EUROASIA JOURNAL OF SOCIAL SCIENCES & HUMANITIES | ISSN: 2651-5261
Arrival Date: 28.03.2025 | Published Date: 29.04.2025 | Vol: 12, Issue: 2 | pp: 9-46
Doi Number: http://doi.org/10.5281/zenodo.15305703

BRAND POSITIONING IN THE GLOBAL MARKET: SUCCESS STORIES AND STRATEGIC APPROACHES

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ABSTRACT

Brand is seen as an identity for consumers. Brand provides confidence to consumers. A good brand is remembered more, preferred and creates a customer base. The brand establishes an emotional bond with the consumer, satisfies consumers and increases loyalty to the brand. The brand helps the business to gain competitive advantage. Brand positioning is the strategies that shape the perception of the brand in the target audience, how the brand differs from other competitors in the market and how it should gain a place in the minds of consumers. Brand positioning defines the place of the brand in the market and gives a direction on how the target audience will perceive the brand. Successful brand positioning in the global market requires the implementation of the right strategies, cultural adaptation and an in-depth understanding of consumer behaviour. In brand positioning in global markets, companies use different strategies to create a strong brand identity while appealing to both local and global target audiences. In this framework, the success stories and strategic approaches of global brands in Turkey (THY, Arçelik, Vestel, Ford Otosan, Turkcell, LC Waikiki, BİM, Ülker, Anadolu Efes and Mavi) are analysed.

Keywords: Brand, Brand positioning, Global market

1.INTRODUCTION

It has been observed that the differences between products and services in the competitive environment are gradually decreasing and the similarities are increasing. Over time, an established competitive structure is formed as the categories in the market mature. This increasing competition leads businesses to develop strategies to increase customer satisfaction. Businesses are obliged to compete effectively in the market with the aim of creating value for their customers. This value created in the competitive environment is perceived as lower cost and differentiated products or services. Products or services that offer differentiated value positively affect the profitability of businesses when sold at higher prices (Kahraman and Dağlı, 2019).

In market structures where functionally similar products are densely located, it is observed that products or services with brand value are perceived differently by customers. It is understood that the idea that every product or service produced in the past could be sold has lost its validity today. This situation has also affected the perceptions of customers. As a result, the importance of the brand concept has become more evident (Deniz, 2011).

The goal of every business is to be one step ahead in the competitive environment. One of the most effective ways to achieve this goal is to create a strong brand. Businesses that want to be preferred more by consumers aim to achieve a successful brand image. A business or product should create positive perceptions such as reliability, prestige and preference in the minds of potential customers. One of the basic elements of brand management is for the brand to gain a place in the minds of consumers. The brand needs to provide a certain positioning in the minds of the customer, and this should not be limited to trying to reach all consumers in the market. Effective brand management is of great importance in terms of determining the right target audience. The point to be considered here is to focus on a specific market segment instead of the entire market (Acar, 2020).

Brand positioning primarily involves the process of determining the target market. This process involves determining who the audience the brand needs to reach and what segment of the market this audience constitutes. In a market where consumers have different expectations and characteristics, targeting the entire market is generally not considered a strategy that leads to success. Instead, dividing consumers with similar expectations into groups and dividing the market into segments facilitates positioning decisions by creating homogeneous audiences. In this way, marketing strategies are developed more effectively (Beyaz, 2020).

An important stage of the brand positioning process is market segmentation. Determining the target market by analysing the market helps the company to effectively implement positioning strategies and strengthens the brand's presence in the market. Market segmentation and determining the target audience make it possible to predict important elements for this audience and meet customer needs differently from competitors. Thus, the positioning strategy is implemented in the most appropriate way. Positioning decisions taken by considering the market structure contribute to the brand entering the target audience's preference list. This leads to the establishment of a strong emotional bond between the brand and the target audience. Therefore, in order to achieve effective brand positioning, it is of great importance to correctly determine the target market and determine the target audience that will form the centre of the market (Songil , 2009; Yıldırır and Çatır, 2020).

Today, increasing competition conditions and changing consumption habits have increased the efforts of countries and businesses to gain a place in the world market. In this context, businesses focus on developing strong brands in order to create more market share and added value. Global brands that have gained power in the international market over time offer those countries an important source of wealth. Today, the importance of the brand is better understood and conscious businesses develop effective brand strategies. Businesses are aware that they can achieve success by branding and differentiating. However, businesses that see that being a local brand is not enough have also realized the need to focus on cross-border activities in order to be effective in the international arena. Businesses that increase their international presence are conducting brand development studies to be successful in foreign markets and are making efforts to become a global brand in line with the aim of participating in global competition (İnce and Uygurtürk, 2019; Somaklar, 2006). In this study, brand positioning in the global market and the success stories and strategic approaches of global brands in Turkey have been examined and interpreted in detail.

2. LITERATURE STUDY

2.1. Definition of Globalization

Globalization in the world is defined as a process of rapid changes in the fields of culture, economy, technology and communication and the increase in international relations as a result of these changes. The term "globalization" is derived from the Latin word " Globus " and is used as " globalization " in Europe. In Turkish, it has been determined that the word globalization is used, which is derived from the French word "küre". Globalization is called

the convergence and integration of the politics, economy and communication fields of nations (Uçar, 2023).

It has been observed that the concept of globalization gained momentum in the eighteenth century. It is understood that this concept represents the integration process in many areas and has continuously developed except for the period between the two world wars. Globalization, which has become an important key concept with social, economic and political evaluations since the 1980s, is among the most frequently used terms in international politics, diplomacy and academic studies (Aydemir and Kaya, 2007). However, since globalization has profound effects on every segment of society and cannot be evaluated objectively, it is also seen that it does not have a generally accepted definition (Adıgüzel, 2011).

In the literature, the term globalization is used synonymously with concepts such as liberalization, universalization, internationalization, interdependence, westernization and modernization. This situation reveals that globalization is associated with many events and reflects the cause-effect relationship as a basic factor. However, using the word globalization in such a broad sense makes it difficult to understand what it is. For this reason, it is important for globalization to be addressed by different disciplines from different perspectives. In this way, the true meaning and effects of globalization can be better understood (Bayar, 2008).

The concept of globalization is addressed in various ways by different academic disciplines. While economists and business managers define globalization as international businesses, global markets and production gaining an international dimension, some scientists associate this phenomenon with the future of nation states or the decline of the global system (Adıgüzel, 2011).

Globalization is defined as a process in which nations, businesses and individuals are becoming increasingly interconnected around the world (Wood et al., 2015). This process is also considered as a new industrial revolution led by information and communication technologies (Appadurai, 2008).

2.2. Global Market Concept

The gradual decrease in trade barriers, the increase in regional integration, the improvement of international trade infrastructures and the emergence of new markets around the world have created a different competitive environment for businesses (Aykol, Leonidou, & Zeriti, 2012). This situation provides businesses with easier access to new markets, as well as the opportunity to determine wider supply sources and new opportunities for future growth.

However, on the other hand, the increasing globalization of markets and production increases the intensity and complexity of global competition, which makes things difficult for practitioners. For this reason, many businesses increasingly recognize the critical role of effective international marketing activities in achieving growth and prosperity (Leonidou et al., 2010).

