

THE RELATIONSHIP BETWEEN AUTHENTIC LEADERSHIP AND ENTREPRENEURSHIP ORIENTATION PERCEPTIONS IN EXPORTING COMPANIES WITH DIFFERENT EXPORT PERFORMANCES

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Abstract

This study aims to examine the relationship between authentic leadership and entrepreneurship orientation perceptions in exporting companies with increasing and decreasing export performances. Objective data was compiled from Turkish Exporters Assembly (TİM) publications between the years 2013 and 2018 to separate the exporters in the research universe into two separate export performances and the subjective data were collected by using the survey method. The sample comprises 438 mid-to-high-level white-collar employees from 21 companies operating in exporting goods. Confirmatory Factor Analysis (CFA) was used for validity as the theoretical structures of the scales were revealed by the researchers who developed the scales. Then reliability analysis performed and finally the relationship between authentic leadership and entrepreneurship orientation perceptions in exporting companies with different export performances was examined by linear regression analysis.

The research findings indicated that there were significant relationships between authentic leadership and the entrepreneurship orientation for the companies with both increasing and decreasing export performances. Considering authentic leadership and entrepreneurship orientation scale averages together, higher averages were observed in the group whose export performance increased. The research findings also show that, when the authentic leadership scale increased, then it causes an increase in entrepreneurship orientation scores for both groups.

Keywords: *Authentic Leadership, Entrepreneurship, Export, Exporting Companies, Export Performance*

1. Introduction

Authentic leadership emerges as a concept that emerged in the fields of sociology and education in the 1990s and has recently begun to be discussed in leadership literature (Chan et al., 2005). Authentic leaders know who they are and what they believe. They show transparency and consistency between value judgments, ethical reasoning and attitudes. They focus on developing a positive mood within themselves and among themselves and with colleagues, such as trust, optimism and flexibility. They are also well-known and therefore respected for their honesty (Avolio & Gardner, 2005).

The entrepreneurial orientation of a company has the function of being a driving force in the growth and performance of that company. Kuratko, et al. (2001) revealed that the entrepreneurial behavior of companies provides a competitive advantage and improves the performance of the company. Kaya (2006) defined corporate entrepreneurship as the sum of a company's innovation, enterprise and renewal efforts and stated that corporate entrepreneurship affects also company performance. Dess, et al. (1997) specified that an entrepreneurial approach to strategy building was vital to organizational success and there was a positive relationship between expectations such as sales, profitability and company performance. In this context, a business with entrepreneurial orientation is a business that is trying to be proactive in order to stay one step ahead of its competitors in the market, making highly risky investments, continuously improving, competitive advantage by making products, processes and market innovations (Yılmaz et al, 2019, p.2).

The redrawing of world political borders, the establishment of trade blocks, bilateral and regional trade agreements, the establishment of the World Trade Organization, the establishment of inter-country trade rules and the opening of new consumption markets have created new opportunities for exporting businesses. Then; An export-based economic model was implemented in Turkey that would allow foreign currency entry in place of "imported substitute" policies. As a result of all these efforts, Turkey has reached approximately 172 billion dollars export figure as of the end of 2019 from approximately 3 billion dollars in 1980. However, in the same period, our foreign trade deficit also increased and followed a fluctuating process from about 5 Billion dollars in 1980 to approximately 31 billion dollars in 2019. This problem has been an issue that Turkey's governments are trying to fix it at all times, but unfortunately, the foreign trade balance has not been in favor of exports at any time (TUİK, 2020).

While the research topic was chosen, in addition to foreign trade deficit figures, authentic leadership and entrepreneurship orientation literature analyzed beside the studies in the literature that have established a relationship with these two variables. And then it was evaluated that authentic leadership elements would positively contribute to the entrepreneurial orientation of exporting companies on the basis of export performances although mentioned relation has not been studied in the literature before on the basis of export performance of exporting companies.

The entrepreneurship orientation is expressed as "the processes of entrepreneurial strategy formation that senior managers use to achieve organizational goals, maintain the vision of the enterprise in a healthy way and at the same time create a continuous competitive advantage to the business" (Rauch et al., 2009, p. 763). On the other hand, authentic leadership encompasses a highly developed moral standard as well as distinguished managerial skills.

