

# Strategic Management, Agility and Right Technologies for Youth

2020-2-TR01-KA205-095914

## RESEARCH on NEEDED ENTREPRENEURIAL SKILLS - COMPANIES

January 2022

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This report has been produced by a group of experts within the scope of the Strategic Management, Agility and Right Technologies for Youth Project. The Project is funded under Erasmus Plus Programme of the European Union. However, European Commission and Turkish National Agency cannot be held responsible for any use which may be made of the information contained therein.

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## 1. SUMMARY

As it is known, COVID-19 has caused negative effects all over the world. This is especially so for organizations and enterprises who faced major challenges during the pandemic. Organisations were deeply affected by problems such as disruption of the supply chain, delay or stoppage of production processes, uncertainties in consumer demands, problems in payments, and decrease in personnel employment among other challenges. Organizations that want to survive during crisis situations must be distanced from the negative situations they face with an effective and agile approach, that results in minimal or zero damage. As a result, organizations in the business world are utilising their talents to mitigate the negative impact of the pandemic and the associated challenges. This study examines the impact of an organisation's entrepreneurial skills on crisis mitigation activities. Considerations include the digital tools they use (due to increasing digitalization in today's world), the factors affecting the organizations and the demographic characteristics of the firm. The results are revealed with the participation of 110 companies from 4 countries.

## 2. INTRODUCTION

According to the data from the World Health Organization (WHO), as of the end of November 2021, there were 258 million COVID-19 cases and approximately 5 million deaths worldwide. COVID-19 has presented a global crisis, the virus not only took lives and weakened health system structures, but also posed great risks for the global economy. The pandemic offered a modern demonstration of how the ramifications of serious public health issues can cause economic problems on a global scale. These problems significantly increased disruptions in supply chains, uncertainty in economic life & the risk of global recession, reduced investments & consumption demands, and overall led to a significant weakening of economic activity and damage to market confidence. These factors also seriously tested the ability of many organizations to cope with crisis situations.

As stated in the "A4 - Research on Risks and Opportunities" report prepared within the scope of the SMART Youth Project (Funded within Erasmus Plus KA205 Programme, Ref No: 2020-2-TR01-KA205-095914), crisis refers to an unexpected/unplanned situation or threat



that occurs suddenly and has an impact on the day-to-day operations of a business. These types of events have the capacity to threaten the organization's stability and their ability to conduct business as usual. Crises can cause major financial, relational, and social disturbances for a business.

Organizations, together with their commercial activities, form the basis of the national economy. Given their important economical position, it is very important for organizations to have the ability to cope with the above-mentioned crises. The organizational strategies that are developed to address and manage periods of crisis have a direct impact on the organisation's ability to cope and their efficacy is put to the test when crisis is presented. Creating effective strategies for crisis management and mitigation is directly influenced by and linked to the skills and abilities possessed by entrepreneurs who will be responsible for implementing the strategies. In particular, startups who utilize technological/digital tools have the capacity to increase their organizations' ability to cope with the crisis. In this study, various participating organisations are examined to ascertain the effect of entrepreneurial skills and abilities during crisis situations. This is conducted with a key focus on a) the digital tools utilised in their organizations; b) additional factors affecting their organizations; and c) the demographic characteristics of the organisation.

### 3. SURVEY INFORMATION

#### 3.1. Background and Scope

This survey has been prepared by experts working in collaboration within six project partner institutions from four countries within the scope of Strategic Management, Agility and Right Technologies for Youth (SMART youth) project. The project is funded under the Erasmus+ Program of the European Union.

This section describes the survey that was formed as a part of the SMART Youth Project, which aims to reveal the effect of entrepreneurial skills and abilities during crisis situations, the importance of digital tools utilised by organizations, and the demographic characteristics and other unique factors affecting the organizations investigated.

The first part of the survey, 'Entrepreneurial Abilities Needed in Crisis Situations', gathers a comprehensive set of information designed to measure the current entrepreneurial skills and abilities of entrepreneurs and gauge the degree of importance they attach to these abilities.

The survey categorized questions relating to 27 unique skills under five general headings and required participants to answer on behalf of their organization and rank these abilities using a Likert scale of 1-5 (1: Very bad; 2: Bad; 3: Neutral; 4: Good; 5: Very good). The type of skill-related questions under each heading were as follows:

1. Skills of entrepreneurs associated with management activities
  - Abilities such as in-house management and organization, coordination, team management, etc.
2. Skills of entrepreneurs related to financial management
  - Ability to have knowledge on financial issues and to be aware of financial resources, etc.
3. Skills of entrepreneurs associated with uncertainty/change situations
  - Ability to cope with chaos situations, to follow and manage the changes that occur in the internal and external environment of the enterprise, etc.
4. Skills of entrepreneurs related to communication capabilities
  - Ability to communicate with outside groups about both internal and business activities, etc.
5. Entrepreneurial skills depending on the personality of the entrepreneurs
  - abilities such as stress management, being curious about developments, and having motivation, etc.

The second part of the survey consists of two subsections. In the first part, determines in which activities digital tools are utilised, while in the second part, queries the importance level of the use of these digital tools in their organizations. The usage areas of digital tools are as follows:

- Management activities
- Teamwork
- Remote work
- Coordinating

- Planning and goal setting
- Accounting processes
- Purchasing processes
- Supply processes
- Marketing activities
- Reporting activities

Organizations have the option for more than one choice in their respective fields of activity. In the second subsection of the questionnaire, the importance of the relevant digital tools for organizations is measured on a scale of 1-5 (1: Not important at all to 5: Very important). In this section, organizations have expressed their opinions according to the importance of these digital tools, regardless of their use in their own businesses.

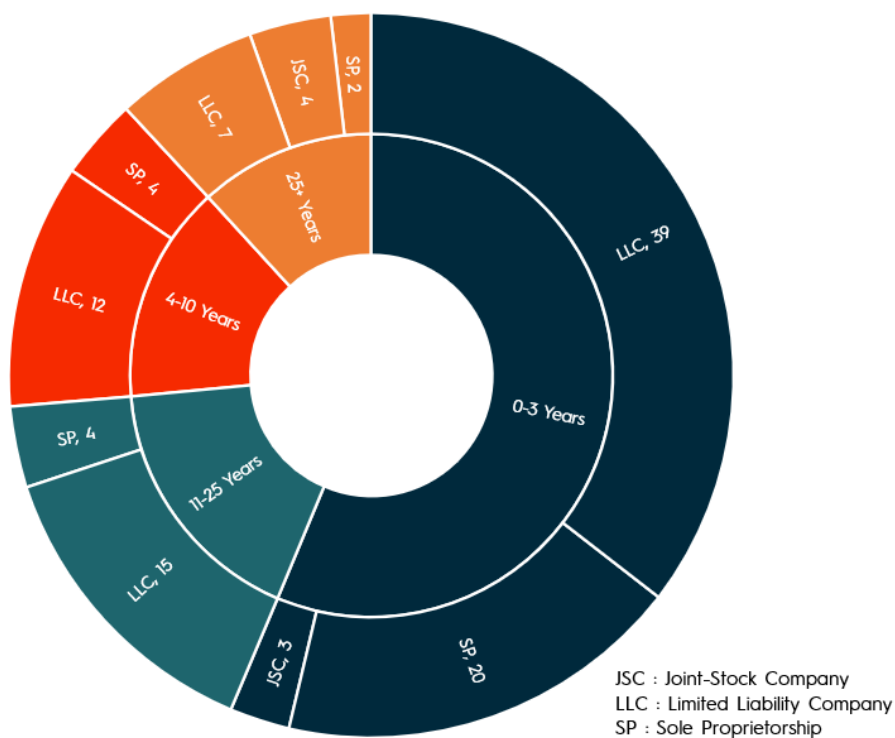
The third part of the survey consists of the factors affecting the success of the organizations. Firms stated the importance levels of the relevant factors over 21 factors. The factors are prepared on the basis of the external and internal environment of the enterprises.

The fourth part of the survey was designed to measure the changes in the situation of organizations during the pandemic crisis. Relevant changes were measured with 10 variables. The variables were determined by considering the main activities of the companies. These variables include firm turnover, firm profitability, number of personnel, number of customers, sales volume, management costs, procurement processes costs, marketing costs and operational costs.

### 3.2. Sample Selection and Size

Sample selections were developed with two method focuses. The first method is purposeful sampling, and since the crisis situations of the organizations are measured, organizations operating in a crisis situation (COVID-19 and etc.) were selected in line with the international SME and entrepreneurship definitions. The second method was selecting an easily accessible sample group, thanks to Chambers of Commerce among the project partners. In order to represent companies in project countries with a 90% confidence level and an 8% error rate

the sample size was determined to be 110. Information about the companies included in the study is as given in Figure 1.



**Figure 1. Information of Companies Involved in the Research**

The information of the selected sample group is as follows:

The total number of organizations that filled out the questionnaire is 110. The number of joint stock companies in the 0-3 age group of these organizations is 3; the number of limited companies is 39; and the number of sole proprietorships is 20. The number of joint stock companies in the 4-10 age group is 0; the number of limited companies is 12; and the number of sole proprietorships is 4. The number of joint stock companies between the ages of 11-25 is 0; the number of limited companies is 15; and the number of sole proprietorships is 4. For the age group of 25 and above, the number of joint stock companies is 4; the number of limited companies is 7; and the number of sole proprietorships is 2.

### 3.3. Research Method and Design of the Questionnaire

During the planning phase of the Erasmus+ Project (SMART Youth), it was decided to collect the necessary information from the organizations, whose conditions were determined, by using the survey method.

While preparing the survey questions, a literature review was conducted by the project experts within the project partner organizations. The results of the literature review influenced how the survey questions were prepared. The prepared questions were finalized by interviewing experts in the project team, as well as academics who are considered experts in their field. In this process, attention was paid to the intelligibility, non-directiveness, etc. of the questions used. In the pilot studies carried out by the project experts, it was agreed that the questionnaire should be conducted in 10-15 minutes on average.

### 3.4. Data Collection, Processing and Analysis

After the survey development phase was carried out with the contribution of the project partners, the final version of the survey was distributed to the project partners, who were going to apply it to the selected sample group and follow the application processes of the questionnaire. The data collection process was followed by meetings held between partners. The survey was prepared in an online format and was applied by the relevant experts to the companies operating in their countries, allowing the answers to be collected instantly online. The survey and questions were prepared in English. In order to ensure the intelligibility of the questions in different countries, they were translated into their own languages by the project partners in the relevant countries.

Rating criteria in the analysis were carried out using Likert-type questions. Likert-type scaled questions allow for multiple options which are presented between the two extremes, in order to get the opinions of the respondents and to determine their level on the relevant subject. These options are ordered from “highest to lowest” or “best to worst” (Turan, Şimşek & Aslan, 2015). In the analysis phase, these options are coded by assigning a numerical value according to their degree, and thus the qualitative data is converted into quantitative data and analyzed. In this study, Likert-type data were defined and analyzed with numerical

values. Categorized data are graphed by countries surveyed in line with the purpose of the project.

Questionnaire analysis was conducted with the SPSS software. The SPSS is a largely complete and relatively easy-to-use statistical program package that supports all commonly used operating systems. Reliability analysis, factor analysis, independent t-test, anova test and regression analysis were performed on the data obtained in the SPSS.

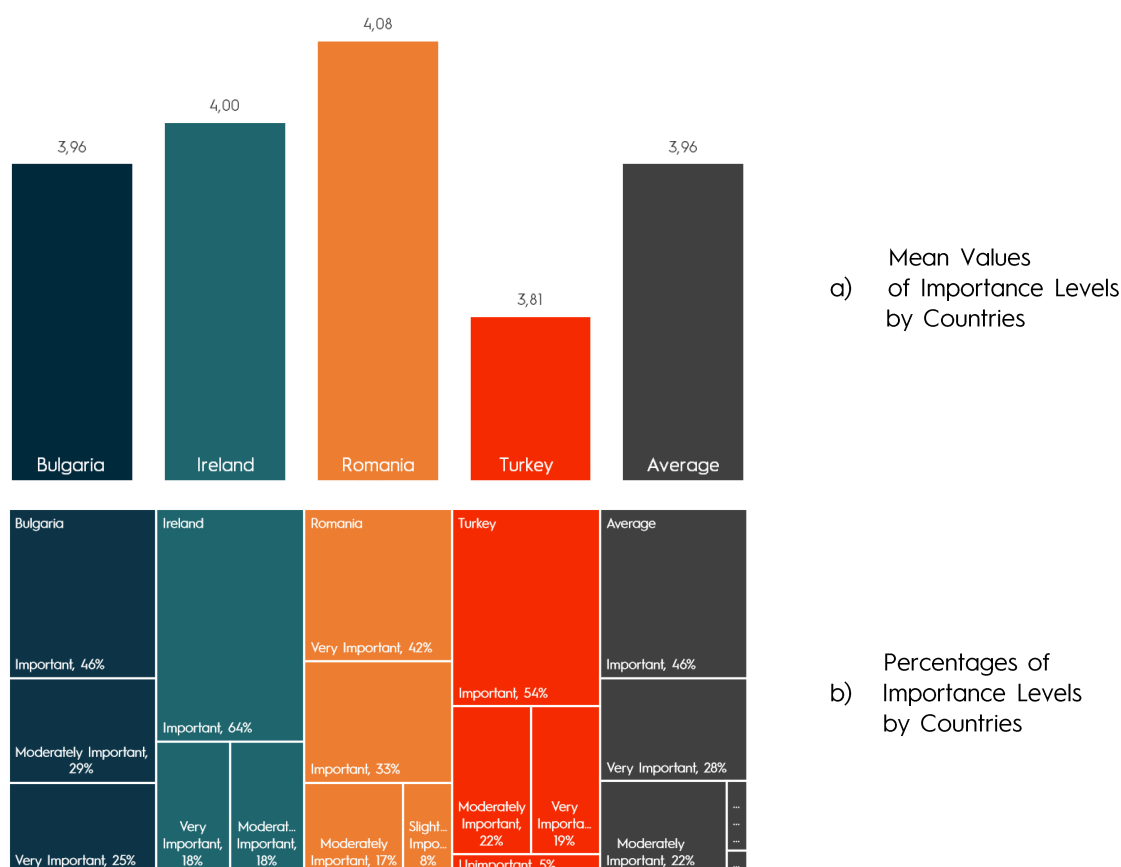
#### 4. RESULTS

At this stage of the study, the importance levels of the necessary entrepreneurial skills, the use of digital tools and the factors affecting the success of the organizations in crisis situations were measured with 110 organizations participating in the survey. The status of the organizations during the pandemic period was also examined. The findings obtained as a result of the survey are presented below and country comparisons were made over the averages.

As a result of the survey, the averages of the findings obtained on the basis of countries and the general average of the relevant variable are presented in figures. The obtained survey data are as follows.

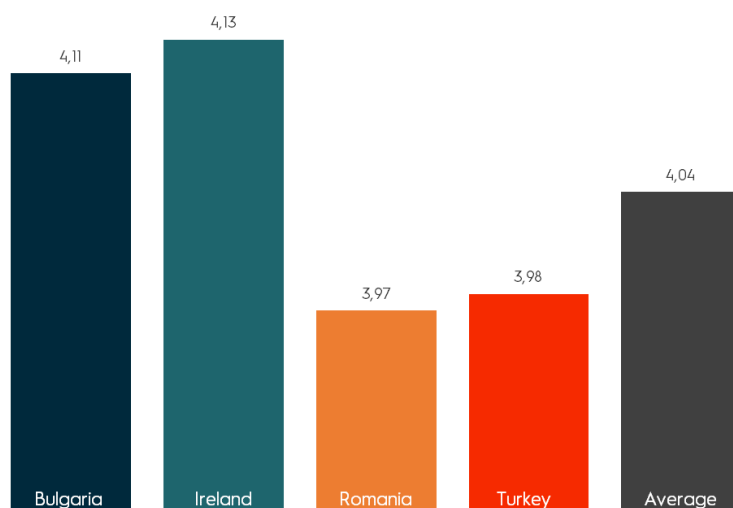


#### 4.1. Importance Levels of Required Entrepreneurial Skills Across Organizations

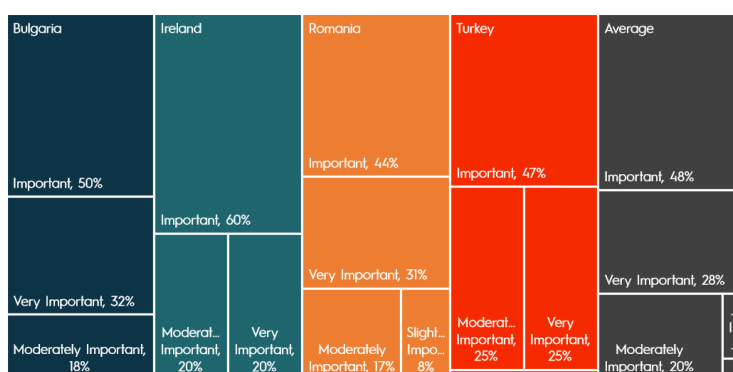


**Figure 2. Ability to Manage Uncertainty**

Figure 2 above shows the average levels of organizations' ability to manage uncertainty during the pandemic period. According to the findings, the ability to manage the uncertainties was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 3,96. When this value is analyzed on a country basis, it is found that it is 3,96 for Bulgaria, 4,00 for Ireland, 4,08 for Romania and 3,81 for Turkey. The values for Ireland and Romania were above the general average, while the values for Bulgaria were equal and Turkey were below the general average.



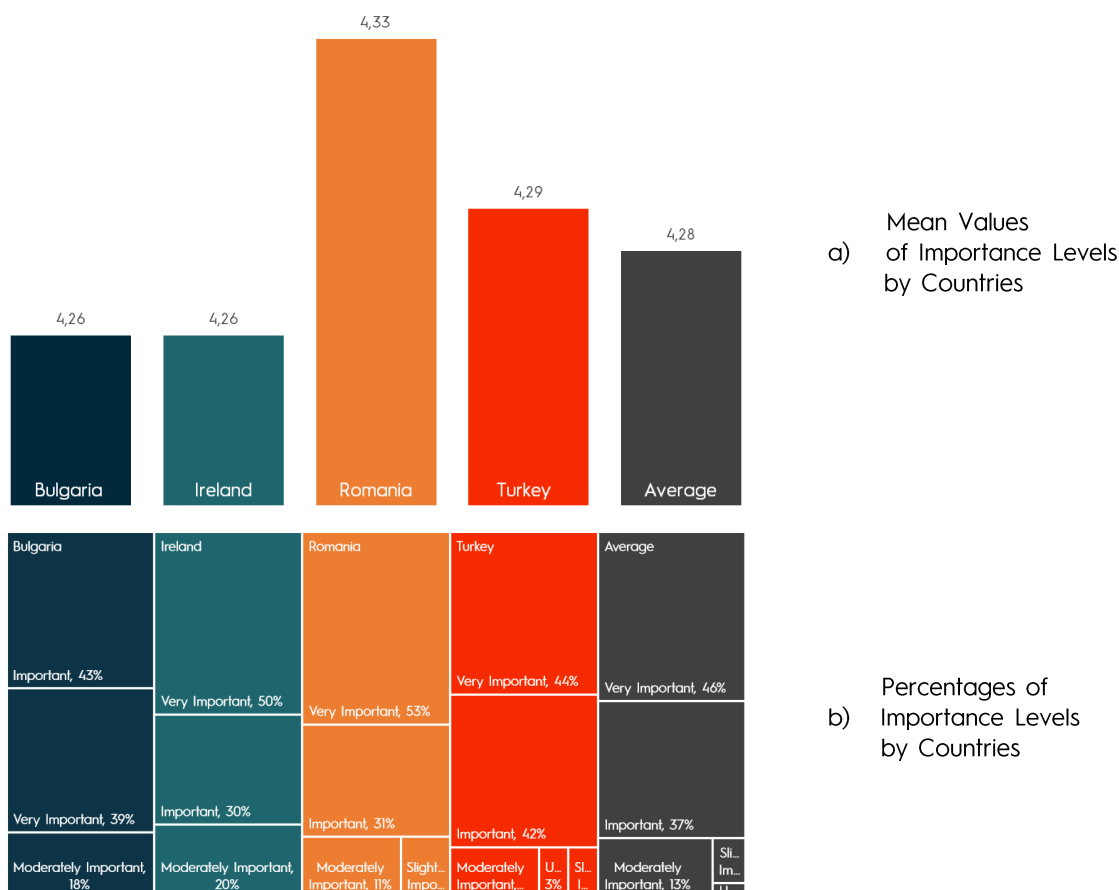
a) Mean Values  
of Importance Levels  
by Countries



b) Percentages of  
Importance Levels  
by Countries

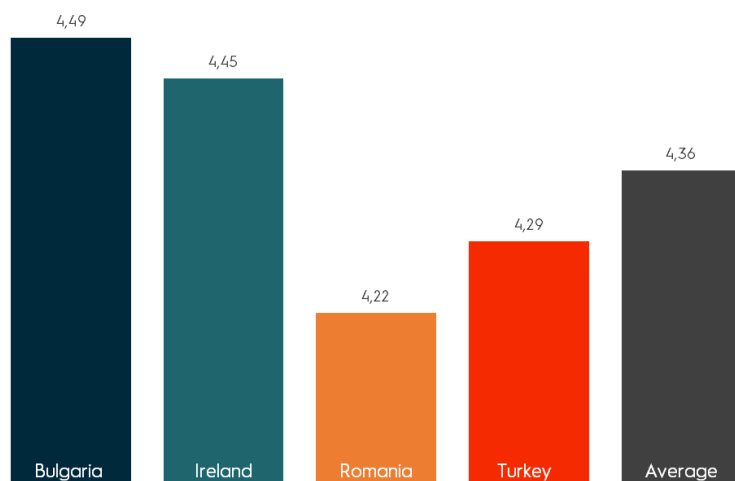
**Figure 3. Ability to Deal with Unexpected Results**

Figure 3 above shows the average values of the organizations' ability to deal with unexpected results. According to the findings, the ability to deal with unexpected results was evaluated out of 5 (1: Not important at all to 5: Very important), and it was seen that the general average value of the countries was 4,04. When this value is analyzed on a country basis, it is found that it is 4,11 for Bulgaria, 4,13 for Ireland, 3,97 for Romania and 3,98 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.

