

Comparative Analysis of Strategic Statements of Chain Markets in Turkey and Poland

Mesut Atasever^{1,*}

¹Faculty of Applied Science, University of Uşak, Merkez, Uşak, Turkey.
mesut.atasever@usak.edu.tr¹

Abstract: This study uses content analysis to compare the strategic statements (mission, vision, and values) of chain markets in Turkey and Poland. Strategic statements of chain markets are important elements that shape businesses' competitive advantage. The study aims to reveal the effects of these two countries' economic and cultural conditions on strategic statements. The research examined the strategic statements of chain markets in Turkey and Poland; similarities such as customer focus, quality, and reliability were identified. However, significant differences were observed in social responsibility and environmental sustainability. These differences were associated with both countries' unique economic and cultural conditions. The study shows that understanding the strategic statements of chain markets is important in following the developments in this sector and making comparative analyses in the international context. Due to the lack of comprehensive research specific to Türkiye and Poland, this study fills an important gap in the literature and contributes to strategic management. The findings of this research emphasise the importance of considering local and cultural factors when developing strategic statements of chain markets. The research results serve as a guide for both academic studies and practitioners.

Keywords: Strategic Management; Strategic Expressions; Chain Market Management; General Management; Production Management; Retail and Wholesale Trade; Firm Performance; Size Diversification and Scope.

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1. Introduction

In today's globalised business world, chain markets are not only a retail business but also an important factor in national and international economies. It is accepted that strategic statements (mission, vision, and values) are of great importance in increasing the competitiveness of chain markets and expanding their market shares. These statements reveal the businesses' identities and goals and convey messages to customers, employees, and other stakeholders. In countries with different economic, cultural, and social structures, such as Turkey and Poland, the strategic expressions of chain markets may show significant differences and certain similarities. Turkey's rapid economic growth and consumption habits based on the young population and Poland's changing market dynamics after EU membership are important factors that may be effective in shaping these expressions. However, comparative analyses of the strategic expressions of chain markets specific to these two countries have not been given sufficient space in the literature. In this context, the study aims to compare the strategic statements of chain markets in Türkiye and Poland and to examine the effects of economic and cultural conditions on business management in

*Corresponding author.

these countries. In the study, the mission, vision, and value statements on the websites of chain markets in both countries were evaluated by content analysis. Thus, it was revealed in detail which aspects of the strategic statements were similar and which issues differed. This research aims to contribute to understanding how the strategic statements of chain markets are affected by the specific conditions of the countries in which they operate. At the same time, it aims to fill the gap in knowledge in this field and to provide a new perspective to the academic literature.

1.1. Chain Markets and Their Importance

Chain markets are businesses with multiple retail outlets under a single ownership or management. These organisations carry out basic functions such as purchasing, advertising, accounting, and personnel management through a centralised structure. This centralised management increases operational efficiency and offers consumers a consistent shopping experience [4]. Chain markets are of great importance due to their contributions to the economy and the advantages they offer to consumers:

- **Economic Contributions:** Chain markets have an important place in the economy thanks to their wide store networks and high sales volumes. Especially in Turkey, the market share of chain markets in the retail sector is increasing and plays a determining role in the market structure [2].
- **Creating Employment:** These businesses contribute to the labour market by providing employment opportunities due to their large-scale operations. They also provide career development opportunities to their employees thanks to their corporate structures [1].
- **Benefits to Consumers:** Chain markets play an important role in meeting the needs of consumers by offering a wide range of products, competitive prices, and standard service quality. In addition, they contribute to the promotion of products and new product development of manufacturers with their centralised management and multi-branch structures [4].

The proliferation of chain markets can pressure local merchants and small-scale retailers competitively. This can lead to a decrease in the market share of local businesses and even their closure. However, some studies show chain markets can encourage local merchants to modernise and improve service quality [3]. Chain markets have an important position in the retail sector due to the advantages they offer and their contributions to the economy. However, considering their impact on local merchants and the conditions of competition, regulatory measures may need to be taken to maintain a balanced market structure. Creating a sustainable retail ecosystem is important in this context, where chain markets and local merchants coexist.

