global level. However, in contrast to this convergence, with the effect of localization, hybrid organizational structures are becoming important especially in order to provide competitive advantage in the national market. While creating hybrid organizational structures, attention is paid to establish a structure that will not hinder the coordination between the host country and the home country. In this context, the definitions of globalization, localization, hybridization, and how the complexity of their interactions are reflected in business strategies are discussed from a theoretical point of view.

## **Section 4**

### **Relevant Topics and Current Issues in Business Ecosystems**

## **Chapter 23**

Blockchain Ecosystems in the Sharing Economy: An Evaluation for the Health Services Industry .....	520
<i>Nihal Kalayci Oflaz, Istanbul Medipol University, Turkey</i>	

In the 21st century, the free movement of information became quite important with the increase of internet technology. The fact that people can exchange money or data with each other without the need for any intermediary has led to the development of a new economic area under the name of the sharing economy. One of the most important features of the sharing economy is that the parties of the economic transaction establish this relationship through a technological platform. Similarly, allowing peer-to-peer

transactions and seeing them as a reliable and public platform has made blockchain technology the focus of attention as a digital business technology in various sectors. In this study, blockchain technology, which is considered as the future technology of the sharing economy, is explained within the framework of a health sector model that deals with the partnership between the sharing economy and blockchain technology.

## **Chapter 24**

Digital Transformation and Environmental Management Applications: Approaches Used for Value Creation in the White Goods Industry ..... 545  
*Yasemin Hancioğlu, Ordu University, Turkey*

Today, when determining competitive strategies, businesses should consider environmentally-sensitive approaches and Industry 4.0. The fact that the world is increasingly affected by environmental negativities leads businesses to adopt green thinking. Increasing the orientation of the businesses to green is possible with the concentrated roles of all business functions. In this study, it was determined how much of the Industrial 4.0 approach of the White Goods sector in Turkey was adopted. In addition to this, it is examined how much they integrate the approaches that aim to minimize the harm to the environment to their enterprises in order to create an effective management system. As a result, it can be said that environmental awareness has been formed in the leading enterprises of Turkey such as Arçelik and Vestel and that developments in the world have been followed and tried to be integrated in the name of Industry 4.0.

## **Chapter 25**

Copyright, Patent, and Trademark: Are Females More Likely to Invest in These Strategic Assets? ..... 570  
*Evrin Altuk, Trakya University, Turkey*  
*Ali Kablan, Trakya University, Turkey*  
*Murat Ocak, Trakya University, Turkey*

Technological improvements have introduced many changes that attract not only the entire society but also companies. Companies that use technological opportunities take advantage of competition. In a rapidly changing world companies should be innovative and flexible to adapt to new technological developments. In this study, the authors investigate the relationship between firms' innovative activities in terms of patents, trademarks, and copyrights and female-dominated firms using some control variables at firm level.

## **Chapter 26**

The Development of Servitization Concept in the Era of Industry 4.0 Through SCM Perspective ..... 593  
*Tunca Tabaklar, Izmir University of Economics, Turkey*  
*Cansu Yildirim, Dokuz Eylul University, Turkey*

The transition from goods-dominant logic to service-dominant logic has captured the attention of industries for decades now. Servitization is one of the concepts that enable organizations to make this transition by providing services along with their products and has become an important competitive strategy for organizations to survive in their ecosystems. Thus, in this chapter, the objective is to increase the understanding of servitization concept in the era of Industry 4.0 from supply chain management

perspective. The content analysis methodology is used to examine articles that bring together servitization and supply chain management and to find out where servitization stands with regards to Industry 4.0 applications. The findings show Industry 4.0 applications during servitization operations are yet to develop, and accordingly, the chapter concludes with further research directions in relations to servitization and Industry 4.0 applications in the frame of supply chain management.

