



**Satınalma Dergisi**

# Tedarik Zinciri Gündemi



**Haziran 2023**



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talebinizi iletiniz. Ücretsizdir.  
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İstanbul Üniversitesi  
Tedarik Zinciri Yönetimi  
Anabilim Dalı Başkanı

# SATINALMA DERGİSİ

11. yılında 126. sayısına gelen  
SATINALMA dergisinin kurucusudur.

## TİCARET YAPIN

- Satış Yap
- Teklif Al –Teklif Ver
- Talep Havuzu

## YENİ MÜŞTERİ EDİNİN

- B2B Strateji Geliştirme
- Satış & Pazar Analizi

## İŞİNİZİ BÜYÜTÜN

- B2B İş Birliği  
[satinalmadergisi.com/b2b-is-gelistirme](http://satinalmadergisi.com/b2b-is-gelistirme)

[ticaret@SatinalmaDergisi.com](mailto:ticaret@SatinalmaDergisi.com)



SATINALMA ve TEDARİK ZİNCİRİ YÖNETİCİLERİNİN DERGİSİ  
**Satinalma Dergisi**  
11.Yıl [satinalmadergisi.com](http://satinalmadergisi.com)



## Prof. Dr. Murat ERDAL

İstanbul Üniversitesi

Dr. Erdal, tedarik zinciri analitiği, KPI'lar, performans sistemleri (SCOR) alanlarında çalışmaktadır. Verdiği eğitimler:

- Satınalma ve Tedarik Zinciri Yönetimi
- Müzakere Teknikleri ve Pazarlık Yönetimi
- Kurumsal Pazarda (B2B) Satış

[merdal@istanbul.edu.tr](mailto:merdal@istanbul.edu.tr)

# İSTANBUL ÜNİVERSİTESİ

## KİTAPLAR

- Satınalma ve Tedarik Zinciri Yönetimi, 4. Baskı
- Tedarik Zinciri Yönetimi Başarı Hikayeleri
- Müzakere Teknikleri ve Pazarlık Becerileri
- Entegre Lojistik Yönetimi

## EĞİTİMLER

- Satınalma ve Tedarik Zinciri Yönetimi
- Lojistik ve Dış Ticaret
- B2B Satış Stratejileri
- Müzakere Teknikleri ve Pazarlık Becerileri

## GÖREVLER

- İ.Ü. Tedarik Zinciri Yönetimi  
Yüksek Lisans Program Koordinatörü
- İ.Ü. Bilim ve Teknoloji Politikaları Kurulu
- İ.Ü. Teknoloji Transfer ve Uygulama  
Merkezi (TTM) Yönetim Kurulu



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**Dış Ticaret Verileri (Milyon Dolar)**

Dış Ticaret		İhracat	İthalat	Dış Ticaret Hacmi	Dış Ticaret Dengesi	İhr./ İth. (%)
Mayıs	2022	18.932	29.588	48.520	-10.656	64,0
	2023	21.651	34.312	55.963	-12.660	63,1
	Değişim %	14,4	16,0	15,3	18,8	.
Ocak- Mayıs	2022	102.331	145.672	248.003	-43.341	70,3
	2023	102.521	158.625	261.146	-56.104	64,6
	Değişim %	0,2	8,9	5,3	29,5	.

<https://ticaret.gov.tr/istatistikler>

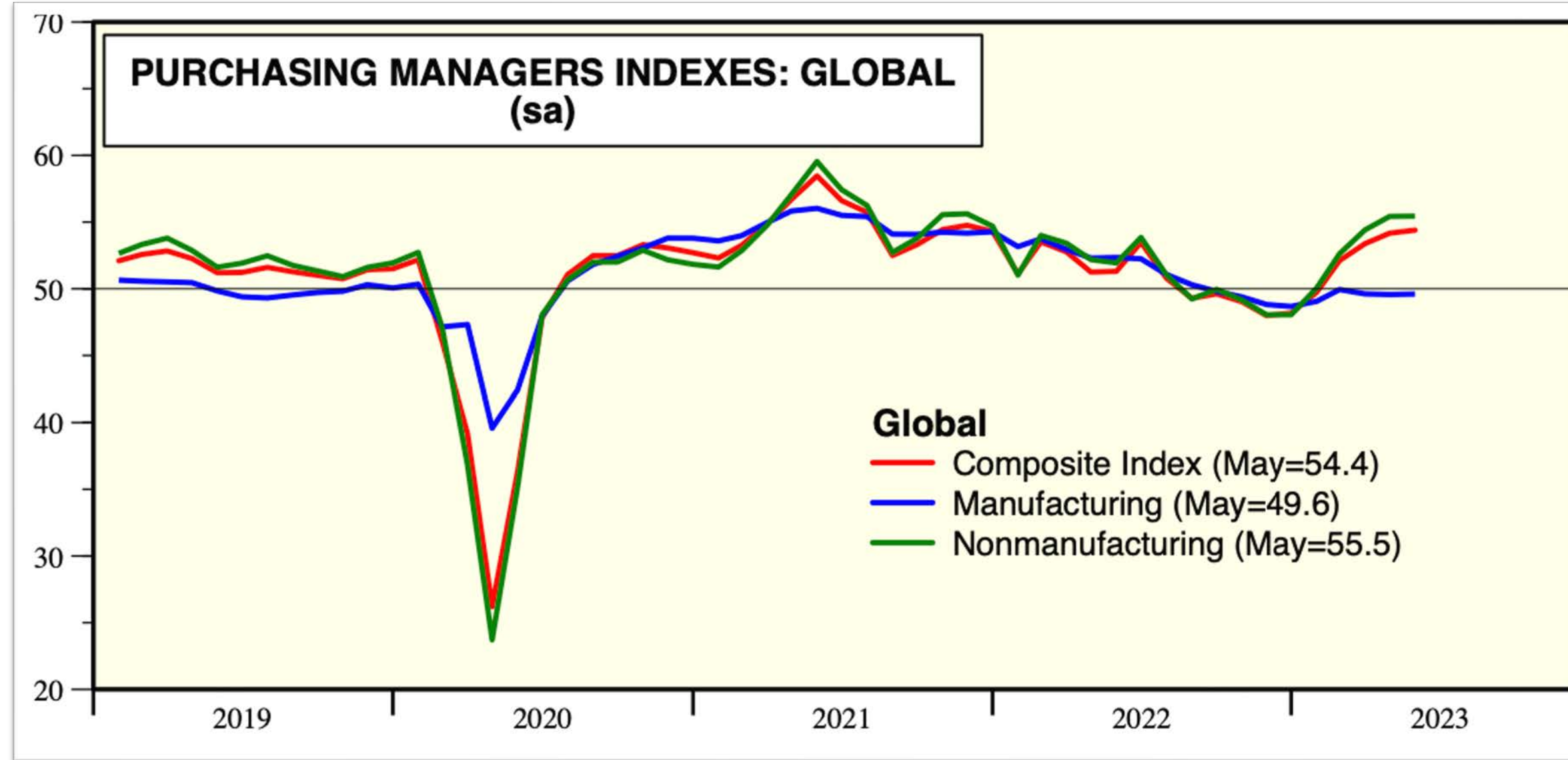
# Sektör Bazlı İhracat Rakamları



SEKTÖR	OCAK	ŞUBAT	MART	NİSAN	MAYIS	HAZİRAN	TEMMUZ	AĞUSTOS	EYLÜL	EKİM	KASIM	ARALIK	TOPLAM
<b>.I. TARIM</b>	<b>2.862.820</b>	<b>2.549.402</b>	<b>3.183.679</b>	<b>2.563.388</b>	<b>2.899.403</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14.058.692</b>
<b>. A. BİTKİSEL ÜRÜNLER</b>	<b>1.967.671</b>	<b>1.730.021</b>	<b>2.118.082</b>	<b>1.661.413</b>	<b>1.858.484</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9.335.671</b>
Hububat, Bakliyat, Yağlı Tohumlar ve Mamulleri	983.894	826.132	1.115.519	866.315	946.578	0	0	0	0	0	0	0	4.738.437
Yaş Meyve ve Sebze	324.267	308.424	307.135	235.284	249.466	0	0	0	0	0	0	0	1.424.576
Meyve Sebze Mamulleri	170.580	170.791	208.547	168.527	185.490	0	0	0	0	0	0	0	903.935
Kuru Meyve ve Mamulleri	127.706	106.669	149.440	109.243	120.159	0	0	0	0	0	0	0	613.217
Fındık ve Mamulleri	142.087	155.721	156.292	124.874	143.665	0	0	0	0	0	0	0	722.638
Zeytin ve Zeytinyağı	119.104	81.394	91.929	84.231	103.611	0	0	0	0	0	0	0	480.269
Tütün	86.086	64.822	71.188	58.500	95.490	0	0	0	0	0	0	0	376.087
Süs Bitkileri ve Mamulleri	13.947	16.069	18.032	14.438	14.025	0	0	0	0	0	0	0	76.512
<b>. B. HAYVANSAL ÜRÜNLER</b>	<b>270.908</b>	<b>242.999</b>	<b>306.571</b>	<b>274.494</b>	<b>310.330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1.405.302</b>
Su Ürünleri ve Hayvansal Mamuller	270.908	242.999	306.571	274.494	310.330	0	0	0	0	0	0	0	1.405.302
<b>. C. AĞAÇ VE ORMAN ÜRÜNLERİ</b>	<b>624.240</b>	<b>576.382</b>	<b>759.027</b>	<b>627.480</b>	<b>730.588</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3.317.718</b>
Mobilya, Kağıt ve Orman Ürünleri	624.240	576.382	759.027	627.480	730.588	0	0	0	0	0	0	0	3.317.718
<b>.II. SANAYİ</b>	<b>13.618.508</b>	<b>13.471.507</b>	<b>17.202.174</b>	<b>13.813.234</b>	<b>15.400.562</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>73.505.985</b>
<b>. A. TARIMA DAYALI İŞLENMİŞ ÜRÜNLER</b>	<b>1.206.088</b>	<b>1.022.853</b>	<b>1.385.061</b>	<b>1.120.500</b>	<b>1.233.074</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5.967.577</b>
Tekstil ve Hammaddeleri	817.773	717.515	902.210	757.586	849.287	0	0	0	0	0	0	0	4.044.372
Deri ve Deri Mamulleri	178.376	171.835	219.597	146.393	149.469	0	0	0	0	0	0	0	865.670
Halı	209.939	133.503	263.254	216.522	234.317	0	0	0	0	0	0	0	1.057.535
<b>. B. KİMYEVİ MADDELER VE MAMÜLLERİ</b>	<b>2.291.304</b>	<b>2.255.494</b>	<b>2.878.597</b>	<b>2.387.738</b>	<b>2.453.037</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12.266.170</b>
Kimyevi Maddeler ve Mamulleri	2.291.304	2.255.494	2.878.597	2.387.738	2.453.037	0	0	0	0	0	0	0	12.266.170
<b>. C. SANAYİ MAMULLERİ</b>	<b>10.121.115</b>	<b>10.193.160</b>	<b>12.938.516</b>	<b>10.304.996</b>	<b>11.714.451</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55.272.238</b>
Hazırgiyim ve Konfeksiyon	1.625.233	1.578.002	1.993.768	1.501.523	1.656.510	0	0	0	0	0	0	0	8.355.037
Otomotiv Endüstrisi	2.712.768	2.611.871	3.286.407	2.691.844	3.029.593	0	0	0	0	0	0	0	14.332.484
Gemi, Yat ve Hizmetleri	20.511	48.988	108.586	107.991	203.809	0	0	0	0	0	0	0	489.885
Elektrik ve Elektronik	1.173.321	1.303.830	1.511.610	1.216.058	1.384.584	0	0	0	0	0	0	0	6.589.403
Makine ve Aksamları	842.210	848.654	1.052.687	884.651	924.154	0	0	0	0	0	0	0	4.552.357
Demir ve Demir Dışı Metaller	1.049.381	1.000.250	1.222.080	995.761	1.142.326	0	0	0	0	0	0	0	5.409.798
Çelik	1.106.263	1.057.249	1.391.653	1.067.426	1.253.583	0	0	0	0	0	0	0	5.876.174
Çimento Cam Seramik ve Toprak Ürünleri	360.904	355.128	438.492	374.160	450.481	0	0	0	0	0	0	0	1.979.165
Mücevher	416.424	526.706	738.707	474.255	464.006	0	0	0	0	0	0	0	2.620.098
Savunma ve Havacılık Sanayii	279.156	287.118	505.896	417.870	554.396	0	0	0	0	0	0	0	2.044.436
İklimlendirme Sanayii	525.911	566.116	673.870	563.387	638.905	0	0	0	0	0	0	0	2.968.189
Diğer Sanayi Ürünleri	9.033	9.247	14.759	10.070	12.103	0	0	0	0	0	0	0	55.213
<b>.III. MADENCİLİK</b>	<b>441.331</b>	<b>397.259</b>	<b>479.064</b>	<b>470.141</b>	<b>546.880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2.334.675</b>
<b>. A. MADENCİLİK ÜRÜNLERİ</b>	<b>441.331</b>	<b>397.259</b>	<b>479.064</b>	<b>470.141</b>	<b>546.880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2.334.675</b>
Madencilik Ürünleri	441.331	397.259	479.064	470.141	546.880	0	0	0	0	0	0	0	2.334.675
<b>TOPLAM</b>	<b>16.922.659</b>	<b>16.418.168</b>	<b>20.864.917</b>	<b>16.846.763</b>	<b>18.846.845</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>89.899.351</b>

