

Economics and Business Quarterly Reviews

Zoabi, A. E. (2026). E-Commerce Challenges and Opportunities in Turkey: The Cases of Getir and Trendyol. *Economics and Business Quarterly Reviews*, 9(2), 157-169.

ISSN 2775-9237

DOI: 10.31014/aior.1992.09.02.721

The online version of this article can be found at:
<https://www.asianinstituteofresearch.org/>

Published by:
The Asian Institute of Research

The *Economics and Business Quarterly Reviews* is an open-access publication. It may be read, copied, and distributed free of charge according to the conditions of the Creative Commons Attribution 4.0 International license.


The Asian Institute of Research *Economics and Business Quarterly Reviews* is a peer-reviewed International Journal. The journal covers scholarly articles in the fields of Economics and Business, which include, but are not limited to, Business Economics (Micro and Macro), Finance, Management, Marketing, Business Law, Entrepreneurship, behavioral and Health Economics, Government Taxation and Regulations, Financial Markets, International Economics, Investment, and Economic Development. As the journal is Open Access, it ensures high visibility and the increase of citations for all research articles published. The *Economics and Business Quarterly Reviews* aims to facilitate scholarly work on recent theoretical and practical aspects of Economics and Business.



ASIAN INSTITUTE OF RESEARCH
Connecting Scholars Worldwide



E-Commerce Challenges and Opportunities in Turkey: The Cases of Getir and Trendyol

Abd Elaziz Zoabi¹ 

¹ MBA Candidate, Haliç University, Institute for Graduate Studies, Haliç University, Istanbul, Turkey.

Correspondence: Abd Elaziz Zoabi, Haliç University, Institute for Graduate Studies, Haliç University, Istanbul, Turkey. E-mail: 23201456009@ogr.halic.edu.tr
ORCID ID: <https://orcid.org/0009-0003-7165-4634>

Abstract

This article explores the challenges and opportunities of e-commerce in Turkey through inducting a comparison between Getir and Trendyol cases. With the fast expansion of digital technologies, e-commerce has reformed consumer habits, business strategies, and the retail landscape. based on secondary data from company reports, industry analysis, and academic studies, this research follows a qualitative case study approach to evaluate how both companies achieved market growth while dealing with operational and regulatory pressures and challenges. Findings reveal that e-commerce platforms create essential opportunities, including consumer convenience, market expansion, and innovation-driven growth. At the same time, they face significant challenges such as high operational costs, supply chain issues, legal and regulatory issues, and economic instability due to current conditions. The analysis shows that Getir's ultra-fast delivery model enabled early growth but came with sustainability concerns, while Trendyol's marketplace model ensured greater scalability but faced increasing competition. Overall, the study contributes to understanding how e-commerce businesses in emerging markets adapt strategies to sustain growth within dynamic conditions. It further provides practical insights for policymakers, businesses, and startups on building sustainable, competitive, and consumer-centered e-commerce ecosystems.

Keywords: Digital Transformation, E-Commerce, Getir, Retail, Trendyol, Online Marketplace

1. Introduction

The global retailing sector has gone through many transformations as a result for the rise of e-commerce, these changes has reshaped the way how businesses and consumers interact. During the last few years, online shopping has experienced a high growth, followed by changings in consumer behavior, widespread of internet and mobile phones, and constant technological developments. Businesses increasingly depend on digital tools and modern business models to meet the unbalanced customer expectations. However, e-commerce landscape remains active, forcing companies to adapt always to logistical difficulties, high competition, and developed regulatory agendas. E-commerce has also made a transformation in how people do shop today by offering the flexibility to browse and purchase products from almost anywhere at any time. This extra convenience has been further enhanced by

developments in logistics, enabling many customers to receive their orders on the same day of making the purchase. Such adeptness and accessibility are features that make it harder to compete with, making e-commerce an increasingly preferred option for modern consumers (Benchmark, 2023).

The origins of e-commerce are back to the 1960s, when businesses began to use an electronic system known as Electronic Data Interchange (EDI) to make it easier in document transfers. However, it was not before 1994, when the first online transaction took place- when a CD was sold between friends through an online shopping platform called “NetMarket” (Laudon & Traver, 2021: p. 9).

Since then, the sector has developed rapidly, and global players such as Amazon and Alibaba have become household names. The rise of free shipping has also played a significant role in encouraging the growth of e-commerce by lowering perceived customer costs, at least on the surface of online shopping (Bloomenthal, 2024: p.1).

Through the experiences of Getir and Trendyol, this study seeks to analyze the opportunities and difficulties faced by e-commerce businesses. The research aims to offer important insights into how e-commerce companies can prosper in a competitive and changing environment by examining their operations, strategies, and market environments. The study focuses on Getir and Trendyol's main challenges, how they take advantage of the e-commerce industry's opportunities, and what tactics can be suggested to help these businesses succeed in the long run in this quickly changing sector.

By comparing two different successful e-commerce models, the study provides useful information on how companies can achieve success through a strategic flexibility and innovation, as well as a strong focus on consumer needs. It also takes a deeper look at how external factors such as economic instability, changing consumer expectations, and new regulations can impact the results that companies gain in the e-commerce world.

To explore these questions, the study is adopting a qualitative approach, combining case studies of both Getir and Trendyol with an analysis of secondary data sources such as academic research, industry and governmental reports, and online data. This approach helps us understand how e-commerce impacts companies' strategies, operations and the overall customer behavior. By examining both the day-to-day operational aspects and the strategies employed by these companies, the study can provide a comprehensive and clear view of the digital commerce landscape.

