Internship Report

Master in International Business

THE TURKISH MARKET: CREATING A CUSTOMER DATABASE FOR POTENTIAL MARKET DEVELOPMENT; A NEED FOR THE SOCEM MOLDING GROUP

Vahid Masimov

Leiria, May 2017

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Internship Report developed under the supervision of Phd Susana Rodrigues, professor at the School of Technology and Management of the Polytechnic Institute of Leiria and co-supervision of *Guida Lourenço co-supervisor*, commercial coordinator at the Socem Group.

Leiria, May 2017

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Biography Note

Vahid Masimov has 26 years old and comes from Mingachevir, Azerbaijan. He graduated in Adjustment of Economics from Mingachevir State University in 2012. He did his military service in 2012 in a year. After military service he started his master degree in Public Administration from Qafqaz University in 2013 and graduated in 2015 with outstanding grades.

Vahid Masimov had experience as project leader and coordinator during 2010-2015 in many well-known NGOs, like UN local projects, USA Embassy's projects, Peace Corps. He taught Azerbaijan language and Culture to USA citizens in Azerbaijan when he worked Peace Corps. He is a project coordinator one of social project which was "Summer Camp" trainings for teenagers on volunteerism, leadership, project planning, team work, flex and education. He also attended organization process of Peace Corps's "Social Change through Photography" Project which co-facilitated a series of discussions, community interviews and photographic interpretations of social issues for students of Refugee school. He is author of some UN projects as "Let us know our rights and say STOP to Domestic Violence" in 2013, in his hometown Mingachevir. "How can we study abroad?", "Peace over the World" which was so important for his society is also his projects which was implemented at the university in 2011 and 2013 years.

After social sector he moved to private finance institutions, and he had started to work as a sales and operations representative in international bank- Bank VTB Azerbaijan. He is a blogger since 2011 and he writes about personal development blogs, human rights, domestic violence, education system, election system, transport system of Europe in comparing with Azerbaijan, study abroad and among other topics. Then he started as a video-blogger on his youtube channel about study abroad. Currently, he is attending the International Business Master of the Management and Technology School of the Leiria Polytechnic Institute, Portugal and expecting to graduate in June 2017.

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TO MY GRANDPARENTS

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I would like to express my deepest appreciation to Professor Susana Rodrigues, my supervisor at IPL, who has shown the attitude and the substance of a genius, she continually and persuasively conveyed a spirit of motivation in regard to research and, an excitement in regard to teaching. Without her insightful comments and corrections, I could not improve the quality of my research. I also would like to thank Mrs. Guida Lourenço, my supervisor at Socem Group, for her unconditionally support at Socem. Additionally thanks to the CEO of Socem Group Mr.Luis Febra, for his insightful comments, advices and suggestions.

Finally, I would thank my family, friends and everyone who helped and gave me motivation, and moral support to accomplish my research.

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Resumo *(in Portuguese)*

A indústria portuguesa é uma das mais importantes para o desenvolvimento económico e social da região centro. O Grupo Socem contribui para o seu valor através da produção e exportação de moldes e serviços relacionados.

Este relatório é baseado num estágio realizado na Socem ED, uma das empresas do grupo Socem. Este relatório pretende dar resposta a um pedido específico da Socem; i.e. potenciar as suas vendas para o mercado Turco. O objetivo é:

a) Compreender o Mercado Turco: culturalmente, politicamente, socialmente e economicamente;

b) Investigar a indústria dos moldes na Turquia e compreender o impacto da indústria automóvel, de pequenos eletrodomésticos e da indústria de plásticos na economia Turca;

c) Segmentar o mercado para estas indústrias e criar uma base de dados de clientes;

d) De acordo com a estratégia de marketing e segmentação de mercados, estabelecer contactos com os potenciais clientes e tentar realizar negócios com a indústria de moldes, automóvel, de pequenos eletrodomésticos e de plásticos na Turquia.

É importante destacar que durante os últimos 10 anos, a indústria de moldes Turca cresceu e melhorou significativamente. O presente relatório criou uma base de dados de clientes que potencia as relações comerciais entre os dois países, i.e. Portugal e Turquia, especificamente para a indústria de moldes. Informação de natureza secundária foi utilizada na constituição da base de dados de clientes, entre 2010 e 2016.

Palavras-chave: Grupo Socem, Marketing esegmentação de mercado, Turquia, indústria de moldes, indústria automóvel, indústria de pequenos eletrodomésticos, indústria de plásticos.

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Abstract

The Portuguese mold industry is one of the most important industries for the economical and social development of the central region. The Socem Group contributes for its value through the production and exportation of molds and services related.

This report is based on an internship made at Socem ED, one of the firms of Socem Group. It attempts to fulfill a specific requirement of Socem; to potential their sales for the Turkish market. The aim is to:

a) Understand the Turkish market: culturally, politically, socially, and economically;

b) Research mold industry in Turkey, and understand the impact of the automotive and home appliances, and plastics industries in the Turkey economy;

c) Make market segmentation and create a customer database;

d) According to marketing strategy and segmentation, contact with the potential customers and try to do business with the molding, the automotive, home appliances and plastics companies in Turkey.

It is worth to note that during the last 10 years Turkey's mold industry has improving sharply. The current research provided a creation of a customer database that potential the commercial relationships between the two countries, i.e. Portugal e Turkey, specifically for the mold industry. Secondary data source from 2010 to 2016, to build up the database, was used.

Key-words: Socem Group, Market research, Market segmentation, Turkish market, Mold industry, Automotive industry, Home Appliances industry, Plastic industry.

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List of acronyms

AKP - Justice and Development Party (Turkish: Adalet ve Kalkınma Partisi)

CESD - Centre for Economic and Social Development

CHC - Community Health Centers

CJSC - Closed Joint Stock Company

EUROFORGE - The European Forging Association

FMP - Family Medicine Program

GDP - Gross Domestic Price

GHIS - General Health Insurance Scheme

IMD - In Mold Decoration

IMF - International Monetary Funds

ISPAT - Investment Support and Promotion Agency of Turkey

JSCs - Joint Stock Companies

OEC - The Organization for Economic Co-operation and Development

OEM - Original Equipment Manufacturer

OSD - The Automotive Manufacturers Association of Turkey

PAGDER - Plastic Industrialists' Association

SCT - Special Consumption Tax

SGK - Social Security Institution (Turkish: Sosyal Güvenlik Kurumu)

TURKBESD - White Goods Manufacturers' Association of Turkey

TL - Local Currency of the Republic of Turkey

USD - United States Dollar

VAT - Value Added Tax

TAYSAD - Association of Automotive Parts and Components Manufacturers

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Table of Contents

1. Introduction

1.1. Introduction

This report is part of an internship of my master in International Business. The internship took place at the Socem Group's Commercial Department, Portuguese mold manufacturer. The aim of intersnip was to gather and analyze information about the Turkish market, create a Turkish companies' database, and to develop communication tools to be sent to those potential customers indentified in the database.

This report is divided in eight chapters. The first chapter reports introduction, the motivation, the aim of the study, the methodology followed and the structure of the study.

The second chapter introduces the Portuguese mold maker – Socem Group. It is shared its history, mission, vision, values, and strategy.

The concept and key elements of market segmentation, and main contributions were presented and discussed on chapter three.

Chapter four describes the Turkey. The Turkish market is characterized: politically, socially, economically and culturally. Additionally the automotive, plastic and home appliances industries are featured.

Turkey, as a nation in transition from an agricultural to an industrial economy, had to wait until the 1970's, the decade when production numbers increased and mass production was growing steadily, to see advances in the mold industry. In the 70's, with the help of increasing demand from the newly developing automotive and electronics sectors, the Turkish mold industry intensified its efforts to improve on the technological level for the domestic market and to compete at the international level. As production patterns evolved and quantities increased, the Turkish molding industry exerted solid efforts to catch up with the needs of the manufacturing industry –the automotive, home appliances, and plastic sectors in particular[1].

[1]Sinan Y, Molds and dies industry, Export Promotion Center of Turkey, 2007

Methodology and the data collection methods and techniques were discussed on the chapter five.

The findings and data analysis were illustrated in chapter six.

The activities developed during the internship were presented in chapter seven.

Chapter eight presents the main conlusions.

1.2. The motivation of the study

I have been worked in sectors, like Non Government Organizations, finance, embassy, banks, blogger, and personal development trainer. Despite all of it, I have not worked in Europe and in the mold industry. To have the chance to get to know and learn about the mold industry and the Turkish market that allows me to acquire knowledge and competencies that can broad my market understanding and perspectives. Learning unfamiliar things, procedure, will be created additional incentive. It is very necessary that make connection between marketing research and mold industry and believe that this research will be a benefit to my future life, also will help to my peer colleagues who wants to research about Turkey and Turkish molding industry, and will be had comparative advantage in the labor market.

1.3. The aim of the study

The internship took place at Socem Group which is a molding company in Portugal. The main purpose of the study was to make market segmentation and to create customer database of a Turkish market. Another important issue which this research is taking into account is to understand the Turkish market: culturally, politically, socially, and economically; to do marketing research for the Turkish Molding Industry. Furthermore, the research focuses on to find potential customers and also trying to enter Turkish market, contact with the potential customers and to do business with the molding, automotive, home appliances, plastics companies due to Socem Group's goals.

1.4. The Methodological Basis of the Study

The secondary data was collected from covering 2010-2016 from Governmental Reports, officials and National Statistics Reports, Sectorial Associations Reports, the official websites of Automotive, plastic, home appliances companies of the Republic of Turkey.

1.5. The structure of the Internship Report

The internship report consists of eight chapters.

The first chapter presents the introduction, motivation for this topic, the methodological basisand the aim of the study.

Chapter two focuses on Socem Group's history, mission, vision, strategy, value, and business strategy.

Chapter three covers market segmentation-litearutre review. The concept and key elements of market segmentation, and main contributions were presented and discussed.

Chapter four features Turkey, presenting figures and facts, history and culture of Turkey, tax legislation, government incentives, religion, and behavior on negotiation, greetings, card presentation, and protocol at table, gifts, and public holidays.

Chapter five describes the research process and methodology, research strategy and purpose, and data collection methods and techniques.

Chapter six illustrates the findings and data analysis. Regarding finding and data analysis customer database creation, market segment filters, fulfill of data base, company contacts with the potential customers were investigated.

Chapter seven illustrates the activities developed during the internship.

And finally, chapter eight presents the main conclusions, the purpose and the importance of the study, the implications for managers and future research.

2. The Socem Group

2.0. Introduction

As it is important to understand the company in which the internship took place, an historical, financial, hierarchical and strategical information about Socem Group will be presented on this chapter. The mission, vision and values, the specialization area for the company, the number of employees, business trade, turnover statistics, and business organization of Socem Group are also presented.

2.1. The History of the Socem Group

Socem Group's history begins with the Socem Lda, which was established in 1986. With thirty years of experience Socem Group has managed to develop their own global network of enterprises. The Socem Group today is multicultural and diversified, with a unique and innovative mold manufacturing market approach. Socem Group is in Portugal, Brazil, Mexico, Germany and China, representing the value of a brand across the globe. Socem Group create strong connections with the world and develops their own working environment where words like innovation, design and creativity are part of the company's DNA. Today, Socem is leading the way in mold engineering solutions for several types of molds, such as multi-material In Mold Decoration (IMD), Gas Injection and over molding solutions[2].

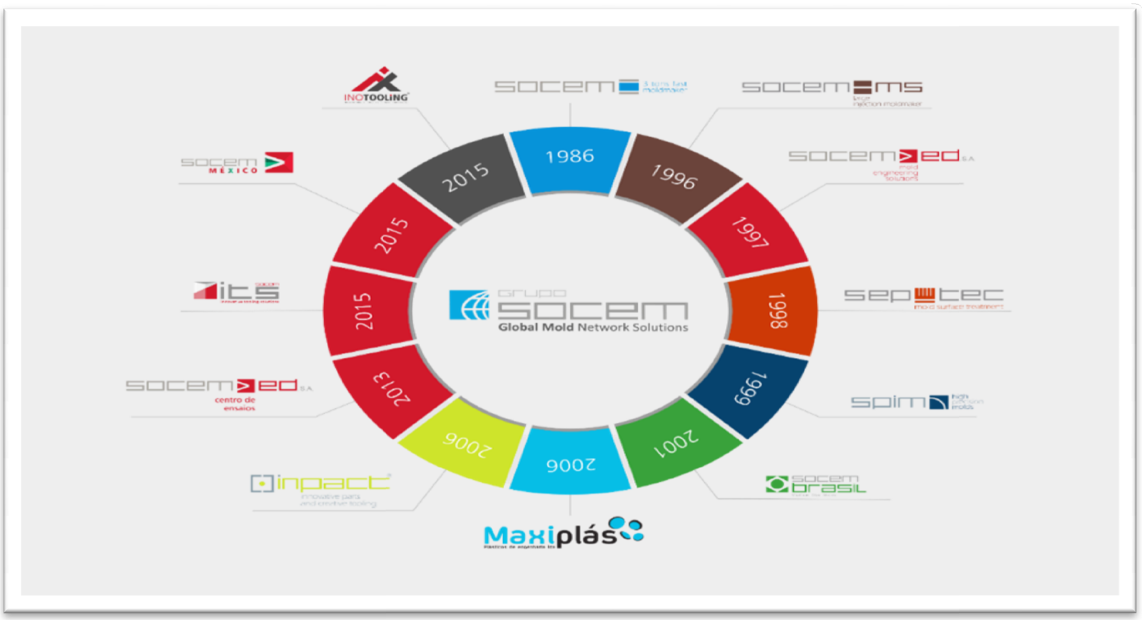
The companies which belong to Socem Group are Socem ED, Socem Inpact, Sep-Tec, Maxiplas, Socem MS, Socem Lda, Maxiplas, Socem ITS, SPIM, Socem Brasil and Socem Mexico (See Figure 1 and Table 1).

Socem ED. Socem ED was established in 1997 with the aim to step aside from an exclusively mold industry, which typifies most of the business units in the sector, aiming to create added

[2] http://www.socem.pt/en/group.html#quemsomos, accessed on 10.10.2016

value to their products and offering an integrated range of solutions to its trading partners. In 2001, and to respond to custom barriers the threats; to the difficulty of exporting molds to Brazil because of entrance barriers, and tax legislation differences, Socem ED set up its first branch abroad, thus was established Socem Brazil. This beginning was marked by the internationalization of the construction project of the first electronic ballot boxes used in the election of the President of the Republic of Brazil in 2002. In 2009 Socem Ed started a specific project for the Aerospace Industry[3].

Figure 1: The History of Socem Group



Source: Commercial Department of Socem Group, (2016)

Socem Inpact. With the high know-how, flexibility and technological skills, Socem Inpact proves to be an excellent choice in collaboration with its customers. It is since 1998 that Inpact's activity evolves towards to promote concepts and innovating processes, assuring that our products correspond to solutions that meet the demands of the market: Design, Engineering of molds and plastic parts, virtual prototyping, rapid prototyping, prototype molds and measuring jigs. Socem Inpact is responsible for the multinational firms, investing simultaneously in training and knowledge to accomplish a support in challenging projects. With the growing technological development, it is unavoidable the search for products

[3]http://socem.pt/en/socem-ed.html, accessed on 10.10.2016

increasingly personalized and with different applications. Having the spirit of innovation and competitive edge, Socem Inpact combines the high know-how with technology, keeping the quality that has always accustomed in sectors such as: Automotive, electronics, home appliances, composites, health care, and medical eco-design[4].

Sep-Tec. Founded in 1998, Sep-Tec is a member of Socem Group whose main function is to put finishing touches in the mold manufacturing process:

- Polishing (Finishing touches through technical or optical polish, high-gloss and Nano-finish. Sandpaper and abrasive stones are instruments used by our professionals. Here we handle molds up to 16 tons);
- Engraving;
- Texture (A qualified team supports our customers with final adjustments on surfaces. Sep-Tec is capable to provide chemical and abrasive textures);
- Mold maintenance (This section of service is held in a facility outside this campus).

A qualified team ensures any correction and repair that a mold might need. Additionally, as a worldwide service provider, Sep-Tec is able to allocate a team at the customer to support on sight directly. They handle molds up to 10 tons[5].

Socem MS (Large injection moldmaker). Socem MS using the best technologies, has in-house capacity to produce molds weighing up to 30 tons; the company is not only equipped with the best possible machinery to ensure product excellence but also boasts specialized workforce. They created a new production control system, enabling the customers to monitor the progress of their projects in real time[6].

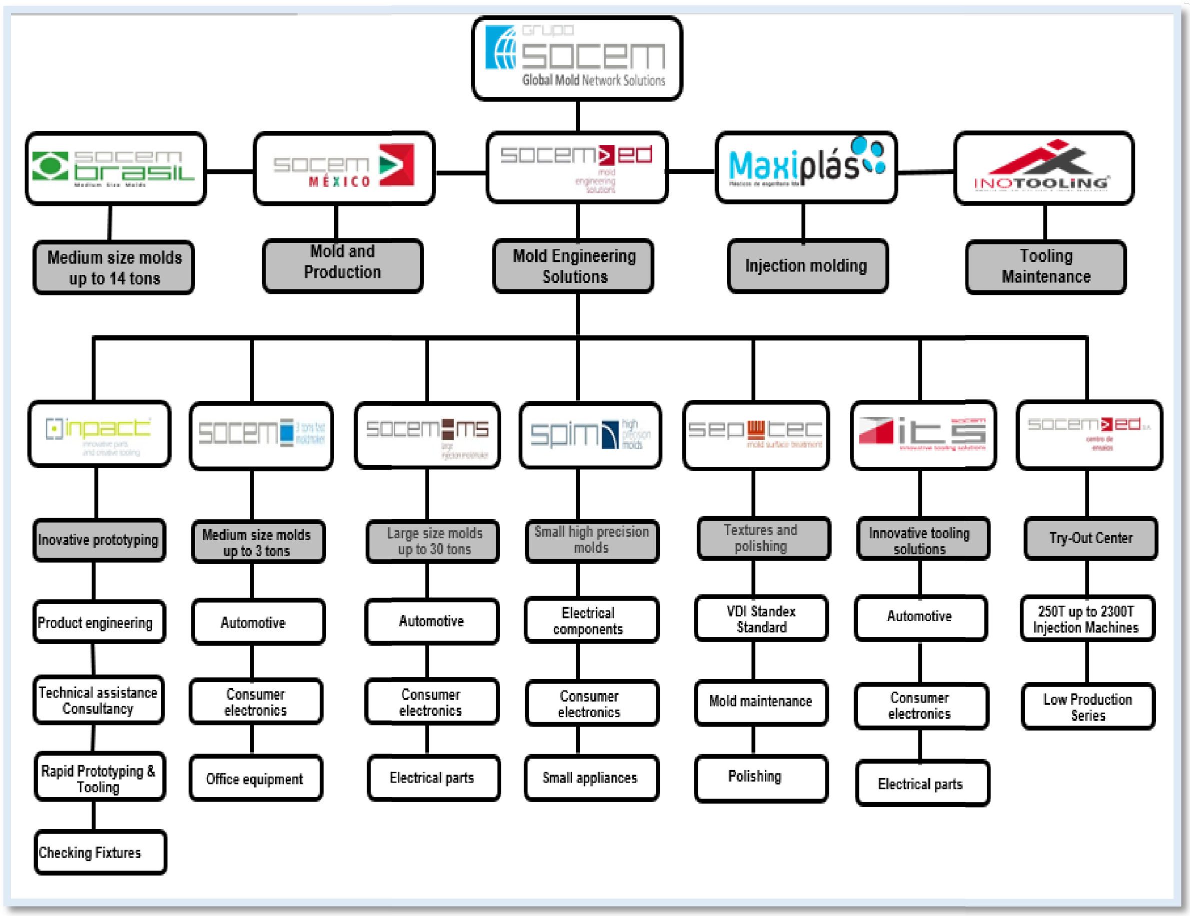
Socem 3 tons moldmaker (Socem Lda). Socem Lda is oriented for special projects, such as 2 components molds, in mold labeling and overmolding techniques. Equipped with high speed milling machines and robotics. Socem Lda is one of the fastest mold maker in Europe[7].

SPIM (High precision molds). SPIM is charged with production of sophisticated small- sized molds. Discipline and rigor are the two cornerstones of our company. Modern equipment at SPIM is custom-designed to welcome the challenges that times like these bring, but it is

[4]http://www.inpact.pt/ing/design, accessed on 10.10.2016
[5]http://socem.pt/en/sep-tec.html , accessed on 10.10.2016
[6]http://socem.pt/en/ms.html, accessed on 10.10.2016
[7]http://socem.pt/en/lda.html, accessed on 10.10.2016

SPIM's highly-qualified staff who answers this call daily, with commitment and precision, always having our mission in mind[8].

Table 1: Group Socem Business Organization



Source: Commercial Department of Socem Group, (2016)

Socem ITS. Socem ITS aim is to expand capabilities consistently, providing outstanding Innovation Tooling Solutions, on areas as IMD, low pressure injection and 3K molds, through the mature expertise of their team. Socem ITS is proud to enhance close proximity and mutual trust, with each costumer, which leads to a superior flexibility and higher performance[9].

Maxiplas founded in 1989, and dedicated to the design, engineering and production components for the automotive and electronic industries. Maxiplas offers a unique capability to support customer needs from concept through production. Maxiplas's core product lines

[8]http://socem.pt/en/spim.html, accessed on 10.10.2016
[9]http://socem.pt/en/socem-its.html, accessed on 10.10.2016

include precision automotive components, mechatronic and decorative solutions based on advanced plastic manufacturing technology. Since its foundation, Maxiplas, innovating and introducing differentiated technologies and skills, has been playing an important role on developing and producing high added value components[10].

Socem Brasil. Focused on the manufacturing of technical industrial molds for electronics, household equipment and automobile production. Socem Brasil possesses advanced technology for project management where time and high performance standards are key factors for its success. We are proud to work for companies such as VW, General Motors, Fiat and Whirlpool[11].

Socem Mexico and *Inotooling* works in the big worldwide industry of metallic molds for plastic injection, well known among automotive business. Both are specialized in production of complex metallic molds for plastic injection, engineering services and production of plastic pieces. Inotooling also works in maintenance and repair of metallic molds and in engineering changes. Socem Group expect that after 3 working years, sales of Socem Mexico will be more than 5 million of euros, and 2 millions of euros for Inotooling. Expectation of the 3 years that Mexico will has almost 60 employees and INO will have more than 20.

In order to perceive the size and dimension of Socem Group, turnover and the number of employees are illustrated. The following table illustrates business turnover and the number of employees. The total business turnover of the companies of Socem Group in 2015 was 47.900.00 Euro and the number of employees was 365 (Table 2).

Table 2: Fact and Figures of Socem Group (2015)

The Name of Companies	Business Trade Turnover	Number of Employees
Socem Lda	600.000.000 Euro	9
Socem MS	5.9.000.000 Euro	52
Socem ED	22.300.000 Euro	70
Sep-Tec	900.000.000 Euro	18
SPIM	1.600.000 Euro	33
Socem Inpact	3.200.000 Euro	33
Maxiplas	7.100.000 Euro	70
Socem ITS	3.200.000 Euro	47

[10]http://maxiplas.pt/maxiplas.html#injecao, accessed on 10.10.2016
[11]http://socem.pt/en/socem-brasil.html, accessed on 10.10.2016

Socem Brasil	3.100.000 Euro	33
Total	**47.900.000 Euro**	**365**

Source: Commercial Department of Socem Group, (2016).

2.2. Vision, Mission and Values of the Socem Group

Vision. The vision of the Socem Group is to have a positive attitude for innovation, based on people and on their skills that develop and contribute actively to the dynamic management of change in defining more appropriate strategies. The continuing modernization of the technological means and their integration into the company will create different factors that will make Socem the best in its category. Research and development will increasingly be an active part of Socem's business model that will enable company's expertise in services where price is not the most critical decision.

Mission. Its mission is to studying, developing and materializing engineering solutions that create high added value. To customers and a lasting relationship, which is able to with stand adverse cyclical factors, thus creating a pleasant and balanced environment among all stakeholders in the business. Another responsibility is value creating, to shareholders, managers and employees providing them with continuous improvement of life quality. The Socem Group is a company focused on project management in any size, whose core business is the molds production for automotive, home appliances, and plastic injection.

Values. The main values for the Socem family are customer satisfaction, humbleness, honesty, accuracy, discipline and responsibility. All of them share these values and are actively involved in the mission and vision of the company. Pride makes Socem a demanding team, in the respect for ethical and moral values, and critical thinking in the dynamism of the employees[12].

Socem consider the customer as the epicenter of their business and it is towards him that they focus all of their energy. All of the processes they have developed aim to guarantee their full

[12]http://socem.pt/grupo.html#historia, accessed on 10.10.2016

satisfaction. In the company they cultivate a commitment to the management, employees, customers and suppliers in order to achieve the same objectives in a dynamic manner.

2.3. The Strategy of the Socem Group

The *strategy* of Socem Group includes creation of added value to the customer by offering integrated solutions, turn-key projects (from product engineering, prototyping production, serial production of molds, to production and marketing of thermo-plastic injection, mutual synergies business, offer of innovative services, human resources, domain and excellent technological processes, flexibility and adaptability to the demands and contingencies of the current market dynamics, time factor: one of the fastest business in Europe, excellent customer relationships leading to good long-term partnerships, excellent know-how, continuous innovation. The combination of specialist teams, a motivated and organized system, an effective quality control, constant communication with Socem clients and the excellence of their product is the main reason for Socem Group success[13].

[13] http://www.socem.pt/en/group.html#quemsomos, accessed on 11.10.2016

3. Market Segmentation- A literature review

3.0. Introduction

In order to identify potential customers, it is necessary to do the market segmentation. First the theories of market segmentation, the definitions of market segmentation, and the main basis of market segmentation is described on this chapter. Additionally the key elements of market segmentation bases and variables related with Turkish market.

3.1. The concept of market segmentation-market segmentation definitions

Market segmentation is one of the important way to find competitive advantage with its diversity in market analysis. Market segmentation concentrate on market energy and power to gain competitive advantage. Regarding Unger and Fuchs (2005) studies, market segmentation is the basis for a differentiated market analysis. Differentiation is important. One main reason is the saturation of consumption, which exists due to the increasing competition in offered products. Consumers ask for more individual products and services and are better informed about the range of products than before. As a consequence, market segmentation is necessary.

As it mentioned one of the importance of market segmentation is to achieve successful marketing strategies. Carefully chosen segments allow tailoring the marketing mix to more individual customer needs. Thus, they help to invest marketing spending more effectively (Recklies 2015).

Armstrong and Kotler define market segmentation as “dividing a market into distinct groups of buyers who have distinct needs, characteristics, or behaviour and who might require separate products or marketing mixes” (Armstrong and Kotler, 2005:54).

According to Alien (2010), market segmentation is a marketing strategy and involves dividing a broad target market into subsets of consumers, businesses, or countries that have, or are perceived to have, common needs, interests, and priorities, and then designing and implementing strategies to target them.

It should be also noted that Hunt and Arnett (2004) classified market segmentation as a tactical sense that often refers to such things as the use of particular statistical techniques for identifying groups of potential customers who have different needs, wants, tastes, and preferences. A market segmentation base is simply the factor that is used to define the overall market up into its individual market segments. These factors usually include some sort of description of the costumers, usually relating to their lifestyle, purchasing behavior, goals, or life-stage attributes.

Market segmentation includes a lot of market research, since a lot of market knowledge is required to segment the market. According Bruhn (2009) market segmentation must be done to define the "relevant market", in order to market structures and processes. The relevant market is an integral part of the whole market, on which the company focuses its activities. To identify and classify the relevant market, a market classification or segmentation has to be done.

Market segmentation is an important way to find competitive advantage with its differentiation in market analysis. Market segmentation concentrates on market energy and power to gain competitive advantage. In other words, market segmentation is the concept tool to get the force (Thomas 2007).

Market segmentation can identity different products for different groups, better match between customers wants and product benefits, maximize the use of available resources, focused marketing expenditures and competitive advantages (Karlsson 2012).

Sum up, market segmentation definitions are illustrated on Appendix 1A in order to better understand the concept.

3.2. The key elements of market segmentation-main contributions

The market segmentation is mentioned as being one of the key elements of modern marketing and is, as mentioned, the process of dividing the market into several groups or segments based on factors such as demographic, geographic, psychological and behavioral factors.

Market segmentation strategies are generally used to classify and further define the target customers, and provide supporting data for marketing plan elements such as positioning to achieve certain marketing plan objectives. Businesses may develop product differentiation strategies, or an undifferentiated approach, involving specific products or product lines depending on the specific demand and attributes of the target segment (Geoff 2012).

There is no only way to segment market but business can follow some rules like geographic, demographic, psychographic, and behavioral. Good market segmentation should be sustainable, accessible, actionable, measurable, and differentiable (Karlsson 2012).

Segmentation bases are the dimensions that can be used to segment a market. Several definitions of segmentation bases are available.

According to Wedel and Kamakura (2000) segmentation basis is defined as a set of variables or characteristics used to assign potential customers to homogeneous groups.In order to Webster (1984) research, segmentation variables are customer characteristics that relate to some important difference in customer response to marketing effort.

As a simple guide, segmentation bases can be classified into four major categories (Armstrong and Kotler 2005): Demographic, Geographic, Psychographic, and Behavioral segmentations (Figure 2, Table 3). It should be also noted that literature summary of market segmentation variables are depicted at the Appendix 1B.

Figure 2: Main bases of market segmentation

Source:https://jtubridy.wordpress.com/marketing-concepts/market-segmentation-and-targeting/, accessed on 09.11.2016.

Demographic Segmentation: The demographic segmentation divides customers into segments based on demographic values such as age, gender, family cycle, income, occupation, education, religion, and nationality (Armstrong and Kotler, 2005: 187).

a) Age;
b) Gender;
c) Family cycle;
d) Income;
e) Occupation;
f) Education;
g) Religion;
h) Nationality.

