

Application Of Hoshin Kanri Planning On Aviation Business

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| Article Info | ABSTRACT |
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| Article History Received: Accepted: Published: Keywords: Aviation Aviation Industry Catch-ball Hoshin Kanri Self Diagnosis | <p>In this study, detailed researches were made about Hoshin Kanri, Hoshin Kanri's history, model and various branches were given, and the relationship between the PDCA Cycle was mentioned. The Hoshin Kanri practice covers the practices of the PDCA cycle, and they benefit from each other in a relationship and exchange. In addition to PDCA, two other simple but effective and valuable applications used in the Hoshin Kanri Method, Catchball and Self-diagnosis, were also included in the study. Hoshin Kanri is associated with many applications and models. The Fair Model is an example of this. The prepared study is an application made on behalf of the aviation industry. With this application, it is thought that Hoshin Kanri will be used more efficiently in the aforementioned sector.</p> <p>This study is based on a fictional method. The aforementioned company has no affiliation with this research.</p> |

HOSHIN KANRI PLANLAMANNIN HAVACILIK İŞLETMELERİNDE UYGULAMASI

| Makale Bilgileri | ÖZ |
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| Makale Geçmişi Geliş: Kabul: Yayın: Anahtar Kelimeler: Havacılık Havacılık Sektörü Top Atma-Tutma Hoshin Kanri Kendi Kendine Teşhis | <p>Bu çalışmada Hoshin Kanri hakkında detaylı araştırmalar yapılmış, Hoshin Kanri'nin tarihçesi, modeli ve çeşitli dalları verilmiş ve PDCA Döngüsü arasındaki ilişkiden bahsedilmiştir. Hoshin Kanri uygulaması, PDCA döngüsünün uygulamalarını kapsar ve bir ilişki ve değiş tokuşta birbirlerinden faydalanırlar. PDCA'ya ek olarak, Hoshin Kanri Metodu'nda kullanılan diğer iki basit ama etkili ve değerli uygulama olan Catchball ve Self tanı da çalışmaya dahil edildi. Hoshin Kanri birçok uygulama ve modelle ilişkilendirilmiştir. Adil Model bunun bir örneğidir. Hazırlanan çalışma havacılık sektörü adına yapılmış bir uygulamadır. Bu uygulama ile Hoshin Kanri'nin bahsi geçen sektörde daha verimli kullanılacağı düşünülmektedir.</p> <p>Bu çalışma kurgusal bir yöntemeye dayanmaktadır. Bahsi geçen işletmenin bu araştırma ile herhangi bir bağı yoktur.</p> |

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INTRODUCTION

Changes, developments and innovations in today's world have various effects on businesses and their activities. These global differences bring about the innovations and systems that will arise. Businesses resort to various methods in order to get rid of these differences with the least damage and to leave their competitors behind in the market. Among these applied methods, total quality methods, strategic methods are some of the many factors that include businesses in the race. The company aims to be a partner in this eternal competition by drawing its own roadmap and by taking one or more of the methods used around the world as a guide.

The Hoshin Kanri Method, the foundation of which was laid in Japan, is an extremely important and systematic practice. Hoshin Kanri;

- Achieving and concretizing strategic goals,
- To ensure that the daily plans of the whole organization and their long-term goals are in the same direction.
- Aiming to apply the decisions at the top of the company to the lower levels
- It is a process-oriented approach developed by Yoji Akao in order to improve the performance of the company by increasing and bringing together all the capabilities of the company.

Hoshin Kanri is a step-by-step step in the process of planning, implementing and controlling from the lowest layer to the upper layer. It is preferred by many businesses that are at the top both in this aspect and in terms of improvement.

In the study, detailed researches were made about Hoshin Kanri, Hoshin Kanri's history, model and various branches were given, and the relationship between the PDCA Cycle was mentioned. The Hoshin Kanri practice covers the practices of the PDCA cycle, and they benefit from each other in a relationship and exchange. In addition to PDCA, two other simple but effective and valuable applications used in the Hoshin Kanri Method, Cathball and Self-diagnosis, were also included in the study. Hoshin Kanri is associated with many applications and models. The Fair Model is an example of this. The prepared study is an application made on behalf of the aviation industry. With this application, it is thought that Hoshin Kanri will be used more efficiently in the aforementioned sector.

LITERATURE SURVEY

Hoshin Kanri is a method developed by Yoji Akao for quality control and continuous improvement activities, which emerged in the transition period from Statistical Quality Control (IQ) to Total Quality Management (TQM) in Japan in 1960, adopted by enterprises to adapt to today's increasingly harsh competitive conditions. Hoshin Kanri is a process-oriented systematic approach to aligning an organization's daily activities with its strategic goals. Hoshin; It is derived from the combination of the words "ho" meaning "method, form, direction" and "shin" meaning "bright needle, magnet". From here it can be said that the word "Hoshin" means direction magnet, compass. To the science of management, hoshin, often translated as "Politics"; It also includes expressions such as vision and purpose. Kanri; It is derived from the words "kan" meaning "control" and "ri" meaning "reason or logic" and means "management or control". Many Western businesses use different designations to represent Hoshin Kanri. "Policy Diffusion" at AT&T and Texas Instruments, "Hoshin Planning" with Hewlett-Packard and Procter & Gamble, "Management for Results" at Xerox, "Deployment of Goals" at Exxon Chemicals, "Management of Policies" at Florida Power&Light, "Application Oriented Management" are some of the qualifications used at Unilever. Hoshin Kanri was developed in Japanese companies as a strategic management approach to enable the company to manage strategic objectives within its corporate hierarchy. It is particularly useful and effective when an enterprise-wide collaborative effort is required in key areas of an enterprise. The principle is that every employee should make a contribution to their routines to key corporate priorities. Then, in a relatively short period of time, the firm in question will have taken a step further than would have been possible with normal (typically functionally based) work.

It is an organizing framework for strategic management that deals with four key tasks.

- Focusing on corporate orientation by setting a few strategic priorities each year,
- Aligning strategic priorities with local plans and programs,
- Integrating strategic priorities with daily management,
- Provide a structured review of the progress of strategic priorities.

75-95% of Hoshin activities consist of daily checks. It is related to "management by policies" in the senior management stages and "middle managers" and "continuous improvement of basic functions" in the daily control stages. Daily control takes the pulse of the organization, gives the necessary information to the management about the existing capabilities of the organization and provides continuous improvement.

To summarize briefly, HoshinKanri ensures that performance is continuously monitored by disseminating and revealing the company management's direction, goals and plans to top management and all employees in such a way that all job levels can act, evaluate, review and feedback on the results by performing the PDCA cycle on a continuous basis. improvement (EurekaandRyan, 1990). The purpose of hoshinkanri is to get out of the situation and to make a big leap by analyzing existing problems, unfolding in response to environmental conditions. HoshinKanri is an annual plan for the achievement of objectives developed in conjunction with management's choices and the means (ability capabilities) of the organization to realize these choices (Akao, 1991).

There are performance criteria and desired performance levels for every business system. Hoshin is a planning structure that will bring selected critical business processes to the desired performance level. It is a system that offers detailed planning, implementation and control for changes in business processes. It is also mentioned as a tool in lean leadership approaches. While performance indicators provide accurate, timely, and reliability in order to manage companies in accordance with their strategy, continuous improvement reveals the orientation for the success of the business. For this reason, performance indicators must be given the necessary importance (Kabaday1, 2002; 74).

