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Organisational Model for Development after War and Crisis: Bank-Centered Business Group

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Abstract

Wars and crises are events with devastating effects that drain the countries' resources. Countries experiencing devastating wars and crises have sought remedies for development and established new organizational structures. After World War I and the subsequent War of Independence, the Turks established a unique organizational model, Bank-centred Business groups, against all negative theoretical assumptions. Bank-centred business groups, which were established in a short time, were transformed after the great depression of 1929 and new organizational structures were adopted. The establishment and transformation of bank-centred business groups can be explored by historical transformation methodology. Bank-centred business groups established because of a strategic awareness are the first examples of future conglomerates. This study provides an exemplary historical model that can be used for the development efforts of countries experiencing war and crisis.

Keywords: Bank centered business group, war, crises, development.

JEL Classification: E58, G01, F63. H56.

1. Introduction

Wars and crises, which have wreaked havoc throughout human history, have cost nations their industries and economic resources. Following conflict and crisis, leaders created new organisational structures in order to address the unfavourable situations. In many of the less developed countries, a significant part of the domestic and privately owned industrial sector which use relatively modern and capital-

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intensive techniques is organised in a special institutional pattern (Leff, 1978). Developing economies, especially those engaged in development efforts after a crisis, have established business groups as a solution. Enterprise groups have a significant share of industrial and commercial assets in late industrialised countries at different levels of development and play an important role in these economies (Buğra, 2005).

The world has experienced devastating wars and crises in the first years of the last century. The period between 1918-1945, which is described as the "Age of Disaster" in the history of economics and politics, is the period in which economic, political and social balance formations and centre shifts (Bakırtaş, Tekinşen, 2004, 83) were experienced. Turkish leaders, who lived through the First World War, the War of Independence, and the Great Depression of 1929 in a period of nearly 20 years, transformed the negative social and economic conditions into success with a unique business model. Before the Second World War, Turkey is one of the few countries where the first comprehensive policies for economic development were prepared and implemented among the less developed countries (Tezel, 2002). When the Turkish Republic came into being in 1923, the most urgent problem it had to face was of economic development (Sarc, 1948). The leaders of the period, whose financial system collapsed due to wars and crises, who did not have enough entrepreneurs and lost almost all their businesses, started the development process by establishing "Bank-Centered Business Groups" as a solution. "İş Bank" in 1924, and "Sanayii and Maadin Bank", founded in 1925, were established with a bank-based business group model. The Bank-Centered Business Group is an innovative organisational model. When evaluated from the perspective of the social conditions of the innovative enterprise (SCIE), the emergence of innovative enterprises depends on industrial, organisational, and institutional conditions (Lazonick, 2003). Established innovative businesses are transformed depending on the changes in the surrounding conditions. Bank-based business groups founded in the last century have also experienced organisational transformations according to environmental changes.

Can the bank-based business groups model be a solution for the countries aiming to develop in today's conditions where wars and crises are experienced? Our study seeks to answer questions such as, "What are the organisational structure and the transformations of the bank-centred enterprise group model?" and "How will the bank-centred business group model be effective in the future?"

2. Methodology and Research Design

Our research is based on the historical transformation methodology that aims to study and understand how historical contexts change over time. Through this methodology, we approached the following stages:

Identifying Change: Initially, we identify significant differences in economic and organisational structures before and after the war and crisis, with a particular focus on the role of banks and business groups.

Contextualisation: In this step, we considered the broader context in which the transformation took place. This includes the economic, political, social and cultural conditions of the period and, in particular, how they influenced the development and role of banks and business groups.

Causal Analysis: Once the change and its context were clearly defined, the next step involved understanding the reasons that contributed to the change. We identified the key factors that led to this change, such as economic policies, government interventions, or other structural conditions.

Impact Assessment: This stage involved examining the effects of transformation, focusing on how they affected the structure and functioning of banks and business groups, and how these in turn contributed to post-war and post-crisis development.

Establishing Connections: I made a series of connections between the various transformations and events to better understand how they influenced each other and how they led to the evolution of the studied organisational model.

Comparative Analysis: By comparing with other post-war and post-crisis development models from other regions or periods, we were able to gain a broader and deeper insight into the effectiveness and applicability of the bank-centric business group model.