1.2. Strategic Management and Strategic Statements

Strategic management is a process that enables businesses to use their resources effectively by analysing environmental factors to achieve their long-term goals [25]. This process begins with determining the strategic expressions of the business, such as mission, vision, and values, and includes strategic planning, implementation, and control stages [23]. Strategic management is critical for businesses to gain a competitive advantage and ensure sustainability. This management approach involves businesses determining strategic goals by analysing internal and external environments and developing the necessary strategies to achieve these goals [25]. Strategic management helps businesses adapt to changing market conditions and maintain competitive positions [23].

Strategic statements are statements that define the mission, vision, and values of a company. While the mission indicates the purpose of existence and basic areas of activity of the company, the vision expresses the goals and ideals to be achieved in the future [26]. Values reflect the basic beliefs and cultural principles of the company. These strategic statements are important in determining the company's direction and communicating with stakeholders [26]. Strategic planning is the process of determining long-term goals following the mission and vision of the business and developing strategies to achieve these goals [24]. This process has an analytical structure and is a tool for formulating and implementing strategies [24]. Strategic planning supports businesses in adapting to changing environmental conditions and gaining competitive advantage. Strategic management and statements are critical for successful business management and sustainable competitive advantage. Strategic statements such as mission, vision, and values determine the direction of the business, while strategic planning and implementation processes guide the achievement of these goals. In this context, the effective execution of strategic management processes is a fundamental requirement for the long-term success of businesses.

2. Method

This research used the content analysis method to analyse the strategic statements (mission, vision, and values) of chain markets in Türkiye and Poland. The research process was carried out in four main stages: data collection, categorisation, content analysis, and comparison of results. The research model has a descriptive design. Content analysis, as one of the qualitative research methods, was used to identify, classify, and interpret strategic statements. This method made it possible to examine

the strategic statements publicly available on websites in-depth and analyse them systematically. Data were collected from The official websites of chain markets operating in Türkiye and Poland. The review is based on up-to-date data for 2024. The markets included in the study were selected from businesses that operate widely in both countries and openly share their strategic statements on their websites. Only publicly available and verifiable information was used in the data collection process. The strategic statements obtained are divided into three basic categories: mission, vision, and values. These categories are determined as the elements that express the strategic orientations of the companies. The relevant statements are arranged in a way suitable for comparison, considering both countries' economic, social, and cultural contexts.

Strategic statements were subjected to the content analysis method. Content analysis enables the data to be separated into meaningful pieces and transformed into themes and categories [27]. With this method used in the research, the prominent concepts and themes in the strategic statements were determined systematically. In the analysis process, themes such as customer focus, quality, reliability, innovation, social responsibility, and environmental sustainability were focused on. The findings obtained from the content analysis were compared to reveal the similarities and differences between the strategic statements of chain markets in Türkiye and Poland. The results obtained were interpreted to evaluate the relationship of these statements with the economic and cultural context. The research has no ethical problem since the data were obtained from publicly available sources. However, two independent researchers conducted the coding process to analyse the data objectively, and the level of agreement (Cohen's Kappa) was calculated. The findings obtained with this method can be used to generalise the strategic statements of chain markets in Türkiye and Poland and contribute to knowledge in strategic management.

3. Findings, Application and Analysis

3.1. Findings

The list of chain markets in Türkiye is based on research conducted by the Turkish Retailers Federation (TPF). TPF conducts comprehensive research on retail companies operating in Türkiye and publishes reports on the retail sector. The information is from the "Türkiye Retail Sector Report" published in 2021. taken. (TPF, 2024)

- Migros
- BIM
- A101
- Şok
- CarrefourSA
- Metro
- Ozdilek
- Kipa
- Tansaş
- Beğendik

The strategic statements of chain markets operating in Turkey are as follows (Table 1):

Table 1: Turkish Chain Markets Strategic Statements

Chain Markets	Mission	Vision	Values
Migros [13]	We always strive to provide our customers with a better shopping experience.	As Turkey's leading retail brand, it is a business that creates value for our customers.	Customer satisfaction, innovation, sustainability
BIM [14]	We want to make a difference by offering our consumers the best price and quality product.	To be the most preferred retail brand in Turkey.	Customer satisfaction, reasonable price, quality
A101 [15]	To keep customer satisfaction at the highest level by offering quality products to our customers at the most affordable prices.	To be the first choice of our customers all over Turkey.	Customer satisfaction, reasonable price, quality
Şok [16]	We always offer our customers quality products at affordable prices.	To be the most preferred retail brand in Turkey.	Customer satisfaction, reasonable price, quality
CarrefourSA [17]	To provide solutions that best meet the needs of our customers.	To be the leading brand in the sector with our customer-oriented service approach.	Customer satisfaction, sustainability, innovation
Metro [18]	To provide quality service and products to our professional customers.	To increase customer satisfaction as the most reliable wholesale market.	Customer satisfaction, professionalism, quality

