

INTERNATIONALIZATION PROCESS OF TURKISH CLOTHING SECTOR

TÜRK HAZIR GİYİM SEKTÖRÜNÜN ULUSLARARASILAŞMA SÜRECİ

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ABSTRACT

Nowadays, internationalization of enterprises almost becomes compulsory in business life in which boundaries disappear, regional cooperation increases and globalization reigns. Enterprises; which are successful, possess their own brands, have qualified products and services; prefer the international market penetration instead of getting stuck in national boundaries. Turkish textile and clothing sector, which has been continuing its locomotive sector property since the foundation of Turkish Republic, is one of the most significant elements of Turkish economy and employment. The clothing sector, which is one of the most important cornerstones, has also significantly contributed to the internationalization process of the national economy. Within this context, this research aims to analyze the internationalization process of Turkish clothing sector. In accordance with the aim of the research, a survey has been conducted to Turkish clothing enterprises which are successful, possess their own brands and cover a distance at the internationalization process. The obtained data have been evaluated and internationalization process of Turkish clothing sector has been analyzed.

Keywords: Internationalization, international markets, Turkish clothing sector, clothing retailing

ÖZET

Sınırların yok olduğu, bölgesel işbirliklerinin arttığı, küreselleşmenin hüküm sürdüğü günümüz iş hayatında işletmelerin uluslararasılaşması adeta bir zorunluluk haline gelmiştir. Başarılı, kendi markasına sahip, kaliteli ürünlere ve hizmet anlayışına sahip olan işletmeler yerel sınırlar içerisinde sıkışmaktan kurtulup uluslararası pazarlara açılmayı tercih etmişlerdir. Diğer yandan Türkiye Cumhuriyeti'nin kuruluşundan bu yana ülkenin lokomotif sektörü olma özelliğini sürdüren Türk tekstil ve hazır giyim sektörü Türkiye ekonomisinin ve istihdamının en önemli unsurlarından birisidir. Uzun yıllardır sağladığı istihdam ve yarattığı katma değerle ekonominin önemli mihenk taşlarından birisi olan hazır giyim sektörü aynı zamanda ülke ekonomisinin uluslararasılaşma sürecine de önemli katkılar sağlamıştır. Bu bağlamda, bu araştırmanın amacı Türk hazır giyim sektörünün uluslararasılaşma sürecini analiz etmektir. Bu amaç doğrultusunda başarılı, kendi markasına sahip olan ve uluslararasılaşma sürecinde yol kat etmiş Türk hazır giyim işletmelerini kapsayan bir anket çalışması gerçekleştirilmiştir. Elde edilen veriler değerlendirilerek Türk hazır giyim sektörünün uluslararasılaşma süreci analiz edilmiştir.

Anahtar Kelimeler: Uluslararasılaşma, uluslararası pazar, Türk hazır giyim sektörü, hazır giyim mağazacılığı

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1. INTERNATIONALIZATION CONCEPT

The word international, as a noun, means extending across or transcending national boundaries and internationalization is derived from the verb internationalize which has the meaning of to make international [1]. The internationalization concept is defined as the process of increasing involvement in international operations and the process of adapting the firms' operations (strategy, structure, resources etc.) into international environments [1,2, 4]. In other words; internationalization is used to describe the outward movement of the international operations of a firm. This involves the process of adapting the firm's operations to cope with the strategy, structure and resources of

international environments [3]. More specifically, internationalization process includes a rational planning perspective that can help the firm make strategic decisions to improve performance. In other words, firms internationalize their operations based on development of strategies that support their predefined long-term goals and achieve improved performance [4].

The dimensions of internationalization are characterized as how foreign operations would be carried out, what goods, services and know-how would be exchanged, and where these exchange activities would take place [1]. The internationalization theory is based on the inability of external markets to value certain types of intangible assets like

knowledge and experience. This causes firms to internalize so that assets are transferred through internal markets rather than external markets. Firms wish to protect all these intangible assets on the one hand and exploit them through sales in the larger market on the other hand [5].

