

**Athens Institute for Education and Research  
ATINER**



**ATINER's Conference Paper Series  
SME2014-1444**

**Entrepreneurial Features of Turkish  
Born Global SMEs:  
A Sectoral Comparison**

**Ece Piskinsut Senguler  
Assistant Professor  
Atilim University  
Turkey**

**Metin Satir  
PhD  
Atilim University  
Turkey**

An Introduction to  
ATINER's Conference Paper Series

ATINER started to publish this conference papers series in 2012. It includes only the papers submitted for publication after they were presented at one of the conferences organized by our Institute every year. This paper has been peer reviewed by at least two academic members of ATINER.

Dr. Gregory T. Papanikos  
President  
Athens Institute for Education and Research

This paper should be cited as follows:

**Senguler, EP., Satir, M. (2015). "Entrepreneurial Features of Turkish Born Global SMEs: A Sectoral Comparison", Athens: ATINER'S Conference Paper Series, No: SME2014-1444.**

Athens Institute for Education and Research  
8 Valaoritou Street, Kolonaki, 10671 Athens, Greece  
Tel: + 30 210 3634210 Fax: + 30 210 3634209 Email: info@atiner.gr  
URL: [www.atiner.gr](http://www.atiner.gr)  
URL Conference Papers Series: [www.atiner.gr/papers.htm](http://www.atiner.gr/papers.htm)  
Printed in Athens, Greece by the Athens Institute for Education and Research. All rights reserved. Reproduction is allowed for non-commercial purposes if the source is fully acknowledged.  
ISSN: **2241-2891**  
03/06/2015

## **Entrepreneurial Features of Turkish Born Global SMEs: A Sectoral Comparison**

**Ece Piskinsut Senguler**  
**Assistant Professor**  
**Atilim University**  
**Turkey**

**Metin Satir**  
**PhD**  
**Atilim University**  
**Turkey**

### **Abstract**

One of the basic signs of globalization, which has affected our lives rapidly, is the widespread emergence of international firms producing similar products and brands in nearly all countries around the world. After the 1980s, due to the expansion of the concept of entrepreneurship and thanks to technology and globalization, also as a result of a rapid increase in the number of small-and medium-sized enterprises (SME), more attention has been paid directly towards such SMEs. Within the same period and in contrast to the classic internationalization theories, a new concept has appeared known as “Born Global (BG) Firms”. These firms are deemed quite different from the conventional ones because of their internationalization process. The purpose of this study is to examine this process among the SMEs in different sectors within Turkey – more specifically, manufacturing and services firms- and to determine the main differences between the features of entrepreneurs in these sectors. The results are compared with those in the related literature, highlighting the impacts of those differences.

**Keywords:** Entrepreneurship, SME, Born Global, Entrepreneurial features, services firm and manufacturing firm.

## **Introduction**

In recent years, under increasing globalization, new innovations in technology and borderless communication all over the world, many firms have realized the merits of internationalization within foreign markets. Thus, a large number of young firms have started to create foreign operations with the help of innovations in IT (information and technology).

According to the literature, Born Global (BG) firms have to globalize either within the same period of inception or shortly after that. An increase in the significance of such firms naturally means an increase in the interests for SMEs and entrepreneurs. As a result, there have been a lot of researches in recent years related to the BG concept, firms and their features, markets and the internationalization processes. As to Turkey, because SMEs are becoming increasingly popular, many studies have focused on the internationalization of such firms, but no comparison has been made among the sectors.

In this study, the main focus is on the meaning of the concept of entrepreneurship, BGs and SMEs concept, Turkish BG firms in particular and the basic features of entrepreneurs in this country, all of which are seen as the “locomotive actors” for the Turkish economy (KOSGEB Report, 2012). Here, a qualitative case study analysis is used with semi-structured interviews with the purpose to examine the internationalization process of SMEs and to identify the basic differences between the features pertaining to the entrepreneurs in the selected Turkish SMEs. According to the study, the results show that only some of those SMEs which have been internationalized at the beginning of their inception and considered as BGs possess have actual entrepreneurial and risk-taking characteristics. In detail, the present research will discuss the effects of these SMEs in the Turkish economy, their types of entrepreneurial characteristics and their nature as BG firms in Turkey.

This paper is organized as follows. In the first section, reviews are provided as to the main theoretical approaches and the definition of ‘Born Global’ concept used in the literature as well as the processes regarding SME internationalization. Later, the exact position of BGs in the Turkish economy is discussed along with their effects on the policies designed for SMEs. Finally, section three presents the methodology accompanied by the cases study.

## **Literature Review: Internationalization Process of SMEs**

The internationalization process of firms has been examined in several recent studies (Johannson and Vahlne, 1990; Andersson, 1993; 2003, Knight and Çavuşgil, 1996; Oviatt and McDougal, 1999; 2005, Shrader 2001, McDougall and Oviatt, 2000; Madsen and Servais, 1997; Chetty and Campbell-Hunt, 2004; Rialp-Criado, Rialp-Criado and Knight, 2005). The main purpose of the theories concerning internationalization is to evaluate how firms quickly expand into multiple markets outside their country, as well as

how they can benefit from increased demand, find cheaper inputs and attain managerial success.

