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2018
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JOBS

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Değerli Bilim İnsanları,

Sizlerin özverili çalışmaları ve desteği ile İşletme Bilimi Dergisi'nin 2018 yılı ikinci sayısı (Cilt 6, Sayı 2) huzurlarınızdayız. Dergimize her sayıda sizlerden gelen destek ve talep farklı disiplinlere yayılarak artmakta ve buna paralel dergi yönetimimiz her sayıda mümkün olduğunca daha fazla makale yayınlamak için çaba sarf etmektedir. Bu sayıda işletme biliminin turizm, sağlık yönetimi, muhasebe ve finans, örgütsel davranış, stratejik yönetimi ve sayısal yöntemler gibi farklı disiplin alanlarından biri İngilizce ve ikisi literatür incelemesi olmak üzere toplam 13 makaleye yer veriyoruz.

"Öz-Bilinç Algısının Olumlu Gelecek Beklentisine Etkisi: Pozitif Psikoloji ve Kaynak Odaklı Yaklaşım Arka Planı ile Bir Değerlendirme" başlıklı bu sayının ilk makalesinde Serra YURTKORU ve Seçil TAŞTAN öz-bilinç ve olumlu gelecek beklentileri kavramlarını incelemekte ve öz-bilincin bireylerin geleceğe dair beklentilerindeki rolünü ortaya koymaktadır. 280 öğrenci üzerinde gerçekleştirdikleri çalışmalarında öğrencilerin öz-bilinç düzeyleri ve geleceğe ilişkin olumlu beklentilerinin ortalamanın üzerinde olduğunu tespit eden yazarlar, öğrencilerin geleceğe ilişkin beklentilerini öz-bilincin olumlu ve anlamlı bir şekilde etkilediğini ortaya koymaktadır.

Dergimize Sayısal yöntemler ve sağlık yönetimi alanında değerli katkılarını sunan Keziban AVCI "Ankara İl Merkezindeki Bir Eğitim ve Araştırma Hastanesinin Finansal Performansının TOPSIS Yöntemi ile Değerlendirilmesi" başlıklı çalışmalarında bir eğitim ve araştırma hastanesinin finansal performansı ve finansal faaliyetlerinin karşılaştırmalı olarak incelemekte, yıllar içindeki başarı durumunun sıralamakta ve TOPSIS yönteminin hastaneler için de bir finansal performans ölçüm aracı olarak kullanılabileceğini göstermektedir.

"Turizm Şirketlerinde Raporlanan Marka Değerinin Şirketlerin Kârlılığına ve Sermaye Yapılarına Etkisi" başlıklı çalışmaları ile Fırat ALTINKAYNAK, Sedat DURMUŞKAYA ve Enes ÖZCAN, çalışmalarında veri analizi yöntemini kullanılarak turizm sektöründe faaliyet gösteren ve hisseleri Borsa İstanbul'da işlem gören şirketlerin mali tablolarında raporlanan marka değerinin, şirketlerin kârlılığına etkisi ile toplam varlıkları ve toplam sermayeleri içindeki paylarını analiz etmektedir.

Serkan DENİZ, Mesut ÇİMEN, Beyza ERKOÇ, Onur YÜKSEL ve Metin ÖKSÜZ tarafından yazılan "Hastane Çalışanlarının Çalışma Yaşam

Kalitesi Algısına Yönelik Bir Araştırma" başlıklı çalışmada yazarlar, hastane çalışanlarının çalışma yaşam kalitesi algı düzeyinin ve bu algı düzeyinin demografik özelliklere göre farklılaşıp farklılaşmadığının ortaya koydukları çalışmalarında 229 hastane çalışanından elde ettikleri verilerden yararlanarak hastane çalışanlarında genel olarak çalışma yaşam kalitesi algısının olumlu olduğu belirlenmişlerdir. Yine araştırma ile çalışma yaşam kalitesi algı düzeyinin katılımcıların cinsiyetine, yaşına, eğitim durumuna, medeni durumuna ve hastanedeki çalışma süresine göre istatistiksel olarak farklılık göstermediği; ancak görevlerine göre farklılık gösterdiğini bulmuşlardır.

"The Characteristics of Turkish Foreign Trade Companies: A Field Study" başlıklı İngilizce yazılan çalışmalarıyla Esra DİL, Mustafa Abdül Metin DİNÇER ve Tuğba Onur Türk dış ticaret şirketlerinin içinde faaliyette bulunduğu ekosistem ve büyüme eğilimlerine odaklanarak firmaların niteliklerini ortaya çıkarmaktadır. Kalitatif yöntem kullanılan çalışmada, 79 firmanın özelliklerini içerik analizi kullanılarak elde edilen bulgulara göre işletmeler yoğunlukla, Marmara Bölgesi'nde kurulmuş olup; Anonim şirket yapısına sahiptir, 200 ve üzerinde çalışanı vardır ve imalat sektöründe faaliyette bulunmaktadır. Firmaların sektördeki konumlanmaları kaliteye odaklıdır. İlgi alanında büyüyen ve çeşitlendirme kullanmayan firmalardan oluşmaktadır.

Canan Gamze BAL ve Fatma Nur KARAKUŞ "Farklılıkların Yönetimi Konusu Üzerine Yapılan Lisansüstü Tez Çalışmalarına Yönelik Bir İçerik Analizi: 2003-2017 Dönemi" başlıklı çalışmalarında; farklılıkların yönetimi konusunda 2003-2017 yılları arasında yapılmış olan toplam 52 adet lisansüstü (yüksek lisans ve doktora) tez çalışmasını incelemişlerdir. Yazarlara göre, farklılıkların yönetimi konusunda az sayıda tez çalışması yapılmıştır, tezler genellikle işletme bölümünde yoğunlaşmakta ve diğer alanlarda sınırlı sayıda kalmaktadır.

Serkan EREBAK ve Zehra TARHAN "Yaşlı Bakım Kuruluşlarında Çalışmak: Tutum, Duygusal Emek ve İş-Yaşam Dengesi Tatmini İlişkisi" başlıklı çalışmalarıyla giderek önemi artan ve yaşlı nüfusu arttığı için ileride çok daha önemli hale gelecek olan yaşlı bakımında çalışan emekçilerin duygusal emekleri ile iş yaşam dengesi tatmini arasındaki ilişkiyi araştırmışlardır. Çalışmanın sonucuna göre, yaşlılara karşı geliştirilen tutum ile iş yaşam dengesi arasında ilişki bulunmaktadır ve yaşlı bakım *alanında tutum ve davranışlar kişilerin genel olarak hayatlarını da etkilemektedir.*

Gülçin ÖZBAY ve Mehmet SARIIŞIK, "Satın Alma Karar Sürecinde Otel Müşterilerinin İnternet Kullanım Alışkanlıklarına Yönelik Durum Analizi" başlıklı çalışmalarında otel müşterilerinin satın alma karar sürecinde otel tercihi yaparken sanal ortamda ne kadar zaman geçirildiği ve bu sürenin katılımcıların demografik özelliklerine göre farklılık gösterip göstermediğini ortaya koymaktadırlar. Çalışmanın sonucunda teknoloji gelişimiyle beraber konaklama işletmesi tercihlerinde insanların internet üzerinde yoğun zaman harcamaya yöneldikleri ortaya konulmaktadır.