The internationalization theory has been developed for explaining the reasons of foreign direct investment and has suggested that firms invest abroad in order to exploit firm-specific assets such as knowledge (research and development) and goodwill (advertising). According to this theory, multinationality increases the market value of a firm relative to its accounting value by internalizing markets for some of its intangible assets. These intangibles are based on proprietary information and thus cannot be easily copied or exchanged. They can only be transferred to subsidiaries abroad and a multinational firm can increase its value by internalizing the markets for such assets. The implication of this first theory is that the value of a multinational firm possessing useful intangible assets would directly correlate with the degree of multinationality in firms [6].

2. MODELS, STAGES AND MAIN REASONS OF INTERNATIONALIZATION

There are many models in the literature which explain the internationalization. However, three of these models are prevalent.

1. The Uppsala model concentrates on the gradual acquisition, integration and use of knowledge about foreign markets [5]. According to the Uppsala model, internationalization is incremental, sequential and learning based, occurring in stages, based on cumulative market knowledge and commitment. The successive stages are; no international involvement, indirect exports, direct exports and outward foreign direct investment [7]. With regard to Uppsala's model, internationalization is a process which starts from the interaction between learning about international operations and being committed to international businesses [8].

2. According to the stages model of internationalization, firms move sequentially through different stages as they develop their internationalization, starting with no interest in exporting, progressing through exporting and finally foreign direct investment modes such as joint ventures and wholly owned subsidiaries in both production and sales. This model is represented by stages where a higher level stage represents more experience/involvement than the lower level stages. Each subsequent stage involves more commitment to the international market than the previous stage [5].

3. The international new venture model depends on having an international vision of the firms from inception, an innovative product or service marketed through a strong network and a tightly managed organization focused on international sales growth [5].

The different stages of internationalization can be summarized as follows [9]:

1. No regular export activities
2. Export via independent representatives

3. Licensing
4. Direct and active exporting
5. Establishment of local warehouses and direct local sales
6. Local assembly and packaging
7. Formation of a joint venture
8. Foreign direct investment (that is full scale local productions and marketing by a completely owned subsidiary)

The reasons for internationalization can be summarized as below [10,11,12]:

1. Cost reduction (Operating in countries which have low investment and production costs)
2. Profit improvement
3. Providing more investment income
4. Proliferation of communication networks between enterprises
5. Removal of trade barriers between countries
6. Passing over customs walls in countries which they operate
7. Sheltered market penetration
8. Ability to reach the consumers in other countries
9. Escape from saturated markets (Heading towards markets which have low competition and rapid growth due to the unsatisfied consumer needs)
10. Improvement of international organizations which support international trade
11. Rapid improvements and alterations within research and development activities and technology
12. Rapid dissemination of information and easy access to information resources
13. Obtaining useful technique, design and marketing know-how
14. Need for lowering risk and uncertainty.
15. Internal legal barriers of countries and downswings
16. Obtaining tax advantages (Most of the countries provide tax advantages to enterprises which open to foreign countries with the purpose of commercial activity.)
17. Increment of product life cycles (The obsolescent goods and services within the national markets can gain importance with exportation in new markets.)
18. Decreasing high freights
19. Supplying raw materials under proper conditions
20. Benefiting from different incentives
21. Contributing to the improvement of international markets
22. Alterations at the perspectives of managers and founders

3. THE PURPOSE AND THE METHOD OF THE RESEARCH

Turkish textile and clothing sector, which has been continuing its locomotive sector property since the foundation of Turkish Republic, is one of the most significant elements of Turkish economy and employment. The clothing sector, which is one of the most important cornerstones, has significantly contributed to the internationalization process of the national economy at the same time. Within this context,

the research aims to analyze the internationalization process of Turkish clothing sector.

In accordance with the aim of the research, the Turkish clothing enterprises, which are successful, possess their own brands and cover a distance at the internationalization process, have been determined as target group. Most of these enterprises benefit from Turquality support program (Turquality is the first and only government sponsored branding program in the world which is conducted by the Economy Ministry of the Turkish Republic [13]). Interviews have been made with the marketing managers of Turkish clothing enterprises within the target group and a questionnaire form consisting of 16 main questions have been sent to them. During the limited period of time assigned for this research, which is December month of 2015, 12 enterprises have been included in the research. After the conduction of the survey, the collected data have been evaluated and analyzed.

