**EXPECTATIONS FROM STATE, NGOs AND BUSINESS WORLD IN TIMES OF ECONOMIC DISRUPTION**

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**ABSTRACT**

Migration movements originating from the social dynamics of the countries in the region, the Pandemic and finally the Russia-Ukraine war affect the public, business world and NGOs, which are the main actors in socio-economic life. A new type of economic crisis, which is expressed as economic disruption, is seen. This situation brings some changes in management strategies to respond economic crises. In the study, the research on entrepreneurs with the method of mind-seeking conference, one of the mixed research methods, and what the expectations from the actors of socio-economic life can be during economic fluctuation periods are presented together with a conceptual and theoretical framework. Among the results of the study, it is stated that the crisis, which is seen as an economic disruption, is a different version of the crisis types seen in recent years and the crises have started to show continuity. In addition, the results of the research show that Turkey needs to revive the national production approach in order to become a self-sufficient economy due to the disruptions in global supply chains and price fluctuations.

**Key Words**: State, NGOs, Business World, Economic Crisis, Economic Disruption….

**INTRODUCTION**

Liberal market economy has ruled the world’s main economies for over 40 years now. Although we have seen various crises during these years COVID-19 related crisis is the most significant one due to several reasons. First of all liberal economy depends on free movement of goods and services around the world. However Pandemic restrictions impeded the movement to a great extent. Not only the quarantine measures restricted movement of people from one country to another but they also restricted movement of goods and services as well. Liberal market economy is based on classical approach which stress continuous supply of goods and services no matter what the demand side is. Indeed when supply of goods and services find their absolute value in the market they will meet with the demand as the theory suggests. Today the population of countries is so crowded and international competition is so dense that it is not possible to wait for the market equilibrium without intervening. State intervention is a must to prevent societal conflicts and decrease of social welfare. Therefore governments today are adopting precautionary behavior which is an antithesis compared to equilibrium behavior. Precautionary behavior assumes that standard equilibrium approaches may not present the detailed framework to understand the features of Pandemic (Stiglitz and Guzman, 2021:467).

Economic crises are among other threats to business life. These threats can be named as wars, societal conflicts, political conflicts, mass irregular migration and others. Recently there is a debate among business fronts that economic crises are becoming too frequent, global (Björck, 2016:34) and they cause economic shocks which make it impossible to function in the economy. 99% of all businesses are small and medium sized enterprises (SMEs) in the world and economic shocks create burdens that they can not cope with. During the 1997 Asian Financial Crisis growth rate of SMEs in People’s Republic of China dropped significantly because of the crisis. While in 1996 SMEs in PRC grew 25% (820.000 new business) over the previous year, in 1997 the growth rate dropped to 17,3% and in 1998 the growth rate again reached to %25 (1.2 million SMEs). In 1999 the growth rate dropped to 20.5% (Liu, 2009:4). Business closures are quite common in the crisis. Between 2008 and 2010 during the Global Financial Crisis 170.000 SMEs were shut down in the USA (www.dailymail.co.uk, 2022).

During the crisis main response is usually avoiding a collapse of the financial and banking systems and stimulating growth (OECD, 2009:5). However, as mentioned above crisis cause collapse of many businesses and therefore all stakeholders must be included in finding solutions to overcome crisis. It is important to work together with all stakeholders of the economy to address the crisis related issues. These stakeholders include businesses and business associations as well.

**CRISIS AND ECONOMY**

A Crisis refers to a situation that bears risk for socio-economic life. It can include people, economy and daily lives of community. During the crisis a response generally a political response is needed since a crisis has two elements which are urgency and uncertainty. Most prominent examples of crises are financial, energy price shocks, nuclear accidents, major natural disasters, terrorist attacks, violent conflict and health related issues (Lipscy, 2020:3; Björck, 2016:25).

