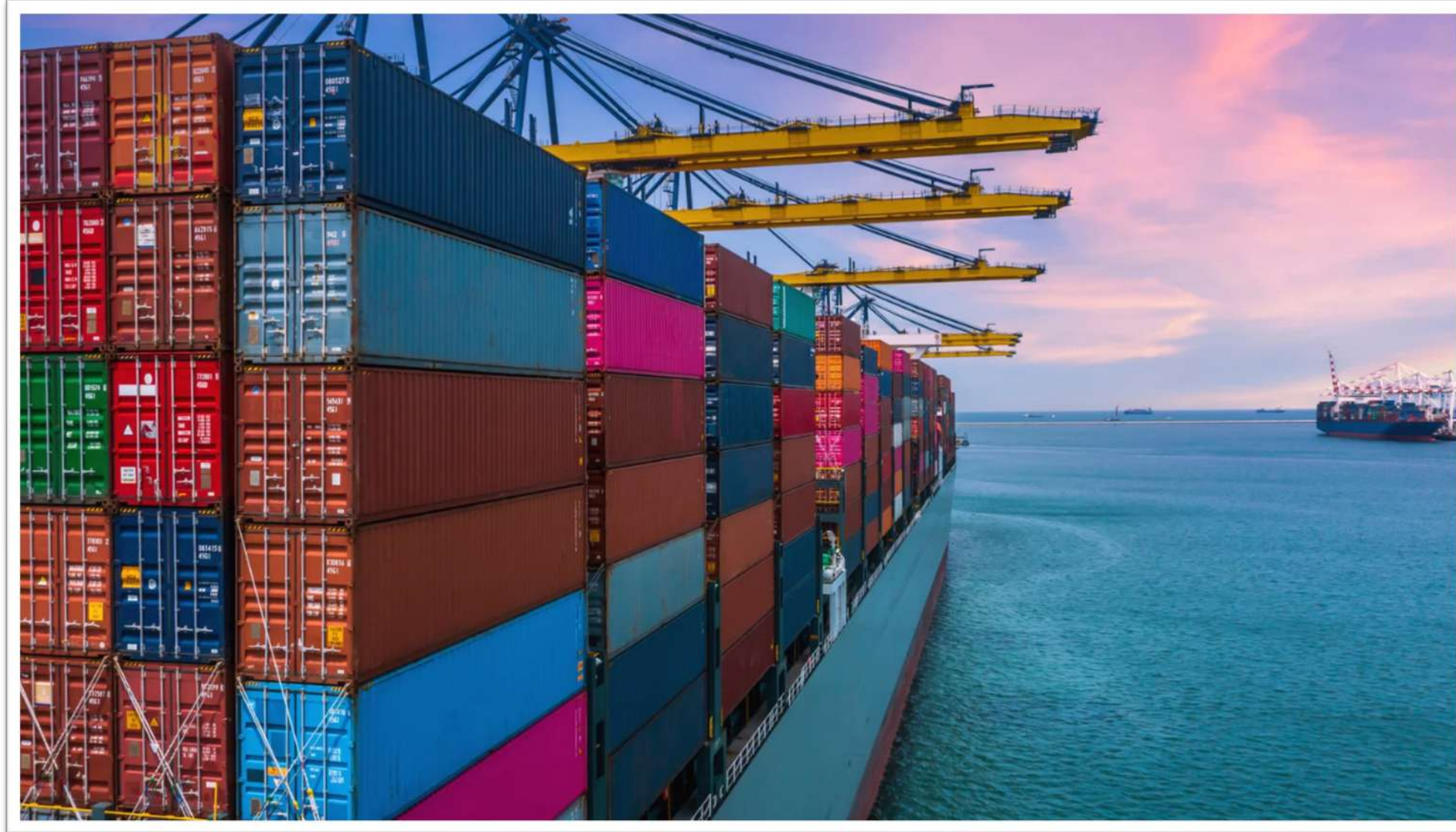


TEDARİK ZİNCİRİ GÜNDEMİ - Ağustos 2024



Prof. Dr. Murat ERDAL

Editör



Değerli Yöneticiler,

SATINALMA DERGİSİ Ağustos 2024 Tedarik Zinciri Gündemi yine dopdolu.

Bu klasörde tedarik zinciri ile ilgili öne çıkan verileri toparlamaya gayret ettim. Tedarik zinciri volatilité, emtia fiyatları, PMI verileri, denizyolu ve havayolu endekslerinin isabetli karar almayı destekleyeceğini düşünüyorum.

Tedarik zinciri dönüşümü ve performans (KPI'lar) değerlendirme konusunda yol almak isteyen ekiplerimiz için eğitim kataloğumuzun linkini <http://satinalmadergisi.com/egitim.pdf> paylaşıyorum.

Aylık düzenli e-posta klasör gönderim listesine katılım isteyen arkadaşlarımızın egitim@SatinalmaDergisi.com a kısa bir dönüş yapmaları yeterli. Ücretsiz gönderimdir 😊

Saygılarımla,

Murat Erdal.

Şirket Eğitimlerim

- Satınalma ve Tedarik Zinciri Yönetimi
- Sürdürülebilir Tedarik Zinciri ve Yeşil Satınalma
- Tedarikçi Performans Değerlendirme
- Sektörel Kontrat İncelemeleri
- Maliyet ve Gider Analizi
- Müzakere Teknikleri ve Pazarlık Becerileri (Rol Canlandırma / Oyunlu)

Kitaplar

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

muraterdal.com



Prof. Dr. Murat ERDAL

İstanbul Üniversitesi

- Tedarik Zinciri Yönetimi ve Analitik
 - Sürdürülebilirlik
 - Kurumsal Pazar Stratejileri
- konularında rehberlik yapmaktadır.

DANIŞMANLIK



12. yılında 141. sayısına gelen SATINALMA dergisinin kurucusudur.

SATINALMA DERGİSİ

satinalmadergisi.com/ticaret.pdf

- Satış Mağazası
- Talep Havuzu
- Teklif Al-Ver



Reklam & Banner

satinalmadergisi.com/pazarlama.pdf

Tedarik Zinciri Gündemi – Ağustos 2024

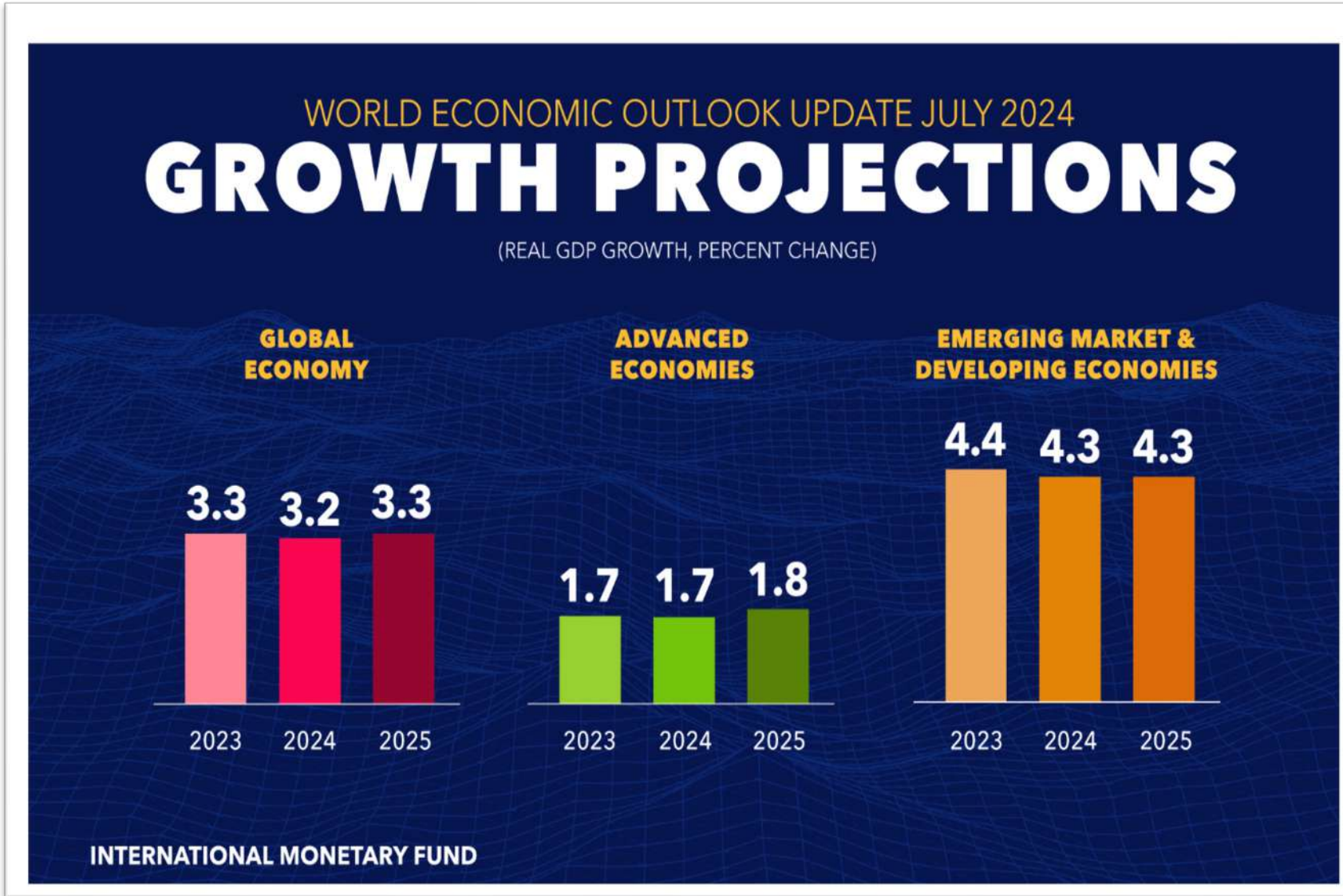
- 00 **Ekonomi ve Enflasyon Rakamları**
- 01 **Tedarik Zinciri Volatilite Endeksi**
- 02 **Emtia Fiyat Analizleri**
- 03 **Satınalma Yöneticileri Endeksi**
- 04 **Denizyolu Konteyner Taşımacılığı**
- 05 **Baltık Konteyner Endeksi**
- 06 **Drewry Konteyner Endeksi**
- 07 **Havayolu Taşımacılığı Verileri**



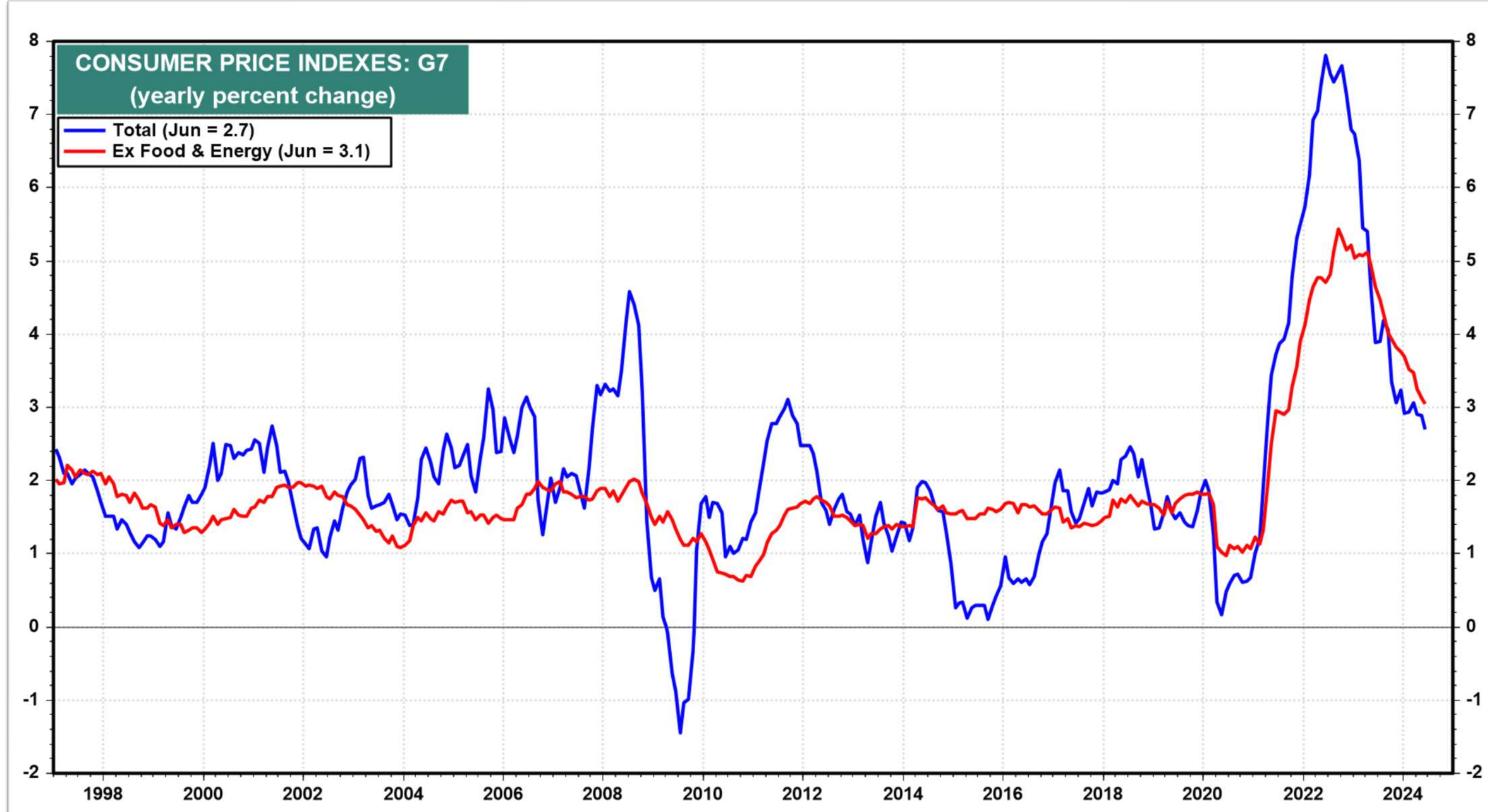
Ekonomi



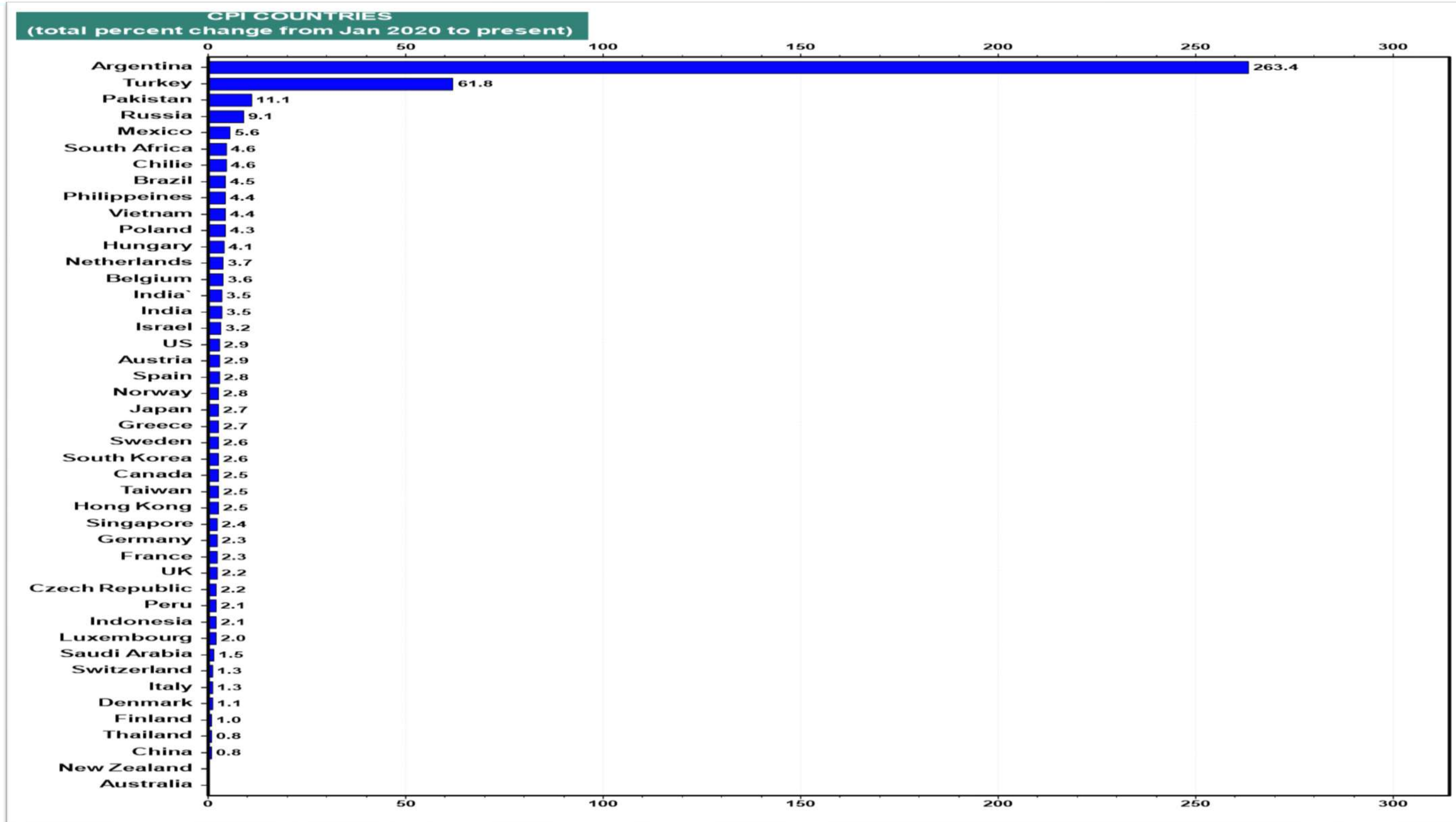
Büyüme Projeksiyonları (IMF)



