

## **Determinants of Export Promotion Programs in Turkish Companies**

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### **ABSTRACT**

The success of exporting companies largely depends on the facilitation of the exporting process through export promotion programs. They are one of the vital factors in the international marketing context, where changes in the macro environment are very rapid, thereby increasing the need for different services offered by export promotion programs. They are helpful for increasing company export performance by improving capabilities, resources, and strategies, and enhancing overall competitiveness.

The study presented in this article integrates previous work in the literature that has focused specifically- and in a piecemeal fashion-on the awareness, utilization and usefulness of export promotion programs. It also examines the effects of organizational and exporting characteristics of the Turkish exporting manufacturing companies on these variables. The paper offers conclusions, limitations and directions for future research.

## INTRODUCTION

With the expansion of globalization and economic integration among countries, exporting became an important internationalization strategy for companies and national economies. Many researchers state that exporting positively affects levels of employment, foreign exchange revenues, industrial development, and national prosperity (Leonidou and Katsikeas, 1996; Morgan and Katsikeas, 1997). Through exporting, companies can utilize idle operating capacity and improve production efficiency; they also raise the technological quality, and service standards in the organization. Exporting also enables companies to improve their performance – sales volume, market share, profitability, and competitive position. Hence, it will in turn generate more funds for future reinvestment and growth. Companies also decrease business risks by operating in multiple markets.

Whilst improving exports is given special attention in developed countries, their facilitation through various agencies and programs is especially vital for developing countries – like Turkey. Promoting exports can positively contribute to the Turkish economy since it has many manufacturing sectors potentially suitable for export. An increase in exports could help ease the country's generally continuous trade deficit and aid its recovery from two major economic crises back-to-back in November 2000 and February 2001. In 2006, Turkey's total export volume was \$85,525 million whilst its import volume was \$138,580 million, making the trade deficit \$53,054 million and the balance of trade 61.7 % (Turkish State Institute of Statistics, 2007).

The study presented in this paper integrates previous work in the literature that has focused specifically - and in a piecemeal fashion - on the awareness, utilization, and usefulness of export promotion programs. Then, it examines the effects of some of the companies' organizational and exporting characteristics on the current export promotion programs offered

based on data from Turkish manufacturing export companies. It finally draws some conclusions and implications for managers and policy makers, especially in developing countries.

## **LITERATURE REVIEW**

Export promotion programs are public policy measures that aim to increase exporting activity at the company, industry or national level. They act as the awareness-creating tools for exporting for growth or market expansion, reducing or removing export barriers, and providing assistance and incentives to actual and potential exporters (Seringhaus and Rosson, 1990). The goal of export promotion programs is to enhance export performance by improving companies' capabilities, resources, and strategies and overall competitiveness (Francis, and Collins-Dodd, 2004; Czinkota, 1996; Diamantopoulos, Schlegelmilch and Tse, 1993), which in turn, have been demonstrated to improve export performance (Shamsuddoha and Ali, 2006; Wilkinson and Brouthers, 2006; Gencturk, and Kotabe, 2001). They are generally planned, coordinated and provided by government agencies. As Kotabe and Czinkota (1992) explain, export promotion programs generally comprise export service programs such as seminars for potential exporters, export counseling, export financing, and market development programs like: dissemination of sales leads to domestic companies, participation in trade shows, and preparation of market analysis.

A number of empirical studies have explored the effectiveness of export promotion programs, providing assistance to policy makers regarding the allocation of their resources and content of their programs (Shamsuddoha and Ali, 2006; Francis and Collins-Dodd, 2004; Silverman, Castaldi, and Sengupta, 2002; Wilkinson and Brouthers, 2000; Gencturk, and Kotabe, 2001; Mioni, 1998). Past research has either assessed the usefulness of specific programs or whole programs in general (Diamantopoulos, Schlegelmilch, and Inglis, 1991).