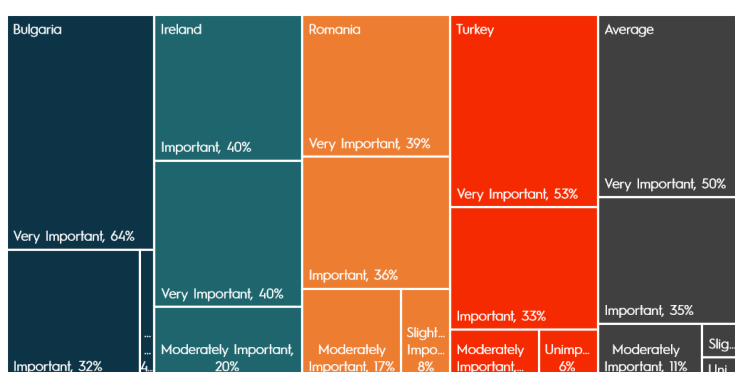


**Figure 4. Ability to Adapt to Changes**

Figure 4 above shows the average values of the organizations' ability to adapt to changes. According to the findings, the ability to adapt to changes was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,28. When this value is analyzed on a country basis, it is found that it is 4,26 for Bulgaria, 4,26 for Ireland, 4,33 for Romania and 4,29 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Bulgaria and Ireland were below the general average.



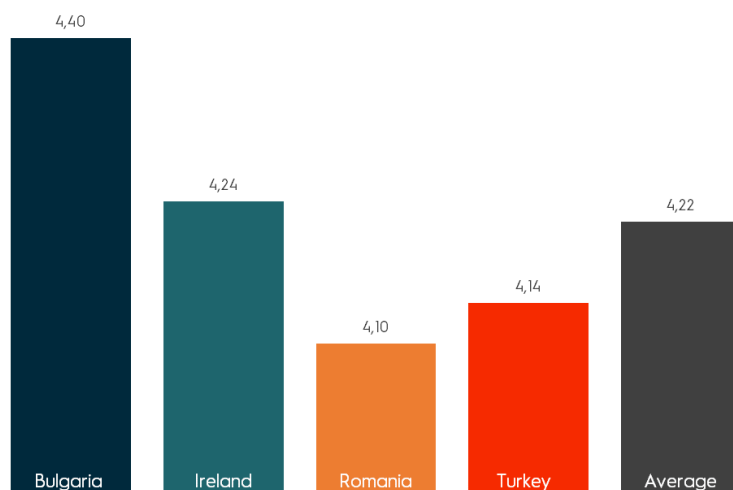
a) Mean Values  
of Importance Levels  
by Countries



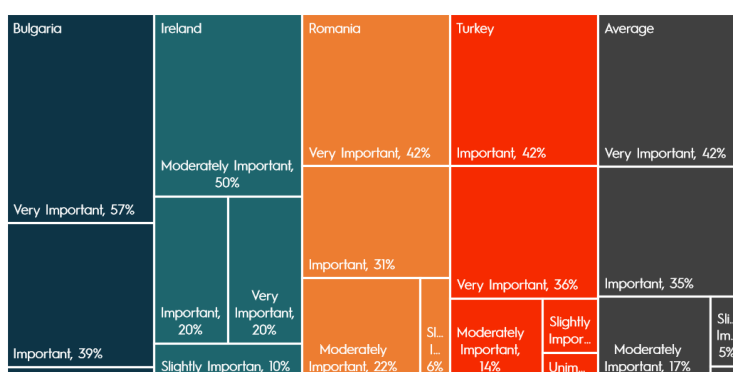
b) Percentages of  
Importance Levels  
by Countries

**Figure 5. Ability to Make Decisions and Take Risks**

Figure 5 above shows the average values of the organizations' ability to make decisions and take risks. According to the findings, the ability to make decisions and take risks was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,36. When this value is analyzed on a country basis, it is found that it is 4,49 for Bulgaria, 4,45 for Ireland, 4,22 for Romania and 4,29 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.



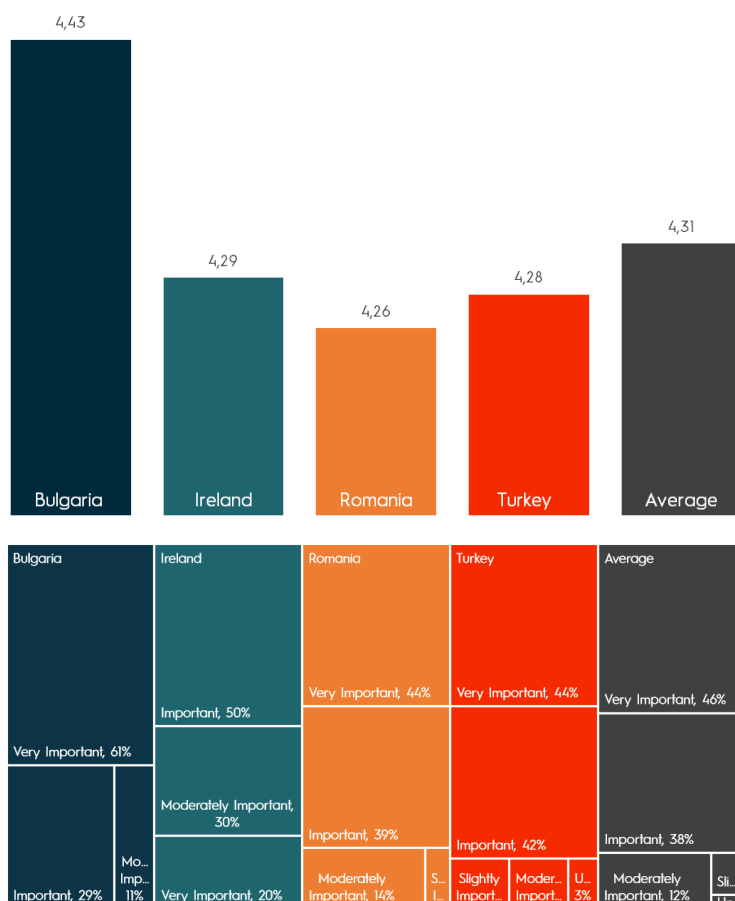
a) Mean Values  
of Importance Levels  
by Countries



b) Percentages of  
Importance Levels  
by Countries

**Figure 6. Ability to Plan and Set Goals**

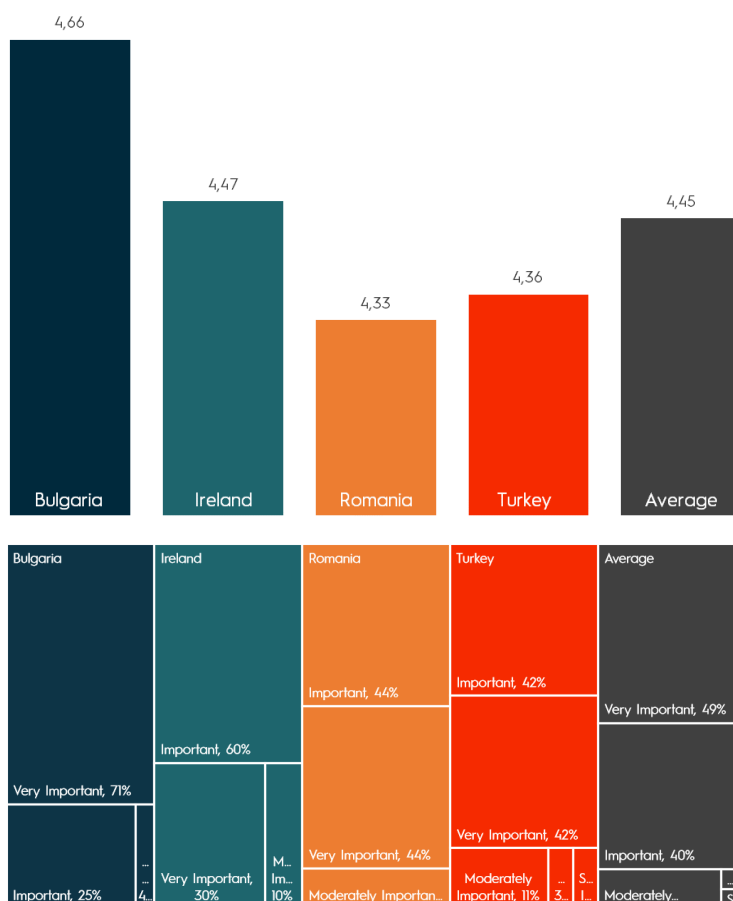
Figure 6 above shows the average values of the organization's ability to plan and set goals. According to the findings, planning and goal setting skills were evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,22. When this value is analyzed on a country basis, it is found that it is 4,40 for Bulgaria, 4,24 for Ireland, 4,10 for Romania and 4,14 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.



**Figure 7. Ability to Provide Internal Coordination**

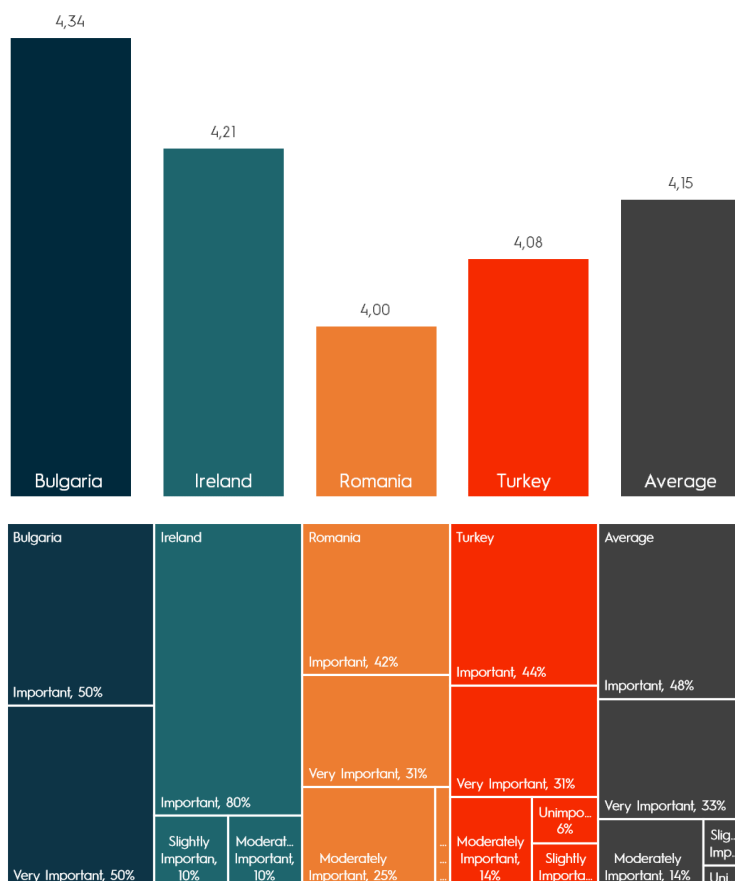
Figure 7 above shows the average values of the organization's ability to provide internal coordination. According to the findings, the ability to provide internal coordination was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,31. When this value is analyzed on a country basis, it is found that it is 4,43 for Bulgaria, 4,29 for Ireland, 4,26 for Romania and 4,28 for Turkey. In other words, average value for Bulgaria was above the general average, while average values for Ireland, Romania and Turkey were below the general average.





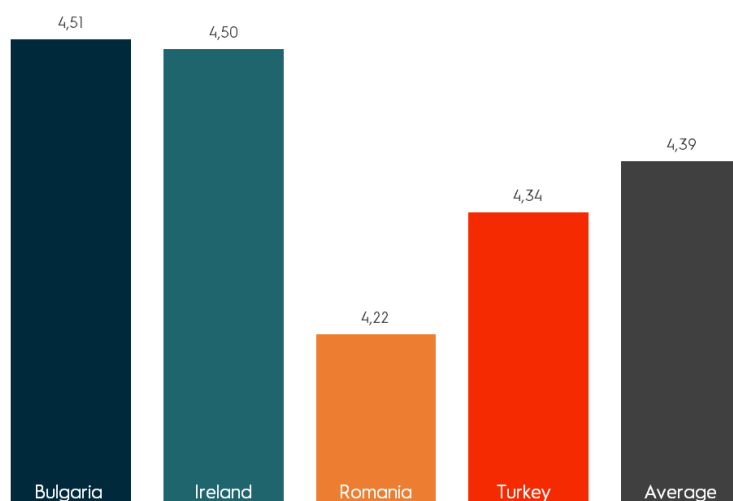
**Figure 8. Ability to Communicate Effectively**

Figure 8 above shows the average values of the organizations' ability to communicate effectively. According to the findings, the ability to communicate effectively was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,45. When this value is analyzed on a country basis, it is found that it is 4,66 for Bulgaria, 4,47 for Ireland, 4,33 for Romania and 4,36 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.

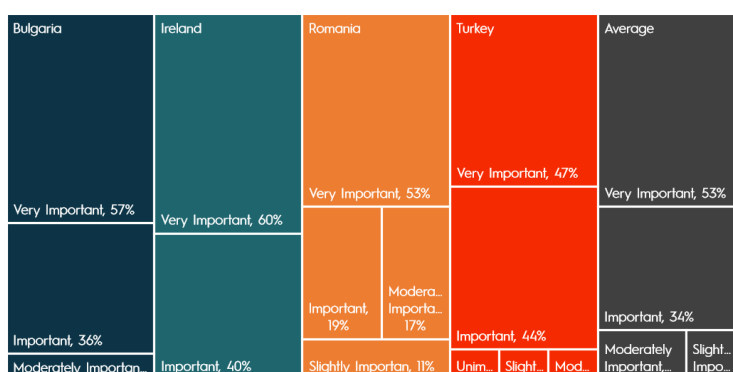


**Figure 9. Ability to Negotiate and Bargain**

Figure 9 above shows the average values of the organizations' ability to negotiate and bargain. According to the findings, negotiation and bargaining skills were evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,15. When this value is analyzed on a country basis, it is found that it is 4,34 for Bulgaria, 4,21 for Ireland, 4,00 for Romania and 4,08 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.



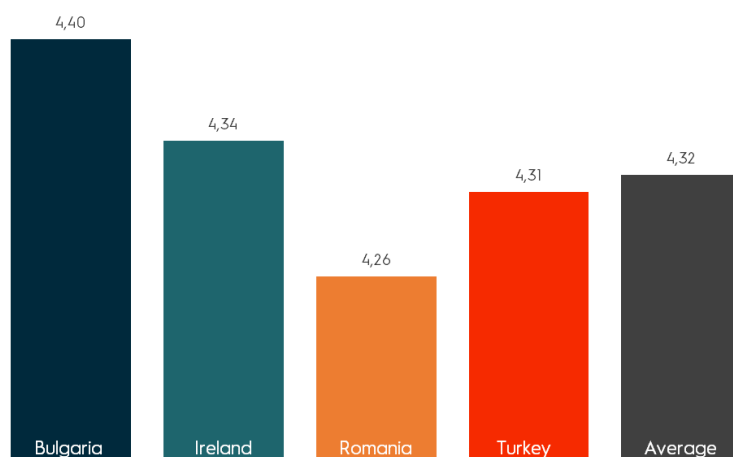
a) Mean Values  
of Importance Levels  
by Countries



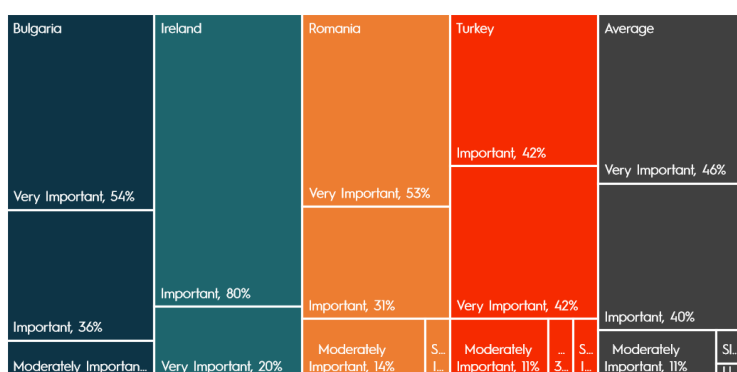
b) Percentages of  
Importance Levels  
by Countries

**Figure 10. Ability to Motivate Yourself**

Figure 10 above shows the average values of the of the organizations' ability to motivate themselves. According to the findings, self-motivation skills was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,39. When this value is analyzed on a country basis, it is found that it is 4,51 for Bulgaria, 4,50 for Ireland, 4,22 for Romania and 4,34 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.



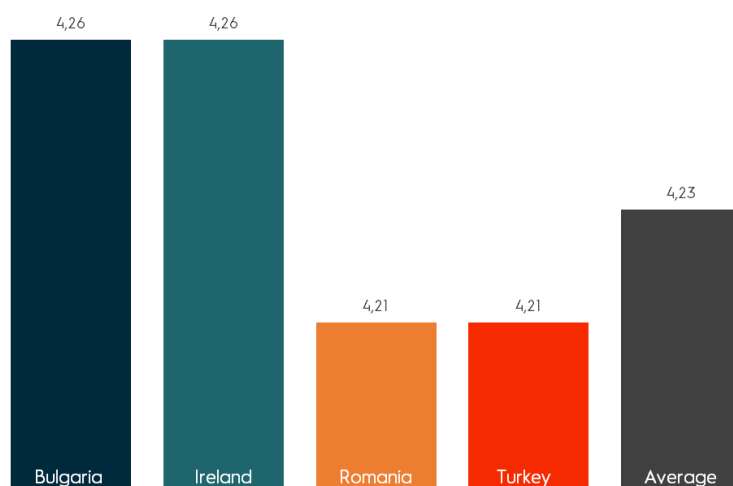
a) Mean Values  
of Importance Levels  
by Countries



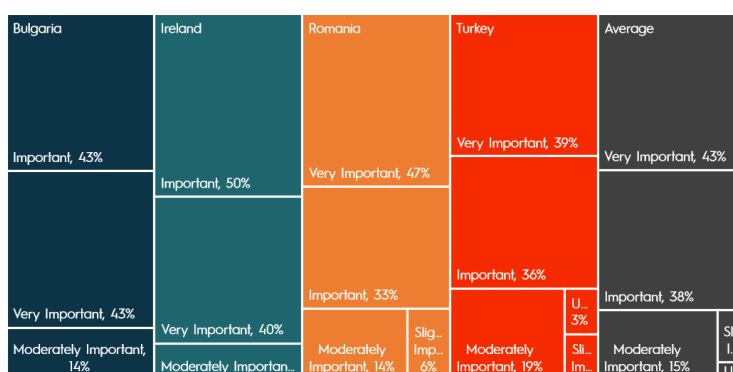
b) Percentages of  
Importance Levels  
by Countries

**Figure 11. Ability to Motivate the Team/Staff**

Figure 11 above shows the average values of the organization's ability to motivate the team/staff. According to the findings, the ability to motivate the team/staff was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,32. When this value is analyzed on a country basis, it is found that it is 4,40 for Bulgaria, 4,34 for Ireland, 4,26 for Romania and 4,31 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.



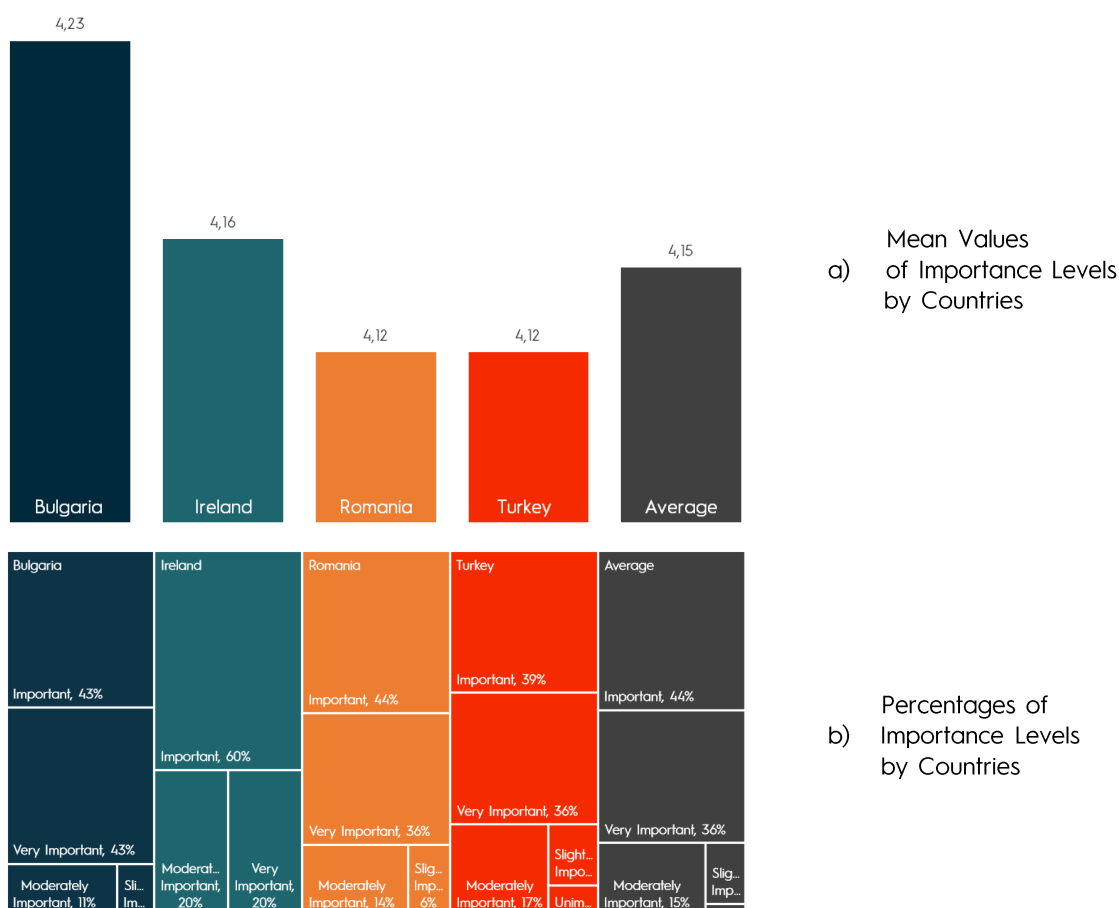
a) Mean Values  
of Importance Levels  
by Countries



b) Percentages of  
Importance Levels  
by Countries

**Figure 12. Ability to Provide Motivation**

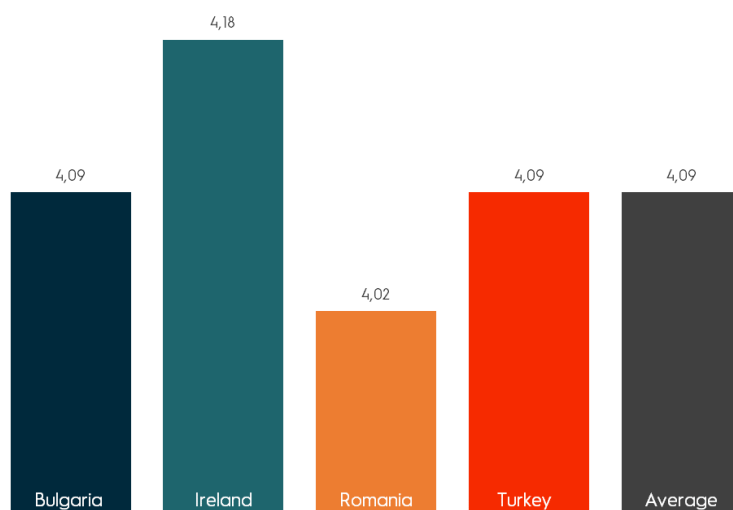
Figure 12 above shows the average values of the organizations' ability to provide motivation. According to the findings, the ability to provide motivation was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,23. When this value is analyzed on a country basis, it is found that it is 4,26 for Bulgaria, 4,26 for Ireland, 4,21 for Romania and 4,21 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.



