

From Compliance to Strategic Impact: Rethinking Strategic Planning for Chambers of Commerce and Industry in Türkiye

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Abstract

Türkiye's institutional and economic landscape is undergoing profound transformation, driven by digitalization, widening regional disparities, and rising expectations for transparency and accountable governance. Within this evolving environment, Chambers of Commerce and Industry (CCIs)—key actors in local economic and industrial development—are increasingly required to operate with strategic foresight, measurable impact, and organizational agility. Yet despite their pivotal role, CCIs have long lacked a dedicated, practice-oriented framework for strategic planning. Conventional public-sector methodologies, though technically sound, overlook the hybrid nature of CCIs as institutions that must balance public accountability, private-sector dynamism, and regional competitiveness. As a result, many strategic plans remain fragmented, reactive, and poorly aligned with national and regional policy objectives. To address this gap, the Strategic Plan Preparation Guide for Chambers of Commerce and Industry has been developed as Türkiye's first comprehensive roadmap designed specifically for CCIs. The guide reconceptualizes strategic planning not as a bureaucratic compliance exercise, but as a dynamic instrument for institutional resilience and sustainable regional growth. It integrates modern analytical and participatory tools—such as PESTLE, SWOT, and stakeholder mapping—within a results-based management framework, ensuring transparency, inclusiveness, and compliance with Law No. 5018 on Public Financial Management and Control. A well-structured strategic plan determines whether a CCI thrives or merely survives. Effective planning enhances governance, optimizes resources, and strengthens member trust, whereas inadequate planning undermines competitiveness and long-term sustainability. By introducing a unified, measurable, and participatory approach, this guide positions CCIs as strategic catalysts of Türkiye's sustainable economic transformation—translating vision into accountable, results-oriented progress.

Keywords

Strategic planning; Chambers of Commerce and Industry (CCIs); Governance; Institutional resilience; Regional development; Türkiye; Sustainability; Economic competitiveness

Biographies

Emine Akcan is a recent Industrial Engineering graduate from Antalya Bilim University, where she completed her degree in English with a GPA of 3.29. She is an analytical, detail-oriented, and collaborative engineer with strong leadership and communication skills. During her tenure as a student representative at the university's Quality

Coordination Office, she actively contributed to strategic planning, performance indicators, risk analysis, internal and external audit processes, and quality assurance studies. Through internships at ARES Shipyard and Havelsan Teknoloji Radar, she gained hands-on experience in production planning, process optimization, stock management, project cost analysis, and supply chain coordination. Proficient in MS Office, AutoCAD, and project management tools, she aims to contribute to organizations seeking efficiency, innovation, and sustainable quality improvement.

Semai Ülgen is a Professor in Industrial Engineering Department at Antalya Bilim University, Antalya, Turkey. She earned B.S. in Mathematics from Bilkent University of Faculty of Science, Turkey, Masters and PhD in Mathematics from Purdue University, West Lafayette, IN, USA. She has published journal and conference papers. She had worked as a professor at the University of Mississippi, Oxford, MS, USA, at Grand Valley State University, Allendale, MI, USA, at Northwestern University, IL, USA and at Indiana University, Bloomington, IN, USA. Dr. Ülgen was a recipient of the Young Scientist Award for Turkish American Scientists and Scholars Association (USA). Her research interests include Finsler Geometry, Applications to Mathematical Physics, Stochastic Processes and its Applications. She is a member of IEOM, AMS, Turkish Mathematical Society. She owns a research and trade company (INNOSU) on water efficiency in agriculture and industry.