In this regard, the study of Getir and Trendyol provides important insights into how regional and local companies are adapting to the global expansion of e-commerce, while they are addressing specific market challenges in logistics, operations, and production at the same time. Their different strategies, (Getir's focus on ultra-fast delivery while Trendyol focuses on wide marketplace model), highlight how businesses can innovate in their own ways to stay competitive. The insights and lessons learned from this study aim to add a real value to the academic debate around digital transformation in retail sector, while also offering practical guidance to help them achieve sustainable growth in the e-commerce environment.

2. Literature Review

The literature section highlights the role of technological advances, mobile commerce, and global digitalization. In Turkey. E-commerce development has been influenced by urbanization, capital accumulation, and pandemic-driven demand shifts.

2.1 Technological drivers of E-commerce

E-commerce has gone through a remarkable transformation since it began in the latter half of the 20th century. Since we now live in a digital society, it's critical to consider how far e-commerce has come from the early days of direct online transactions to the more intricate, customized shopping experiences we currently enjoy (Forbes magazine, 2024).

A number of basic developments greatly aided in the development and widespread application of e-commerce before to the inclusion of contemporary technologies like artificial intelligence. The increasing number of mobile devices, the expansion of internet access globally, and investments in digital infrastructure were some of the most significant.

In order to create the digital environment required for online commerce, internet infrastructure had to expand quickly in the late 1990s and early 2000s. Wider broadband internet accessibility allowed customers to access online platforms more quickly and reliably, resulting in faster transaction times and more simple browsing. The foundation for EC's growing popularity among companies and customers was laid by this expansion (Amazon, 2025).

The widespread use of smartphones and mobile internet at the same time increased this shift. Mobile devices greatly increased the frequency and convenience of transactions by enabling consumers to access online marketplaces at any time and from any location.

Mobile apps and responsive websites that improve the user experience have made online shopping more convenient and customized. Remarkably, mobile commerce now holds approximately 73% of the worldwide e-commerce market share, proving its significant influence on consumer buying patterns (Dey, 2025).

Along with advancements in internet and mobile technology, delivery and logistics system improvements were essential. GPS tracking, warehouse automation, and real-time inventory management technologies have all helped to improve supply chain efficiency and reduce delivery times. These advancements enabled online businesses to satisfy consumers' increasing demands for dependable and quick shipping, boosting client confidence and promoting repeat business (Ecommerce Fastlane, 2024). Furthermore, the emergence of digital wallets and secure online payment methods has not only addressed safety concerns but also made online shopping easier and encouraged customers. Overall shopping experiences were improved during this period by the sharp rise in service-oriented platforms such as chatbots for customer support and user review systems (Tekler, 2022: p.104). The flow of products from manufacturers to consumers has been impacted by these advancements in technology and services. E-commerce upward key supply chain phases, such as sourcing, inventory management, and delivery, while allowing manufacturers to avoid traditional retail brokers and interact with customers directly.

E-commerce has gone through a revolution thanks to artificial intelligence and machine learning, which analyze huge amounts of data and offer insightful information that greatly enhances the shopping experience for customers. Applications for these technologies range from optimizing supply chain processes to personalizing product recommendations. For example, AI algorithms are used by e-commerce sites just like Amazon to recommend products based on a visitor's searching history and previous purchases. AI-powered chatbots enhance customer service by providing timely responses to requests and assisting with product promotion (Patpatia, 2023).

Virtual reality and augmented reality are two other innovations that are significantly altering the e-commerce landscape. These technologies have a big influence on how consumers shop because they produce interactive and realistic experiences. By including digital elements into the physical world, augmented reality provides users with additional data or visuals. This enables customers to view products in their actual settings before making a purchase in e-commerce. Customers can virtually arrange furniture in their homes to see how it fits and looks, for instance, using IKEA's augmented reality app, IKEA Place. This increases customer satisfaction and decreases returns by giving them greater confidence in their purchases (Patpatia, 2023).

Blockchain technology also has the potential to change e-commerce by adding transparency, security, and trust to transactions. Every transaction is recorded on a shared, permanent system that is impossible for anyone to alter. This reduces fraud and cheating and makes mobile payments safer. Smart contracts are another tool that blockchain uses to automate safe transactions without the need for middlemen. Customers can feel more secure about their purchases by using it to verify the true nature and place of origin of luxury goods (Patpatia, 2023).

2.2 Turkish E-commerce Landscape

With an important percentage of people making purchases online, e-commerce in Turkey is growing quickly. 50% of Turkish citizens are e-commerce clients, meaning that one in two individuals between the ages of 16 and 74 use e-commerce, according to TURKSTAT data from 2023.

However, about 87 percent of the population has internet access (Saitoğlu, 2023: p. 12). Additionally, the development of modern technologies and the extensive use of the internet have greatly aided in the growth of the e-commerce industry. The fact that e-commerce made up 16.5% of all retail sales in 2022 suggests that consumer behavior is changing. Additionally, the country's e-commerce transaction volume has grown rapidly in recent years, reaching a record high of 656.4 million transactions in the fourth quarter of 2023 (Dierks, 2025). Considering earlier data and the information provided by Statista, the e-commerce industry in Turkey has expanded greatly, especially since 2018. After accounting for inflation, the market size grew by more than three times between 2016 and 2020. The market expanded to approximately 1.86 trillion Turkish lira by 2023. The market is projected to have a value of approximately 3.4 trillion Turkish lira by the end of 2024.