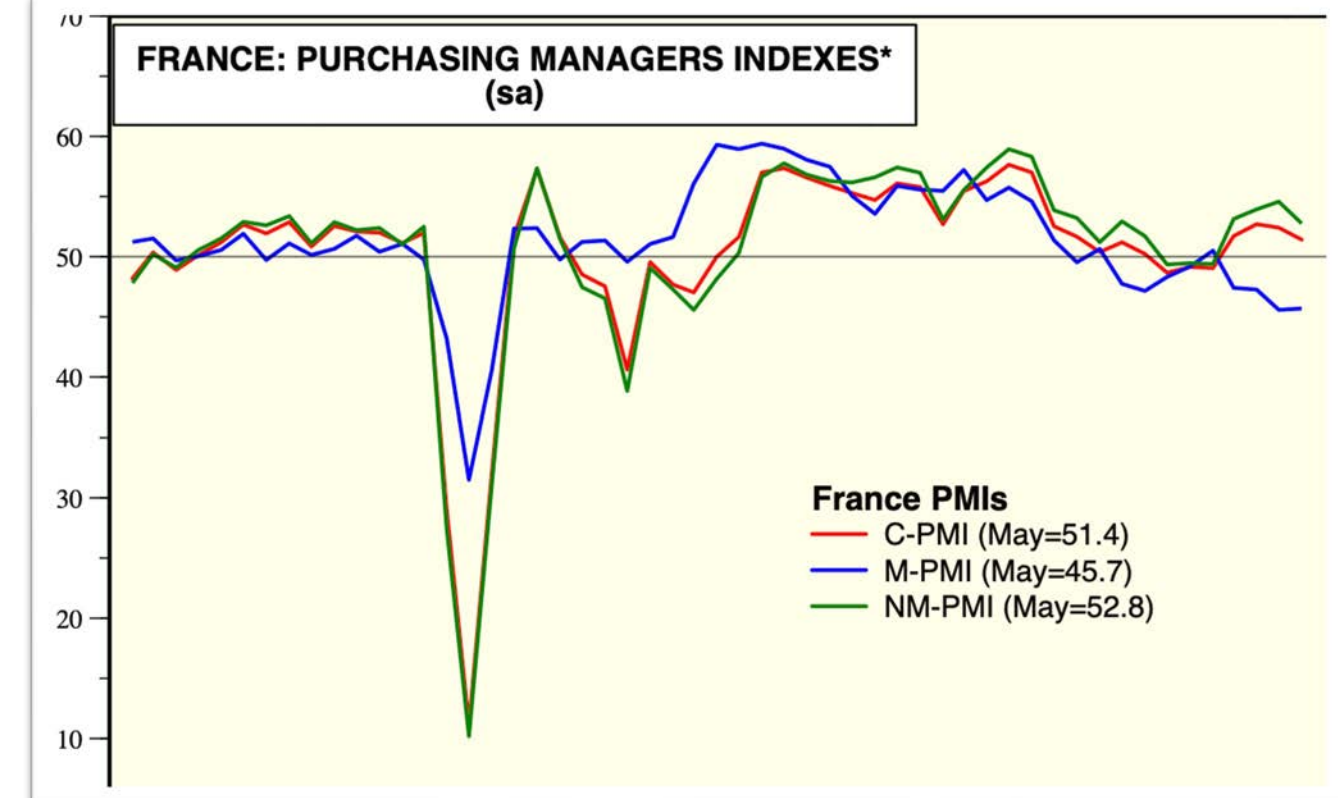
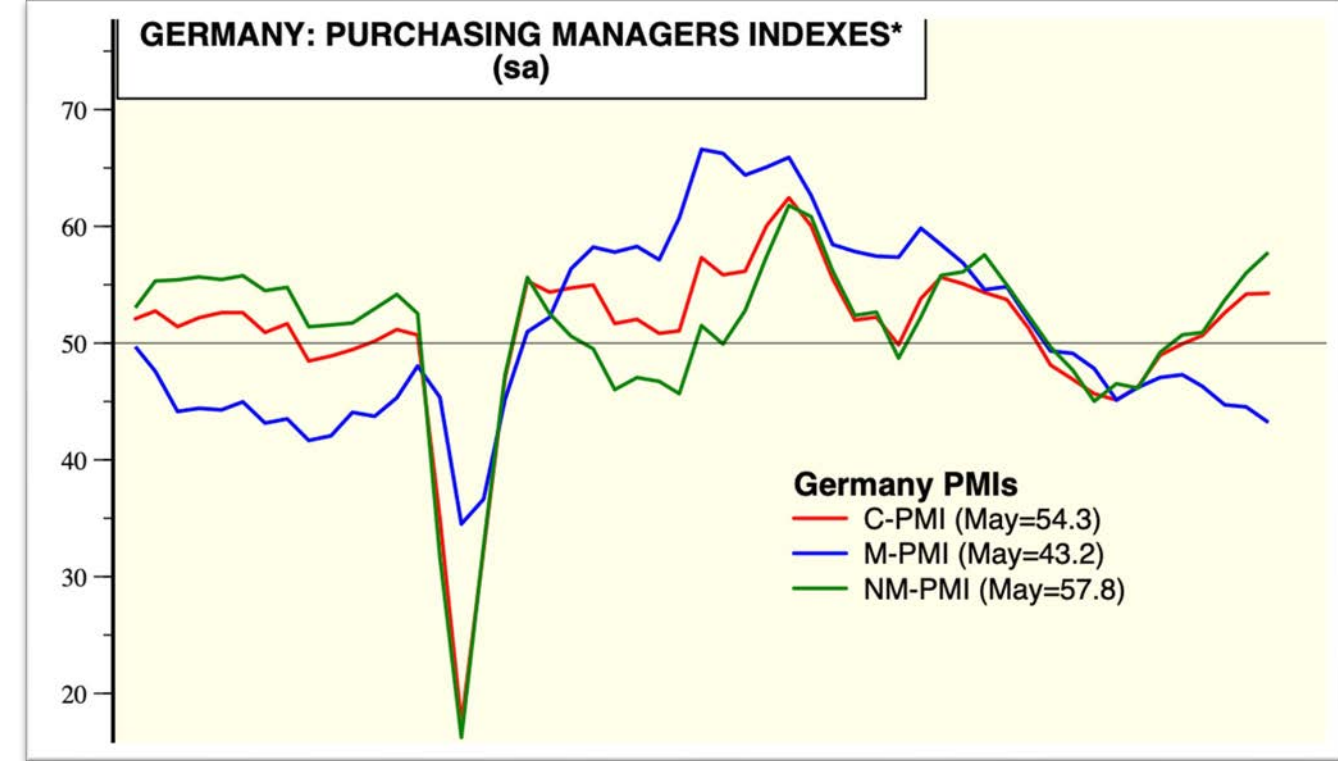
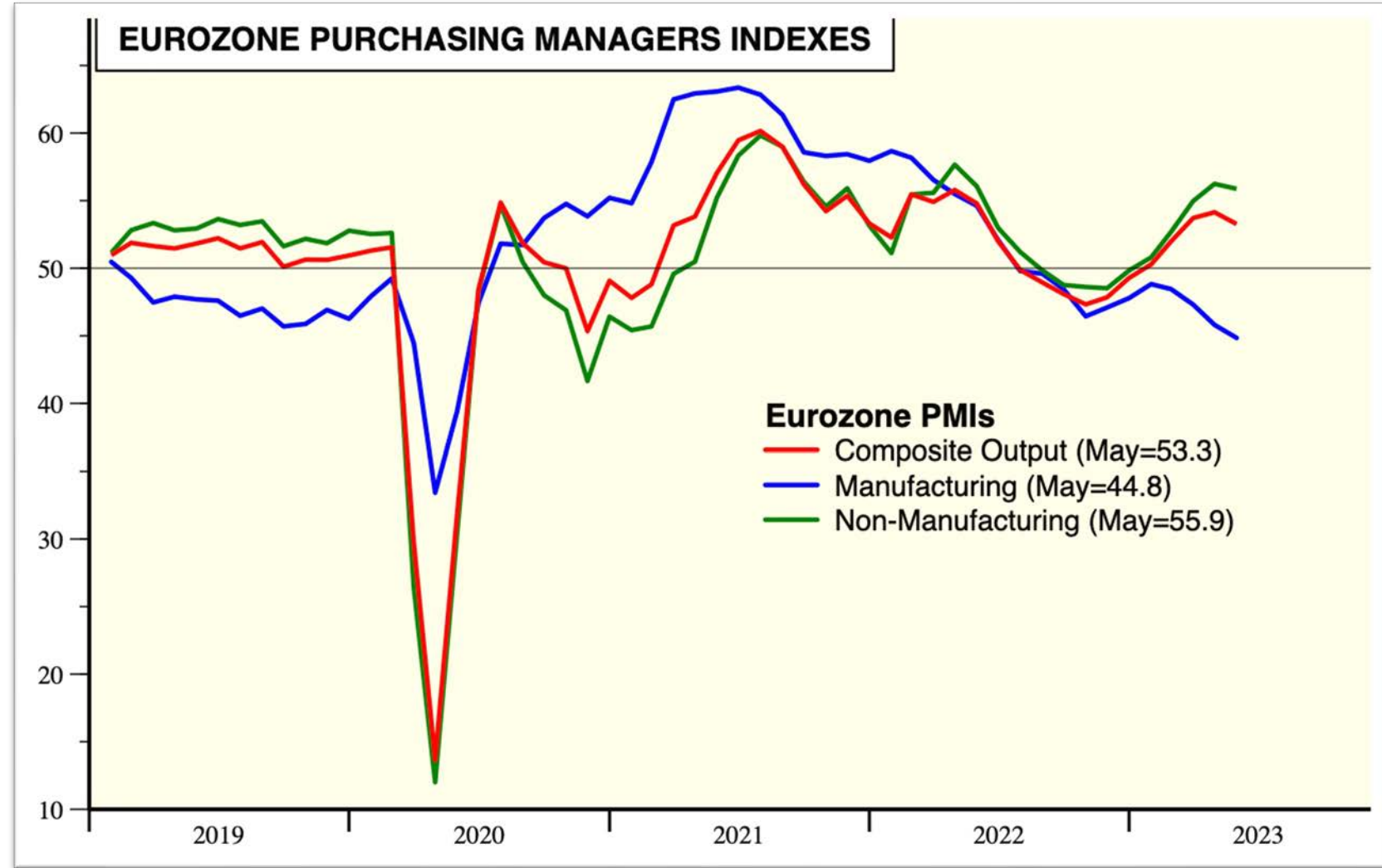
31.05.2023 Tarihi İtibariyle Sektörel Bazda Aylık İhracat Kayıt Rakamları (1000 \$)

## Satınalma Yöneticileri Endeksi – Global

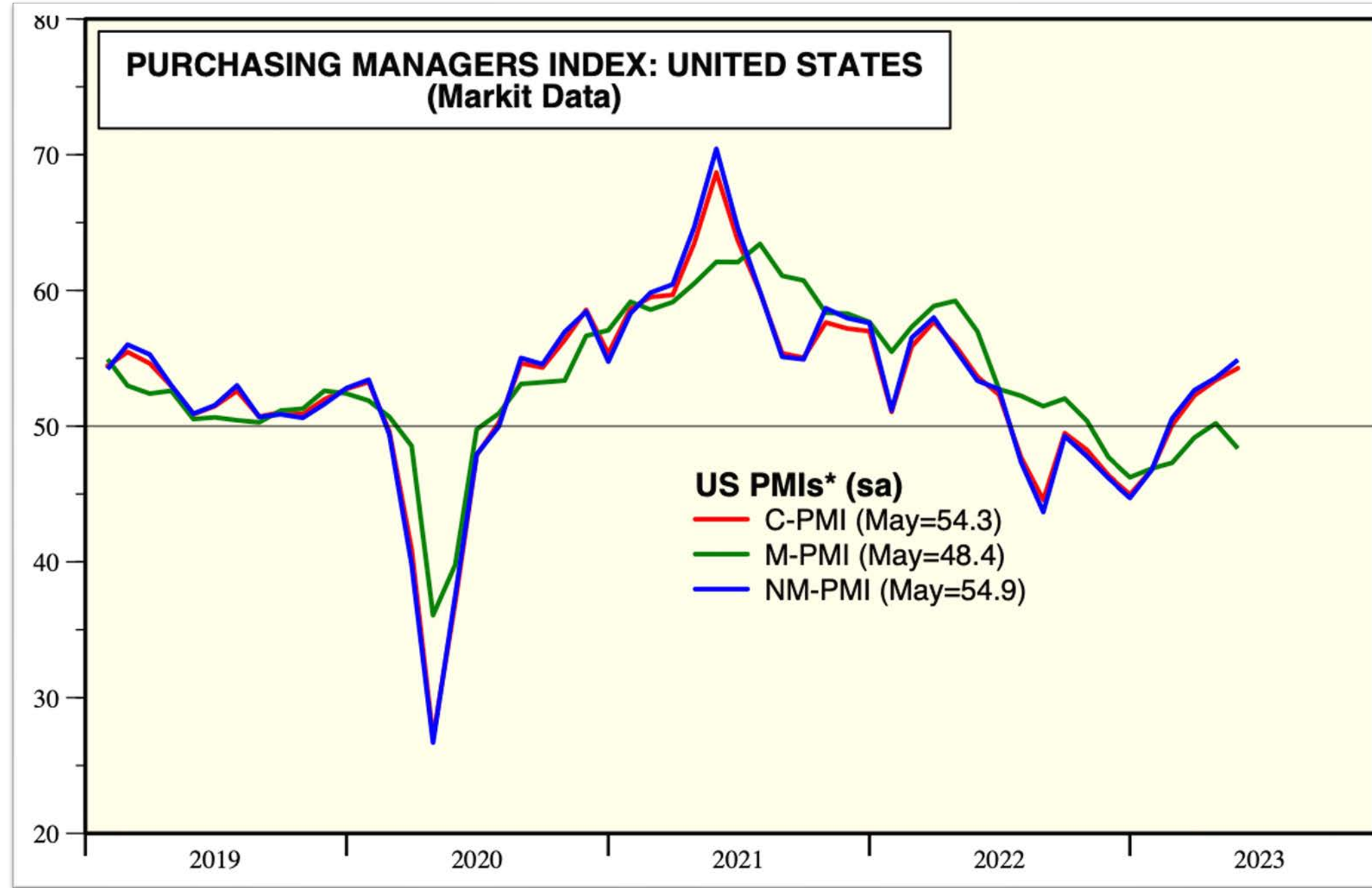




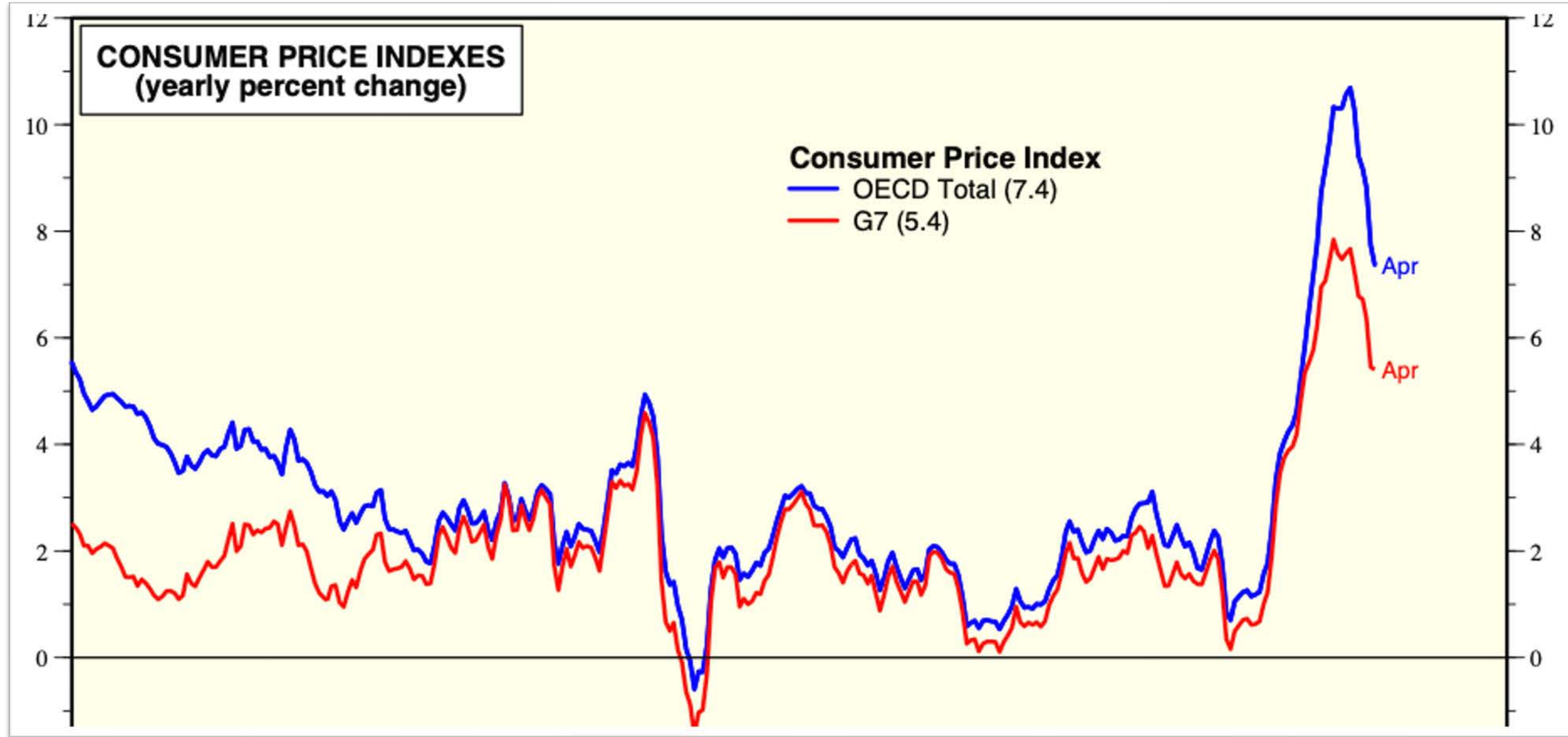
# Satınalma Yöneticileri Endeksi – Avrupa Bölgesi