Business-to-business marketing is becoming increasingly important for economies and businesses worldwide. In order to meet global opportunities and challenges, there has been an increase in the use of international marketing practices (Helm and Gritsch, 2014). For example, industrial buyers are moving towards more global purchasing strategies (Jia et al., 2014), establishing new international supply networks (Elg et al., 2012), and identifying and evaluating new supply opportunities, which in turn require more intensive use of technology (Wu et al., 2006). Business-to-business marketers are embracing this understanding by recognizing the importance of building successful relationships with international collaborative partners (Samiee, Chabowski, and Hult, 2015). In addition, the effects of business-to-business branding and the importance of establishing strong international brand management capabilities are increasingly understood (Leek and Christodoulides, 2011).

In the international market, businesses engage in activities such as establishing strong business networks and political ties, establishing and developing international alliances and joint ventures with competitors directly and indirectly, and creating special marketing capabilities to increase international competitiveness. The literature provides guidance on the basic business activities of businesses, how to outsource to businesses that cooperate internationally, how sustainability and corporate social responsibility can be implemented in the international business-to-business market, and how to integrate them into global supply chains (Ahearne and Kothandaraman, 2009; Chan, He and Wang, 2012).

It has been noted that there has been a significant increase in knowledge on business-to-business global marketing issues in the literature. There are gaps in understanding how and why some international marketing practices work and others fail. There is a general need to address theory gaps and criticisms within the business-to-business international marketing field and to contribute meaningfully to theory development (Aykol et al., 2012).

2.3. Brand and Brand Strategies

Brands play an important role as complements to the products offered to the consumer. They are the primary elements that determine the identity of the products, differentiate them

and add value to them. This situation ensures that brands have an effective effect on the purchasing decisions of consumers. With globalization, the increase in the similarities of products in terms of appearance and quality has led businesses to develop strong brands in order to compete with their existing products and brands and to create a difference.

The identification of products and services is realized through the brand. The brand enables the consumer to recognize the product and thus offers the opportunity to accept or reject it. In addition, brands play an important role as image carriers (Ceritoğlu, 2005). It is seen that the products and services offered to the market, in time, go beyond the information of who produced them and undertake the basic function of distinguishing them from similar ones (Arkan, 1997). In addition, the view that the brand cannot be evaluated independently of the business has been replaced by the idea that the brand can have this independence over time (Ayber, 2003).

The concept of a brand is defined as a combination of names, terms, signs and symbols that distinguish the products and services offered by a seller or a group of sellers and that differentiate them from their competitors (Kotler, 2000). The visible components of the brand consist of symbols, logos, brand name and packaging, while the invisible components consist of elements such as the target audience, the value proposition created by the brand in the minds of individuals, brand personality and brand image. A brand's strong position depends on the effective evaluation of these two components. The invisible elements of brands represent their essence and spirit; this ensures the permanence of the brand (Öztürk, 2006).

Long-term thinking, good perception of the environment and seeing the purpose accordingly are defined as strategy. Accordingly, when it comes to strategy, it is seen that the goals that are future-oriented, clear-vision, and set forth within the framework of planned paths and methods come to mind (Özer, 2015).

Brand strategy; is evaluated within the framework of business strategies that bring together all brands within the first institution, depending on the benefits offered by the brand and the target audience. As a result of the best combination of marketing mix components and business strategies, the brand position desired to be perceived by the target audience is created. As a result of checking other details of brand strategies, it is necessary to determine the promises that will best explain the brand and strengthen them with the necessary promotional activities (Aktuğlu, 2004).

Today, the competitive environment has become increasingly challenging. Businesses must brand in order to survive and be successful. In the period when the world market is no longer divided into regions but has become a single market, businesses have become strong competitors in the international arena and as a result, it has been determined that the concept of branding provides a stronger place with certain strategies.

In order for businesses to have a strong identity, brand strategies must be well-studied. It is seen that the concept of brand value is of great importance for businesses to compete with other businesses. Brand strategies of businesses play a serious role in creating brand value. In addition, when brands are expanded and new products are introduced to the market under the name of the brand in question, success will be achieved through brand strategies (Korkut Altuna, 2007).

In order for brand strategies, which are quite effective in perceptions in the market environment, which is the evaluation phase of business activities by consumers, to be even more effective, it is necessary to try to increase the level of satisfaction, to be forward-looking, to make a difference and to try to gain competitive advantage. In order to ensure market leadership, it should be ensured that the brand strategies of the business are in line with other strategies (Elitok, 2003).

Businesses experience some problems with their policies, especially when determining their brand strategies. First, when distributing, they will choose their own brand, namely the national brand, the intermediary brand, also known as the private label, or the mixed brands where they will use both. Then, it is necessary to determine whether a multi-brand strategy or a single-brand strategy will be implemented. The decisions made within the framework of these two issues are important in determining the future of the business (Mucuk, 1999). For this reason, determining how the branding of new products will be done is an important decision. Businesses have three options in this regard. These are; developing new brand elements for the new product, applying some of the existing brand elements, using a combination of the elements of the new and existing brand (Borça, 2013).

In order for brand strategies to be successful within businesses, a detailed and very good study must be done. When this is done, it will be easier to reach the target audience and successful results will be achieved in this way.

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2.4. Global Brand and Factors Affecting Global Brand Formation

Brand is one of the most important concepts of marketing that represents the differences between products. Symbolized by a letter or a picture, the brand is defined as a sign in essence (Şanal, 2006). While the brand has the feature of making a promise, it covers everything we can perceive with our five senses as a combination of perceptions about any product or service. While brands differentiate products from others, they also facilitate consumers' purchasing decisions (Özdemir and Öncül, 2016). As a result of globalization, global brands have emerged in trade and economy. Brands such as McDonald's and Coca-Cola can be shown as examples of such global brands. However, there is no generally accepted global brand definition in the literature by practitioners and researchers (Kim, 2004)

Specific definitions of global brand can be summarized as follows:

Global brands are defined as brands that are marketed based on similar strategic principles around the world. Global brands are defined as brands that exhibit a high degree of similarity in terms of elements such as brand identity, advertising strategies, positioning, brand personality, consumer sentiment, product and packaging across all countries of operation (Aaker and Joachimsthaler, 1999).

Brands that operate geographically around the world and make a large portion of their sales outside their country of origin are defined as "global brands" (Kim, 2004). Although the term trademark is a historical concept, its current usage is associated with common branding strategies adopted around the world and in this context it is called "global brand" (Zhiyan et al. 2010).

The recognition of a seller's products worldwide and their differentiation from competitors is achieved through the same name, design, symbol or a combination of these; this gives rise to the global brand phenomenon (Ghauri and Cateora, 2010). Brands that are accessible, recognized, in demand and accepted in the global market usually have a distinct brand personality, look and feel, offering a consistent positioning with the same brand name. These brands are defined in the larger market by coordinating with central marketing strategies and programs (Özsomer and Altaras, 2008).

