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PREFACE

The directors of Academician Publishing House, have been conducting their commercial activities for a long time by transferring their 30 years of broadcasting experience to their legal entities. In the said period, it was proud to publish 750 books, particularly health and social sciences, cultural and artistic topics. The Academician, that defines the platform of being an international publishing house, is in the pursuit of creating a global brand in addition to broadcasting in Turkish and foreign languages.

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Academician Publishing House has started the process of publishing books in international quality and quantity with its own name of "**Scientific Research Book**" series in Turkish and English. The publication process, which will take place in March and September every year, will continue with thematic sub titles. We owe to our thanks to all of our researchers who supported this process, which was starting with about 30 books, and to everyone in the background.

Academician Publishing House Inc.

CONTENTS

Chapter 1

INDUSTRY 4.0-ORIENTED INNOVATION STRATEGIES FOR COMPETITIVE ADVANTAGE

A. Eren DURMUŞ-ÖZDEMİR[1]

1. INTRODUCTION

The aim of this section is to discuss the effects of innovation strategies of firms with industry 4.0 on business performance through empirical research and theoretical background. Empirical based and theoretically based starting points were effective in determining this objective. The empirical-based starting point is the need for innovation strategies in order to ensure that the effects of industry 4.0 are reflected in the sectors and to ensure sustainable competition. The theory-based starting point is that the innovation systems approach introduced in order to explain the innovation performance associated with the innovation strategies of the sectors presents a promising conceptual framework in developing the perspective of the literature on the innovation process in the economy. For this purpose, in this section, the effects of industry 4.0 on the competitive environment are evaluated within the framework of innovation systems approach and information about innovation strategies is given.

In the 21st year when industry 4.0 restructured its competitive advantage, firms changed the nature of competition with innovative strategies in the order created by technological and economic evolution. The evolution of competition, which began with Smith's (1976) theory of trade and continued with Porter's (1985) theory of competition, has shifted to a completely different phase with the dynamics of the new economic world created by industry 4.0. Intelligent robots, artificial intelligence systems and internet-based systems have paved the way for innovation strategies that increase the information processing power of technology in providing sustainable competition at this phase of information and cyber-based new industrial era which brings opportunities as well as a threatening environment for firms (Schwab, 2016; Selek, 2017; Bilgen-Çıkdın, 2018).This situation has made growth more and more important with innovation strategies that are compatible with technological advances that will play an indispensable

1 Asst. Prof., PhD., Akdeniz University, Faculty of Economics and Administrative Sciences, Department of Business Administration Dumlupinar Boulevard TR-07058 Campus-Antalya, Turkey, edurmus@akdeniz.edu.tr

4. CONCLUSION

Industry 4.0 marked the new economic system of today with its basic principles such as interoperability, virtual assets and virtualization, autonomous workability, real-time capability, human-machine interaction and modular structure (Selek, 2017). This has led to the emergence of new business applications that are controlled, monitored and improved by automated controlled intelligent systems for unprecedented operational efficiency in the sectors (Thames & Schaefer, 2016: 13). Today's firms, especially with their innovation strategies and unique capabilities, can provide sustainable competitive advantage by responding to the sectoral pressure created by the industry 4.0. Kotler (2000: 328) maintains that it is inevitable for firms that do not implement innovation strategies to become weaker against the increasing global competition. In addition, innovating business can increase their productivity, respond to market demands and ultimately contribute to economic growth (Fan, Li, Zeng, Dong. & Peng, 2009; Ahmed & Shepherd, 2010). It is thought that this section designed to use the changes created by industry 4.0 in the context of sectoral competition in line with innovation strategies, shall fulfill the need for interaction of innovation systems approach that explain innovation and sustainable competitive advantage in the development of strategic management literature.

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Chapter 2

CONFLICT AND CONFLICT MANAGEMENT IN ORGANIZATIONS

Olgun Irmak ÇETİN[1]

PROLOGUE

Conflict is a phenomenon that is as old as the history of mankind, as a result of the interaction, the instinctive impulses are exposed. The conflict is manifested in cases of disagreement focusing on limited time, space and resource use between at least two individuals. All these differences are caused by various conflicts in organizations, such as personal differences, differences in objectives, differences in ways to achieve goals, differences in value judgments, differences in perception, differences in defining problems. It is not possible to completely eliminate them. Therefore, the manager must be informed about the conflict. Managers of successful organizations are managers who are able to keep the disputes as optimal as possible or as close to optimal and are effetctive at performancing this. Because management is in a way conflict management. It is doubtful to stay in power for a manager who can not manage the organization in accordance with its objectives.