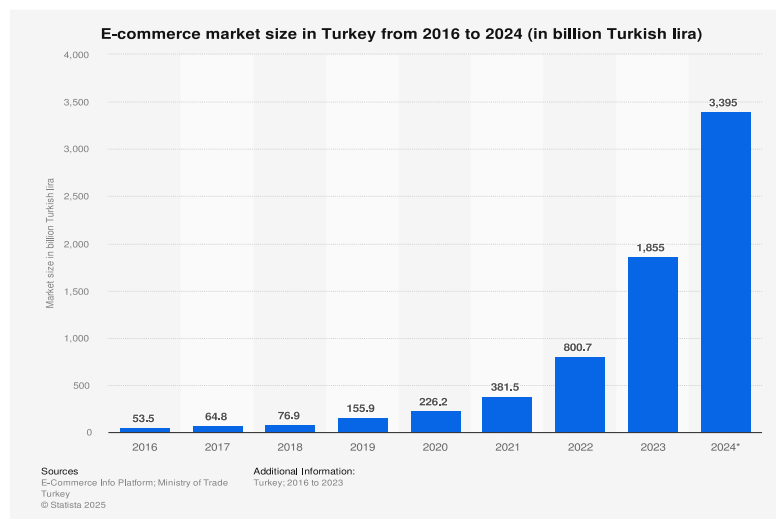


Figure 1. Market size of E-commerce in Turkey (2016-2024).
Statista, (2024)

According to current forecasts, Turkey will soon catch up with countries like the Netherlands in the e-commerce sector and rank as the 19th largest e-commerce market globally by the end of 2024, with an impressive revenue of US\$26 569.7 million (ECDB, 2024: p. 8). Furthermore, the e-commerce sector in Turkey grew rapidly and is important to the Turkish economy, as evidenced by the astounding 53 billion euros in online sales in 2023 (Pleuni, 2025).

2.3 Capital accumulation in Turkey and its impact on e-commerce

The basic definition of capital accumulation is the growth of assets through earnings or investments; in other words, it concentrates on the expansion of current wealth through the investment of savings and earned profits. Through interest, capital gains, rent, or appreciation, the objective is to increase the initial investment's value as a return on investment (Tuovila, 2020: p. 45).

Historical context: With the "January 24th Decisions," Turkey changed its import-substitution model in the 1980s and adopted an export-oriented approach in an effort to become more integrated with the world economy. This neoliberal shift promoted private sector participation, especially in urban development, while decreasing state-led investments. Cities became places for capital accumulation and speculative investment, but this also made social

inequality worse. Deregulation, privatization, and the transfer of public land to private ownership were the state's new priorities, putting profit and land value ahead of social justice (Bahçeci, 2016).

Urban development and construction: After these reforms, building and urban development took center stage in Turkey's growth strategy. Public-private partnerships and foreign investment were frequently used to realize large-scale projects, such as shopping malls, highways, airports, and residential complexes, particularly in major cities. Although this model increased economic growth, it also reduced green spaces, displaced low-income communities, commodified urban land, and caused worries about weak transparency and regulation. Despite these problems, construction is still a key component of economic policy and is often used to boost the economy during economic downturns, supporting a growth model that relies more on real estate than inclusive planning (Balaban, 2008).

Financial System Development: By enhancing banking, capital markets, and foreign investment, economic liberalization also changed Turkey's financial system (Öniş & Şenses, 2005). Urban and industrial growth was encouraged by easier access to credit, but dependence on foreign funding made people more open to external factors like currency crises. In order to draw in long-term investment, the state responded by privatizing and reforming regulations, linking Turkey's economic development to international financial patterns.

The role of the state in capital accumulation has been important, particularly in the commercialization of urban land and the privatization of public assets (The Economic Times, 2025). These policies concentrated wealth and moved the focus from public welfare to private capital, but they also encouraged growth and investment in important sectors. State-society relations were reshaped by infrastructure projects and the attraction of foreign investment, which turned into instruments for long-term accumulation (Gülöksüz, 2024).

the growth of Turkey's financial system improved credit availability and promoted entrepreneurship, allowing for the success of new business models like e-commerce platforms. The integration of Turkey into global financial and economic trends, as noted by Öniş & Şenses (2005), pushed businesses toward digitalization and global competitiveness, which accelerated the modernization of industries, including retail, and exposed the economy to external shocks. E-commerce was positioned along this trajectory as a product and an encouragement for Turkey's capital accumulation process.

2.4 Impact of Covid-19 pandemic on Turkish e-commerce

Turkey's e-commerce platforms proved exceptionally adaptable during the COVID-19 pandemic, addressing the difficulties associated with lockdown processes and safety concerns. More customers are turning to online platforms for their shopping needs as a result of the limitations placed on physical retail and the requirement for social distancing. Due to the rapid adoption of digital technology during the pandemic, e-commerce-based purchases in Turkey have increased by an impressive 125% (Kamaşak et al., 2024: p. 56). E-commerce platforms used modern technologies like artificial intelligence (AI), data analytics, and contactless delivery systems to meet this unexpected increase in demand. A strong logistics network that guaranteed timely and efficient delivery even in the face of unexpected situations further supported these innovations.

82.7% of e-commerce platforms in Turkey operated as marketplaces in 2022, developing an ecosystem that drew substantial foreign investment in addition to satisfying local demand. As the 18th largest e-commerce market globally, such efforts strengthened Turkey's standing as a major participant in the global e-commerce industry (Şahin, 2023: p. 42). In just the third quarter of 2023, the industry recorded almost 665.8 million e-commerce transactions, setting a new record. Compared to the 607.1 million transactions that were recorded during the same period last year, this was the highest number ever achieved in Turkey and a 10% increase (Statista, 2024).