Most of the research conducted on the internationalization of firms' dates back to the 1970s. After the 1980s, due to the effect of globalization process, a rapid increase was seen in technological developments, innovative information and entrepreneurial activities all over the world. As a result of these effects, the concept of entrepreneurship needed to be studied in further detail together with the internationalization process of firms and BGs. The term "born global" was coined by Rennie (1993), who used it in his empirical study on Australian ventures to describe young SMEs which engage in export activities early on in their corporate life (Vadana, 2013).

There has been a large amount of research related to internationalization and, upon the emergence of the BG phenomenon, the effects of globalization on firms have been considered even further. In order to understand the ideas proposed by the pioneering works on entrepreneurship, one needs to examine the rapid internationalization theories beforehand. In the literature, basically three main theories have been proposed, namely: Traditional Internationalization Theory, which includes the Uppsala and Innovation-related Model; Network Theory; and the Modern Approach Theory, known as the BG theory. To differentiate among these three, the author will provide brief information on each.

The Traditional Internationalization Theory is based on the idea of gradual internationalization, which means that a firm, in the beginning, starts selling in its own country until it increases its profit and market share, and, then, proceeds to the next stage – indirect export - and on to the last stage – global internationalization – by directly exporting its products. One of the pioneering and largely recognized traditional theories, the Uppsala Model, was created by Johansson and Valhne in 1977. This model focuses on the obstacles caused by lack of knowledge, risk aversion and physical distance all of which directly hinder the rapid internationalization of firms. When knowledge is increased, the risks and opportunities in a given market can be observed more easily (Johansson and Valhne, 1977).

**Figure 1.** *Uppsala Model for Traditional Theory in Internationalization*

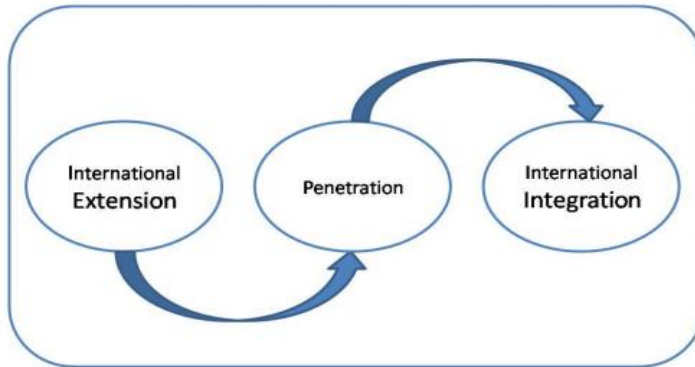


*Source:* Johansson and Valhne, 1977

Another Traditional Internationalization Theory is the Innovation- related Model designed by Bilkey and Tesar in 1977. According to this approach, a company has to adapt new ways of doing business in an innovative way. The internationalization process may begin by filling an unsolicited order from a

foreign company, and an ending in a state where the company is an experienced exporter looking for new export markets (Bilkey and Tesar, 1977).

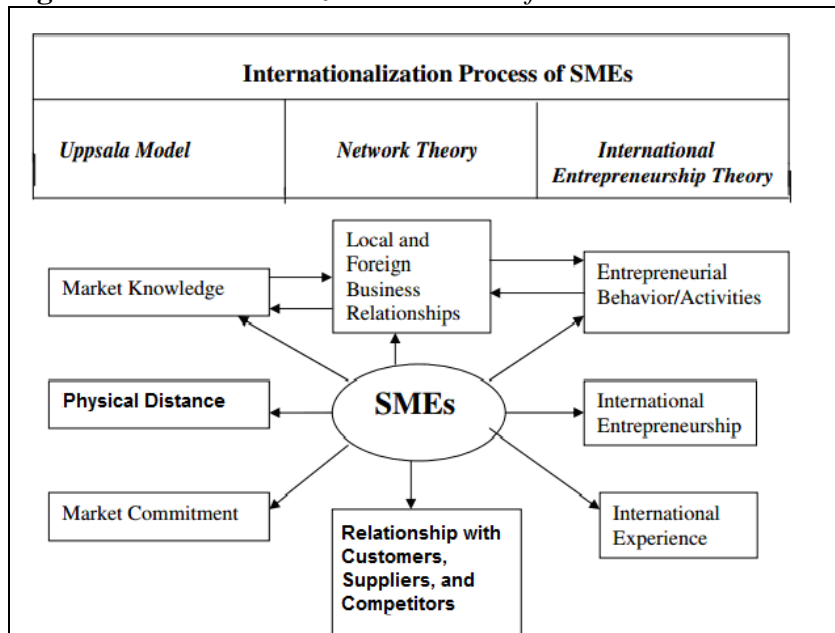
**Figure 2. Innovation Based Model**



Source: Johansson and Mattson, 1988

The second theory is known as the Network Theory and focuses on the networks of the entrepreneur in the market. As Network Theorists, Johansson and Mattson (1988) see firms' internationalization as a natural product of network relationships with foreign individuals and firms. According to this idea, firms can establish and improve their positions in the market by creating foreign networks in different countries. Such networks can help firms to move on from international expansion to penetration and, eventually, achieve international integration. In doing so, increasing the number and strength of relationships adds to the firms' ability to internationalize.