CONCEPT OF CONFLICT

The exact definition and measurement of conflict is difficult. It has different meanings for many people, occurs in different locations and levels, and the way it emerges can be diverse. It is an instinctive manifestation that can occur as a social phenomenon in individual, group or organizational relations (Bercovitch, 1983). Öztaş and Akın (2009) defined the conflict as *"disagreement or hostility among individuals or groups in the organization, or individual's perception of disagreement or the inability of the individual to solve the problems that arise on this basis"*.

[1] Asst.Prof., Trakya University, olgun.cetin@hotmail.com

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Chapter 3

CORPORATE SOCIAL RESPONSIBILITY (CSR) AND PUBLIC RELATIONS CAMPAIGNS

Irfan ERTEKIN[1]

Corporate Social Responsibility (CSR)

One of the most significant functional, social, mass and public features of Public Relations is that it opens an activity field for itself by considering the interests of public in its interaction and communication with target masses. In this sense, another important aspect is that it reminds institutions and organizations of their primary tasks of making their target masses feel happy and satisfied with the CSR projects and making them feel that they are not alone, which is an important feeling.

According to Hunt & Grunig, the responsibilities of a business should be considered under the following categories (Peltekoğlu, 2012);

a. Basic tasks of the organization,

b. Considering the effects of the organization on the people outside,

c. Dealing with the solution of general social problems that are not related to the organization.

The environment is an important factor for organizations to produce **CSR** projects. Because organizations give the inputs they receive from the environment as outputs after they process them. In this respect, it is important for organizations to be in interaction and communication with their environments and stakeholders in producing **CSR** Projects. "Nowadays, success does not only mean maximizing an organization's profits; they must also fulfill their responsibilities towards the society in which they live, protect the rights of employees, the society and their organizations; and establish a balance between these" (Göksel, 2010).

1 Dr. Academician, Siirt University, Faculty of Economics and Administrative Sciences (FEAS), Business Management Department, irfan.ertekin@siirt.edu.tr, Orcid Id: 0000-0003-2443-8523.

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Chapter 4

HISTORICAL DEVELOPMENT OF PUBLIC RELATIONS IN TURKEY

Irfan ERTEKIN[1]

INTRODUCTION

Public Relations concept is an extremely important discipline in terms of institutions and organizations that serve the public. Public Relations department has undertaken the task of being a communication bridge between the target masses, which constitute a great deal of the society, in sustaining their social lives, for the institutions and organizations that cover their social, humane and economic needs, for hospitals, enterprises, banks, factories and companies. In this respect, the discourse of James Grunig (2005) about bringing quality service to the public by institutions and organizations comes to the forefront: "A Perfect Public Relation Department". Because both the public sector and the private sector must consider the fact that the importance of competition has increased in our present time, and institutions and organizations must have efficient and proactive public relations departments to exist. For this reason, in the 21st Century, which is also called "Digital and Design Age", we dealt with public relations in this section as a communication means to see how it developed and how it underwent various processes in its history in Turkey.

1 Dr. Academician, Siirt University, Faculty of Economics and Administrative Sciences (FEAS), Business Management Department, irfan.ertekin@siirt.edu.tr, Orcid Id: 0000-0003-2443-8523.

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Chapter 5

CRITICAL SUCCESS FACTORS (CSFs) FOR ENTERPISE RESOURCE PLANNING (ERP) SYSTEMS IMPLEMENTATION: A TURKEY CASE

Berkay YUNUSOGLU[1]
Cagla SENELER[2]

PROBLEM STATEMENT

The enterprise resource planning (ERP) applications can be retroactive and evolve based on materials requirements planning (MRP) and production resource planning (MRP II) systems (Kumar, Maheshwari & Kumar, 2003). ERP systems are commercial software packages that enable transaction-oriented data and business processes to be integrated into an organization. These systems are helpful tools that businesses prefer to build strong capabilities, improve performance, make better decisions, and gain competitive advantage (Al-Mashari, Al-Mudimigh & Zairi, 2003). In addition, these systems touch many aspects of a company's internal and external operations. Furthermore, their successful implementation and use are critical for organizational performance and survival (Markus, Axline, Petrie & Tanis, 2000). The ERP system is considered to be one of the most important developments in the information technology coprorations since 1990 (Abu-Shanab, Abu-Shebab & Khairallah, 2015).