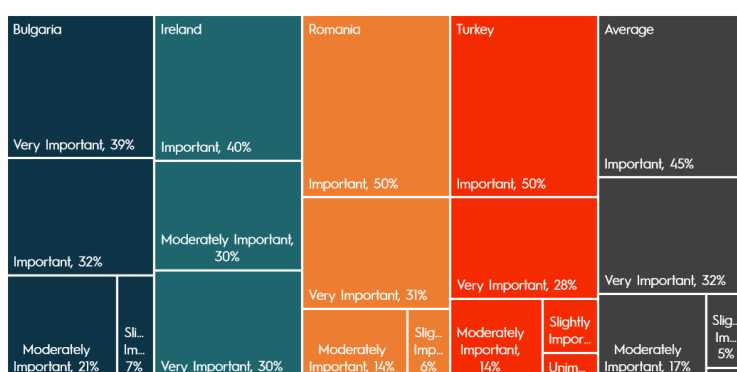
**Figure 13. Ability to Build and Manage an Effective Team**

Figure 13 above shows the average values of the organizations' ability to build and manage an effective team. According to the findings, the ability to build and manage an effective team was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,15. When this value is analyzed on a country basis, it is found that it is 4,23 for Bulgaria, 4,16 for Ireland, 4,12 for Romania and 4,12 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.





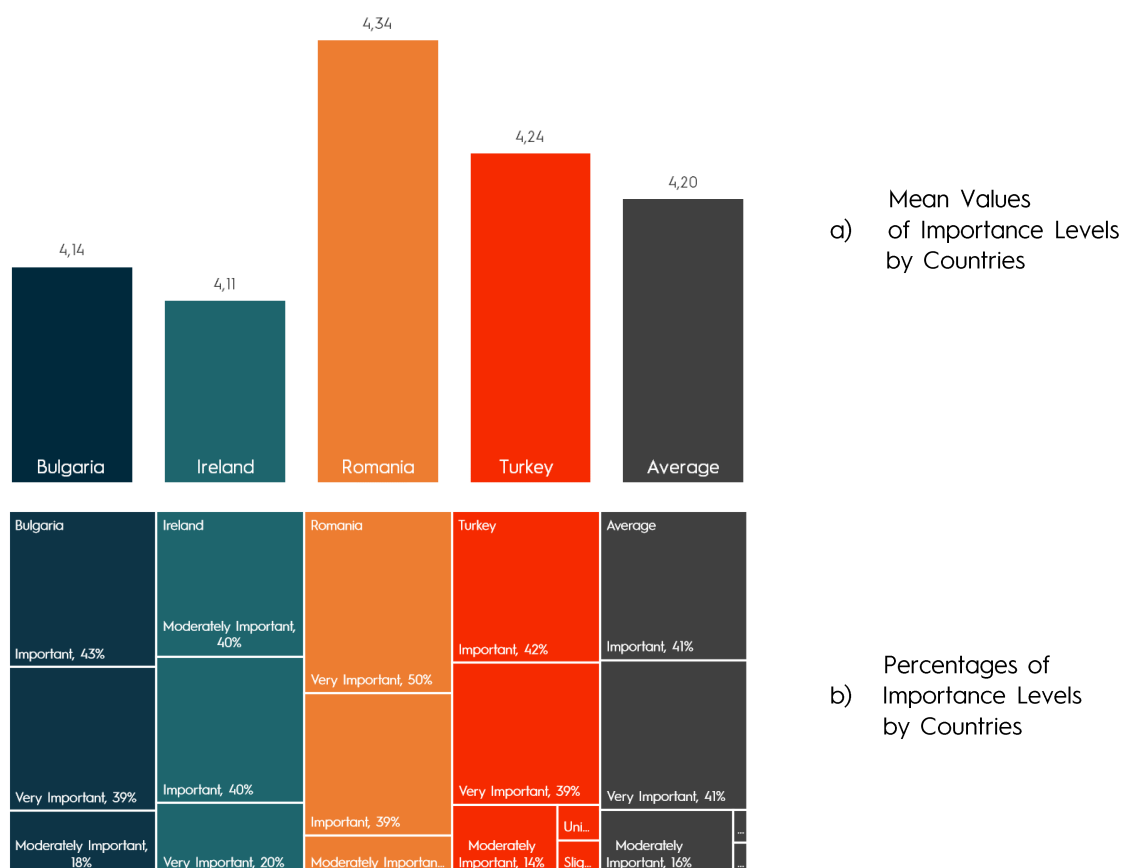
a) Mean Values  
of Importance Levels  
by Countries



b) Percentages of  
Importance Levels  
by Countries

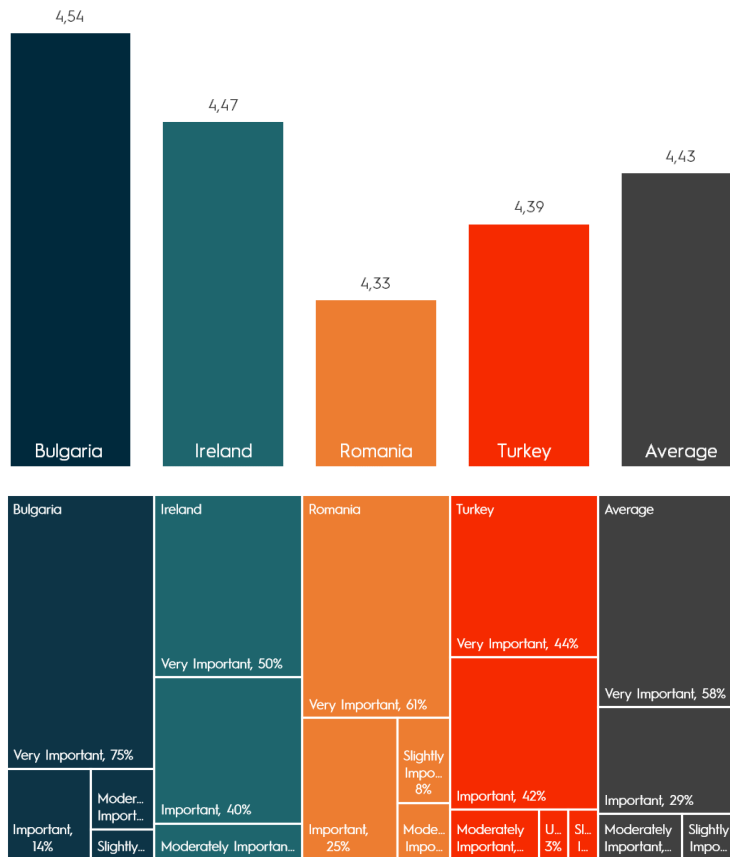
**Figure 14. Ability to Receive and Evaluate Feedback**

Figure 14 above shows the average values of the organizations' ability to receive and evaluate feedback. According to the findings, the ability to receive and evaluate feedback was evaluated out of 5 (1: Not important at all to 5: Very important), and it was seen that the general average value of the countries was 4,09. When this value is analyzed on a country basis, it is found that it is 4,09 for Bulgaria, 4,18 for Ireland, 4,02 for Romania and 4,09 for Turkey. In other words, average value for Ireland was above the general average, while Turkey's and Bulgaria's were equal, and Romania's were below the general average.



**Figure 15. Ability to Have Technical (Professional) Competence in the Field of Business Ideas**

Figure 15 above shows the average values of organizations' ability to have technical (professional) competence in the field of business ideas. According to the findings, the ability to have technical (professional) competence in the field of business ideas was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,20. When this value is analyzed on a country basis, it is found that it is 4,14 for Bulgaria, 4,11 for Ireland, 4,34 for Romania and 4,24 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Ireland and Bulgaria were below the general average.



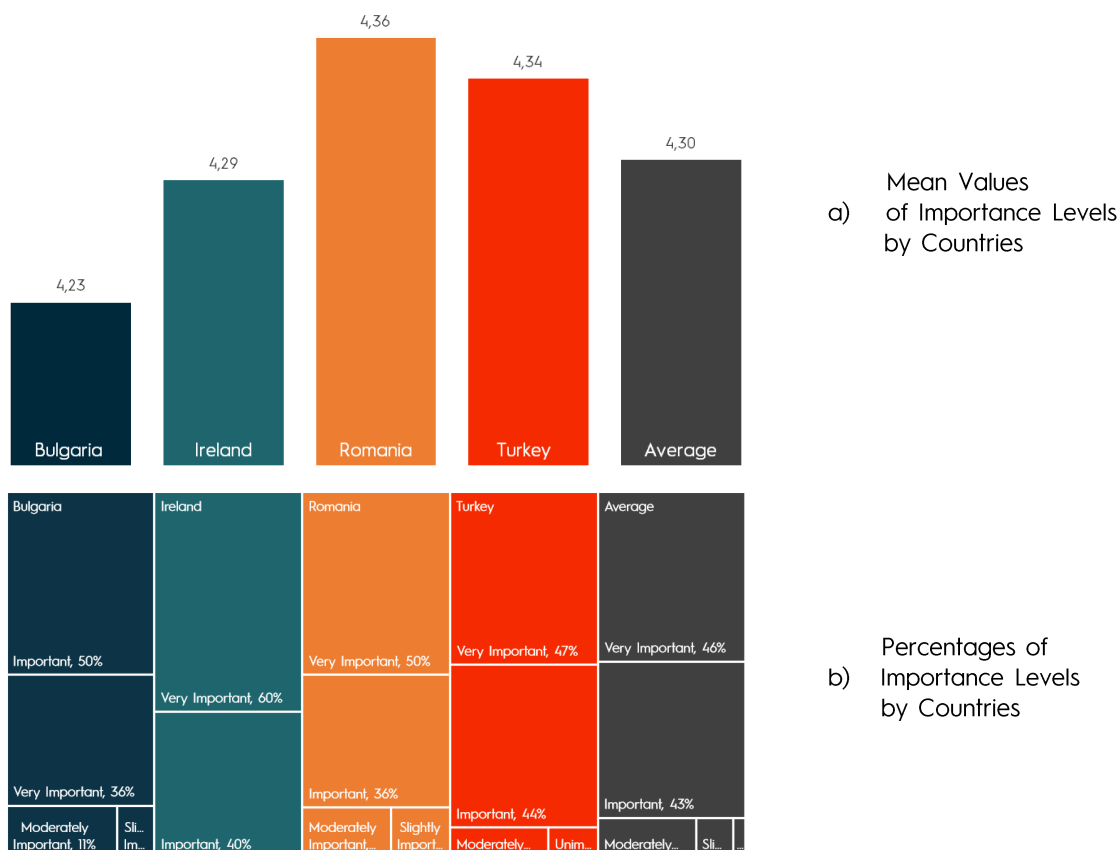
**Figure 16. Ability to Be Disciplined**

Figure 16 above shows the average values of the organization's ability to be disciplined. According to the findings, the ability to be disciplined was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,43. When this value is analyzed on a country basis, it is found that it is 4,54 for Bulgaria, 4,47 for Ireland, 4,33 for Romania and 4,39 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.



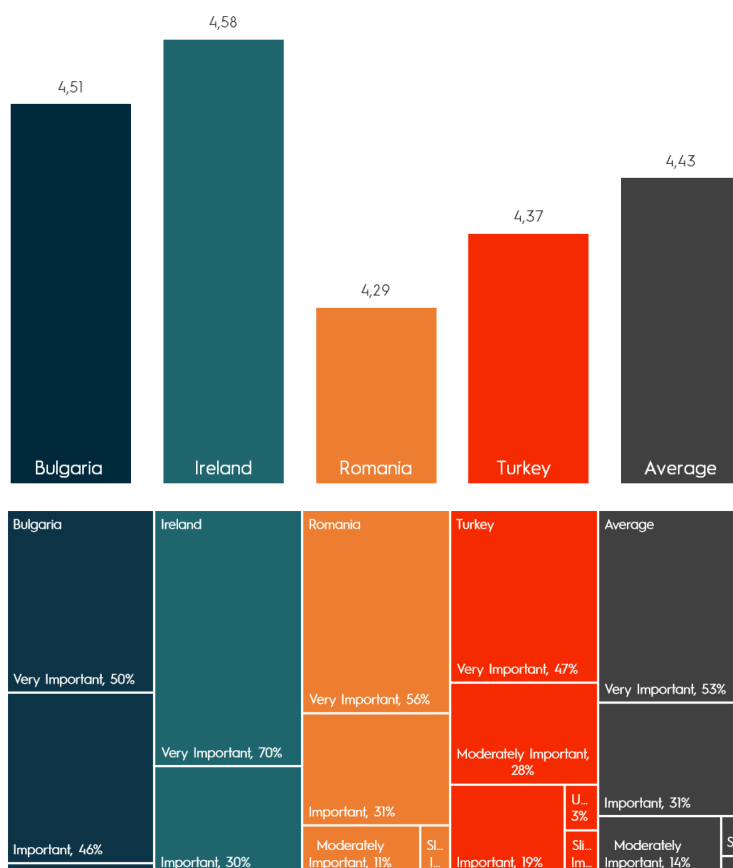
**Figure 17. Ability to Develop Effective Social Relationships**

Figure 17 above shows the average values of the organizations' ability to develop effective social relationships. According to the findings, the ability to develop effective social relationships was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,17. When this value is analyzed on a country basis, it is found that it is 4,23 for Bulgaria, 4,18 for Ireland, 4,17 for Romania and 4,13 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania were equal and Turkey were below the general average.



**Figure 18. Ability to Solve Problems**

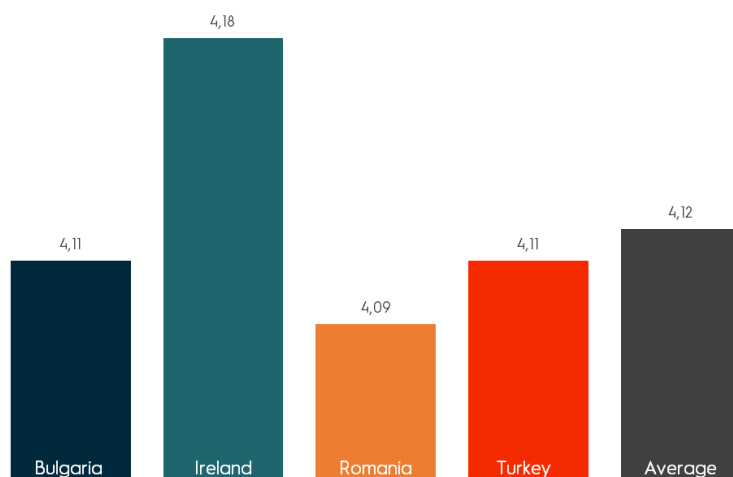
Figure 18 above shows the average values of the organizations' ability to solve problems. According to the findings, the ability to solve problems was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,30. When this value is analyzed on a country basis, it is found that it is 4,23 for Bulgaria, 4,29 for Ireland, 4,36 for Romania and 4,34 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Ireland and Bulgaria were below the general average.



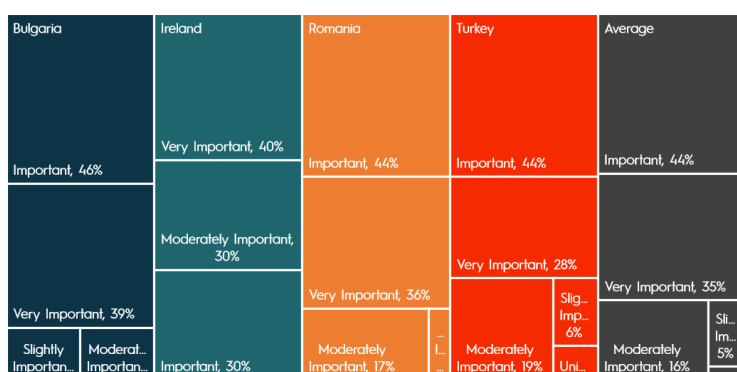
**Figure 19. Ability to Work Under Pressure**

Figure 19 above shows the average values of the organizations' ability to work under pressure. According to the findings, the ability to work under pressure was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,43. When this value is analyzed on a country basis, it is found that it is 4,51 for Bulgaria, 4,58 for Ireland, 4,29 for Romania and 4,37 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.





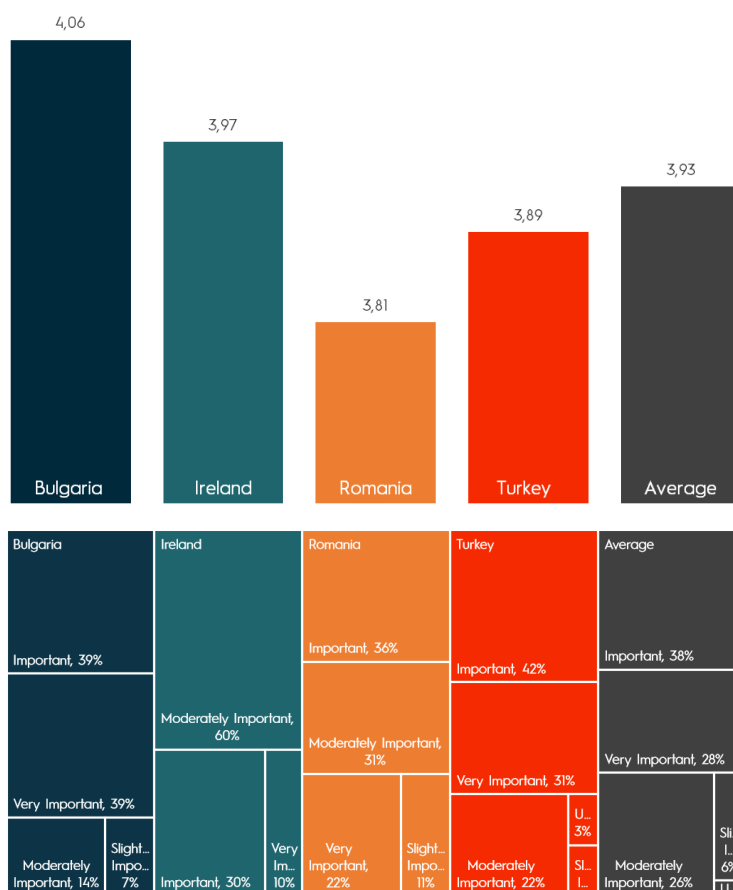
a) Mean Values  
of Importance Levels  
by Countries



b) Percentages of  
Importance Levels  
by Countries

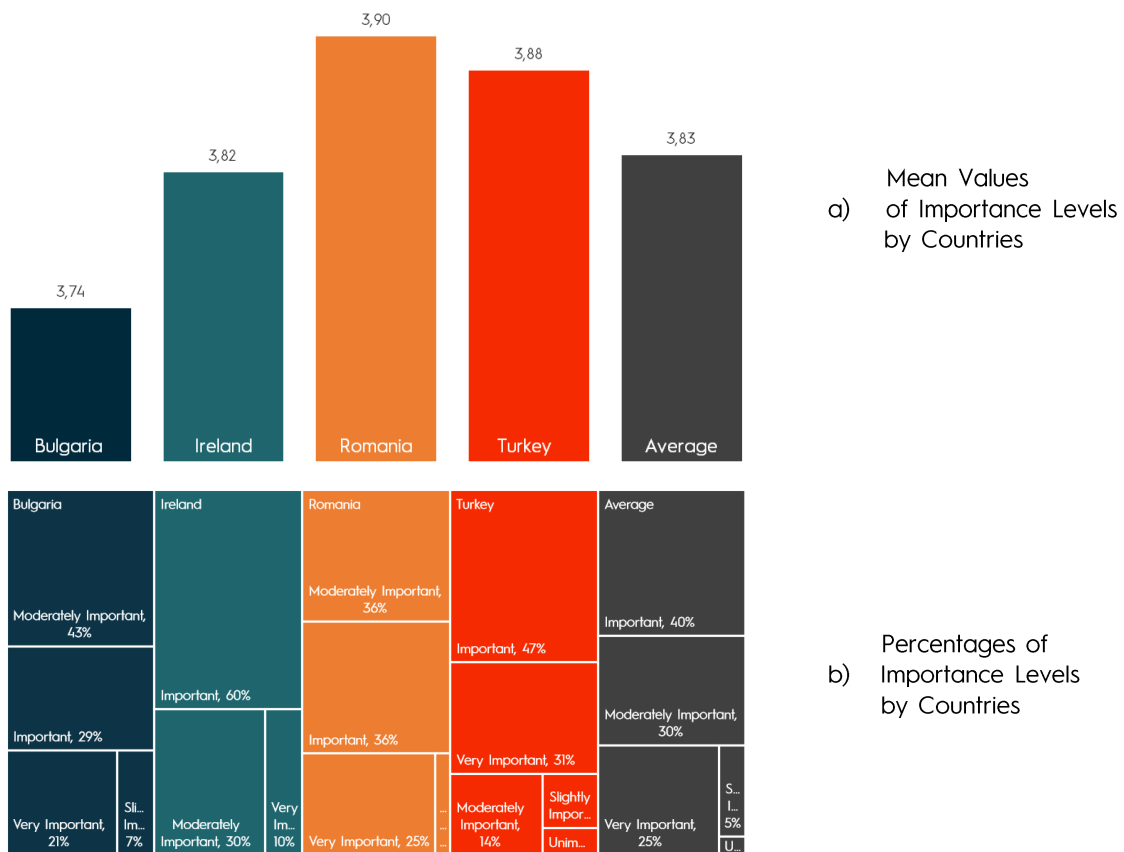
**Figure 20. Ability to Innovate to Meet Emerging Opportunities and Threats**

Figure 20 above shows the average values of organizations' ability to innovate to meet emerging opportunities and threats. According to the findings, the ability to innovate to meet emerging opportunities and threats was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,12. When this value is analyzed on a country basis, it is found that it is 4,11 for Bulgaria, 4,18 for Ireland, 4,09 for Romania and 4,11 for Turkey. In other words, average value for Ireland was above the general average, while average values for Bulgaria, Romania and Turkey were below the general average.