Ozdilek [19]	To create value for our customers by offering quality products at the most affordable prices.	To be the leading retail brand in Turkey.	Customer satisfaction, reasonable price, quality
Kipa [20]	To provide our customers with a wide range of products and high-quality service.	To be Turkey's leading retail brand and make our customers' lives easier.	Customer satisfaction, quality, innovation
Tansaş [21]	To offer our customers quality products at the most affordable prices.	As Turkey's largest retail brand, we aim to keep customer satisfaction at the highest level.	Customer satisfaction, reasonable price, quality
Beğendik [22]	To offer our customers the highest quality products at the most affordable prices.	To be Turkey's most loved retail brand and make our customers' lives easier.	Customer satisfaction, quality, innovation

The names of the chain markets operating in Poland are as follows:

- Biedronka
- Lidl
- Kaufland
- Tesco
- Carrefour
- He took it
- Auchan
- Intermarché
- Netto
- Spar

There is no ranking of these chains because their success criteria vary. However, Euromonitor According to International research, the largest players in the Polish retail sector include Biedronka, Lidl, Kaufland, Carrefour, Tesco, and Auchan (Euromonitor International, 2024). Euromonitor International, Biedronka, was the largest retail chain in Poland in 2020, with a market share of 28.9%. In second place is Carrefour, with a market share of 9.9%, and in third place is Lidl, with a market share of 9.4% [5]. The strategic statements of chain markets operating in Poland are as follows (Table 2):

Table 2: Polish Chain Markets Strategic Statements

Chain Market	Mission	Vision	Values
Biedronka [5]	To offer quality products to customers at affordable prices.	To be a leading retail chain that can respond to the needs of its customers anytime, anywhere.	Customer satisfaction, integrity, innovation and sustainability.
Kaufland [6]	To offer quality products to its customers at the most affordable prices and to work for a sustainable future.	To be a leading retail chain that is always the first choice of its customers.	Customer satisfaction, integrity, sustainability, and social responsibility.
Carrefour [8]	To offer high-quality products to its customers at the most affordable prices and to constantly innovate.	To be a leading retail chain that improves customers' lives.	Customer satisfaction, collaboration, sustainability, and social responsibility.
Tesco [7]	To offer quality products to its customers at the most affordable prices and to work for a sustainable future.	To be the most loved retail chain and improve our customers' lives.	Customer satisfaction, environmental sustainability, innovation, and collaboration.
Auchan [9]	To offer quality products to customers at affordable prices and to work for a sustainable future.	To be a leading retail chain that improves customers' lives.	Customer satisfaction, social responsibility, innovation, and sustainability.
Intermarché [10]	To offer quality products to customers at the most affordable prices and to ensure customer satisfaction.	To have the best performance in the retail sector and to respond to the needs of its customers in the best way possible.	Customer satisfaction, environmental sustainability, quality, and affordability.
Netto [11]	To offer quality products to customers at the most affordable prices and to ensure customer satisfaction.	To be a leading retail chain that improves customers' lives.	Quality, affordability, customer satisfaction, and environmental sustainability.

Spar [12]	To offer quality products to customers at the most affordable prices and to ensure customer satisfaction.	Its goal is to be the first choice for its customers and to be a leading retail chain.	Customer satisfaction, cooperation, quality, and sustainability.
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The strategic statements on the websites of the leading chain markets in Poland, shown in the table, were examined using the content analysis method. As a result of the content analysis, keywords and key themes were determined in the categories of mission, vision, and values for each chain market.

3.2. Content Analysis

3.2.1. Analysis of Mission Statements of Turkish Chain Markets

Mission statements focus on creating value for customers, offering quality, and providing products/services at affordable prices. These statements show that markets aim to be competitive, maximise customer satisfaction, and differentiate themselves.

