

RESEARCH PANEL PRESENTATION

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TÜSİAD – Sabancı University Competitiveness Forum

TÜSİAD-Sabancı University Competitiveness
Forum (REF) has been established jointly by the
Turkish Industrialists' and Businessmen's
Association (TÜSİAD) ve Sabancı University on
March 1, 2003.

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MISSION

Our mission is to help improve the competitiveness of the Turkish industry in international markets by conducting and supporting research on competition and competitiveness issues.

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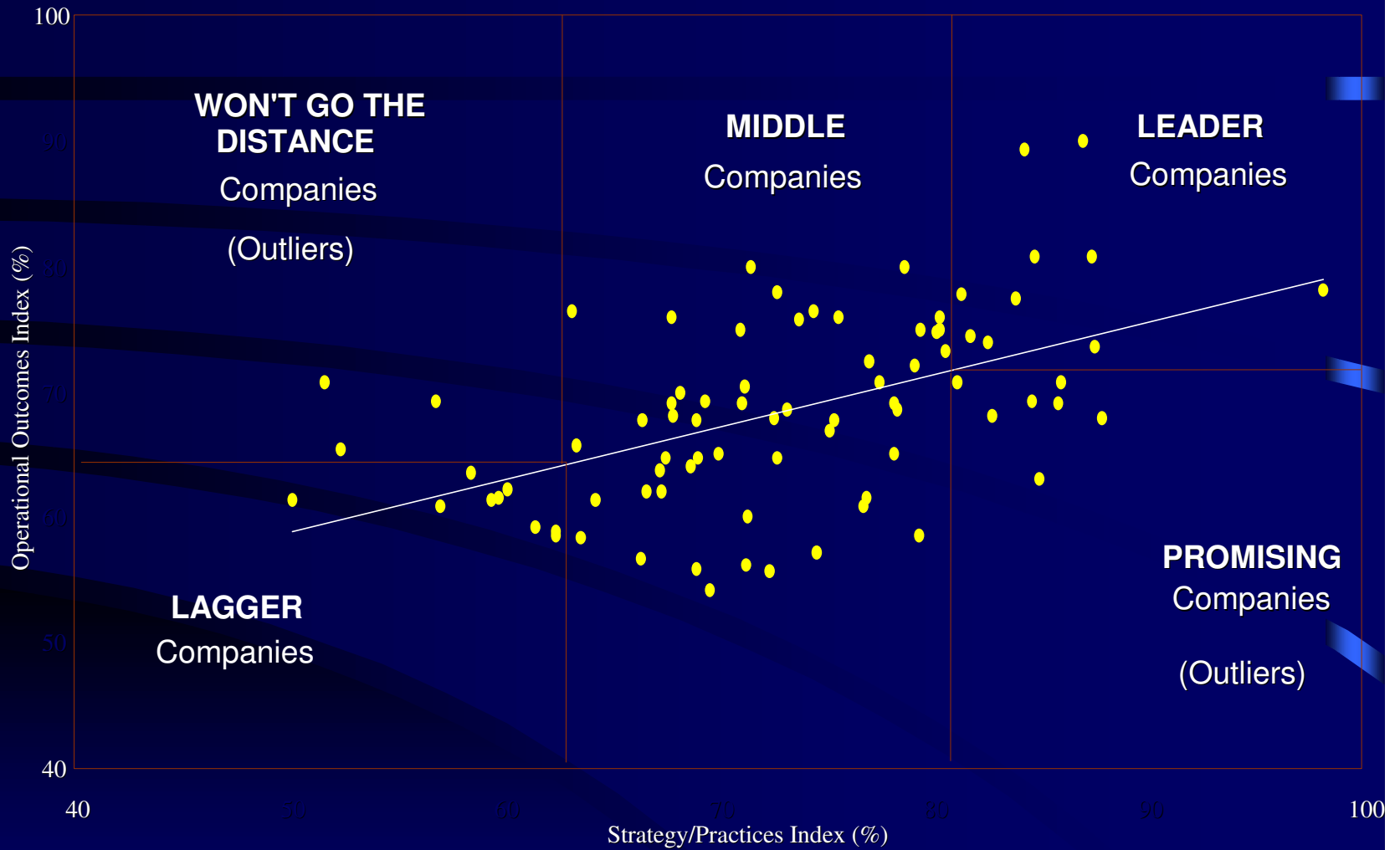
Previous Work