"İşletme Düzeyi Faaliyetlerinin Sipariş Karlılığına Etkisinin AHP ve TOPSİS Yöntemleriyle Analiz Edilmesi" başlıklı çalışmalarıyla Hakan ÇELİK, Recep YILMAZ ve Kamil TAŞKIN, İşletme düzeyi faaliyet giderlerinin maliyetlere ve karlılık düzeyine etkisini araştırmaktır.

Recep KIRBOĞA ve Oya AYTEMİZ SEYMEN Erdek/Balıkesir'de kamu güvenlik sektöründe faaliyette bulunan kurum ve kuruluşlarda görevli 550 kişi üzerinde yaptıkları "Örgütlerde Psikolojik Sözleşme İhlâli Algısı ve Örgütsel Sinizm Arasındaki İlişki: Lider-Üye Etkileşiminin Aracılık Etkisi" başlıklı çalışmalarında; psikolojik sözleşme ihlâli algısının örgütsel sinizm üzerinde anlamlı ve pozitif, lider-üye etkileşimi üzerinde anlamlı ve negatif etkisi olduğunu tespit etmiştir. Çalışmanın sonucuna göre, lider-üye etkileşiminin, psikolojik sözleşme ihlâli algısı ile örgütsel sinizm arasındaki ilişkide aracılık etkisi bulunmaktadır.

Özgül YÜKSEKBİLGİLİ tarafından örgüt ikliminin çalışanlarına etkisini ortaya koymak amacıyla TRC1 bölgesinde yapılan "TRC1 Bölgesinde Kamu ve Özel Sağlık İşletmelerinde Örgüt İklimi Unsurlarının Örgütsel Bağlılığa Etkileri" başlıklı çalışmada çalışanların örgüt iklimi algılaması ile örgütsel bağlılık davranışları arasında ilişki araştırılmaktadır.

Bu sayıdaki iki literatür incelemesinden ilki olan ve Erkan POYRAZ ve Serenay BİLGE tarafından hazırlanan "KOBİ'lerde Stratejik Finansal Yönetim Uygulamasına Yönelik Literatür Araştırması" başlıklı çalışmada KOBİ'lerde stratejik finansal yönetimin nasıl uygulandığı açıklanmaya çalışılmıştır. Çalışmaya göre KOBİ'lerde değişen dünyanın yeni ekonomisinde finansal sorunlara tam bir çözüm geliştirilememiştir ve bu durum KOBİ'lerin piyasadaki rekabet gücünü azaltmaktadır.

Borsa İstanbul İçin Yapılan Yarı-Güçlü Formda Piyasa Etkinliği Testi Çalışmaları Üzerine Bir Literatür İncelemesi başlıklı çalışmada Ramazan BAŞ, 2002-2017/9 dönem aralığındaki toplam 63 bilimsel/akademik araştırma incelenmektedir.

Görüldüğü gibi, dergimizin bu sayısı da işletmeciliğin farklı disiplinlerinde değerli bilim insanlarının kıymetli çalışmalarıyla oldukça zengin bir şekilde hazırlanmıştır. Dergi politikası olarak bundan sonraki sayılarımızda da işletme bilimine dayalı farklı disiplinlerden gelen çalışmaları yayınlamaya özen göstereceğiz. Bu sayımızda göndermiş oldukları makaleler ile dergimize katkı sağlayan tüm yazarlarımıza, dergimize gönderilen makalelerin değerlendirilmesi için kıymetli vakitlerini ayıran saygıdeğer hakemlerimize ve makalelerin dergide yayınlanmaya hazır hale gelmesi için yoğun bir gayret gösteren editör kurulumuz ve dergi sekretaryamıza teşekkürü borç bilirim. Dergimizin okurlarımız ve bilim insanlarına faydalı olması dileklerimle sonraki sayılarımızda işletmeciliğin güncel çalışmalarını bilim dünyasının hizmetine sunmak için siz değerli bilim insanları ve araştırmacıların katkılarını bekliyoruz.

Saygılarımızla…

Doç. Dr. Mahmut AKBOLAT
Editör

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Araştırma Makalesi/Research Article

İşletme Bilimi Dergisi (JOBS), 2018; 6(2): 75-97. DOI: 10.22139/jobs.428355

THE CHARACTERISTICS OF TURKISH FOREIGN TRADE COMPANIES: A FIELD STUDY

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ABSTRACT

Aim: This study aims to reveal the characteristics of Turkish foreign trade companies.

Method: This research is a qualitative study which reveals the qualifications of these companies by focusing on the types of foreign trade firms (as actors), what kind of sector structure they are operating in (ecosystem) and their growth trends. The characteristics of the 79 firms obtained from the content analysis of the semi-structured interviews.

Findings: The findings show that companies are mostly concentrated in the Marmara Region, they legally have corporation status, employ 200 or more employees and they operate in the manufacturing sector. They both import and export, and tend to enter all markets without preference of a specific region.

Results: Positioning in the sector is quality oriented. It has seen that related and non-diversified growth strategies are preferred. These themes are the most significant ones for the firms: growth opportunities stemming from institutionalization, the economic conjuncture that experienced after 2000's,

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balancing the firm performance by foreign market opportunities when experiencing the internal market crises.

Keywords: Turkey, Foreign Trade Companies, Growth

TÜRK DIŞ TİCARET FİRMALARININ KARAKTERİSTİKLERİ: BIR SAHA ARAŞTIRMASI

ÖZ

Amaç: Bu çalışma dış ticaret yapan Türk işletmelerinin karakteristiğini ortaya koymak amacıyla yapılmıştır.

Yöntem: Bu araştırma, dış ticaret yapan firmaların kim olduğuna (faiiler), ne tür bir sektör yapısının içinde faaliyette bulunduklarına (ekosistem) ve büyüme eğilimlerine odaklanarak bu firmaların niteliklerini açığa çıkaran *nitel* bir çalışmadır. Yarı yapılandırılmış mülakat ile verileri elde edilen 79 firmanın karakteristikleri içerik analizi ile elde edilmiştir.

Bulgular: Bulgular işletmelerin yoğunlukla, Marmara Bölgesi'nde kurulduğunu, A.Ş. yapısına ve 200 ve üzerinde çalışana sahip olduğunu ve imalat sektöründe faaliyette bulunduklarını göstermektedir. Firmalar hem ithalat hem de ihracat yapmakta ve belirli bir bölge tercihi olmaksızın tüm pazarlara girme eğilimde olan firmalardır.