3.2.1.1. Core Themes

The emphasis on quality is evident in almost all expressions, such as “offering quality products at the most affordable prices” and “offering quality services and products.” Affordability is another recurring theme, highlighted by phrases like “best price” and “offering quality products at affordable prices.” Achieving and maintaining customer satisfaction is also a key goal, as reflected in commitments such as “keeping customer satisfaction at the highest level” and “creating value for our customers.” Additionally, some markets differentiate themselves by emphasising a wide range of products, as seen in statements like “providing a wide range of products and high-quality service.” Making a difference is another common focus, explicitly stated in mission statements emphasising “making a difference.”

Most mission statements are customer-focused, aiming to meet customer needs and enhance satisfaction, which aligns with grocery stores’ strategies to increase consumer loyalty and stand out in the marketplace. The combination of affordable prices and high quality is a competitive advantage, allowing consumers to enjoy both economical and high-quality shopping experiences. Moreover, offering a wide range of products helps markets appeal to a broader customer base by providing more options. The mission statements of chain markets consistently highlight customer focus through key themes such as quality, affordability, customer satisfaction, and product variety. This approach strengthens their competitive advantage, enhances customer loyalty, and positions them as leaders in the market.

3.2.2. Analysis of Vision Statements of Turkish Chain Markets

Vision statements are the goals and desired positions that markets want to achieve. These statements focus on leadership, customer satisfaction, and improving customer life.

3.2.2.1. Core Themes

Most vision statements in the retail industry emphasise leadership and excellence, aiming to be a leading retail chain with top performance. This is evident in statements like “to be a leading retail chain” and “to have the best performance.” Another key focus is customer preference, where companies strive to be the first choice of consumers and the most preferred retail chain, as reflected in phrases such as “to be the first choice of its customers” and “to be the most preferred retail chain.” Additionally, improving customers’ lives and increasing satisfaction are prominent themes, with commitments like “making their customers’ lives better” and “meeting their customers’ needs.”

A strong emphasis on leadership is evident, demonstrating the desire of markets to stand out in the sector and gain a competitive advantage. The customer-centric approach in many vision statements highlights the importance of increasing customer satisfaction and responding to their needs, which is crucial in building loyalty and retaining a strong customer base. Furthermore, the aim of being the first choice for customers and enhancing their lives indicates that markets strive to add value beyond simply providing products and services. The vision statements of chain markets are shaped around leadership, customer satisfaction, and improving lives. These statements reflect strategies to gain a competitive edge, strengthen customer loyalty, and establish a strong presence in the sector. By maintaining a customer-focused approach, these markets can grow and become more preferred brands.

3.2.3. Analysis of Value Expressions of Turkish Chain Markets

Value statements focus on the markets' core principles and promise to customers. These statements include customer satisfaction, quality, affordability, sustainability, and innovation.

3.2.3.1. Core Themes

Customer satisfaction is a core element in almost all value statements, with phrases like "Customer satisfaction, reasonable price, quality" and "Customer satisfaction, sustainability, innovation" reinforcing its importance. Quality is another key value crucial in ensuring customer satisfaction, as seen in statements such as "Customer satisfaction, professionalism, quality" and "Customer satisfaction, quality, innovation." Additionally, reasonable pricing is highlighted as a way to provide value to customers, referencing "Customer satisfaction, reasonable price, quality." Innovation emerges as an essential value for some markets, demonstrating a commitment to progress and improvement, as reflected in phrases like "Customer satisfaction, sustainability, innovation" and "Customer satisfaction, quality, innovation." Sustainability is also emphasised, underscoring markets' environmental and social responsibilities, as seen in "Customer satisfaction, sustainability, innovation." Lastly, professionalism is associated with service quality and customer relationships, with statements like "Customer satisfaction, professionalism, quality" indicating a dedication to maintaining high standards.

A strong customer focus is evident in these value statements, showcasing the commitment of grocery stores to maintaining high levels of customer satisfaction. The balance between quality and reasonable pricing highlights a strategic approach to offering economical and high-quality products and services, ultimately enhancing customer experience. Innovation and sustainability further emphasise the awareness of markets regarding their environmental and social responsibilities, while professionalism reflects the importance placed on service quality and customer relations. The value statements of chain markets revolve around customer satisfaction, quality, reasonable pricing, innovation, sustainability, and professionalism. These statements reflect a customer-centric approach, a commitment to delivering quality and affordable products, and a dedication to social and environmental responsibilities. By adopting these values, markets can strengthen customer loyalty and satisfaction while maintaining a competitive edge in the industry.