4. FINDINGS OF THE RESEARCH

Nine of the enterprises, which participate in the research, proceed on their way with 100% Turkish capital whereas three of them operate with Turkish and foreign capital partnership [14,15]. The general properties of participating Turkish clothing enterprises and their internationalization process instances are summarized in Table 1 whereas their

foreign operations are shown in Table 2 and 3. As it can be seen from the obtained data, a great majority of establishment years are 1980s (Table 1). Three of the enterprises have been established in 1950s. This situation indicates that Turkish clothing sector has a short history and this sector has been improved and strengthened since 1980s in which Turkey preferred open economy policies. Especially in 1980s when national economy was changed to open economy from closed economy, it caused an increase in the number of clothing enterprises and also it triggered the internationalization process of the sector which started with exportation. When the internationalization processes of the participating enterprises are analyzed, it can be seen that most of them have entered into the foreign markets in 1990s (However Çift Geyik Karaca, which was established in 1917, was the first Turkish textile brand which exported products. This enterprise exported knitted clothing products to 36 countries throughout 5 continents [16]). The participating enterprises have entered into the foreign markets 16 years after their establishment in average. Only two of the participating enterprises have got into the foreign markets simultaneously with their establishment. It should be taken into consideration that, one of these enterprises sells cashmere and silk products whereas the other one sells leather products. These products have been evaluated as luxurious goods and therefore it would hard to find customers within the domestic market in those years.

Table 1. The general properties of participating Turkish clothing enterprises and their internationalization process instances

Enterprise name*	Establishment year	Business segment	Brand name	International market entry dates of the enterprises	The methods which are used by enterprises during their internationalization processes
Altınyıldız	1952	Menswear	Altınyıldız	1995	Exportation
DeFacto	2003	Clothes for women, men, teens and kids	DeFacto	2012	License agreements (Franchising etc.), Foreign direct investment
Derimod	1974	Leather clothes for women and men	Derimod	1974	License agreements (Franchising etc.), Foreign direct investment
Dido Grup	2000	Menswear	Avva	2001	Exportation, License agreements (Franchising etc.)
Eroğlu Giyim	1983	Sports and jeans wear for women and men	Colin's	1994	Exportation, License agreements (Franchising etc.), Foreign direct investment
Eroğlu Giyim	1983	Sports and jeans wear for women and men	Loft**	1994	Exportation, License agreements (Franchising etc.) Foreign direct investment
Fabeks	1992	Only silk and cashmere clothes for women and men	Silk& Cashmere	1992	Exportation, License agreements (Franchising etc.) Foreign direct investment
Koton	1988	Clothes for women, men and kids	Koton	1995	Exportation, License agreements (Franchising etc.), Foreign direct investment
LC Waikiki	1988	Clothes for women, men, teens and kids	LCW	2009	License agreements (Franchising etc.), Partnership with a foreign enterprise (Joint venture, cooperation etc.), Foreign direct investment
Mavi Giyim	1991	Sports and jeans wear for women and men	Mavi	1996	Exportation, License agreements, (Franchising etc.)
Penti Giyim	1950	Hosieries, socks, tights, underwear and home wear for women and kids	Penti	1995	Exportation License agreements (Franchising etc.), Foreign direct investment
Sarar Giyim	1944	Clothes for men and women	Sarar	1982	Exportation License agreements (Franchising etc.), Foreign direct investment

*Enterprise names are given in alphabetical order.