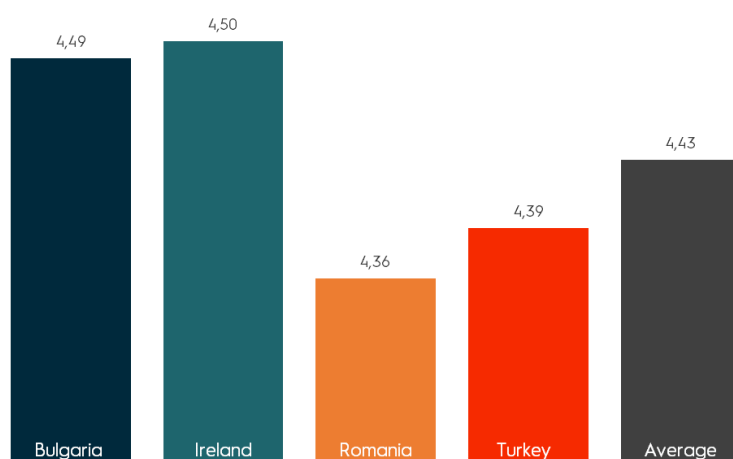
**Figure 21. Ability to Predict the Direction and Nature of Market Change**

Figure 21 above shows the average values of the organizations' ability to predict the direction and nature of market change. According to the findings, the ability to predict the direction and nature of the market change was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the overall average value of the countries was 3,93. When this value is analyzed on a country basis, it is found that it is 4,06 for Bulgaria, 3,97 for Ireland, 3,81 for Romania and 3,89 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.

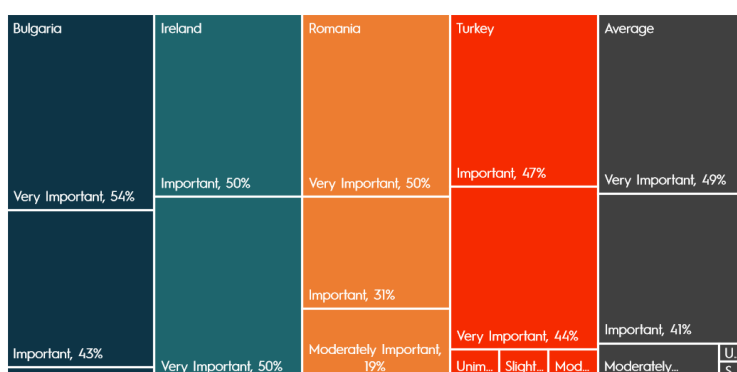


**Figure 22. Being Comfortable and Prejudiced Against Change**

Figure 22 above shows the average values of the organizations' ability of being comfortable and prejudiced against change. According to the findings, the ability to be comfortable with change and not be prejudiced was evaluated out of 5 (1: Not important at all to 5: Very important), and the general average value of the countries was found to be 3,83. When this value is analyzed on a country basis, it is found that it is 3,74 for Bulgaria, 3,82 for Ireland, 3,90 for Romania and 3,88 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Ireland and Bulgaria were below the general average.



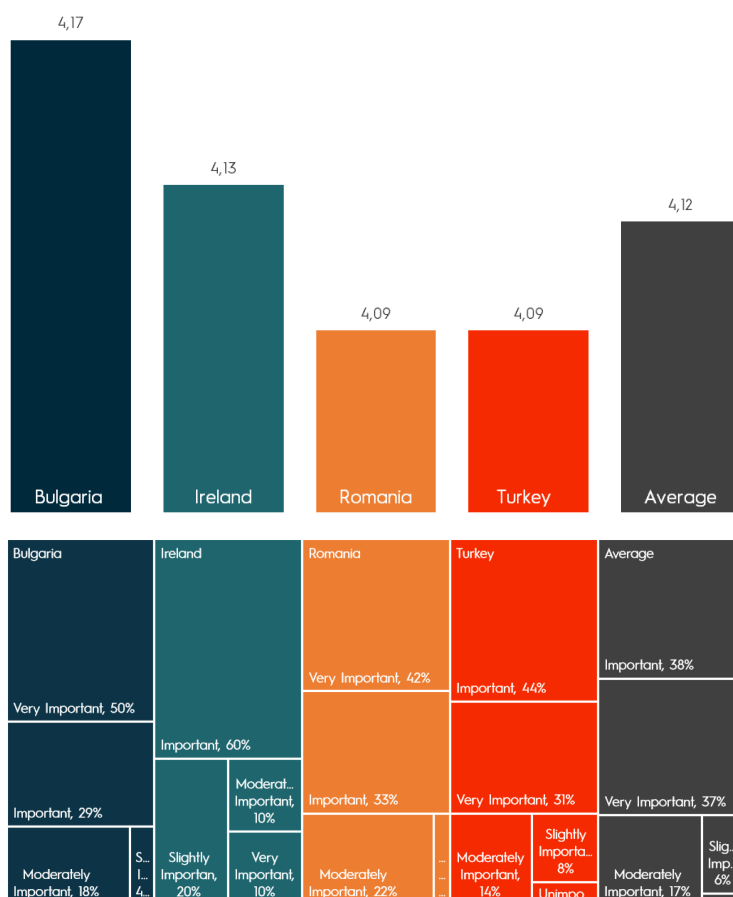
a) Mean Values of Importance Levels by Countries



b) Percentages of Importance Levels by Countries

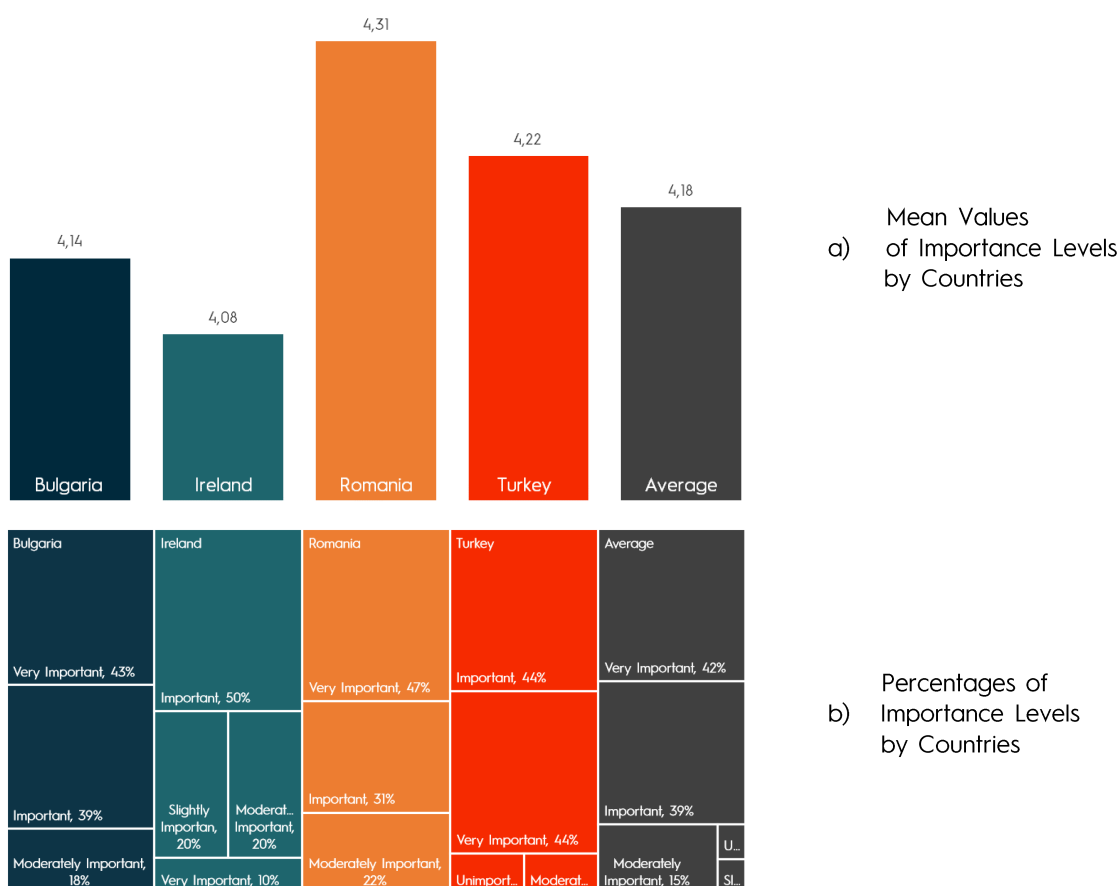
**Figure 23. Ability to Learn Quickly and Being Curious**

Figure 23 above shows the average values of the organizations' ability to learn quickly and being curious. According to the findings, curiosity levels and fast learning skills were evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,43. When this value is analyzed on a country basis, it is found that it is 4,49 for Bulgaria, 4,50 for Ireland, 4,36 for Romania and 4,39 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.



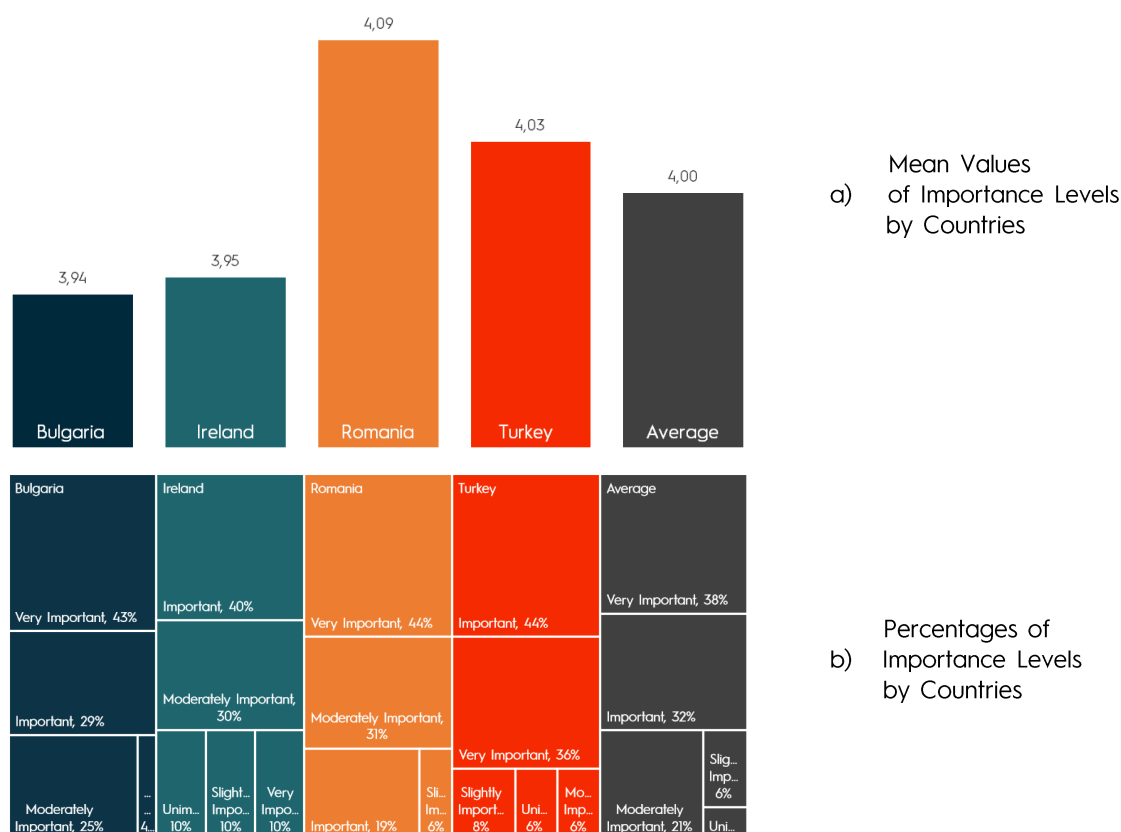
**Figure 24. Ability to Manage Information Systems**

Figure above shows the average values of the organizations' ability to manage information systems. According to the findings, the ability to manage information systems was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,12. When this value is analyzed on a country basis, it is found that it is 4,17 for Bulgaria, 4,13 for Ireland, 4,09 for Romania and 4,09 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.



**Figure 25. Confidence in Using Digital Technology**

Figure 25 above shows the average values of the organizations' confidence skills in using digital technology. According to the findings, confidence skills in using digital technology was evaluated out of 5 (1: Not important at all to 5: Very important), and it was seen that the general average value of the countries was 4,18. When this value is analyzed on a country basis, it is found that it is 4,14 for Bulgaria, 4,08 for Ireland, 4,31 for Romania and 4,22 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Ireland and Bulgaria were below the general average.



**Figure 26. Ability to Use Search Engines for Purposes Such as Business Visibility and Customer Development (SEO)**

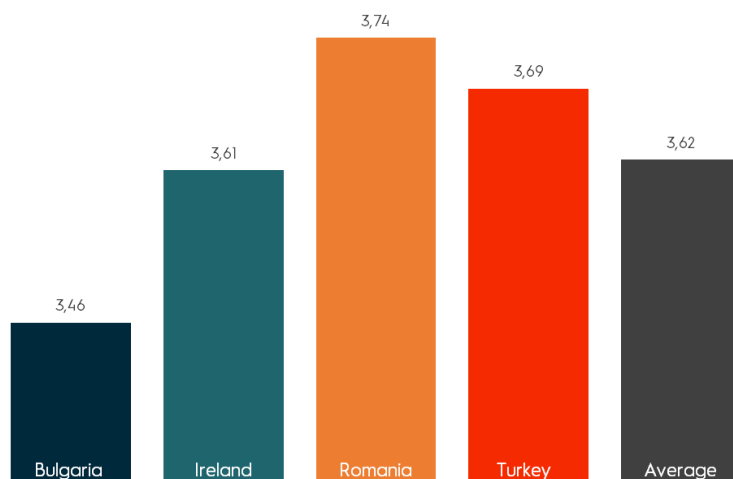
Figure 26 above shows the average values of the organizations' ability to use search engines for purposes such as business visibility and customer development (SEO). According to the findings, ability to use search engines for purposes such as business visibility and customer development was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,00. When this value is analyzed on a country basis, it is found that it is 3,94 for Bulgaria, 3,95 for Ireland, 4,09 for Romania and 4,03 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Ireland and Bulgaria were below the general average.



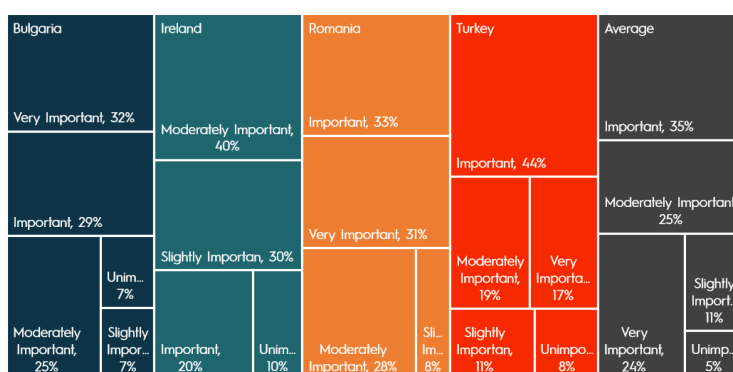
**Figure 27. Proficiency in Financial Matters**

Figure 27 above shows the average values of the organizations' skills of proficiency in financial matters. According to the findings, proficiency skills in financial matters was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 3,92. When this value is analyzed on a country basis, it is found that it is 3,89 for Bulgaria, 3,97 for Ireland, 3,91 for Romania and 3,91 for Turkey. In other words, average value for Ireland was above the general average, while average values for Bulgaria, Romania and Turkey were below the general average.





a) Mean Values  
of Importance Levels  
by Countries

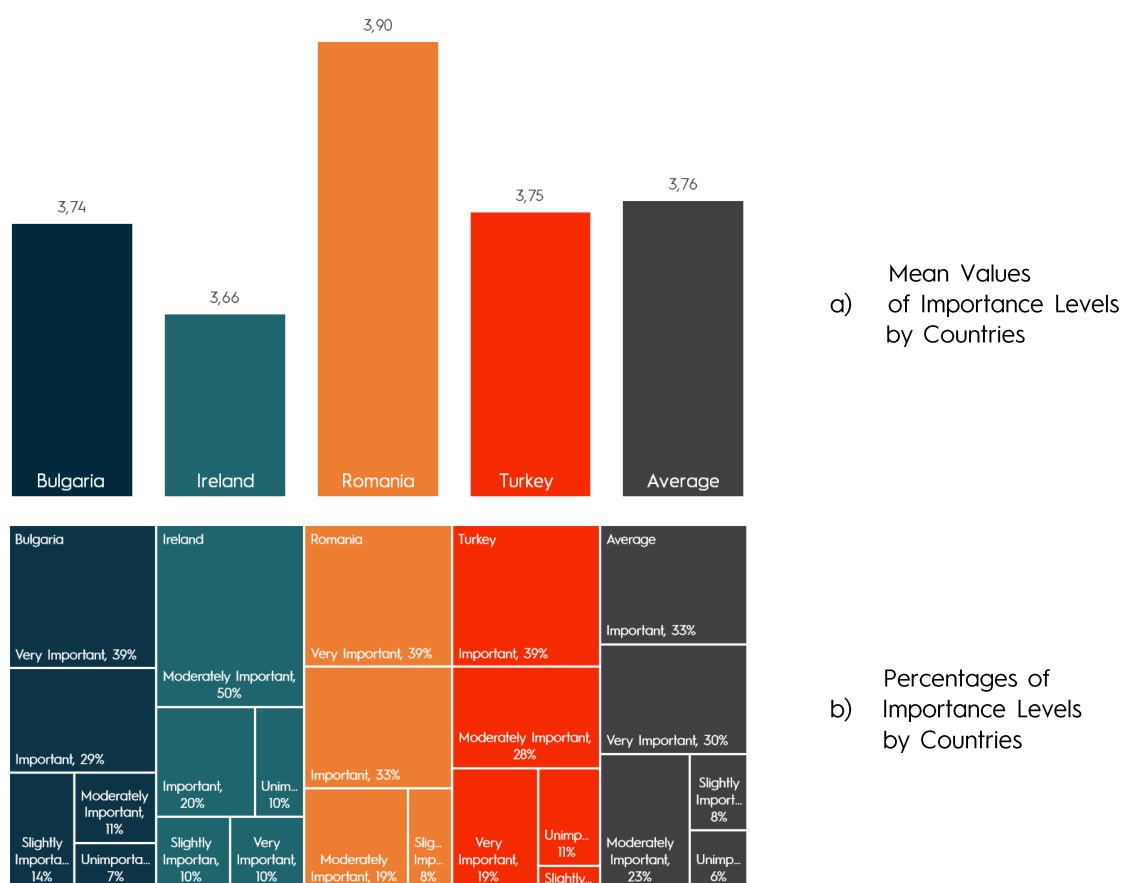


b) Percentages of  
Importance Levels  
by Countries

**Figure 28. Having Information About External Financing Sources**

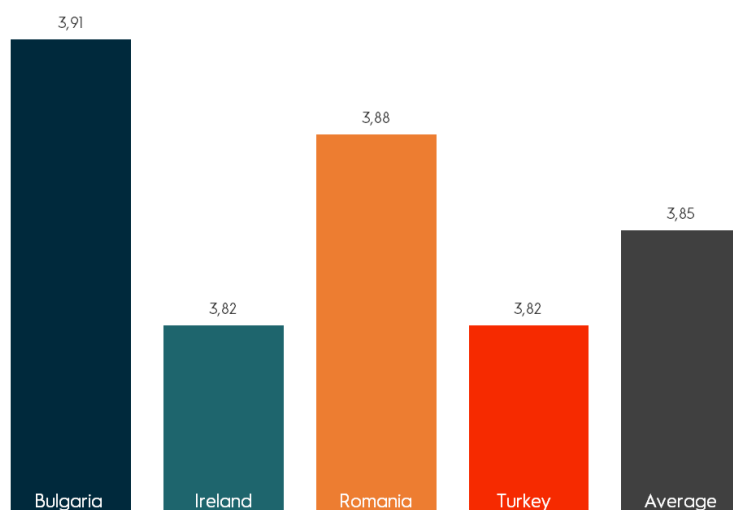
Figure 28 above shows the average values of the organizations' ability to have information about external financing resources (financial markets, banks, government loans, etc.). According to the findings, the ability to have information about external financing sources was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 3,62. When this value is analyzed on a country basis, it is found that it is 3,46 for Bulgaria, 3,61 for Ireland, 3,74 for Romania and 3,69 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Ireland and Bulgaria were below the general average.

## 4.2. Importance Levels of Using Digital Tools Across Organizations

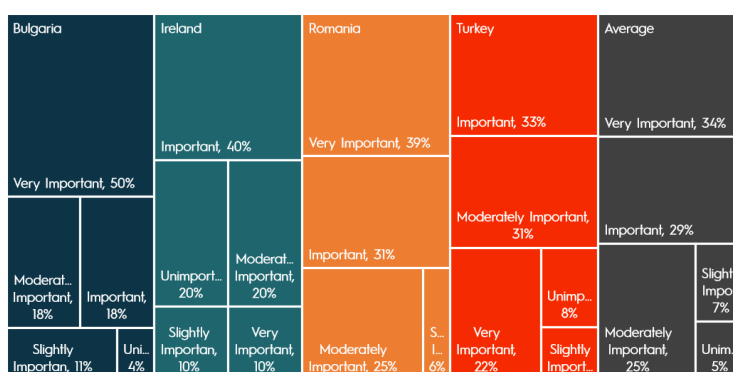


**Figure 29. Use of Digital Tools in Management Activities**

Figure 29 above shows average values of organizations' importance levels for the use of digital tools in the management activities (planning and goal setting etc.). According to the findings, the importance level of the use of digital tools in management activities was evaluated out of 5 (1: Not important at all to, 5: Very important) and it was seen that the general average value of the countries was 3,76. When this value is analyzed on a country basis, it is found that it is 3,74 for Bulgaria, 3,66 for Ireland, 3,90 for Romania and 3,75 for Turkey. In other words, average value for Romania was above the general average, while average values for Bulgaria, Ireland and Turkey were below the general average.



