SUSTAINABLE BRAND PERSONALITY TRAITS FOR

BUSINESS-TO-BUSINESS MARKETS

FATMANUR AVAR

JUNE 2017

THE GRADUATE SCHOOL OF SOCIAL SCIENCES

OF

IZMIR UNIVERSITY OF ECONOMICS

SUSTAINABLE BRAND PERSONALITY TRAITS FOR

BUSINESS-TO-BUSINESS MARKETS
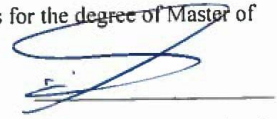
FATMANUR AVAR

JUNE 2017

Approval of the Graduate School of Social Sciences

Assoc. Prof. Dr. Ö. Osman DEMİRBAŞ

Director

I certify that this thesis satisfies all requirements as a thesis for the degree of Master of Logistics Management.

Assoc. Prof. Dr. Özgür ÖZPEYNİRCİ

Head of Department

This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of Logistics Management.

Asst. Prof. Dr. Aysu GÖÇER

Supervisor

Examining Committee Members

Assoc. Prof. Dr. Bengü SEVİL OFLAÇ

Assoc. Prof. Dr. Ceren ALTUNTAŞ VURAL

Asst. Prof. Dr. Aysu GÖÇER

ABSTRACT

SUSTAINABLE BRAND PERSONALITY TRAITS FOR

BUSINESS-TO-BUSINESS MARKETS

Avar, Fatmanur

Department of Logistics Managament

Supervisor: Asst. Prof. Dr. Aysu Göçer

June 2017

There has been an increase over the recent years in the impact of globalization, technological advancement, expansion of transportation, and communication networks on businesses, making innovation and development essential for survival in the competitive markets. Branding is a useful tool for businesses to differentiate themselves and build strong business relationships. Having a strong brand personality as a branding strategy is one of the best ways of achieving this. Shaping the brand's interactions with its customers, the concept of brand personality has become a centerpiece for businesses. While the positive effects of creating a strong brand personality have been exploited more by B2C brands, it is still largely untapped by B2B brands.

Nowadays, sustainability, as a strategy integrated with branding, offers the opportunity to gain competitive edge in business and to achieve high productivity. Associating sustainability practices with the brand personality and integrating them into the brand is an important tool, especially for B2B brands.

In this study, associations between sustainability and brand personality in business-to-business (B2B) markets are examined. Based on a series of qualitative and quantitative studies, brand personality traits were developed for B2B markets concerning the environmental, social, and economic dimensions of sustainability.

In addition to the existing scales, a study was conducted on the emerging markets in order to observe whether there are additional brand personality traits for the brands operating in emerging markets. In addition to the emerging markets, this study also contributes to other markets where there are many brands originating from the developed countries. Using the means of analyses presented in this study, it will be possible to determine which sustainability dimensions are associated with which of the personality traits, and utilize them in gaining competitive edge by adopting them into the brands.

ÖZET

İŞLETMEDEN İŞLETMEYE PAZARLAR İÇİN SÜRDÜRÜLEBİLİR

MARKA KİŞİLİĞİ ÖĞELERİ

Avar, Fatmanur

Lojistik Yönetimi Bölümü

Tez Yöneticisi: Yard. Doç. Dr. Aysu Göçer

Haziran 2017

Son yıllarda küreselleşme, gelişen teknoloji, gitgide genişleyen ulaşım ve iletişim ağları olumlu etkilerinin yanı sıra, işletmeler arasında yaşanan rekabeti gözle görülür hale getirmiştir. Gittikçe artan bu rekabet ortamında, markalar da farklı kalmak ve güçlü iş ilişkileri kurmak için markalaşmayı kullanmaktadırlar. Bunları gerçekleştirebilecek en iyi yollardan biri güçlü bir marka kişiliğine sahip olmaktır. Markanın müşterisi ile olan iletişimini biçimlendiren marka kişiliği, işletmeler için anahtar bir kavram halini almıştır. Güçlü bir marka kişiliği oluşturmanın olumlu etkileri tüketici markaları için daha farkedilir düzeyde iken, işletmeden işletmeye markalar için önemi yeterince anlaşılmamış bir kavram olarak literatürde yer almaktadır.

Günümüzde, markalaşma ile bütünleşmiş bir strateji olarak kullanılan sürdürülebilirlik, işletmelere rekabet avantajı elde etme ve yüksek verimlilik sağlama olanağı sunmaktadır. Sürdürülebilirlik uygulamalarını marka kişiliği ile ilişkilendirmek ve bunları markaya entegre etmek özellikle işletmeden işletmeye markalar için önemli bir araç oluşturmaktadır.

Bu çalışmada, sürdürülebilirlik ve marka kişiliği kavramları birleştirilerek, işletmeden işletmeye markalar üzerinde çalışılmaktadır. Birçok niteliksel ve niceliksel çalışmadan yola çıkılarak, işletmeden işletmeye markalar için sürdürülebilirliğin çevresel, sosyal ve ekonomik boyutları ile ilişkili olan marka kişilik öğeleri gösterilmektedir. Ayrıca, mevcut ölçeklere ek olarak, gelişmekte olan bir ekonomideki markalar üzerinden bir çalışma yürütülmüştür. Gelişmekte olan piyasaların yanı sıra, bu çalışma içinde birçok uluslararası markayı barındıracak alt çalışmalar içermesi yönüyle de, diğer piyasalarda bulunan markalara da katkıda bulunacaktır. Ortaya çıkan analizlerden işletmeden işletmeye markalar, hangi sürdürülebilirlik boyutunun hangi kişilik özelliği ile ilişkili olduğunu görebilecek ve bunları markalarına uygulayarak rekabet için bir avantaj olarak kullanabileceklerdir.

Anahtar Kelimeler: Markalaşma, Marka Kişiliği, Kişilik Özellikleri, İşletmeden İşletmeye Markalama, Sürdürülebilirlik, Gelişmekte Olan Piyasalar, Sosyal Kimlik Teorisi

To My Family

I would like to extend my gratitude to my family members, especially my dear mother Nurdan Avar, my father Mustafa Avar, my sister Serpilnur Avar and my brother Recep Avar for their love, understanding, patience, endless support, and courage.

I would like to mention that I dedicated this master thesis to them which will constitute an important place in my academic life.

ACKNOWLEDGMENTS

TABLE OF CONTENTS

LIST OF TABLES

Table

LIST OF FIGURES

Figure

LIST OF ABBREVIATIONS

B2B: Business-to-Business

B2C: Business-to-Consumer

BPS: Brand Personality Scale

COO: Country of Origin

IBPS: Industrial Brand Personality Scale

TBL: Triple Bottom Line

CHAPTER 1

INTRODUCTION

1.1. Introduction to the Main Concept and the Aims of the Study

Today, with the influence of globalization and the increased product and service variety, it can be seen that the product and service differences in the market have been minimized or removed. In this market environment, where products or services are very close to each other, there are a number of strategic initiatives to apply for companies that desire to differentiate themselves from the competition, attract customers' attention and influence their purchasing behavior.

The brand is the most important tool that can be used to ensure that a business' products or services can be separated from their competitors and be legally protected (Backhaus et al., 2011). The concept of brand, which has an important place in the marketing literature, has first appeared in the 1950s, and been redefined in various forms over time (Abimbola, 2001). The brand is seen today as one of the most important elements of marketing, either in terms of customers or in terms of producers (Kumar and Christodoulopoulou, 2014). Businesses, that are considering differentiation from competitors offering similar products and service varieties, and who desire to have a different place in the minds of consumers should opt for branding (Chaudhuri and Holbrook, 2001).

Various methods have been developed to ensure that the brand can be adopted and preferred by the customers. One of the most important of these methods is the concept of brand personality that is created by the association of human personality traits to the brands (Aaker, 1997). The personality approach to the brand suggests that people are able to express themselves, as well as personality traits that can create links between the brand and the people. Therefore, the brand personality is formed by the direct or indirect ties that the people establish with the brand, and it is difficult to be imitated. Together with the benefit of expressing brand to the customers, brand personality also contributes to the competitive edge of a firm.

1

If the businesses integrate strong brand personality traits into their brands in competitive marketplaces, they can distinguish their brands from the competition and increase consumer loyalty (Kim et al., 2001). The concept of brand personality is very important in the industrial market as well as in the consumer market. Nevertheless, most of the research on brand personality focuses on consumer markets (Herbst and Merz, 2011; Grohmann, 2009).

The differentiation of customer purchasing behaviors and characteristics in developed and emerging economies emphasizes that branding strategies must also be different (Atsmon et al., 2012). For instance, brands in emerging economies need to do more to get customers' consideration than brands in developed economies (Atsmon et al., 2012). This points to the fact that brands in emerging economies need to develop different brand personality traits. An emerging market can be described as a country that carries some characteristics of developed markets, but has not reached the standards of it (Morgan Stanley Capital Index, 2014). Under the influence of global developments, the share of brands in emerging markets on world trade is also increasing and emerging economies are becoming more and more important (Atalay and Turhan, 2002). Also, the fact that brands in emerging economies are prone to flexible production activities, and rapid adoption of innovations and dynamic structures make these brands more important. As Kumar and Steenkamp (2015) identified, "The next set of big global brands will come from emerging countries". Branding in emerging markets, seen as the source of future growth (Arnold and Quelch, 1998), revolutionizes the way the world does business, supported by low-cost but highly skilled labor (Richardson, 2014). European Central Bank Monthly Bulletins (2010) have pointed to the importance of emerging markets which continue to play an increasingly important role for the global economy, account for 82% of the world's population in 2009 and account for 63% of the increase in global output. In addition, according to the World Financial Review (2014), 27 companies from emerging markets are on the 2013 Global Fortune 500 list of the largest companies in the world. As the increasing potential of brand in emerging markets becomes more important, it attracts more attention from the investors, marketers and researchers. Previous researches focus on the differences between emerging and developed markets for industrial brands (Gupta et al., 2015) and brand personality perception is measured specifically for business-

2

to-consumer (B2C) brands and conducted with the end users, examined in mostly developed economies with regard to consumer preferences and effects on purchasing behavior.

Besides the brand personality, another important contribution to the brand for gaining competitive advantage is having a sustainable approach toward brands (Mariadoss et al., 2011; Berns et al., 2009; Bilgin, 2009; Wagner, 2005) concerning customers' evaluations of products and services and purchasing behaviors. Although in the past, the expectation from a brand was only that it function as promised, today, customers want to learn about many issues; for example, the social position of the brand, how to approach environmental issues, which style it has, and so on. Besides being an organizational responsibility, sustainability helps brands reduce business risks and increase market opportunities (Crittenden et al., 2011; Kiewiet and Vos, 2007). For this reason, sustainability related issues have become a priority for companies (LaPlaca, 2013). Companies that are specialized in the field of sustainability and succeeded in transforming it into competitive advantage are regarded as future leaders (Kumar and Christodoulopoulou, 2014). From this perspective, it is quite advantageous in terms of brands to adopt sustainability as one of the brand personality characteristics by integrating the concepts of creating a strong brand personality and being sustainable with many benefits.

The starting point of the research is that business' overall performance can be enhanced by creating a strong brand personality and adding sustainable traits to it, and also, businesses can differentiate themselves by establishing emotional ties with customers in the variable market dynamics. In the literature review, the effects of sustainability practices and creating strong brand personality on business performance were examined separately, and positive effects were found to relate to these issues (Kumar and Christodoulopoulou, 2014). From this point on, the main purpose of the research is to develop a list of traits that contains brand personality traits into sustainability basis as a performance enhancing and differentiating business strategy for industrial markets.

When studies about brand personality were examined in the literature, there were found no comprehensive studies on brand personality, B2B branding or sustainable brand personality traits for B2B brands.

In this study, the relationship between these concepts will be investigated and the list of traits will be revealed. Suggestions will be presented in this direction.

1.2. Theoretical Foundations of the Study

In the brand, management and marketing literature, various strategies for achieving a competitive advantage are discussed (Boxall, 1998; Baden and Fuller, 1995). In order to be competitive, one of the fundamental variables examined in theoretical and practical aspects was performance (Porter, 1985). The interactions between the variables in the various discussions and studies on increasing performance were considered to be important outcome variables in the literature that have been examined. The approach is examined within the general framework of strategic direction.

A strategy that has been encountered in marketing literature since 1990s, and which is also associated with management and brand literature, is that businesses can improve their performances through evoking emotions in customers by developing a strong brand personality (Aaker, 1997; Herbst and Merz, 2011) and including sustainability in their business activities (Kumar and Christodoulopoulou, 2014). For this purpose, when literature was reviewed, the effects of the two variables, which are sustainability and brand personality, on performance are assessed and explained with two basic studies.

The concept of brand personality in marketing literature has been examined from different perspectives. Although considerable amount of research has been done concerning the validity of existing scales in different countries, cultures, and other fields, basically there are 3 brand personality scales important for this study that are found in the literature. From these 3 major scales, Aaker (1997), which is the first to create a reliable, valid, and generalizable measurement scale, focuses on consumer markets. Aaker (1997) uses the five-factor model, also referred to as the dimensions of personality. There is some disagreement about whether this method explains precisely the dimensions of the person (Geason, 2002). This model is a bridge between the concept of human personality and brand personality. Aaker (1997) is influenced by these five factorial theories, also known as the big five theories, when determining the dimensions of the brand personality (Nilsson and Bonde, 1999).

The Big Five theory examines people's personalities and behaviors in five dimensions. These five dimensions are generally referred to as the OCEAN (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism).

Venable et al. (2005) identified brand personality associations are restricted to the nonprofit context. Venable et al. (2005) explain how and why people intend to give charity through the theory of social exchange. This theory states that individuals tend to benefit from sharing capabilities by earning a number of social awards such as approval, status, and respect.

Moreover, Herbst and Merz (2011) were the first to develop a brand personality scale for the industrial market. In this study, it was determined that the different members in the buying center perceived industrial brands differently in terms of brand personality. The principal agency theory forms the basis of this study. This perception difference explained by the principal agency theory suggests that both the principal (management) and the agent (production) try to maximize their own individual interests (Herbst and Merz, 2011). In addition to these 3 scales, Siguaw, Mattila, and Austin (1999) study also provides an application of brand personality for restaurants. Sung and Tinkham (2005) studied the common and cultural factors of brand personality structures in the United States and Korea. Ekinci, and Hosany (2006) study that adopts Aaker (1997) brand personality scale provides destination brands and crafting a unique identity for tourism places. In recent years, the prevalence and importance of brand personality have increased more than in the 1990s for measuring market orientation. For example, Niros and Pollais (2017) study examines brand personality in terms of the effective marketing of mobile telecom services in Greece.

Kim et al. (2001) investigated the relationship between the brand and the consumer by incorporating the concept of brand personality into the study through the theory of social identification, which is widely used in social psychological. Variables such as organizational prestige, expectation level, length of membership, and contact frequency were examined by Mael and Ashforth (1992) based on the social identification theory that can be identified as "*a person's sense of belonging to a certain group or organization*" (Bhattacharya et al., 1995; Mael and Ashforth,

1992). This study relied on the social identification theory for explaning the brand personality for B2B markets.

Crittenden et al. (2011) developed a market-oriented sustainability framework by specifying its necessity for creating a competitive advantage for brands. Kumar and Christodoulopoulou (2014) point out the effect of integration of sustainability practices into the operations of brands and found that this can be achieved through marketing by applying and promoting them. Czinkota et al. (2014) have established the basis for the corporate and supply chain branding by emphasizing legitimacy, reputation and sustainability and their relationships with each other for achieving sustainability and competitive advantage.

Since the concept of brand personality was first introduced by Gardner and Levy in 1955 and was adopted in the literature by Jennifer Aaker in 1997, it has been used especially for consumer brands. The concept of brand personality was mainly dealt with in the United States and later followed by Germany, France, Japan, Spain, and Belgium for investigating under different variable components and under the influence of various cultures.

In 1997, Aaker and Schmitt revealed that the symbolic use of brands differs across cultures and countries. As stated by researchers (Aaker 1997; Venable et al., 2005; Herbst and Merz 2011) who are particularly concerned with the concept of brand personality, it is necessary to discuss brand personality and other related variables in different cultures and different countries. The market in which the researches are conducted is mainly the B2C market.

The theoretical framework of this study constitutes the Social Identification Theory and has mainly been applied to consumer brands to explain the consumer's loyalty to the brand. This study examines brand personality in terms of B2B brands in the frame of social identification theory and investigates the possible link between B2B brand and customer.

Based on the theory of social identification, the person's desire to feel like a part of a specific group also applies to industrial brand customers as well as to the consumer brand. For B2B brands, identifying the customer with a certain brand causes them to separate the brand from others, which gives the brand a competitive

advantage. This study provides an important theoretical contribution to the concept of brand personality for B2B brands in relation to the theory of social identification. From this point of view, the approach, theory, and research fields in this study reveal the originality of the study.

1.3. Research Approach and Design

This thesis provides insights into B2B market performance improvement. Qualitative approach is chosen for this study. The reason for this choice is that due to its nature, qualitative study can be used in academic disciplines, as well as non-academic disciplines such as market research (Denzin and Lincoln, 2005). The purpose of the study is to create sustainability based personality traits list. First step toward this purpose is to discover the brand personality traits that B2B brands have. To achieve this, basically two main studies have been conducted. In study 1, in order to collect data, semi-structured interviews are conducted with small, medium and large scaled well-known B2B brands, their supplier and their B2B customer as supply chain context. These B2B focal firms originated from Turkey, and were selected from many different sectors. They were selected on the basis of the importance of emerging markets. Emerging markets are very attractive for many B2B companies that want to serve local or global markets for energy, industrial products, agricultural raw materials, and other input sources (Sheth and Sinha, 2015). After semi-structured interviews, websites of focal firms were examined for gathering additional brand personality traits. Traits from existing scales in literature which are concerned with consumer market, industrial market, and nonprofit organizations were added to the pool of brand personality traits. Pool of brand personality traits were reduced down to a more manageable number using content analysis.

In Study 2, with the aim of pool of brand personality traits created in Study 1 to be assocciated with the dimensions of sustainability, a survey was conducted using data collection methods on businesss-to-business firms located in İzmir.

As a result of the survey, personality traits have been organized according to sustainability dimensions by calculating mean values. As a result of the study, a list of sustainable brand personality traits for B2B markets was developed.

In consideration of the two basic studies referred to as Study 1 and Study 2, research questions were addressed.

1.4. Research Questions and the Structure of the Thesis

The main objective of the research is to develop a list of Sustainable Brand Personality Traits for B2B Markets that is appropriate for brands from not only developed markets but also developing markets in order to increase performance and to create competitive advantage for their brands. This objective will be achieved through the following Research Questions (RQs):

RQ1: Are there any traits to be added in available scales when emerging market perspective is taken into consideration?

RQ2: What are the traits of Sustainable Industrial Brand Personality?

RQ3: Do different industrial brand personality traits exist for different dimensions of sustainability?

The thesis is organized in this way. Chapter 2 examines literature for the important concepts of the study. Chapter 3 contains the methodological part of the study step by step. In chapter 4, the analysis and the result of the study are presented in detail, and findings are shown. Finally, conclusions, limitation and directions for further research are presented in Chapter 5.

CHAPTER 2

LITERATURE REVIEW

In this thesis, the structure of the literature review follows the steps for the development of the research idea. Looking from the broadest perspective, firstly a literature review has been conducted about the related studies derived from branding and brand personality.

More recent studies on brand personality have indicated that creating a strong brand personality needs to be considered more and more. The reason is that it is believed that developing brand personality as an alternative solution to brands' differentiation initiatives based on strong competition that comes with globalization has boosted the brand's performance especially for industrial brands in emerging markets that take as much of the share of competition as developed markets. Therefore, the study of the brand personality on the emerging market is the subject of the subsequent literature search.

Later, an overview of the literature on sustainability is presented, which is a very effective tool for achieving differentiation and competitive advantage.

Literature review provides guidelines for defining frameworks and practices to identify sustainable brand personalities.

2.1. Branding and Brand Personality

In today's competitive business environment, strong brands that have succeeded in being different from their competitors also carry up the performance of the company they belong to (Geuens et al., 2009; Colucci et al., 2008; Madden et al., 2006; Warlop et al., 2005). According to Keller (2013), brands can only be successful if they make customers think and feel related to the product. Creation of brand personality, which is a part of brand equity, for a brand has been found to be an important way to differentiate the product (Halliday, 1996), to influence the consumer's preferences and behavior (Biel, 1993), and to market the brand (Plummer, 1985), as it is inspired by the personality traits of human beings.

Research on brand personality has revealed that there are connection between brand characteristics and human personality (Milas and Mlačić, 2007; Aaker, 1997). Although branding is introduced to exist in literature in 1940s, brand personality concept commenced in 1997 with Aaker. The brand personality in the literature is defined as the "*set of human characteristics associated with a brand*" (Aaker, 1997). Creating a brand personality seems to be a fruitful alternative for brands of both B2C and B2B for positioning in a more powerful way on the minds of customers and consumers. Brand elements, including brand name, slogan, and logo, advertisements for the brand, and even the website of a brand should be appropriate to the brand personality characteristics that intended to weight.

The brand personality literature is essentially divided into two as adopted to Aaker scale (1997) which is to first attempt to create a brand personality scale and critics. Aaker (1997), study which is conducted in America, provides a theoretical model that was created for consumer markets with her 42 traits reliable, valid, and generalizable scale. Aaker created the brand personality scale inspired by the human personality "Big Five" dimensions also known as the five factor model (FFM) in psychology, which are openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (John, 1990; McCrae and Costa, 1989; Norman 1963; Tupes and Christal, 1958). Aaker stated that the existing scales were unconfirmed or insufficient to examine how the relationship between brand and personality could affect consumer choice (Bellenger et al., 1976; Dolich 1969). Leading researchers on this subject have made the following statement that "*if unequivocal results are to emerge [in the literature on the symbolic use of brands] consumer behavior researchers must develop their own definitions and design their own instruments to measure the personality variables that go into the purchase decision*" (Aaker, 1997; Kassarjian, 1971).

Other studies on brand personality mostly deal with consumer markets, industrial markets, non-profit contexts or validation of existing scales for different cultures, different sectors and different countries.

Considering the idea that brand personality is becoming more necessary in industrial manner, Herbst and Merz (2011) study which is conducted in Germany, provides a brand personality scale with examining the relationship among different

transactions and different members in the buying center for differentiation and building strong B2B relationships in the industrial market where the value of branding is being understood. In this study, Aaker's Brand Personality Scale (BPS) for consumer markets (1997) was found to be inadequate for industrial markets and was added new personality traits. Venable et al. (2005) provide a measurement that prioritizes brand personality traits for non-profit contexts in a study conducted in America. Also, this study argues that brand personality is an applicable strategy for non-profit organizations which are perceived as nonphysical. There are some similarities and differences with Aaker BPS found in this study.

Geuens et al. (2007) in critical to Aaker study conducted in Belgium provide a new measurement of brand personality that is totally related to human personality. This study has a cross-cultural validity in the US and nine other European countries.

According to Muniz and Marchetti (2012) brand personality should be used and perceived as a source of differentiation for brands in the global competitive market area. In this study, which was conducted in Brazil, researchers investigated the brand personality dimensions for Brazil and compared these dimensions with Aaker (1997) and indicated that there are distinct sets of characteristics for each of the countries.

Siguaw et al. (1999) by conducting their study on university students in the United States, Aaker brand personality scale was tested in three restaurant segments which were 3 casual dinings, 3 quick services and 3 upscales, and they found that different restaurant segments were perceived by different personality traits.

Believing that the brand personality is an important part of the brand identity, Azoulay and Kapferer (2003) indicated that all of the traits in existing scales of Aaker's and Saucier's defined as brand personality are related not only to brand personality but also to other items of brand identity.

In addition, while Moya and Jain (2013) investigated how Mexico and Brazil communicated their brand personalities via Facebook, Hosany et al. (2006) study for application of brand personality to tourism destinations was adopted by Aaker.

The thesis research involves the presentation of an alternative brand personality trait list for the emerging countries. The trait list developed in the research demonstrates the traits of industrial brands which are still at their starting points (Herbst and Merz, 2011) in one of the important emerging markets of Turkey. Findings from this study can be generalized to other emerging countries.

2.1.1. Brand Personality for Emerging Markets

Emerging market economy is a term found by Antoine W. Van Agtmael of the International Finance Corporation of the World Bank in 1981 that can be described as a country existing between developing and developed position. During the past twenty years, brands originating from emerging countries made important progress in developed markets (Guzmán and Paswan, 2009; Elango, 2006; Luo and Tung 2007). In addition to that, in recent years, large, productive, first-class producers and marketers have revealed from emerging market countries (Fetscherin and Toncar, 2009; Pillania 2009). Startlingly, in spite of brands originated from emerging countries are increasingly presence in global markets, very few studies "about emerging market firms' strategies" (Guzmán and Paswan, 2009; Thomas, 2006). Expected to reach US $ 30 trillion by 2025, emerging markets seems very attractive for many B2B companies that want to serve local or global markets for energy, industrial products, agricultural raw materials and other input sources (Sheth and Sinha, 2015).

Firms from emerging markets increasingly develop their own brands and compete in the international market area (Dawar and Frost, 1999). Many people have come to consensus on the subject; brands from emerging markets will continue to gain increasing importance, and will be in the most important position for world trade in the future (Erdoğmuş et al., 2008; Garten, 1997). Many of the successful brands from emerging markets comes mainly from China and Southeast Asia, followed by Latin America, Russia, Turkey, and Egypt (Erdoğmuş et al., 2008; Luo, 2007; Boston Consulting Group, 2006). Little is known about the branding efforts of emerging market firms that can act as a guide to others in literature (Erdoğmuş et al., 2008; Chao et al., 2004; Dawar and Frost, 1999; Mitchell, 2002).

Brands originating from emerging markets are different from others in terms of their nature, structure, capacity, physical resources, and consumer and customer structures. Therefore, brands from emerging markets need different strategies for being successful in the global market area (Erdoğmuş et al., 2008). With the awareness that brands from emerging markets must have different brand strategies and different brand personality traits, this study seeks to explore the personality traits of the brands in Turkey, an important emerging market. With the fact that emerging market brands are still in their growth phase, it is applicable to standardized brand strategies (Zou and Cavusgil, 2002) and brand characteristics, the thesis aims to create a viable brand personality list for other brands in the emerging markets.

According to Aaker (1996), brand personality as one of the three elements of associations/differentiation, many of the previous researches overemphasized that the cultural version of brand personality is a necessity (Herbst and Merz, 2011; Aaker et al., 2001; Ferrandi et al., 2000; Hieronimus, 2003; Venable et al., 2005). Namely, as many researchers have noted, brand personalities of different countries and cultures are a requirement in literature.

Guzman and Paswan (2009) study which is important for the brand personality literature to cultural brand image from emerging markets investigates whether the brand image of two brands originating from Mexico as an emerging country are changed or not when they crossed the border of the US by using Aaker (1997) brand personality scale.

Wang and Yang (2008) who studiedon the variables of country of origin (COO), brand personality and purchase intention and their relationships with China as one of the emerging markets emphasized that many of the prior researches about brand personality and purchase intentions have been conducted in the Western (e.g. Bluemelhuber et al., 2007) part of the world and there is a need for the emerging markets. Also, the study of the country of origin and brand personality issues that have been under-worked in emerging countries can shed light on the other emerging economies (Wang and Yang, 2008).

According to Usunier (1996), consumers are cross-culturally different and have different purchase behaviors and preferences. As many researchers indicated, the

use of brand personality for understanding how it is influenced by the country of origin and culture, Phau and Lau (2000) also specify that brand personality will change in different markets and in different cultures.