**Figure 3. Internationalization Process of SMEs**



Source: Masum, Mohibul Islam and Alejandra Fernandez, 2008

## **The Origins of ‘Born Global’: Modern Internationalization Theory**

Moving from past theories to present ones, at the beginning of the 1990s a new concept, known as ‘Born Global’, was created by the McKinsey Co. (1993) and Rennie. In the international business literature, ‘Born Globals’ have been given different names, such as “innate exporters” (Ganitsky, 1989), “rapid internationalizers” (Gupta, 1989; Hurmerinta- Peltomaki, 2004), “global start-ups” (Mamis, 1989; Oviatt and McDougal, 1995), “high technology start-up” (Jolly, Alahatu and Jeannet, 1992), “international new ventures” (Oviatt and Mdougall, 1994), “instant internationals” (Fillis, 2001; Melen and Nordman, 2009), “born internationals” (Kundu and Katz, 2003) and “born globals” (Rennie, 1993; Knight, 1997; Madsen and Servais, 1997; Rasmussen, Madsen and Evangelista, 2001; Sharma and Blomstermo, 2003; Knight, Madsen and Servais, 2004; Rialp and Rialp, 2006; Çavuşgil and Knight, 2009). This theory focuses on the direct internationalization of firms in inception and not step-by-step. In order to become a BG firm, according to researchers, founders need to possess certain entrepreneurial features different from the rest. In the following, these features are discussed in detail.

To understand the BG concept, one has to define the term ‘Born Global’ at first. Since the 1970s, a variety of definitions has been proposed in the literature. Since the concept has bears different definitions and requirements in different countries, the literature includes various such names and definitions for BGs. Whatever the case, the origins of the concept need to be clarified first. According to Knight (1997), Rennie (1993), Madsen and Servais (1997), Karra and Phillips (2004), Rasmussen and Madsen (2002), Knight and Çavuşgil (1996), Harveston (2000) and, Madsen, Rasmussen and Servais (2000), BG firms are defined as, “small and medium enterprises (SMEs) with at least 25% of export rate within three years of founding and also continuity in international export activities are required”. Loustarinen and Gabrielson (2006) state that the globals of large countries globalize because of the demand-based pull forces in the international markets; whereas the BGs of small and open economies globalize due to the push and pressure forces based mainly on the smallness of domestic markets and on the fear of expected future competition coming from BGs located in large nations (Karlsen, 2007).

In the past, the process of internationalization of firms was seen as a costly and time-consuming effort. For these reasons, companies took a long time before they could start expanding international and prior first growing strongly in the domestic market (Bingman and Cederang, 2008). While proceeding on to the foreign markets, firms could still face certain obstacles and had to move slowly. In this respect, conventional companies have been found to have a relatively long domestic business period before advancing through the stages of internationalization (Johansson & Vahlne, 1977; Luostarinen, 1970, 1979).

In the present work, similar to recommendations by other researches, it is assumed that BG firms possess four main characteristics:

- Have a minimum 25% share of their sales revenue from foreign activities;
- Internationalize within 3 years of founding;
- Categorize as SME and stand alone as independent firms and not as subsidiaries; and
- Have continuous foreign activities.

The proposed BG concept here is consistent with the other studies on BG firms (Çavuşgil and Knight, 2009; Danskin, 2000; Oviatt and McDougall, 1994).

In recent years, the field of entrepreneurship has focused on some basic features of the entrepreneurs in explaining the internationalization process of BG firms (Danskin, 2000; Oviatt and McDougall, 1999, Freeman and Çavuşgil, 2007). From this perspective, internationalization basically results from the firms' search to find and serve the global niche markets with unique products by adapting a global vision and risk-taking ability, and by creating new innovative products/services to be founded by internationally experienced entrepreneurs. A firm is driven by an entrepreneur, who is capable of acting on opportunities that others do not (Danskin, 2000).

Because the chances for international trade and investment may be the most attractive and obvious, most of the studies related to BG firms focus on high-tech industries such as computers, biotechnology, semiconductors, and so on. However, in this research the aim is to understand the effect of entrepreneurial features owned by founders of companies that may not necessarily be of high-tech nature. Although the firms in this case study have been selected from low-tech industries, they appear to use and follow the exact technological developments as their high-level counterparts. Also, depending on the entrepreneurial features of firm founders/senior managers, personal and managerial features mostly affect the internationalization process of their firms. Therefore, the analysis and proposition development in this paper is based on the following entrepreneurial features:

- experience/ background of founders/ senior managers
- managerial skills
- marketing skills
- personal network

### **Definition of SME in Turkey and EU**

BG firms, prior to being of such nature, first need to be SMEs. Before discussing the case studies set in this paper, one has to know the exact meaning of being an SME. As it stated before SMEs in Turkey are known as the locomotive actors for the economy. They are an essential source of economic development, employment, creating entrepreneurial spirit and innovation. What is more, they are crucial for fostering competitiveness and foreign trade. To be

