

Full Length Research Paper

Strategic Resilience in Traditional Sectors: Crisis Management and Risk Mitigation in the Turkish Leather Industry

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The economic developments and modifications in the world cause to imbalances from time to time and these imbalances lead to crises. Businesses are seriously influenced from the birth of sometimes territorial and sometimes regional crises, and need crisis management. Sometimes, crises may also arise from managerial structures in the company. Regardless of the reason, those who can correctly manage the crisis, can also turn the risks of crisis into advantages and even grow after the crisis. Moreover, sometimes certain companies open to foreign countries by means of the crisis and take steps towards globalization. Leather industry is highly important for the economy of Turkey as it includes vast exports of finished goods with high value added. Turkish leather industry is considered as one of the locomotive industries of the Turkish economy in terms of its export potential. It has been the subject of our research as it is among the industries which have been most affected from the recent crises, due to its importance for the Turkish economy and its current conditions. In this context, the tendencies of the Turkish leather industry regarding crisis management have been examined with a questionnaire study in order to identify their thoughts about the crisis.

Key words: Crisis management, leather industry, Turkey, opportunities.

INTRODUCTION

Change appears as a tremendously important and comprehensive concept in our current society. It would be a true approach to say that the companies have shown a continuous change and development with the effects of internal and external factors, in this current era when the changes are experienced extremely fast. Change has actually happened throughout all eras of history; however, not ever as fast and comprehensive as it is currently. It is possible to say that managing the periods or environments with unplanned and sudden changes within the context of speed and scope is very difficult. This difficult situation causes the enterprises to face crises for most of the time.

Crisis periods are the times when unplanned change reaches extraordinary magnitudes. Crisis periods necessitate crisis management and applications. The enterprises lacking an effective and efficient management

during crisis may fail to respond the crisis and overcome its impacts, thereby causing irrevocable damages on businesses' managements, even resulting in the point of bankruptcy. With an effective management approach, the signals of crisis can be taken and the businesses which can accommodate the new conditions occurred in this context may survive.

Enterprises may be drawn into crisis at a very unexpected moment due to various reasons such as defects on the raw materials used by the enterprises, the products they manufacture and/or the services they offer to the market, their systems and machinery; damaging of their images and reputations, experiencing loss of information, sudden and unexplainable changes in the consumers' preferences, territorial and global economic crises, natural disasters and new and sudden regulations, wrong sales and marketing strategies.

Regardless of the reasons of the crisis, a good enterprise management may most of the time anticipate the crisis and take proper measures against crisis, and even turn it into an advantage. Despite a favorable

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management structure, if an enterprise is exposed to crisis despite the measures taken, crisis-time management measures should be adopted in order to get out of the crisis as soon as possible, with minimum damage. After the crisis ends, the enterprise must enter restructuring process according to the new situation.

The crisis that the enterprises face may not always be the crisis of panic or thrill. The enterprises may also face opportunity crisis at times. In this context, the enterprises should strive for minimizing the losses in panic and thrill crises, and maximizing the gains that could be obtained in opportunity crises.

Definition of crisis

Crisis is an unexpected, suddenly developing and fast moving situation which is mostly encountered without any preparations and which would mean opportunity or collapse for enterprises depending on whether or not they are properly evaluated.

The researchers have defined crisis in different forms. Some authors dwell on the incapacity to fight against the threatening condition, while others consider the necessity and urgency of overcoming unexpected conditions. In the business literature, crisis is defined in various ways as any urgent situation which damages the routine system of an organization and appears suddenly (Phelps, 1986), the necessity and urgency of overcoming unexpected conditions (Koçel, 1993), a stress situation which threatens the purposes of the organization and cause to the destruction of the organization from time to time, which necessitate urgent intervention, which incapacitates the organization's prevention and accommodation mechanisms (Kuklan, 1988) and challenges which test organizations' accommodation capabilities (Deniz and Sağlam, 2007).