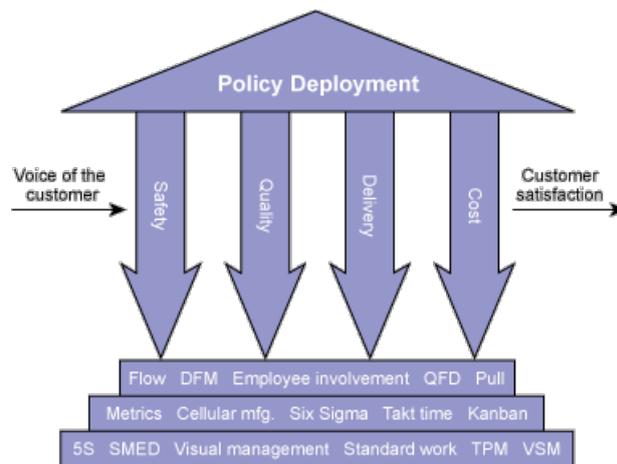


Figure 1. Policy Deployment (Cudney, 2009; 17)

Hoshin Kanri, also known as target diffusion, is a systems approach to the management of changes in critical processes of the organization. It is an approach in which a strategic plan is developed for 3-5 years, starting from the vision of the organization, and this plan is reduced to one-year targets and these targets can be monitored periodically. Daily activities include not only the operational part of an organization and institution, but also everything necessary for the routine management of that organization and its long-term mission.

Hoshin Kanri practice is studied at two levels. First; strategic planning level; the second is at the day-to-day management level. The main purpose of Hoshin Kanri is to integrate the organization's daily activities with its long-term goals. Daily checking is the basis of Hoshin Kanri. It also concerns middle managers and is concerned with the continuous improvement of core functions.

According to Akao (1991), Hoshin Kanri “means the tools that will bring together all the forces within an enterprise, harmonize ideas and continuously improve performance by adapting to change. Hoshin Kanri is also expressed as “the marriage of strategic management and daily management”.

Daily control is an important part of Hoshin activities. 75-95% of the activities consist of daily control. This is because daily control is important in Hoshin Kanri and effectiveness is ensured when daily control is performed correctly.

Hoshin Kanri practices are achieved by examining daily affairs and ensuring their harmony with long-term plans. The daily control is linked to the company strategy through the hoshin plan (Shiba et al.,1995).

According to Eureka and Ryan (1990); The biggest feature of Hoshin Kanri is that he transforms the vision and goals of the organization into measurable and applicable strategies (Doğan, 2000;81).

Hoshin Kanri Auxiliary Methods

The methods that support the implementation of Total Quality Control, thanks to its development in Hoshin Kanri, are the first seven legacy (core) Total Quality Control tools. By 1978, a proposal was proposed by the JUSE team. Nayatani in his study, Implementing Quality Control tools in Policy Management, where seven new Total Quality Management tools were implemented, were used to solve problems and then for strategic management (Akao, 1991).

Possible applications of the seven new TQM The methods used in the individual phases of Hoshin Kanri are listed as follows;

- Planning of medium and long term policies: proximity chart, relationship chart, system chart, matrix chart.
- Decision on the policy of the president of that year: matrix chart, affinity chart, relationships diagram.
- Distribution to departments: system diagram, relationships graph, PDPC, arrow diagram.
- Implementation of policies and obligations. Policy: arrow diagram, PDPC (Akao, 1991).

A different approach to the selection of auxiliary forms for Hoshin Kanri has been taken by King (1989). He developed a stage for an organization's requirements based on Maslow's hierarchy.

Organizational requirements at five levels can be reconciled with six different hoshin planning steps and five hoshin methods.

These;

- Organization Vision,
- Alignment,
- Self-Diagnosis,
- Process Management,
- Individual Goal Focus.

All of these stages are called phases. The lowest part of the hierarchy is called phase 0, while the apex is phase 4. Moving from one phase to the next requires the use of auxiliary methods. Therefore, to move from zero to phase 1, the organization needs seven classic Total Quality Methods to manage processes. Progression to the next stage is possible by identifying individual and organizational barriers and weaknesses and taking appropriate action. To move to the next level, managers must coordinate their individual needs with the needs of others. It is important that every manager chooses the 3 main things they want to achieve in the annual plan.

The fourth, the last stage, can occur in a 5-year period, as a result of organizational diagnosis and

when it is fully integrated into the organization (King, 1989). The final stage includes all the partial elements such as vision, annual plan, development, process management and annual diagnosis.

Catchball

It is one of the practices that makes Lean one of the most effective methodologies for managing teams. With the Chapter Hoshin Kanri method, your organization aligns your company's goals and objectives from the actions of people at all hierarchical levels.

Hoshin Kanri Catchball is a technique for creating and maintaining open feedback loops at all levels of your organizational hierarchy by creating a two-way flow of information sharing.

In its original form, Catchball has a vertical application, that is, the top management level sets goals for the company and prepares a strategy proposal. They hit the bottom like a ball and expect to receive feedback and tactical advice.

There may be several iterations before consensus is reached. Middle management assigns the goals to the team leaders and the process is repeated until the “ball” reaches even the people at the bottom of the pyramid. The ultimate goal is to ensure that everyone who will work towards achieving the company's goals gives input on their behalf and aligns every action in a common direction shared by all. While strategy is often laid by managers, in Lean, tactics and process improvements are laid by lower levels of management and regular team members. This makes Catchball highly suitable for companies that have embraced a culture of shared leadership. Catchball is an effective way to make employees understand how they fit into the bigger picture and become more committed to the organization's most important goals.

Self-Diagnosis

Self-diagnosis is the process of diagnosing or identifying medical conditions within oneself. Medical dictionaries, books, resources on the Internet, past personal experiences, or recognizing the symptoms or medical signs of a condition a family member has had before can help.

Self-diagnosis is error-prone and can be potentially dangerous if inappropriate decisions are made on the basis of misdiagnosis. Because of the risks, self-diagnosis is not officially recommended by governments, physicians, and patient care organizations. Even doctors are discouraged from self-diagnosing because doctors also make mistakes when diagnosing themselves. If self-diagnosis is incorrect, misdiagnosis can result in inappropriate health care, including incorrect treatments and lack of care for serious conditions.

One of the biggest dangers of self-diagnosing psychological syndromes is that you may miss a medical illness that appears to be a psychiatric syndrome. ... Selfdiagnosis also undermines the role of the doctor, which is not the best way to initiate the relationship. ... There is also the fact that we can recognize and see ourselves, but sometimes we need a mirror to see ourselves more clearly. ... By self-diagnosing, you may be missing something you can't see. ... Another danger of self-diagnosis is that you think you're more wrong than you really are. ... Self-diagnosis is also a problem when you deny your symptoms.

However, under certain circumstances self-diagnosis may be appropriate. All over-the-counter (over-the-counter) drugs are offered on the assumption that people can self-diagnose, first the wrong drug that is unlikely to be serious, then the potential harm is determined by the minor cause. Some conditions are more likely to be self-diagnosed, especially simple conditions like head lice and skin abrasions, or familiar conditions like menstrual cramps, headaches or the common cold.

Complex conditions in which drugs are heavily promoted present a more challenging situation,

including conditions such as ADHD in adults. Direct-to-consumer marketing of drugs is widely criticized for promoting inappropriate self-diagnosis. Another condition that is often self-diagnosed is gluten intolerance.

The Self Diagnosis Method (SDM) is designed to support company executives in their efforts to regularly review management performance.

The SDM can be used to determine initial or initial performance and then be applied to year-over-year comparisons of improvements. In addition, it offers the opportunity to compare with the benchmarking performance of the Sectors.

The main purpose is to review relevant management activities and procedures and how the authority is dealing with important aspects. The results highlight points that need attention as well as validating current best practices.

Self Diagnosis Methodology (SDM) provides:

- A concise and general approach to environmental review
- A cost-effective procedure to check progress
- Port specific document developed by ports - for ports
- First step towards more comprehensive management systems
- Summary of performance

SDM is specially designed to assist the port manager:

- Assess the need for environmental management;
- Check compliance with environmental legislation;
- Identify key activities and relevant environmental aspects
- Review and report internally the company's progress periodically;
- Monitoring environmental management performance through SWOT analysis (Strength / Weakness / Opportunity / Threat) against recognized standards;
- Identifying business risk and opportunity;
- Raising awareness on management issues.