**It is acquired by Eroğlu Giyim in 1992.

Most of the enterprises have initiated the internalization process with exportation. The 1990s and 2000s constitute a significant milestone and an alteration point at which the sector has become a qualified supplier rather than a contract manufacturer. Due to the increase and improvement in the exportation of the enterprises, the qualifications of the products and the capital accumulations of the enterprises are increased. This situation has significantly contributed to the country image as well as national economy. Such a dual contribution canalizes enterprises to new search and induces the branding process. Then, the new target has been determined as international recognition after domestic brand awareness is achieved. As it can be seen from the obtained data, most of the enterprises have been directed into license agreements and foreign direct investment. Only one enterprise prefers partnership with a foreign enterprise. The increase in capital accumulations and government-provided incentives of Turkish clothing enterprises support foreign brand introduction and marketing activities. This situation expedites the internationalization processes of our enterprises and canalizes them into foreign investments (Turkish clothing enterprises made foreign direct investments 1132 million dollars between 2005 and 2015 [17]). Especially within the context of Turquality, which is the first and only government sponsored branding program in the world, plenty of enterprises are significantly incited (Turquality program is enacted in 23 November 2004. First of all, the program promotes the Turkish fashion designers. After the enactment of new notification in 2006, the brands of the enterprises also benefit from this program [18]. Thirty-one brands of 30 enterprises have benefited from Turquality program in 2006 and 12 of these brands belong to the clothing sector. By the end of 2015, 189 brands of 177 enterprises have benefited from this program but only 29 brands are of the clothing sector [19]. Within ten years, the share of the clothing brands in the Turquality program decreased from 38% to 15%. Most of the participating enterprises also benefit from this program.

When the foreign operations of the participating Turkish clothing enterprises are analyzed, it can be seen that all enterprises possess foreign sales/marketing activities whereas only half of them have foreign production/procurement activities (Table 2). The production/procurement activities of the enterprises take place within Bangladesh, Indonesia, China, Mongolia, Pakistan, Vietnam, Cambodia, India, Morocco, Egypt and Bulgaria. Enterprises especially prefer South, Southeast and East Asian countries due to the low production costs and logistical proximity. Their second choice is North African countries. When the foreign sales/marketing activities of enterprises are analyzed, it can be seen that the activities generally focus on Asian (especially Turkic Republics, Russia and Ukraine), European, North African and Middle East countries. It is well

known that Turkey has been the second biggest supplier of European Union for many years. Therefore, the intensive sales/marketing activities throughout the Europe are expected results. Turkic Republics and Middle East markets are the initial choices of Turkish enterprises which try to internationalize with their own brands. The intensive activities of other sectors' enterprises within these countries and the knowledge about market properties and consumer expectations and desires act as driving forces for Turkish clothing enterprises. China is the attention grabbing country within Asian countries as it becomes an attractive market with its crowded population and rapidly changing and consumption oriented society. Therefore, China becomes one of the countries where sales/marketing and production/procurement activities of Turkish clothing enterprises take place (Kiğılı is the first Turkish enterprise which has opened clothing retail stores with its own brand [20]). Besides, overseas countries like USA, Canada and Australia are the markets in which four participating enterprises have sales/marketing activities. To sum up, Turkish clothing enterprises have production/procurement activities in two different continents (Europe and Asia) whereas they possess sales/marketing activities within four continents (Europe, Asia, America and Australia).

Another finding is the number of domestic and foreign stores (Table 3). Turkish clothing enterprises establish their own retail chains in order to increase their collection presentations and customer satisfaction and perform the production, store and head office coordination efficiently and smoothly. Within this context, they should possess successful and effective supply chain management.

The major reason is that the clothing sector has very distinctive processes [21]. The clothing supply chain has a variable and complicated structure. Chain members should be fast and flexible so that the desires and expectations of customers should be met perfectly. The biggest desire of a customer is to get the order at the highest quality with the lowest price and at the right time. Therefore supply chain management should provide the procurement of orders in time required, with the highest quality and at the lowest price [22].

The retail chains of enterprises generally start from Turkey. Therefore the enterprises, which participate in the research, possess less foreign stores in comparison with domestic stores. Only one enterprise has more foreign stores than domestic stores. However, it can be seen that all of the enterprises want to concentrate on international markets when the marketing strategies of the enterprises for 2016 are analyzed. Turkish clothing enterprises want to gain ground in their internationalization processes. For this purpose, they aim to increase their foreign store numbers and improve their foreign store chains.