Interpretation and Synthesis: Finally, we interpreted the findings and synthesised the results into a coherent framework that provides a clear perspective on how the bank-centred post-war and post-crisis organisational model of development evolved and influenced subsequent development. This stage included a critical evaluation of the success factors and limitations of this model.

By applying this methodology, the study aimed to provide a detailed and comprehensive understanding of the transformation of the organisational model of post-war and post-crisis development, centred on banks and business groups.

3. Business Groups and Development

Due to their organisational structures and their importance in national economies, the significance of business groups in scientific research is increasing. Although studies on business groups date back only a few decades, their organisational characteristics and effectiveness have gained a significant place in research. Business groups, which are gatherings of formally independent firms under common administrative and financial control, are prevalent worldwide (Ghemawat, Khanna, 1998). Business groups are particularly an organisational model applied in developing countries as part of their development efforts. We contend that the business groups that dominate the landscape of virtually all developing countries provide an organisational structure that is better suited to dealing with the poor availability of basic inputs and services (Fisman, Khanna, 2004).

Business groups operate in different regions of the world, and their names and organisational structures differ accordingly in different countries' economic life. Business groups are called holding in Turkey, holding or conglomerate in America, grupos economicos in Latin American countries, grupos in Spain, keiretsu in Japan, konzerne in Germany, chaebol in Korea, business houses in India, and jituangive in

Taiwan (Maman, 2002). These business groups emerged at different times and under different conditions. The structural characteristics of business groups reflect the economic conditions of the countries.

Business groups were established to overcome negative economic and managerial conditions. An outstanding feature of most developing economies is the significant role played by business groups (Khanna, Rivkin, 2001). According to Maman (2002), business groups emerged in response to certain economic problems, such as capital scarcity and underdeveloped capital markets in underdeveloped countries. Business groups control a significant portion of developing or emerging countries' productive assets and describe the country's largest and most visible businesses in all developing economies (Khanna, Palepu, 2000). Business groups are unique organisational structures established to overcome the conditions that arise after wars and major crises, especially in developing countries. The emergence of business groups in Japan, South Korea, and Israel takes place in periods following the wars they experience and subsequent independence (Aydemir, 2019c, 4).

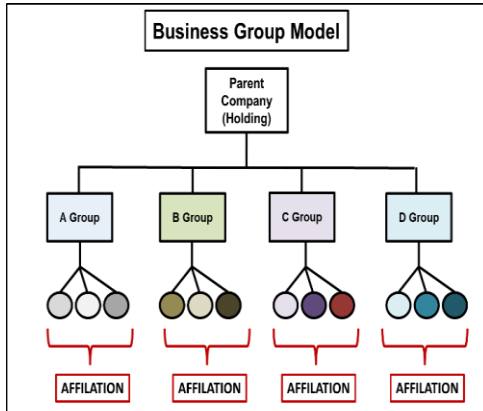
4. Bank-Centered Business Groups

The general organisational structure of the business group can be understood from its definitions. A business group with many definitions will be discussed in this study as an organisation made up of a combination of main and subsidiary businesses that act as a single economic entity under a common source of control (Ferris et al., 2003). Although the organisational structures of business groups differ from country to country, they have a common organisational model. As can be seen in Figure 1, there are group management and group affiliated companies/affiliations under the managerial and functional control of the parent company, which is called the holding company, and organisationally dependent on it.

In most business groups, there are finance groups and affiliated banks. In some countries, particularly Japan and Germany, banks play an important institutional role within business groups (Morck et al., 2000). Banks within business groups have special relationships within the group, in addition to performing traditional banking activities.