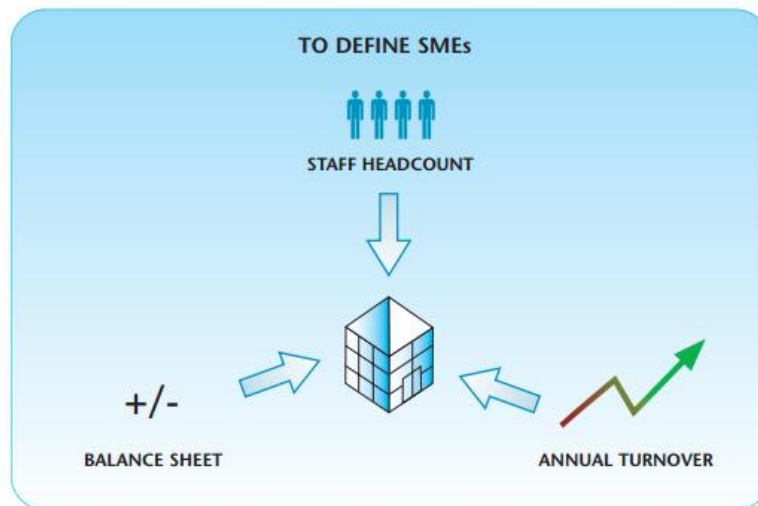


able to better appreciate what each of these benefits means we need to take a closer look at their share of the Turkish economy.

Up to 2005, there was no common definition for SMEs in Turkey and each institution had its own way of defining and characterizing. SME definition and criteria. After 2005, however, the European Commission determined the framework for SME definition and their related activities to promote micro enterprises improve access to capital and also encourage innovation and R&D. In addition to these efforts, in 2012 legislation and regulations were revised in Turkey following its in EU harmonization process, which includes not only this definition of SME but also a detailed set for assessment and classification (EU Commission Report, 2012).

In Turkey, the scales of enterprises are defined according to such criteria, that is; the number of employees, annual turnover and balance sheet (Figure 4). The first criterion, the number of employees, is the same as the one adopted by the EU. However, the latter to financial criteria limits are lower than those of the EU countries due to the characteristics of Turkish enterprises (KOSGEB Report, 2012).

**Figure 4.** *Criteria for Being an SME*



Source: EU Commission Report, 2005

According to the Turkish regulation, enterprises with a whose number of employees are less than 250 and an annual turnover or balance sheet not exceeding 25 million Turkish Liras are regarded as SMEs. However, if state institutions or organizations have control over 25 % of an enterprise capital or the right to vote over it, then the enterprise is not considered an SME, even though it satisfies the limits determined in Table 1.

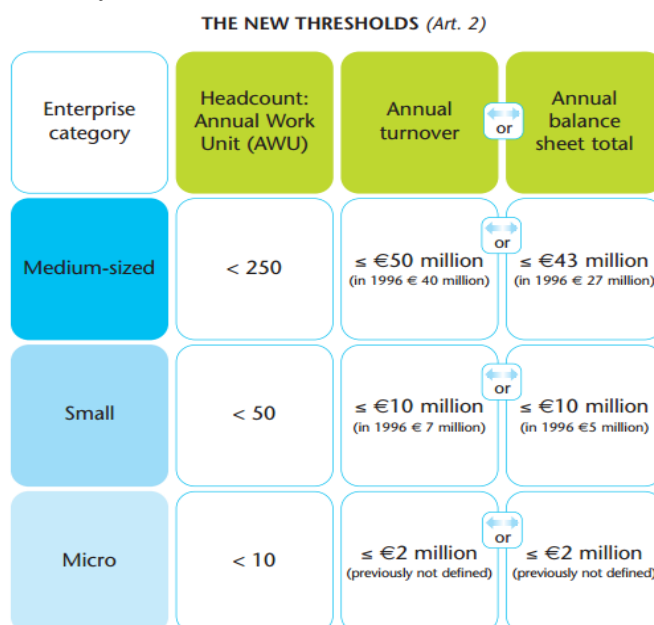
**Table 1.** *Definition of SME in Turkey*

| Scale  | Number of Employees | Annual Turnover (TL) | Balance Sheet (TL) |
|--------|---------------------|----------------------|--------------------|
| Micro  | < 10                | ≤ 1 Million "        | ≤ 1 Million "      |
| Small  | < 50                | ≤ 5 Million "        | ≤ 5 Million "      |
| Medium | <250                | ≤ 25 Million "       | ≤ 25 Million "     |

Source: EU Commission Report, 2005

Although SMEs are defined as firms that do not employ more than the number of employees as in Table 1, this figure as well as annual turnover/annual balance sheet might vary across national statistical figures as shown in Table 2 (KOSGEB, 2012). Through this information, the EU definition for SMEs is as follows: “The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euros, and/or an annual balance sheet total not exceeding 43 million euro.” (Extract of Article 2 of the Annex of Recommendation 2003/361/EC).