Sharma (2011) stated that consumer attitudes and behaviors differ in emerging and developed markets and conducted a web-based study of four countries, two of which emerging, and the other two developed, and revealed the difference of country of effect between emerging and developed countries. In the end, it was suggested that brands from the emerging markets develop their brand image and it was stated that in order to be able to make a comparison easily, it is necessary to carry out studies in which many product categories in the emerging markets are found.

This thesis will fill this gap through the studies conducted in Turkey, which is an emerging market and is home brands from many sectors and many product and service categories.

2.1.2. Branding and Brand Personality for Business-to-Business Brands

Creating a strong brand in every aspect is very important for both B2C brands and B2B brands, especially because it leads to income streams for both short-term and long-term (Schmitt and Geus, 2006; Aaker, 1991, 1996; Kapferer, 2004; Keller, 2003). Many researchers have been developing models such as Aaker's brand equity model and Keller's customer-based brand equity model for understanding customer perception by referring the concepts of brand awareness, image and personality (Schmitt and Geus, 2006; Aaker, 1991; Aaker, 1997; Keller, 1993). However, brand management of all aspects in B2B is not as sufficient as in B2C (Herbst and Merz, 2011). Also, researchers argued that people are in a more positive attitude towards brands that they feel close to their own lives and their own personality traits (Fournier, 1998; Grossman, 1998; McAlexander et al., 2002; Muniz and O'Guinn, 2001).

As Aaker (1996) stated, brand personality carries vital importance for brand categories that are difficult to distinguish from the competitors and have many identical brands around it.

Therefore industrial brands that are identified as the brand of the *products used in manufacturing that are not marketed to the general consuming public* (Mudambi et al., 1997) can benefit from the advantages of branding and brand personality, because of its hardly distinguishable nature.

What differentiates a B2B brand with products that are nearly identical in appearance and performance from its competitors in a highly competitive business environment is their branding and brand equity that include brand personality elements in them (Mudambi et al., 1997). Also they revealed that branding and brand management in industrial markets are scarce and suggested that marketers and academicians place emphasize on industrial branding strategies.

Mudambi (2002) stated that with the emergence of e-commerce and proliferation of globalization, B2B firms are very interested in branding for achieving competitive advantage. Even if branding is not important for all customer clusters in B2B firms, branding still maintain its importance. This study also shows that B2B brands do not take advantage of the branding benefits enough and there is great potential in this area.

Development of branding in B2B companies is not as fast as in consumer companies (Bendixen et al., 2004). In this study, brand equity has been shown as the right strategy for yielding price premium industrial marketing setting. Brand image and its relationship to price premium in B2B is also studied by Persson (2010) that investigates dimension of brand image including brand familiarity, product solution, service, distribution, relationship, and company associations (Persson, 2010). Backhaus et al. (2010), study that spread over 20 industries show that the buyer has higher interest to brand in the case of paying a higher price. For this reason, it is necessary for the industrial market, which is paid better, to give more importance to branding.

Herbst and Merz (2011) was first that developed and validated industrial brand personality scale in the literature. Researchers, who point out that brand personality is a very difficult element to imitate, suggested that industrial brands have developed their own strong brand personality for being able to differentiate from competitors and gain competitive advantage.

With the using of Aaker's brand personality definition, they define industrial brand personality as *the set of human characteristics associated with a B2B brand.* As they revealed that Aaker brand personality scale for consumer markets, does not fully match to the industrial brands, they create a scale with includes traits from Aaker scale and new ones.

As a result of series of qualitative and quantitative studies, three-dimensional, 39-traits scale was created and researchers were suggested to measure the stability of Industrial Brand Personality Scale for another countries and cultures.

With the idea that the first brand personality Herbst and Merz (2011) study for industrial markets was carried out in a developed market like Germany could not be fully applicable to industrial brands in an emerging market such as Turkey, this thesis will contribute to the literature by adding new brand personality traits in addition to the existing scales, for B2B brands in emerging markets.

2.2. The Concept of Sustainability

Sustainability is drawing the attention of many disciplines with its perpetuity structure. As sustainability is a concern in many areas, a number of different terms including sustainable development, triple bottom line, environmental management, corporate social responsibility (CSR) have been created over time to better define sustainability (Kumar and Christodoulopoulou, 2014). Today, there are many organizations such as the Sustainability Consortium established for supporting sustainability. In addition to Sustainability Consortium, ISO 26000 is also established for providing guidance to businesses and organizations for operating social responsibility (ISO, 2010).

Triple Bottom Line (TBL) coined by John Elkington in 1994, by emphasizing the financial benefits of sustainability, companies need to take into account the social, environmental and financial layers to achieve better performance and success. According to the triple bottom line, companies must make their activities profitable and respectful to the environment and society (Kumar and Christodoulopoulou, 2014; Elkington, 1998; Savitz and Weber, 2006).

The concept of sustainable development was first described in the Brundtland Report, also known as Our Common future prepared by the World Commission on Environment and Development in 1987 as *development that meets the needs of the present without compromising the ability of future generations to meet their own needs* (World Commission on Environment and Development, 1987) and has since been widely used.

In general, the Brundtland Report directly links the elimination of poverty, the equality of distribution of benefits derived from natural resources, the development of population control and environmentally friendly technologies with sustainable development principles. In this context, It has been suggested that in report that an era of long-term growth that will lead to restructuring should be entered into with an understanding that developing countries will play an important role in order to achieve economic growth both from the top of the world and from poverty by starting from the assumption that economic growth can be achieved with an environmentally friendly perspective.

The sustainability literature largely focuses on the environmental dimension of sustainability. Benito and Benito (2005) study focuses on the relationship between the environmental motivations or beliefs that apply to a company and the environmental transformation that the company undertakes is examined by dividing motivation as moral, productive, commercial and relationally, and also defining three areas in which environmental transformation typically takes place: the management system, the operational system, and the commercial system. Similarly, Bansal and Roth (2000) have identified the environmental dimension of sustainability as one of the three reasons why firms are implementing environmental initiatives in response to ecological concerns, namely competitiveness, legitimacy and ecological responsibility.

From researches that focus on Corporate Social Responsibility (CSR) which can be describe as initiates to assess the impact of a company on environmental and social well-being and to ensure that these companies take responsibility (Wood, 1991), Carroll (1979) stated that the social performance of a company can only develop by increasing corporate social responsibility and a company's social

responsibility depends on economic, legal, moral and voluntary expectations that society has.

The result of all these studies has come to the conclusion that sustainability provides very useful returns in terms of firm performance.

2.2.1. Triple Bottom Line

With sustainability becoming a growing concept, it has been one of the main topics of particular interest by businesses, nonprofits and governments. However, it is difficult to measure the sustainable growth of a business. John Elkington, one of the world's leading sustainability experts, tried to measure sustainability in the mid-1990s with a new framework to measure corporate America's performance (Hall, 2011). TBL is a calculation system that includes three performance dimensions: social, environmental and financial. Appropriate measurement tools are distinguished from the traditional reporting system by the ecological (or environmental) and social criteria that it is difficult to find. TBL dimensions are usually expressed in 3P: People, Planet, and Profit (Elkington, 2004). The academic disciplines organized around sustainability have increased exponentially in the last 30 years. According to Andrew Savitz who is an expert on sustainable business strategies, Triple Bottom Line (TBL) "captures the essence of sustainability by measuring the impact of an organization's activities on the world ... including both its profitability and shareholder values and its social, human and environmental capital" (Hall, 2011).

According to Hubbard (2009), businesses, profit-making companies and governments are motivating economic, environmental, and social sustainability principles to implement TBL; but there are differences in the way they measure three outcome categories. Those who have developed and implemented sustainability assessment frameworks such as TBL face many challenges; at the outset of which is to create both a comprehensive and meaningful index and to determine the appropriate data for the variables that make up this index.

This study, which deals with the economic, environmental, and social aspects of sustainability, contributes to establishing a strong TBL strategy by showing the characteristics of brand personality associated with the sustainability of businesses.

2.2.2. Sustainability for Brands

Consumers are now interested not only in the content of the product but also in the contribution that the brand makes to the environment, the world, the humanity and the economy. Sustainability that carries strategic importance for brands (Lubin and Esty, 2010), can be key to enable companies to address customers who are interested in sustainability issues, and thereby differentiate in their eyes, and provide a competitive advantage (Kumar and Christodoulopoulou, 2014). Industrial firms whose sustainability is not yet understood as much as consumer companies can address sustainability oriented customers better by applying sustainability practices in their own operations, sharing these applications with customers and transforming them into brand personality that has become part of the brand image. Brand personality can be seen as a key way to integrate sustainability into the brand.

Today, many companies from different industries that recognize the benefits of sustainability practices bring to the short and long term are adopting the concept of sustainability in the business world. Marketing and branding initiatives play important role for implementing of sustainability into business performance. In other words, it is possible to say that sustainability and branding are concepts that are intertwined. Research shows that the sustainability practices that a company has to manage its operations have become determinants of power depending on the positiveness of competition power and performance indicators (Bansal and Clelland, 2004; Jacobs et al., 2010; Porter and Van der Linde, 1995; Rao and Holt, 2005; Sen et al., 2006).

Sheth and Sinha (2015) explained that B2B brands should be more interested in sustainability by reason of having an industrial field; B2B brands carry more potential to damage the environment. In this work, which combines concepts of B2B branding, sustainable marketing, emerging markets, developed a model of how sustainability can be used to increase corporate reputation and achieve social and financial gains, selected industrial firms in emerging markets are examining seven case studies that adopt a triple bottom line approach.

In this study, which combines concepts of B2B branding, sustainable marketing, and developing markets, the most important further research suggestion is to examine sustainability based B2B branding in emerging markets.

Kumar and Christodoulopoulou (2014) suggests companies to transfer and enforce sustainability practices to all business performance, customers and stakeholders through brands and point out that sustainability is the key to the future success of their brands. With the integration of branding and sustainability, companies for both B2B and B2C emphasize sustainability in branding activities by making sustainability to the core mission of company. Therefore, with the integration of sustainability into the branding firms can achieve competitive advantage in the eyes of customer, stakeholder and even society. They have strongly recommended for future work; whether sustainability can be add as a dimension of Herbst and Merz (2011) Industrial Brand Personality Scale (IBPS). Also, the potential effect of sustainability initiatives on brand equity which is encompassing brand personality should be investigated.

As Kumar and Christodoulopoulou (2014) specified that using of technologies to implement and manage the sustainability initiatives is very important and it should be paid attention to.

From this point of view, websites of brands can be very powerful sources to reflect the brand personality traits. As Esrock and Leichty (2000) mentioned that "… a corporate website becomes an iconic representation of the corporation." (Simões et al., 2015). Simões, Singh and Perin (2015) study that examines the expressions of CBs in B2B websites of two emerging markets such as Brazil and India, stated that corporate website of B2B brands is important tool to reveal the values of personality linked to the brand. Although it is carrying importance, "online corporate branding expression" is scarce.

In this thesis, this can fill the gaps in the literature indicated in various studies, aimed at developing to existing scales and adding new traits by making various interviews and analysing websites of B2B brands and placing sustainability at the main emphasis point.

2.3. Social Identification Theory

Social identification that forms the basis of this study is the theory of social psychology that has an aim to explore intergroup behavior of people (Tajfel and Turner, 1986). The concept of social identification is concerned with people's feeling of belonging to a specific group or organization (Kim et al., 2001; Bhattacharya et al., 1995; Mael and Ashforth, 1992). The group mentioned here refers not only to the group that the person is in, but also to the group he / she wants to be present. Social identification theory takes an important place in psychology as well as an important place to explain the relationship between brand and consumer. According to this theory, every person tends to define himself/herself as a member of a particular group and use brands as a tool to express themselves correctly.

If the particular brand helps customers to identify themselves correctly, then this brand would have been differentiated in the eyes of the customers. Therefore, social identification theory is useful for explaining the concept of brand personality, which is an important aspect of marketing (Kuenzel and Halliday, 2010). Social identification theory on marketing perspective mainly focuses on customers that perceive a brand as "me" or "not me" (Kleine et al., 1995), and prefer the brand that has the most appropriate identity to them (Lam et al., 2010). Kim et al. (2001) revealed that the brand personality traits that the brand has affect brand loyalty through social identification theory. That is, brand loyalty is created if the personality traits of the brand are applicable to the social identification that one feels or wants to feel that it belongs to oneself (Kim et al., 2001).

In previous studies, organizational identification is frequently studied but, there are few studies in which brand personality and social identification theory are examined together. Kim et al. (2001) have studied how brand personality effects the brand management by integrating social identification theory. They found that brand identification effects directly the word-of-mouth, but indirectly the brand loyalty. Kuenzel and Halliday (2010) have used the theories of Social Identification to define consumers' identities and associations with brands that reflect and strengthen their identities while expressing their emotions (Turner, 1975; Ashforth and Mael, 1989; Bhattacharya and Sen, 2003).

They also noted that consumers regard the brand as an extension of their personalities and explained the effect of brand personality on consumer attitudes and behaviors based on the theory of brand and social identification. Tuškej et al. (2011) stated that most of the definitions of identification of consumers with a brand originate from the Social Identification Theory based on social psychology. However, all these studies, which are based on the social definition theory, focus on consumer behavior. This study will make a significant contribution to the literature as focusing on the B2B customer and examining their behavior based on the social identification theory and reconciling it with the brand personality.

CHAPTER 3

METHODOLOGY

3.1. Research Design

Each research involves at least one methodological technique whose design is the most appropriate for its nature (Berg, 2004). The present study that aims to create a sustainable brand personality trait list for B2B markets is based on qualitative and descriptive research method. Qualitative research is a method used in many different academic disciplines, particularly social sciences, as well as in non-academic contexts, primarily in market research (Denzin and Lincoln, 2011). Qualitative research is so important that D.T. Campbell stated that; "All research ultimately has a qualitative grounding" (Berg, 2004; Miles and Huberman, 1994). Descriptive research that can be either qualitative or quantitative basis is used to obtain information about the current state of the phenomenon in order to identify "what is" according to the variables or circumstances of the situation (Key, 1997). The descriptive research that the researcher made to describe the situation without interfering involves different types of research methods, especially the survey and interview (Kothari, 2004). In this research, which is concerned with defining the personality traits of a particular group of B2B brands, a research design has been made that analyzes and findings are accurate, reliable and generalizable (Knupfer and McLellan, 1996).

In this part of the study, which is designed by qualitative and descriptive research method, the efforts to create a brand personality trait list that includes sustainability for industrial brands are explained step by step.

In order for this study to emerge, on the basis of Berg's Qualitative Research Approach, the following steps were followed.

Figure 1: Qualitative Research Approach

Ideas	→	Literature Review	→	Design	→	Data Collection	→	Analysis	→	Dissemination

Source: Berg, B. L. and Lune, H. 2004. Qualitative research methods for the social sciences (Vol. 5). Boston, MA: Pearson.

The main subject of this study is the concept of brand personality in B2B markets. There are many studies in the literature about brand personality. Studies on B2B brand personality are also included in the literature. The part that distinguishes this study from the others is that the concept of sustainability is associated with the B2B brand personality. To do this, basically two types of studies were conducted sequentially under the headings of Study 1 and Study 2. In Study 1, in order to data collection, a comprehensive literature review was conducted and 2 scales and 1 measure were taken from the literature on brand personality. After obtaining the existing brand personality scales and measure derived from brands in developed economies such as Germany, France, Japan, Spain and Belgium, it was aimed to reveal whether the traits of existed brand personalities were exactly the same for the brands origin from emerging markets like Turkey. With the globalization of the world, the share of brands in emerging markets in world trade is increasing, and emerging economies are becoming increasingly important (Atalay and Turhan, 2002). From this point of view, data collection method was to conduct semi-structured interviews with B2B brands of Turkish origin in order to determine if there are different personality traits in the B2B brands in Turkey which is one of the important emerging markets. The sample group for the semi-structured interviews comprised B2B brands as focal firms, their suppliers and their customers. B2B firms examined as supply chain context. The semi-structured interview technique which is used as a data collection method is a very suitable interview method in terms of providing flexibility to the interviewee (Whiting, 2008). In addition to the semi-structured interview, data was collected from the websites of B2B firms determined to be focal firms. Web pages were analyzed not only as part of vision and mission but also as a whole and data on personality traits were collected.

The websites of brands are very important sources to reflect their brand personality elements. (Simoes et al., 2015). Semi-structured interviews were recorded and transcribed. Quotations were made for each brand personality trait identified from interviews and websites. A pool of traits has been created by listing the data collected from the scales in the literature, semi-structured interviews and website analysis. Content analysis was used as the analysis method. The frequency of each trait is calculated. Thus, brand personality traits of brands in Turkey as one of the emerging markets was found.

In Study 2, brand personality traits come from semi-structured interviews; websites and literature are examined in relation to sustainability. In Study 2, which was carried out by developing a sustainability perspective, studies were conducted to extract traits that cannot be linked to sustainability from the pool of traits. The survey method is used for this item reduction. The survey is one of the most basic and useful data collection tools in social sciences (Suchman and Jordan, 1990). Firms out of that semi-structured interview were identified as sampling. A survey was applied to practitioners from management, procurement, production or marketing departments. These surveys were conducted face to face, mostly by visiting the company. In the survey, participants were asked how much the traits obtained from literature, semi-structured interviews, and websites are related to the three dimensions of sustainability which are environmental, social, and economic. The analysis of the survey resulted in brand personality traits for three dimension of sustainability.

3.2. Study 1: Outlining the Brand Personality Traits for B2B Markets

In Study 1, as the first phase of study, in order to reveal B2B brand personality traits, brand personality scale traits were taken from the literature, semi-structured interviews were conducted and websites of firms examined for data collection. As a sample for Study 1, B2B brands were selected from Turkey, which is an important emerging market. According to Bloomberg (2017) conducted research to analyze growth, returns and stock valuations, Turkey has become the world's second most attractive emerging market that is the most preferred by investors after Mexico.

The fact that Turkey is such an important investment market and the having of successful brands here is subitantial in terms of the resulting brand personality traits also could represent the brands in other emerging markets.

Collected data from literature, semi-structured interviews and websites were subjected to content analysis as the most appropriate analysis tool in descriptive research (Kothari, 2004). Then, brand personality traits are divided into dimensions and facets as in the scales from Aaker (1997), Venable (2005) and Herbst and Merz (2011) for better understanding and approved the dimensions, facets and traits by the opinion of academicians that expert about the subject. Thus, the brand personality traits come from Turkey as important emerging market have been determined.

3.2.1. Data Collection

In the first phase of the data collection, a pool of traits consisting of scales and measures existing in the literature has been established in order to create brand personality traits for B2B brands. The pool, which consists of a collection of personality traits, includes;

Original 42 traits of brand personality traits for consumer brands, created by Aaker (1997), which reflects the end consumers' expectations for various brands in Table1.

Brand personality measure for non-profit context, created by Venable et al. (2005), which reflects the expectations of society's to non-profit organizations in Table 2.

The Industrial Brand Personality Scale developed by Herbst and Merz (2011), which reflects the intention of introducing the concept of brand personality to industrial markets and provide a tool to B2B managers to create strong B2B brands in Table 3.

The reason for choosing these two scales and a measure is to collect the brand personality traits that come out for consumer and industrial brands as well as non-profit context organizations and to see how far the traits in the list of sustainable industrial brand personality traits are created by way of the industrial brands in Turkey. In these 3 brand personality tables, dimensions represented by bold, and facets represented by italic.

Table 1: Aaker (1997) Original Brand Personality Traits for Consumer Markets

Sincerity	Excitement	Competence	Sophistication	Ruggedness
Down-to-Earth	*Daring*	*Reliable*	*Upper-Class*	*Outdoorsy*
Family-Oriented	Trendy	Hard working	Glamorous	Masculine
Small-Town	Exciting	Secure	Good Looking	Western
Honest	*Spirited*	*Intelligent*	*Charming*	*Tough*
Sincere	Cool	Technical	Feminine	Rugged
Real	Young	Corporate	Smooth	
Wholesome	*Imaginative*	*Successful*		
Original	Unique	Leader		
Cheerful	*Up-to-Date*	Confident		
Sentimental	Independent			
Friendly	Contemporary			

Table 2: Venable (2005) The Role of Brand Personality in Charitable Giving

Integrity	Ruggedness	Sophistication	Nurturance
Honest	Tough	Good-looking	Compassionate
Positive influence	Masculine	Glamorous	Caring
Committed to the public good	Outdoor	Upper class	Loving
Reputable	Western		
Reliable			

Table 3: Herbst and Merz (2011) Industrial Brand Personality Scale

Performance	Sensation	Credibility
Achievement-oriented	*Exciting*	Sincere
Professional	Young	Real
Analytical	Glamorous	Reliable
Hard working	Cool	Down-to-earth
Intelligent	Trendy	Honest
Proactive	Daring	Original
Educated	Good-looking	Trustworth
Competent	Adventurous	
Proper	İmaginative	
Careful	*Charming*	

Experienced	Cheerful	
Rational	Feminine	
Problem-oriented	Tempered	
Diligent		
Leading		
İnnovative		
International-oriented		
Creative		

Table 3: (continue)

As the second phase of data collection, a semi-structured interview was conducted. The interview is defined by Polit and Beck (2006) as "A method of data collection in which one person (an interviewer) asks questions of another person (a respondent): interviews are conducted either face-to-face or by telephone" (Whiting, 2008). As a data collection tool, interview is very common and useful method (Whiting, 2008; DiCicco-Bloom and Crabtree, 2006). In this study, a semi-structured type of interview method is used which is divided into three as structured, semi-structured and unstructured. The semi-structured interview technique is a very convenient method of interviewing in terms of providing flexibility to the interviewee. The interviewee may respond more to the flow of previously prepared questions by expanding the context.

30 depth interviews are conducted with marketing practitioners of Turkish industrial firms. 10 companies out of 30 companies that make semi-structured interviews constitute small, medium and large scaled industrial firms from different sectors as focal firms. The reason for choosing small, medium and large scaled and from different sectors is to make an observation to whether the answers given by the firms are different from each other. 10 of 30 interviews are conducted with supplier firms of focal firms and the remaining 10 are B2B customers of these focal firms.

The following questions in Table 4 were directly asked to the focal firms, suppliers and B2B customers by pointing to their focal firms.

Table 4: Semi-Structured Interview Questions

If you imagine the brand that you work for as a person, which characteristics would suit it? Can you describe your brand as a person?
What do you think about the personal characteristics of the other brands in the sector you operate in? Do you think there is any difference between your brand's personality characteristics and those of the competitors?
Does your customer's personality match the personal characteristics of your brand? Do you think your customers perceive and do business with the personal attributes of your brand?
How do your brands want to be perceived by the consumers? How do your customers see your brand? What are the differences between them?
What are the promotion tools you use for your brand? Which personality characteristics do you try to put forward with these promotional tools? What kind of customers would you like to attract with these promotional tools?
How do you measure the consumers' opinions about your brand?
Which personal image does your company reflect? What are your activities that you do to improve your image in the eyes of the customers?
What personal characteristics do you think your brand provides in these 3 dimensions, environmental, social and economic?
Which one of these three matches your brand more closely? A.The one whose financial / economic priorities are purely forefront and using this money only to keep his life alive. B.The one who always carries environmental concerns, even with limited money on his/her hands. C.The one who has always a sense of social responsibility and helps people whatever the conditions are.
Could you tell me a story that reflects the personal characteristics of your brand?

For each of the 30 selected companies, managers were identified in marketing departments and interviews were conducted with them. The first three questions asked to marketing managers were about how much they know the brands. In-depth interviews with focal firms were conducted face-to-face. Some of the interviews with the B2B customers and suppliers were conducted face–to-face and some were carried out over the phone. The interviews lasted approximately 20 minutes. The 30 people interviewed were between the ages of 25 and 54 and both male and female.

The main purpose of conducting this interview process and asking many indirect and direct questions was to answer the following question about the focal firm for their own companies and for the suppliers and customers about the focal firms:

What kind of personality would your brand have, "if it had manifested itself as a person" (Aaker, 1997)?

As the third phase of data collection, websites of 10 B2B firms that identified as focal firms have been examined. Like Ricca and Tonella (2000) said, websites are becoming more important assets day by day. In this study, it is believed that, just like consumer brands, the websites of industrial brands reflect the values and norms (Herbst and Merz, 2011; Armstrong and Kotler, 2008) of the brand's structure, ideology and personality traits. Also, as Simões et al. (2015) stated explicitly that "*in the business-to-business (B2B) domain, the corporate website is an effective platform for communicating the corporate brand (CB) features (e.g., personality, values)*".

In addition to this, it is possible for a firm to review the website and find tips and information on social responsibility awareness and importance attached to values, personality traits, and sustainability dimensions (Simões et al., 2015).

In line with prior research (Herbst and Merz, 2011), website review was done in this study. But, while Herbst and Merz (2011) study involved only in the mission statements of the websites, this study examined the websites as a whole. The purposes of doing so is deriving additional personality traits of industrial brands and observing whether the personality traits identified in the interviews are also reflected in the websites of the companies.

The 10 focal firm's websites with strong B2B relationships were examined and all traits that could be defined "as if it had come to life as a person" (Aaker, 1997) were identified.

3.2.2. Sampling

As a sample for the depth interviews, 10 B2B firms that located in Izmir and originating from Turkey were selected using judgemental sampling method whose choices of sample group depends on the best representation of the population with regard to the attributes or characteristics of B2B firms. The structure of 10 focal firms is shown in Table 5. In addition to the focal firms, 1 supplier and 1 customer for each focal firm was interviewed as supply chain context. As a result, 30 companies including 10 focal firms, 10 supplier and 10 B2B customers were selected as the sample and interviews were conducted.

Table 5: The Structure of the Focal Firms

Sector	Establishment Year	Number of Employees	Acreage (square meter)	Net Sales
Retail	1989	1500	225.852	2.323.411.632
Retail	2001	1798	274.987	2.793.159.503
Textile	1997	320	3200	175.000.000
Textile	1977	255	5000	155.200.000
Electronics / White Goods	1955	29.551	1.201.066	16.096.000.000
Electronics / White Goods	1984	15.595	597.541	763.967.000
Automotive	1964	2600	335.000	434.000.000
Fast Consumption	1938	3000	21.000	358.555.000
Fast Consumption	1991	852	15.000	174.000.000
Chemistry	1941	1500	25.000	773.300.000

Concerning sampling, industrial companies represent a wide range of personality diversity has been chosen with judgemental sampling method. Selected 10 focal firms have both B2B and B2C relationships. It is believed that they are better aware of the distinction between the consumer and customer. In addition, the focal firms are selected for the study was from different sectors. Also, relationships between focal firm's and their suppliers and customer are long-term relationships. It has been believed that suppliers and customers can better define and identify the focal firms by selecting companies with long-term relationships.

3.2.3. Content Analysis

The content analysis method that was used in this study consists of systematic techniques to analyze the information content of textual data (Forman and Damschroder, 2007; Mayring, 2000). In qualitative content analysis, it is important to decide the analysis based on manifest or latent content (Greneheim and Lundman, 2004). As Berelson (1952) pointed out, content analysis was originally concerned with "the objective and systematic description of the manifest content of communication" (Greneheim and Lundman, 2004).

The main focus in Latent content analysis, which involves the interpretation process of content, is to discover the meaning of words or content deeply (Hsieh and Shannon, 2005; Holsti, 1969; Babbie, 1992; Catanzaro, 1988; Morse and Field, 1995). As time went by, the interpretation of the content analysis was extended to include comments of the latent content which is used in this study. In this study, latent content analysis is a method applied both to the content obtained from the in-depth interviews and the web pages of the focal firms.

Content analyzes of semi-structured interviews with focal firms, suppliers and customers were conducted. Like Herbst and Merz (2011) study of Industrial Brand Personality Scale, all interviews were audiotaped and transcribed with the permission of the participants. Later, these interview records were examined and brand personality traits were identified in response to the participants' answers. Power and proof quotations are specified for each trait were obtained from the interviews. Thus, the latent contents of speeches are analyzed and revealed.