In the literature, there are various studies on the economic and financial aspect of economic crises (Ayrıçay, 2010; Karaibrahimoğlu, 2010; Ngowi, 2010). Evaluated in industrial sense, leather industry is among the main industries seriously affected from economic crises. Economic crises necessitate reducing costs in the leather industry, similar to that in other industries. On the other hand, the general tendency towards the leather industry in the world is environmental approaches. Environmental approaches are also considered as the elements which increase the unit cost in general. Çetin (2001) has considered crisis management from the organization and environmental interaction point, and various studies which would both reduce the unit cost and enhance environmental awareness are being conducted. There are various studies to overcome the crises in the leather industry and on the new material technologies towards the developed environmental tendencies (Bayramoğlu, 2010; Bayramoğlu et al., 2009, 2008). However, the sources on crisis management and economic crisis in the leather industry are limited. The existing resources

regarding the subject generally consider certain evaluations which belong to certain regions of countries, the impacts on the crises generally experienced in the leather industry and certain measures which are to be taken during crises and before crises break out, yet they are relatively not highly elaborated (Yılmaz, 1990; Uysal, 2002; Kaygısız, 2006). Besides, the issues such as taking measures towards crises are noted in the studies conducted towards the leather industry (Kızıloğlu et al., 2009). The studies regarding the stages of crises can be considered as the measures taken before the crises occur, or the studies towards the indicators of crisis (Mitroff and Anagos, 2000) and the studies to be made when the crisis occur (Schonfeld et al., 2002; Batchelor, 2003; Peter and Khalid, 2004; Doğan et al., 2004; Alüftekin et al., 2009).

Reasons of economic crises

The globalizing business life of our era gradually imposes more severe competition conditions that the businesses are required to overcome, and may compel them into a crisis at any moment. The economic crises that occur can be evaluated in two categories as external and internal.

Rapid changes in the chemical, economic, technologic and ecologic areas may cause to economic crises as non-enterprise causes. For example, the government depressions experienced in the political field, militaristic coup d'états, political instability may cause to crises. In addition, the rapid economic changes experienced in the world always create a suitable environment for the crises to break out. Especially globalization, the increasing importance of international and regional integrations, liberalization in foreign trade, newly emerged great markets, economic changes incite crises in terms of both a danger and an opportunity (Aktan and Şen, 2002).

Apart from them, the sudden movements and fluctuations which occur at the general level of production, employment and prices within the economic process, the production, employment and prices may lead to crises such as depression, hyperinflation and unemployment. In addition, the intervention of the government to the economy with the economic policy instruments (e.g. sudden devaluation, tax rate increases or imposing a more severe tax load) may also cause to economic crises.

The developments in information and communication technologies, the innovations in material technology and technological inventions also mean opportunity for certain enterprises while they lead to crisis for others. Science and technology is among the fundamental determinants of the competitive strength. Apart from the mentioned reasons, certain sudden changes in the natural mechanism (earthquake, flood, etc.) and climate change may also lead to crisis environment in the country's economy (Aktan and Şen, 2002).

Crises may also have reasons arising from an enterprise's self inner structure and management. An

extremely grown, centralist and hierarchical enterprise structure which deviated from the optimal growth, ineffective leadership and financial management, non-performance of contemporary management techniques at the enterprises may also cause to crises.

Crisis situations may appear with various signals. Crisis has certain evident symptoms and these are; threatening the top level objectives of the enterprises and even their existence, incapacity of enterprises' prevention and forecast mechanisms, urgent intervention requirement and time pressure, occurrence under unexpected and sudden changes (as a surprise), causing to a tension on the decision makers, causing to fear and panic, difficulty of controlling and being a vital predicament (Dolgun, 2005). In this context, an extremely meticulous crisis management should be performed.

Definition, purposes and objectives of crisis management

Crisis management covers the process of identifying warning signals in order to prevent a potential crisis, complete termination of the crisis at the organization by creating the protection and prevention mechanisms, or identification and implementation of the required activities to overcome the damage with minimum loss (Can, 2002). The biggest responsibility in this process belongs to the chief executives. In times of crisis, the executive is obliged to conceive the importance of the incidents without a prejudice like a strategist, envisage the danger and make quick decisions (Hinterhuber and Propp, 1992).

Crisis management process can be defined as the process of the identification of the prudential problems and danger factors according to the field of activity, the determination of the suitable reaction and battle types, the application of the measures to cope with the crisis and the evaluation of the reactions by the company.

Crisis management is the process of taking and applying the required measures against the potential crisis situation, and taking the required measures and implementing them for the organization to overcome the crisis situation with minimum loss (Kırbaş, 2010). The fundamental aim of the crisis management is to prepare the organization to the crisis situation, crisis management process can be considered in five stages;

1. Receiving the signals of crisis.
2. Preparation and protection against crisis.
3. Gaining control of the crisis.
4. Return to the normal situation.
5. Learning and assessment.