Demographic factors are the most popular bases for segmenting the consumer group[14].One reason, is that consumer needs, wants, and usage rates often vary closely with the demographic variables. Moreover, demographic factors are easier to measure than most other type of variables:

Age- It is one of the most common demographic variables used to segment markets.The consumer's needs and wants change with age. Therefore some companies use age and life-cycle segmentation, where age and the life-cycle determine the marketing approach. Some companies offer different products, or use different marketing approaches for different age groups. For example, McDonald's targets children, teens, adults and seniors with different ads and media. Markets that are commonly segmented by age includes clothing, toys, music,

[14] Riley, Jim. "Market Segmentation - Demographics". Tutor2u.net, accessed on 27.11.2016

automobiles, soaps, shampoos and foods[15]. Thus, marketers using the age and life-cycle segmentation must be careful to guard against stereotypes. (Armstrong and Kotler, 2005)

Additionally the age and life-cycle segmentation are associated with behavioral characteristics and buying patterns. An example of this is single people who have a tendency of purchasing new fashionable items due to the fact that they have no other economic obligations (Gunter and Furnham, 1992).

Gender- Gender segmentation is used in clothing, cosmetics and magazines.Gender segmentation is used to differentiate the needs and wants between men and women due to the fact that men and women have different attitudes toward a product. The gender segmentation has long been applied in connection with clothing, hairstyling, cosmetics and magazines. Furthermore it must be taken into consideration that metro sexuality has become a common gender-factor and thus the marketers must not only define a product as being masculine or feminine (Kotler and Keller, 2012).

Income- is used to divide the markets because it influences the people's product purchase. It affects a consumer's buying power and style of living. Income includes housing, furniture, automobile, clothing, alcoholic, beverages, food, sporting goods, luxury goods, financial services and travel. Many companies within the mentioned categories seek to target the high-income customers. Others seek to target the customers with a lower income in order to gain consumer loyalty and lessen the competitive pressures. However, companies must consider the fact that the income does not always predict the most suitable customers for a given product due to the fact that some customers may have other preferences and prioritize their money different (Kotler and Keller, 2012).

Family cycle- Product needs vary according to age, number of persons in the household, marital status, and number and age of children. These variables can be combined into a single variable called family life cycle. Housing, home appliances, furniture, food and automobile are few of the numerous product markets segmented by the family cycle stages.

Geographic Segmentation: According to Kotler and Keller (2012), Geographic segmentation refers to dividing a market into different geographical units such as nations, states, regions,

[15]Smriti Chand, "Top 4 Bases for Segmenting Consumer Market". www.yourarticlelibrary.com, accessed on 30.01.2017

cities, or neighborhoods. For example, national newspapers are published and distributed to different cities in different languages to cater to the needs of the consumers. Geographic variables such as climate, terrain, natural resources, and population density also influence consumer product needs. Companies may divide markets into regions because the differences in geographic variables can cause consumer needs and wants to differ from one region to another (Gunter and Furnham, 1992). Therefore many companies customize their products, advertising, promotion and sales efforts to fit the needs of the geographical variables (Armstrong and Kotler, 2005).

Psychographic Segmentation: Psychographic segmentation pertains to lifestyle and personality traits. In the case of certain products, buying behavior predominantly depends on lifestyle and personality characteristics[16]. Psychographic segmentation divides people according to their attitudes, values, lifestyles, interests and opinions (Pickton and Broderick, 2005).

Personality characteristics- It refers to a person's individual character traits, attitudes and habits. Here markets are segmented according to competitiveness, introvert, extrovert, ambitious, aggressiveness, etc. This type of segmentation is used when a product is similar to many competing products, and consumer needs for products are not affected by other segmentation variables.

Lifestyle- It is the manner in which people live and spend their time and money. Lifestyle analysis provides marketers with a broad view of consumers because it segments the markets into groups on the basis of activities, interests, beliefs and opinions. Companies making cosmetics, alcoholic beverages and furniture's segment market according to the lifestyle.

Behavioral Segmentation: Behavioral segmentation is based on the customers' attitude toward, use of, or response to a product.In behavioral segmentation, buyers are divided into groups on the basis of their knowledge of, attitude towards, use of, or response to a product. Many marketers believe that the behavioral variables such as occasions, benefits, user status, usage rate, buyer-readiness stage, loyalty status and attitude are the best starting points for constructing market segments. Behavioral segmentation includes segmentation on the basis of

[16]https://www.managementstudyguide.com/market-segmentation.htm#, accessed on 14.11.2016

occasions, user status, usage rate loyalty status, buyer-readiness stage and attitude (Kotler and Keller, 2009).

Occasion- Buyers can be distinguished according to the occasions when they purchase a product, use a product, or develop a need to use a product. It helps the firm expand the product usage. For example, Cadbury's advertising to promote the product during wedding season is an example of occasion segmentation.

User status- Sometimes the markets are segmented on the basis of user status, that is, on the basis of non-user, ex-user, potential user, first-time user and regular user of the product. Large companies usually target potential users, where is smaller firms focus on current users.

Usage rate- Markets can be distinguished on the basis of usage rate, that is, on the basis of light, medium and heavy users. Heavy users are often a small percentage of the market, but account for a high percentage of the total consumption. Marketers usually prefer to attract a heavy user rather than several light users, and vary their promotional efforts accordingly.

Loyalty status- Buyers can be divided on the basis of their loyalty status—hardcore loyal (consumer who buy one brand all the time), split loyal (consumers who are loyal to two or three brands), shifting loyal (consumers who shift from one brand to another), and switchers (consumers who show no loyalty to any brand).

Buyer readiness stage- The six psychological stages through which a person passes when deciding to purchase a product. The six stages are awareness of the product, knowledge of what it does, interest in the product, preference over competing products, conviction of the product's suitability, and purchase. Marketing campaigns exist in large part to move the target audience through the buyer readiness stages.

Wind and Cardozo (1974) defined a market segment as a group of present or potential customers with some common characteristic that is relevant in explaining and predicting their response to a supplier's marketing stimuli. Industrial market segmentation has become a necessary and creative process in order to protect and improve competitive positioning.

The first normative model to segmentation based on characteristics of the buying organization and the buying situation, proposed by Frank, Massey and Wind (1972), is applicable to industrial market segmentation. A proposed two-step segmentation model involved identifying macro organizational segments followed by dividing the market on decision making unit characteristics. A two-tailed approach to industrial market segmentation, suggested by Wind and Cardozo (1974).

Hlavacek and Reddy (1986) proposed a step process to industrial market segmentation that focused on product application. This process occurred in a competitive andchanging market where the marketer must constantlymonitor the market segments for competitive activity andtechnological change.

Taking the Wind and Cardozo (1974) model, Bonoma and Shapiro extended it into a multi-step approach in 1984. As the application of all the criteria recommended by Wind and Cardozo and subsequent scholars who expanded upon, their two-stage theory became increasingly difficult to be implemented due to the complexity of modern businesses. Bonoma and Shapiro suggest that the similar criteria be applied in multi-process manner to allow flexibility to marketers in selecting or avoiding the criteria as suited to their businesses. They identified five general segmentation criteria as a demographics, operating variables, purchasing approaches, situational factors, and personal characteristics for the industrial markets (Bonoma and Shapiro 1984).

1) Demographics: industry, company size, customer location;
2) Operating variables: company technology, product/brand use status, customer capabilities;
3) Purchasing approaches: purchasing function, power structure, buyer-seller relationships, purchasing policies, purchasing criteria;
4) Situational factors: urgency of order, product application, size of order;
5) Buyers' personal characteristics: character, approach.

Different ways to segment a market have been identified. Business-to-business (B2B) sellers might segment the market into different types of businesses or countries. While business to consumer (B2C) sellers might segment the market into demographic segments, lifestyle segments, behavioral segments or any other meaningful segment. Taking into consideration the identified theoretical key elements of market segmentation and the characteristics of the mold, automotive, home appliances, and the plastics industries in Turkey the following table was built to illustrate a parallelism between them was established and the key elements of market segmentation were identified (see Table 3).

Table 3: Understanding market segmentation bases and variables (B2C, B2B)

Main Category	**Segmentation Base for Business to Consumer (B2C)**	**Segmentation Base for Business to Business (B2B)**
Demographic	Age	Date of the company establishment
	Gender	-
	Income	Turnover/Total sales
	Family cycle	Firm size: Micro, small or medium (SMEs), large; Start up; Maturity; Growing; Well established; Well- known
Geographic	Nations	Nations
	Customer location	Customer location
	States/countries	States/countries
	Cities	Cities
	Regions	Regions
	Continents	Continents
Psychographic	Personality characteristics Lifestyle	Innovation/Patents Certification Awards PME Leadership PME Excellence Brand well known Associations Exporter Participation on events Loyalty Potential customers/ Current customers Technological orientation
Behavioral	Occasion User status Usage rate Loyalty status Buyer readiness stage	Benefit they look for Price sensitive Delivery sensitive Quality sensitive

Several researchers investigated on marketing segmentation. Market segmentation studies were outlined on the Appendix 2 regarding the literature review. It should bealso noted that Appendix 2 describes empirically and theoratically studies about market segmentation strategies and variables on special chosen companies.

In conclude, in the current chapter it was discussed:

- The concept of marketing segmentation;
- The key elements of marketing segmentation;
- Classification of major categories for segmentation bases;
- Key competitive elements that sustain or create competitive advantages, marketing segmentation bases variables.

This chapter allows creating the foundations to build the customer database, within the main topic of the following chapter.

4. Featuring the Republic of Turkey

4.0. Introduction

The chapter presents the Republic of Turkey. It should be noted that for better understand the Turkish market: culturally, politically, socially, and economically view of the Republic of Turkey will be presented. Also, geographic location, population, education system of the Republic of Turkey, Turkish currency in order to USD/EUR, the foreign trades, focusing the trade of goods between Portugal and Turkey will be discussed on this chapter.

History and culture, religion, values of the Republic of Turkey also is on this chapter. In addition need to specify that identification of market research for the market, to know tax legislation, government incentives and support, behavior on negotiation, greetings, protocol at table, comfort distance, punctuality, and public holidays are important as well.

Research about Molds and Automotive Industry of Turkey with important financial data concluded Turkish Automotive Industry Production by companies and their production quantity focused on mold, Automotive, plastic industry will be illustrated on this chapter regarding to research mold industry in Turkey, and understand the effect of the related industries in Turkey economy. All these valuable information and analysis will be on the same chapter.

4.1. Geographic Location of Turkey

Republic of Turkey is located on the crossroads between Europe and Asia with most of its territory called Anatolia located in Southwest Asia. Turkey is surrounded by three different seas, the Black Sea on the north, the Aegean Sea on the west and the Mediterranean Sea on the south. Turkey is neighbored to the east by Azerbaijan, Georgia, Armenia and Iran while to the south by Iraq and Syria, then to the west by Greece and Bulgaria (Figure 3). Turkey has a total area of 779.452 km² (302.535 sq. miles)[17].

The republic of Turkey is made up of 81 provinces, spread out across the following 7 regions: Black Sea, Marmara, Aegean Sea, Mediterranean, Central Anatolia, and Eastern and Southeastern Anatolia (See Appendix 3, 4 and 5).

Figure 3: Geographic Location of Turkey

Population: 79, 9 millions

Territory: 779.452 km² (302.535 sq. miles)

Neighboring countries: Azerbaijan, Iran, Iraq, Syria, Armenia, Georgia, Greece, Bulgaria

Ethnic minorities: Kurds,Ethnic Albanians, Greek Pontics, Kurds, Arabs, Bosniaks, Circassians

Capital: Ankara (pop. 5,270,575)[18]

Other main cities: Istanbul (pop.14,657,434)
Izmir (pop.4,168,415)
Bursa (pop 2.842.547)

Source:http://www.infoplease.com/atlas/country/turkey.html, access on 08.11.2016

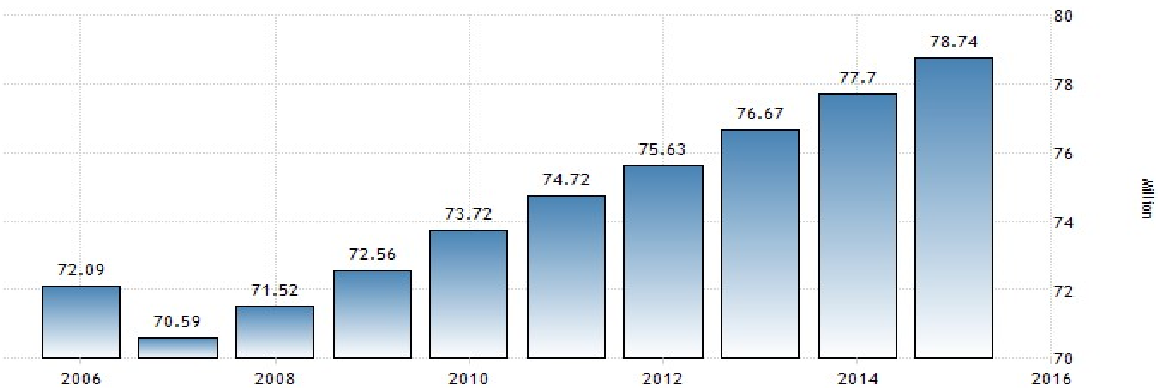
4.2. Population of Turkey

The total population in Turkey was estimated at 78.7 million people in 2015, according to the latest census figures (Figure 4). Looking back, in the year of 1960, Turkey had a population of 28.2 million people. The population of Turkey represents 1.07 percent of the world´s total population which arguably means that one person in every 95 people on the planet is a resident of Turkey. The current population of Turkey is 79,957,445 as of Tuesday, November

[17]Population of Turkey Republic (Statistical Bulletin) 2016, Turkish Statistical Institute
[18]http://www.nufusu.com/turkiyenin-en-kalabalik-sehirleri, accessed on 08.11.2016

8, 2016, based on the latest United Nations estimates.[19]. The largest city in Turkey is Istanbul, which has a total of 14.65 million people. The second largest city is Ankara, which is also the capital and has almost 5.27 million in population. There are many other major cities in Turkey, but the most important and heavily populated ones include Izmir with 4.16 million and Bursa with 2.8 million populations[20] (Figure 3).

Figure 4: Growth of Turkey Population (million)



Source: Turkish Statistical Institute, (2016).

Turkey's population is growing at a slow but steady rate, according to the latest figures from the Turkish Statistical Institute (TurkStat). Figures for 2015 indicate a growth rate of 13.4, higher than the 13.3 of the previous year. The population grew by 1.45 million people in the past year to 78,741,053, according to official records. The most densely populated city in Turkey is, of course, Istanbul, where 18.6 percent of the total population is concentrated with more than 14.6 million people. The city is also the most crowded, with the total number of people per square kilometer of 2,821[21].

The population density in Turkey is 104 per km^2 (268 people per mi^2). 71.6 % of the population is urban (57,251,665 people in 2016). The median age in Turkey is 30.2 years[22].The population is mainly comprised of the Turkish people, who make up 75% of the total population, while Kurdish make up 18%. Other ethnic groups take up the remaining 17% of the total population. The languages spoken by the majority are Turkish and Kurdish, while

[19]http://www.worldometers.info/world-population/turkey-population/, accessed on 08.11.2016
[20]http://www.nufusu.com/turkiyenin-en-kalabalik-sehirleri, accessed on 08.11.2016
[21]Population of Turkey Republic (Statistical Bulletin) 2016, Turkish Statistical Institute
[22]http://data.worldbank.org/indicator/EN.POP.DNST, accessed on 08.11.2016

minority groups speak other languages. The main religion, followed by 99.8% of the population, is Islam, while other religions are followed by the minute 0.02% of the population[23].

4.3. The Currency of Turkey

The Turkish Lira (TL) is the official currency in Turkey while the exchange rate is set on a daily basis. On January 1, 2009, the Central Bank of the Republic of Turkey introduced a new series of Turkish Lira banknotes which differ from, and replaced, the 2005 series called New Turkish Liras (Yeni Türk Lirası).

There was no change in the value of the Turkish lira. All values and conversions remained the same. The new "E9" series of banknotes are called simply Turkish Lira (Türk Lirası) instead of New Turkish Lira as on the older 2005-series notes. The old 2005 New Turkish Lira (YTL) notes were withdrawn during 2009 as the new "E9" series of TL bank notes were introduced.

Beginning on January 1, 2010, old YTL notes were no longer accepted for payment, but until December 31, 2019, they may be exchanged for 2009-series notes at any branch of the Central Bank of the Republic of Turkey (T.C. Merkez Bankası), or the more common T.C. Ziraat Bankası. As of January 1, 2020, the YTL notes will be worthless except as collector's items.

It is easy to find a bank or an exchange office while traveler's checks can be cashed at in most banks. Foreign currencies (Euro and USD) are accepted at hotels, many shops and restaurants. All major credit cards are accepted in hotels, restaurants and shops. The following table shows the exchange rate of Turkish Lira in order to Euro and USD during last 7 years (Table 4).

[23] http://worldpopulationreview.com/countries/turkey-population/, accessed on 08.11.2016

Table 4: Exchange rates of Turkish Lira (at the end of the year; TL as unit of national currency)

Foreign Currency	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
1 USD	1.48	1.78	1.77	2.08	2.36	2.96	2.95
1 EURO	1.94	2.44	2.35	2.84	2.95	3.23	3.5

Source: Central Bank of the Republic of Turkey, (2016).

4.4. The Political System of Turkey

Turkey is a secular democracy with a majority Muslim population. Its Head of State is President Recep Tayyip Erdoğan, who won 52% of the vote in Turkey's first direct presidential elections in August 2014. Prior to his election as president, Erdogan served as Prime Minister and leader of the Justice and Development Party (Adalet ve Kalkınma Partisi-AKP in Turkish), a Centre-right party with Islamist roots. A president is elected every five years on the principle of universal suffrage according to the current constitution. The president does not have to be a member of parliament, but he/she must be over 40 years old and hold a bachelor's degree. Executive power rests with the president, the Prime Minister (Bashbakan in Turkish) and the Council of Ministers. Most ministers are members of Parliament.

The AKP, which has been in power since 2002, won a new mandate with 49.5% (317 seats) of the vote in November 2015 – after a brief period of hung parliament. Three other main parties are represented in parliament: the Centre left Republican People's Party (Cumhuriyyet Halk Partisi-CHP), with 134 seats; Kurdish-focused The Peoples' Democratic Party (Halkların Demokratik Partisi-HDP in Turkish), with 59 seats and the Nationalist Movement Party (Milliyetçi Haraket Partisi- MHP in Turkish), with 40 seats[24].

Since 1950, parliamentary politics has been dominated by conservative parties. Even the ruling AKP, although its core cadres come from the Islamist current, tends to identify itself with the tradition of the Democratic Party. AKP constitutes a ground where the unity and the

[24] http://secim.haberler.com/2015/, accessed on 21.09.2016

integrity of the Republic of Turkey, the secular, democratic, social state of law, and the processes of civilianization, democratization, freedom of belief and equality of opportunity are considered essential.[25] The leftist parties, the most notable of which is the Republican People's Party (CHP), with a stable electorate, draw much of their support from big cities, coastal regions, professional middle-class, and minority groups[26]. Nationalist Movement Party (MHP) is a Turkish far-right political party that adheres to Turkish nationalism and Euro scepticism. The Peoples' Democratic Party (HDP) is a pro-Kurdish and pro-minority political party in Turkey. Generally left-wing, the party places a strong emphasis on participatory democracy, minority rights, and egalitarianism[27].

The new government (AKP) has set out a program of multi-sectoral reforms which it aims to rapidly progress. It also aims to develop a new Turkish Constitution. The reforms included tax reduces, government support and incentives of small and medium size enterprise, rebuilt social health system, create much more effective agriculture within the agricultures subsidy and etc. One effect of the reforms has been the emergence of a new class of entrepreneurs in central Anatolia, creating an alternative to the industrial class traditionally based in and around Istanbul. The owners of small and medium-sized companies in Central Turkey (Ankara, Kayseri, Gaziantep), who support the AKP, have become the main engine of Turkey's export expansion into the Middle East and North Africa. Over time, the so-called Anatolian tigers amassed sufficient capital to begin competing with Istanbul-based holdings and created alternative economic elite in the country.

The prime minister is appointed by the president and approved through a vote of confidence in the parliament. The Prime Minister of Turkey is the head of government of Turkey. He is the leader of a political coalition in the Turkish parliament (Mejlis in Turkish) and the leader of the cabinet. The current holder of the position is Binali Yıldırım of the Justice and Development Party (AKP), who took office on 24 May 2016 and replaced the former Prime Minister Ahmet Davutoglu (also from Justice and Development Party - AKP).[28]

Legislative power is invested in the 550-seat Grand National Assembly of Turkey (Türkiye Büyük Millet Mejlisi), representing 81 provinces. The members are elected for a four-year

[25] http://www.akparti.org.tr/site/akparti/parti-programi#bolum, accessed on 04.11.2016
[26] https://www.chp.org.tr/Assets/dosya/chp-program-2015-01-12.pdf, accessed on 04.11.2016
[27] https://hdpenglish.wordpress.com/about/, accessed on 04.11.2016
[28] http://www.mymerhaba.com/Political-System-in-Turkey-559.html, accessed on 19.09.2016

term by mitigated proportional representation with an election threshold of 10%. To be represented in Parliament, a party must win at least 10% of the national vote in a national parliamentary election. Independent candidates may run, and to be elected, they must only win 10% of the vote in the province from which they are running. The threshold is set to be reduced. The current Speaker of the Parliament is Ismail Kahraman[29].

The political system of Turkey is highly centralized. However, as a member state of the Council of Europe, Turkey is under an obligation to implement the European Charter of Local Self-Government. In its 2011 report, the Monitoring Committee of the Council of Europe found fundamental deficits in implementation, in particular administrative tutelage and prohibition of the use of languages other than Turkish in the provision of public services[30].

Media freedom in Turkey is regulated by domestic and international legislation, the latter taking precedence over domestic law, according to Article 90 of the Constitution (so amended in 2004)[31].

Despite legal provisions, media freedom in Turkey has steadily deteriorated from 2010 onwards. Since 2013, Freedom House ranks Turkey as "Not Free"[32]. Reporters Without Borders ranked Turkey at the 149th place out of over 180 countries, between Mexico and DR Congo, with a score of 44.16.

4.5. The Economic Review of Turkey

Turkey's largely free-market economy is increasingly driven by its industry and service sectors, although its traditional agriculture sector still accounts for about 25% of employment. An aggressive privatization program has reduced state involvement in basic industry, banking, transport, and communication. An emerging cadre of middle-class entrepreneurs is adding dynamism to the economy and expanding production beyond the traditional textiles

[29] Yavuz, Ercan (20 September 2008). "10 act election threshold to be reduced". Today's Zaman. Retrieved 19 September 2008.
[30] Council of Europe, "Local and regional democracy in Turkey", Congress of Local and Regional Authorities, Monitoring Committee. 01.05.2016
[31] Düzgit, Senem Aydın (2008-05-22). "What is happening in Turkey?", Center for European Policy Studies
[32] https://freedomhouse.org/report/freedom-press/2015/turkey, accessed on 04.11.2016

and clothing sectors. The automotive, petrochemical, and electronics industries are rising in importance and have surpassed textiles within Turkey's export mix.

Oil began to flow through the Baku-Tbilisi-Jeyhan pipeline in May 2006, marking a major milestone that has brought up to 1 million barrels per day from the Caspian region to market. The joint Turkish-Azerbaijani Trans Anatolian Natural Gas Pipeline (TANAP- Turkish: Trans-Anadolu Doğalgaz Boru Hattı) is moving forward to help transport Caspian gas to Europe through Turkey, helping to address Turkey's dependence on imported gas, which currently meets 98% of its energy needs.

TANAP is a natural gas pipeline from Azerbaijan through Georgia and Turkey to Europe. It will be a central part of the Southern Gas Corridor, which will connect the giant Shah Deniz gas field in Azerbaijan to Europe through the South Caucasus Pipeline, TANAP and the Trans Adriatic Pipeline. The project is of strategic importance for both Azerbaijan and Turkey. It will allow first Azerbaijani gas exports to Europe, beyond Turkey. It will also strengthen the role of Turkey as a regional energy hub.

Despite these positive trends, GDP growth dropped to 4.4% in 2013 and 2.9% in 2014. Growth slowed considerably in the last quarter of 2014[33], largely due to lackluster consumer demand both domestically and in Europe, Turkey's most important export market. High interest rates have also contributed to the slowdown in growth, as Turkey sharply increased interest rates in January 2014 in order to strengthen the country's currency and reduce inflation. Turkey then cut rates in February 2015 in a bid to spur economic growth.

The Gross Domestic Product (GDP) in Turkey was worth 718.22 billion USD in 2015. The GDP value of Turkey represents 1.16 percent of the world economy. GDP in Turkey averaged 217.33 USD Billion from 1960 until 2015, reaching an all-time high of 823.24 USD Billion in 2013 and a record low of 8.02 USD Billion in 1961. GDP in Turkey is reported by the World Bank Group (see Figure 5).

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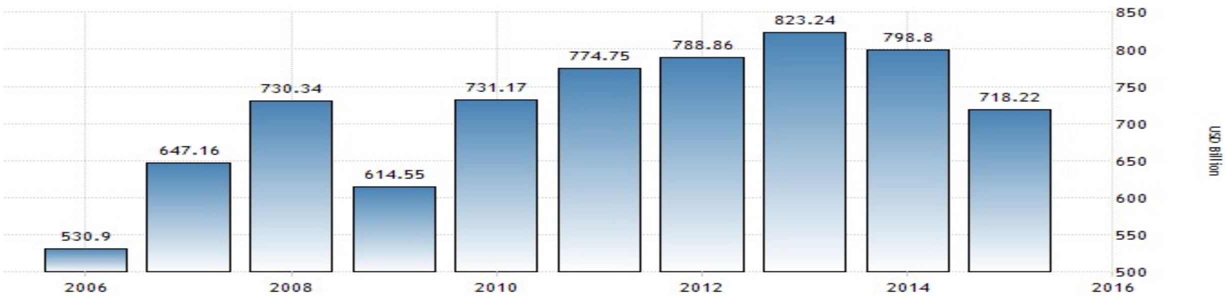
[33]http://www.world-grain.com/Departments/Country-Focus/Country-Focus-Home/Turkey-2016.aspx?cck=1, accessed on 19.09.2016

Figure 5: GDP of the Republic of Turkey (USD billion)



Source: World Bank Group, (2016).

4.6. The Foreign Trade of Turkey

Due to the implementation of the liberalization process since the 1980s, the Turkish economy has experienced a period of substantial growth. Foreign trade, in respect of both exports and imports, has grown rapidly and notable changes in the structure of exports have been observed. In this regard, industrial products have gained prominence over agricultural products.

Turkey became a member of the World Trade Organization (WTO) in 1995. Following this move, it finalized an agreement with the European Union, enabling it to join the Customs Union on January 1, 1996[34].

Turkey's trade deficit increased to 4.36 billion USD in September of 2016, compared to a 3.8 billion USD gap a year earlier. Exports fell 5.6 percent, dragged down by manufacturing and agricultural sales. Imports declined at a slower 0.7 percent, led by mining and quarrying and fisheries purchases. Balance of Trade in Turkey averaged -1565.95 USD Million from 1957 until 2016, reaching an all time high of 24.51 million USD in December of 1971 and a record low of -10453.06 million USD in September of 2011[35].

[34]http://www.invest.gov.tr/en-US/investmentguide/investorsguide/Pages/InternationalTrade.aspx, accceseed on 06.03.2017
[35]http://www.tradingeconomics.com/turkey/balance-of-trade, accessed on 06.03.2017

Year-on-year, exports decreased to $10.935 billion, mainly dragged down by a 5.9 percent slump in sales of manufactured products which accounted for 94 percent of total sales. Among manufacturing, medium-low-technology products accounted for 26 percent and decreased 15 percent; high-technology products accounted for 3.4 percent and fell 26 percent; while medium-high-technology products represented 34.6 percent rose 0.4 percent. Imports edged down to 15.29 billion USD, mainly due to a 35.5 percent drop in purchases of manufacturing and a 41.9 percent fall in fisheries. In contrast, imports rose for agriculture, hunting and forestry (+32.2 percent) and manufacturing (+3.5 percent). Balance of Trade in Turkey is reported by the Turkish Statistical Institute.

Foreign Trade Statistics of the Republic of Turkey during 2010-2015 is shown the following table. During 2015 exports and imports decreased due to economic crisis. Although, trade volume was 3, 51 billion USD during 2015 (see Table 5).

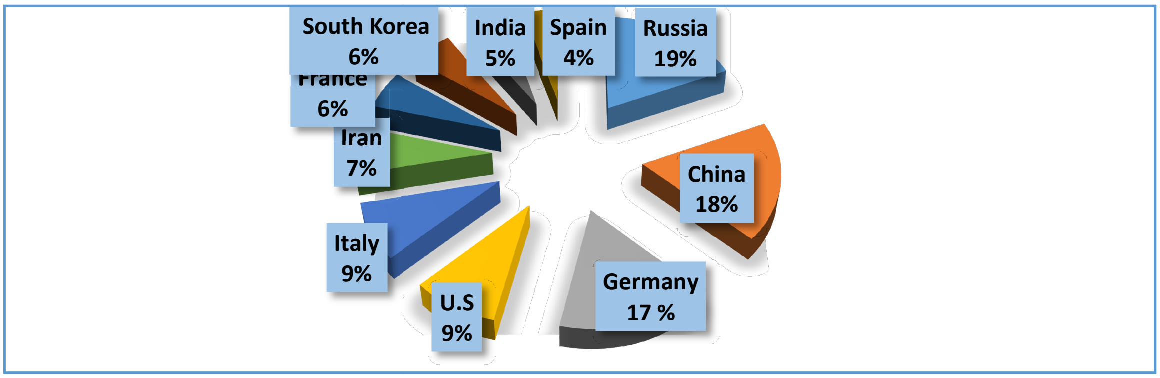
Table 5: Foreign Trade Statistics of the Republic of Turkey (Thousand USD)

	2011	**2012**	**2013**	**2014**	**2015**
Exports	134 906 869	152 462 737	151 803 637	157 610 158	143 838 871
Imports	240 842 676	236 545 141	251 661 250	242 177 117	207 234 359
Trade Volume	375 748 545	389 006 878	403 463 887	399 787 275	351 073 230
Trade Balance	-105 935 807	-84 083 404	-99 858 613	-84 566 959	-63 395 487

Source: Turkish Statistical Institute, (2016)

Regarding trade statistics of Turkey Russia is a leader as import partner of Turkey with $25,293,391,962 import volume (19%). China ($24,918,237,813), Germany ($22,369,253,291), USA ($12,727,879,163), Italy ($12,055,915,726), Iran ($9,833,329,096), France ($8,122,565,150), South Korea ($7,548,310,671), India ($6,898,553,730), Spain ($6,075,844,195) are top import partners of Turkey, too (see Figure 6).