Hoshin Kanri and Deming's Relationship with the PDCA Cycle

The PDCA cycle, which is indispensable for TQM, is a denrtim tool that forms the basis of Hoshin Kanri and is used at all levels. It is the way the business plans its paths and destination, establishes business plans, controls results, and integrates results with future business plans.

The PDCA Cycle (Plan-Do-Control-Act) aka PDCA (Plan – Do – Check – Act) Cycle was developed by quality guru Dr.W.E. It is the quality management approach put forward by Deming (Witcher & Butterworth, 1997). Deming has embedded the principle of continuity in quality control with the definition of the Deming cycle, which enables the real application of control function to statistical quality control. He claimed that 96% of the mistakes made were related to the system and only 4% belonged to the employee (Turgay, 2014). He emphasized that the system should be improved first in order to prevent errors. Since the system consists of parts, that is, processes, finding the process that needs to be improved and improving it with the PDCA method will contribute to the correction of most of these errors.

When we look at this model, the stages of the process are; evaluation of the data obtained, defining the change to be made and reaching the conclusion by basing the results on the data (Pyzdek and Keller, 2009).

PDCA is a systematic approach used to achieve results by making a step-by-step plan, and this cycle is based on continuous improvement. Hoshin Kanri is a part of total quality management based on the PDCA cycle and is an important control stage at every stage. This cycle is a continuous cycle. However, the order followed by Hoshin Kanri is different from PDCA. Hoshin Kanri begins the process with the “Check” phase. Thus, the cycle becomes “Check - Act - Plan - Do (BID)”. Hoshin Kanri; The vision shaped this cycle in planning and business operations.

In the planning phase, changes for improvement are designed and a strategic plan is created for their implementation. In the implementation phase, planned change is implemented directly. The Check section covers the analysis or detailed examination of the results. The take action phase is the last point where the compliance with the change is realized or the decision to abandon the application is made. The data obtained after each cycle constitutes a source for feeding, that is, the development of the next cycle to be formed (Seidl and Newhouse 2012). Hoshin Kanri activation process; It starts with a detailed control phase, in which the current situation of the enterprise, the plans of the previous years and their results are completely reviewed and whether the results differ from the expectations. As a result of this analysis, the main causes of the problems and the successes shown are determined in the same way. With each iteration of company-wide control, a new unfolding of the goals, values, and pathways found at each level emerges. After analyzing the results in the “Take action” phase, which follows the control phase, the reasons for the differences between the targeted and actual outputs are defined; These are discussed and agreed upon. After the corrective measures are determined, the action is started by returning to the plan to be implemented. Following the Prevent phase, a new plan is made based on the policy, followed by the "Plan" phase, and the "Implemented" phase, in which actions in line with this plan are carried out.

It is used when improving processes, designing a new process, when a problem is to be solved, and when implementing any change project. The purposes of use of this cycle;

- It shows which method will work more efficiently and effectively.
- Presents a process with approaches and skills.
- It supports teamwork with open communication and participation of all teams.
- It helps the integration of R&D and production functions.
- It is a method of assuring the standardization of the process.
- It is participatory management style. (All employees participate.)
- Increases cross-functional activities.
- It aims to reach the truth for once.
- It is aimed at quality and cost criteria.

The steps of PDCA are as follows:

1. Set goals and paths and unfold (Plan)
2. Bring roads to life and solve critical problems.(Do)
3. Evaluate performance and check progress against targets.(Check)
4. Standardize the results as daily checks or transfer them to new improvement plans.(Act)

Plan – goals and paths

The “Plan” phase is part of Hoshin Kanri's annual process, where policies are announced by senior management to managers through formal meetings with the start of the planning year. These meetings begin with 'balling-and-holding', a repetitive communication activity in which policies are translated into goals and paths. In this way, the draft targets and paths are exchanged between the parties and a consensus is reached on what can be achieved. Communication should be based on a process of negotiation and consensus. Figure 3.11 shows how one team's draft goals and paths affect other teams (The Witcher, 2002; 393). To test the achievability of objectives, they must be designed to meet the requirements of a particular policy. Paths, on the other hand, can control progress with control elements such as dates and timelines. In addition, each target has a person responsible for monitoring and monitoring its progress. If the hierarchy level consists of four stages, the 'ballflickering' process must be terminated within a month to be effective. Beyond that, managers and teams need to be preoccupied with operational details. At this point, an implementation plan should be created in terms of the use of targets and paths determined by the department management, timing of resources and periodic audit dates.



Figure 2. PDCA Cycle (www.donusumdanismanlik.com)

Do – daily management of goals and paths

It includes the ways to reach the goals. In other words; It includes the day-today management of goals and paths. The application is made through these ways. Implementation teams carry out the implementation of the ways to reach the targets in the annual plan in this section. Steps to be followed for implementation;

- Informing the relevant people
- Monitoring and realizing the action plan
- Close follow-up of application results

In addition to evaluation, this process also functions as analysis and prevention. At this stage, interdepartmental cooperation is needed if major developments are to be desired. In the future, learning can be obtained for new improvement studies from mistakes and experiences made. As a result of the analyzes made at this stage, the first data of the "check" stage are formed.

Check – effectiveness of process and policies

The results obtained at this stage are analyzed in terms of achieving the planned goals and objectives and whether the intentions in the strategy are actually achieved. The most important aspect of Hoshin Kanri; is the annual analysis and evaluation of the existing situation and working environment of the enterprise. Annual and periodic audits are a learning tool for senior management. Detailed controls play a decisive role in the critical management process and performance.

- The steps to be followed during the control phase can be listed as follows;
- Checking whether the objectives have been achieved
- Detecting and recording possible deviations
- Analysis of the main sources of problems
- Focus on environmental factors.

The basic elements needed for the PDCA cycle actually constitute the most important control elements. These are results-oriented elements. However, for more effective results, some of the most important among the many causal factors that precede output need to be checked weekly or daily. These, in turn, constitute control elements focused on causal factors.

Act – top management

The Act phase is characterized by senior management to ensure that key policies are formulated for the entire organization and used by all employees in the next year. Some organizations use only one policy, while others may have up to five policies. But more than that leads to loss of focus. The low number of policies enables more employees to play a role in the development of goals and ways. By analyzing the results encountered, the difference between the expected and actual results is revealed. A consensus is reached by discussing the reasons for these differences, and extra measures are taken by returning to the plan thanks to corrective actions.

Hoshin Kanri can be thought of as the application of the PDCA cycle to management processes. However, the cycle that appears as PDCA in TQM turns into CAPD in Hoshin Kanri. In other words, the activity process; It starts with a thorough review of the situation of the business, the plans and results of the past years, and a detailed analysis that reveals whether the results differ from expectations, that is, the control phase. The root causes of problems as well as outstanding performances are likewise identified; because these are unexpected results that can contain very valuable elements for learning. With each iteration of company-wide control, a new expansion of target values and pathways at each level emerges.

After the control phase comes the prevent phase. At this stage, after the results are analyzed, the reasons for the differences between the planned and actual results are defined; discussed and agreed upon. After the corrective action is also defined, additional action is taken by returning to the plan. Following the prevent phase, the plan phase, in which a new plan is made based on the policy, and the implementation phase, in which actions in accordance with this plan are carried out.