In order for a brand to be defined as a global brand, it must meet various criteria determined by Interbrand. According to Interbrand, in order for a brand to achieve global brand status, it is expected that at least 30% of its revenue comes from outside the brand's main market area, that it has a significant presence in Europe, Asia and North America, and that it has a

geographic coverage in emerging markets. In addition, it should be taken into consideration that there is publicly available data on the brand's financial performance, that the long-term economic profit is positive, that the brand provides a return above its cost of capital, that it has a public profile, and that it has sufficient awareness and recognition among the world's major economies (Interbrand, 2013). A global brand is defined as a brand where common or similar branding decisions and marketing strategies are implemented worldwide and that these practices are perceived similarly by consumers. This situation is also supported by numerical data such as the geographical distribution of sales and profits.

A brand that operates in many countries, maintains a similar position in all markets, and must have features such as a brand logo and brand name is defined as a global brand (Hofstede and Hofstede, 2005). Brands that apply similar branding methods worldwide and are thus recognized globally by consumers are called "global brands" (Karataş et al., 2014). In this context, the difference between a global brand and an international brand is the most important element to consider. According to Karataş et al. (2014), it is not enough for a brand to sell in more than one international market to be considered an international brand; more criteria must be met for this brand to truly reach a global dimension. This raises questions about why brands choose to become global brands.

One of the main reasons for global branding is that globalization has become a prerequisite for competition in some markets. It is clear that reaching a global customer and marketing network is essential in order to recover large investments in sectors such as high technology, healthcare and automotive. Global brands are better known than local brands and are generally considered to be of higher quality and reputation. This puts them in an advantageous position and has a more pronounced effect in developing countries such as Turkey. In addition, the positive attitudes of consumers focused on global consumption towards global brands stand out as an important factor affecting the globalization tendencies of these brands (Söylemez and Taşkın, 2015).

2.5. Global Brand Strategies

With the industrial revolution experienced in the world, mass production has increased and businesses have reached the capacity to produce more than what local markets offer. This situation has created an imbalance between limited demand and increasing supply and has forced businesses to turn to foreign markets. The desire for global growth has required the determination of new strategies, especially for international markets. According to Levitt, who

has conducted many studies in this field, as a result of globalization, the needs of consumers will become similar and this will lead to the emergence of a global market dominated by standardized products (Levitt, 1983). It is possible to say that such a situation is also valid for global brands. In this context, the issues of how and to what extent brands will be standardized or adapted while creating global branding strategies are brought to discussion (Söylemez and Taşkın, 2015).

When the applications examined in the literature are examined, it is seen that some brands such as the sports equipment manufacturer Nike have achieved success through standardization. On the other hand, global brands such as Coca Cola have developed their marketing strategies by using adaptation and customization methods as well as standardization. These different examples have led some researchers to argue that it is more appropriate to adopt an approach that enables transitions in terms of branding strategy, in addition to a clear global and local brand differentiation.

When developing such a strategy, certain elements that constitute the brand must be standardized and other marketing elements that support brand communication must be adapted to local conditions. This approach is considered as a reflection of globalization. When determining the strategies of global brands, it is suggested that some brand elements will be standardized and some will be adapted. It has been determined that the factors affecting these elements generally vary from business to business. This situation is a direct relationship between the characteristics of the product and the structure of the target market. It is seen that certain decision areas emerge especially in global branding strategies. These decision areas are gathered under three main headings: Marketing Mix Strategy, Brand Identity Elements Strategy and Basic Sales Promise Strategy (Kaplan and Baltacıoğlu, 2009).

Marketing mix strategy includes price, product distribution and promotion elements. This strategy includes adaptation and standardization approaches and plays an important role as global branding strategies (Kaplan and Baltacıoğlu, 2009). The elements of brand identity, the elements that make up the brand, are grouped under six basic headings. These can be listed as: brand name, logo, font and symbols, brand heroes, brand slogan, brand music and packaging. These elements, which appeal to the five senses of consumers and shape the brand image, help consumers become familiar with the brand through constant repetition. For this reason, it is considered one of the most important factors that increase the likelihood of choosing the brand.

The basic selling promise strategy argues that the main benefit that the brand offers to consumers should be standardized, regardless of the geography and culture in which the product is marketed (Niu and Wang, 2016). In line with these strategies explained, it is emphasized that while adhering to the basic sales promise of the brand in global markets contributes to increasing brand loyalty and awareness, some adaptations and adjustments can also be made during the implementation process. These changes can be made for brand identity as well as marketing mix components. When applied correctly, they do not harm the globality of the brand, on the contrary, they can strengthen it even more.

2.6. Attitudes Towards Brands in the Global Market

It has been determined in different sources that the product that a consumer will buy is subject to a comprehensive evaluation and is addressed in parallel with the components of the brand. This has led to the definition of consumers' feelings and thoughts towards the brand in different ways (Atıgan and Yükselen, 2018). When explaining the concept of brand attitude, the definitions of Fishbein and Ajzen (1975) are generally taken as basis in the literature. Brand attitude is defined as the tendency of individuals to respond positively or negatively to global brands as a specific attitude object (Kelley, 2010). In this context, it is emphasized that consumers develop certain behavioural attitudes towards goods and services and that this situation is an important issue in terms of marketing science. In addition, since the concept of attitude is directly related to human perceptions, it has been revealed that these attitudes are effective determinants in predicting consumer behaviour towards the brand. Consumers' perceptions are an important factor that also affects their consumption behaviour (Kayabaşı and Özkan, 2020). In addition, brand attitude plays a critical role in creating strong brand equity such as perceived quality and awareness (Papadimitriou et al, 2016).

It is an accepted fact in marketing sciences that consumers' purchasing behaviours are affected by their attitudes towards brands. Research in the literature shows that studies examining attitudes towards global brands are quite limited (Srivastava and Balaji, 2018). In the analysis of these studies, it has been revealed that products with global brand perception offer high expected benefits to consumers and attitudes towards these products are generally more positive (Karataş and Altunışık, 2016).

When the studies on global brand attitude are examined, it is seen that concepts such as cosmopolitanism, global consumption trends, materialism, consumer ethnocentrism, global

business attitude and perceived global brand value stand out among the basic elements of this concept. In this context, the factors affecting attitudes towards global brands were examined in detail in the study conducted by Karataş and Altunışık (2016). The findings of the study revealed that the participants expected high benefits from global branded products and that this expectation developed positive attitudes. The study lists individualism, expected benefits and materialism among the factors that positively affect attitudes towards global brands; and anti-globalization, consumer ethnocentrism and hostility towards global businesses among the factors that negatively affect attitudes towards global brands. The concept of materialism is defined as the perception of material assets, especially the acquisition of goods and property, as the main determinant of happiness. Materialism, which has an important place in terms of attitudes towards global brands, is also supported by research in the literature. According to these studies, consumers with materialistic values and societies consisting of such individuals develop positive attitudes towards global brands. Materialistic societies and individuals exhibit a more positive approach towards global brands. Similarly, in societies such as the USA, where vertical individualism is more pronounced compared to collectivism, the rate of preference for global brands and loyalty to these brands is higher. Individualism, along with elements such as ethnocentrism and materialism, stands out as an important factor in shaping attitudes towards global brands (Kelley, 2010).

The general literature, the concept of global corporate hostility is examined within the framework of the country of origin effect. In this case, it has been determined that opposition to globalization plays an important role. Consumer ethnocentrism, which is formed by ethnic nationalist feelings and reluctance to buy foreign brands, is an important point in this context. While the source of ethnocentrism is patriotic feelings, the source of global corporate hostility stems from reactions to the historical and current political or military activities of the target country or from direct opposition to globalization (Karataş and Altunışık, 2016).