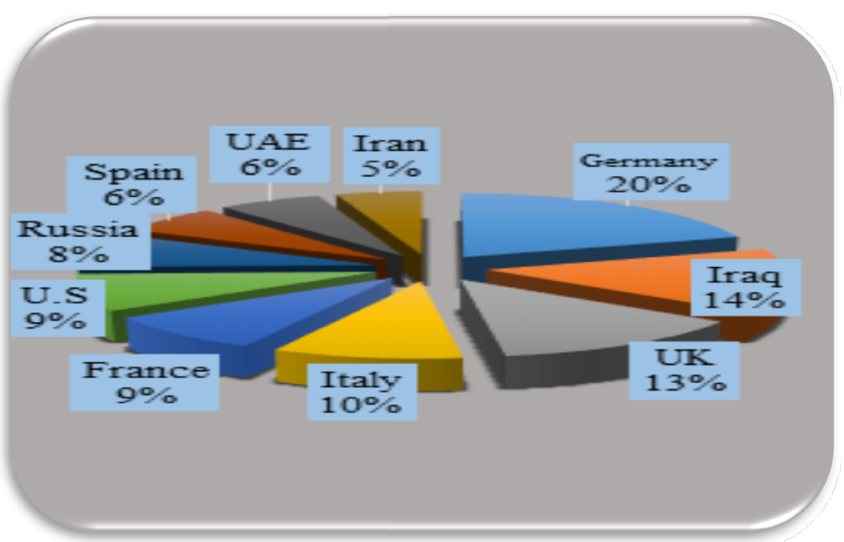
Figure 6: Top 10 Import Partners of Turkey



Source: UN Comtrade Database, (2015).

Regarding to Figure 7 that Germany is in the first place on top 10 export countries of Turkey list in 2014 with$15,155,933,772 (20 %), the followings are Iraq with $10,896,202,645 (14%), United Kingdom (UK) with $9,914,028,188 (13%), Italy with $7,144,642,17 (10%), France with $6,470,327,200 (9%), United States (US) with $6,345,416,230 (9%), Russia with $5,945,712,565 (8%), Spain with $4,763,139,962 (6%), United Arab Emirates (UAE) with $4,662,880,768 (6%), Iran with $3,888,292,120 (5%)[36].

Figure 7: Top 10 Export Partners of Turkey



Source: UN Comtrade Database, (2015).

[36]http://comtrade.un.org/data/, accessed on 19.09.2016

Considering trade relations between Turkey and Portugal table 6 shows that, Portugal imported 446, 8 million euros products from Turkey and exported 362, 9 million euros (2015). Trade volume between Portugal and Turkey increased and reached 908, 1 million euros in 2013. During 2014 it decreased sharply, 791, 4 million euros, after 2014 year slightly increased and reached to 809, 7 million euros (see Table 6).

Table 6: Portuguese Exports to Turkey **(**million euros)

	2011	**2012**	**2013**	**2014**	**2015**
Export	300,7	355,44	388,1	403,7	362,9
Import	324,2	315,1	520,0	387,7	446,8
Trade volume	624,9	670,54	908,1	791,4	809,7

Source: AICEP Portugal Global, (2015).

Main Turkish exported products to Portugal are cotton yarn, motor vehicles for the transport of goods, flat rolled iron / steel, motor cars and other passenger transport vehicles, etc., parts and accessories of motor vehicles, motor vehicles for transporting, cyclic hydrocarbons and etc. (see Table 7).

Table 7: Major Imported Products Originating in Turkey **(**million euros)

Products Group	**2014**	**%Total2015**	**2015**	**%Total 15/14**
Cotton yarn	42,0	66,2	14,8	57,7
Motor vehicles for the transport of goods	22,7	27,1	6,1	19,1
Flat rolled iron / steel products	32,2	25,2	5,6	-21,8
Motor cars and other passenger transport vehicles, etc.	14,8	23,6	5,3	59,2
Parts and accessories of motor vehicles	12,9	15,8	3,5	22,3
Motor vehicles for transporting	4,6	11,8	2,6	154,8
Refrigerators, freezers etc.; heat pumps, machines	9,8	9,3	2,1	-4,9
Polymers of ethylene, in primary forms	4,7	8,6	1,9	82,7
Cyclic Hydrocarbons	16,1	8,5	1,9	-47,4
Sections of iron or non-alloy steel	6,3	7,5	1,7	19,6

Source: AICEP Portugal Global, (2015).

Main Portuguese exported products to Turkey are paper and paperboard writing or in other graphic purposes, etc. chemical wood pulp, soda or sulfate, wires and other conductors, insulated / electrical purposes; optical fiber cables, petroleum oils and oils obtained from bituminous minerals, crude, polymers of ethylene, in primary forms, Motor cars and other passenger transport vehicles, etc., parts and accessories of motor vehicles (see Table 8).

Table 8: Main export products to Turkey (million euros)

Product Groups	**2015 jan/jul**	**% Total2015**	**2016 jan/jul**	**% Total2016**
Paper and paperboard / coated type used / writing or in other graphic purposes, etc.	31,6	37,6	16,4	18,8
Chemical wood pulp, soda or sulfate	18,1	22,4	9,8	23,7
Petroleum oils and oils obtained from bituminous minerals, exc. crude	4,2	17,8	7,8	319,1
Wires and other conductors, insulated / electrical purposes; optical fiber cables	10,2	10,8	4,7	6,2
Polymers of ethylene, in primary forms	4,6	11,2	4,9	142,6
Other articles of leather or of composition	0	8,9	3,9	-
Boards, panels and other media suppliers	10	7,7	3,4	-22,9
Amino-resins, phenolic resins and polyurethanes, in primary forms	9,5	7,0	3,1	-26,3
Motor cars and other passenger transport vehicles, etc.	7,4	7	3	-6,1
Parts and accessories of motor vehicles	3,8	4,9	2,1	27,5

Source: AICEP Portugal Global, (2016).

4.7. A Review of the Mold and Automotive Industry of Turkey

Turkey, as a nation in transition from an agricultural to an industrial economy, had to wait until the 1970's, the decade when production numbers increased and mass production was growing steadily, to see advances in the mold industry. In the 70's, with the help of increasing demand from the newly developing automotive and electronics sectors, the Turkish molding industry intensified its efforts to improve on the technological level for the domestic market and to compete at the international level.

As production patterns evolved and quantities increased, the Turkish molding industry exerted solid efforts to catch up with the needs of the manufacturing industry–the automotive, household appliances, electric electronics and plastic sectors in particular. With passenger car production exceeding 1 358 796 units[37](see Table 9), and global car and Light Commercial Vehicle (LCV) manufacturers (like FIAT and Ford) choosing Turkey as production center and planning to produce more than 100,000 units annually, Turkey's molding technology achieved the ability to serve nearly all sectors of the Turkish manufacturing industry.

The Turkish Mold Industry is currently trying to move ahead by means of a very qualified workforce, mostly comprised of young engineers who utilize CAD/CAM software, manufacture with high tech CNC machines, and try to estimate precisely the true dimensions of their working piece with computer aided design (Yuzal 2007).

Considering Turkish plastics industry, among the EU member states, ranks 2nd following Germany and 6th throughout the world with a share of 2.7 %. On the other hand, the 20.3 billion dollar foreign trade volume share of the Turkish plastics industry within the world plastic foreign trade volume is at a level of 1.7%.

In 2015, with comparison to 2014, regarding plastic products; production realized as 8,57 million tons and USD billion of 32,9 increasing by 3,2 % on unit basis, decreasing by 6,6 % on value basis, imports realized as 585 thousand tons and USD billion of 2,87 increasing by % 1,6 on unit basis and decreasing by 6,9 % on value basis, exports realized as 1,58 million tons and USD billion of 4,34 by decreasing % 1,6 on unit and % 12,8 on value base, domestic consumption, including those used for indirect export, displayed as 7,58 million tons and USD billion of 31,4 increasing by % 4,1 on unit base and decreasing by % 5,7 on value base. Foreign trade surplus decreased to 991 thousand tons and USD billion of 1,47 decreasing by 3,4 % on unit and 22,5 % on value basis[38].

The share of Turkey in the global plastics industry is 1.6%. In terms of plastics processing capacity in Europe, Turkey ranks 6th behind Spain, while ranking second in the production of

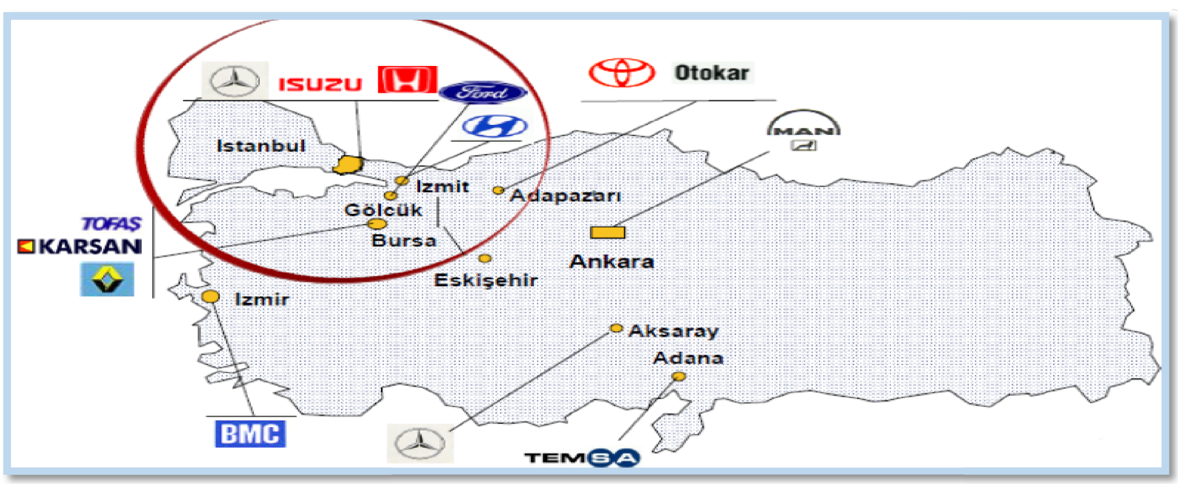
[37]Automotive Manufacturers' Association of Turkey, (2015)
[38]https://www.pagev.org/world-turkey-plastic-packaging-materials-follow-up-report-2016-2705 -Turkish Plastics Industry Foundation, accessed on 09.11.2016

synthetic fibers and third in window profiles[39]. Nearly half of plastic industry companies are located in Istanbul- remaining companies are mainly in Bursa, Izmir, Ankara, Eskishehir, Kocaeli and Samsun. Bursa, in particular, as a production center for the automotive industry, hosts many molding business companies.

Between 2003 and 2014, Turkish injection molding companies spent 1.78 billion USD on molding machines, with 94 percent of that — or 1.68 billion USD — coming from imports. Turkey typically imports just over 1,900 molding machines a year[40].

The automotive industry is one of the four largest exporters. Nearly half of Automotive OEM companies are located in Istanbul (Mercedes-Benz Turkey, Anadolu Isuzu, Ford Otoson), the remaining companies are mainly in Bursa (Tofas-Fiat, Oyak-Renault, Karsan), Ankara (MAN), Eskişehir, Kocaeli (Honda Turkey), Sakarya (Toyota, Otokar), Adana (Ford, Hundai Assan, Temsa). Bursa, in particular, as a production center for the automotive industry, hosts many molding business companies (see Figure 8).

Figure 8: The distribution of Automotive Industry companies in Turkey



Source: The Automotive Manufacturers Association of Turkey, (2016).

The Marmara Region is endowed with favorable factor conditions, which have made the cluster an attractive place for manufacturing for the global players of the automotive industry (85 % of automotive industry). The cluster is geographically proximate to the European

[39]http://www.bpf.co.uk/events/Plastics_Industry_in_Turkey.aspx, accessed on 10.10.2016
[40]http://www.plasticsnews.com/article/20160301/NEWS/160309983/imports-dominate-turkeys-processing-industry, accessed on 02.11.2016

markets and the largest consumer markets in Turkey. Large supply of skilled labor force and variety of high quality services and the existence of the first-tier suppliers are the other factors (see Figure 8).

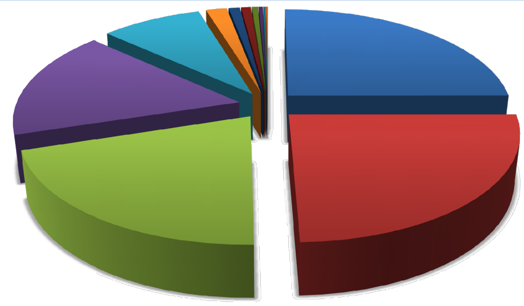
The Automotive Industry in Turkey is concentrated in the most developed area of the country. The assembly plants and their suppliers are mostly located on the peripheries of largest metropolises. It has attracted foreign direct investments; contribution to employment has been significant; in the last years, the export ratio has increased climbing up to the first place among the sectors increasing its global competition.

Today's Turkish automotive industry is highly efficient and competitive thanks to value-added production. Significant growth posted by Turkey's automotive sector led to Turkey becoming 15th largest automotive manufacturer in the world and 5th largest in Europe by the end of 2015[41].Notable examples of global brands with product development, design, and engineering activities in Turkey include Ford, Fiat, Daimler, and Segula. Ford Otosan's R&D center is one of Ford's three largest global R&D centers, while Fiat's R&D center in Bursa is the Italian company's only center serving the European market outside its home country. Meanwhile, Daimler's R&D center in Istanbul complements the German company's truck and bus manufacturing operations in Turkey. Turkey offers a supportive environment on the supply chain side. There are around 1,100 component suppliers supporting the production of OEMs. With the parts going directly to the production lines of vehicle manufacturers, the localization rate of OEMs varies between 50 and 70 percent. This is evidenced by the fact that around 75 percent of production in Turkey is destined for foreign markets. In 2015, more than 900,000 vehicles were exported from Turkey to foreign markets.[42]

Oyak-Renault is in the first place for production of Automotive Industry in Turkey with the 24,9 %, Ford Otoson (24,6%), Tofas-Fiat (20,5%), Hundai Assan (16,7%), Toyota (8,5%), Karsan (0,6%), Honda Turkey (0.9%), other companies which included Mercedes Benz Turkey (1,8%), Temsa (0,2%), Anadolu Isuzu (0,8%), Otokar (0,4%),and Man Turkey (0,1%) are occupying the following places in 2015 (see Figure 9 and Table 9).

[41]http://osd.org.tr/bilgi-bankasi/kpmg-raporlari/ -The Automotive Manufacturers Association of Turkey, accessed on 28.09.2016
[42]http://www.invest.gov.tr/en-us/sectors/Pages/Automotive.aspx, accessed on 28.09.2016

Figure 9: Turkish Automotive Industry Production in 2015 by companies



Source: Automotive Manufacturers' Association of Turkey, (2015)

Turkey's plastics processing industry ranks among the 10 largest in the world, with processing capacity of about 8.3 billion pounds a year. That dependence on imports makes for a very competitive domestic market.

Table 9: The Distribution of Companies in the Vehicle Production

Companies	**Year: 2015 (units)**	**Year: 2015 (%)**
Oyak Renault	339240	24,9
Ford Otosan	334622	24,6
Tofaş-Fiat	278254	20,5
Hyundai Assan	226500	16,7
Toyota	115893	8,5
Mercedes-Benz Turkey	23941	1,8
Honda Turkey	12667	0,9
Anadolu Isuzu	11162	0,8
Karsan	7239	0,6
Otokar	4613	0,4
Temsa	2922	0,2
MAN Turkey	1743	0,1
Total	**1 358 796**	**100**

Source: Automotive Manufacturers' Association of Turkey, (2015)

Turkish trade groups would like their country to have stronger materials and machinery makers to better support the local injection molders and other processors. The dominance of imports may be most pronounced in injection molding machines, where foreign equipment captures more than 90 percent of the market.

Chinese companies have the largest share, accounting for just over 60 percent of imports by units of injection presses. Because their equipment is less expensive, that translated to about 45 percent by sales price in the first nine months of 2015. Germany is a distant second, accounting for 15 percent of Turkish imports by sales price. But if you add Austria, the No. 3 source of Turkey's injection machinery imports, the German-speaking bloc accounts for 26 percent of sales through September of 2015.

Turkey's injection press market has had healthy growth for more than a decade, averaging 6.3 percent a year compounded annual growth from 2001-2014, according to figures from the Istanbul office of Austrian firm Engel Holding GmbH, one of the world's largest press makers.

4.7.1. The SWOT analysis for Turkish Automotive Industry

In order to enhancing further understanding about the Turkish market a SWOT analysis is purposed: it highlights the strengths, the weaknesses, the opportunities, and the threats of Turkish market. Considering research for Turkish Automotive Industry in conclude it should be noted that to make SWOT analysis for related industry will lead to build a review. The first economically *strength* of Turkish Automotive Industry will be presented. Thus, Automotive industry in Turkey one of the third major sector in Turkish manufacturing industry and leading private sector investor, driving force in manufacturing industry with its high value added, also its reliable source of tax revenue with its totally registered production.

Regarding the qualifications of human resources it should be emphasis that Turkish Automotive industry has high-skilled human resources both in production and management; sustainable and improvable competitive workforce with low labor cost and a culture of productivity, accumulated technological know-how and rapidly growing investments in R&D, integration with world automotive industry since 1990s.

Concerning geostrategic importance for SWOT analysis Turkey is one of the most developed automotive industry and a unique export and production base in the region with close bilateral relations with EU, G8, Eurasia, has strong export markets and export experience and due to geographic location it is easy access to potential emerging markets.

In order to identify *the weakness* of the Turkish Automotive industry, the following criteria should be taken into consideration:

- High costs of raw materials due to capacity utilization and production below economies of scale;
- Unstable domestic market;
- In adequate investments in the sector;
- High sales taxes and gasoline prices;
- Lack of international strategy;
- Insufficient export incentives.

Regarding *opportunity* the automotive industry is one of the four largest exporters in Turkey. Turkey is home to many global suppliers. There are more than 250 global suppliers that use Turkey as a production base, with 28 of them ranking among the 50 largest global suppliers. Auto manufacturers increasingly choose Turkey as a production base for their export sales[43].

Turkey's local currency markets were widely expected to take a big hit after September's decision by Moody's to downgrade the country's sovereign debt into junk territory[44].

Threats. Turkey faces a growing threat from ISIS, as well as a domestic Kurdish insurgency (which called PKK terror group). Terrorism impacts economy of country, tourism and FDI as well. It should be also illustrated that the demographic stress also affected. Thus, approximately 3 million Syrian refugees migrated to Turkey's southern provinces.

The lira's gradual decline, dropping to 3.08 per US dollar from 2.94 on September 22, 2016, has caused some concern, such as the Fed's potential rate hike and commodity price volatility. While a weakening lira should improve borrowing costs and boost spending, sub-par currency yield may put off investors.

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[43] http://www.invest.gov.tr/en-us/sectors/Pages/Automotive.aspx, accessed on 28.09.2016
[44] https://www.moodys.com/research/Moodys-Downgrades-Turkeys-Issuer-And-Bond-Ratings-To-Ba1-With--PR_354341, accessed on 18.10.2016

Finally, consumption – the engine of Turkey's economy – has slowed recently, increasing by just 5.2% in the second quarter of 2016, far below the 7.2% year-on-year figure originally anticipated. With a weak domestic institutional investor base, the burden will fall on foreign capital, which needs to be encouraged through diversification and the development of new funding mechanisms – such as covered bonds and other securities[45].

4.8. Social System of Turkey

4.8.1. The Social Security System of Turkey

The social security system in Turkey is predominantly similar to Bismarck model, one of four basic insurance systems which are Continental Model (Bismarck), Liberalistic Model (Beveridge), Northern European Model and Mediterranean Model[46]. Bismarck Model refers to a system where the premiums paid over the wages of employees according to their insurance status is collected in a joint pool and the benefits are provided based on the paid premiums only when old-age pension is entitled. The amount of the benefits to be granted to the insurance holders in cases of retirement, accident and sickness varies by the income they previously had. The main actors in this system are employees, employers and representatives in public sector.

Turkish Social Security System has also some elements of the Mediterranean Model as well as Bismarck Model. The Mediterranean Model is derived from the Continental Model and bears a resemblance to this model in the sense that the paid social insurance premiums provide a basis for future social security benefits. Another aspect of the Mediterranean Model similar to Turkish Model is the wideness of informal economy. For this reason, the system does not cover many people; however social risks are tried to be eliminated through family ties. This model has brought into prominence the concepts of traditional family and agricultural society; thus people are supported by their families without considering whether

[45]http://www.bondsloans.com/news/article/941/turkish-market-resilient-as-inflation-threat, accessed on 18.10.2016
[46]http://www.pnhp.org/single_payer_resources/health_care_systems_four_basic_models.php, accessed on 06.11.2016

the state provides benefits or not in case of revenue loss or social risks. By this reform, a number of structural changes have been made on Turkish social security system. A transition has been realized from the system which entitles various rights to different professional groups to the system which ensures the unity of standards and norms in terms of retirement insurance[47].

The social security system in Turkey went through a major transformation in 2007, resulting in a more efficient and fast functioning system, based on centralizing the control of different social security funds in a single institution.

The three insurance funds, namely SSK (Social Insurance Association-in Turkish Sosyal Sigortalar Kurumu), Emekli Sandigi and Bag-Kur, were merged under a sole body called the Social Security Institution (SSI) in 2007. The three insurance funds together cover around 81% of the population as of 2008. The system started to be fully operational at the beginning of 2008[48].Foreigners making social security contributions in their home countries do not have to pay the Turkish social security premiums if there is a reciprocal agreement between the home country and Turkey.

4.8.2. The Education System of Turkey

Turkish education system is under the supervision and control of the state, namely the Ministry of National Education. According to the Constitution of the Republic of Turkey, which was established in accordance with the Atatürk Reforms after the Turkish War of Independence, every citizen has the right to education which is free of charge for the compulsory primary education (Ozelli, Tunc 1974).

Compulsory education lasts 12 years. Primary and secondary education is financed by the state and free of charge in public schools, between the ages of 6 and 18, and by 2001 enrollment of children in this age range was nearly 100%. Secondary or high school education

[47] www.sgk.gov.tr/wps/portal/sgk/en/detail/social_security_system#sthash.ZoXYDylW.dpuf, accessed on 06.11.2016
[48] http://www.invest.gov.tr/enus/investmentguide/investorsguide/employeesandsocialsecurity/pages/turkishsocialsecuritysystem.aspx, accessed on 07.11.2016

is mandatory but required in order to then progress to universities. By 2011 there were 166 universities in Turkey. Except for the Open Education Faculty (Turkish: Açıköğretim Fakültesi) at Anadolu University, entrance is regulated by a national examination, after which high school graduates are assigned to university according to their performance[49].

The Ministry of National Education runs educational administration of the country and is responsible for drawing up curricula, coordinating the work of official, private and voluntary organizations, designing and building schools, developing educational materials and so on. The Supreme Council of National Education discusses and decides on curricula and regulations prepared by the Ministry. In the provinces, educational affairs are organized by the Directorates of National Education appointed by the Minister, but working under the direction of the provincial governor. The central government is responsible for all educational expenses of the public, about 10% of the general budget is allocated for national education.

The academic year in Turkish education institutions generally begins in the mid-September or early October and continues to May or early June. There is also a two-week winter break in February.

The literacy rate of the population is fairly high - about 87%. The male literacy rate is almost 95%, while the female literacy rate is almost 79%. Almost 70% of the total population live in urban areas. The rate of urbanization is 1.7% per year. The total fertility rate is around 2.13 children born/woman. The population is fairly young with almost 27% ranging from 0 to 14 years of age, while 67% are 15 to 64 years old. Only around 6% are above 64 years of age[50].

4.8.3. The Health Care System of Turkey

Turkey has accomplished remarkable improvements in terms of health status in the last three decades, particularly after the implementation of the Health Transformation Program. Average life expectancy reached 71.8 for men and 76.8 for women in 2010. The Infant Mortality Rate decreased to 10.1 per 1000 live births in 2010, down from 117.5 in

[49] http://www.hurriyetdailynews.com/default.aspx?pageid=438&n=university-numbers-on-the-rise-in-turkey-2011-09-04, accessed on 08.11.2016

[50] http://worldpopulationreview.com/countries/turkey-population/, accessed on 09.11.2016

1980.Turkey's health care system has been undergoing a far-reaching reform process (Health Transformation Program) since 2003 and radical changes have occurred both in the provision and the financing of health care services. Health services are now financed through a social security scheme covering the majority of the population, the General Health Insurance Scheme (GHIS), and services are provided both by public and private sector facilities. The Social Security Institution, financed through payments by employers and employees and government contributions in cases of budget deficit, has become a monophonic (single buyer) power on the purchasing side of health care services (Tatar, Sahin, Aydin, Maresso, and Hernández 2011).

Health care in Turkey consists of a mix of public and private health services. Turkey has universal health care under its Universal Health Insurance (Genel Sağlık Sigortası) system. Under this system, all residents registered with the Social Security Institution (Sosial Guvenlik Kurumu-SGK in Turkish) can receive medical treatment free of charge in hospitals contracted to the SGK[51].

Health Care Reform in Turkey (Health Transformation Program) - The health status of people in Turkey has significantly improved in recent years. Improvements in the health status are mostly attributable to the successes of health reform, the so-called Health Transformation Program with the tag line "People First". The Government of Turkey is implementing the second phase of a major health sector reform that aims to improve the governance, efficiency, and quality of the health sector. A serial legal change was enacted within the frame of health reform with the new legislation re-structuring the Ministry of Health and re-organizing functions of her units and affiliates. Health Transformation Program aims at strengthening primary health care services through the use of a family medicine system. At the end of 2010, the Family Medicine Program, assigning each patient to a specific doctor, was established throughout the country. Community Health Centers (CHC), providing free-of-charge logistical support to family physicians for priority services such as vaccination campaigns, maternal and child health and family planning services, were established. Both Family Health Centers and CHC are under the supervision of Provincial Health Directorates (81 provinces) which are responsible for planning and provision of health services at provincial level and accountable to the Ministry of Health.

[51]https://www.angloinfo.com/how-to/turkey/healthcare/health-system/health-insurance, accessed on 04.11.2016

The health services delivery system was dramatically expanded and improved through investments in infrastructure, equipment, and supplies as well as through training of staff. The proportion of total health expenditure to GDP was 5.4 % in 2002 and increased to 6.1 % in 2008. This slight change indicates that improving people's health status depends on effective use of the funds rather than magnitude of it. The proportion of public health expenditure to GDP increased to 4.4 % in 2008 from 3.8% in 2002. On the other hand, public health expenditures constituted 14.7% (2002) of non-interest public expenditures and the figure increased to 15.2 % in 2008. A system called performance-based supplementary payment for family physicians and key hospital personnel was implemented in order to reward productivity, and the provision of high impact health services at primary level is ensured for family physicians.

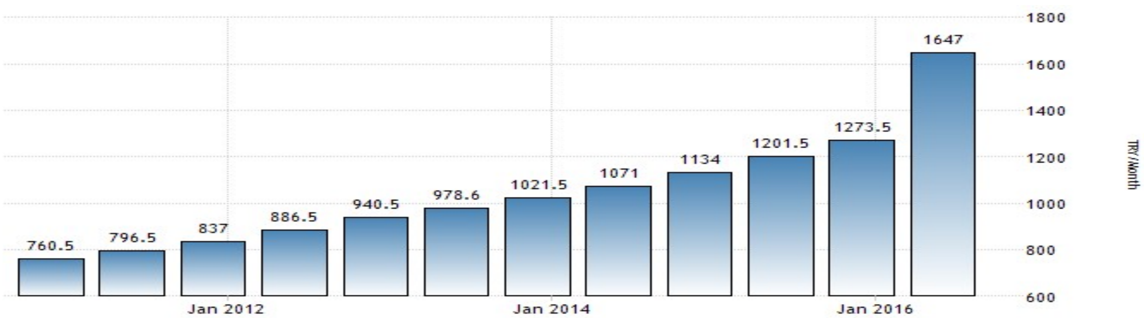
4.8.4. The National Minimum Wage

Turkey's minimum wage level is set by a government-led commission that includes business, labor and government representatives. Between 2005 and 2015, the nominal minimum wage was increased by about 10% each year on average, corresponding to a cumulative real increase of 24%. In January 2016, it was sharply raised by 30% compared to the previous month, from 1000 TL to 1300 TL (331 EURO to 430 EURO-net figures but including tax refunds). Turkish Statistics Institute (TurkStat) reported that considering consumer prices increased by 8.81% in 2015 and the target for 2016 in the latest Medium Term Fiscal Plan (2016-2018) is 6.5%, this 30% increase is considerable in real terms.

Minimum Wages in Turkey increased to 1647 TL/Month in June from 1273.50 TL/Month in December of 2015. Minimum Wages in Turkey averaged 411.92 TL/Month (140 Euro/Month) from 1990 until 2016, reaching an all-time high of 1647 TL/Month (471 Euro/Month) in June of 2016 and a record low of 1.50 TL/Month (0.42 Euro/Month) in December of 1992. Minimum Wages in Turkey is reported by the Ministry of Labor and Social Security (Figure 10).

Minimum monthly wage refers to national minimum wage, which is fixed at an hourly, weekly or monthly rate and it is enforced by law in Turkey. The national minimum wage usually applies to all employees, or at least to a large majority of employees in the country. More than one third of Turkey's, 30 million-strong labor force is paid the minimum wage.

Figure 10: Minimum wages in Turkey (TL)



Source: Ministry of Labor and Social Security of Turkey, (2016).

4.9. The History and Culture Turkey

The English word "Turkish" comes from the ancient Turkish word “Türk”, which can be used as an adjective or a proper noun. In Turkish, the name of the country is “Türkiye Cumhuriyyeti”. After decades of nationalistic indoctrination, most citizens self-identify as Turks regardless of ethnic background. Some of the major non-Turkish ethnic groups—the Kurds in the southeast, the Arabs in the south, the Laz of the western Black Sea coast, and the Georgians in the northeast and northwest—express double identities[52].

The history of the Turks covers a time frame of more than 4000 years. Turks first lived in Central Asia around 2000 BC. Later, some of them left Central Asia and spread around, establishing many states and empires independent from each other within a vast area of Asia and Europe. These empires included The Great Hun Empire (established during the 3rd Century B.C.), the Gokturk Empire (552- 740), the Uygur Empire (741- 840), the Avar

[52]http://www.everyculture.com/To-Z/Turkey.html, accessed on 04.11.2016

Empire (6-9 Century A.D.), the Khazar Empire (5-10 Century A.D), the Great Seljuk Empire (1040- 1157), and many others[53].