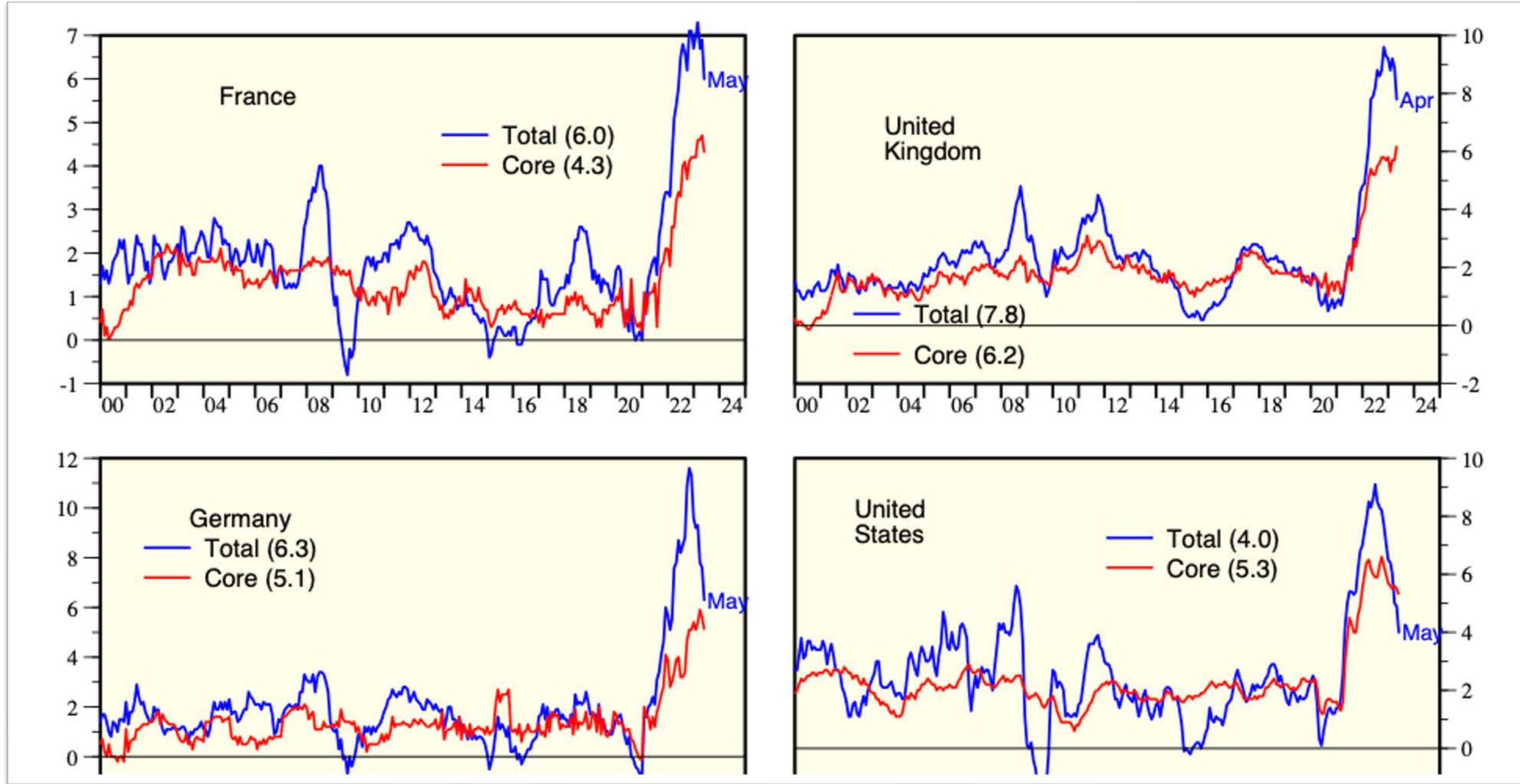
## Satınalma Yöneticileri Endeksi – Amerika



## Küresel Enflasyon Rakamları



## Küresel Enflasyon G-7 Ülke Örnekleri



## Müzakere Teknikleri Eğitimi



Eğitimde katılımcılarla Pazarlık Yetkinlik Ölçümlerine Anketi ve Değerlendirme Toplantısı yapılmaktadır.