The frequencies of the traits from interviews were calculated and their prevalence was examined to determine which brand personality trait was mentioned on a frequent basis. So that the most specified and least specified brand personality traits are identified by the focal firms, suppliers and customers.

In addition to interviews, content analysis was conducted on the websites of 10 focal firms. The reason for doing this is obtaining additional personality traits for the 10 focal industrial firms and observing whether the brand personality traits obtained from the depth interviews are also included on the web pages of the

companies. Similar to the interviews, brand personality traits were extracted from the website content analysis and each trait was supported with quotations.

Considering that B2B companies' websites are an important tool to understand the values of the company (Simões et al., 2015; Herbst and Merz, 2011, Armstrong and Kotler, 2008), this analysis is intended to provide a useful additional view.

3.2.4. Categorisation of Brand Personality Traits

In order to make the specified brand personality traits more understandable and clear, the traits are divided into dimensions. When these dimensions were determined, the dimensions used in the literature and the sub-traits belonging to these dimensions were examined and if the dimensions are appropriate to the traits in this study, they were selected for use, otherwise other dimensions that were more appropriate for the brand personality traits were identified and used.

3.2.5. Identification of the Facets of Brand Personality Traits

Due to the fact that the factors have broad meaning, these four factor solutions were divided into facets so as to better understand them in line with Aaker study. Aaker (1997) points out that each factor focuses on different facets in order to select representational features that provide breadth and depth, and to act as a framework for creating similarities and differences between alternative concepts, while separating brand personality dimension into facets. Identification of facets is as follows; the traits within each dimension were examined, and if the trait that emerged most frequently in interviews and website analyzes revealed the remaining traits in a meaningful way, that trait was identified as a facet name. If the trait that was most frequently used in interviews and website analysis did not explain the rest of the traits in a meaningful way, a new identifier was found which, in line with Herbst and Merz (2011) study, was a more prominent indicator of the relevant trait. As Church and Burke (1994) pointed out, these facets were designed to select and refine traits to develop the item list (Aaker, 1997).

3.2.6. Validity and Reliability

"Discursive alignment of interpretation" approach that used as validity and reliability of the study that generally used to analyze various qualitative data (e.g. Burgess et al., 2006; Seuring and Mu¨ller, 2008; Gold et al., 2010; Pagell et al., 2010) has been utilized. It is an approach that is distinctive and less formalized to ensuring the conformity of the nature of data analysis by adding different views (Seuring and Gold, 2012). It is useful when the analysis is directed towards the latent content and deeper meanings embodied in the text (Seuring and Gold, 2012; Duriau et al., 2007). Just as in the study of Seuring and Gold (2012), this study also used a discursive alignment of interpretation as a way of addressing the validity and reliability of study when evaluating latent content (Tabaklar et al., 2015). The data were evaluated by 3 academicians. The academicians gave their opinion and the quotations from the in-depth interviews to obtain the traits were checked and some adjustments were made. At the end of the negotiations, inter-rater agreement on data analysis is provided.

3.3. Study 2: Outlining the Sustainability Criteria for Brand Personality Traits

In Study 2, it is aimed to reduce the pool of brand personality traits on sustainability basis from the literature, semi-structured interviews and website that have been subjected to content analysis in Study 1. A survey was conducted as data collection tool. The survey is one of the most basic and useful data collection tools in social sciences (Suchman and Jordan, 1990). Sampling for the survey were practitioners from B2B brands located in Izmir industrial zones. These industrial zones, where a large majority of B2B brands in Izmir are located, constitute a very important part of the research because of the convenience. Torbalı, Çiğli and Aegean Free Zone constitute a majority of these industrial zones where the survey is applied.

For data analysis, mean values of each brand personality traits were calculated in order to find out which direction the majority of the responses were. As a result, table of brand personality traits that associated with dimension of environmental, social and economic sustainability created.

3.3.1. Data Collection

As the second part of the study, data collection was made using the survey method in order to make brand personality traits that were subject to content analysis obtained from literature, semi-structured interviews and websites more manageable and, evaluate the industrial brand personality trait list in terms of sustainability. Participant firms of the survey were visited one by one and the survey was applied. For the people who applied the survey, firstly the aim of working was stated and the survey was explained. Along with Herbst and Merz (2011), the participants were asked to identify the brand personality traits on list on the sustainability basis, ranging from 1 to 7 (1=is not at all descriptive, 7= is extremely descriptive). In doing so, participants were asked not to think about a particular brand, but how brand personality traits might be related to sustainability, which an industrial brand might have. In order to identify the most relevant industrial brand personality traits with sustainability, the mean score was determined as 4 (4=applies somewhat) as the cut-off value, just as in the study of Aaker (1997) and Herbst and Merz (2011).

3.3.2. Sampling

The survey was conducted with 33 firms out of those interviewed in Study 1, selected as the sample for the survey from Izmir industrial zones from diverse sectors as convenience sampling method because of the availability of sampling. A survey was applied to 94 practitioners from management, procurement, production or marketing departments. The reasons for the selection of companies to apply a survey that companies were strong in the B2B context and have a wide network of business relationships.

The 33 firms that identified as the sample for survey are including in the following sectors; Chemical, Food, Automotive, Plastic, Textile, Aviation and Defense, Petroleum Chemicals,Fasteners, Printing systems, Electronics, Energy, Automation. Moreover, 12 firms that are conducted a survey located in the Aegean Free Trade Zone, 9 firms located in the Atatürk Organized Industrial Zone, 7 firms located in the Torbalı Organized Industrial Zone, and 5 firms located in the Aliaga Organized Industrial Zone.

3.3.3. Data Analysis

In the survey study, participants were asked to rate the brand personality traits analyzed from literature, semi-structured interviews and websites according to dimensions of sustainability with the 1-7 Likert scale. The mean values of participants' responses for each trait were calculated. In line with Aaker (1997), 4 were determined as the cut-off value, and the traits below 4 were removed from the list.

Three dimensions of sustainability have been examined separately because they provide a framework for the broader sustainability agenda that supports and enforces the environmental, economic and social performance of brands (Mahoney and Potter, 2004).

As a result of the analysis of the survey, a table of brand personality traits related to environmental, social, and economic dimensions of sustainability was created.

CHAPTER 4

ANALYSES AND FINDINGS

In order to establish sustainable brand personality traits for the B2B markets, there are basically two main studies mentioned as Study 1 and Study 2. In Study 1, a comprehensive literature review about brand personality was conducted, and a pool of traits was created by taking scales and measures of different brand personality from the literature. In addition to the existing scales, it has been noted that there has been no study about brand personality for brands in a developing market like Turkey and it has been recognized that this is a gap in literature and it is intended to check whether brand personality traits will come out from the brands in the developing markets of Turkey. For this reason, 10 of the B2B brands originating from Turkey were determined as the focal firm, and semi-structured interview were conducted. In these interviews conducted with marketing practitioners, questions were asked about the brand personality of the brand they work for. In addition to the 10 B2B firms, 1 supplier and 1 B2B customers of each focal firm were interviewed, and they were asked the same questions about the focal firm. Semi-structured interviews with 30 firms were recorded and transcribed. In addition to semi-structured interviews, the websites of the focal firms have been examined in detail; because of the websites accurately reflect the brand personality of firms. Semi-structured interviews and websites were subjected to latent content analysis. Each brand personality trait obtained from latent content analysis was supported by the quotation. Traits from semi-structured interviews and website analyzes were also added to the pool of traits collected from the literature.

In Study 2, a survey was applied for data collection to reduce the number of brand personality traits in the trait pool and to correlate with sustainability as the main purpose of the study. As a sample for the survey, 33 companies from different sectors were selected from Izmir industrial zones. The survey was conducted with the managers of the procurement, production and marketing departments and they were asked to evaluate each trait in the brand personality trait pool by the 1-7 Likert scale to see how related to three dimensions of sustainability: environmental, social and economic, and brand personality traits. A total of 94 people from 33 firms

operating in 12 sectors participated in the survey. In order to analyze the survey, averages of responses from 1-7 for each brand personality trait were taken. In line with Aaker (1997) and Herbst and Merz (2011), 4 determined as the cut-off value and the traits remaining under 4 were removed from the list. As a result, 3 tables of brand personality traits associated with the environmental, social, and economic dimensions of sustainability have been obtained. In this part of study, analysis and finding are shown as two sections.

4.1. Study 1: Analysing the Brand Personality Traits for B2B Markets

4.1.1. List of Traits

The list of brand personality traits consists of the traits as a result of the content analysis of semi-structured interviews and websites.

Firstly, the brand personality traits literature that was gathered by the dimensions are out of the list and only the traits are collected including Aaker original 42 traits from the brand personality scale for consumer markets, 15 traits (8 of which are identical to those of Aaker and 7 of which are new) from Venable et al. Measure for non-profit context, and 39 traits (20 of which are identical to those of Aaker and 19 of which are new) from the industrial brand personality scale. The total candidate traits pool made of 68 traits in total. This part of the study was inspired by the fact that the first phase that Aaker used while creating the scale was to gathering this trait pool consisting of candidate traits. However, from the 68 traits in the brand personality candidate trait pool 45 traits were found in the content analysis of interviews and websites and 23 traits were removed from the list and are shown in Table 6.

Table 6: Traits Removed From the Brand Personality Traits List

Brand Personality Trait	Source
Small-Town	Aaker (1997)
Real	Aaker (1997), Herbst and Merz (2011)
Daring	Aaker (1997), Herbst and Merz (2011)
Exciting	Aaker (1997), Herbst and Merz (2011)
Cool	Aaker (1997), Herbst and Merz (2011)
Imaginative	Aaker (1997), Herbst and Merz (2011)
Independent	Aaker (1997)
Intelligent	Aaker (1997), Herbst and Merz (2011)
Corporate	Aaker (1997)
Charming	Aaker (1997), Herbst and Merz (2011)
Outdoorsy	Aaker (1997)
Western	Aaker (1997),Venable (2005)
Tough	Aaker (1997),Venable (2005)
Positive influence	Venable (2005)
Committed to the public good	Venable (2005)
Outdoor	Venable (2005)
Analytical	Herbst and Merz (2011)
Proper	Herbst and Merz (2011)
Careful	Herbst and Merz (2011)
Rational	Herbst and Merz (2011)
Creative	Herbst and Merz (2011)
Adventurous	Herbst and Merz (2011)
Tempered	Herbst and Merz (2011)

Table 6: (continue)

Secondly, 30 semi-structured depth interviews which lasted approximately 20-25 minutes, and were audiotaped and transcribed, with 10 focal firms, 10 of their suppliers, and 10 of their B2B customers were analyzed by the latent content analysis method. As a result of the content analysis of depth interviews, 101 brand personality traits for industrial brands, 56 of which are unique and the remaining 45 are from the literature, were gathered.

Thirdly, in order to gathering additional brand personality traits from websites, latent content analysis was conducted on not only mission or vision statement, but as a whole websites of the 10 focal firms that mentioned before. As a result of the content analysis of websites, 78 brand personality traits that 9 of unique and 69 of same as interview were found.

As a result of the content analysis of the interviews and websites, the list of brand personality traits that consists of 110 traits shown in Table 7. In this table, the first 45 traits are from the literature and the other 65 traits are unique.

Table 7: Content Analysis of Interviews and Websites

Brand Personality Traits	Aaker (1997)	Venable (2005)	Herbst and Merz (2011)
1. Reliable	✓	✓	
2. Hard-working	✓		✓
3. Secure	✓		
4. Technical	✓		
5. Successful	✓		
6. Leader	✓		
7. Confident	✓		
8. Down-to-Earth	✓		✓
9. Family oriented	✓		
10. Honest	✓	✓	✓
11. Sincere	✓		✓
12. Wholesome	✓		
13. Original	✓		✓
14. Cheerful	✓		✓
15. Sentimental	✓		
16. Friendly	✓		
17. Trendy	✓		✓
18. Spirited	✓		
19. Young	✓		✓
20. Unique	✓		
21. Up-to-date	✓		
22. Contemporary	✓		
23. Upper-class	✓	✓	
24. Glamorous	✓	✓	✓
25. Good-looking	✓	✓	✓
26. Feminine	✓		✓
27. Smooth	✓		
28. Masculine	✓	✓	
29. Rugged	✓		
30. Achievement-oriented			✓
31. Professional			✓
32. Proactive			✓
33. Educated			✓
34. Competent			✓
35. Experienced			✓
36. Problem-oriented			✓
37. Diligent			✓
38. Leading			✓
39. Innovative			✓
40. International-oriented			✓
41. Trustworthy			✓

Brand Personality Traits	Aaker (1997)	Venable (2005)	Herbst and Merz (2011)
42. Reputable		✓	
43. Compassionate		✓	
44. Caring		✓	
45. Loving		✓	
46. Careful about ethical values			
47. Strong communication skills			
48. Determined			
49. Loyal			
50. Egalitarian			
51. Popular			
52. Legalist			
53. Principled			
54. Adopted			
55. Compromiser			
56. Realistic			
57. Solution-oriented			
58. Unwilling to taking risk			
59. Socially responsible			
60. Patient			
61. Open for criticism			
62. Collaborative			
63. Persuasive			
64. Informative			
65. Environmentally conscious			
66. Ambitious			
67. Sensitive to health			
68. Hospitable			
69. Traditional			
70. Accessible			
71. Famous			
72. Careful about employee satisfaction			
73. Teamwork skilled			
74. Organized			
75. Committed to contribution to economy			
76. Inquiring			
77. Maternal			
78. Sophisticated			
79. Sociable			
80. Scrutiniser			
81. Easy-going			
82. People with joy of living			
83. Good at using social media			
84. Remarkable			
85. Self-conscious			
86. Humanist			
87. Long-term relationship oriented			
88. Supportive for education			
89. Respectful			
90. Perfectionist			

Brand Personality Traits	Aaker (1997)	Venable (2005)	Herbst and Merz (2011)
91. Technology-oriented			
92. Careful about image			
93. Careful about thoughts of people			
94. Admired			
95. Memorable			
96. Paternalistic			
97. Self-critical			
98. Public Benefactor			
99. Generous			
100. Target-oriented			
101. Pleaser			
102. Role model			
103. Middle-aged			
104. Formal			
105. Hopeful			
106. Work willingly			
107. Quality sensitive			
108. Altruistic			
109. Promising			
110. Open for improvement			

Table 7: (continue)

4.1.2. Decomposition of Brand Personality Traits

As a first step to make the 110 traits of brand personality more manageable, the meanings of these 110 traits were investigated and quotations for each trait were gathered from the interviews and websites. The traits with the same meanings were combined and one trait out of each synonymous trait pairs was removed from the list. At the end of this arrangement, a set of 110 traits has been reduced down to 67 traits.

Thus, the total number of traits obtained from the interview and website content analysis was 67. From this traits table, the first 38 traits originated from the literature, while the remaining 29 traits are unique. The traits, and the sources of these traits, are shown in Table 8.

Table 8: Brand Personality Traits after Decomposition

Brand Personality Trait	Source
1. Reliable	Aaker (1997) , Venable (2005), Herbst and Merz (2011)
2. Hard-working	Aaker (1997) , Herbst and Merz (2011)
3. Successful	Aaker (1997)
4. Leader	Aaker (1997)
5. Confident	Aaker (1997)
6. Down-to-earth	Aaker (1997) , Herbst and Merz (2011)
7. Family-oriented	Aaker (1997)
8. Honest	Aaker (1997) , Venable (2005), Herbst and Merz (2011)
9. Sincere	Aaker (1997) , Venable (2005), Herbst and Merz (2011)
10. Wholesome	Aaker (1997)
11. Original	Aaker (1997) , Herbst and Merz (2011)
12. Cheerful	Aaker (1997) , Herbst and Merz (2011)
13. Friendly	Aaker (1997)
14. Trendy	Aaker (1997) , Herbst and Merz (2011)
15. Young	Aaker (1997) , Herbst and Merz (2011)
16. Unique	Aaker (1997)
17. Up-to-date	Aaker (1997)
18. Contemporary	Aaker (1997)
19. Glamorous	Aaker (1997) , Venable (2005), Herbst and Merz (2011)
20. Good-looking	Aaker (1997) , Venable (2005), Herbst and Merz (2011)
21. Feminine	Aaker (1997) , Herbst and Merz (2011)
22. Smooth	Aaker (1997)
23. Masculine	Aaker (1997) , Venable (2005)
24. Rugged	Aaker (1997)
25. Reputable	Venable (2005)
26. Caring	Venable (2005)
27. Loving	Venable (2005)
28. Achievement-oriented	Herbst and Merz (2011)
29. Professional	Herbst and Merz (2011)
30. Proactive	Herbst and Merz (2011)
31. Educated	Herbst and Merz (2011)
32. Competent	Herbst and Merz (2011)
33. Experienced	Herbst and Merz (2011)
34. Problem-oriented	Herbst and Merz (2011)
35. Diligent	Herbst and Merz (2011)
36. Innovative	Herbst and Merz (2011)

Brand Personality Trait	Source
37. International-oriented	Herbst and Merz (2011)
38. Trustworthy	Herbst and Merz (2011)
39. Organized	Interview and Website
40. Principled	Interview and Website
41. Open for improvement	Interview and Website
42. Perfectionist	Interview and Website
43. Quality sensitive	Interview and Website
44. Strong communication skills	Interview and Website
45. Persuasive	Interview and Website
46. Accessible	Interview and Website
47. Collaborative	Interview and Website
48. Teamwork skills	Interview and Website
49. Careful about thoughts of people	Interview and Website
50. Scrutiniser	Interview and Website
51. Technology-oriented	Interview and Website
52. Good at using social media	Interview and Website
53. Self-critical	Interview and Website
54. Open for criticism	Interview and Website
55. Self-conscious	Interview and Website
56. Traditional	Interview and Website
57. Middle-aged	Interview and Website
58. Popular	Interview and Website
59. Role model	Interview and Website
60. Socially responsible	Interview and Website
61. Environmentally conscious	Interview and Website
62. Egalitarian	Interview and Website
63. Humanist	Interview and Website
64. Careful about employee satisfaction	Interview and Website
65. Long-term relationship oriented	Interview and Website
66. Committed to contribution to economy	Interview and Website
67. Supportive for education	Interview and Website

Table 8: (continue)

4.1.3. Categorisation of Brand Personality Traits

In order to make brand personality traits more manageable and better understand them, traits have been divided into categories referred to as dimensions in line with the previous brand personality scales from Aaker (1997), Venable (2005), Herbst and Merz (2011).

Four categories named Competence, Sophistication, Self-Development and Sensitiveness were determined for the brand personality traits. From these identified factors, Competence and Sophistication were gathered from the Aaker (1997) BPS which is first to apply brand personality concept, and Self-Development and Sensitiveness factors were grouped and revealed based on their relevance to the traits.

After the identification of dimensions, determination of facet process was done. Three facets for the first dimension, two for the second dimension, and two for the third dimension were determined. Facets are identified among brand personality traits list. Thus, brand personality traits consisting of 60 traits, 4 dimensions and 7 facets were organized and subjected to discursive alignment of interpretation for validity and reliability. Thus, the categorisation of brand personality traits is approved by 3 academicians and is shown along with the sources in Table 9. In this table, traits above "A" represents "Aaker", "V" represents Venable, "H&M" represents Herbst and Merz and "I&W" represents the interviews and websites related to the sources of brand personality traits.

Table 9: Brand Personality Traits after Categorisation

Competence	Self-development	Sophistication	Sensitiveness
Professional	*Open for improvement*	*Good-looking*	Caring[V]
Proactive[H&M]	Innovative[H&M]	Glamorous[A,V, H&M]	Socially responsible[I&W]
Educated[H&M]	Scrutiniser[I&W]	Young[A, H&M]	Environmentally conscious[I&W]
Competent[H&M]	Technology-oriented[I&W]	Middle-aged[I&W]	Egalitarian[I&W]
Experienced[H&M]	Good at using social media[I&W]	Masculine[A,V]	Humanist[I&W]
Reputable[V]	Self-critical[I&W]	Feminine[A, H&M]	Careful about employee satisfaction[I&W]
Leader[A]	Open for criticism[I&W]	*Sincere*	Long-term relationship oriented[I&W]

Perfectionist[I&W]	Self-conscious[I&W]	Loving[V]	Committed to contribution to economy[I&W]
Confident[A]	*Up-to-date*	Popular[I&W]	Supportive for education[I&W]
Principled[I&W]	Trendy[A, H&M]	Role-model[I&W]	
Achievement-oriented	Contemporary[A]	Cheerful[A, H&M]	
Rugged[A]	Traditional[I&W]	Friendly[A]	
Diligent[H&M]	International-oriented[H&M]	Family-oriented[A]	
Hard-working[A, H&M]		Unique[A]	
Down-to-earth[A, H&M]		Original[A, H&M]	
Successful[A]			
Quality Sensitive[I&W]			
Organized[I&W]			
Problem-oriented			
Strong communication skills[I&W]			
Smooth[A]			
Accessible[I&W]			
Persuasive[I&W]			
Collaborative[I&W]			
Teamwork skills[I&W]			
Careful about thoughts of people[I&W]			
Reliable[A,V,H&M]			
Trustworthy[H&M]			
Honest[A,V, H&M]			
Wholesome[A]			

Table 9: (continue)

The frequencies of the traits from the content analysis of the interviews and websites were calculated and their prevalence was examined to determine which brand personality trait was mentioned on a frequent basis. So that the most specified and least specified brand personality traits are identified by the focal firms, suppliers and customers. Frequencies of 60 brand personality traits are shown in Table 10.

Here, the frequency refers to the number of which 60 brand personality traits are mentioned in interviews and website analyzes.

Table 10: Frequency of Brand Personality Traits

Dimensions	Traits	Number of Focal Firms	Number of Suppliers	Number of Customers	Number of Websites	Total
Competence	Proactive	3	0	1	5	9
Competence	Educated	2	1	1	1	5
Competence	Competent	5	1	2	4	12
Competence	Experienced	3	4	6	7	20
Competence	Reputable	4	2	4	3	13
Competence	Leader	6	4	3	10	23
Competence	Perfectionist	3	1	1	4	9
Competence	Confident	3	4	0	2	9
Competence	Principled	4	1	2	4	11
Competence	Rugged	5	0	1	0	6
Competence	Diligent	1	1	1	1	4
Competence	Hard-working	1	1	0	1	3
Competence	Down-to-earth	2	0	0	0	2
Competence	Successful	3	7	5	6	21
Competence	Quality Sensitive	0	2	0	3	5
Competence	Organized	0	2	1	2	5
Competence	Strong communication skills	7	4	6	1	18
Competence	Smooth	2	3	2	0	7
Competence	Accessible	0	1	0	4	5
Competence	Persuasive	1	0	1	0	2
Competence	Collaborative	0	2	2	1	5
Competence	Teamwork skills	3	6	3	0	12
Competence	Careful about thoughts of people	4	1	2	1	8
Competence	Reliable	9	6	5	1	21
Competence	Trustworthy	0	1	3	2	6
Competence	Honest	5	3	2	0	10
Competence	Wholesome	6	3	1	3	13
Self-Development	Innovative	5	3	2	4	14
Self-Development	Scrutiniser	5	0	1	2	8
Self-Development	Technology-oriented	3	2	1	4	10
Self-	Good at using	3	0	0	0	3

47

Dimensions	Traits	Number of Focal Firms	Number of Suppliers	Number of Customers	Number of Websites	Total
Development	social media					
Self-Development	Self-critical	2	0	0	0	2
Self-Development	Open for criticism	4	0	2	1	7
Self-Development	Self-conscious	3	1	0	1	5
Self-Development	Trendy	4	1	0	1	6
Self-Development	Contemporary	3	0	0	1	4
Self-Development	Traditional	6	4	3	3	16
Self-Development	International-oriented	2	1	1	5	9
Sophistication	Glamorous	1	0	0	1	2
Sophistication	Young	1	1	0	1	3
Sophistication	Middle-aged	1	0	0	0	1
Sophistication	Masculine	1	0	1	0	2
Sophistication	Feminine	1	0	0	0	1
Sophistication	Loving	1	4	3	0	8
Sophistication	Popular	4	3	5	1	12
Sophistication	Role-model	1	1	0	0	2
Sophistication	Cheerful	2	0	2	2	6
Sophistication	Friendly	3	0	2	0	5
Sophistication	Family-oriented	3	1	1	3	8
Sophistication	Unique	1	2	1	2	6
Sophistication	Original	0	0	2	2	4
Sensitiveness	Caring	5	4	5	1	15
Sensitiveness	Socially responsible	5	5	5	2	17
Sensitiveness	Environmentally conscious	6	7	5	6	24
Sensitiveness	Egalitarian	6	4	2	5	17
Sensitiveness	Humanist	2	1	1	2	6
Sensitiveness	Careful about employee satisfaction	4	1	1	2	8
Sensitiveness	Long-term relationship oriented	4	4	2	1	11
Sensitiveness	Committed to contribution to economy	1	2	4	4	11
Sensitiveness	Supportive for education	2	1	0	1	4

Table 10: (continue)

4.1.3.1. Competence Dimension

The first factor "Competence", consisting of three facets, contains 27 traits. This competence dimension is originated from Aaker's (1997) BPS.

This factor includes the three traits referred to as professional, achievement-oriented, and problem-oriented as facets that are necessary for an industrial brand to be successful and sustainable in business life.

Under the Competence dimension, 3 facets, 27 brand personality traits with 1 power and 2 proof quotations that were selected from interviews and website analysis are shown in Table 11.

Table 11: "Competence" Dimension of Brand Personality Traits

Competence		
1. Professional	*2. Achievement-oriented*	*3. Problem-oriented*
1.1.Proactive We already know that this distinction can emerge because we recognize our customer. •Make provisions against misunderstandings •Detecting problem beforehand	2.1. Perfectionist Our ultimate aim is to always be "the best". •Perfect workmanship •Superior quality standards	3.1. Strong communication skills We are focused on communication with our customers, we are interested in customers individually. •More comfortable to communicate •Strong for bilateral relation
1.2.Educated The person we hire is definitely undergoing an education, before he/she starts. •Working with educated chefs •Employee training	2.2. Confident They were self-confident and set out with a single product segment. •Prove their trust of themselves •Posture of self-confidence	3.2. Smooth They do not causeproblems, are a completely solution-oriented company that is highly compatible. •Agreeable •Harmonious
1.3.Competent We are competent in the sector because we produce A segment paint. •Producing high quality products •Meeting a certain standard	2.3.Rugged For example, even if we are nervous they are trying to do something by staying calm. •Always patient and understanding for the customer • Listening a problem in a calm way	3.3. Accessible Our customers can easily reach us using any channel. •Easily reaching to each other •Easily accessible by the customer

Competence		
1. Professional	*2. Achievement-oriented*	*3. Problem-oriented*
1.4.Experienced It is a very experienced company established in 1970. •Customer experience •Sector experience	2.4.Diligent The Company plans to continue its growth performance above market level in medium and long range. •Continue to work for offering better •Targeting of being Turkey's number one wholesaler	3.4. Persuasive As a customer we can say that they behave very collaboratively. •Being able to sell even on the phone •Convince a customer of a substitute product
1.5.Reputable Because it is a prestigious brand, we are doing its franchise. • A respected company •Everyone in the market knows and respects	2.5.Hard-working Our principle is to work non-stop to develop solutions for the needs of our customers. •Non-stop continuing working •Working systematically	3.5. Collaborative As a customer we can say that they behave very collaboratively. •Having a collaborative working approach •Principle of working together
1.6.Leader As a pioneer, we have started one of the first sustainable campaigns in Turkey. •Leading factory •Leadership of its own sector	2.6.Down-to-earth We are aware of where we are in this country and in this sector. •Far from imagination •Straighthead	3.6. Teamwork skills We are also happy to be a team-mate in the sense of their supplier. •Understandable working path •Able to work as a team
1.7.Successful I did not witness them undertake any business andfail. •Proven success •Catching success	2.7.Quality Sensitive The brand use the best quality molds in this sector, because they are buying from us. •Delivering the best quality products •Certificate on ISO 9001 quality standard	3.7. Careful about thoughts of people We care about your thoughts; you can share your wishes and suggestions about us. •Frequent surveys for feedbacks •Acting in the direction of feedbacks
1.8.Organized Apart from that, it is very regular in that respect, very organized company in terms of registration and billing. •Keeping track on time •Everyting on time		3.8. Reliable Being reliable is the first thing that describes the firm, I think. •Creating a reliable perception •Trying to obtain trust first

Competence		
1. Professional	*2. Achievement-oriented*	*3. Problem-oriented*
1.9.Principled "Bizim Kart" is required at entrances to the stores, at cashiers, and for all promotions. •Company rules •Adopted values		3.9. Trustworthy Because the ladies come and buy from us for their husbands even without trying them on. •Assuring products •Confidential firm
		3.10. Honest There is an honest way of working in here. •Stand behind our promisses •Not to trick the customer
		3.11. Wholesome I think it is a priority for them to value human health and work with appropriate products and brands. •Pay attention to the content of products •Shopping environment with appropriate to health

Table 11: (continue)

4.1.3.2. Self-Development Dimension

The second factor is named "Self-Development", because it emphasizes the importance of the features that are essential for industrial brands, namely self-development. This factor, emerging as a distinct brand personality dimension of industrial brands, is a new factor based on additional traits generated from qualitative research. It has two facets (Open for improvement and Up-to-date) and 11 traits.