**Chapter 27**

How to Tax a Monopoly Platform in a Product Differentiation Set-Up? A Primer Based on Salop’s Circular City Model ..... 616  
*Sovik Mukherjee, St. Xavier’s University, India*

The chapter models a monopoly platform with buyers on one side and sellers on the other. The platform charges some combination of a fixed membership fee and a variable usage fee from both the sides and the buyers are heterogeneous in terms of the per unit benefit they derive on the transaction of the product. In this digital era of IT-based business ecosystems, the big names in the digital business market have been accused of serious tax avoidance in countries where they operate. In this backdrop, the author introduces a baseline monopoly platform model for policy making purposes, incorporating both ad valorem and specific taxes on the buyers’ side of the platform alone. But the results can be similarly interpreted for the seller side as well, without any loss of generality. The chapter gives us insights as to whether there is any cross-side externality working in the presence of product differentiation in standard monopoly platform models.

**Chapter 28**

The Effects of Corporate Tax Rate on the Firm Performance ..... 640  
*Gamze Oz-Yalaman, Eskisehir Osmangazi University, Turkey*

The issue of taxation is one of the key subjects that draw the attention of both policymakers and business executives. This chapter investigates the effects of taxation on the firm performance by using an extensive data set from a panel of 738 companies for 16 different countries over the years between 2000 and 2016. The results suggest that the impact of corporate tax rates on firm performance is significantly negative. The results also show that financial crisis, development levels of countries, and size of firms have a significant effect on this relationship. The results are robust in terms of combining different sets of control variables. These findings are to guide the business executives in the decision-making process, which could increase the firm performance, and the results may help to improve the implementation of fiscal policy in the field of taxation.

**Compilation of References** ..... 670  
**About the Contributors** ..... 764  
**Index**..... 771

## Foreword

This latest book edited by Dr. Hacioglu presents a selection of contributions from eminent authors on the important issue of Strategic Fit and Design. In the book you are about to read, recent developments in the field are summarized by 28 research articles with international contributions from Korea, India and Croatia. With the development of IT technologies and the advent of digitalization it has become ever more important for business organizations to assess the strategic fit between the innovations and their organizations goals. An improper or hasty assessment of the strategic fit may result in an investment in a technology that the organization is not yet ready for and the high expectations from the new technology will soon turn to regrets. This is why many new technologies when adapted improperly or too early eventually lead to financial losses. Blockchain, Artificial Intelligence and Big Data are some of the new buzzwords widely discussed in academic and practitioner circles. However, not enough research has been published about the successful implementation of these and similar technologies in different fields such as health care and environmental management. Also the implementation methods of the new technologies are widely varied from purchasing new hardware or software from outside vendors to using software as a service (SaaS) or platform as a service (PaaS) models. Considering all these issues in a holistic manner, this publication attempts to fill the void in the literature. The book covers a wide range of issues starting from Transformational Change and Designing New Strategies in the Digital Era to Relevant Topics and Current Issues in Business Ecosystem. All the contributions are of high scientific quality assured by the editorial process. This collection will be a valuable piece for academics and practitioners wishing to expand their understanding of strategic fit and business ecosystems.

I would like to take this opportunity to thank the editor and the many authors who have contributed with their original research papers. Business ecosystems will continue to be a major research interest for a long time and I certainly hope the editor will continue to produce excellent edited volumes in this area.

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# Preface

In the last decade, the latest advances in technology and communication surrounding the business ecosystem and have been significantly transforming the traditional business operations and architecture. Artificial Intelligence, Robotic Automation technologies, Big Data, IoT, Blockchain based technologies, social media toolkits, and digital transformation are some newest hot topics blended with corporate and functional strategies today. Re-shaping a business strategy or Re-designing a business infrastructure will be less effective without the understanding of the latest requirements on an effective transformation process. The strategic fit between business operations and its strategies in the new era contributes to the enhanced performance of a business and provide a competitive superiority over traditional rivals in the market.

Notwithstanding this, advances in business informatics dramatically changed our understanding of the new business ecosystem. Nowadays, the challenging issues in this evolving business ecosystem shape the way how business operations and structures are transforming. Business strategists occupied with ongoing problems in this new ecosystem. They are subsequently seeking new ways to create a strategic fit between advanced operational activities and adaptive strategies. With a deeper understanding of the evolving business ecosystem will ensure top managers acquire the business data effectively and transform them into meaningful information, by using modern robotic technologies, software, machine learning and any other means of IT. Finally, they will develop effective business strategies in this new competitive era having control of the IT-based business ecosystem.