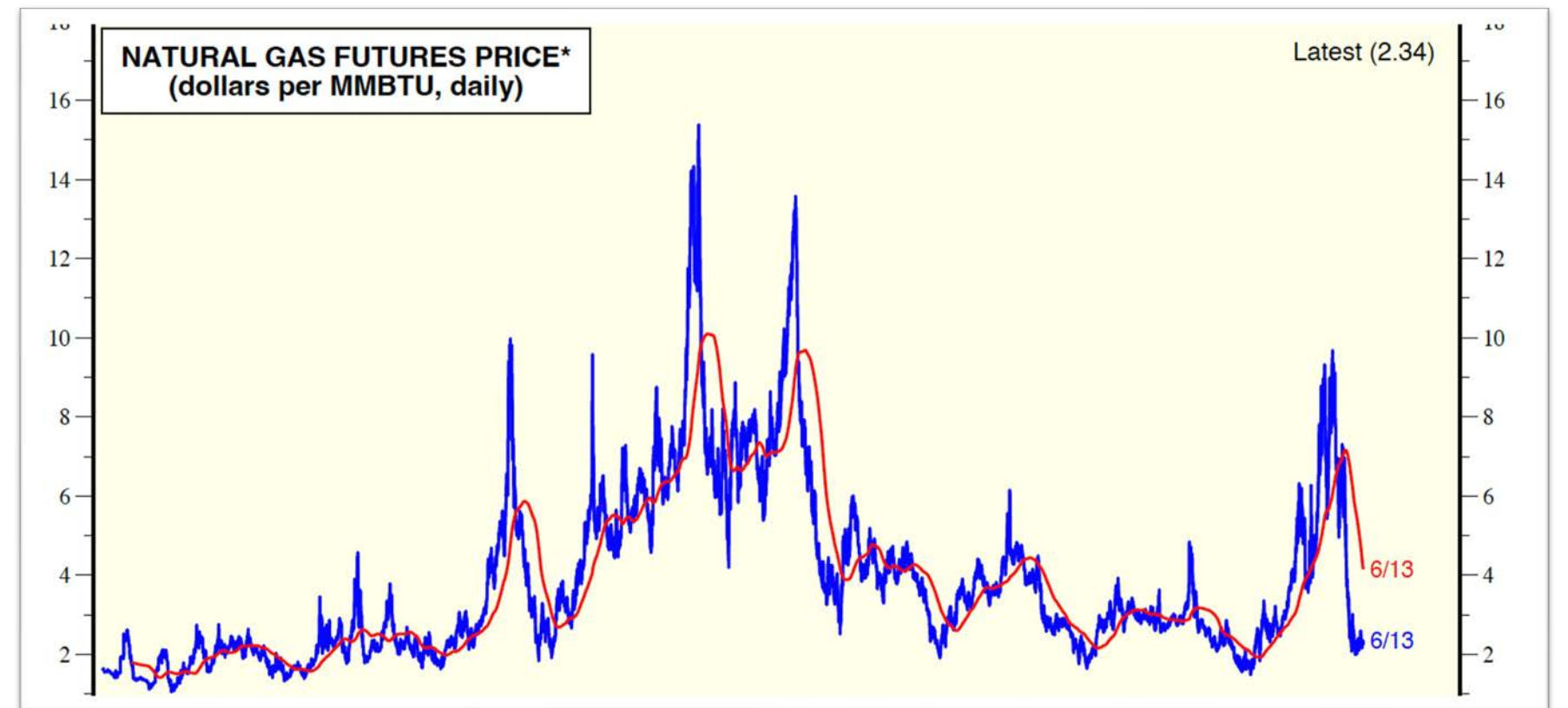
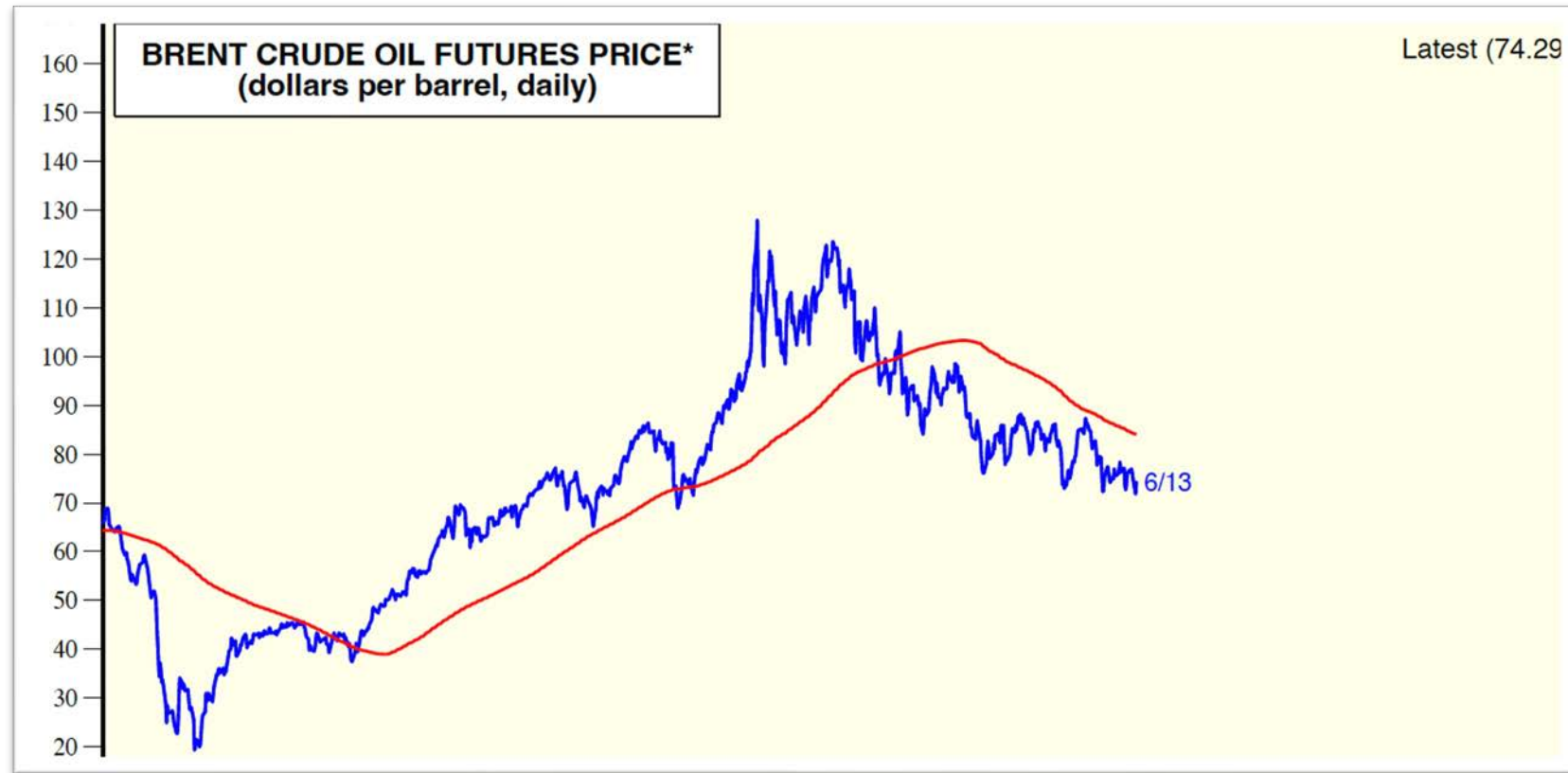
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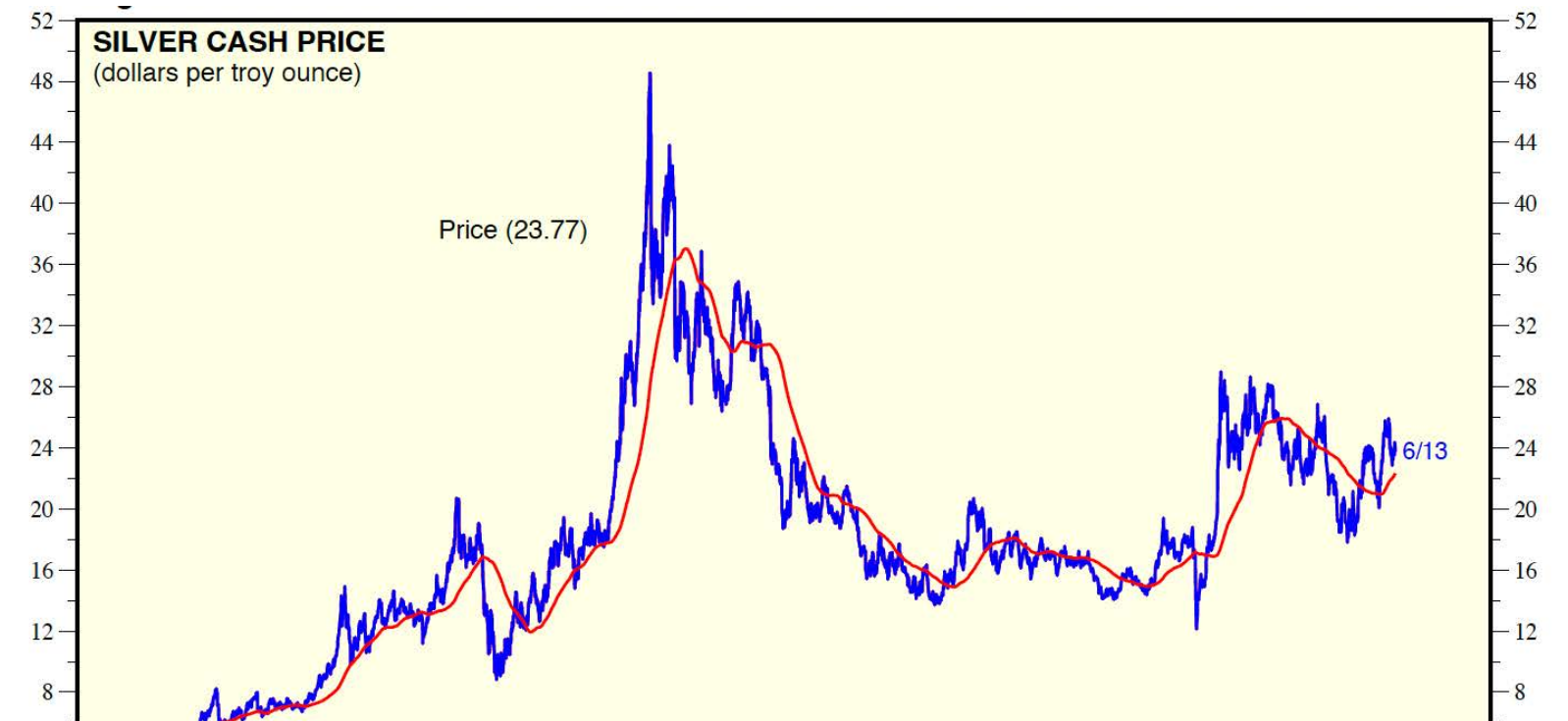
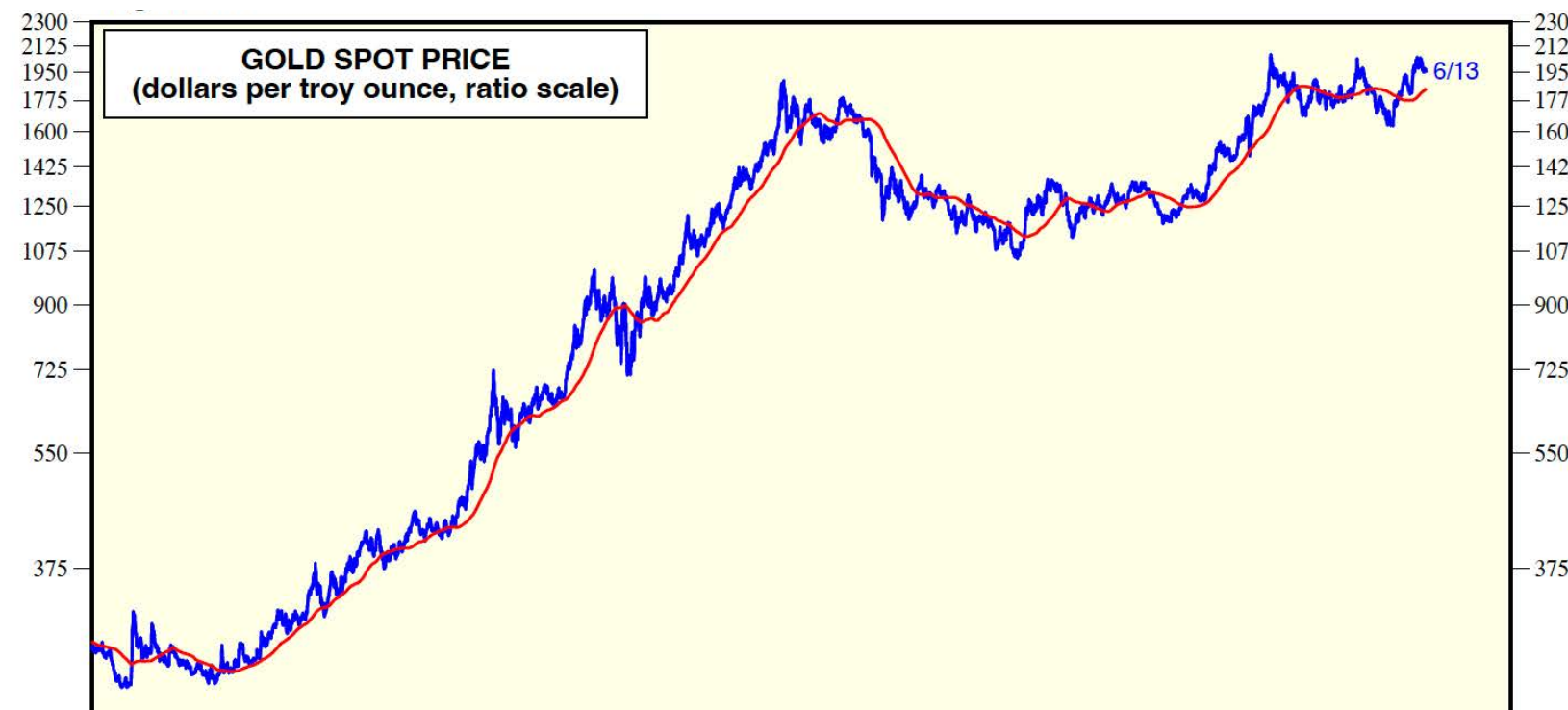
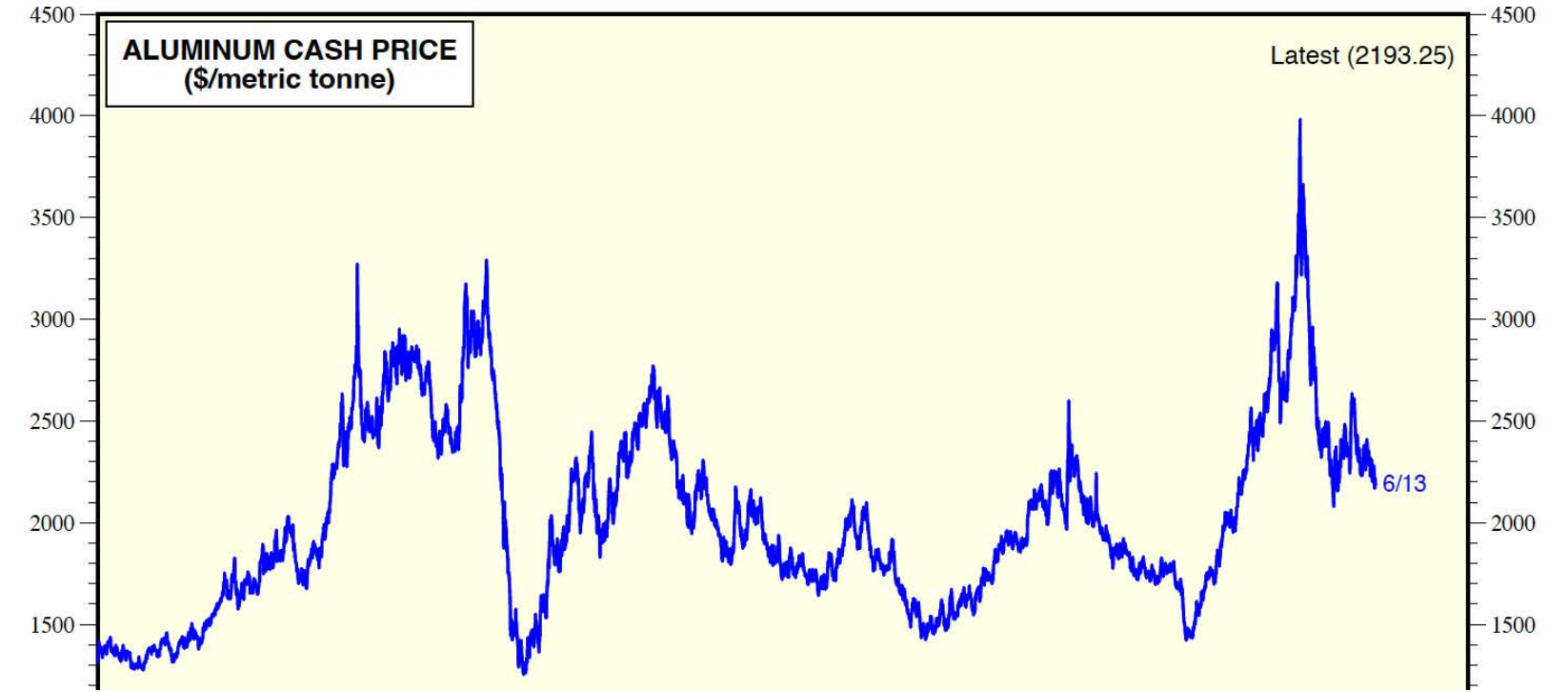
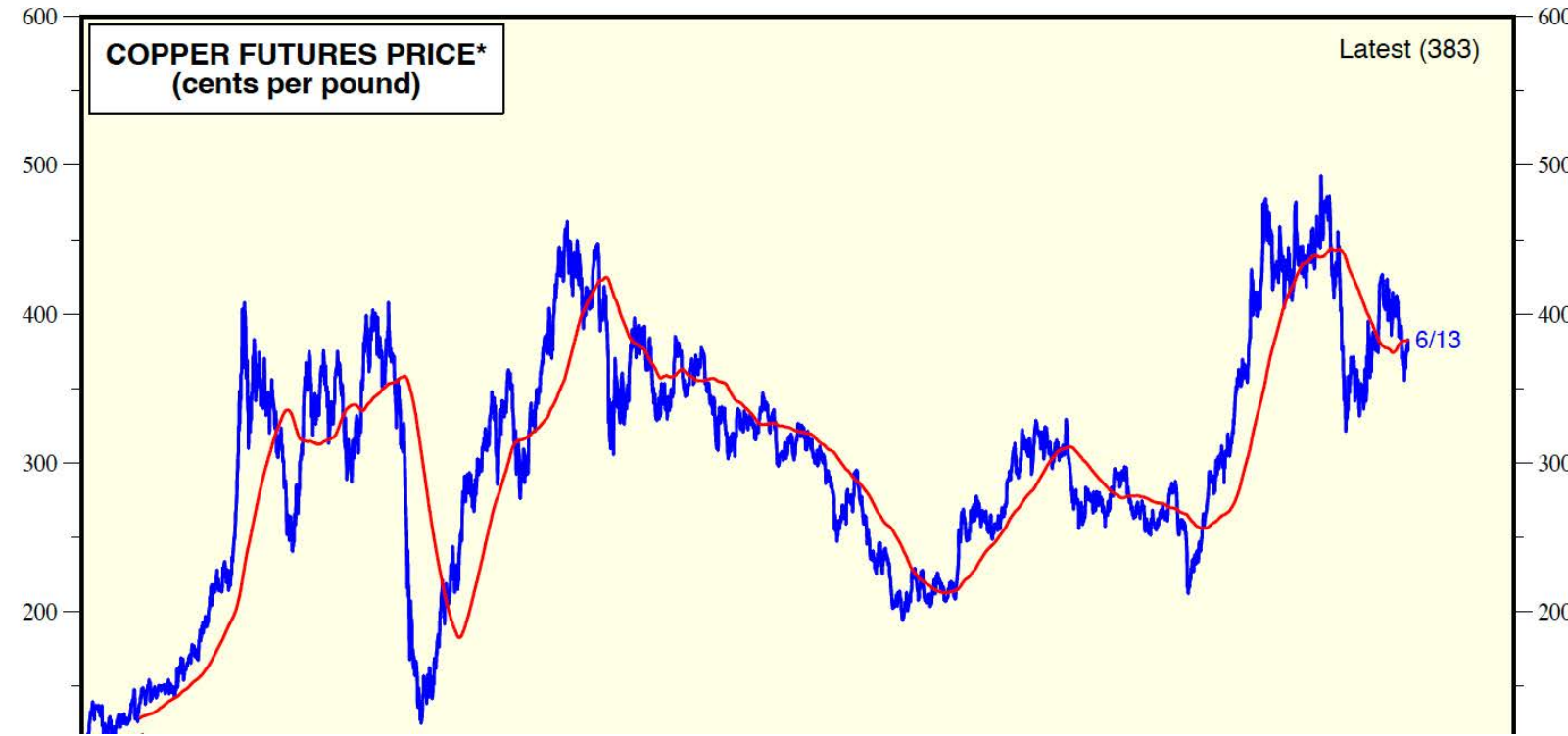
# Emtia Fiyatları