ERP implementation requires a wide range of knowledge and external expertise. Without external assistance, it is really difficult for any organization to successfully implement ERP system. Success requires a harmony between information technology (IT) and the organizational environment; it must be "appropriate" among all the conditional variables such as implementation, business processes, users' history, IT capabilities and organizational culture (Abu-Shanab, Abu-Shebab & Khairallah, 2015). ERP implementation consultants and ERP project managers usually determine the success of the ERP project in terms of budget and time to finish the project. Users of ERP systems generally evaluate the success of the ERP by performing proper operations with the system. Finally, senior executives believe that an ERP system is a success when it realizes the company, business developments and other pre-determined goals (Dezdar & Sulaiman, 2009).

[1] Student at T.C. Yeditepe University berkay.yunusoglu@std.yeditepe.edu.tr
[2] Assist. Prof. Dr. at T.C. Yeditepe University cagla.seneler@yeditepe.edu.tr

This study suffered from some limitations like the small sample size, which is acceptable when dealing with an organisational sample type, but still need to be increased more. This study distilled 50 responses only, where managers, CIOs and CEOs were utilized.

As a result, CSFs in Turkey were determined by the managers included in the ERP projects. The distribution of success criteria according to these characteristics and their significance levels has been shown considering different demographic characteristics and application stages. This study is a first step in building a list of items that measure the performance of ERP systems. Such list is a good start for building a check list for evaluating ERP systems.

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Chapter 6

THE MOTIVATIONAL EROSION OF MISIMPLEMENTED POSITIVE DISCRIMINATION ON OTHER EMPLOYEES IN ORGANIZATIONS

H. Tezcan UYSAL[1]

INTRODUCTION

Improvement arrangements made in the context of social policies in terms of balancing business life and private life increase the integration of women into business life more easily, participation in public life and their visibility. In addition, services such as paid parental leave and the arrangement of flexible working hours in this context ensure the continuity of women in business life while maintaining the unity and sustainability of the family on the other hand (Yılmaz, 2015). Therefore, in order to provide social benefits, gender discrimination was prohibited by the Labor Law no. 4857 in Turkey; equal treatment, equal pay for equal work principle was adopted and positive discrimination towards women was presented (Altuntaş and Demirkanoğlu, 2017). In this respect, substantial legislative arrangements and, in particular, the reduction of women's traditional responsibilities with certain policies also increased the female employment (Hüseyin and Hüseyinli, 2016).

When viewed as a concept, positive discrimination is the name given to the whole of the policies, strategies, methods and practices developed in favor of disadvantaged groups of people in a society. Positive discrimination practices aim at privileged treatment of the mentioned disadvantaged persons in work and education (Akbaş and Şen, 2013). Positive discrimination, therefore, during the start of the employment or enrollment to the school, includes practices in some areas such as the prioritization of women or ethnic or racial minorities, weaker groups (Gözler and Kaplan, 2012). It can be said that positive discrimination programs that put women in a privileged position and include favorable regulations fall in contradiction to the principle of having equal rights, however, in reality, the aim of positive discrimination programs is to solve this problem by ensuring that measures are taken to eliminate the discrimination problem against women and to ensure that rights and opportunities are allocated equally between different sexes

[1] Lect. Dr., Bülent Ecevit University, h.tezcanuysal@hotmail.com

when the effect of motivation on employees and organizational performance is taken into consideration, it is suggested that misimplemented positive discrimination that was determined to have an important effect on motivation is determined and prevented, organizational managers acquire detailed information about positive discrimination, the employees are informed in terms of positive discrimination and their awareness against erroneous applications is increased, deterioration of organizational silence and the perception of justice among employees is increased. In addition, the negative perceptions that arise from employees due to misimplemented practices must be eliminated, supporting the positive discrimination in real sense and applying them on a legal basis.