The first facet included in this dimension underlines opennes for improvement to industrial brands and the traits under this facet emphasizes the features that need to be possessed in order to be open for improvement. The second facet emphasizes adaptability of the industrial brands to the current conditions. Under the Self-Development dimension, 2 facets, 11 brand personality traits with 1 power and 2 proof quotations that selected from interviews and website analysis shown in Table 12.

Table 12: "Self-Development" Dimension of Brand Personality Traits

Self-Development	
1. Open for Improvement	*2. Up-to-date*
1.1. Innovative It is open to innovation, because they always try to use new things, technologies etc. in their factory. •Changing very quickly •Abreast of any change	2.1. Trendy A woman, who wears fashionable clothes, follows fashion but nevertheless wears clothes that are appropriate for her body. •Offering customer to the latest product •Following the latest improvements
1.2. Scrutiniser We have such an R & D that is unlike any that exist in many businesses. •A good researcher •Always searching for market and improvements	2.2. Contemporary Apart from that, I can say; She would be a woman from Istanbul, a woman working in a modern city. •Keep up with the life of the age •Modern
1.3. Technology-oriented At the same time it is a technology dominated brand that use technology actively. •Technological production methods •Integrated technology into the business	2.3. Traditional So it is more like a traditional brand, a brand that has this belief. •Completely domestic production •Proudly native •Producing in our country with our workers
1.4. Good at using social media We use all the media tools that you can think of. We're pretty advanced in that. •Social media campaigns •Image display on website	2.4. Internatioal-oriented We want to strengthen the position of leading, domestic producers in the global arena. •Europe as the main target •Involved in 22 international projects in one year
1.5. Self critical Do we have things to be criticized? Of course we do. We accept this. •Accept and compensate for areas that are faulty •Indicating the areas that the customer is right	
1.6. Open for criticism One of the most important characteristics of the brand is that it is mature enough to be open to criticism. •Immediate action after complaint •Listening all our employee	

Self-Development	
1. Open for Improvement	*2. Up-to-date*
1.7. Self conscious We are aware of ourselves and our competitors. •Aware of the reason for existence •Aware of personality	

Table 12: (continue)

4.1.3.3. Sophistication Dimension

The third factor takes its name from Aaker's "Sophistication" factor. This factor, which has 13 traits, mostly includes traits from Aaker (1997) BPS. The facets and traits of this factor contain the appearance and sincerity of the industrial brands toward the customers. It is emphasized that appearance and sincerity are as important for industrial brands as consumer brands.

Under the Sophistication dimension, 2 facets, 13 brand personality traits with 1 power and 2 proof quotations that selected from interviews and website analysis shown in Table 13.

Table 13: "Sophistication" Dimension of Brand Personality Traits

Sophistication	
1. Good-looking	*2. Sincere*
1.1. Glamorous The brand presents casual style and comfortable products with attractiveness for those who enjoy looking radical in their clothes. • Personal style with glamorous dress models • Attract attention for style	2.1. Loving I think a company that is loved as the first feature. •Brand that the most wanted to work in Turkey • People want to be involved with pleasure
1.2. Young It's also a young brand. •New in sector • Inexperienced because of age	2.2. Popular Everyone knows our brand in Turkey, and it is reason for their choice. •So widespread in public •Getting know by more and more people everyday

Sophistication	
1. Good-looking	*2. Sincere*
1.3. Middle aged Other paint brands are younger; we are middle aged. •Being older than competitors	2.3. Role model Other companies also look at it and try to achieve success by taking the example of success, fame, characteristics and applying it in their own structures. •Epitomist with succes •Inspired by other brands
1.4. Masculine I can say that the brand would be a father figure who is a little more paternal. •A father figure •Closer to being a man	2.4. Cheerful The sincerity of being long-time coworkers makes this happen. •More intimate •Based on more sincerely relationships
1.5. Feminine Yes. If the brand was a person, it would be a woman first. •An exemplary mom •A successful mom	2.5. Friendly They come to our store to visit and have a cup of tea, and chat with us; that is a nice thing. •Close relationship •Make feel friendly
	2.6. Family-oriented People come here with their families and they can shop with peace of mind. •Think our brand like their own family •Family environment in company
	2.7. Unique When you look at it, what separates it, we are separating from competitors in many ways. •Having a unique concept •Totally different concept from all of the competitors
	2.8. Original The brand stands out with original designs and patterns for years. •Different and special molds •A brand that can not imitated

Table 13: (continue)

4.1.3.4. Sensitiveness Dimension

The fourth factor called sensitiveness is different than the 9 traits covered in the literature. This factor emphasizes long-term and close business relationships of B2B firms and the importance of contributions to society and the environment and stimulates the sensitiveness of the B2B firms.

Under the Sensitiveness dimension, 9 brand personality traits with 1 power and 2 proof quotations that selected from interviews and website analysis shown in Table 14.

Table 14: "Sensitiveness" Dimension of Brand Personality Traits

Sensitiveness
Caring In order to survive, you will be profitable of course, but in doing so, not always all the profitable for us, it should go to the people who do not have. • Caring about our problem •Careful about every issues
Socially responsible We provide support to a number of important charity organizations, and we provide sponsorships. •High awareness for social responsibility • Participation to the projects
Environmentally conscious It should be evaluated as one of the companies with the highest environmental sensitivity. •Working for nature •Environmentally friendly firm
Egalitarian We are trying to reach our customers, everybody, every kind of customer. •Equal to all employees •Non-discriminatory among customers
Humanist The most important and valuable element is human. •Human, as most important value •Sensitive for human values and human rights

Sensitiveness
Careful about employee satisfaction Our workers in factory and employees of our all branch are very important for us. •Improving the loyalty of employees •"Happy Employee Happy Customer" understanding
Long-term relationship oriented We generally maintain our business relationships with our customers for long periods of time. • Over 20 years old relationship •Keeping our partnership together for a long time
Committed to contribution to economy Being Turkish companies, they spread abroad, so they contribute to the Turkish economy at the end. •Producing power of Turkey •Domestic labor force
Supportive for education   Of course, we are contributing to education, along with various social benefits. •Standing United for Education program •Conscious about how important of education on people's life

Table 14: (continue)

4.2. Study 2: Analysing the Sustainability Criteria for Brand Personality Traits

4.2.1. Survey

A survey was conducted to associate the 60 brand personality traits gathered from the interviews and website analyses to a more manageable set with sustainability, which is the main aim of the study.

The sample selection for this survey study was determined to B2B companies that are located in İzmir in various sectors. 33 B2B firms from 12 sectors were included in the survey. The vast majority of the surveys were conducted face-to-face by visiting companies, while a small portion was conducted online.

At least two companies have been identified for each sector. In line with Herbst and Merz (2011) study, 2 or 3 practitioners from the management, procurement, production or marketing departments were selected to conduct the survey. These firms have chosen because of the well-known firms for B2B context. The

companies were visited and the survey was conducted face to face. It is stated to practitioners that the survey is related to the relationship between B2B firms' brand personality and sustainability dimensions. Overall, 94 practitioners working in B2B firms from various sectors participated the survey.

Facets and dimensions were removed and the 60 personality traits were listed. At the beginning of the survey, a brief description of the social, economic and environmental dimensions of sustainability and brand personality is written.

Participants were asked to indicate how much each brand personality trait correlated with sustainability dimensions. It is noted that for each trait, one degree must be marked for each dimensions of sustainability. In addition, it is desirable to make marking by taking into account not only the firms they are working with but also the characteristics that a firm in general can have. This reminder was inspired by the Aaker's sentence to the survey participants when creating BPS; *"Since this study is not about any brand or product category in particular, try to think of as many different types of brands in various product categories when you evaluate each trait"* (Aaker, 1997). The survey is given in the appendix part of the study.

In line with Aaker, when the degree to which 60 brand personality trait is related to each dimension of sustainability is rated, the 1-7 ranging Likert scale was used. The expansion of the numbers on the 1-7 Likert scale is as follows: 1 = not at all descriptive, 2= very undescriptive, 3= somewhat undescriptive, 4= applies somewhat, 5= somewhat descriptive, 6= very descriptive, 7 = extremely descriptive.

4.2.1.1. Results of Survey

In line with prior research (Aaker, 1997; Herbst and Merz, 2011), in order to determine the relevance of the 60 brand personality traits to each dimension of sustainability, the average of the responses for each trait is calculated and 4 (applies somewhat) was selected as a cut-off value. The calculation of mean value process is done separately for each of the environmental, social and economic dimensions of sustainability for each trait. For the calculation of mean values, each responses for each dimensions of sustainability divided to 94 with excel average formula because of not included to response of "None". Table 15 shows the mean values of each trait for three dimensions of sustainability.

Table 15: Mean values for Sustainable Brand Personality Traits

Dimensions	Traits	Environmental	Social	Economic
Competence	Proactive	4,89	4,80	5,09
Competence	Educated	5,2	5,82	5,65
Competence	Competent	5,26	5,32	5,51
Competence	Experienced	5,12	5,2	5,51
Competence	Reputable	5,17	5,11	5,31
Competence	Leader	5,26	5,13	5,53
Competence	Successful	5,28	5,47	5,69
Competence	Organized	3,94	5,44	5,38
Competence	Principled	5,4	5,24	5,42
Competence	Perfectionist	5,02	5,02	5,34
Competence	Confident	5,06	5,26	5,44
Competence	Rugged	2,98	3,7	5,48
Competence	Diligent	5,47	5,22	5,37
Competence	Hard-working	5,38	5,21	5,62
Competence	Down-to-earth	5,37	5,31	5,52
Competence	Quality Sensitive	4,97	3,47	5,5
Competence	Strong communication skills	5,22	5,48	5,26
Competence	Smooth	3,4	5,27	3,87
Competence	Accessible	5,62	5,36	5,12
Competence	Persuasive	5,24	5,48	5,3
Competence	Collaborative	5,57	5,58	5,47
Competence	Teamwork skills	5,52	5,4	5,44
Competence	Careful about thoughts of people	5,31	5,45	5,29
Competence	Reliable	5,27	5,47	5,54
Competence	Trustworthy	3,79	5,29	5,18
Competence	Honest	3,65	5,39	5,26
Competence	Wholesome	5,6	5,19	4,82
Self-Development	Innovative	5,32	5,1	5,03
Self-Development	Scrutinizer	5,26	5,13	5,09
Self-Development	Technology-oriented	5,14	3,58	5,24
Self-Development	Good at using social media	5,13	5,19	4,91
Self-Development	Self-critical	5,08	4,85	4,71
Self-Development	Open for criticism	5	4,76	4,62
Self-Development	Self-conscious	4,96	4,61	4,35
Self-Development	Trendy	3,92	4,37	3,31
Self-Development	Contemporary	4,68	4,56	4,19
Self-Development	Traditional	3,87	3,24	3,38
Self-Development	International-oriented	4,36	4,47	4,37
Sophistication	Glamorous	3,72	4,24	3,61
Sophistication	Young	3,82	4,21	3,75
Sophistication	Middle-aged	3,68	3,48	3,48
Sophistication	Masculine	3,45	3,82	3,51
Sophistication	Feminine	3,47	3,9	3,59
Sophistication	Loving	4,12	4,36	3,44
Sophistication	Popular	3,48	4,17	3,76
Sophistication	Role-model	4,56	4,56	4,29

Dimensions	Traits	Environmental	Social	Economic
Sophistication	Cheerful	3,97	4,34	3,68
Sophistication	Friendly	3,48	4,48	3,7
Sophistication	Family-oriented	4,78	4,64	4,08
Sophistication	Unique	3,59	3,84	3,35
Sophistication	Original	3,25	4,68	4,08
Sensitiveness	Caring	5,4	5,15	4,79
Sensitiveness	Socially responsible	6,02	5,45	5,01
Sensitiveness	Environmentally conscious	6,18	5,82	5,36
Sensitiveness	Egalitarian	6,14	6,13	5,55
Sensitiveness	Humanist	6,08	5,96	5,58
Sensitiveness	Careful about employee satisfaction	5,91	6,07	5,77
Sensitiveness	Long-term relationship oriented	5,94	6,17	6,12
Sensitiveness	Committed to contribution to economy	6,03	6,04	6,23
Sensitiveness	Supportive for education	6,04	6,12	5,78

Table 15: (continue)

As shown in Table 15, some traits remain below the cut-off value of 4 for one dimension of sustainability, but above 4 for another dimension.

Given that each dimension of sustainability must be assessed separately, creating of the final table of B2B brand personality traits for environmental, social, and economic dimensions of sustainability is identified in Table 16.

The symbol of "ENV" represents the environmental dimension, "SOC" the social dimension, and "ECO" the economic dimension of sustainability in the table. Taking place of "ENV", "SOC" and "ECO" as a heading of trait implies that the specified trait is associated with that dimension of sustainability.

Table 16: Sustainable Brand Personality Traits for B2B Markets

Competence	Self-Development	Sophistication	Sensitiveness
Professional	*Open for improvement*	*Good-looking*	Caring [ENV,SOC,ECO]
Proactive[ENV,SOC,ECO]	Innovative[ENV,SOC,ECO]	Glamorous[ENV,SOC,ECO]	Socially responsible[ENV,SOC,ECO]
Educated[ENV,SOC,ECO]	Scrutinizer[ENV,SOC,ECO]	Young[ENV,SOC,ECO]	Environmentally conscious[ENV,SOC,ECO]
Competent[ENV,SOC,ECO]	Technology-oriented[ENV,SOC,ECO]	*Sincere*	Egalitarian[ENV,SOC,ECO]
Experienced[ENV,SOC,ECO]	Good at using social media[ENV,SOC,ECO]	Loving[ENV,SOC]	Humanist[ENV,SOC,ECO]
Reputable[ENV,SOC,ECO]	Self-critical[ENV,SOC,ECO]	Popular[SOC]	Careful about employee satisfaction[ENV,SOC,ECO]
Leader[ENV,SOC,ECO]	Open for criticism[ENV,SOC,ECO]	Role-model[ENV,SOC,ECO]	Long-term relationship oriented[ENV,SOC,ECO]
Successful[ENV,SOC,ECO]	Self-conscious[ENV,SOC,ECO]	Cheerful[SOC]	Committed to contribution to economy[ENV,SOC,ECO]
Organized[SOC,ECO]	*Up-to-date*	Friendly[SOC]	Supportive for education[ENV,SOC,ECO]
Principled[ENV,SOC,ECO]	Trendy[SOC]	Family-oriented[ENV,SOC,ECO]	
Achievement-oriented	Contemporary[ENV,SOC,ECO]	Original[ECO,SOC]	
Perfectionist[ENV,SOC,ECO]	International-oriented[ENV,SOC,ECO]		
Competent[ENV,SOC,ECO]			
Rugged[ECO]			
Diligent[ENV,SOC,ECO]			
Hard-working[ENV,SOC,ECO]			
Down-to-earth[ENV,SOC,ECO]			
Quality sensitive [ENV,ECO]			
Problem-oriented			
Strong communication skills[ENV,SOC,ECO]			
Smooth[SOC]			
Accessible[ENV,SOC,ECO]			
Persuasive[ENV,SOC,ECO]			
Collaborative[ENV,SOC,ECO]			
Teamwork skills[ENV,SOC,ECO]			
Careful about thoughts of people[ENV,SOC,ECO]			
Reliable[ENV,SOC,ECO]			
Trustworthy[SOC,ECO]			
Honest[SOC,ECO]			
Wholesome[ENV,SOC,ECO]			

4.3. Discussion of the Brand Personality Traits for the Environmental, Social and Economic Dimensions

Given the brand personality traits table, it was researched whether there are any traits to be added in available scales when consider emerging market perspective in RQ1. Consequently, the different brand personality traits that can be added to the existing scales in the literature have been found. In addition, some of the brand personality traits from the literature that were obtained in the studies on brands in developed economies were not found in this study. This shows that the brand personality traits gathered from brands in developed economies may not be the same as the brand personality traits from brands in the emerging economies. Also, the question of whether different industrial brand personality traits exist for different sustainability dimensions as specified in RQ3 has also been researched. The results show that the different sustainability dimensions display different brand personality traits shown in Table 16.

As seen in the tables, it is observed that traits under some dimensions are highly correlated with a dimension of sustainability, whereas they are completely unrelated to another dimension. It is seen the differences of the industrial brand personality traits with the environmental, social and economic dimensions of sustainability is compared with the original list consisting of 60 traits, 7 facets and 4 dimensions obtained from the depth interviews and the website analyzes. When comparing Table 15 that show mean values, and Table 16, the following conclusions are reached regarding the 4 brand personality dimension.

Firstly, when looking at the first dimension of "Competence", "Organized" trait from "Professional" facet, "Rugged" trait from "Achievement-oriented" facet, "Smooth", "Trustworthy", and "Honest" traits from "Problem-oriented" facet are not related with the environmental sustainability perspective. From the social sustainability perspective, "Rugged" and "Quality sensitive" traits from "Achievement-oriented" facet, found unrelated according to the mean values of survey results. From the economic dimension of sustainability perspective, only "Smooth" trait from "Problem-oriented" facet seems unrelevant.

The rest of 21 traits under Competence dimension are completely related to all dimensions of sustainability. Also, comparing Table 15 and Table 16, it appears that no trait under the Competence dimension remained below the cut-off value of 4 and was not removed from the table. This shows that each trait under this dimension is closely related to at least one dimension of sustainability.

Secondly, under the "Self-Development" dimension, "Trendy" trait from "Up-to-date" facet, found only related with the social dimension of sustainability. Except "Trendy", all traits under this dimension seem to be fully in line with the social, economic and environmental perspective of sustainability. Only the "Traditional" trait from "Up-to-date" facet appears to have been removed from the final table of 16. This means that a B2B firm's traditional personality attribute can not be associated with any dimension of sustainability and almost all of the traits related to self-development are important for all perspectives of sustainability.

Thirdly, when it comes to the "Sophistication" dimension, "Glamorous" and "Young" traits from "Good-looking" facet and "Role-model" and "Family-oriented" traits from "Sincere" facet found to be fully related with the three dimensions of sustainability. However, it is seen that "Popular", "Cheerful", "Friendly", and "Original" traits from "Sincere" facet can not be attributed to the environmental dimension of sustainability. Also, with the economic sustainability perspective, "Loving", "Popular", "Cheerful", "Friendly" traits from the "Sincere" facet found to be unrelated. This means there is no relation between these brands personality traits and the environmental sustainability. The facts that the traits mentioned above, which are defined in the interviews and in the website analysis, are not included in the table, indicate that these traits are not sufficiently related to environmental sustainability. Nevertheless, industrial marketers seem to be still unable to fully exploit the distinctive potential of such emotional brand personality groups, given the low mean values of the Sustainable Brand Personality Traits Sophistication factor. Whereas all traits under Sophistication dimension are linked to social sustainability according to the survey result. When Table 15 and Table 16 compared, traits of "Middle-aged", "Masculine" "Feminine" and "Unique" that found from interviews and website analysis have been left out of the final table, because of no relation with any dimension of sustainability.

When the last dimension of sustainable brand personality traits table examined, all traits under the "Sensitiveness" are entirely related to the environmental, social and economic dimensions of sustainability at a very high rate. Interviews, website analyzes and survey results are completely overlapped about this dimension. Practitioners from B2B firms interviewed, website of firms and the participants of survey emphasized the relevance of traits under this dimension with all aspects of sustainability.

When all these factors examined, it is seen which dimension of sustainability is associated with which trait of brand personality. B2B firms can strengthen their competitive power; create comparative advantage and differentiation by integrating these brand personality traits into their brands. As stated in the Social Identification Theory, people tend to have a sense of belonging to groups (Bhattacharya et al., 1995; Mael and Ashforth, 1992), B2B brands can adopt these brand personality traits that are associated with the dimensions of sustainability, enabling customers to feel that they belong to the brand.

CHAPTER 5

CONCLUSION, LIMITATIONS AND FURTHER RESEARCH

5.1. Conclusion

In the face of today's intense competition, many businesses are struggling to maintain their market share and create valuable brands to sustain their existence. Being competitive is possible by differentiating their products and services from the similar products and services in the market, and by understanding the behavior of target customer groups. Therefore, businesses are in an effort to meet the changing needs and wants of the customers they target by accurately identifying them. Customer behavior and purchasing decision processes have a complex structure that is influenced by various factors. Therefore, it is important for businesses to be aware of their customers' behaviors, purchasing decision processes and the factors that affect the process in terms of their success.

These factors are vital for B2B brands as well as for B2C brands. Today's fierce competition environment have also affected B2B brands and made differentiation obligatory for these brands. However, brand management and brand personality concepts are still not using effectively for B2B brands (Herbst and Merz, 2011). In this study, the concept of brand personality, which is one of the factors affecting the behavior of the customers and the decision making processes, has been taken into consideration in terms of B2B brands.

It started with the branding of attribute a meaning to businesses' products and services. Variety of products and services and diversity of brands are increasing day by day, so businesses are introducing human personality traits to their brands in order to be able to differentiate from their competitors and gain competitive advantage. Brand personality can be defined as "the set of human characteristics associated with a given brand" (Aaker, 1997). The right, effective and successful brand personality strengthens the emotional bond established between the brand and the customers and increases the customers' brand preferences and usage; thus a sense of trust and brand value for consumers on the brand is being created.

According to social identification theory, people tend to have a sense of belonging to groups (Bhattacharya et al., 1995; Mael and Ashforth, 1992). This group can be that the person is in or wants to be in. From this point of view, businesses can achieve success by creating a strong brand personality with the brand they own.

Sustainability can be very powerful tool for both B2B and B2C brands to differentiate themselves from competitors. B2B brands that integrate sustainability activities into their businesses will gain comparative advantage by differentiating their brands as well as achieving productivity (Kumar and Christodoulopoulou, 2013). Sustainability should be identified as one of the top missions for businesses. Sustainability, popularized in 1987 by the publication of the Brundtland Report titled "Our Common Future," has been defined as "meets the needs of the present without compromising the ability of future generations to meet their own needs" (United Nations World Commission on Environment and Development, 1987) and thus become an issue of concern for the whole world (Kumar and Christodoulopoulou, 2013). Although it is so important, the implementation of sustainability initiatives is still weak (Kumar and Christodoulopoulou, 2013). Especially B2B context, it is proposed that businesses increase their performance by combining their branding and sustainability approach.

In this study, sustainable industrial brand personality trait list was established by determining the relation between sustainability and brand personality of B2B brands of Turkish origin. Emerging markets are very important for world economy and Turkey constitiutes a good precedent of emerging markets. As Kumar and Steenkamp (2015) identified, "The next set of big global brands will come from emerging countries".

As a result of series of qualitative and quantitative studies, industrial brand personality traits list was created in accordance with the dimensions of environmental, social and economic sustainability. In order to creating of sustainable brand personality traits for B2B markets, brand personality trait pool was created by conducting depth interviews with 10 focal B2B firms and supply chain partners of 10 suppliers and 10 customer firms, analysing of websites of 10 focal firms and gathering brand personality scales from literature. Later, item reduction was done by various studies and result of survey with 33 companies

became evident. A table has been created since different aspects of sustainability should be assessed separately in relation to the brand personality traits. As a result, four-dimensional, 60-traits industrial brand personality with economic, social and environmental dimensions sustainability was created. The results reveal that IBP traits are perceived differently in the industrial market according to different sustainability dimensions.

5.2. Theoretical Implications

The study of sustainable brand personality traits for B2B markets has a lot of theoretical implication, as well as managerial. Firstly, this is the first study that revealed brand personality traits on sustainability basis in an important emerging market; Turkey. In this respect, the study provides an important contribution to the literature. This could lead the following studies to tend the brands in emerging markets.

In addition, although sustainability is a common topic for B2C brands, it is not yet for B2B brands. This study will shed light on the academy and its literature by considering three dimensions of sustainability. In addition, this study is the first to associate the brand personality and Social Identification Theory for B2B brands.

Also, this study has contributions to literature with using brand personality traits associated with sustainability for B2B brands for effecting customer's perspective in a way that sense of belonging and makes a difference by using Social Identification Theory.

5.3. Managerial Implications

This study is the first to develop a Sustainable Industrial Brand Personality traits list for emerging markets like Turkey. Although importance of branding and brand personality in industrial markets has been pointed out for previous researches, B2B managers still have not been aware about positioning of their brands to be competitive (Herbst and Merz, 2011). In addition, even though brand personality has been recognized as a valuable means of positioning and differentiation in consumer markets, it has little been applied to industrial markets. Also, there have been no sustainability basis brand personality traits for industrial markets.

After the study of Herbst and Merz (2011), in this study, it is believed that providing a valuable positioning and differentiation tool for industrial marketers with sustainable IBP concept.

With the help of Sustainable Industrial Brand Personality Traits, industrial marketers can distinguish brands strategically across four dimensions: Competence, Self-Development, Sophistication and Sensitiveness. This is especially important for industrial markets that are difficult to differentiate. Industrial marketers can get an idea and improve their brand on which traits are not being satisfactorily meet by comparing the brand personality traits of their brands and existing brand personality trait table in this study. They can achieve success by using these traits against their competitors as a means of differentiation. Brand managers in the industrial sector are able to use this sustainable brand personality trait list while capturing the attributes of the industry and positioning their brands against the competition.

5.4. Limitations and Further Research

Ultimately, this study has certain limitations. Some of these limitations can be used as further research. For example, in this study, both small-, medium-, and large-scale B2B brands and companies were addressed. Further study can only deal with small-, medium- or large-scale B2B brands for gathering more refined industrial brand trait list. In addition, further research can be expanded by interviewing more brands. These sustainable industrial brand personality trait lists revealed by way of firms originating from Turkey, which is known as one of the most important developing economies, can be validated by carrying out with brands from Turkey or other emerging countries.

Furthermore, the sample of this study is another limitation. Further research can expand the sample for depth interviews. In addition, for item reduction, survey method is used to brands that located in İzmir. In the future studies, the number of firms surveyed can increase and they can be moved to a more national level, as well as those who are surveyed can be selected as senior or master students studying in related departments in universities. Implementing survey to university students can add another dimension to the study.