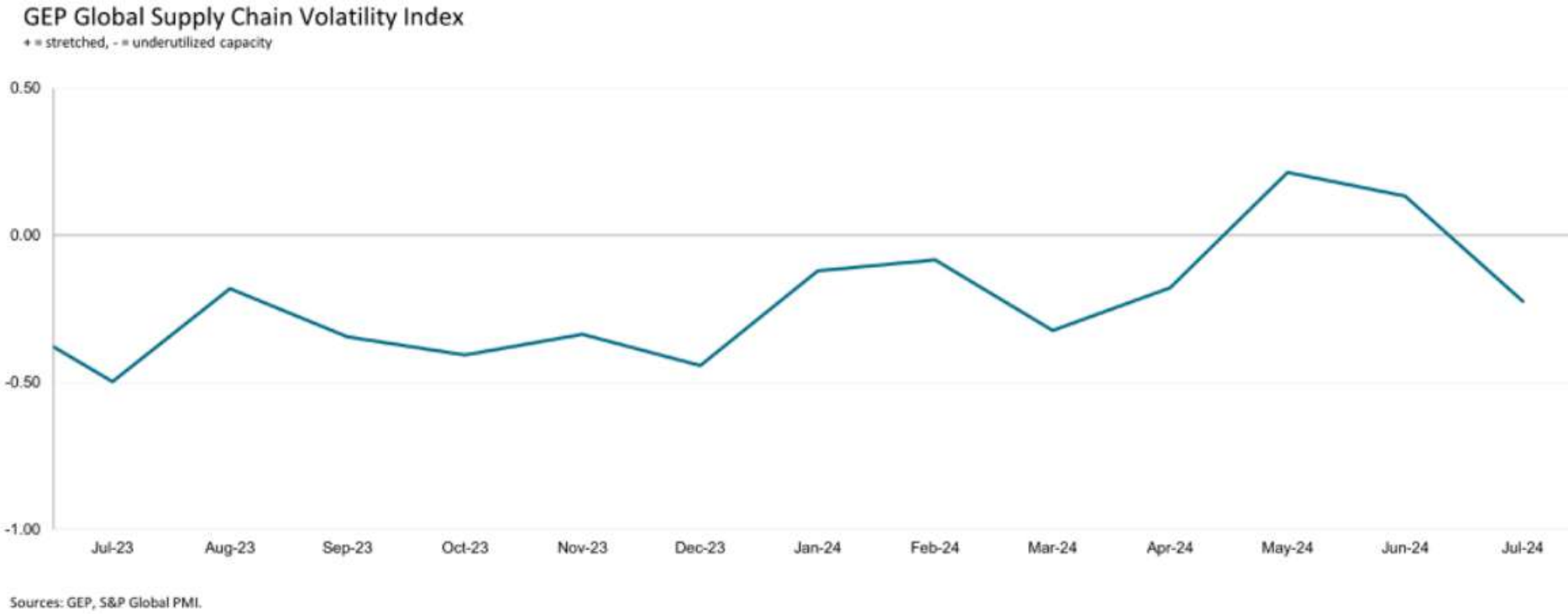
Enflasyon - G7



Enflasyon - Dünya



Tedarik Zinciri Operasyonlarında Volatilite Endeksi



GEP Global Supply Chain Volatility Index

-0.22 ↓

July 2024

Asia: 0.07 ↓

EU: -0.49 ↓

NA: -0.11 ↓

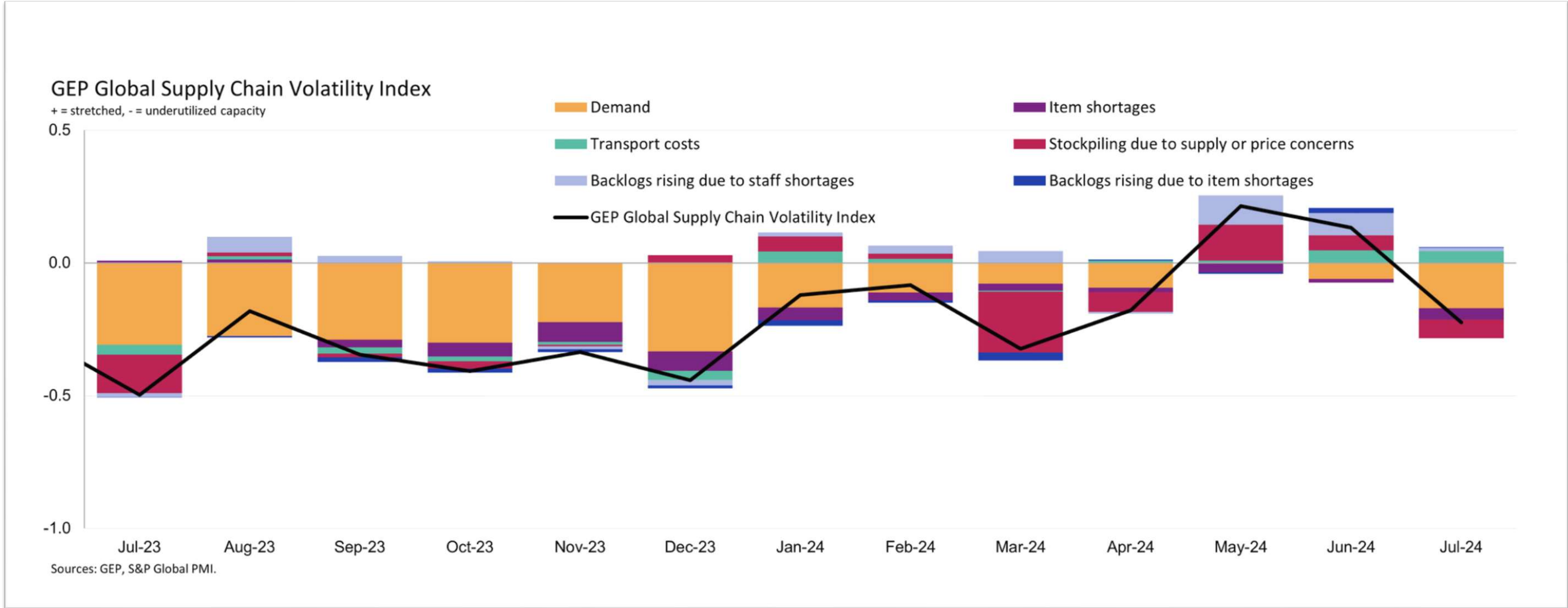
UK: +0.11 ↓

Yorumlama:

SCVI > 0 olduğunda tedarik zinciri kapasitesi gerilim altında demektir. 0'ın ne kadar üzerindeyse tedarik zincirleri o kadar gerilmiş demektir.

SCVI < 0 olduğunda, tedarik zinciri kapasitesi yetersiz kullanılmaktadır. 0'ın ne kadar altındaysa, tedarik zincirleri o kadar az kullanılmaktadır.

Tedarik Zinciri Operasyonlarında Volatilite Endeksi



Tedarik Zinciri Operasyonlarında Volatilite Endeksi

ASIA: Input demand drops to year's lowest level

Asia Supply Chain Volatility Index

+ = stretched, - = underutilized capacity



EUROPE: Significant slack continues

Europe Supply Chain Volatility Index

+ = stretched, - = underutilized capacity



UK: Supplier capacity under pressure

UK Supply Chain Volatility Index

+ = stretched, - = underutilized capacity



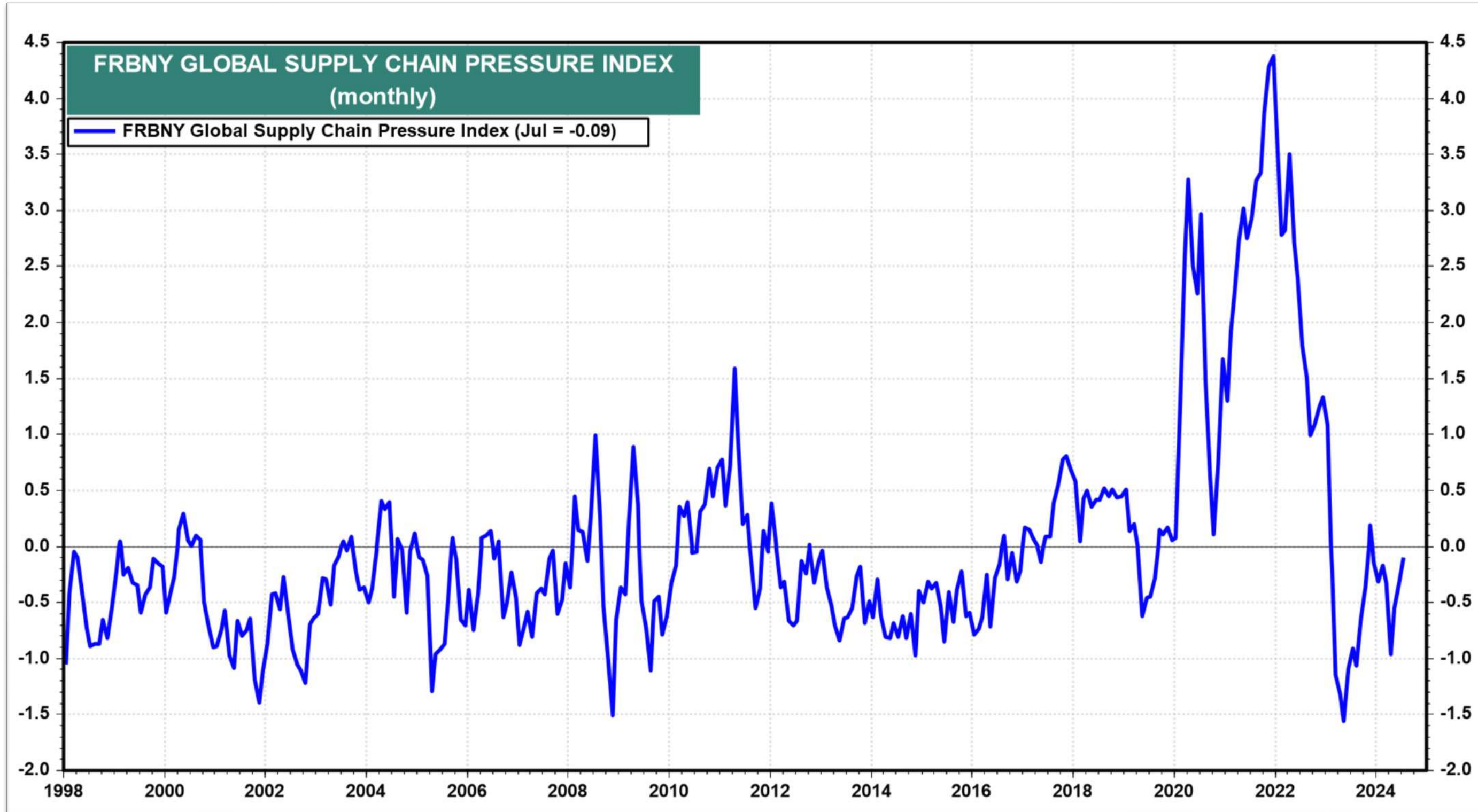
NORTH AMERICA: Demand softens

North America Supply Chain Volatility Index

+ = stretched, - = underutilized capacity



Tedarik Zinciri Baskı Endeksi



Ekibini Geliştir

- Satınalma ve tedarik zinciri trendlerini yakalayın.
- 10 kişi için avantajlı şirket aboneliği. 12 yıl 141 sayıya erişim.
- <https://satinalmadergisi.com/dijital-islem-merkezi/>
- E-KİTAP ve ARAŞTIRMA RAPORLARI



Dijital Şirket Üyeliği

Satınalma ve Tedarik Zinciri Personelleriniz
Tüm Arşive ve +1 Yıl Güncel Sayılara Erişebilirsiniz.

[Üyeliğimi Başlat](#)

Öğrenme Merkezi ile
Mesleki Gelişiminize Yatırım Yapın.