# Enerji

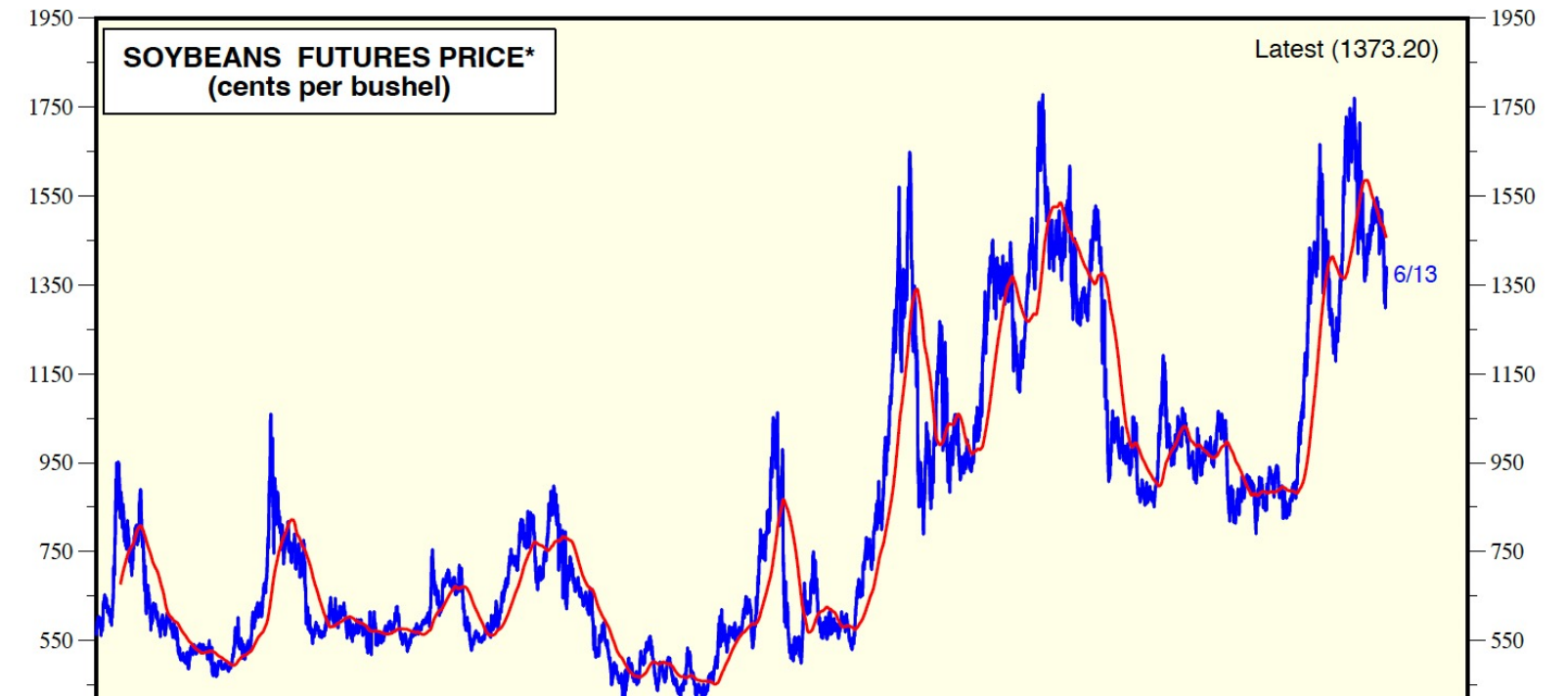
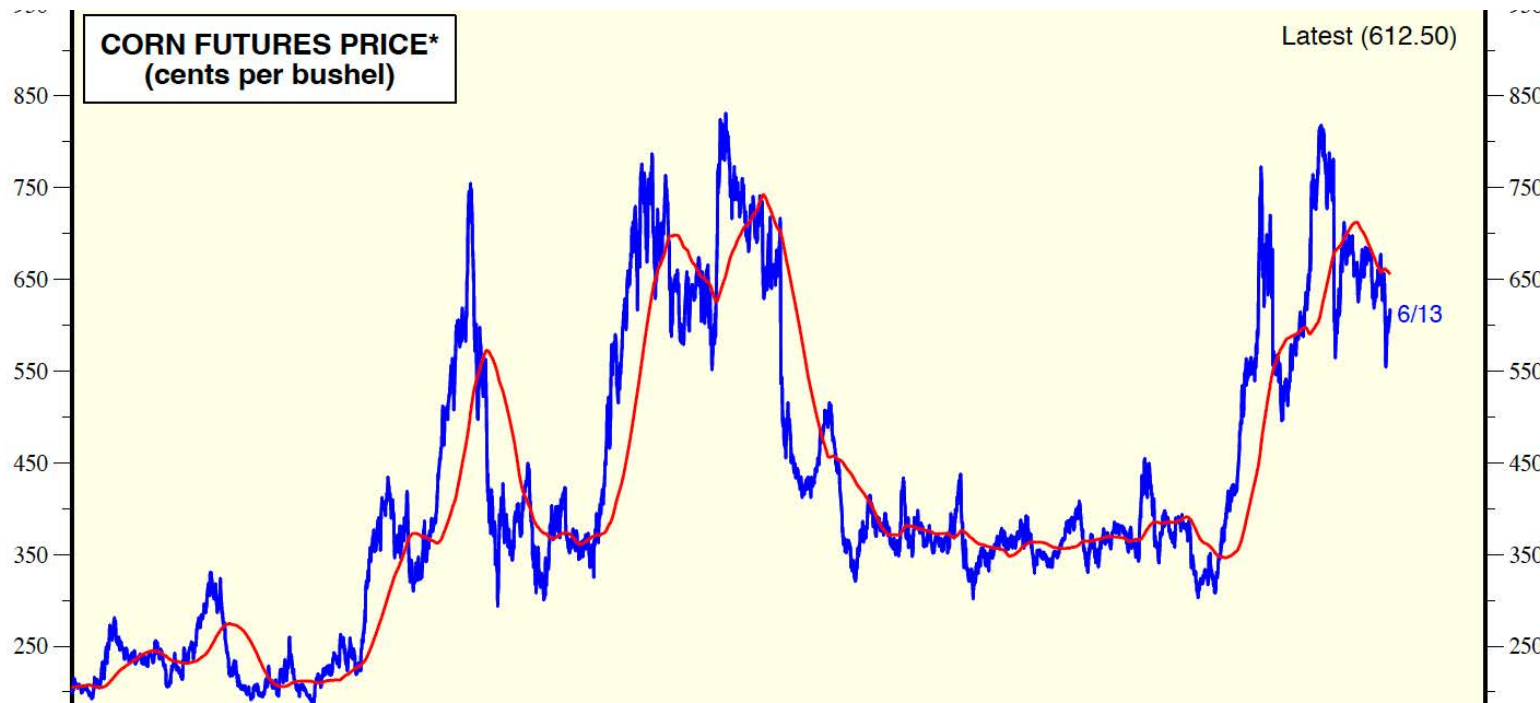
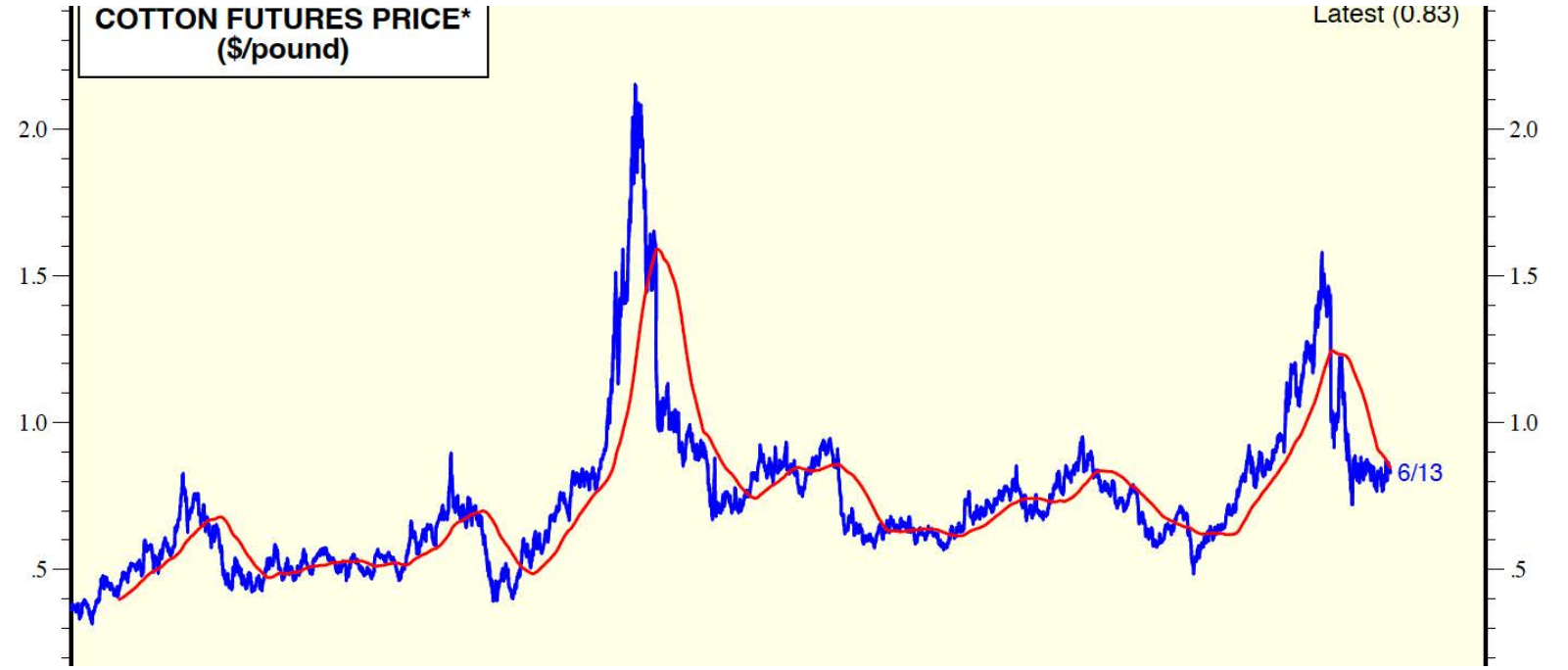
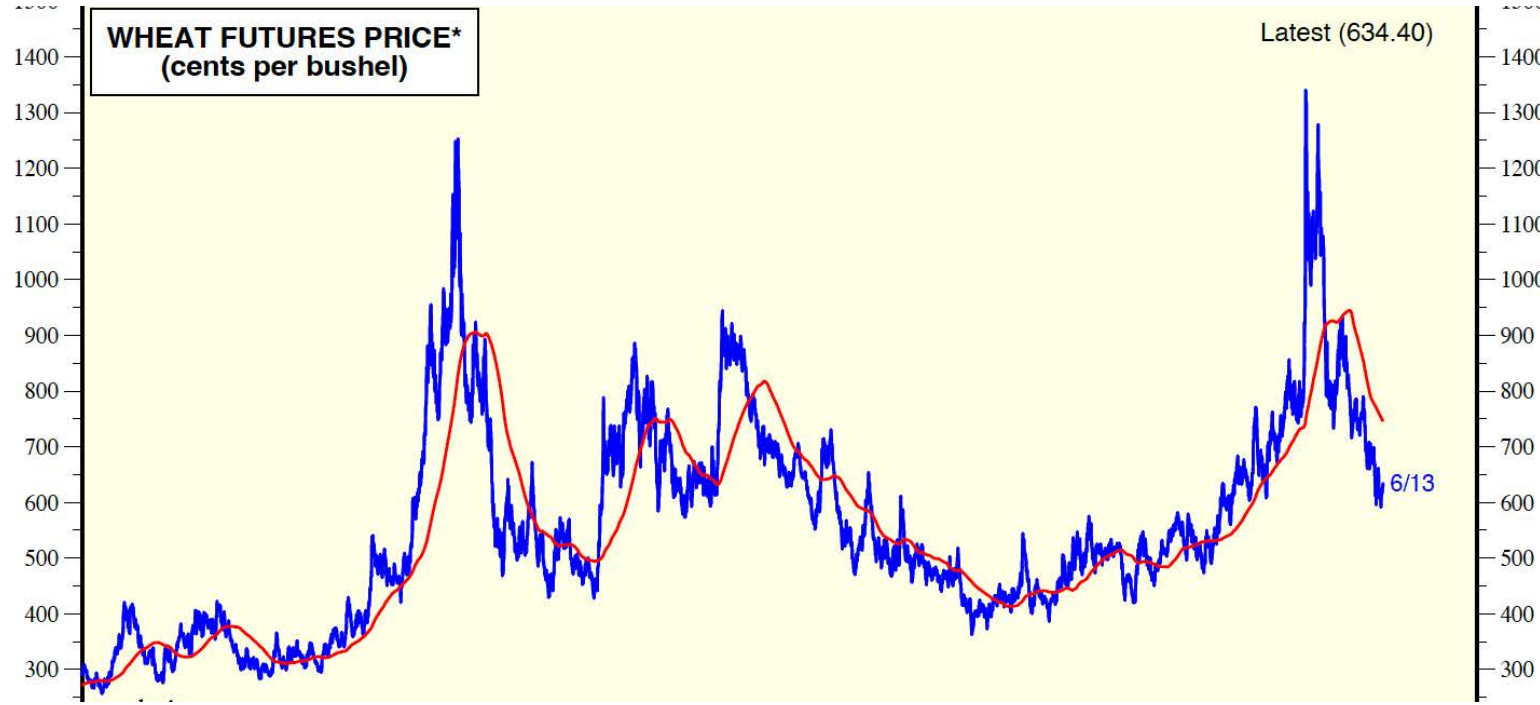


# Metal





# Tarım



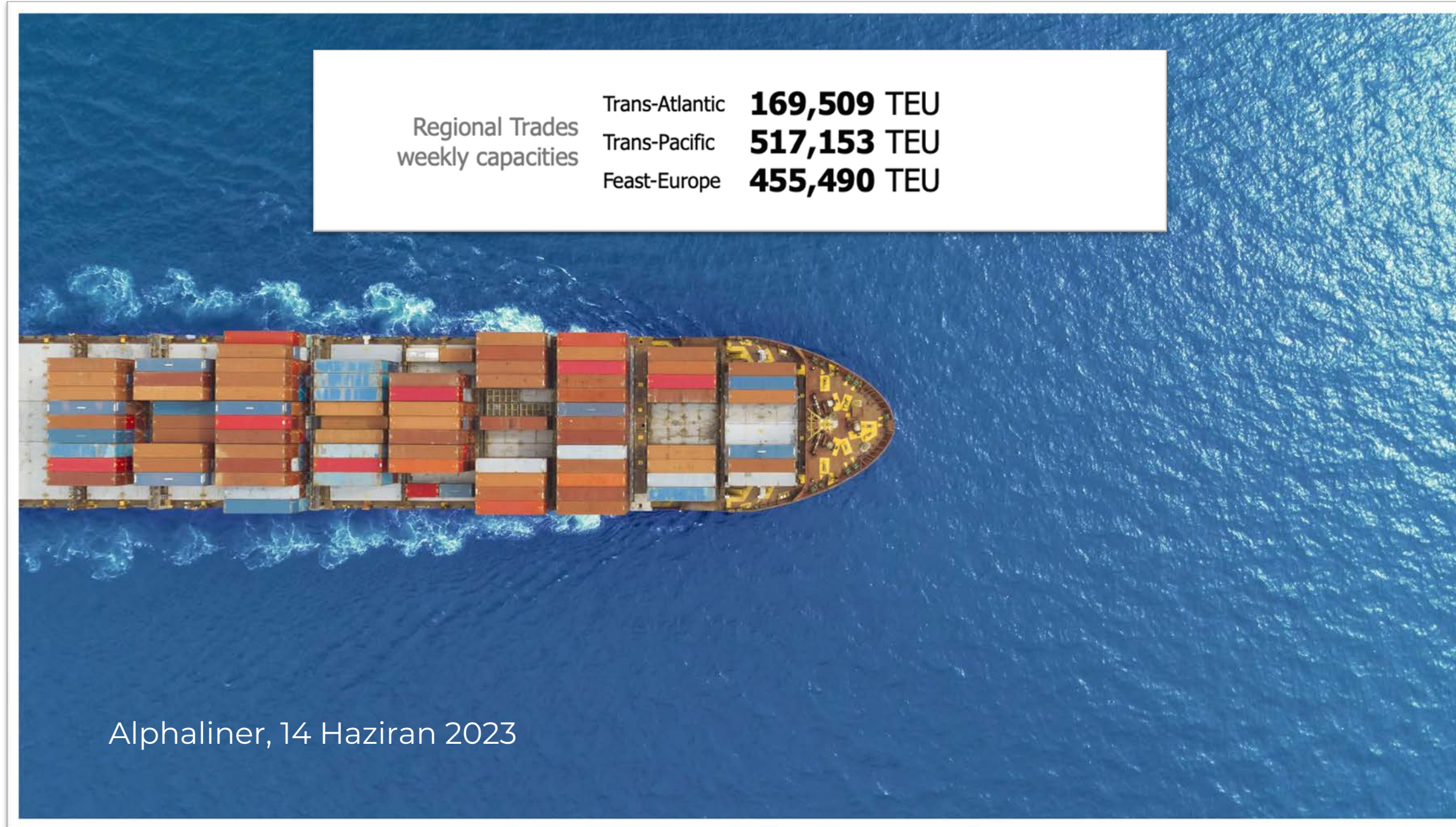
## Satınalma ve Tedarik Zinciri Yönetimi Eğitimi

Eğitimde katılımcılarla Testler, Rol Canlandırma ve Vaka Çalışmaları yapılmaktadır.