Sonuç: Firmaların sektördeki konumlanmaları kaliteye odaklıdır. İlgili büyüyen ve çeşitlenmeyen firmalar oldukları görülmüştür. Kurumsallaşma ile gelen büyüme fırsatlarının, 2000'li yıllardan sonra tecrübe edilen ekonomik konjonktürün ve iç pazardaki krizlerin dış pazarlardaki fırsatlar ile dengelendiğinin firmaların için önemli olduğu açığa çıkarılmıştır.

Anahtar Kelimeler: Türkiye, Dış Ticaret Firmaları, Büyüme

I. INTRODUCTION

Recently, increasing foreign trade operations and volume in Turkey is a hot topic both for the politics and economics. The literature on foreign trade topic in the business field mostly concentrated on R&D, innovation, logistics and transportation, foreign direct investment, incentives and supports, competitiveness, marketing, export performance. In order to evaluate the future possibilities of Turkey's foreign trade capacity, it is needed to know more about the actors. In this research, we focus on understanding the main characteristics of foreign trade companies in order

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to develop an insight into them. By doing so, it is expected to create a base for future studies which will focus on macro topics on foreign trade.

For revealing the characteristics of Turkish foreign trade businesses three main research questions were asked: i- is it possible to generate an ID for foreign trade companies? ii- how can we describe their sectoral structure? And iii- what are their growth strategy preferences? Qualitative research methodology is chosen for the field research to gain a rich insight into the firms.

I. Literature Review

When the literature on foreign trade is examined, it is seen that there are many subcategories of the topic which is related macro and micro analysis level such as *R&D and innovation* (Duman and Aydın, 2018; Köse and Yıldırım, 2015; Göçer, 2013; Çalıpınar and Baç, 2007; Ayar and Erdil; 2018), *marketing, logistics and transportation* (Acar and Gürol, 2017; Işık, 2009; Metin, 2016), *foreign direct investment* (Acaravcı and Akyol, 2017; Acar, 2016; Çetin and Seker, 2013; Kar and Tatlısöz, 2008), *incentives and supports* (Taşpınar, 2017), *competitiveness* (Bashimov, 2017; Bayat, 2011), *export performance* (Albayrak and Ağazade, 2017; Ukav, 2016; Bozkurt, 2008;). All these topics are somehow related to the issue of *growth* (Sarı et. al., 2017, Telatar, et. al., 2016; Kurt and Zengin, 2016; Acaravcı and Kargı, 2015; Emiroğlu, 2012; Konya, 2012; Gül and Kamacı, 2012; Kurnaz, 2009; Kurt and Berber, 2008), which can directly address the firm's performance.

The international literature on foreign trade varies. Filatotchev and Piesse (2009) focus on the international entrepreneurship and dynamic capabilities perspectives and examine interrelationships between R & D, exporting and growth of newly listed firms in the UK, Germany, Italy and France. By using panel data for 1110 IPOs during the period 1985–2004, they find that managers and IPO investors need to take into account not only the growth opportunities but also past innovation strategies and financial constraints on managers' strategic choices.

Andersen and Kheam (1998) examine to what extent the resource-based theory can be used to predict growth strategies other than diversification. Based on an exploratory study from an export growth strategy context, the resource-based theory seems to be able to identify firms with growth ambitions, and to some degree to predict the intended growth strategy of the firm. The findings provide some support for the use of the resource-based theory to predict a firm's planned growth strategy.

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Kyläheiko et al. (2011) investigate whether innovation and internationalization activities are complementary or substitute. Firms grow either by launching the new products (innovation) or by attracting new customers (internationalization) or by using a mixed strategy. The findings show that a profitable firm needs to have unused technological capabilities in order to exploit economies of scope through innovation. A strong appropriability regime strengthens growth. Internationalization and innovation combined is the most advisable option when domestic markets are limited.

Cassiman and Golovko (2011) argue that, in addition to a direct effect of innovation on exports, product innovation, through its effect on firm productivity, increases the likelihood of the firm entering the export market. The results show that the strong positive association found between firm productivity and exports in the literature relates to the firm's earlier innovation decisions, and that, when controlling for product innovation, the relationship between productivity and exports vanishes for these innovating firms.

The research conducted in Turkey, give some explanations about ways of growth, but there are still some remaining research gaps. For example; there is no clear information about the characteristics of these companies and what kind of sector they are competing in. This study aims to fill these gaps.

II. Methodology

In this study, we used qualitative content analysis, and as a research strategy, we used the case study method. In the literature, content analysis composed of two dimensions which are quantitative/syntax and qualitative/semantics content analyses (Gökçe, 2006). Semantics dimension of analysis is based on the meaning of the content and it constitutes the qualitative part of the content analysis. In the semantic content analysis meaning of a word, a sentence, a paragraph or whole text can be used for the analysis. But the sentaxial section of the analysis is based on frequency analysis and it constitutes the quantitative part of the content analysis (Gökçe, 2006). And generally, these two analyzing approaches are confused with each other. In our study, we used quantitative content analysis method.

For the analysis of the content, researchers should build some codes and categories. And according to Carla Willig (2008: 35) "*Categories can be at a low level of abstraction, in which case they function as descriptive labels (or concepts; see Strauss and Corbin 1990: 61). For example, references to 'anxiety', 'anger' and 'pity' can be grouped together under the category heading of 'emotions'*".

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In the content analysis, we followed both deductive and conductive strategies.

Due to our conceptual tools, we followed the deductive strategy in the content analysis, and we have some pre-codes and themes. In this sense, we used Ansoff's (1957) matrix as our theoretical lens and analyzing tool Ansoff's Matrix first published in the Harvard Business Review in 1957, in an article titled "Strategies for Diversification." Through this study marketers and business leaders find an easy way to think about the risks of growth. According to Ansoff, this matrix shows four strategies you can use to grow which called the product/market expansion grid. Moreover, helps you analyze the risks associated with each one. In this framework below we gave the list of our pre-categories and codes:

i) **Growth** "Unrelated, Related, Non-Diversification, and Diversification"
ii) **General Positioning in Market** "Price Orientation, Product Orientation, Quality Orientation, Customer Orientation"
iii) **Market Orientation** "National and International Market Orientation" "Local Market/Non-International Market Orientation, Multiple Orientation: *America Continents, African Countries, European Countries, Gulf Countries, Asian Countries*".
iv) **Production** "Advantages, Disadvantages".