Competition Strategies and Business Excellence

- *Electronics.* (Turkish Electronics Industrialists' Association)
- *Cement.* (Turkish Cement Producers' Association)
- *Automotive.* (Automotive Industrialists' Association)
- *Appliances Part and Components.* (Appliances Part & Component Suppliers' Association)
- *Machine manufacturing.* (Machine Manufacturers' Association)

MEASURING AGAINST BEST PRACTICE

Best Practice Scorecard



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Previous Work

Technology Management and New Product Development

- *Electronics.* (Turkish Electronics Industrialists' Association)
- *Automotive Part and Components.* (Automotive Part & Component Suppliers' Association)

Publications

- Ulusoy, G., "An assessment of supply chain and innovation management practices in the manufacturing industries in Turkey", *International Journal of Production Economics*, 86, 3, 251-270, 2003.
- Ulusoy, G., Ikiz, I., "Benchmarking best manufacturing practices: A study into four sectors of the Turkish manufacturing industry", *International Journal of Operations and Production Management*, 21, 1020-1043, 2001.
- Ulusoy, G., Ozgur, A., Bilgiç, T., Kaylan, A.R., Payzin, E., "A study on technology management process: The parts and components suppliers in the Turkish automotive industry", *Technology Management*, 5, 4, 245-260, 2001.
- Ulusoy, G., "*Moving Forward: Assessment of Competitive Strategies and Business Excellence in the Turkish Manufacturing Industry: A Benchmarking Study*", TUSIAD, Istanbul, 2000.

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International Competitiveness and the Turkish Food Processing Industry

This project aims to comparatively analyze the food processing industry in Turkey and in the world, to study the growth strategies of large food processing multinational firms and to assess the competitiveness of the Turkish large food processing firms on the domestic and international markets.

Centre International de Hautes Etudes Agronomiques Mediterraneennes –
Institut Agronomique Mediterranéen de Montpellier (CIHEAM-IAMM)
Marmara University, Galatasaray University ve Yıldız University.

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Assessment of the Competitiveness of the Turkish Auto Industry

This project aims to develop recommendations to further enhance the competitiveness of the Turkish auto industry.

OSD, TAYSAD, UIB, TTGV, Sabancı University, METU.

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Strategy Development in SMEs in Clusters

This project aims to establish methodologies to help SMEs in their strategy development.

The project is supported by EU funds and will start in October 2004.

Ireland, England, Northern Ireland, Poland and Litvania.

Universities, Professional Associations, and SMEs.

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Manufacturing Innovation Survey

This project aims to measure the innovation capabilities and the technology readiness of the Turkish manufacturing industry (food, textile, chemical, and machinery).

Fraunhofer Institute for Systems and Innovation Research (ISI), Sabancı University, Istanbul Technical University, and METU. Universities and Chambers of Industry in 12 provinces will be involved.

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An International Comparison of Productivity

of the Turkish Manufacturing Industry in Different Sectors

This project aims to locate Turkey within EU member states and EU periphery countries with respect to Total Factor Productivity and competitive power in different industry sectors.

Sabancı University.

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World Economic Forum Partnership in Turkey

Performed the survey in Turkey for the Global
Competitiveness Report 2004/2005.

Research Topics

- Expressing the information gathered through field studies and other means into a single number expressing the competitive power of a firm.
- Modelling knowledge supply chains

Knowledge Supply Chain

- New knowledge as a source of competitive advantage.
- Productivity of knowledge – making knowledge productive.
- Knowledge is a strategic asset.

Knowledge Supply Chain

MATERIAL SC

- Product creation
- Product development
- Material sourcing
- Product assembly
- Product distribution
- Product use

KNOWLEDGE SC

- Creating or discovering new knowledge.
- Making knowledge transferable. Tacit to explicit.
- Transferring knowledge. Documentation and people.
- Applying knowledge.

Knowledge Supply Chain

PRODUCT

- Inspection
- Rework and repair
- Scrap
- Obsolescence
- Excess inventory

PEOPLE

- Interview and test
- Remedial training
- Discharge
- Underutilized employees

Knowledge Supply Chain

BENEFITS

- More effective and efficient access to knowledge
- Reduced technology and product development cycles
- Improved return on investment on enterprise's knowledge investment (R&D, education and training)
- Reduced waste in knowledge acquisition process
- Increased workforce skills

Knowledge Supply Chain

➤ Problem of measurement

But somehow we have to be able overcome this difficulty since as time progresses an increasing share of the value of a firm is attributed to knowledge assets.