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Chapter 7

GREEN INFORMATION SYSTEMS FOR A SUSTAINABLE MANAGEMENT

Ahmet DOGAN[1]
Ismet SOYLEMEZ[2]
Ugur OZCAN[3]

INTRODUCTION

Recently, climate scientists have presented alarming results. The accumulation of Greenhouse Gases (GHG) in the atmosphere is growing faster than originally predicted. In 2020, emissions targets of at least 20% below 1990 levels are called for by scientists, economists and policy makers. Information and Communications Technology (ICT) industries and developing opportunities for ICT is vital in creating a low carbon society and by 2020, a lot more could be done to help push the world in this direction. It is predicted that the potential use of ICT sector will increase greenhouse gases emissions. CO_{2e}, which was 0,53 Gt in 2002, is projected to be 1,43 Gt by the year 2020 accordingly. Nonetheless, ICT sector is claimed to be able to create opportunities which can decrease CO_{2e} up to 5 times the size of its own carbon footprint. With the created opportunities, the emission is estimated to decrease 7.8 Gt CO_{2e} which means a 15% reduction by the year 2020. In this scope, a save of £600 billion is foreseen through solutions and applications developed by the organizations (Webb, 2008).

A worldwide United Nations survey identifies environmentally sustainable development as the foremost concern of the issues dominating the future. As the report observed, “never before has world opinion been so united on a single goal as it is on achieving sustainable development”. It is seen that industry has also adopted this concern and environmental sustainability is acknowledged by many business leaders in their corporate vision. This top-down propagating concern for sustainable development has remarkably revealed that parties such as societies, private and public organizations, which normally contradict on many issues because of their conflict of interest, are able to come to agreement on a subject with global importance. Information Systems (IS) leaders took notice of “Green

1 Assist. Prof. Dr. Ahmet DOGAN, Osmaniye Korkut Ata University, ahmetdogan@osmaniye.edu.tr
2 Research. Assist. Ismet SOYLEMEZ, Abdullah Gul University, ismet.soylemez@agu.edu.tr
3 Assoc. Prof. Dr. Ugur OZCAN, Gazi University, uozcan@gazi.edu.tr

CONCLUSION

In 1987, the World Commission on Environment and Development (the Brundtland Commission) defined sustainable development as "development which meets the needs of the present without compromising the ability of future generations to meet their own needs" (Jeffery, 2006).Information systems have vital importance in creating sustainable organizations. While Green IT focuses generally on energy efficiency, Green IS focuses on the design, development and implementation of information systems in a way that supports sustainable business processes. It is not wrong to say that Green IS is more comprehensive, meaning it covers Green IT. In a globalizing world, organizations compete not only in their country's market circumstances. To keep existing, the globally integrated organizations have to revise their business in accordance with the changing and constantly improving consumer demands and needs. In recent years consumers evaluate the organizations not only for the goods and service they produce, but also for the benefit they provide for the society. In this context, both the perception of social responsibility and the prevalence of environmental attitude and behaviour resulting from consumers' environmental consciousness can be used to define organizations, which provide the best integration between producing goods and services and being socially responsible and beneficial to the society, as being 21st century organizations. It is possible to say that by "Going Green", the organizations can acquire a lot of gain both by profiting through organization sustainability with gaining competitive advantage and by fulfilling gratefulness for the society. All these advancements oblige the organizations to integrate green information systems into business processes.

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Chapter 8

A SOLUTION OF A VEHICLE ROUTING PROBLEM WITH SAVINGS HEURISTIC METHOD[1]

Harun SULAK[2]

INTRODUCTION

Approximately one-fifth of the total production costs of enterprises and almost half of the logistics costs consist of distribution costs. Finding the most suitable route to give the shortest time or distance to increase the quality of the service provided to the customers has become the most researched and studied subject today. (Kosif & Ekmekçi, 2012)

In order to meet customer needs, the problem of determining the least costly or shortest distance routes for the vehicles in distribution is considered as Vehicle Routing Problem. Generally, firms are looking for a solution to this problem without using any mathematical model, past experience or using their own developed algorithms. These vehicle routes that companies do without using a mathematical model cause high distribution costs. This is reflected to companies as an extra cost. Creating an efficient distribution route gives the company a big cost saving and is a significant advantage in today's competitive environment. By using scientific methods, it has been seen that there is an improvement between 5% and 20% in the total transportation costs with the planned distribution procedures and the established routes. (Güvez et al., 2012)