Some studies have focused on measuring the awareness of export promotion programs (Ahmed, Mohamed, Johnson and Meng, 2002; Crick, 1997; Pahud de Mortanges and Van Gent, 1991; Wheeler, 1990). Others have considered the usage of export promotion programs in their research (Wilkinson and Brouthers, 2006; Francis, and Collins-Dodd, 2004; Gencturk, and Kotabe, 2001; Marandu, 1995). Another approach changes the focus from the company to the manager as the relevant target for the export promotion programs (Gray, 1997).

In the early 1980s, the Turkish government launched a major comprehensive economic liberalization program, in which export-led development played an important role, in order to lessen the negative effects of the import substitution policies practiced before (Dicle and Dicle, 1992; Kumcu, Harcar and Kumcu, 1999) Turkey has been offering incentives to exporting companies with some changes according to circumstances in global markets; one of the most influential incentives programs was developed and implemented for the first time under the “Export-Led State Assistance Decision” in 1995. Over times, it has been altered a few times. Export incentives included in the present study are provided below;

- Support for research and development activities
- Support for attending international fairs and exhibitions in domestic markets
- Support for attending fairs and exhibitions in international markets
- Support for receiving ISO and CE
- Support for training and education on exporting
- Support for employment of personnel on exporting
- Support for opening offices and stores abroad
- Support for patenting innovations
- Support for the establishment and enhancement of brand image in international markets
- Support for the establishment of a positive “made in Turkey” image in international markets.

## CONCEPTUAL FRAMEWORK

Company size appears to make a difference to the export promotion programs offered. Smaller companies tend to perceive information gathering as more problematic and also tend to be less aware of export information sources. Ahmed et al. (2002) found that larger Malaysian companies indicated significantly greater awareness than small- and medium-sized companies. Kumcu et al. (1999) revealed that larger companies are more aware of promotion programs in Turkey.

Export experience - the amount of time the company has devoted to international markets - may impact on the level of its internationalization and awareness, utilization, and usefulness of export promotion programs. There were significant differences between established and experienced exporters and inexperienced ones in terms of awareness of export promotion programs in Malaysia (Ahmed et al., 2002).

The number of export destinations refers to the company's expansion strategy. Based on this, companies use different information sources and seek different types of information. Ahmed et al. (2002) found that companies following a broad market strategy were more aware of some of the export promotion programs than companies pursuing a market concentration strategy.

A large number of studies have considered that the level of export involvement in companies differentiates their awareness and usage level of, and perceptions towards export promotion programs, and found that the more companies are committed to exporting, the more they are aware of and utilize export promotion programs and have favorable perceptions of their usefulness (Francis and Collins-Dodd, 2004; Ahmed et al., 2002; Gencturk and Kotabe, 2001; Adams, Jensen and Davis, 1997; Crick, 1997).

The literature review indicates that the awareness, utilization, and usefulness of export promotion programs vary according to the organizational and exporting characteristics of companies. Therefore, the following hypotheses were developed for the study:

*H1: There are differences between the companies based on age in terms of the perception of export promotion awareness, utilization, and usefulness.*

*H2: There are differences between the companies based on size in terms of perception of export promotion awareness, utilization, and usefulness.*

*H3: There are differences between the companies based on export experience in terms of perception of export promotion awareness, utilization, and usefulness.*

*H4: There are differences between the companies based on the degree of market coverage in terms of perception of export promotion awareness, utilization, and usefulness.*

*H5: There are differences between the companies market distance in terms of perception of export promotion awareness, utilization, and usefulness.*

*H6: There are differences between the companies based on involvement level of exporting in terms of perception of export promotion awareness, utilization, and usefulness.*

## **METHODOLOGY**

### **THE PURPOSE**

The study mainly attempted to investigate the effects of organizational and exporting characteristics of Turkish manufacturing exporting companies on the perception of export promotion awareness, utilization, and usefulness. It specifically examines the effects of organizational and exporting characteristics on:

- 1) The awareness of export promotion methods
- 2) The utilization level of export promotion methods

### 3) The usefulness of export promotion methods.

It is hoped, therefore, that the study will help exporting companies to increase the performance of their exporting activities and provide useful information to the various export development agencies in the country. It can also be taken as a model for other developing countries.