Looking at specific cases, Trendyol stood out during the pandemic. As evidence of its rapid rise to success on a global scale, Trendyol.com climbed to the fifth-most-visited e-commerce website in the world (Berghout, 2020: p. 42). Trendyol joined Nike and Macy's as one of the most popular websites in the fashion industry globally, but big retailers like Amazon, eBay, and Rakuten continued to dominate as the most popular e-commerce platforms.

In the same way, Getir saw huge growth during the COVID-19 pandemic due to the rise in demand for quick commerce solutions. With 2 million active users, Salur (Milliyet, 2020) reported a 60% increase in Getir app downloads in March 2020. Additionally, the user base grew wider, reaching people in their 60s and 70s in addition to those in the 18-45 age range. Getir's user base increased by 169% from 1.3 million to 3.5 million by 2021. The total number of app downloads during that period was 34 million. Getir became officially Turkey's second "decacorn" in March 2022 after its impressive growth brought it to \$12 billion (Kamaşak et al., 2024: p. 57).

3. Getir and Trendyol Cases

This section explores the study within the perspective of both Getir and Trendyol as they represent a giant leader in the Turkish e-commerce environment. Together, these two companies provide a balanced perspective on different but matching aspects of e-commerce growth, challenges, and opportunities in the Turkish market.

3.1 *The Case of Getir*

Getir, which was founded in 2015 by Nazım Salur, focused on groceries and basic needs and offered an incredibly quick delivery service in Turkey. The business became a leader in Turkish quick commerce by 2019 after reaching 1.5 million monthly orders and generating \$120 million in revenue annually. Building on this success, Getir went global, acquiring Weezy in the UK and BLOK in Spain in 2021. In 2022, it raised its valuation to \$12 billion with a \$768 million investment round led by Mubadala. Its European presence was further enhanced in December 2022 when it paid \$1.25 billion to acquire Berlin-based Gorillas (Wikipedia contributors, 2024).

Opportunities:

Getir's capacity to invest in large investments and take advantage of shifting market conditions has greatly influenced its growth. After receiving first institutional backing in 2018, the business was able to secure \$38 million in 2020, which allowed it to expand throughout Turkey. Getir's earnings doubled and its first international expansion into London was made possible by the COVID-19 pandemic, which further increased demand for ultrafast grocery delivery (Kamaşak et al., 2024: p.58). Its valuation increased to \$11.8 billion after subsequent funding rounds, which included a \$128 million Series B, \$300 million Series C, and \$768 million Series E. This fueled the company's aggressive expansion into 56 cities in eight countries, including the US, UK, and Germany, as well as 81 Turkish cities (Kamaşak et al., 2024: p.58).

Another important factor contributing to Getir's competitive advantage has been technological innovation. By providing a smooth ordering experience, its user-friendly mobile app sets it apart from conventional grocery stores (CanvasBusinessModel, 2024). Modern technologies like artificial intelligence (AI) and machine learning improve customer satisfaction, forecast customer preferences, and optimize delivery routes (Üner et al., 2021). Additionally, blockchain-based encryption protects client information, promoting trust and enabling quick and easy services (CanvasBusinessModel, 2024).

Trends in consumer behavior have also benefited Getir, as retail markets continue to change due to consumer demands for speed, convenience, and personalization (Faster Capital, 2025). With its ten-minute delivery guarantee, real-time tracking, and customer service—75% of users rely on live chat support—Getir takes advantage of this change (Team, 2025a). Motivations like referral bonuses and the "Getir Student Club," which gives students up to 50% off, are two ways Getir builds loyalty in addition to speed (FinansMedia, 2022). These tactics increase customer retention and word-of-mouth advertising by growing deep emotional bonds with clients (Rane et al., 2023).

Challenges:

Getir's high operating costs have been one of its biggest problems. The business relied on expensive "dark stores" in urban areas and large courier fleets to sustain its lightning-fast delivery model, which put a strain on profit margins. Local competitors as well as international firms like Uber Eats and Deliveroo increased the cost of acquiring new customers. At first, the \$1.2 billion purchase of German rival Gorillas in 2022 seemed to improve its market position, but it also brought significant operational and financial challenges (Hacıalioglu, 2024).

Particularly after the COVID-19 boom, when regional companies like Trendyol Go and Yemeksepeti Banabi aggressively expanded, pressures increased due to increased competition and market saturation. Getir's profitability suffered as a result of having to constantly lower prices and enhance services (Hacialioglu, 2024b). In the meantime, problems with ownership and governance made matters worse. According to the Turkish Competition Authority, Mubadala's associate MIC Capital Management wanted more authority over Getir's main subsidiaries, which led to conflict between Mubadala and Getir's founders during a period of unstable finances (Newsroom, 2025).

Getir has also been greatly impacted by the macroeconomic instability in Turkey. After peaking at 85% in late 2022 and dropping to 47% in November 2024, inflation reduced consumer purchasing power and raised labor and fuel expenses (Erkoyun & Toksabay, 2024; Blokhin, 2022). Getir was forced reconsider its pricing and retention strategies as consumers moved to less expensive options, such as supermarkets (PYMNTS, 2024).

3.2 The Case of Trendyol

Demet Mutlu and his co-founders established Trendyol in Istanbul as a small online fashion retailer. It quickly grew into one of the top online shopping platforms in Turkey, providing an extensive variety of products ranging from electronics and clothing to groceries and household clothing (Laudon & Traver, 2021). An important turning point was reached in 2018 when Alibaba purchased an 86.5% stake, giving it access to modern technology and logistics as well as financial support, greatly increasing its competitiveness (Turban et al., 2020). In 2021, Trendyol raised its valuation to \$16.5 billion and became Turkey's first "decacorn" after securing \$1.5 billion from international investors such as SoftBank, ADQ, and Qatar Investment Authority (Kotler & Keller, 2020).