**Table 2.** *Definition of SME in EU*



Source: EU Commission Report, 2005

## **The Place of SMEs in Turkey: The Locomotives of the Turkish Economy**

Turkish SMEs play a crucial role as they comprise 99.9% of all firms in Turkey. In addition to these statistics, 95% of all firms are categorized as family businesses. SMEs constitute 78% of national employment, 53% of wages and salaries, 64.2 % of turnover, 56.3% of value added at factor cost and 54.5% of gross investment in tangible goods.

The total number of SMEs in Turkey is about 3.2 million. According to the figures 2011, 2,591,082 enterprises were active in the industry and services sectors. In 2012, they were responsible for 62.6% of Turkey's overall exports in 2012, while the rest of share micro enterprises (1-9 employees) was 20.6%, small enterprises (10-49 employees) 24.3%, medium-sized enterprises (50-249 employees) was 17.7% and large enterprises (250+) 37.2% in exports (Turk stat, 2013).

In the same year, the SME portion of imports was 38.5%. In detail, the share of micro enterprises (1-9 employees) was 6.2%, small enterprises (10-49 employees) 14.3%, medium-sized enterprises (50-249 employees) was 17.9% and large enterprises (250+ employees) 61.4% in imports. (Turk stat, 2013)

Again in the same year, the Gross Domestic Expenditure on R&D (GERD) was 13,062 million TL. 16.6% of the R&D expenditure (2,166 million TL) was spent by SMEs. The total number of full-time equivalent (FTE) R&D personnel was 105,122, regarding of which 25.3% was employed in SME firms (Turk stat, 2013, No: 15881, 28 Nov. 2013).

### **Research Methodology**

The empirical research for this paper is based on a multiple case study of 12 Turkish BG firms in two different sectors, 6 cases from the services (accommodation) sector and 6 from the food (frozen-dried-organic) sector. A qualitative approach was applied in the form of 12 different case studies. As stated by Strauss and Corbin (1998), such an approach allows for the researcher to get closer to the participants, establish personal contact and understand their experiences. With the aim of not only understanding the effect of entrepreneurial specifications of BG SMEs, but also to explore the motivations behind their internationalization, most of the studies on this topic so far have proved that a qualitative approach is more useful and favored than quantitative ones (Şengüler, 2013).

With a qualitative research approach, a researcher can focus on gaining a better understanding of the research problem through detailed information about the subject matter. One essential aim of this research approach is to have a complete and detailed description of the subject through the application of reasoning (Lester, 1999). Qualitative research often involves interviews and observations without formal measurement. The main purpose of this kind of research is to understand the phenomenon studied and describe the situation.

Qualitative data consists of descriptions, quotations, observations, and excerpts from documents (Quinn, 2002).

In this regard, phenomenology explains experiences as lived by other individuals (Crotty, 1996). It also attempts to gain a perspective of the experience as understood from a person's view point and frame of reference.

In this study, in-dept interviews are used applying semi-structured questionnaires to the founders/senior managers who have the greatest influence in the decision-making processes in BG firms regarding early internationalization.

All of the information gathered from these founders/managers is supplemented with secondary data, such as company websites, brochures, records and interviews with staff and customers. In all the 12 cases, figures are examined with regards to the total amount and percentage of export, number of target countries and total sales and profits.

As confirmed by many researches with a theoretical and/or empirical bases, there are also many entrepreneurs and networks in high-tech industries who directly affect the decision for becoming BGs. A major part of the literature on the characterization of BG firms' behaviors has mainly focused on five factors: globalization, network, industry, entrepreneur and entry modes. In the present paper, we ask which of these factors affect at most the formation of BG firms in Turkey. In detail, we look at the impact of these factors in the food and services sectors with regards to entrepreneurship and the internationalization decision.

## **Research Findings**

12 Turkish SME entrepreneur companies to become BG in two different sectors are evaluated by comparing their entrepreneurial characteristics and their impacts on the Turkish economy. By this research, the similarities and differences of the entrepreneurial sub-factors of the BG firms' founder/ senior managers are identified. As a result of the assessment, it is observed that there are a number of differences between manufacturing (food) and service (accommodation) sectors as to their founders' entrepreneurial features. Commonly known basic characteristics of such individuals as per previous research are considered and compared with these of the firms selected for this paper. These features are: willingness to take risks, proactiveness, global vision and innovativeness, technological knowledge, and niche-market oriented. Each of these features is discussed in the following.

### *Willingness to take risk*

As a result of the interviews, it can be noticed that this tendency is very high in the manufacturing firms subject to this paper. Because all the six entrepreneurs in the this sector have had experience in other related sectors to manufacturing, by looking at their choice of foreign country and investment plans, one may assume that they favor taking risks. However in the services

sector, even though four out of six entrepreneurs stated that they did not have any previous experience in that field, they invested all their capital in the services sector and entered the market right away. It has to be mentioned here that, prior to carrying out the interviews; there was an expectation from the manufacturing sector to more willingly take risks and enter new markets. On the contrary, upon completing the interviews, it is observed that the services sectors firms take more risks than those from the manufacturing sector in terms of investing capital in unknown and new markets.