The strategic fit and design in the business ecosystem in today's digital era have more profound impacts on traditional investment strategies. Matching the ambitions of stockholders is essential during this transformational change. Satisfying them with new attractive financial results and return means increased future demand on equity stocks outstanding in the capital markets. As a return of this, additional financial sources through new equity financing strategies will boost the investment opportunities on the newest automation systems, R&D, marketing and promotional activities, and adoption of advanced technologies.

In light of recent advances in the business ecosystem, international scholars and business practitioners nowadays pay more attention to rising concerns and future directions for technology-based operational practices. Apart from the benefits of strategic fit and design in a new business ecosystem, there are some vital rising concerns about the possible consequences of deploying advanced technologies on business performance and culture. Using artificial intelligence, sophisticated robotic technologies, automated vehicles, self-managing supply modes, and blockchain economies may be sources of threats for human control of the business ecosystem. Are today managers capable of creating a supportive culture for their organizations in the digital era? To which extent will robot-human managers be able to manage the evo-

lution of business culture? To which extent are they able to create a strategic fit between human-robot collaboration in an evolving business ecosystem?

This novel book emphasizes the broader understanding of the evolving business ecosystem and transformational change in the light of strategic fit and design between business operations, architecture, and new technology. It is aimed to spotlight the importance of formulating a strategic fit and design in a new business ecosystem in the digital era. In this novel book, it is also targeted to develop a strategic approach to the competitive business ecosystem and effective transformational change.

This book composes of four contributory sections with 28 chapters. The first section outlines the transformational change and design for new business strategies in the digital era for a new business ecosystem. Chapters in this section spotlighted the need for re-shaping business strategy and examining the competitive strategic fit in the era of digitization. This book continues with section two outlining the Reflections of Digital Transformation on Business Ecosystem. Chapters in this section assessed the digital transformation process of business operations. The authors in this section also examined the effects of digital transformation on organizational architecture and culture. The third section builds on the changing labor force attributions and Business Culture during Industry 4.0. Chapters in this section evaluated the impact of new technology on society and the workforce in production in the era of Industry 4.0. Finally, the last section, Relevant Topics and Current Issues in Business Ecosystem, assesses the relevant topics in digital business, value creation, taxation, and blockchain ecosystem.

Chapter 1 features the new strategy and thinking in the Global business Ecosystem while assessing the value creation process through SCM during transformational change. Dr. Ensari and Dr. Gursoy, in this chapter, proposed a competitive model of a smart supply chain management, including agile organizations and mutual goal achievement of the firms and the members of the same supply chain. They aimed to provide a road map to today's and future organizations to be more competitive. This chapter will be helpful for both professionals and academicians who have an interest in the strategy building process and creating a competitive advantage

Chapter 2 examines the strategic fit and develops an innovative approach to competitive strategies and knowledge management. Dr. Adiguzel at Istanbul Medipol University in this chapter also addresses the importance of examining how the information and knowledge management affect organizational performance, and what are the best strategies to achieve a good impact.

Chapter 3 draws attention to the transformational change of Business Strategies and Organizations with the digital process. Dr. Serinikli's chapter aims to determine the differences between conventional businesses and digital businesses and the amendments to organizational structure and human resource management in digital processes.

Chapter 4 examines the importance of the Re-Shaping business strategy in the era of digitalization. Dr. Alkan states that the changing nature of the competitive landscape forces companies to re-think their strategy and align existing structures to achieve agility, flexibility, and a sustainable competitive advantage. Thus, companies need to re-think and conceptualize their overall strategies, including the means to achieve sustainable competitive advantage. The trends that are shaping the industry 4.0 will shape the way companies formulate strategies, create collaboration and convergence of all the actors in the ecosystem to achieve agility, flexibility, and maximize efficiency.

Chapter 5 develops an institutional view on the strategy development process and examines the platform strategies while evaluating the business ecosystem. Dr. Zehir and his colleagues, in this study, explains how platforms could succeed and what could lead them into failure, have been told. Platform

## **Preface**

leadership, prominent platform strategies, governance of platform strategies, have been extensively examined. Emerging trends and future research directions have been mentioned.