Turks in Anatolia (the Asian part of Turkey, occupying the peninsula between the Black Sea, the Mediterranean, and the Aegean: consists of a plateau, largely mountainous, with salt lakes in the interior): The Turks started to settle in Anatolia in the early 11th century by way of continual migrations and incursions. The Malazgirt victory in 1071 against the Byzantines literally opened up the gates of Anatolia to the Turks. It is following this date that the Turks fully conquered the whole of Anatolia and established the Anatolian Seljuk State there (1080-1308). This was the first Turkish State in Anatolia and was sometimes called, after its capital city of many years, the Konya Sultanate.

Ottoman Age 1299–1923: The Seljuk State rapidly declined with the Mongol invasion of Anatolia which started in 1243. During the period of the decline of the Anatolian Seljuk state and after its disappearance, many Turcoman principalities were established in Anatolia towards the end of the thirteenth century. One of these was the Ottoman (in Turkish Osmanli) Beylik (similar to a Principality) named after its founder, a Turkish ruler named Osman in 1299 in the environs of Sogut in Eskishehir in the northwestern corner of the peninsula. The Ottoman Beylik rapidly expanded throughout the fourteenth century and thus arose the Ottoman Empire, which ruled over a vast territory on three continents and lasted for 623 years until the end of the First World War[54].

Present-day Turkey was founded in 1923 as an offspring of the multiethnic and multilingual Ottoman Empire, which existed between the fourteenth and early twentieth centuries and embraced much of the Middle East along with parts of southeastern Europe and North Africa in the sixteenth century. In the nineteenth century, when the Balkans and the Trans-Caspian regions were separated from the empire, many non-Turkish Ottoman citizens fled or migrated to Anatolia and Turkish Thrace to resettle.

With the Ottoman Empire's demise in World War I, the heartland of the old empire—Istanbul and Asia Minor—was reconstituted as the Republic of Turkey under the leadership of Mustafa Kemal (later called Mustafa Kemal Atatürk). To make Turkey a modern, Western-style, secular nation-state, Atatürk disestablished Islam as the state religion, adopted Western

[53]http://www.turkishculture.org/general-1067.htm, accessed on 04.11.2016
[54]http://www.newworldencyclopedia.org/entry/Ottoman_Empire, accessed on 04.11.2016

legal codes, and established a compulsory secular educational system in which all young Muslim citizens, regardless of ethnicity, were taught that they were ethnically Turkish and citizens of a Turkish nation-state. After centuries of intermarriage with Mediterranean and Balkan peoples and the assimilation of those peoples into the Ottoman Empire and the Turkish state, the vast majority of today's Turks physically resemble southern Europeans rather than central Asiatic.

The government founded and supported historical and linguistic societies that researched and, if necessary, invented a glorious Turkish past that would instill pride in the country's citizens. The official policy of Turkish nationalistic indoctrination has been largely effective. Most citizens, regardless of their non-Turkish ancestry, self-identify as Turks both ethnically and nationally, with the exception of some Kurds, because of PKK, which is known as a terrorist group that danger for Turkey.

After the post-World War I Treaty of Lausanne, only Christian Armenians, Orthodox Greeks, and Jews were allowed to maintain their religious and educational institutions. Since 1999, the only non-Turkish languages taught in public schools have been western European languages and Arabic.

About half the Kurds reside in southeastern Turkey, their traditional homeland. Most of those in other regions have become Turkified though education, work, military service, and intermarriage. Since the 1970s, a growing number of Kurds have rediscovered their non-Turkish roots, based in part on Kurdish, an Indo-European language related to Persian.

Religion. Islamic tradition, ideology, and ritual are very important. About 98 percent of Turkey's citizens are nominally Muslims, of whom about 80 to 85 percent are Sunnis of the Hanafi School and 15 to 20 percent are members of Shia sects (mostly Alevi). Within the Sunni Muslim tradition, Hanafi is one of four "schools of law" and considered the oldest and most liberal school of law. Named for its founder, the Hanafi school of Imam Abu Hanifa, it makes considerable use of reason or opinion in legal decisions. Sunni Hanafi creed is essentially non-hierarchal and decentralized, which has made it difficult for 20th century rulers to incorporate its religious leaders into strong centralized state systems[55].

[55]http://www.globalsecurity.org/military/intro/islam-hanafi.htm, accessed on 09.11.2016

Turkish Muslims recognize the standard Islamic creed and duties, but only the most religious fast or make a pilgrimage to Mecca. Four percent of Turks identify themselves as atheists, and 4 percent as agnostics.

For most Turks, Islam plays an important role in rites of passage: naming shortly after birth, circumcision for boys, marriage, and funerals. The state controls religious education and most religious personnel by supervising the schools that train Sunni imams and certifying imams as state employees who work in community mosques. In recent decades, a revival of fundamental Islam has been supported by about 20 percent of the population. A small proportion of the population participates in Sufi orders and brotherhoods.

The most important events in the Turkey's Islamic calendar are Ramazan, the lunar month of fast; Kadir Gecesi (Night of Power), the twenty-seventh day of Ramazan, when Prophet Mohammad was appointed the messenger of Allah (God); Sheker Bayram (Sweat Holiday) a three-day national holiday at the end of Ramazan in which people exchange visits and candy; and Kurban Bayram (Feast of Sacrifice), a four-day national holiday held during the lunar month of *Hajj* (Pilgrimage) to commemorate Abraham's willingness to sacrifice Isaac. As many as 2.5 million sheep have been sacrificed in Turkey on this holiday; most of the meat is shared with neighbors and donated to the poor.

Festivities. Cultural festivals are most interesting in cities and resorts that have the resources to attract internationally renowned acts. Almost every town has some yearly bash, though many are of limited interest to outsiders. Folk-dance festivals provide an opportunity to see Turkey’s best dance troupes perform a sample of the varied repertoire of Turkish dances in traditional costumes.

More than 1000 festivals are held in Turkey every year. Along with festivals of local scale held in almost every city of the country, cultural events and other festivals of international reach are also organized in major metropolitan centers such as Istanbul, Ankara, İzmir and Antalya[56].

Istanbul is the most important center of festivals. In the summer months, a number of music festivals are held in Istanbul. Many are organized by and associated with prominent names in

[56]http://www.goturkeytourism.com/events-festivals/classical-music-festivals-in-turkey.html, accessed on 07.11.2016

Turkey's private sector. The Pamukbank Dance Days brings world famous dance groups to Istanbul. The Efes Pilsen Blues Festival, which celebrated its 22nd year in 2016, hosts well-known blues and jazz groups[57]. The Akbank International Jazz Festival provides the opportunity of improvisation and jam sessions between Turkish musicians and jazz masters of the world[58]. The Yapı Kredi Art Festival with its concerts ranging from rock and roll and pop music to classical music and jazz is actually a series of events around the year[59]. Fuji Film World Music Days is yet another important music festival.

Izmir is notable for hosting the oldest festival activity in Turkey, within the frame of multi-theme Izmir International Fair held in the first days of September, and organized by İZFAŞ, a depending company of Izmir Metropolitan Municipality. The musical and other cultural events that take place at the same time as the commercial fair had started out as an auxiliary activity to attract popular interest for the fair, but over the years the festival became a school by itself[60].

4.10. Things That You Should Know Before Deal in Turkey

Tax legislation. Turkey has one of the most competitive corporate tax rates in the Organization for Economic Co-operation and Development (OECD) region. The new Corporate Tax Law that was enacted on June 21st, 2006 has made some important amendments to the current applications and also included new concepts in the tax legislation. With the new Corporate Tax Law in place, Turkish corporate tax legislation now has noticeably clearer, more objective and greater harmonized provisions which are in line with international standards.

The Turkish tax regime can be classified under three main headings:

[57] http://www.biletix.com/etkinlik/MNP06/ISTANBUL/tr, accessed on 19.09.2016
[58] http://www.akbanksanat.com/en/caz-festivali/hakkinda, accessed on 19.09.2016
[59] http://www.hurriyetdailynews.com/yapi-kredi-arts-festival-to-feature-byzantine songs.aspx?pageID=438&n=yapi-kredi-arts-festival-to-feature-byzantine-songs, accessed on 19.09.2016
[60] http://ief.izfas.com.tr/events, accessed on 19.09.2016

Income Taxes. Income taxes in Turkey are levied on all income, including domestic and foreign individuals and corporations residing in Turkey. Non-residents earning income in Turkey through employment, ownership of property, business transactions, or any other activity which generates income are also subject to taxation, but only on the income earned in Turkey.

Corporate income taxes. In Turkey, the basic corporate income tax rate levied on business profits is 20%[61].

Withholding taxes on selected payments of resident corporations:

- Dividends are subject to 15%;
- Interest on treasury-bill and treasury bonds derived by resident corporations is subject to 0%;
- Interest on other bonds and bills derived by resident corporations is subject to 0%, bank deposits are subject to 15%;
- Profit shares paid by participation banks in consideration of participation accounts are subject to 15%;
- Repurchase agreements are subject to 15%.

Individual income tax. The personal income tax rate varies from 15% to 35%. Income tax rates applicable to yearly gross earnings from 2009 are as follows:

Table 10: Income Tax Rates

INCOME SCALES (TL)	RATE (%)
Up to 8,700	15
8,701- 22,000	20
22,001- 50,000	27
50,001 and over	35

Source: Ministry of Finance, Republic of Turkey, (2016).

Value Added Tax (VAT). The generally applied VAT rate varies between 1%- 8%, and 18%. Commercial, industrial, agricultural, and independent professional goods and services, goods and services imported into the country, and deliveries of goods and services caused by other activities are all subject to VAT.

[61] http://www.worldwide-tax.com/turkey/turkey_tax_2009.asp, accessed on 09.11.2016

Special Consumption Tax (SCT). There are four main product groups that are subject to special consumption tax at different tax rates[62]:

- Petroleum products, natural gas, lubricating oil, solvents, and derivatives of solvents
- Automobiles and other vehicles, motorcycles, planes, helicopters, yachts
- Tobacco and tobacco products, alcoholic beverages
- Luxury products.

Unlike VAT, which is applied on each delivery, special consumption tax is charged only once.

Banking and insurance transaction tax. Banking and Insurance company transactions remain exempt from VAT but are subject to a Banking and Insurance Transaction Tax. This tax applies to income earned by banks, for example on loan interest. The general rate is 5%, while interest on deposit transactions between banks is taxed at 1% and sales from foreign exchange transactions at 0.1%[63].

Stamp duty. Stamp duty applies to a wide range of documents, including contracts, agreements, notes payable, capital contributions, letters of credit, and letters of guarantee, financial statements, and payrolls. Stamp duty is levied as a percentage of the value of the document at rates ranging from 0.15% to 0.75%[64].

Taxes on Wealth. There are three kinds of taxes on wealth: inheritance and gift taxes, property taxes, and motor vehicle tax.

Buildings and land owned in Turkey are subject to real estate tax at the following rates:

- Residences 0.1%
- Other buildings 0.2%

Government incentives. Regardless of the region where investment takes place, all projects meeting both the specific capacity conditions and the minimum fixed investment amount are supported within the framework of the General Investment Incentives Scheme. Some types of investments are excluded from the investment incentives system and would not benefit from

[62] http://etl-turkey.com/wp-content/uploads/2014/04/Taxes-in-Turkey.pdf, accessed on 09.11.2016
[63] http://www.invest.gov.tr/en-US/investmentguide/investorsguide/Pages/Taxes.aspx, accessed on 09.11.2016
[64] https://www.quora.com/Whats-is-the-tax-policy-in-Turkey, accessed on 09.11.2016

this scheme. The minimum fixed investment amount is 1 million TL in Region 1[65] and 2[66], and 500,000 TL in Region 3[67], 4[68], 5[69] and 6[70].

Major investment incentive instruments are:

1) Exemption from customs duties: Customs tax exemption for imported machinery and equipment for projects with an investment incentive certificate.
2) VAT exemption: VAT exemption for imported or domestically purchased machinery and equipment for projects with an investment incentive certificate.

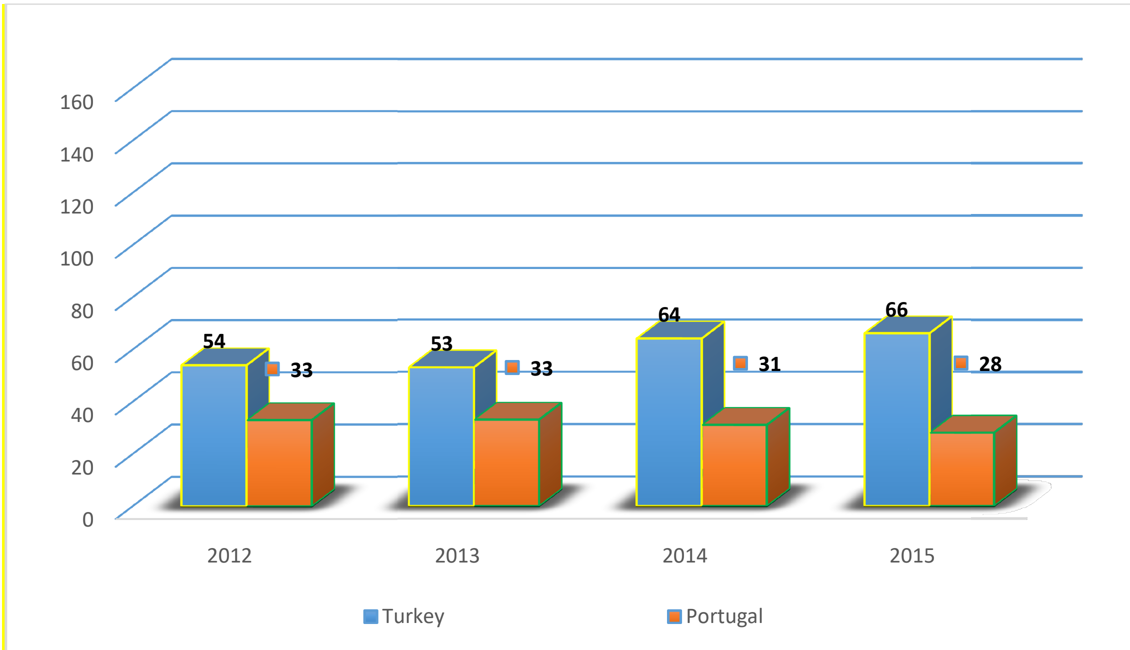
4.10.1. Doing Business with Turks

Turkey is ranked as 55 out of 189 economies in the World Bank's Doing Business 2016 Report and placed above other high growth markets[71]. Turkey stands at 94 among 189 economies on the ease of starting a business and it takes 7.5 days to start a business in Turkey.

Turkey ranks 51 out of 140 in the Global Competitiveness index 2015 compiled by the World Economic Forum[72]. In 2015 Turkey was ranked in the Transparency International corruption indicators as 66 out of 168 countries[73]. Turkey placed higher than Brazil, India and China, but below South Africa, Hungary and Taiwan (see Figure 11).

[65] Ankara, Antalya, Bursa, Eskishehir, Izmir, Istanbul, Koceli, Mugla included Region 1.
[66] Region 2: Adana, Aydin, Bolu, Chanakkale, Denizli, Edirne, Isparta, Kayseri, Kiriklareli, Konya, Sakarya, Tekirdag, Yalov.
[67] Region 3: Balikesir, Bilecik, Burdur, Gaziantep, Karabuk, Karaman, Manisa, Mersin, Samsun, Trabzon, Ushak, Zonguldak.
[68] Afyonkarahisar, Amasya, Artvin, Bartin, Chorum, Duzce, Elazig, Erzincan, Hatay, Kastamonu, Kirikkale, Kirshehir, Kutahya, Malatya, Nevshehir, Rize, Sivas.
[69] Adiyaman, Aksaray, Bayburt, Chankiri, Erzurum, Giresun, Gumushhane, Kahramanmarash, Kilis, Nigde, Ordu, Osmaniye, Sinop, Tokat, Tunceli, Yozgat.
[70] Agri, Ardahan, Batman, Bingol, Bitlis, Diyarbakir, Hakkari, Igdir, Kars, Mardin, Mush, Sirt, Shanlurfa, Shirnak, Van, Bozcada and Gokchada.
[71] http://www.doingbusiness.org/data/exploreeconomies/turkey/, accessed on 21.09.2016
[72] https://www.weforum.org/reports/global-competitiveness-report-2014-2015, accessed on 21.09.2016
[73] http://www.transparency.org/cpi2015#results-table , accessed on 21.09.2016

Figure 11: Portugal and Turkey, corruption rating (2012–2015)



Source: Transparency International, Corruption Perception Index, (2012-2015).

The following characteristics are attractive for investors who want to invest in the Turkish market:

- Turkey is the world's 16th largest economy (and Europe's 6th). It aims to be in the world's top 10 by 2023.
- Turkey has the youngest and fastest growing population in Europe (700,000 graduates per year).
- Istanbul's economy alone is larger than the collective economies of 12 EU countries.
- Turkey is expected to be the fastest growing economy among OECD members during 2011-2017, with an annual average growth rate of 6.7%[74].

Main language. The official language is Turkish language in Turkey. Spoken by some 150-200 million people around the world Turkish is a widely used language. Although Turkish is written in Latin alphabet, the language belongs to the Ural-Altaic languages related to the

[74]http://www.turkey.doingbusinessguide.co.uk/the-guide/, accessed on 04.11.2016

Finno-Ugric. In major cities and resort areas English, German and French are also widely spoken.

Currently, after Turkish, Kurdish is the second mostly spoken language, as it was spoken by approximately 15 million people of the population, according to Ethnologies' 2009 data. The language majorly spoken in eastern provinces, as a Hakkari and Shirnak, Kurdish is the only language of 20 percent of those using it.

Zazaki, which is estimated to be spoken by over 1.6 million people, mainly in southeastern and central Anatolian provinces, follows Kurdish.

The fourth most common language is Circassian language used by approximately 1 million people living in Kayseri, Samsun, Amasya and Chorum provinces and another Circassian language, Adyghe, is spoken by approximately 278,000 people can be counted here[75].

Arabic, one of the widest used languages, is spoken by 500,000 people living in the southeast Turkey, mainly in cities bordering Syria.

Ladino, which is also known as Judaea-Spanish, is also a part of Turkey's linguistic geographical diversity as there are approximately 10,000 people using that language, according to 2007 data.

Etiquette and Customs in Turkey. Formal etiquette is central to Turkish culture, governing most social interactions and the use of space. Turkish culture has an exact verbal formula for practically every occasion. Etiquette requires the pronouncement of the proper formulas for these occasions.

Strict etiquette governs intergenerational and heterosexual interactions. Unless they are close friends or relatives, older people are addressed formally. For example, older men should be addressed with the title "Bey" (Mister) and women with the title "Hanım" (Lady). Younger people are expected to be reserved in their presence. Adults of the opposite sex are expected not to act casually or show affection toward each other in public. Friends of the same sex may hold hands and greet each other with kisses on the cheek.

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[75] http://www.hurriyetdailynews.com/thirty-six-languages-spoken-in-turkey-but-data-needs-update-specialist-says.aspx?pageID=517&nID=56469&NewsCatID=339, accessed on 04.11.2016

Time. People are not criticized for being late. Business meetings usually are preceded by tea and unrelated conversation. Consideration for companions is important. One does not drink, smoke, or eat something without first offering to share it with one's companions.

Meeting and Greeting Etiquette. Friends and relations would greet each other with either one or two kisses on the cheek. Elders are always respected by kissing their right hand then placing the forehead onto the hand. When entering a room, if you are not automatically met by someone greet the most elderly or most senior first. At social occasions greet the person closest to you then work your way around the room or table anti-clockwise. Upon meeting, men shake hands, but a man does not shake a woman's hand unless she extends it to him[76].

Greet people with either the Islamic greeting of 'Asalamu alaykum' (peace be upon you) or 'Nasilsiniz' (How are you? pronounced na-sil-si-niz). Other useful phrases are 'Gunaydin' (Good Morning, pronounced gun-ay-din), 'iyi gunler' (Good Day, pronounced i-yi gun-ler) or 'Memnun Oldum' (pleased to meet you).

Gift giving etiquette. It is better to notice some notions on gift giving etiquette for Turkish people.

- Gift giving has no real place in business relationships or etiquette. Relationship building and the like will usually take the form of dining or sightseeing trips rather than lavish gifts.
- However, if a gift is given it will be accepted well. It is always a good idea to bring gifts from your own country such as food stuffs or craft items.
- Be aware that Turkey is a Muslim country. Before giving alcohol to anyone be 100% sure that they drink.
- The only time you would need to give any great thought to gifts would be if you were invited to a Turk's home for dinner. The most usual gifts to take are pastries, (especially 'baklava') and decorative items for the home such as ornaments or vases. Flowers are not usually taken to a host but can be if felt appropriate. It is best to ask a

[76] http://businessculture.org/southern-europe/business-culture-in-turkey/meeting-etiquette-in-turkey/, accessed on 04.11.2016

florist for advice on what is best to take. If the host has children take some expensive sweets or candy[77].

Behavior on negotiation. Most business entertaining will take place in restaurants. Turks enjoy food and the meal is a time for relaxing and engaging in some good conversation. The protocol of Turkish hospitality dictates that the host always pays for the meal. The concept of sharing a bill is completely alien. You may try and offer to pay, which may be seen as polite, but you would never be allowed to do so. The best policy is to graciously thank the host then a few days later invite them to do dinner at a restaurant of your choice. It may be a good idea to inform the restaurant manager that under no circumstances are they to accept payment from your guests. Evening meals may be accompanied by some alcohol, usually the local tipple called Raky (pronounced ra-ki). It will comprise of a few courses with the main course always meat or fish based, accompanied by bread and a salad. Tea or Turkish coffee is served at the end of a meal sometimes with pastries. Turkish coffee is a national drink and should at least be sampled. It comes either without sugar, a little sugar or sweet. Turkish coffee is sipped and allowed to melt into the taste buds so do not gulp it down as you would instant coffee. Never drink to the bottom of the cup as it will be full of ground coffee and taste awful.

Business Etiquette, Customs and Protocol. For Turks, the first meeting is more social than business. Their aim is to get to know you and it is extremely rude to insist on talking about business right away. Courtesy is crucial in business, so the ability to listen and show patience are the two qualities that the Turks appreciate most highly. You may be asked about your family, interests, cultural and historical questions about your home country, or sports. Don't be afraid to ask the same questions. Turkish people like talking about their family and personal interests. When speaking it is important to maintain eye contact since this conveys sincerity and helps build a trusting relationship[78].

Turks prefer to do business with those they know and respect, therefore spend time establishing a personal relationship. Relationships are fostered in the office, over extended lunches, dinners, and social outings. Courtesy is crucial in all business dealings. Turks do not require as much personal space as many other cultures and will stand close to you while conversing. Do not back away, as this can be construed as unfriendly. Discussions may start

[77]http://www.giftypedia.com/Turkey_Gift_Giving_Customs, accessed on 04.11.2016
[78]http://businessculture.org/southern-europe/business-culture-in-turkey/meeting-etiquette-in-turkey/, accessed on 04.11.2016

slowly, with many questions that may seem irrelevant to the purpose of your visit. It is extremely rude to insist that your colleagues get to the point. The Turks are proud of their country and will enjoy answering questions on their culture and history although be sure to avoid political history. Most Turkish men love football (soccer) and usually support one of three teams: Galatasaray, Beshiktash or Fenerbahche. Asking after their team's recent fortunes will always produce lively and animate responses. Once a relationship has been established, communication is direct. It is vital that you maintain eye contact while speaking since Turks take this as a sign of sincerity.

Business Meeting Etiquette. Appointments are necessary and should be made 1 to 2 weeks in advance, preferably by telephone. Many Turks take vacation during July or August, so it is best not to try to schedule appointments at that time. It is also not a good idea to schedule meetings during Ramazan (Ramadan). Punctuality is expected although you should be prepared to be kept waiting. First appointments are more social- than business-oriented since Turks prefer to do business with people they know. Small talk helps establish a rapport. Do not immediately begin discussing business. Have all printed material available in both English and Turkish. Presentations should be well thought-out, thorough, and backed up with visual aids such as maps, chart and graphs.

Business Negotiation Etiquette. Always come to Turkey knowing two things. Your success is defined by your ability to build effective personal relationships combined with a clearly outlined and well-presented proposal. Business is personal. Although this is changing with the influx of big multi-nationals and a more corporate culture in some of the larger companies, many businesses are still family owned and run. Turks will want to do business with those they like, trust, feel comfortable with and with those that can provide a long term relationship. If they feel you are hiding something or there is an element of suspicion about your motives you may not get very far. Building a relationship with your Turkish counterparts is therefore critical. The first meeting at least should be solely focused on getting to know each other. Once a relationship has been established you can safely move on to business matters. As well as looking to the person, Turks are also astute business people. Ensure your proposal clearly demonstrates the mutual benefit and profitability of any agreement or partnership. Turks are primarily oral and visual communicators so in addition to written statistics, projections and the like try to present information vocally or with maps, graphs and charts. Decision making can be slow. It is most likely that you will meet and negotiate with less senior members of a family first. Once you are seen as trustworthy and your proposal financially viable you will then move on to meet more senior members. A decision is ultimately made by the head of the family/company[79].

Business Card Etiquette. Business cards are exchanged without formal ritual. Use both hands to exchange cards. Present your business card to the receptionist when you arrive. Have one side of your business card translated into Turkish. Although not a business necessity, it will impress your business colleagues. Often Turks do not give their business card unless they are certain that they wish to establish a business relationship.

Public holidays. Muslim festivals are timed according to local sightings of various phases of the moon and the dates given below are approximations. During the lunar month of Ramadan that precedes Ramazan Bayrami (End of Ramadan), Muslims fast during the day and feast at night and normal business patterns may be interrupted. Some disruption may continue into Ramazan Bayramı (Ramadan) itself. Ramazan Bayramı and Kurban Bayramı (Feast of Sacrifice) may last up to several days, depending on the region.That is why Ramazan Bayram (Eid al-Fitr) and Kurban Bayram (Eid al-Adha) are movable holidays.

Fixed public holidays are January 1st (New Year's Day), April 23rd (National Sovereignty and Children's Day), May 1st (Labor Day), May 19th (Commemoration of Ataturk, Youth and Sports Day), August 30th (Victory Day), and October 29th (Republic Day)[80].

[79] http://www.commisceo-global.com/country-guides/turkey-guide, accessed on 09.11.2016
[80] http://www.goturkeytourism.com/planning-holiday/public-holidays-in-turkey.html, accessed on 09.11.2016

5. Research Methodology

5.0. Introduction

The aim of this chapter is to describe the research methodology used - i.e. the research preposition, the research process, the data collection methods and techniques, the sample and the research methodology strengths and weaknesses.

5.1. Research Preposition

The proposition of the current study is defined as the: "*Creation of a customer database for potential market development in Turkey for the Mold Industry*"

The research preposition allows the Socem Group to potential business relationship with the Turkish mold, automotive, home appliances and plastic companies; all the mentioned industries rely on a mold to produce the plastic goods.

5.2. Research Process

The research process was set up in order to provide guidance, structure and schedule to the internship report. Considering the period of twenty eight weeks, during which the research was conducted, the research process allowed an overview of the topics to be studied, a definition of a plan and a concurrent timetable. That enabled to assess the implementation of the work plan for each week in the time period. The research process consisted of seven steps.

The first step was to meet to discuss the research purpose. A meeting took place at the Socem group with both supervisors, i.e. Prof. Susana Rodrigues from the Polytechnic Institute of Leiria, and Ms. Guida Lourenço, Comercial coordinator from the Socem Group, and Mr. Luis Febra, the CEO of Socem Group. The meeting aimed to undertand expections of the internand the company, and match intern's competences with the company's needs. The second stage, i.e. the purpose of the research report, was set.

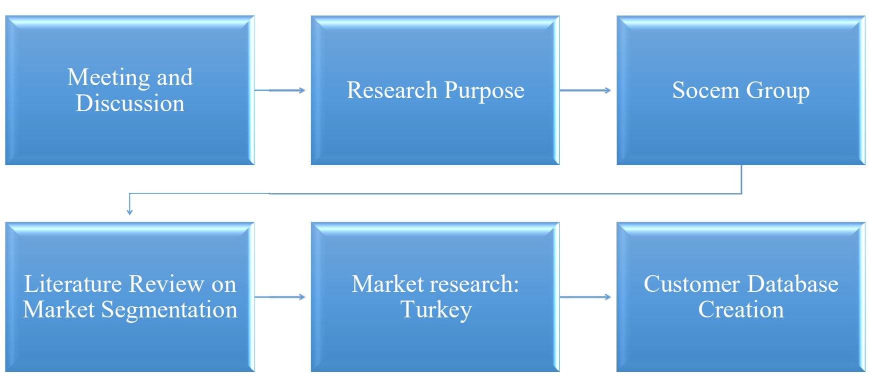
The third step was understanding the Socem Group. Information about its history, mission, vision, values, and strategy was gathered and analyzed.

In order to accomplish the research purpose, i.e. to create a customer database for Socem, for the mold Turkish market, literature was reviewed on market segmentation. The literature review formed the fourth step of the research process. The goal was to identify relevant theoretical support related to the research aim. Market segmentation definitions, main variables for industrial, business and consumer (B2B and B2C) contexts were investigated.

As the target market was Turkey, the fifth step was to portray the Turkish Market. Information about Turkey was searched and culturally, politically, socially, and economically analyzed. It was also sought information about the industries that are potential customers for Socem, i.e. the Turkish mold, automotive, home appliances, and plastics industries.

Based on the literature reviewed, and on the understanding of the Turkish market and its industries, market segmentation was applied and a customer database was created, comprising the last step of the research process. Figure 12 illustrates the 6 steps of the research process.

Figure 12: Illustration of the research process applied in the report



5.3. Research Methodology - Data Collection Methods and Techniques

5.3.1. Critical literature review

An important part of the current study comprised a critical literature review. This enabled the research to be focused (Robson, 1995) as well as the research problem tobe conceptualised (Marshall and Rossman, 1995). The current study illustrated literature on market segmentation. The key elements for market segmentation, main categories of segmenatton bases, industrial market segmentation, business to consumer and business to business context of market segmentation was described. The sources of the literature were libraries, databases (B-on), well-known journals and magazines (Journal of Marketing, Journal of Marketing Research, Marketing Science, Journal of Marketing Management, Journal of Strategic Marketing, International Journal of Market Research, Industrial Marketing Management), and from the Internet, in the Turkey such as “Kalıp Dunyası” Molding Magazine (Turkish). The selected sources of the literature review cover the period from September 2016 to March 2017. The next section reviews the secondary data collection, used in the current study.