The world witnessed 14 global recessions since 1870. 1870s are when industrial revolution gave way for world development. The recessions were in 1876, 1885, 1893, 1908, 1914, 1917-21, 1930-32, 1938, 1945-46, 1975, 1982, 1991, 2009 and 2020. Forecasts suggest that Pandemic related recession would be the deepest since 1945-46 and more than twice as deep as the recession associated with the 2007-2009 global financial crisis (Kose&Sugawara, 2020; Stiglitz and Guzman, 2021:467).

It is possible to identify different characteristic of economic crisis caused by the COVID-19 Pandemic. Basically an economic crisis starts within the economy itself. It can be a crisis that started in the real industry or a crisis that started in the financial industry. Therefore classical economic crisis are endogenous. However, COVID-19 Pandemic related crisis started outside the boundaries of the economy as it started in the health industry. Therefore it is exogenous (Papava, 2020:129).

COVID-19 and the economic crisis it caused led policymakers to implement measures to avoid negative effects of the Pandemic on macro-economic related issues such as employment and economic growth. Mainly they aim to stimulate the factors that promote economic growth (Martin, Martinez, Picazo, 2021:346).

**METHODOLOGY**

The study follows a research part. It includes descriptive analysis of researchers’ study on a business association called ASKON to seek its members’ opinions on the below mentioned research problem. Crisis are common in recent years and entrepreneurs are having difficult times to cope with them.

Researchers of the study organized collective and group brainstorming activities to analyze a business association members’ views and suggestions about how stakeholders of the economy should function during the crises.

**Research Problem**

ASKON keeps organizing its strategic planning activities during the Pandemic. Although stability is important in every part of socio-economic life as mentioned in the introduction part of the study crisis and fluctuations in the economy are quite common in recent years. Therefore it is important to plan strategically by taking into consideration the projections for the crisis. The research problem of the study was “What the expections from state, NGOs and entrepreneurs would be during the times of the crisis”. In this way development of a strategy to overcome basic social and economic problems was desired.

**Research**

The research was conducted in Elite World Hotel, Sapanca between the dates of February 11-12, 2022. 40 members of the association who were the headquarters’ and regions’ directors and/or seniors attended collective and brainstorming activities. The focus group was all experienced businessmen. The research was divided into three phases. In the first phase collective brainstorming activities were conducted to identify the expectations from the NGOs, Entrepreneurs and State. All statements received from the participants were revised by the moderator, grouped and recorded spontaneously.

In the second phase, the group brainstorming activities were conducted. Participants were divided into three groups to score pre-grouped NGOs, Entrepreneurs and State statements. Based on the scores of groups related statements were put in order to reflect the ranking.

In the third phase a quantitative method was used to design a 5 point likert scale. Then they were transformed into a survey The participants as a whole group were asked to answer 5 Likert scale survey. Results were ranked based on quantitative values.

Finally, both the results of the first and second phase were discussed by the group members and several findings were accepted to respond to crises. Scholars assisted and leaded in all stages of the research to the participants.

**Findings**

Stage 1 included collective brainstorming. Participants stated the following that NGOs are expected to conduct during the times of crises.

• NGOs need to put pressure on the governments to take measures for the business world.

• It is necessary to establish an economic structure based on production.

• Platforms should be established to ensure coordination between NGOs in times of crisis.

• Instead of government granting as producers; It would be more appropriate to establish manufacturing sites such as factories and allocate them to entrepreneurs.

• In order to carry out the analysis processes in export products as a state, international accredited institutions should provide the exporter with more economical conditions (more economic analysis).

• It is necessary to establish the Collective Industrial Enterprises Construction Administration (TOSI) and industrial clusters. (rather than public grants)

• It is necessary to follow industrial clustering strategies in urban and regional development.

• It is important to dilute the bureaucratic procedures in front of the investor (settled in three stages).

• It is expected to recycle raw materials and create a 'Recycling Economy'.