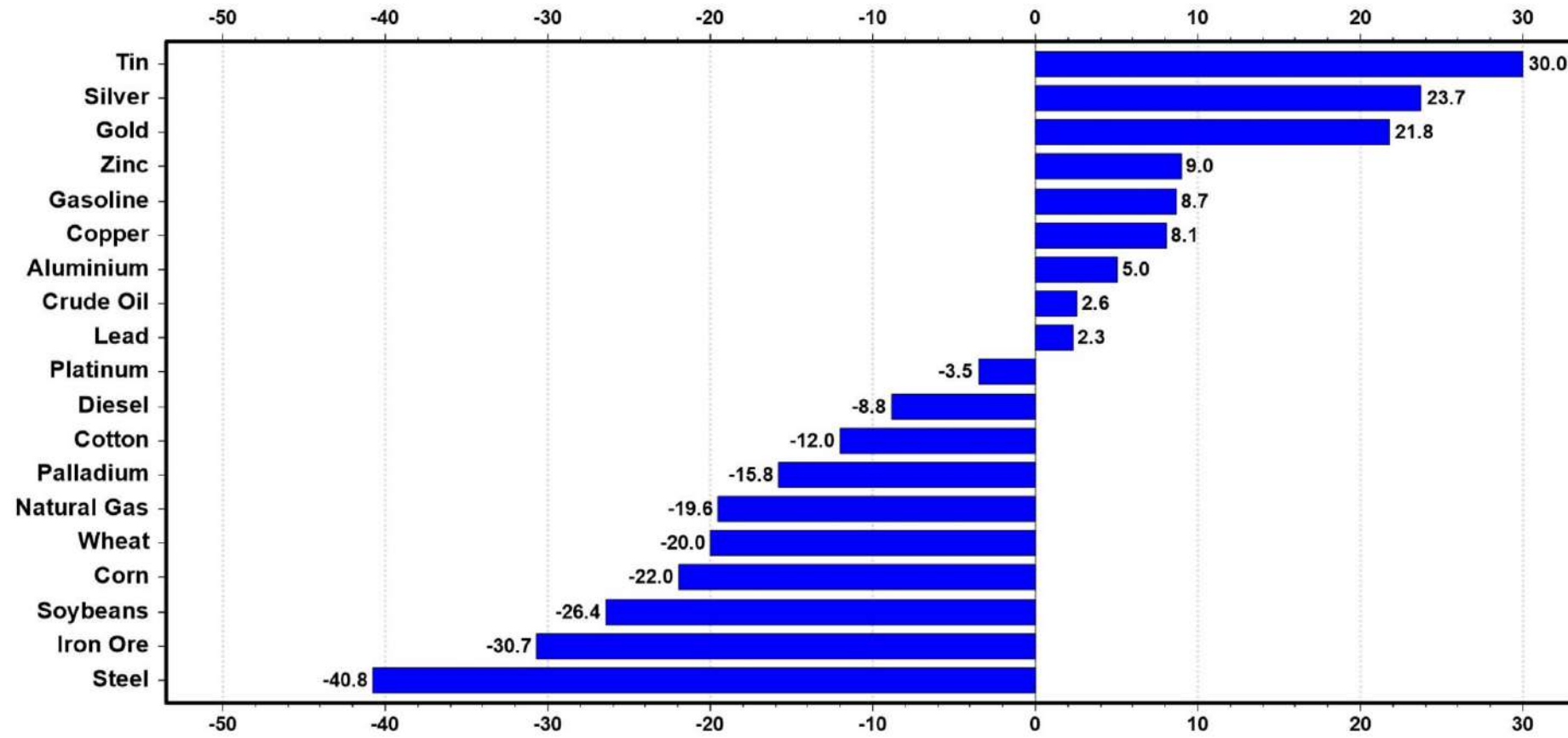
Emtia Fiyatları



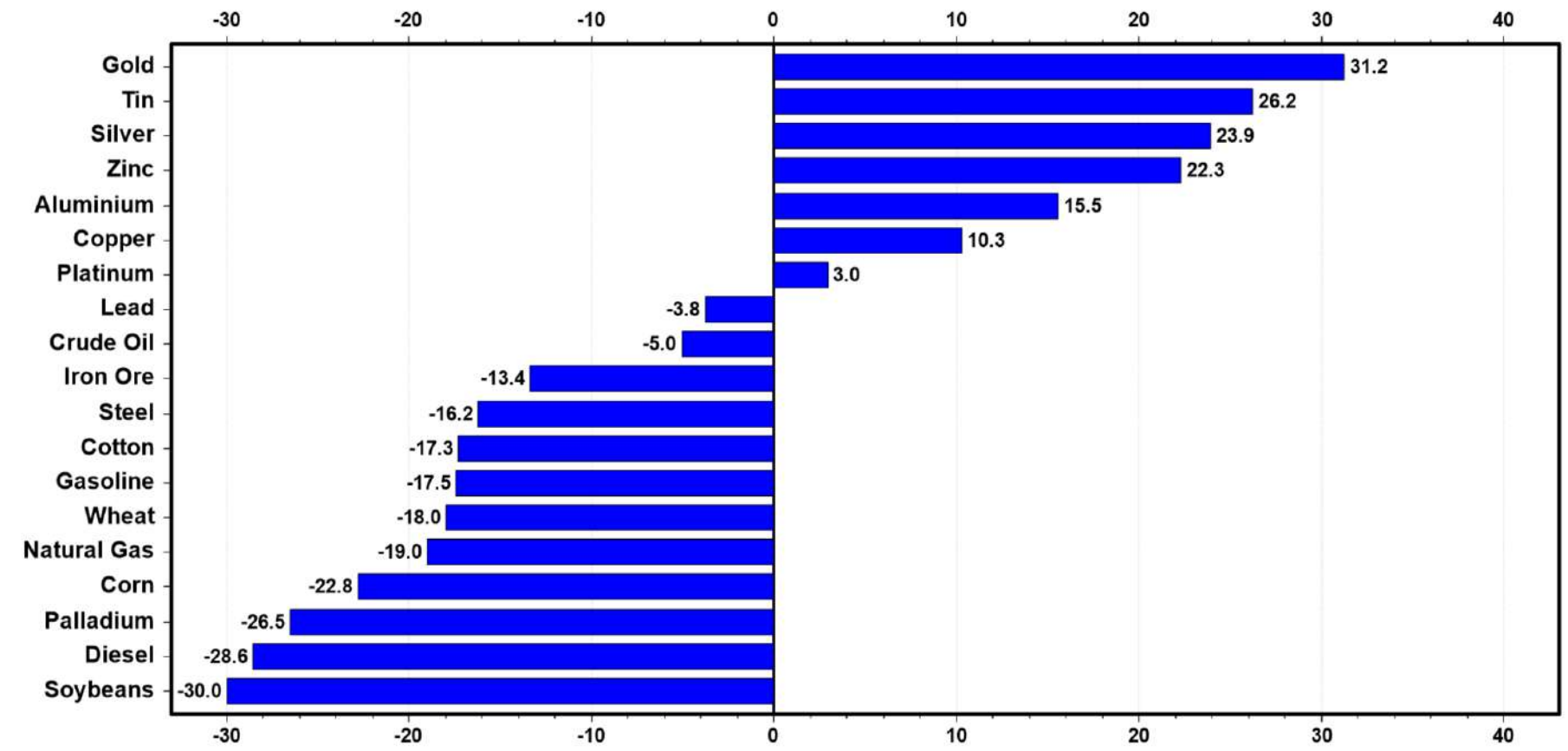


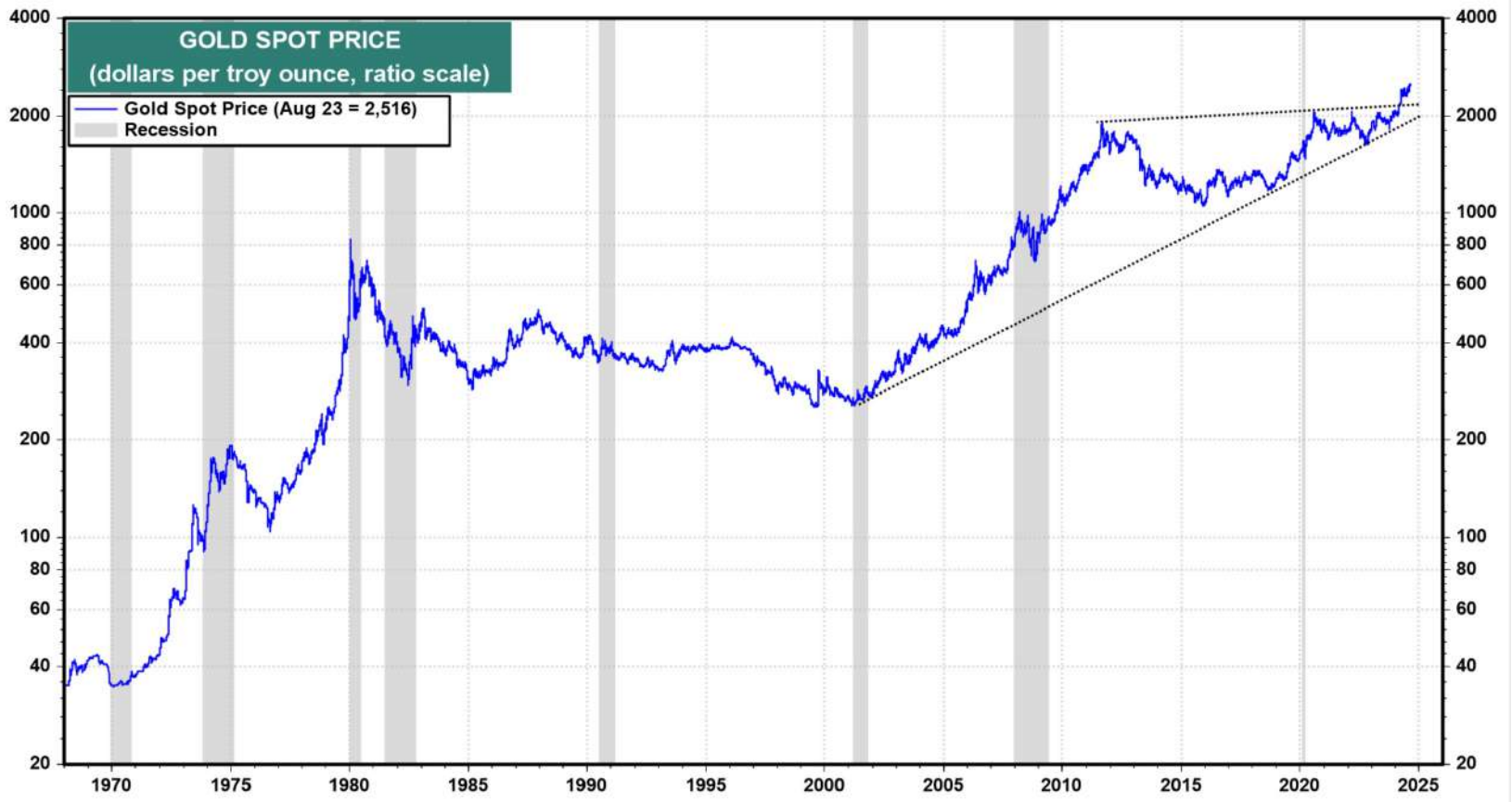
Emtia Fiyatlarında Değişim

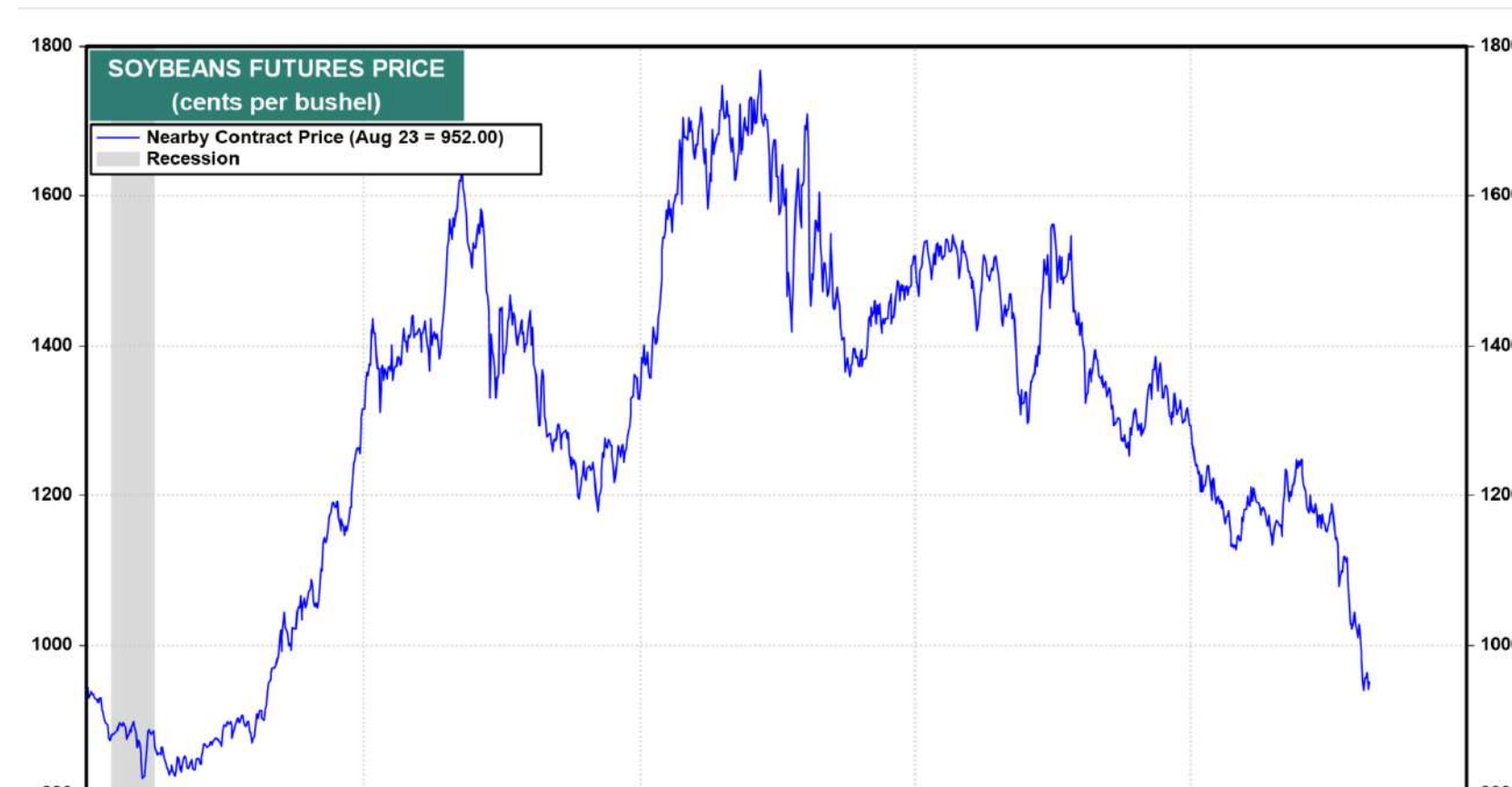
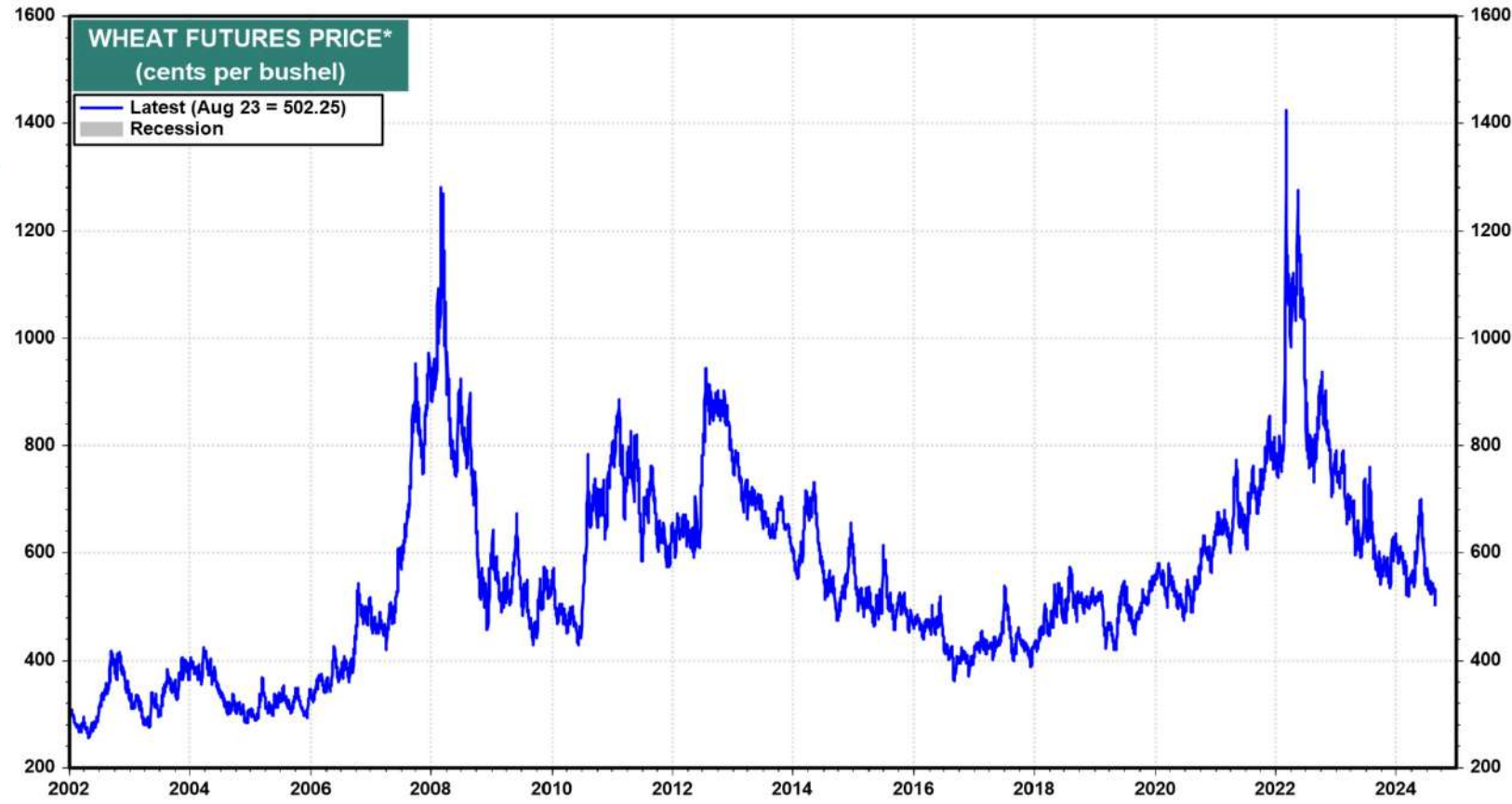
Yıl Başımdan Bugüne