At the same time, we used inductive strategy as we built new categories, codes, and sub-codes in the analyzing process, due to the open coding method (in-vivo coding). Below we grouped these new codes into the three main categories which created within-vivo codes:

A) **ID Profile:** Location, Firm Size, Legal Status, Sectoral Distribution, Departmentalization Level, Operation Management, Marketing, Purchasing, sales.
B) **Market Structure:** Competitors, Customer.
C) **Growth and Opportunities:** Milestone, Economic Conjuncture, Politic Conjuncture, Export /import problems, Perception on Export. For the analysis, we chose 79 firms as the cases of our study and we made the semi-structured interview with the cases between 2015 and 2017 years. When we reached the literal replication in all organization type and sectors we cut the sampling. According to Yin (2003: 47):

"The replication logic is analogous to that used in multiple experiments (see Hersen and Barlow, 1976). For example, upon uncovering a significant finding from

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a single experiment, the immediate research goal would be to replicate this finding by conducting a second, third, and even more experiments. Some of the replications might have attempted to duplicate the exact conditions of the original experiment. Other replications might have altered one or two experimental conditions considered irrelevant to the original findings, to see whether the finding could still be duplicated. Only with such replications would the original finding be considered robust and worthy of continued investigation or interpretation. The logic underlying the use of multiple-case is the same. Each case must be carefully selected so that it either (a) predicts similar results (a literal replication) or (b) predicts contrasting results but for predictable reasons (a theoretical replication). The ability to conduct 6 or 10 case studies, arranged effectively within a multiple-case design, is analogous to the ability to conduct 6 to 10 experiments on related topics; a few cases (2 or 3) would be literal replications. Whereas a few other cases (4 or 6) might be designed to pursue two different patterns of theoretical replication."

The datum gained from documents is analyzed through qualitative analysis software (MAXQDA). Through the software coding and analyzing process of the qualitative content analysis is made easier. Also, this software gave some other advantages to the analyzer, such as monitoring and controlling the data easily, and the opportunity to add new codes or remove existing codes. Below, we give main themes and codes of the study in the visual Figure 1:

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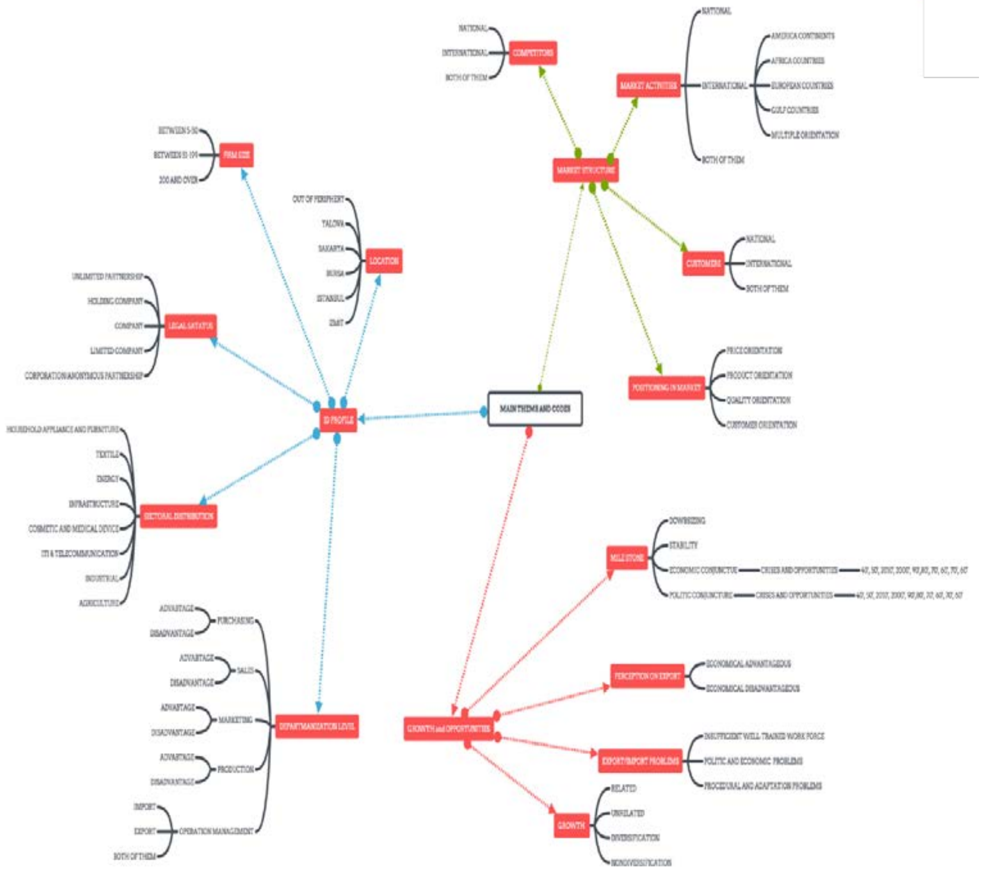

Figure 1
Main Themes and Codes of the Study

2.1. General View of the Content Analysis

In this section, we gave the general view of our analysis with MAXQDA tables. In Appendix 1, rows are the codes of the study and columns are the cases of the study. As it is seen in Appendix 1, some colored boxes are bigger than the other boxes. The reason for this situation is related to the density and emphasis of the sentences which are related with the code statements. Longer and highly repeated sentences have the bigger box shape in the analyzing table. We gave this table to concretize the general view of our analysis to the reader.

Our analyzing tool is composed of 21 categories which are Legal Status, Foundation, Firm Size, Location, Departmentalization Level, Milestone, Growth, Crises and Opportunities, Organization, Ceremonial Empiricism, Economic Conjuncture, Politic Conjuncture, Manufacturing, Sectoral Distribution, Market

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Activities, Competitors, Market, Customer, Itself, Export /import problems, Perception on Export, Positioning in Market.

2.2. ID Profile

Firstly, we classified firms by their locations. In this classification, we used clustering logic and according to Porter's study (2000:16) *"A cluster is a geographically proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and complementarities. The geographic scope of clusters ranges from a region, a state, or even a single city to span nearby or neighboring countries (e.g., southern Germany and German-speaking Switzerland). The geographic scope of a cluster relates to the distance over which informational, transactional, incentive and other efficiencies occur."*. In this sense, we chose most of the companies from the Marmara Region which is the most industrialized region in Turkey. We coded some companies into the out of periphery code which does not operate in the Marmara Region. In this sense Sakarya is the first, Istanbul is the second and the out of the periphery cities is the third place. The reason why out of periphery cities is third in this order is based on our geographical selection. Since we chose the Marmara Region is our research focus we had to put some cities in out of periphery codes even they have borders with cities which are the member of the clusters.

According to our research result, industrial firms have the highest rank in our sectoral distribution. Infrastructure, textile and agricultural firms have the second highest rank in this order. IT & telecommunication firms constitute the least number of the firms in the study.

Among the cases, big sized firms are the highest rank among the other firm types. In this classification, we used TSI's (Turkish Statistics Institute) definition. According to this classification firms which have employees among 10-49 small, among 50-249 medium, and over 250 employees are Large firms. In this framework, Corporation/Anonymous Partnership and Limited Partnerships have the highest rank among the organization forms.

Most of the firms have multiple international market orientation, and very few firms have concentrated on one region. Among this single orientation, European Countries code has the highest rank, and America continents have the lowest rank. Most of the firm managers believe that multiple orientations in the international market have an important advantage. They call this advantage is risk-reducing. According to interviewees trading with more than one country reduces the risk of doing business with a single country, thus most of the firms prefer multiple orientations in the international market. An important issue that needs to be addressed in this context is, regional orientation code. Some of the cases which made the trade with a region like European countries, or Gulf countries have multiple orientations in the international market, but these orientations are bounded by only one region and its countries. Since these countries make the trade with more than one country, we coded them into the multiple orientations code. And if the company make the trade with one European country or one Gulf country we coded them into the out of multiple orientations code. Again cases which make the trade with one region but more than one country revealed that the same logic with the multiple oriented companies.