• In times of crisis, it is necessary to ensure that people have access to healthy and cheap food, and the State, NGOs and the private sector should undertake a mission in this regard. (ASKON example) We should adopt the understanding of "Let's earn in business, spend in NGO".

• “Work completion bonus especially for those who use authority in the public!” They should show sensitivity to the issue and the state should be more active against this situation (We are causing a waste of resources).

• It is necessary to create information sources where accurate and reliable information can be accessed in times of crisis. A committee such as the 'Crisis Management Science Board' should be established. They should make the statement and explain, and they should not be silent.

• We must turn the crisis into an opportunity (not in the sense of profiteering).

• Required network should be provided (in terms of NGO).

• Crisis communication training should be taken at ASKON.

• ASKON should establish committees in areas prioritized by our government (such as employment) or these tasks should be assigned to the committees we have established.

• ASKON should establish commissions and present reports on strategic issues that the government has prioritized.

• Widespread use of incentives should be ensured.

• In order to prevent brain drain, taxes should be deducted from the incomes and expenses paid to the highly qualified workforce.

• We must bring qualified human resources to the places they deserve.

• A good reform is needed in the education system. It does not encompass the future. The highest unemployment is among university graduates.

• There should be reform in higher education and secondary education. This is the reason for unemployment.

• Crises are predictable. Preparations for crises are important. It is necessary to create a 'Ministry of Crises'. Like the 'Ministry of Emergency Situations'.

• All businesses, all NGOs should open a file called crisis management. As leaders, our job is to manage, anticipate and be prepared for crises.

• Each firm emerges as an entrepreneur when the business is established, but may not have the necessary capital. Since there is no reserve fund in crises, it is necessary to reduce personnel. A reserve fund - a 'crisis fund' should be created against crises, and its legislation should also be established. In this way, companies are minimally affected by the crisis. Business closures can be prevented.

• NGOs need to put pressure on the public to take measures for the business world.

Participants stated the following about the expectations from entrepreneurs.

• It is very important to recruit qualified human resources (private sector).

• Inflation should be reduced to single digits.

• Entrepreneurs need to look to the future with confidence.

• In particular, the macro planning of the public should be coordinated with the micro planning - the plans of the enterprises.

• Communication between the public and private sectors needs to be accelerated.

• The private sector needs to produce goods and services that are capable of being sold in global markets.

• It is necessary to establish an economic structure based on production.

• It is necessary to conclude and put into effect free trade agreements with countries that we do not have agreements with.

• It is necessary to create an economy that will be able to produce self-sufficient raw materials in times of crisis such as pandemics (increasing government incentives for products with current deficit, export items such as textiles, etc.) and to encourage related investments.

• In order to ensure that the procurement process is provided from local resources, the state should encourage investments and the private sector should demand this.

• Instead of public grants, industrial clusters and the 'Mass Industrial Enterprises Construction Administration' (TOSI) should be established.

• Industrial clustering strategies should be followed in urban regional development.

• The bureaucratic procedures in front of the investor need to be diluted (under three headings).

• Renewable and alternative energy should be used and investments should be made in this field.

• Raw materials should be recycled and a 'Recycling Economy' should be created.

• It is necessary to ensure that people have access to healthy and cheap food in times of crisis. The state, NGOs and the private sector should undertake a mission in this regard (ASKON example). The logic of "Let's earn in business, spend in NGO" should be established.

• We must turn the crisis into an opportunity (not in the sense of profiteering).

• Effective lobbying activities should be carried out (need-oriented).

• In order to prevent brain drain, taxes should be deducted from the incomes and expenses paid to the highly qualified workforce.

• We must bring qualified human resources to the places they deserve.

• The education system needs a good reform. Reform is necessary to think about the future. The highest unemployment is among university graduates.

• All businesses, all NGOs should open a file called crisis management. As leaders, the task of all of us is to manage crises, to predict if possible, but to be prepared.