Finally, as it can be understood from the findings of the study, the relationship between authentic leadership and entrepreneurship orientation was revealed in the limitation of this study and the results were evaluated. It is also observed that, as more space opens up for authentic leadership in businesses, the entrepreneurial orientation will develop. This development might provide better exporting performance for the companies which might also affect Turkey's foreign trade balance positively. So, for these reasons, the relation between authentic leadership and entrepreneurship orientation was investigated, evaluated and the results were revealed.

To summarize briefly, firstly the theoretical framework of export performance, authentic leadership and entrepreneurship orientation were explained and subsequently research hypotheses took their place. Later, participants, data collection and instruments were explained, validity and reliability analyze were made, then the relationship between two variables was examined by linear regression analysis and finally the article was concluded with findings, discussion and conclusion.

2. Theoretical Framework

2.1. Export Performance

Despite a great deal of scientific work being done to define export performance, there is still no consensus on a single agreed definition or measurement. However, when we consider various definitions made in the literature, we believe that the best definition of export performance can be summarized as "the degree to which the companies exporting goods or services reach their strategic and economic targets as a result of their activities" (Anil, 2009, p.1). Then literature on the measurement of export performance was further examined, it was seen that Katsikeas (Katsikeas et al., 2000, pp. 493-511) and Sousa (Sousa, 2004, pp. 1-22) who had done the most comprehensive studies in the literature. And then the need to measure export performance has emerged in order to learn how the export performance of the enterprise is and then to make strategic decisions for the enterprise in the light of these data (Menon & Varadarajan, 1992, p.63; Chakravarthy, 1986, p.437).

The reason for including the export performance variable in the research is primarily to reveal the effects of authentic leadership on entrepreneurship orientation in exporting companies under the category of increasing and decreasing export performance.

2.2. Authentic Leadership

The concept of authentic leadership is new in the field of management, but it is not a new concept in the literature of philosophy and psychology (Müceldili et al., 2013, p. 674).

Authentic leadership is a form of leadership that is based on knowledge, draws strength from value judgments and is practiced with the skill. Many of the definitions attributed to authentic leadership begin with the underlying structure of authenticity. The authenticity structure implies knowing oneself, accepting oneself, being oneself and being honest

with oneself. Kernis (2003) defined authentic behavior as acting in accordance with one's value judgments, preferences and needs (Klenke, 2007). Luthans and Avolio (2003) defined authentic leadership as a process that combines positive leadership capacity and a highly developed institutional context.

Authentic leadership emerges as an approach included in modern leadership approaches. Considering the corporate moral bankruptcies that occurred in the last quarter of the 20th century, it is seen that these are the scandals due to lack of leadership. As a result of the studies conducted on these scandals, it was seen that there was evidence of the existence of knowledge that could prevent the dimensions of the disaster in the system, but it was seen that the problems caused by the losses due to the lack of authentic leadership elements caused great damage to the businesses and the system they were affiliated with (Tabak et al., 2012).

Authentic leaders are motivated not by any standard or by predetermined rules by others but by a perception of self (Sendjaya et al., 2014, p.127). They also pay very careful attention to everyone they work with and continuously evaluate them whether they feel good about what they are working with or not. They are very sensitive about personal values, morality and ethical behaviors and also expect to show the same attitude from the others at the highest level. (Akgündüz, 2012, p.20). Also, the understanding of being willing, open and transparent about sharing information required in decision-making processes and providing efficient feedback to employees is one of the ways authentic leaders internalize and practice (Walumbwa and others, 2008, p.5).

Authentic leaders are motivated by the positive state of their colleagues, organization and society, which includes everyone they work with (Sendjaya et al., 2014, p.127).

Michael Hyatt points out that authentic leaders have at least 5 characteristics in addition to their deep influence on their followers. According to him, the first one is the inner visions which will guide them in a way they act clearly when they are in a complex situation. The second one is their ability to take initiative, which they do not sit and wait for but they lead as an example by taking risks. The third one is that they have an effective domain which makes it contagious. The fourth one is their ability to persuade people with superior ability. And finally, they have a view to live their lives with the highest values and their determination and determination to achieve these high values will continue unnoticed but increasing in the whole process (Hyatt, 2018).