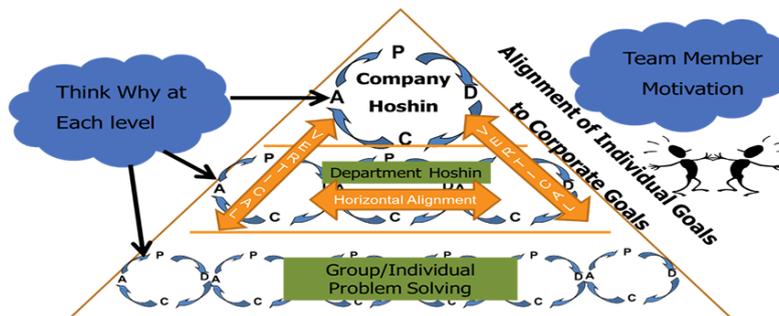


Figure 3. Company Hoshin (Lean Enterprise Institute)

METHOD

This study was designed in the phenomenology pattern and will be carried out with the "qualitative research method". Qualitative research is a research method in which a process is followed to reveal perceptions and events in a natural environment in a realistic and holistic way. "With qualitative research, participants will be able to explain their experiences in depth and in detail. With the phenomenological design, research focuses on phenomena that we are aware of but do not have a deep understanding of. Perhaps that is why phenomenology is also called the "method of viewing the essence". With a phenomenological pattern, the control function in the integration of management processes in the operational departments of airline companies in Turkey will be examined as a phenomenon.

With the evaluation made according to the facts and themes related to the integration of the management processes that emerged in the literature review with the phenomenology model, the self under the head of Pegasus integrated operation control will be displayed. The method of integrating the

management processes in the Hoshin Kanri model will be compared with the essence of Pegasus integrated operations control department.

“Three types of data are usually collected in qualitative research”; “environmental data”, “process data” and “perception data”. In order to investigate the integration of management processes, a qualitative research method was chosen to collect data about the processes.

Research Design

There are performance criteria and desired performance levels for every business system. Hoshin is a planning structure that will bring selected critical business processes to the desired performance level. It is a system that offers detailed planning, implementation and control for changes in business processes. It is also mentioned as a tool in lean leadership approaches. While performance indicators provide accurate, timely, and reliability in order to manage companies in accordance with their strategy, continuous improvement reveals the orientation for the success of the business. For this reason, performance indicators must be given the necessary importance.

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Hoshin Kanri practice is studied at two levels. First; strategic planning level; the second is at the day-to-day management level. The main purpose of Hoshin Kanri to integrate the organization's daily activities with its long-term goals. Daily checking is the basis of Hoshin Kanri. It also concerns middle managers and is concerned with the continuous improvement of core functions.

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Daily control is an important part of Hoshin activities. 75-95% of the activities consist of daily control. This is because daily control is important in Hoshin Kanri and effectiveness is ensured when daily control is performed correctly.

Hoshin Kanri practices are achieved by examining daily affairs and ensuring their harmony with long-term plans. The daily control is linked to the company strategy through the hoshin plan.

According to Eureka and Ryan (1990); The biggest feature of Hoshin Kanri is that he transforms the vision and goals of the organization into measurable and applicable strategies.

Research Sample/Study Group/Participants

A control study will be carried out at the Pegasus Integrated Operations Control Department in order to examine how the integration of management processes is implemented in the operational processes of airline companies in Turkey and what the integration role of the control function is. As a result of the control study to be carried out according to the Hoshin Kanri Management method, questions about the integration of management processes will be asked to the participants with the semi-structured interview method. In terms of market share in Turkey, Pegasus has 27.6% of the Turkish airline market according to 2022 data. Therefore, the airline in Turkey has been chosen as a sample since it will reflect their operational processes. In addition, for the Airline Sector in Turkey, which is subject to the same national and international legislation, the restrictions and execution methods of the

processes have been determined by the legislation. For example, Pegasus' flight crew process can represent the flight crew process of other airline companies in Turkey, as the flight crew's departure, overtime restrictions, and the method of execution of the flight process are subject to the same national and international legislation. This example can also be said for other operational processes.

In the determination of the study group of the research, the typical case sampling method, one of the purposive sampling methods, was used. Typical case sampling is finding the sample that describes the universe in its most general form. Pegasus Airlines was chosen as a typical sample in order to examine how the integration of management processes is implemented in the operational processes of airline companies in Turkey and what the integration role of the control function is.

In addition, within the typical case sampling, the people who have the most information about the integration of management processes in Pegasus' operational processes with the snowball and chain sampling method will be determined, and they will be asked questions in the semi-structured interview form developed according to the literature review, expert opinions, and data will be collected.

Three of the participants are managers who are involved in the process of making long-term planning and setting annual targets. Four participants will be selected from middle and lower level managers who have decision-making authority in the operational processes and the elimination of plans. One of the participants consists of a manager who has deep knowledge of quality management systems. A total of eight participants will be interviewed.

Research Instruments and Processes

“Data in the research” will be collected through a “semi-structured individual interview form” developed based on the literature review, “expert opinions” and the control study of the Hoshin Kanri management method in Pegasus Integrated Control Department. “Semi-structured individual interview is a type of interview conducted to collect the same type of information from the participants about the subject to be examined. In this approach, before the interview, an interview form is prepared that includes interview questions or topics that will guide the interviewer. Semistructured interviews are frequently preferred by researchers due to their certain level of standardization and flexibility, eliminating the limitations of tests and questionnaires based on writing and filling, and helping to gain in-depth information on a particular subject.

The themes determined in the conceptual framework and literature review will be taken into account in the semi-structured interview form. “First of all, a draft interview form” will be created and “this form will be submitted to expert opinion”. Semi-structured questions to be asked in these interviews are presented in the appendices.

The reliability of the data during the individual interview will be ensured by taking notes and recording the information to be given by the participants. Permission of the participants will be obtained to record the interview. After the information obtained after the interview is organized, it will be presented to the participants again and asked whether it is compatible with their own statements. The validity of the information obtained in this way will be ensured.

Data Analysis

“Individual and focused interviews with the participants during the analysis phase will be analyzed and transferred to a regular writing format. Then, these analyzed data will be interpreted with descriptive analysis method. The data obtained in the descriptive analysis are summarized and interpreted according to predetermined themes. The purpose of this type of analysis is to present the findings in an organized and interpreted form.

“Descriptive analysis consists of four stages;

- “Creating a framework for descriptive analysis”,
- “Processing of data according to the thematic framework”,
- “Description of Findings”,
- “Interpretation of Findings”.

Overview of The Airline Industry In Turkey

The airline industry, which is new in Turkey, is developing rapidly compared to other modes of transportation. These developments depend on the changes in the airline industry in the world, the economy and transportation policies implemented in the country, and the demand in passenger and freight transportation. The stages of civil aviation transportation in our country from its inception to the present and the final state of civil aviation transportation are evaluated below.

“The first aviation activities in our country started with military purposes. The first attempt in Sefaköy was an activity for the use of airplanes in the Tripoli War in a facility with a runway and two hangars created in 1912. In 1933, today's Turkish Airlines became the first commercial airline company established by the state under the name “Airlines State Enterprise”. The development of THY over time paved the way for the establishment of other companies. Sunexpress Airlines was established in 1989 with the partnership of THY and Lufthansa. A competitive environment was created in the airline industry by establishing Pegasus Airlines in 1990 and Onur Air in 1992. Atatürk Airport was renovated in 1998 and with subsequent additional investments, it was serving a total of 50 million passengers. Air transportation has become the most preferred sector in this field by increasing its share in total transportation. The increase in demand, especially in domestic routes, and the fact that our country is in a suitable location for transit travel can be shown among the important factors in the development of the Airline Sector in recent years.

“The deregulation process of government restrictions, starting in 1980, has led to rapid increases in passenger traffic with the decline in prices in markets where air transport is less developed. With the liberalization of the sector in 2003, a similar situation was observed in Turkey, and the Turkish air transport sector grew much faster than the developments in the world. After the legal regulations, the number of companies operating in the sector increased rapidly with the entry of new companies. According to the data of the General Directorate of State Airports Authority (DHMI), the increase in the number of passengers in 2015 was 13.6% in domestic flights and 4.6% in international flights. According to the estimates of Eurocontrol, the organization responsible for the control and management of air traffic in Europe, Turkey will be among the top five countries where air traffic will increase the fastest in Europe, with an increase of 4.2% in commercial air traffic in the 2015-2022 period. The Aviation Sector, which shrank in parallel with the developments in 2016, grew again in 2017, confirming these forecasts.