3.2.4. General Analysis of Strategic Statements of Turkish Chain Markets

The mission, vision, and value statements of chain markets in Türkiye focus on the themes of customer satisfaction, quality, reasonable prices, leadership, and innovation. These statements reflect the markets' strategic goals, basic principles, and long-term objectives.

3.2.4.1. Basic Themes and Their Relationships

The mission, vision, and value statements of chain markets emphasise key themes such as customer satisfaction, quality, reasonable pricing, leadership, innovation, and sustainability. Customer satisfaction is central to all statements, with missions like "We always strive to provide our customers with a better shopping experience" and visions such as "To be a leading retail chain that can respond to the needs of its customers anytime, anywhere." The commitment to quality is evident in statements like "To keep customer satisfaction at the highest level by offering our customers quality products at the most affordable prices," reflecting the strategy to create value for customers while maintaining a competitive edge. Reasonable pricing is vital in appealing to a wide customer base, as shown in missions like "To make a difference by offering our consumers the best quality product at the most affordable price." Similarly, leadership aspirations are expressed through visions such as "To be the most preferred retail chain and improve the lives of its customers," highlighting the ambition to dominate the sector by combining professionalism with customer satisfaction.

Innovation and sustainability further strengthen the market's approach, with statements such as "To provide solutions that best meet the needs of our customers" and "To have the best performance in the retail sector," demonstrating a commitment to environmental and social responsibility while ensuring long-term success. These interconnected themes reflect the strategic direction of chain markets, focusing on building a strong brand image, increasing customer loyalty, and maintaining a competitive advantage. By aligning mission, vision, and values around these principles, markets can enhance customer experience, drive innovation, and sustain long-term growth in the industry.

3.2.5. Analysis of Mission Statements of Polish Chain Markets

Mission statements focus on providing quality products to customers, reasonable prices, customer satisfaction, and sustainability. These statements reflect the strategies of grocery stores to create value for their customers and gain a competitive advantage.

3.2.5.1. Core Themes

The mission statements of chain markets in Poland emphasise key themes such as quality products, reasonable prices, customer satisfaction, sustainability, and innovation. Almost all statements highlight the importance of providing high-quality products, with commitments like “To offer quality products to customers at affordable prices.” Affordable pricing is another central theme, ensuring competitiveness with statements such as “To offer quality products at the lowest possible prices.” Customer satisfaction remains a fundamental objective, as in commitments like “To offer quality products to customers at the most affordable prices and to ensure customer satisfaction.” Additionally, sustainability plays a significant role, reflecting environmental and social responsibility, with statements like “To offer quality products to customers at the most affordable prices and to work for a sustainable future.” Innovation is also a key value, showcasing the markets' commitment to continuous improvement and adapting to evolving consumer needs. These mission statements underscore a customer-focused approach, where businesses strive to enhance customer loyalty by balancing quality with affordability. Furthermore, including sustainability and innovation highlights the markets' dedication to long-term success and environmental consciousness. Together, these interconnected themes strengthen brand positioning, foster customer trust, and contribute to the market's ability to remain competitive in the retail industry.

3.2.6. Analysis of Vision Statements of Turkish Chain Markets

Vision statements are the goals and desired positions that markets want to achieve. These statements focus on leadership, customer satisfaction, customer choice, and improving lives.

3.2.6.1. Core Themes

The vision statements of chain stores in Poland emphasise leadership, customer satisfaction, customer preference, and improving life. Many statements highlight the ambition to be a leader and top performer in the retail industry, with goals such as “To be a leading retail chain that can respond to the needs of its customers anywhere, anytime.” This focus on leadership demonstrates a strategic effort to stand out in the sector and increase market share. Customer preference is another key theme, with markets striving to be the first choice for consumers through statements like “To be the leading retail chain that is always the first choice of its customers.” This emphasis on customer loyalty reflects a commitment to building strong relationships and maintaining a competitive edge. Additionally, vision statements often incorporate customer satisfaction and life improvement, aiming to add value beyond just selling products. Statements such as “To be the most loved retail chain and improve its customers' lives” highlight a broader commitment to social responsibility and customer well-being. These vision statements reflect the strategic goals of retail chains, demonstrating a customer-focused approach that aims to build strong brand positioning, enhance customer loyalty, and secure long-term success. These markets establish a solid foundation for growth and industry prominence by integrating leadership aspirations with customer satisfaction and preference.