Chapter 6 introduces the platform strategy for the new product development process while examining the mediating effect of product platform strategy in the Korean High Technology Industry. Dr. Sang-Wuk Ku's chapter proves the mediating effect of product platform strategies on the relationship between a firm's subject, environment and resources and the performance of new product development from the perspective of platform leadership. The author analyzed the mediating role of the product platform strategy by considering CEO propensity, competition and customers, and the competitiveness of retained resources. As a result of hierarchical regression analysis with the data of Korean high technology companies, the product platform strategy would be mediating the relationship between the antecedents such as CEO propensity, competition and customers, and competitiveness of retained resources and NPD performance.

Chapter 7 initially assesses the transformation of marketing with new technology. This chapter also develops a case approach to artificial intelligence. Pinarbasi and Akpinar's study proposes a three-step plan for implementing AI with marketing while it includes nine scenarios from different marketing goals. The study also has suggestions for implementing AI methodologies into business processes.

Chapter 8 develops a critical approach to the new design of digital marketing strategies for international business with a comparative analysis. Dr. Perker's study subjected ten different international brands by conducting qualitative and quantitative research methods to compare the efficiency of internet marketing strategies in order to correspond to this question.

Chapter 9 examines the business Transformation and Enterprise Architecture. Dr(s). Trad and Kalpić's chapter presents the Holistic Project Asset Management Concept (HPAMC) based transformation projects to optimize asset/wealth creation/management in transformed enterprise system that is the result of research and development on (1) business case studies; (2) asset/wealth management; (3) business transformations; (4) applied mathematics/models; (5) software modeling; (6) business engineering; (7) financial analysis; (8) decision making systems; (9) Artificial Intelligence (AI); and 10) enterprise architecture.

Chapter 10 analyses the reflections of digital transformation on corporate sustainability and builds a theoretical perspective. Dr(s). Zehir and Özgül's study draws a theoretical frame of corporate sustainability and the effect of digital transformation on corporate sustainability have been evaluated, and constructing sustainable digital business models and focusing on value proposal are also discussed.

Chapter 11 draws attention to the future directions of the digital transformation for organizations. Dr(s). Turkmen and Soyer's study aims to develop a conceptual framework for examining the effects of DT on organizations by taking into account Michael E. Porter (1985)'s 'Value Chain Framework' and Henry Mintzberg (1980)'s typology of organizational configurations. The proposed framework is expected to contribute to the literature in terms of adapting Porter's value chain to the organizational structures in the digital age and will be adaptable to different types of organizations.

Chapter 12 develops a strategic approach to business intelligence and its impacts on organizational performance. Dr. Adiguzel's chapter spotlights the organizational structures which have changed as a result of the widespread use of information technology. The author advocated that analyzing data and sharing it among the departments within the organization became significantly important as senior management use this information to make strategic decisions

Chapter 13 analyses the mutual relationships between the digital transformation and leadership. Dr. Gurkan and his colleagues' chapter discusses supportive leader behaviors and types for change and

transformation, supportive leaders for digital transformation and changing roles of leaders in digital transformation and digital leadership.

Chapter 14 introduces the Fintech Ecosystem and Banking with a case study on the Turkish Fintech Ecosystem. This study contributes to the literature in terms of the analysis of the relationship between banking and Fintech, which is based on the Turkish Fintech Ecosystem.

Chapter 15 demonstrates the practical evidence of digitalization in accounting through changing technology and accounting engineering as an adaptation proposal. In this chapter, the concept of digital accounting and accounting engineering, which emerged through the adaptation of accounting as an information system with new technologies are evaluated by Dr(s). Esmeray and Esmeray.

Chapter 16 explains the framework of the control of the transfer pricing of corporations by blockchain technology. Dr. Demirhan, in this chapter, explains the applicability of blockchain technology concerning transfer pricing, and this chapter clarifies (1) how blockchain technology represents a new approach to transfer pricing, (2) how blockchain technology reduces transfer pricing evasion, and (3) how blockchain technology increases both transparency and accountability

Chapter 17 evaluates the impact of new technology on society and the workforce in production in the era of Industry 4.0. Dr(s). Zafer and Vardarlier discuss the issues of how industry 4.0 would create a socio-economic climate demand a social organization and where people could evolve against this demand were explained in this chapter.