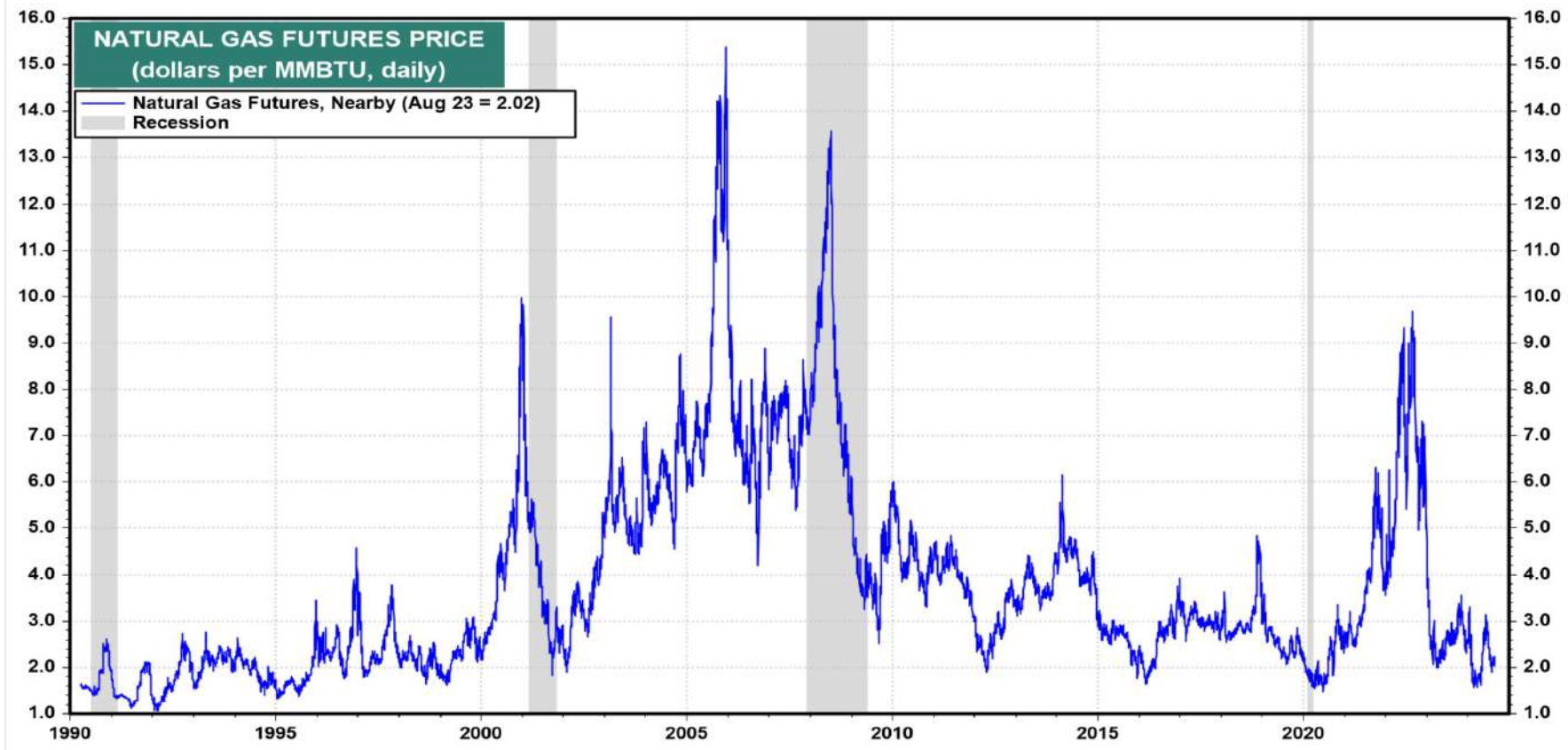
Bir Yıllık Değişim

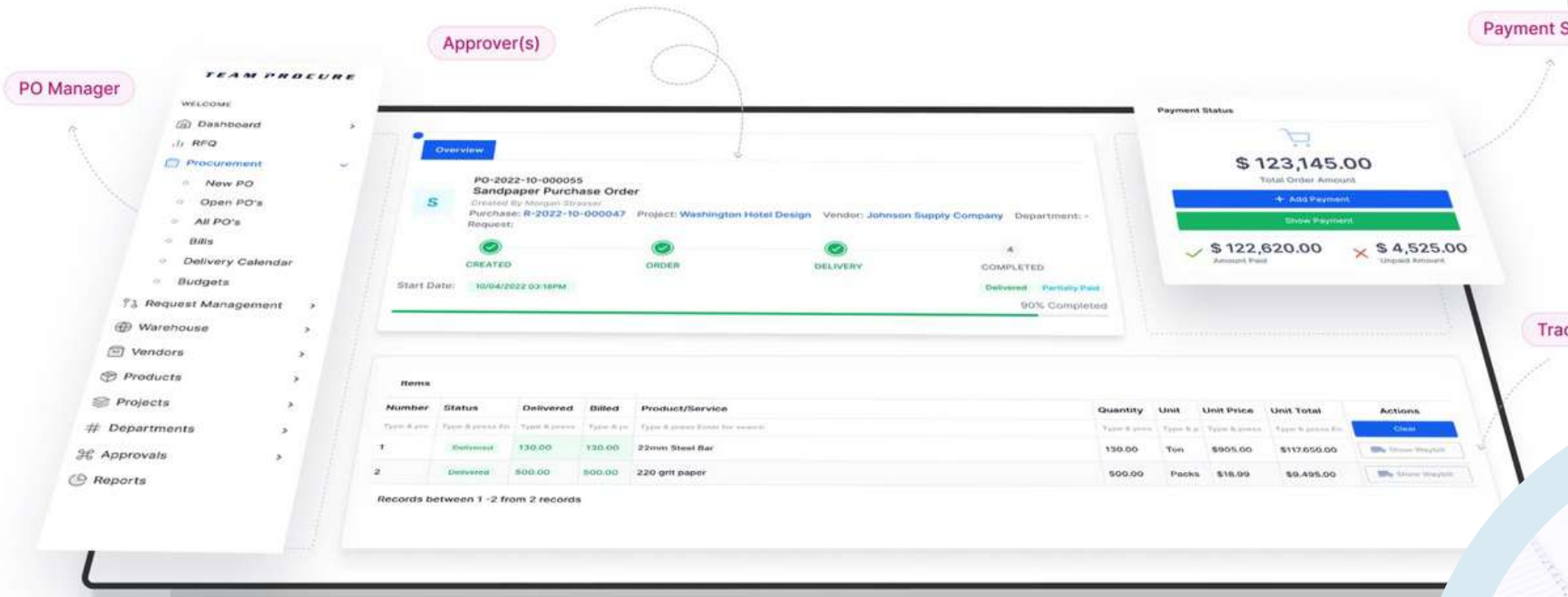






Enerji





TEAM PROCURE

**E-Satınalma Yazılımı ile
Şirketinize Değer Katın**

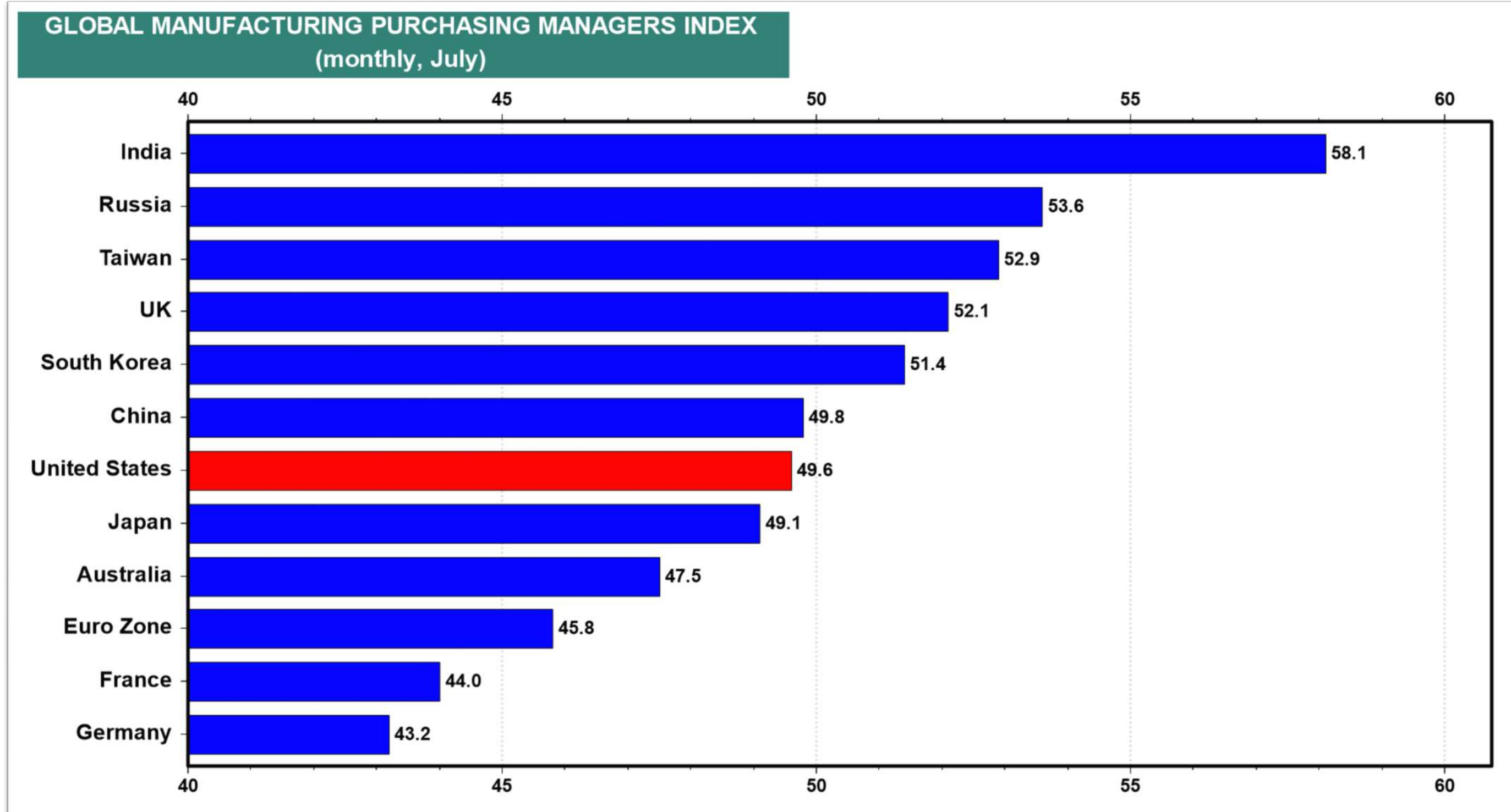
Özel demo için satinalmadergisi.com/e-satinalma



Satınalma Yöneticileri Endeksi (PMI)

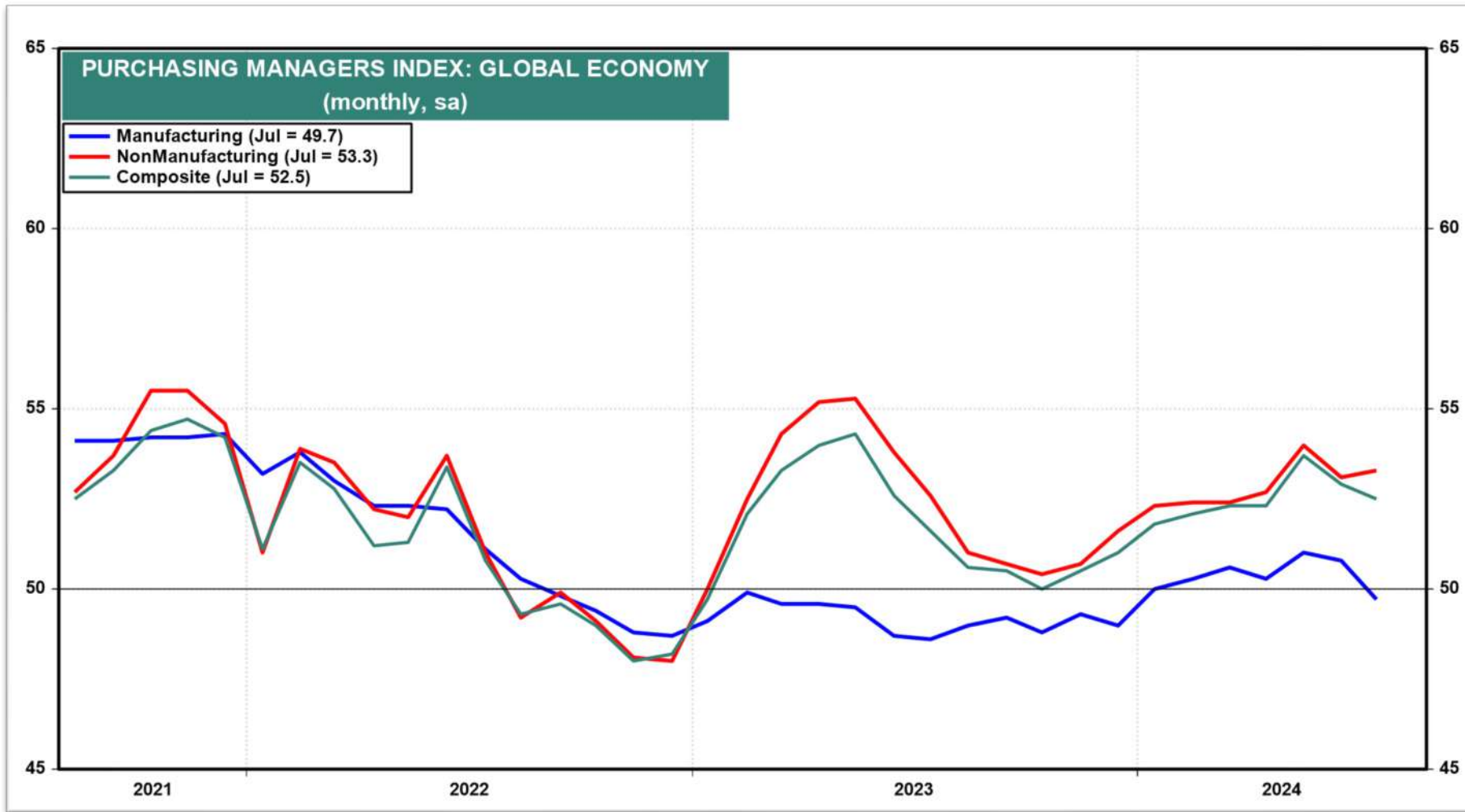


Satınalma Yöneticileri Endeksi (PMI)

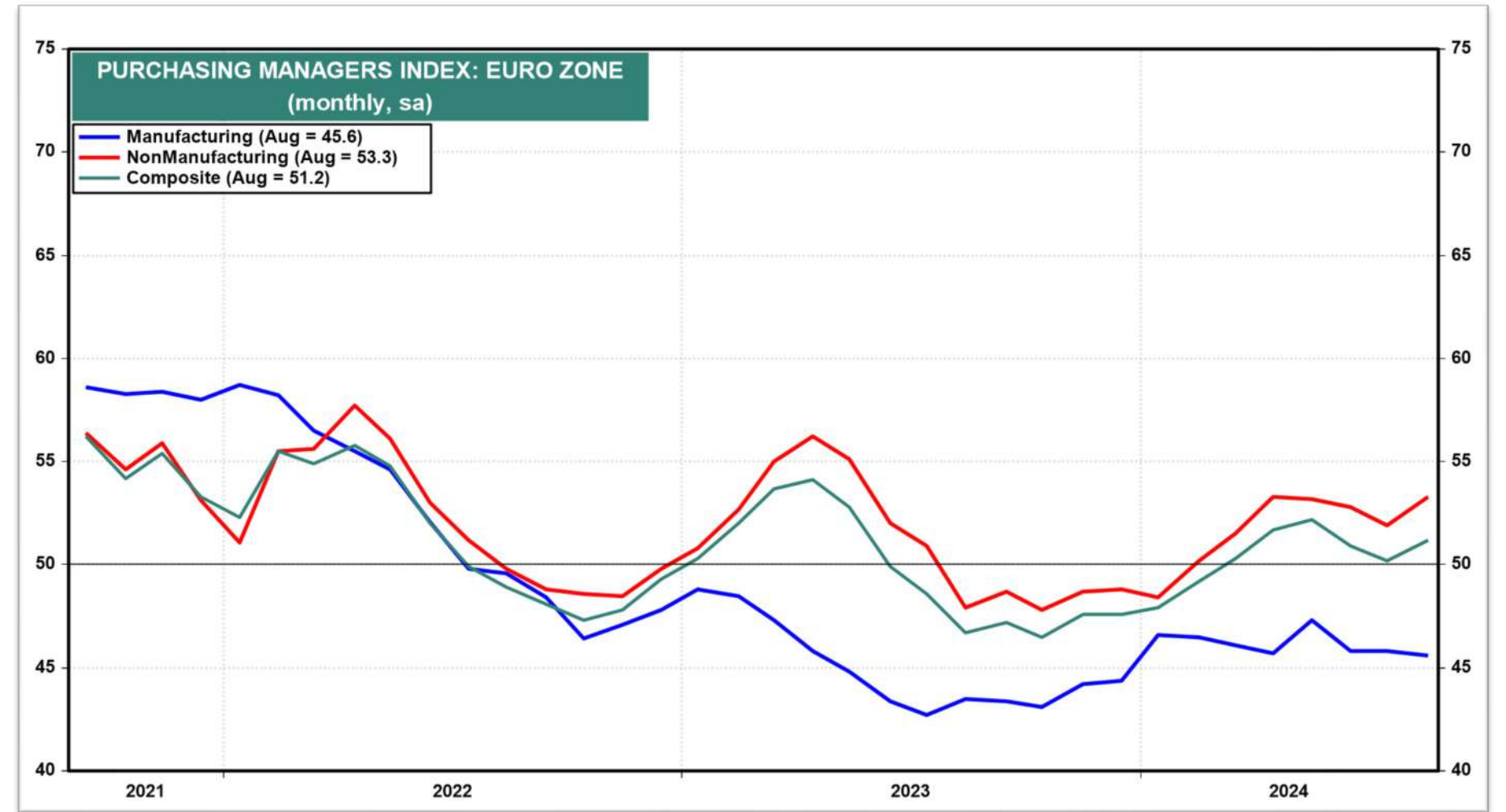


Satınalma Yöneticileri Endeksi (PMI)