Another limitation is conducted the data collection process based on Turkey for creating sustainable industrial personality trait list. The necessity of cultural adjustment is emphasized in this study and the studies in the literature (Aaker et al., 2001; Ferrandi et al., 2000; Hieronimus, 2003; Venable et al., 2005; Herbst and Merz, 2011). Namely, further research can provide stability and confirm the factor structure by conducting studies in different countries and different cultures. Also, Herbst and Merz (2011) specify that future studies can observe how different dimensions affect each other. Finally, further studies can develop a scale from this list of sustainable brand personality traits for B2B markets.

REFERENCES

Aaker, D.A. 1991. *Managing Brand Equity*. Free Press, New York, NY.

Aaker, D. A. 1996. *Measuring brand equity across products and markets.* California management review, 38(3), 102-120.

Aaker, J. L. 1997. *Dimensions of brand personality.* Journal of Marketing Research, Vol.34 No. 3, pp. 347-56.

Aaker, J. L., Benet-Martinez, V., and Garolera, J. 2001. *Consumption symbols as carriers of culture. A Study of Japanese and Spanish brand personality constructs.* Journal of Personality and Social Psychology, 81(3), 492–508.

Abimbola, T. 2001. *Branding as a competitive strategy for demand management in SMEs.* Journal of Research in Marketing and Entrepreneurship, 3, 3, 97-106.

Adams, C. and Frost, G. 2006. *Accessibility and functionality of the corporate website: Implications for sustainable reporting.* Business Strategy and the Environment, 15(4), 257–287.

Arnold, D. J., and Quelch, J. A. 1998. *New strategies in emerging markets.* MIT Sloan Management Review, 40(1), 7.

Ashforth, B. E. and Mael, F. 1989. *Social identity theory and the organization.* Academy of Management Review 14: 20 – 39.

Atalay M. and Turhan M. 2002. *Küreselleşme, Gelişmekte Olan Ülkeler veTürk İmalat Sanayi.* Planlama Özel Sayısı, p. 77-110, Devlet Planlama Teşkilatı, Ankara

Babbie, E. 1992. *The practice of social research.* New York: Macmillan

Backhaus, K., Steiner, M. and Lügger, K. 2011. *To invest, or not to invest, in brands? Drivers of brand relevance in B2B markets.* Industrial Marketing Management, 40(7), 1082–1092.

Baden and Fuller, C. 1995. *Strategic Innovation, Corporate Entrepreneurship and Matching Outside-In to Inside-Out Approaches to Strategy Research.* British Journal of Management 6(S): 3-16. Baden-Fuller, C. and J. Stopford. 1

Bansal, P. and Clelland, I. 2004. *Talking trash: Legitimacy, impression management, and unsystematic risk in the context of the natural environment.* Academy of Management Journal, 47(1), 93–103.

Bansal, P. and Roth, K. 2000. *Why companies go green: A model of ecological responsiveness*. Academy of management journal, 43(4), 717-736.

Bellenger, Danny N., Earle Steinberg, and Wilbur W. S. 1976. *The Congruence of Store Image and Self Image.* Journal of Retailing, 52 (Spring), 17-32.

Bendixen, M. Bukasa, K.A. and Abratt, R. 2004. *Brand equity in the business-to-business market.* Industrial Marketing Management, 33: pp.371-380.

Berg, B. L., Lune, H., and Lune, H. 2004. *Qualitative research methods for the social sciences.* (Vol. 5). Boston, MA: Pearson.

Berns, M., Townend, A., Khayat, Z., Balagopal, B., Reeves, M., Hopkins, M.S., and Krushwitz, N. 2009. *Sustainability and competitive advantage.* Sloan Management Review, 51(1), 19- 26.

Bhattacharya, C. B., Rao, H. and Glynn, M. A. 1995. *Understanding the bond of identification: an investigation of its correlates among art museum members.* Journal of Marketing, 59, 46–57.

Bhattacharya, C. B. and Sen, S. 2003. *Consumer-company identification: A framework for understanding consumers' relationships with companies*. Journal of Marketing 67 (2): 76 – 88.

Bilgin, M. 2009. *Geopolitics of European natural gas demand: Supplies from Russia, Caspian and the Middle East. Energy Policy.* 37:4482-4492.

Boston Consulting Group. 2006. *The new global challengers: how top 100 companies from rapidly developing economies are changing the world.*

Boxall, P. 1998. *Achieving competitive advantage through human resource strategy: Towards a theory of industry dynamics.* Human resource management review, 8(3), 265-288.

Brundtland, G. H. and Khalid, M. 1987. *Our common future.* New York.

Carroll, A. 1979. *A Three-Dimensional Conceptual Model of Corporate Performance.* The Academy of Management Review, 4(4), 497-505.

Catanzaro, M. 1988. *Using qualitative analytical techniques.* In N. F. Woods and M. Catanzaro (Eds.), Nursing research: Theory and practice (pp. 437-456). St. Louis, MO: C. V. Mosby.

Chao, P., Samiee, S. and Yip, L.S. 2004. *Guest editorial: international marketing in the Asia Pacific region.* International Marketing Review, Vol. 21 No. 3, pp. 243-6.

Chaudhuri, A. and Holbrook, M. B. 2001. *The chain of effects from brand trust and brand affect to brand performance: the role of brand loyalty.* Journal of marketing, 65(2), 81-93.

Church, T. A. and Peter J. B. 1994. *Exploratory and Confirmatory Tests of the Big Five and Tellegen's Three and Four-Dimensional Models.* Journal of Personality and Social Psychology, 66 (1), 93-114.

Dawar, N. and Frost, T. 1999. *Competing with giants: survival strategies for local companies in emerging markets.* Harvard Business Review, March/April, pp. 119-29.

Dauvergne, P. and Lister, J. 2012. *Big brand sustainability: Governance prospects and environmental limits.* Global Environmental Change, vol. 22, no.1, 36–45.

Denzin, N.K. and Lincoln, Y.S. 2005. *Introduction: The discipline and practice of qualitative research.* In N.K. Denzin and Y.S. Lincoln (Eds.), the sage handbook of qualitative research (2nd Ed.). Thousand Oaks, CA: Sage.

Denzin, N. K. and Lincoln, Y. S. 2011. *The Sage handbook of qualitative research.*

DiCicco-Bioom, B. and Crahtree, B.F. 2006. *The qualitative research interview.* Medical Education. 40, 4, 314-321.

Dolich, I. J. 1969. *Congruence Relationship between Self Image and Product Brands.* Journal of Marketing Research, 6 (February), 80-84.

Elkington, J. 2004. *Enter the triple bottom line. The triple bottom line: Does it all add up.* 11(12), 1-16.

Erdoğmuş, İ., Bodur, M. and Yilmaz, C. 2010. *International strategies of emerging market firms: Standardization in brand management revisited.* European Journal of Marketing, 44(9/10), 1410-1436.

Esch, F. R., Langner, T., Schmitt, B. H. and Geus, P. 2006. *Are brands forever? How brand knowledge and relationships affect current and future purchases.* Journal of Product and Brand Management, 15(2), 98-105.

Esrock, S. and Leichty, G. 2000. *Organization of corporate web pages: Publics and functions.* Public Relations Review, 26(3), 327–344.

Ferrandi, J. M., Valette-Florence, P. and Fine-Falcy, S. 2000. *Aaker´s brand personality scale in a French context. A replication and a preliminary test of its validity.* Proceedings of the Academy of Marketing Science, 23, 7–13.

Fetscherin, M. and Toncar, M. 2009. *Country of origin effect on US consumers' brand personality perception of automobiles from China and India.* Multinational Business Review, 17(2), 111-128.

Forman, J. and Damschroder, L. 2007. *Qualitative content analysis. In Empirical methods for bioethics: A primer*. (pp. 39-62). Emerald Group Publishing Limited.

Fournier, S.M. 1998. *Consumers and their brands: developing relationship theory.* Journal of Consumer Research, Vol. 24, pp. 343-73.

Garten, J.E. 1997. *The Big Ten: The Big Emerging Markets and How They Will Change Our Lives*. Basic Books, New York, NY.

Geason, J. A. 2003. *Brand personality trait marking using non-verbal measurement.* Dissertation-Abstracts-International-Section-A:-Humanities-and-Social-Sciences, 64(3-A), 992.

González-Benito, J. and González-Benito, Ó. 2005. *A study of the motivations for the environmental transformation of companies.* Industrial Marketing Management, 34(5), 462-475.

Graneheim, U. H. and Lundman, B. 2004. *Qualitative content analysis in nursing research: concepts, procedures and measures to achieve trustworthiness.*Nurse education today, 24(2), 105-112.

Grohmann, B. 2009. *Gender dimensions of brand personality.* Journal of Marketing Research, 46(1), 105–119.

Grossman, R. P. 1998. *Developing and managing effective consumer relationships.* Journal of Product and Brand Management, Vol. 7 No. 1, pp. 27-40.

Guzmán, F. and Paswan, A. K. 2009. *Cultural brands from emerging markets: Brand image across host and home countries.* Journal of International Marketing, 17(3), 71-86.

Hall, T. J. 2011. *The triple bottom line: what is it and how does it work?.* Indiana business review, 86(1), 4.

Herbst, U. and Merz, M.A. 2011. *The industrial brand personality scale: Building strong business-to-business brands.* Industrial Marketing Management, vol. 40, no. 7, pp. 1072- 1081.

Hieronimus, F. 2003. *Persönlichkeitsorientiertes Markenmanagement - eine empirische Untersuchung zur Messung, Wahrnehmung und Wirkung der Markenpersönlichkeit.* In Heribert Meffert (Ed.), Schriften zu marketing und Management, 47, Lang: Frankfurt am Main.

Holsti, O. R. 1969. *Content analysis for the social sciences and humanities.* Reading, MA: Addison-Wesley.

Hsieh, H. F. and Shannon, S. E. 2005. *Three approaches to qualitative content analysis.* Qualitative health research, 15(9), 1277-1288.

Imperatives, S. 2016. *Report of the World Commission on Environment and Development: Our Common Future.*

Jacobs, B. W., Singhal, V. R. and Subramanian, R. 2010. *An empirical investigation of environmental performance and the market value of the firm.* Journal of Operations Management, 28(5), 430–441.

Kapferer, J. N. 2004. *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term.* Kogan Page, London.

Kassarjian, H. H. 1971. *Personality and Consumer Behavior: A Review.* Journal of Marketing Research, 8 (November) 409-18.

Keller, K. L. 1993. *Conceptualizing, measuring and managing customer-based brand equity.* Journal of Consumer Research, Vol. 57 No. 1, pp. 1-22.

Keller, K. L. 2003. *Strategic Brand Management*. 2nd ed., Pearson Education, Upper Saddle River, NJ.

Key, J. P. 1997. *Research Design in Occupational Education*. Oklahoma State University.

Kim, C. K., Han, D., and Park, S. B. 2001. *The effect of brand personality and brand identification on brand loyalty: Applying the theory of social identification.* Japanese Psychological Research, 43(4), 195-206.

Kleine, S. S., Kleine, R. E. and Allen, C. T. 1995. *How is a possession "me" or "not me"? Characterizing types and an antecedent of material possession attachment.* Journal of Consumer Research, 22(3), 327-343.

Knupfer, N. N. and McLellan, H. 1996. *Descriptive Research Methodologies.*

Kothari, C. R. 2004. *Research methodology: Methods and techniques.* New Age International.

Kotler, P. and Pfoertsch, W. 2007. *Being known or being one of many: The need for brand management for business-to-business (B2B) companies.* Journal of Business and Industrial Marketing, 22(6), 357–362.

Kuenzel, S. and Halliday, S. V. 2010. *The chain of effects from reputation and brand personality congruence to brand loyalty: The role of brand identification.* Journal of Targeting, Measurement and Analysis for Marketing, 18(3-4), 167-176.

Kumar, N. and Steenkamp, J.B. 2015. *How Emerging Market Brands Will Go Global.* Palgrave Macmillan UK.

Kumar, V. and Christodoulopoulou, A. 2014. *Sustainability and branding: An integrated perspective.* Industrial Marketing Management, 43(1), 6-15.

Lam, S. K., Ahearne, M., Hu, Y. and Schillewaert, N. 2010. *Resistance to brand switching when a radically new brand is introduced: A social identity theory perspective.* Journal of Marketing, 74(6), 128-146.

Lubin, D. A. and Esty, D. C. 2010. *The sustainability imperative.* Harvard Business Review, 88(5), 42–50.

Luo, Y. 2007. *From foreign investors to strategic insiders: shifting parameters, prescriptions and paradigms for MNCs in China.* Journal of World Business, Vol. 42, pp. 14-34.

Madden, T. J., Fehle, F. and Fournier, S. 2006. *Brands Matter: an empirical demonstration of the creation of shareholder value through branding.* Journal of the Academy of Marketing Science, 34(2), 224–235.

Mael, F. B. and Ashforth, E. 1992. *Alumni and their alma mater: a partial test of the reformulated model of organizational identification.* Journal of Organizational Behavior, 13, 103–123.

Mahoney, M. and Potter, J. L. 2004. *Integrating health impact assessment into the triple bottom line concept.* Environmental Impact Assessment Review, 24(2), 151-160.

Mariadoss, B. J., Tansuhaj, P. S. and Mouri, N. 2011. *Marketing capabilities and innovation based strategies for environmental sustainability: An exploratory investigation of B2B firms.* Industrial Marketing Management, 40, 1305-1318.

Mayring, P. 2000. *Qualitative content analysis.* Forum on Qualitative Social Research, 1(2).

McAlexander, J. H., Schouten, J.W. and Koening, H.F. 2002. *Building brand community.* Journal of Marketing, Vol. 66 No. 1, pp. 38-54.

Mitchell, A. 2002. *Few brands can achieve a truly global presence.* Marketing Week, February 7, pp. 32-3.

Morse, J. M. and Field, P. A. 1995. *Qualitative research methods for health professionals.* 2nd ed. Thousand Oaks, CA: Sage.

Mudambi, S. 2002. *Branding importance in business-to-business markets: Three buyer clusters.* Industrial Marketing Management, 31(6), 525–533.

Mudambi, S. M., Doyle, P. and Wong, V. 1997. *An exploration of branding in industrial markets.* Industrial Marketing Management, 26(5), 433-446.

Muniz, A. M., and O'Guinn, T.C. 2001. *Brand community.* Journal of Consumer Research, Vol. 27 No. 4, pp. 412-32.

Persson, N. 2010. *An exploratory investigation of the elements of B2B brand image and its relationship to price premium.* Industrial Marketing Management, 39(8), 1269–1277.

Porter, M. E. and Advantage, C. 1985. *Creating and sustaining superior performance.* Competitive advantage, 167.

Porter, M. E. and Van der Linde, C. 1995. *Green and competitive: Ending the stalemate.* Harvard Business Review, 87(9), 120–134.

Phau, I. and Lau, K. C. 2000. *Conceptualising brand personality: a review and research propositions.* Journal of Targeting, Measurement and Analysis for Marketing, 9(1), 52-69.

Pike, S., Bianchi, C., Kerr, G. and Patti, C. 2010. *Consumer-based brand equity for Australia as a long-haul tourism destination in an emerging market.* International marketing review, 27(4), 434-449.

Rao, P. and Holt, D. 2005. *Do green supply chains lead to competitiveness and economic performance?.*International Journal of Operations and Production Management, 25(9), 898–916.

Ricca, F. and Tonella, P. 2000. *Website Analysis: Structure and Evolution.* In icsm (p. 76).

Richardson, A. 2014. *Key Factors in Brand Building in Emerging Markets.* Globalness.

Schultz, D. E. and Schultz, H. F. 2000. *How to build a billion dollar business-to-business brand.* Marketing Management, 9(2), 22–28.

Sen, S., Bhattacharya, C. B. and Korschun, D. 2006. *The role of corporate social responsibility in strengthening multiple stakeholder relationships: A field experiment.* Journal of the Academy of Marketing Science, 34(2), 158–166.

Sharma, A., Iyer, G.R., Mehrotra, A. and Krishnan, R. 2010. *Sustainability and business-tobusiness marketing: A framework and implications.* Industrial Marketing Management, 39(2): 330-341.

Sheth, J. N. and Sinha, M. 2015. *B2B branding in emerging markets: A sustainability perspective.* Industrial Marketing Management, 51, 79-88.

Simoes, C., Singh, J. and Perin, M. G. 2015. *Corporate brand expressions in business-to-business companies' websites: Evidence from Brazil and India.* Industrial Marketing Management, 51, 59-68.

Sirgy, J. 1982. *Self-concept in consumer behavior: a critical review.* Journal of Consumer Research, Vol. 9 No. 3, pp. 287-301.

Suchman, L. and Jordan, B. 1990. *Interactional troubles in face-to-face survey interviews*. Journal of the American statistical Association, 85(409), 232-241.

Tajfel, H. and Turner, J. C. 1986. *The social identity theory of intergroup behaviour*. In S. Worchel and W. G. Austin. Psychology of Intergroup Relations. Chicago, IL: Nelson-Hall. pp. 7–24.

Thomas, D. E. 2006. *International Diversification and Firm Performance in Mexican Firms: A Curvilinear Relationship?*. Journal of Business Research, 59 (4), 501–507.

Turner, J. C. (1975) Social comparison and social identity: Some prospects for intergroup behaviour. European Journal of Social Psychology 5 (1): 5 – 34.

Tuškej, U., Golob, U. and Podnar, K. 2013. *The role of consumer–brand identification in building brand relationships.* Journal of Business Research, 66(1), 53-59.

Wang, H. and Yang, G. H. 2008. *A finite frequency approach to filter design for uncertain discrete-time systems.* International Journal of Adaptive Control and Signal Processing, 22(6), 533–550.

Whiting, L. S. 2008. *Semi-structured interviews: guidance for novice researchers.* Nursing Standard, 22(23), 35-40.

Wood, D. 1991. *Corporate Social Performance Revisited.* The Academy of Management Review, 16(4), 691-718.

Zou, S. and Cavusgil, S.T. 2002. *The GMS: a broad conceptualization of global marketing strategy and its effect on firm performance.* Journal of Marketing, Vol. 66, October, pp. 40-56.

A. Survey Form

Sürdürülebilirliğin **ekonomik boyutu,** mal ve hizmetleri doğal kaynakların aşırı tüketimini engelleyerek üreten sürdürülebilir bir sistemi ele alır.**Çevresel boyutu**, kendi kaynaklarını yönetebilen ve çevreye zarar vermeden bunu yapan bir sistemi ön görür.
Sosyal boyutu, insan hakları ve toplumsal kalkınma, kurumsal güçler ve çevresel adalet, küresel yoksulluk ve vatandaş eylemleri arasındaki ilişkiyle ilgilenir.

Aşağıda verilen "insana ait özelliklerin markaya aktarılması" olarak tanımlanan marka kişilik öğelerinin, sürdürülebilirlik boyutları ile ne kadar ilişkili olduğunu işaretleyiniz.
(Lütfen her öğe için, her boyuttan bir derece işaretleyiniz.)

1	**Tanımlayıcı Olmaktan tamamen Uzak**
2	**Tanımlayıcı Olmaktan Çok Uzak**
3	**Kısmen Tanımlayıcı Değil**
4	**Ne Tanımlayıcı/Ne Tanımlayıcı Değil**
5	**Kısmen Tanımlayıcı**
6	**Çok Tanımlayıcı**
7	**Tamamen Tanımlayıcı**

UYARI

Lütfen işaretleme yaparken yalnızca kendi firmanızı dikkate alarak değil, genel olarak bir firmanın sahip olabileceği özellikler olarak dikkate alarak yapınız.

		Çevresel							Sosyal							Ekonomik							Hiçbiri
		1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	
1	Proaktif																						
2	Eğitimli																						
3	Yetkin																						
4	Tecrübeli																						
5	Saygın																						
6	Öncü																						
7	Mükemmel iyetçi																						
8	Kendinden emin																						
9	İlkeli																						
10	Dayanıklı																						
11	Gayretli																						
12	Çalışkan																						

13	Gerçekçi																							
14	Başarılı																							
15	Kalite Odaklı																							
16	Düzenli																							
17	Güçlü iletişim becerisine sahip																							
18	Sakin																							
19	Ulaşılabilir																							
20	İkna edici																							
21	İşbirlikçi																							
22	Takım çalışmasına yatkın																							
23	İnsanların düşünceler ine önem veren																							
24	Güvenilir																							
25	Sözünü tutan																							
26	Dürüst																							
27	Erdemli																							
28	Yeniliğe açık																							
29	İyice araştırıp, dikkatle inceleyen																							
30	Teknolojiye önem veren																							
31	Sosyal medyayı aktif kullanan																							
32	Öz eleştiri yapabilen																							
33	Eleştiriye açık																							
34	Ne yaptığını bilen																							
35	Modayı takip eden																							
36	Çağdaş																							
37	Geleneksel																							
38	Uluslararası yönelimli																							
39	Cazibeli																							

40	Genç																								
41	Orta yaşlı																								
42	Erkeksi																								
43	Kadınsı																								
44	Sevgi dolu																								
45	Popüler																								
46	Rol model																								
47	Neşeli																								
48	Arkadaş canlısı																								
49	Aile odaklı																								
50	Benzersiz																								
51	Kendine özgü																								
52	İlgi gösteren																								
53	Sosyal sorumluluk bilincine sahip																								
54	Çevreye duyarlı																								
55	Eşitlikçi																								
56	Hümanist																								
57	Çalışan memnuniyetine önem veren																								
58	Uzun vadeli ilişki odaklı																								
59	Ekonomiye katkıda bulunan																								
60	Eğitime destek ve katkı sağlayan																								

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Proactive	(Focal 1)	Moving in this direction, we want to go with sure steps.	•Long-term oriented •Guarantee itself first
Competence	Proactive	(Website 1)	General manager said that we are among the ambitious names in the chain store and that he expects to grow gradually.	•Making market forecasts and take appropriate steps
Competence	Proactive	(Website 2)	In "Frost and Sullivan" research of "Turkey Cash & Carry market" in 2010, Cash & Carry sector volume is at 3,5 billion TL level and annual market growth rate between years 2009-2015 is estimated to be 12,9%	•Foreseeing to be in continuous development •Estimation of risks before
Competence	Proactive	(Website 6)	In online stores you can also browse different products offered to the internet store and discount shopping opportunities. You can find products listed as special for important days such as holidays and graduations.	•Rules can be change rapidly •Firm that is aware of the problems early and takes appropriate action
Competence	Proactive	(Customer 3)	As soon as they notice that there is a trouble can be occur, they immediately take the action and stop it.	•Quick-witted •Taking immediate precautions
Competence	Proactive	(Focal 5)	We already know that this distinction can emerge because we recognize our customer.	•Make provisions against misunderstandings •Detecting problem beforehand

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Proactive	(Website 9)	It is a company with the most advanced technology and R&D that anticipates and adapts to the changing and developing conditions of the worldandour country.	•Solution with proactive approach •Taking measures
Competence	Proactive	(Focal 8)	We apply the first in Turkey to painting license, because we know before other brands, that no master can not paint in official institutions without that document.	•Market research before acting •Working to anticipate market expectations
Competence	Educated	(Supplier 3)	We also regularly provides trainings to our staff.	•Firm's education and development activities •Educate even their trainee
Competence	Educated	(Customer 5)	The employees that started new are not addressed to dealers directly without education.	•Giving importance to learning the market conditions •Train to even its technical service
Competence	Educated	(Focal 4)	The person we hire is definitely undergoing an education, before he/she start.	•Working with educated chefs •Employee training
Competence	Educated	(Website 4)	Our special pastry chefs are attending training programs at Le Cordon Bleu, twice a year for two weeks at the famous French culinary arts school.	• Regularly training for coffee making •Periodical trainings
Competence	Educated	(Focal 8)	We are doing painter meetings for paint masters. We give them training and afterwards qualification documents.	•Improve ourselves with time •Training of all our employees

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Competent	(Focal 1)	We are very sensitive to legal legislation, even our very serious competitors tolerate them in some subjects, we are not approached.	•Having strict rules •Considering laws as necessity
Competence	Competent	(Focal 3)	In fact, %80 of market share belong to us. It show us our competency at its sector. So, consumer law always supports consumer, in that sense we are now able to step back, thanks to some law.	•Competitors try to get employees coming from here •Having very good reputation in sector •High relevance of law •Frequently auditions
Competence	Competent	(Supplier 3)	They are already performing their business so professionally.	•Master of their domain •Hard-headed
Competence	Competent	(Customer 3)	They do it within the framework of legal regulations, and I also say that.	•Never do anything to break the law •Conformed with legal statute
Competence	Competent	(Website 3)	Customer records that we have are keeping in accordance with legal regulations, assessed and processes are continuously controlled and improved.	•Fair and confidential manner •Legal management system
Competence	Competent	(Focal 5)	We professionally use all the facilities to provide the best products and services to consumers and customers.	•Establishing relationship with a professional approach •Professional managers that we have
Competence	Competent	(Supplier5)	All production methods and stages are based on specific techniques.	•Following rule-based production method •A firm that has full technical details on tv and white goods

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Competent	(Website 5)	We meet legal liabilities and abides by administrative provisions and rules of the institutions where the company is a member and ensures continuous improvement by reflecting new technologies and employee recommendations to theapplications.	•Legal information sharing and commitment to the policy •Evaluating customer demands in accordance with the legal regulations
Competence	Competent	(Supplier 5)	We can use the word of powerful for the brand, because they have a certain market share in television and white goods, and know-how.	•Very important company in the industry •Robust products
Competence	Competent	(Website 7)	Our products are offered for sale after they are packed in hygienic, different weighted packages in accordance with all legal procedures.	•Basic principles of TS EN ISO 9001 •TS EN ISO 22000 Food Safety Standards
Competence	Competent	(Focal 8)	We are competent in sector because of producing A segment paint. After all, we are a company that fits all the laws, and pays full tax.	•Producing very quality products •Catching a certain standard •Careful about patent rights •Mutual penal sanctions in incompatibility
Competence	Competent	(Customer 8)	4 years ago, there were only a few dealer that hand down from father to son, but suddenly they turned into a very competent brand in the market. As a focal firm, is a very formal to its customer.	•Dominate the market with sure steps •Affecting retailers with competence •Building official relationship •Reserved

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Competent	(Website 8)	Our Group company is maintaininig its presence as a community that acts in accordance with the legal and ethical rules. Yasar Boya Group continues to lead the industry in a rapidly and steadily becoming a well known and sought after brand in the world markets.	•Carrying on the activity within the framework of legislation •Conforming legal and regulatory requirements •With a determined stance •Determined to be the best in sector
Competence	Competent	(Focal 6)	Other than that, I would say that I would be a competent person.	•Expert in her field •Aware of sector
Competence	Competent	(Supplier 6)	There are reports we have prepared about this requested from us. We present them, they control them. Ie they are extremely thoughtful and competent in measuring compliance.	•A specialist for its sector •Being aware of sector structure
Competence	Competent	(Focal 9)	I can say that it shows itself among the big players.	•Dominate the sector •Competent workforce
Competence	Experienced	(Focal 1)	I can say that our company is about to overfill a complete 95th Anniversary of this company.	•One of the firsts for cash&carry sector in Turkey •Customer related issues for a long time
Competence	Experienced	(Supplier 2)	This is a company that we know and work together for years and they know this sector very well.	•Have been in the sector for many years •Long-term business partnership
Competence	Experienced	(Customer 2)	I mean, we've been working with Bizim Group since the day Bizim came out.	•Long-lasting in a sector •Know how to work