In the literature agreed upon, authentic leadership has 4 sub-dimensions. These sub-dimensions are defined as self-awareness, relational transparency, balanced processing, and internalized moral perspective (Avolio et al., 2009, p.424). The first dimension, self-awareness means focusing on understanding how the leader makes sense of the world, ways to achieve authentic leadership and the impact of this process on the reactions of his employees. (Walumbwa et al., 2008, p.95). The second dimension relational-transparency focuses on increasing trust through openly shared honest, transparent and reciprocal relationships. This means that the true meaning or discourse of the action is expressed transparently (Kernis, 2003, p.16). Third dimension balanced-processing means impartial and careful analysis of all relevant information before it is finalized (Gardner et al., 2005, p.352). The fourth and final dimension, the internalized moral perspective expresses self-arrangements driven by internal moral principles and values abstracted from collective, organizational and social pressures. These actions are not for previously explained decision-making but for producing and implementing rational, consistent behaviors in terms of internalized values (Avolio&Gardner, 2005, p.327).

2.3. Entrepreneurial Orientation

The concept of entrepreneurship orientation has emerged as an approach to establishing relationships with each other that leads to an entrepreneurial change by bringing together entrepreneurial behaviors in enterprises with ongoing activities (Pearce et al., 2010, p. 219).

Entrepreneurship orientation is a phenomenon that includes strategy formulation, planning, analysis, decision-making, implementation, measurement, feedback which also includes the entire enterprise's organizational culture, values structure and mission. Therefore, entrepreneurship orientation is expressed as the processes of entrepreneurial strategy formation that senior managers use to achieve organizational goals, maintain the vision of the enterprise healthily, and at the same time create a continuous competitive advantage to the business (Rauch et al., 2009, p. 763). There is also an approach that values innovation and risky projects in the market, products and services for businesses that have adopted an entrepreneurial orientation.

This approach also covers processes, practices and decision-making functions that allow new inputs (Lumpkin and Dess, 1996, p. 136).

Miller (1983) one of the leaders of the concept of entrepreneurship orientation has listed the dimensions as 1-) Innovativeness, which is defined as “the willingness to support creativity, experimentation, the use of new technologies and research in the development of new products, services and processes, and the continuous funding of these researches in the presentation of new products and services to the public”, 2-) Risk-Taking, which is the risk-taking intention of the business and the level of tolerance for possible failure as a result of this risk-taken and 3-) Proactiveness, which is defined as "taking the initiative to act before the problems, needs and changes that will arise in the future and to follow new opportunities or to enter new markets before the competitors" (Miller, 1983, p.771; Lumpkin and Dess, 1996, p.146; Lumpkin and Dess, 2001, p.431;). Lumpkin and Dess (1996) added a dimension to these dimensions in their work and named it 4-) Competitive Aggressiveness which refers to the efforts to push their competitors out of the system with which they compete in the market (Lumpkin and Dess, 1996, p.139; Koçooğlu, 2012, pp.41-42). And finally 5-) Autonomy which refers to the independent activities carried out to create, develop and complete a business idea. (Marangoz and Erboy, 2013, p. 71; Koçooğlu, 2012, pp.42-43).

2.4. Authentic Leadership and Entrepreneur Orientation

Bill George (2018) wrote the following on authentic leadership in his book "Lead True". “We learned that authentic leaders are constantly learning and developing from their leadership experience. They become more effective by taking on new challenges. When they find themselves in completely new situations; They make use of past life experiences, as well as tend to learn from colleagues and adapt themselves to the new situation. This approach allows them to be more effective as leaders. Authentic leaders, to be true leaders and live a meaningful life; They know that the leader must work towards the goals that are important to them, they know the need to do hard work to improve themselves, and they have a strong moral compass based on their beliefs and values. They are also aware that they are not perfect, and they never try to be perfect. They also make mistakes in the process, they are willing to admit their mistakes, learn from them and continuously improve” (p.17).

In order for the entrepreneurship orientation to occur in organizations, there is a need for a decentralized structure, participation in decisions at all levels, the existence of a collaborative environment, and processes without bureaucracy. In addition, it is vital that the management encourages employees to take risks and be innovative, and that the resources allocated are in harmony with the goals for the entrepreneurial orientation to produce successful results. Finally, the skills and awareness of employees are also of great importance in the formation and quality of entrepreneurship orientation (Zampetakis & Moustakis, 2007, p. 414).

In light of these evaluations both authentic leadership and entrepreneurship orientation, hypotheses were developed as follows:

Hypothesis 1

H0: There is no meaningful relationship between authentic leadership and entrepreneurship orientation in the exporting companies with increased export performance.