Küresel PMI

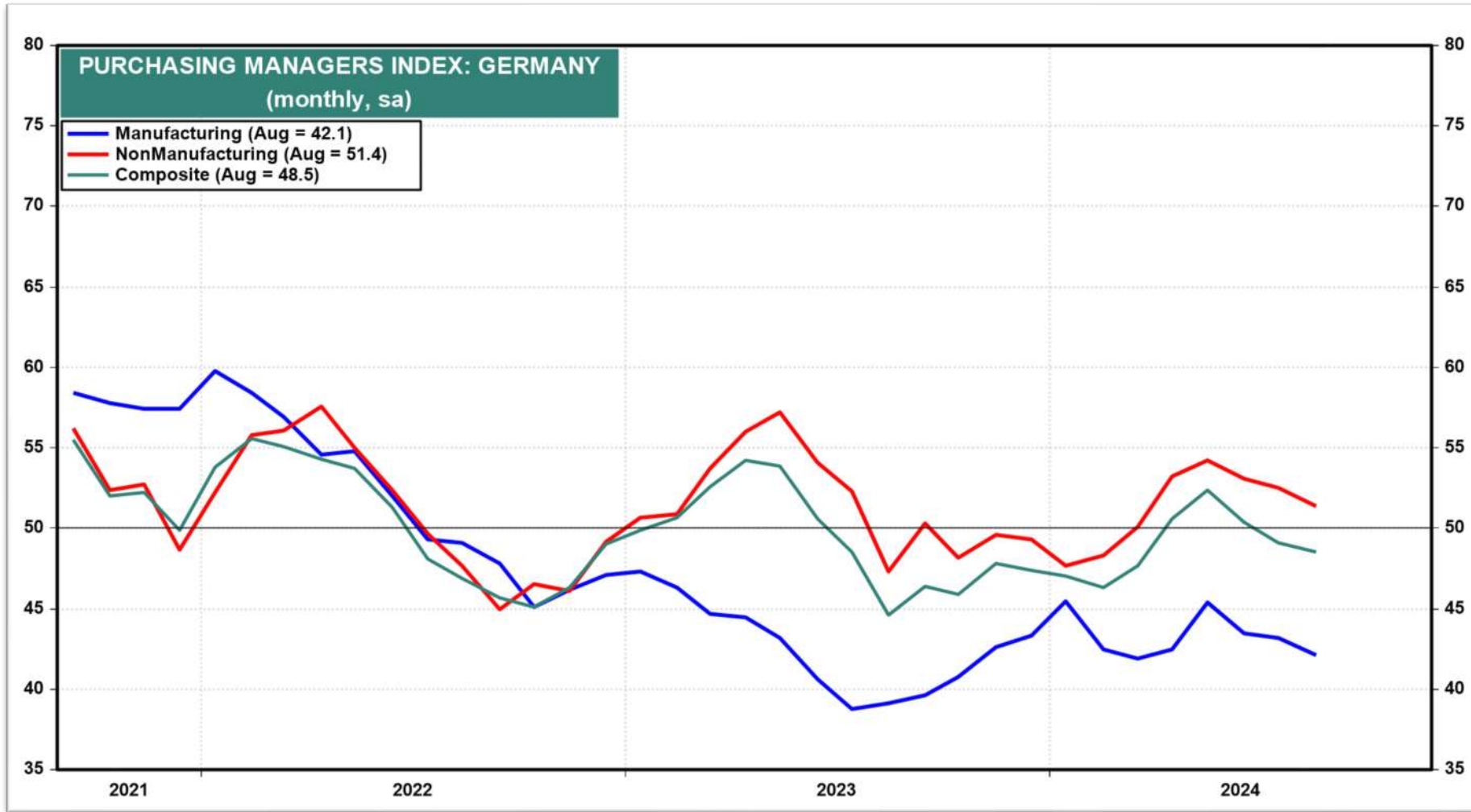


Avrupa Bölgesi PMI

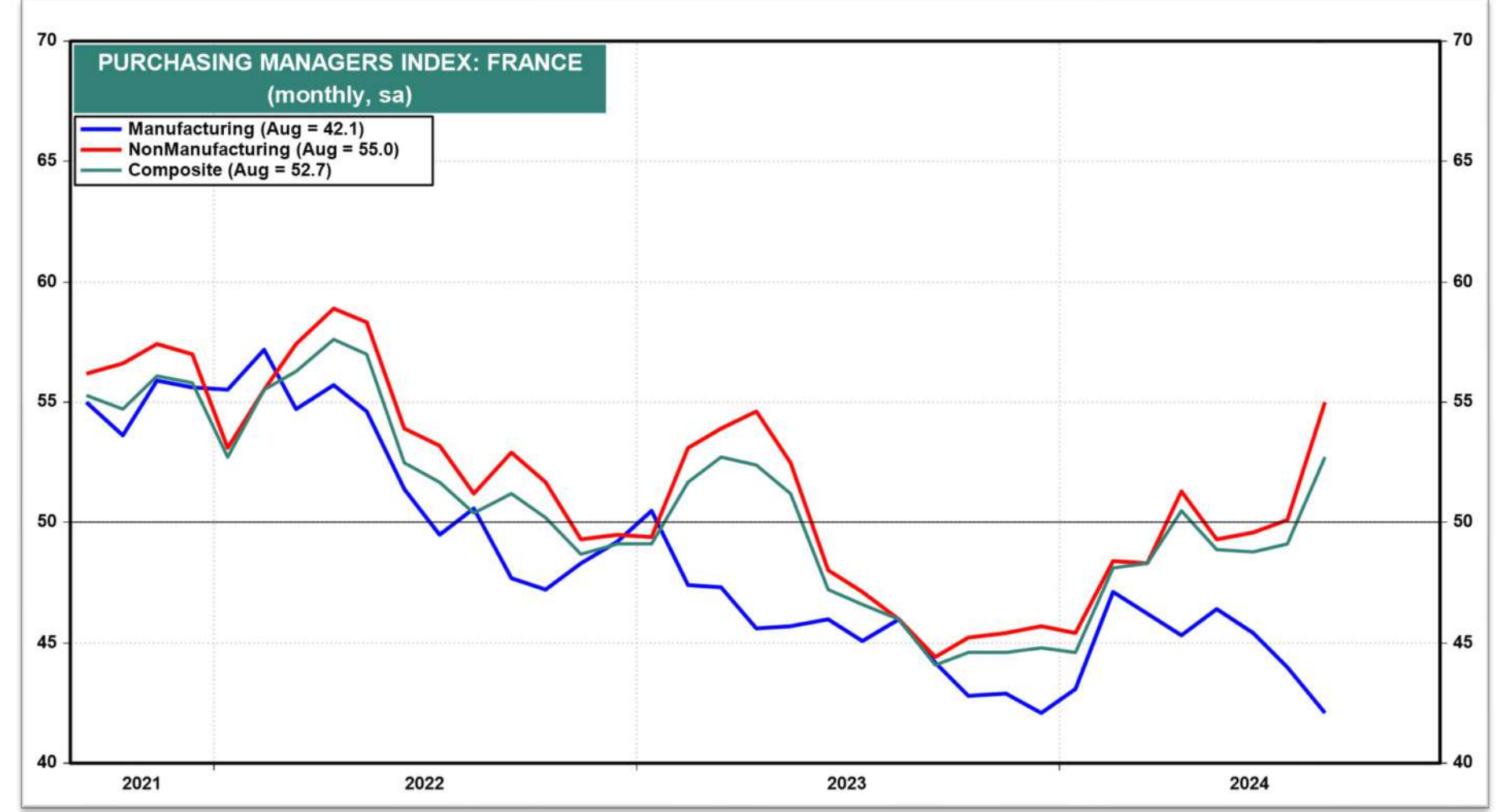


Satınalma Yöneticileri Endeksi – Avrupa Bölgesi

Almanya PMI

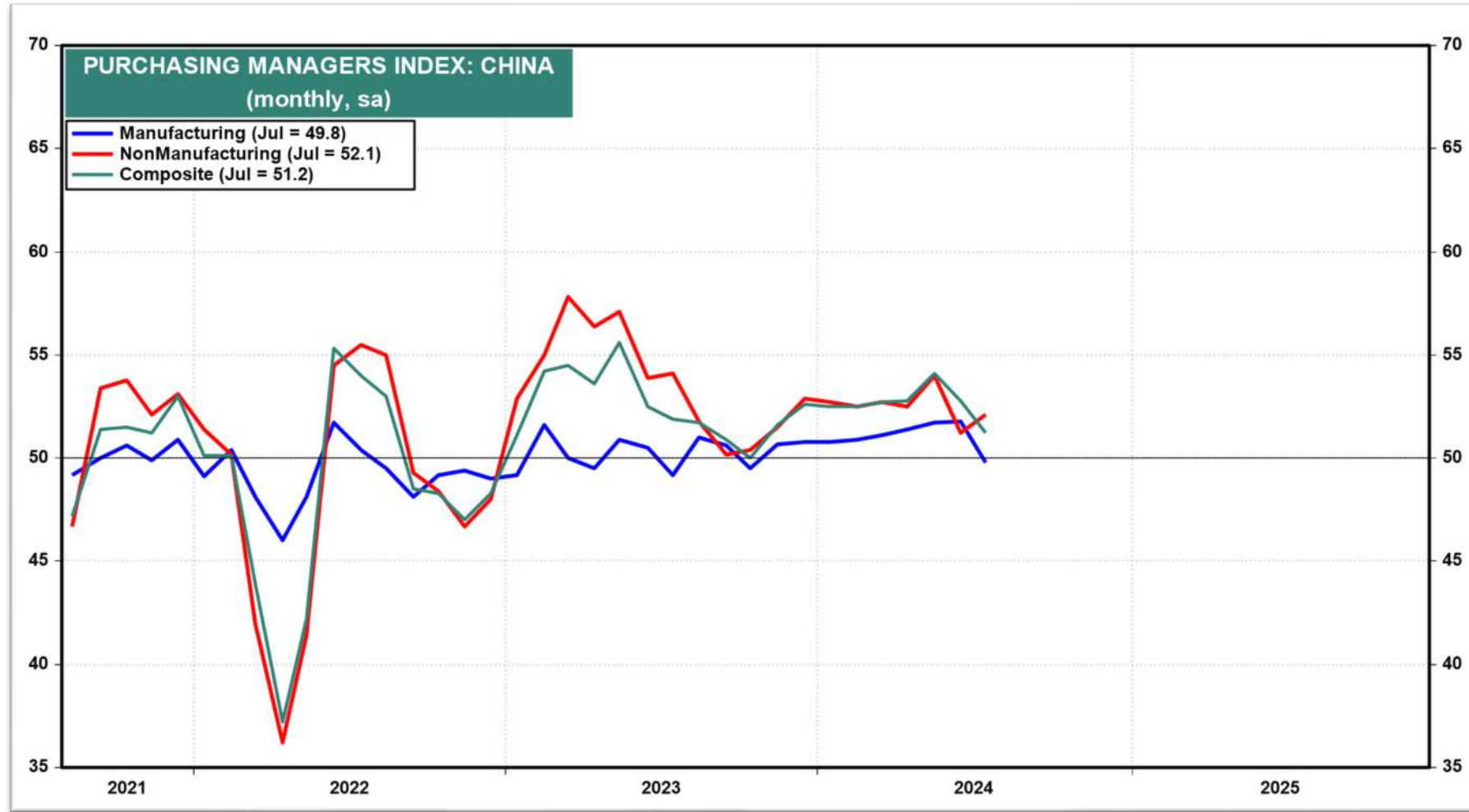


Fransa PMI

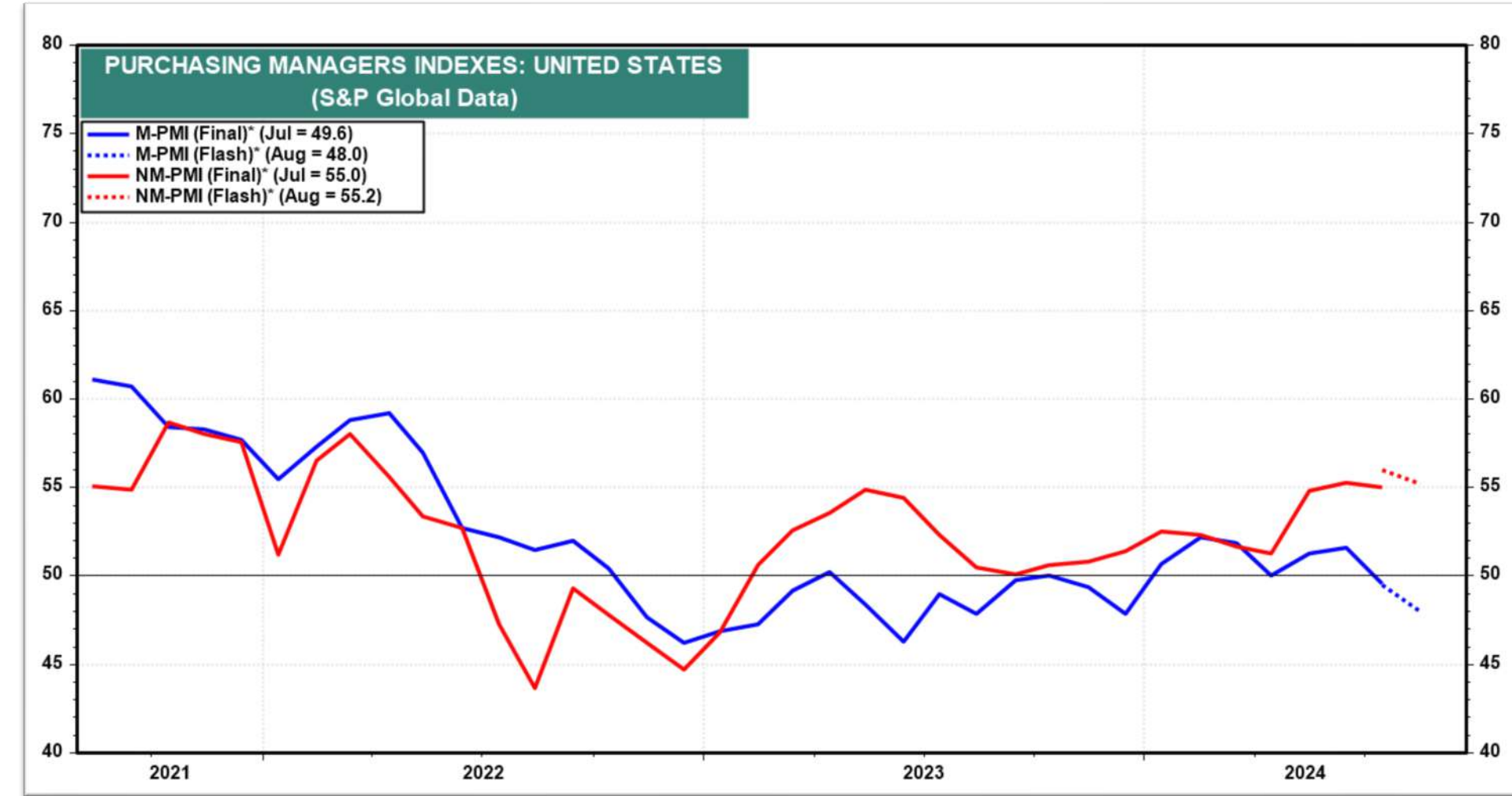


Satınalma Yöneticileri Endeksi (PMI)