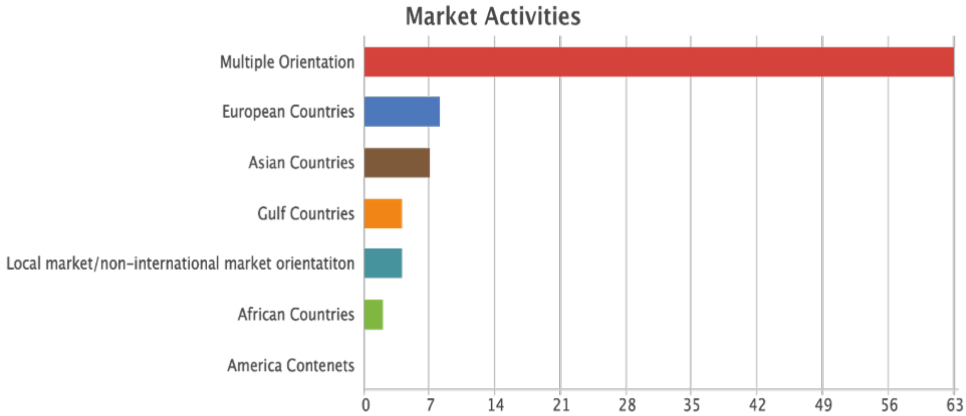

Figure 2
Market Activities Category and Codes

In the competitors' category "both of them" code emerged as the single code in the analysis. When we asked the participants who competed in the market all of the participants gave the same answer. Due to the globalization in the trade whole cases stated that not only they competed with national companies but also they competed with international companies even they do not make the international trade.

In the customers' category again "both of them" code emerged as the single code in the analysis. This situation parallels with the competitors' category and has the same reason. Whole cases stated that through the global trade and the internet they have not only national customers but also international customers.

Market category consistent with the other two previous categories. Only a few companies stated that they are just operating in the international markets. Rest of the companies operating in both national and international markets.

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In the operation management category, most of the companies code into the "both of them code". Most of the companies have departments for exports and imports for their operation management. But some of the firms have only export department because all of their products are produced with the sources of their own country. Since they do not need to buy any resources from abroad they do not have the import department in their operation management. Only a few companies have an import department in their operation management. The reason for the existence of the import department is based on a fact; these companies which have import department need some raw materials from abroad and due to this reason they build import departments.

When we ask which of the Manufacturing / Export activities the participant does, in this category whole participants stated that they execute both of them.

We tried to delineate the general departmentalization level of the cases. To this end, we asked the participants whether they have production, sales, purchasing, and marketing departments and we asked whether these departments have caused a disadvantage or advantage for themselves. Most of the participants accept that having production and selling this product has the advantage because cases believe that making money by producing instead of making money through mediation is more profitable and have advantages. Moreover, this reason is valid for the purchasing and marketing categories. Again most of the participants believe that performing these activities without an agent gives an advantage in terms of cost. Except for production category, few participants stated that departmentalization level has some disadvantages, such as in the moment of an opportunity or crises can't taking fast decisions or have no experienced staff.

In the study, we asked some question to the participants about economic, political conjuncture and milestones for their firms. And in this sense we looked is there any linkage between these phenomena.

Below in Figure 3, milestone category, there is a coherence between other two categories which are economic and politic conjuncture categories. Most of the firms stated that in the 90's, many companies reported they were going to downsizing. In this sense, only a few companies stated that they were affected in a bad way in 2010's with the Syrian crises. And the others stated that they protected their positions.

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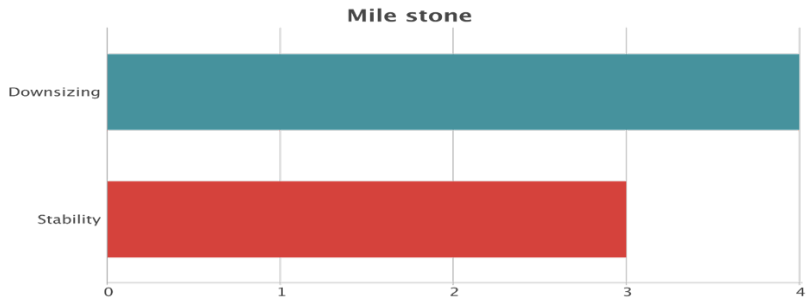

Figure 3
Mile Stone Category and Codes

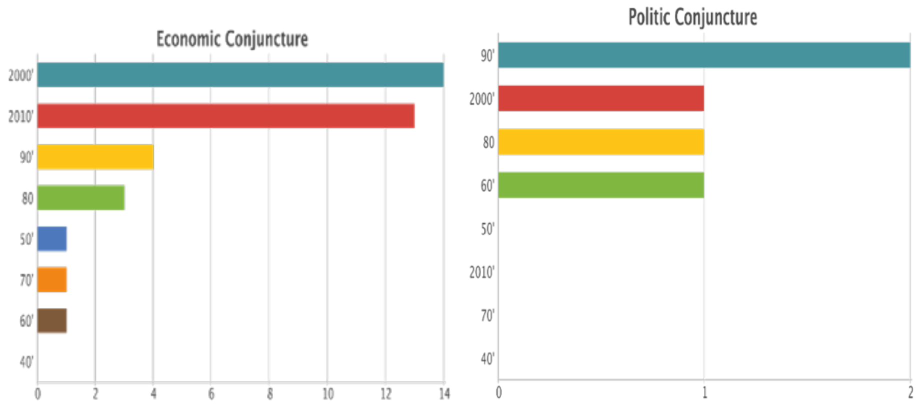

Figure 4
Economic and Politic Conjunctures Categories and Codes

Above in Figure 4, most of the cases accepted that they affected in a good way in economic conjecture, and they got many benefits in the last two decades. In this sense when we asked participant about political conjuncture, among the cases 90's has the highest rank among the other timelines. Turkey's political turmoil which passed throughout the 90's, such as the February 28 postmodern coup, unstable coalition governments is based on this situation.

In the context of economics, politics, and milestone categories we created a new category which is "general positioning in the market" and we coded firms into the four codes which are quality orientation, customer orientation, product orientation, and price orientation. In this sense, most of the firms showed a-multiple distribution among the codes. When they chose quality orientation also, they chose customer orientation and/or product or price orientations. Most of the cases revealed that all these dimensions are part of a holistic approach and they complete each other. Below in Figure 5 quality orientation code has the highest rank among the cases and customer, product and price orientations followed quality orientation respectively.