“While the data of the International Air Transport Association (IATA) showed the increase in air passenger traffic in the world in 2014 by 5.9, the passenger traffic in Turkey reached 166 million with an increase of 10.9 percent. With this 5.9% increase in world passenger traffic in 2014, it reached a higher value than the 5.6% average of the last ten years. Our country, on the other hand, has exceeded this value and Turkish Civil Aviation has started to take a much larger share in global passenger transportation. Turkey has an important place in air transport with its geographical location and it shows its importance with its constantly increasing air traffic”. In particular, this geographical location provides advantages to air transport in Turkey in the transit passenger market. The share of transit passengers in the international passenger market is not to be underestimated. For this reason, it can be said that studies on this market have increased in recent years.

“2016 has been a difficult year for the airline industry. It can be said that it was a difficult year due to the increase in oil prices, which has the highest percentage among airlines' expenses, "capacity increase of up to 6% on average" in the sector, and the terrorist incidents. In particular, the depreciation of the currencies of developing countries against the dollar caused the sector to have difficulties in pricing and planning. Turkish Airlines' total revenues decreased by 6.9% compared to the previous year, due to the global impacts as well as the negative events that took place in our country in 2016. According to IATA, worldwide airline passenger revenues decreased by 2.7% and cargo revenues by 9.5%. While the decline in passenger revenues of Turkish Airlines was 8.3%, which is above the sector average, cargo revenues increased by 6.5%, showing the opposite development of the sector, despite the negativities experienced. The fact that social events affect the airline industry in Turkey to this extent can be accepted as an indication that the industry has a complex structure.

"Due to the unstable geopolitical environment in the southeast of Turkey, the terrorist incidents that started in 2015 and continued in 2016, and the increasing security concerns, especially in Turkey and Europe, airline passenger traffic was adversely affected. Approximately 70% of foreigners coming to Turkey prefer air transportation. In this context, the troubled period that the tourism sector is going through due to security concerns is also reflected negatively on the airline passenger transportation sector. After the rapid increase in the number of visitors coming to Turkey by air in 2013 and 2014, it increased by 1.7% in 2015 and decreased by 25.8% in the January-August 2016 period.

The airline industry, which is new in Turkey, is developing rapidly compared to other modes of transportation. These developments depend on the changes in the airline industry in the world, the economy and transportation policies implemented in the country, and the demand in passenger and freight transportation. The stages of civil aviation transportation in our country from its inception to the present and the final state of civil aviation transportation are evaluated below.

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“The deregulation process of government restrictions, starting in 1980, has led to rapid increases in passenger traffic with the decline in prices in markets where air transport is less developed. With the liberalization of the sector in 2003, a similar situation was observed in Turkey, and the Turkish air transport sector grew much faster than the developments in the world. After the legal regulations, the number of companies operating in the sector increased rapidly with the entry of new companies. According to the data of the General Directorate of State Airports Authority (DHMI), the increase in the number of passengers in 2015 was 13.6% in domestic flights and 4.6% in international flights. According to the estimates of Eurocontrol, the organization responsible for the control and management of air traffic in Europe, Turkey will be among the top five countries where air traffic will increase the fastest in Europe, with an increase of 4.2% in commercial air traffic in the 2015-2022 period. The Aviation Sector, which shrank in parallel with the developments in 2016, grew again in 2017, confirming these forecasts.

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| Havavolu Sektörü Gelir/Gider | 2012 | 2013 | 2014 | 2015 | 2016(*) | 2017(*) |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| GELİRLER (milyar \$) | 706 | 720 | 751 | 718 | 701 | 736 |
| Yolcu Geliri | 531 | 539 | 539 | 518 | 504 | 530 |
| Kargo Geliri | 64 | 61 | 63 | 53 | 48 | 49 |
| Trafik | | | | | | |
| Yolcu Km Gelişimi (ÜYK) % | 5,3 | 5,2 | 5,7 | 7,4 | 5,9 | 5,1 |
| Kargo Ton Km Gelişimi (ÜKTK) % | -0,9 | 0,6 | 5,0 | 2,3 | 3,4 | 3,5 |
| OPERASYONEL GİDERLER (milyar \$) | 687 | 695 | 716 | 659 | 643 | 687 |
| Akaryakat | 228 | 231 | 224 | 180 | 124 | 129 |
| Akaryakatın toplam giderlerdeki payı(%) | 33 | 33 | 31 | 27 | 19 | 19 |
| Akaryakat dışı giderler | 459 | 464 | 492 | 479 | 519 | 559 |
| OPERASYONEL KAR (milyar \$) | 18,4 | 25,3 | 35,1 | 59,5 | 58,3 | 48,5 |
| Operasyonel Kar Marjı (%) | 2,6 | 3,5 | 4,7 | 8,3 | 8,3 | 6,6 |
| NET KAR (milyar \$) | 9,2 | 10,7 | 13,7 | 35,3 | 35,6 | 29,8 |
| Net Kar Marjı (%) | 1,3 | 1,5 | 1,8 | 4,9 | 5,1 | 4,1 |

Figure 4. Annual Forecast Data given by IATA

| Havayolu Şirketi | Yolcu Uçağı Sayısı | | Koltuk Kapasitesi | | Kapasite Değişimi (%) |
|--|--------------------|------------|-------------------|---------------|-----------------------|
| | 2014 | 2015 | 2014 | 2015 | |
| THY A.O. | 224 | 258 | 43.250 | 50.983 | 17,9 |
| Pegasus Hava Taşımacılık A.Ş. | 46 | 58 | 8.634 | 10.827 | 25,4 |
| Güneş Ekspres Havacılık A.Ş. | 53 | 54 | 9.672 | 10.167 | 5,1 |
| Onur Air Taşımacılık A.Ş. | 21 | 28 | 4.809 | 7.137 | 48,4 |
| Atlasjet Havacılık A.Ş. | 18 | 20 | 3.594 | 3.954 | 10,0 |
| Borajet Hav. Taş. Uçak Bak. Onar. T.A.Ş. | 8 | 14 | 635 | 1.341 | 111,2 |
| Turistik Hava Taşımacılık A.Ş. | 10 | 10 | 1.849 | 1.890 | 2,2 |
| Hürkuş Hava Yolu Taş. Ve Tic.A.Ş. | 8 | 8 | 1.520 | 1.440 | -5,3 |
| Ihy İzmir Hava Yolları A.Ş. | 6 | 7 | 1.116 | 1.302 | 16,7 |
| Tailwind Havayolları A.Ş. | 7 | 7 | 1.218 | 1.218 | 0,0 |
| Toplam | 401 | 464 | 76.297 | 90.259 | 18,3 |

Figure 5. Airlines Operating in Turkey

Ethic

In this study, ethical permission was not required since the research articles included in the sample were taken from open search engines and electronic databases, and this study had a fictional value.

FINDINGS / RESULTS

In this application, changes in the function of management functions with the change of management paradigms and environmental conditions and the integrational function of the control function in this process were investigated. In order to investigate the above problems of this article, an application was made in Pegasus' Integrated Operations Control Department. In this application, qualitative research method was used. The data were collected through a literature review and a semi-structured individual interview form prepared in line with the opinions of five experts. The interview form is shown in Appendix A. At Pegasus, four managers from the integrated operations department, three managers from the strategic planning and investments department and one manager from the quality assurance department were asked the questions in the interview form. The data that emerged at the end of the interview were analyzed with the descriptive analysis technique of the qualitative research method. Descriptive analysis is an analysis technique in which data is summarized and interpreted according to the themes that emerged as a result of the literature review, direct quotations are frequently used to reflect the opinions of the interviewees, and the results are interpreted within the framework of cause-effect relationships. Descriptive analysis was carried out in the following four stages:

- A framework was created as a result of the literature review for descriptive analysis,
- Data were processed according to the themes and sub-themes that emerged according to this framework,
- Findings are defined,
- The findings have been interpreted.