Opportunities:

Trendyol's determined international expansion strategy provides a solid base for its growth. Building on its success at home, the business has expanded into the Arabian Gulf and Eastern Europe, with Saudi Arabia becoming its second-largest international market. With the help of partnerships with more than 200 local sellers and strategic support from Alibaba, which offers knowledge of international e-commerce, logistics, and mobile payments, the company's expansion into Eastern European nations like the Czech Republic, Greece, Romania, and Hungary is expected to produce \$350 million in trade volume by the end of 2024 (Alomar, 2024; Azevedo, 2021).

Trendyol's competitive advantage is largely fueled by technological innovation. Its platform manages more than 260,000 inquiries every day and optimizes user experience, logistics, and customized recommendations by integrating AI, machine learning, and Turkey's first large language model (LLM). Trendyol Tech's focus on research and development in artificial intelligence (AI), big data, deep learning, and real-time data analysis reflects the company's passion to technological advancement, while Looker and other advanced data analytics tools improve dynamic sales strategies, inventory management, and quick operational decisions (Google Cloud, n.d.; Wikipedia contributors, 2025).

Programs for customer loyalty and retention strengthen Trendyol's position in the market. While AI-driven personalized discounts, promotions, cashback, and installment options enhance accessibility and engagement, especially in price-sensitive markets, programs such as Trendyol Elite provide free delivery, early sale access, and premium support. These programs promote long-term profitability and repeat business in addition to raising customer satisfaction (Kotler et al., 2021; Deloitte, 2023).

Challenges:

Trendyol's extensive e-commerce operations present serious operational and financial difficulties. Labor, logistics, and technology investments are the main causes of high operating costs. Trendyol's strategic focus on technological innovation is evident in the fact that R&D alone accounts for over 28% of total operating costs, which is significantly higher than the national average. Costs such as facility maintenance, transportation, and employee salaries are further increased by maintaining more than 1,000 warehouses and distribution centers for quick delivery (PAL, 2023; CanvasBusinessModel, n.d.).

Another problem is market saturation and competition. Strong competitors like N11, which employs aggressive pricing and marketplace tactics to bring in sellers and customers, are common in Turkey's e-commerce market. Limited opportunities for differentiation were highlighted by the fact that 61% of net sales among the top 100 online stores in 2022 came from the top five platforms alone (ECDB, 2024). To keep its market share, Trendyol needs to constantly innovate in the areas of pricing, logistics, customer service, and technology.

Trendyol is also impacted by legal and regulatory restrictions. For unfair practices that prioritized its own products and took advantage of seller data, the Turkish Competition Authority fined the company approximately 61 million TRY in 2023 (Gürkaynak, 2023). Legal review has been further heightened by allegations regarding obeying Turkey's 2023 e-commerce Law (Wikipedia contributors, 2025).

Sustainability and profitability are still issues. Due to high operating costs and pressure from competitors, Trendyol has continued to turn a loss despite strong sales. The conflict between quick growth and long-term financial viability is highlighted by the company's aggressive goal to attract more than \$1 billion in new investment to finance expansion and stabilize operations (Bhoora, 2024; Hüseyinzade, 2024).

4. Methodology

With a focus on the Getir and Trendyol cases, this study uses a qualitative research approach to investigate the primary research topic: the opportunities and challenges in e-commerce in Turkey. When examining complex organizational, social, and sector-specific problems that are difficult to fully represent using only numerical data, qualitative approaches are especially well-suited. By taking this approach, the research can gain a deeper understanding of how these businesses function within the Turkish e-commerce landscape by revealing insights into customer behavior, logistical innovation, competitive strategies, digital transformation, and decision-making processes.

This research is supported by a case study methodology, which uses Getir and Trendyol as illustrative examples of Turkish e-commerce platforms. By examining these two businesses, the study provides useful insights into the industry by demonstrating how companies adjust to shifting market conditions, deal with pressure from competitors, and pass through the digital economy (The Open University, 2025).

The study mostly uses secondary data, such as reports from the government and industry, academic journal articles, local media coverage, and official Getir and Trendyol company information. The selection of this data was based on its reliability, accessibility, and capacity to offer thorough insights into consumer behavior, market trends, technology developments, and business strategies. To enable a comparative analysis of the companies' operational challenges and growth prospects, pre-existing case studies and consulting analyses were also incorporated.

A triangulation method, which integrates multiple data sources and perspectives to reduce bias and strengthen conclusions, was used to conduct data analysis (The Open University, 2025). Theoretical bases were provided by academic literature, industry trends were provided by market reports, and insights into strategic and operational changes were provided by company reports and media coverage. By combining these sources, a deeper, more accurate understanding of Getir and Trendyol's opportunities—like growth, innovation, and investor attraction - as well as supply chain problems, competition, and customer retention was made possible.

