

TEOS MARİNA

JANUARY / FEBRUARY 2026

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Find everything happens in Teos Marina on these pages.

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BLUE HEALTH: THE SCIENTIFIC EFFECTS OF LIVING BY THE WATER

Living by the sea is not a privilege; it is a way of slowing down. During the shorter days of winter, looking out at the water changes more than the landscape — it gently recalibrates one's inner rhythm. Research on so-called "blue spaces" supports what intuition has long suggested: being near water can reduce anxiety, improve sleep quality, and foster greater mental clarity. This article does not focus on the romantic charm of life along the Aegean coast; it explores its restorative force — the quiet way it gathers a person back to themselves.



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POSIDONIA: BLUE CARBON AND THE SILENT ECONOMY OF BAYS

The seagrass meadows beneath the surface are more than underwater vegetation; they are the coastline's insurance policy. Posidonia oceanica captures carbon, protects the shore from erosion, and provides shelter for marine life. This article explores how anchoring just one metre to the side can influence the future of an entire bay.

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SHIFTING GENERATIONS AT THE TABLE

There was a time when the richness of a table was measured by the abundance on each plate. Today, the question has shifted: it is no longer how much we eat, but why and how we eat that matters. Between Generations X, Y, and Z, the differences go beyond taste; perceptions of security, identity, health, and the future itself are evolving. A quiet transformation is unfolding at the table.



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REDEFINING RELATIONSHIPS: HUMAN, CULTURE, AND ORGANIZATION IN THE AGE OF ARTIFICIAL INTELLIGENCE

Artificial intelligence is accelerating workflows, reshaping decision-making processes, and redefining organizational structures. Yet the true turning point is not technology itself — it is relationships. The psychological contract between employee and institution, the meaning of leadership, and the foundations of trust and belonging are all being recalibrated in this new era. This article invites readers to rethink the human–culture–organization triangle in the age of AI.

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FEBRUARY 14: A LONG REFLECTION ON LOVE AND LABOR

Love is often remembered through its beginnings — the first rush of excitement, the long conversations, the messages that stretch until dawn. In those early days, time seems to move quickly; everything feels effortless, almost self-propelling. Then real life begins. The life two people build together — when they truly see one another — is sustained not by grand declarations, but by small, steady acts of care. A long reflection on the quieter, more enduring side of love.



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HOW WILL THE WATERS FLOW IN MARCH & APRIL, ACCORDING TO ASTROLOGY?

The skies of spring 2026 bring a mix of shifting winds and gentle swells. Mercury's retrograde, which began toward the end of February, was still in effect in early March; words could easily drift off course and messages might arrive slightly distorted by the waves. Yet by March 20, as the retrograde comes to an end, the waters of communication begin to settle — captains can once again send their messages safely to the harbor.
At the beginning of March, a lunar eclipse — a full moon in Virgo — also appears in the sky. It invites us to revisit the course we have been sailing for some time, to check the direction of the vessel and to cast unnecessary weight overboard.
March also arrives with the spring equinox and the pioneering energy of Aries — a moment to catch the wind at your back, leave fragile harbors behind, and set out toward a new passage.

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GALLEY RECIPES

The galley on a boat may be small, but imagination has plenty of room. In this issue, we share a light yet striking recipe perfectly suited for life on deck: buttered shrimp infused with citrus zest, served over ripe avocado and crisp toasted bread. A simple combination of ingredients for those who enjoy creating a memorable flavor with minimal effort.



Message from CMM

FARUK GÜNLÜ
Teos Marina General Manager

Dear Seafaring Friends,

With the excitement of a new year, we stepped into 2026 sharing generous New Year wishes, making fresh plans, taking new decisions about our lives, and setting new goals with the hope that the year ahead would mark a meaningful new beginning. And now, we have already left the first two months of the year behind us. How quickly time has passed, hasn't it? This period — when dreams and good wishes feel uplifting, yet reality continually reminds us not to fall into complacency — has been a full and productive one for us. In line with our projections, we spent these months actively carrying out the plans and initiatives we had set in motion. I sincerely hope that the dreams each of us holds for 2026 will gradually come true, step by step.

We Met Hundreds of New Yacht Owners!

For us, January and February always carry a special sense of importance and excitement. These are the months when we have the opportunity to meet hundreds of new yacht owners, observe the dynamics of the sector firsthand, and participate in two of the most prominent gatherings of the yachting world: boot Düsseldorf and the Istanbul Boat Show.

I would like to extend my heartfelt thanks to the hundreds of new yacht owners we had the pleasure of meeting at both Düsseldorf and the Istanbul Boat Show, as well as to our existing guests who visited our stand, our sector partners, captains, and maritime friends who stopped by to share a conversation with us. Both exhibitions were so vibrant and busy that time simply was not enough to speak with everyone as much as I would have liked. For all the seafaring friends with whom I did not have the chance to talk at length, I would like to take this opportunity to invite you to Sığacık. I would be delighted to welcome you there and host you in the generous and warm atmosphere of Sığacık.

How Did Düsseldorf and the Istanbul Boat Show Go?

Between 17–25 January, we had the opportunity to present Teos Marina's safe and high-quality berthing services and the unique beauty of our destination to European yacht owners at the Düsseldorf Boat Show. Of course, the level of interaction was not quite the same as it was in the 2000s or even the early 2010s. Nevertheless, I can confidently say that the event proved to be quite productive for Teos Marina.





Where Are Those Old Boat Shows?

I have been attending the Düsseldorf Boat Show continuously since 2001, except for 2021 and 2022 when it was not held due to the pandemic. In the early 2000s, Turkey participated with very large promotional stands that almost filled an entire hall. In the 2010s, however, our presence became much smaller and participation continued mostly under the umbrella of the Marine Tourism Association or the Chamber of Shipping. By the 2020s, the number of companies attending from our country had decreased significantly, and instead of collective participation, companies began attending the fair with individual stands.

At the 2026 Düsseldorf Boat Show, the number of companies attending from our country may have slightly exceeded the fingers of two hands — or perhaps not even that. From the marina sector in Turkey, Setur Marinas Group, D-Marin Marinas Group, Marmaris Yacht Marina and Teos Marina were present. I believe that Teos Marina's participation in this fair is valuable both in representing our country and in promoting our region and destination.

In the past, visitors from almost every European country — and even from other continents — attended this fair. Over time, yacht owners from other continents stopped coming, followed by a decline in visitors from European countries. This year, apart from German and Turkish yacht owners, there were almost no visitors from other countries.

However, there is one observation I would like to share: the number of Turkish yacht owners visiting this fair increases noticeably every year.

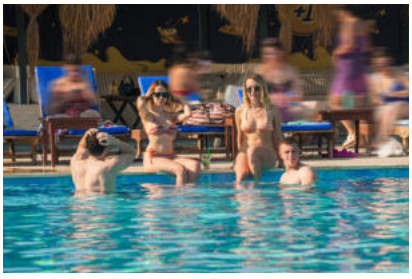


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This year, our stand was visited by almost as many Turkish yacht owners as European ones. In the fair corridors, after German, the second most spoken language was nearly Turkish. Just as the number of visitors at the Düsseldorf Boat Show had declined, the number of exhibitors had also decreased. Since some halls could not be fully filled, they were divided and partially leased. Still, they remain highly successful at integrating the fair with the public through social events, water sports activities, school visits, and seminars organized within the exhibition area.

At the İstanbul Boat Show, held at the İstanbul Expo Center between 21–28 February, the Teos Marina stand was crowded from the first day to the last. Unlike many other participants, we did not offer special fair discounts beyond our standard campaigns, yet the interest in our marina remained very strong. It was not difficult to explain our marina to yacht owners who had already heard about our service quality from our existing guests or who had previously experienced our marina and the region during short visits. Throughout the fair, it was a pleasure to speak with both our current and future guests and to exchange views on developments within the sector.