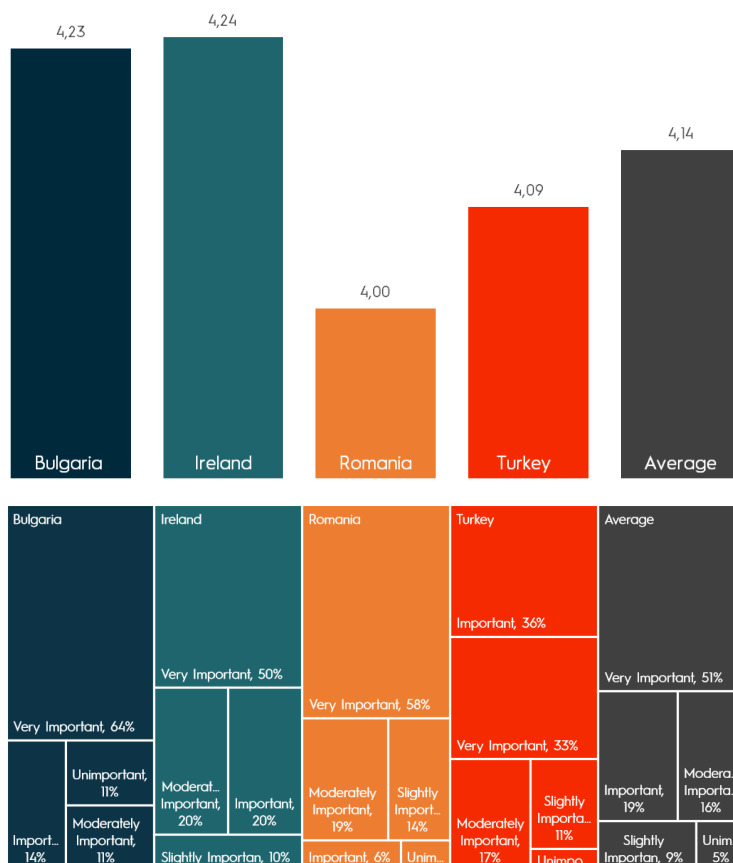
a) Mean Values of Importance Levels by Countries



b) Percentages of Importance Levels by Countries

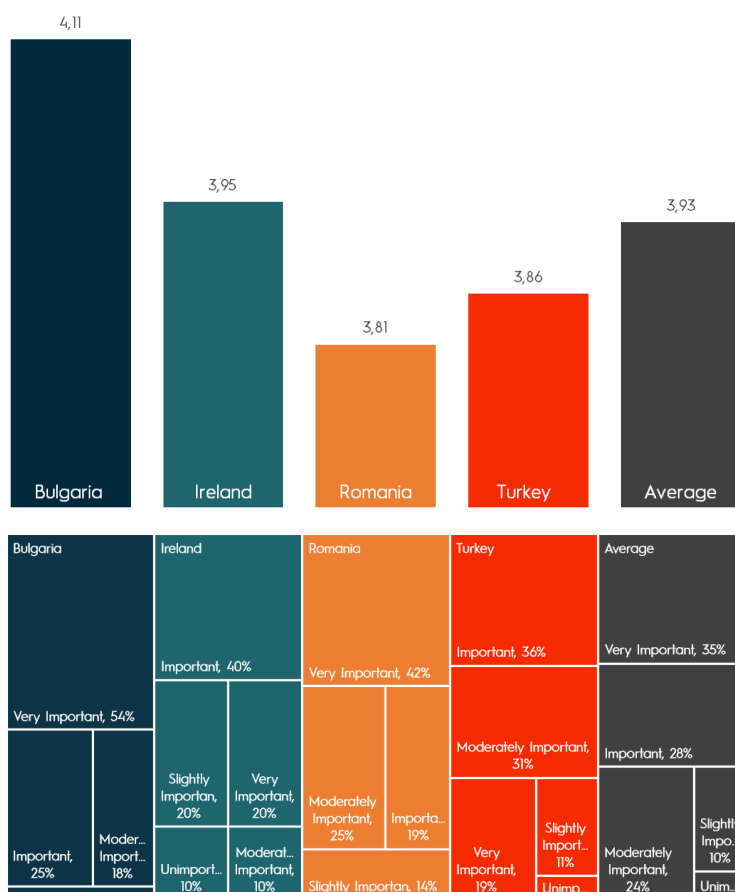
**Figure 30. Use of Digital Tools in Teamwork**

Figure 30 above shows average values of the organizations' importance levels for the use of digital tools in teamwork. According to the findings, the importance level of using digital tools in teamwork was evaluated out of 5 (1: Not important at all to 5: Very important), and it was seen that the general average value of the countries was 3,85. When this value is analyzed on a country basis, it is found that it is 3,91 for Bulgaria, 3,82 for Ireland, 3,88 for Romania and 3,82 for Turkey. In other words, average values for Bulgaria and Romania were above the general average, while average values for Ireland and Turkey were below the general average.



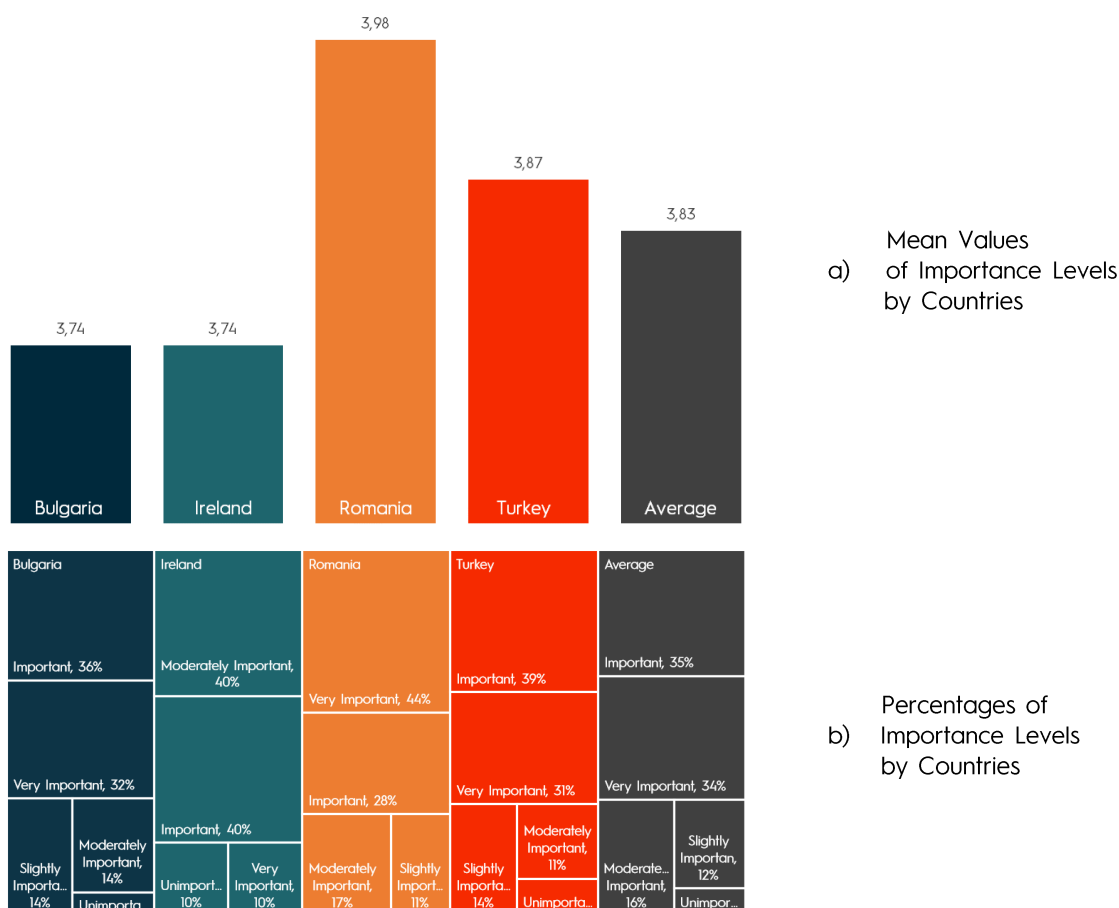
**Figure 31. Use of Digital Tools in Remote Work**

Figure 31 above shows average values of the organizations' importance levels for the use of digital tools in remote working. According to the findings, the importance level of using digital tools in remote work was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,14. When this value is analyzed on a country basis, it is found that it is 4,23 for Bulgaria, 4,24 for Ireland, 4,00 for Romania and 4,09 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.



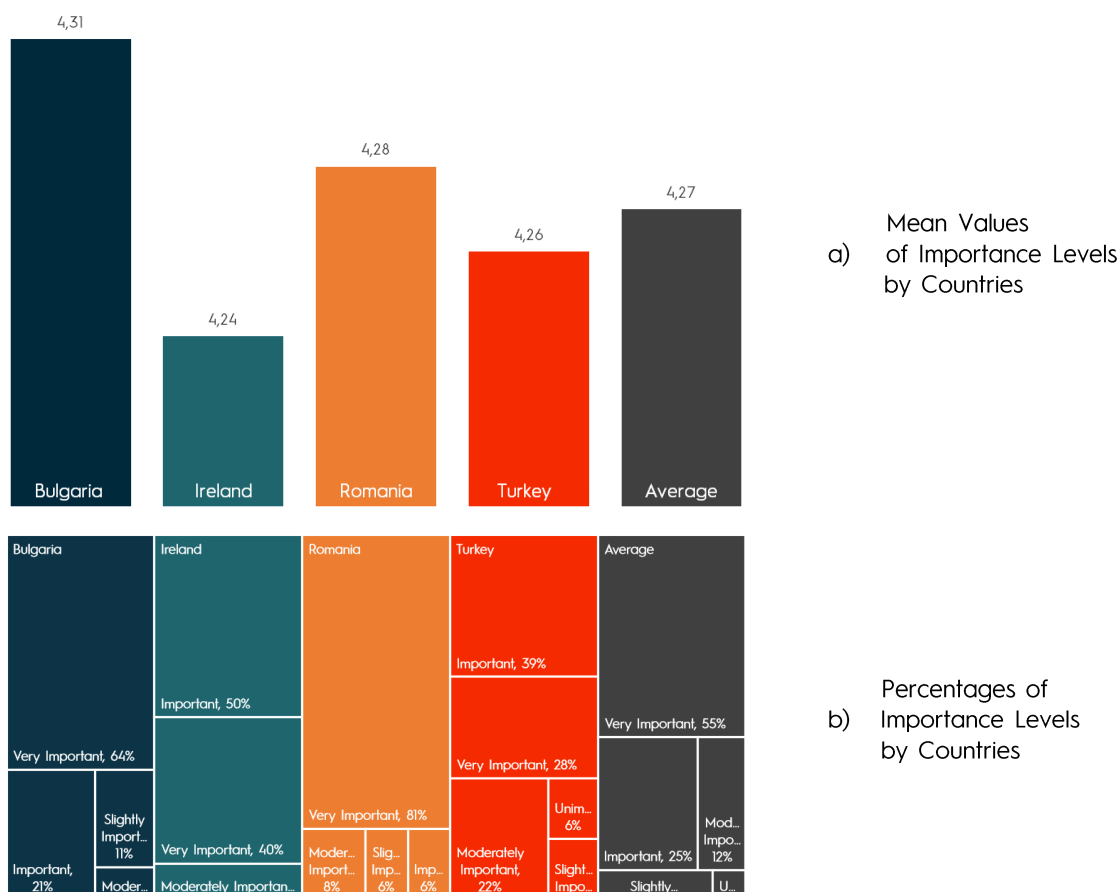
**Figure 32. Use of Digital Tools to Ensure Coordination**

Figure 32 above shows average values of the organizations' importance levels for the use of digital tools to ensure coordination. According to the findings, the importance level of using digital tools in ensuring coordination was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 3,93. When this value is analyzed on a country basis, it is found that it is 4,11 for Bulgaria, 3,95 for Ireland, 3,81 for Romania and 3,86 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.



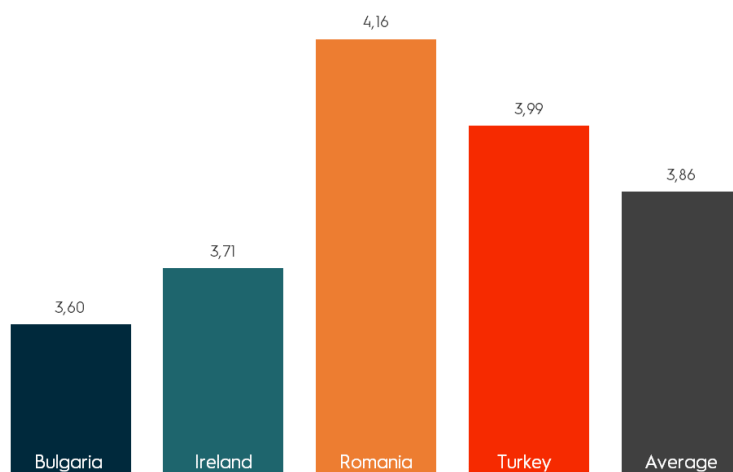
**Figure 33. Use of Digital Tools in Planning and Goal Setting Processes**

Figure 33 above shows average values of the organizations' importance levels for the use of digital tools in planning and goal setting processes. According to the findings, the importance level of using digital tools in the planning and goal setting processes was evaluated out of 5 (1: Not important at all to 5: Very important), and it was seen that the general average value of the countries was 3,83. When this value is analyzed on a country basis, it is found that it is 3,74 for Bulgaria, 3,74 for Ireland, 3,98 for Romania and 3,87 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Ireland and Bulgaria were below the general average.

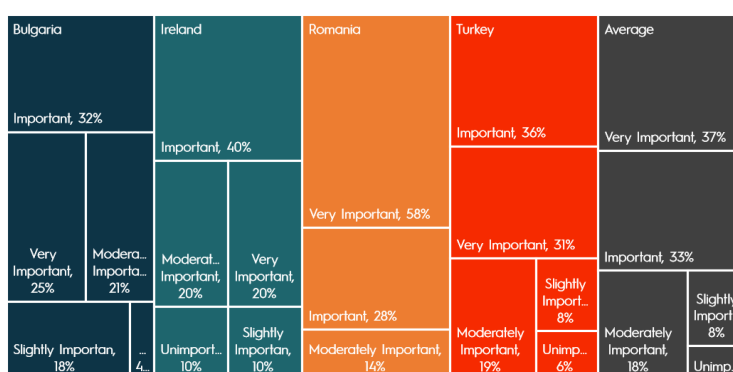


**Figure 34. Use of Digital Tools in Accounting Processes**

Figure 34 above shows the average values of the organizations' importance levels for the use of digital tools in accounting processes. According to the findings, the importance level of using digital tools in accounting processes was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,27. When this value is analyzed on a country basis, it is found that it is 4,31 for Bulgaria, 4,24 for Ireland, 4,28 for Romania and 4,26 for Turkey. In other words, average values for Bulgaria and Romania were above the general average, while average values for Ireland and Turkey were below the general average.



a) Mean Values  
of Importance Levels  
by Countries

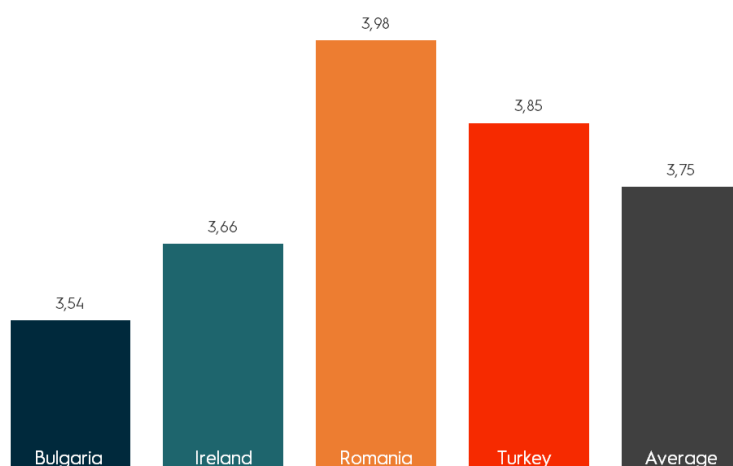


b) Percentages of  
Importance Levels  
by Countries

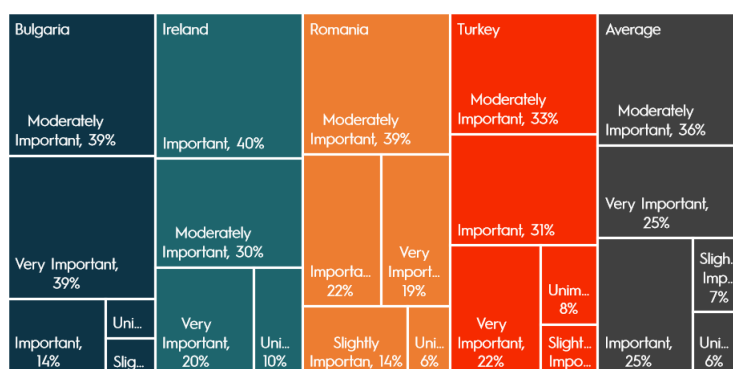
**Figure 35. Use of Digital Tools in Purchasing Processes**

Figure 35 above shows average values of the organizations' importance levels for the use of digital tools in the purchasing processes. According to the findings, the importance level of using digital tools in purchasing processes was evaluated out of 5 (1: Not important at all to 5: Very important), and it was seen that the general average value of the countries was 3,86. When this value is analyzed on a country basis, it is found that it is 3,60 for Bulgaria, 3,71 for Ireland, 4,16 for Romania and 3,99 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Ireland and Bulgaria were below the general average.





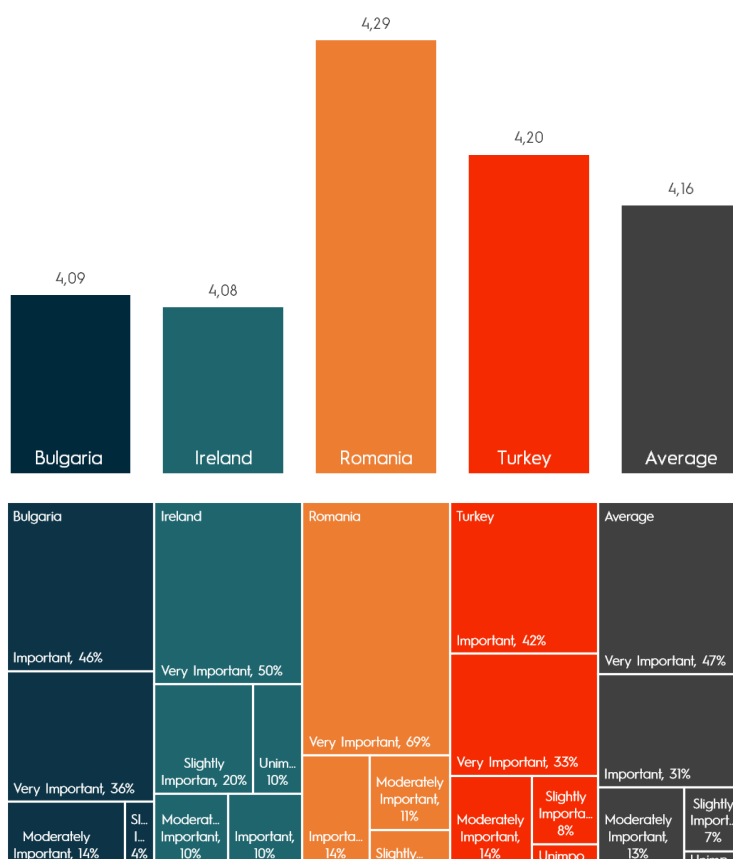
a) Mean Values of Importance Levels by Countries



b) Percentages of Importance Levels by Countries

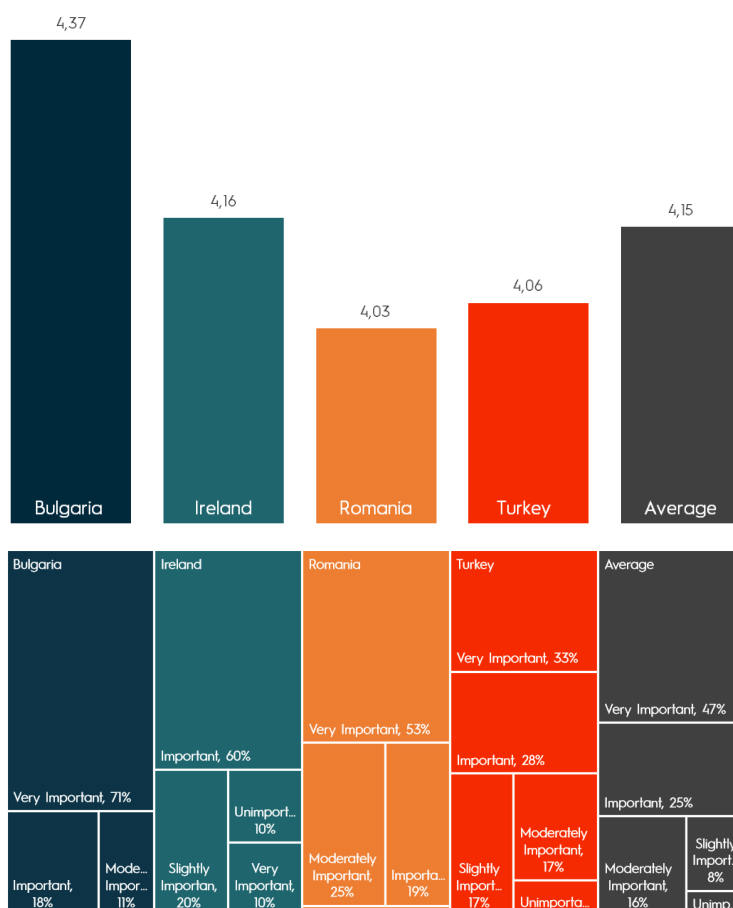
**Figure 36. Use of Digital Tools in Procurement Processes**

Figure 36 above shows average values of the organizations' importance levels for the use of digital tools in procurement processes. According to the findings, the importance level of using digital tools in procurement processes was evaluated out of 5 (1: Not important at all to 5: Very important), and it was seen that the general average value of the countries was 3,75. When this value is analyzed on a country basis, it is found that it is 3,54 for Bulgaria, 3,66 for Ireland, 3,98 for Romania and 3,85 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Ireland and Bulgaria were below the general average.