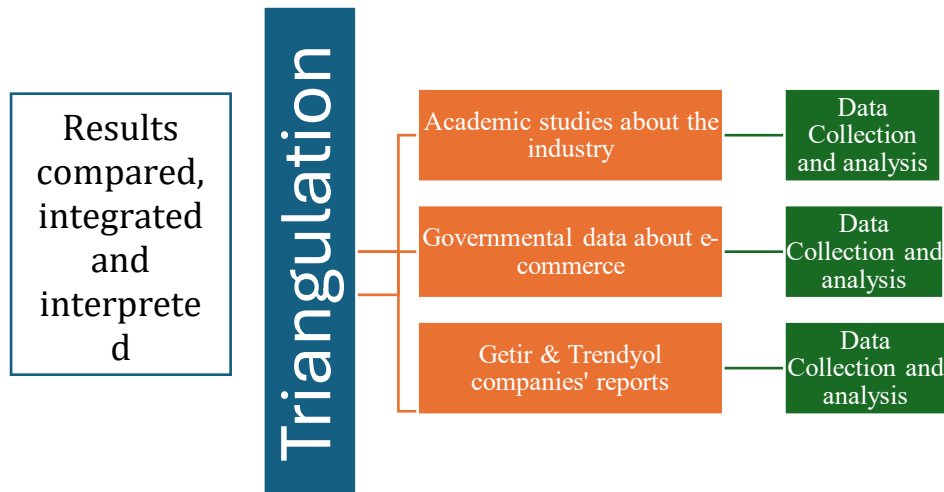


Figure 2. Triangulation method.

Prepared by the researcher

By using this methodological framework, the study guarantees transparency, dependability, and depth, allowing for a thorough investigation of how these top e-commerce platforms handle the rapidly changing digital commerce landscape in Turkey and how they take advantage of opportunities while reducing risks.

5. Results

Despite working in the same Turkish e-commerce sector and focusing on innovation and quick expansion, Getir and Trendyol have very different strategies, operational frameworks, and market results, which offers important insights into the strengths and weaknesses of the Turkish e-commerce industry. Getir's primary focus is on lightning-fast delivery, which is backed by a vertically integrated logistics network of specialized couriers and well-placed dark stores. During the COVID-19 pandemic, this model proved to be very appealing, allowing the business to keep its 10-minute delivery guarantee. Getir increased its yearly revenue from \$220 million in 2020 to \$1.15 billion by 2022 thanks to strong demand and significant foreign investment, especially from Mubadala Investment Company (Business of Apps, 2025). Rapid global expansion did, however, come at a high cost, including competition in crowded markets, acquisition integration, and operating costs. Getir withdrew from international markets by 2024, concentrating only on Turkey, and internal conflicts between the founders and Mubadala turned into court cases, which finally led to Mubadala gaining complete control (Business of Apps, 2025).

Trendyol, on the other hand, enables a larger customer reach with less cost by combining direct sales with a third-party marketplace model. With financial and technological support from partnerships, most notably with Alibaba in 2018, Trendyol was able to rank among the top 50 e-commerce platforms globally by 2023, with net sales of \$4.26 billion (ECDB, 2024). Despite this expansion, Trendyol's high operating costs from logistics and technology investments make it difficult for the company to become profitable in the long run. The company's operations are also struggled by regulatory issues, such as the 2021 fine imposed by the Turkish Competition Authority for favoring its own products, and fierce competition from platforms like N11, which necessitate frequent promotions (Rekabet, 2021).

Overall, Trendyol's platform-based strategy offers scalability but is continuously challenged by issues with financial stability, product quality, and market competition, while Getir's asset-based model prioritizes speed and control at the expense of flexibility. These different strategies demonstrate how, in order to maintain long-term success, e-commerce companies in Turkey must find a balance between their desires for expansion, operational effectiveness, regulatory compliance, and market responsiveness.

5. Discussion

Getir must reevaluate its ultra-fast delivery model because, despite its effectiveness during the pandemic, the 10-minute promise has demonstrated long-term financial instability. To balance speed and profitability and calm operational stress from its vast dark store and courier network, the company should implement more adaptable and economical delivery options addressed to various customer segments and geographical areas. Getir should put a higher priority on enhancing its position in the domestic market after 2024 by enhancing customer satisfaction, reestablishing brand loyalty, and improving logistics. This will also recover the trust of stakeholders and investors for possible future growth.

For Trendyol, addressing issues with profitability is crucial. Even with large profits, operating expenses are still high, especially for delivery and R&D. Without sacrificing service quality, profitability could be raised by streamlining operations, renegotiating with suppliers, and improving delivery systems. To regain the trust of authorities and partners, Trendyol must also improve transparency in regulatory compliance and guarantee fairness for third-party sellers. Long-term engagement in an extremely competitive marketplace can be sustained by further enhancing customer retention through specific marketing, loyalty plans, and special benefits.

The lessons learned from Getir and Trendyol's experiences are crucial for Turkish e-commerce platforms in general. Rapid expansion should be followed by a strong operational infrastructure, which includes reliable distribution, logistics, and customer service. Early adoption of legal awareness is necessary to avoid consequences or regulatory disruptions. In order to maintain competitiveness over the long term, businesses must offer services like digital financial solutions, instant returns, premium support, or exclusive digital content to boost customer loyalty and brand image.

6. Conclusion

In order to investigate how e-commerce is developing in Turkey, this study compared Getir and Trendyol, focusing on how these businesses deal with opportunities and difficulties in a changing market. An in-depth understanding of each company's growth, strategies, and operational performance was made possible by employing a qualitative case study approach that only relied on secondary data, such as financial records, market reports, academic papers, and company data (Laudon & Traver, 2021; Turban et al., 2020). This method made it easier to draw insightful comparisons between the two businesses, focusing on the patterns, differences, and unique aspects of their business strategies.