[SatinalmaDergisi.com/egitim.pdf](http://SatinalmaDergisi.com/egitim.pdf)



## Konteyner Taşımacılığı



## Konteyner Taşımacılığı: Hatlar ve Pazar Payları

Rank	Operator	Teu	Share	Existing fleet	Orderbook
1	Mediterranean Shg Co	5,052,394	18.7%		
2	Maersk	4,127,158	15.3%		
3	CMA CGM Group	3,487,664	12.9%		
4	COSCO Group	2,936,985	10.9%		
5	Hapag-Lloyd	1,833,309	6.8%		
6	Evergreen Line	1,656,550	6.1%		
7	ONE (Ocean Network Express)	1,599,427	5.9%		
8	HMM Co Ltd	807,599	3.0%		
9	Yang Ming Marine Transport Corp.	705,614	2.6%		
10	Zim	590,784	2.2%		
11	Wan Hai Lines	441,039	1.6%		
12	PIL (Pacific Int. Line)	296,101	1.1%		
13	SITC	162,200	0.6%		
14	KMTC	152,261	0.6%		
15	Zhonggu Logistics Corp.	139,958	0.5%		
16	IRISL Group	137,604	0.5%		
17	X-Press Feeders Group	136,621	0.5%		
18	UniFeeder	116,017	0.4%		
19	Sea Lead Shipping	107,222	0.4%		
20	Sinokor Merchant Marine	103,985	0.4%		
21	Antong Holdings (QASC)	87,674	0.3%		
22	TS Lines	76,689	0.3%		
23	Global Feeder Shipping LLC	75,969	0.3%		
24	Swire Shipping	72,519	0.3%		
25	RCL (Regional Container L.)	70,057	0.3%		
26	SM Line Corp.	68,620	0.3%		
27	Emirates Shipping Line	68,255	0.3%		
28	Matson	64,421	0.2%		
29	Ningbo Ocean Shg Co	62,251	0.2%		

## Konteyner Taşımacılığı: Hatların Filo ve Kapasiteleri

Rank	Operator	Total		Owned		Chartered			Orderbook		
		Teu	Ships	TEU	Ship...	TEU	Ships	% Chart	TEU	Ship...	% existing
1	Mediterranean Shg Co	5,052,394	759	2,371,662	465	2,680,732	294	53.1%	1,580,747	123	31.3%
2	Maersk	4,127,158	682	2,503,841	338	1,623,317	344	39.3%	366,600	28	8.9%
3	CMA CGM Group	3,487,664	629	1,694,147	242	1,793,517	387	51.4%	959,797	103	27.5%
4	COSCO Group	2,936,985	464	1,640,152	179	1,296,833	285	44.2%	882,440	48	30%
5	Hapag-Lloyd	1,833,309	251	1,135,143	121	698,166	130	38.1%	325,616	16	17.8%
6	Evergreen Line	1,656,550	211	936,728	125	719,822	86	43.5%	473,442	49	28.6%
7	ONE (Ocean Network Express)	1,599,427	212	777,294	91	822,133	121	51.4%	517,798	38	32.4%
8	HMM Co Ltd	807,599	73	551,256	37	256,343	36	31.7%	265,027	26	32.8%
9	Yang Ming Marine Transport Corp.	705,614	93	216,346	51	489,268	42	69.3%	77,500	5	11%
10	Zim	590,784	138	28,681	8	562,103	130	95.1%	321,184	39	54.4%
11	Wan Hai Lines	441,039	127	406,131	113	34,908	14	7.9%	209,234	29	47.4%
12	PIL (Pacific Int. Line)	296,101	89	194,761	70	101,340	19	34.2%	88,000	8	29.7%
13	SITC	162,200	103	150,072	93	12,128	10	7.5%	27,859	18	17.2%
14	KMTC	152,261	65	85,421	31	66,840	34	43.9%	17,400	3	11.4%
15	Zhonggu Logistics Corp.	139,958	95	92,564	34	47,394	61	33.9%	32,452	7	23.2%
16	IRISL Group	137,604	30	137,604	30						
17	X-Press Feeders Group	136,621	86	71,232	37	65,389	49	47.9%	90,162	26	66%
18	UniFeeder	116,017	71			116,017	71	100%			
19	Sea Lead Shipping	107,222	23			107,222	23	100%	14,222	2	13.3%
20	Sinokor Merchant Marine	103,985	74	95,257	67	8,728	7	8.4%	84,346	22	81.1%
21	Antong Holdings (QASC)	87,674	89	61,314	43	26,360	46	30.1%	4,888	2	5.6%
22	TS Lines	76,689	40	58,538	26	18,151	14	23.7%	97,240	22	126.8%
23	Global Feeder Shipping LLC	75,969	30	48,089	16	27,880	14	36.7%			
24	Swire Shipping	72,519	36	56,041	27	16,478	9	22.7%			
25	RCL (Regional Container L.)	70,057	34	61,822	30	8,235	4	11.8%	52,528	6	75%
26	SM Line Corp.	68,620	15	59,918	12	8,702	3	12.7%			
27	Emirates Shipping Line	68,255	16	2,546	1	65,709	15	96.3%			
28	Matson	64,421	28	42,599	20	21,822	8	33.9%	10,860	3	16.9%
29	Ningbo Ocean Shg Co	62,251	75	31,822	31	30,429	44	48.9%	17,102	10	27.5%
30	Arkas Line / EMES	55,502	35	54,357	34	1,145	1	2.1%			

## 5 - 16 HAZİRAN ONLINE BAŞVURULAR

İSTANBUL ÜNİVERSİTESİ SOSYAL BİLİMLER ENSTİTÜSÜ



### TEDARİK ZİNCİRİ YÖNETİMİ YÜKSEK LİSANS PROGRAMI

[sosyalbilimler.istanbul.edu.tr](http://sosyalbilimler.istanbul.edu.tr)



Program Koordinatörü  
**Prof. Dr. Murat Erdal**

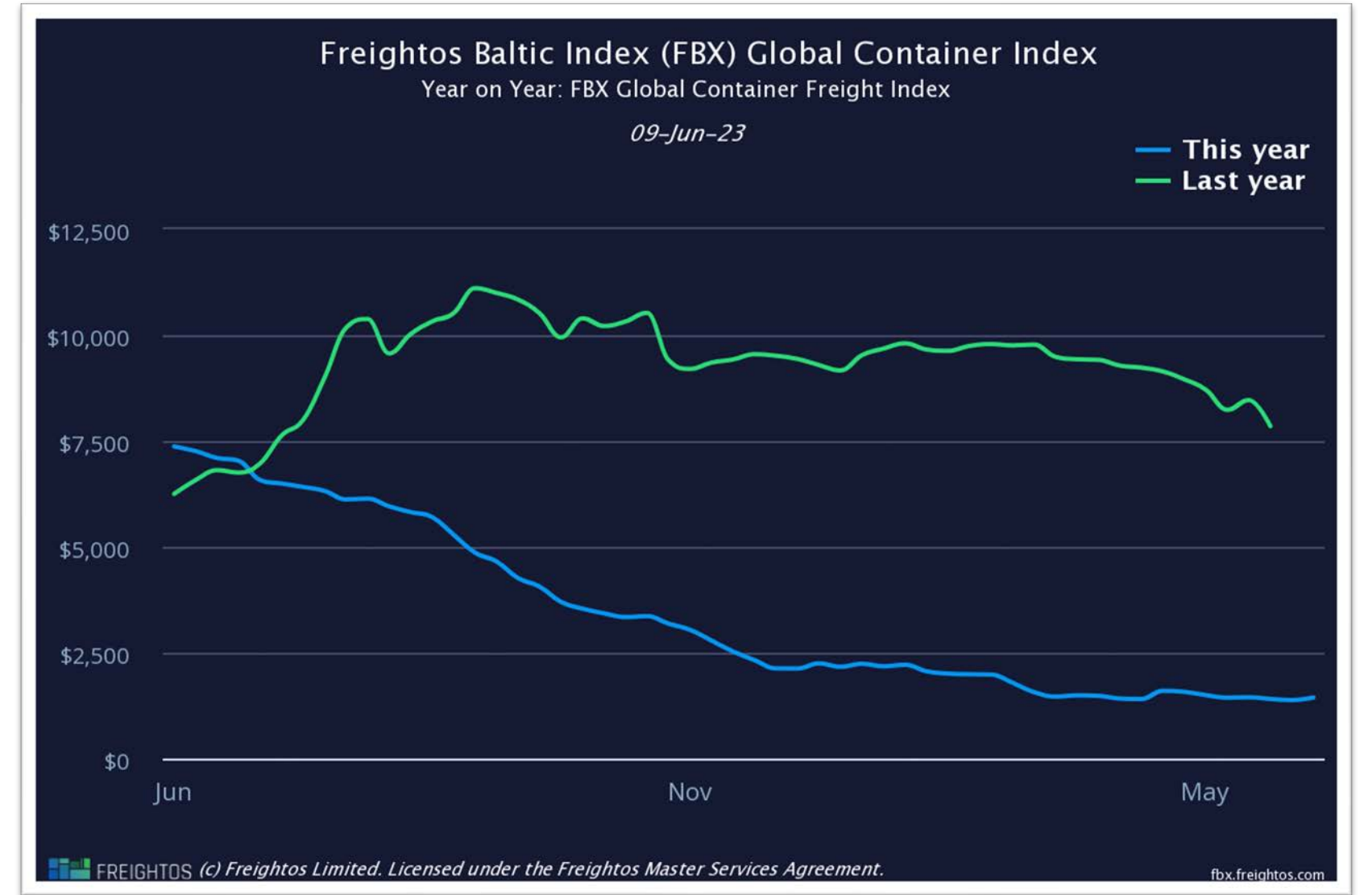
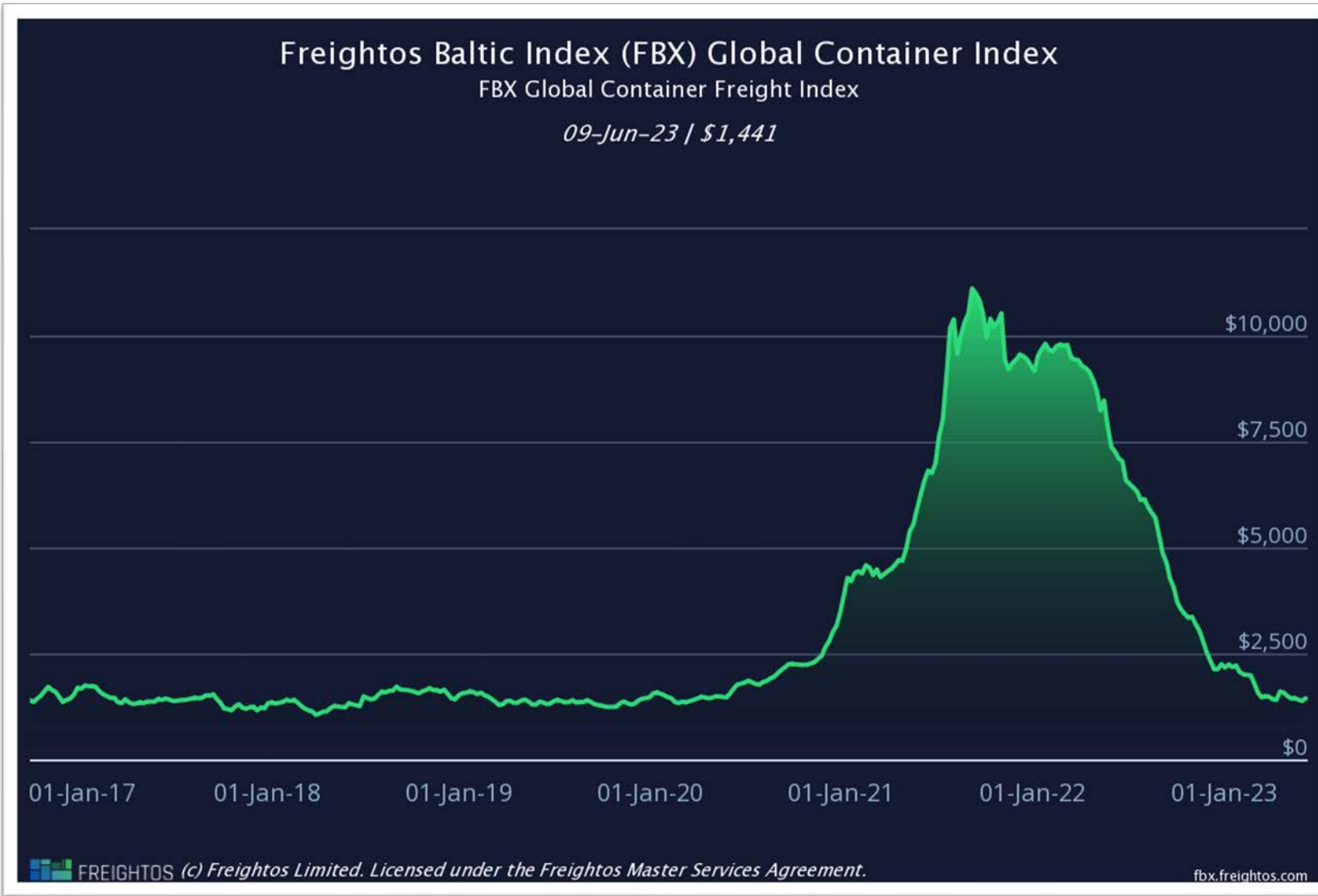
**YÜKSEK LİSANS  
YÜKSEK HEDEFLER**

**Kitapçık:** [Tedarik Zinciri Yönetimi Yüksek Lisans Mülakatlarında Neler Sorulur?](https://satinalmadergisi.com/tedarik-zinciri-yonetimi-yuksek-lisans-mulakatlarinda-neler-sorulur/)