Findings on Environmental Factors Affecting Strategic Plans and Annual Targets

Today, organizations operate in an environment of high uncertainty. As a result of the literature review, it has been revealed that organizations should consider the effects of environmental factors when creating their strategies and annual targets. While the main theme that emerged as a result of this scanning is environmental factors, sub-themes are PESTLE (political, economic, social, technological, legal and environmental) analysis, benchmarking and sector analysis. While sector analysis and comparisons are made to determine the effects of the organization's immediate environment, PESTLE analysis is performed to determine the effects of the organization's distant environment. The analysis of this main theme was made in two parts as shown below; planning and operation. This is because for the planning department, environmental factors are the control element of the planning function, while for the operations department, environmental factors are the control element of the coordination function. Four participants "(P1, P2, P3, P4)" for the planning part and four participants "(O1,O2, O3, O4)" for the operation part were interviewed.

Table 1. Exhibitor Group and Codes

| Sections of Participants | Duties | Code |
|--|--|------|
| Operations Department | | |
| Integrated Operations Presidency | Vice President of Integrated Operations | O1 |
| Integrated Operations Presidency | Stations Control Manager | O2 |
| Integrated Operations Presidency | Operational Fuel Management Manager | O3 |
| Integrated Operations Presidency | Quality and Document Management Chief | O4 |
| Planning Department | | |
| Strategic Planning and Investments Directorate | Strategic Planning and Investments Manager | P1 |
| Strategic Planning and Investments Directorate | Investment Planning Chief | P2 |
| Strategic Planning and Investments Directorate | Strategic Planning Chief | P3 |
| Quality Assurance Department | Quality Management and Development Manager | P4 |

Findings Related to Planning

In this section, the participants were asked about the effects of “(P1, P2, P3, P4)” environmental factors on the planning process, and all four participants reported that the effects of environmental factors were taken into account when determining strategies and annual targets. It has been revealed that the results of environmental analysis are evaluated while creating both annual targets and strategic plans. In addition, four participants stated in the interview that the strategic plans are planned equal to the sum of the annual targets. Near environment analysis with sectoral analysis and comparisons, and far environment analysis with PESTLE analysis are carried out. While determining the annual targets, the following statement of the participant coded P1 shows the difference between the two analyses; “But since 18 is next year and the unknowns are a little more known, by 2025, you have a little more opportunity to act.” In addition, three participants stated in the interview that the “(P1, P2, P3)” strategic plans are planned equal to the sum of the annual targets. The opinion of the participant with the code P2 on this matter is as follows; For example, Airbus says it will deliver the bulk of the planes by the end of 2018, to be used by 2025 or 2035. What does that mean? airlines have placed their orders until 2018-19. Likewise, trade; how is world trade developing or oil; oil forecasts are currently at \$50, rising to \$70 by 2025. But it also has a wave. It is also considered. All of this is put on the table. From here, it is determined how much THY should grow each year.

Considering the environmental dimension of the airline industry in Turkey, it is seen that the interviewees agree on the effects of “(P1, P2, P3, P4)” environmental factors on the organization. P1 coded participant says: “Therefore, many factors in the world are effective in your decisions during the formation of vision, mission, main strategies and medium and long-term plans”.

In order to examine the dimension of the control function, which is the main problem of the research, to ensure the integration of management processes, the participants were asked whether “(P1, P2, P3, P4)” environmental factors were controlled before planning. This question was answered by the participants that environmental factors were controlled for both strategic plans and annual targets, in accordance with the themes (PESTLE, sector analysis and benchmarking) determined as a result of the literature review. In this context, it has emerged in line with the “(P1, P2, P3, P4)” opinions of the participants that the control phase of the KPP (control, take action, plan and implement) model was applied by Pegasus when determining strategic planning and annual targets.

Findings Related to the Operation

Four participants from the operations department, “(O1, O2, O3, O4)”, were asked about the environmental factors that affect the operation process in terms of reaching annual targets, as they are in the implementation part of the process. The themes that emerged as a result of the literature review and the opinions of the participants are as follows:

Political and Legal: All four participants stated in “(O1, O2, O3, O4)” that operational processes are affected by political and legal facts.

Effects of environmental-natural events: All four participants in “(O1, O2, O3, O4)” stated that operational processes are mostly affected by environmental-natural events, considering the themes that emerged from the literature review. The fact that some of the operational processes of the airline industry take place in the atmosphere can be said to be the reason for being affected by environmental factors.

Economic Developments: All four participants on this theme stated that operational processes are not affected by economic developments, but they also affect them indirectly as they affect the company's targets.

Technological Developments: All four participants reported that the developments in technology positively affect the operation processes and thus the process of reaching the targets. Regardless of the cost-benefit relationship, opinions are expressed in terms of operational processes.

Social Developments: It was stated by four participants that unexpected social developments negatively affected the operation. For example, a strike by any airport employee group was given as an example by some of the participants from the operations division, where it affected the daily operation.

Comparison: Four participants (“O1, O2, O3, O4”) also said that they and other airlines made comparisons during the interview.

Participants reported that six of the factors (political, social, technological, legal and natural environmental) included in the PESTLE analysis affect the operational processes of Pegasus, while economic factors indirectly affect the operation in the way of reaching annual targets. These factors are considered as control elements of the policies and targets set for daily operation. For example, meteorological forecasts are constantly monitored and necessary measures are taken to ensure that the daily operation proceeds in line with the determined policies. Another control element is legal developments; The legal permanent and temporary regulations published by the civil aviation authorities of the countries are also checked. It turns out that the environmental factors that emerged from this conversation are constantly being controlled so that the day-to-day operation goes as planned in order to achieve the annual targets.

Findings Related to Internal Factors Affecting the Operations Process

Internal factors affecting Pegasus' operational process were also questioned. Themes that emerged as a result of the literature review; critical processes, process stakeholders, employees and customer expectations. These dimensions were asked to eight participants and the findings obtained in line with the participant's opinions are as follows;

Performance in critical processes: It was stated in the interview by eight participants “(O1, O2, O3, O4, P1, P2, P3, P4)” that critical processes were identified because they affect the performance of the organization more than other processes. In addition, while determining the targets, the obstacles that may arise in the way of reaching these targets are determined together with the critical processes. If it is thought that the outputs of the processes will reach the goals of the organization, the importance of the outputs of the critical processes that have a greater impact on the execution of daily activities in line with the targets can be understood.

Process stakeholders: Participants were asked about the effects of process stakeholders on achieving the goals. All eight of the participants expressed the opinion that the process stakeholders are important in terms of the outcome of the process. It has been reported by all participants that process stakeholders in Pegasus, a global company, may also be from other businesses from which service is received.

Employees: Eight participants reported in the interview that employees are effective in organizational performance. In addition, the participant, who was interviewed by the quality assurance department, stated that an employee satisfaction survey is carried out regularly every year in accordance with the ISO 9001 quality standard. In addition, Pegasus announced that senior management attaches importance to employee satisfaction and that the results of the employee satisfaction survey are also high. The subject of training in order to increase employee performance was frequently raised by the participants. In addition, while discussing this subject, some participants said that subjects such as motivation and culture affect performance.

Customer satisfaction: The effect of customer satisfaction on the goal setting process and operational processes was asked to the participants in the interview and eight participants said that customer satisfaction is a criterion both in terms of operational processes and in determining goals. It was explained by the participants in the meeting that it is effective in determining targets and managing operational processes, as it is one of the criteria of the ISO 9001 quality system and makes customer satisfaction a quality policy at Pegasus.

The purpose of asking internal activities in this section is whether a link has been established between business performance and planning. For this reason, the factors affecting business performance were questioned in line with the themes that emerged in the literature review. The first of these is to identify critical business processes and to increase them to the desired level. It was explained that critical business processes were determined by the participants “(O1, O2, O3, O4, P1, P2, P3, P4)”. It has been concluded that continuous controls are made in order to carry out critical business processes at the desired performance level in daily operation. Since this contributes to the progress of the daily operation as planned, it is important in terms of carrying out the operational processes in line with the targets.

