

Monday
AGRIBUSINESSTuesday
ENERGY DEVELOPMENTWednesday
TRAVEL, TOURISM & AVIATIONThursday
INFORMATION TECHNOLOGIESFriday
ENTREPRENEURSHIPFATMANUR
ERDOĞAN

fatmanur@kariyeryolculugu.com

Communication styles for century

In the old days, Turks preferred home-cooked food. Today, professional couples with less time than money log onto yemeksepeti.com to order dinner after an exhausting workday. Their lifestyle habits don't resemble those of their parents.

How many years did it take for Nike, Starbucks or Mavi to build names? Compare their relatively long, slow growth to the meteoric rise of YouTube, the popular video-sharing site. The company started in 2005 with the "Broadcast Yourself" slogan, and sold a mere two years later for \$1.6 billion.

Murat, a twenty-something marketing specialist, spends most of his time on friendfeed.com reading his peers' posts and sharing his opinions on subjects from CRM to sailing. He live-blogs the conferences he attends with his iPhone or Blackberry. He reads newspapers online, and looks to the Web for product reviews before he makes purchasing decisions.

At work, Murat is frustrated because his company blocks the social media tools he knows and loves. He prefers to communicate by phone or email, and he thinks his manager is inefficient and old fashioned, since he regularly pops into his office for "face-to-face" conversations about things large and small, and hardly ever responds to Murat's emails on time.

The Internet has changed forever the way we do business and how we communicate with each other. Yet too often companies are satisfied with managers who are not even comfortable with older technologies like email. If managers can't keep up with the times, how can they be relied upon to lead?

The business world emphasizes innovation, and product innovation is where the focus is. To nurture this culture we must understand the dynamics of communication, because everything we do is influenced by it. When communication styles and tools change, how can we foster a culture of innovation when our management practices are still stuck in the last century? To lead successfully, managers have to learn continuously, and that cannot be done simply by attending training sessions hosted by the HR department. It must come from an innate desire to move forward. If you are a manager with such a desire, then you know that communicating vision requires understanding the current environment and being able to look into the future. The old times are over. It is no longer possible for managers to understand developments in technology and communication by watching them passively. The times are about actively participating in them, experiencing them and experimenting with them.

Turks think executives paid 'too much money'

ANKARA
Anatolia News Agency

Turkish employees think high-level executives in their companies earn "too much money" as salary, according to a study by Kelly Services, a company specializing in human resource solutions.

The "Salaries and Performances of Executives" survey, conducted in 33 countries including Turkey, also showed Turkish employees think executives do not work as much as their staff. Around 63 percent think high-level executives are paid too much, while 43 percent think employees are working "more than their superiors." Only 32 percent said executives work "as much as their staff do," while 14 percent said executives work more than their staff.

Thirty-eight percent of those surveyed said executives "do not understand how daily work evolves," while 53 percent said their executives could not do the work they themselves have undertaken.

More than one-third of those surveyed said their superiors failed to deliver the necessary motivation to enhance productivity.

Another interesting result was that female employees complained more about the "high salaries" their executives earn.

The global picture

On a global level, 24 percent of employees think they are working harder than their executives, while 27 percent think executives do not understand the daily work. Almost one-third think their executives could not do the job they are undertaking, while 33 percent complained that executives failed to deliver motivation to staff.

From the eyes of employees, the highest paid executives are in Turkey, Hungary, Switzerland, Germany, Finland, the Netherlands and the United States. In all

Turkish employees think executives are paid too much, according to a survey by Kelly Services, conducted in 33 countries. The survey reveals a lack of communication between high-level executives and their staff, especially in big companies. Executives should improve communication, a Kelly Services executive says



RESPONSIBILITY: High-level executives, especially in big companies, should take more responsibility and improve channels of communication with the staff, according to Taylan Kovanlıkaya, managing director of Kelly Services in Turkey.

of these countries, a clear majority thinks executives are paid too much. During times of crisis this perception becomes stronger.

"Employees look at the general performance of the organization and fail to see the link between financial and operational results and executive pay," the survey said. Employees generally think that when the company fails to attain its targets, executives still are well paid but staff suffer from low salaries. They want to know in detail how executives are rewarded, and think that due to the current global crisis, executive pay and salaries should be lowered.

"Employees are negatively affected by the activities of many executives and the salary policies," said Taylan Kovanlıkaya, managing director of Kelly Services in Turkey. "They think that executives do not perform up to standard."

Old habits

"Many employees are still acting with old methods," Kovanlıkaya said. "Paying attention to other people's salaries and commenting on other people's performances are all indicators of these old methods."