The vehicle routing problem, which has been studied for nearly 50 years because of its importance, was first discussed by Dantzig and Ramser (1959). Clarke and Wright (1964) developed the method of Dantzig and Ramser (1959) and proposed the classic saving method. Hence, hundreds of different models and algorithms have been proposed to solve different situations of vehicle routing problems. Because of the multiplicity of the application area and the interesting problem, vehicle routing problems attracted the attention of many researchers. (Düzakın & Demircioğlu, 2009)

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1 This study was developed of the presentation named "Vehicle Routing with Savings Heuristic and An Application" which is presented in the "Innovation and Global Issues in Multidisciplinary Sciences IV, 22-24 November 2018, Antalya" and published in Congress Book.

2 Asst. Prof., Süleyman Demirel Univesity, harunsulak@sdu.edu.tr

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Chapter 9

ECONOMIC APPROACH TO HRM: FIRM MANAGEMENT PERSPECTIVE

Gürhan UYSAL[1]

INTRODUCTION

There are several functions in firm management, and managers operate those functions. Functions are logistics, supply, stock, finance, accounting, marketing, production, etc. All have managers such as accounting manager, finance manager, marketing manager, etc. HRM has relation with economy through GDP variable. Firm produces GDPs in an economy, and managers of firm manage the firm. Therefore prformance of managers are crucial to firm performance. Managers manage the departments, and performance of managers determines firm performance. Firms produce GDP in economy. HR may have an impact on GDP through managers. Because department and managers' performance have impact on firm performance. In addition, professionals or managers must have theoretical knowledge in their field. Because theoretical knowledge increases individual performance of professional. The assumption is that theory increases task performance and theoretical knowledge of employees. It is new paradigm for HRM. New paradigm of HRM is task performance, which is related with individual performance. Earlier, human resource management is identified with performance, corporate strategy, and talent management. In this study HRM is identified with task performance. Organizations consist of tasks, and organizational tasks may have impact on firm performance. Because departments contain tasks that affect performance of department. Second assumption is that competence and theory may increase task performance of employees. Therefore, HR departments are to develope competence and task performance of employees.

[1] Doç. Dr., Ondokuz Mayıs Üniversitesi, İİBF, İşletme Bölümü, uysal_g@omu.edu.tr

Accordingly, in Figure 1, white curve is PM; black curve is HRM; and the other is written as strategic HRM. Those are the sets and subsets of human resource management.

Major limit of top management in firm management might be “budget limit”. Managers are restricted with budget constraints, especially in investment. That might be the case for human resource management. Human resource management in firms may be limited budget constraints. For example, it is for training. Number of trainees may be determined by budget limit, or compensation or wage is determined by total budget. HR planning, the most prominent HR practice, is limited by personnel budget allocation of firm management. Therefore, mathematic of limit may be applied to human resource management. For example, managers’ viewpoint against HRM determines strength of HRM in organization. So, managers’ point of view of HRM is maybe another limit that restricts human resource application in firms.

Secondly, core application of SHRM in firms might be HR system. and HR system may be established in organizations through set theorem. System theory figures that subsystems establish system in firms. There are some HRM practices that applied in firms. They are HR planning, staffing, recruitment, compensation, career planning, performance appraisal, training, etc. Those practices may establish subsystem (sets) in HR system. And sets come together and make up the HR system. This is set theorem of mathematic that may be used in human resource management. Because firms may establish HR department in their organizations through set and HR system notion.

Conclusion

To conclude, professionals must have theoretical knowledge in his/her career field. Theoretical knowledge may increase task performance of employees and organizational performance, consequently. Because organizations consist of tasks and professionals.

Further, according to assumption of this study, managers may have an impact on national GDP through firm performance. Therefore, talent management gains importancy for top management in firm. Because firm performance (production, sales) has an impact on GDP in an economy.