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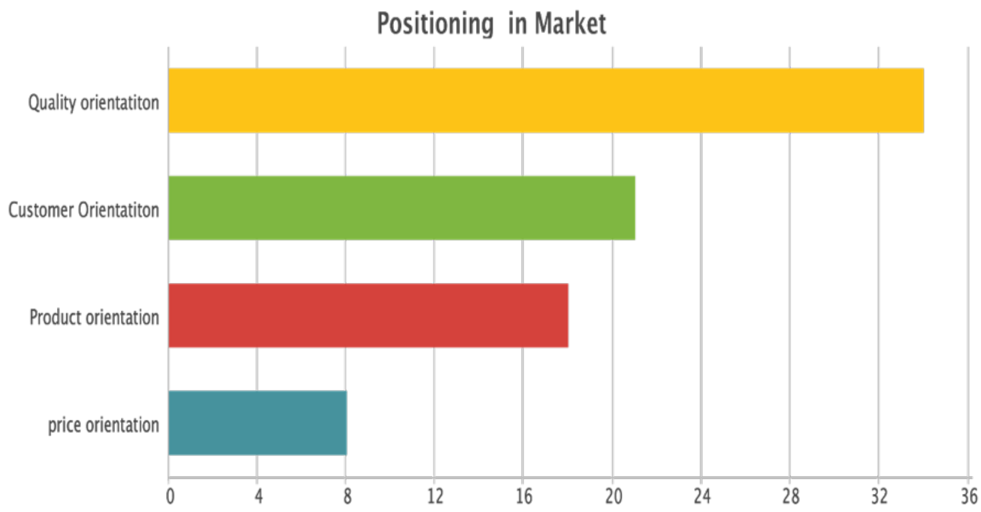

Figure 5
Positioning in the Market Category and Codes

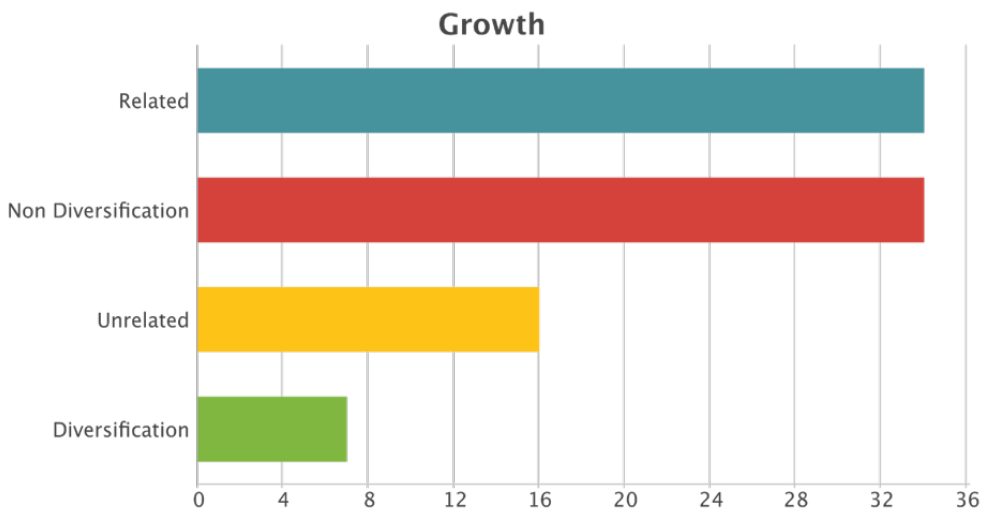

Figure 6
Growth Category and Codes

In the study, when we asked cases what kind of growth path do you have, two codes, which are related growth and non-diversification growth codes, emerged as the dominant among the other codes. Firms who chose related code prefer growing strategies in related sector or field, and firms who chose non-diversification code, most of them prefer growth their production scale and capacity. Only a few firms who participated in this case study chose diversification code. And in this firms mostly chose unrelated diversification strategies.

In the process of the field research, researchers asked some questions about the cases about their ideas on organization, crises and opportunities, and Ceremonial empiricism. Most of the firms chose organization codes. According to these firms having a proper organization form and related departments has lots of advantages, such as proper ability to analyze market conditions and opportunities in the market, or ability to build more formal relations with the inside or outside countries' companies in trade. Moreover, in this category according to most of the firms, there is a powerful relation between crises and opportunities. Because they believe that crises prompt companies to find new profit and trade sources and thorough this coercive pressures firms become more oriented towards international markets. Only a few of the firms link this situation to their long lasting-background, and due to this background, ceremonial empiricism emerges among these cases, and they saw this international market orientation as taken for granted for themselves.

For the perception on export category, most of the firms chose the economical advantageous code. Also, this code shows coherence with the previous category and codes. Again according to most of the cases making export has lots of advantages for the firms, such as if the country has a crisis through the export practices companies, which make international trade, are less affected by the crisis or are not affected at all since they did not rely on their trade in a single market.

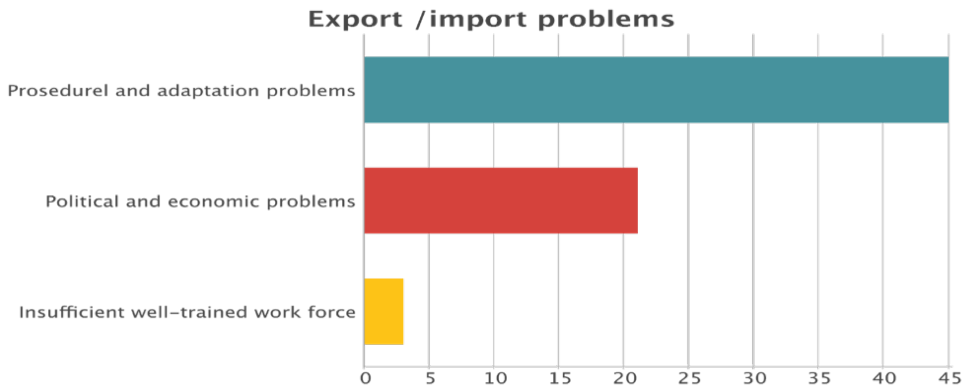

Figure 7
Export/Import Problems Category and Codes

When we asked about export/import problems to the cases, as you see above in Figure 7, most of the cases stated that they are suffering from procedural and adaptation problems. Due to the different trade procedure in different countries, some adaptation problems emerge, and these problems lead the deadline issue. Moreover, this deadline issue triggers

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another problem which is payment delay. In this category, political and economic problems code has the second highest rank. In this code, most of the cases suffering from the political dispute among the trade countries and these political problems reflect economically to the trade companies. Furthermore, in this category only a few cases talked about the insufficient well-trained workforce, according to these company lacks a well-trained workforce also leads to economic problems.

2.3. Analysis

For the analysis researchers prepared a visual map with MAXQDA software for the whole cases. In Figure 8, the general code formation of all cases can be found. In the map, highly sequenced codes represented by the bold lines and relationship between codes and other categories represented by the dotted lines. Among all cases, there is a literal replication which is identified by Yin (2003).