Chapter 18 highlights the introduces the new methods for employee recruitment in the Digital Era. Dr. Baykal's chapter discusses both the underlying dynamics of the e-recruitment processes, the tools of e-recruitment, as well as its advantages and disadvantages.

Chapter 19 evaluates the effect of Industry 4.0 on labor force attributes, and the new challenges emerge during a transformational change in the digital era. In this study, the issues the labor might have to face during this period are assessed, along with what could be done to solve these problems by Dr. Asci.

Chapter 20 Develops a critical approach to the impact of Industry 4.0 on working life. Dr. Ofluoglu states that Industry 4.0 brings many advantages together with the reduction of source consumption, energy productivity, production efficiency, stabilization of rising workforce expenditures, and prevention of the impact of aging societies on production. Although problems come up on the issues of setting the intelligence of machinery and accomplishing the workforce market that fits the industrial revolution, technological developments, and the subsidies draw the actualization date of the process forward.

Chapter 21 develops a futuristic view of Robot Process Automation (RPA). Dr. Doguc's study underlines that RPA robots are equipped with artificial intelligence engines such as computer vision and machine learning, and both robot types can learn automation by recording human actions.

Chapter 22 develops a critical approach to the cultural effects of Global business and multinational business. Dr(s). Uslu and Hancioglu explain how the complexity of interactions between globalization, localization, and cultural hybridization is reflected in business strategies are discussed from a theoretical point of view.

Chapter 23 takes a contrary view and discusses reflections of applications in the blockchain ecosystem in the sharing economy. Dr. Oflaz's chapter develops an evaluation of the health services industry. In this study, blockchain technology, which is considered as the future technology of the sharing economy is explained within the framework of a health sector model that deals with the partnership between the sharing economy and blockchain technology.

Chapter 24 focuses on the approaches used for the value creation in the white goods industry with digital transformation and environmental management applications. Dr. Hancioglu's study highlights

## **Preface**

that environmental awareness has been formed in the leading enterprises of Turkey such as Arçelik and Vestel and that developments in the world have been followed and tried to be integrated into the name of Industry 4.0.

Chapter 25 questions how females more likely to invest in strategic assets, including copyright, patent, and trademarks in Turkey. In this study, Dr. Altuk and her colleagues investigate the relationship between firms' innovative activities in terms of patents, trademarks, and copyrights and female-dominated firms using some control variables at the firm level.

Chapter 26 draws a comprehensive framework of the development of the servitization concept in the era of Industry 4.0 through SCM perspective. In this chapter, the objective is to increase the understanding of the servitization concept in the era of industry 4.0 from supply chain management perspective. Dr(s). Tabaklar and Yildirim used the content analysis methodology and examined articles that bring together servitization and supply chain management and to find out where servitization stands with regards to industry 4.0 applications. The findings show that industry 4.0 applications during servitization operations are yet to develop and accordingly, the chapter concludes with further research directions in relations to servitization and industry 4.0 applications in the frame of supply chain management.

Chapter 27 questions taxation of a monopoly platform in a product differentiation set-up and develops on Salop's circular City model. Dr. Mukherjee's study gives us insights as to whether there is any cross-side externality working in the presence of product differentiation in standard monopoly platform models.

Chapter 28 assesses the effects of the corporate tax rate on firm performance. Dr. Oz-Yalaman's chapter investigates the effects of taxation on firm performance. The findings of this study are to guide the business executives in the decision-making process, which could increase the firm performance, and the results may help to improve the implementation of fiscal policy in the field of taxation.

Thanks to interdisciplinary participation between world-class scholars concerning their studies, it is now possible to mention that this book contributes to the development process of company strategic roadmap and provides a strategic toolkit for decision-makers in business entities. It is also anticipated to be one of the pioneering premier sources in this field with the contribution of scholars and researchers from different disciplines overseas. Contributors in this study formulated the new insights on the strategic fit and design issue for the transformational change in a new business ecosystem.

The authors of the chapters in this premier reference book developed new approaches to the transformation process of business organizations and examined the strategic fit and design in the evolving business ecosystem in the digital era. Finally, distinguished authors and professionals contributed to the success of existing literature with their theoretical and empirical studies in this novel book.

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