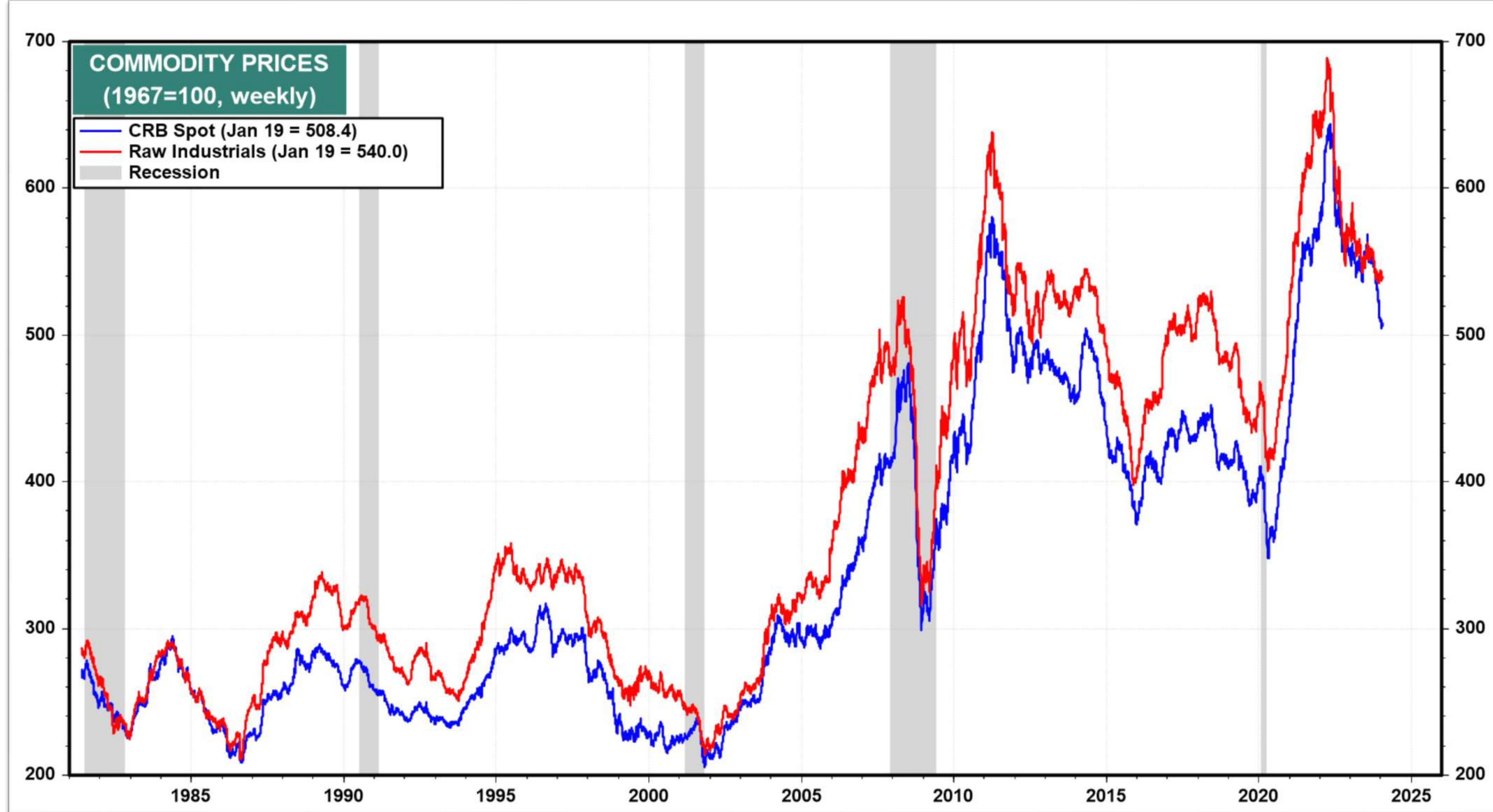
Çin PMI



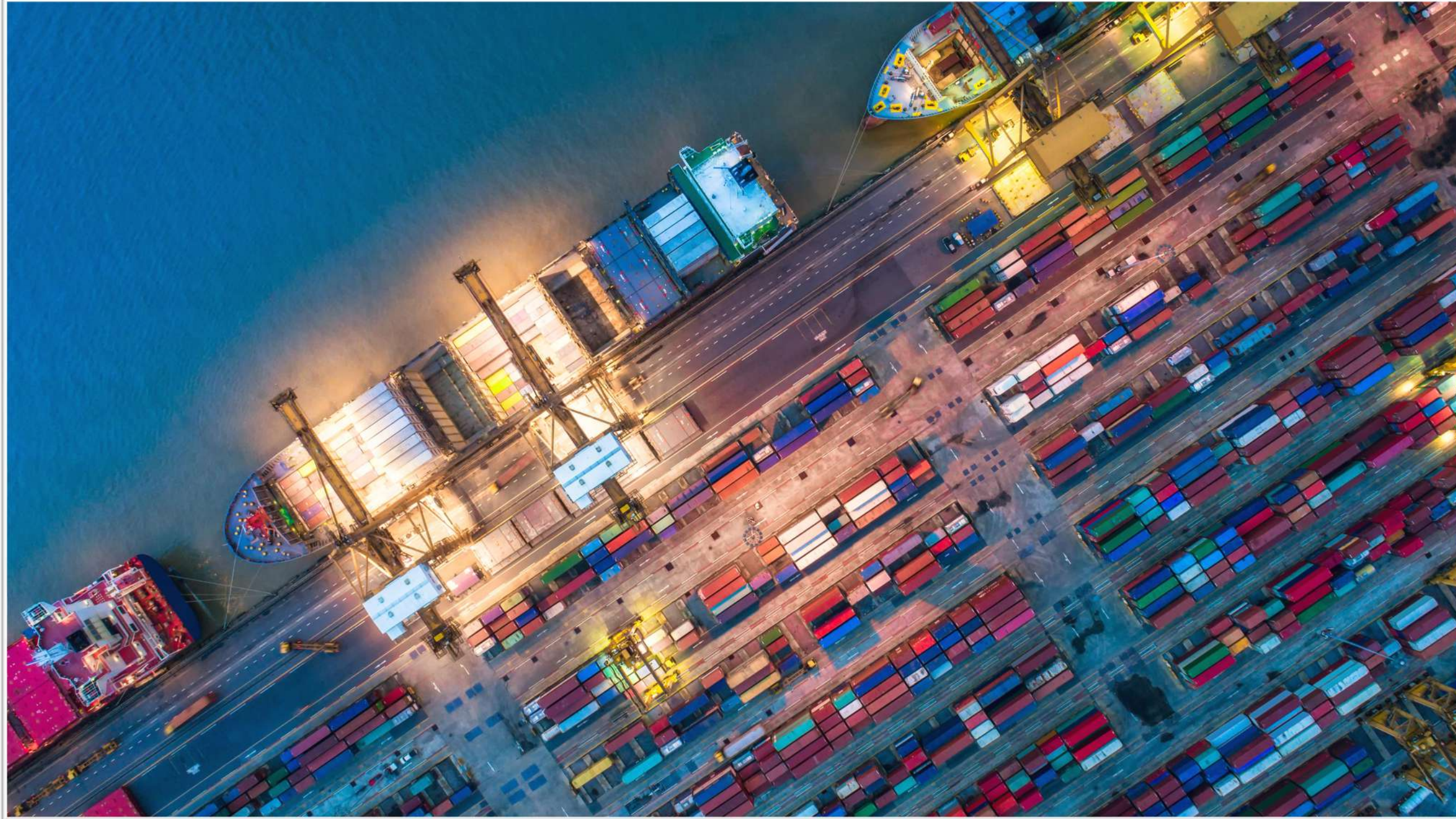
ABD PMI



Emtia Fiyatları



Denizyolu Konteyner İstatistikleri



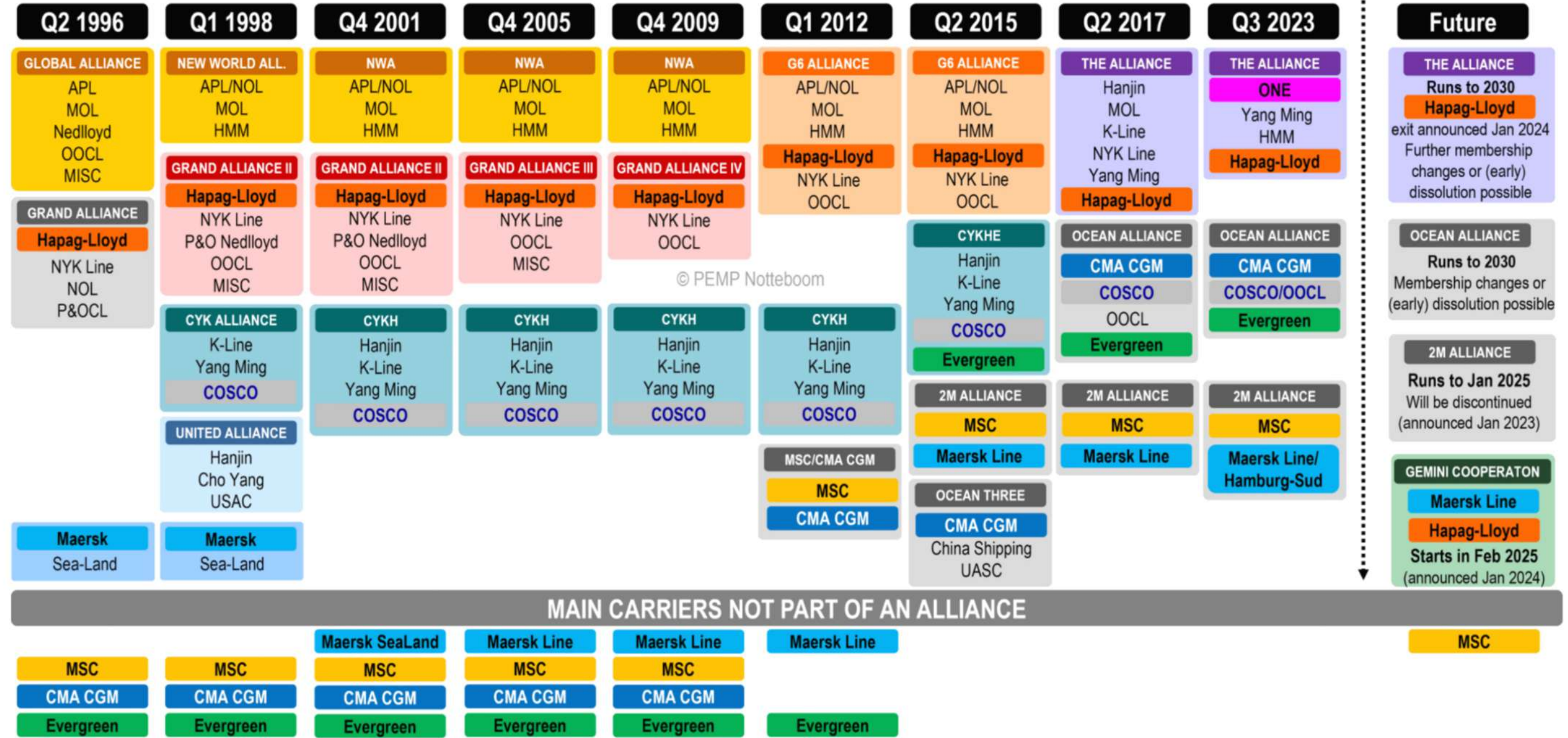
İlk on firma
pazarın % 85'ine
sahip

Rank	Operator	Teu	Share	Existing fleet	Orderbook
1	Mediterranean Shg Co	6,036,457	19.9%		
2	Maersk	4,373,040	14.4%		
3	CMA CGM Group	3,816,241	12.6%		
4	COSCO Group	3,254,869	10.7%		
5	Hapag-Lloyd	2,175,582	7.2%		
6	ONE (Ocean Network Express)	1,925,248	6.4%		
7	Evergreen Line	1,694,611	5.6%		
8	HMM Co Ltd	856,682	2.8%		
9	Zim	747,194	2.5%		
10	Yang Ming Marine Transport Corp.	695,108	2.3%		
11	Wan Hai Lines	514,173	1.7%		
12	PIL (Pacific Int. Line)	342,659	1.1%		
13	SITC	175,065	0.6%		
14	X-Press Feeders Group	171,381	0.6%		
15	KMTC	159,290	0.5%		
16	Sea Lead Shipping	148,572	0.5%		
17	IRISL Group	143,178	0.5%		
18	UniFeeder	142,817	0.5%		
19	Sinokor Merchant Marine	121,309	0.4%		
20	Emirates Shipping Line	104,563	0.3%		
21	TS Lines	101,990	0.3%		
22	Zhonggu Logistics Corp.	93,784	0.3%		
23	Global Feeder Shipping LLC	84,506	0.3%		
24	Antong Holdings (QASC)	81,929	0.3%		
25	Ningbo Ocean Shg Co	81,450	0.3%		
26	RCL (Regional Container L.)	78,854	0.3%		
27	SM Line Corp.	72,899	0.2%		
28	Matson	69,235	0.2%		
29	Swire Shipping	67,804	0.2%		
30	Tangshan Port Hede Shipping	60,417	0.2%		

- Gemi Paylaşım Anlaşmaları (Vessel Sharing Agreements – VSA's)
- Konsorsiyum Blok Muafiyet Yönetmeliği (Consortia Block Exemption Regulation (CBER))

Critical juncture in Oct 2023: EU decision not to extend Consortia Block Exemption Regulation (CBER) beyond April 25, 2024

25 Nisan 2024
CBER sona erdi.





Rank	Operator	Total		Owned		Chartered			Orderbook		
		Teu	Ships	TEU	Ship...	TEU	Ships	% Chart	TEU	Ship...	% existing
1	Mediterranean Shg Co	6,036,457	848	3,067,997	551	2,968,460	297	49.2%	1,838,164	133	30.5%
2	Maersk	4,373,040	713	2,548,190	333	1,824,850	380	41.7%	358,374	28	8.2%
3	CMA CGM Group	3,816,241	650	1,978,718	273	1,837,523	377	48.2%	1,116,284	86	29.3%
4	COSCO Group	3,254,869	505	1,908,366	193	1,346,503	312	41.4%	629,096	34	19.3%
5	Hapag-Lloyd	2,175,582	287	1,296,802	127	878,780	160	40.4%	191,532	12	8.8%
6	ONE (Ocean Network Express)	1,925,248	243	783,644	92	1,141,604	151	59.3%	603,072	46	31.3%
7	Evergreen Line	1,694,611	220	1,050,042	137	644,569	83	38%	690,108	61	40.7%
8	HMM Co Ltd	856,682	78	701,425	51	155,257	27	18.1%	138,034	15	16.1%
9	Zim	747,194	130	65,700	12	681,494	118	91.2%	57,430	8	7.7%
10	Yang Ming Marine Transport Corp.	695,108	93	300,354	57	394,754	36	56.8%	77,500	5	11.1%
11	Wan Hai Lines	514,173	123	497,502	115	16,671	8	3.2%	66,052	8	12.8%
12	PIL (Pacific Int. Line)	342,659	93	198,836	70	143,823	23	42%	175,076	16	51.1%
13	SITC	175,065	111	165,143	102	9,922	9	5.7%	13,869	9	7.9%
14	X-Press Feeders Group	171,381	91	101,807	44	69,574	47	40.6%	58,936	15	34.4%
15	KMTC	159,290	65	89,014	31	70,276	34	44.1%	16,400	2	10.3%
16	Sea Lead Shipping	148,572	41			148,572	41	100%	4,600	1	3.1%
17	IRISL Group	143,178	30	143,178	30						
18	UniFeeder	142,817	89			142,817	89	100%	11,012	6	7.7%
19	Sinokor Merchant Marine	121,309	77	108,599	67	12,710	10	10.5%	29,654	5	24.4%
20	Emirates Shipping Line	104,563	23			104,563	23	100%	56,680	4	54.2%
21	TS Lines	101,990	43	83,724	36	18,266	7	17.9%	42,184	4	41.4%
22	Zhonggu Logistics Corp.	93,784	78	52,196	23	41,588	55	44.3%			
23	Global Feeder Shipping LLC	84,506	35	39,762	13	44,744	22	52.9%			
24	Antong Holdings (QASC)	81,929	81	60,041	41	21,888	40	26.7%			
25	Ningbo Ocean Shg Co	81,450	84	49,820	39	31,630	45	38.8%	8,552	10	10.5%
26	RCL (Regional Container L.)	78,854	35	63,805	29	15,049	6	19.1%	77,720	12	98.6%
27	SM Line Corp.	72,899	16	59,933	12	12,966	4	17.8%			
28	Matson	69,235	29	42,599	20	26,636	9	38.5%	10,860	3	15.7%
29	Swire Shipping	67,804	34	56,041	27	11,763	7	17.3%			
30	Tangshan Port Hede Shipping	60,417	43	1,894	3	58,523	40	96.9%			
31	Shanghai Jin Jiang Shipping	56,196	52	25,576	23	30,620	29	54.5%	1,956	1	3.5%
32	Arkas Line / EMES	54,462	34	53,764	33	698	1	1.3%	17,528	4	32.2%
33	Grimaldi (Napoli)	54,323	32	54,323	32				4,000	2	7.4%
34	Interasia Line	50,431	18	37,423	14	13,008	4	25.8%	18,330	6	36.3%
35	Sinotrans	49,380	32	30,796	19	18,584	13	37.6%			
36	Tailwind Shipping Lines	47,193	15	6,330	2	40,863	13	86.6%			
37	FESCO	44,470	28	33,751	22	10,719	6	24.1%			
38	China United Lines (CULines)	39,230	19	9,605	5	29,625	14	75.5%			
39	Samudera	38,262	30	13,331	15	24,931	15	65.2%	3,303	3	8.6%
40	Tanto Intim Line	37,126	55	37,126	55						
41	Linea Messina	36,070	9	35,030	7	1,040	2	2.9%			
42	Namsung Shipping	36,058	28	32,893	24	3,165	4	8.8%	3,509	2	9.7%
43	Meratus	36,024	56	36,024	56				2,079	3	5.8%
44	Seaboard Marine	35,367	23	9,451	6	25,916	17	73.3%	23,900	8	67.6%
45	Akkon Lines	33,892	24	1,776	2	32,116	22	94.8%			



2M ALLIANCE

=

MSC + MAERSK

Toplam pazar

payı

% 34,3

Rank	Operator	Teu	Share	Existing fleet	Orderbook
1	Mediterranean Shg Co	6,036,457	19.9%		
2	Maersk	4,373,040	14.4%		
3	CMA CGM Group	3,816,241	12.6%		
4	COSCO Group	3,254,869	10.7%		
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6	ONE (Ocean Network Express)	1,925,248	6.4%		
7	Evergreen Line	1,694,611	5.6%		
8	HMM Co Ltd	856,682	2.8%		
9	Zim	747,194	2.5%		
10	Yang Ming Marine Transport Corp.	695,108	2.3%		
11	Wan Hai Lines	514,173	1.7%		
12	PIL (Pacific Int. Line)	342,659	1.1%		
13	SITC	175,065	0.6%		
14	X-Press Feeders Group	171,381	0.6%		
15	KMTC	159,290	0.5%		
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30	Tangshan Port Hede Shipping	60,417	0.2%		

**OCEAN
ALLIANCE**

=

**CMA CGM +
COSCO Group +
Evergreen +
OOCL**

**Toplam pazar
payı
% 28,9**

Rank	Operator	Teu	Share	Existing fleet	Orderbook
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29	Swire Shipping	67,804	0.2%		
30	Tangshan Port Hede Shipping	60,417	0.2%		

THE ALLIANCE

=

HAPAG-LLOYD

+

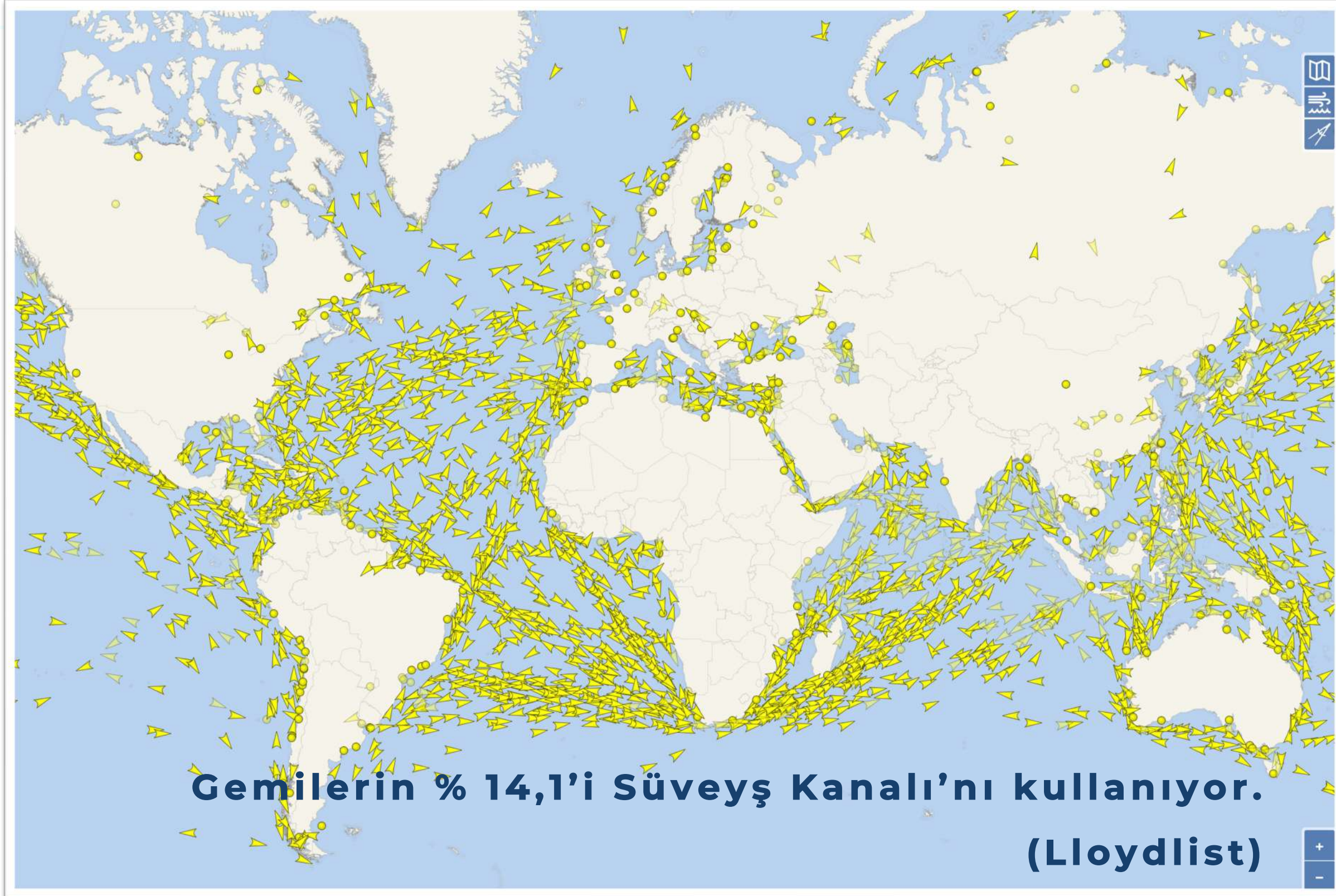
**ONE + HMM +
YANG MING**

**Toplam pazar
payı**

% 18,7

Rank	Operator	Teu	Share	Existing fleet	Orderbook
1	Mediterranean Shg Co	6,036,457	19.9%		
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11	Wan Hai Lines	514,173	1.7%		
12	PIL (Pacific Int. Line)	342,659	1.1%		
13	SITC	175,065	0.6%		
14	X-Press Feeders Group	171,381	0.6%		
15	KMTC	159,290	0.5%		
16	Sea Lead Shipping	148,572	0.5%		
17	IRISL Group	143,178	0.5%		
18	UniFeeder	142,817	0.5%		
19	Sinokor Merchant Marine	121,309	0.4%		
20	Emirates Shipping Line	104,563	0.3%		
21	TS Lines	101,990	0.3%		
22	Zhonggu Logistics Corp.	93,784	0.3%		
23	Global Feeder Shipping LLC	84,506	0.3%		
24	Antong Holdings (QASC)	81,929	0.3%		
25	Ningbo Ocean Shg Co	81,450	0.3%		
26	RCL (Regional Container L.)	78,854	0.3%		
27	SM Line Corp.	72,899	0.2%		
28	Matson	69,235	0.2%		
29	Swire Shipping	67,804	0.2%		
30	Tangshan Port Hede Shipping	60,417	0.2%		

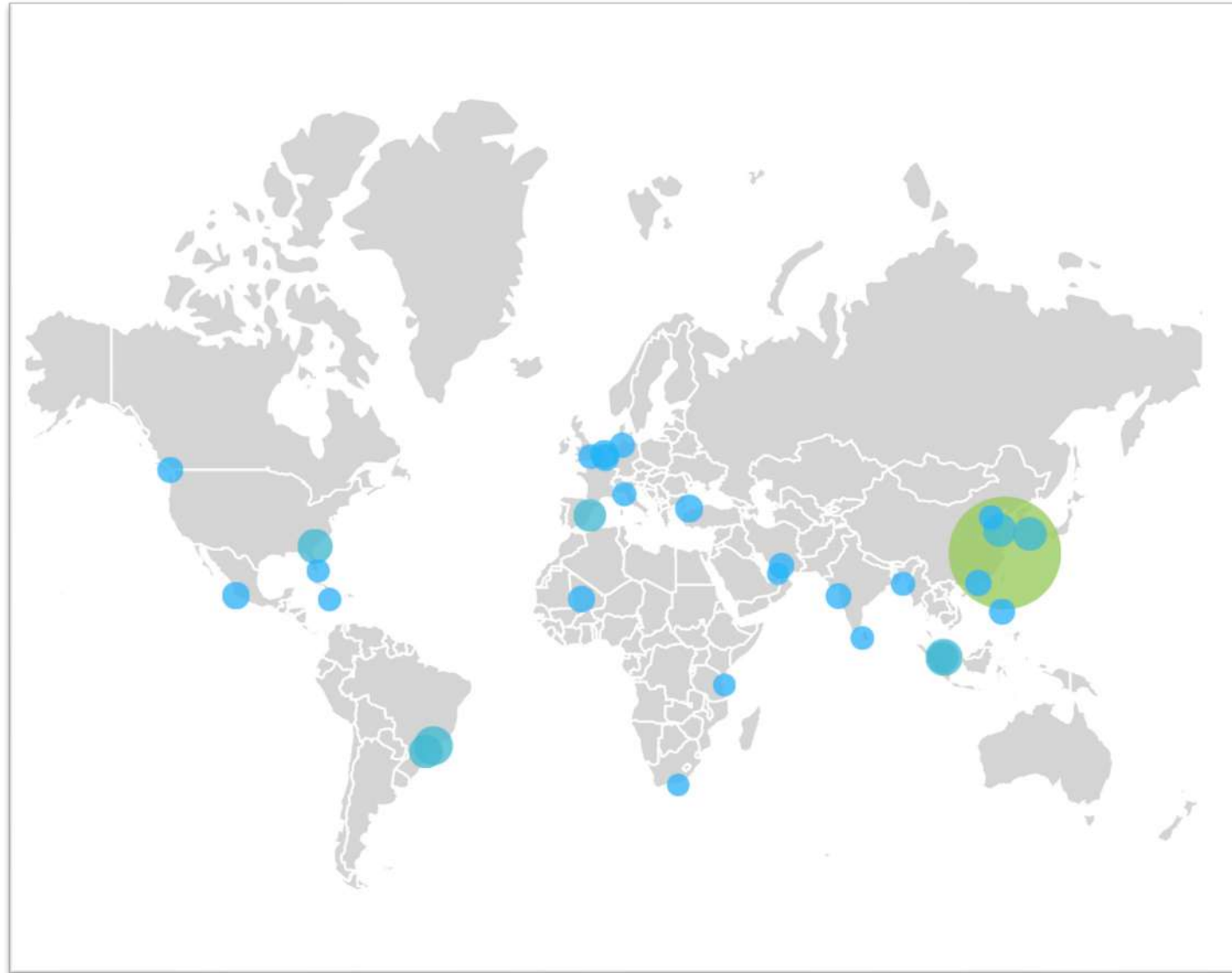
Denizyolu Taşımacılığı (Yük)