• Each firm emerges as an entrepreneur when the business is established, but may not have the necessary capital. Since there is no reserve fund in crises, it is necessary to reduce personnel. A reserve fund - a 'crisis fund' should be created against crises, and its legislation should also be established. In this way, companies are minimally affected by the crisis. Business closures can be prevented.

• In order to prevent peer bullying, such as peer bullying in companies, it is necessary to gain the competence to struggle with difficulties. It is important to eliminate/prevent mobbing practices of managers.

• There are incentives for women to work, but grievances occur for the protection of children and families. Under the name of the 'family fund', the state should support businesses. Family funds should be provided to every business in order to protect the family life of working women and to ensure the development of their children.

• The state needs to coordinate with ambitious NGOs. A coordination board should be established for business NGOs. A coordination board of NGOs in the public interest should be established.

• Effective communication should be made within the institution.

• An 'emergency action plan' should be prepared for both the PUBLIC and NGOs.

• Correct reporting should be made after the crisis and the right measures should be taken for the next crises. Psychological support should be given to those responsible for crisis management in crises, and the management should be empowered to work under pressure.

Participants stated the following about the expectations from the government/state.

• Currency fluctuation is one of our most important problems. The state and politics should come up with a solution to this.

• Trust must be established.

• Qualified human resources should be assigned

• Inflation should be reduced to single digits.

• Legal security should be established for international and national investors.

• Justice must be swift.

• It should be ensured by the state that we look to the future with confidence.

• The control mechanism should work well.

• In particular, macro planning of the public should be coordinated with micro planning-business planning.

• Coordination in the public sector is required.

• Customs union agreement should be revised.

• Communication between the public and private sectors should be accelerated.

• New regulations should be made in tax brackets. Domestic entrepreneurs should be protected in anti-dumping regulations, and the VAT rate should be lowered.

• Access to cheap financial resources should be provided.

• The public should provide more support in the employment of qualified human resources (blue collar).

• The state should contribute to the development of alternative markets in times of crisis and economic fluctuation.

• Fair tax distribution and tax rates should be arranged according to income level.

• Waste in the public sector should be prevented.

• According to the nature of the crisis, measures should be taken for the next-possible negative effects.

• An economic structure based on production should be established.

• Free trade agreements with countries that we do not have agreements with should be made and put into effect.

• It is necessary to create an economy that will be able to produce self-sufficient raw materials in times of crisis such as pandemics (increasing government incentives for products with current deficit, export items such as textiles, etc.) and to encourage related investments.

• In order to ensure that the procurement process is sourced locally, the government should encourage and the private sector should demand it.

• Platforms should be established to ensure coordination between NGOs in times of crisis.

• Instead of government granting for producers; It should establish and allocate manufacturing sites and factories.

• International accredited institutions should be established in order to carry out the analysis processes in export products more economically as a state.

• Instead of public grants, industrial clusters and the Construction of Collective Industry Enterprises Administration (TOSI) should be established.

• Industrial clustering strategies should be followed in urban and regional development.

• The bureaucratic procedures in front of the investor need to be diluted (completion of the process in three stages).

• Renewable and alternative energy should be used and investments should be made in this field.

• It is necessary to recycle raw materials and create a 'Recycling Economy'.

• The government should provide exceptional convenience for recycling investments, especially imports.

• Recycling rate should be determined in selected sectors (25%). For example; Automotive and white goods industries. The actual one should also be regulated in terms of legislation.

• It is necessary to ensure that people have access to healthy and cheap food in times of crisis. The state, NGOs and the private sector should undertake a mission in this regard (ASKON example). The opinion of "Let's earn in business, spend in NGO" is important.

• In times of crisis, information sources should be created where accurate and reliable information can be accessed. Like the “Crisis Management Science Board”. They should make the statement and not be silent.

• Misdirection through social media should be prevented.

• We must turn the crisis into an opportunity (not in the sense of profiteering).

• Effective lobbying activities should be carried out (need-oriented).

• Widespread use of incentives should be ensured.