## **THE SAMPLE AND DATA COLLECTION**

The research sample consists of manufacturing companies in Turkey. The records of the IGEME (Export Promotion Center of Turkey) were taken as the basis for determining the population frame of the research. One thousand companies were randomly selected from IGEME's list. After sending initial e-mails to these companies, 211 agreed to participate in the research. Frequencies and independent t-tests were used to determine whether significant differences existed between the responding and non-responding companies; no significant differences were identified. The response rate was % 21.

The fabricated metal products, machinery and equipment industry comprised the majority of the respondent companies with %22.3, followed by the companies producing textile and leather and related products comprising 19.9 % of the sample. Food and tobacco products, and chemicals, petroleum, plastics and rubber products were included with % 12.3, as seen in Table I. Half of the companies were small-size (less than 150 employees). Almost % 18 of the sample includes companies with 10-249 employees, and % 32 is companies with 250 and more employees. Therefore, it can be said that the sample represents the characteristics of the manufacturing companies in Turkey. Table I presents the profile of the companies.



**TABLE I. Profile of Companies**

	f	%		f	%
<b>Number of Employees</b>			<b>Sectors</b>		
1-49	55	27.1	Textile, leather and leather products	42	19.9
50-149	47	23.2	Fabricated metal products, machinery and equip.	47	22.3
150-249	36	17.7	Chemicals, petroleum, plastics and rubber	26	12.3
250 +	65	32.0	Food and tobacco products	26	12.3
Total	203	100.0	Stone and related industries	21	10.0
<b>Company Age</b>			Forest	13	6.2
Less than 15 years	64	33.0	Automotive	12	5.7
15-29 years	81	41.8	Other Industries	24	11.4
30 and more years	49	25.3	Total	211	100.0
Total	194	100.0	<b>Export Experience</b>		
<b>Foreign Investment</b>			Less than 10 years	104	51.5
None	173	86.5	10-19 years	77	38.1
% 1 and more	27	13.5	20 and more years	21	10.4
Total	200	100.0	Total	202	100.0
<b>Export Destinations</b>			<b>Internationalization Stages</b>		
Less than 5	72	36.4	Only meeting unexpected requests from abroad and management actively seeking export opportunities	40	19.3
5-9	55	28.3	Export to a few culturally and physically close countries	14	6.8
10- 19	42	21.2	Experienced exporters	64	30.9
20 and more	28	14.1	Giving same importance to all world markets	89	43.0
Total	198	100.0	Total	207	100.0

The face-to-face interview method with the pre-tested questionnaire was employed. The first part of the questionnaire related to the position of the respondents in the company and the company's demographic information, such as length of business experience, years of exporting and number of export destinations. The second part of the questionnaire asked about awareness of 10 export promotion methods given on a 5-point Likert type scale ranging from 1 (not at all) to 5 (completely). In the third part, the respondents circled the utilization level of export promotion methods on a 5-point Likert type scale ranging from 1 (not at all) to 5 (very frequently). Finally, questions related to the usefulness level of export promotion tools were included in the fourth part on a 5-point Likert type scale ranging from 1 (not at all) to 5 (very useful). The utilization and usefulness of export promotion programs are only taken into considerations for those

companies that are aware of them. This procedure removes any bias from the lack of awareness of export promotion programs. The questionnaire was prepared after a detailed study of the literature and also discussions with six company export managers.