It is a concept that expresses the presence of the brand in the consumer's mind, and the buyer's realization or remembrance that the brand is part of a certain product category is defined as brand awareness. This concept is addressed in the literature to include brand recall and recognition elements. Consumers' brand attitudes and perceptions are affected by brand awareness. Therefore, effective management of global brand perception positively affects the consumer's attitude towards the brand and creates a positive corporate image by increasing brand awareness (Foroudi, 2019). Foroudi's study conducted in 2019 examined the effect of

global brand awareness and perception on global brand attitude. As a result of the study, it was determined that there is a positive relationship between brand awareness and brand attitude. The concept of benefit addressed from the perspective of consumers includes emotional and tangible benefits. While the functional features of products indicate tangible benefits, elements such as aesthetics and pleasure are among the emotional benefits.

The expected benefit from global brands focuses on how these branded products respond to consumer needs and in what ways they differ from other brands. In this context, the superiority and distinctive features of global brands are among the important functional elements that shape consumers' preferences. Consumers' attitudes towards global brands are also directly linked to this expectation of benefit (Karataş and Altunışık, 2016).

One of the most important factors affecting attitudes towards global brands is defined as the level of global brand awareness. An important study on this subject was conducted by Sarıtaş and Duran (2017). The study examined consumers' global brand awareness and concluded that globalization has a positive effect on the brand's perception of globality, and also has a positive effect on global brand attitude and purchasing decisions. In another study, Söylemez and Şahin (2021) investigated the variables affecting attitudes towards global brands and determined that elements such as global identity, global consumption focus and materialism are effective on this attitude. As a result, it was revealed that global brand attitude has a significant effect on global brand purchase intention.

There are numerous studies in the literature examining global brand attitudes both directly and indirectly. While some of these studies focus directly on the effects of global brands on consumer behaviour, it is seen that the majority of them are addressed in terms of global brand perception. In addition, in addition to the discussions on the definition of global brand in the literature, there are studies examining the concepts of globalist and locality. A significant portion of the studies have been conducted for developing countries such as Turkey and some other Asian countries (Söylemez and Şahin, 2021; Hasan et al., 2013; Steenkamp and Jong, 2010; Yu and Dong, 2010; Guo, 2013).

It has been determined that global brand perception has a more significant effect on consumers in developing countries. Studies in the literature show that global brand perception has both indirect and direct effects on consumer behaviour. However, individual characteristics, product quality, price elements and perceptions towards the brand are also among the important factors that shape brand attitudes.

2.7. Brand Positioning in the Global Market

In the light of the changing world and developing technology, it is seen that our age is taking a dynamic shape. This process has caused the needs of humanity to increase continuously; thus, innovations, continuous development and production have become a necessity. This transformation shows that the world is constantly renewing and people are always looking for innovation (Bruce and Harvey, 2010). Global products can be defined as products that offer sales opportunities all over the world, are met with interest by a wide range of consumers and are traded in different geographies. These products are recognized by consumers on a global scale and ensure the creation of a uniform structure.

In order for the products here to gain a global character within the global market, it is important for the brand to be accepted by the consumer in the market it has entered, to present the characteristics of the market it is trading in a positive way to the consumer, and to ensure customer loyalty and loyalty with the trust offered to the consumer. Otherwise, it will unfortunately not be possible to talk about the globality of the product (Irizbek Kızı, 2015). The mission it has undertaken. In this period, it is seen that almost all brands are trying to become global. One of our biggest goals is to reach brands that have achieved international success in Turkey. Successful global brands that have emerged in certain countries have also made significant contributions to the development of employment in those countries. It can be said that this situation will greatly benefit the country's economy (Ünalan, 2014).

There is no obstacle for brands to be global. One of the world's leading global brands emphasizes that a brand must transcend borders in order to have an international presence. In this context, some of the main problems can be summarized as follows:

The brand needs to significantly increase its market share in the country it operates in. Businesses must build trust and ensure customer loyalty by increasing their acceptability in their own country. In order to become a global brand, businesses must first aim for continuous growth. In this process, it is of great importance for the brand to narrow down its target audience within the country it is located in and follow a global strategy as much as possible (Ünalan, 2014).

3. REVIEW OF BRANDS THAT HAVE PERFORMED GLOBAL MARKET BRAND POSITIONING

3.1. Success Stories of Turkish Brands That Have Realized Brand Positioning in the Global Market

3.1.1. Turkish Airlines

Turkish Airlines (THY) managed to become a brand in the national market in 1956 throughout Turkey. Today, it has been determined that THY has become a global brand representing Turkey in the international market. THY has seen that being a brand is the basic condition for being able to compete in the global market. It has been determined that THY has given importance to quality and standardization in the services it has offered to its customers in every field since its establishment. In addition, THY has received various licenses and ISO 9001: 2000 Quality Management System Certificate since 2003 in order to achieve its branding goals (Alizade , 2024).

THY, which has become a global brand, shares its resources with the society and contributes to the people of Turkey and the world with its social responsibility awareness. For this reason, THY has sponsored many projects in the fields of science, education, art, sports and culture. It is said that the communication strategies used by THY aim not only at the target market but also at the convergence and unification of the whole society within the framework of social responsibility. THY has become the official sponsor of the football clubs Manchester United, Barcelona, Bursaspor, Beşiktaş JK, Galatasay SK, Fenerbahçe SK, Trabzonspor and the Turkish National Football Team. In basketball, it has been the official sponsor of the FIBA 2010 World Basketball Championship, Business League, Turkish National Basketball Team, Turkish Airlines Euroleague and Valencia Basket Club has been the sponsor of THY; PTT Thailand Open and WTA Istanbul Champion in tennis Presidential Cycling Tour of Turkey, Istanbul Eurasia Marathon and Shop&Miles with ship Sailing It is the official sponsor of the Cup (Alizade, 2024; Halitoğulları and Dinç, 2020).

ranked fourth in the 50 Most Valuable Brands of Turkey research conducted by Brand France in 2013 with an AA grade. Until 2000, THY positioned itself as an airline company that operates flights to many destinations. THY wanted to remain in a single hub and in this regard, it created asymmetry and as a result, it positioned itself as an international airline by transporting passengers from the world to Istanbul and from Istanbul to the world, making Istanbul a destination centre (Begtimur and Alizade, 2024).

The pricing of THY business benefits the brand positioning process, and the prices determined for the services are particularly effective in positioning the brand as a public brand. The THY brand positions itself as a public brand that appeals to all consumers and provides quality flight services at the lowest prices (İri and Acar, 2017).

3.1.2. Arcelik

Founded in 1955 in Sütlüce, Arçelik was brought to life with the initiatives of Vehbi Koç and Lütfi Doruk. Lütfi Doruk stands out as the architect of the Arçelik idea. In its early years, Arçelik was operating in a period when the transition to the production era had not been made. During this period, Arçelik products attracted attention as luxury items that were rarely found among the public. The 1960s and 1970s are known as the times when Arçelik products began to be offered for sale and found a place in homes. The production era continued until the 1990s. Today, Arçelik reaches every corner of Turkey with its various product groups. When examined in terms of market share, it is seen that Arçelik has a significant share of 50%. The company has achieved significant successes abroad as well as domestically. It is noteworthy that Arçelik is growing rapidly in the international arena. In 2002, Blomberg in Germany and Elektra in Austria Having acquired the Arctic brands in Bregenz and Romania, Arçelik has also included the Leusire, Flavel and Trolia brands in its portfolio (Canpolat, Kılıç and Özaltın, 2020).