Table 2. Foreign operations of participating Turkish clothing enterprises

Enterprise name (Brand name)	Foreign production/procurement activity	Countries where production/procurement activities take place	Foreign sales/marketing activities	Countries where sales/marketing activities take place
Altinyıldız (Altinyıldız)	No	-	Yes	USA, Holland, Sweden, Belgium, France, Italy, Greece, Spain
DeFacto (DeFacto)	No	-	Yes	Kazakhstan, Iraq, Egypt, Belarus, Russia, Georgia, Kosovo, Morocco, Azerbaijan
Derimod (Derimod)	No	-	Yes	Iran, Saudi Arabia, Russia
Dido Grup (Avva)	No	-	Yes	USA, Germany, Romania, Uzbekistan, Russia, Ukraine, Saudi Arabia, Morocco, Egypt, Syria, Libya
Eroğlu Giyim (Colin's)	Yes	Egypt, Bangladesh, Indonesia, China, + 9 countries*	Yes	38 countries*
Eroğlu Giyim (Loft)	Yes	Egypt	Yes	Iran, Ukraine, Saudi Arabia, Azerbaijan, Iraq, Algeria, Russia
Fabeks (Silk&Cashmere)	Yes	China, Mongolia	Yes	Switzerland, United Kingdom, France, Australia, +23 countries*
Koton (Koton)	Yes	Bangladesh, China, Vietnam, India	Yes	Russia, Kazakhstan, Romania, Georgia, Serbia, Slovakia, Germany, France, Bosnia and Herzegovina, Macedonia, Morocco, Iran, Saudi Arabia, Iraq, Azerbaijan, Kyrgyzstan, Uzbekistan, Libya, Oman, Jordan, United Arab Emirates, Bahrain, Qatar
LC Waikiki (LCW)	Yes	Bangladesh, China, Pakistan, India, Egypt, Cambodia	Yes	Albania, Azerbaijan, United Arab Emirates, Belarus, Bosnia and Herzegovina, Armenia, Bulgaria, Algeria, China, Morocco, Georgia, Iraq, Kazakhstan, Kenya, Kyrgyzstan, Kosovo, Macedonia, Egypt, Moldova, Oman, Poland, Romania, Russia, Serbia, Syria, Saudi Arabia, Tajikistan, Ukraine
Mavi Giyim (Mavi)	No	-	Yes	Germany, Canada, USA, Russia, Holland, Australia, +44 countries*
Penti Giyim (Penti)	Yes	China, India, Cambodia, Morocco, Bangladesh, Bulgaria	Yes	Albania, Armenia, Azerbaijan, Bosnia and Herzegovina, Canada, Croatia, Egypt, Georgia, Iran, Kazakhstan, Kosovo, Lebanon, Lithuania, Macedonia, Mongolia, Palestine, Russia, Saudi Arabia, Serbia, Qatar, Germany, Belgium, Romania, Spain, Ukraine
Sarar Giyim (Sarar)	No	-	Yes	USA, Canada, Germany, Belgium, Austria, Sweden, Czech Republic, Hungary, Spain, Israel, Palestine, Lebanon, Jordan, Bahrain, Iran, Egypt, Russia, Australia, Mongolia, China, Ukraine, Turkmenistan, Kazakhstan, India, Trinidad and Tobago, South Africa Macedonia, Kosovo

*Country names aren't given by marketing manager.

The initial markets where participating enterprises have begun to operate internationally are analyzed. Then, it has been noticed that three enterprises have started to their international activities in Russia whereas two of them have started in Romania, two in USA, two in Germany, one in Switzerland, one in Ukraine and one in Kazakhstan. If the international market(s) where enterprises operate efficiently are evaluated, Russia, Kazakhstan, Romania and USA come into prominence. Other countries are Holland, Azerbaijan, Ukraine, United Kingdom, France, Germany, Canada and Saudi Arabia. The markets where enterprises have terminated/restricted their activities include Russia, Iran, Iraq, Bulgaria, Egypt, Greece, Albania, Moldova, Germany and Kazakhstan. Generally, there are severe economic and political crises in countries where enterprises have terminated/restricted their activities. Turkish clothing enterprises, which could not achieve the desired profitability

and sales volume, have terminated their activities within these countries. Russia is a market where Turkish enterprises operate efficiently and also terminate their activities simultaneously. This situation can be explained with the economic crisis at Russia and the recent political crisis between Turkey and Russia.