Organizational and internationalization characteristics were measured on six dimensions:

- 1) Company age: The number of years companies had been operating
- 2) Company size: The number of full-time employees
- 3) Export experience: The number of years companies had been exporting for
- 4) Number of export destinations: The number of different markets companies had been exporting to
- 5) Market distance: On the axis from culturally close countries to culturally distant countries
- 6) Internationalization: The perceived importance of the role of exporting. The five stages model was used, from only meeting demands from overseas markets to giving the same importance to all world markets.

## **FINDINGS**

Based on the mean ranking of the awareness of the export promotion programs, the Turkish exporting companies mostly were informed about support for attending trade fairs and exhibitions in international markets. The second high awareness was associated with support for attending international trade fairs and exhibitions in local markets. Research and development activities have the third highest awareness in the ranking. Support for opening stores and offices abroad and the establishment and enhancement of a strong brand image were the fourth and fifth export promotion programs the companies are mostly aware of. From the ranking of mean values, the study identified that the Turkish exporting companies tend to be more aware of the export promotion programs that directly rather than indirectly affect export success. The ranking of the

utilization level of export promotion programs indicates that the Turkish exporting companies mostly use the export promotion programs that they are aware of. The most-used promotion program is support for attending trade fairs and exhibitions in international markets. The second most-utilized export promotion program is support for attending international trade fairs and exhibitions in domestic markets. Support for research and development activities is the third export promotion program in the ranking. The ranking of export promotion program usefulness indicates that Turkish exporting companies mostly find the support for attending trade fairs and exhibitions in international markets a useful export promotion program. The second most useful program is the support for attending international trade fairs and exhibitions in domestic markets. The support for research and development activities, and opening stores and offices are the third and fourth most useful export promotion programs respectively. The ranking of awareness, utilization, and usefulness of export promotion programs offered are shown in Tables 2, 3 and 4.

It can be clearly understood from Tables 2, 3 and 4 that company age was not a strong differentiating variable. The study revealed that company age is moderately and positively correlated to the awareness level of one of the export promotion programs: patenting innovations ( $p<.05$ ). It is neither positively nor negatively correlated to the utilization or usefulness level of export promotion programs.

The study found that there are some significant and positive relationships between company size and the awareness level of some export promotion programs. Company size is significantly and positively correlated to the support for research and development activities ( $p<.01$ ), support for opening stores and offices in export markets ( $p<.01$ ), patenting their innovations ( $p<.01$ ), establishment and enhancement of a strong brand image ( $p<.01$ ), and establishment of a strong “made in Turkey” image ( $p<.01$ ). It is also moderately and positively associated with the support for attending trade fairs and exhibitions in international markets

( $p < .05$ ), and receiving ISO and CE ( $p < .05$ ). The research findings revealed that there is only one significant and positive relationship between company size and the utilization level of promotion programs provided: Support for opening stores and offices in international markets ( $p < .01$ ). Company size is negatively and significantly correlated to the usefulness of only one of the export promotion programs: Support for training and education of the personnel in exporting ( $p < .01$ ). The relationships between company size and the awareness, utilization, and usefulness of the export promotion programs provided for the companies are shown in Tables 2, 3 and 4.

The export experience variable is one of the strong differentiating variables. It is significantly and positively correlated with the awareness level of some programs: Support for opening stores and offices in export markets ( $p < .01$ ), patenting their innovations ( $p < .01$ ), establishment and enhancement of a strong brand image in export markets ( $p < .01$ ), and the establishment of a strong “made in Turkey” image abroad ( $p < .01$ ). It is also positively and moderately associated with the awareness level of receiving ISO and CE ( $p < .05$ ). Exporting experience is positively and moderately associated with the utilization level of support for opening stores and offices in export markets ( $p < .05$ ). The level of exporting experience is not correlated to usefulness of any export promotion programs.