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Experienced	(Website 6)	Since 1997, firm has brought together aesthetics, dynamism and relaxation in everyday clothing.	•Shopping experience for years •Years of fashion experience
Competence	Experienced	(Focal 10)	But a time like forty years makes us a bit experienced.	•Years of experience •Existing in sector for years
Competence	Experienced	(Supplier 10)	A company that really knows the sector and knows what it does in this sector.	•Experienced about production •Sector experience
Competence	Experienced	(Customer 10)	It is a very experienced company established in 1970.	•Customer experience •Sector experience
Competence	Experienced	(Website 10)	It has been established in İzmir in 1977 and entered to world of apparel in Turkey as a small workshop.	• Completed 40 years in the sector •Specialized in its field
Competence	Experienced	(Supplier 3)	First of all, they are experienced because of having Koç group behind them.	•Have already been in the industry for many years •Came today by skipping many levels
Competence	Experienced	(Customer 3)	This is one of the companies in the white goods sector in the longest period of time.	•Known as powerful thanks to experiences in the sector •Very old and knowledgeable
Competence	Experienced	(Website3)	Thanks to its experience, we continue to grow even in times of crisis.	•Having its operations since 1955 •Long established company

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Experienced	(Customer 5)	The people in the marketing department are also people who have generally experienced the market.	•Seeking 2-3 years experience before being able to deal with the customer •Inexperienced employees going to field with experienced ones
Competence	Experienced	(Website 5)	Our goal is to spread all over the world with our wide experience.	•In the field since 1950 •A company that is difficult to compete with its experience in the sector
Competence	Experienced	(Website 9)	We celebrate the 50th anniversary of its founding with pride, enjoys years of experiences.	•Production of 300.000 vehicles within 52 years •Vast experience in the defence industry
Competence	Experienced	(Focal 4)	It is very difficult to produce food products, especially desserts and cakes need so much attention and experience which is we have.	•Knowing how to do in every process •Requires a separate expertise that we have
Competence	Experienced	(Website 4)	İzmir residents met with the delicious yoghurt and skins of Sefer Usta in the shop in Izmir Kemeraltı in 1938 and since 1938 we stand on with experiences.	•Dessert experience based on the ottoman palace period •We have carried our experience to today
Competence	Experienced	(Customer 4)	This is an old, well-established brand.	•Brand from based on very far-back •A very experienced partner for us
Competence	Experienced	(Customer 7)	There is a brand that has been given for years and as a result it is a permanent brand.	•Years that full of experience •Existing in sector foe years

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Experienced	(Supplier 8)	Since the 1920s, I think that this market, the experience is now in full swing.	•Has been on the market for many years •Old and experienced in sector
Competence	Experienced	(Website 8)	Our journey which started in Izmir in 1927 with a small store is continuing with experience.	•Leaving more than 85 years behind us •Experience of the past
Competence	Reputable	(Website2)	The firm with its 144 stores in 63 out of 81 provinces, is the biggest in regards to store count and most widespread for this sector.	•67 city in Turkey with 157 stores •Most known wholesale store
Competence	Reputable	(Focal 3)	Very famous, Turkey's most recognized, most known brand. We always do anything for customer, in case of they call the Koç holding. we can not accept any small mark to our brand.	• The most known brand in the surveys •Flagship company of Turkey's most successful group of Koç •Absolutely prestigious brand •Respected by other brands in sector
Competence	Reputable	(Supplier 3)	Other than that, it is a company that everyone respects and trust alot. I think this is one of the most famous companies in Turkey.	•Respectable in society •Can be identified as reputable •Having a big name in the world •Being known from the four corners of the earth
Competence	Reputable	(Website 3)	Its white goods products are among the most well-known Turkish brands in the world, which are the pride of our country in electronic brands.	•Among the most recognized brands in Turkey •The most famous and favorite brand in Turkey

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Reputable	(Focal 5)	It is recognized seriously both in Turkey and in Europe as a difference for another brands.	•Raising reputation by participating world-famous competition •Increasing recognition day by day
Competence	Reputable	(Supplier 5)	The prestige of the company that you are working with is important as your own company's, isn't it? As I said, market share is very high, so it is recognized, and considered as worldly famous.	•Absolutely a respectable firm •Make our recognition level higher •High recognition •Awards from world famous competitions
Competence	Reputable	(Customer 5)	As he said in the Turkish advertisement, "Pride Native". People sold it with pride.	•Recognized in world-market •A respected brand name
Competence	Reputable	(Focal 9)	If you search us in press, you can easily find vehicles that we produce.	•Becoming popular again •Well-known in Turkey
Competence	Reputable	(Customer 9)	Because it is a prestigious brand, we are doing its franchise. It is among the most successful and well-known automotive brands that we working with.	• A respected company •Everyone in the market knows and respects •Well-known •Well-advertised itself to the public
Competence	Reputable	(Focal 4)	As a corporation, we always want our name to be mentioned with better names likes us. That is one of the most important and famous brands of Turkey.	• Engaged in advertising with prestige •Actions for keeping the brands prestigious •Brand that adds value, prestige, wherever it goes •Auricular •Knowing by each person in Turkey

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Reputable	(Customer 4)	When you say this brand, customer directly buy the product, it is so strong brand.	•Having of a strong and reputable brand name •Automatically selling because of its brand name
Competence	Reputable	(Website 4)	Kemeraltı branch, known as İzmir's most famous sweet stop in the years of 70-80, started by producing traditional desserts into its sweet adventure.	•One of the most famous desserts in Izmir •Famous desserts known throughout Turkey
Competence	Reputable	(Customer 7)	When we look at the market, the brand has a very well known name.	•Accepted •Recognised
Competence	Leader	(Focal 1)	We also have a preliminary protocol agreement with TSE and this is the first time as far as I know.	•One of the oldest wholesalers of Izmir •First in many shop-related issues
Competence	Leader	(Website 1)	It is the pioneer of the Cash & Carry system, popular in Europe and The United States of America.	•For the first time in Turkey, the food wholesale business used computer systems •Pallets using for the first time in this region
Competence	Leader	(Focal 2)	But obviously we are talking about a big company behind it, that is the strongest company in Turkey.	•Older and experienced from other brands in this sector •One of the leader in this sector

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Leader	(Website 2)	The Company, with its product range consisting of approximately 9,000 products is one of Turkey's most powerful companies in Cash &Carry sector in regards to satisfying the customer necessities.	•The leader corporation in the Turkish wholesale sector •The largest Turkish Cash & Carry wholesale
Competence	Leader	(Focal 6)	That is, the children she grow up would follow her and know her for an ethical position, with that knowledge, she would be a model mother with that culture.	•Pacemaker •Guiding to the developing brands •Role-model •Idea leadership
Competence	Leader	(Website 6)	It is among other brand names that are accepted within the Support Program called TURQUALITY, which is the first and only branding program in whole world.	•The trendsetting brand of the market •First and only branding program
Competence	Leader	(Customer 10)	Our zipper's owner is Jews, but the father of that brand is our pants actually. Brand gave them to this name, and they entered into the market with that.	•Pioneer of pants manufacture •Guide for another brands
Competence	Leader	(Website 10)	Today, with 14 separate shopping malls and 2 street stores, we own Turkey's first pants concept store selling its products.	•First single segment brand •Exemplaniress
Competence	Leader	(Focal 3)	We can also say leader for this company definitely.	•Other brands try to catch our product quality •Seen as a father of this sector

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Leader	(Supplier 3)	What distinguishes it from the opponents in the sector is that it is the first place in the sector in my opinion. Others are looking at them and developing products based on it.	•Pioneer of the sector •Like "The first one is definite, who is the second?" •Follow in the footsteps
Competence	Leader	(Customer 3)	As a pioneer, it has started one of the first sustainable campaigns in Turkey.	•First company of A energy class products •First company in Turkey that has recycling facilities
Competence	Leader	(Website 3)	While retaining strong leadership in Turkey, at the same time, clearly maintained its market leadership in Romania with Arctic, in South Africa with Defy.	•The Leader Brand in European Freestanding White Goods Market •The leading brand in UK and the leader brand in Poland
Competence	Leader	(Supplier 5)	For the first time in Turkey, it started to produce a high-tech product with high added value like mobile phone in its own factory.	•Leading factory •Leadership of its own sector
Competence	Leader	(Website 5)	We have many firsts such as; the first smartphone designed and developed by Turkish engineers in Turkey and first 4K HD Curve TV.	•The source of all firsts •The first Turkish factory subject to National Geographic's Mega Fabrics and Discovery Channel documents
Competence	Leader	(Customer 9)	Then, i can say leader because it is the first Turkish commercial vehicle manufacturer to export to Europe.	•One of the leader and well-known automotive brands •One of the market leaders

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Leader	(Website 9)	This is as one of the leading automotive companies providing solutions in both defence and transportation industries in Turkey.	•Having Turkey's first Automotive Foundry •Production of the first local diesel engine
Competence	Leader	(Focal 4)	In this sense this firm will be a pioneer as a cafe with Turkish food on its menu.	•First time to give a dealership in the food sector •Selling ice-cream in winter the first time in Turkey •Technology using of its factory for the first time in Turkey
Competence	Leader	(Supplier 4)	It is the only company in Turkey that can give both pastry, ice cream and cafe style.	•Inspirer to its competitors •First quadruple concept
Competence	Leader	(Website 4)	This is who first met in Turkey with orange, hazelnut and vanilla flavored espresso with coffee lovers, has increased the production of ice cream as of 2009 and offers 'premium ice cream'.	•One of the creators of the taste •Performing the first of the Barista Contest
Competence	Leader	(Website 7)	Its Dairy Products are one of the leading companies in the sector with its quality raw materials, hygienic facilities and vision based on human health.	•Ambitious and pioneer in milk and dairy products •Leading organization
Competence	Leader	(Focal 8)	In other words, there is no producer of teflon based paint other than us in Turkey.	•Pioneer •Coming of Japanese firms to us for our R & D

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Leader	(Supplier 8)	I think, this is a market leader and this characteristic separate it from competitiors.	• Big-time •Sitting on leader chair for years
Competence	Leader	(Website 8)	Our name has been mentioned in the growth and development of the paint sector and in introductions of many "first" to our country.	•Qualification of being pioneer and leader in competitive market environment •First company in the Turkish paint industry to receive TSE-ISO 9001 certificate in their branches
Competence	Perfectionist	(Website 10)	Within its modern manufacturing site manufacturing its trousers which have the best cup sizes in Turkey in the hands of an expert with the skills of a tailor.	•Perfect workmanship •Superior quality standards
Competence	Perfectionist	(Focal 3)	Our buying unit, our advertising unit; We are all aiming to do our best independently from each other.	•Extremely high customer satisfaction •Working with expert team
Competence	Perfectionist	(Website 3)	Our ultimate aim is to always be "the best".	•Following a policy of recruiting the best people •Trying to produce best product in every aspect
Competence	Perfectionist	(Focal 5)	Perfectionism is definitely one of the qualities that makes us more successful.	•Passsion of doing everything in best way at the best time •Perfectionist as corporate culture
Competence	Perfectionist	(Website 5)	We carry out our activities with a mission of making the "highest quality" accessible to our customers and being a leader in the sector we operate in.	•Producing the highest quality consumer products •Current determination to be most powerful

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Perfectionist	(Focal 4)	There is no limit to the transition to a top step, and we are constantly struggling with it; for the best.	•Choosing the best brands that we work with •Working with the most successful suppliers
Competence	Perfectionist	(Supplier 4)	Because when you look at a production facility you have to have a very good partner for making a perfect busines.	•Making of the best product •Making your ads in the highest quality
Competence	Perfectionist	(Customer 8)	Now, one of the most important features at retail points should be quality. In other words, when the customer sells the goods, you need to believe that the goods will not cause problems for the user.	•Giving the best price •Best quality
Competence	Perfectionist	(Website 8)	Our group company adopts to meet the expectation of its customers at the highest level in all activities of the paint market in many different sectors, starting from the design of the products to the usage.	•Always offering the best quality as main target •Examining of production inputs repeatedly until its perfect
Competence	Confident	(Website 8)	I believe wholeheartedly that we shall share beautiful days full of success in the future.	•In the hope of better world •Being hopeful for the future
Competence	Confident	(Focal 1)	The satisfaction you receive in bilateral communication ensures the continuity of trade and we are very confident in it as brand.	•One step ahead from the competitors •Believing ourselves without doubt

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Confident	(Supplier 10)	They were self confident and set out with a single product segment.	•Self-sufficent •Being aware of its success
Competence	Confident	(Focal 3)	If we consult to the head holding for any case, it is always okay, because our firm about the issue.	•Even the person working at competitor firm is buying from us •The most preferred firm by young people
Competence	Confident	(Supplier 3)	You can see that they already reveal their ambitiousness in advertising, and different promotional activities.	•Prove their trust of themselves •Posture of self-confidence
Competence	Confident	(Supplier 4)	If it would be a person, it would be definitely self-confident.	•Being sure about to provide feasibility •Knowing of what the customer wants
Competence	Confident	(Focal 7)	We are very confident in our work and taste of our products in this sector.	•Our taste superiority •Going out on a path of relying on ourselves
Competence	Confident	(Supplier 7)	Once people taste our products, generally they enjoy it and keep buying of its products; in this aspect they trust themselves.	•Aware of their success •Aware of being loved
Competence	Confident	(Website 2)	There is a great growth potential for Cash & Carry sector and the Company in medium and long range.	•On the way to the best company •Prediction of highest profit
Competence	Principled	(Focal 1)	So, as I said at the beginning, it must be a place that is absolutely appropriate to the standards.	•Not bending our rules •Absolutely suited to standards
Competence	Principled	(Customer 1)	For example, I can say that being an institutional formation make them more principled.	•Having own principles •Legal issues

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Principled	(Website 1)	The board member said that ito is closed to normal consumption, customers can not enter the store without card and the first condition to get a card is to be a taxpayer.	•Only for wholesale once •The obligation to have a tax account number
Competence	Principled	(Website 2)	"Bizim Kart" is required at entrances to the stores, at cashiers, and for all promotions.	•Only our recorded customers •Adoption of our values
Competence	Principled	(Customer 3)	Of course, there are many rules, adopted principles of its own; that is today it has reached this point by means of this.	•Company rules •Adopted values
Competence	Principled	(Website 3)	The main departure point of Human Resources that will carry our Company to the future are the principles of 'our values, code of business ethic, laws, and the terms of "Global Compact".	•Adopting principles of offering quality products •Its own distinctive principles
Competence	Principled	(Focal 10)	We care about commercial confidentiality and do not like talking about the subject from the competitor name.	•Having own rules •Moral rules
Competence	Principled	(Website 10)	It has established its brand with the philosophy of "Only Male Trousers".	•Being loyal to its modern understanding •Working with onlly best suppliers
Competence	Principled	(Focal 4)	We have our own corporational principles as a firm; and that is so important.	•Never start working before get training •Having principle of working with discipline

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Principled	(Supplier 4)	I can describe it a person who is a forward-looking with a vision, a position that does not compromise on its personality.	•Strict firm principles •Having principles for choosing partners
Competence	Principled	(Focal 8)	There are irreplaceable things in everyone's life in a personal sense, this brand would be such a person.	•Never compromise on quality •Only working with qualified business partners
Competence	Rugged	(Focal 1)	We wait until the customer is convinced.	•Trying to have better relationships with customer • Listening to customer complaints calmly
Competence	Rugged	(Customer 1)	For example, even if we are nervous they are trying to do something by staying calm.	•Always patient and understanding for the customer • Listening a problem in a calm way
Competence	Rugged	(Focal 10)	We are patient even when people are in a most nervous situation.	•Even if they are wrong •Always keep our calm
Competence	Rugged	(Focal 3)	We are always listening the customer even they call us 10 or 20 times.	•Keeping calm avoiding stress •Positive and patient approach
Competence	Rugged	(Focal 5)	Regardless of the client's point of view, we listen absolutely, we are patient and listen to them for hours sometimes.	•Good-humoured and tolerant •Positive and patient approach of the call center customer representative
Competence	Rugged	(Focal 4)	He gets a spoon from the dessert, he says I do not like it, he sends the tea, the coffee, he keeps doing it. Here we have to satisfy that customer.	•Keeping patient no matter how right we are •Sing another tune

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Diligent	(Website 1)	We continue to make huge investments with 6 thousand kinds of products, increasing the number of stores.	•Serving 7 days a week, 12 hours a day •Always aiming better
Competence	Diligent	(Website 2)	The Company plans to continue its growth performance above market level in medium and long range.	•Continue to work for offering better •Targeting of being Turkey's number one wholesaler
Competence	Diligent	(Customer 10)	In such an environment that people work with love, of course that work will be nice and successful. There are colorful trousers in competitors, we have better trousers than it, and we are always trying to do better.	•Loving of job •Performing businesses with love •Compete on its own •Try to design better
Competence	Diligent	(Website 10)	It has continuing to produce best cup size for male trousers in Turkey and will be continue to do this.	•Having high quality standards in every detail •Targeting of to be best in sector
Competence	Diligent	(Supplier 3)	As group company and also we directly quite ambitious.	•Thanks to ambitious and determined managers •A product of great effort
Competence	Diligent	(Website 3)	It is strengthening its position in the Asian market by buying Dawlance in Pakistan.	•Our big move in retailing with full tilt •Ensuring highest quality standards
Competence	Diligent	(Focal 5)	As we target better, we would be better, that is namely perseverance.	•Always target of being better •The process of determination

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Diligent	(Supplier 5)	It is ambitious because, they are trying to make new investments and developments and to constantly develop in order to get a place in the global market.	•Moving forward of theirselves and their team members •Dealing with negativity until it turns to positive side
Competence	Diligent	(Website 5)	This small city of 16,000 people, one of the largest industrial complexes in Europe, is working day and night with the pride of domestic production.	•The level of developmentregard as never enough •Aim at being the most powerful production and technology group of the world in our sector
Competence	Diligent	(Focal 9)	We are hardly working for reconstruction process and different projects for future.	•Bring it the level above the line •Doing to its best
Competence	Diligent	(Supplier 9)	It is possible to describe the brand as a person who does not give up and who strives to get up even in difficult times.	• Rise from the ashes •Fighter
Competence	Diligent	(Supplier 4)	We transfer products on time with a right degree and in hygienicconditions because when you are doing logisitics of a firm, it is your responsibility.	•Must be delivering of the goods on time •Distributing the goods to all franchisees every day
Competence	Diligent	(Website 4)	In 1980, when Seffer Usta's son Ibrahim Urlulu was led under the leadership of our masters, he began to grow and continue itsimprovement target.	•Future investments targets •With the goal of being the most known dessert of Turkey

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Diligent	(Focal 7)	We can also call us a sharpy because we move much faster for orders than other brands, for example.	•Energetic •moving faster than our competitors, in terms of logistics and shipping
Competence	Diligent	(Supplier 7)	It is obvious in all extent that they love their job. It is an ambitious brand as its production facility, in all aspects.	•Doing their job lovingly •Working steadily •Rapidly developing company •Keeping to grow
Competence	Diligent	(Focal 8)	We work with our strength to provide an understanding that it is good quality.	•Only working with qualified personnel •Always having improvement targets
Competence	Diligent	(Website 8)	Every member of it worked putting his heart to this work. Our group reaching these days with the determination, ambition under this roof.	•Employees of devoted to the job •Eagerness to work •Hammer away
Competence	Hardworking	(Focal 9)	Everyone is in a very serious work for restructuring with no holds barred.	•Constantly working for new projects •Technical service that peg away on their work
Competence	Hardworking	(Supplier 4)	We have serious work in both the staff and the car park for always being in time at the right place.	•Having serious work of everyday •Continuous expanding of firm
Competence	Hardworking	(Website 8)	We have principle to work non-stop to develop solutions for the needs of our customers.	•Non-stop continuing working •Working systematically
Competence	Down-to-earth	(Focal 1)	No matter how cheap it is; It can not cost it for a long time.	•Being aware of the condition of market •Being aware of its own situation in market

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Down-to-earth	(Focal 10)	We are aware of where we are in this country and in this sector.	•Far from imagination •Straighthead
Competence	Successful	(Focal 2)	I think it is a very good competitive power and that you have succeeded with it as someone who has worked for many years.	•Much stronger than its competitors •Compete with ourselves
Competence	Successful	(Supplier 2)	Of course, Ülker which is stand back of us has so many important and valuable success stories in this sector.	•Always in high sales rate •Taking positive reviews by us
Competence	Successful	(Website 2)	The firm, as of end of year 2011, was shown as 57th biggest company of Turkey in Fortune Magazine's research.	•One of Turkey's most powerful companies •Gaining a fast increase trend in the sector
Competence	Successful	(Customer 6)	So when we look at sales, we can see pretty good rates.	•Successful sales rates •Acceleration of success
Competence	Successful	(Supplier 10)	I think the only thing to do with the men 's trousers is the endorsement.	•Proven success •Can survive without advertising
Competence	Successful	(Website 10)	The firm continues to produce trousers with the best die cuts in Turkey, with a tailor's skill and high quality standards in specialist hands.	•Catching of perfect pattern •Remembering with successfulness by people
Competence	Successful	(Supplier 3)	I did not witness that they are enter any business and they fail. When you say that you work in here, for example, in any place, people turn around and look in admiration.	•Setting company goals that go to success •Has achieved a lot of success bothin Turkey and abroad •An appreciated brand •Bein granded lots of award

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Successful	(Website 3)	The firm was deemed worthy of "The Most Successful R&D Center in Turkey" award at the "Private Sector R&D Centers Summit".	•BB+ credit note confirmation by Fitch •Award to our R&D Centers
Competence	Successful	(Focal 5)	It is one of the few companies in this country that have achieved great success.	•More than 450 awards in last 5 years •A system based on being completely successful
Competence	Successful	(Supplier 5)	In other words, there is a sustained increase in sales momentum for us. Sales are always rising.	•High market share •Maximum quality at the optimum price
Competence	Successful	(Customer 5)	It is a company that is export champion for many years. I think it is a very useful company in Turkey and one that should be shown as an example with its success.	•Mention to itself with its success •Setting a system based on being successful •Awarded almost every year •Widely acclaimed
Competence	Successful	(Website 5)	Due to its success, it has been declared as the most successful Turkish large company in 2012 at Tübitak Eureka Chairmanship Conference.	•Foundation of success in Turkey • Having a constant renewal and adding value to the society with its successful activities •Achievements and awards acquired as a result of the evaluations carried out by various audit and research companies
Competence	Successful	(Customer 9)	Exports still continue in here and their figures are high.	•Becoming more powerful and successful •Capable tocompete

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Successful	(Supplier 4)	Now, when it first went to the market, it started selling pudding. Then there was a trending franchise formation that went very fast and successful.	•Success that comes from sector experience •Successful sales rates
Competence	Successful	(Customer 4)	This success is basically a unification of the two firms achievements.	•Very high rate of sales of our products in mall •Very successful brand on its own
Competence	Successful	(Website 4)	In addition, the cake prepared by cranberry in 2004 in France 'Le Journelle de Patisserie' pastry competition was the first.	•WBC Barista Champion •Awarding of Barista Contest in Turkey
Competence	Successful	(Focal 7)	When the people see our factory new, they are suprised to its size and success.	•Increasingly recognized and success
Competence	Successful	(Supplier 7)	It is the company that know the sector and a good company in milk and milk products sector.	It is the company that know the sector and a good company in milk and milk products sector.
Competence	Successful	(Supplier 8)	Firm 's disciplined work style would have made it a successful person.	•Powerful with its success •Accomplished
Competence	Successful	(Customer 8)	It is very successful and very good at quality.	•Very big and successful attack •Making a great success in a short time
Competence	Successful	(Website 8)	Looking at the path we have travelled so far, a proud picture is standing in front of us.	•Selected as the Most Successful R&D Center •Showing success in all sub-sectors in Turkish paint market
Competence	Quality sensitive	(Supplier 10)	Anyway, I think firm produces quality products firstly.	•Quality fabrics •Quality materials

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Quality sensitive	(Supplier 3)	Firm use the best quality molds in this sector, because of buying from us.	•Quality leads to quality •Offering the best qualified service
Competence	Quality sensitive	(Website 5)	We also aim at extending the share of our "A" brand products. In the upcoming period.	•Delivering the best quality products •Certificate on ISO 9001 quality standard
Competence	Quality sensitive	(Website 9)	The high quality standards of its products special for the defence industry are guaranteed with the following certificates: "ISO 9001 Quality System" and "AQAP-2110 Quality Assurance Requirements	•Among the "Company Manufacturing in NATO Standards" •Documentation of standards of vehicles in accordance with national or international legislation
Competence	Quality sensitive	(Website 8)	Quality has always become a tradition for us.	•Never compromising on quality •Quality understanding based on continuous improvement in all fields
Competence	Organized	(Supplier 1)	Apart from that, it is very regular in that respect, very organized company in terms of registration and billing.	•Keeping track on time •Everyting on time
Competence	Organized	(Website 1)	Firm regularly publishes a price bulletin every month and promotes its products.	•Giving information about gift campaigns •Make easier to follow
Competence	Organized	(Customer 2)	We can find what we are looking for and come on time.	•Organizing our shelves •Beware of the dates

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Organized	(Website 2)	We transport regularly everyday to our stores and to all Turkey from our warehouses located at Gebze and Adana and from our cold storage located at Tuzla.	•Regular transportation •Regular store controlls
Competence	Organized	(Website 4)	Firm establishes systems such as ventilation and lighting in consideration of the comfort and basic biological needs of the animals that are slaughtered in the farm, monitors the health of these animals on an individual basis and monitors compliance with EU standards.	•Acting for having positive influence on the consumer •Considering the possibilities and acting in a planned way before the launching new product
Competence	Organized	(Supplier 8)	It would be a person that work in an organized way and with discipline.	•Work in discipline •Very careful about its work organisation
Competence	Strong Communication Skills	(Focal 1)	We handle complain and requests about the store, communication is very important in this sense for us.	•Get in touch with customers •Being in constant communication
Competence	Strong Communication Skills	(Supplier 1)	The communication between us, I mean the bilateral communication between the two companies is proceeding smoothly, which I think is very important.	•More comfortable to communicate •Strong for bilateral relation
Competence	Strong Communication Skills	(Customer 1)	If their products are avaliable for our firm, they always call and inform us about that.	•In a continuous contact with telephone •Customer visiting

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Strong Communication Skills	(Focal 1)	We are focused on communication with our customers, we are interested in customers individually.	•Communicating well •Addressing the customer and doing it continuously
Competence	Strong Communication Skills	(Customer 2)	We did not live such a serious problem, but if we live, they solve it thanks to a good communication network.	•Direct communication with firm •Contact anytime
Competence	Strong Communication Skills	(Focal 6)	The moment the customer tries to communicate, we are a company that responds to it.	•Answering as soon as calling •Effective communication skills
Competence	Strong Communication Skills	(Supplier 6)	In addition, they are constantly communicating with us as a supplier, which is also very important.	•Always keep in-touch •Always checking of each process
Competence	Strong Communication Skills	(Customer 6)	For example, they give importance to our views, always asking questions from the main company to us as a branch office.	•Comes to learn about our sales •Visiting for learning of most popular products
Competence	Strong Communication Skills	(Focal 3)	We communicate with our customer on either phone or internet or etc, any channel i can say.	•Establishing close contact with customer •High level of communication and consumer service
Competence	Strong Communication Skills	(Focal 5)	Our friends in call center, work very seriously in order to establish the right communication with our customers.	•Strong corporate communication network •Dealer and customer communication
Competence	Strong Communication Skills	(Supplier 5)	We have direct and good communication in that regard.	•Strong communication with the customer through advertising and marketing •Easily accessible

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Strong Communication Skills	(Customer 5)	Of course, at these meetings, communicates and asks to its technical services and dealers for their requests and demands or something.	•Try to learn the demands and complaints of the customers •Regular meetings with dealers
Competence	Strong Communication Skills	(Website 5)	We diversify and improve the channels that you can easily tell us your requests every day.	• Communications Center •Reachable at any time by phone, through our Mobile Assistant application, via social media
Competence	Strong Communication Skills	(Focal 9)	Our customers can reach us in any channels especially via phone.	•League together with the dealers frequently •Working on a communication campaign with customer
Competence	Strong Communication Skills	(Focal 4)	If there is a complaint directly to the branch, it is immediately forwarded to the factory.	•Strong communication network •Strong intercorporate communication as well
Competence	Strong Communication Skills	(Supplier 4)	We are comunicating customer in unity and solidarity as each solution partner.	•7/24 customer lines •Polite customer communication and interest
Competence	Strong Communication Skills	(Customer 4)	Apart from this, as two companies we are constantly in contact position in the field of sales etc.	•No trouble about lack of communication up to now •In good communication with the company itself
Competence	Strong Communication Skills	(Customer 7)	There is no survey, but people working in the sales department always come and ask questions about satisfaction etc.	•Even come to inquire after health •Immediate contact in any case