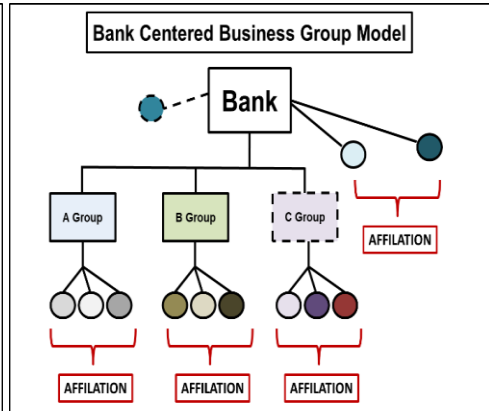
In a bank-centered business group model, a bank is present instead of a parent company/holding company. The bank operates like a holding company, establishing, acquiring, trading shares, and managing businesses, rather than engaging in traditional banking activities. Different countries have historically had bank-centred business models. Before and after World War II, in Germany, there were hierarchal business groups (Colpan, Hikino, 2010), while in Japan there were groups such as Fuyo, Dai-ichi Kangyo, Sanwa (Lincoln and Masahiro Shimotani, 2010, 140), and in Brazil, there were diversified conglomerates such as Bradesco and Itau'sa (Aldrighi, Postali). Samsung started out in the 1940s and 1950s under ISI (Schneider, 2010), bank-centred groups. In the 1950s, Israel pursued a policy of providing capital support to large businesses for development, leading to non-financial activities of Israeli banks and the emergence of bank-based groups (Maman, 2002).

Figure 1. Business Group Model



Source: Own contribution.

Figure 2. Bank Centered Business Group Model



Source: Own contribution.

When we look at the organisational structure and operations of bank-centred business groups, we see that there is diversity of businesses, similar to holding companies. There are also dominant businesses in different sectors that are affiliated with bank-centred business groups. Although the organisational structures of bank-centred business groups are generally similar, there can be differences among them.

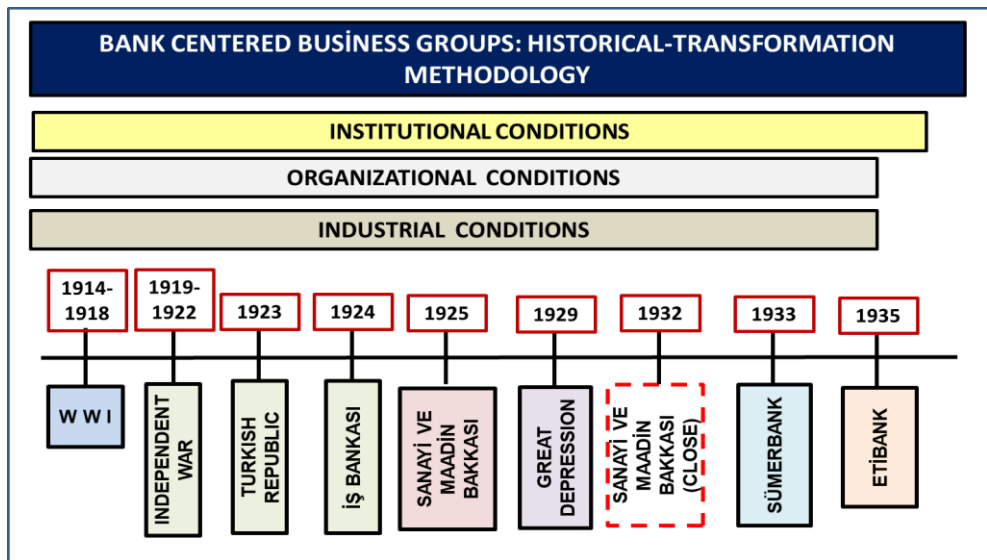
4.1 Bank Centered Business Groups in Turkey

The first predecessors of bank-based business groups were established in Turkey. There are two reasons for the establishment of bank-based business groups in Turkey. Firstly, the creator of this model is the functional background of the leaders, and secondly, it is a necessity created by the economic and institutional conditions of the period. The first reason can be explained by Hambrick and Mason's (1984) Top management team's approach. According to his approach, the reason for the decisions and practices made by the top managers is hidden in their cognitive structure and especially in their demographic values. The founding team of the Republic of Turkey, the creator of a bank-based business group model strategic organisation, consists of military people. The founding team are the commanders who received the best training of the period and spent most of their lives on the battlefields. Almost all of the decisions made by managers who have detailed planning, holistic thinking, long-term planning, and decision-making abilities in difficult conditions are tactical and strategic decisions. The establishment of bank-based business groups is the result of a strategic management approach that covers the long-term, covers the entire organisation, and can only be done by people with this awareness. The fact that business groups are dominant globally in addition to the national economies makes them strategic organisational structures. The establishment and management of these organisational models is also a reflection of strategic management. The establishment of a unique organisational structure that

will meet the need to stay in the conditions of the period and meet all needs is a successful example of strategic management.