Last year the İstanbul Boat Show took place across eight halls; this year it was held in six, and next year it is expected to be organized in five halls. While the number of international visitors has been declining year by year, this year they were almost nonexistent. However, I should note that we encountered a more focused visitor profile this year. As the number of exhibitors decreased, some empty spaces in the halls were covered with partitions, and certain areas were filled with rest zones and activity spaces to create a fuller atmosphere. Despite the lower number of participants, the fair still managed to bring the entire sector together and was therefore a successful event overall.

Yes, everything is becoming digital and transforming; fairs are gradually losing ground due to technology and new communication channels. Yet thanks to yacht owners who still value personal interaction, it seems that boat shows will remain part of our lives for another five to ten years. As we did this year, we will also take part in the Düsseldorf, İstanbul, İzmir, and Bodrum Boat Shows in 2027.

Unusual Southerly Storms...

In January and February, we witnessed a series of strong southerly storms across our country — persistent winds from the south and consecutive severe gales unlike anything we have observed in the past ten years. Thanks to Teos Marina's location, sheltered from all directions, and the precautions we took in advance, we passed through these storms with only minor scratches. However, the waterspouts and tornado-like events that formed inside marinas in other parts of the country, causing damage to many boats, saddened all of us in the maritime community. What was even more distressing was that many boats moored at anchor or at docking piers less secure than marinas became unusable due to the severe storms. Because these boats were not berthed in marinas, storm-related damages often fell outside the scope of insurance, leaving many sailors in a difficult situation.





The storms experienced this year once again revealed the sheltering crisis in our country. The inability to build new marinas prevents a proper balance between supply and demand and causes the limited number of existing marinas to become very expensive. Because of the high berthing fees in marinas, the boats of sailors who choose to keep their vessels at anchor or at docking piers are damaged — and with them, their dreams of the sea. Moreover, these damages often remain outside insurance coverage. As I have mentioned in previous issues, the number of berths in our country must be rapidly increased through proper planning and investment to reach the levels of other neighboring countries in the Mediterranean basin. Otherwise, marinas in our country will unfortunately remain very expensive, and the boats of amateur sailors who choose more affordable options will continue to suffer at anchor or at exposed piers — often without being able to recover their losses through insurance. For maritime life in our country to develop, for amateur sailors to access the sea at more affordable costs, and for everyone to reach their blue dreams, more berthing spaces are essential.

No One Should Miss the Samos Crossing!

Ferry services between Teos Marina and the island of Samos will begin on 22 April 2026 and continue until the end of October. This year, ferry departures will be more frequent. During the period when schools are closed, crossings will be operated every day. You can always find the updated ferry schedule on the website of our partner, IDO.

This year there will be a change of operator at the Duty Free shop located inside the Teos Marina customs building. Our new operator will begin providing service as soon as the necessary legal permits are obtained. Although everything is ready on our side, bureaucracy in our country unfortunately does not always move quickly, and it is not yet possible to give a definite opening date.

If you do not yet have a visa, there is still time to obtain either a Schengen visa or a visa on arrival. While planning your Samos holiday, I recommend taking a look at the Samos guide published in the January & February 2024 issue of our E-Magazine. You can read all issues of our E-Magazine, which has been published continuously for 10 years and continues to grow, at https://www.teosmarina.com.tr/e-dergi.html.






Pier One
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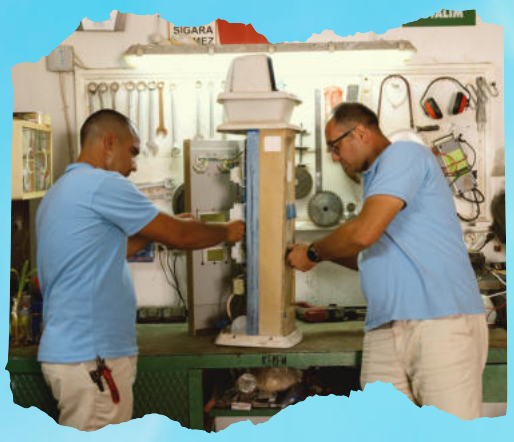
We Are Preparing for the Season by Reviewing Even the Smallest Details

At Teos Marina, the season never truly ends. In every season, we work diligently — leaving nothing to chance — to ensure that you can enjoy a flawless stay. So what have we been doing over the past two months to continue providing uninterrupted service in our marina?

The periodic inspections of our fire hydrants and fire detection and alarm systems have been completed. Annual checks of our fire extinguishers have been carried out. The lightning protection system has been inspected by a licensed company. Maintenance work on our generators has been completed. The grounding lines of our electrical systems and the residual current devices have been checked. Routine maintenance of our travel lift and inspections of the lifting slings used for boats have been carried out. Our mooring boats and all of our golf carts have gone through maintenance. Connections on the pontoons and all components secured with bolts throughout the marina have been inspected to prevent possible loosening. A sustainability certificate has been obtained for the accessibility infrastructure and services we provide for our guests with disabilities. Our ISPS certificate has been renewed. The inspection of our navigation lights has been completed and our license has been renewed. The inspection and cleaning of our mooring lines and chains have been carried out. Our pedestals have been checked and necessary parts replaced — along with many other details.

In the coming months, we will begin planning our concerts and events for the season. We will also continue developing new projects focused on renewal and improvement. As these projects take shape, we will be pleased to share them with you.





The Walkways at Teos Marina Bazaar Are Being Renewed!

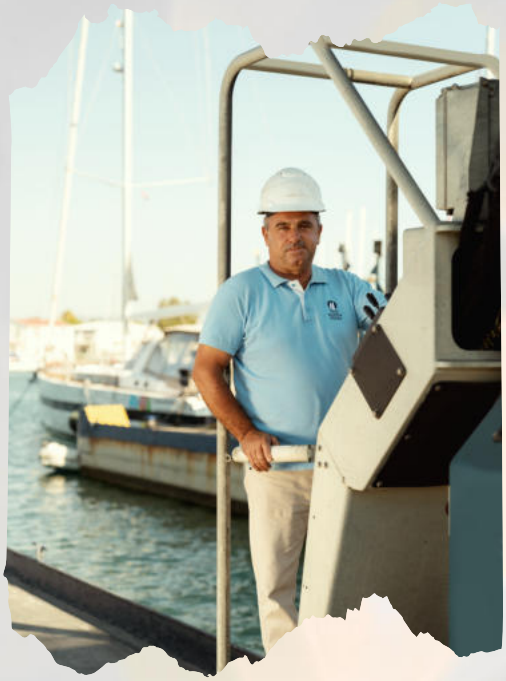
With the arrival of March, weather permitting, we will begin replacing the paving stones in the garden areas of some shops in our bazaar with marble flooring. The walking paths along the bazaar corridors will also be renewed with more elegant-looking stones.

You may already be looking forward to your summer cruise — but is your boat ready for the season?

The summer season is approaching. March and April are the ideal months to carry out your boat maintenance so that unexpected technical issues do not interrupt your holiday once the season begins. Many of our boat owners have already scheduled their maintenance and repair works with the experienced technical workshops located in our haul-out area, planning the process together and making their lift reservations with us. You can find the list of our technical service providers here: https://teosmarina.com/teknik-servisler.html

For those who have not yet made their plans, I recommend contacting our front office team as soon as possible to arrange a reservation. This will help ensure that your boat can be hauled out, maintained, and launched again close to the dates that best fit your schedule.

As always, our magazine is filled with blue news from the marina, thought-provoking articles, and engaging interviews. Enjoy reading it in peace.





If there are topics you would like to see in the upcoming issues of our magazine, or if you are interested in advertising in this publication, you may contact our editorial coordinator Pınar Tezer at ✉️ pinar.tezer@teosmarina.com

We take care not to fill your inbox with frequent announcements.
This e-magazine reaches you only once every two months.

However, if you would like to stay updated on instant developments, events, and announcements, we recommend following our social media accounts:

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📘 Facebook: teosmarina
▶️ YouTube: teosmarina

My team and I wish you all peaceful, enjoyable days filled with blue horizons.