Despite the lack of a formula or solution recommendation which can be readily and always be used to manage the crisis and eliminate its negative impacts, and the existence of highly diversified classifications in the literature,

three stages may be mentioned in general (Akat et al., 1994). In the process of perceiving the crisis warnings, which is the first stage, problems occur within the relations of the organization with the environment. If the organization's data gathering systems fail to detect the crisis signals in time or become ineffective in communicating them to the executives, then the required measures cannot be taken, the management may take wrong decisions basing on missing data and past experiences, and the company enters the crisis period (Şimşek, 2009). During the crisis period, which is the second stage, a panic outbreaks among both employees and executives, the authority becomes centralized and as a result, corruptions in the decision making process occur (Budak and Budak, 2004). The third stage, which is the solution or collapse phase, is the last chance of the enterprise to respond to the crisis it is in. The senior management or the crisis management team members, if available, should select the strategy, create the purposes and initiate the change. Otherwise, the continuity of the organization shall be threatened and the enterprise may be obliged to terminate its activities (Türk, 1995).

The actual purpose of the crisis management is not to rescue an enterprise, which incurs crisis, but to keep the enterprise ready against crisis before incurring the crisis. Nevertheless, the damages may be minimized when a crisis occurs owing to the plans already realized (Coşkun, 1995).

Crisis has positive and negative impacts on enterprises. The examples of the negative consequences of crisis may include the increase in centralization tendencies and tension and stress among the organization members, malformation of the quality of plans and decisions, psychological and physiological collapse, increasing self-defense, diminishing clarity of objectives, loss of mutual trust and economic depression (Çelik, 1995). Meanwhile, positive effects of the crisis include the conduct of structural and cultural changes by the executives through using the crises, proximization to their subordinates, bringing in the agenda the unfinished projects, noticing the limping aspects of both the enterprise and themselves, and the enterprise's gaining experience on crisis management, seizing opportunities for new competitive advantages and economic interests, and reinforcement of the teamwork (Hurst, 2000).

Many factors which cause to the crisis may be listed; however, with a general expression, it is possible to say that the incompatibilities between the organization and its environment cause to crisis. Internal environmental factors are insufficient coordination, control and communication, the current lifecycle phase of the enterprise, strictness of the organizational structure and the centralization extent of the management, the extent of the enterprise and incapability of the management may cause to crises (Işık, 2010).

The enterprises are currently more successful regarding protection against accidents and disasters compared

to the past. The enterprises are becoming more conscious and informed on product safety and the moral standards expected from the product. Nevertheless, it is noted that they face crises situations which may threaten their sustainability. The meaning of crisis for the enterprise is, first of all, an unexpected and unforeseen situation by the organization. As it is known, crisis is considered as a situation which is required to be responded quickly and urgently, which damages the existing enforcement systems of the organization with the confusion it causes, and which threatens the existing values, goals and most importantly the sustainability of existence of the enterprises.

The issue of crisis management is very new yet and it has neither been completely understood nor totally accepted in conclusion. And it is not possible to say that all enterprise crises can be solved before enhanced and renewed crisis management programs are revealed. Actually, the purpose of crisis management is not exactly taking measures. Nevertheless, it has been proven that an effective crisis management restores the organization faster and assists obtaining more effective outcomes from the crises.

The activities concerning crisis management can be gathered under four headings (Kırbaş, 2010).

1. Foreseeing, and reducing and/or eliminating the elements that may cause to crisis, the extent and impacts of crisis.
2. Increasing the effectiveness of the techniques which are to be implemented in the beginning of the crisis.
3. Elaborating and developing the reply to be given to the factors of the event which causes to crisis.
4. Reinstating the damaged tangible and intangible assets in an effective and fast manner to remove the impacts of the crisis.

Base on these remarks, the purposes of crisis management can be listed as follows (Kırbaş, 2010);

1. To provide information to the executives regarding the diversity of the crisis types which may affect the decision maker, and the current phase of the crisis.
2. To bestow the identification and assessment ability to the managers.
3. To supply various techniques to the managers in developing crisis avoidance plans.
4. To provide the executives the required talent to manage the crisis in the best way possible.

With these purposes, crisis management assists the executives in eliminating or preventing various types of crises with certain characteristics.

Three fundamental elements are required for an effective crisis management. These are (Kırbaş, 2010):

1. The institutional policy to be used in cases of emergencies about which a consensus has been

reached.