In today's competitive environment, it is customer expectations that are effective in determining targets, and these expectations can be a source for process improvement in order to increase business performance. Customer satisfaction is one of the ISO 9001 criteria and it is a TQM statement that organizations that design their processes according to customer expectations will achieve the financial results they want. Pegasus conducts customer satisfaction surveys and shapes its processes according to these researches or tries to minimize service errors. The literature review revealed that the performance of organizations operating in an intensely competitive environment today depends on how well they meet customer expectations and how much they develop themselves in this direction. Therefore, customer expectations have an important place in determining the targets and the participants expressed their opinions in this direction.

Findings Related to the Effects of Management Systems Implemented at Pegasus on Planning/Operational Processes

The theme of management systems was questioned in terms of the effects of management systems on determining targets and determining the performance of processes. The opinions of the participants are as follows;

Management systems and targets: Four participants interviewed from the operations department stated that the management systems had no effect on the determination of “(O1, O2, O3, O4)” targets. Only the participant with the code "O4" reported that the quality assurance department was consulted to ensure that the goals are realistic, achievable and measurable. Therefore, it can be said that a meaningful connection was

not reached as a result of the meeting, from an operational point of view. However, three of the interviewees stated that “(O1, O2, O3)” processes are audited in terms of compliance with the quality system and there is an indirect connection between the objectives and the management systems, since the objectives are determined according to the processes.

Management systems are a framework of policies, systems, processes and procedures that enable the organization to achieve its set goals. Therefore, the continuous control of policies and processes that will achieve the goals and the improvement of policies and processes, if deemed necessary as a result of these controls, is the ISO 9001 quality standard. In this way, a link is established between the objectives and the processes, and the processes that do not reach the targets are either improved or replaced with new ones. PDCA is one of the most effective methods used for process improvement. PUKÖ forms the basis of management systems. Pegasus is an organization with a management systems certificate. However, the participants did not mention the improvement of the processes of the management systems in their opinions. The participant “(P4)” interviewed from the management systems department stated that the processes were inventoried, and that when the performance indicators of the processes could be measured, improvement studies would be started and this could be used to serve the partnership goal. In addition, although the determination of policies is a management system criterion, it emerges from the opinions of the participants that the policies are not determined while determining the targets.

The quality objectives must be in line with the quality policy determined by the top management. The overall objectives of the organization should also be compatible with the quality objectives. In the interview, three participants “(P1, P2, P3)” from the planning department and “(P4)” from the quality systems department did not mention this compatibility. They reported that the information of the quality management presidency was sought only for the targets related to quality.

Findings Regarding the Control of Annual Targets at Certain Periods During the Year

In this finding, the answer to the question of whether the point reached on the way to reach the targets is periodically checked was sought. In addition, revision of targets, process improvement, control elements other than target criteria were questioned as sub-themes as a result of literature review.

Periodic control of targets: All eight of the participants reported that the targets determined in the annual planning “(O1, O2, O3, O4, P1, P2, P3, P4)” were checked quarterly in terms of criteria.

Revision: When asked whether the targets were revised as a result of the periodic control, seven participants stated that “(O1, O3, O4, P1, P2, P3, P4)” targets were revised during periodic controls, when deemed necessary. The other participant “(O2)” said that they took note of this and evaluated it in the targets of the next year.

Process improvement: If the reason for not achieving the goals is due to the internal processes of the business, it was questioned whether there was any improvement in the processes. In this regard, seven participants stated that they decided to improve the “(O1, O2, O3, O4, P1, P2, P3)” processes during these periodic controls.

Control elements: With this theme, it was questioned whether the targets were controlled other than the target measures determined during the year. All participants reported that there were other control elements in the interview. It has been reported that targets are controlled from other aspects as well, although these elements are specified differently.

Periodic controls are carried out throughout the year in order to inform the senior management about the extent to which the targets have been achieved. It is an application of the HK method to ensure integration between the coordination function and the annual plan by making revisions in both the processes and the criteria of the targets, if necessary, in these periods. As a result of the interview, it was revealed that

the level of reaching annual targets at Pegasus quarterly is evaluated in the meetings held by the top and middle managers with the results. As a result of the interview, it was reported by the participants that the criteria of the targets were revised in very exceptional cases during these periods. In addition, it was also explained by the participants that process improvement was made when there was an inadequacy in the outputs of the processes that would reach the annual targets in these periodic controls. There has been no notification about the method (such as PDCA) improving these processes. It was reported by some participants “(P1, P2, P3)” that environmental reasons caused the revision of the criteria of the targets in particular. It can be said that Pegasus uses periodic controls to ensure integration between annual planning and coordination function. In addition, due to unpredictable factors in planning, revision in the criteria of the targets and improvement of the processes that do not reach the targets are made in order to ensure the integration of the two management processes (planning and coordination).

The necessity of controlling the targets not only with measures but also with other control elements in certain periods is an HK practice. As a result of these controls, it can be revealed why the targets are not achieved. The use of management systems or national and international civil aviation rules for the airline industry as a control element may be considered. In this interview, the participants said that they had audits of management systems and civil aviation rules, but they were not effective in setting annual targets. Controlling the processes in terms of output or controlling the policies that will achieve the goals can be considered as a control element. Therefore, process improvement can be decided more effectively in these periodic controls. However, no such opinion was expressed by the participants in the interview.

Findings Concerning the Evaluations of Achievement of the Targets at the End of the Year

In this finding, it was prepared in order to question whether evaluations were made at the end of the year in terms of reaching the targets. In addition, if evaluations are made at the end of the year in terms of reaching the goals, it is aimed to investigate whether the results are effective in determining the goals of the following years and improving the organizational processes. The themes that emerged as a result of the literature review and the opinions of the participants are as follows:

Reporting: Seven of the participants gave a positive opinion on the question of whether a report was prepared at the end of the year, in which the degree of achievement of the targets was evaluated and if the targets were not achieved, why it was tried to be determined.

Process improvement: If the target criteria could not be reached during the periodical controls, it was concluded that the processes were also evaluated and the processes were improved if necessary. It was also asked in this part of the interview whether it was decided to improve the processes in the year-end report, and seven of the participants said that process improvement could be decided in the year-end evaluations. However, five participants reported that they decided to improve the process if the targets could not be met.⁷

At the end of the year, preparing a report containing the extent to which the organization has achieved its goals is an application of the HK method. This report provides information to senior management about the organization's performance for that year and guides senior management in making decisions about the future. Comparison of targets with actual result is the beginning of this report and the first check is about target measures. In cases where there are differences, analyzes are made and process improvements are carried out in line with the analyzes. In case of organizational problems, performance analysis of the processes of the organization is made and necessary corrections are made as a result of these analyzes.

It emerges as a result of the meeting that the year-end report is prepared at Pegasus, and it is stated by the participants that the targets are evaluated in terms of the difference between the realized and the planned. It is understood as a result of the meeting that the necessary measures are taken in cases where the targets are not achieved. If the reason is due to the process, the improvement in the processes is also one of the results of the meeting. However, no opinion was expressed by the participants about the performance controls of the

processes with management systems or other control elements.

Another issue is that the evaluations in the year-end report affect the annual target planning of the organization in the following year and provide integration between planning and the performance of the organization. The results of the interviews reveal that the reports prepared at the end of the year at Pegasus are effective in setting the targets for the next year. In particular, it can be said that it forms the basis for the targets to be smart (realistic, achievable and measurable).

CONCLUSION

Fayol emphasized that the management process consists of "functions" that are applied sequentially. These functions are planning, organization, execution, coordination and control and are implemented sequentially. The control function is applied sequentially last and is intended to compare the planning with the actual. It is said that this understanding stems from the application of Newtonian physics to the science of management, and this understanding is based on cause-effect relationships on the basis of linear relationships. In line with this understanding, the errors that occur as a result of the control function are not caused by planning, it is accepted that these errors arise from the implementation of one of the other functions.