• In order to prevent brain drain, taxes should be deducted from the incomes and expenses paid to the highly qualified workforce.

• We must bring qualified human resources to the places they deserve.

• The education system needs a good reform. We must reform with the future in mind. The highest unemployment is among university graduates.

• There should be reform in higher education and secondary education. This is the reason for unemployment.

• Crises are predictable or possible to prepare for a crisis, it is necessary to create a 'Ministry of Crises'. Like the 'Ministry of Emergency-Emergency Situations'.

• Coordination should be ensured with assertive and powerful NGOs in the field of state. A coordination board should be established for business NGOs. CSOs in the public interest need to establish a coordination board.

• An 'emergency action plan' should be prepared for both the PUBLIC and NGOs.

• Correct reporting should be made after the crisis and the right measures should be taken regarding the next crises.

Above statements as mentioned before were grouped by the moderator Prof. Dr. Ali AKDEMİR spontaneously in front of the participants and were shown on the screen by typing them instantly.

The second phase included ranking the statements based on their importance. First group brain storming activities were conducted to identify the most important statement. Enrepreneurship group prepared the following table as the most important 3 statement that would help solve the problems encountered in times of crises.

|  |  |
| --- | --- |
| Ranking  | Statement |
| 1 | Raw material recycling economy should be created |
| 2 | Instead of subsidies, industrial clusters should be created and their ownership of property should belong to the government to decrease costs.  |
| 3 | To create an economy that will be able to produce self-sufficient raw materials in times of crisis such as the pandemic (increasing government incentives for our export products such as textiles, etc. in the products we have a current deficit). To encourage related investments. |

If we consider 1st and 3rd statement we see a desire to transform consumption economy into circular economy. This subject is in the agenda of international organizations within the framework of sustainable economy. On the other hand recycling economy is promising for Turkey.

Government/state group identified the following three statements as the most important issue among other related statements.

|  |  |
| --- | --- |
| Ranking  | Statement |
| 1 | Austerity measures should be implemented in the institutional structure of state. |
| 2 | New regulations should be put into practive related to tax layers |
| 3 | Instead of subsidies, industrial clusters should be created and their ownership of property should belong to the government to decrease costs. |

NGO group identified the following three statements as the most important issue among other related statements.

|  |  |
| --- | --- |
| Ranking  | Statement |
| 1 | Instead of subsidies, industrial clusters should be created and their ownership of property should belong to the government to decrease costs. |
| 2 | ASKON should form commissions about the issues that the government prioritizes strategically.  |
| 3 | Effective lobby activities should be organized for export businesses |

After the group prioritization brainstorming, in the discussion section, it was stated that austerity measures in the state sector should be implemented. Ministries should take measures in their own fields.

It was stated that some regulations were made regarding tax brackets, but this did not find much meaning for entrepreneurs. “Just as justice is expressed in income distribution; Justice should be expressed in taxes as well”.

It was stated that the specifications in public tenders were not focused on national entrepreneurs, the standard conditions required were very high and this left the domestic manufacturer in a difficult situation.

It has been requested that the mass industry facilities, which will also be based on "clustering" for existing and potential entrepreneurs, to be built by the state, just like TOKİ, through the "Mass Industrial Enterprises Construction Administration" institution to be established.

It was stated that Organized Industrial Zones (OIZ) are normally allocated to entrepreneurs, but it is difficult to go to the OIZ, and it will be easier to go there if a building is built. It was stated that cluster-oriented collective organized industrial facilities should be built, an administrative mechanism should be established to manage them, and the importance of the clustering approach on a provincial basis within the framework of the industry approach in the new period.

It was stated that lobbying activities will be one of the most important contributions of the public and political will to entrepreneurs, especially in international markets.

It was emphasized that in addition to the expectations from the public, the public also has expectations from entrepreneurs and NGOs as well. In this context, it was stated that the necessary commissions should be established as NGOs and the public should be supported. After the group brainstorming, some participants made additional determinations. These;

• The government should take measures against hoarders.. etc. to prevent commercial opportunists in times of crisis.