Arçelik stands out as a brand awarded by the European Union Commission. The Arçelik refrigerator manufactured in Eskişehir has been defined as the least energy consuming refrigerator in Europe. In addition, Arçelik, European It won first place in the Energy + Competition. Today, Arçelik positions itself as a global brand. Arçelik's closest competitor is the Beko brand, which was launched in the 1990s. While Arçelik's index is in the 60s, Beko's index varies between 4.6 and 5. Arçelik's main purpose is to meet consumer needs with various sales practices and campaigns. When looking at Arçelik's advertisements, it is striking that intensive work is done especially on image advertisements. During this period, Arçelik took important steps by changing its logo. Arçelik strengthened this new identity by identifying itself with "Steel”. Realizing that advertising is an important marketing tool today, Arçelik has started to advertise in different media. As a result of the advertising activities, the concept of "Our Arçelik" has been placed in the minds of consumers and "Çelik", which is a part of this idea, has become a member of the families (Karsu, Erdem, Gür, & Ezen, 2010; Delikan & Şener, 2020).

In 1990, Arçelik took its first steps towards becoming a global brand with the Beko brand. Today, Arçelik makes a significant portion of its sales abroad and thus has taken on a truly global brand identity. In particular, it is observed that 70% of Arçelik's sales abroad are made under the Beko brand. Arçelik's success abroad stems from the development of different

positioning strategies suitable for the market dynamics of each country (Albayrak and Arslan, 2023; Çalışır and Aksoy, 2018).

Arçelik creates various differences in its products depending on the market of the country it wants to enter. For example, in some countries, a single model is entered into the market, while in other countries, products are offered with changes appropriate to local conditions.

3.1.3.Vestel

Founded by Mehmet Zorlu in the early 1950s, Vestel established the core values of the Zorlu Group during this period and initiated a rapid development process within the company. Vestel stood out with its great emphasis on quality, and this was one of the most important elements that grew the company. Vestel's principles consist of integrity, honesty, perseverance and quality (Canpolat, Kılıç and Özaltın, 2020).

Until the 1990s, Vestel directed its investments mainly to the home textile sector. However, when the opportunity arose to transition to the electronics sector in 1994, it began to allocate capital in this direction. Thus, the foundations of the Vestel Electronics Group were laid. In 1996-1997, it diversified its growth strategy by investing in the rapidly growing energy sector and financial services sector. During this period, it was seen that the transaction volume of the Vestel Enterprise tripled and its core values approached 1 billion dollars. In addition, it became the world's largest polyester curtain manufacturer by showing vertical growth in polyester curtain production by operating in the fields of weaving, spinning and textile technology. The electronics group also grew during this period and rose to a remarkable position in the international market. Afterwards, Vestel Enterprise established a bank, established a company conducting leasing activities and factoring activities, and it was determined that it entered the electricity distribution sector by starting to produce electric generators. During this period, Vestel Enterprise entered the field of competition in the energy sector and after the privatizations, the company became more active especially in the field of energy. According to the Zorlu Group, it has been determined that Türkiye thinks that the European Union is an important opportunity for them and that they will be in a better position in the European market in this way (Karsu, Gür, Erdem and Ezen, 2010).

The Vestel brand clearly shows that the Zorlu Group operates in the retail sector. This strategic decision is considered as an important step reflecting Vestel's vision for the future. In line with its branding strategy, Vestel is recognized as a strong manufacturer in Europe and

breaks records in exports. Having gained a solid place for itself in the European market, Vestel has now entered the branding process in the markets of neighbouring countries. Vestel is the world's third largest television manufacturer. For this reason, Vestel has a high market share with its own brand in the countries around it. Vestel continues its marketing activities in the international arena in countries such as Kazakhstan, Turkmenistan, Kyrgyzstan, Uzbekistan, Georgia, Tajikistan, Azerbaijan and Armenia, as well as in Iraq, Iran, Syria and Cyprus (Kurtbaş , 2007).

Vestel has achieved significant success on a global scale, especially in the white goods and electronic products market today. Vestel has achieved a market share of up to 50% in Europe as a result of OEM and ODM production. When Vestel's technological infrastructure is examined, it is determined that it is at the same level as many well-known companies in the world. Vestel is recognized and accepted as a strong manufacturer all over the world. It is seen that the branding process has become easy thanks to this solid infrastructure in Vestel. Vestel does not have sales and production centres abroad. When Vestel's presence abroad is examined, it is seen that this is generally limited to R&D centres. Vestel markets its products abroad under different brands. This situation is evaluated within the framework of Vestel's multi-brand strategy. It has the principle of presenting Vestel products under different brands in different locations. Vestel's brands in retail chains abroad are listed as Alaska, First Time and Seg. Thanks to these brands, Vestel manages to enter international chains. It is seen that Vestel's market share has reached 48% in Europe. This situation reveals that Vestel has achieved significant success (Canpolat, Kılıç, & Özaltın, 2020).

Digital Production Inc., a 96% partner of Vestel Elektronik, which aims to produce digital products. In 2007, Vestel developed a multi-brand strategy to bring world-famous brands together at sales points. Within the framework of this strategy, Vestel created concept stores, thus increasing Vestel's growth phase. As a result of this strategy developed by Vestel, global brands such as JVC, Whirlpool, Tefal, Palm, Rowenta, Moulinex, HP, Philips, Nokia, Motorola and Samsung have had the opportunity to meet consumers at Vestel sales points. One of Vestel's most important advantages is its superiority in technical service. Vestel has 580 technical service points throughout Turkey (Kurtbaş, 2007).

Vestel's activities continue in Turkey, France, the Netherlands, South Africa and Germany. Vestel's fields of activity consist of electronic products, textiles, energy, finance and

tourism sectors. Vestel successfully represents Türkiye in the international market. It is seen that Vestel's exports abroad have increased over the years (Karsu, Gur, Erdem and Ezen, 2010).

Vestel has seen a significant impact especially in the Asian market with its international brand identity and as a result, it has become one of the well-known brands in the region. As one of the biggest commercial brands of Turkey, Vestel; will provide significant advantages in international promotion as a result of the roles it will undertake in international organizations and the sponsorship activities it will carry out. When Vestel's sponsorships are examined, the example of Vestel Manisaspor draws attention. This sponsorship activity is considered as an important step for Vestel to show itself in the international market (Göktürk, 2017).