Another reason for the establishment of bank-based business groups was the necessity of the economic and institutional conditions of the period. According to Lazonick's (2003) SCIE approach, the emergence of new businesses depends on industrial, organisational, and institutional conditions. To compare the business systems of businesses and countries, political, economic, social, and institutional conditions should be known (Amatori, Jones, 2007). The "Historical transformation methodology" will be used for this study. The theoretical analysis must be integrated with the historical study of the development process through an "historical-transformation methodology" (Lazonick, 2003). Figure 3 shows the historical transformations of the first established bank-based business groups.

Figure 3. Historical transformation of bank-centred business groups



Source: Own contribution.

The passage discusses the formation of business groups in Turkey in the first quarter of the last century, which were the predecessors of holding companies. Four bank-centred business groups were established, the first being İş Bankası on August 26, 1924, and the second being Sanayi ve Maadin Bankası on April 19, 1925. The latter closed its operations after the Great Depression in 1929 and became Sümerbank on June 3, 1933. Sümerbank was reorganised on June 14, 1935, and Etibank was separated from it.

After the War of Independence, the leadership of the newly established republic embarked on a rapid development effort. The primary goal of the Republican leadership was to accelerate Turkey's industrialisation (Tezel, 2002). However, the country's economic conditions were almost entirely unfavourable. Moreover,

the institutional conditions for new and powerful businesses to emerge were inadequate. Therefore, a single organisational structure was established that could eliminate all the negatives. Bank-centred business groups have made intense efforts to achieve the desired development.

The passage explains that the Ottoman Empire's economic conditions were the first institutional conditions that prepared the emergence of bank-centred business groups. The Ottoman economic system had different priorities than production, mainly based on agriculture and the army (Ulu, 1981). The economic institutional conditions worked against the Ottoman Empire for centuries. The Ottoman Empire's inability to correctly evaluate the world's changes led to its backwardness compared to Western countries. The reasons for the Ottoman Empire losing its competitive advantage against the industrial revolution-era Western European countries include inadequate transportation systems (Morel, 2000), the import of raw materials and minerals from abroad (Ökçün, 1971), Ottoman territories becoming a market for European industry, foreign capital investing in non-production commercial areas under state guarantees instead of the production sector (Eldem, 1970), the absence of a bourgeoisie to provide national capital accumulation, a centralised administrative structure in the management dimension, and production being done with simple technology (Altuğ, 1981). The Ottoman industry census conducted between 1913-1915 identified a total of 282 establishments operating in 8 sectors (Ökçün, 1971). Production was carried out in small workshops when all industrial facilities were examined. According to the industrial census conducted in 1921, the average number of employees per establishment was 2.3 people (Keyder, 1999). Beyond all these negativities, the devastating wars experienced worsened the current situation, and the existing backward facilities were also lost in the wars. The Republic of Turkey, which was founded on the ruins of a country that was invaded after losing an empire in the First World War, had an economy devoid of modern industrial facilities (Akçay, 2002).

Social conditions are as bad as economic conditions. The lack of entrepreneurs and workforce, which constitutes the managerial dimension of development, is one of the prominent negative conditions of the period. For centuries, the lack of capital accumulation and the concentration of economic power in the state administration has been an obstacle to industrialisation and development. According to Serin (1963), the lack of personnel with technical and administrative abilities, and the inadequacy of personnel with characteristics specific to businessmen was more severe and restrictive than the country's capital shortage. The lack of a qualified workforce is another obstacle to development. In the early 1920s, even 10 % of the population was illiterate (Tezel, 2002).