The study found some correlations between the number of exporting destinations and the awareness level of export promotion programs. Based on the findings shown in Tables 2, 3 and 4, the number of exporting destinations is significantly and strongly related to the support for opening stores and offices in international markets ( $p < .01$ ), establishment and enhancement of a strong brand image ( $p < .01$ ), and the establishment of a positive “made in Turkey” image in international markets ( $p < .01$ ). It is also positively and moderately associated with the awareness level of patenting their new products and services ( $p < .05$ ). The number of exporting destinations

is also positively and strongly correlated to the utilization level of some export promotion programs, namely: Support for research and development activities ( $p<.01$ ), attending trade fairs and exhibitions in export markets ( $p<.01$ ), opening stores and offices in international markets ( $p<.01$ ), and the establishment of positive and a strong “made in Turkey” image ( $p<.01$ ). It is also positively and moderately correlated to the utilization level of patenting their innovations ( $p<.05$ ), establishment and enhancement of a strong brand image in international markets ( $p<.05$ ). The study showed that there is no relationship between the number of export destinations and the usefulness level of export promotion programs provided.

Export market distance is positively and moderately correlated to the awareness level of support for research and development activities ( $p<.05$ ), opening stores and offices in international markets ( $p<.05$ ), patenting their new products or services ( $p<.05$ ), the establishment and enhancement of a strong brand image abroad ( $p<.05$ ), and the establishment of positive and a strong “made in Turkey” image ( $p<.05$ ). Export market distance is positively correlated to the utilization level of only two promotion programs: Support for trade fairs and exhibitions in export markets ( $p<.01$ ) and the establishment of a strong brand image abroad ( $p<.01$ ). Export market distance is not associated with the usefulness of any export promotion programs. The relationships between export market distance and the awareness, utilization, and usefulness level of export promotion programs are shown in Tables 2, 3 and 4.

The export involvement degree of the companies was found to be one of the most explanatory variables in the study. Involvement level is significantly and positively correlated to the awareness level of the support for receiving ISO and CE ( $p<.01$ ), and training and education of employees for exporting ( $p<.0$ ). It is also positively and moderately associated with the support for research and development activities ( $p<.05$ ), opening stores and offices in international markets ( $p<.05$ ), patenting their new products or services ( $p<.05$ ). It is positively

and moderately associated with the utilization level of only one program: Support for research and development activities ( $p < .05$ ). The level of involvement is negatively and moderately correlated to the usefulness degree of only one promotion program: Employment of export personnel ( $p < .05$ ). The results of the correlation analysis between export involvement level and awareness, utilization, and usefulness level of export promotion programs provided for the companies are shown in Tables 2, 3 and 4.

**TABLE 2: Effects of Organizational and Exporting Characteristics on the Awareness of Export Promotion Programs**

<b>Export Promotion Programs</b>	<b>Mean</b>	<b>S.D.</b>	<b>Company</b>	<b>Company</b>	<b>Export</b>	<b>Number of</b>	<b>Market</b>	<b>Involvement</b>
	<b>Values</b>		<b>Age</b>	<b>Size</b>	<b>Experience</b>	<b>Destinations</b>	<b>Distance</b>	<b>Degree</b>
Support for Research & Development Activities	2.67	1.27	.065	<b>.191**</b>	.102	.134	<b>.176*</b>	<b>.155*</b>
Support for Attending International Fairs & Exhibitions in Domestic Market	3.40	1.24	-.014	.012	.056	-.029	.043	.089
Support for Attending Fairs & Exhibitions in International Markets	3.49	1.23	.028	<b>.161*</b>	.105	.123	.111	.119
Support for Receiving ISO and CE	2.21	1.16	-.009	<b>.180*</b>	<b>.175*</b>	.107	.135	<b>.208**</b>
Support for Training & Education on Exporting	2.35	1.20	.018	.097	.076	.071	.075	<b>.243**</b>
Support for Employment of personnel on exporting	2.36	1.24	.041	.092	.020	.052	.076	.099
Support for Opening Offices & Stores Abroad	2.66	1.34	.106	<b>.322**</b>	<b>.302**</b>	<b>.204**</b>	<b>.157*</b>	<b>.179*</b>
Support for Patenting Innovations	2.55	1.27	<b>.158*</b>	<b>.232**</b>	<b>.197**</b>	<b>.145*</b>	<b>.159*</b>	<b>.143*</b>
Support for Establishment and Enhancement of Brand Image in International Markets	2.60	1.33	.073	<b>.294**</b>	<b>.291**</b>	<b>.222**</b>	<b>.155*</b>	.125
Support for Establishment of Positive “Made in Turkey” Image in International Markets	2.18	1.27	.070	<b>.195**</b>	<b>.294**</b>	<b>.247**</b>	<b>.143*</b>	.118