3.2.7. Analysis of Value Expressions of Turkish Chain Markets

Value statements reflect the markets' core principles and promise to customers. These statements focus on customer satisfaction, integrity, sustainability, innovation, collaboration, and quality.

3.2.7.1. Core Themes

The value statements of chain stores in Poland highlight key principles such as customer satisfaction, integrity, sustainability, innovation, cooperation, and quality. Customer satisfaction is a central theme, demonstrating a customer-focused approach to maximise consumer loyalty and trust. Statements like “Customer satisfaction, integrity, innovation, and sustainability” reinforce this priority. Honesty and transparency are crucial in ensuring that markets maintain customer credibility and reliability. By emphasising integrity, stores foster trust and long-term relationships. Similarly, sustainability is a recurring value, reflecting a commitment to environmentally responsible and sustainable business practices. Statements such as “Customer satisfaction, environmental sustainability, quality, and affordability” illustrate this dedication to ethical operations.

Innovation is another key factor, showcasing the markets' commitment to continuous improvement and adapting to changing consumer needs. This focus on progress helps maintain a competitive edge. Additionally, cooperation and collaboration highlight the importance of teamwork and partnerships within organisations and with external stakeholders. Quality remains a fundamental principle, ensuring that products and services meet high standards. When combined with affordability, it enhances customer trust and satisfaction. These interconnected values demonstrate the strategic efforts of Polish chain stores to establish strong brand positioning, drive customer loyalty, and balance economic success with social responsibility.

3.2.8. General Analysis of Strategic Statements of Polish Chain Markets

3.2.8.1. General Analysis

The mission, vision, and value statements of chain stores in Poland focus on themes such as providing customers with quality products, ensuring reasonable prices, customer satisfaction, leadership, sustainability, and innovation. These statements reflect the stores' strategic goals, basic principles, and long-term objectives.

3.2.8.2. Basic Themes and Their Relationships

The mission, vision, and value statements of chain markets in Poland strongly emphasise customer satisfaction, highlighting their commitment to providing quality products at affordable prices. These markets strive to be the first choice of customers by offering the best service and ensuring accessibility. Their customer-focused approach builds consumer loyalty and strengthens their market position. A significant focus on quality is evident across these statements, as markets aim to provide high-quality products while maintaining affordability. By doing so, they create value for customers and establish a competitive advantage. Quality is closely tied to customer satisfaction, ensuring that products and services meet high standards while remaining reasonably priced. The commitment to reasonable pricing is another key theme, as markets seek to balance affordability with quality. By offering the lowest possible prices, they attract a broad customer base and maintain their competitive edge. This strategy helps ensure that quality products remain accessible to a wide range of consumers while reinforcing their market standing.

Leadership and the pursuit of excellence are crucial in these statements, as many retail chains aspire to be industry leaders. They aim to stand out by delivering top performance in the retail sector, meeting customer needs efficiently, and improving their customers' lives. Their leadership strategy is built on customer satisfaction, integrity, sustainability, and social responsibility, positioning them as a trustworthy and preferred brand. Additionally, sustainability and innovation are integral to their long-term strategy. These markets acknowledge their environmental and social responsibilities, aiming for continuous improvement and a sustainable future. By integrating sustainability with innovation, they seek to remain relevant in an evolving market, ensuring long-term success and enhanced customer satisfaction. Overall, Polish retail chains' mission, vision, and values revolve around customer satisfaction, quality, affordability, leadership, innovation, and sustainability. These interconnected themes reflect a customer-oriented approach, strategic competitive positioning, and aspirations for long-term growth. Their combined efforts aim to build a strong brand image and foster customer loyalty, securing their place as leaders in the retail sector.

3.3. Comparison and Evaluation of Strategic Statements of Chain Markets In Both Countries: Türkiye and Poland

The mission statements of retail chains in Poland and Turkey strongly emphasise quality products and reasonable prices, demonstrating their commitment to affordability and customer satisfaction. In Poland, the focus is on providing high-quality products at affordable prices, with sustainability playing a key role in long-term business goals. Meanwhile, Turkey’s mission statements highlight customer satisfaction and affordability and the desire to make a difference by offering a wide product range and exceptional service. When it comes to vision, both countries prioritise leadership and customer preference. Polish retail chains aspire to be leading brands that customers can rely on anytime and anywhere, emphasising improving life and being the most loved chain. In Turkey, the vision statements reflect a drive to be the best in the sector, ensuring they remain customers' first choice while striving to make a meaningful impact on their lives. While both markets share common goals of customer satisfaction, affordability, and leadership, Poland places additional importance on sustainability and emotional connection. In contrast, Turkey highlights differentiation through product variety and service excellence. These strategic differences reflect how each country's retail sector adapts to consumer expectations and market dynamics while striving for long-term success (Table 3).