In order to gain a deeper understanding of the business groups of the foundation period of the Republic, one needs to examine the banking system that created them (Aydemir, 2019a). The biggest obstacle to development before and especially after the war was the financial structure of the country and the problems experienced in this regard. In 1924, although there were 12 foreign banks against 14 domestic banks, their share in deposits was 78% (Tezel, 2002). The Ottoman Empire adopted foreign

borrowing as the main method of financing its budget deficits and military expenditures (Broadberry et al., 2005: 126). The capital needed for industrialisation was also tried to be met from abroad (Akçay, 2002). Aware that the current capital situation and the financial system were not sustainable, the rulers initiated the national development initiative and searched for a new organisational model. The solution was bank-centred business groups. financial repression and credit rationing during a large part of the twentieth appearance of bank-centred groups (Çolpan 2010). Thus, large companies belonging to managerial networks had access to low-cost financing through their respective banks (Lefort, 2010).

With the devastating results of the war, the managers who started the development move started to establish bank-based business groups, which is a unique model with a strategic approach. In this context, first, two bank-based business groups were established. İşbank was established in 1924 and Industry and Maadin Bank was established in 1925. İşbank, which was first established, was established for purposes other than carrying out financial banking transactions and meeting the financial needs of the government and the market. It used its resources in the enterprises that it participated in or established for the development and the industrialisation of the country (Aydemir, 2019a). 3 of the 4 founding purposes in İşbank's founding agreement are related to entrepreneurship, establishment and management of businesses, and 1 is related to financial transactions. After İşbank was founded in 1924, it established and managed dozens of companies operating in different sectors, mainly insurance, mining, textile industry, sugar industry, glass industry, and trade.

Industry and Maadin Bank, established in 1925 with the Special Law No. 633, was established as a bank-based business group like İşbank. The second article of the establishing law states that "the bank itself or through its affiliates will make the industry activities and manage them" (Apak et al., 1952). After the establishment of the bank, 4 business entities inherited from the Ottoman Empire, namely Hereke Hali, Feshane, Bakirkoy Bez, Beykoz Deri, and Shoe factories, were handed over to the Industry and Maadin Bank (Aydemir et al., 2012). Apart from the ones transferred to it, the Bank has established new businesses, mainly textile and mining, and established businesses have participated. The bank during its lifetime had affiliated with 16 companies (Aydemir et al., 2012).

The third bank-based business group in the young republic is Sümerbank. Gerçete is a continuation of the Sümerbak Industry and Maadin Bank. Reflections of the conditions created by the Great Depression of 1929 in Turkey adversely affected a small number of businesses and the Industry and Maadin Bank was closed. The second major event that had devastating effects on the Turkish economy as well as on the world economy was the Great Depression of 1929. War and crisis are two negative events closely related to each other. Those who express their views on this issue agree that the devastating results of the First World War were the main factor that triggered the crisis (Duman, 2013). After the closure of the Industry and Maadin Bank, two banks, the State Industry Office and the State Industrial Office and Industry and Credit Bank of Turkey (State Industrial Office and Industry and Credit

Bank of Turkey), were established for a short time, but the desired success was achieved. Later, in place of the two organisations, the state-owned Sümerbank was established on 3 June 1933 pursuant to Law No. 2262, based on the precedent set by İş Bank (Aytemur, 2010). As in the previous examples, Sümerbank's establishment purposes are in the form of a bank-centred business group. The establishment law of the association has seven main sections and five of these seven sections are related to industrialisation and management, one relates to banking and the other to education and social issues (Aydemir, 2019b). Sümerbank founded and managed the cellulose industry, heavy industry, chemical industry, machinery industry, and ceramic industry, as well as the textile and leather industries that it took over from the Industry and Maadin Bank.

After the Great Depression, which caused great destruction after the war, new initiatives were needed. Despite the closure of the Industry and Maadin Bank, an example of a bank-based business group, and the establishment of Sümerbank, the targets set for national development could not be achieved sufficiently (Aydemir, 2019b). In order to realise the targeted development, enterprises that will operate in the energy and mining sectors were needed. A new bank-based business group was established as the corporate environmental conditions did not change significantly. Etibank has a structure similar to holding companies in western countries (Zarakolu, 1958). As a bank-based operating group, Etibank has established businesses operating in the mining, energy and banking sectors, and participated in established businesses.