Dünya Konteyner Liman Hareketleri - 2023

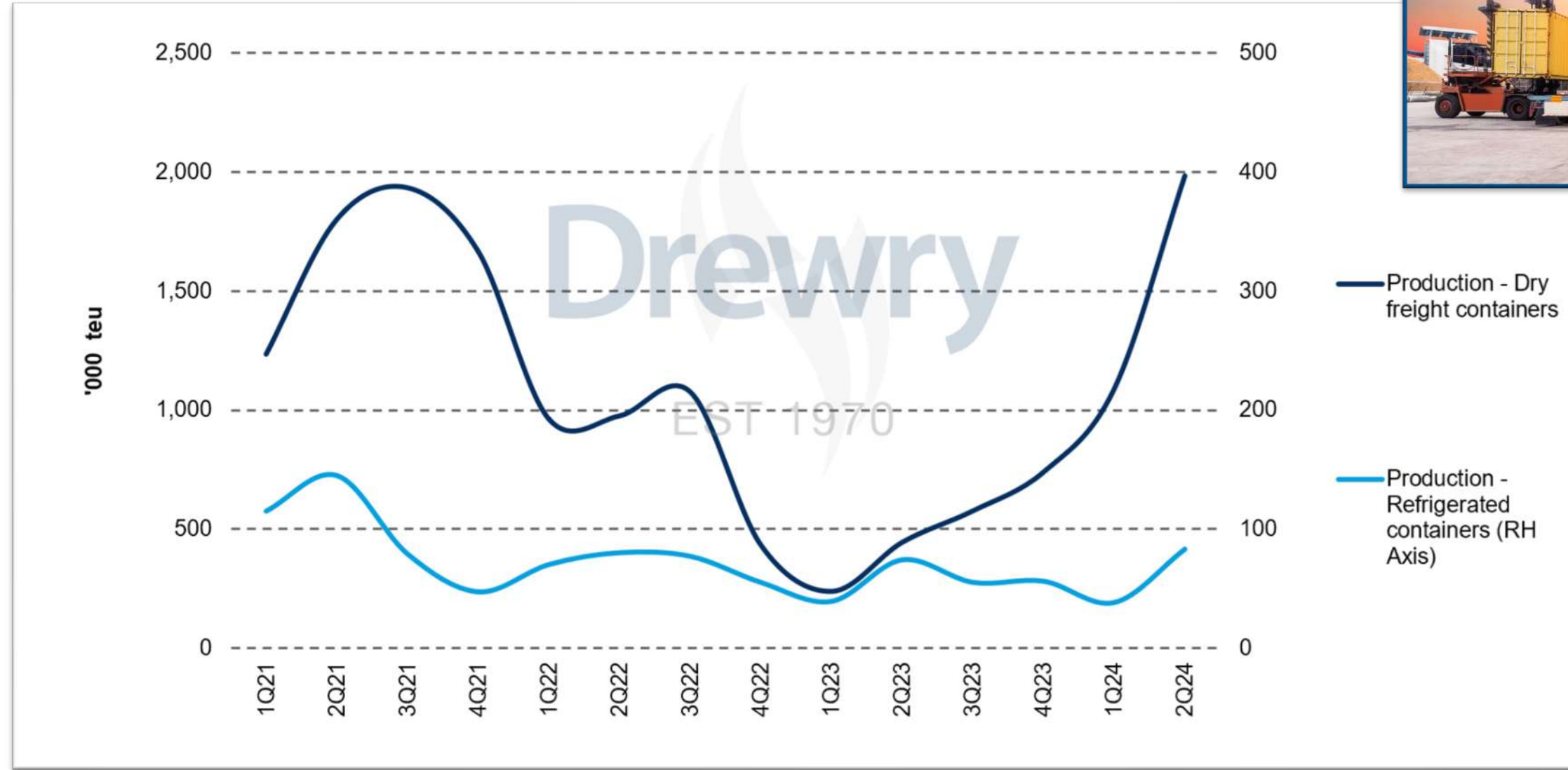
Rank	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
1	Singapore 25 867	Shanghai 29 069	Shanghai 31 739	Shanghai 32 529	Shanghai 33 617	Shanghai 35 285	Shanghai 36 537	Shanghai 37 133	Shanghai 40 233	Shanghai 42 010	Shanghai 43 303	Shanghai 43 503	Shanghai 47 033	Shanghai 47 303	Shanghai 49 158
2	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	Singapore 39 013
3	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	Ningbo- Zhoushan 35 301
4	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	Shenzhen 29 880
5	Busan 11 980	Busan 14 194	Busan 16 185	Busan 17 046	Busan 17 686	Ningbo- Zhoushan 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	Qingdao 28 769
6	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 24 858	Guangzhou 25 414
7	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	Busan 23 151
8	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	Tianjin 22 187
9	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	Dubai 14 472
10	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*	Hong Kong 14 401

Liman Yoğunlukları (18 Ağustos)



Port Name	Ships at Anchorage	Ships at Port	↓ TEU at Anchora...	TEU at Port	Queue to Berth Ratio	TEU at Anchorage/Port
Shanghai/Ningbo	103	74	457,460	489,113	1.39	
Santos	13	8	98,527	60,813	1.56	
Singapore	14	48	89,576	304,376	0.28	
Savannah	11	7	79,601	66,811	1.57	
Busan	20	34	72,903	196,464	0.57	
Paranagua	10	2	72,132	10,560	6.33	
Qingdao	16	23	71,260	129,669	0.67	
Valencia	10	11	68,230	62,964	0.90	
Tanjung Pelepas	11	13	60,237	89,462	0.81	
Rotterdam	9	29	46,327	163,976	0.30	
Istanbul	19	0	45,422	0		
Manzanillo (Mexico)	6	0	43,731	0		
Antwerp	7	20	40,485	101,618	0.36	
Gibraltar (Algeciras/Tangier)	12	7	39,953	32,081	1.85	
Shenzhen	7	28	36,602	242,984	0.25	
Manila	34	14	36,197	15,220	2.52	
Puget Sound/BC (Bellingham/Everett/Nanimo/Princ...	4	6	35,492	38,641	0.73	
Mumbai	5	0	34,732	0		
Bandar Abbas	27	3	34,413	17,771	8.83	
Hamburg/Bremerhaven	4	19	32,278	127,983	0.18	

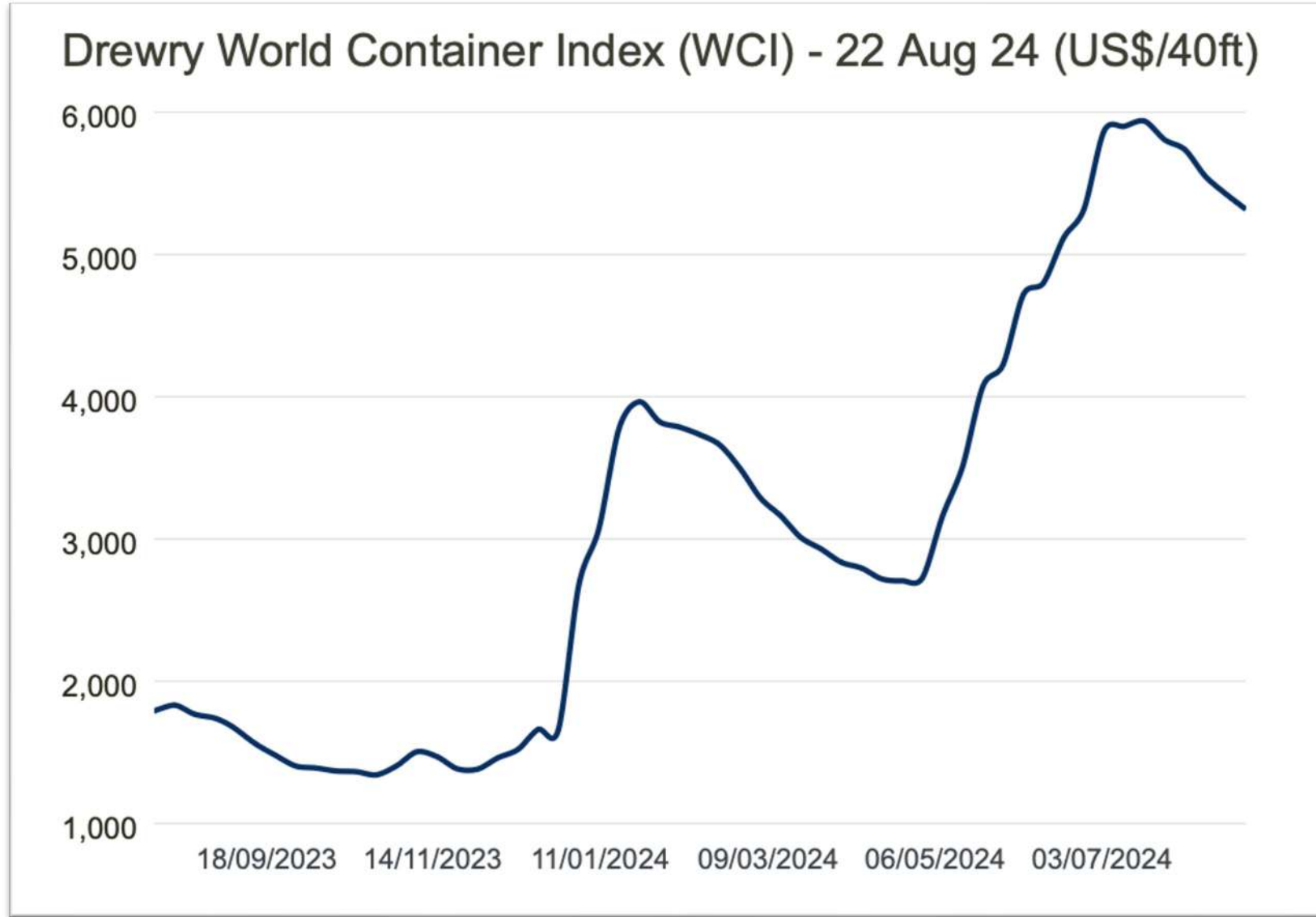
Konteyneri üretimi tüm zamanların en yüksek seviyesini aştı



Asya'dan gelen güçlü ihracat, büyük konteyner aktarma merkezlerindeki tıkanıklık ve Kızıldeniz krizinin neden olduğu uzun yolculuk nedeniyle konteyner verimliliğinin azalması nedeniyle daha fazla konteynere ihtiyaç var. 2024 ilk iki çeyrekte Çin'de 850.000 TEU'yu aşan konteyner üretildi.

<https://www.drewry.co.uk/maritime-research-opinion-browser/dry-freight-container-production-surpasses-earlier-all-time-high>

Drewry Dünya Konteyner Endeksi

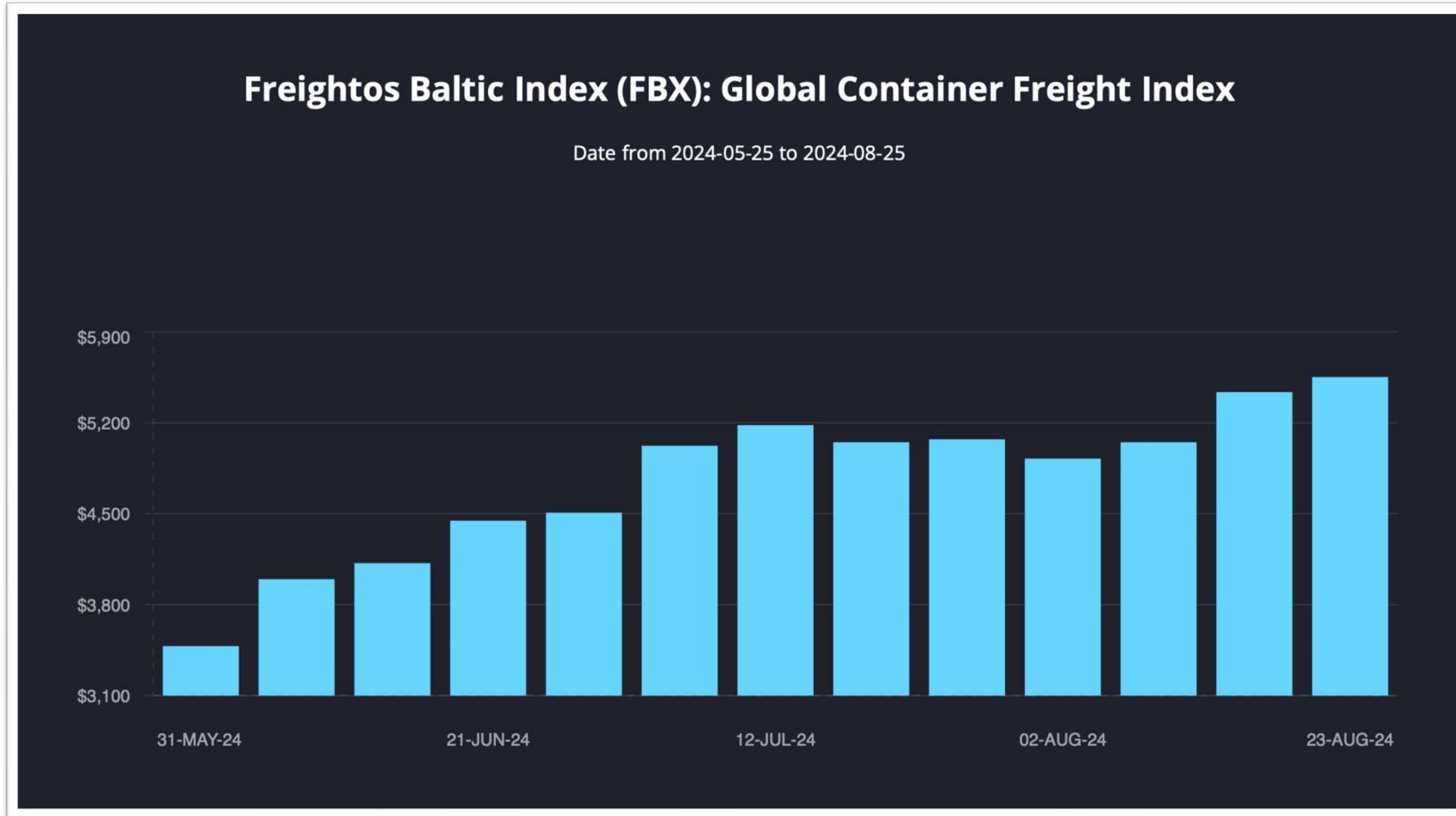


40 ft konteyner başına 5.319 dolar.

2019 (pandemi öncesi) ortalama 1.420 dolardan % 274 daha fazla. Pandemi zirvesi olan 10.377 doların % 49 altında.

Baltık Küresel Konteyner Endeksi (5.552 \$ - 25 Ağustos)

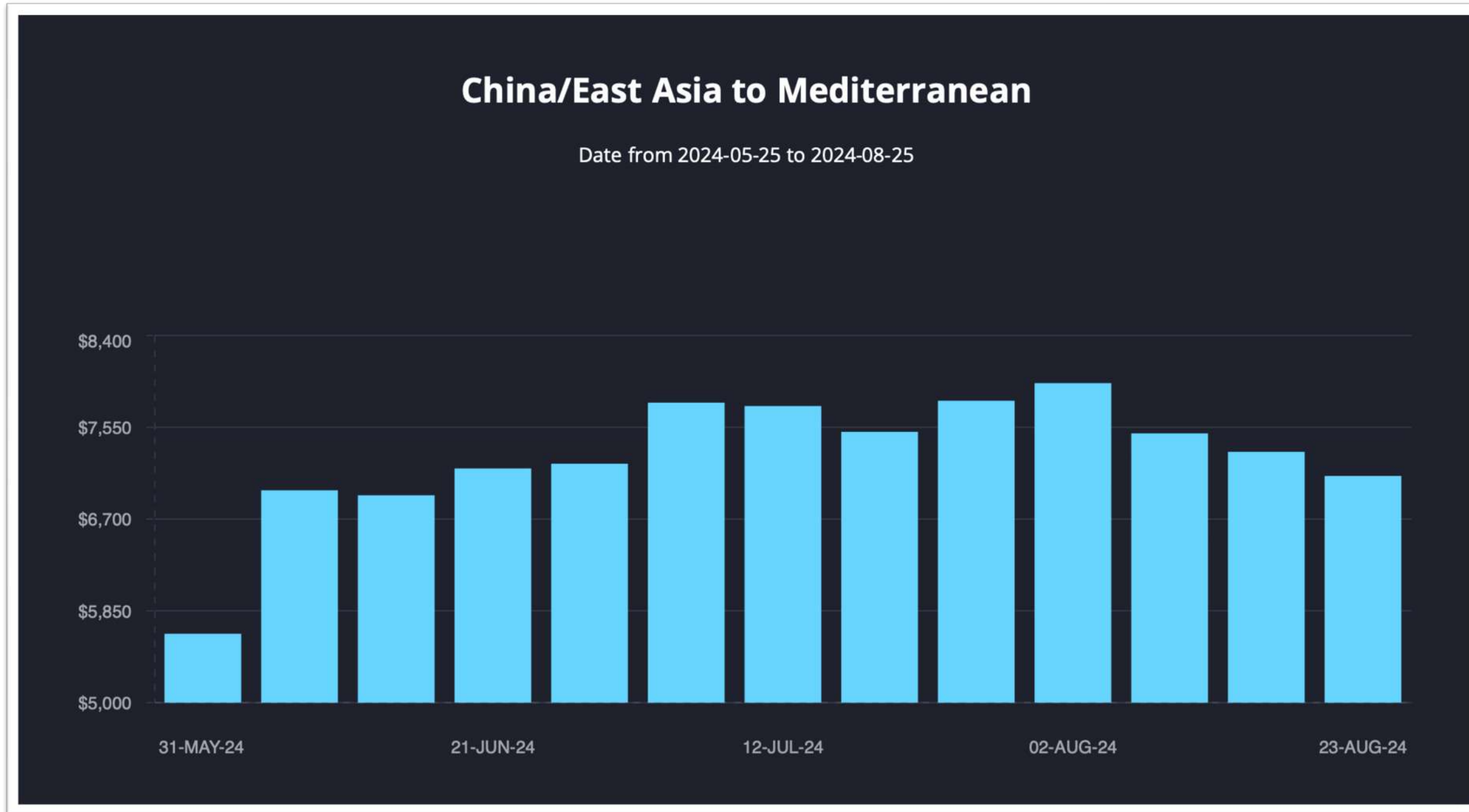
(16 Şubat 2024 tarihinde 3.423 \$ idi)