Table 3: Content Analysis of Vision Statements – Turkish Chain Markets

Highlighted Phrase	Frequency (Count)
Being the leading retail brand in Turkey	4
Being the most preferred retail brand	3
Customer satisfaction and service focus	2
Being the most reliable retail brand	1

This comparison shows that Turkish and Polish retail chains emphasise leadership and customer satisfaction. However, Polish markets highlight sustainability and innovation more compared to Turkish markets. The values of retail chains in Poland and

Turkey highlight their shared commitment to customer satisfaction, innovation, and sustainability while reflecting unique national priorities. In Poland, values emphasise customer satisfaction, integrity, social responsibility, and collaboration. There is a strong focus on ethical business practices, environmental responsibility, and teamwork, showing a broader commitment to society and sustainable progress. Innovation is also a key component, ensuring continuous improvement in services and offerings (Table 4).

Table 4: Content Analysis of Vision Statements – Polish Chain Markets

Highlighted Phrase	Frequency (Count)
Being the leading retail brand	3
Increasing customer satisfaction	2
Being the most preferred market	2
Being sustainable and innovative	2
Being a reliable and accessible market	1

In Turkey, while customer satisfaction remains a priority, there is a greater emphasis on quality and affordability, reflecting a market-driven approach where competitive pricing is essential. Sustainability and innovation are core values, demonstrating a commitment to long-term growth and responsible business practices. Both markets share common principles, but Poland places more on integrity, social responsibility, and collaboration, whereas Turkey emphasises affordability and high-quality service. These differences showcase how retailers tailor their values to meet consumer expectations and market needs in each country.

4. General Comparison

Polish and Turkish markets emphasise customer satisfaction, making it a central focus of their strategies. However, in Turkey, customer satisfaction is emphasised even more strongly, shaping the core mission of retail businesses and influencing their approach to service quality and consumer engagement. Both countries are committed to providing quality products at affordable prices. While this is a key aspect of their strategies, Turkish retailers strongly emphasise affordability and a wide product range. This makes competitive pricing and variety more explicit components of their approach, appealing to a broader customer base. Polish markets highlight leadership and preference as essential aspects of their business strategies. While Turkish markets also recognise the importance of leadership, this focus has become a more prominent part of their strategy in recent years, reflecting a growing ambition to enhance market presence and competitiveness. Innovation and sustainability are valued in both Polish and Turkish retail markets. Both countries acknowledge these aspects as critical for long-term success. Yet, Polish markets make more explicit statements about sustainability, demonstrating a stronger commitment to environmentally responsible business practices and corporate social responsibility.

Despite some differences, Polish and Turkish markets share several commonalities. Both prioritise a customer-focused approach, ensuring customer satisfaction remains a top priority. They also emphasise the balance between quality and price, aiming to provide high-quality products at reasonable costs to gain a competitive advantage. Additionally, both countries consider innovation and sustainability as fundamental principles, highlighting their commitment to continuous improvement and environmental awareness. However, there are also notable differences in their strategic statements. Turkish retailers emphasise offering a wide product range, ensuring diverse choices for consumers. On the other hand, Polish markets articulate their ambition for leadership and excellence more clearly, positioning themselves as top performers in the sector. Furthermore, social responsibility and integrity are more explicitly emphasised in Polish markets, reflecting their strong commitment to ethical business practices and corporate transparency. While Polish and Turkish chain markets align in their focus on customer satisfaction, quality, affordability, leadership, and sustainability, their strategic priorities differ. Polish retailers highlight leadership and social responsibility as key aspects of their positioning, whereas Turkish retailers prioritise affordability, variety, and competitive pricing to attract and retain customers. These differences illustrate the distinct market dynamics and consumer preferences shaping retail strategies in each country.