#JoyAtTeos!



FARUK GÜNLÜ

Teos Marina General Manager

Have You Read Other Issues?

You can find all our issues on our website.

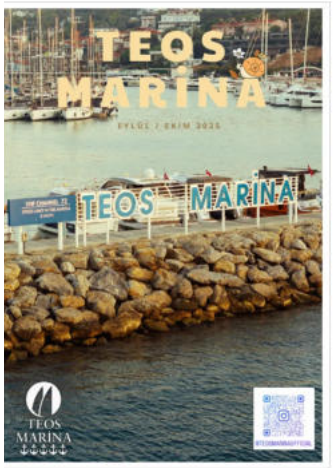


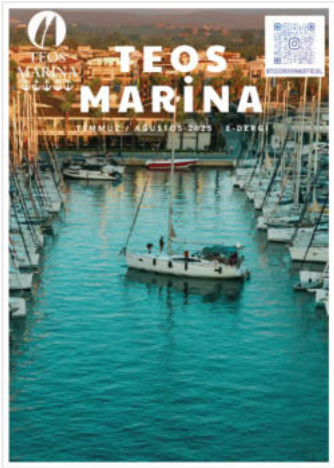
It is very easy to subscribe to Teos Marina E-journal, which has thousands of members, for free!

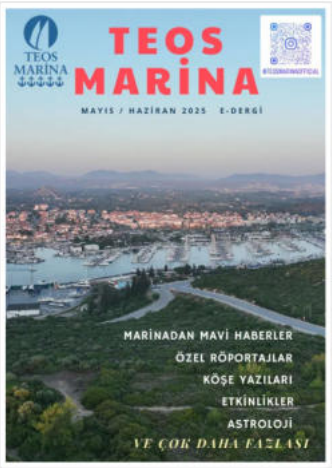
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TEOS MARİNA

BLUE NEWS



THE FOUR-SEASON MARINA OF THE AEGEAN CONTINUES ITS 2026 BOAT SHOW PROGRAM AT FULL SPEED

Located in a 3,000-year-old natural harbor sheltered from winds and waves from all directions, Teos Marina has completed the first two stages of its 2026 boat show program. Following the year's first major international gathering, boot Düsseldorf 2026, Teos Marina also took part in the Bosphorus İstanbul Boat Show and is now preparing for the upcoming events in İzmir and Bodrum.

Boat shows are among the key platforms where yacht owners plan new routes, marina preferences take shape, and preparations for the season become clearer. Throughout 2026, Teos Marina continues to meet visitors at these events, presenting its premium marina services, the strategic advantages of its Aegean location, and a marina lifestyle integrated with a lively bazaar that remains vibrant throughout the year.

THE FIRST STOPS OF THE 2026 BOAT SHOW CALENDAR ARE COMPLETED

boot Düsseldorf 2026, held in Germany between 17–25 January 2026, marked Teos Marina's first boat show participation of the year. During meetings with yacht owners and industry professionals from different countries, the natural beauty of the Sığacık destination, the marina's peaceful berthing environment, its professional service approach, and its proximity to the bays of the Aegean were among the topics that drew the most attention.

NEXT STOP: İZMİR AND BODRUM

The other boat shows Teos Marina will attend in 2026 are as follows:

· **İzmir Boat Show**

29 April – 3 May 2026 – Fuar İzmir

· **Bodrum Boat Show**

14–18 October 2026 – Bodrum Harbor

At these events, the Teos Marina stand will present detailed information about marina services, secure berthing opportunities, and the experience of a marina lifestyle that lives throughout the year in the Aegean.

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BLUE NEWS











FOR THOSE SEEKING A NATURAL AND PEACEFUL ROUTE IN THE AEGEAN

Teos Marina General Manager Faruk Günlü shared the following remarks regarding the 2026 boat show program:

“Yachting is no longer simply a holiday activity; it has become a lifestyle and a choice of experience. In recent years, the increasing number of boats, rising levels of noise and light in the bays, and coastal construction — particularly along the southern shores — have led yacht owners to seek quieter and more natural alternatives.

One of the most distinctive characteristics of the bays in the Sığacık Gulf in the Aegean is that they maintain their tranquility in every season while largely preserving their natural structure. Limited development directly contributes to the clarity of the water and the environmental cleanliness of the area. For yacht owners, a sailing experience that is crystal-clear, peaceful, and immersed in nature is becoming increasingly valuable.

For our guests who prefer the life of a small coastal town in the Aegean — close to the city yet away from the stress of urban life — and who wish to spend time on their boats in a calm and comfortable environment, we provide professional services. With short-, medium-, and long-term accommodation options both at sea and on land, we respond to a wide range of needs.

We continue to offer our premium marina services based on comfort, security, and a professional approach. All vessels are positioned according to their type and size and are monitored 24/7. Boat owners at the quay can park their vehicles directly behind their boats, while our guests on the pontoons are assisted with golf carts. With the free bicycles available in the marina, Sığacık can easily be explored. Thanks to our sunbathing platform, seawater swimming pool, spa center, and bazaar area, our guests experience not only berthing services but also a vibrant social environment that lives throughout the year.”

Located in Seferihisar, İzmir, Teos Marina has already completed the first two stages of its 2026 boat show program. In the coming months, with the upcoming events in İzmir and Bodrum, the marina aims to further strengthen its connection with yacht owners who prefer the Aegean route.


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HOP ON LAND, HOP ON SEA!

BLUE HEALTH: THE SCIENTIFIC EFFECTS OF LIVING BY THE WATER



In a coastal town, winter often feels more real than summer. When the crowds recede, the sound of the sea becomes clearer; as the water meets the stones, it seems to whisper, “slow down.” In the city, people carry a tension without even noticing it. Here, that tension gradually dissolves.

In recent years, the scientific community has begun to measure the effects of living near water on human well-being. This article explores why those who live in Sığacık — and those who moor their boats at Teos Marina — are truly fortunate.

Early morning. The quay in Sığacık is still empty. The air is cool, and the shadows of the stone walls stretch long across the ground. The sea is neither perfectly calm nor restless; a faint vibration moves across its surface. As you watch it, you notice something else beginning to slow down with it—your own body.

Scientists call this the “blue space effect.” Studies show that spending time near water—whether sea, lake, or river—can lower stress hormones, extend attention span, and support healthier sleep patterns. Yet you don’t really need charts or data to understand it. Walk along the shore for fifteen minutes each morning for a few weeks and the change becomes unmistakable.

The point is not to make grand life decisions. Living by the sea is not an escape; it is a way of arranging one’s life differently. Stepping into the morning light, breathing clean air early in the day, letting your eyes rest on the horizon… each of these sends a quiet but steady message to the nervous system: there is no danger here. There is no rush.

City life keeps the mind constantly alert—notifications, traffic, news cycles, speed. The brain remains on standby, always bracing for the next signal. The sea does the opposite. Waves move in rhythms that are rarely surprising. That predictability creates a subtle sense of safety within the body.

Contact with the sea in winter can be even more valuable than in summer. Winter is a season of turning inward: days grow shorter, the air cooler, movement slower.

In such periods, water becomes a kind of opening—something that clears the mind and lets light back in.

Is it practical? Very much so. A short walk in the morning. Sitting for a few minutes beside a stone wall at noon. Watching the sunset from the quay in the late afternoon—with the phone in your pocket instead of your hand. Sometimes that is enough.

When people look at the sea, they stop placing themselves at the center of the scene. The horizon becomes the center instead. That long horizontal line gathers scattered thoughts and gently aligns them. It is one reason many therapists recommend walking in wide, open landscapes to those experiencing anxiety.

The sea is not therapy—but it creates the space where healing becomes possible.

Someone who keeps this small ritual throughout the winter often enters spring more balanced than before. Fatigue eases. Patience grows. Sleep deepens. Major changes, after all, are usually built from small repetitions.