#### *Proactiveness*

Generally speaking, entrepreneurs described themselves as having alternative plans and, once faced with uncertainty, they can plan an exit in case of dire circumstances. In this research, it can be seen that both manufacturing and services firms are ready to change their plans and show a quick response to the changing environment. Thus according to proactive criterion the differentiation in the sectors is analyzed and it is seen that entrepreneurs in both sectors can make quick decisions and create new alternatives. Owners of four out of six firms in manufacturing sectors agree that for proactiveness, it is exactly required to create not only an alternative plan but also market analysis to give decision. Also, in the same sector, the other two firms increase their proactiveness characteristics by creating and investing new areas. Therefore, they can quickly change their target market. Although these decisions can be accepted by owners of services firms, it is quite difficult to apply changes to their target market within a limited time. Thus, this provides an advantage to manufacturing firms rather than services sectors.

#### *Global Vision and Innovativeness*

Although Turkish SMEs take the majority position in their share of the Turkish economy, according to some research, they are less innovative than their European counterparts (Başçavuşoğlu- Moreau, 2010). However, the analysis by these two researchers is only true about the high-tech products/services sectors because most Turkish SMEs are family businesses and produce low-tech but high value-added products/services. In this study, it is seen that the risk-taking level and innovativeness of the founders are quite high.

According to the criteria for having a global vision and innovativeness approach, it appears that all 12 firms have internationalized and focused on foreign countries, and that their global vision is “to expand all over the world and to consider it as one big market”. Thanks to their flexible structures, the manufacturing firms are more prepared to adapt any innovative way since they are primarily capital - and technology-oriented. Naturally, the cost is high and the adaptation time quite long for these companies compared to those in the services sector.

*Technological Knowledge*

There is a relationship between innovativeness of entrepreneurs and their technological knowledge. In the interviews, both sectors' entrepreneurs clearly emphasized that adapting technologically and staying up to date are essential for them not only for decreasing their costs, but also for getting ahead of their competitors. The adaptation process to new technology can be a little bit difficult and expensive for manufacturing firms rather than services firms but it will take these firms one step further of their competitors.

*Niche Market Oriented*

The most important feature of BG firms may be that they focus on the niche markets and that they make it their own mission to produce/supply unique or differentiated products. All 12 firms subject to investigation in this paper have focused on niche markets in different parts of the world and intend to make a change in those markets. Five of the six manufacturing firms started to produce and export fully organic, dried and frozen foods in a short period of time, thus showing mission innovativeness and establishing specialty-products stores even though no other firms of such nature existed in those markets before.

Despite the share of export volume being 98% of the total manufacturing in the related firms, this share is 96% in the services sector firms. Two of the firms in both manufacturing and services sectors have not only exported their products/services but also started to respond to domestic markets demands. On the other hand, the services firms have quite different situations. Since their inception or within a maximum of one year afterwards, they can enter foreign markets before the anticipated 3 years as stated by Rennie (1993), Oviatt& McDougall (1995) and Knight (1997). At the end of the 1980s, thanks to very strong support by the government, the tourism industry became more attractive and considered as a major engine to boost the Turkish economy. In addition, the number of rest areas and seaboards was increased due to investment by different groups. Firms taking part in this research do not tend to enter foreign markets until they have observed potential demands for their products and services abroad. However, because of labor intensiveness, services firms grow more rapidly than manufacturing ones.

**Conclusion**

The aim of this study is to describe the BG firms and characterize the general features of these companies' founders by comparing two sectors, manufacturing and services, to understand the differences between their entrepreneurial features. The basic difference observed in this paper between these two is, despite the fact that the services sectors' entrepreneurs have more advantage than the manufacturing ones in terms of global vision and proactiveness, the entrepreneurial characteristics of the latter's founders are more pronounced in terms of dominants, decisiveness, persuasiveness, having

extended networks and having more tolerance towards ambiguity in the market.

Being Born Global has certain implementations, especially in the entrepreneurial features of founders. In Turkey, SMEs play a crucial role in the economy, but in the process of internationalization, most of them move gradually and step-by-step.

This research has focused on 12 selected BG Turkish SMEs which were internationalized either in their inception or within 3 years after that. Because of not having the exact statistics about the total number of BG SMEs in the country, this research can obviously not be generalized to the entire country. With this limitation, the analysis made on the entrepreneurial features of the two different sectors' entrepreneurs reveals that, except for some minor differences, BG firms' entrepreneurs mostly have similar attitudes and features in terms of risk-taking, innovativeness, global mindedness and proactiveness.