**Figure 37. Use of Digital Tools in Marketing Activities**

Figure 37 above shows average values of the organizations' importance levels for the use of digital tools in marketing activities. According to the findings, the importance level of using digital tools in marketing activities was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,16. When this value is analyzed on a country basis, it is found that it is 4,09 for Bulgaria, 4,08 for Ireland, 4,29 for Romania and 4,20 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Ireland and Bulgaria were below the general average.



**Figure 38. Use of Digital Tools in Reporting Activities**

Figure 38 above shows average values of the organizations' importance levels for the use of digital tools in reporting activities are given According to the findings; The importance level of using digital tools in reporting activities was evaluated out of 5 (1: Not important at all to 5: Very important) and it was seen that the general average value of the countries was 4,15. When this value is analyzed on a country basis, it is found that it is 4,37 for Bulgaria, 4,16 for Ireland, 4,03 for Romania and 4,06 for Turkey. In other words, average values for Ireland and Bulgaria were above the general average, while average values for Romania and Turkey were below the general average.

#### 4.3. Firm Situations in Crisis Times



**Figure 39. Firm Turnover**

Figure 39 above shows average values of the organizations' change in firm turnover in crisis situations. When the data is examined; In crisis situations, an average of 25% increase, 52% decrease and 23% unchanged were observed in firm turnover. When this value is analyzed on a country basis; while the highest increase in firm turnover was seen in Turkish companies with 34%, the highest decrease in firm turnover was seen in Romania with 61%.



**Figure 40. Firm Profitability**

Figure 40 above shows average values of the organizations' change in firm profitability in crisis situations. When the data is examined; in crisis situations, an average of 24% increase, 48% decrease and 28% unchanged were observed in firm profitability. When this value is analyzed on a country basis; while the highest increase in firm profitability was seen in Turkish firms with 34%, the highest decrease in firm profitability was seen in Romania with 58%.



**Figure 41. Number of Staff**

Figure 41 above shows average values of the organizations' change in the number of staff in crisis situations. When the data is examined; in crisis situations, an average of 12% increase, 35% decrease and 53% unchanged was observed in the number of staff. When this value is analyzed on a country basis, the highest increase in the number of staff is seen in Bulgarian companies with 17%, while the highest decrease in the number of staff is seen in Romania with 52%.



**Figure 42. Number of Customers**

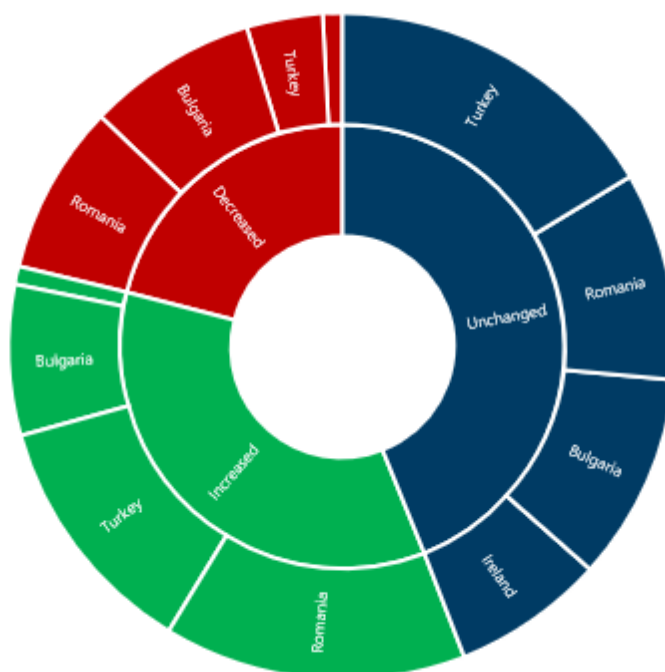
Figure 42 above shows average values of the organizations' change in the number of customers in crisis situations. When the data is examined; in crisis situations, the average number of customers increased by 17%, decreased by 48% and remained unchanged by 35%. When this value is analyzed on a country basis; While the highest increase in the number of customers was seen in Turkish firms with 22%, the highest decrease in the number of customers was seen in Bulgaria with 57%.



**Figure 43. Volume of Sales**

Figure 43 above shows average values of the organizations' change in sales volume in crisis situations. When the data is examined; in crisis situations, an average of 20% increase, 55% decrease and 25% unchanged in sales volume was observed. When this value is analyzed on a country basis; while the highest increase in sales volume was seen in Turkish firms with 25%, the highest decrease in sales volume was seen in Romania with 66%.





**Figure 44. Management Costs**

Figure 44 above shows average values of the organizations' change in management costs in crisis situations. When the data is examined; in crisis situations, an average of 34% increase, 22% decrease and 44% unchanged in management costs were observed. When this value is analyzed on a country basis, the highest increase in management costs was seen in Romanian firms with 44%, while the highest decrease in management costs was seen in Bulgaria with 32%.



**Figure 45. Production Costs**

Figure 45 above shows average values of organizations' change in production costs in crisis situations in organizations. When the data is examined; in crisis situations, an average of 40% increase, 20% decrease, 40% unchanged in production costs was observed. When this value is analyzed on a country basis, the highest increase in production costs was seen in Turkish firms with 51%, while the highest decrease in production costs was observed in Bulgaria with 50%.



**Figure 46. Supply Processes Costs**

Figure 46 above shows average values of the organizations' change in the costs of supply processes in crisis situations. When the data is examined; in crisis situations, an average of 44% increase, 16% decrease and 40% unchanged in supply processes costs was observed. When this value is analyzed on a country basis, the highest increase in the costs of supply processes was seen in Turkish firms with 54%, while the highest decrease in the costs of supply processes was observed in Bulgaria with 35%.



**Figure 47. Marketing Costs**

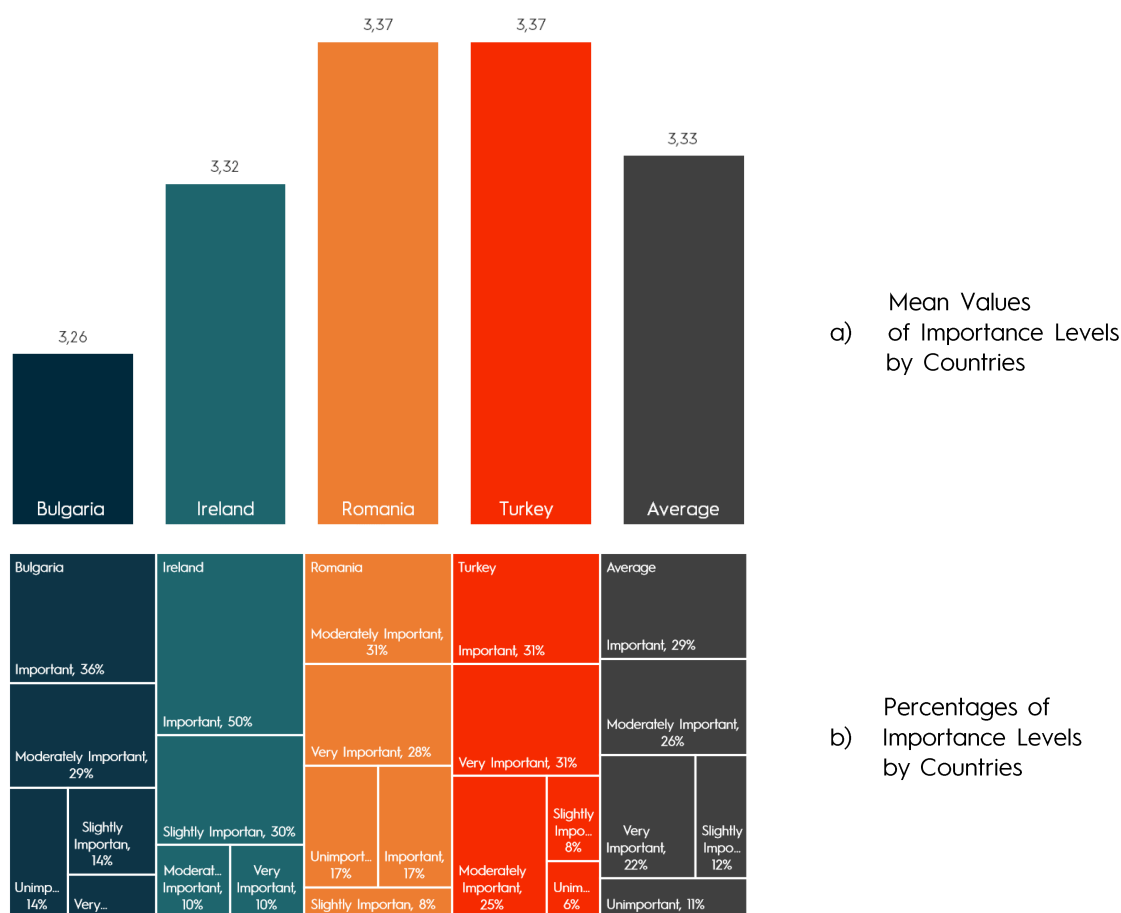
Figure 47 above shows average values of organizations' change in marketing costs in crisis situations. When the data is examined; in crisis situations, an average of 35% increase, 15% decrease and 50% unchanged in marketing costs were observed. When this value is analyzed on a country basis, the highest increase in marketing costs is seen in Turkish firms with 45%, while the highest decrease in marketing costs is seen in Bulgaria with 21%.



**Figure 48. Operational Costs (considering staff working remotely, etc.)**

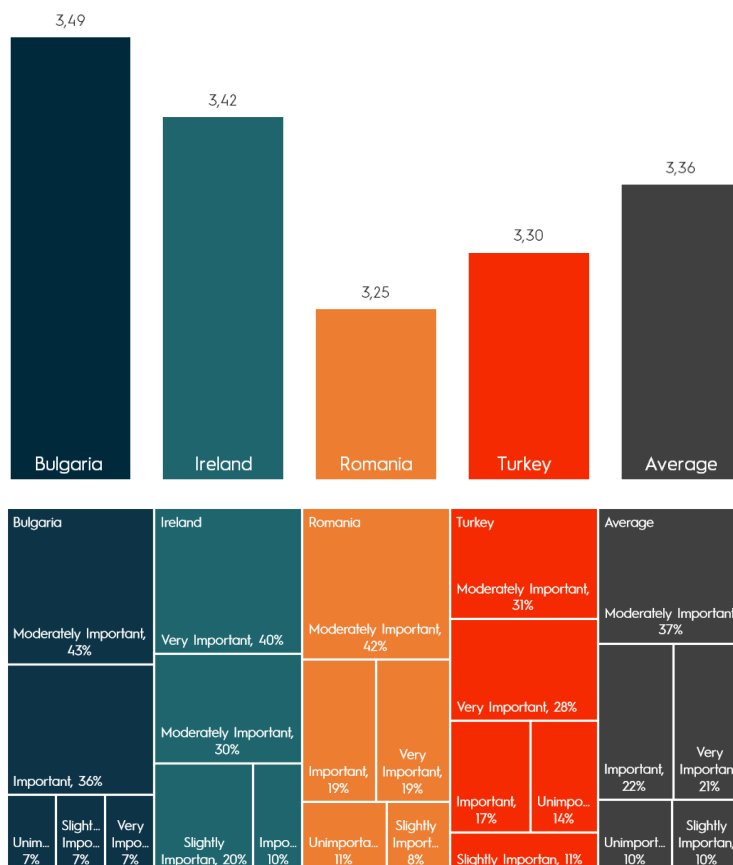
Figure 48 above shows average values of the organizations' change in operational costs in crisis situations. When the data is examined, it was seen that in crisis situations, operational costs increased by 32%, decreased by 23% and remained unchanged by 45%. When this value is analyzed on a country basis, the highest increase in operational costs was seen in Romania with 36%, while the highest decrease in operational costs was seen in Bulgaria with 28%.

#### 4.4. Importance Levels of Factors that can Affect the Success of Organizations in Crisis Situations



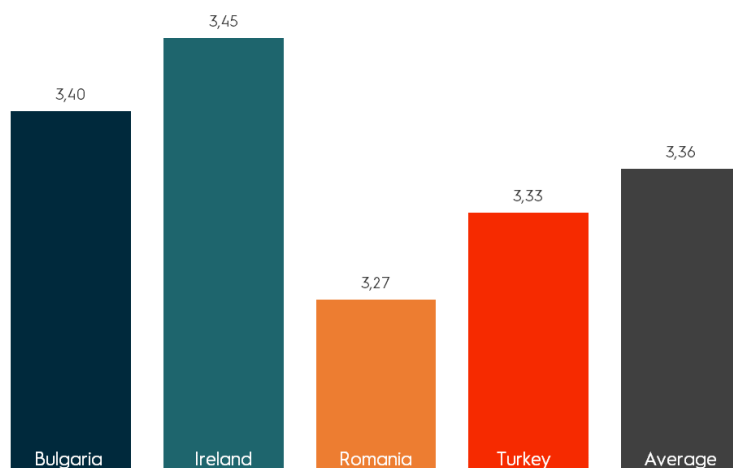
**Figure 49. Production and Development of New Technology**

Figure 49 above shows the average values of the importance level for the factor of production and development of new technology that affect the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,33. When this value is analyzed on a country basis, it is found that it is 3,26 for Bulgaria, 3,32 for Ireland, 3,37 for Romania and 3,37 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Bulgaria and Ireland were below the general average.

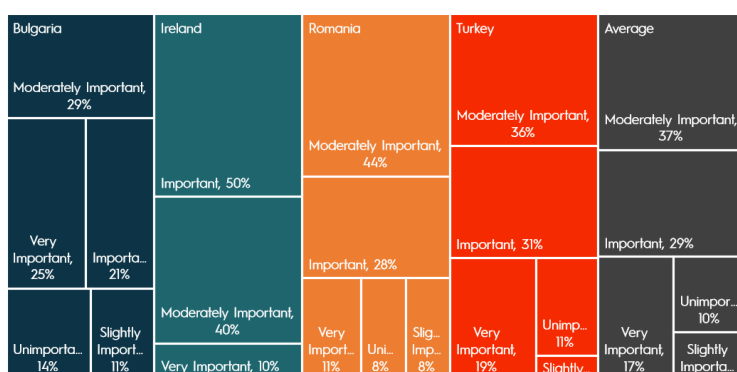


**Figure 50. Providing External Financing to the Firm**

Figure 50 above shows the average values of the importance level for the factor of providing external financing to the firm (business angels, informal investment mergers etc.) that affect the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,36. When this value is analyzed on a country basis, it is found that it is 3,49 for Bulgaria, 3,42 for Ireland, 3,25 for Romania and 3,30 for Turkey. In other words, average values for Bulgaria and Ireland were above the general average, while average values for Romania and Turkey were below the general average.



a) Mean Values  
of Importance Levels  
by Countries

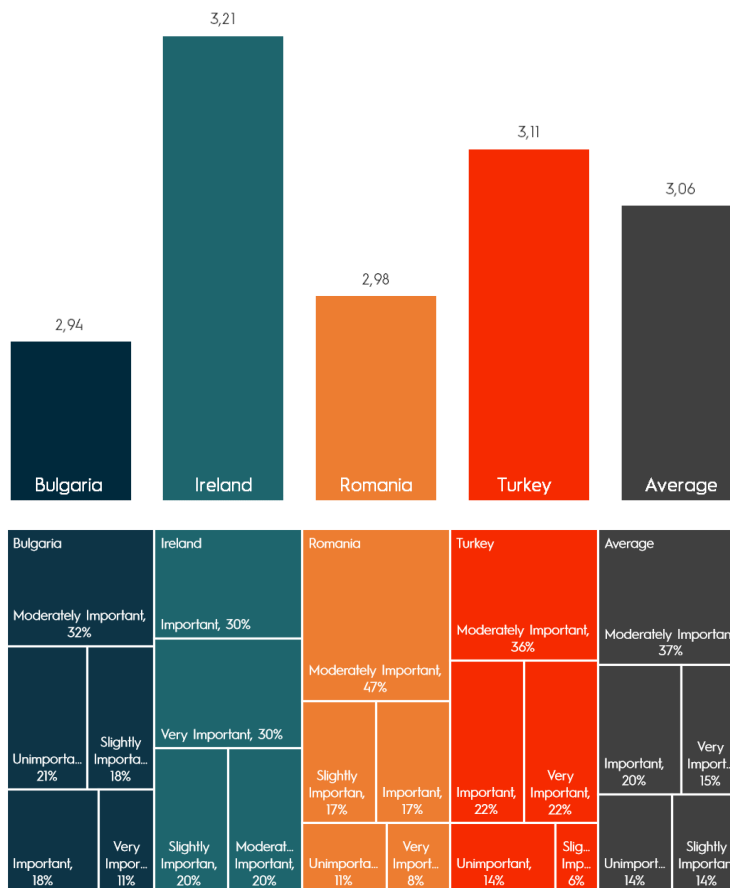


b) Percentages of  
Importance Levels  
by Countries

**Figure 51. Monitoring the Change in Environment and Creating a Response Plan**

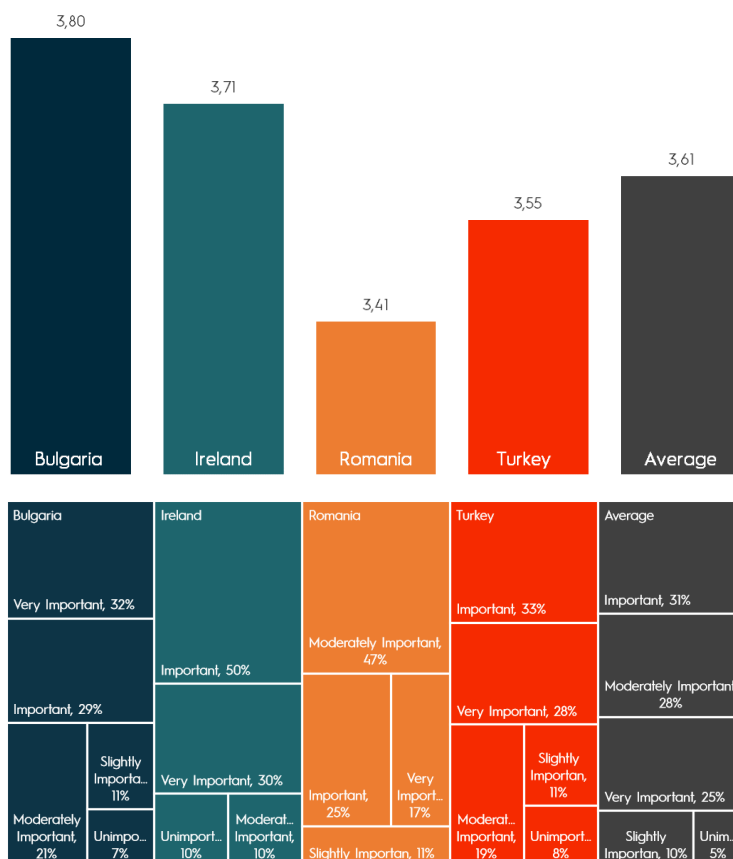
Figure 51 above shows the average values of the importance level for the factor of monitoring the change in the environment and creating a response plan that affects the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,36. When this value is analyzed on a country basis, it is found that it is 3,40 for Bulgaria, 3,45 for Ireland, 3,27 for Romania and 3,33 for Turkey. In other words, average values for Bulgaria and Ireland were above the general average, while average values for Romania and Turkey were below the general average.





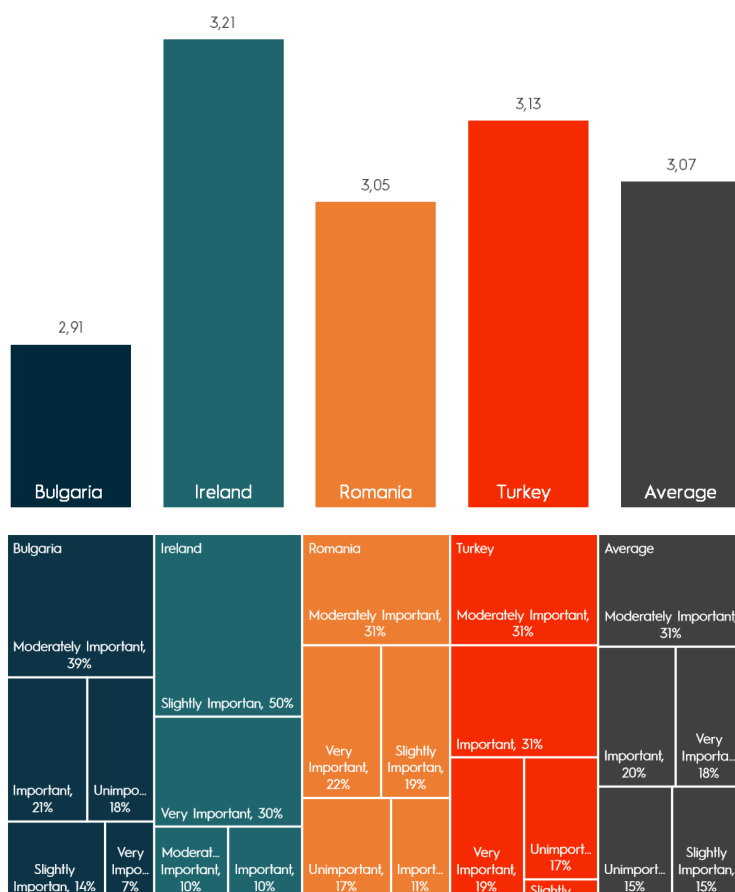
**Figure 52. Information Obtained by Your Company through R&D Activities**

Figure 52 above shows the average values of the importance level for the factor of information obtained by the company through R&D activities that affects the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,06. When this value is analyzed on a country basis, it is found that it is 2,94 for Bulgaria, 3,21 for Ireland, 2,98 for Romania and 3,11 for Turkey. In other words, average values for Ireland and Turkey were above the general average, while average values for Bulgaria and Romania were below the general average.