And perhaps the most important thing the sea offers is this quiet reminder: you are not alone. Out there is a horizon line, steady and unbroken, suggesting that life continues beyond whatever occupies the mind today. In the complexity of the modern world, that knowledge can be surprisingly restorative.

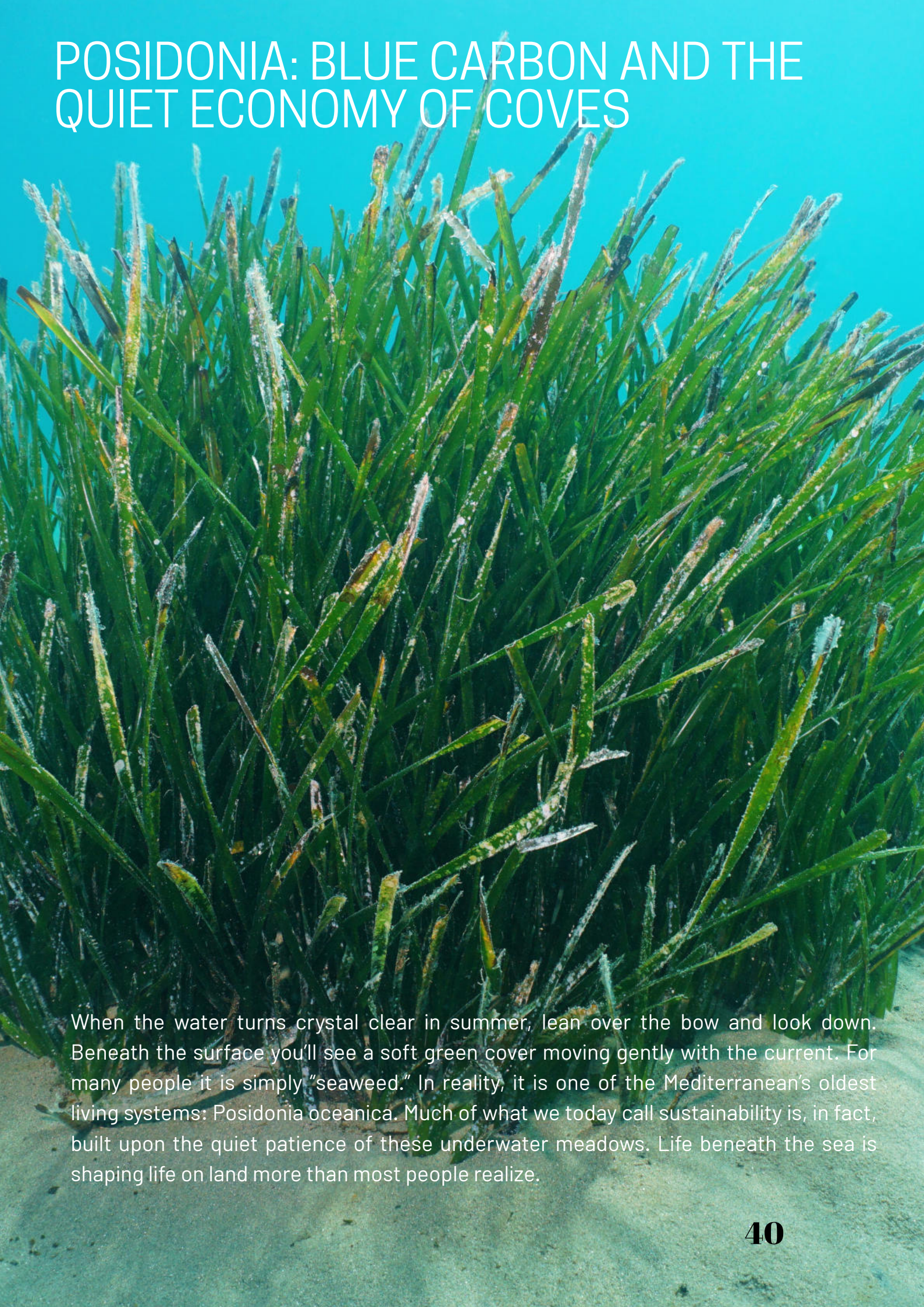
Those who live in Sığacık understand this well. That is why they are fortunate.




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POSIDONIA: BLUE CARBON AND THE QUIET ECONOMY OF COVES



When the water turns crystal clear in summer, lean over the bow and look down. Beneath the surface you'll see a soft green cover moving gently with the current. For many people it is simply "seaweed." In reality, it is one of the Mediterranean's oldest living systems: Posidonia oceanica. Much of what we today call sustainability is, in fact, built upon the quiet patience of these underwater meadows. Life beneath the sea is shaping life on land more than most people realize.



When you enter a cove in the Aegean, the first things that usually draw your attention are the clarity of the water, its color, and the outline of the shore. Yet the real reason behind that beauty often lies a few meters below the surface. Posidonia meadows spreading across the seabed form one of the Mediterranean's oldest and most stable ecosystems.

Posidonia oceanica is not an algae; it is a true flowering plant that lives underwater. With its roots and rhizomes it anchors itself to the seabed and slowly spreads across the area it inhabits. Its growth rate is surprisingly slow—only a few centimeters a year. In return, its lifespan is remarkably long. In the Mediterranean, some Posidonia meadows are known to have existed in the same place for centuries.

These meadows create a kind of natural architecture on the seafloor. Small fish hide among the leaves, juveniles grow there, and shellfish along with countless microorganisms find shelter within them. From the surface these areas may appear simple and quiet, yet they support a dense and vibrant web of life. In fact, one of the signs of a healthy cove is often the presence of these green meadows below.

In recent years scientists have taken a growing interest in Posidonia for another reason as well. Seagrasses absorb carbon from the atmosphere and can store it for long periods within the sediments on the seabed. For this reason they are known in scientific circles as "blue carbon" ecosystems. At the same time they reduce the energy of waves, soften the force of currents, and slow the gradual erosion of coastlines. The shape of many shores we see today owes much to the presence of these meadows.

Anyone who spends time at sea inevitably passes over them. When approaching a cove by boat, the darker green patches visible in the water are often Posidonia. And when an anchor is dropped, the movement of the chain along the seabed can sometimes pass through these underwater fields.

Experienced sailors in the Mediterranean have long known a simple distinction: some seabeds are suitable for anchoring, others are not. Sandy bottoms are therefore preferred. Posidonia, on the other hand, usually means something else entirely. Its presence on the seabed is a sign that a healthy ecosystem is thriving below.

In recent years, awareness of this has been steadily growing across the Aegean. Many sailors now pay closer attention to the structure of the seabed. When choosing where to anchor, they prefer sandy patches outside the seagrass meadows. Sometimes moving just a few meters is enough—but for the seabed, the difference can be significant.

The appeal of a cove is often described through the clarity of its water. Yet that clarity is usually the result of something deeper. When the seabed is healthy, the water is clear, fish are abundant, and life continues in balance. Posidonia meadows are one of the quiet foundations of that balance.

These meadows spread across wide stretches beneath the sea. They are not showy. They make no noise. Yet in the long story of the Mediterranean coast, they hold an important place. They grow slowly. They remain for generations. And more often than not, they help keep a cove in balance without ever drawing attention to themselves.




TEOS
MARİNA



GENERATIONS CHANGING THE TABLE

The table is a mirror of a society. It reveals not only what we eat, but what we believe in, what we value, and what we expect from the future. For one generation, a full table meant security. For the next, it became about experience and aesthetics. For today's younger generation, the focus is on balance, ingredients, and sustainability.

This shift is not merely a food trend. It reflects a broader transformation shaped by economic crises, global health debates, climate concerns, and the transparency created by the digital age. Food is no longer simply a status symbol; it has increasingly become a sign of awareness. Portions may be getting smaller, but consciousness around what we eat is growing.

Generation X set the table. Generation Y questioned it. Generation Z is redesigning it.

And this transformation is shaping not only what happens in the kitchen, but how people choose to live.