5.3.2. Secondary data collection

The advantages and disadvantages of secondary data.

The secondary data was collected for the current study.

Secondary data is the data that which the researcher did not collect for themselves directly from respondents or subjects. It means that secondary data was not collected with the researcher’s purpose and objective in mind. It may have been collected[81]:

[81] http://www.managementstudyguide.com/secondary_data.htm, accessed on 01.02.2017

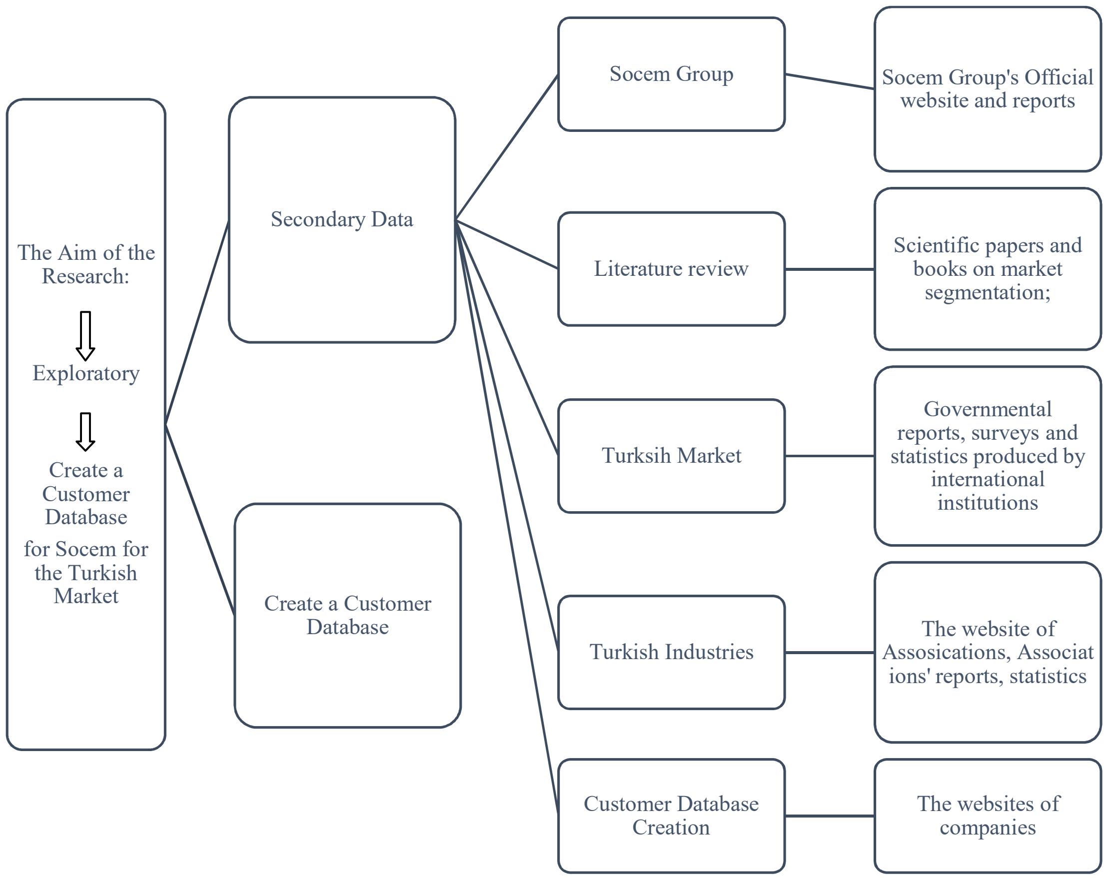
- By other researchers in the process of their academic studies (scientific articles published in journals or conference proceedings; master or doctoral theses);
- Produced by organizations (e.g. internal reports, statistical data, facts and figures);
- Produced by individuals (e.g. books, blogs, individual personal diary);
- By institutions, whose job is to collect data (e.g. Statistic information from governmental or regional offices; international bodies whose purpose is data collection and comparison analyses, i.e. OECD, market research firms or organizations that collect data and information for government or international bodies).

Secondary data are cheaper and more quickly too obtainable than the primary data and also may be available when primary data cannot be obtained at all. The secondary data is economical as it saves efforts, expenses, and time; especially it can be gained over the web or from local university library. It helps to make primary data collection more specific since it helps to understand the context, and highlights the gaps that need to be fulfilling with the additional information. It helps to improve the understanding of the problem. It provides a basis for comparison for the data that is collected by the researcher.

Secondary data are cheaper and more quickly obtainable than the primary data and also may be available when primary data cannot be obtained at all. The purpose of the data collected may not match the needs of the hypotheses and the research objectives, and therefore the data may be inadequate for the research project, (Stewart and Kamins, 1993); they may be difficult to gather or too costly; and the original purpose of the datamay affect how data are presented in Rodrigues (2002). The original researchers may have different purposes and constraints from the current project, there may be inconsistencies or elements of the research which are not compatible with the research study. This could include currency, terminology, samples, market changes, boundary changes, new discoveries or technology, since the research was carried out.

The secondary data in the current research provided an understanding of the contextual environment of the Socem Group, the market segmentation literature, the Turkish market, the mold, automotive, home appliances and plastics industries. Data were collected from Socem's websites and reports, scientific papers and books, scientific database journals, governmental reports, websites and statistical reports of Turkish Associations, websites of potential customers within the mold, automotive, home appliances and plastics industries. Secondary data research methodology followed by the study is shown in the Figure 13.

Figure 13: Secondary data research methodology



To feature the Turkish market and industries, data were collected from the official government websites of the Republic of Turkey, such as the Turkish Statistical Institute, Ministry of Labor and Social Security of Turkey, Ministry of Finance, Central Bank of the Republic of Turkey),World Bank Group, The Organization for Economic Co-operation and Development (OECD), AICEP Portugal Global and UN Comtrade Database. Data were also collected from Associations (4 Associations- PAGDER, TAYSAD, TURKBESD, OSD) and the companies' web-sites. Table 11, synthesizes the type of secondary data used, the institutions from where the information was gathered, and the data contribution to the research project.

The period cover for the data collection was 2010-2016. The data was collected in 2016 and 2017.

Table 11: The secondary data used in the current research study

Type of secondary data	**Institution**	**The information enabled to:**
Written documentary data, such as organization's catalogues, journals, magazines, and newspaper. Written documentary data, such as organization's catalogues, booklets; journals, magazines, newspapers and Master thesis.	Turkish mold firms' catalogues. Turkish and International journals, newspapers, magazines, such as, "Kalıp Dunyası" Molding Magazine (Turkish); TAYSAD – Automotive Parts and Components Manufacturers of Turkey, data, statistical report of local companies. ISPAT - Investments, Trade and Economy of Turkey, Reports of mold, automotive, home appliances and plastics industries of Turkey.	Understand the Turkish mold, automotive, home appliances and plastics industry context
Continuous and Regular Survey based data, e.g. statistics surveys produced by the Turkey government and other institutions Surveys and statistics produced by other international institutions	TurkStat, Turkish Statistical Institute, population and demographic reports, and the trade balance annual reports Central Bank of the Republic of Turkey produces annual reports on the exchange rate, the inflation rate, GDP, Ministry of Labor and Social Security of Turkey produces employment statistics; OSD – Turkish Automotive Manufacturers' association, annual report of Turkish Automotive industry and companies OECD - the Organization for Economic Co-Operation and Development, produces annual economic reports, comprising macro- economic variables; World Bank Group, source of financial and technical assistance to developing countries around the world, statistics of GDP of Turkey Republic.	Understand the Turkish industry context; Understand and identify environmental changes and trends Place economically and socially, the Turkish industry, whether internationally, nationally, and regionally Understand the overseas macro-economic indicators and trends. They are important due to the extreme dependence of this industry on the external market, i.e. 90% of the production is for exports.

	AICEP Portugal Global, Investments, Trade and Tourism of Portugal, report of exported and imported Products between Portugal and Turkey.	

The Reliability and Validity of secondary data

To estimate the detailed appropriateness of the data for analysis in order to identify research aim, specific attention was paid to validity and reliability of the data. Validity and reliability concerns the method of collection and the source of the secondary data. The current research has collected the data from organisations that are recognised as “reliable”, mainly government institutions. Their data collection procedures and data compilation are likely to be well thought and accurate, and consequently credible. However, thevalidity of documentary data such as organisations’ records is more difficult to access.In order to validate this type of data the current study ascertained the needs of the primary user. As suggested by Dale et al., (1988) in Rodrigues (2002) all secondary data require a detailed assessment of validity and reliability, which involves an evaluation of the methods used to collect the data. The research assessed documentary secondary data by looking at who were responsible for collecting or recording the information, and by examining the context in which the data were collected. This was conducted in order to detect the likelihood of potential errors or biases.

Secondary data enabled the comparison of the Turkish mold, automotive, home appliances and plastics industries internationally, nationally and regionally. Secondary data also enabled the comprehension and identification of the environmental changes – continuous and discontinuous that has occurred in the industry, and that may influence the Turkish mold, automotive, home appliances and plastics firm’s business strategy.

5.3.3. The Sample of Database Creation

The sample of database creation was described on this part. In this study 67 *Turkish companies* were analyzed within three regions: *Marmara, Aegean, and Central Anatolia.* Fifty five companies (82 % of whole sample) from Marmara Region, eight companies (12 %) from Aegean Region, four companies (6%) from Central Anatolia. *35 automotive companies*, including *10 OEM* (Oyak-Renault, Ford Otoson, Tofas-Fiat, Hundai Assan, Toyota, Karsan, Honda Turkey, Mercedes Benz Turkey, Temsa, Otokar,and Man Turkey), *18 plastic* (injection, molding, extrusion) companies, 8 *home appliances* companies, *5 home appliances* and *automotive* companies were researched. Data were collected from the official sources of the respective companies, web-sites of automotive, plastic, home appliances companies of the Republic of Turkey, web-sites of Associations as OSD, PAGDER, TAYSAD, and TURKBESD.

The total numbers of members of these associations are 871. Considering the purpose of Socem group potential customers were founed out. The statistics, reports and financial data are not published publicly in Turkish companies which are not mandatory. Some companies' statistics, reports, data are published publicly; it is a reason that within 871 companies 67 companies were selected, as shown in Table 12.

Table 12: Sample of Database Creation

The name of Associations	**Number of members**	**Number of companies within samples**	**The name of Associations**	**Number of double membership companies**
PAGDER	500	16	TAYSAD/OSD	3
TAYSAD	361	30	TAYSAD/PAGDER	1
TURKBESD	6	6	TAYSAD/TURKBESD	2
OSD	14	8	PAGDER/TAYSAD	1
Total	**871**	**60**		**7**
		67		

Source: OSD, PAGDER, TAYSAD and TURKBESD, (2017).

The strengths and weaknesses of the current study will be depicted in the following section.

5.4. Research methodology strengths and weaknesses

The data collected attempted to provide an understanding of the contextual environment of the Turkish market and the Turkish mold, automotive, home appliances and plastic industries.

One of the strengths of the current study was the period covered, i.e. 6 years, from 2010 to 2016. Other strength is the range of industries analyzed.

It should be highlighted that one of the weaknesses of the current study was the difficulty in getting the data for the segmentation variables requirements. The current research was able to gathered demographic, geographic, and psychographic variables. However, data on behavioral segmentation variable was very difficult to obtain. Additionally financial data such as turnover or sales growth were not possible to access as it is not mandatory to be publicly published in Turkey. Firms normally do not either share their financial information on their websites.

This chapter illustrated the methodology followed by the current study. The next chapter, based on the literature reviewed, market segment the Turkish market, and describes the creation of a customer database.

6. Findings and Data Analysis - Customer Database Creation

6.0. Introduction

In this chapter, the customer database creation is presented. Based on the literature reviewed market segmentation variables were selected and applied to the target market, i.e. the Turkish market and the Turkish mould, automotive, home appliances and plastic industries. The customer database creation was basedon the selection of varaibles like the estabilished year, type of industry, the size of the companies, the number of employees, customer location/address, contacts (email, phone number, fax, postal codes, contact persons), company certification, awards, company membership association, potential vs current customer situation of the companies.

Another challenged set by the Socem Group was to develop some communication elements, such as a PowerPoint presentation of the company and a introducing letter in English that was translated into Turkish, to be sent to potential customers. This chapter illustrates the PowerPoint presentationas well as the introducing letter of Socem, both in English and in Turkish.

6.1. Target Market

The theories about market segmentation bases and variables were discussed and categorized on the third chapter. Socem targeted the Turkish market and within it the mold, automotive, home appliances, and plastic companies. Therefore, the market segmentation bases and variables discussed on the literature reviewed were applied to the Turkish market.

Every business and even every product needs to have a target market. The target market is the group of customers, broadly conceived, toward which the marketing and advertising efforts are aimed. It is essential to aim products at a particular market in order to determine the correct price point, distribution channels and promotion strategies that the company will adopt. There are common and simple classifications for market segmentation, as demographic, geographic, psychographic, and behavioral as showed in the reviewed literature: Wind and Cordoza (1974) Bonoma and Shapiro (1984), Frank, Massey and Wind (1972), Gunter and Furnham (1992), Armstrong and Kotler (2005), Pickton and Broderick (2005), Kotler and Keller (2012). Defining the target market, therefore, will encompass researching the demographic, geographic, psychographic, and behavioral of consumers. This includes the general characteristics of the group, such as age and gender, but also encompasses social issues such as religion, socioeconomic background and spending power. The current study based the customer database segmentation, on the demographic, geographic, and psychographic criteria as it were the most suitable segmentation bases for the Turkish mold, automotive, home appliances and plastics industries.

For the geographic segmentation, Turkey was chosen as a targeting country. For the geographic segmentation base it was used customer location, contacts, region, postal codes and contacts as variables. For the demographic segmentation base, variables like age (company established year), the type of industry, firm size (large, medium a small firms), number of employees, were selected. The company established year determine for how long the company is in industry. The type of industry would help Socem to strategically adequate its products to potential customers. The number of employees would help to understand the dimension of potential customers.

For the psychographic segmentation base, variables such as company certification, awards, company membership association, and potential vs current customer, were chosen. It is important to enlighten that "potential customers" are those that would be new for Socem, and "current customer", are those that are already dealing with Socem. The certification variable would help to understand the potential customers' technical specialization, e.g. on quality, environment, etc. It also would help to understand the potential customers' standards. Being member of an association, would allow to perceive potential customers involved on sectorial web relationships.

Table 13 illustrates the segmentation bases and variables used in the current study, to market segment the Turkish firms.

Table 13: Segmentation bases and variables used to segment markets

Segmentation bases	**Variables**
Geographic	Customer Location (Region, Address, Postal codes, contacts)
Demographic	Date of the company establishment; Type of industry, Firm size, Number of employees
Psychographic	Potential and Current Customer, Certification, Associations' Membership

6.2. The Customer Database Creation

Modern businesses often store client information in databases. A database is an electronic storage system that organizes data into tables of rows and columns that a user can query to gain almost instant access to records.

Businesses are free to keep client records according to their specific needs, so there is not a particular set of information that a company must keep on clients. That said, all businesses should store basic personal information in a database so that they can easily look up client records and identify customers. Names, company names, account numbers, Social Security numbers and client numbers, type of the industry, company size are examples of identifying information that a business can store in a database. Businesses can also use databases to store financial information like credit card numbers and bank account numbers.

Businesses need to get in touch with clients for all sorts of reasons, from giving consulting advice, to making sales. A client database should store contact information, including mailing addresses, home phone and cell phone numbers, e-mail addresses, fax numbers and client website information. The database can also contain information pertaining to the client's preferred contact methods. Using a client's preferred contact method can increase the likelihood that messages actually reach the client.

A customer database with the selected mentioned variables was created and is shown in Appendix 6.

6.3. The Company Contacts with Potential Customers

There are a lot of ways to reach potential customers. Companies apply different ways to reach their strategy, marketing plan, segmentation, targeting and etc. Websites, telephone, email, live chat, marketing materials, and social media are useful tools sample for to reach customers as well.

The current study made use of a range of media means to reach Socem's potential customers, e.g. websites, e-mails, social media and phone calls.

First it was developed in English a PowerPoint presentation of the Socem Group. This presentation was translated into Turkish. Both presentations in English and in Turkish are illustrated in appendix 7. Second, an introducing letter of Socem in English and Turkish was created. These communication tools were used to contact potential customers.

The letter was sent through the social media as a Linkedin (World's Largest Professional Network) and Twitter (Free Social Networking) and by email. The content of the letter is below in both languages:

English version.

"Dear Sir/Madam,

My name is Vahid Masimov and I am the sales contact responsible for the Turkish market of the Socem Group, a mold manufacturer for the plastic industry.

The Socem group has more than 30 years of experience and has in-house capacity in design, Engineering, CAE, Rapid Prototyping, Molds (Injection, 2K, IMD, and Gas injection, among others). It is one of the biggest mold makers in Europe and has the most advanced Europe's Molding Industry Try-out Center. Socem is a reference in the mold production in the automotive industry, medical equipment, household appliances, electrical technology and communications technology, and has facilities and sells world-wide, e.g. Portugal, Brazil, Mexico, Germany and China.

A detailed presentation of the company and the video can be seen in the attached file.

If you are interested in getting to know Socem, please let us know, and we would be glad to fulfill your requests.

Thank you for your time and attention,

Yours Faithful

Socem Sales Contact Person for Turkish Market

Vahid Masimov"

Turksih version

"Merhaba, iyi günler,

Sayın Bey / Hanım,

İsmim Vahid Masimov ve plastik endüstrisi için Portekizden kalıp üreticisi olan Socem Grup'un Türkiye pazarı için satış sorumlusuyum.

Socem grubu, 30 yılı aşkın tecrübeye ve Tasarım, Mühendislik, CAE, Hızlı Prototipleme, Kalıplar (Enjeksiyon, 2K, IMD, Gaz enjeksiyonu, v.s) gibi alanlarında kendi kapasitesine sahiptir. Avrupa'daki en büyük kalıp yapımcılarından biriyiz ve en gelişmiş Avrupa Döküm Endüstrisi Deneme Merkezi'ne sahipiz. Socem, otomotiv endüstrisinde, tıbbi cihazlarda, ev aletlerinde, elektrik teknolojisi ve iletişim teknolojisinde kalıp üretiminde bir referanstır ve dünya çapında, Portekiz, Brezilya, Meksika, Almanya ve Çin şu anda markamızın dünyadaki değerini temsil etmektedir.

Ekli dosyada Socem Grupun ayrıntılı bir sunumunu ve videoyu bulabilirsiniz.İlgilendiğiniz takdirde size daha ayrıntılı bilgi verebilmem için lütfen bildirin; taleplerinizi yerine getirmekten memnuniyet duyarız.

Anlayışınız için teşekkür ederim,

Saygılarımla,

Socem Grubu Türkiye Pazarlama Sorumlusu

Vahid Masimov.

The PowerPoint Presentation, the introducing letter and a promotional video of the Socem Group (made by Socem) were sent to all names on the database created (see Customer Database Table in Appendix 6).

7. The Intersnhip Activities

7.1. The Internship Activities

As mentioned previously, this report is part of an internship of the master in International Business. The internship took place at the Socem Group, a Portuguese mold manufacturer, and last 28 weeks. During this period the following activities were performed:

- Meeting with colleagues in the integration process;
- Visiting Socem' factories;
- Meetings with CEO of the company and coordinator of the Commercial department;
- Gathering information from the Turkish market;
- Coordinating Turkish customers' projects;
- Creating customer database;
- Making PowerPoint presentation of Socem Group;
- Establishing contacts with potential Turkish customers.

The activities and the scheduling in which they occurred are presented in table 14, below.

Table 14: The Internship Activities and scheduling

Activities	**Month/Year**						
	09/16	**10/16**	**11/16**	**12/16**	**01/17**	**02/17**	**03/17**
To meet with the employees, company and try to get some knowledge on mold industry	✓						
To coordinate internship plan with SOCEM Group and make sure for all parts of report	✓						
To meet with supervisor and CEO at Socem and discussed about strategy of Socem for Turkish market, sharing some knowledge about Turkish mold industry	✓	✓	✓	✓	✓	✓	✓
To visit Socem's factories	✓						

To make market research		✓	✓	✓			
To determine the main characteristics of business with Turkish companies		✓	✓				
Identify potential customers		✓	✓				
Create filters to market segment			✓	✓			
Customer database creation				✓	✓		
To make presentation and create a mail with introducing letter about Socem in Turkish for contacts			✓				
Company contacts with potential customers				✓	✓	✓	
To make phone calls, sent mail to some potential clients				✓	✓	✓	
After accepting mails from Turkish companies (Magna Group, A-Plas, Honda Turkey) some request for mold quotation shared with Quotation and Commercial Departments of Socem Group				✓	✓		
To coordinate Assan Hanil's Ford project (One of the Turkish Automotive company)					✓	✓	✓
To meet with Assan Hanil's project leaders at Try-out Center of Socem, attend checking injection tools process						✓	
To attend yearly meeting of Commercial department						✓	
To discuss the results of the current research with supervisor at Socem Group							✓

8. Conclusion

8.0 Introduction

The aim of this chapter is to conclude the research project. The chapter comprises there main sections. The first section highlights the uniqueness and originality of this study. The second section outlines the significance of the research results to managers and business development. The last section suggests areas forfurther research.

8.1. The purpose of the research

The main purpose of the current study was to create a customer database for the Turkish molding, automotive, home appliances, and plastics industries, to potential customers for the Socem Group. In order to accomplish it information about the Socem Group, literature on market segmentation, information about the Turkish market and the Turkish industries, were gathered. Data was market segmented and a database was created. Potential customers were contacted; PowerPoint presentation and introduction letters were sent to all companies on the database.

8.2. The uniqueness and originality of the research report

There is a lot of research on market segmentation, especially within the consumer perespective. However, research on market segmentation for the industry is almost inexist.

The gaps in the literature, the uniqueness and originality of this research, are described as follows:

1) Researchers have mainly classified marketing segmentations variables for the B2B and B2C. This research attempts to contribute for a further understanding of the market segmentation presents classification for the industy, mainly for the Turkish mold, automotive, home appliances and plastics industries according to Socem's goals.
2) There are some studies regarding to industrial market segmentation in face of Shaprio and Bonoma (1984), Wind and Cordozo (1974), Doyle and Saunders (1985), Hlavacek and Reddy (1986), but is unknown a study on Turkish mold industry. The current study analyzed the Turkish mold, automotive, home appliances and plastics industries, market segment them, and based on the segment bases and variables selected, created a customer database.
3) The majority of the authors were investigated on marketing segmentation regarding to behavioral and psychographics variables. They were segmented industry on their studies on decision-making, purchasing strategy (Wind and Cardozo 1974); nested hierarchy-demographics, operating variables, customer purchasing approaches, situational factors, and personal characteristics of the buyers (Bonomo and Shaprio 1984); buying situation, values, benefits, purchasing organization, buying center, usage rate (Abratt 1993). Geographic, demographic, psychographic segmentation bases were depicted on the current study. As Socem's goal was to target firms that stand for quality, belong to an entrepreneurial network and were economic established, company certification, company membership association, firm size, numbers of employees, among other variables, were used to market segment the Turkish industries. The current research, created a detailed customer database regarding the target industry.

The current study addressed the gaps in the literature review. The market literature is devoid of practical examples of segmentation techniques applied to industrial markets. The first a detailed understanding of the practice of segmentation, and the variables which is actually can be classsified as a industrial segmentation bases and match to special Turksih mold, automotive, home appliances and plastics industries.

8.3. The internship: importance and tasks performed

The internship offers an opportunity to apply the first year class's theory of the Master in International Business with current industry challenges. This internship program was exactly what I needed to fill the lack of practical skills on sales in industrial area which I had no previous skills.

This internship was very fruitful due the learning process of the mold industry, detailed sales techniques, and some technical skills of this industry. During this internship period, practical experience was acquired to complement the theoretical content of my study. Many new perspectives, such as diversity, effective communication, teamwork, attention to detail, time management, personal empowerment, self-confidence, responsibility and cultural sensitivity was matured through this internship.

I would like to highlight the professional activities developed and learned, during the 28 weeks of the internship. Some of them were to make market research, to make PowerPoint presentation and create an introducing Socem letter, both in English and in Turkish, to make phone calls, to send email to potential customers. I participated in the customer negotiation/sales process since the customer first contact, mould quotation request, project development, meetings and mould tests and deliver.

As mentioned previously the internship was taken place at the commercial department of Socem Group. I worked with professional and qualified vendors, engineers and quotation specialists which were a new experience that allowed me to learnt and develop new things as to make market segmentation, and build customer database. My supervisor was kind in answering all my queries with patience and taught, making this internship as enjoyable as beneficial. The knowledge and practical issues learnt from my colleagues will be much helpful on my future career; this is why the internship was important.

Socem Group has offered me opportunities to learn and develop myself in many areas. I gained a lot of experience, especially how to make and coordinate sales process in the mold industry, how to detailed coordinate suppliers quotation, how to create bridges between suppliers and Quotation and Engineering department, how to communicate effectively, and how to work in teamwork. The current internship has helped to clarify the areas which I will pursue in the future. The area that I found most interesting is marketing and communication in mold industry.

8.3.1 The significance of the research results to Socem Group and to the managers

The importance of the current internship work for Socem Group is to contribute to their knowledge about the Turkish market and the Turkish target industries. The internship report will help Socem Group to gain and improve their knowledge about the Turkish market and the mold, automotive, home appliances and plastic industry. In order to better understand the Turkish business environment, the customer database table, detailed contacts of the potential customers will assist Socem Group in contacting and establishing business relationships with Turkish customers.

Additionally, the main goal of the internship report for Socem was to do business with Turkish companies. According to the literature review it should be noted that the Turkish Molding Market is highly competitive, being estimated that more than 6,000 companies are operating in the mold industry. The Turkish market seems to be a profitable to enter and to do business, due to: its economy, young, dynamic, well-educated and multi-cultural population, qualified and competitive labor force, liberal and reformist economic system, well-established transportation routes and direct delivery mechanism to most of the EU countries, low taxes and incentives, Customs Union with the EU since 1996 and Free Trade Agreements (FTA) with 27 countries, and as have a large domestic market.

Value to managers:

It should be noted that the results of the research contribute to market segment industries and therefore important to managers and vendors. The current research has identified a number of issues of relevance to managers:

- Managers need to segment market before entering market.
- Managers need to be more proactive and reflective in how they view strategy.
- Managers also need to develop a more informed view of the basis of segmentation.
- Managers need to develop a better understanding of how segmentation variables affecting to their business context.
- Managers need to understand the impact of segmentation basis regarding customer database creation process.

In particular, it is hoped that the publication of this research will help managers to understand the choices that they have to make and the possible consequences of those choices on the performance of their businesses performance.

8.4. Future research

The current study has investigated the Turkish mold, automotive, home appliances, and plastic industries and segmented market them for the Socem Group. For future research is suggested the study of different industry markets, and different cultural countries.

8.5. Limitation of the current study

A limitation of the current study was data. Considering the Turkish market and the industries selected, most of the companies didn't have financial reports publicly published. Additionally the market segment variables can be improved, by collecting primary data and strength the customer database.

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Appendices

Appendix 1A: Literature summary of market segmentation definitions

Appendix 1A and Appendix 1B presents the most distinguished authors' segmentation interpretations and market segmentation variables. Key words were marked in bold to simplify the identification of common or differences points among the concepts. Considering literature review definitions for market segmentation was illustrated below tables.

The Author/ Year	**Definitions**
Alien(2010)	Market segmentation is a **marketing strategy** and involves dividing a broad target market into subsets of **consumers**, **businesses**, or **countries** that have, or are perceived to have, **common** needs, interests, and priorities, and then designing and implementing strategies to target them.
Armstrong and Kotler (2005)	Market segmentations dividing a market into **distinct groups of buyers.**
Bruhn (2009)	Market segmentation includes a lot of market research. Market segmentation must be done to define the **"relevant market"**, in order to market structures and processes. The relevant market is an integral part of the **whole market**, on which the company focuses its activities. To identify and classify the relevant market, a market classification or segmentation has to be done.
Dagmar Recklies (2015)	Market segmentation is an important basis of many successful **marketing strategies**. Carefully chosen **segments** allow tailoring the marketing mix to more individual customer needs.
Frank, Massey and Wind (1972)	Market segmentations based on characteristics of the **buying** organization and the **buying** situation, is applicable to **industrial** market segmentation.

Hunt and Arnett (2004)	Market segmentations classified as a **tactical sense** that often refers to such things as the use of particular statistical techniques for identifying groups of potential customers who have **different** needs, wants, tastes, and preferences.
Karlsson (2012)	Market segmentation can identity **different** products for different groups, better match between customers wants and product benefits, maximize the use of available resources, focused marketing expenditures and **competitive advantages.**
Thomas (2007)	Market segmentation is the **concept tool** to get the forceand important way to find **competitive advantage** with its **differentiation** in market analysis.
Unger and Fuchs (2005)	Market segmentation is the basis for a differentiated **market analysis.** One main reason is the **saturation** of consumption, which exists due to the increasing competition in offered products.
Wind and Cardozo (1974)	As a group of present or potential customers with some common characteristic that is relevant in explaining and predicting their response to a supplier's marketing stimuli.

Appendix 1B: Literature summary of market segmentation variables

The authors /Year	Definitions
Armstrong and Kotler (2005)	**Four major categories:** Demographic, Geographic, Psychographic, and Behavioral segmentations.
Bonoma and Shapiro (1984)	**Five general segmentation criteria** as a demographics, operating variables, purchasing approaches, situational factors, and personal characteristics for the industrial markets.
Karlsson (2012)	A good market segmentation should be **sustainable, accessible, actionable, measurable, and differentiable.**

Webster (1984)	Segmentation variables are customer characteristics that relate to some important difference in **customer response** to marketing effort.
Wedel and Kamakura (2000)	A set of variables or characteristics used to assign potential customers to **homogeneous groups.**
Demographic Segmentation	
Armstrong and Kotler (2005)	Divides customers into segments based on demographic values such as **age, gender, family cycle, income, occupation, education, religion,** and **nationality.**
Geographic Segmentation	
Gunter and Furnham(1992)	Companies may divide markets into **regions**.
Kotler and Keller (2012)	To dividing a market into different geographical units such as **nations, states, regions, cities, or neighborhoods.**
Psychographic segmentation	
Pickton and Broderick (2005)	Divides people according to their **attitudes, values, lifestyles, interests** and **opinions.**
Behavioral segmentation	
Kotler and Keller (2009)	On the basis of **occasions, user status, usage rate loyalty status, buyer-readiness stage** and **attitude** are included.