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed)

## **CONCLUSIONS and IMPLICATIONS**

The study identified that the Turkish exporting companies tend to be aware of the export promotion programs that directly affect export success, such as support for international trade fairs and exhibitions in international and local markets, research and development activities, opening stores and offices in international markets, and the establishment and enhancement of brand image. The study indicates that there is a direct relationship between the awareness, utilization, and usefulness of export promotion programs.

Company age did not seem to be an important variable associated with the different types of export promotion programs. It appears from the study findings that as the size of the company increases, so does the awareness of these promotion programs. That larger companies are more aware of export promotion programs was found in earlier studies (Cavusgil, 1983; Kumcu et al., 1999). It is also found that more experienced exporters are more aware of some of the export promotion programs than less experienced ones, namely, support for opening offices and stores abroad, the establishment and enhancement of brand image in international markets, the establishment of a positive “made in Turkey” image in international markets, and patenting innovations. This is consistent with the study carried out in Malaysia (Ahmed et al., 2002). The findings in the study reveal that as the number of export markets rises and companies export their products and services to more distant markets and make more commitments to internationalization, the more aware they are of some of the export promotion programs such as support for research and development activities, opening offices and stores abroad, the establishment and enhancement of brand image in international markets, the establishment of a positive “made in Turkey” image in international markets, and patenting innovations. This finding supported the earlier studies (Francis, and Collins-Dodd, 2004; Ahmed et al., 2002; Gencturk and Kotabe, 2001; Adams et al., 1997; Crick, 1997).



It was found in the study that compared to small and inexperienced companies, larger and more experienced ones utilize the support for opening stores and offices in international markets more. Based on the study findings, it can be said that the more markets the companies cover with their exports, the more they use some of the export promotion programs provided, namely, support for research and development activities, opening offices and stores abroad, the establishment and enhancement of brand image, the establishment of a positive “made in Turkey” image in international markets, and patenting innovations. Export market distance is positively correlated to the utilization level of only two promotion programs: support for trade fairs and exhibitions in export markets, and the establishment of a strong brand image abroad. This means that the companies exporting their products and services to distant markets utilize such programs more.

One of the study findings implies that as the size of the company increases, the usefulness level of the support for training and education of employees for export diminishes. The level of exporting experience, number of export destinations, and market distance are not correlated to the usefulness of any export promotion programs. The study found that support for the employment of export personnel is more beneficial to companies less involved with exporting.

The study has some implications for policy-makers and company managers. First, Turkish exporters are not aware of some of the promotion programs, so government offices and industrial organizations should heavily promote them. The purpose of export promotion programs is to increase exporting performance at the company, industry, and, ultimately, the national level by initially improving the competitive position of companies in international markets. Thus, they should be considered as a package containing various programs with different goals. However, the study provides strong evidence that differences exist between companies -- based on

organizational and exporting characteristics -- in relation to the awareness, utilization, and usefulness of the export promotion programs offered. Second, policy-makers should reach and support the target groups with different programs. For this purpose, inexperienced small- and medium-sized companies that are eager to expand through exporting should be especially targeted with export promotion programs suitable to their needs.