For some time now, a quiet shift has been taking place at the table. The plate may be smaller, but the change is not only about quantity. The way people consume, the motivations behind their choices, and the meaning attached to food are all evolving. The real question is no longer how much we eat, but why and how we eat.

This is where generational differences become visible.

For Baby Boomers and Generation X, food for many years was closely tied to fullness, hospitality, and abundance. In Turkey throughout the 1980s and 1990s, the richness of a table was often measured by the number of dishes served. Large portions, persistent offers of more food, and the familiar warning—“You haven’t eaten enough”—were cultural norms. This period was shaped by memories of scarcity and economic uncertainty. Abundance symbolized security.

With the turn of the millennium, however, the picture began to change.

Millennials (Generation Y) grew up amid economic crises, debates on global warming, sustainability concerns, and the rise of digital culture. Numerous international studies conducted after the 2008 financial crisis showed that Millennials tend to invest more in experiences than in ownership. A similar shift appeared in food culture. Global consumer research by Nielsen indicates that Millennials increasingly prefer healthier options, read ingredient labels more carefully, show interest in ethical production, and gravitate toward products that make them “feel good.” Labels such as organic, local, and additive-free gained strength during this period.

In Turkey, especially in large cities, this trend has become increasingly visible. Vegan and vegetarian diets have expanded. Preferences such as gluten-free, sugar-free, or minimally processed foods are no longer only about health; they have become expressions of identity. For Generation Y, eating is not simply a biological need—it is also a statement of values.

Generation Z adds yet another layer to this transformation.

Recent generational research by Deloitte and McKinsey shows that Gen Z is more conscious than previous generations about health and mental well-being. Rather than counting calories, this generation tends to focus on ingredient quality. They are more cautious about ultra-processed foods. The rapid growth of the plant-based food market is partly driven by Gen Z consumers. At the same time, portion control and mindful eating practices appear more frequently among this generation.

Another dimension of this shift is economic.

Rising living costs and waves of inflation after 2020 have pushed younger generations toward more selective consumption. Restaurant choices now tend to favor fewer but more meaningful experiences. Instead of oversized plates, shared dishes are becoming common. Instead of overwhelming variety, carefully chosen flavors stand out. Around the world, the move by fine dining restaurants toward smaller portions and tasting menus is not a coincidence.

Health data also supports this transformation.

Reports from the World Health Organization and the European Food Safety Authority show a clear link between the consumption of ultra-processed foods and rising risks of obesity, metabolic syndrome, and cardiovascular disease. In Turkey, the noticeable increase in obesity rates over the past two decades has strengthened discussions around conscious eating. Among young urban populations in particular, practices such as reducing sugar consumption, intermittent fasting, and plant-forward diets are becoming more common.

But there is an important distinction here.

This new approach is not an ideology of “eating less.”

It is about control and awareness.

For earlier generations, feeling full meant security. For younger generations, feeling lighter means control. Energy, mental clarity, and long-term health increasingly take precedence over short-term indulgence. In many ways, this also represents a conscious resistance to a culture of excess consumption.

A similar shift can be observed in beverage choices. Alcohol consumption—particularly among Generation Z—is declining. Data from the United States and Europe shows the rise of the “sober curious” movement, a lifestyle that questions the role of alcohol. In Turkey as well, non-alcoholic cocktails and functional beverages are gaining popularity. Kombucha, plant-based drinks, and sugar-free alternatives are no longer niche.

In short, the issue is not eating less.

It is about balance.

It is about sustainability.

It is about long-term quality of life.

Generation X set the table.

Generation Y questioned it.

Generation Z is redesigning it.

And it seems increasingly clear that the future is moving away from oversized portions toward more conscious choices.





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REDEFINING RELATIONSHIPS: HUMAN, CULTURE AND ORGANIZATION IN THE AGE OF ARTIFICIAL INTELLIGENCE



Every major technological leap first changes tools, then relationships. Artificial intelligence stands at a similar threshold. Systems are accelerating, decisions are becoming automated, and access to data is becoming democratized. Yet the real impact of this transformation emerges not behind screens, but in how people look at one another.

The invisible contract between employee and organization, the understanding of leadership, the definition of performance, and the foundation of trust are being reshaped. Seeing this shift merely as a technical adaptation process would be incomplete. Because the issue is not software; it is where the human being stands.

For a long time, there was an invisible contract in the business world. Employees would offer their effort, knowledge, and time; in return, organizations would provide trust, stability, and opportunities for growth. This agreement was never written down, yet everyone understood it. Promotion systems, performance evaluations, and career paths were built upon this balance.

Artificial intelligence has altered this balance—not directly, but indirectly. Access to information is no longer a privilege. Data is no longer gathered only on the desks of senior management; it spreads instantly through systems. As analysis, reporting, and even forecasting increasingly move into the hands of algorithms, possessing information is no longer the main source of power. Power is shifting toward the ability to interpret information and place it within context.

This shift is changing the meaning of roles within organizations. Insights that were once gained through experience are now supported—or sometimes questioned—by data. For some employees, this can create a sense of diminished value. The question “Where does my expertise stand now?” is asked more often. What is disappearing is not expertise itself, but the definition of expertise.

Artificial intelligence is rapidly taking over routine and repetitive tasks. Yet the contextual dimension of decisions still belongs to humans. Empathy, ethical judgment, and long-term vision remain beyond the reach of algorithms. This makes the cultural dimension of organizations more visible than ever.

Culture is no longer simply a concept that “feels good”; it has become a strategic advantage. Access to technology is increasingly equal. The same software can be purchased by anyone, and the same data tools are widely available. The real difference lies in how those tools are used and how trust is built among people.

In the age of artificial intelligence, trust becomes a two-way issue. Employees want to be sure that algorithmic decisions will not reduce their value. Organizations, on the other hand, want to be confident that employees will embrace new tools rather than resist them. This mutual expectation points toward the need for a new kind of social contract.

Transparency lies at the core of this new contract.

Not everyone needs to understand technically how algorithms work. But people want to know what data decisions are based on and within what boundaries they are produced. Uncertainty erodes trust.

The understanding of leadership is also changing. In the past, a leader was the person who accessed information the fastest and made the clearest decision. In the new era, a leader must be someone who can navigate uncertainty and invite people to create meaning. Artificial intelligence accelerates processes, but it does not provide direction.

When AI systems enter an organization, the first thing that changes is the process. The second is performance measurement. But the real shift is the third: the nature of relationships.

Employees are driven not only by job descriptions but also by a search for meaning. If AI integration is presented only as an increase in efficiency, employees may feel like tools. But when transformation is framed as an opportunity to expand human potential, resistance decreases.

At this point, the role of human resources is not limited to providing technical training. The real task is to shape the language of transformation. People need clarity about where they stand within the new system, how they will create value, and which skills will matter most.

In the age of artificial intelligence, performance itself is being redefined. Speed alone is no longer enough. Interpretive ability, ethical awareness, and the capacity for collaboration are becoming more critical. Because algorithms gain meaning not when they act alone, but when they work together with humans.
Organizational structures also need to become more flexible. Rigid hierarchies struggle to keep pace with the speed of information flow. Flatter and more agile structures are gaining prominence. Yet flexibility does not mean a lack of control. On the contrary, it requires a clear framework of values.



The psychological dimension of this transformation should not be overlooked. When people feel that their place is under threat, they move into defense. But when they sense that their role is evolving and expanding, they become open to learning. In the age of artificial intelligence, one of the greatest challenges for organizations is managing this psychological transition in a healthy way.

Competitive advantage is no longer measured solely by investment in technology. Two organizations may have access to the same tools, yet one advances while the other falls behind. The difference lies in how people adopt those tools and how the organization gives meaning to the process.

For this reason, the Harvard Business Review Türkiye Human and Culture Summit 2026 is not merely a technology gathering. It is an invitation to rethink the place of the human being. Alongside the workings of artificial intelligence, the evolution of organizations and the changing nature of leadership will also be on the agenda. Because the real issue is not the system itself, but the human within it.