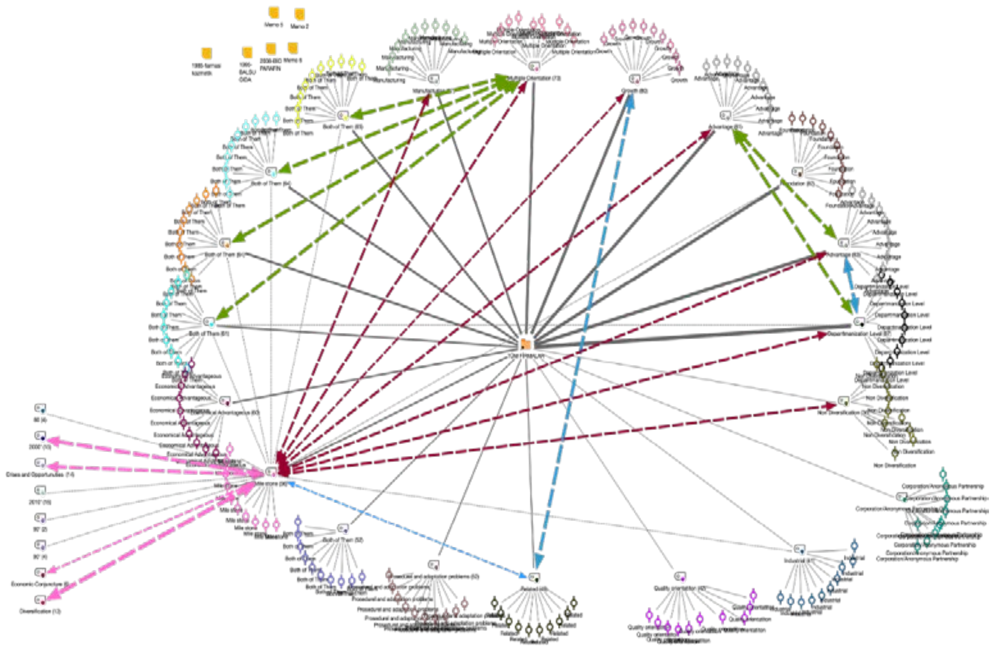

Figure 8
General Category and Code Formation of All Cases

Two categories which are *the milestone and multiple orientations* emerged as a hotspot on the visual map. These two categories have the highest rank among the other categories, and there are multiple relationships between all the categories and the codes. The reason for this relationship between all these codes is based on a few facts. In the multiple orientation categories, most of the firms accept that having production, sales, purchasing, and marketing departments provide benefits to the firms. Most of the cases stated that through these departments they built a more robust organizational structure and this organization structure ensures that the institutionalization of the firms. Moreover, most of the firms accept that it is vital to have these departments to operate in international markets. Below we gave some sample statements from the cases:

"**Case Otokar:** Yes, we are institutionalized for abroad. We have set up an export unit, and we have an export department in Istanbul as well. Our General Directorate is in Istanbul. We also have a sales marketing team in Istanbul. There is also a team for export, and there is a team which supports the Otokar European team. This team makes everything from fabrication to all connections with customers and billing."

"**Case Alkanlar Group:** In 1994 we established a separate department to manage exports. We made a business division for the employees we assigned in this department. And we took training so that each unit could fulfill its task properly. Information which we had acquired we did the market research on the direction, and we determined the right product. We have set up two separate teams for Europe and the Middle East, and we have developed departmental chiefs who manage these teams. We have achieved customer satisfaction by moving our shipments to European standards. It turned out to be more like us order to export. Our company sells approx 18,000 items, but we can export about 400 - 450 of them. Later, by entering the manufacturing industry, we were able to move our export and service to a considerable point in the sector."

"**Case Farmasi Kozmetik:** First of all, for every country, we have a responsible person. And there is an operative. The marketer is increasing our sales by visiting, checking and visiting those countries. We are interfering with the prices of our distributors. Our sales are growing by 14% each year. Which I think is a sign that we are on the right way."

Furthermore, in the milestone category, there is a relationship between economic conjuncture category, diversification, crises and opportunities, and 2000's codes. In this context, most of the cases stated that through the economic development especially together with the beginning of 2000's their export orientations have increased even more. Also, in this category cases stated that with the past domestic economic crises they had to find new profit sources like export orientation and in this way protected their economic existence and got opportunities for the growth. Below we gave some sample statements from the cases:

"Case Otokar: We opened to the foreign market. Actually, Otokar learned with the crises that it is not just to stay in a domestic market. For this reason, we transformed our structure which increases the share of exports and obtains at least one-third of sales. And in these studies, he began to give his fruit. Our trade which started with military vehicles continued with good quality armored vehicles. As a sign of this, we have established a company in France, Paris, Otokar Europe, so that we can take our exportation further on commercial vehicles. We aim to make our commercial exports through this company. Besides this, our exports continue intensively in military vehicles as well. As I have just said, we aim to meet at least 3 in 1 of our income in trade and armored exports."

"**Case PB Delta group:** With the 2000 crisis and post-2003 mass housing projects and infrastructure mobility are turning points for us. From here we started to gain momentum by showing a rising."

"**Case Erba Karavan:** - In fact, the company's growth continued to be constant. I will not be able to speak clearly as a turning point, but it has been faster than the old one in the last ten years."

"**Case Gizem Frit:** We aim to enter every home in Turkey. We have annual growth rates of 23-30% on average in the last eight years. In the next five years, we will continue this growth with investments and mergers.

We have plans to set up new plants in countries like USA, China, and Brazil. We are focused on growing despite the economic crisis. The crisis has shown us, the little ones have no chance of survival, you'll grow up and you'll start to dominate in the sector, or you'll disappear.

We have annual growth rates of 25-30% on average in the last eight years. In the next five years, we will continue this growth with investments and mergers."

In the growth categories, most of the cases have chosen the related growth code. The reason for this situation is based on a fact which is the tendency to stay away from risks. In this category, most of the cases prefer to develop their best-known business. Some of the cases, especially entrepreneurs took risks, but their risk-taking action is based on new startups, and most of this entrepreneurs have no companies or organization like the cases in related growth code. Below we gave some sample statements from the cases:

"**Case Hekim Holding:** Our production area has always been construction.

Our company is constantly making new investments, and for example, we have invested in polyurethane foil sandwich panels for the past year, and it was a very successful investment. Our production of sandwich panels has increased significantly in the country and also increased abroad."

"**Case Panasonic:** As an investment in a different sector, we have different investments in the electric electronics sector. For example, CCTV camera manufacturing, solar panel manufacturing and fire alarm systems have been invested."

"**Case Başkurt Motor:** The company does not go out of the automotive supplier industry, but they have been informed that they are getting an ambulance cabin and they are starting to produce a large amount of ambulance cabin."

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Together with some complaints about export /import problems which we delineated above in the previous section, most of the cases accepted that dealing with export have lots of advantages. Generally, in this category, most of the cases have always stressed that they protect themselves from internal crises thanks to exports. And these statements exhibit a coherency with our previous analysis.