H1: There is a meaningful relationship between authentic leadership and entrepreneurship orientation in the exporting companies with increased export performance.

Hypothesis 2

H0: There is no meaningful relationship between authentic leadership and entrepreneurship orientation in exporting companies with decreased export performance.

H1: There is a meaningful relationship between authentic leadership and entrepreneurship orientation in businesses with decreased export performance.

3. Method

3.1. Participants

97 companies have been identified from the Turkey Exporters Assembly (TİM) top 1,000 exporters research list that are fully in the list and also share the data allows to obtain both Export Sales and Export Sales Intensity data between 2013 and 2018. And as a result of the studies carried out during the 8 months of 2020, a total of 22 companies participated in the survey and a total of 438 mid-to-high-level white-collar employees filled the authentic leadership and entrepreneurship orientation questionnaires.

The reason for choosing mid-to-high-level white-collar personnel for the surveys is that it is evaluated that the management understanding of the authentic leadership and entrepreneurship orientation could be compiled in the best way.

Depending on the purpose of the research in this study, criterion sampling, which is a type of judgmental sampling method was used because it met certain criteria and required to work with companies with certain characteristics (Eyiler, 2019, p.120).

Yazıcıoğlu ve Erdoğan prepared a table regarding the minimum sample sizes that should be used in research, considering various population sizes and sampling (Yazıcıoğlu ve Erdoğan, 2007, p. 72). As a result of the evaluation of all this literature, in agreement with the thesis jury, it was decided that if the number of valid questionnaires of at least 384 white-collar employees in total was reached, the level of representation of the main population of the sample determined in the study was considered to be realized.

The surveys to be used in the study were planned to be conducted primarily by visiting the companies and the requests were conveyed to the companies. Some of the questionnaires were conducted in this and similar manner, for companies that did not accept the visit request but still accepted the survey, via the "Google Forms" channel used.

3.2. Data Collection Instruments

Export Sales Volume and Export Sales Intensity, which are the two objective scales that are found to be used the most for assessing export performance in the literature were used (Katsikeas et al, 2000, p.498; Sousa, 2004, p.9). The export performance categories revealed in the study are just as similar to Hall and Lee's 2008 (Hall & Lee, 2008, p.58), Hoang's 1998 (Kalaycıoğlu, 2017, p.62) and De Luz's 1993 (De Luz, 1993, p.94) export sales and export sales density are calculated based on the five-year averages. Secondary data was compiled from Turkish Exporters Assembly (TİM) publications between the years 2013 and 2018.

In deciding the subjective scales to be used for this study, it was preferred to use scales that were previously developed and whose validity and reliability was tested before.

For the authentic leadership scale; The scale developed by Walumbwa et al. (2008) and reliability and validity tests completed in Turkey by Tabak et al. (2012) was used and for the entrepreneurship orientation scale; The scale developed by Lumpkin and Dess (1996) and reliability and validity tests completed in Turkey by Koçoğlu (2012) was used.

3.2.1. Validity and Reliability Analyzes of Authentic Leadership Scale

As a result of the CFA analysis of the authentic leadership scale, which consists of four dimensions compatible with the original scale (Walumbwa et al., 2008), the factor loads of the items vary between 0.841 and 0.955.

According to Tabachnick and Fidell (2013), the factor load of items to a factor must be a minimum of 0.32. In this context, it was observed that the factor loadings of the scale items met the criteria.

Table 1. Authentic Leadership Scale Goodness of Fit Index

The goodness of fit index	Acceptable Limit	Scale Value
χ^2/sd	<5 Moderate <3 Good Fit	228,895/98=2,335
CFI	>0,90	0,987
NNFI	>0,90	0,984
AGFI	>0,90	0,982
RMSEA	<0,08	0,055

Source : (Çokluk et al., 2010, pp.271-272)

When the compliance and performance criteria are examined, it is seen that the data are well adapted to the tested structure. Therefore, the original scale structure was confirmed by the data of this research.