3.1.4. Ford Otosan

Ford Otosan is considered one of the largest industrial establishments in Turkey. Ford Otosan exports to over 100 countries worldwide. Ford Otosan is in an important position in the production of both passenger and commercial vehicles with its factories located in Eskişehir and Kocaeli. Ford Otosan aims to be a leader in the automotive sector as a result of its investments in electric and autonomous vehicle technologies (Aydın, 2019). Ford Otosan produces high-quality vehicles using advanced technologies in its production facilities. Ford Otosan stands out as a competitive and reliable brand in the international market and in Turkey. In addition, Ford Otosan is a leader in the field of light commercial vehicles (models such as Transit, Courier) and commercial vehicles (trucks, panel vans, etc.). Ford Otosan works to create a sustainable future with investments in the development of electric and hybrid vehicles. Ford Otosan is becoming an attractive brand for environmentally conscious consumers. Kocaeli Factory is considered one of the largest commercial vehicle production centres in Europe. Environmentally friendly production processes in the commercial vehicles produced here attract attention. Ford Otosan contributes to the local economy by producing in Turkey and gains a strong global brand identity by exporting the vehicles it produces to more than 100 countries. For this reason, Ford Otosan has gained a solid position in both the local and international markets (Sağlam and Can, 2021).

Ford Otosan has always prioritized customer needs and has begun to offer innovative solutions for these needs. Ford Otosan focuses on customer demands by emphasizing efficiency, durability and technology in the commercial vehicles it produces. As a result of innovative applications such as smart connected vehicle technologies and autonomous driving systems, Ford Otosan is leading the automotive sector of the future. The strong image of the

Ford brand worldwide increases Ford Otosan's sustainability by ensuring its reliability in Turkey and the international market. In the commercial vehicle segment, Ford Otosan always adopts reliability and durability as a priority (Özyurt, 2024).

Ford Otosan offers value-oriented solutions to both corporate and individual customers by applying competitive pricing strategies with the vehicles it produces. In addition, it increases its brand value thanks to the social responsibility projects it carries out in the fields of environment, education and social development. In this way, the Ford Otosan brand has gained a comprehensive identity in addition to being just an automotive company (Sağlam and Can, 2021). Ford Otosan has positioned itself as an innovative and reliable brand by investing in sustainability and technology, acting with the motto of "local production, global success". In addition, Ford Otosan, which continues its leadership in the commercial vehicle segment, aims to be an important player in the future of the automotive sector with the work it has carried out in the field of electric and autonomous vehicles.

3.1.5. Turkcell

As one of the leading companies in Turkey in the field of communication and technology, Turkcell is seen to have an important position in the national and international market. Turkcell aims to provide the best service to its customers by constantly offering innovative solutions. Turkcell, one of the leading mobile communication and technology companies in Turkey, has shaped its brand positioning as being the pioneer of innovative technologies and the leader of digital transformation. Turkcell has developed different strategies to gain a strong position in the consumer and corporate market (Sucu, 2022). Turkcell reinforces its claim of technology leadership with the pioneering solutions it offers in the fields of artificial intelligence, 5G, internet of things (IoT), digital health and cloud computing. Within the framework of the Turkcell Digital Operator vision, it has gone beyond traditional Telekom services and created a strong brand image that supports digital life. The brand understanding adopted by Turkcell focuses on customer experience. Turkcell offers personalized services to its customers through digital platforms such as Turkcell application and BIP and aims to increase brand loyalty. Turkcell works to show a reliable and accessible brand image by producing effective and fast solutions to the needs of its customers. Turkcell constantly manages to attract attention with innovative projects and positions itself as a brand that offers the technologies of the future today thanks to its innovative approach (Başfırıncı, 2016).

EUROASIA JOURNAL OF SOCIAL SCIENCES & HUMANITIES | ISSN: 2651-5261
Arrival Date: 28.03.2025 | Published Date: 29.04.2025 | Vol: 12, Issue: 2 | pp: 9-46
Doi Number: http://doi.org/10.5281/zenodo.15305703

Turkcell is examined in terms of brand positioning, it is seen that it has built its positioning on the basis of social responsibility and sustainability. It is seen that they aim to develop the digital competencies of young people with education-oriented initiatives such as Turkcell Academy and Intelligence Power Projects. In addition, the Turkcell brand works to contribute to a sustainable future with energy efficiency projects and environmentally friendly practices. While Turkcell remains committed to Turkey's local values, it also exhibits an international vision. As a result of Turkcell's investments in Azerbaijan, Ukraine, TRNC and many other regions, Turkcell's presence in the global market is strengthened. Turkcell follows an effective communication strategy that supports its brand positioning. Turkcell; The slogan "We are with you" emphasizes that it is with its customers, especially in difficult times, and in this context, it carries out advertising campaigns with messages containing technological innovations and stories aimed at establishing an emotional bond with users (Sucu, 2020). Turkcell adopts a strategy focused on customer experience and technological superiority in order to differentiate itself from its competitors. Turkcell; stands out from its competitors with digital services such as Fizy , TV+, BİP and Dergilik offered to its subscribers (Torlak, Doğan and Özkara, 2014).

Turkcell has developed its brand positioning based on digital transformation, technology leadership, customer focus and social responsibility. This strategy implemented by Turkcell has brought Turkcell to a strong position in both global and local markets.

3.1.6.LC Waikiki

Today, LC Waikiki has 1200 stores in more than 60 countries. LC Waikiki produces home textile products as well as women's, men's, children's and baby clothing. In recent years, the LC Waikiki brand has focused on sustainable fashion and environmentally friendly production processes. In addition, it attaches great importance to online sales through e-commerce platforms and mobile applications (Akman and Aydın, 2024). LC Waikiki offers affordable, high-quality and trendy products to a wide range of customers (İri and İnal, 2011).

LC Waikiki keeps its prices affordable in order to reach a wide customer base. The brand bases its positioning strategy on price and quality. As a result of this strategy, customers' trust in the brand has increased and customers' long-term loyalty to LC Waikiki has increased. The durability and usability of the products support the value-oriented positioning of the brand. LC Waikiki keeps its products up-to-date by following global fashion trends. In this way, it

offers fashionable options for both young people and adults. It responds to the changing needs of customers with new collections every season (Çetin, 2017).

LC Waikiki offers a wide range of products that appeal to all members of families. It provides all customers with the opportunity to "shop under one roof" with women's, men's, children's and baby products. This approach makes the brand a preferred retailer for families. LC Waikiki , which has a strong market position in Turkey, is also focused on growing in international markets. It has stores in Europe, the Middle East, Asia and Africa. The brand continues its affordable and quality fashion approach in the global market. LC Waikiki attaches importance to environmentally friendly production processes by adopting a sustainable fashion approach. It also contributes to society with social responsibility projects. LC Waikiki prioritizes customer satisfaction. It enriches the customer experience with its wide store network, online shopping opportunities and campaigns (Akman and Aydın, 2024). LC Waikiki has a strong brand positioning in both local and global markets with its promise of "quality, affordable and fashionable clothing for everyone". This strategy has made the brand an accessible and preferred choice for a wide audience.