The survey offers 39 statements under 3 main questions about the internationalization processes. The marketing managers of the participating Turkish clothing enterprises are required to choose their agreement levels for each of these statements. In quinary likert scale I absolutely agree/We absolutely search/ Absolutely affective is coded as 5, I agree/We search/Affective is coded as 4, I have no idea/I'm hesitant is coded as 3, I don't agree/We don't search/Ineffectual is coded as 2 and I don't agree absolutely/We don't search absolutely/Absolutely ineffectual is coded as 1. The findings are given in Table 4, 5 and 6.

Table 3. Foreign operations of participating Turkish clothing enterprises-2

Enterprise name (Brand name)	Domestic store number by 2015	Foreign store number by 2015	Initial market where enterprise operates internationally	International market(s) where enterprise operates efficiently	Market(s) where enterprise terminates/restricts its activities	Enterprise's marketing strategy for 2016
Altınyıldız (Altınyıldız)	205*	3	USA	Holland	Russia, Iran	Concentrating on international markets
DeFacto (DeFacto)	283	45	Kazakhstan	Kazakhstan	Russia	Concentrating on international markets
Derimod (Derimod)	105	15	Russia	Russia	None	Concentrating on international markets
Dido Grup (Avva)	55	15	Russia	Russia	None	Concentrating on international markets
Eroğlu Giyim (Colin's)	200	350	Russia	Russia	Bulgaria	Concentrating on international markets
Eroğlu Giyim (Loft)	82	16	Ukraine	Azerbaijan, Ukraine	Iraq	Concentrating on international markets
Fabeks (Silk&Cashmere)	37	25**	Switzerland	United Kingdom, France	Russia	Concentrating on international markets
Koton (Koton)	250	154	Germany	Russia, Kazakhstan, Romania	Egypt, Greece, Albania, Moldova	Concentrating on international markets
LC Waikiki (LCW)	408	181	Romania	Kazakhstan	Germany	Concentrating on international markets
Mavi Giyim (Mavi)	236	22***	ABD	ABD, Canada, Germany	Kazakhstan	Concentrating on international markets
Penti Giyim (Penti)	298	107	Romania	Romania, Saudi Arabia	Countries which experience severe economic crisis	Concentrating on international markets
Sarar Giyim (Sarar)	250	90	Germany	ABD	Russia	Concentrating on international markets

*With other brands of enterprise

**The enterprise possess 120 corner sales point besides 25 stores.

***The sales point number is approximately 5000 throughout the world.

Table 4. Distribution of participating Turkish clothing enterprises according to the efficiency of the factors which lead them to international markets

	N	Mean	Std. Deviation
Sales increment	12	4,83	0,3892
Growth desire	12	4,75	0,4523
Being an international enterprise desire	12	4,58	0,5149
Improvement and dissemination of enterprise image	12	4,42	0,6686
Profitability increment	12	4,25	0,6216
Utilization of foreign market advantages	12	3,83	0,8348
International activities of our rivals	12	3,83	0,8348
Demand from foreign markets to our products	12	3,83	0,8348
Providing competitive advantage	12	3,67	0,8876
Incentives towards international trade in our country	12	3,67	1,1547
Cost reduction desire	12	2,83	0,9374
Domestic market shrinkage	12	2,67	1,2309
Tax advantages within other countries	12	2,33	1,0731
Incentives within other countries	12	2,25	0,9653
Low-cost labor within other countries	12	2,17	1,1146
Domestic legal restrictions	12	1,83	0,7177

Table 5. Distribution of participating Turkish clothing enterprises according to basic criteria which they look for during international market penetration

	N	Mean	Std. Deviation
Demand level	12	4,58	0,5149
Rivalry conditions	12	4,33	0,8876
Economic stabilization	12	4,33	0,6513
Political stability	12	4,25	0,6216
Explicit and clear legal arrangements	12	4,25	0,4523
Logistical opportunities	12	4,00	0,8528
Penetrated market's cooperation with other countries	12	3,75	0,7538
Incentives and advantages which are provided to foreign investors	12	3,58	0,9003
Cultural similarities	12	2,58	0,9003

Table 6. Distribution of participating Turkish clothing enterprises according to the gained advantages with international market penetration