The results suggest two opposing business ways. Revenues increased from \$220 million to \$1.15 billion between 2020 and 2022 thanks to Getir's lightning-fast delivery model and quick international expansion during COVID-19 (Business of Apps, 2025). However, its financial stability was undermined by high operating costs, challenges with global expansion, and investor conflicts; as a result, it withdrew from international markets by 2024 and refocused on Turkey under new ownership. In contrast, Trendyol used a hybrid business strategy that combined direct sales with a large third-party marketplace to allow for constant scalable growth. In addition to technology investments in AI and big data analytics, partnerships, particularly with Alibaba, improved operational efficiency and regional expansion, improving dominance in Turkey and growth in the Gulf and Eastern Europe (ECDB, 2024; Alomar, 2024).

Trendyol had to deal with regulatory pressures and financial sustainability, while Getir's problems were primarily related to internal instability, high costs, and aggressive international expansion (Rekabet, 2021). Both took advantage of e-commerce growth: Trendyol through platform scalability, product diversification, and strategic expansion, and Getir through investor support and customer-focused innovation. According to the cases, sustainability, flexibility, and effective management are essential for long-term success, with a focus on conformity to regulations, customer needs, and economic conditions.

Author Contributions: The author solely contributed to the conception, data collection, design, analysis, writing and revision of this manuscript and approved the final version for publication.

Funding: This research received no external funding.

Conflicts of Interest: The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Informed Consent Statement/Ethics approval: Not applicable. The study involves no human subjects, animals, or sensitive data.

Data Availability Statement: The data which support this study are included in the manuscript and its supplementary materials. any additional simulation data can be provided upon request.

Declaration of Generative AI and AI-assisted Technologies: This study has not used any generative AI tools or technologies in the preparation of this manuscript.

References

- Amazon (2025). What To Know About Project Kuiper, Amazon's Satellite Internet Venture. Business Insider. Retrieved From <https://www.businessinsider.com/project-kuiper>
- Arat, B. (2025). Presentation Of N11 – Türkiye's E-Commerce Giant. SlideShare. <https://www.slideshare.net/slideshow/presentation-of-n11-türkiyes-ecommerce-giant/232505811>
- Azevedo, M. A. (2021). Türkiye's First Decacorn: Trendyol Raises \$1.5B At a \$16.5B Valuation. TechCrunch. <https://techcrunch.com/2021/08/09/Türkiyes-first-decacorn-trendyol-raises-1-5b-at-a-16-5b-valuation/>
- Bahçeci, N. H. I. (2016). Capital Accumulation as a Tool for Urban Rent in Türkiye. *Journal Of US-China Public Administration*, 13(2). Doi: 10.17265/1548-6591/2016.02.004
- Balaban, O. (2008). Capital Accumulation, The State And The Production of Built Environment: The Case of Türkiye. Ph.D. Dissertation, Middle East Technical University.
- Benchmark. (2023, May 16). The Impact of E-commerce on Traditional Retail. <https://www.benchmarkemail.com/blog/impact-of-ecommerce-on-traditional-retail/>
- Berghout, E. (2020). COVID and Opportunities for Information Systems Management Research. *Information Systems Management*, 1–4. <https://doi.org/10.1080/10580530.2020.1820640>
- Bhoora, R. (2024, June 12). Trendyol: What We Know About The \$10bn E-commerce Business Backed by Alibaba. Retail Week. <https://www.retail-week.com/fashion/trendyol-what-we-know-about-the-10bn-ecommerce-business-backed-by-alibaba/7043876>
- Blokhin, A. (2022, March 31). External Factors That Influence EBITDA Margins. Investopedia. <https://www.investopedia.com/ask/answers/062315/what-external-factors-can-influence-ebitda-margins.asp>
- Bloomenthal, A. (2024, September 24). E-commerce Defined: Types, History, And Examples. Investopedia. <https://www.investopedia.com/terms/e/ecommerce.asp>
- Business Of Apps (2025). Getir Revenue and Usage Statistics (2025). <https://www.businessofapps.com/data/getir-statistics/>
- Canvasbusinessmodel (2024). Growth Strategy and Future Prospects of Getir. <https://canvasbusinessmodel.com/blogs/growth-strategy/getir-growth-strategy>
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital Marketing: Strategy, Implementation, And Practice* (7th ed.). Pearson.
- Deloitte (2023). E-Commerce Market Trends in Emerging Economies.
- Dey, A. (2025, April 21). Mobile E-commerce Trends: Adapting Small Businesses for Smartphones. *Social Media Magazine*. https://www.socialmediamagazine.org/mobile-e-commerce-trends#google_vignette
- Dierks, Z. (2025, April 12). E-commerce Ecosystem in Türkiye. <https://media.iyzico.com/b/2024/08/e-commerce-ecosystem-in-turkiye-2023-Report.pdf>
- ECDB (2024). ECommerce Market Türkiye – Data, Trends, Top Stores. <https://ecommercedb.com/markets/tr/all>
- Ecommerce Fastlane. (2024, July 30). How Logistics Technology Can Boost Your E-Commerce Supply Chain. <https://ecommercefastlane.com/how-logistics-technology-can-boost-your-e-commerce-supply-chain/>