3.1.7.BIM

When it comes to discount markets in Turkey, one of the first names that comes to mind is BİM . BİM stands out especially with its low-priced products. The basic positioning of the brand is based on price advantage, cheapness and accessibility for everyone. BİM aims to offer low-priced products in order to provide economic benefits to its customers, thus appealing to low-income and price-sensitive consumers. When BİM's campaigns and advertisements are examined, it is seen that the emphasis on cheapness is constantly at the forefront (Başfırıncı, Ük and Gültekin, 2019).

luxury or premium products, BİM focuses on providing daily basic needs, such as cleaning supplies, food and personal care products. The product range is designed to meet the basic needs of a wide customer base. The store design and operation are extremely simple; thus, costs are reduced and the price advantage is passed on to customers. In BİM stores, products are generally displayed on the shelves with their boxes and packaging. This approach has been seen to be effective in reducing stock and personnel costs. By cooperating with local manufacturers, BİM both reduces costs and contributes to the local economy. This strategy also contributes significantly to the BİM brand gaining a national and local identity. The BİM brand serves a wide customer base in both rural and urban areas with its branches located in every

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Doi Number: http://doi.org/10.5281/zenodo.15305703

corner of Turkey. This comprehensive access network strengthens the brand's image of being accessible to everyone (Yılmaz and Bilgin, 2019).

BİM manages to attract customer attention with regular campaigns and discounts. It highlights its price advantage with the opportunity products it offers especially during certain periods. The fact that customers perceive BİM as a "cheap but high-quality" brand is the result of a consistent strategy that the brand has been following for years. However, some consumers may associate the concept of "cheapness" with "low quality". In order to change this perception, BİM is careful to prioritize quality, especially in its own branded products (Tuncer, 2024).

BİM is in intense competition with other discount markets such as A101 and Şok. In order to stand out from its competitors, BİM constantly keeps its prices low and develops new campaigns (Tuncer, 2024). BİM, which has gained a strong position in the discount market sector in Turkey, is based on its basic strategy of price advantage, focusing on basic needs and a wide access network. Although this approach generally makes the brand attractive to low-income and price-sensitive customers, it is seen that BİM is far from being a preferred brand for consumers looking for premium or luxury products.

3.1.8. Ulker

the largest and most established food companies in Turkey. Since its establishment, Ülker has become an important brand not only in Turkey but also in the international arena. Ülker has become the locomotive of the Turkish food sector for nearly 80 years since its establishment and is thus seen as a worldwide brand (Atıgan, 2019).

The Ülker brand has positioned itself by prioritizing trust and quality. It gives the message that it offers quality products to its consumers and pays attention to healthy production processes. This is especially important for families with children. Ülker offers many products to consumers in many different categories such as chocolate, biscuits, cakes, and confectionery. Ülker targets a wide market segment with its products that appeal to every age group. This diversity brings the brand together with a wide customer base with different needs. Ülker generally appeals to a wide audience with prices in the middle segment. It is seen that the Ülker brand is successful in creating brand loyalty and reaching wider audiences by offering both quality and affordable prices together (Gümüş and Algül, 2018).

Ülker also differentiates itself in the market with new flavours and different product combinations. It adapts to changing consumer demands, especially with products that are in line with health trends (for example, sugar-free or gluten-free products). Ülker, as a brand that

is a source of pride for Turkey, also highlights domestic production and local values. This provides a great advantage both for Turkish consumers and in markets abroad. Ülker is positioned as a reliable option especially for children and families. This has been reinforced by the brand's long-standing advertising strategies and social responsibility projects. As a result, the positioning of the Ülker brand is based on a strategy shaped by quality, variety, reliability and consumer-friendly prices. The brand always aims to reach its consumers and offer quality products (Atigan, 2019).

3.1.9. Anadolu Efes

Anadolu Efes is known worldwide and is one of the largest beer producers in Türkiye. The positioning of the Anadolu Efes brand has been determined on a global scale, both in the local and international markets. Anadolu Efes' brand strategy is shaped by elements such as quality, reliability, innovation and a rich product range (Anadolu Efes, 2012).

Anadolu Efes positions itself by prioritizing reliability and quality in the domestic market and internationally. Its long-standing production experience and state-of-the-art facilities demonstrate its determination to offer quality products. The brand's iconic product, Efes Pilsen, has become a symbol of quality and trust, especially in Turkey. Anadolu Efes has a strong presence not only in Turkey but also in many countries such as Russia, the Czech Republic and Ukraine. Anadolu Efes has positioned itself with various products and brands aimed at both the local and global markets. This international expansion further reinforces the brand's commitment to quality and its ability to appeal to different cultures. Anadolu Efes not only produces beer, but also offers products in various categories such as malt, fruit juice and carbonated beverages. This wide range of products positions the brand to appeal to a customer base of different ages and tastes. Anadolu Efes continues to attract the attention of young consumers in particular by offering innovative products and different tastes (Özkoçak, 2019; Göksu and Keçeci, 2021).

The Anadolu Efes brand generally portrays a young and dynamic image. In the advertising campaigns of the Anadolu Efes brand, individuals who care about social life and get together with their friends, adopting a fun and active lifestyle are at the forefront. The marketing strategy implemented by the Anadolu Efes brand ensures that the brand is popular among young people. Anadolu Efes, which carries the pride of being a Turkish brand, gains a significant advantage both for consumers in Türkiye and in foreign markets by emphasizing its commitment to Turkish culture with domestic production. In addition to being the leader of the

Turkish beverage sector, the brand also positions itself on a global scale with its Turkish brand identity (Açıkgöz, 2009).

Anadolu Efes attracts attention not only with its products but also with its social responsibility projects and sustainability efforts. Anadolu Efes has implemented many projects with the aim of using natural resources effectively, focusing on environmentally friendly production methods and contributing to society. As a result of these projects, the brand's image is strengthened and a positive perception is created among conscious consumers. Anadolu Efes, premium segment and appeals to a wide customer base with its affordable product options. Efes Pilsen is generally positioned in the middle segment, while offering more special flavors with different sub-brands such as Efes Light and Efes Dark. This strategy allows us to reach consumers with various income levels. Anadolu Efes' positioning is shaped by the focus on quality, innovation, trust and global reach. The brand's distinguishing features in local and international markets are strengthened by its wide product range, effective advertising strategies, domestic production identity and social responsibility projects. In this way, Anadolu Efes appeals to both young, dynamic and social consumers, while also managing to reach a wide audience in search of quality (Özmerdivanlı, 2017).

3.1.10. Mavi Jeans

Mavi is considered one of the most well-known and largest clothing brands in Turkey. Founded in 1991, Mavi has gained fame especially with its jean production and has become a world-wide fashion brand over time. Mavi has gained a solid place for itself both in the local market and on a global scale, becoming one of Turkey's leading clothing brands. The brand's positioning strategy is shaped around key elements such as quality denim products, modern designs, a youth-oriented image and sustainability. Addressing young and dynamic consumers, Mavi gives messages suitable for young people's lifestyles in its advertising campaigns. It touches on the ways young people express themselves with values such as freedom, originality and modernity. It has great popularity among young adults, especially with its jeans and casual clothing products (Çetindağ , 2018; Cukul , 2011).

Always keeping quality at the forefront, Mavi offers high quality and long-lasting use with the products it produces from denim fabric. The premium fabrics, stitching details and stylish cuts used in the brand's products reinforce the trust in Mavi's quality. Mavi has managed to create a stylish and trendy image by reinterpreting classic denim designs with a modern perspective . Drawing attention in the fashion world with its innovative and original designs,

Mavi creates a modern and stylish profile in this way. It offers collections that appeal to every taste with its combinable products and wide color range (Erdem, Karsu, Memiş and Yıldız, 2010).