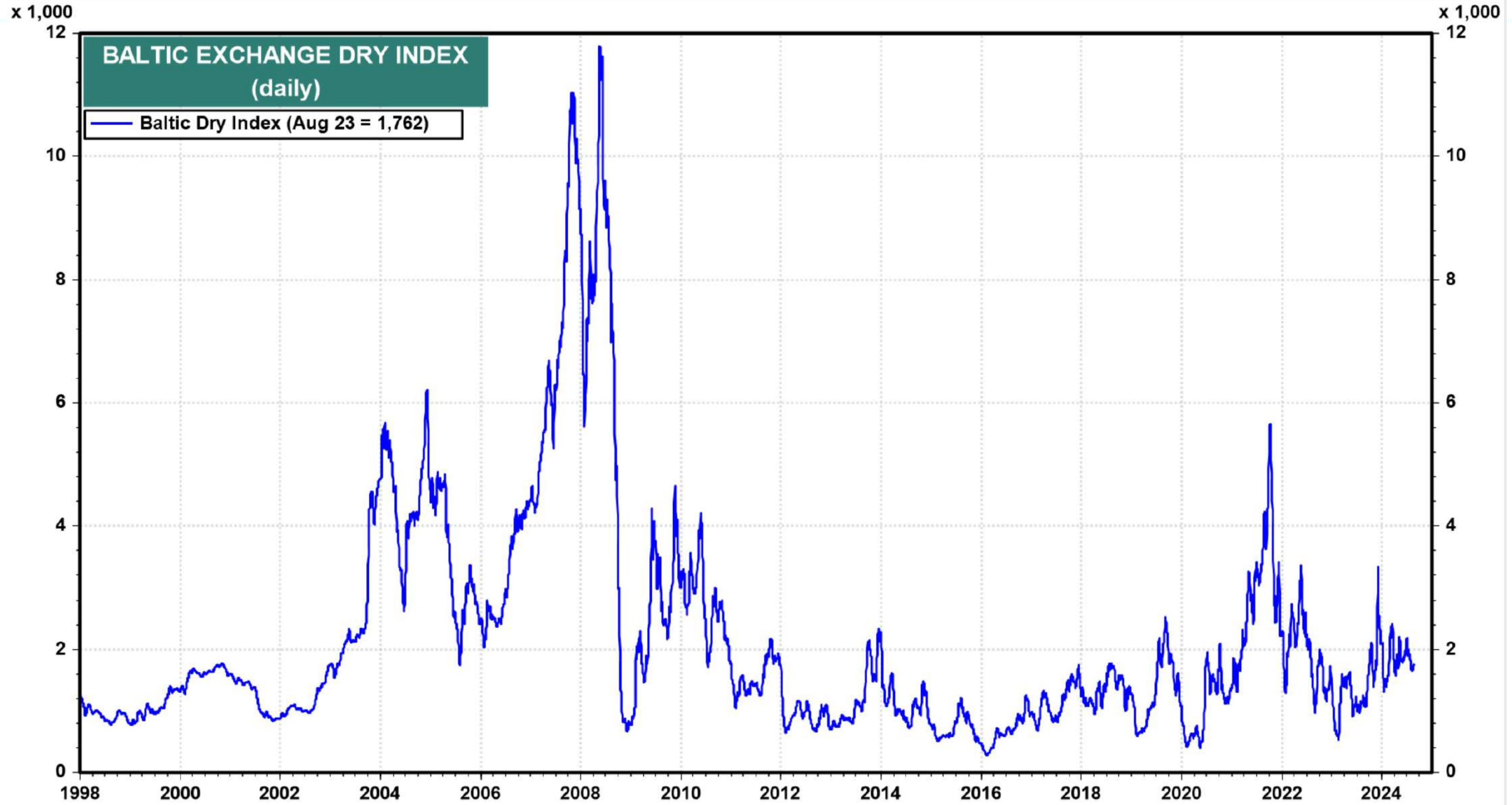
<https://fbx.freightos.com>

Çin / Uzak Doğu – Akdeniz Güzergahı (7.099 \$ - 25 Ağustos)

(16 Şubat 2024 tarihinde 5.802 \$ idi)

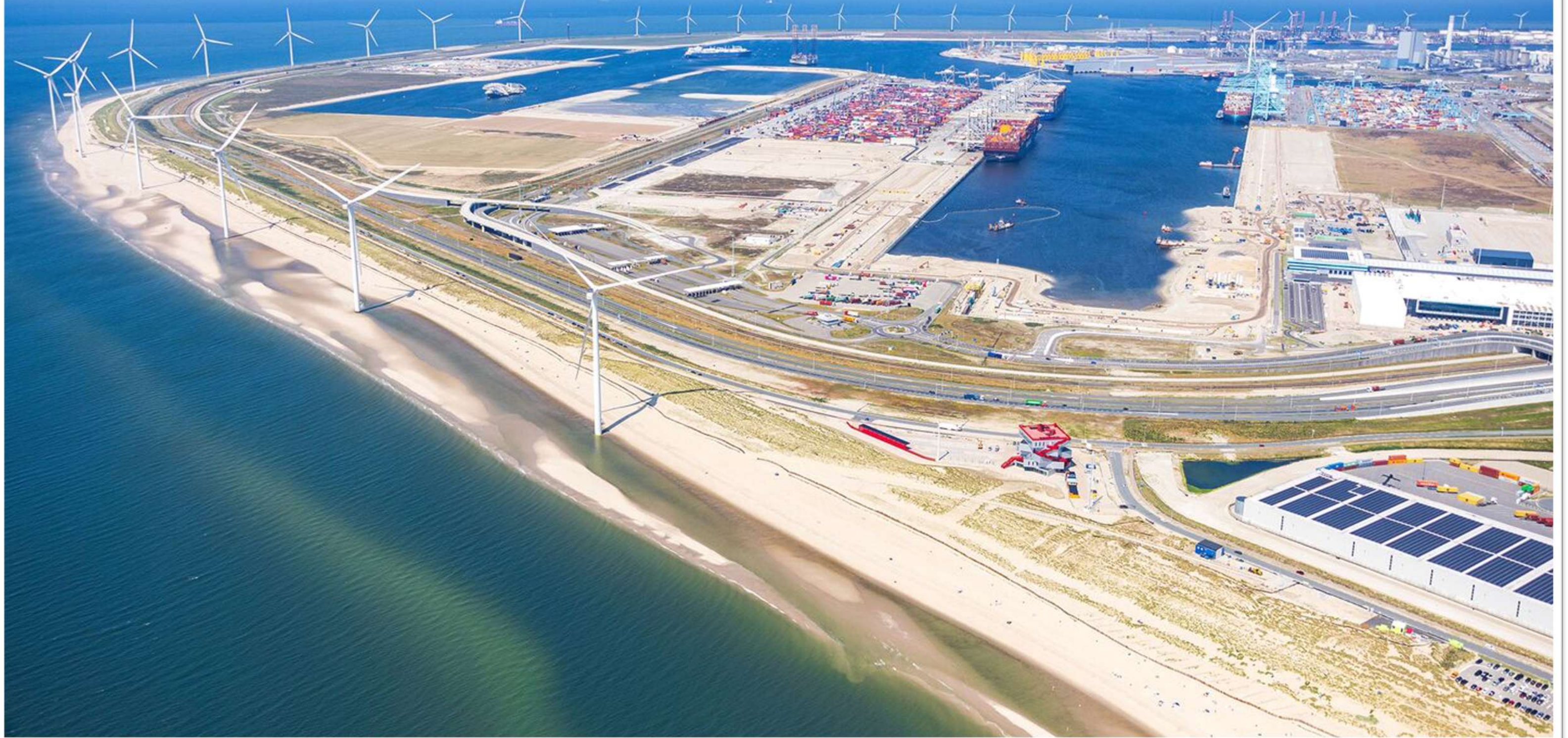


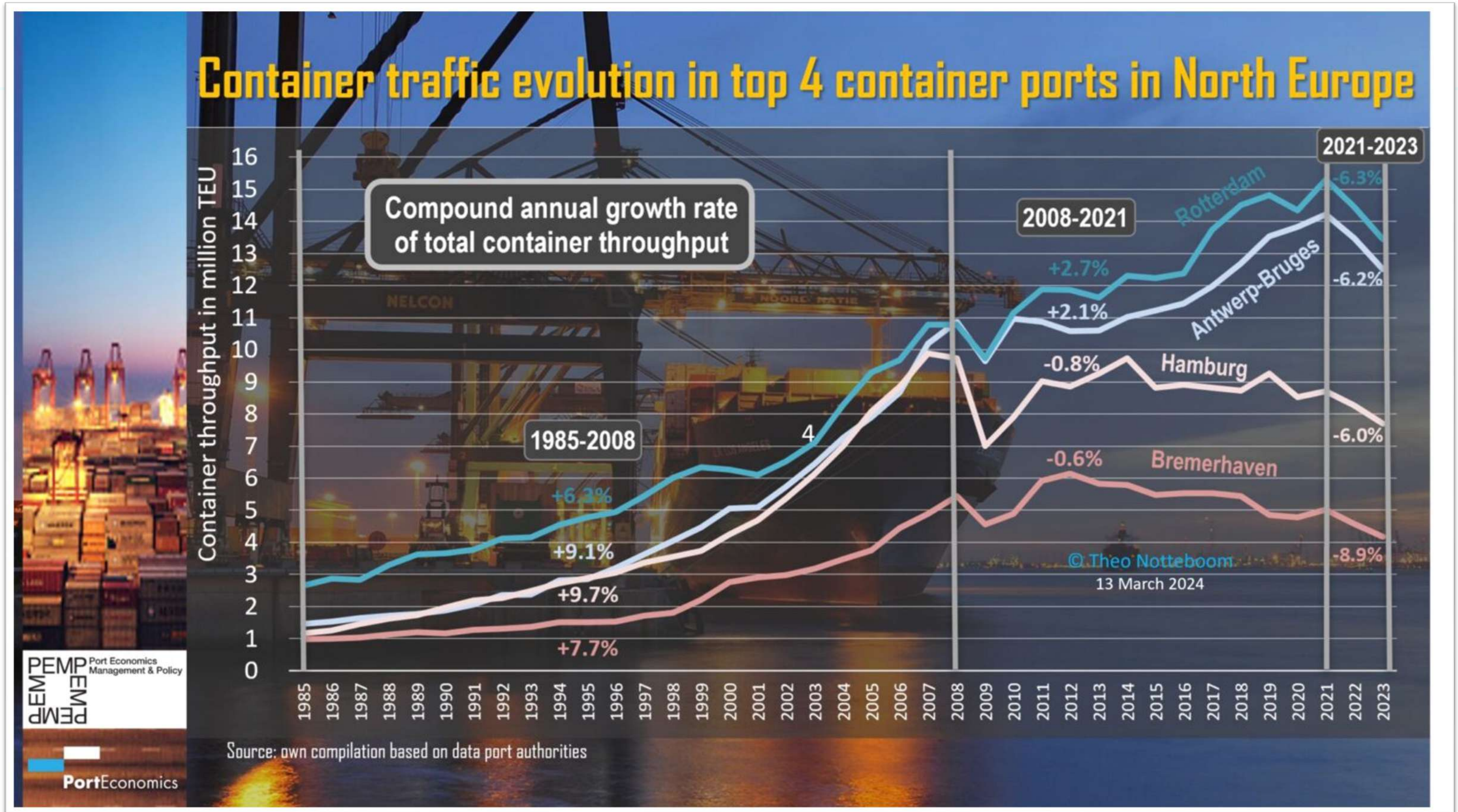
Baltık Kuru Yük Endeksi



“If the port of Rotterdam is doing well, Europe's economy is doing well”

Ursula Von Der Leyen, President European Commission





Avrupa Limanları (Konteyner Taşımacılığı, 2024 – Q2)

Rotterdam: % 2,2 artış - 6,8 Milyon TEU

Antwerp : % 4,1 artış - 6,665 Milyon TEU

Hamburg : 7,7 Milyon TEU (2023 toplam)

Q1 % 1,1 artış – 1,9 Milyon TEU

Pire : Haziran ayında % 10,1 düşüş

Valencia ve Bilbao COSCO Terminalleri % 31 ve % 13,2 artış

Havayolu Tařımacılıđı



Havayolu Kargo Endeksi (100 - 3.000 kg)

25 Ağustos 2024 (2.51 \$)

18 Şubat 2024 tarihinde 2.34 \$ idi



Kargo Verileri – Havayolu Taşımacılığı

	<i>World share¹</i>	June 2024 (% year-on-year)				June 2024 (% year-to-date)			
		CTK	ACTK	CLF (%-pt)	CLF (level)	CTK	ACTK	CLF (%-pt)	CLF (level)
TOTAL MARKET	100.0%	14.1%	8.8%	2.1%	45.8%	13.4%	9.4%	1.6%	45.4%
Africa	2.0%	11.8%	23.8%	-4.1%	38.5%	15.9%	21.4%	-2.1%	43.5%
Asia Pacific	33.3%	17.0%	10.7%	2.7%	49.6%	16.7%	14.5%	0.9%	45.8%
Europe	21.4%	16.1%	9.1%	3.0%	50.7%	14.2%	10.1%	2.0%	54.3%
Latin America	2.8%	13.1%	15.5%	-0.7%	33.6%	10.4%	8.8%	0.5%	36.3%
Middle East	13.5%	13.8%	6.9%	2.9%	47.3%	18.0%	9.5%	3.3%	46.6%
North America	26.9%	9.5%	6.0%	1.3%	39.8%	6.6%	2.9%	1.4%	40.1%
International	86.6%	15.6%	10.8%	2.1%	50.8%	14.3%	12.2%	0.1%	51.1%
Africa	2.0%	11.7%	22.5%	-3.8%	39.5%	15.9%	21.0%	1.9%	44.7%
Asia Pacific	29.8%	18.5%	15.0%	1.7%	56.0%	16.5%	18.7%	0.4%	53.8%
Europe	21.0%	16.2%	9.4%	3.1%	52.9%	14.4%	10.5%	0.0%	56.3%
Latin America	2.4%	17.2%	18.6%	-0.5%	38.1%	9.9%	10.7%	1.2%	40.6%
Middle East	13.4%	13.8%	6.9%	2.9%	47.7%	18.0%	9.6%	0.4%	46.9%
North America	17.9%	11.7%	7.2%	1.9%	47.0%	8.3%	6.3%	-1.5%	47.3%

	World share ¹	June 2024 (% year-on-year)				June 2024 (% year-to-date)			
		RPK	ASK	PLF (%-pt)	PLF (level)	RPK	ASK	PLF (%-pt)	PLF (level)
TOTAL MARKET	100.0%	9.1%	8.5%	0.5%	85.0%	13.4%	11.6%	1.3%	82.3%
Africa	2.1%	16.2%	5.8%	6.9%	77.1%	15.9%	13.4%	1.6%	73.8%
Asia Pacific	31.7%	12.5%	9.4%	2.3%	82.9%	22.4%	16.9%	3.7%	82.6%
Europe	27.1%	8.1%	8.4%	-0.2%	87.7%	10.1%	9.9%	0.1%	82.4%
Latin America	5.5%	9.1%	7.3%	1.4%	84.2%	9.6%	7.3%	1.7%	83.4%
Middle East	9.4%	9.9%	9.5%	0.3%	79.5%	13.3%	12.4%	0.6%	79.6%
North America	24.2%	5.4%	7.3%	-1.6%	87.6%	6.4%	7.0%	-0.5%	83.6%
International	60.1%	12.3%	12.7%	-0.3%	85.0%	17.4%	17.2%	0.1%	81.9%
Africa	1.8%	16.9%	5.8%	7.4%	77.0%	15.4%	12.4%	1.9%	73.2%
Asia Pacific	14.7%	22.6%	22.9%	-0.2%	83.0%	35.4%	34.7%	0.4%	83.6%
Europe	23.6%	9.1%	9.8%	-0.6%	87.4%	11.0%	11.1%	0.0%	81.6%
Latin America	2.7%	15.3%	15.6%	-0.2%	85.1%	17.0%	15.3%	1.2%	84.8%
Middle East	9.1%	9.6%	9.4%	0.1%	79.7%	13.2%	12.6%	0.4%	79.7%
North America	8.1%	6.6%	8.6%	-1.6%	88.7%	10.3%	12.2%	-1.5%	82.8%
Domestic	39.9%	4.3%	2.1%	1.7%	85.0%	7.4%	3.6%	3.0%	83.0%
Dom. Australia	0.8%	-1.0%	-1.2%	0.2%	81.0%	5.3%	4.7%	0.4%	77.6%
Domestic Brazil	1.2%	7.6%	3.2%	3.4%	82.3%	3.1%	1.8%	1.1%	80.0%
Dom. China P.R.	11.2%	5.5%	-2.0%	5.9%	83.0%	16.1%	4.9%	7.9%	82.0%
Domestic India	1.8%	5.2%	9.6%	-3.6%	87.1%	4.1%	4.7%	-0.5%	87.7%
Domestic Japan	1.1%	-0.2%	-0.2%	-0.1%	73.1%	1.2%	-1.1%	1.7%	73.9%
Domestic US	15.4%	5.1%	7.1%	-1.7%	86.8%	4.7%	4.8%	-0.1%	83.7%

Şirketler için

EĞİTİM KATALOĞU



satinalmadergisi.com/egitim.pdf

SUSTAINABILITY

- Sürdürülebilirlik Stratejileri
- Uçtan Uca **ESG Kriterleri**
- Üretim ve Emisyon Hedefleri
- **ISO 14064** Karbon Ayak İzi



- **Green Sourcing & LCA**
- **ISO 20400** Yeşil Satınalma
- Tedarikçi Etik Kodlar
- ISO 26000
- AB Direktifleri & Mevzuat

Sürdürülebilir Tedarik Zinciri Yönetimi ve Yeşil Satınalma Eğitimi