### **LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH**

The study has some limitations. It focused on exporting companies located in Turkey. Therefore, the findings cannot be generalized to fit all developing countries. More research will be required in different countries to produce more reliable and enlightening conclusions for the subject, and also to better understand companies' export promotion requirements in developing countries to be able to design more useful strategies.

It is also interesting to investigate the effects of each export promotion program on company competencies, strategies, and export performance measures, namely export sales, market shares, and profitability. The awareness, utilization, and usefulness of export promotion programs in the companies might have a different effect on the various company competencies, strategies, and export performance in international market. Taken together with the moderating effects of environmental factors, the results of such research could be beneficial for companies to plan and execute their export activities more confidently in overseas markets and it could also be useful for policy-makers to plan, offer, and coordinate more effective export promotion programs.

**TABLE 3: Effects of Organizational and Exporting Characteristics on the Utilization of Export Promotion Programs**

Export Promotion Programs	Mean Values	S.D.	Company Age	Company Size	Export Experience	Export Destinations	Market Distance	Involvement Degree
Support for Research & Development Activities	1.52	.99	.074	.107	.037	<b>.261**</b>	.128	<b>.139*</b>
Support for Attending International Fairs & Exhibitions in Domestic Market	2.09	1.30	.030	.072	-.030	.062	.090	-.044
Support for Attending Fairs & Exhibitions in International Markets	2.64	1.49	-.039	.104	.017	<b>.247**</b>	<b>.210**</b>	.065
Support for Receiving ISO and CE	1.35	.80	.037	.112	.031	.128	.119	.100
Support for Training & Education on Exporting	1.37	.74	-.040	.007	-.064	-.042	.019	.048
Support for Employment of personnel on exporting	1.33	.73	-.005	.023	-.110	-.036	.052	-.078
Support for Opening Offices & Stores Abroad	1.38	.88	.058	<b>.226**</b>	<b>.165*</b>	<b>.275**</b>	.087	.087
Support for Patenting Innovations	1.40	.88	.037	.076	-.058	<b>.158*</b>	.085	.103
Support for Establishment and Enhancement of Brand Image in International Markets	1.39	.89	.001	.121	.072	<b>.180*</b>	<b>.188**</b>	.072
Support for Establishment of Positive “Made in Turkey” Image in International Markets	1.26	.77	-.069	.035	.096	<b>.260**</b>	.077	-.004

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed)

**TABLE 4: Effects of Organizational and Exporting Characteristics on the Usefulness of Export Promotion Programs**

Export Promotion Programs	Mean Values	S.D.	Company Age	Company Size	Export Experience	Export Destinations	Market Distance	Involvement Degree
Support for Research & Development Activities	3.50	1.46	.259	-.193	-.160	-.030	.104	-.096
Support for Attending International Fairs & Exhibitions in Domestic Market	3.79	1.20	.100	-.130	-.156	-.021	.010	-.001
Support for Attending Fairs & Exhibitions in International Markets	4.05	1.18	.058	-.001	.067	.128	.117	.100
Support for Receiving ISO and CE	3.25	1.33	.166	-.095	-.222	.031	.177	.106
Support for Training & Education on Exporting	3.25	1.33	-.140	<b>-.404**</b>	-.216	-.212	-.247	.068
Support for Employment of personnel on exporting	3.37	1.41	-.290	-.223	-.252	-.268	-.259	<b>-.303*</b>
Support for Opening Offices & Stores Abroad	3.45	1.37	-.056	.068	.014	.257	.057	-.069
Support for Patenting Innovations	3.39	1.35	-.040	-.084	-.203	.100	-.112	-.023
Support for Establishment and Enhancement of Brand Image in International Markets	3.42	1.53	-.066	-.214	.050	-.158	-.147	-.230
Support for Establishment of Positive “Made in Turkey” Image in International Markets	3.10	1.59	-.281	-.019	-.002	.145	.151	-.073

\*\* Correlation is significant at the 0.01 level (2-tailed).

\*Correlation is significant at the 0.05 level (2-tailed)

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