• Increasing the quality of education in vocational high schools, providing vocational training according to new technology and needs (software, informatics, technology, etc.).

• Providing the necessary environment and support for the public and NGOs to work in a coordinated manner, and making the facilities available to NGOs.

• Employers lose all cases in labor court. It is now a weak employer against a strong worker. It is necessary to make legal regulations that also protect the employer.

The third phase included quantitative ranking of statements by all participants. Each statement were given scores from one to five. 1 as the most important and 5 as the least important. All participants answers to the statements and their ranking are given below.

**Tablo 4. General Ranking**

|  |  |
| --- | --- |
| **Statements** | **Score** |
| Economic structure based on production should be formed. | 1.14 |
| Austerity measures should be implemented in the state | 1.21 |
| Instead of state subsidies, industrial clusters, Collective Industrial Businesses Construction Administration should be formed | 1.23 |
| Qualified human resources should be recruited. | 1,24 |
| Fair tax distribution and tax rates should be arranged according to income level. | 1,28 |
| Instead of government granting for producers; It should establish and allocate manufacturing sites and factories. | 1,28 |
| The control mechanism should work well. | 1,29 |
| Justice must be swift. | 1,37 |
| The education system needs a good reform. We must reform with the future in mind. The highest unemployment is among university graduates. | 1,37 |
| We must bring qualified human resources to the places they deserve. | 1,38 |
| Industrial clustering strategies should be followed in urban and regional development. | 1,40 |
| It is very important to recruit qualified human resources (private sector). | 1,40 |
| It is necessary to establish an economic structure based on production. | 1,42 |
| It is necessary to create an economy that will be able to produce self-sufficient raw materials in times of crisis such as Pandemics (increasing government incentives for products that we have a current deficit, export items such as textiles, etc.) and to encourage investments related to this. | 1,44 |
| Currency fluctuation is one of our most important problems. The state and politics should come up with a solution to this. | 1,44 |
| Legal security should be established for international and national investors. | 1,44 |
| New regulations should be made in tax brackets. Domestic entrepreneurs should be protected in anti-dumping regulations, and the VAT rate should be lowered. | 1,44 |
| Free trade agreements with countries that we do not have agreements with should be made and put into effect. | 1,44 |
| It is necessary to create an economy that will be able to produce self-sufficient raw materials in times of crisis such as the pandemic (increasing government incentives in the products we have a current deficit, in our export items such as textiles) and to encourage related investments. | 1,44 |
| A good reform is needed in the education system. It does not encompass the future. The highest unemployment is among university graduates. | 1,47 |
| Renewable and alternative energy should be used and investments should be made in this field. | 1,47 |
| Trust must be established. | 1,47 |
| Depending on the nature of the crisis, measures should be taken against its next-possible negative effects. | 1,47 |
| There should be reform in higher education and secondary education. This is the reason for unemployment. | 1,47 |
| It should be ensured by the state that we look to the future with confidence. | 1,48 |
| Access to cheap financial resources should be provided. | 1,49 |
| In times of crisis and economic fluctuations, the state should contribute to the development of alternative markets. | 1,51 |
| It is important to eliminate the bureaucratic procedures in front of the investor (settled in three stages). | 1,51 |
| Industrial clustering strategies need to be followed in urban regional development. | 1,51 |
| The government should provide exceptional convenience to recycling investments, especially in imports. | 1,51 |
| Free trade agreements with countries that we do not have agreements with should be made and put into effect. | 1,53 |
| Widespread use of incentives should be ensured. | 1,53 |
| Communication between the public and private sectors needs to be accelerated. | 1,53 |
| In particular, macro planning of the public should be coordinated with micro planning - business plans. | 1,53 |
| The public should provide more support in the employment of qualified human resources (blue-collar). Education reform should be carried out by the public. | 1,53 |
| It is necessary to establish an economic structure based on production. | 1,54 |
| Inflation should be reduced to single digits. | 1,55 |
| Communication between the public and private sectors should be accelerated. | 1,57 |
| It is necessary to provide recycling in raw materials and to create a recycling economy. | 1,58 |
| Coordination in the public sector is required. | 1,58 |
| Recycling rate should be determined in selected sectors (25%). For example; Automotive and white goods industries. The actual one should also be regulated in terms of legislation. | 1,60 |
| In order to ensure that the procurement process is provided by local resources, the state should encourage investments and the private sector should demand it. | 1,63 |
| Effective lobbying should be carried out (need-oriented) | 1,63 |