"In a country [where the monthly minimum wage is about

\$293], a deepening income inequality between high-level executives and rank-and-file also results in discontent," Kovanlıkaya said. "Insufficient direct communication between high-level executives and the bottom in big companies is also a factor. Especially in big and populous organizations, internal communications policies and practices should be re-evaluated. The crisis might be an opportunity for this."

Kovanlıkaya said executive pay should be better linked to performance and the process should be more transparent, given the current financial crisis.



CHAMBER: Şaban Baş, chairman of the Adana Chamber of Commerce.

Economy hits bottom in Adana

ADANA
Anatolia News Agency

The impacts of the global crisis are being felt more and more in southern city of Adana, where economy has "hit the bottom," said head of the city's chamber of commerce.

The number of closed firms rose 26 percent this year, compared to last year, said Şaban Baş, chairman of the Adana Chamber of Commerce.

The data on foreign trade, the number of opened and closed companies and protested bills reveal the scale of the crisis' impacts on real sector, Baş said in a written statement, calling the government to implement urgently the measures to relieve real sector and secure market confidence.

October data from a monthly report prepared by the chamber on Adana's economic situation have revealed that economic balances have been damaged, while particularly foreign trade has undergone negative changes, Baş said. During the January- August period this year, export increase stood at 3 percent while import increase was 33 percent, he added.

The data reveal that more and more negative indicators emerge each day, signaling even more pessimistic climate for the upcoming period, Baş said.

Göcek by



Prof. Tanik Zafer Tunaya Sk. No:11
Gümüşsuyu İş Merkezi, Gümüşsuyu-İstanbul
Tel: 0212-292 11 28/29 Gsm: 0532-612 31 09
e-mail: ahermes@tnn.net

www.gocekhills.com
www.gocekvineyardvillas.com
www.gocekvillaholidays.com

Horses to the rescue for east

ERZURUM

Anatolia News Agency

Businesspeople in eastern Anatolia urged the construction of a hippodrome for equestrian and outdoor competitions in order to open new business fields and contribute to development.

Muammer Cindilli, chairman of the Erzurum Chamber of Commerce and Industry, has undertaken an initiative for a hippodrome project, which is also supported by some other chairmen of the chambers of commerce and industry in the region. Turkey's resources should be allocated to cities in a fair manner, said Cindilli. A facility in Diyarbakır is about to be complete, Cindilli said, adding, "There is already a hippodrome in Adana. A complex is being built in Diyarbakır. If southern Anatolia has these facilities, eastern Anatolia should as well."

Erzurum is "the most proper city" in eastern Anatolia for the establishment of the facility, Cindilli said. "In Erzurum, there are thousands of acres of land, most of which is publicly owned. More than half of the javelin clubs in Turkey operate in Erzurum. People in every village of the city love horses. Our people undergo enormous problems both physically and financially in order to maintain javelin throwing, which is our ancestors' sport. People care for horses just as they do for their own children," he said.

"We demand added value from horses in a city that cares so much for them. A hippodrome in Erzurum would create significant opportunities for both the region's economy and employment."



HIPPODROME: Businesspeople in eastern Anatolia see hippodromes as a source of revenue for the impoverished region, and demand that national resources be allocated fairly.

A hippodrome is necessary for the region, Cindilli said. "Erzurum tops among the cities that write songs about horses most. The songs about horses are here, but hippodromes are somewhere else."

Impacts on migration

The head of Ardahan Chamber of Commerce and Industry is also warm to the idea of a hippodrome in Erzurum. "It will brighten the region's economy," said Latif Tosunoğlu. "We are in need of any activity conducted in the name of development."

A hippodrome may create job opportunities for many people, he said. "We will support any kind of investment. Our region needs such investments." The efforts may stop migration and bring peace to the west by saving it from overpopulation, he said. "Every investment in the region will con-

tribute both to us and western cities."

Iğdır, a city close to the border with Armenia, Azerbaijan and Iran, is among the cities that support the project. Noting that eastern Anatolia's economy is based on agriculture and stockbreeding, Kamil Arslan, chairman of the Iğdır Chamber of Commerce and Industry, said: "Erzurum is the center of the region. A hippodrome in the city may create new business fields." The implementation of the aforementioned project is likely to contribute also to Iğdır, Arslan said. "Horse farms may develop with the hippodrome. Iğdır's geographical conditions are suitable to form the fields. Many people in Iğdır may obtain jobs thanks to the project. I believe the establishment of a hippodrome in Erzurum will be beneficial. We are ready to provide any kind of support for such a project."

*The 'sectors' page of HürriyetDN is the venue of our weekly exploration of the deeper dynamics in Turkey's economy