## References

- Annex of Recommendation 2003/361/EC
- ANDERSSON, Otto, The Internationalization Process of Firms: A Critical Analysis, *Journal of International Business Studies*, 24 (2), 1993, pp. 209- 231.
- ANDERSSON, S. and WICTOR, I., Innovative Internationalization in New Firms-Born Globals the Swedish Case, *Journal of International Entrepreneurship*, Vol.1, No:3, 2003, ss.249- 276.
- BAŞÇAVUŞOĞLU- MOREOU, E., Entrepreneurship and the National System of Innovation: What is Missing in Turkey?, United Nations University, UNU-WIDER, Working Paper No. 2010/54, Finland, 2010.
- BILKEY, Warren J., TESAR, George; "The Export Behaviour of Smaller- Sized Wisconsin Manufacturing Firms", *Journal of International Business Studies*, 8, Spring 1977, pp. 93-98.
- BINGMAN and CEDERANG, Jesper; Born Globals- Underlying Factors to Rapid Internationalization Uppsala University, Bachelor Thesis, Sweden, 2008.
- CHETTY, Sylvie and CAMPBELL-HUNT, Colin; A Strategic Approach to Internationalization: A Traditional Versus a Born-Global Approach, *Journal of International Marketing*, Vol. 12, No. 1, 2004, s. 57-81.
- CROTTY, M., Phenomenology and nursing research, Melbourne: Churchill Livingstone, 1996.
- ÇAVUSGİL, T. And G. KNIGHT, Born Global Firms: A New International Enterprise, Business Expert Press, New York, 2009.
- DANSKIN, P. Synoptic versus incremental internationalization: an examination of "born global" and "gradual globalizing" firms, PhD Thesis, University of Memphis, 2000.
- European Commission (2012) Enterprise and Industry [http://ec.europa.eu/enterprise/policies/sme/documents/index\\_en.htm](http://ec.europa.eu/enterprise/policies/sme/documents/index_en.htm)
- European Commission (2005) The New SME Definition: User Guide and Model Declaration, Enterprise and Industry Publication, [http://ec.europa.eu/enterprise/policies/sme/files/sme\\_definition/sme\\_user\\_guide\\_en.pdf](http://ec.europa.eu/enterprise/policies/sme/files/sme_definition/sme_user_guide_en.pdf)
- FILLIS, Ian, Small Firm Internationalisation: An Investigative Survey and Future Research Directions, *Management Decision*, Vol. 39, No. 9, 2001, pp 767-783.

- FREEMAN, Susan and ÇAVUŞGİL, S. Tamer; Toward a Typology of Commitment States among Managers of Born-Global Firms: A Study of Accelerated Internationalization, *Journal of International Marketing*, Vol. 15, No. 4, 2007.
- Gupta, U. (1989, December 5). Small firms aren't waiting to grow up to go global. *The Wall Street Journal*, p.B.2.
- HARVESTON, Paula Danskin; "Synoptic Versus Incremental Internationalization: An Examination of Born Global and Gradual Globalizing Firms", Memphis Üniversitesi, Unpublished Doctoral Thesis, ABD, 2000
- HURMERINTA-PELTOMÄKI, Leila, Conceptual and Methodological Underpinnings in the Study of Rapid Internationalizers, *Emerging Paradigms in International Entrepreneurship*, Ed. Maria V. Jones and Pavlos Dimitratos, The McGill International Entrepreneurship Series, UK. 2004, ss. 64-88.
- JOHANSON, Jan, Jan-Erik VAHLNE, The Mechanism of Internationalization, *International Marketing Review*, 7, 4, 1990, ss. 11-23.
- JOHANSON J. & VAHLNE J-E., The Internationalization Process Of The Firm –A Model of Knowledge Development and Increasing Foreign Market Commitments, *Journal of International Business Studies*, 8(1), 1977, pp. 23-31.
- JOHANSON, J. and L.-G. MATTSSON, Internationalization in Industrial Systems- A Network Approach, in Hood and Vahlne, eds., *Strategies in Global Competition*, New York: Croom Helm, 1988.
- JOLLY, V.K., ALAHUHTA, M. and JEANNET, J.P., Challenging the incumbents: how high technology start-ups compete globally. *Journal of Strategic Change*, 1, 1992, ss. 11- 26.
- KARRA, N. and Phillips, N., *Entrepreneurship Goes Global*, Ivey Business JournalOnline, London: Nov/Dec 2004.
- KARLSEN, Siv Marina Flø, The Born Global–Redefined the Determinants of SMEs Pace of Internationalization, BI Norwegian School of Management Department of Marketing, PhD. Thesis, 2007.
- KNIGHT, G. *Emerging Paradigm for International Marketing: The Born Global firm*, Doctoral Dissertation, E. Lansing, MI: Michigan State University, 1997.
- KNIGHT, Gary, A., CAVUSGİL, Tamer, The Born Global Firm: A Challenge to Traditional Internalization Theory, *Advances in International Marketing*, 8, 1996, pp. 11-26.
- KNIGHT, Gary A., MADSEN, Tage Koed, SERVAIS, Per; An Inquiry into Born Global Firms in Europe and the USA, *International Marketing Review*, Vol. 21, No. 6, 2004, pp. 645-665.
- KOSGEB Report, Enhancing the Competitiveness of SMEs in Turkey, 2012 [http://www.comcec.org/UserFiles/File/ülkeraporlari\\_isedak\\_ülke\\_rap/Türkiye.pdf](http://www.comcec.org/UserFiles/File/ülkeraporlari_isedak_ülke_rap/Türkiye.pdf)
- KUNDU, Sumit K., KATZ, Jerome A., Born-International SMEs: BI-Level Impacts of Resources and Intentions, *Small Business Economics*, Vol. 20, No. 1, 2003, pp. 25-47.
- LESTER, S., 'An introduction to phenomenological research,' Taunton UK, Stan Lester Developments ([www.sld.demon.co.uk/resmethy.pdf](http://www.sld.demon.co.uk/resmethy.pdf)), 1999.
- LUOSTARINEN, R. (1970), Foreign operations of the firm, Helsinki School of Economics Licentiate thesis.
- LUOSTARINEN, R. (1979), Internationalization of the firm: An empirical study of the internationalization of firms with small and open domestic markets, with special emphasis on lateral rigidity as a behavioral characteristic in strategic decision-making, Helsinki School of Economics Doctoral thesis, series A:30.