Table 2. Authentic Leadership Scale Reliability Analysis

Sub-Dimensions	Cronbach Alfa
Relational Transparency	0,855
Internalized Moral Perspective	0,852
Balanced Processing	0,805
Self-Awareness	0,898
Scale Overall (Stratified Cronbach Alfa)	0,959

This reliability value appears to be quite sufficient which means that the reliability of the items is quite high. Cronbach Alpha was used for scale reliability analysis and the Stratified Cronbach Alpha coefficient was used in overall scale reliability analysis. Cronbach, Schonemann and Brennan (1965) proposed the use of the Stratified Cronbach Alpha for the confidence of combined scores obtained from sub-dimension measuring tools. (Büyüköztürk, 2011).

3.2.2. Validity and Reliability Analyzes of Entrepreneurship Orientation Scale

As a result of the CFA analysis of the authentic leadership scale, which consists of four dimensions compatible with the original scale (Walumbwa et al., 2008), the factor loads of the items vary between 0.436 and 0.891. In this context, it was observed that the factor loadings of the scale items met the criteria.

Table 3. Entrepreneurship Orientation Scale Goodness of Fit Index

Goodness of Fit Index	Acceptable Limit	First Level CFA	Second Level CFA
		Scale Value	Scale Value
X ² /sd	<5 Moderate <3 Good Fit	450,866/84=5,36	465,560/86=5,29
CFI	>0,90	0,898	0,893
NNFI	>0,90	0,895	0,888
AGFI	>0,90	0,929	0,928
RMSEA	<0,08	0,091	0,091

Source : (Çokluk et. al., 2010, pp.271-272)

When the compliance and performance criteria given in Table 8 are examined, it is seen that the data adapts closely to the tested structure. Therefore, the original scale structure was confirmed by the data of this research.

Table 4. Entrepreneurship Orientation Scale Reliability Analysis

Sub-Dimensions	Cronbach Alfa
Innovativeness	0.597
Proactiveness	0.736
Risk-Taking	0.616
Autonomy	0.758
Scale Overall (Stratified Cronbach Alfa)	0.796

Cronbach Alpha was used for scale reliability analysis and the Stratified Cronbach Alpha coefficient was used in overall scale reliability analysis. Cronbach, Schonemann and Brennan (1965) proposed the use of the Stratified Cronbach Alpha for the confidence of combined scores obtained from sub-dimension measuring tools (Büyüköztürk, 2011).

According to the reliability analysis results of the entrepreneurship orientation scale, the overall reliability of the scale was calculated as 0.796. It seems that this reliability value is sufficient.

3.3. Data Analysis Procedure

As a result of this study, 32 companies with increased export performance and 65 companies with decreased export performance were gathered under two separate groups as an increasing export performance and decreasing export performance. Finally, "The Relationship Between authentic leadership and entrepreneurship orientation perception in Exporting Companies with different export performances" research and analysis have been done separately for each category and the results are also evaluated comparatively.

4. Findings

The Relationship Between Authentic Leadership and Entrepreneurship Orientation.

Table 5. Increased Export Performance Analysis Result

Variances	<i>Non-standardized</i>		<i>Standardized</i>	<i>T</i>	<i>P</i>
	<i>Beta</i>	<i>Std. Error</i>	<i>Beta</i>		
Constant	33.850	2.476		13.670	0.00*
Authentic Leadership	0.209	0.041	0.341	5.070	0.00*
F=25.707 ; p=0.00* ; R=0.341 R ² =0.117					

*p<.01

As outlined in Table 5, the existence of a meaningful relationship between authentic leadership and entrepreneurial orientation has been identified (F (1,237) =25,707; p<.01). Accordingly, when authentic leadership scores increase by one unit, entrepreneurship orientation causes an increase of 0.209 units in their scores. Finally, authentic leadership perception scores account for approximately 12% of the total variance (R²=0,117) in entrepreneurship trend scores, and the regression equation is as follows:

$$\text{Entrepreneurship Orientation} = 33.850 + 0.209 * \text{Authentic Leadership}$$

Therefore, H1 of Hypothesis 1 is accepted because the existence of a meaningful relationship between authentic leadership and entrepreneurial orientation has been identified.