Appendix 2: Literature summary of the market segmentation studies

Appendix 2 outlines the studies about the segmentation strategies. Regarding researchers' studies investigation, samples, data analysis and results were illustrated below table.

Researchers	**Investigated**	**Sample,** size, type of company, location, size firms, business level, realized, intended strategy, longitudinal study/ cross sectional/exploratory	**Measurements**	**Data analysis**	**Results**
Wind and Cardozo (1974)	The purpose of the study is to outline theoretically sound segmentation strategies, to explore the current market segmentation practices among manufacturers of industrial goods and services, and finally to contrast theoretically-derived strategies with current practice.	The series of unstructured interviews with marketing managers of 5 Philadelphia-based industrial companies and structured interviews with marketing managers of 25 companies within Minneapolis metropolitan area. Business level. Longitudinal study. Two samples- Single-stage segmentation and two-stage segmentation described make it clear that marketing segmentation can indeed be a profitable strategy for industrial marketers.	The unstructured interviews with marketing managers and open ended questions.	Cross classification and multidimensional scaling analyses	The results of the current study indicate that industrial marketers do differentiate their marketing programs among customers. Examination of the specific examples given by respondents suggests that segmentation is used primarily to describe ex-post events, and not as an explicit strategy which provides the foundation for the industrial marketing program. Research indicates that industrial marketers by no means use market segmentation strategies as widely or effectively as they might. Segmentation appears to be largely an after-the-fact explanation of why a marketing program did or did not work, rather than a carefully thought-out foundation for marketing programs. In addition to different products and services most of the firms offered a variety of pricing options to their customers. The reason for such a policy were primarily volume and specific customer requirements. More than two-thirds of the firms used different channels of distribution in selling to different customers. The selection of the specific channel was based primarily on the nature of the customer (especially Government

					vs. non-Government clients), the nature of the products (components vs. systems), the geographical location of the buyers and the availability of particular channels. By the responding firms to segment their markets were personal characteristics of the decision making units, such as the function of the buying unit, and the decision-making units degree of source loyalty.
Abratt (1993)	This article discusses how a sample of 32 industrial companies in South Africa used market segmentation. The current study provided industrial companies with marketing segmentation variables.	32 respondents were representative of the top 100 industrial companies in South Africa. Business Level. Realized Strategy.	Questionnaire to marketing managers. 10 variables used to segment markets within 3 main categories: Geographic, Demographics (usage rate, buying situation, Application/use) Psychographics (values, benefits, purchasing organization, buying center).		The results of this survey identified the variables used in segmenting markets, the criteria used to form segments, the criteria used to select target segments, and the marketing actions used to reach the chosen segments. In addition, this study's findings with regard to the usage rate and the buying situation also compared favorably with other studies. Psychographics and values, which are frequently stressed by researchers as an ideal base for market segmentation, fared dismally in comparison to suggestions. However the available literature on these bases has warned against the whole hearted use of psychographics in market segmentation.

Doyle and Saunders (1985)	A marketing segmentation and product positioning model presented. The objective of this study was to develop a marketing strategy for a basic raw material producer switching into a specialty chemicals market. The reason of industrial companies lacking the marketing expertise to manage the transition effectively. A simple but practical model is presented which can guide the development of a marketing strategy for a company shifting from commodities to more complex, specialized industrial markets. A detailed case study showing how one basic chemical company applied this model to successfully position itself in an attractive specialty chemical market that was radically new to it. This is one of very few real examples in the literature of market segmentation and positioning techniques applied to an industrial marketing problem.	The application of the model is illustrated by a true and rather typical case of a company diversifying into specialty market. Boliet (sales $50M, pretax profit$1.5M) is a subsidiary of a large raw material based multinational firm headquartered in southern Europe. Business Level. Realized, Intended Strategy.	Primary data, exploratory discussions, semi-structured interviews were held with a sample of 20 large and 20 other buyers of tactifiers.	Factor and cluster analyses, multivariate analysis, competitor analyses and Chi-Square.	The research identified six product specific variables affecting choice: softening point, viscosity, color stability, starting color, tack, and price, and four company variables, the supplier's product range, service support, geographical coverage, and general reputation for reliability. The research also revealed that formulators typically bought from several tactifiers because none could meet all the application requirements. The market segments were defined, evaluated, and target markets selected. The marketing mix was formulated to match the products' positioning statements.
Weinstein (201)	This article examines marketing executives application to psychographics as part of their target marketing strategy in business technology markets. **Research Question 1:** Are companies that formally use business-to business (B2B) psychographics more effective in target marketing success than companies that informally use B2B psychographics or companies that do not use B2B psychographics? **Research Question 2a:** Is there a significant relationship between firmographic variables (company size and industry sector) and the use ofB2B psychographics? **Research Question 2b:** Is there a significant relationship between demographic variables (age, gender and years working in a marketing position) and the use of B2B psychographics? **Research Question 3:** Does the three-component	Five leading Silicon Valley companies – Infoblox, National Semiconductor, Sun Power, Symantec and Trend Micro, within these companies' two hundred and fifty B2B technology marketers were contacted, seventy marketing managers responded, in U.S. Large firms. Realized strategy Business level. Exploratory study.	Questionnaires and an email survey to technology marketers and managers	A snowball sampling technique, ANOVA test, Survey Monkey	The introduction of psychographics into the B2B segmentation plan can assist marketers design winning target marketing strategies. Research Question 1 (RQ1) assessed the effectiveness of psychographics as a B2B segmentation base. Psychographics was found to be a bottom-tier segmentation dimension ranking ninth of the nine B2B segmentation bases tested. RQ2 explored organizational (company size and industry sector) and personal demographics (age, gender and years in a marketing position) and the use of B2B psychographics. There were no significant differences evidenced among these variables. Qualitative analysis, however, revealed that computer-related and other technology businesses were less likely to use formal psychographic research

	conceptual model of B2B psychographics(buyer motivation, risk management behavior and buyer relationship style) explain how marketing managers use psychographics to segment markets?				than healthcare and professional services firms. RQ3 supports the concept of the three-component model of B2B psychographics. All eight of the psychographic variables proposed were cited by the respondents and no additional business psychographic variables received more than a single mention.
Swart and Roodt (2015)	The study explores whether five market segmentation variables moderate the relationship between the business tourist service quality scorecard (SQCS) and business tourist satisfaction; or the relationship between the SQSC and business tourist retention. This study provides insights to enable business tourist managers to improve the service quality needs of each of the identified market segments, such as gender and age. The objective of the study is to explore whether the relationship between two quantitative variables, i.e. SQSC and Retention, changes based on the value of adiscrete grouping variable, such as the market segmentation variables, to improve the overall model fit. ***H1.1-*** *Gender group moderates the relationship between SQSC and Retention.* ***H1.2-*** *Gender group moderates the relationship between Satisfaction and Retention.* ***H2.1-*** *Age groups moderate the relationship between SQSC and Retention.* ***H2.2-*** *Age groups moderate the relationship between Satisfaction and Retention.* ***H3.1-*** *Ethnic groups moderate the relationship between SQSC and Retention.* ***H3.2-*** *Ethnic groups moderate the relationship between Satisfaction and*	A cross-sectional field survey of South African business tourists yielded a sample of 498 respondents (business tourists). Realized strategy. Cross-sectional survey.	A quantitative research approach, e-survey questionnaires, and primary data. General Linear Model techniques. 3 measurement instruments namely the SQSC, Satisfaction and Retention. SQSC, which consisted of 46 items with an overall Cronbach reliability of .88. The Tourist Satisfaction scale consisted of 18 items. These items were represented by five dimensions based on the following theoretical contributions, namely service satisfaction experience, communication, accessibility and feelings. For the measurement of Tourist Retention, four dimensions, namely repurchase intention,	Moderated multiple regression analyses were used to investigate possible moderating effects.	Model analyses of variance of all five market segmentation variables for the SQSC in relation to Retention as well as for Satisfaction in relation to Retention had significant values. The model was tested to verify the hypotheses relating to identified variables. The results aim to advise business tourist managers on whether market segmentation variables can assist in the identification of the specific retention needs of business tourists. The effect of gender on the relationship between the SQSC and Satisfaction as well as between Satisfaction and Retention is significant. Age partially moderator in the relationship between Satisfaction and Retention. Different ethnic groups do not moderate the relationship between the SQSC and Retention, or the relationship between Satisfaction and Retention. No empirical support for the moderating effect for the relationship between the SQSC and Retention is evident.

	Retention. ***H4.1-** Educational qualification categories moderate the relationship between SQSC and Retention.* ***H4.2-** Educational qualification categories moderate the relationship between Satisfaction and Retention.* ***H5.1-** Provinces visited moderate the relationship between SQSC and Retention.* ***H5.2-** Provinces visited moderate the relationship between Satisfaction and Retention.*		loyalty programme, intensification, as well as excitement were used. This construct consisted out of 10 items with a Cronbach reliability of .87.		A partial moderating effect of province on the relationship between Satisfaction and Retention, but does not support a moderating effect in the relationship between the SQSC and Retention.
Maricic and Dordevic (2015)	The paper considered effectiveness and efficiency of different market segmentation criteria based on empirical research of customer expectations and preferences. Basic purpose of the current study is the efficiency analysis of different segmentation criteria in strategic segmentation of the market. The core idea of empirical part of the paper is to consider whether efficiency of different segmentation criteria differs. ***Ho.** The degree of difference between segments sorted according to behavioral criterion is greater than between segments of tourists divided according to traditional criteria.* ***H1.** The degree of difference between segments sorted according to behavioral criterion is smaller than between segments of tourists divided according to traditional criteria.*	The research in the paper was performed in Serbia. The used analysis is recommended for large samples, over 500 examinees, with its advantage that in such cases it provides the most adequate solutions, if applied on continuous variables	The questionnaire designed in accordance with the Analytic Hierarchy Process model. 18 variables were chosen.	The two-step cluster analysis, ANOVA test.	Empirical research on the example of tourists who travel for holiday showed that behavioral criteria are significantly more efficient than traditional criteria of market segmentation. The research points to the conclusion that behavioral criteria should be used for market segmentation in the long-term strategic marketing. Start was made from the assumption that test results show that: similarity in evaluations within segments (homogeneity within segments) is greater; and difference in evaluation between different segments is greater (heterogeneity between segments), in case of segmentation based on behavioral criterion, the hypothesis H1 accepted and hypothesis H0dismissed. The analysis included traditional criteria and criteria based on behavioral model and it can also be of great significance for short-term adaptation of marketing strategy, as well as for supplementing strategy formulated based on behavioral criteria of market segmentation.

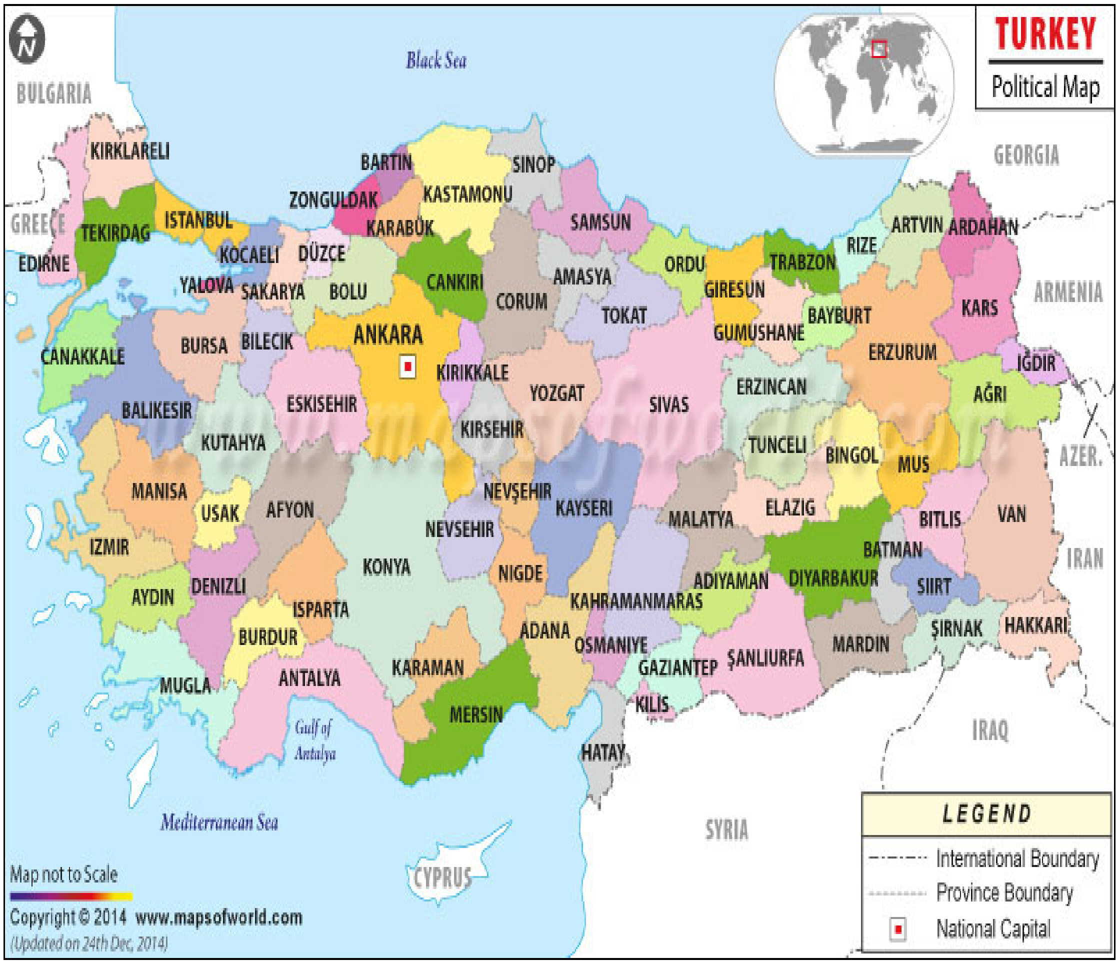
Appendix 3: Provinces of the Republic of Turkey

Number	Name	Area (km^2)	Population (2014 estimate)
1	Adana	14,045.56	2,165,595
2	Adıyaman	7,606.16	597,835
3	Afyonkarahisar	14,718.63	706,371
4	Agrı	11,498.67	549,435
5	Amasya	5,703.78	321,913
6	Ankara	25,401.94	5,150,072
7	Antalya	20,790.56	2,222,562
8	Artvin	7,367.10	169,674
9	Aydın	7,904.43	1,041,979
10	Balıkesir	14,472.73	1,189,057
11	Bilecik	4,306.77	209,925
12	Bingol	8,253.51	266,019
13	Bitlis	7,094.50	338,023
14	Bolu	8,323.39	284,789
15	Burdur	7,134.95	256,898
16	Bursa	10,886.38	2,787,539
17	Chanakkale	9,950.43	511,790
18	Chankırı	7,491.89	183,550
19	Chorum	12,796.21	527,220
20	Denizli	11,804.19	978,700
21	Diyarbakır	15,204.01	1,635,048
22	Edirne	6,097.91	400,280
23	Elazıg	9,281.45	568,753
24	Erzincan	11,727.55	223,633
25	Erzurum	25,330.90	763,320
26	Eskişehir	13,902.03	812,320
27	Gaziantep	6,844.84	1,889,466
28	Giresun	6,831.58	429,984
29	Gumushhane	6,437.01	146,353
30	Hakkari	7,178.88	276,287
31	Hatay	5,831.36	1,519,836
32	Isparta	8,871.08	418,780
33	Mersin	15,512.25	1,727,255
34	Istanbul	5,315.33	14,377,018
35	Izmir	12,015.61	4,113,072
36	Kars	10,139.09	296,466
37	Kastamonu	13,157.98	368,907
38	Kayseri	17,109.33	1,322,376
39	Kırklareli	6,299.78	343,723
40	Kırshehir	6,530.32	222,707
41	Kocaeli	3,625.29	1,722,795
42	Konya	40,813.52	2,108,808
43	Kutahya	12,013.57	571,554
44	Malatya	12,102.70	769,544

45	Manisa	13,228.50	1,367,905
46	Kahramanmarash	14,456.74	1,089,038
47	Mardin	8,806.04	788,996
48	Mugla	12,949.21	894,509
49	Mush	8,067.16	411,216
50	Nevshehir	5,391.64	286,250
51	Nigde	7,365.29	343,898
52	Ordu	5,952.49	724,268
53	Rize	3,921.98	329,779
54	Sakarya	4,880.19	932,706
55	Samsun	9,364.10	1,269,989
56	Siirt	5,473.29	318,366
57	Sinop	5,816.55	204,526
58	Sivas	28,567.34	623,116
59	Tekirdag	6,342.30	906,732
60	Tokat	10,072.62	597,920
61	Trabzon	4,664.04	766,782
62	Tunceli	7,685.66	86,527
63	Shanlıurfa	19,336.21	1,845,667
64	Ushak	5,363.09	349,459
65	Van	19,414.14	1,085,542
66	Yozgat	14,074.09	432,560
67	Zonguldak	3,309.86	598,796
68	Aksaray	7,965.51	384,252
69	Bayburt	3,739.08	80,607
70	Karaman	8,868.90	240,362
71	Kırıkkale	4,569.76	271,092
72	Batman	4,659.21	557,593
73	Shırnak	7,151.57	488,966
74	Bartın	2,080.36	189,405
75	Ardahan	4,967.63	100,809
76	Igdır	3,587.81	192,056
77	Yalova	850.46	226,514
78	Karabuk	4,108.80	231,333
79	Kilis	1,427.76	128,781
80	Osmaniye	3,195.99	506,807
81	Duzce	2,592.95	355,549

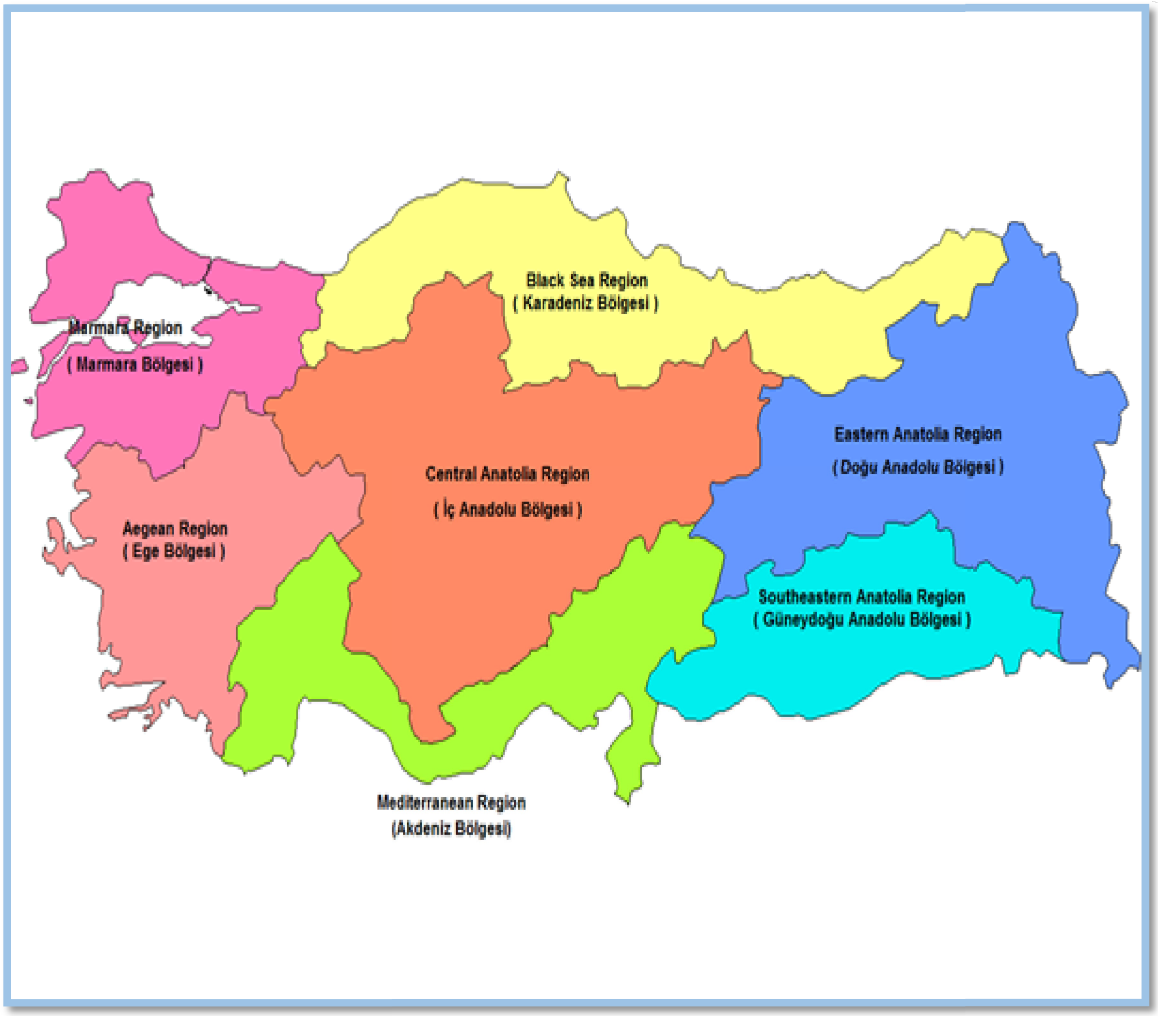
Source: Turkish Statistical Institute, (2014).

Appendix 4: Map of 81 Provinces of the Republic of Turkey



Source: http://www.mapsofworld.com/turkey/turkey-political-map.html,accessed on 09.11.2016

Appendix 5: Map of 7 regions of the Republic of Turkey



Source: http://www.transanatolie.com/english/turkey/7_geographical_regions.htm, accessed on 09.11.2016

Appendix 6: Customer Database for Turkish Mold, Automotive, Home Appliances and Plastics Industries

№	Segmentation base and variables	Demographic				Geographic (Customer Location)				Psychographic			
	Companies	EY[1]	Type of industry	Firm size	Employees	Region	Address	Postal codes	Contacts	PC& CC[2]	Certification	Awards	Associations
1	Aksoy Plastic Industry and Trade JSC[3]	1982	Home appliances, Automotive	SMEs	51-200	Marmara	Gabze OSB, İhsan Dede Cad. No. 103, Kocaeli	41480	E-mail: sales@aksoyplastik.com.tr / Contact Person:Umit Delikanli/ Tel : +900262 6771474 Fax: +902626771470	PC	ISO9001:2008, ISO14001:2004	NA[4]	PAGDER
2	Akumsan Plastic Products JSC	1979	Plastics	SMEs	51-200	Marmara	Osmangazi Mah. Gazi (Atatürk) Caddesi No:19 Kıraç, Esenyurt, İstanbul	34522	Email: info@@akumsan.com.tr Tel:+90(212)622444	PC	ISO 9001:2008, ISO/TS 16949:2009	NA	PAGDER
3	Akyuz Plastic JSC	1991	Plastics	SMEs	150-200	Marmara	Center- Prof. Cemil Bilsen Caddesi No:12 Eminönü / Istanbul Atatürk Sanayi Bölgesi Plant-Ataturk Sanayi Bolgesi, Ömerli Mh. Hakkı İleri Cd. İhsan Gazi Sk. No : 48/1Hadımköy – İstanbul	34522	Email: info@akyuz.com.tr Center Tel: +902125209444 +9002125209443 +9002125140476 Plant-Tel: +9002126129400;	PC	NA	NA	PAGDER

[1] Estabilished year (EY)
[2] Potential vs Current Customer (PCvsCC)
[3]Joint-Stock Company (JSC)
[4] Not applicable (NA)

4	Alkor Group	1970	Plastic Injection	SMEs	NA	Marmara	Bakırcılar Ve Pirinçciler Sanayi Sitesi Leylak Cad. D:12,Beylikdüzü/İstanbul	34520	Email : al-kor@al-kor.com.tr Tel:+902128765820 Fax : +902128765826 Contact Person: Emre Dogan/ Emrah Al	PC	NA	NA	TAYSAD
5	Altan Plastic Ltd[5]	1986	Plastic Injection	SMEs	NA	Marmara	Akcaburgaz Mah. 72. Sok No: 3 Esenyurt /Istanbul	34522	Email: altanplastik@altanplastik.com Tel: +90212886171718 +902128868596	PC	ISO TS 16949, ISO 14001, OHSAS 18001, ISO 9001, Ford Q1	NA	PAGDER
6	Almak Makina JSC	1968	Produces for plastic extrusion	SMEs	NA	Marmara	Akçaburgaz Mh. 3137 Sk.(155 Sk) No: 22 Kıraç Esenyurt / İstanbul	34522	E-mail: almak@almakmakina.com Tel: +90212 677 73 94 212 575 85 79 212 554 97 65	PC	ISO 9001:2008	NA	PAGDER
7	A-Plas Trade and Industry Ltd	1990	Plastic Injection	SMEs	NA	Marmara	Demirtas Plant Demirtaş Organize Sanayi Bölgesi Açelya Sok. No:6 Bursa; Chali Plant Çalı Sanayi Bölgesi Ahıska Cad. No:266 Nilüfer / Bursa	16369	E-mail : info@a-plasltd.com.tr Tel:+902247070077 Tel :+902244822900 Fax :+902244822008 E-mail : ozlem.akkaya@a-plasltd.com.tr Contact Person: Özlem Akkaya	PC	NA	NA	TAYSAD

[5] Limited Company (Ltd)

8	Archelik JSC	1955	Home appliances	Large firm	10000	Marmara	Istanbul genel mudirligi Karaağaç Cad. No:2-6 Sütlüce, Istanbul	34522	Contact Persons: Hakan Salca/Burak Guler/Bashak Yilmaz Tel: (212) 314 34 34	PC	ISO 28000, ISO 9001, ISO 14001, ISO/TS 16949, OHSAS 18001, ISO/IEC 17025	European Business Award for the Environment, The A List: The CDP Climate Performance Leadership Index 2014, Kitchen Innovation of the Year 2015	TURKBESD
9	Ar-Is Automotive JSC		Automotive	SMEs	NA	Marmara	General Şükrü Kanatı i Cad. Kurtini sok. No:1 Hadımköy / Çatalca / İstanbul / Türkiye	34555	E-mail: info@ar-is.com.tr Tel: + 90212771 10 50	PC	ISO 9001:2000, ISO/TS 16949:2002	NA	TAYSAD
10	Assan Hanil JSC	1997	Automotive	Large firm	1001-5000	Marmara	Asım Kibar OSB Vatan Cad. No:1 Alikahya İzmit/Kocaeli; Asım Kibar OSB. Atatürk Mah. 4.Cad. No:6 İzmit / Kocaeli; Demirtaş OSB. Asri Sk. No : 80/1 Osmangazi / Bursa	41305/ 16245	Email:alp.pala@assanhanil.com.tr Contact Person: Alp Pala Tel: +9026231768 00	CC	ISO 14001, ISO 9001:2008, ISO/TS 16949, OHSAS 18001, ISO / IEC 27001:2013, Hyundai 4 Star, FORD Q1	NA	TAYSAD
11	Bakplast Plastic JSC	1984	Home appliances	SMEs	150	Aegean	Ataturk Org. San Bol. Sok. No: 5,Chigli, Izmir/Turkey	10035	Email: contact@bakplast.com.tr Tel:+902323767410 Fax:+902127711049	PC	NA	NA	PAGDER

12	Bashoglu Cable JSC	1980	Producer of electrical cable for automotive, home appliances	SMEs	201-500	Marmara	İçerenköy Yolu Cad. Keyap Sanayi Sitesi E-2 Blok No: 82 Yukarı Dudullu İstanbul - Türkiye	34775	Email: emre.suer@basoglukablo.com Contact Person: Emre Suer. Tel: +902164205940	PC	ISO 9001:2008, TSE-ISO-9001:2008, ABS-QE Quality, BSI, Bureau VERITAS, UL, VDE, TÜV, HAR, TSEK, CE, GOST, UKRSEPRO	NA	BEYSAD
13	Bosch and Siemens Home Appliances Turkey JSC	1992	Home appliances	Large firm	10000	Marmara	Istanbul Merkez Fatih Sultan Mehmet Mahallesi, Balkan Caddesi No:51 Ümraniye, İstanbul – Türkiye; Çerkezköy Fabrika Yıldırım Beyazıt Mahallesi, BSH Caddesi Çerkezköy, Tekirdağ-Türkiye	34771/ 59501	Email: kurumsal.iletisim@bshg.com Contact Person:Egemen Korkmaz Tel: +902165289000; +902827483000	PC	ISO 9001, ISO 14001, ISO/TS 16949	NA	TAYSAD, TURKBESD
14	Bosch Thermo-technology Joint-Stock Company	1992	Home appliances	Large firm	1000	Aegean	Organize Sanayi Bölgesi Manisa Türkiye	45030	Email: info@bshg.com Tel: (0236) 226 1000	PC	ISO 9001, ISO 14001, ISO/TS 16949	NA	TAYSAD, TURKBESD
15	Bplas JSC	1858	Plastic Injection	SMEs	201-500	Marmara	Dosab Orkide St No: 15 Bursa/Turkey	16369	Email: bplas@bplas.com.tr Contact Person: Emrah Taylan Tel: +90 224 2610900	PC	ISO/TS 16949:2009, ISSO 14001:2004, OHSAS 18001:2007, FORD Q1	NA	TAYSAD
16	Demo Plastic Joint-Stock Company	2001	Automotive	SMEs	NA	Marmara	Nosab Sanayi Bölgesi Ceviz Cad.No:15/A Nilüfer / Bursa, Türkiye	16369	Email: info@demoplastik.com.tr Tel: +90 224 261 06 70	PC	NA	NA	PAGDER