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Smooth	(Focal 1)	We do not want to disrupt the relationship with our customers but we do not want it with the companies. So we think that the middle way is always there.	•Immediately communicate with central store •Immediate solution to the customer's problem •Finding middle way in each situation
Competence	Smooth	(Supplier 1)	But in any case we are always in contact with each other through face-to-face or telephone, the problems are easily resolved.	•Never experienced a problem without solution •Good at problem solution •Reaching a compromise
Competence	Smooth	(Customer 1)	According to me, this is a company that exhibits extremely moderate behavior. Whenever there is a problem, they always give the solution as soon as posible.	•Moderate and quite behaviours •Middle way finder for every situation •Delivering a solution at last •Caring about problems
Competence	Smooth	(Focal 2)	Solving the problems is the most important thing for us to do the best we can for the customer. There is a middle way in anywise.	•Customer focused •Quick roblem resolving •Bridge between the company and the customer •Engaged in crisis management
Competence	Smooth	(Supplier 2)	There is a firm structure in which we have seen the stability in the sector for years.	•Giving particular importance to honor •Very careful about ethical values
Competence	Smooth	(Customer 2)	They're moving in accordance with the way we work. They are helping us if a product is out of date, they immediately change it.	•Appropriate for our workflow •Coordination •Not living such a serious problem •Even if it is a problem, sure to solve

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Smooth	(Focal 6)	It would be a woman that is in harmony with its behavior and attitude towards collective society and community. So we are a firm that in the slightest question of the customer, the moment the phone falls here, that is, returning with an apology.	•Polite and fair •Understandable to every person •Even consider the slightest problem •Trying to find solution quickly
Competence	Smooth	(Customer 4)	But the focal company is eager to compromise in the event of any dispute in this regard. Neither side is problem oriented, each side try to carry out the solution.	•Keep away from the debate •Reconcile in any case •Immediate solution research •High skill of problem solution
Competence	Smooth	(Supplier 6)	A company that respects every supplier, for example its ideas, works in harmony with them and is always friendly, has always been very appreciative in this regard.	•In a harmony with colleagues •Friendly
Competence	Smooth	(Focal 10)	It is true that it is calm but realistic for this brand.	•Would be a quiet but smart •Doing jobs calmly
Competence	Smooth	(Supplier 10)	Other than that, they are so compromiser in case of any problem. If they did the wrong transaction for example, they immediately find and fix it without problem.	•Being able to find a middle way •Can settle each disputes •Always looking for solution not problem •Peaceful resolution of problem
Competence	Smooth	(Customer 10)	When the customer comes with a problem, we always say okay, we will take and send it to the factory for aweek.	•Solve as much as we can •Focusing on solutions

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Smooth	(Supplier 9)	They are not problem, completely solution oriented company that is so compatible. In addition, it is positive, solution-oriented and fixer approached company.	•Agreeable •Harmonious •Solutioner •Value-added solution partner
Competence	Smooth	(Focal 5)	In order to provide immediate solutions to problems, we try to increase the rate of quick solution for the customer in the call center periodically.	•Offer every solution you need in real time •Solution focused service understanding
Competence	Smooth	(Supplier 5)	Both companies are compromised because we do not want the problem and we want a solution.	•Definitely finding a way to be soluiton •Tackle with each problem
Competence	Smooth	(Customer 5)	Every year there is a big meeting in Antalya, all the dealers gather there, problems are communicated and solutions are delivered.	•Listening the troubles of suppliers and customers in meeting •Careful about technical services requests and complaints
Competence	Smooth	(Website 5)	Our main goal is to ensure that our customers are satisfied by effectively evaluating the requests, suggestions and feedback.	•Uninterrupted customer satisfaction • Our solution focused services
Competence	Smooth	(Focal 3)	We have lots of customer who has received a 10-year 15 years old product return and get new product instead of it.	•Understanding of customer is always right • Positive, solution-oriented and practical understanding

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Smooth	(Focal 9)	We are primarily trying to support and grow in all kinds of matter to customers for finding solution.	•Constantly enlightening the customer and trying to find solutions •Strong technical service for finding solution
Competence	Smooth	(Focal 4)	We have to solve the problem quietly so that the people at the other table face a bad surprise here.	•Try to find solution until customer satisfied •Prevent the problem from growing like a snowball
Competence	Smooth	(Customer 4)	But apart from that, when there are minor problems, firm has a problem solving approach.	•Try to understand the source of problem first •Looking for solution on its own
Competence	Smooth	(Supplier 7)	If there is a problem with us, they can contact with us comfortably, we find all kinds of solutions.	•Searching for solutions directly •Definitely find solutions to the problems
Competence	Smooth	(Customer 7)	When we have any problems, we share face-to-face with them comfortably.	• Grant a compensation •Trying to help with problems
Competence	Accessible	(Website 2)	The brand, founded in 2001 and began operations in 2002, most widespread in regards to accessibility in Cash & Carry sector.	•Existing of most city in Turkey •Both B2B and B2C
Competence	Accessible	(Website 6)	With our shopping site, you will be able to easily access trendy products.	•Access without ever getting tired •Easily access from wherever you like
Competence	Accessible	(Website 3)	Our customers can easily reach as in any channel (Call center, e-mail, fax, letter, social media, dealer) that we have.	•Accessible and traceable process •Immediate return to customer

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Accessible	(Website 5)	Developing domestic smartphones, 4K televisions, record technology is not enough, unless you reach it to the most remote corner of Anatolia .	•Having 1200 sales points, 350 authorized service centers, 13 central service centers and 3 Venus Support Centers for accessibility •Wherever you are in Turkey
Competence	Accessible	(Supplier 7)	More sincere relationships are being established, so you can reach them immediately in the event of something like that.	•Easily reaching to each other •Easily accessible by the customer
Competence	Persuasive	(Customer 1)	One of the reason that we choose to work with is make us convince that their prices are cheaper than market conditions.	•About prices •About choice of being their customer
Competence	Persuasive	(Focal 2)	We have a manpower and human resource that can communicate with customer without being even face-to-face.	•Being able to sell even on the phone •Convince a customer of a substitute product
Competence	Collaborative	(Customer 1)	As a customer we can say that they behave very collaboratively.	•Helping about problems •Helping in any issues
Competence	Collaborative	(Supplier 6)	They are collaborating with another company, for example, according to their expertise.	•Working with too many suppliers •Trying to deal with
Competence	Collaborative	(Customer 6)	They are under the textile firm group, I think that it is not only the focal firm, but their group firm handles as well as social responsibility.	•Always being of collaboration •Being unite

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Collaborative	(Supplier 9)	That is, a good business partner, a collaborative business partner.	•Having a collaborative working approach •Principle of working together
Competence	Collaborative	(Website 4)	In addition to this, world famous award-winning pastry designer Mark Seaman came to Turkey in June 2012 and made special studies about pastries which will take place in the new menu with firm's masters.	•Working with famous cooks •Collaborate with the suppliers of top quality goods
Competence	Teamwork skills	(Supplier 1)	Our working styles are compatible to each other.	•Conformity of doing business styles •Both commercially and mentally compatible
Competence	Teamwork skills	(Focal 6)	In other words, we have campaigned together in a massive site like hepsiburada.com. We also get very nice feedbacks from there.	•Another website cooperations •Synergy with head firm
Competence	Teamwork skills	(Supplier 6)	There are some places where we give ideas, for example, what we do in the retouching phase, we support our areas, for example.	•Supplier for each different field •Works in harmony with all suppliers
Competence	Teamwork skills	(Supplier 10)	I said it's easy and good to work with the brand as a supplier.	•Understandable working path •Able to work as a team
Competence	Teamwork skills	(Focal 3)	We work with lots of supply chain member that have the same continuity in the sector like us.	•Our teammates •Good relationship with our SC members
Competence	Teamwork skills	(Supplier 3)	We are also happy to be a team-mate in the sense of their supplier.	•Compatible team work •Happiness for us to work

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Teamwork skills	(Supplier 5)	They take their business seriously and they are good as a collegue.	•We are a good team with them •Being under the roof of head holding
Competence	Teamwork skills	(Customer 5)	Each person from marketing department have one region and dealers.	•One people from marketing department is taking care of 3 or 4 dealers •20 years successful business friendship history
Competence	Teamwork skills	(Customer 9)	If we could not agree as a team, we would not have been working together for many years.	•No dispute between us •Helping us in every matter
Competence	Teamwork skills	(Customer 4)	If we come to the relationship of focal firm, we have no point that we can not understand each other; we are a good team i think.	•Endless sales when the two company combine and be a team •Dealing with almost each topic with regard to our business
Competence	Teamwork skills	(Focal 8)	Of course, our customers and we are a team, we are business partners at the same time.	•Being happy with the success of our customer • Completing each other with our partners
Competence	Teamwork skills	(Supplier 8)	We are a team for a long time, as we do their logistics.	•Careful about partner relationship •A good team member
Competence	Careful about thoughts of people	(Focal 5)	Their ideas are very important for us, positive or negative, for our development.	•Taking customer's opinion into consideration •Take them serious
Competence	Careful about thoughts of people	(Supplier 5)	They apply certain questionnaires to customers for finding out their opinions.	•Evaluating the ideas of their suppliers •Evaluating customer opinions
Competence	Careful about thoughts of people	(Customer 5)	The firm has assistants who walk around to acquire the ideas of franchisees and the opinions of customers.	•Survey to customers for getting their ideas •Try to get feedback about new products

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Careful about thoughts of people	(Focal 9)	How is our customer's brand sense for the firm? I can say that the answers they give us in the question are also very helpful for us.	•Always conducting customer satisfaction survey •Observing the feedbacks from customer
Competence	Careful about thoughts of people	(Focal 4)	We try to find out the opinions of people in the neighborhood about the person we will hire.	•Rectify our faults in the framework of customer feedback •Making self-criticism through the customer feedbacks
Competence	Careful about thoughts of people	(Website 4)	We care about your thoughts, you can share your wishes and suggestions about us.	•Offering to our consumers liking •Customer Satisfaction Form
Competence	Careful about thoughts of people	(Focal 8)	We get feedbacks from our dealers whether having trouble with the shipments, have complaints or not.	•Frequent surveys for feedbacks •Acting in the direction of feedbacks
Competence	Careful about thoughts of people	(Customer 8)	For example, when a complaint comes to us, we forward it to the focal company.	•Immediately taking into consideration •Immediate revision with the light of customer thoughts
Competence	Reliable	(Focal 1)	Being reliable is the first thing that describe us, I think.	•Customer trust •All products are under warranty
Competence	Reliable	(Supplier 1)	At first, the word that we could identify would be reliable.	•Creating a reliable perception •Trying to obtain trust first
Competence	Reliable	(Customer 1)	They definitely give confidence to the customers.	•Opportunity to work confidently •Getting products from them safely
Competence	Reliable	(Focal 2)	So yes .. firstly it is absolutely reliable.	•Being sure about their problems resolved •Confident and stable customer
Competence	Reliable	(Supplier 2)	I can say steady and reliable about the firm yes..	• Proven its reliability •Known in this sector as stable

117

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Reliable	(Customer 2)	Company employees are reliable people, they are very important because there are many products in the market.	•No trouble in returning •Trustworthy business partner
Competence	Reliable	(Focal 6)	I mean, obviously it would be a responsible lady.	•A responsible person •Stand behind our product
Competence	Reliable	(Focal 10)	I can say that it is a firm that gained trust of people at a serious level.	•Blindfolded trust •Buying without even trying
Competence	Reliable	(Supplier 10)	They gained customers' trust i think, for example I have a friend that buy without try on.	•Advancing with customer confidence •Brand's strength from customer trust
Competence	Reliable	(Focal 3)	Now, if our brand was a person, this person would be reliable most importantly.	•Reliability as the most important adjective •Customer's perception of stand behind the product
Competence	Reliable	(Supplier 5)	It is also widely trusted for being a dealer and a strong customer service.	•Reliable with their robust goods •Trustful business partner
Competence	Reliable	(Focal 9)	There is a study about customer brand perception. What we actually said when we saw it is firstly Reliable.	•Reliable with powerful authorized service network •Reliable customer relationship understanding
Competence	Reliable	(Supplier 9)	As a new business partner, I can say that this is a reliable company.	•Trust relationship •Gained people's trust in Turkey
Competence	Reliable	(Customer 9)	So, i think it would be a reliable person initially, the rest will come already.	•Gaining the trust of people both at home and abroad •Reliable service approach
Competence	Reliable	(Focal 4)	Our brand is primarilydominated by trust that comes from our customer.	•Customer trust on our taste's no change •Reliabilitsymbol as coming with family

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Reliable	(Customer 4)	This is a firm that the quality of their products is sold without questioning by customer.	•Established a trust relation entirely on humans •No questioning about taste, quality and hygiene
Competence	Reliable	(Focal 7)	Once we can say trustworthy and honest as a person.	•Customer mass that trusts us •Doing the best for not losing customer confidence
Competence	Reliable	(Supplier 7)	What could be for sure it would be always a reliable person.	•A reliable food brand •A brand that has gained confidence with the approach
Competence	Reliable	(Customer 7)	For example, it has a structure that gives confidence.	•Reassuring •Trust that they have given for years
Competence	Reliable	(Website 7)	Our yoghurt, which we produce in the most natural state of the milk, opens doors for a healthy and long-lasting life.	•Hygienic production facilities •Containing many nutritional values •Especially for the healthy development of your children
Competence	Reliable	(Focal 8)	Same as the people, reliability is crucial thing for brands.	•Customer confidence to the brand •No doubt about our reliability
Competence	Trustworthy	(Customer 6)	We are both progressing by trying to give confidence to the customer.	•Trying to gain their trust first •Main target is gaining trust
Competence	Trustworthy	(Website 6)	The website uses SSL Security Certificates in order to provide a secure shopping environment for you.	•Never kept credit card info •Never available of encoded information to 3rd Parties
Competence	Trustworthy	(Customer 10)	Because the ladies come and buy from us to their husbands even without try on.	•Assuring products •Confidential firm
Competence	Trustworthy	(Supplier 3)	Then, many people obviously trust us as a brand.	•Standing behind the goods it sells with its extensive service network •Customer loyalty coming from trust

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Trustworthy	(Website 3)	The firm together with its employees, aims to be a symbol of trustworthiness, continuity and respectability for all of its working partners in all countries where it operates.	•The most reliable brand in Turkey •Reliable and competent wide service network
Competence	Trustworthy	(Customer 9)	Trustworthy, like I said, it's got people's trust.	•Giving customers confidence by producing robust products •Staying behind in every products on every condition
Competence	Honest	(Focal 1)	But I can not argue at all that the five thousand pieces of merchandise I sell are the best prices on the market.	•Stand behind our promisses •Not to trick the customer
Competence	Honest	(Customer 1)	There is an honest way of working in here.	•Always behind the product that they sell •Reflecting honest behaviour to us
Competence	Honest	(Focal 6)	There must be no difference between what are we saying and what are wedoing.	•Trustable •Not to trick customer
Competence	Honest	(Supplier 10)	They always make payments to us ontime, in this sense they are so honest definitely.	•Reveal itself in net •Recognized to be honest in sector
Competence	Honest	(Supplier 5)	The firm does business very honestly, it is very important in this business World.	•Having success to thank for honesty •Earned the trust of its customers with honesty
Competence	Honest	(Focal 4)	Later, of course, honest business understanding.	•Honest about the content of the products •Honest about accepting mistakes
Competence	Honest	(Customer 4)	It is a company that works honestly and wants to be honest from the other company that they work with.	•Expectation of honesty from its supplier and customer firms •Gaining customer trust with honesty

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Honest	(Focal 7)	We think that it is much more honest in terms of business than our competitiors.	•If we do not like, we do not let our customer eat •Importance of honesty in food sector
Competence	Honest	(Supplier 8)	It would certainly be a person who took honesty as his/her principle.	•Being aware of importance for trust •Fair
Competence	Honest	(Focal 9)	From time to time there are also things that need to be improved coming from customer feedbacks.	•See no harm to talk about facts •Trying to make ourselves clear
Competence	Wholesome	(Focal 1)	Here is our relationship, usually in bilateral communication is always a commercial morality, trades culture is so important for us.	•Honesty and morality as our company's first philosophy •Keep our promisses
Competence	Wholesome	(Supplier 1)	Therefore, they do not have the products that are not sanitary controlled on their shelves.	•Thinking of firstly humaan health •Put the health in front of everthing
Competence	Wholesome	(Website 3)	Honesty, integrity, respect and superior business ethics are the foundations of our behavior.	•Good intentions, mutual benefit, and fair treatment in all our relationships • Respect and appreciate diversity
Competence	Wholesome	(Focal 8)	So, the brand would be someone who believed in ethical values.	•Ethical understanding •Employees adoption to ethical values of the company
Competence	Wholesome	(Focal 2)	It has brands in its store that appropriate for health standards.	•Brands with apropriate for human health •Customers' health as most important thing for us

121

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Wholesome	(Supplier 2)	I think it is in the first plan for them to value human health and work with appropriate products and brands.	•Pay attention to the content of products •Shopping environment with appropriate to health
Competence	Wholesome	(Website 2)	All the products we sell are provided under the ISO 2200 Food Safety Management System to ensure human health, food safety, and hygiene.	•Effectively inspected and controlled •Quality and food safety
Competence	Wholesome	(Customer 10)	In a village in Izmir or any other part of the Aegean region, if any device is missing in hospitals, the brand definitely buy and replace it.	•Helping to hospitals •Helping to sick people
Competence	Wholesome	(Website 5)	The brand performs occupational health and safety risk analysis and prepares and applies plans to prevent possible occupational accidents and occupational diseases.	•Eliminating or at least minimizes unsafe conditions or activities at workplaces •Safety and occupational health and safety performance
Competence	Wholesome	(Focal 9)	Our facilities are carefully supervised in the framework of occupational health and safety standards.	•Carrying out severe controls for health •Employees health conditions
Competence	Wholesome	(Focal 4)	Incredibly giving importance for health; as a characteristic.	•Producing our products like we make our child eat •Controlling the milk farm regularly
Competence	Wholesome	(Focal 7)	Now that we claim that our products are good for health and natural, we must think of them as a lean person.	•Salutary •Someone who cares about health

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Competence	Wholesome	(Supplier 7)	Healthy; we can see that because we are always come and go to the production facility.	•Doing their job in healthy way •Natural and pure milk products •Holding human health first
Self-development	Traditional	(Website 4)	Firm's traditional unique tastes is obtained from the Ottoman Palace.	•The secrets of traditional dairy desserts •Desserts made with the grandfather's exquisite prescriptions
Self-development	Traditional	(Focal 7)	Here we have donations, which we distribute in Ramadan.	•Domestic in the eyes of customer •Local milk and dairy products from domestic animals
Self-development	Traditional	(Supplier 7)	In other words, it is a company that produces its products with traditional and natural production methods.	•Traditional and simple products •With traditional means of production
Self-development	International-oriented	(Website 2)	The Strategic Investment Fund became a partner of us by buying 20% of the Company's shares.	•Bought 20% shares by Golden Horn Investments B.V. •Working with international brands
Self-development	International-oriented	(Supplier 3)	They are also, often in a partnership with other countries.	•Foreign partnership •International links with over 20 countries
Self-development	International-oriented	(Website 3)	Having operations with its sales and marketing companies all over the world and its 10 brands serving products and services in more than 130 countries.	•15 different production facilities in six countries (Turkey, Romania, Russia, China and South Africa) •Reaching universal high quality standards
Self-development	International-oriented	(Customer 5)	This is the largest white goods factory in the Balkans and Europe.	•Active in abroad •Internationally awarded company

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Self-development	International-oriented	(Website 5)	We aim at keeping on monitoring the new trends of Europe in the said market to meet the same and to add new products to our already existing portfolio.	•Europe as the main target •Involved in 22 international projects in one year
Self-development	International-oriented	(Focal 9)	We want to strengthen the position of leading, domestic producers in the global arena.	• Connecting business relationship abroad •Becoming popular in Europe
Self-development	International-oriented	(Website 9)	Thanks to its multinational company structure originated by a Turkish-Qatari partnership, it has been manufacturing various kinds of vehicles special to the needs of the customers in domestic and international markets.	•Moving forward to become a global brand •Exporting to more than 80 countries, mainly European Union member countries
Self-development	International-oriented	(Focal 8)	With American partners, we produced Dupont paint for internaitonal markets.	•Having of internationally valid mastery document •Tending toward developing international markets
Self-development	International-oriented	(Website 8)	Today, in the position that we are, our brands going beyond the country's borders are being marketed to 40 countries throughout the world.	• Not only in Turkey but in many countries in the world •As the Turkey's one face opening up to the world

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sophistication	Glamorous	(Website 3)	We conduct surveys and various studies to learn how we look from the country and abroad.	•Strong brand image •Constantly developing and strengthening brand awareness and brand image
Sophistication	Glamorous	(Supplier 6)	If you see him/her, you would directly understand that he/she is well groomed and well behaved person.	•Paying attention of clothes •Taking care of apperance
Sophistication	Glamorous	(Focal 6)	It would be colorful and remarkable, but it would have made it in harmony. She would be a woman who always takes care of her appearance, doing sports and diet.	•Different from other brands in a good way •Remarkable for being original • Well-groomed lady •Giving importance for self-care
Sophistication	Glamorous	(Website 6)	The firm presents casual style and comfortable products with attractiveness for those who enjoy looking radical in their clothes.	• Personal style with glamorous dress models • Attract attention with your style
Sophistication	Young	(Website 2)	In 2001, this firm, the leader in wholesale sector, took the first step to its journey full of success.	•Growing up as a young company •Many achievements at young age
Sophistication	Young	(Supplier 6)	I have to say, young, mean that there would be one person in the 18-30 age group.	•Having of a young soul •Between 18-30 age
Sophistication	Young	(Focal 7)	It's also a young brand.	•New in sector • Inexperienced
Sophistication	Middle-aged	(Focal 8)	For example Beta is a younger paint company, we are middle aged.	•Being older than competitors

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sophistication	Feminine	(Focal 6)	Yes. If it was a person, it would be a woman first. She would be a 30-35 years old good mom. To me, this firm absolutely would be a mom.	•Woman clothes •A woman with following fashion •An exemplary mom •A successful mom
Sophistication	Masculine	(Focal 9)	As a brand sense, a little more actually masculine; This may be the answer to your first question. I can say that it is a father figure who is a little more paternal.	•Closer to being a man •Family man •A father figure who is always on your side • Putting money in your pocket
Sophistication	Masculine	(Customer 9)	It is little seems like masculine, as you also know it. So, it is a firm that carries father figure very well, people generally think of it.	•Prone to be a man •A brand with a target mass of men •Benignantly •Protecting and watching like a father
Sophistication	Loving	(Customer 6)	I think a company that is loved as the first feature.	•We love it as a branch •Its customers same as us
Sophistication	Loving	(Customer 10)	We have a mold, because of that mold, our customer loves us too much. The first owner of the firm always advice us to establish an emotional connection with customer.	•Taking a lot of demand •Look like their own child •Being aware of emotional connection •Putting itself in customer's place
Sophistication	Loving	(Supplier 3)	This brand is recognized and loved by many countries and also offers a business opportunity to many people from all over the world.	•Brand that the most wanted to work in Turkey • people want to be involved with pleasure
Sophistication	Loving	(Supplier 5)	Their customer and supplier like us generally love us as a brand.	•Always having positive feedback •Relevant and loving approach to customer

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sophistication	Loving	(Customer 5)	Since firm's white goods are affordable, he has also been thinking about the poor, and his products have gone from the most corners to the homes of the poorest people.	•Producing products at affordable prices •Charitable to people
Sophistication	Loving	(Focal 9)	Being a part of team of this brand is very different world from being included in another sectors.	•Serious commitment between the employee and firm •Gained the love of the customer
Sophistication	Loving	(Supplier 7)	As a company, It is one of the companies that we are happy to work with.	•To know and love the owner of the company •Being satisfied and loving the taste of its products very much
Sophistication	Loving	(Supplier 8)	Another paint, say x brand name, even if it is cheaper than us, people will go and buy from us again.	•Loved by people •Creating loyalty by people
Sophistication	Popular	(Focal 1)	Generally, customers who already out shopping also know little about what is cheap here. From bilateral communication, we feel that because we are constantly in a searched position.	•A company that has long been known and loved •The client knows what to find in here •Everyone knows when we called •Name of our company as reason for choice
Sophistication	Popular	(Supplier 10)	It has placed such a pattern that they has been keeping trousers for years, for example, making the way of production that does not change.	•Adopted by customers •Reaching acceptability by its target

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sophistication	Popular	(Customer 10)	If ladies buy pants from another brands for their husbands, a problem arise, because they are so embarrassed that this brand.	•Adopten by employees •Adopted by customers
Sophistication	Popular	(Website 10)	Firm meets with the consumers in prestigious boutique stores located in more than 500 different retail points across Turkey.	•Well-known brand in Turkey •Having permanent customers
Sophistication	Popular	(Customer 5)	Because it is a Turkish brand, people want to consume it because they have always wanted a domestic product for years, they wanted to use it.	•Adopted for its price level •a Turkish brand
Sophistication	Popular	(Customer 4)	Everyone knows our brand in Turkey, and it is reason for their choice.	•Prevalence of a brand •A familiar and well known brand
Sophistication	Popular	(Supplier 7)	But beware and look, the firm is exist in every where from small stores to big as grocery stores.	•So widespread in public •Getting know by more and more people everyday
Sophistication	Popular	(Customer 7)	It can be considered as the brand that has the fastest milk sales in Food Bazaar.	•Much more preferred than its competitors •Adopted with regard to taste
Sophistication	Popular	(Supplier 8)	There is something like this, firm is very common brand today in Turkey.	•Very known brand name •Being known by almost everybody in Turkey

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sophistication	Popular	(Focal 6)	I mean, we try to feel that you are belonging to yourself, touching the vendor there, touching the clothes, browsing on the internet site, hearing the social responsibility projects that the brand has done.	•Recognize by almost each person •Feelings of belonging
Sophistication	Popular	(Customer 6)	Once the buyer is pleased and embraces the brand.	•Come directly to the first brand •Connecting itself to the customer
Sophistication	Popular	(Focal 3)	It is interesting, for example, a customer who buy a tiny kitchen robot from us, act as the owner of whole firm.	•Ownage of firm by the customer •The oldest and most adopted brand in Turkey
Sophistication	Popular	(Focal 9)	In fact, I think it is a slogan that can easily keeping mind of the people.	•Catchy •A brand slogan to be included in direct and memorable
Sophistication	Role-model	(Focal 8)	We are trying to exhibit behaviors that can create examples of society and other brands.	•Epitomist with succes •Inspired by other brands
Sophistication	Role-model	(Supplier 8)	Other companies also look at it, try to achieve success by taking the example of success, fame, characteristics and applying it in their own structures.	•Enviable brand •Cynosure