Table 6. Decreased Export Performance Analysis Result

Variables	<i>Non-standardized</i>		<i>Standardized</i>	<i>t</i>	<i>P</i>
	<i>Beta</i>	<i>Std. Error</i>	<i>Beta</i>		
Constant	34.479	1.545		22.314	0.00*
Authentic Leadership	0.149	0.287	0.319	5.186	0.00*
F=26.863 ; p=0.00* ; R=0.319 R ² =0.102					

*p<.01

As outlined in Table 6, the existence of a meaningful relationship between authentic leadership and entrepreneurship orientation has been identified ($F(1,237) = 26.863; p < .01$). The defined coefficient was calculated as 0.149. Accordingly, when authentic leadership scores increase by one unit, it causes an increase of 0.149 units in entrepreneurship orientation scores. Finally, authentic leadership perception scores explain approximately 10% of the total variance ($R^2=0.102$) in entrepreneurship scores and the regression equation is as follows:

Entrepreneurship Orientation = $34.479 + 0.149 * \text{Authentic Leadership Perception}$

Therefore, H1 of Hypothesis 2 is accepted because the existence of a meaningful relationship between authentic leadership and entrepreneurial orientation has been identified.

Also, since the scale scores of authentic leadership and entrepreneurship orientation show a normal distribution, the independent samples t-test was used to compare group averages based on export performance. Given the total score of the authentic leadership scale, the scale average of the group whose export performance increased was found 58,586 and the scale average of the group whose export performance decreased was found 51,413, and the difference between these two averages was significant ($t=5,325; p<0.05$). Given the total score of the entrepreneurship orientation scale, the scale average of the group whose export performance increased was found 46,086 and the scale average of the group whose export performance decreased was found 42,138, and the difference between these two averages was significant ($t=5,568; p<0.05$).

5. Discussion and Conclusion

5.1. Discussion

Considering authentic leadership and entrepreneurship orientation scale averages together, higher averages were observed in the group whose export performance increased. So, these findings can be interpreted as the more authentic leadership features that the leaders can realize than the more entrepreneurship trends in the companies will be. This finding might also be valuable for the practitioners because it might mean that more authentic leadership features that the leaders in exporting companies than more innovative, risk-taker, proactive, autonomous and competitive trends in the companies. The majority of authentic leadership scale averages that has been identified in the studies support the results of this research (Koçak, 2019, p.58; Çiftçi, 2018, p.117; Yetgin, 2017, p.94-95, Boz, 2016, p.120). In only one study (Korku, 2018, p. 108), the mean of the scale was slightly below the average compared to the mentioned literature. Also, the entrepreneurship orientation scale averages that have been identified in the studies support the results of this research (Koçoğlu, 2012, p.157; Pehlivan, 2017, p.83).

Additionally, as per the research finding; When authentic leadership scores increase then it causes an increase in entrepreneurship orientation scores in both categories. Therefore, in the limitedity of this research, these findings can be interpreted that the more authentic leadership perception the leaders can realize in the companies, the more the export performances will increase. This finding might also be valuable for the practitioners because it might mean that more authentic leadership features in exporting companies then the better export performance will be.

It is also necessary to specify that, the relationship between authentic leadership and entrepreneurship orientation has not yet been the subject of academic research on the basis of export performance of exporting companies. Due to this reason, I am also hoping that the research findings will theoretically contribute to the literature.

Finally, as per the limitation of the study; Surveys were conducted with 21 of the 97 companies in the research universe and with 438 mid-to-high-level white-collar employees working in these companies. Although the number of samples is sufficient to represent the research universe, the inability to conduct surveys with more companies can be considered a limitedity.

5.2. Conclusion

According to this research results, it will be valuable to note that, working with authentic leaders may not be easy for businesses with established rules and norms. Because they will not manage their areas of responsibility by using the usual established rules and norms.

Authentic leaders do not take a leadership role for the position or other personal interests and they have a purpose and a mission they want to achieve. The managerial processes practiced by authentic leaders are by no means simulated, and they often internalize these processes based on their personal experiences. They both expect universal morality and ethical behavior from others and show themselves at the highest level. They also know that they are not perfect, and they do not try to be perfect.

Authentic leaders do not act according to any standards or rules predetermined by others or the expectations of others, they review currently applied standards, rules and expectations, and eventually act according to their own reality.

So, in the limitations of this research, yes authentic leaders can turn the businesses they lead into more entrepreneurs and also put them into a better export performance level but during this process, they will not act against their own values. They will also be extremely willing to use all modern management devices while trying to achieve better results but will never be managed by instructions. They will also use their authorizations to the end during trying to achieve the best commercial results, take risks in the process and share all the processes and results of their leadership with the most modern and transparent methods possible. But in this whole process, they will walk the path of wisdom and positive science and will also remain independent and free.

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