Today, as a result of globalization in management science, developments in communication and information technologies, an incomparable increase in the value given to the human element and the development of a holistic systemic understanding that everything is related to everything, the chaos and complexity approach developed according to Quantum Physics is dominant. It can be said that there are changes in the functions and implementation of management processes for businesses operating in a chaotic environment. In this study, the HK method was used while investigating these changes in the management processes in the airline industry and the integrative role of the control function.

In the HK method, before the short, medium and long-term plans are prepared, the organizational performance of the last year is checked and the environmental analyzes of the organization are made and necessary precautions are taken. Thus, the integration of planning and organization, direction and coordination processes can be achieved. Because if the planning is not found realistic and feasible by the implementation teams, it is possible to experience problems in the organization, direction and coordination processes. At the end of the meeting, it was concluded that the environmental conditions of the business were analyzed by considering the business as a system while the strategic plans were being created and annual targets were set at Pegasus. Operating in a complex environment, Pegasus sets strategic plans and targets using PESTLE analysis, sector analysis and benchmarking techniques. In addition, the performance of the enterprise is also taken into account before determining the annual targets. As a result of the study, it was determined that the critical processes and process stakeholders that significantly affect the business performance were determined. From these results, it can be said that before planning at Pegasus, the necessary measures were taken by controlling the environmental factors and the operational performance through last year's end-of-year report, and thus integration between the planning function and the organisation, directing and coordination functions was achieved.

In the Hoshin Kanri system, annual business policies are determined as a result of mutual discussions between senior management, mid-level managers and implementation teams. First, the draft targets suitable for strategic planning are determined without any criteria. These draft targets are migrated to the departments and parts where the activities are developed. The key point in the expansion of business policies; It is a two-way communication between top, middle and lower level managers, and this two-way communication begins thanks to this migration." This two-way communication continues until an agreement is reached on the criteria for the draft goals and the ways to reach these criteria. This practice is called kicking the ball in HK. But it's not the ball thrown here, it's the ideas. Thus, motivation is provided with employee participation, and the planning function is integrated with the directing and coordination functions. The purpose of this activity

in the HK method is the belief that people will act according to their own truth when they do not know what is right. It is believed that thanks to this participation, what is right will be known and as a result, the organization will focus on the main goals as a whole.

In both Pegasus and the HK method, strategic plans are determined by the senior management. Draft annual targets are formed according to strategic focuses. With this method, integration between annual targets and strategic plans is ensured.

Both senior management, middle-level managers and lower-level managers play a role in the determination of annual targets. Annual targets are divided into three as main targets or general directorate targets, chairmanship targets and directorate targets. The main targets are determined by the top management and middle level managers by reaching an agreement. Middle managers (chairmen) also consult with their managers about these goals before setting the main goals. Then, the goals of the presidency and the goals of the directorate are determined under the moderation of a unit (Pegasus investment relations department). This process continues until an agreement is reached between these three groups on the criteria for the goals. According to this result, it is understood that the HK method of throwing the ball in Pegasus is used in determining the criteria of annual targets, with the participation of managers at all levels. Thanks to these controls, it can be said that the integration between the planning function and the directing and coordination functions is provided.

In the study conducted at Pegasus, it was concluded that the employees were informed about the policies to achieve the goals, but there was no meaningful result that they were informed about the relationship between the goals and the policies that will achieve these goals. This goes against the HK method philosophy, which argues that employees will enforce their own truth when they don't know what's right. From this finding, it can be deduced that full integration between planning and directing functions is not achieved in Pegasus.

Not only the criteria but also the policies are determined as a result of the agreement between the management levels in the HK's dribbling practice. However, there was no result related to this issue in the study. Policies at Pegasus are determined by managers and presidents in line with the determined target criteria.

Bringing critical business processes to the desired level is the main goal of HK. For this purpose, the targets are checked not only in line with the criteria but also with other elements in the periodic controls and year-end controls in the HK method. In particular, the processes can be controlled through elements such as quality, budget, execution time, and it can be decided to improve the processes if necessary. With this application, integration between planning and organizational functions can be achieved through control elements.

During the periodical and year-end controls at Pegasus, no meaningful conclusions could be drawn that the processes are controlled by factors such as quality, budget, and execution time. However, it is a plan that will raise the "critical business processes" that HK wants to achieve to the desired "performance" level. Controlling critical business processes with the determined control elements and improving the processes with the PDCA method, if deemed necessary as a result of this control, are taken as basis. It forms the basis of PUKO quality systems. However, it has been concluded that quality systems are not used for this purpose at Pegasus.

The annual targets determined in the HK method are checked periodically. Thus, the point reached on the way to reach these determined targets is controlled by both criteria and other control elements. This means implementation teams are controlled by senior management. During this control, adjustments are made in the annual planning when deemed necessary. These fixes include revision of targets, revision or change of policies and improvement of processes. Thus, thanks to the control function, integration between

planning and organization, coordination and directing functions is provided.

Annual targets are checked quarterly at Pegasus. The degree of achievement of the targets is determined in the controls made according to the criteria determined for these quarterly periods. In these periodic controls, not only unachievable targets are revised; In addition, revision decisions can be taken for targets that are determined to be ahead of the criteria given at the beginning of the year. The improvement of the processes can be decided if the criteria of the targets have not been achieved. In the light of these findings, it can be said that the integration between planning and organization, coordination and directing functions is achieved by making periodic checks at Pegasus.

Integration of daily operation with objectives is achieved through policies at HK. These policies and critical processes are designed to achieve daily operational targets. Since the targets are determined according to the strategies, it can be said that the integration between the daily operations and the strategies is provided in the HK method. At Pegasus, the design of daily operations is carried out in line with targets, thanks to critical processes and policies. In addition, critical processes are monitored with the determined control elements (political, legal, social, technological, environmental-natural factors and the performance of internal critical processes) and integration between planning and organization, coordination and directing functions is ensured.

Year-end controls are carried out in HK, where the annual targets are compared with the actual results, and the results of the year-end controls are presented in a report. These controls cover not only target values but also processes, especially critical processes. Here, the integration function of the control function is realized at the point of compliance of the planning and implementation (organization, coordination, directing) with the objectives. These controls also provide integration between the annual plans for the next period and the organizational performance.

At Pegasus, year-end evaluations are made in which target values are compared with the actual ones, and these evaluations are presented in a report. The level of achievement of the targets is evaluated in meetings attended by top and middle managers and necessary measures are taken according to these assessments. If processes are seen as the reason for unreachable target values, it was determined that process improvement work was carried out. In addition, these evaluations play a key role in determining the targets for the next year. With this application, integration between the year-end controls and the next year's targets and the organizational function is ensured at Pegasus.

In line with the results obtained, it has been determined that the control function is used in the integration of management processes during the determination and implementation of strategic plans and annual targets at Pegasus. In addition, it has been determined that the applications of the HK method are used during the management process at Pegasus, apart from the issues mentioned above. It can be said that these issues are policies, measuring and improving processes, and informing employees about goals and target paths. In this context, it can be concluded that the HK method can be used in the implementation and integration of management processes in the operations of Pegasus and airline companies in Turkey.

Finally, it can be seen that the order of execution of the management process functions in the HK method is not sequential. H. Fayol's last consecutively applied control function was applied in the HK method both during the management processes and in the first place and was used in the integration of the management processes. In this study, it is concluded that management processes are not applied sequentially in Pegasus as well. The management processes implemented in the form of PPs start with the check phase and then the planning phase is started. In addition, after this stage, management processes functions are not implemented in a specific order.

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APPENDIX A

1. Can you explain the environmental factors that affect the operation process in determining the annual targets/planning/reaching the annual targets?
2. Can you explain the internal factors that affect the planning/operation process?
3. Can you explain the effects of the management systems implemented in THY on the planning/operational process?
4. Are periodic checks made to achieve annual targets? So can you explain?
5. Can you explain the evaluations made on reaching the targets at the end of the year?