| The bureaucratic procedures in front of the investor need to be diluted (under three headings). | 1,64 |
| Establishing information sources where accurate and reliable information can be accessed in times of crisis, such as the “Crisis Management Science Board”. They should make the statement, not be silent. | 1,65 |
| There should be reform in higher education and secondary education. | 1,65 |
| In times of crisis, people need to have access to healthy and cheap food. The state, NGOs and the private sector should undertake a mission in this regard (like the example of ASKON). “Let's earn in business, let's spend in NGO” should be an opinion. | 1,65 |
| The state should coordinate with ambitious NGOs in the field. A coordination board should be established for business NGOs. CSOs in the public interest need to establish a coordination board. | 1,65 |
| ASKON should establish commissions and present reports on strategic issues that the government has prioritized. | 1,67 |
| The customs union agreement should be revised. | 1,67 |
| As producers, instead of the government granting; It would be more appropriate to establish manufacturing sites such as factories and allocate them to entrepreneurs. | 1,67 |
| Widespread use of incentives should be ensured. | 1,69 |
| In order to prevent brain drain, taxes should be deducted from the income and expenses paid to the highly qualified workforce. | 1,69 |
| Entrepreneurs need to look to the future with confidence. | 1,74 |
| In times of crisis, platforms should be established to ensure coordination among NGOs. | 1,74 |
| As a state, international accredited institutions should be established in order to carry out the analysis processes in export products more economically. | 1,74 |
| Accurate reporting should be made after the crisis and the right measures should be taken regarding the next crises. | 1,74 |
| It is necessary to follow industrial clustering strategies in urban regional development. | 1,77 |
| The private sector needs to produce goods and services that are capable of being sold in global markets. | 1,79 |
| Effective communication should be made within the institution. | 1,79 |
| An emergency action plan should be prepared for both the PUBLIC and NGOs. | 1,79 |
| Correct reporting should be made after the crisis and the right measures should be taken for the next crises. | 1,79 |
| In order to prevent brain drain, taxes should be deducted from the income and expenses paid to the highly qualified workforce. | 1,81 |
| “Work completion bonus especially for those who use authority in the public sector” should be prevented. Against these, the state should be more active (We are wasting resources). | 1,81 |
| We must turn crisis into opportunity (not in the sense of profiteering). | 1,88 |
| Crises can be predicted or crisis preparedness is possible, it is necessary to create a Ministry of Crises. Like the Ministry of Emergency-Emergency Situations. | 1,90 |
| NGOs need to put pressure on the public to take measures for the business world. | 1,91 |
| In particular, the macro planning of the public should be coordinated with the micro planning - the plans of the enterprises. | 1,93 |
| ASKON should establish committees in areas prioritized by our government (such as employment) or these tasks should be assigned to the committees we have established. | 1,95 |
| All businesses, all NGOs should open a file called crisis management. As leaders, the task of all of us is to manage crises, to predict if possible, but to be prepared. | 1,98 |
| In order to prevent brain drain, taxes should be deducted from the income and expenses paid to the highly qualified workforce. | 1,98 |
| 'Crisis communication' training should be taken at ASKON. | 2,00 |
| Each firm appears as an entrepreneur when establishing a business, but may not have the necessary capital. Since it does not have a reserve fund in crises, it reduces personnel. When the crisis is over, it is necessary to put a reserve fund - "crisis fund" for the resource shortage that may occur. This needs to be made into law. In this way, companies are minimally affected by the crisis. Business closures can be prevented. | 2,03 |
| Psychological support should be given to the people responsible for crisis management in crises, and the management should be empowered to work under pressure. | 2,05 |
| It is necessary to create information sources where accurate and reliable information can be accessed in times of crisis. A committee such as the Crisis Management Science Board should be established. | 2,07 |
| NGOs need to put pressure on the public to take measures for the business world. | 2,09 |
| As a state, in order to carry out the analysis processes in export products, international accredited institutions should provide the exporter with more economical conditions (more economic analysis). | 2,15 |
| In times of crisis, platforms should be established to ensure coordination among NGOs. | 2,16 |
| There are incentives for women to work, but there are grievances for the protection of children and families. Under the name of “family fund”, the state should support businesses. Family funds should be provided to every business in order to protect the family life of working women and to ensure the development of their children. | 2,23 |
| Need-oriented network should be provided (in terms of NGO). | 2,26 |
| Gaining the competency of dealing with difficulties in order to prevent peer bullying such as peer bullying in companies. Managers' mobbing practices should be eliminated/prevented. | 2,30 |