2. Tested communication methods and means.

3. A cadre of personnel who are to immediately intervene against an unexpected situation.

Another feature of the crisis management is being based on systematic thinking in its essence. Managing the crisis depends on knowing the system. Besides, the skill of evaluating the organization, technology, people and habits, corporate culture, executive behaviors in an integrity is the key to crisis management.

MATERIALS AND METHODS

In this study, the tendencies of the Turkish leather industry regarding the crisis management have been examined with a questionnaire study, pursuing to identify the thoughts of business executives regarding the crisis. Face to face questionnaire has been implemented during the study. The questionnaire has been implemented on 69 leading companies in the industry, and the obtained data have been assessed with SPSS program.

Questionnaire method has been used to gather data in the study. The questionnaires have been made through face to face discussions with the executives in the senior management level of enterprises. During the interviews, explanations have been made on the questionnaire questions and expressions when any concepts which could not be understood by the executives were encountered.

The hypotheses of the research are as follows.

Hypothesis 0: Technologic investments are not realized during crisis periods.

Hypothesis 1: Technologic investments are realized during crisis periods.

Hypothesis 2: Capacity utilization ratios do not decrease during crisis periods.

Hypothesis 3: Capacity utilization ratios decrease during crisis periods.

Hypothesis 4: The biggest problem experienced with the crisis is not financing difficulties.

Hypothesis 5: The biggest problem experienced with the crisis is financing difficulties.

Hypothesis 6: Crisis does not mostly impact the business activities in terms of cost.

Hypothesis 7: Crisis mostly impacts the business activities in terms of cost.

Hypothesis 8: Crisis does not create new opportunities for enterprises.

Hypothesis 9: Crisis creates new opportunities for enterprises.

Data regarding the enterprises and the executives of the enterprises were collected during the first stage of the research. In the second stage, close-end multiple choice questions were asked to identify the data of the enterprises related with crisis and crisis management applications, and in order to identify the opinions on

crisis and crisis management method, 12 statements have been given by using five point likert scale, and these statements have been classified with 5 intervals as "Definitely Agree", "Agree", "No Idea", "Disagree" and "Definitely Disagree". Then, in order to identify the executives' opinions on crisis and crisis management applications, the data have been evaluated with SPSS data analysis method, and the results have been interpreted, and accordingly, the results related with the applications of the enterprises have been assessed and suggestions have been developed.

RESULTS

It had been understood that most of the researched enterprises (90%) are within the scope of family companies. Although some of them claim that they have been institutionalized, it has been identified that they are within the scope of family companies. The executives of the companies are also their founders. All of the companies within the scope of family companies also have executives from the 2nd generation family members. Some of them (10%) have economy, finance, and business administration education background.

The answers of the participants regarding the technological investment they realize before crisis in terms of precaution are as follows. 50.7% of the investors expressed that they disagreed with the statement "I am not thinking of technological investment because its costs are high"; that is, they would invest in technology even when the costs are high. 81.2% indicate that they agree with the statement, "the return of investment is fast although technological investment costs are high", 42% agree with the statement "I realize technological developments by monitoring other companies", 47.8% does not respond to the statement "I am thinking of investment in technology in the forthcoming years" and 42% states that they agree with the expression. 47.8% said they agree with the statement that "we will think of investing in technology if the crisis ends". According to these findings, H_0 hypothesis has been accepted and H_1 hypothesis had been rejected. This response suggests that a serious investment is considered for overcoming crises in the Turkish leather industry in the technological sense.

Besides, it is understood that the participants tend towards investing in technology before crisis in general; but they could not currently invest in this field due to crisis, finance narrowness, etc. reasons, and they are impartial about this investment because they do not have a clear knowledge regarding the benefit which could be obtained with an investment that has not been realized yet. The participants widely (81.2%) express that they agree with the opinion "the return on investment is fast although the costs of technological investments are high. Nevertheless, they are still unsure about investment during crisis periods. The responses of the participants to the question regarding the reasons of the decrease in capacity utilization ratios during crisis are as follows. 55.1% of the participants indicated that "global crisis" is

very important in this regard, 39.1% stated that "lack of demand" is highly influential and 43.5% indicated that "financial problems" are highly influential. The opinion that the existence of global crises causes to a decrease in capacity utilization ratios is common spread. In this context H_2 has been rejected and H_3 has been accepted.