In the age of artificial intelligence, competitive advantage will not be determined by access to data, but by the quality of the relationship built with people.
And perhaps the most essential question is this:
As technology accelerates, how well do we truly understand one another?


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14 FEBRUARY: A LONG REFLECTION ON LOVE AND CARE

We have just passed 14 February. During this time, love is often spoken about through grand gestures—flowers, gifts, carefully planned dinners. Yet the language of long relationships is usually far simpler. Time spent together. Attention given to small details. The ability to make space for one another during difficult days. Two people truly seeing each other—and choosing to care for the relationship with patience and effort.

Perhaps the most valuable side of love lies precisely here: encountering someone in the flow of life who understands you, and carefully protecting the small world you build together.



Love is often remembered through its beginnings: the first excitement, long conversations, messages that stretch deep into the night. In those days, time seems to move quickly; everything feels as if it happens naturally, without effort.

Then life begins.

Morning coffee is made in the same kitchen. Different moods pass through the same home. One person has a difficult day, the other tries to understand. Sometimes people talk, sometimes they remain silent. Relationships are often shaped precisely within these ordinary moments.
This is the side of love that is rarely spoken about.

Two people need time to grow familiar with one another. Learning how the other falls silent, how they grow tired, what hurts them—none of this happens instantly. Over time, two people begin to understand not only each other, but also the life they are building together.
For this reason, in long relationships love is not only a feeling. It is also a form of effort.

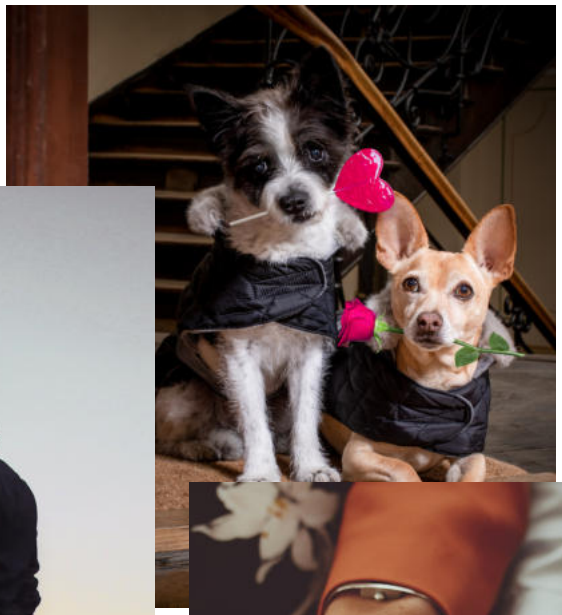
This idea is not new. Since ancient times, thinkers have suggested that love is not merely passion. When Aristotle wrote about friendship, he described the effort of two people trying to build a good life together. For him, a genuine bond rests not only on desire, but on wishing good for one another.

Centuries later, Erich Fromm pointed to a similar idea. In his well-known book The Art of Loving, he describes love not simply as a feeling, but as a human ability that must be learned. According to Fromm, love exists together with care, responsibility, respect, and knowledge. In other words, love is not only something that is felt—it is something that is practiced.

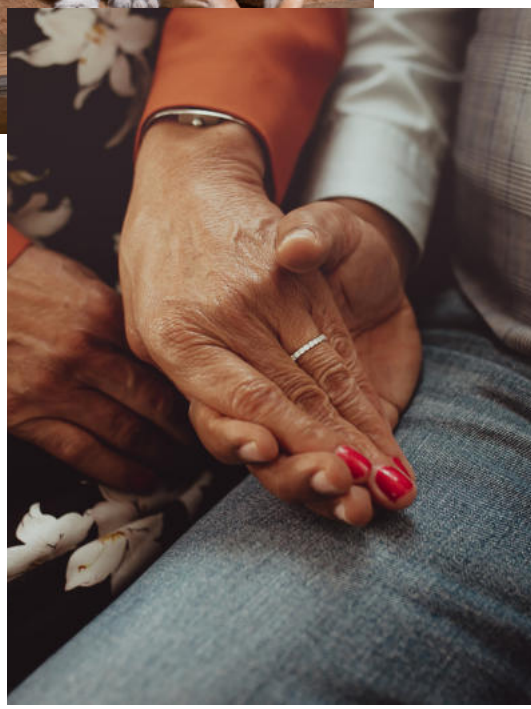
For this reason, in long relationships the language of love often appears less in grand declarations and more in small, everyday gestures.



At the end of the day, truly listening.
Making space for the other person amid the rush of life.
Being able to return to a conversation after an argument.
The fabric of relationships is often woven from these small gestures.
And at the center of all of it lies a single thing: appreciation.
The value of someone being in your life—of someone who truly sees you—often goes unnoticed. Because habit can be deceptive. We tend to assume that what is beside us will always remain there.
Yet one of the rarest things in a person's life is encountering someone who genuinely understands them.
A kindred spirit.







Someone who amplifies your joy when you are happy, who notices when you are tired, who sometimes simply stands beside you without saying a word.

Most of the great love stories told throughout history are, in fact, about exactly this.

The story of Layla and Majnun is not merely a tale of passion; it is the narrative of love's power to transform a human being. Ferhat, who pierced mountains for Shirin, becomes a symbol of devotion and sacrifice. And the story of Romeo and Juliet reminds us that love can be one of the most powerful bonds in a person's life.



Although these stories were told in different eras, they all say something in common: people make an effort for the ones they love.
Perhaps that is why a line from one of the unforgettable scenes of Turkish cinema still lingers in memory:
"What was love?"
"Love was effort."
Why was this line embraced so deeply? Because people recognized its truth in their own lives.
In the modern world, love is often experienced as a feeling that is quickly consumed. People meet quickly, relationships begin quickly, and end just as quickly. Yet what a person truly needs has not changed.
To be seen.
To be understood.
To truly have a place in someone else's life.
That is why what sustains a relationship is not only the first excitement. That excitement changes and evolves over time. But if the effort continues, the relationship continues as well.

And perhaps the simplest definition of love is this:

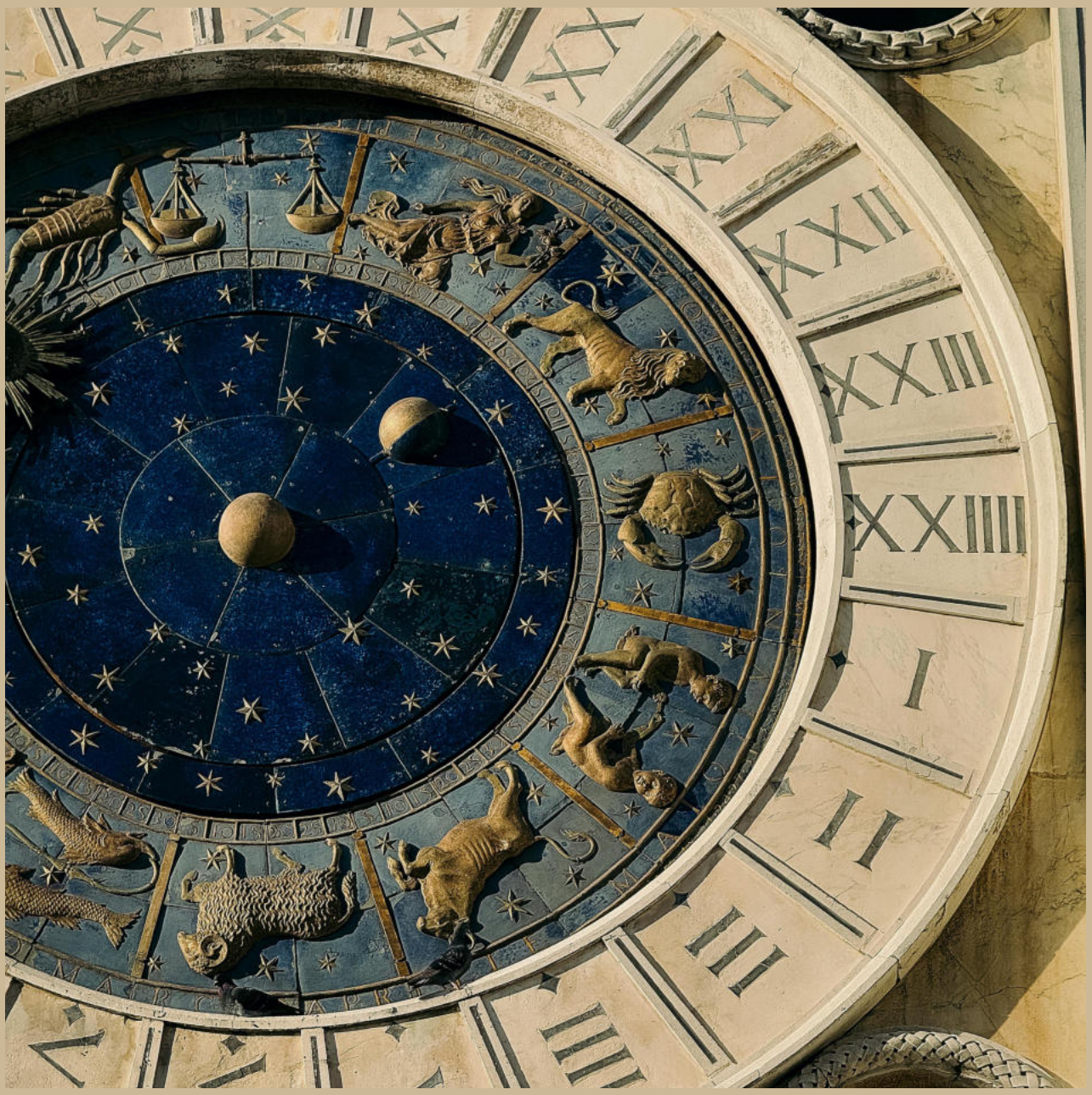
To appreciate the person beside you.
To protect them within the flow of life.
And to carry carefully the small world you build together.

February 14 is sometimes remembered only through romantic gestures—flowers, gifts, carefully planned dinners.

Yet love often reveals itself in much simpler places.
While sitting at the same table.
While walking together.
Or while turning off the lights of the same home at the end of the day.

If there is someone in your life who truly sees you, that is not merely a coincidence—it is a gift.
And perhaps the truest form of love begins exactly there: in knowing the value of that gift.

Happy Valentine's Day! ❤️



WHAT DOES

ASTROLOGY

SAY FOR MARCH & APRIL?



THE COURSE IS SHIFTING IN THE SKY

Sailors know this well: before the wind shifts, the sea begins to swell slightly. There is a movement on the horizon that cannot yet be seen. Sometimes the sky works in much the same way. March 2026 points to exactly such a period.

The Virgo Lunar Eclipse that took place in the middle of the month brought issues related to order and habits into clearer view. People may begin to notice more distinctly which areas of their lives are truly productive—and which habits are no longer serving them.
Toward the end of the month, the Solar Eclipse in Aries opens the door to new beginnings. This eclipse creates a powerful push particularly around personal courage, new projects, and individual decisions.

These celestial movements set the main theme for March and April:
reviewing the old order and charting a new course.
Much like the wind filling the sails again after a long calm at sea.
Mercury, the planet of communication, remained in retrograde until mid-March, which may have slowed decisions. Plans might have been delayed, and conversations may have been misunderstood. However, with the arrival of April, communication begins to gain momentum once again.

Meanwhile, Jupiter moving forward in Gemini may bring new opportunities particularly in areas such as trade, education, media, travel, and communication.
Another significant actor in the sky is Saturn in Pisces. This transit encourages people to establish emotional boundaries and to transform their dreams into realistic plans.
In short, the sky seems to be saying this:
Dreaming is beautiful.
But now it is time to draw a concrete route for those dreams.
And don’t forget to read according to your rising sign as well.



Aries:
A new course requires courage.

The eclipse taking place in your sign at the end of March may open a new chapter in your life. In your professional life, a new project, a change of role, or an entrepreneurial opportunity may come to the forefront. In relationships, this is a period in which you will act more openly and directly; for single Aries, a fast-developing encounter is possible. Within the family, you may need to take responsibility for certain matters, but you will also feel the support around you during this process. Your energy is high; however, since impulsiveness may make you more prone to minor injuries, it would be wise to be careful with sports and physical activities.



Taurus:
Strong harbors are not built in haste.

March may be a period of turning inward, reflecting, and making plans for you. Work and financial matters may gain clearer direction with the arrival of April; you may begin to see the results of the patient steps you have taken. In your love life, the themes of trust and loyalty come to the forefront; some Taureans may experience emotional closeness with someone from their circle of friends. Within the family, an issue from the past may resurface, but this time a solution may be easier to find. In terms of health, giving importance to rest and maintaining a regular sleep routine will be beneficial.



Gemini:
The right conversation can sometimes change the course of life.

With Jupiter's support, March and April may be full of opportunities for you. In your professional life, new connections, projects, and offers may come to the forefront; it can be a productive period especially for Geminis working in communication and media. A more active social circle may also enliven your love life; new encounters and flirtations are possible. Within the family, a pleasant development or a plan to do something together may come up. Because of an intense mental pace, you may occasionally need to take time to rest.



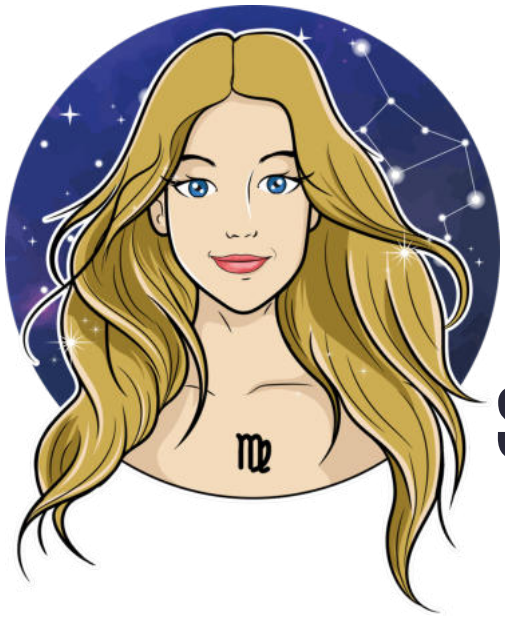
Cancer:
Quiet waves reshape the shore slowly but powerfully.

Your visibility in career matters is increasing; the eclipse at the end of March may bring a new responsibility or a change of direction in your professional life. In your love life, while your need for emotional security grows stronger, deeper conversations may take place within existing relationships. Family support will be an important source of strength for you during this period. In terms of health, balancing stress levels will be important; walks by the water or calm activities may do you good.



Leo:
As the horizon expands, so does courage.

This is an active period in terms of travel, education, or international connections. New opportunities may emerge in your professional life, and noticeable developments are possible especially for Leos working in creative fields. In your love life, there may be the possibility of a long-distance relationship or meeting someone during a trip. Within the family, joyful news may come to the agenda. Your energy is strong; sports and outdoor activities will do you good.



Virgo:
Simplifying life is sometimes the greatest gain.

The eclipse that took place in your sign may have brought some important realizations. In work and financial matters, it may be necessary to make a new plan; being cautious, especially with joint investments, will be important. In your love life, more open and direct conversations may take place. Within the family, a matter that requires responsibility may come up, but it is also possible for it to reach a resolution. In terms of health, reviewing your nutrition and daily routine will be beneficial.



Libra:
The right companions make the journey more beautiful.

The eclipse at the end of March activates your relationship sector. Important decisions may arise in both business partnerships and your love life. A new collaboration or agreement may appear on the horizon. In existing relationships, a more serious step may be discussed. Within the family, you may need to take on the role of mediator. In terms of health, maintaining balance is important; do not neglect setting aside time for yourself amid a busy pace.