"**Case İpek Pişmaniye:** Of course we think the economy as a global economy, but the reason why we are least affected by the economic fluctuations in the domestic market is export. Since our export is based on foreign exchange, we do not have a loss, and since we make block sale, it contributes to our operation abroad in this sense, that is, in the economic sense."

"**Case Nuh Çimento:** In the face of the fact that the world is the only market, making more profit and exporting to create a market has become inevitable for large-scale companies. We also consider exports as a respected company in the sector and take into account the balances in the domestic market, and we always determine the amount of exports in our budget."

"**Case BP Delta Group:** The best advantage is for us to produce the product cheaply and send it out directly without cost. I can even say that the export company is the point where we have more advantageous pricing than the domestic market."

"**Case Simfer:** The companies that produce with high production capacity do not only sell the products they produce in the country of production, but they also export and make the profit as well as growing up. I think the biggest increase is the risk of being tied up with a country and being affected by the crisis that could happen for whatever reason in that country and not putting the entire economic situation into trouble. Thanks to the export, not only the company itself but also the contribution to the country's economy are also great."

III. Conclusion

In this study, in order to evaluate future possibilities of Turkey's foreign trade capacity we evaluated some Turkish companies which deal with trade. To this end, we focused on understanding the main characteristics of foreign trade companies in Turkey, and we selected 79 companies as the cases of the study. In Figure 8, we have displayed the dominant code agglomeration of whole cases. As seen in Figure 8, the most emphasized codes in all cases are "multiple orientations, milestones, growth (related) and the advantage of departmentalization".

Overall, it is understood from the qualitative content analysis that there is a consistency between our cases' trade activities and theoretical framework.

In this multiple case-study, Turkish companies focus on some specific fields in their trade activities to sustain the profit in the long term. Most of the firms believe that multiple orientations in the international market have

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an essential advantage. They call this advantage is risk-reducing. According to interviewees trading with more than one country reduces the risk of doing business with a single country; thus most of the firms prefer multiple orientations in the international market. Moreover, participants accept that having departments is one of the critical element for the success of companies' trade.

Cases stated that through these departments they built a more robust organizational structure. And this organization structure ensures that the institutionalization of the firms. Furthermore, cases of this study accept that it is vital to have these departments to operate in international markets.

Through the economic development especially together with the beginning of 2000's cases' export orientations have increased even more. Also, in this category cases stated that with the past domestic economic crises they had to find new profit sources like export orientation and in this way protected their economic existence and got opportunities for the growth. As we stated in the analysis section according to cases production and selling their product has the advantage because cases believe that making money by producing instead of making money through mediation is more profitable and have benefits. The same reason not only valid for having production and selling departments categories but also valid for purchasing and marketing categories. Because according to cases performing these activities without an agent gives an advantage regarding cost.

Most of the cases prefer to develop their best-known business, and this idea shows dominance in their growth orientation such as avoiding from unrelated growth and preferring growth with related fields. As an anomaly some of the cases, especially entrepreneurs took risks, but their risk-taking action is based on new startups, and most of these entrepreneurs have no companies or organization like the cases in related growth code.

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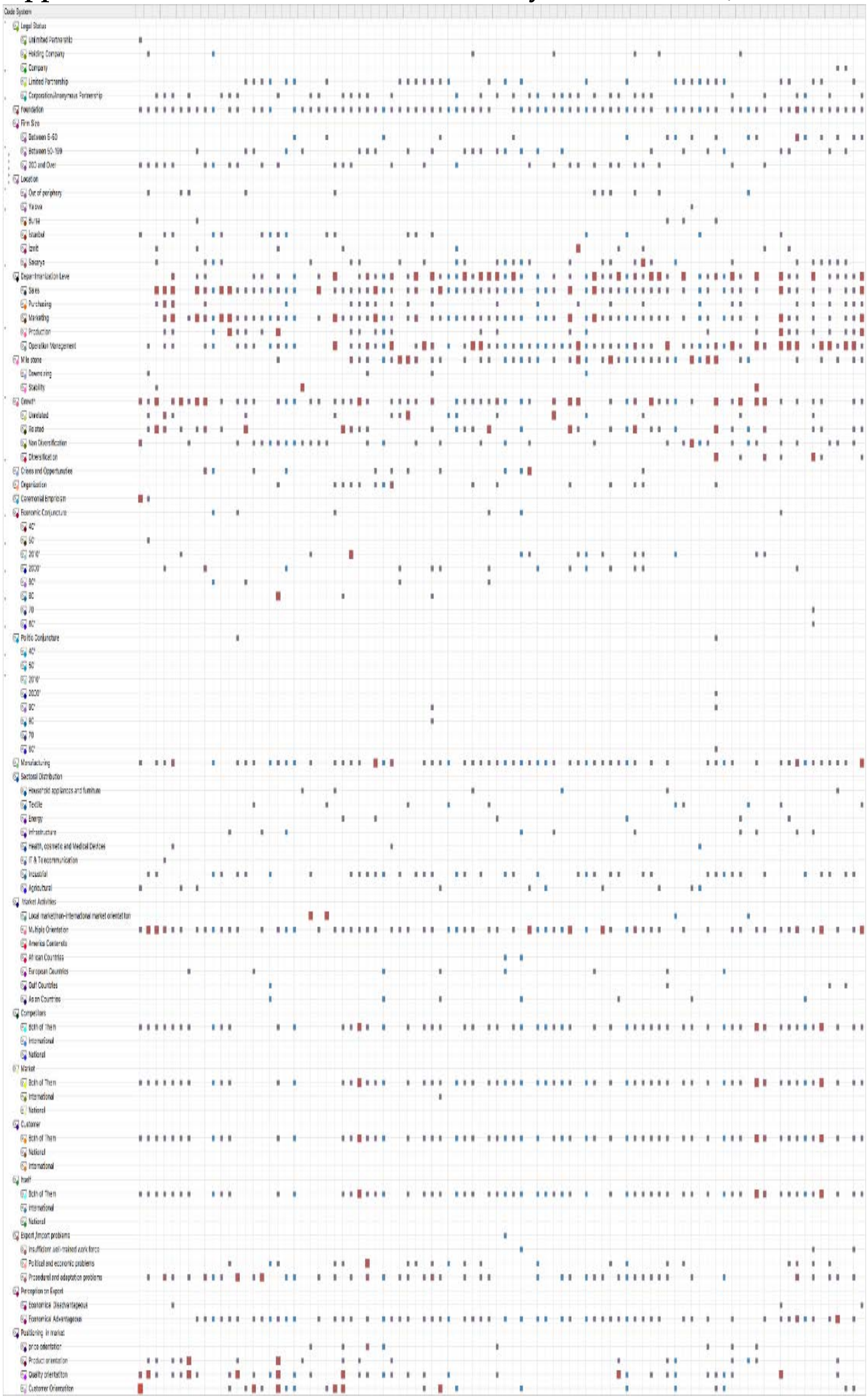
Appendix 1: The General View of the Analysis with MAXQDA Tables



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