17	Doganay Machinery and Mould JSC	1991	Plastic Injection	SMEs	NA	Marmara	İkitelli Organize Sanayi Bölgesi Başakşehir Sanayii Sitesi D Blok No:18 İkitelli / İstanbul / Türkiye	34555	Email: info@doganaymakine.com.tr Tel:+902124858513 +902124858514	PC	NA	NA	PAGDER, TAYSAD
18	Dogush Plastic and Mold Industry Trade Ltd	1985	Plastics	SMEs	200-500	Marmara	Zafer Mah. 146. Sok No:19 Esenyurt / İstanbul / Türkiye	34522	Email: info@dogusplastik.com.tr Tel: +902124220606	PC	ISO 9001:2000	NA	TAYSAD
19	Ege Plastic Trade and Industry JSC	1963	Home appliances	SMEs	115	Aegean	Sokak No:6 Atatürk Organize Sanayi Bölgesi Çiğli/İzmir	10003	Email: satinalma@egeyildiz.comTel : +902323768631	PC	ISO 9001	NA	PAGDER
20	Ecoplas Automotive Industry and Trade JSC	1983	Automotive	SMEs	201-500	Marmara	GOSB 1900 SOKAK NO : 1902 GEBZE Organize Sanayi, Çayırova / Kocaeli	35080	E-mail: ecoplas@ecoplas.com.trTel:+902627514242 Fax:+902627512142	PC	ISO/TS 16949 OHSAS 18001	NA	TAYSAD
21	Epm LTD	1994	Automotive	SMEs	11 50	Aegean	Fevzipaşa Bulvarı No.17/211 Azimhan Konak İzmir	35210	Email: inform@epm.com.tr Tel: +90 232 425 45 00 ; +90 232 799 00 24	PC	NA	NA	TAYSAD
22	Eurotec Engineering Plastics Industry and Trade Inc.	2004	Plastics	SMEs	100-200	Marmara	Karamehmet Mah. Avrupa Serbest Bölgesi Avrasya Bulvarı No:8, 116/24 Corlu Ergene, Tekirdağ	59930	Email: info@eurotec-ep.com Contact Persons: Ersan Biler/ Yagmur Doyran Tel: +90 (282) 265 12 00 pbx	PC	İSO 9001, ISO 14001, ISO 10002, OHSAS 18001, ISO 27001	NA	PAGDER
23	Farel Plastic and Electric-Electronic JSC	1999	Home Appliances	SMEs	11 50	Marmara	Organize Senaye Bilgi Karagac-Cherkezkoy,Tekirdag, Bakkal Duragi Istanbul (Europe), Tekirdag	59500	Email: farel@infofarel.com Contact Persons: Muhammet Tekin/Shenol Sayar Tel: +902827262530	PC	ISO 9001, ISO 14001, ISO/TS 16949	NA	TURKBESD

24	Farplas JSC	1968	Automotive, Home appliances	Large firm	1001-5000	Marmara	TOSB-1 3.Cadde 31.yol, Şekerpınar, Gebze/Kocaeli	41490	Email: farplas@farplas.com Contact Person: Murat Peker Tel: +902626796500	PC	ISO 14001, ISO 9001, ISO/TS 16949, OHSAS 18000, Q1	TOYOTA Project Management Award 2008, TOFAŞ Quality Award 2010, OSD Certificate of Achievement 2010, TOYOTA Certificate of Value Analysis 2011	TAYSAD
25	Feka Automotive JSC	1991	Automotive	SMEs	200	Marmara	Ali Osman Sönmez Bulvarı No:13/B Nilüfer/ Bursa	16140	Email: info@fekaautomotive.com Tel:+902242438600 Fax : +902242430466	PC	ISO 14001, ISO 9001, ISO/TS 16949	NA	TAYSAD
26	FKT Seat Systems Industry and Trade Inc	2009	Automotive	SMEs	NA	Marmara	305. Sok. No:1 NOSAB Bursa/ Türkiye	16140	E-mail : info@fkt.com.tr Tel : +902242946000 Fax : +902242946029 +905307667469	PC	ISO 14001, ISO 18000, ISO 9001, ISO/TS 16949	NA	TAYSAD
27	Fompak Automotive Plastics and Interiors JSC	1995	Automotive	SMEs	201-500	Marmara	Eski Büyükdere Caddesi No: 14 Park Plaza Kat: 17 Maslak/ İstanbul	34467	Email: info@fompak.com.tr Tel: +902123450025 Contact Person: Cihan Erdem	PC	ISO 14001 : 2004, BS OHSAS 18001 : 2007, ISO / TS 16949 : 2009, Ministry of Science, Industry and Technology R&D Center Certificate, Ministry of Environment and Urbanization Cleanest Industrial Plant	Environmental Facility Award 2015, TOFAS Collaboration Development Award – 2016	PAGDER

											of the Province – 2013		
28	Ford Otosan	1959	Automotive	Large firm	10000	Marmara	Denizevler Mahallesi, Ali Uçar Caddesi No:53 Gölcük Kocaeli, Turkey	41400	Contact Person: Mittah Koc/Neslishan Pinarer Tel: +902165647100; 2623155000; 2222132000; 2166649090; 2623155000	PC	ISO 14001, ISO 9001	Commercial Vehicle Award of the Year 2007, Export Achievement Award 2009	OSD
29	Formfleks JSC	1983	Automotive	SMEs	NA	Marmara	Organize Sanayi Bölgesi Mavi Cad. No: 25 Nilüfer/Bursa	16140	Contact Persons: Ozlem Ayabakan ozlem.ayabakan@erkutholding.com.tr Tel: +902242433516 Fax :+902242433515	PC	ISSO 9001:2008, ISO 14001	NA	TAYSAD
30	Forplas Plastic Industry Trade Ltd	1992	Automotive and white goods	Large firm	1000	Marmara	Istanbul Mermerciler Küçük Sanayi Sitesi Yapı Kooperatifi 117. Ada 14. Parasel 18. Cadde No:19 Koseler Koyu. Dilovasi / Kocaeli	41400	E-mail: info@forplas.com.tr Tel: +902627281212	PC	ISO 9001:2008, ISO 14001:2004, BS OHSAS 18001 :2007	NA	PAGDER
31	Galsan Plastic and Molding Industry JSC	1974	Plastik injection	Smes	330	Marmara	DOSB 2.Kısım D-2028 Sok. No.:23 DOSB Dilovası / Kocaeli	41455	E-mail: info@galsan.com Tel:+902626777575	PC	NA	NA	TAYSAD

32	Gucsan JSC	1967	Plastic Injection	SMEs	310	Marmara	GEPOSB, Atatürk Bulvarı, 12.Sk,No:8, , Gebze /Kocaeli/ Turkey	41400	Email: info@gucsanplastics.com Telefon : +90 262 751 18 01 Hakan Genc Purchasing Engineer	PC	ISO 14001, ISO 18000, ISO/TS 16949, Q1	Regional Contribution Award 2009,	TAYSAD, PAGDER
33	Guvenli Yasam Ltd	1987	Automotive	SMEs	NA	Central Anatolia	İstanbul Yolu 26.Km Saray Mahallesi Saray Caddesi No : 4 Zemin Kat Kazan/ Ankara	6750	Email: gy@guvenliyasam.com Tel:+902155071	PC	NA	NA	EUROFORGE, TAYSAD,OSD
34	Hyundai Assan Automotive Industry and Trade Inc.	1995	Automotive	Large firm	2500	Marmara	Hyundai Assan Fabrikası (Ali Kahya - İzmit) Hyundai Assan Genel Müdürlük (Kozyatağı - İstanbul); Şehit Mehmet Fatih Öngül Sokak No:2 Kozyatağı/ İstanbul	34742	Email: info@hyundai.com.tr Contact Person: Alp Pala Tel: +902165716363	CC	ISO 14001, ISO 9001:2008, ISO/TS 16949, OHSAS 18001, ISO / IEC 27001:2013, Hyundai 4 Star, FORD Q1	Company Best - AUTOBEST – 2014, The World's Largest Growing Automotive Brand - Interbrand - 2012 & 2013, 1st in Quality Report - Autobild Magazine - 2011	TAYSAD,OSD
35	Honda Turkey JSC	1992	Automotive	SMEs	501-1000	Marmara	Şekerpınar Mah. Yanyol Sok. No.1 Çayırova / Kocaeli	41420	Contact Persons: Caner Gayğusuz/Kohan Girbay Tel: +902626488686 +902626488700 (pbx) Faks: 0262 658 84 22	PC	ISO 14001, OHSAS 18001	Car of the 2010 Year in the World of Women, Euro NCAP Advanced Security Award 2012	OSD
36	Isik Plastik JSC	1997	Plastics	SMEs	201-500	Marmara	Mustafa Paşa Mah. Gebze Organize Sanayi Bölgesi İhsan Dede Cad. No: 101 Gebze/ Kocaeli	41480	Email: info@isikplastik.com.tr Tel: +902627512235	PC	ISO 9001:2000	NA	PAGDER

37	Inelli Plastic Trade and Industry Ltd	1941	Plastics	SMEs	NA	Aegean	Ataturk Organize Sanayi Bolgesi 10 10000 Sokak Cigli/Izmir	35620	Email: inelli@inelli.com.tr Tel:+90232376700	PC	NA	NA	TAYSAD
38	Kale Oto Radyator JSC	1966	Automotive	SMEs	700	Marmara	Chayirova Plant İstanbul Cad. No:5 Çayırova Gebze - Kocali / Turkey; Levenet Plant Sanayi Mah. Turan Cad. No:6 4.Levent /Istanbul	41420/ 34416	E-mail: kale@kaleoto.com.tr Contact Person: Arif Erdem Chayirova Plant Tel: +90(262) 744 18 52(pbx) Faks:+90(262) 744 12 75 Levenet Plant Tel : +902122681289	PC	ISO 9001, QS 9000, VDA 6.1, ISO/TS 16949, ISO 14001, ISO/IEC 17025, OHSAS 18001	NA	TAYSAD
39	Kibar Holding Inc.	1984	Automotive	Large firm	5000	Marmara	Zorlu Center Levazım Mh. Koru Sk. No:2 Ofisler Bölgesi Kat: T4 Beşiktaş / İstanbul	34340	Email: hande.aridici@kibar.com Contact Person: Hande Aridici Tel: +902129247300	CC	ISO 14001, ISO 9001:2008, ISO/TS 16949, OHSAS 18001, ISO / IEC 27001:2013	NA	TAYSAD
40	Karsan Automotive Industry and Trade Inc.	1966	Automotive	SMEs	501-1000	Marmara	Hasanağa Organize Sanayi Bölgesi, Sanayi Caddesi Nilüfer / Bursa	16225	E-mail : karsan@karsan.com.tr Contact person: Arzu Akarsu Tel : +902244842170 Fax : +902244842169	PC	ISO / TS 16949:2002, ISO / TS 16949:2009, ISSO 9001:2008, ISO 14001	Good Design Award 2012, Disabled Friendly Public Transportation Manufacturer 2016	OSD

41	Magna Automotive Industry and Trade Inc.	2003	Automotive	SMEs	NA	Marmara	İzmit Gölcük Yolu 14. km Ford Yan Sanayi Parkı İhsaniye Gölcük / Kocaeli	41650	Email: metin.gunduz@magna.com ; onder.kokumer@magna.com Contact Persons: Metin Gunduz/ Onder Kokumer Tel: +902126752780 +90 532 302 60 40	PC	ISO 14001, ISO 9001, ISO/TS 16949	Ford World Excellence 2016, Nissan Quality Awards 2016, Ford Q1 Quality and Service 2016	TAYSAD
42	Magneti Marelli Mako Electric Industry and Trade Inc.	1919	Automotive		NA	Marmara	Organize Sanayi Bölgesi yeşil cad.no:28 Nilüfer/Bursa	16159	E-mail : ik@magnetimarelli.com Tel: +902242195600 Fax : +902242195799	PC	ISO 14001, ISO 9001, ISO/TS 16949, OHSAS 18001, Q1	NA	TAYSAD
43	Mann+Hummel Turkey Ltd	1940	Automotive	SMEs	NA	Marmara	Halk Sok. No. 44 Pakpen Plaza Kat. 3 Kozyatagi - Istanbul	34734	E-Mail: info.tr@mann-hummel.com Tel: +902164117900 Fax: +902164117252	PC	ISO/TS 16949	Nissan Excellent Quality Reputation 2011, Bosch Supplier Award 2011	TAYSAD, OSD
44	Mecaplast	1955	Automotive	Large firm	5000	Marmara	TOSB-TAYSAD Org. San. Bölg. 1. Cd. 11. Sok No. 11 Şekerpınar Gebze / Kocaeli	41400	Email:info@mecaplast.com Contact Persons: Serhat Turker/Burak Uzun Tel: +902626580478 Fax :+902626580487	PC	NA	NA	TAYSAD
45	Medteknik Plastic Mold Trade Ltd	NA	Plastic Molding	SMEs	NA	Marmara	Sahrayı Cedit Mahallesi Cami Sokak (sk). Kalpakoğlu Apt. No:11/3 Erenköy / Kadıköy / Istanbul	34710	E-mail : info@medteknik.com Tel : +902164783386 +902164783405 Fax: +902164783390	PC	NA	NA	PAGDER

46	Mercedes-Benz Turk JSC	1967	Automotive	Large firm	5001-1000	Central Anatolia	Aratol-Bahçeli Mah. 157 Bulvar /Aksaray	68100	E-mail: mercedesbenzturk@hs03.kep.tr Tel:+903822151639 Fax: +903822151355	PC	ISO 14001:2005, ISO 9001:2008, ISO/TS 16949 2009, ISO 14001, ISO 10002:2014	The Most Admired Company 2015 of the Automotive industry, The winner of Integrated Marketing Awards 2017	OSD
47	Mtn Mold Ltd	1997	Automotive and white goods	SMEs	NA	Marmara	İOSB (İkitelli Organize Sanayi Bölgesi) Deparko Sanayi Sitesi Hürriyet Bulvarı No:1/40 /Istanbul	34306	Email: sales@mtn.com.tr Tel: +902126752780 +905323026040 Fax: +902126752783	PC	ISO 9001:2008	NA	TAYSAD
48	Nova Plastic Industry and Trade Inc.	1998	Plastic injection	SMEs	NA	Central Anatolia	Headquarter: Istanbul Tower Kat:10 No:48 Uluyol Cad. Bayrampasa Istanbul, Turkey Organize Sanayi Bolgesi 8. Cadde No:19/ Eskişehir	26110	Email: info@novakalip.com.tr Tel: +902222360690/91/92	PC	ISO 9001:2008, TSE EN 274-1, TSE EN 14055, TSE K 92-1	NA	PAGDER
49	Otokar JSC	1963	Automotive	Large firm	1001-5000	Marmara	Headquarters: Aydınevler Mahallesi Saygı Caddesi No: 58 A Blok Küçükyalı, İstanbul, Plant-Atatürk Caddesi No: 6 Arifiye/Sakarya	34854/ 54580	Headquarters: Contact Person:Oktem Soylemez Tel: +90216489 2950 Plant- 02642292244	PC	ISO 10002, ISO 27001	Large Scale Enterprise Environment and Sustainability Management 2014, The winner of Defense Industry 2015	OSD
50	Otoplast Automotive Industry and Trade Ltd	2005	Automotive	SMEs	NA	Marmara	Organize Sanayi Bölgesi Pembe Cadde No:1 Niüfer/Bursa	16140	E-mail : info@otoplast.com Tel : +902244490006 Fax : +902244490184	PC	ISO/TS 16949	NA	TAYSAD
51	Otosima Plastic	2002	Automotive	SMEs		Marmara	Kayapa Sanayi Bölgesi Beyaz Cadde No:3	16315	E-mail: otosima@otosima.co	PC	NA	NA	PAGDER

	Industry and Trade JSC						Nilüfer / Bursa		m Contact Person: Onder Aygun				
52	Ototrim Automotive Industry and Trade Ltd	1993	Automotive	SMEs	51-200	Marmara	Atatürk Caddesi No:172 Denizli köyü Gebze / Kocaeli	41480	E-mail: info@ototrim.com.tr Tel: +902627293351 +905336579330 +905336204679 Fax: +902627293094	PC	ISO 14001 ISO/TS 16949, ISO 9001, ISO 14001, EN 15085-2	NA	TAYSAD
53	Ototrim Panel Industry and Trade SA	1993	Automotive	SMEs	11; 50	Marmara	Organize Sanayi Bölgesi Gri Cad. 2. Sok. No: 6 / Bursa / Turkey	16159	E-mail: info@ototrim.com Tel:+902242438140 Fax:+902242438146	PC	NA	NA	TAYSAD
54	Oyak-Renault Group	1971	Automotive	Large firm	1000-3000	Marmara	Headquarters: Fatih Sultan Mehmet Mah. Balkan Cad. No:47 34770 Ümraniye, İstanbul Plant: Organize Sanayi Bölgesi/ Bursa	16372	Headquarters: Tel: +902165247900 Fax: +902165247979 Plant: Tel: +902242194500 Fax: +902242194641	PC	ISO 9001:2008,ISO 14001	Success Award of 2013 year in Automotive Industry	OSD
55	Pilot Seatings JSC	1963	Automotive	SMEs	201-500	Marmara	Organize Sanayi Bölgesi Kırmızı Cad. No:7 Nilüfer, Bursa / Turkey	16140	E-mail: pilot@pilot.com.tr Tel: +902244110280 Fax: +902244110282	PC	ISO 14001:2004, ISO 9001:2008,ISO 16949:2009	NA	TAYSAD
56	Rollmech Automotive Industry and Trade Inc	1999	Automotive	SMEs	NA	Marmara	Organize Sanayi Bölgesi Yeşil Cadde No:15 Nilüfer/ Bursa	16140	E-mail : info@rollmech.com Tel : +902242437570 Fax : +902242438767	PC	ISO 14001 ISO/TS 16949 OHSAS 18001 Q1	NA	TAYSAD
57	Sa-ba JSC	1976	Plastic Injection	SMEs	NA	Marmara	Birlik Organize Sanayi Bölgesi 5.Sk. No:8 Tuzla / Istanbul	34953	Contact Persons: Neslihan Enginc/ Seda Çalıkcı/ Mustafa Okutan Tel: +902165931955	PC	ISO/TS 16949, ISO 14001, ISO 27001, Ford Q1, Autoliv-ASDP, Volkswagen-Formel Q	Ford Otosan Gold Star Award 2015, Star Company Award 2016	TAYSAD

58	Siemens Turkey Industry and Trade Inc.	1856	Home appliances	Large firm	1000	Marmara	Yakacık Yolu No:111 Kartal/ İstanbul	34870	E-mail: rc.tr@siemens.com Contact Person: Huseyin Gelis Tel.:+902164592000 +902164586556	PC	ISO 9001, TS EN 62271-200, TS EN 62271-102, TS 5018, EN 60898	NA	TURKBESD
59	Tekateknik Plastic Mold Industry Ltd	1983	Plastic injection	SMEs	NA	Marmara	İkitelli Organize Sanayi Bölgesi İpkas Sanayi Sitesi 6. Blok No 6 İkitelli / İstanbul	34490	E-mail: info@tekateknik.com Contact Person: Oğuz ÖZTÜRK Tel: +90212671182526	PC	ISO 9001	NA	PAGDER
60	Teknika Plast JSC	1993	Plastic Injection	SMEs	NA	Aegean	3.Organize Sanayi Bölgesi Ahmet Tütüncüoğlu Cad. No:3 Organize Senaye Bolgesi 3.Kısım /Yunusemre / Manisa	45030	Email: info@teknikaplast.co m.tr Tel: +902362130494 Fax: +902362130499	PC	TSE-ISO-EN 9000, TSE-ISO-EN 22000	NA	BEYSAD
61	Temsa	1968	Automotive	Large firm	1001-5000	Central Anatolia	Yolgecen Mah. Turhan Cemal Beriker Bulvari No.561-563 Seyhan/ Adana	1040	E-mail: info@temsa.com Tel: +902165445200 +902165445265	PC	ISO 9001, ISO 14001, ,ISO 16949	NA	OSD
62	TKG Automotive JSC	1975	Automotive	SMEs	501-1000	Marmara	Organize Sanayi Bölgesi Ali Osman Sönmez Bulvarı No:73 Nilüfer/Bursa	16140	E-mail : info@tkg.com.tr Contact Persons: Uysal Ozsarach/ Murat Bayraktaroglu Tel : +902242807900	PC	ISO 14001 ISO/TS 16949	Supplier Award For Superior Performance in Quality 2013, Toyota Regional Contribution Award 2016	TAYSAD
63	Tofash JSC	1968	Automotive	Large firm	6500	Marmara	Genel Müdürlük Büyükdere Cad. No: 145 Tofaş Han 34394 Zincirlikuyu/İstanbul Fabrika Yeni Yalova Yolu Cad. No: 574/ Bursa	16369	Contact Person:Ferruh Arrar Tel: +902123370900 Plant: +902242610350	PC	ISO 50001, ISO 14001,ISO 14064, ISO 27001, ISO 14064-1:2006	Grand Prize in “Innovation” category in “41st Adding Value to Economy” 2014, Number one in Automotive	OSD

												Sector in Turkey 2016	
64	Toyota Boshoku Turkey Automotive Industry and Trade JSC	1997	Automotive	SMEs	201-500	Marmara	1.Organize San.Böl.PK:190 Hanlı Arifiye / Sakarya	54580	E-mail: info@toyota-boshokutr.com Tel: +902642952525 Fax:+902642952564	PC	ISO 14001 ISO/TS 16949	Supplier Award For Superior Performance in Quality 2010, Special Work Safety 2014, Innovation Leader of Turkey 2016	TAYSAD
65	TSI Aviation Seats JSC	2011	Automotive	SMEs	51-200	Marmara	Sabiha Gökçen Uluslararası Havalimanı, E Kapısı Pendik/ İstanbul	34906	Contact Person: Aydın Avar Tel: +902165859820 Fax: +902165859821	PC	AS9100C, EASA.21G.0033, EASA.210.1004 7473	NA	TAYSAD
66	Umkar Automotive Ltd	1998	Automotive	SMEs	200	Marmara	Çalı Sanayi bölgesi 31.(410) sok 3.1. Nilüfer /Bursa	16140	E-mail: info@umkar.com Tel:+902244824884/ 88 (5 hat) +905332300655 Faks: +902244824883	PC	ISO 9001:2008, ISO/TS 16949:2009	NA	TAYSAD
67	Vestel JSC	1984	Home appliances, Consumer Electronics	Large firm	10000	Aegean	Organize Sanayi Bölgesi Mustafa Kemal Bulvarı No: 10 Shehzadeler/ Manisa	45030	E-mail: info@vestel.com.tr Contact Person: Saba Beste Tel: +902362330131 +902362263000 +902362263020	PC	ISO 9001, ISO 14001,TS-EN-ISO 14001 OHSAS 18001, ISSO 5001	NA	TURKBESD

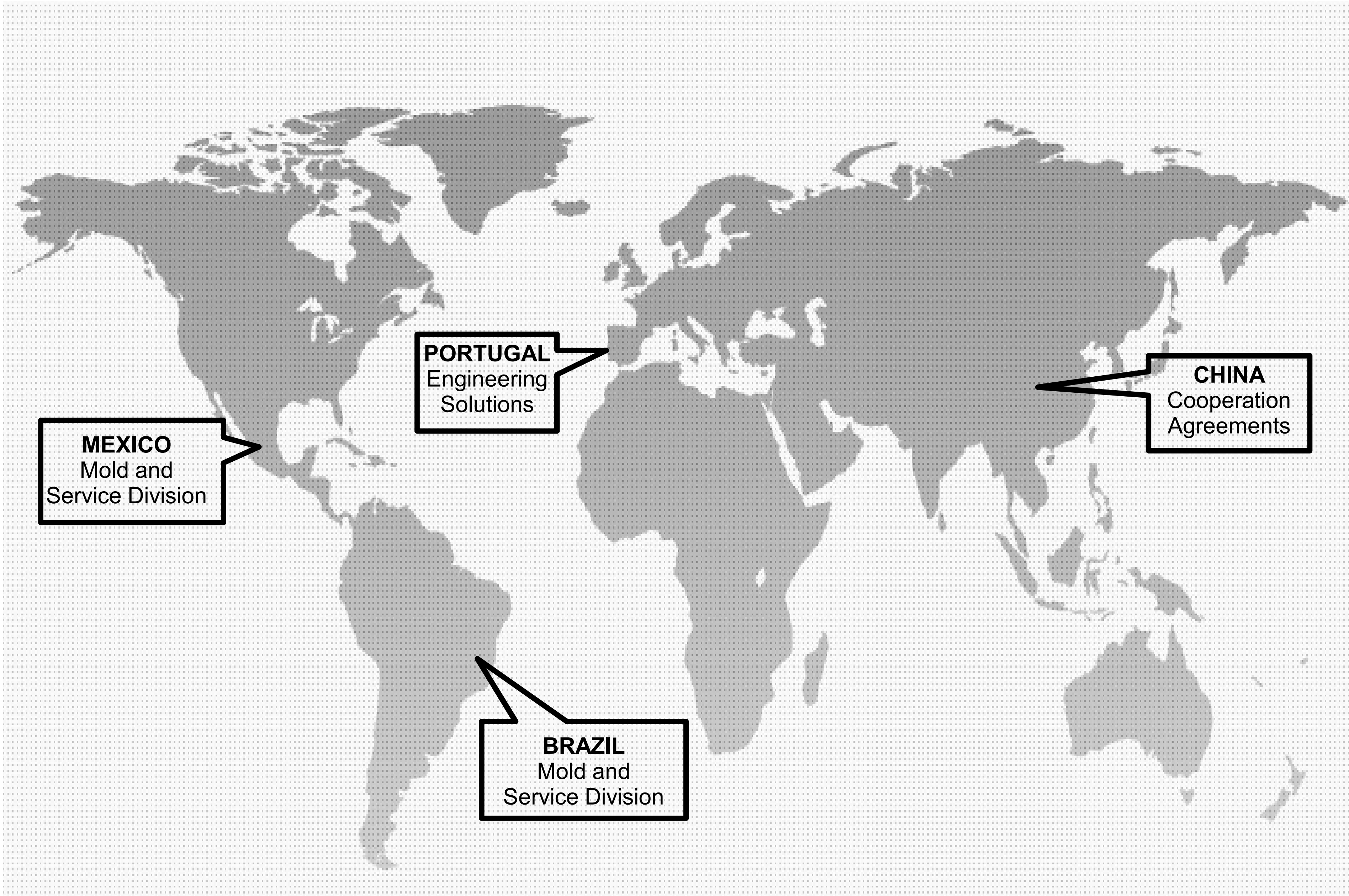
Updated on 17.03.2017.