**CONCLUSION**

The business world and economic life are affected by the political sphere and national dynamics; It is also affected by international global dynamics. Political and military tensions in one region directly affect the economic life in another country. In this respect, the business world seeking stability should also perceive the crisis as a normal event and phenomenon.

In this respect, entrepreneurs and their senior managers should see the crisis as a priority management activity. They should be aware that there may be expectations from NGOs and entrepreneurs as well as expectations from the public.

Therefore, when expectations are mentioned, expectations from NGOs and entrepreneurs as well as the public should be understood.

This approach was also adopted at the ASKON Search conference titled “Expectations from the Public, NGOs and Entrepreneurs in Periods of Economic Disruption”. Participants of the collective mind seeking conference, consisting of entrepreneurs and the ASKON Board of Directors, made determinations with the perception of expectations from NGOs, the public and entrepreneurs.

In this context, very striking results have emerged. It has been proposed to form a 'Crisis Science Board', similar to the science board created during the pandemic.

It is suggested that TOSI (Mass Industrial Enterprises Construction Administration) build industrial enterprises and allocate them to investors what TOKI does in housing. It is a very striking-significant suggestion. It should be carefully considered by the political administration.

It was also emphasized that clustering should be acted upon while constructing Collective Organized Industrial Enterprises.

In order to prevent the high inflation caused by imports and consequently the high cost of entrepreneurs to lose their competitive advantage, it has been suggested that the public-state invest in the production of raw materials, materials and semi-finished products in order to produce imported inputs with domestic resources.

Waste in the public sector was emphasized as another reason for the cost increase in the production of entrepreneurs. It is recommended to activate and simplify public expenditures.

He emphasized that the resistance of the bureaucracy is also a factor that increases the costs.

Fairness in tax burden and fairness in income distribution should be ensured.

NGOs are asked to show sensitivity to the areas highlighted by the government and the political administration and to form commissions and inform their members.

It has been suggested that the public and the political administration should focus on lobbying activities in order to increase exports and get more shares from international tenders.

It was emphasized that the reform in the field of law and education supports entrepreneurship and has a direct impact on economic development.

It is recommended to give maximum importance to merit in human resource employment and manager appointments in the public and private sectors.

Agreements should be made with countries that do not have a free trade area agreement.

More investments should be made in renewable and alternative energy sources to reduce energy costs.

It is recommended to establish a 'Ministry of Crises' in order to organize administrative activities before, during and after the crisis. There is a similar Ministry of Emergencies in Russia.

The rise of inflation must be stopped.

Coordination should be ensured between the public, private sector and NGOs.

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