

AN INTERCULTURAL ANALYSIS OF DANISH EXPERIENCE WITH INVESTMENTS IN TURKEY

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This paper investigates the experiences of Danish investors in Turkey with the objective of identifying: (a) the patterns in internationalization process, entry mode, and partner selection criteria; (b) the nature of collaborations and specializations in management functions; (c) the perceptions about Turkish business and cultural environment that may enhance or impede future relationships.

Drawing upon a case study of seven Danish firms (out of a total of 16) with investments in Turkey, data is collected through in-depth interviews held with the Danish managers who are responsible from operations in Turkey. The sample firms represent a diverse range of industries including, quality control and calibration instruments, maintenance machinery for cement manufacturing, shipping equipment and motors, paint manufacture, brewery, airline and catering services, and insurance.

A qualitative analysis of findings give some support: (a) for evaluating Danish investments in Turkey by means of Uppsala internationalization and network models (Johanson and Mattsson, 1990); (b) for the effects of national culture on the entry mode choice (Kogut and Singh, 1988); and (c) for the emphasis on partner-related rather than task-specific criteria in selecting partners when the task environment is somewhat uncertain (Geringer, 1988).

An intercultural analysis of business structures and management principles are carried out by utilizing Hofstede's (1983) cultural dimensions and Clark's (1990) "national character" construct. Observed differences are evaluated within the framework of interpersonal business communications (Francis, 1991) which involve marketing negotiations and decisions for collaborative strategy formulation. Implications of the study for international marketing managers in understanding each others likely responses are discussed by means of drawing upon relationship marketing paradigm.

References

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