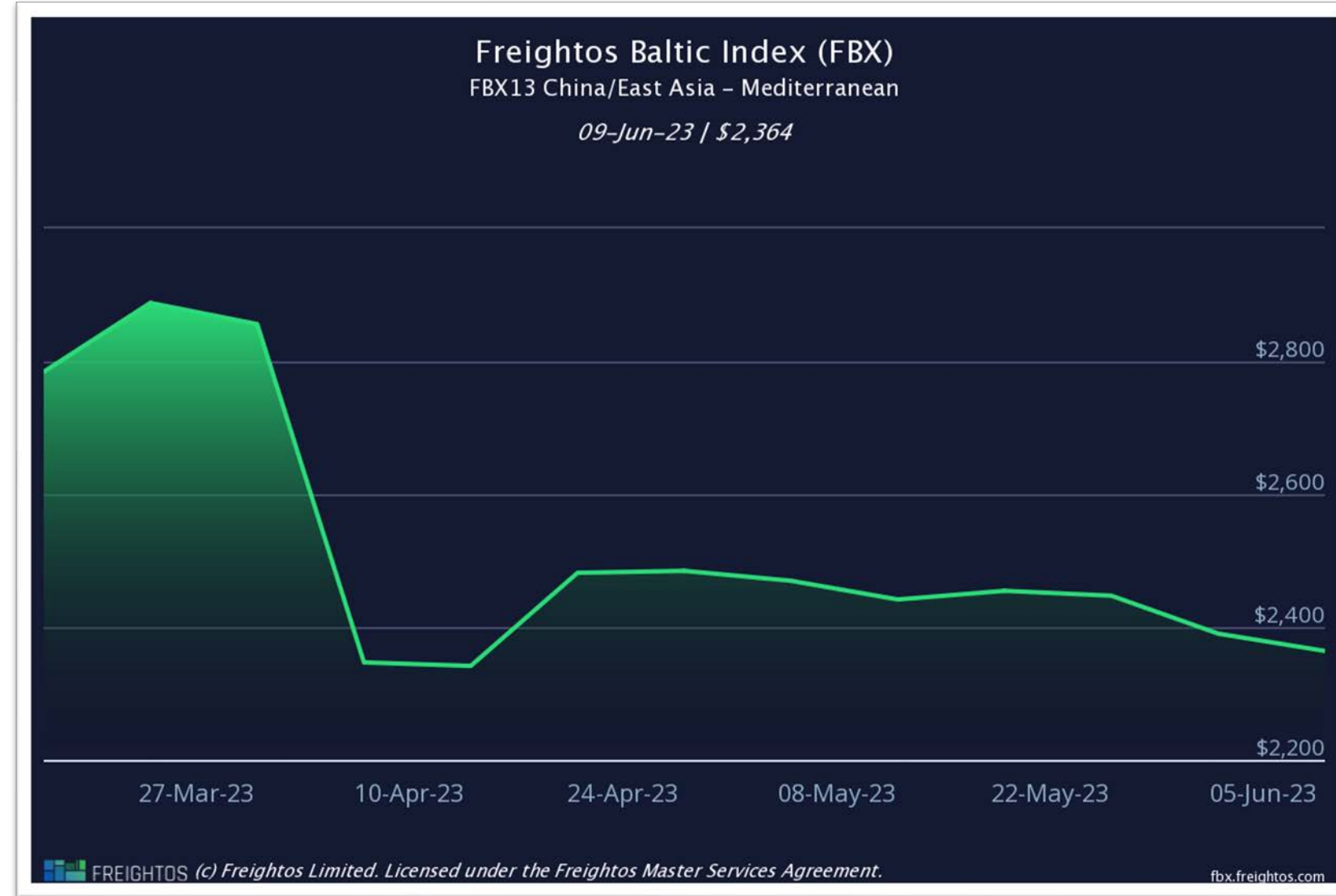
<https://satinalmadergisi.com/tedarik-zinciri-yonetimi-yuksek-lisans-mulakatlarinda-neler-sorulur/>

## Baltık Küresel Konteyner Endeksi

### 9 Haziran 2023 ve son iki yıl karşılaştırma



## Çin – Akdeniz Güzergahı / Baltık Küresel Konteyner Endeksi

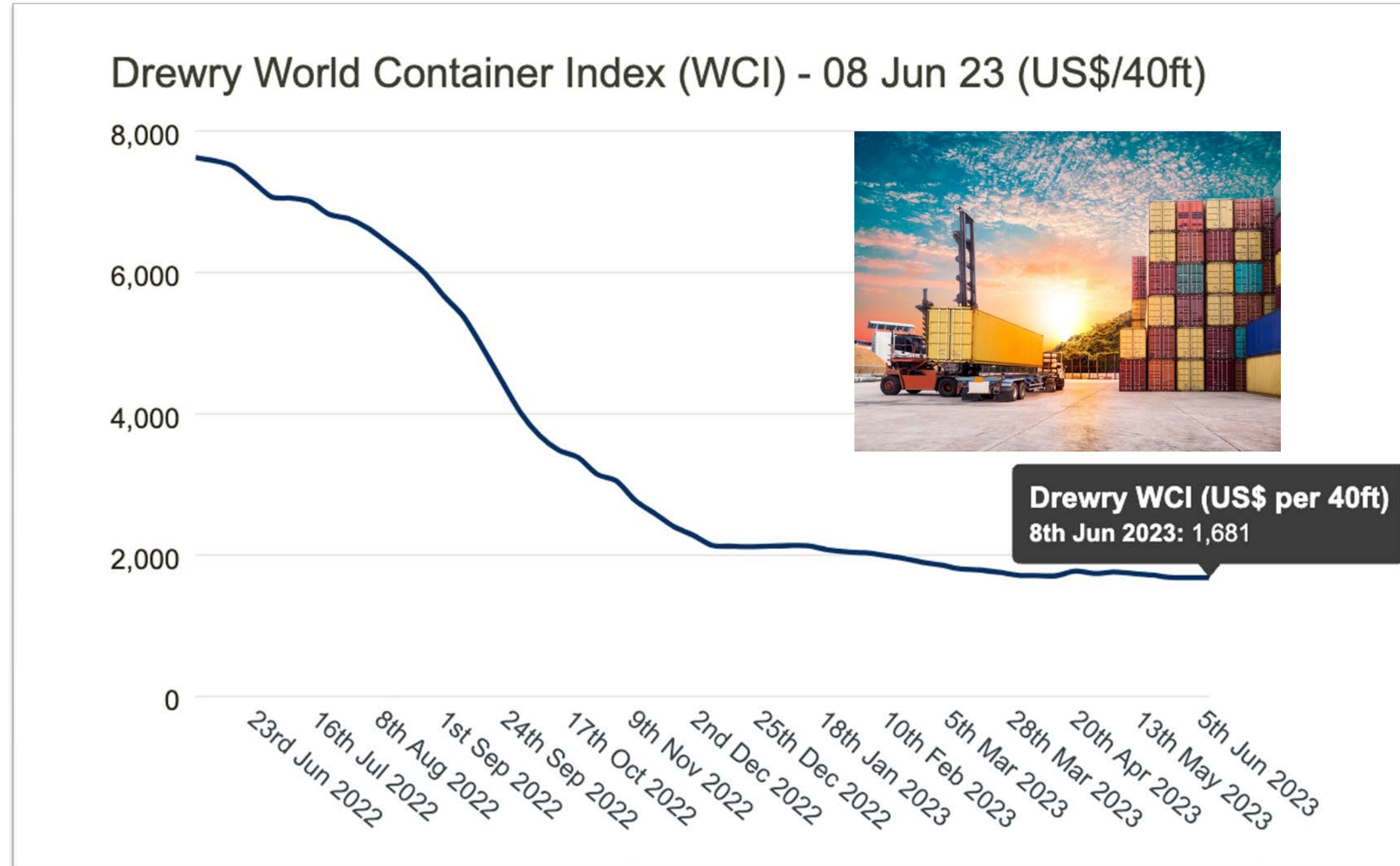




## Drewry Dünya Konteyner Endeksi – 8 Haziran

Bileşik Konteyner Endeksi bu hafta 40ft'lik konteyner başına 1.681,04 \$'da sabit kaldı.

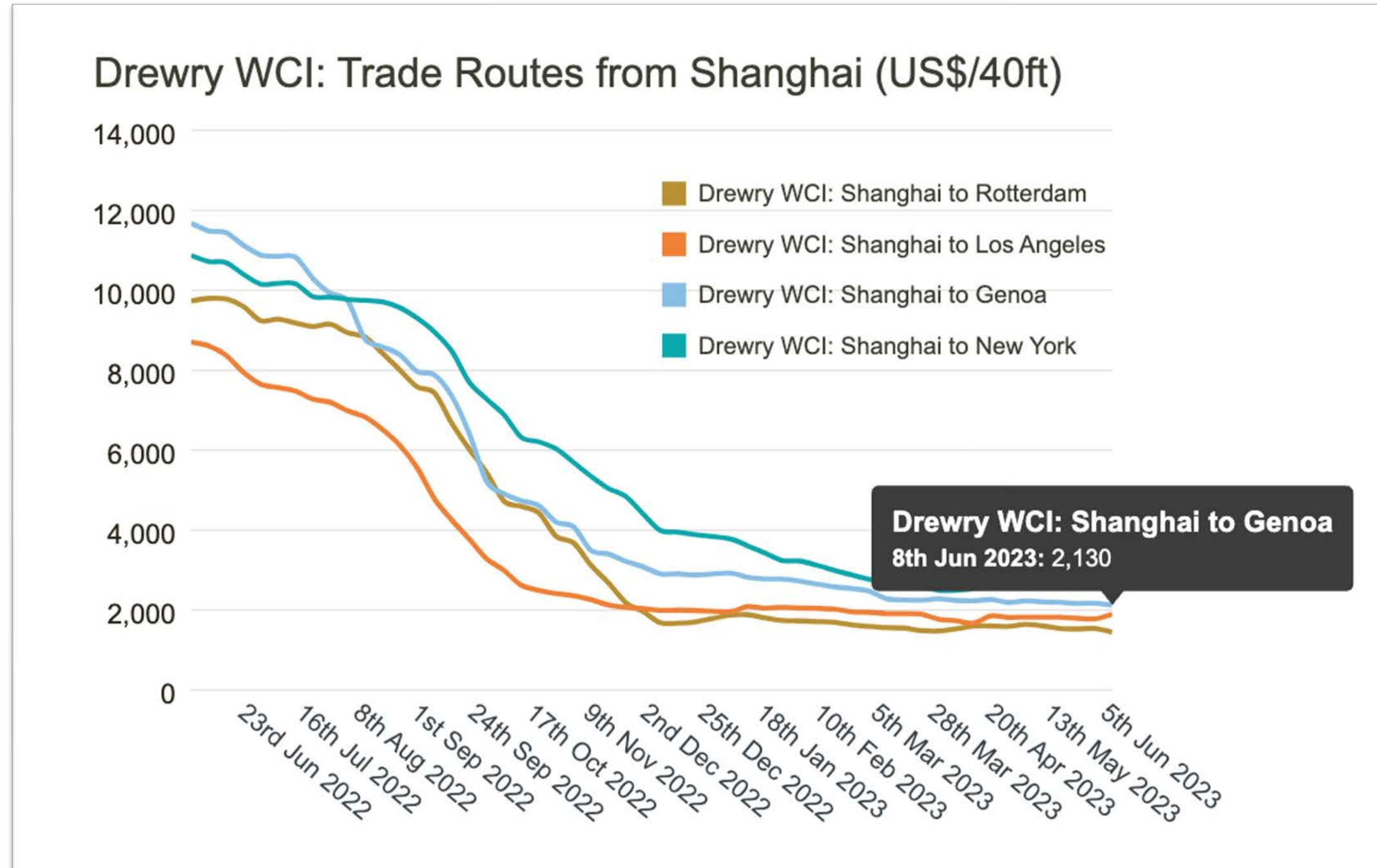
<https://www.drewry.co.uk> )



## Drewry Dünya Konteyner Endeksi – Ana Güzergahlar 8 Haziran

Geçen yılın aynı haftasına göre % 78 geriledi. Shanghai – Genova 2.130 \$ oldu.

( <https://www.drewry.co.uk> )