5. Conclusion and Evaluation

In this study, comparing chain markets in Poland and Turkey regarding mission, vision, and values provides significant contributions to our understanding of the strategic orientations of the retail sector in both countries. The study reveals how chain markets in both countries adopt basic strategic elements such as customer satisfaction, offering quality products, reasonable pricing policies, leadership, innovation, and sustainability, as well as how these elements reflect the differences between the countries.

- **Customer Satisfaction:** Markets in both countries prioritise customer satisfaction. However, chain markets in Poland seem to embody their strategic statements by emphasising customer focus and service quality. In Turkey, strategies

for customer satisfaction are associated with a wide range of products and price accessibility. This difference points to cultural and economic differences in the customer profiles in the retail markets of the two countries.

- **Quality Products and Reasonable Prices:** The strategy of offering quality products and gaining a competitive advantage through reasonable prices is similar in Poland and Turkey. However, while chain markets in Poland focus more on quality, reasonable prices and a wide range of products are more prominent in Turkey. These differences reflect the different consumer demands and shopping habits in the economies of both countries.
- **Leadership and Being the Best:** While Polish markets clearly state their leadership and being the best in the sector, in Turkey, these goals are less obvious but have become a strategic focus. While both countries aim to increase their competitive advantage and be leaders in the sector, chain markets in Poland highlight this strategy more clearly.
- **Innovation and Sustainability:** In both countries, innovation and sustainability are integral to the strategies. It has been observed that chain markets in Poland express their environmental responsibility and sustainability principles more clearly, while in Turkey, innovative approaches and sustainability complement each other. This difference reflects the reactions of both countries to environmental and technological developments and consumer expectations in the market.
- **Similarities:** It can be said that chain markets in Poland and Turkey are similar in basic strategic themes such as customer focus, quality, competitiveness at affordable prices, innovation, and sustainability. These similarities show that both countries aim to create a strong brand image in the retail sector and increase customer loyalty.
- **Differences:** However, it is noteworthy that in Turkey, a wide range of products and price-focused strategies are more prominent, while in Poland, concepts such as social responsibility, honesty, and leadership come to the fore. These differences stem from both countries' economic structure, consumer behaviour, and cultural values.

Although the strategic statements of chain markets in Poland and Turkey are largely shaped around similar themes, some distinct differences emerge according to the market conditions and consumer expectations of both countries. These differences allow us to understand how chain markets meet customer demands and competitive advantages and how they shape the dynamics in the retail sector of both countries. The study highlights the impact of these strategic differences on the brand image and customer loyalty of both countries. It is an important guide in determining the appropriate strategic orientations for both markets. This study fills an important research gap by comparing the strategic statements of chain markets in Türkiye and Poland using content analysis. Analysing the mission, vision, and values of chain markets is critical in understanding the fundamental elements that shape the competitive advantage of these companies. The study found that the chain markets of both countries are based on common values such as customer focus, quality, and reliability. Still, significant differences were observed in social responsibility and environmental sustainability. It was concluded that the countries' economic structures and cultural values shape these differences.

The study reveals the effects of chain markets' strategic statements on brand image and customer loyalty and how these statements are affected by the economic and cultural context. In particular, the greater emphasis on values such as social responsibility and sustainability in Poland, while the emphasis on a wide range of products and reasonable prices in Türkiye, shows how the differences in the consumer profiles of the two countries are reflected in their strategic management approaches. The research findings emphasise the importance of chain markets taking local cultural and economic dynamics into account when developing effective strategies at the national level and point the way for future studies in this area. This study makes an important contribution to understanding how the strategic expressions of chain markets are shaped in economic, cultural, and sectoral contexts. In the future, such analyses are expected to inspire studies examining the strategic approaches of chain markets in other countries, not just Poland and Türkiye. Especially for companies operating in international markets, analysing thematic similarities and differences in strategic expressions of different countries will guide the development of global competitive strategies.

The study's findings provide an important foundation for understanding how chain markets' strategic expressions internalise local and cultural elements. Such studies can be widely referenced in academic disciplines such as strategic management, marketing, and international business. In practice, it has the potential to provide concrete data to business managers to develop effective strategies in their target markets and to ensure the cultural compatibility of these strategies. Understanding the equivalent of universal values such as sustainability, innovation, and customer satisfaction in local markets will contribute to the growth of brands locally and globally. In this respect, the study draws attention to the importance of local factors in strategic expressions. It guides researchers and practitioners who want to evaluate these expressions' international prevalence and impact.

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