Mavi has built a strong brand identity not only in Turkey but also in many countries such as Germany, Canada and the USA. Within the framework of the strategy of becoming a global brand, the Mavi brand stands out with its high-quality denim and clothing products worldwide. This positioning the Mavi brand as a premium and modern brand in the international market. Mavi is very sensitive to sustainability and environmentally friendly production. The social responsibility projects and sustainable collections it has prioritized in recent years make Mavi an attractive option for consumers with environmental awareness. Mavi manages to create an environmentally friendly brand identity by developing its products with the use of organic cotton and recyclable materials (Nergiz and Çetindağ , 2019).

Mavi manages to reach a wide customer base by offering premium quality at affordable prices. By offering its high-quality products to its users at mid- range prices, it appeals to consumers who do not compromise on quality and are looking for economical options. This approach makes the brand an accessible premium brand that reaches a wider audience. Mavi reaches its target audience that is young and technology-savvy by effectively using social media and digital marketing strategies. Mavi establishes a strong bond with the young generation through online sales platforms, social media interactions and influencer collaborations (Ar and Saydan, 2004; Özçelik and Torlak, 2011).

Mavi's positioning is shaped around a young, dynamic and stylish image. In addition to its high-quality and modern designs, its sustainability-focused approach highlights the Mavi brand as a contemporary and sustainable brand not only in the local market but also on a global scale. It reaches a wide customer base by offering premium quality at affordable prices with its unique and stylish designs.

3.2. Analysis of Strategic Approaches of Brands Positioning Their Brands in the Global Market

It is seen that the positions of brands are also affected by the changes experienced in the economy and the aggravation of the competition conditions. It is seen that brands that want to respond to the change in many sectors from white goods to fuel, from food to finance, are resorting to rebranding. It has been determined that the conditions in the market are constantly changing as a result of the increasing competition. It is seen that even the brands that experience

leadership and introduce innovations to their sector suddenly lose their appeal when they cannot reshape themselves according to the competition. For this reason, brands need to rebrand in order to respond to the change and to be in constant form. Today, from Coca Cola to IBM, from Apple to The secret of McDonald's tirelessly maintaining their place at the top of the world's most successful brands is seen as their success in rebranding (Akgün and Yavuz, 2021; Yılmaz and Özcan, 2023).

The fact that products or services gain a certain position in the minds of consumers and maintain this position is defined as "positioning" (Freeman , 2003). The place that global brands have in the minds of consumers is of great importance in terms of differentiating them from other brands and thus gaining superiority over their competitors (Kapferer , 2008). Brand positioning is seen as the beginning of the differentiation factor (Beyaz, 2020). In the positioning process of global brands, not only the ideas of marketers; but also the evaluation of the products of competing companies and the consideration of the target audience's perspective are important. Before creating positioning strategies, it is necessary to determine the rational and emotional features of the brand's product that stand out when compared to other brand products, to determine which features are taken into account in comparisons with competitors, and to provide answers to what kind of place is desired to be gained in the minds of consumers as a result of this process (Schweiger and Schrattenecker , 1995).

When creating positioning strategies, global brands need to objectively evaluate the brand's quality, value, prestige , size, ease of use and image. Exaggerated or incorrect evaluations can seriously jeopardize the brand's presence in the market. Studies conducted by various researchers at different times reveal that the positioning strategies of many global brands have been defined (İnce and Uyguntürk , 2019; Blankson and Kalafatis , 2004).

CONCLUSION AND RECOMMENDATIONS

Brand positioning within the global market involves creating a distinct identity that resonates with different cultures while preserving core values. It is observed that successful brands use strategic approaches to differentiate themselves and work to establish a balance between consistency and adaptability . It has been determined that basic strategies and success stories that offer ideas on effective global brand positioning have been examined in this study.

The THY brand has a strong brand positioning with elements such as reliability, high service quality, global flight network, sustainability and innovative marketing strategies. The customer-focused service it offers to its customers both in Türkiye and around the world, its

advanced flight network and global partnerships have made THY one of the leading airlines in the sector. THY's strategic approach will continue to strengthen within the framework of future growth and sustainability targets.

Arçelik creates its brand positioning by exhibiting a strong strategic approach shaped around elements such as innovative technologies, sustainability, customer focus and digital transformation. Crowning its deep-rooted history in the local market with global successes, Arçelik has created a competitive brand image with product quality and environmental responsibility. The Arçelik brand, which has become stronger in both the local and global markets, continues on its path with the goal of further growth by keeping up with technological developments.

Vestel has a strong brand positioning shaped around key strategic elements such as innovative technology, sustainability, globalization, domestic production and customer focus. Having consolidated itself in both the local and global markets, Vestel has gained a strong position in the competition in the sector with its product portfolio appealing to different customer segments , innovation culture and environmental responsibility approach.

Ford Otosan positions itself as a strong brand with strategic elements such as high quality, technological innovation , sustainability, customer focus and domestic production. As an active player in both local and global markets, it reinforces its leadership in the sector with its production power, quality vehicles and strong R&D investments. In addition, its environmentally friendly approaches and the importance it attaches to digitalization form an important basis for the future success of the brand.

Turkcell positions a strong brand around key strategic elements such as digitalization, innovation, customer focus and social responsibility. Keeping up with developing technology, responding to customer expectations and developing digital solutions are the prominent factors in the growth strategies of the company. Turkcell continues its success in competition in both Turkey and the global market with its strong infrastructure, innovation , social responsibility projects and strategies based on digitalization.

LC Waikiki has established a strong brand position in the sector with its budget-friendly fashion, developing digital platforms, local production and international marketing strategies. The brand's strategic approach in customer focus, social responsibility, sustainability and fashion diversity has made it an important player not only in Turkey but also worldwide. LC

Waikiki continues to offer fashion suitable for everyone, aiming for rapid growth in the global market.

BİM is a brand that has achieved great success with its low price, high quality approach. BİM's Efficiency , cost focus , local production and strong logistics structure provide it with competitive advantages in the sector . In addition, customer focus , social responsibility projects and international growth strategies make the BİM brand strong. In addition to being one of the leading retail chains in Turkey today, it is seen that its influence in global markets is also increasing.

The Ülker brand has been created with high quality, reliability, innovation and consumer focus and has maintained its leadership in the sector. Its international growth strategy, strong distribution network, social responsibility projects and sustainability approach ensure that the brand has a strong position both in the local market and globally. Appealing to consumers of all age groups and income levels, Ülker continues to increase its power in the market by constantly offering innovative products.

Anadolu Efes has adopted a brand positioning based on basic strategies such as high quality, globalization, innovation, consumer focus and social responsibility. While maintaining its strong position in the sector with its leadership in the beer and beverage market, it increases its competitive power in both local and international markets thanks to globalization and local market adaptation strategies. Thanks to these strategic approaches, the Anadolu Efes brand has managed to create a solid brand image and maintain its leadership in the sector.

Mavi positions itself as a young, dynamic and fashion-conscious brand. Globalization, compliance with fashion trends and price-performance strategy are the strongest aspects of the brand. In addition, the brand's adoption of sustainability with its social responsibility and environmentally friendly approach makes it a brand preferred by developing and young audiences. Mavi has managed to become an effective player not only in local but also in global markets.

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