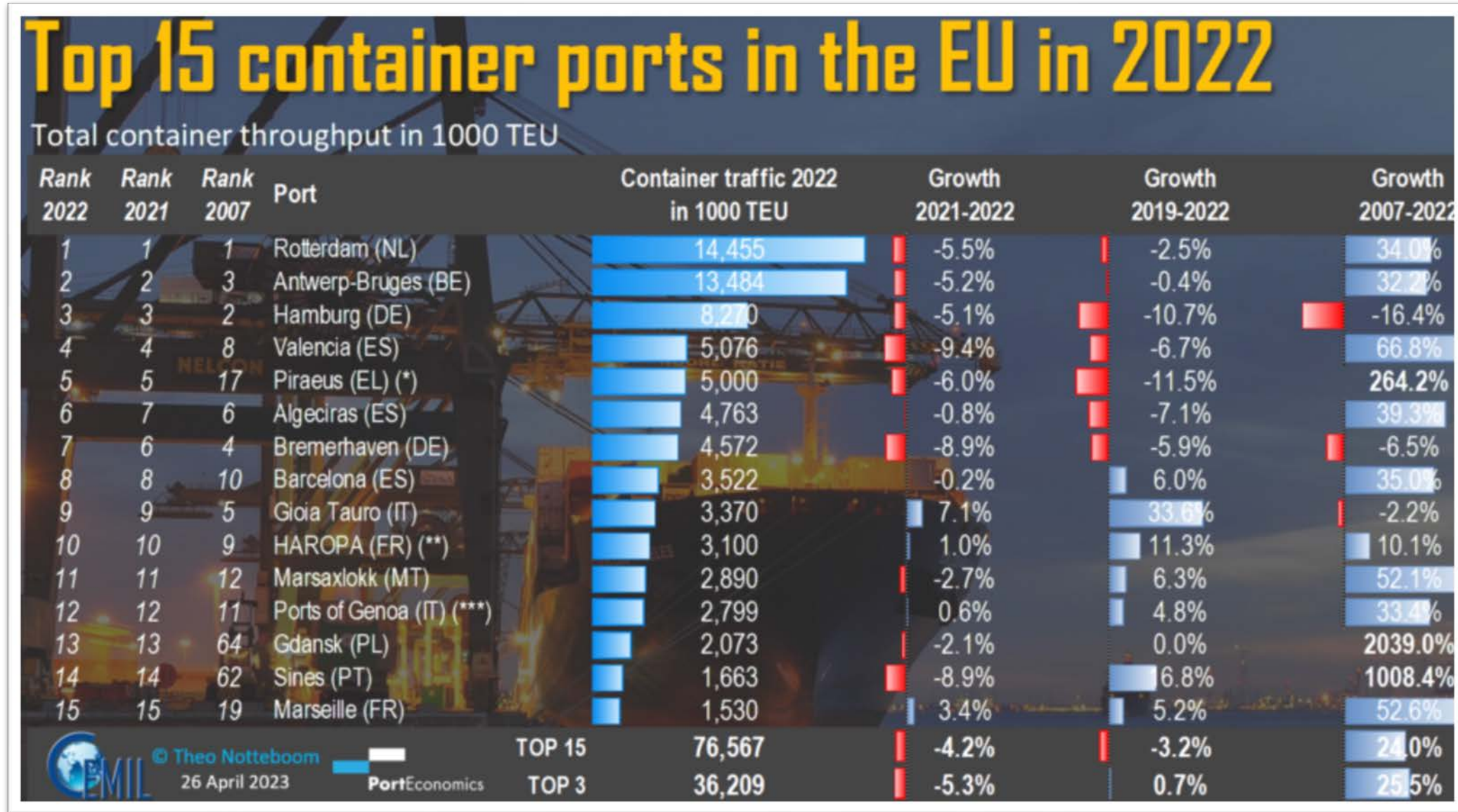
## Dünya Konteyner Liman Verileri

## Dünya Konteyner Liman Sıralaması ( 2022 )

Rank	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
1	Singapore 29 918	Singapore 25 867	Shanghai 29 069	Shanghai 31 739	Shanghai 32 529	Shanghai 33 617	Shanghai 35 285	Shanghai 36 537	Shanghai 37 133	Shanghai 40 233	Shanghai 42 010	Shanghai 43 303	Shanghai 43 503	Shanghai 47 033	Shanghai 47 303
2	Shanghai 28 006	Shanghai 25 002	Singapore 28 431	Singapore 29 938	Singapore 31 649	Singapore 32 579	Singapore 33 869	Singapore 30 922	Singapore 30 904	Singapore 33 667	Singapore 36 599	Singapore 37 196	Singapore 36 871	Singapore 37 571	Singapore 37 290
3	Hong Kong 24 494	Hong Kong 21 040	Hong Kong 23 699	Hong Kong 24 384	Hong Kong 23 117	Shenzhen 23 278	Shenzhen 24 037	Shenzhen 24 205	Shenzhen 23 979	Shenzhen 25 209	Ningbo- Zhoushan 26 351	Ningbo- Zhoushan 27 535	Ningbo- Zhoushan 28 722	Ningbo- Zhoushan 31 079	Ningbo- Zhoushan 33 351
4	Shenzhen 21 417	Shenzhen 18 250	Shenzhen 22 510	Shenzhen 22 571	Shenzhen 22 941	Hong Kong 22 352	Hong Kong 22 226	Ningbo- Zhoushan 20 627	Ningbo- Zhoushan 21 561	Ningbo- Zhoushan 24 607	Shenzhen 25 736	Shenzhen 25 769	Shenzhen 26 548	Shenzhen 28 768	Shenzhen 30 036
5	Busan 13 453	Busan 11 980	Busan 14 194	Busan 16 185	Busan 17 046	Busan 17 686	Busan 19 450	Hong Kong 20 073	Hong Kong 19 813	Hong Kong 20 770	Guangzhou 21 912	Guangzhou 23 223	Guangzhou 23 505	Guangzhou 24 467	Qingdao 25 672
6	Dubai 11 827	Guangzhou 11 200	Ningbo- Zhoushan 13 147	Ningbo- Zhoushan 14 719	Ningbo- Zhoushan 16 175	Ningbo- Zhoushan 17 351	Busan 18 683	Busan 19 469	Busan 19 456	Busan 20 493	Busan 21 663	Busan 21 992	Qingdao 22 008	Qingdao 23 714	Guangzhou 24 860
7	Guangzhou 11 001	Dubai 11 124	Guangzhou 12 546	Guangzhou 14 250	Guangzhou 14 547	Qingdao 15 522	Qingdao 16 580	Guangzhou 17 625	Guangzhou 18 858	Guangzhou 20 356	Hong Kong 19 596	Qingdao 21 012	Busan 21 824	Busan 22 706	Busan 22 078*
8	Ningbo- Zhoushan 10 934	Ningbo- Zhoushan 10 503	Qingdao 12 012	Dubai 13 031	Qingdao 14 503	Guangzhou 15 311	Guangzhou 16 389	Qingdao 17 436	Qingdao 18 050	Qingdao 18 309	Qingdao 19 315	Hong Kong 18 303	Tianjin 18 353	Tianjin 20 269	Tianjin 21 021
9	Rotterdam 10 784	Qingdao 10 276	Dubai 11 600	Qingdao 13 020	Dubai 13 280	Dubai 13 641	Dubai 15 249	Dubai 15 592	Dubai 14 772	Dubai 15 368	Tianjin 16 007	Tianjin 17 301	Hong Kong 17 969	Hong Kong 17 798	Hong Kong 16 685
10	Qingdao 10 377	Rotterdam 9 743	Rotterdam 11 148	Rotterdam 11 877	Tianjin 12 303	Tianjin 13 012	Tianjin 14 061	Tianjin 14 111	Tianjin 14 519	Tianjin 15 069	Dubai 14 954	Rotterdam 14 821	Rotterdam 14 349	Rotterdam 15 300	Rotterdam 14 455

## Avrupa Konteyner Liman Sıralaması ( 2022 )

Konteyner trafiğinde düşüşler söz konusu. 2021 yılı ile karşılaştırıldığında büyük limanlarda % 5 civarında kayıplar var. Bir çok faktör etkili. Ekonomik daralma işareti.



## Havayolu Tařımacılıđı



## Havayolu Yolcu Taşımacılığı

% 73,8 büyüme  
İstanbul  
Havalimanı

Passengers*						
2022	2021	2019	AIRPORT	2022	% change vs 2021	% change vs 2019
1	1	1	ATLANTA GA, US (ATL)	93 699 630	23.8	-15.2
2	2	10	DALLAS/FORT WORTH TX, US (DFW)	73 362 946	17.5	-2.3
3	3	16	DENVER CO, US (DEN)	69 286 461	17.8	0.4
4	4	6	CHICAGO IL, US (ORD)	68 340 619	26.5	-19.3
5	27	4	DUBAI, AE (DXB)	66 069 981	127.0	-23.5
6	5	3	LOS ANGELES CA, US (LAX)	65 924 298	37.3	-25.1
7	14	28	ISTANBUL, TR (IST)	64 289 107	73.8	23.2
8	54	7	LONDON, GB (LHR)	61 614 508	217.7	-23.8
9	13	17	NEW DELHI, IN (DEL)	59 490 074	60.2	-13.1
10	31	9	PARIS FR (CDG)	57 474 033	119.4	-24.5

% 83,3 büyüme  
İstanbul  
Havalimanı

Intl Passengers*						
2022	2021	2019	AIRPORT	2022	% change vs 2021	% change vs 2019
1	1	1	DUBAI, AE (DXB)	66 069 981	127.0	-23.5
2	7	2	LONDON, GB (LHR)	58 243 060	230.5	-23.4
3	3	3	AMSTERDAM, NL (AMS)	52 467 346	105.8	-26.8
4	5	6	PARIS, FR (CDG)	51 763 569	128.9	-25.9
5	2	14	ISTANBUL, TR (IST)	48 521 725	83.3	22.6
6	4	8	FRANKFURT, DE (FRA)	44 771 711	97.3	-29.0
7	9	11	MADRID, ES (MAD)	36 231 191	136.2	-19.3
8	6	15	DOHA, QA (DOH)	35 726 721	101.8	-7.9
9	95	7	SINGAPORE, SG (SIN)	31 902 000	952.9	-52.8
10	55	13	LONDON, GB (LGW)	30 145 083	501.5	-30.1

## Havayolu Kargo Tařımacılıđı

Cargo (Metric Tonnes)*						
2022	2021	2019	AIRPORT	2022	% change vs 2021	% change vs 2019
1	1	1	HONG KONG SAR, HK (HKG)	4 199 196	-16.4	-12.7
2	2	2	MEMPHIS TN, US (MEM)	4 042 679	-9.8	-6.5
3	4	6	ANCHORAGE AK, US (ANC**)	3 461 603	-4.3	26.1
4	3	3	SHANGHAI, CN (PVG)	3 117 216	-21.7	-14.2
5	6	4	LOUISVILLE KY, US (SDF)	3 067 234	0.5	9.9
6	5	5	INCHEON, KR (ICN)	2 945 855	-11.5	6.6
7	7	9	TAIPEI, TW (TPE)	2 538 768	-9.7	16.3
8	12	12	MIAMI FL, US (MIA)	2 499 837	-0.8	19.5
9	8	13	LOS ANGELES CA, US (LAX)	2 489 854	-7.6	19.0
10	9	10	TOKYO, JP (NRT)	2 399 298	-9.3	14.0

Intl Freight (Metric Tonnes)*						
2022	2021	2019	AIRPORT	2022	% change vs 2021	% change vs 2019
1	1	1	HONG KONG SAR, HK (HKG)	4 169 397	-16.4	-11.4
2	2	3	INCHEON, KR (ICN)	2 907 420	-11.2	9.1
3	3	2	SHANGHAI, CN (PVG)	2 568 355	-20.9	-9.1
4	4	6	TAIPEI, TW (TPE)	2 522 403	-9.7	16.5
5	5	7	TOKYO, JP (NRT)	2 356 119	-9.1	15.5
6	7	10	ANCHORAGE AK, US (ANC**)	2 349 911	-5.6	21.0
7	6	5	DOHA, QA (DOH)	2 300 860	-11.1	5.9
8	10	12	MIAMI FL, US (MIA)	2 031 576	-0.4	19.1
9	9	9	FRANKFURT, DE (FRA)	1 890 026	-13.9	-3.6
10	11	8	SINGAPORE SG (SIN)	1 853 000	-4.8	-8.0



## Uçak Hareketleri

% 52 büyüme  
İstanbul  
Havalimanı

Aircraft Movements*						
2022	2021	2019	AIRPORT	2022	% change vs 2021	% change vs 2019
1	1	2	ATLANTA GA, US (ATL)	724 145	2.3	-19.9
2	2	1	CHICAGO IL, US (ORD)	711 561	4	-22.6
3	3	3	DALLAS/FORT WORTH TX, US (DFW)	656 676	0.7	-8.8
4	4	5	DENVER CO, US (DEN)	607 786	4.6	-3.8
5	7	8	LAS VEGAS NV, US (LAS)	581 116	19.4	5.1
6	6	4	LOS ANGELES CA, US (LAX)	556 913	9.9	-19.4
7	5	7	CHARLOTTE NC, US (CLT)	505 589	-2.8	-12.6
8	9	30	MIAMI FL, US (MIA)	458 478	18.2	10.0
9	27	21	NEW YORK NY, US (JFK)	448 847	54.4	-1.6
10	33	54	ISTANBUL, TR (IST)	425 890	52	29.1

Airports Council International (ACI)

# 2023

## Lojistik Performans Göstergesi

- Türkiye -  
38. Sırada

Kaynak: Dünya Bankası  
<https://lpi.worldbank.org/>

Prof. Dr. Murat ERDAL  
editor@SatalmaDergisi.com

### 2023 LPI scores

Economy	LPI score	Customs score	Infra-structure score	International shipments score	Logistics competence and quality score	Time-liness score	Tracking and tracing score
Singapore	4.3	4.2	4.6	4.0	4.4	4.3	4.4
Finland	4.2	4.0	4.2	4.1	4.2	4.3	4.2
Denmark	4.1	4.1	4.1	3.6	4.1	4.1	4.3
Germany	4.1	3.9	4.3	3.7	4.2	4.1	4.2
Netherlands	4.1	3.9	4.2	3.7	4.2	4.0	4.2
Switzerland	4.1	4.1	4.4	3.6	4.3	4.2	4.2
Austria	4.0	3.7	3.9	3.8	4.0	4.3	4.2
Belgium	4.0	3.9	4.1	3.8	4.2	4.2	4.0
Canada	4.0	4.0	4.3	3.6	4.2	4.1	4.1
Hong Kong SAR, China	4.0	3.8	4.0	4.0	4.0	4.1	4.2
Sweden	4.0	4.0	4.2	3.4	4.2	4.2	4.1
United Arab Emirates	4.0	3.7	4.1	3.8	4.0	4.2	4.1
France	3.9	3.7	3.8	3.7	3.8	4.1	4.0
Japan	3.9	3.9	4.2	3.3	4.1	4.0	4.0
Spain	3.9	3.6	3.8	3.7	3.9	4.2	4.1
Taiwan, China	3.9	3.5	3.8	3.7	3.9	4.2	4.2
Korea, Rep.	3.8	3.9	4.1	3.4	3.8	3.8	3.8
United States	3.8	3.7	3.9	3.4	3.9	3.8	4.2
Australia	3.7	3.7	4.1	3.1	3.9	3.6	4.1
China	3.7	3.3	4.0	3.6	3.8	3.7	3.8
Greece	3.7	3.2	3.7	3.8	3.8	3.9	3.9
Italy	3.7	3.4	3.8	3.4	3.8	3.9	3.9
Norway	3.7	3.8	3.9	3.0	3.8	4.0	3.7
South Africa	3.7	3.3	3.6	3.6	3.8	3.8	3.8
United Kingdom	3.7	3.5	3.7	3.5	3.7	3.7	4.0
Estonia	3.6	3.2	3.5	3.4	3.7	4.1	3.8
Iceland	3.6	3.7	3.6	3.3	3.5	3.6	3.7
Ireland	3.6	3.4	3.5	3.6	3.6	3.7	3.7
Israel	3.6	3.4	3.7	3.5	3.8	3.8	3.7
Luxembourg	3.6	3.6	3.6	3.6	3.9	3.5	3.5
Malaysia	3.6	3.3	3.6	3.7	3.7	3.7	3.7
New Zealand	3.6	3.4	3.8	3.2	3.7	3.8	3.8
Poland	3.6	3.4	3.5	3.3	3.6	3.9	3.8
Bahrain	3.5	3.3	3.6	3.1	3.3	4.1	3.4
Latvia	3.5	3.3	3.3	3.2	3.7	4.0	3.6
Qatar	3.5	3.1	3.8	3.1	3.9	3.5	3.6
Thailand	3.5	3.3	3.7	3.5	3.5	3.5	3.6
India	3.4	3.0	3.2	3.5	3.5	3.6	3.4
Lithuania	3.4	3.2	3.5	3.4	3.6	3.6	3.1
Portugal	3.4	3.2	3.6	3.1	3.6	3.6	3.2
Saudi Arabia	3.4	3.0	3.6	3.3	3.3	3.6	3.5
Türkiye	3.4	3.0	3.4	3.4	3.5	3.6	3.5
Croatia	3.3	3.0	3.0	3.6	3.4	3.2	3.4



## 2023 Yılı Lojistik Performans Göstergesi (Türkiye 38. Sırada)

Economy	LPI				Customs		Infrastructure		International shipments		Logistics competence and equality		Timeliness		Tracking and tracing	
	Grouped rank	Score	Lower bound	Upper bound	Score	Grouped rank	Score	Grouped rank	Score	Grouped rank	Score	Grouped rank	Score	Grouped rank	Score	Grouped rank
Türkiye	38	3.4	3.3	3.5	3.0	47	3.4	43	3.4	26	3.5	38	3.6	35	3.5	37
Croatia	43	3.3	3.0	3.6	3.0	47	3.0	55	3.6	14	3.4	42	3.2	65	3.4	41
Czechia	43	3.3	3.0	3.6	3.0	47	3.0	55	3.4	26	3.6	33	3.7	30	3.2	54
Malta	43	3.3	3.0	3.6	3.4	24	3.7	25	3.0	57	3.4	42	3.2	65	3.4	41
Oman	43	3.3	3.1	3.5	3.0	47	3.2	47	3.4	26	3.2	53	3.1	76	3.9	20

Kaynak: Dünya Bankası <https://lpi.worldbank.org/>

## 2018 Yılı Lojistik Performans Göstergesi (Türkiye 47. Sırada)

Country	Year	LPI Rank	LPI Score	Customs	Infrastructure	International shipments	Logistics competence	Tracking & tracing	Timeliness
Germany	2018	1	4.20	4.09	4.37	3.86	4.31	4.24	4.39
Turkey	2018	47	3.15	2.71	3.21	3.06	3.05	3.23	3.63



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