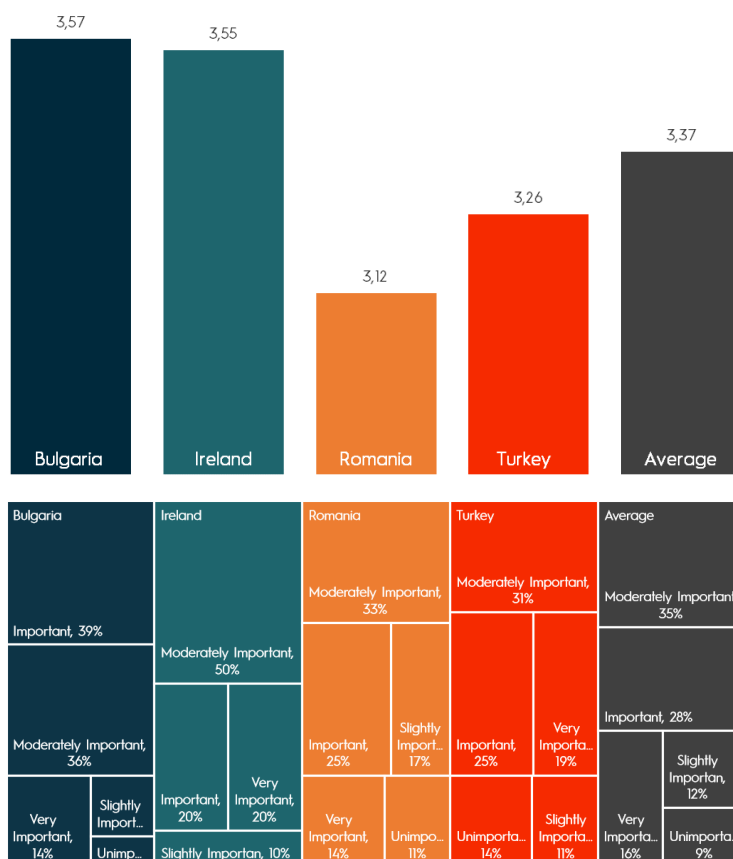
**Figure 53. Trainings to Improve Personnel Capacity**

Figure 53 above shows the average values of the importance level for the factor of trainings to improve the personnel capacity that affects the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,61. When this value is analyzed on a country basis, it is found that it is 3,80 for Bulgaria, 3,71 for Ireland, 3,41 for Romania and 3,55 for Turkey. In other words, average values for Bulgaria and Ireland were above the general average, while average values for Romania and Turkey were below the general average.



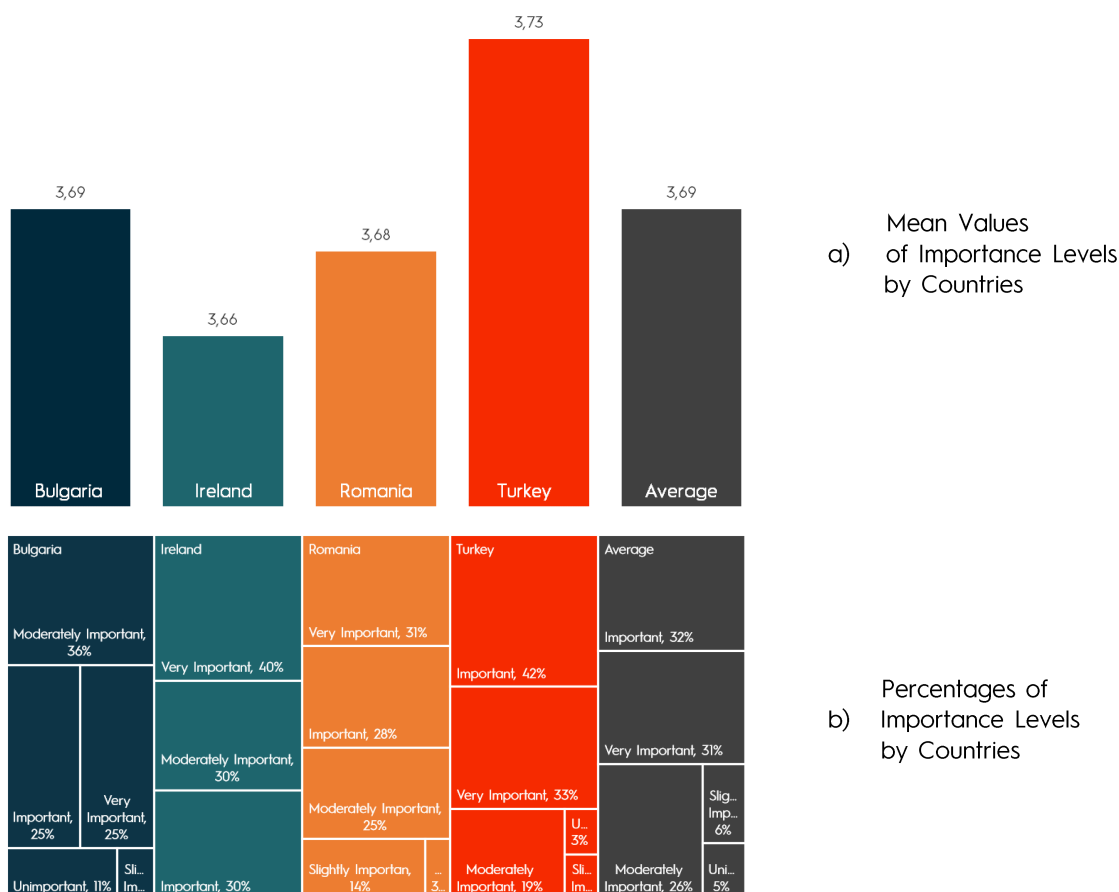
**Figure 54. University-Industry Collaborations/Projects**

Figure 54 above shows average values of the importance level for the factor of university-industry collaborations/projects that affect the success of organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,07. When this value is analyzed on a country basis, it is found that it is 2,91 for Bulgaria, 3,21 for Ireland, 3,05 for Romania and 3,13 for Turkey. In other words, average values for Ireland and Turkey were above the general average, while average values for Bulgaria and Romania were below the general average.



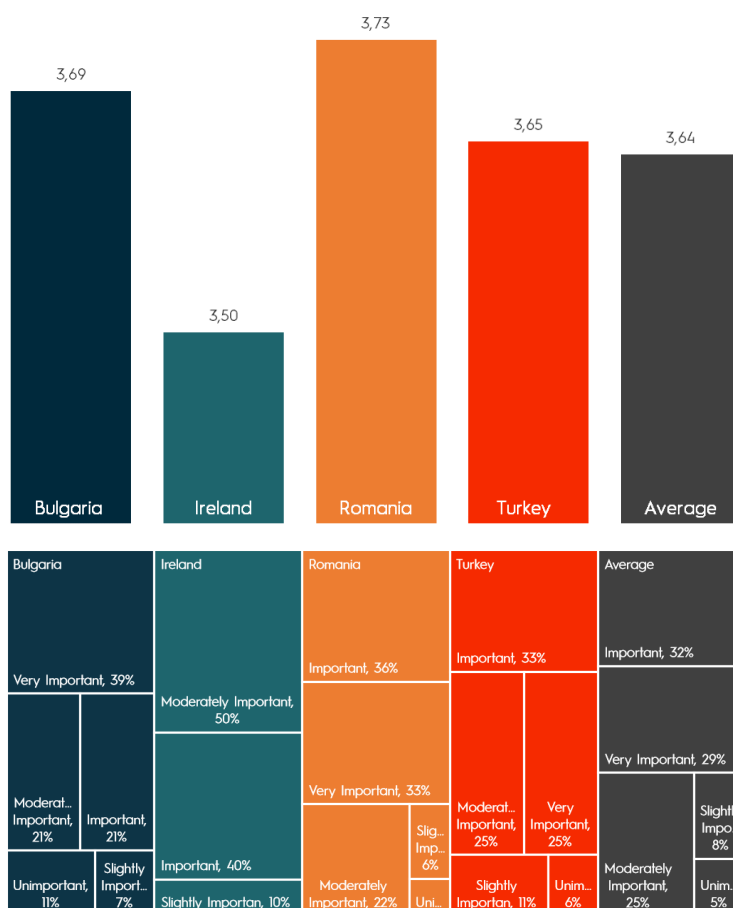
**Figure 55. Innovation in Firm Management Method**

Figure 55 above shows the average values of the importance level for the factor of innovation in firm management method that affects the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,37. When this value is analyzed on a country basis, it is found that it is 3,57 for Bulgaria, 3,55 for Ireland, 3,13 for Romania and 3,26 for Turkey. In other words, average values for Bulgaria and Ireland were above the general average, while average values for Romania and Turkey were below the general average.



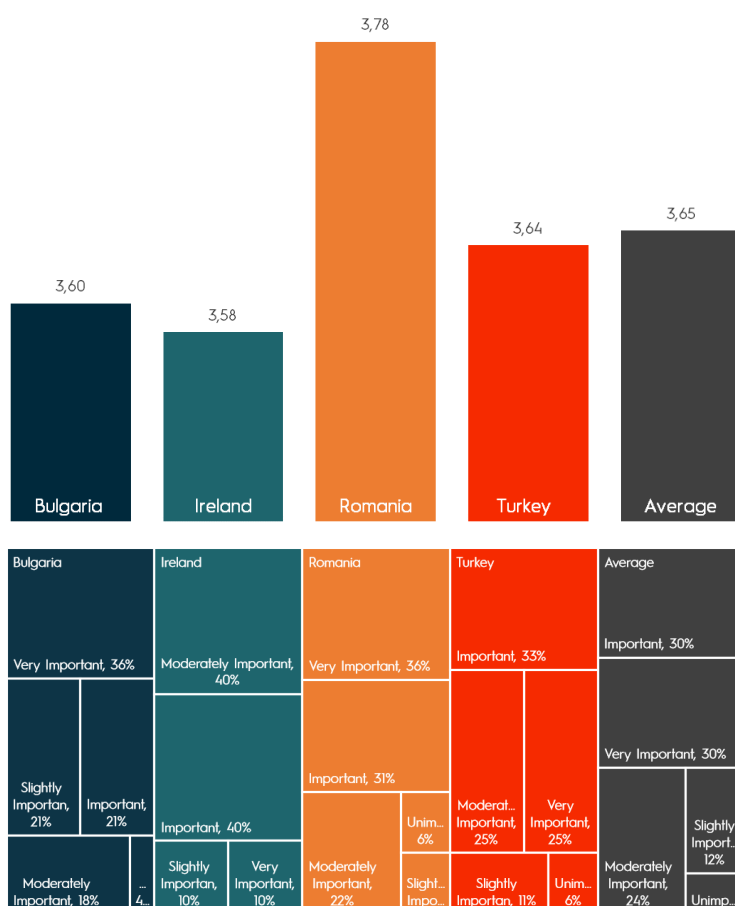
**Figure 56. Adaptability to New Technologies**

Figure 56 above shows the average values of the importance level for the factor of the adaptability to new technologies that affects the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,69. When this value is analyzed on a country basis, it is found that it is 3,69 for Bulgaria, 3,66 for Ireland, 3,68 for Romania and 3,73 for Turkey. In other words, average value for Turkey was above the general average, while average values for Ireland and Romania were below and Bulgaria's was equal to the general average.



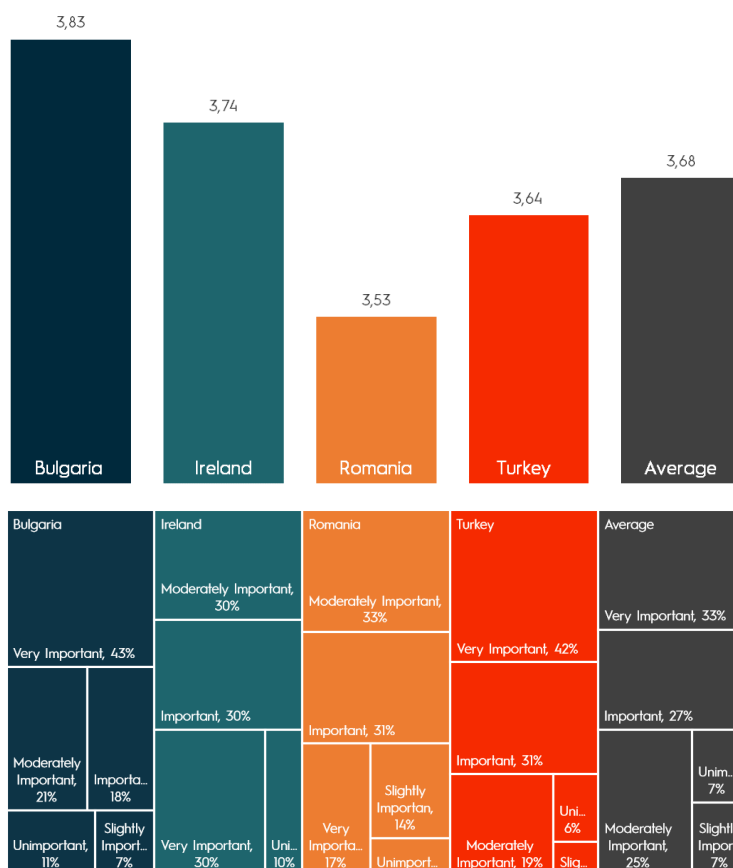
**Figure 57. Intensity of Competition During the Crisis**

Figure 57 above shows the average values of the importance level for the factor of intensity of competition during the crisis period that affects the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,64. When this value is analyzed on a country basis, it is found that it is 3,69 for Bulgaria, 3,50 for Ireland, 3,73 for Romania and 3,65 for Turkey. In other words, average values for Bulgaria Romania and Turkey were above the general average, while average value for Ireland was below the general average.



**Figure 58. Situation of Key Partners with Whom You Cooperate in Times of Crisis**

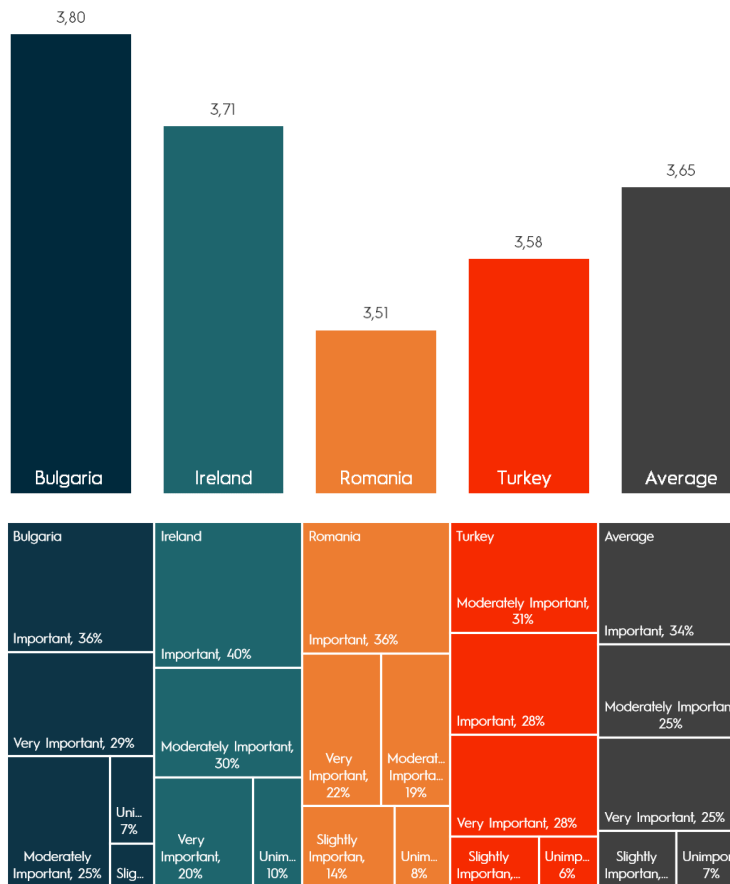
Figure 58 above shows the average values of the importance level for the factor of the situation of key partners with whom the firms cooperate in times of crisis that affects the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,65. When this value is analyzed on a country basis, it is found that it is 3,60 for Bulgaria, 3,58 for Ireland, 3,78 for Romania and 3,64 for Turkey. In other words, average value for Romania was above the general average, while average values for Bulgaria, Ireland and Turkey were below the general average.



**Figure 59. Branding Power**

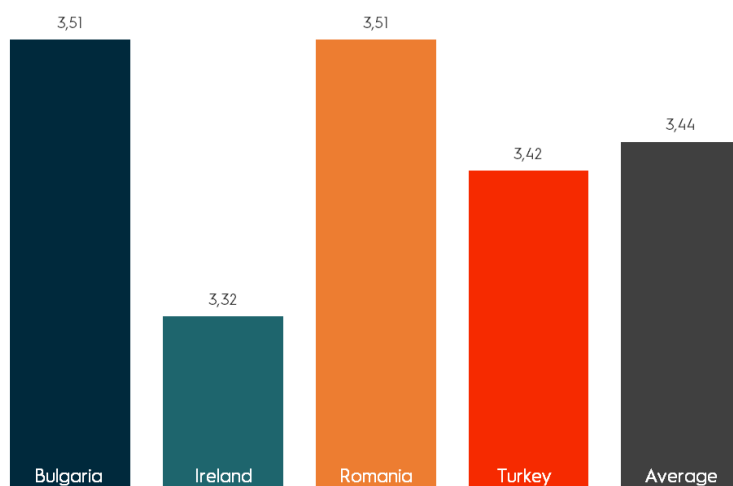
Figure 59 above shows the average values of the importance level for the factor of branding power that affects the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,68. When this value is analyzed on a country basis, it is found that it is 3,83 for Bulgaria, 3,74 for Ireland, 3,53 for Romania and 3,64 for Turkey. In other words, average values for Bulgaria and Ireland were above the general average, while average values for Romania and Turkey were below the general average.



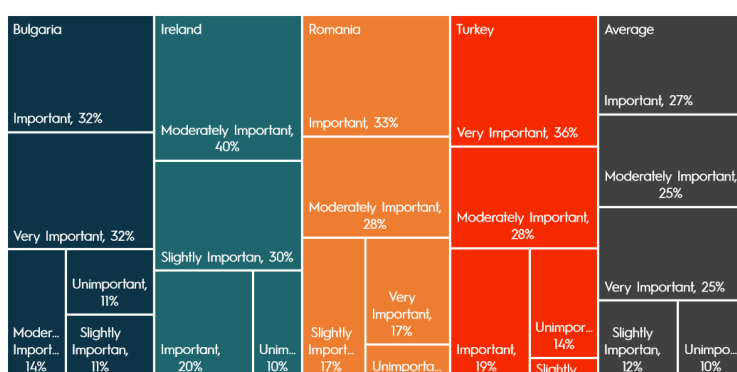


**Figure 60. Differentiation Strategies in Existing Products**

Figure 60 above shows the average values of the importance level for the factor of differentiation strategies in existing products (price differentiation, product differentiation, etc.) that affect the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,65. When this value is analyzed on a country basis, it is found that it is 3,80 for Bulgaria, 3,71 for Ireland, 3,51 for Romania and 3,58 for Turkey. In other words, average values for Bulgaria and Ireland were above the general average, while average values for Romania and Turkey were below the general average.



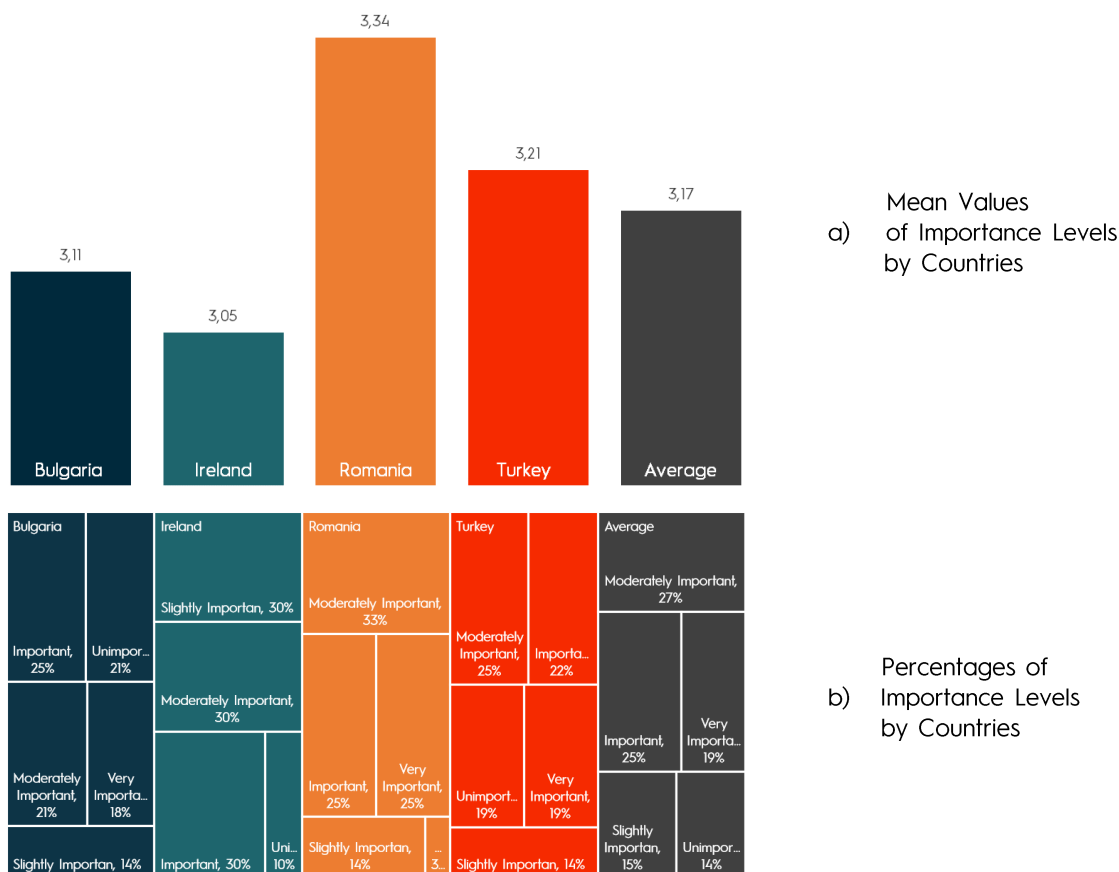
a) Mean Values  
of Importance Levels  
by Countries



b) Percentages of  
Importance Levels  
by Countries

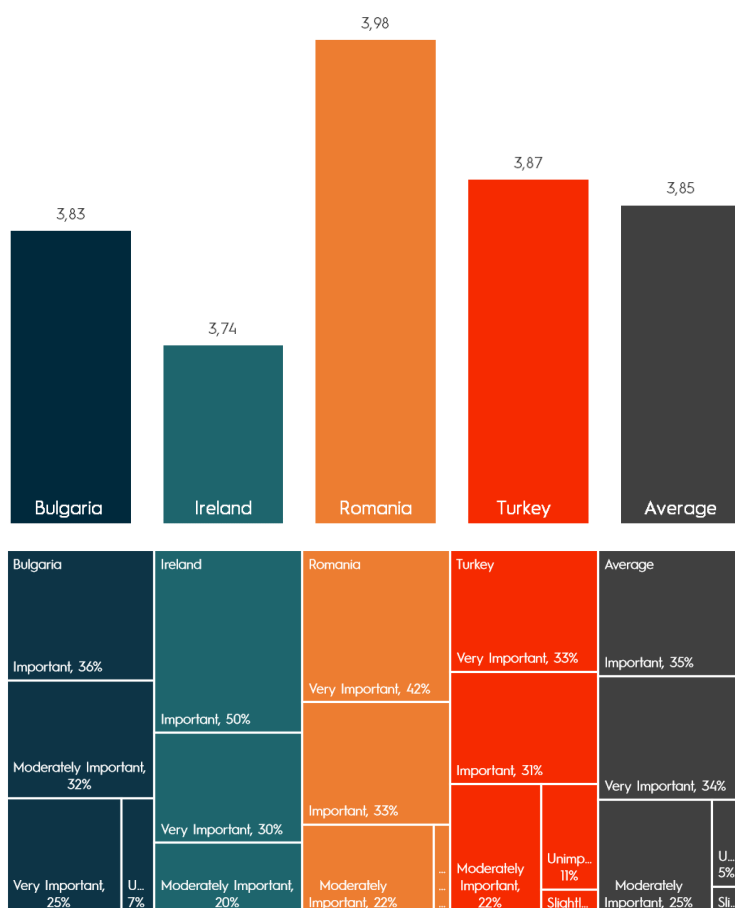
**Figure 61. Using Online Sales Channels**

Figure 61 above shows the average values of the importance level for the factor of using online sales channels that affects the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,44. When this value is analyzed on a country basis, it is found that it is 3,51 for Bulgaria, 3,32 for Ireland, 3,51 for Romania and 3,42 for Turkey. In other words, average values for Bulgaria and Romania were above the general average, while average values for Ireland and Turkey were below the general average.