Scorpio:
Deep waters are quiet but powerful.

Your daily work life may become busier, and a new project may keep you occupied. Within this pace, working with discipline may bring significant achievements in the long run. In your love life, a closeness that begins in the work environment is possible. Within the family, you may need to find a practical solution to a problem. In terms of health, developing regular habits and using your energy in a balanced way will be important.



Sagittarius: Life sometimes offers its most beautiful surprises along the journey.

March and April may be more enjoyable and lively for you. In your professional life, creative ideas and new projects may come to the forefront. In your love life, flirtations and romantic developments are possible; for single Sagittarians, there may be the excitement of a new encounter. A short trip planned with family may also come up. In terms of health, spending time outdoors will help boost your energy.



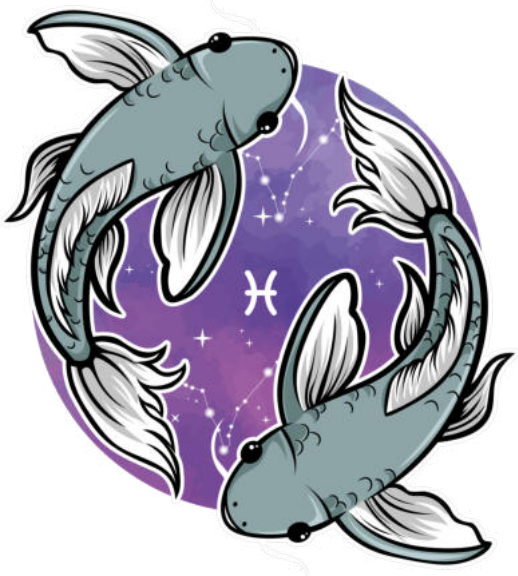
Capricorn: A strong course begins from a solid harbor.

Home and family matters may come to the forefront during this period. Moving, reorganizing the home, or a family decision may arise. In your professional life, it may be a calmer but steadily progressing phase. In your love life, the themes of trust and loyalty grow stronger. In terms of health, it will be important to set aside time for rest and to distance yourself from stress.



Aquarius:
A single idea can sometimes open the door to a new world.

Communication and new ideas are the main themes of this period. In your professional life, new opportunities may arise in fields such as writing, media, education, or technology. In your love life, the search for intellectual harmony increases; bonds built through conversation may grow stronger. Within the family, short visits or meetings may come up. In terms of health, activities that reduce mental fatigue may be beneficial.



Pisces:
Dreams become real when they turn into a course.

Financial matters and sources of income come to the forefront. In your professional life, it may be necessary to make a new plan or arrangement. In your love life, the desire to build more secure and deeper relationships increases. Within the family, a supportive atmosphere may emerge. Because of Saturn's influence in your sign, managing your energy wisely and sharing responsibilities in a balanced way will be important.



Galley Recipe

CITRUS SHRIMP & AVOCADO OPEN SANDWICH

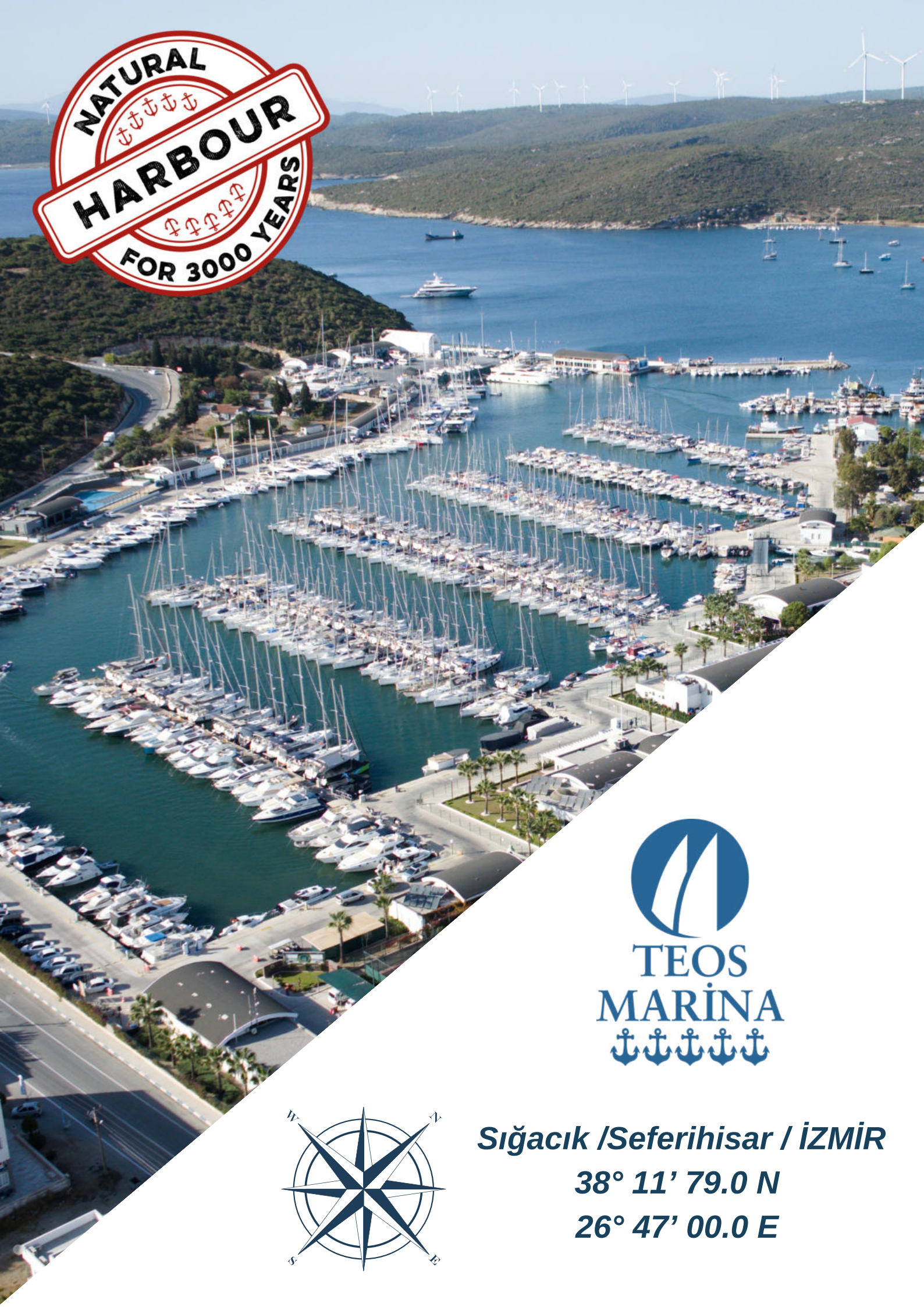
Ingredients

300 g peeled jumbo shrimp
1 ripe avocado
1 clove garlic
1 tbsp butter
1 tbsp olive oil
Zest of 1 lemon (finely grated)
Juice of ½ lemon
Sea salt
Freshly ground black pepper
4 slices of good sourdough or rustic bread
A handful of dill or parsley
Optional: chili flakes or a few drops of hot sauce

Recipe

1. Place a pan on the stove and heat the olive oil and butter together.
2. Add the finely chopped garlic and then the shrimp before the garlic changes color.
3. When the shrimp begin to turn pink, add the grated lemon zest. At this stage, the cabin will fill with a light citrus aroma.
4. Within 2–3 minutes, the shrimp will be ready. Season with lemon juice, salt, and black pepper, then remove from the heat.
5. In another pan—or after wiping the same pan—lightly toast the bread slices.
6. Mash the avocado with a fork; add a pinch of salt, a few drops of lemon juice, and finely chopped herbs.
7. Spread the avocado over the toasted bread. Place the shrimp on top. If you like, finish with a few drops of olive oil and a light sprinkle of chili flakes.

Enjoy your meal!



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