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Chapter 10

THE ROLE OF PERSONALITY CHARACTERISTICS AND ORGANIZATIONAL JUSTICE PERCEPTIONS ON EMOTIONAL LABOR DISPLAYS ON ACCOMMODATION BUSINESSES EMPLOYEE

Engin ÜNGÜREN[1]
Bekir Bora DEDEOĞLU[2]
Yaşar Yiğit KAÇMAZ[3]

INTRODUCTION

Since employee behavior affects both evaluation of quality of service (Hartline and Jones, 1996) and customer satisfaction (Wu and Liang, 2009), employee behavior has an undeniably important impact on customers' service evaluations. Also, from a customer's perspective, employees reflect the image of the business (Nguyen, 2006). Therefore, the behavior of employees in service production and utilization processes can have an effect on customer ratings.

Although the human factor is very important in business, one of the most significant disadvantages is that it is an emotional and social creature (MacKinlay, 2003). These emotional and social factors can easily lead to negative social impacts. However, when employees have a negative experience outside the workplace, businesses do not want employees to reflect that negativity on to their customers. Especially in the tourism sector, considering that the main purpose of tourists is to sightsee, have fun, and rid themselves of stress, this situation is quite important (Sohn and Lee, 2012). Indeed, directors of tourism businesses expect employees to consistently control their emotions, because they know that the negative emotions of employees can lead to critical evaluations, while employees' positive emotions can result in positive evaluations (Hochschild, 2003). Either in work life or life outside of work, employees can hide their negative emotions through their emotional labor displays. For employees, in this case, their behavior towards customers can sometimes be superficial and sloppy or sometimes reflect a dedication toward customers. According to the literature, employees' suppress-

[1] Dr. (Corresponding Author) Alanya Alaaddin Keykubat University Faculty of Business Administration, enginunguren@gmail.com
[2] Dr. Nevşehir Hacı Bektaş Veli University Faculty of Tourism,bbdedeoglu@hotmail.com
[3] Alanya Municipality Academic Research Center, yykacmaz@hotmail.com

emotional labor concept was categorized as two concepts: superficial and deep acting. However, the emotional labor concept has another dimension which is natural attitude (Ashforth and Humphrey, 1993). That these dimensions were not used in the current study forms the first limitation. The study's second limitation generates from the classes of the hotel businesses where this study was applied. In the current study, only four and five star hotels were included. But workers who work in the one, two and three star hotels could be sincerer than workers who work in the four and five star hotels (Dedeoğlu and Demirer, 2015). For that reason, employees of these hotel businesses' organizational justice perceptions could produce different results. As such, dealing with only four and five-star hotel employees could be considered a limitation.

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Chapter 11

LUXURY BRANDS' MARKETING STRATEGIES IN DIGITAL ERA

Oya ERU[1]

INTRODUCTION

Nowadays, consumption is not an activity made for only to meet basic consumer needs. It is believed that some of the purchased products or brands reflect the lifestyle, the style, trend or the status of the users'. These types of goods or brands can be defined as luxury products or brands. On the other hand, a perception of the haute couture products as symbols of status or power, and the economic developments in the world increase the interest and the demand for luxury products or brands too. Although there are traditional marketing applications for luxury brands, brands should not ignore that new media channels have emerged. These channels can describe as the internet and social media. At present, the internet is using in every place and every area of our lives and it is also using as a new shopping environment. And consumers start to use the internet and social media as a new shopping tool intensively too. Based on the technological developments, it can be said that consumers are not traditional consumers anymore. With, the usage of internet in the trade industry, make consumers more potent against to the companies. Users can share their positive or negative opinions about the products, services or brands, they can create groups who are interested in similar things, they are co-creators of contents or products, they are value driven, they search before purchasing and technology addicted. Because luxury brands need to reconsider about their traditional marketing strategies. Given the circumstances above, luxury brands have to adopt digital marketing strategies to their marketing plans. From this point on, this study is about developing suggestions for Luxury Brands' digital marketing strategies.

1. THE CONCEPT OF LUXURY

Rarity and being inaccessible, giving reputation, status, prestige such as the added value, makes luxury goods unique and desirable. As well as, functions or quality of a luxury product are already indisputable. Buying luxury goods pro-

[1] Dr. Öğr. Üyesi, Bolu Abant İzzet Baysal Üniversitesi, oya.eru@gmail.com

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