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sophistication	Cheerful	(Focal 1)	We do not even have a door, you see; They can come in directly and say it like they come through. So we are not daily, we have to trade for 365 days, and we do not want our clients, who we are in relationship with, to prefer us for a while.	•A friendly approach to the customer •Being able to say what they want •Looking for a continuous relationship •Loyal customer is the most important thing
Sophistication	Cheerful	(Supplier 1)	The sincerity of being a long-time coworkers makes this happen.	•More intimate •Bassed on more sincerely relationships
Sophistication	Cheerful	(Focal 2)	Here they can see a family atmosphere, warmth, every staff member, get answers to questions they ask, they can find interest and relevance.	•Established on long term and earnest relationships •Saying without hesitation
Sophistication	Cheerful	(Customer 2)	They ask me for example, how are you, what do you need for this week or next week?	•Special discounts for us •Makes us convenient
Sophistication	Cheerful	(Supplier 9)	This firm is a staunch customer for us.	•Faithful •Our customer for many years
Sophistication	Cheerful	(Focal 7)	We are in a relationship with the customer that we are friends with.	•Not having bureaucracy in our business environment •Intimate business environment
Sophistication	Cheerful	(Supplier 7)	Warm and sincere relationships with the customer, because of being not very institutional.	•More sincere relationships •Customer friendly relationship
Sophistication	Cheerful	(Customer 7)	I can say it as a human characteristic that can be loyal.	•Faithful •Providing continuance of relationship

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sophistication	Cheerful	(Website 7)	It has adopted the aim of offering safe products and keeping customer satisfaction at the top level, without perceiving the customer requests and never risking human health from raw materials to shelves.	•Keeping customer satisfaction at the highest level •Different weighted of packages for satisfying every customer
Sophistication	Cheerful	(Focal 6)	She would be enjoyable person that love to invitations and meeting her friends at evenings.	•Debonair •Having a colorful soul
Sophistication	Cheerful	(Customer 6)	When the customer come in the store, they feel relieved and smile their face.	•Colorful •Pleasant
Sophistication	Cheerful	(Website 6)	Firm presents casual style and comfortable products for those who enjoy looking radical in their clothes, keep up with fashion, and enjoy elegant and sports style clothes that include fun and dynamism.	•Everyone who enjoys shopping •Energetic
Sophistication	Cheerful	(Focal 5)	We always try to make customer happy in both before and after sale of the product.	•Debonair and powerful dealer network •Understanding of satisfactory and pleaser service
Sophistication	Cheerful	(Customer 10)	People must be happy in the morning firstly. We are aware of that. When customer take our pants, they will start a day with happiness.	•Relaxing and elating effect to the customer •Feel happy because of comforts of pants

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sophistication	Friendly	(Focal 2)	For customer feel the sincere from us and feel special to themselves, they always want to come in from this door anyway. So a good commercial friendship is starting, and if they are already doing this businessseriously, they would be a reliable customer for us.	•With your hospitality, with your communication language •With your grace •Sympathetic •Struggle to consolidate friendship
Sophistication	Friendly	(Customer 1)	They come to our store to visit and have a cup of tea, and chat with us; that is a nice thing.	•Friendly attitudes towards customers •Trying to intensify relationship with us
Sophistication	Friendly	(Focal 5)	Extremely sociable, customer-oriented and totally friendly, friendly approach to both our suppliers and our customers.	•Sympathetic way of behaviour •Both institutional and friendly; in balance
Sophistication	Friendly	(Customer 7)	We feel intimate to them as a firm.	•Close relationship •Make feel friendly
Sophistication	Friendly	(Focal 6)	Apart from that, I can say; She would be a social people whoknows many people and can deal with many people	•Easily agree with people •An outgoing person
Sophistication	Family-oriented	(Supplier 1)	I can also say that firm make us feel warmth as a feature that comes from being a family business.	•Family-owned company •Completely family focused

132

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sophistication	Family-oriented	(Website 1)	The founder of the firm included his children in the firm in order to help with his business he had been working for since young age, and gave them experience of they need to grow the business.	•Run by the families 3rd generation •A store environment where families can shop easily
Sophistication	Family-oriented	(Focal 2)	People come here with their families and they can shop with peace of mind.	•Family environment and heartiness •Products that can meet the needs of all family members
Sophistication	Family-oriented	(Customer 10)	In here, there is always family environment and warmth.	•Teamwork that turn into family •Can be shop with family
Sophistication	Family-oriented	(Website 10)	Brand's Trousers is an experienced and productive family company.	•Established by two young entrepreneur brothers •Still run by same family
Sophistication	Family-oriented	(Focal 3)	Our customer can come and shop from us with their family comfortably.	•Think the brand like their own family •Family environment in company
Sophistication	Family-oriented	(Focal 4)	For example, the majority of customers who come to here, branches are families.	•Coming families as the symbol of trust •Appropriate for the comfort of families •Our branches design for the comfort of child
Sophistication	Family-oriented	(Website 4)	Following a store concept suitable for family environment, firm has been driving this for years.	•A convenient place for families to spend time •Producing cakes that appeal to children
Sophistication	Unique	(Focal 6)	We want to be a little different from its competitors actually.	•Not because fashionable, but because it suits •In a different style than competitors

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sophistication	Unique	(Website 6)	Under the general collection, there are many handy and stylish dresses that can freely reflect the personal styles in the online store.	•Inspirer •Unique products of women's fashion
Sophistication	Unique	(Supplier 10)	There is no other company working only on men's trousers.	•The only brand that has single product segment •Inimitable
Sophistication	Unique	(Customer 10)	While whole world work with American or German mold, only this brand work with tape measure.	•Very special company •Only brand that work according to Turkish people's body
Sophistication	Unique	(Supplier 4)	When you look at it, what separates it, firm is separating from competitors in many way.	•Having a unique concept •Totally different concept from all of the competitors
Sophistication	Unique	(Website 4)	We are one of the most distinguishing characteristic of İzmir with sweet adventure that it started.	•The only company that distributes daily cake throughout Turkey •Unique dessert tastes
Sophistication	Original	(Customer 6)	Yes it is inspired by very good brands, it is a fact, but at the end, they are trying to create another style that is unique to itself.	•Look like similar, but different •Idiocratical
Sophistication	Original	(Website 6)	Accessory categories such as handbags, necklaces, bracelets, scarves and hats willnever go out of fashion and accessories are presented to the likescustomer.	•No matter how much time passes by, nothing loses popularity •Never go out of fashion
Sophistication	Original	(Customer 10)	As a brand, we are different and original because of working according to Turkish body patterns.	•Different and special molds •A brand that can not imitated

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sophistication	Original	(Website 10)	We stand out with original designs and patterns for years.	•A unique pattern •Original pants pattern
Sensitiveness	Caring	(Focal 2)	The thing that made us stronger; Dealing with customers, offering them proposals about goods.	•Trying to make money for the customer •Trying to please customers
Sensitiveness	Caring	(Supplier 2)	They can easily reach the customers and suppliers, as well as we can reach them. This is a very nice thing, of course.	•Complaint evaluation •Reviewing products individually with attention
Sensitiveness	Caring	(Customer 2)	Let's say staff can not come this week; he contacted by phone and asked do we have a need if we need anything, he send us another staff.	•Really careful about supplying goods •Bring the goods up here
Sensitiveness	Caring	(Focal 3)	We are careful about all things about customer; problems, demands, phone calls anything that you can think.	•Carefully listening each word coming from customer •Careful about firm image
Sensitiveness	Caring	(Supplier 4)	But no matter, what happpened between the firm and its customer, it always careful about all the complaint from customer.	•Careful about dissatisfaction •Making its job very carefully
Sensitiveness	Caring	(Customer 5)	They think everything careful for Everyone can use the television, air conditioning at homecomfortably.	•Sensitive to customer problems •A firm that gives priority tocustomers whose financial situation is bad
Sensitiveness	Caring	(Website 5)	We return your requests coming from you within 2 hours and we will be able to resolve your claim within an average of 1,3 days.	•Value to it employees •Considerate for its customer firstly

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Caring	(Supplier 1)	But we can say that every store is extremely concerned and responsive.	•Always takes care of your troubles •Careful about satisfaction
Sensitiveness	Caring	(Customer 1)	I think there are companies that have collaborated on behalf of social responsibility and cooperation.	• Caring about our problem •Careful about every issues
Sensitiveness	Caring	(Focal 6)	In order to survive, you will be profitable of course, but in doing so, not always all the profitable for us, it should go to the people who do not have.	•Support to those around •Taking care of all customer problems
Sensitiveness	Caring	(Focal 7)	Including the night, as soon as our customers call us, we can do whatever they want.	•7/24 ready for help •Sensitive about customer's problems
Sensitiveness	Caring	(Supplier 7)	They pay great attention to customer satisfaction, they care very much about people.	•Strong human relations •Treat to us attentive and relevant
Sensitiveness	Caring	(Customer 7)	It is a firm that value to its customer.	•Sensitive about any problems in any goods •Very helpful with good attitude
Sensitiveness	Caring	(Focal 8)	When we think of a brand as a person, why does human come to world? It is not right to do useful things to themselves and to people surrounding them.	•Careful for whole society •Paying attention on Turkey's situation
Sensitiveness	Caring	(Customer 8)	We can not succeed if we only see people as customers, we should be careful about everything of customer.	•Trying to be useful to people •Careful about customer problems

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Socially Responsible	(Focal 1)	Yes, we are attending lots of social responsibility activities.	•Even in times of crisis not to target destaffing •Environmental concerns •Using soluble bag
Sensitiveness	Socially Responsible	(Supplier 2)	They have lots of social responsibility project with Ülker.	•"Make happy, Be happy" project •Various projects for children
Sensitiveness	Socially Responsible	(Focal 6)	We provide support to a number of important charity organizations, and we provide sponsorships.	•High awareness for social responsibility • Participation to the bazaars
Sensitiveness	Socially Responsible	(Supplier 6)	The firm check us in this regard; our working standards for example and our sense of responsibility.	•Controlling of supplier firms •Working conditions of workers
Sensitiveness	Socially Responsible	(Customer 6)	For example, as far as I know about social responsibility, every year they organize blood donationcampaigns for the Kızılay.	•Take social responsibility to the core •Helpful for the people
Sensitiveness	Socially Responsible	(Customer 10)	Firm is participating very big social responsivility projects and no one know that.	•MR machine in many hospitals in Izmir •Send 20.000 trousers to provinces
Sensitiveness	Socially Responsible	(Focal 3)	I can say very clearly as our employee, it is a firm that carry an incredibly social responsibility sense.	•He for she project for woman's right •Proved ourselves for social dimension
Sensitiveness	Socially Responsible	(Supplier 3)	Look, I can say it with peace of mind that it is one of the most sensitive brands in sense of social responsibility.	•Publishing corporate social responsibility report •Constant support for education of children

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Socially Responsible	(Website 3)	Thanks to the understanding of social responsibility, we work for "sustainable development" in the countries of operation where it creates economic benefit through opportunities of employment, growth and added value as well as its pioneering activities in social andenvironmental issues since the day of its foundation.	•Culture and Arts Sponsorships •Develop and implement various social responsibility projects
Sensitiveness	Socially Responsible	(Supplier 5)	I think this is a company under the roof of a Zorlu holding that is sensitive to social responsibility issues and I think it clearly shows this.	•Collects blue lids inside the factory •Electric chair aids for disabled citizens
Sensitiveness	Socially Responsible	(Customer 5)	Today, if 7,000 people work in the factory,maybe it's going to 10 times, 20 times of people, when you think about the producers, franchisers and services of the products in this field.	•Employment opportunity to so many people •Social and economic contribution to people that has need
Sensitiveness	Socially Responsible	(Website 5)	We do not see corporate social responsibility practices that we have signed up until today, apart from our work, we reflect our sensitivity, performance and belief in social responsibility projects that we show in our work.	•We are beside Turkish Athletics social responsibility project •"Bir Dilek Tut" association to help children aged 3-18 years struggling with life-threatening diseases in 36 countries including Turkey

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Socially Responsible	(Focal 4)	Ozsut is all of social responsibility projects, but does not like to advertise it.	•Supporting Lösev •Helping for some foundations
Sensitiveness	Socially Responsible	(Customer 4)	In this sense, a company that is very sensitive in terms of social responsibility.	•Donation to the Education Volunteers Foundation of Turkey •Organize competitions for donated funds to charitable institutions
Sensitiveness	Socially Responsible	(Focal 8)	It is like a brand that is primarily aware of social responsibility.	•Sensitive to environment and society •Various social benefits
Sensitiveness	Socially Responsible	(Supplier 8)	In terms of social responsibility, I know that the firm and the Yasar Group are doing very good works.	•Painting of poor village schools •The sponsorship of the Karşıyaka basketball team •Values society and people
Sensitiveness	Socially Responsible	(Customer 8)	I mean, ı can say it would be very socially responsible person.	•School painting •Conscious about society
Sensitiveness	Environmentally Conscious	(Supplier 1)	I also know that they sort their waste environmentally and give it to the necessary institutions.	•Trying not to pollute the environment •Green protection
Sensitiveness	Environmentally Conscious	(Website 1)	We were launched a new campaign, also distributed the awards of the slogan contest. "Hand in hand for a healthy environment"	•Working for nature •Environmentally friendly firm
Sensitiveness	Environmentally Conscious	(Focal 2)	We are here to really serve our brands with good quality, environmentally friendly brands.	•Serving with environmentally friendly brands •Separating bags, streches and collar

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Environmentally Conscious	(Supplier 2)	The firm should be evaluated as one of the companies with the highest environmental sensitivity.	•Water recycling •Production of their own energy
Sensitiveness	Environmentally Conscious	(Customer 2)	As they go away they take away their own garbage.	•Seperating waste products •Recycling
Sensitiveness	Environmentally Conscious	(Supplier 2)	Even they take care of our environmentally consciousness level like where do we throw our garbage.	•Environmental awareness reports •Environmental awareness certificate programs
Sensitiveness	Environmentally Conscious	(Focal 10)	I can easily say that we are a company that cares about the environment.	•Environmental focused •Tree planting
Sensitiveness	Environmentally Conscious	(Customer 10)	We are a very environmental-oriented company, if you look at it.	•Memorial forest project •Keeping clean to our factory
Sensitiveness	Environmentally Conscious	(Focal 3)	For environmental responsibility, even while the solid waste project is not in Turkey, we use it in their factories.	•Giving extra money for avoiding environmental polution •Cleanness of factory
Sensitiveness	Environmentally Conscious	(Supplier 3)	For environment, for example they produce A+ energy class products that give minimum damage to the natural environment.	•Trying to least consume of natural resources •Least pollution for the nature
Sensitiveness	Environmentally Conscious	(Customer 3)	It is a company that attaches great importance to sustainability.	•Energy efficiency campaign •Recycling campaigns

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Environmentally Conscious	(Website 3)	In here, reducing environmental impact throughout all the stages of manufacture, production processes are highly energy-efficient and consume less of natural resources.	•"Respects the Globe, Respected Globally" •Efforts oriented towards climate change and protection of restricted natural resources
Sensitiveness	Environmentally Conscious	(Supplier 5)	At the inside and outside of the factory is always clean and also green and that's very important for them.	•Using filter in the factory •Every empty, unused place is green
Sensitiveness	Environmentally Conscious	(Website 5)	Under the light of its environmental policy, we have committed itself to ensuring continuous improvement in terms the environment, preventing pollution.	•The challenge of reducing the power consumption •Enhancing the ecological sustainability in the field of consumer electronics
Sensitiveness	Environmentally Conscious	(Focal 9)	Now we are a company focused primarily on environmentally sensitive production.	•Afforestation •Environment-friendliness
Sensitiveness	Environmentally Conscious	(Customer 9)	I do not think they are too much to fall on because it's in a recovery phase right now. But I still think thatenvironmental sustainability is still fully provided.	•Factory cleaning, filter use •The green areas it has
Sensitiveness	Environmentally Conscious	(Website 9)	As this brand, we have an environmental policy which we use in our activities under the slogan of "Respectful Production towards the Environment".	•Environmental-friendly buses operating with natural gas •Reducing the use of raw materials and energy

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Environmentally Conscious	(Focal 4)	We are including in many environmental projects aim for future benefits.	•Building forests •Tree planting
Sensitiveness	Environmentally Conscious	(Customer 4)	It is also a company with a high environmental awareness.	•Various afforestation works •Using filter in factory
Sensitiveness	Environmentally Conscious	(Supplier 7)	Environmentally, for example, not to pollute the environment very carefully in the factory.	•Set aside garbage for recycling •Always keeping clean
Sensitiveness	Environmentally Conscious	(Website 7)	Keeping our business and environment always clean, protecting nature and being environmentally friendly.	•Following a policy that focuses on the environment •Environmental protection policy
Sensitiveness	Environmentally Conscious	(Focal 8)	Because the work we do is to produce paint, then it becomes waste products. We need to dispose of them without damaging the environment.	•Painting with more water based paints than solvent based paints •Producing water based varnishes •Urban beautification work in Karsiyaka
Sensitiveness	Environmentally Conscious	(Supplier 8)	It is firstly understood that the environmental consciousness of a company by the cleanliness and order of its factory.	•Helping the city environmental regulations •Carrying out afforestation works
Sensitiveness	Environmentally Conscious	(Website 8)	The firm continues its existence as a community that respects the environment and nature.	•TS EN ISO 14001 Environmental Management System certificate •Energy Management System certification, which is a demonstration of sustainable eco-friendly production

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Egalitarian	(Focal 1)	We have customers from the smallest grocery store to the biggest wholesaler to exporter, and with all of them we get balance.	•Catching a balance with every customer •Customer in every income level
Sensitiveness	Egalitarian	(Website 1)	Providing its card holder customers such as groceries, hotels, supermarkets, industrial and private establishments who have tax numbers the price advantages of wholesale shopping.	•Equal to all employees •Non-discriminatory among customers
Sensitiveness	Egalitarian	(Focal 2)	We are trying to reach our customers, everybody, every kind of customer.	•Horeca • Petrol stations
Sensitiveness	Egalitarian	(Website 2)	As a brand, we serve to different customer audiences.	•Retail Sell Points •Horeca and Corporates
Sensitiveness	Egalitarian	(Focal 6)	We want to address each people from each age group.	•Both young and middle age •Each income level
Sensitiveness	Egalitarian	(Supplier 6)	The woman or the man does not matter the sex; I think it is defined as such.	•Without regard to gender •Paying attention of workers rights
Sensitiveness	Egalitarian	(Customer 6)	I can say that they desing and release products that can be appeal to any kind of people. Products that are cheap and expensive; yo choose and get it easily.	•From every age •From every income level

143

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Egalitarian	(Website 6)	People can freely reflect the personal styles of both male and female fashion enthusiasts in the online store where the categories of upper clothing, underwear and outerwear can be found.	•By women of all ages •Preferred by each income level
Sensitiveness	Egalitarian	(Focal 3)	In addition, we address everyone in the world.	•Top and bottom in every society •People from the lowest to the highest educational and economic level
Sensitiveness	Egalitarian	(Supplier 3)	They give people a lot of alternative with lots of different other brands for every income level.	•Principle of equality •Addressing all income level
Sensitiveness	Egalitarian	(Website 3)	As a brand, we have a customer oriented approach that customer requests and suggestions are evaluated without any discrimination of customer profile.	•All kind of customer we have •Being fair to all employees from various departments
Sensitiveness	Egalitarian	(Supplier 5)	They are offering a more affordable product range to each people from everwhere.	•Budget-friendly for people from every income level •Strike everone's fancy
Sensitiveness	Egalitarian	(Customer 5)	Their aim is always to produce a white goods that is trying to address everyone else.	•Their product gone to even the home of most poorest people •From the richest to the poorest
Sensitiveness	Egalitarian	(Focal 9)	For example, scania daf trucks, they have much more expensive products, but we are addressing each people.	•Can be one of us as a user •Intimate the people from public

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Egalitarian	(Focal 7)	In other words, we do not distinguish the customer according to their personal characteristics.	•In all sectors without discrimination •Customer in every type of personal characteristic
Sensitiveness	Egalitarian	(Website 7)	We have adopted the goal of keeping customer satisfaction at the highest level by perceiving customer demands and offering different products according to different customer demands.	• Wide range of products adorn for each customer •Producing in accordance with all kinds of consumers
Sensitiveness	Egalitarian	(Supplier 8)	Apart from that there is a very wide range of variety and quality that appeal everyone.	•Very wide range of color cartridges that appeal to every taste •Changing quality that appeals to everyone's pocket
Sensitiveness	Humanist	(Focal 10)	The most important and valuable element for us is human.	•Human focused •Turning everything around human
Sensitiveness	Humanist	(Customer 10)	When the events of Syria happened, our meeting purpose changed to immediately helping with Syrian people.	•Feel that should be near of Syrian people •Putting human to the first place
Sensitiveness	Humanist	(Focal 3)	Humanity is very important thing in here.	•Understanding of human first •Putting the human on top of everything
Sensitiveness	Humanist	(Supplier 3)	For them, humanitarian values is the most important.	•Value people for being human •Human centered approach

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Humanist	(Website 5)	Starting from the view that our most important source is human, By enhancing the abilities of our strong and global human resources, we will maximize the effectiveness of our global organization.	•Human, as most important value •Sensitive for human values and human rights
Sensitiveness	Humanist	(Website 8)	We adopt the "BEFORE HUMAN" principle in all its processes.	•Protecting the consumer and raising their awareness •Knowing that everyone has the right to live in a healthy environment
Sensitiveness	Careful about employee satisfaction	(Customer 9)	They are responsive to especially on its employee both blue-collar and white-collar.	•The fullfillment of employees' rights •No discharging even employees get old
Sensitiveness	Careful about employee satisfaction	(Focal 3)	A person who leaves here says that the authority given to me as an engineer in our brand, it is not given to me in Samsung as a regional manager.	•Value to its employee •Never be any distinction between the employees
Sensitiveness	Careful about employee satisfaction	(Supplier 3)	Whether you are a employee, customer, or a business partner like us, everyone is very satisfied with being involved in here, because they give everyone's right more thanenough.	•Regular salaries •High workers' right
Sensitiveness	Careful about employee satisfaction	(Website 3)	We aim to improve the employees' skills and form a creative corporate culture with a contemporary and strategic approach of Human Resources.	•Providing opportunities for development and advancement of our employees •Declaration of equality between employees

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Careful about employee satisfaction	(Website 2)	Our policy is to move the competitive power forward by acting in accordance with the awareness that the person making the difference in the competitive environment is human.	•Improving the loyalty of employees •"Happy Employee Happy Customer" understanding
Sensitiveness	Careful about employee satisfaction	(Focal 10)	Our workers in factory and employees of our all branch are very important for us.	•Providing healt insurance •On time salary
Sensitiveness	Careful about employee satisfaction	(Focal 4)	Ever since I used to say it, working at here is much better than being a government officer. It really is.	• Giving its employees social benefits until the end •Very sensitive in employee satisfaction matter
Sensitiveness	Careful about employee satisfaction	(Focal 8)	We are drawing lotteries between painter masters, we welcome them for 1 week holiday. We distribute a book bag to your children at school opening.	•Getting insurance for the workers •Providing of full workers' rights
Sensitiveness	Long-term relationship oriented	(Focal 2)	So you speak the same language and either they back to you, or you are returning to it; such a friendship is starting for a long-time.	•Not let customer go any other place •Constantly in trade with customer
Sensitiveness	Long-term relationship oriented	(Customer 2)	Ever since they come onto the market, we're working with them.	•Doing the best for not ruining our relationship •Long-term business partnership
Sensitiveness	Long-term relationship oriented	(Focal 10)	Customers who come to us always come after first time, our relationships are long-winded.	•Repeated buyers •Constantly in a relationship with customer

147

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Long-term relationship oriented	(Supplier 10)	Of course, we have been working with them for many years.	•Establish long-term relationships with customers •A company we work with for a long time
Sensitiveness	Long-term relationship oriented	(Supplier 5)	We have business relationship with the brand for a long time.	•We have long relationship that going well •Working that continious all these years
Sensitiveness	Long-term relationship oriented	(Website 3)	In all our markets, our relationship with the customer does not end after the sale; on the contrary, it starts and continues upon purchase.	•Long-term relationships by providing customer satisfaction •effective after-sales services for building long-lasting relationships
Sensitiveness	Long-term relationship oriented	(Focal 9)	We have in fact a built-in customer base and portfolio.	•Employees working time above 20 years • Long-term customer relationships
Sensitiveness	Long-term relationship oriented	(Supplier 9)	It's been a long time since we worked with this brand.	•Friendship that comes from past •As an old customer
Sensitiveness	Long-term relationship oriented	(Supplier 4)	Now, the brand and I has been running the franchise together for 10 years in certain sections.	•Keeping our partnership together for a long time •17 years of teamwork
Sensitiveness	Long-term relationship oriented	(Focal 7)	Now that we have a client that they are very accustomed to knowing us for a long time.	• Over 20 years old relationship •Customer dependency for taste
Sensitiveness	Long-term relationship oriented	(Customer 7)	We have a long-term business relationship with them which is also close to our personality traits.	•Having of a constant customer portfolio •Establishing a specific client base

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Committed to contribution to economy	(Website 2)	In the food wholesale sector where off the books transactions are dominating, bringing tax revenue to our country by always working by records.	•Direct employment of 1756 persons •Contributing to local production
Sensitiveness	Committed to contribution to economy	(Customer 6)	As a Turkish company, they spread abroad, so they contribute to Turkish economy at the end.	•Employ many workers •Pay the tax regularly
Sensitiveness	Committed to contribution to economy	(Website 3)	We aspire to strengthen the economy in which we operate and from where we derive our own strength.	•Doing our utmost to strengthen the economy •Strongly support all the economic issues
Sensitiveness	Committed to contribution to economy	(Customer 9)	As economically, the contribution from the brand to the Turkish economy is great.	•Contribution to hot money flow •Quite high export figures
Sensitiveness	Committed to contribution to economy	(Website 9)	Since the first day of its establishment, we have achieved a significant contribution of 10 billion dollars to Turkish economy.	•Producing power of Turkey •Domestic labor force
Sensitiveness	Committed to contribution to economy	(Website 5)	With its structure, advanced facilities that non-stop local investments, we are one of the most powerful companies contributing to the improvement of the Turkish industry.	•Move the Turkish industry forward •57 companies and approximately 23 thousand employees that work for the future of Turkey
Sensitiveness	Committed to contribution to economy	(Supplier 5)	The benefit to the economy is obviously a benefit in closing the current account deficit.	•Rate of %85 export •Leading to domestic money stay inside •Taking care to buy materials from domestic supplier

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Committed to contribution to economy	(Focal 5)	It is a brand that serves the country in many area (consumer electronics, defense industry, etc.).	•Contribution to the country's economy •Providing employment opportunities in a serious rate
Sensitiveness	Committed to contribution to economy	(Customer 5)	If these products are produced in Turkey, sold in Turkey or sold abroad, Turkey will win and everyone will win in Turkey economically.	•Careful about hiring Turkish workers and employees •Contributing to the economy as domestic production •Providing employment and opens the business gate to thousands of people
Sensitiveness	Committed to contribution to economy	(Supplier 7)	It is already Turkish company so it is beneficial to Turkey.	•Leading of hot money cycle in the country •Turkish workers in factory
Sensitiveness	Committed to contribution to economy	(Customer 4)	Another, I think it is a local company and therefore contributes to the Turkish economy.	• Money-winning of the economy •Contributing to a currency cycle
Sensitiveness	Supportive for education	(Focal 3)	When we hire a new graduate white collar, the whole education process is completed by attaching everything to English lessons and computer education.	•Giving very good training •Support to interns education
Sensitiveness	Supportive for education	(Website 3)	To reach desired development level across the country, the crucial condition is raising an effective and common awareness about education.	•Standing United for Education program •Conscious about how important of education on people's life

Dimensions	Traits	Firms	Power Quotations	Proof Quotations
Sensitiveness	Supportive for education	(Supplier 5)	Children's education scholarships are also under the group company.	•Active in fields such as education, health •Participation in Technology and Education Fair
Sensitiveness	Supportive for education	(Focal 8)	Of course, we are contributing to education, we have various social benefits.	•Painting of 10 schools in Turkey •Painting schools where the people at the lower income level