Accordingly, because crisis management is an important industry which is impacted from the crises one on one, this issue should be taken into consideration seriously in the leather industry. Unstable environment is among the most important problems experienced with the crisis, while it is followed by financing difficulties, insufficient demand and increase in input costs. H_4 has been rejected and H_5 has been accepted.

Regarding the question on which aspect of the crisis affected their business activities most, 56.5% replied as the "sales aspect", 49.4% "capacity aspect", 39.1% "cost aspect" and 33.3% "source aspect". Together with the crisis, source requirement of 94.2% of the participants increased. This source is mostly considered as financial source. In conclusion, it has been identified that mostly sales-related business activities are influenced in crisis environments. Accordingly, H_5 has been rejected and H_6 has been accepted.

The levels of importance experienced by the participants together with the crises vary as follows. Unstable environment is among the most important problems, while it is followed successively by financing difficulties, insufficient demand and increase in input costs.

65.2% of the participants indicated that they took into consideration the applications of the competitive businesses in the measures they take against removing the impacts of the crisis, meaning that they imitate the competitors, while 33.3% said they did not take into consideration the competitors' applications. This figure seriously means that in crisis, the same mistakes of the competitor may be repeated. This result supports the opinion that the executives, who are highly needed in crisis environments, abstain from taking the initiative. Incurring losses, being shaking with someone else's initiative instead of one's own initiative may be considered as an effort conducted with the thinking that "the problem is not just related with me, everyone is making the same mistake," and in this sense, if a problem or fault type of situation occurs, then the blame can be put on someone else as a personal endeavor for acquittal. Briefly, most of the executives have not developed a talent for identifying crisis and taking measures.

In the measures taken against correcting the impacts of the crisis, among those who take into consideration the applications of the competitive businesses, 43.5% said they approve "unpaid leave" application among those applications. Also the replies to this question connote that the executives in the leather industry act with a psychology of burdening the problem on someone else, which is also related with the foregoing statements of the executives. On the other hand, the dismissal or

Suspension of work of certain personnel at critical points due to the impact of economic crisis further increase the difficulty extent of the crisis of the enterprises. Besides, lacking evident strategies on crisis at these companies similar to many other issues further supports this situation.

71% of the questionnaire participants think that the crisis is not advantageous, while 24.6% thinks it is advantageous and that crisis create new opportunities for their enterprises. It is clear that most of the executives consider crisis as a harmful situation; however, nearly 25% have underlined that crisis bear opportunities. In other words, one fourth of the executives in the leather industry are hopeful that they can overcome the crisis advantageously. Accordingly, H_8 has been accepted and H_9 has been rejected.

However, the statement that crisis environments create opportunities for their enterprises by nearly 25% of the participants should be considered as a critical figure and the required efforts for turning the crisis into an advantage must be realized. For example, the development of new environment-friendly products which do not affect the cost, bringing the technology investments forefront in the period before the crisis or during the crisis, allocating a separate fund for information technologies, directing towards electronic and mobile commerce can be considered as required issues for the development of the leather industry.

DISCUSSION AND CONCLUSION

In our era, the sustainability of the enterprises which are conducting their activities in a denser environment of competition and ambiguity compared to the previous periods as a result of globalization depends on their protection from the dangers and taking advantage of the opportunities. In order to ensure that, first an effective crisis management system must be created at the enterprises.

Taking certain measures not during crisis but before the crisis is important for the development of the sector and for overcoming potential crisis. According to our research, it has been understood that the crises have mostly influenced sales in the leather industry. Actually, together with the crises in the sector, the lack of demand which causes to a decrease in capacity utilization ratios and the financial problems also support each other.

As a result of the conducted questionnaire, it has been observed that the leather industry has taken into consideration the measures taken by other companies in order to eliminate the impacts of crisis. It should not be forgotten that taking similar measures to those of competitors in crisis would in a sense mean, making the same mistake as the competitor. It can be considered that professional executives abstain from taking the initiative in such environments. Incurring losses, being

shaking with someone else's initiative instead of one's own initiative may be considered as an effort conducted with the thinking that "the problem is not just related with me, everyone is making the same mistake", and in this sense, if a problem or fault type of situation occurs, then the blame can be put on someone else as a personal endeavor for acquittal. The results further connote a serious imitation in the industry regarding crisis management. This is caused by sustaining the habits caused by being a family company also during the crisis times, and transforms from obeying to father to obeying the leader company of the industry. Whereas the companies should monitor their own internal dynamics and take measures to manage the crisis in accordance with the information they obtain accordingly and thus develop strategies; external dynamics are rather influential. The companies which manage to enable their internal dynamics can be expected to have a higher chance of surviving in crisis, having a higher capacity and longer life span. It is understood that conscious and competent executives, and correct management processes are required in order to overcome such problems.