4.2 Bank Centered Business Groups in Romania

Bank-centred business groups typically consist of a core bank and a range of affiliated businesses in various industries (Rădulescu et al., 2018). These affiliated businesses may include insurance companies, securities firms, asset management companies, and other financial and non-financial firms (Rădulescu et al., 2020).

While the organisational structure of bank-centred business groups tends to be similar, there can be differences among them depending on factors such as the size of the group, the nature of its businesses, the regulatory environment in which it operates, and the strategic goals of the group's management (Burlacu et al., 2021). For example, some bank-centred business groups may have a more decentralised structure, with a greater degree of autonomy given to their individual business units, while others may have a more centralised structure, with tighter control exercised by the core bank over its affiliated businesses.

Additionally, the dominant businesses within a bank-centred business group may vary depending on the group's focus and strategy (Androniceanu et al., 2017). For example, some bank-centred business groups may have a strong focus on the insurance sector, while others may place more emphasis on securities or asset management. These differences in focus can have implications for the group's overall performance and its ability to compete in different markets (Orzan et al., 2020).

In Romania, bank-centred business groups have played a significant role in the country's economy. These groups typically consist of a core bank, which serves as

the central hub, and a range of affiliated businesses in various sectors such as insurance, asset management, and real estate.

One notable bank-centred business group in Romania is Banca Transilvania Group, which is the largest banking group in the country. The group consists of several companies, including Banca Transilvania, BT Asset Management, BT Securities, and BT Leasing. Banca Transilvania Group has a diversified business model that allows it to offer a wide range of financial products and services to its customers.

Another bank-centred business group in Romania is the Raiffeisen Bank Group, which operates in several countries in Central and Eastern Europe. In Romania, the group operates through Raiffeisen Bank and a variety of affiliated companies, including Raiffeisen Asset Management, Raiffeisen Leasing, and Raiffeisen Insurance Broker.

Like in other countries, the organisational structures of bank-centred business groups in Romania can vary depending on the group's size, business focus, and regulatory environment. However, these groups continue to play an important role in the Romanian economy, contributing to the growth and development of various sectors through their diversified business models and expertise.

4.3 Comparative Analysis of Bank Centered Business Groups, Turkey-Romania and Lessons Learned

Bank-centred business groups have played a significant role in the economies of both Turkey and Romania. However, there are some differences in the way these groups are established and operate in each country.

In Turkey, bank-centred business groups have a long history, dating back to the establishment of the Republic of Turkey. These groups were created to address the lack of capital and high levels of inflation in the country, and they have continued to play an important role in the Turkish economy. The founding team of the Republic of Turkey consisted of military people who had detailed planning, holistic thinking, and long-term planning and decision-making abilities. These skills were valuable in establishing and managing bank-centred business groups, which require a strategic management approach that covers the long-term and the entire organisation.

In Romania, bank-centred business groups have also played a significant role in the country's economy, with the largest group being Banca Transylvania Group. These groups have a diversified business model, which allows them to offer a wide range of financial products and services to their customers. Unlike in Turkey, the establishment of bank-centred business groups in Romania is not directly linked to the country's historical context but rather to the need for diversified financial services in the market.

Another difference between the two countries is the regulatory environment in which bank-centred business groups operate. In Turkey, the regulatory environment for bank-centred business groups is highly developed, with strict rules and regulations that govern their operations. In contrast, the regulatory environment for

bank-centred business groups in Romania is less developed, and the rules and regulations are not as strict.

From the comparison of bank-centred business groups in Turkey and Romania, there are several lessons that can be learned:

Historical context can shape the development of bank-centred business groups. In Turkey, the founding team of the Republic of Turkey consisted of military people with detailed planning, holistic thinking, and long-term planning and decision-making abilities. These skills were valuable in establishing and managing bank-centred business groups, which require a strategic management approach that covers the long-term and the entire organisation. In contrast, the establishment of bank-centred business groups in Romania is not directly linked to the country's historical context, but rather to the need for diversified financial services in the market.

The regulatory environment plays a significant role in shaping the development of bank-centred business groups. In Turkey, the regulatory environment for bank-centred business groups is highly developed, with strict rules and regulations that govern their operations. In contrast, the regulatory environment for bank-centred business groups in Romania is less developed, and the rules and regulations are not as strict. A well-developed regulatory environment can ensure the stability and sustainability of bank-centred business groups, which are critical to the economies they operate in.