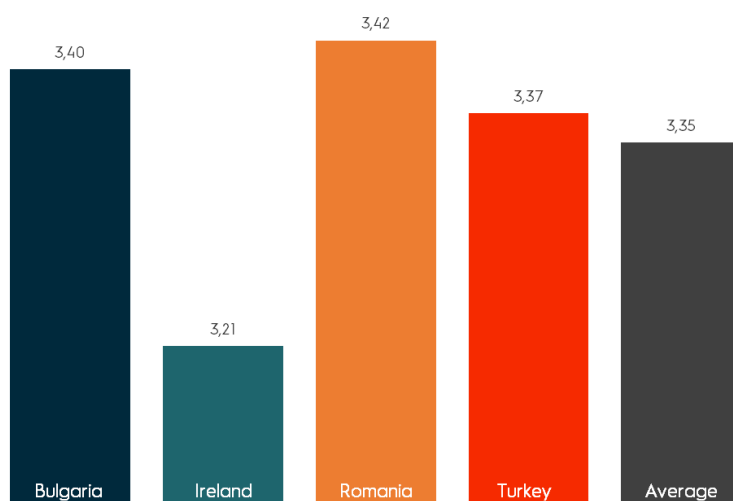
**Figure 62. Providing Online Customer Interaction with Tools Such As Chat Bot  
(Customer Relations)**

Figure 62 above shows the average values of the importance level for the factor of providing online customer interaction with tools such as chatbot which affects the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,17. When this value is analyzed on a country basis, it is found that it is 3,11 for Bulgaria, 3,05 for Ireland, 3,34 for Romania and 3,21 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Bulgaria and Ireland were below the general average.

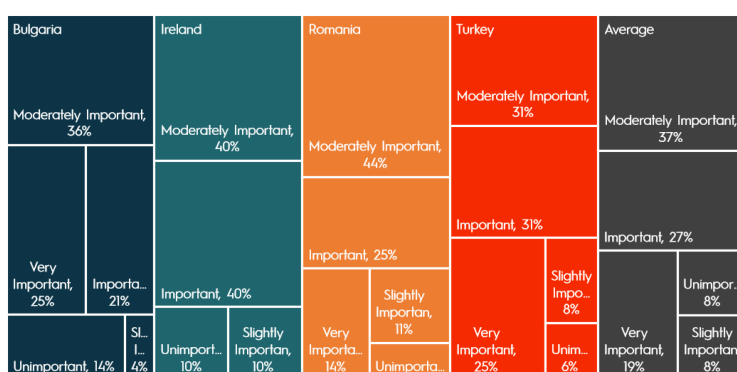


**Figure 63. Major Changes in Customer Expectations**

Figure 63 above shows the average values of the importance level for the factor of major changes in customer expectations that affects the success of organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,85. When this value is analyzed on a country basis, it is found that it is 3,83 for Bulgaria, 3,74 for Ireland, 3,98 for Romania and 3,87 for Turkey. In other words, average values for Romania and Turkey were above the general average, while average values for Bulgaria and Ireland were below the general average.



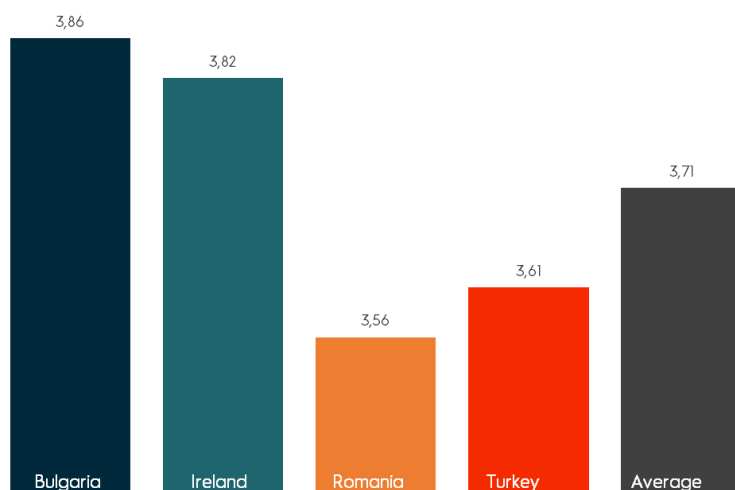
a) Mean Values  
of Importance Levels  
by Countries



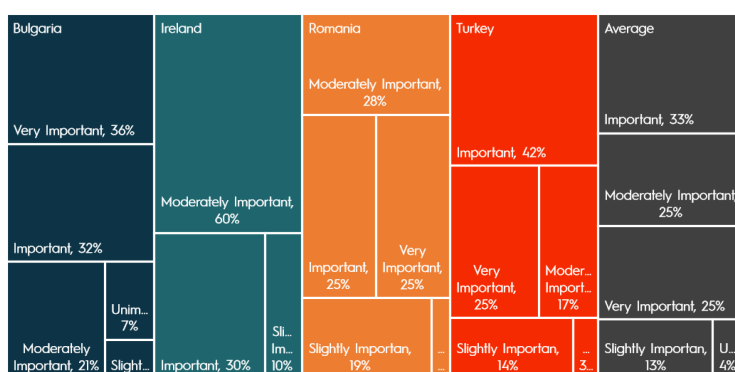
b) Percentages of  
Importance Levels  
by Countries

**Figure 64. Performing Customer Verification**

Figure 64 above shows the average values of the importance level for the factor of performing customer verification that affects the success of the organizations out of 5 (1: Not important at all to 5: Very important) According to the findings, the general average value of the countries is 3,35. When this value is analyzed on a country basis, it is found that it is 3,40 for Bulgaria, 3,21 for Ireland, 3,42 for Romania and 3,37 for Turkey. In other words, average values for Bulgaria, Romania and Turkey were above the general average, while average value for Ireland was below the general average.



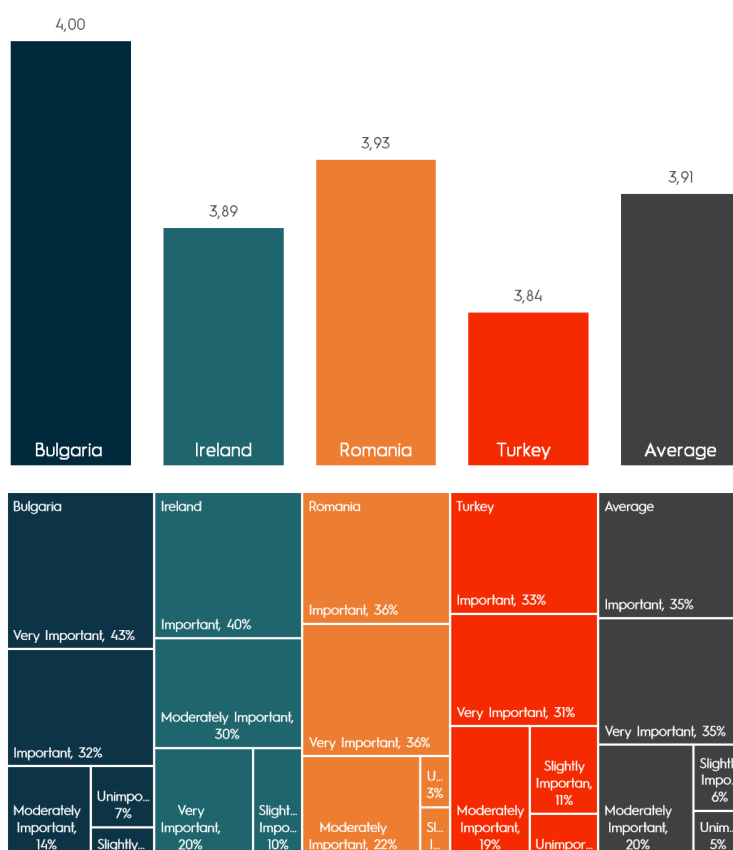
a) Mean Values  
of Importance Levels  
by Countries



b) Percentages of  
Importance Levels  
by Countries

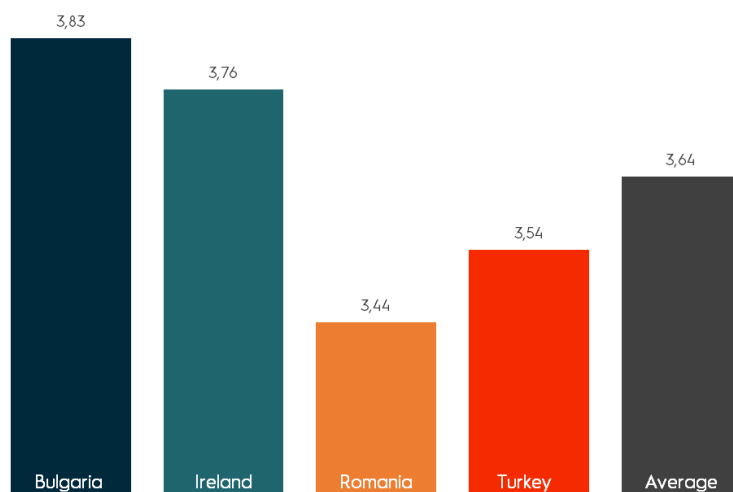
**Figure 65. Performing Risk Analysis**

Figure 65 above shows the average values of the importance level for the factor of performing risk analysis that affects the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,71. When this value is analyzed on a country basis, it is found that it is 3,86 for Bulgaria, 3,82 for Ireland, 3,56 for Romania and 3,61 for Turkey. In other words, average values for Bulgaria and Ireland were above the general average, while average values for Romania and Turkey were below the general average.

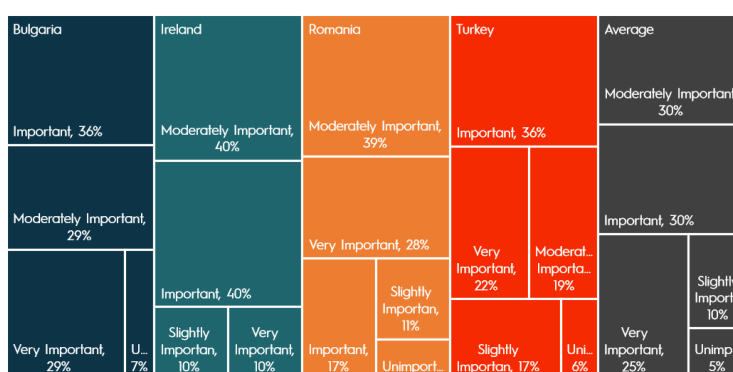


**Figure 66. Creating Reserves to Minimize the Negative Impact of Financial Risk**

Figure 66 above shows the average values of the importance level for the factor of creating reserves to minimize the negative impacts of financial risk which affects the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,91. When this value is analyzed on a country basis, it is found that it is 4,00 for Bulgaria, 3,89 for Ireland, 3,93 for Romania and 3,84 for Turkey. In other words, average values for Bulgaria and Romania were above the general average, while average values for Ireland and Turkey were below the general average.



a) Mean Values  
of Importance Levels  
by Countries

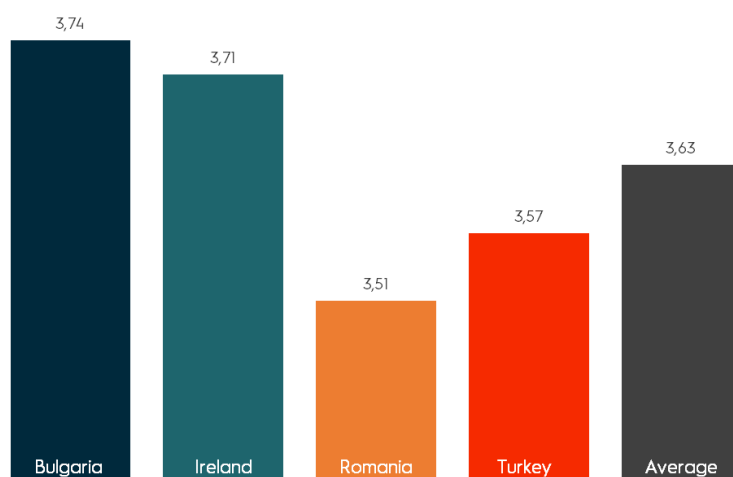


b) Percentages of  
Importance Levels  
by Countries

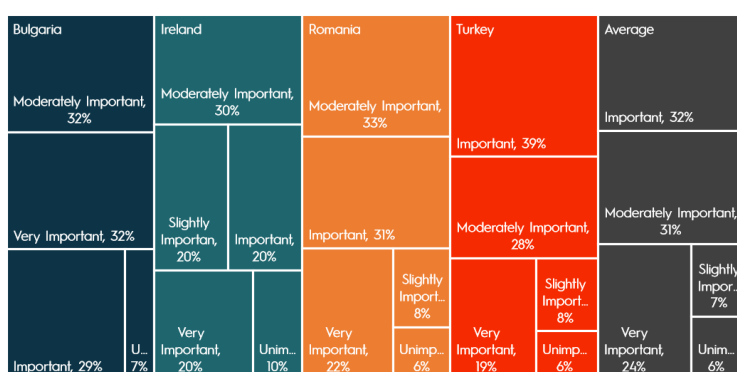
**Figure 67. Incorporating Risk Analysis into the Strategic Planning Process**

Figure 67 above shows the average values of the importance level for the factor of incorporating risk analysis into the strategic planning process which affects the success of the organizations are of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,64. When this value is analyzed on a country basis, it is found that it is 3,83 for Bulgaria, 3,76 for Ireland, 3,44 for Romania and 3,54 for Turkey. In other words, average values for Bulgaria and Ireland were above the general average, while average values for Romania and Turkey were below the general average.





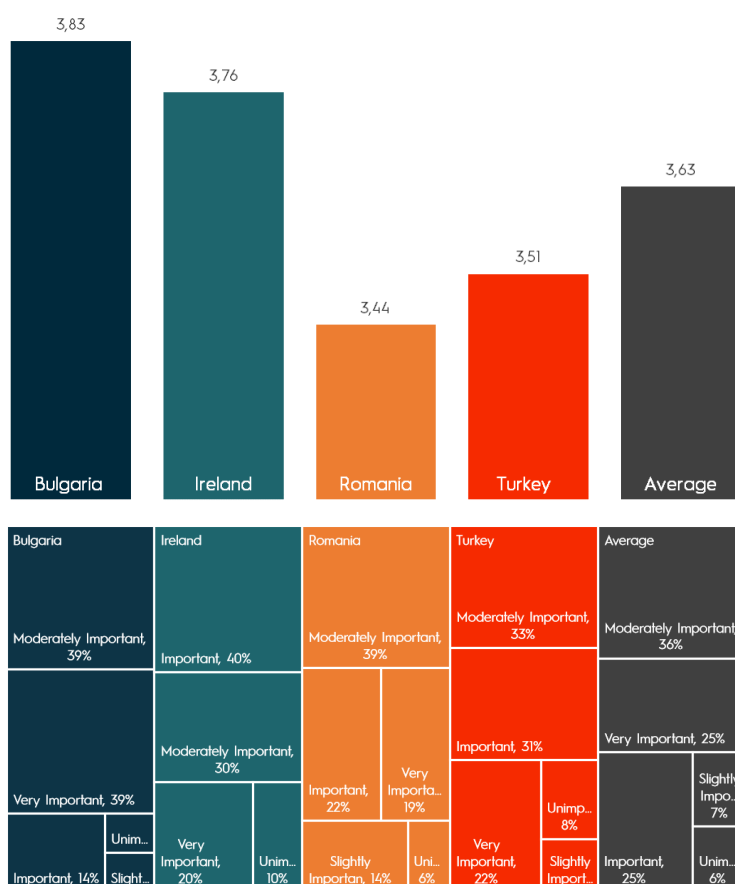
a) Mean Values  
of Importance Levels  
by Countries



b) Percentages of  
Importance Levels  
by Countries

**Figure 68. Providing Risk Management Training for Staff**

Figure 68 above shows the average values of the importance level for the factor of providing risk management training for staff, which affects the success of the organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,63. When this value is analyzed on a country basis, it is found that it is 3,74 for Bulgaria, 3,71 for Ireland, 3,51 for Romania and 3,57 for Turkey. In other words, average values for Bulgaria and Ireland were above the general average, while average values for Romania and Turkey were below the general average.



**Figure 69. Receiving Feedback from Staff at All Levels Regarding Risk Management and Risk Management Practices**

Figure 69 above shows the average values of the importance level for the factor of receiving feedback from staff at all levels regarding risk management and risk management practices, which affects the success of organizations out of 5 (1: Not important at all to 5: Very important). According to the findings, the general average value of the countries is 3,63. When this value is analyzed on a country basis, it is found that it is 3,83 for Bulgaria, 3,76 for Ireland, 3,44 for Romania and 3,51 for Turkey. In other words, average values for Bulgaria and Ireland were above the general average, while average values for Romania and Turkey were below the general average.

## 5. CONCLUSIONS

At this stage of the study, the firm status of the 110 organizations participating in the survey was measured based on the changes to 10 variables: 1) firm turnover; 2) firm profitability; 3) number of staff; 4) number of customers; 5) sales volume; 6) management costs; 7) production costs; 8) procurement process costs; 9) marketing costs; and 10) operational costs. In the analyzes of the data obtained from the survey; the age of the sample group participating in the survey, educational status, previous mentoring/consulting status, formal education, entrepreneurial skills, the digital tools used by the organizations and the effects of the factors affecting the success on the organizations were all gathered. Related questions and the averages of the data are given in the results section.

When the effects of age variables of the surveyed sample group on the "activities of organizations" (turnover, profitability etc.) were analyzed, it was first concluded that there was no significant effect. However, when these variables were analyzed separately, it was seen that the 30+ age group had a more positive effect on the organizational situation with a small difference compared to the 18-29 age group. It is concluded that this situation is due to the fact that the personnel in the 30+ age group in the organizations have more experience than the others.

When the effect of the sample group's graduation status on the organizational status was examined, it was concluded that the graduation status did not have a significant effect on the organizational status. In addition, when the graduation status of the sample group was examined separately, it was concluded that the effect of doctoral graduate participants on the organizational status was slightly higher.

When the effect of "getting mentoring/consulting status" of the sample group participating in the survey on the organizational status was examined, it was concluded that the status of whether or not they get mentoring/consultancy did not have a significant effect on the organizational status. However, when these variables are analyzed over the averages, it is seen that those who receive mentoring/counseling have a more positive effect on the organizational status with a small difference compared to those who do not. Looking at

the analyzed data, it was seen that only 19 out of 110 organizations received mentoring/consultancy. In this case, it is recommended that organizations could have mentoring/consultancy services in order to gain positive advantage during crisis situations.

When the effect of the “getting formal education” status of the sample group participating in the survey on the organizational situation is examined; it was concluded that the status of getting formal education or not has no significant effect on the organizational status. It is thought that the reason for this situation is that the trainings given are mostly theoretical and not practical. When compared to getting mentoring and consultancy services status of the organizations, it was seen that getting mentoring/consulting services was more effective than training. In this case, it is recommended that organizations should receive mentoring/consultancy in addition to training.

When the effects of the entrepreneurial skills of the sample group participating in the research on the company situations were analyzed, it was concluded that there was no significant effect on the company situations. When the entrepreneurial abilities of the sample group were analyzed within themselves, it was concluded that the three variables that had the highest impact on the company situation were "the ability to adapt to changes", "the ability to receive and evaluate feedback" and "the ability of being comfortable and prejudiced against change ", respectively. In today's world of economy, where change is so fast, the importance of “adapting to change” has come to the fore.

When the effect of the "importance levels of using digital tools in organizational activities" of the sample group participating in the research is examined, it has been concluded that it has a significant effect on company situations. When the opinions of the sample group on the importance of using digital tools are analyzed separately, it is concluded that “the use of digital tools in procurement processes” has the highest effect on the company situation, which is followed by "the use of digital tools in planning and goal setting processes" and "the use of digital tools in remote work", respectively.

The importance levels of the factors that can affect the success of organizations in crisis situations (production and development of new technology, providing external financing to

the company, monitoring the changes in the environment, etc.) were investigated as well. The effects of the factors that may affect the success of organizations in crisis situations on company situations were analyzed with the regression analysis method in the SPSS. As a result of the analysis made, it was concluded that these factors have a significant effect on the company situation in line with the answers given by the sample group. When the opinions of the sample group on the importance of the factors that may affect the success of the organization are analyzed separately, it is concluded that the information obtained in the R&D activities has the highest impact on the company situation, which is followed by collecting information about university-industry cooperation projects and conducting risk analysis, respectively.

## 6. REFERENCES

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