Besides, during the conducted interviews, a serious lack of information on crises and preparation to crisis has been identified in the leather industry. The employees, who are considered as a cost item by the majority of the enterprises in Turkey, have a further importance especially during the crisis periods. In those periods, enterprises try to reduce their costs, while the employees try to increase their income against the living conditions which become more expensive. The companies affected from the crisis take various saving measures related with the employees. They express that while taking such measures, they also take into consideration the measures taking by other enterprises in this regard. However, enterprises' senior managers and human resources managers think that similar to monetary resources and other resources of the enterprises, human resources may also, even more severely be impacted during the crisis. In the process between the interests of the employees on the one hand and the requirements of the enterprise on the other, they should seek a common solution, a common interest without ignoring their social responsibilities especially. The employees' motivation is an important issue in overcoming crisis.

The companies that invest in technology during crisis times may overcome the crisis with lower damage. In the gradually increasing competitive environment of the global economy, businesses at any scale who wish to sustain their existence in the market should increase in correct technological applications in order minimize the impacts of crisis and increase their competitive strengths, and to create a structure in which they can evaluate the post-crisis opportunities as good as possible.

Correct technology investments to be made during crisis time will make the companies who survive after the crisis, stronger than the past. Technology investments

stop being an instrument and turn into an important management form and business model for the future of the enterprises. The enterprises which complete their technological infrastructure, more better planned and more comfortable during crisis periods and worldwide. Under the light of the data provided by information technologies, businesses are managed momentarily in a momentary and effective manner. The highest yield of making technology investment under the market squeeze caused by the economic crises and competition is reducing operating costs and protection all corporate resources of the company such as customer, product and human resources. In the forthcoming periods when the market conditions are to become harsher, information instruments will turn into decision-making mechanisms for enterprises.

Crisis periods are the times when the enterprises are to evaluate themselves in the best way. In the crisis periods, the companies postpone their future plans for a certain period to maintain their status quo and enter a wait and see period. These periods when plans, projects and objectives are not spoken are actually the best times for the enterprises to listen to themselves. The enterprise revises all business processes and gains the ability to minimize the operating losses such as the customer, turnover and personnel.

So, the profit of the enterprise increases as the efficiency increases on the one side, and the losses decrease with cost minimization on the other side. SME's (Small and Medium Enterprises) must invest in technology for effective management of all business processes from human resources to production, supply chain to finance and for cost minimization. Because, technologic infrastructure enables the enterprise to see ahead even under the most difficult conditions, and provides a comfortable management opportunity.

In certain cases, crises may also lead to some opportunities. In order to obtain a positive result from the crises; the reasons, dimensions, effects and direction of the crisis should be analyzed properly, projection should be based on concrete data, and the required measures should be taken on the right time, at the right place and in an applicable manner. The important thing is to act without causing to a management weakness, and prevent the outbreak of crisis if possible; or otherwise, to get prepared for minimizing the magnitude or negative impacts of the crisis, conduct scientific analysis of the crises period considering its every aspect, and do everything possible to take good advantage of all opportunities, if any (Hurst, 2000).

Because the leather industry in Turkey supplies some of the raw leathers and chemicals it requires from abroad, the increasing exchange rate of the US dollar in crisis periods has a negative impact on the industry. Besides, certain companies have been stuck in a difficult situation as they tried to solve their short-term financing problems with high interest rates. A stable economic structure will

help for the development of the industry, and therefore for an increase in leather products' exports (Küçükayman, 2005)

As a result of the research, it has been concluded that most of the companies in the Turkish Leather industry do not have a commonly-agreed institutional policy to be implemented in emergencies regarding crisis management, they are unaware of tested methods and means, and they do not care much for the issues such as making available a team of staff to immediately act against an unexpected situation and taking preliminary measures. However, especially due to the successive economic crises especially in the case of Turkey, it is noted that the groups who could find their own crisis management solutions could attain success and turn the crisis into an opportunity.

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