- Erkoyun, E., and Toksabay, E. (2024). Türkiye Begins Cutting Rates After Inflation-Fighting Drive. Reuters. <https://www.reuters.com/markets/rates-bonds/turkish-central-bank-cuts-rates-after-18-month-tightening-drive-2024-12-26/>
- Faster Capital (2025). The Rise of On-Demand Services in Disrupting Markets. <https://fastercapital.com/content/The-Rise-of-On-Demand-Services-in-Disrupting-Markets>
- FinansMedia. (2022, April 22). What is Getir University Club? How to Become a member? <https://www.finansmedia.com/getir-universite-kulubu-nedir-nasil-uye-olunur/>
- Forbes Magazine (2024). The Evolution of E-Commerce. <https://councils.forbes.com/blog/evolution-of-e-commerce-in-retail>
- Google Cloud (n.d.). Trendyol Case Study. <https://cloud.google.com/customers/trendyol?utm>
- Gürkaynak, G. (2023). Self-Preferencing in Türkiye: The Trendyol Decision. Mondaq. <https://www.mondaq.com/Türkiye/antitrust-eu-competition-/1365846/self-preferencing-in-Türkiye-the-trendyol-decision>
- Gülöksüz, E. (2024). Transformation of the State-Capital Relationship Over Public Land in Türkiye. European Urban and Regional Studies. Doi: 10.1177/09697764231196100
- Hacıoğlu, S. (2024). Getir's Rise and Retreat Explained. Türkiye Today. <https://www.turkiyetoday.com/business/getirs-rise-and-retreat-explained-turkish-startup-shook-global-markets-48004>
- Hüseyinzade, C. (2024). Trendyol Seeks \$1 Billion Investment. <https://tech.az/en/posts/trendyol-seeks-1-billion-investment-4413>
- Kamaşak, R., Alkan, D. P., Kucukaltan, B., & Özbilgin, M. F. (2024). A decacorn in On-demand Delivery: The Case of Getir from Turkey. In Edward Elgar Publishing eBooks (pp. 56–73). <https://doi.org/10.4337/9781803924410.00013>
- Kotler, P., Keller, K. L., and Chernev, A. (2021). Marketing Management. London, Pearson.
- Laudon, K. C., & Traver, C. G. (2021). E-commerce 2021: Business, Technology, And Society (16th ed.). Pearson.
- Milliyet (2020). It was a lot of Getir, he won well! <https://www.milliyet.com.tr/ekonomi/cok-getirdi-iyi-kazandi-6215280>
- Newsroom (2025). Mubadala Seeks Regulatory Approval for Acquisition of Getir. Türkiye Today. <https://www.turkiyetoday.com/business/mubadala-seeks-regulatory-approval-for-acquisition-of-getir-subsidiaries-129816>
- Öniş, Z., and Şenses, F. (2005). Rethinking The Emerging Post-Washington Consensus: A Critical Appraisal. Development And Change, 36(2), 263–290. Doi: 10.1111/j.0012-155X.2005.00411.x
- PAL (2023). Trendyol's Impact on The Turkish Economy. <https://cdn.dsmdn.com/web/production/en-impact-report-2021.pdf>
- Patpatia, N. (2023). The Future of E-Commerce Technology. Forbes. <https://www.forbes.com/councils/forbesagencycouncil/2023/08/25/the-future-of-e-commerce-technology>
- Pleuni, P. (2025, September 23). Ecommerce in Türkiye - Ecommerce News. <https://ecommercenews.eu/e-commerce-in-europe/e-commerce-turkey/>
- PYMNTS (2024). Report: Getir Faces Investor Pressure to Cut Costs and Restructure. <https://www.pymnts.com/news/delivery/2024/report-getir-faces-investor-pressure-to-cut-costs-and-restructure>
- Rane, N. L., Achari, A., & Choudhary, S. (2023). Enhancing Customer Loyalty Through Quality of SERVICE: Effective Strategies to Improve Customer Satisfaction, Experience, Relationship, And Engagement. International Research Journal of Modernization in Engineering Technology and Science. <https://doi.org/10.56726/irjmets38104>
- Rekabet (2021). The investigation carried out against DSM Grup Danışmanlık İletişim ve Satış Ticaret AŞ. <https://www.rekabet.gov.tr/Dosya/dsm-nihai-karar-duyuru.pdf>
- Saitoğlu, O. (2023). E-Commerce Ecosystem in Türkiye. <https://media.iyzico.com/b/2024/08/e-commerce-ecosystem-in-turkiye-2023-Report.pdf>
- Statista (2024). Number Of E-Commerce Transactions in Türkiye. <https://www.statista.com/statistics/881105>
- Şahin, B. (2023). A SWOT Analysis of Turkish E-commerce. *bmi*, 11(4), 1308-1320.
- Teker, S. (2022). Evolution of Digital Payment Systems. *Journal of Economics, Management and Trade*, 28(10), 100–108. <https://doi.org/10.9734/jemt/2022/v28i1030452>
- The Economic Times (2025). Privatization. <https://economictimes.indiatimes.com/definition/privatization?from=mdr>
- The Open University (2025). Scholarship Of Teaching and Learning In STEM. Open Learning. <https://www.open.edu/openlearn/mod/oucontent/view.php?id=109325ion=2.2.3>
- Tuovila, A. (2020). Capital Accumulation. Investopedia. <https://www.investopedia.com/terms/c/capitalaccumulation.asp>

- TURKSTAT (2023). Retail Sales Indices – December 2023. <https://data.tuik.gov.tr/Bulten/Index?p=Retail-Sales-Indices-December-2023->
- Turban, E., et al. (2020). *Electronic Commerce 2020: A Managerial and Social Networks Perspective*. Cham, Springer.
- Üner, M. M., Evirgen, T. C., & Cavusgil, S. T. (2021, September 13). Getir: A Remarkable Example of a Digital Disrupter from an Emerging Market. *California Management Review*. <https://cmr.berkeley.edu/2021/09/getir-a-remarkable-example-of-a-digital-disrupter-from-an-emerging-market/>
- Wikipedia Contributors (2024a). Getir. <https://en.wikipedia.org/wiki/Getir>
- Wikipedia Contributors (2024b). Trendyol. <https://en.wikipedia.org/wiki/Trendyol>