Diversified business models can improve the resilience of bank-centred business groups. Both Turkey and Romania have bank-centred business groups with diversified business models, which allow them to offer a wide range of financial products and services to their customers. This diversification can help these groups withstand economic shocks and fluctuations in the market.

Bank-centred business groups can contribute significantly to the growth and development of the economies they operate in. Both Turkey and Romania have bank-centred business groups that have played a significant role in their respective economies. These groups have provided access to capital for businesses, diversified financial services for customers, and created jobs and opportunities for economic growth and development.

5. Conclusions and Future Research Directions

Bank-based business groups are a unique organisational structure that meets the development need that can be established after events with devastating effects such as war and crisis. Especially finance, entrepreneur, etc. created by institutional conditions. Bank-based business groups, which are capable of meeting all the needs in a single organisational structure, are an exemplary historical model. Bank-based business groups are an organisational structure that many countries use for their development efforts. Bank-based business groups are the first organisational examples of holdings to be established in the future. In bank-based business groups, the main business is the bank. The bank not only carries out financial transactions, but also establishes and manages businesses like a holding, and the established businesses participate. Bank-based business groups are a unique organisational

model that can meet all of their needs, such as lack of finance, lack of human capital, and entrepreneurship, in a single organisational structure.

After İşbank, the first bank-based business group established by the Turks in 1924, new organisations were established and transformed into new organisations depending on the change in institutional conditions. After the Great Depression of 1929, new bank-based business groups established based on sectoral needs contributed to the development efforts. Bank-based business groups, which reflect the strategic management skills of the managers of the period, are a unique organisational model that can be applied to countries experiencing war and crisis and aiming for development.

In conclusion, bank-centred business groups have played a significant role in the economies of both Turkey and Romania. However, there are differences in the way these groups are established and operate in each country, with the historical context and regulatory environment playing a significant role in shaping their development. Bank-centred business groups are complex organisational structures that require a strategic management approach, a well-developed regulatory environment, and diversified business models to ensure their stability and sustainability. Bank-centred business groups can contribute significantly to the growth and development of the economies they operate in, and their lessons can be useful for policymakers and businesses looking to develop similar structures in other countries.

5.1 Future Research Directions

Extending the study to other countries and regions: Investigating other examples of organisational models used by countries affected by wars and crises can provide a broader understanding of how they develop and transform over time.

Analysis of the economic impact of bank-centric business groups: The study can be extended to assess the impact of these business groups on the economy, growth, and long-term development in the post-war and post-crisis context.

Studying internal mechanisms of adaptation and innovation: Investigating how bank-centric business groups adapt and innovate to meet the challenges and changes of the post-conflict and post-crisis environment can provide a deeper understanding of how these organisations develop in such contexts.

5.2 Implications of the Study

Improving decision-making: Knowing how bank-centric business groups have developed and transformed can provide countries affected by wars and crises with a frame of reference for improving decision-making related to organisational development and restructuring.

Supporting economic development: Using the organisational model presented in the study can contribute to post-conflict and post-crisis economic development by promoting economic growth and stability through bank-centric business groups.

5.3 Limitations of the Study

Generalisation of the results: It is important to consider the specific context of each country in evaluating the potential practical applications of the organisational model presented. What worked for bank-centric business groups in Turkey cannot automatically be transferred to other countries or situations.

Historical relevance: As the study is based on organisational models and historical events of the past, it is important to assess whether they remain relevant in the current socio-economic context and in the face of other contemporary challenges.

Cultural and socio-political impact: The way bank-centric business groups have developed and been adopted may be influenced by specific cultural and socio-political factors, which may limit their applicability in other contexts.

In conclusion, this study provides an exemplary historical organisational model, but there are multiple research directions, implications, and limitations that need to be considered to provide a clear roadmap for further investigation and potential application of the findings to practice. By exploring these aspects, one can advance the understanding of how organisations develop after wars and crises, and how this knowledge can be used to support development and reconstruction efforts.

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