Appendix 7:

The PowerPoint Presentation of Socem Group

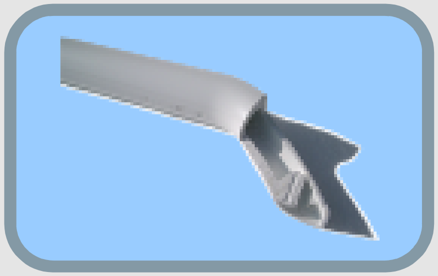
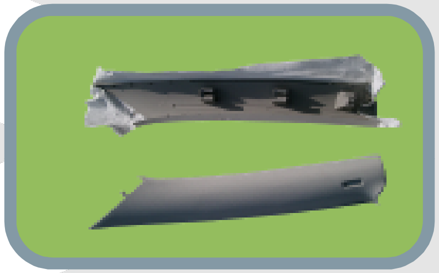

Welcome to
GRUPO SOCEM
Global Mold Network Solutions

GRUPO SOCEM
Global Presence



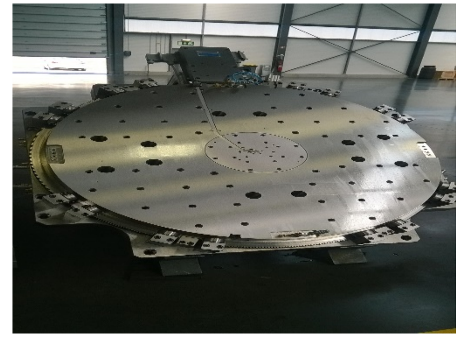
SOCEM ED
Mold Engineering Solutions

- **Gas injection assisted**
- **Low pressure tools**
- **Bi-injection molds**
- **IMD (In Mold Decoration)**
- **Overmolding injection**
- **Develops big scale projects**

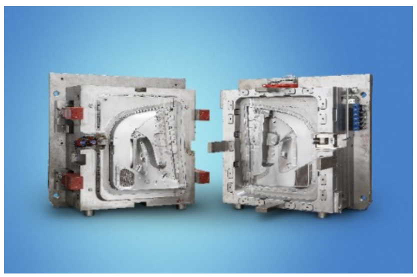

SOCEM ED
Try-out Center

- **One of Europe's most advanced Try-out Center**
- **250T up to 2300T Injection Molding Machines**
- **32T Crane**
- **Turning Table**
- **Warehouse capability for Low Production Series**

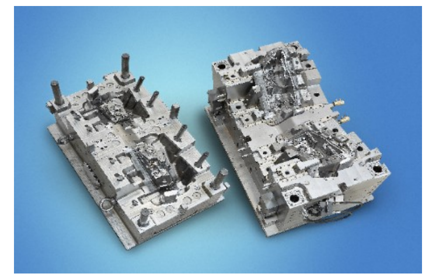


SOCEM MS
Large Size Molds up to 30 tons



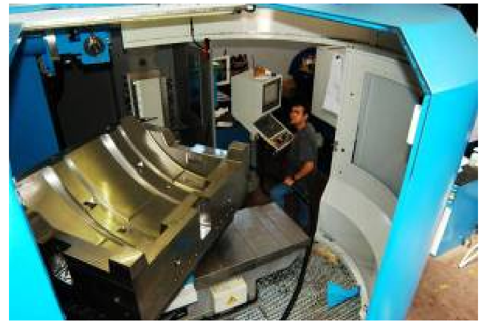
- **Heavy Modern Equipment**
- **High Speed Machinery**
- **High Grade Materials**






SOCEM Lda
Medium Size Molds up to 3 tons





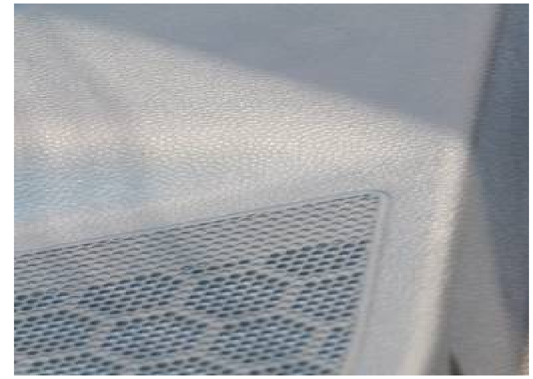

- **Full Robotics Integration**
- **Special Technology 5 Axes**
- **Modern Equipment**
- **Skills and Competences**






SEP-TEC
Services & Support

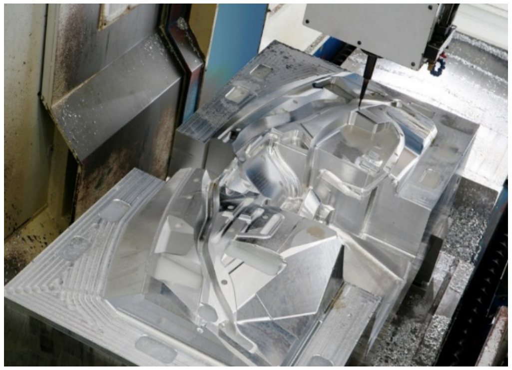
- **Polishing**
- **Surface Treatment**
- **Texturing**
- **Spray Blasting Finishing**



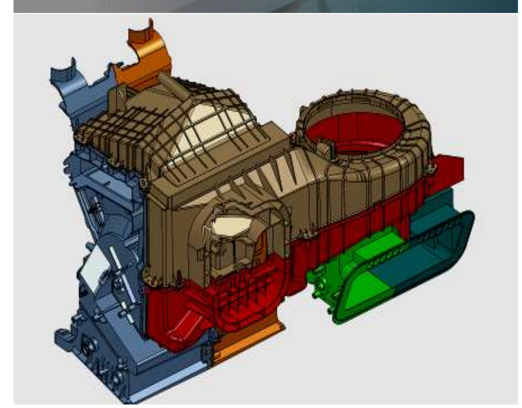
SEP-TEC
Tooling Maintenance

- **Preventive Contact Maintenance**
- **Overseas Maintenance Support**
- **Corrective Maintenance**
- **Laser Welding**
- **CNC Milling**
- **Erosion**
- **Turning**

INPACT
Innovative Solutions

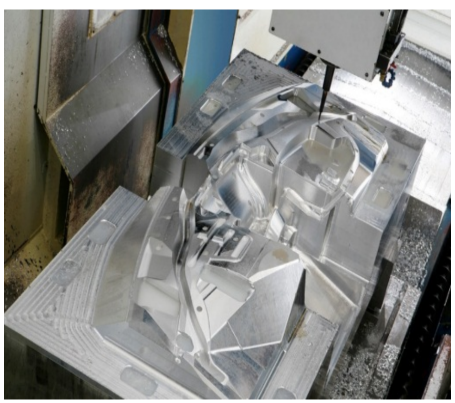


- **Product Development**
- **Product Engineering**
- **Rapid Prototyping**
- **Rapid Tooling**
- **Styling Design**
- **3D Modelling**

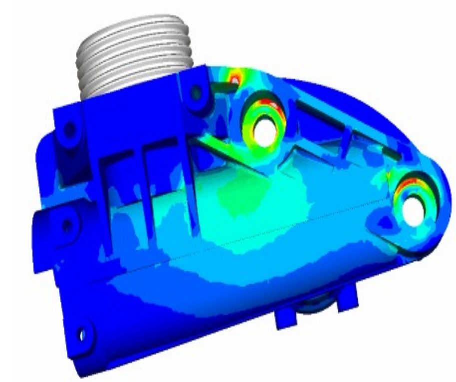
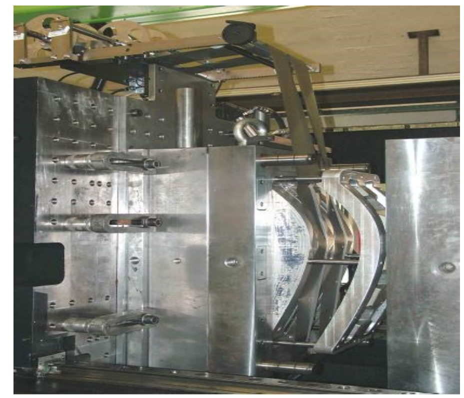
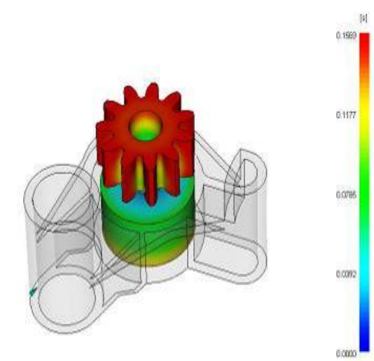


INPACT
Advanced Simulations



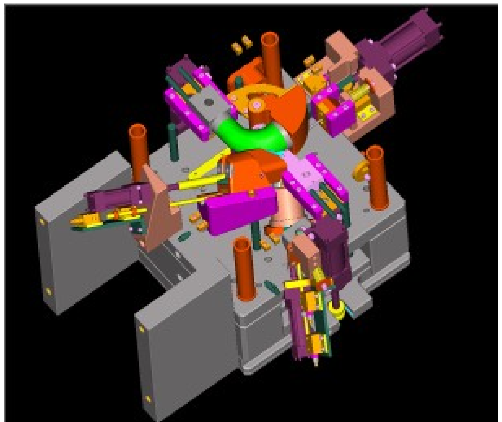


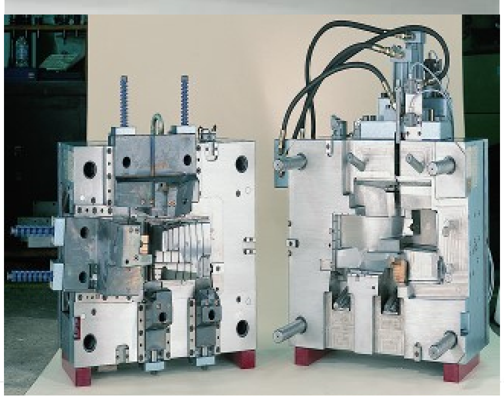
- **Mold Flow**
- **Rheological Studies multi-materials**
- **Thermal and Dynamic Analysis**
- **SLS**
- **Vacuum Forming**
- **RIM (Reaction Injection Molding)**
- **Hybrid Tooling**
- **Alu-Molds**

SOCEM BRASIL

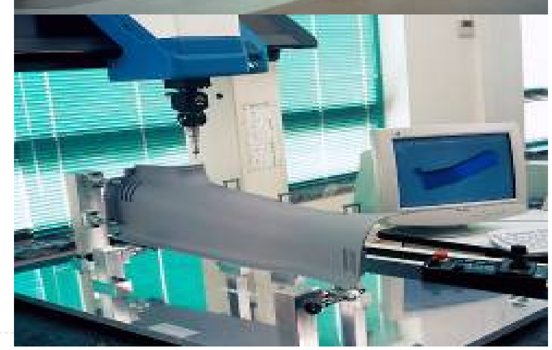
Medium Size Molds up to 14 tons





- **Tooling Engineering**
- **Manufacturing Technology**
- **High Speed Manufacturing**
- **Quality Systems**



MAXIPLÁS
Injection Moldings


- **Process and capability analysis**
- **Manufacturing Technology**
- **25 Injection Machines [25T – 650T]**
- **Assembly work**
- **Total Quality Management**
- **SPC (Statistical Process Control)**
- **FMEA (Failure Mode and Effects Analysis)**
- **PPAP (Production Part Approval Process)**



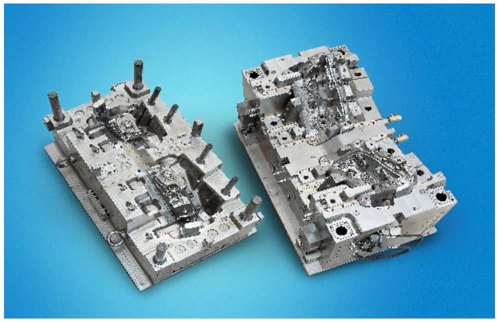
SOCEM ITS
Innovative Tooling



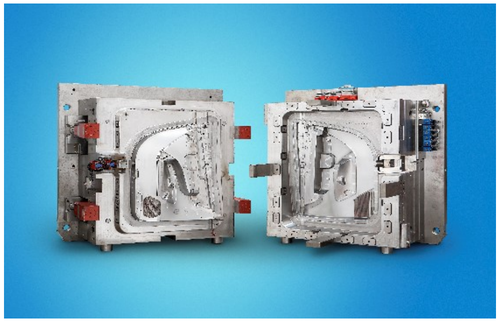
- **Advanced Tooling Solutions**
- **IMD (In-Mold Decoration)**
- **Low Pressure Injection**
- **Multi K Molds**

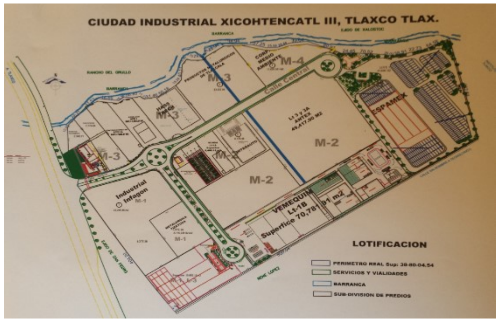


SOCEM MÉXICO
Mold and Production



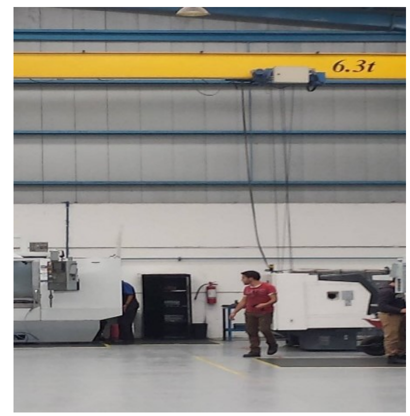
- **Located in the state of Tlaxcala (1 hour car drive from Puebla)**
- **Mold manufacturing (1st Quarter of 2017)**
- **Production (1st Quarter of 2018)**





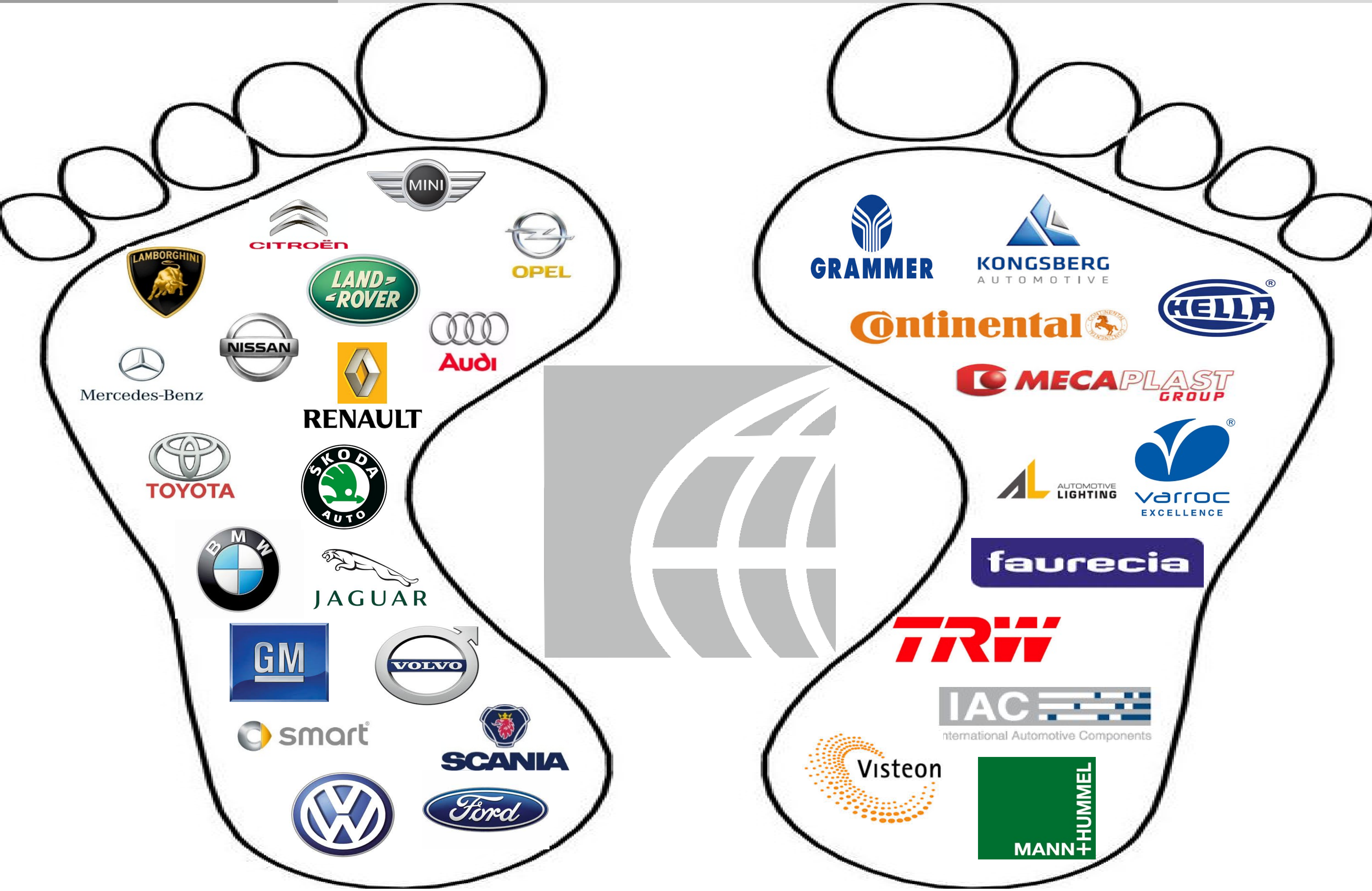
INOTOOLING
Tooling Maintenance

- Located in the state of Puebla
- Mold maintenance
- Mold modifications
- 6,5T and 15T Cranes
- CNC, Erosion, Welding



Grupo SOCEM
Global Mold Network Solutions

GRUPO SOCEM
Footprints on our Path...



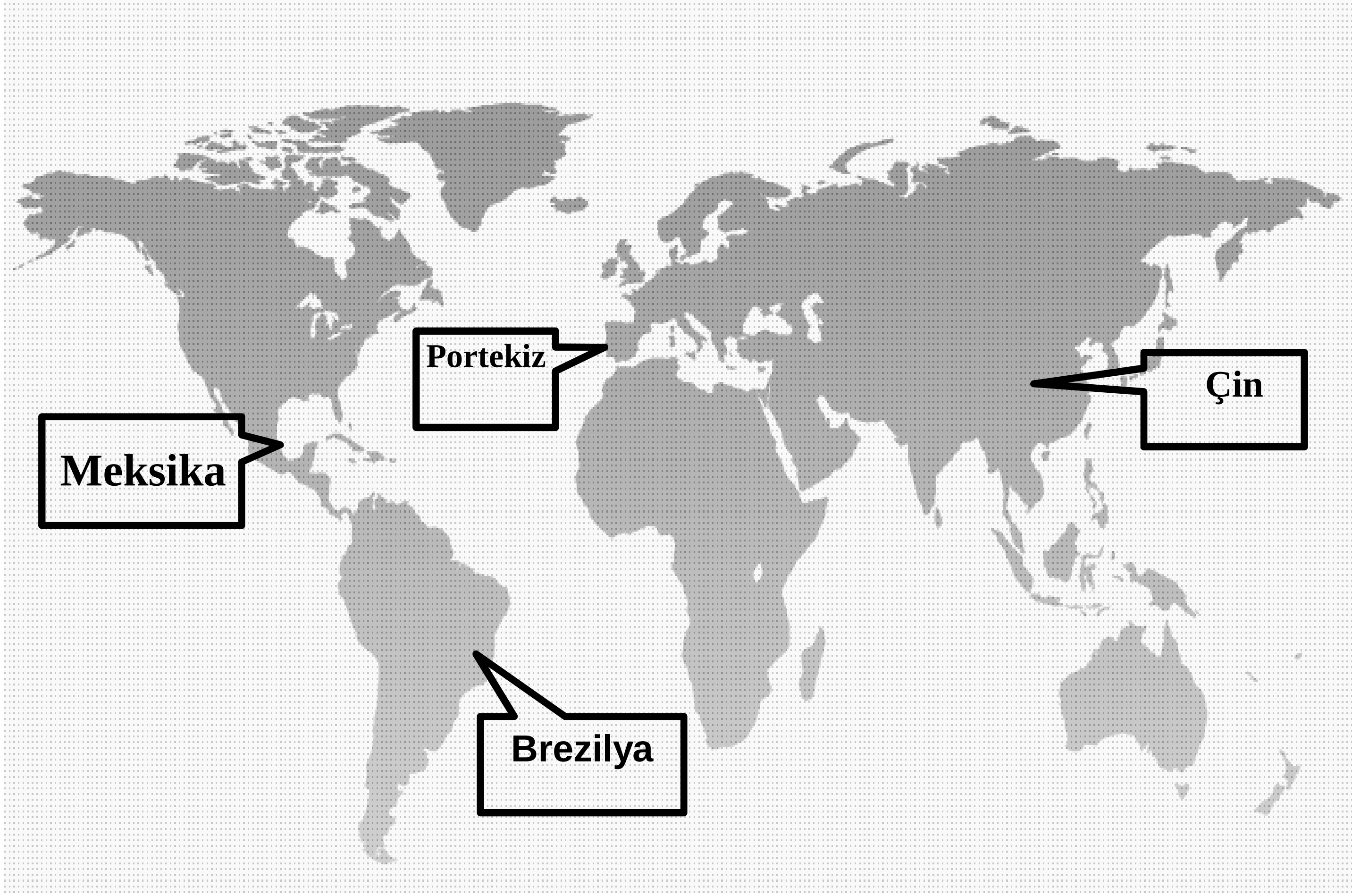
GRUPO SOCEM

Your trust and confidence are the basement of our success

Portekiz

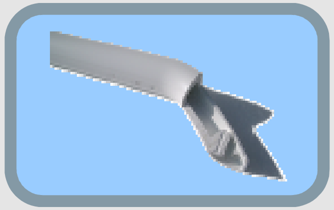
Socem Grup

SOCEM GRUP



SOCEM ED
Kalıp Mühendislik Çözümleri

- Gaz enjeksiyon destekli
- Alçak basınç araçları
- Bi-enjeksiyon kalıpları
- IMD (Kalıp Dekorasyon olarak)
- Overmolding enjeksiyon



SOCEM ED

Kalıp Sanayisi Deneme Merkezi

- Avrupanın en büyük ve gelişmiş Kalıp sanayisi Deneme Merkezlerinden birine (Try-out Center) sahipiz.
- 250T-2300T kadar Enjeksiyon Makinaları
- 32T Vinç
- Torna Tablo
- Düşük Üretim Serisi için depo kapasitesi

SOCEM MS
Büyük Ölçülü Kalıplar (30 T kadar)

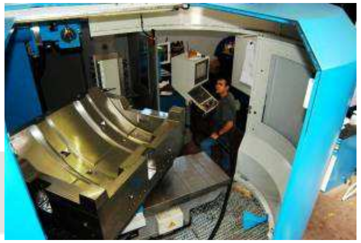



- Ağır Modern Ekipmanları
- Yüksek Hızlı Makine
- Yüksek Kaliteli Malzeme




SOCEM Lda
Orta ölçülü kalıplar (3 tona kadar)






- Tam Robotik Entegrasyon
- Özel Teknoloji 5 Eksenleri
- Modern ekipman

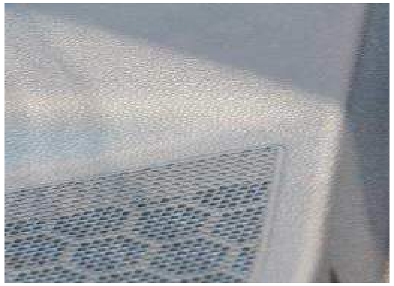





SEP-TEC
Hizmetler ve Destek



- Polisaj
- Yüzey İşlem
- Tekstüre
- Sprey tamamlanması



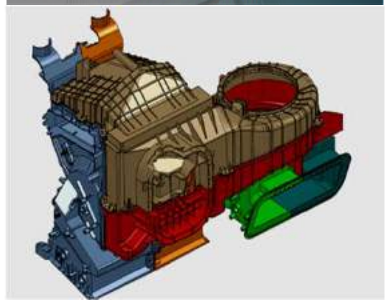
SEP-TEC
Kalıp Bakımı

- **Önleyici İletişim Bakım**
- **Bakım Desteği**
- **Düzeltici bakım**
- **Lazer Kaynak**
- **CNC Freze**
- **Erozyon**
- **Dönme**

INPACT

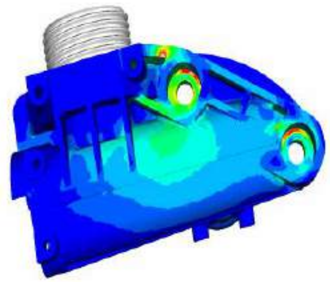
İnnovativ çözümler

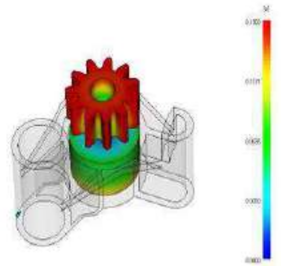
- Ürün geliştirme
- Ürün Mühendisliği
- Hızlı prototipleme
- Hızlı Kalıplama
- Styling Tasarım
- 3D Modelleme



INPACT
Gelişmiş Simülasyonlar

- **Kalıp Akışı**
- **Reolojik Çalışmaları çok materyaller**
- **Termal ve Dinamik Analizi SLS**
- **Vakum presleme**
- **RIM (reaksiyon enjeksiyon kalıplama)**
- **Hibrid İşleme**
- **Alu-Kalıplar**





MAXIPLAS
Enjeksiyon Kalıplama


Süreç ve yeterlilik analizi

Üretim teknolojisi

25 Enjeksiyon Makineleri [25T - 650T]

montaj çalışmaları

Toplam Kalite Yönetimi

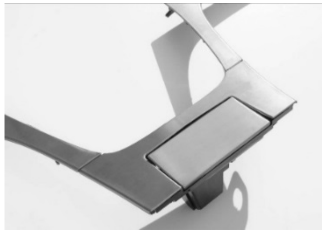
SPC (İstatistiksel Proses Kontrol)

FMEA (Hata Türleri ve Etkileri Analizi)

PPAP (Üretim Parçası Onay Süreci)



SOCEM ITS
İnnovativ kalıplar




İleri Kalıp Çözümler

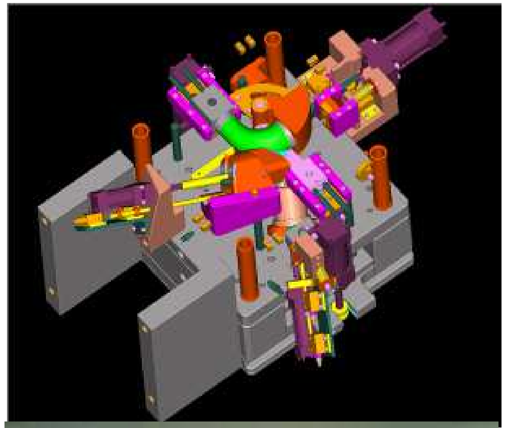
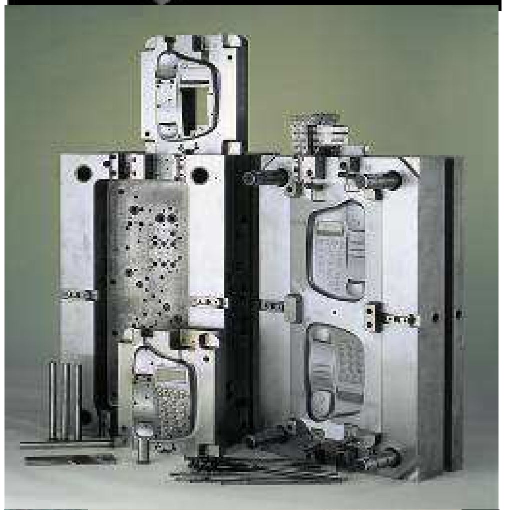
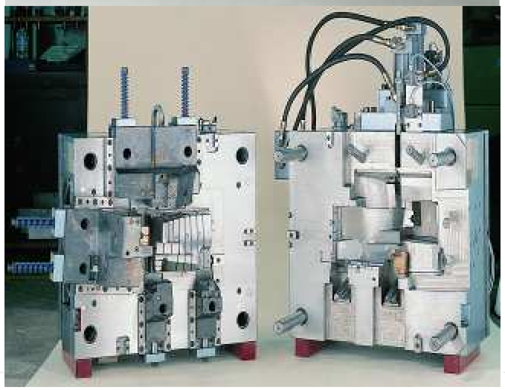
IMD (In-Mold Dekorasyon)

Alçak Basınç Enjeksiyon

Multi-K Kalıplar



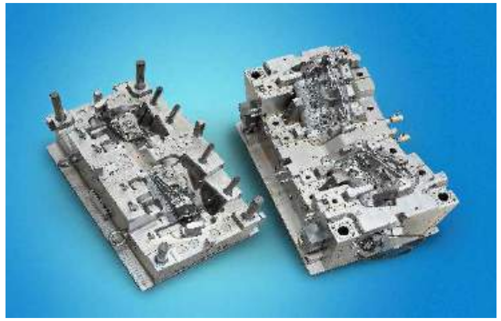

SOCEM BRASIL
14T-a kadar Orta Ölçülü Kalıplar

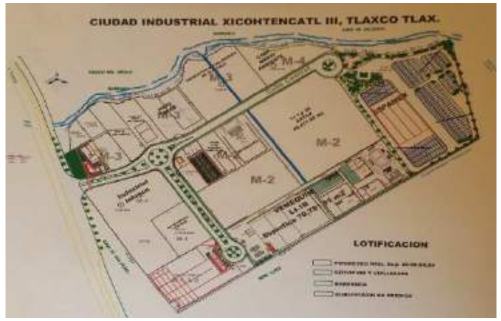
- Kalıp Mühendisliği
- Üretim teknolojisi
- Yüksek Hızlı İmalat
- Kalite Sistemleri




SOCEM MEXICO
Kalıp ve Üretim



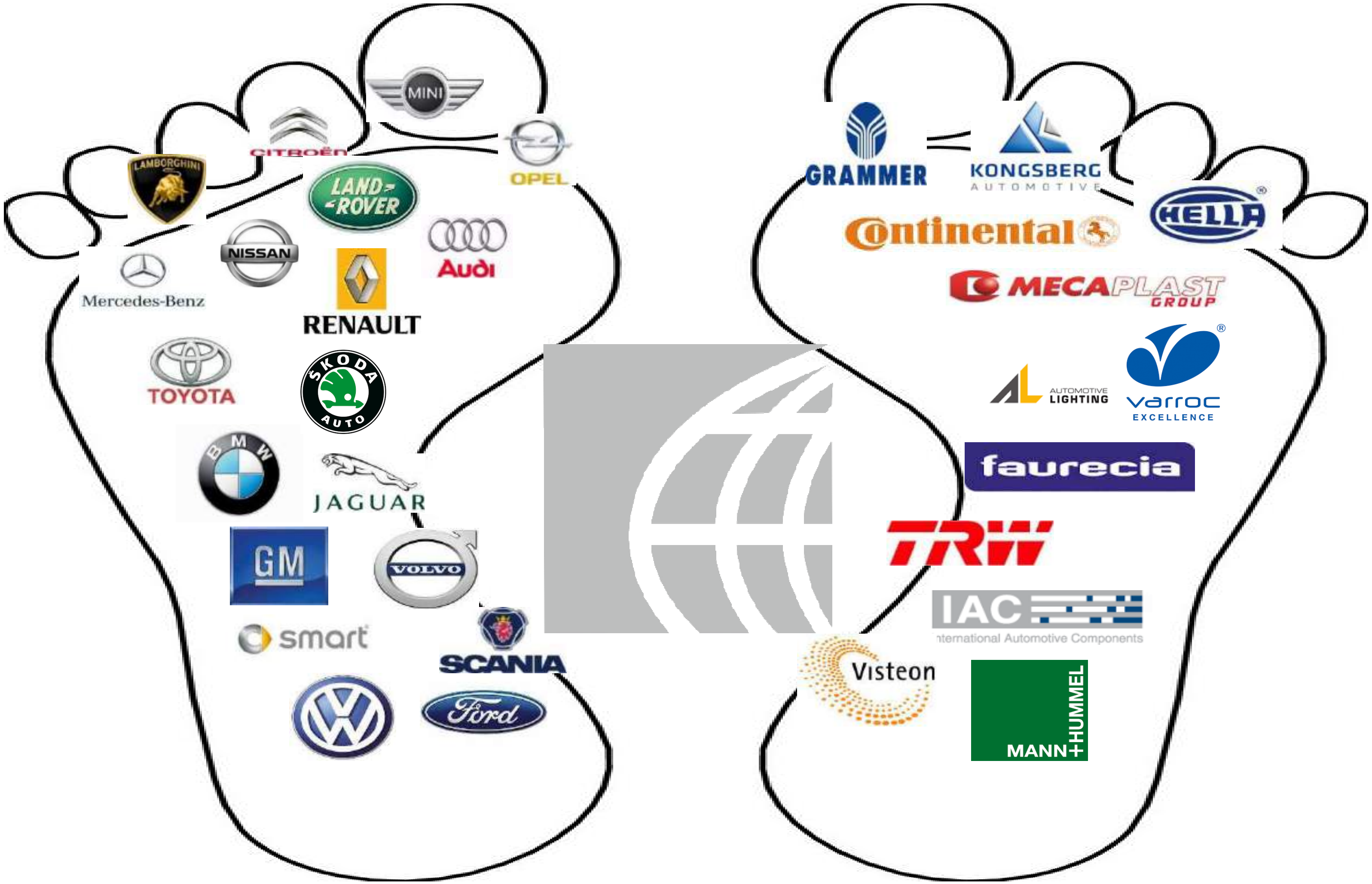
- Kalıp imalatı (2017 yılı 1. Çeyrek)
- Üretimi (2018 1. Çeyrek)



INOTOOLING
Kalıp Bakım

- Kalıp bakım
- Kalıpda değişiklikler, modifikasyonlar
- 6,5T ve 15T Vinçler
- CNC, Erozyon, Kaynak

Müşterilerimiz ...



SOCEM GRUP

Sizin güveniniz ve itibarınız başarımızın temelidir.