- LOUSTARINEN and GABRIELSON, Mika; “Globalization and Marketing Strategies of Born Globals in SMOPECs”, *Thunderbird International Business Review*, Vol. 48, No. 6, 2006.
- MADSEN, Tage Koed, SERVAIS, Per, *The Internationalization of Born Globals: An Evolutionary Process?*, *International Business Review*, Vol. 6, No. 6, 1997, pp. 561-583.
- MADSEN, Tage Koed, RASMUSSEN, Erik, SERVAIS, Per; “Differences and Similarities Between Born Globals and Other Types of Exportes”, *Advances in International Marketing*, Vol. 10, 2000, pp. 247-265.
- MAMIS, R.A., *Global start-up. Inc.*, Aug., 1989, pp. 38-47.
- MASUM, M. and Alejandra Fernandez, *Internationalization Process of SMEs: Strategies and Methods*, Master Thesis, Mälardalen University School of Sustainable Development of Society and Technology Västerås Sweden, 2008.
- McDOUGALL, P., and Phillips, OVIATT, Benjamin, M., *International Entrepreneurship: The Intersection of Two Research Paths*, *The Academy of Management Journal*, Vol. 43, No. 5 (Oct.), 2000, pp. 902-906.
- McKINSEY and CO.; *Emerging Exporters: Australia’s High Value- Added Manufacturing Exporters*, Melbourne, Australian Manufacturing Council, 1993.
- MELÉN, S. and Rovira NORDMAN, E., *The internationalisation modes of Born Globals: A longitudinal study*. *European Management Journal*, 27(4), 2009, pp. 243-254.
- OVIATT BM and MCDUGALL PP, *Toward a Theory of International New Ventures*, *J. Int.Bus. Stud.*, 25(1), 1994, pp. 45-64.
- OVIATT BM and MCDUGALL, PP., *Global Start-Ups: Entrepreneurs On A World-Wide Stage*, *Acad. Manage. Exec.*, 9(2), 1995, pp. 30-44.
- OVIATT, B. and MCDUGALL P., *A Framework for Understanding Accelerated International Entrepreneurship*, *Research in Global Strategic Management: Int. Entrepreneurship*, 7, 1999, p. 23-40.
- QUINN, Phillip, *Obligation, Divine Commands and Abriham’s Dilemma*, *Philosophy and Phenomenological Research*, Vol.64, Issue 2, pp.459- 466, March, 2002.
- RASMUSSEN, Erik S., MADSEN, Tage Koed and EVANGELISTA, Felicitas, *The Founding of The Born Global Company In Denmark And Australia: Sensemaking And Networking*, *Asia Pacific Journal of Marketing and Logistics*, Vol. 13, No. 3, 2001, pp. 75-107.
- RENNIE, M.W., *Born global*, *McKinsey Quarterly*, 1993, 4: 45-52.
- RIALP, A., Rialp, J., URBANO, D. and VAILLANT, Y., *The Born- Global Phenomenon: A Comperative Case Study Research*, *Journal of International Entrepreneurship*, Vol.3, 2005, pp. 133-171.
- RIALP-CRIADO, Alex, RIALP-CRIADO, Joseph, KNIGHT and GARY, A., *The Phenomenon of Early Internationalizing Firms: What Do We Know After A Decade (1993–2003) Of Scientific Inquiry?* *International Business Review*, Volume 14, Issue 2, April, 2005, pp. 147-166.
- SHARMA, D. D., ve BLOMSTERMO, A., *The Internationalization process of born globals: a network view*. *International Business Review*, 12(6), 2003, pp. 739-753
- SHRADER, R.C., *Collaboration and performance in foreign markets: The case of the young high-technology manufacturing firms*. *Academy of Management Journal*. 44, 2001, pp. 45-60.
- STRAUSS, Anselm, CORBIN, Juliet, *Basics of Qualitative Research: Techniques and procedures for Developing Grounded Theory*, London, Sage Publications, 1998.

- ŞENGÜLER PİŞKİNSÜT, E., Doğuştan Küresel İşletmelerde Girişimciye Ait Özelliklerin Yurt Dışı Pazarlara Erken Açılmaya Etkisi: Sektörel Bir Karşılaştırma, Ankara University, unpublished PhD. Thesis, Ankara, 2013.
- VADANA, Iustin, Born global companies use the Internet for rapid internationalization, <http://blog.regiconia.com/born-global-companies-use-the-internet-for-rapid-internationalization/#sthash.OSGwYMMY.dpuf>, 03.11.2013.
- Turkstat, 2013, Small and Medium Size Enterprises Statistics, <http://www.turkstat.gov.tr/PreHaberBultenleri.do?id=15881> , 30.11.2013