	N	Mean	Std. Deviation
Brand awareness is increased	12	4,67	0,6513
Market share is increased	12	4,58	0,5149
Capacity is increased	12	4,50	0,5222
More innovative and creative enterprise is obtained	12	4,50	0,6742
Enterprise image is improved	12	4,42	0,6686
Competitiveness is increased	12	4,42	1,0836
New investments are increased	12	4,33	0,7785
Product and service qualities are increased	12	4,25	0,6216
Institutionalization level is increased	12	4,25	1,0553
Profitability is increased	12	4,17	0,5774
Customer satisfaction is increased	12	3,92	0,9962
Efficiency is increased	12	3,83	0,8348
Productivity is increased	12	3,67	0,7785
Costs are reduced	12	3,25	1,0553

According to the participating Turkish clothing enterprises, the most significant factor which leads them to international markets is the desire for the increase in sales (Table 4). This factor is followed by growth desire, being an international enterprise desire, improvement and dissemination of enterprise image, profitability increment, utilization of foreign market advantages, international activities of the rivals, demand from foreign markets to manufactured products, providing competitive advantage, incentives towards international trade in our country, cost reduction desire, domestic market shrinkage, tax advantages within other countries, incentives within other countries, low-cost labor within other countries and domestic legal restrictions respectively. The most significant criterion which enterprises seek during the international market penetration is the demand for their products (Table 5). This criterion is followed by rivalry conditions, economic stabilization, political stability, explicit and clear legal arrangements, logistical opportunities, the new international market's cooperation with other countries, incentives and advantages which are provided to foreign investors and cultural similarities respectively. According to the enterprises, the most important advantage which they gained by entering a new international market is the increment in brand awareness (Table 6). This advantage is followed by market share increment, capacity increment, innovative and creative enterprise obtainment, enterprise image improvement, competitiveness increment, new

investment increment, product and service quality increment, institutionalization level increment, profitability increment, customer satisfaction increment, efficiency increment, productivity increment and cost reduction respectively.

5. RESULTS AND GENERAL EVALUATION

Nowadays, internationalization of enterprises almost becomes compulsory in business life in which boundaries disappear, regional cooperation increases and globalization reigns. Enterprises; which are successful, possess their own brands, have qualified products and services; prefer the international market penetration instead of getting stuck in national boundaries. Especially, in clothing market where intense competition and rapid alteration are valid; enterprises should get into foreign markets in order to grow, keep maintenance and succeed.

This research which analyzes the internationalization process of Turkish clothing sector indicates that most significant factors which lead enterprises to international markets are the desires for increasing sales, growing, being an international enterprise, improving the enterprise image and profitability. As it can be seen, enterprises prefer going out of national boundaries and tend towards international markets. The marketing strategies of enterprises for 2016 which are displayed by the findings of this research support this argument. According to these results, all of the enterprises wish to concentrate on international markets.

According to another finding of this research, enterprises mostly pay attention to the demand level for their products, rivalry conditions, economic and political stability at the markets, explicit and clear legal arrangements and logistical opportunities during international market penetration. For many enterprises, 1990s and 2000s have become the starting point of their internationalization processes. These years have constituted the time period in which the sector has become qualified supplier from contract manufacturer and leapt forward in terms of branding. In these years, most of the enterprises have started to their internationalization processes with exportation and continued the process with license agreements and foreign direct investments. The increase in the capital accumulations, government supported performed investments and brand incentives of the Turkish clothing enterprises have caused an increment in foreign direct investments.

According to other results which are obtained from the research, all enterprises possess foreign sales/marketing activities whereas only half of them have foreign production/procurement activities. Enterprises especially prefer South, Southeast and East Asian countries due to the low production costs and logistical proximity. Their second choice is North African countries. When the foreign sales/marketing activities of enterprises are analyzed, it can be seen that the activities generally focus on Asian (especially Turkic Republics, Russia and Ukraine), European, North African and Middle East countries. It is well known that Turkey has been the second biggest supplier of European Union for many years. Therefore, the intensive sales/marketing activities throughout the Europe are expected results.

According to another result of the research, enterprises establish their own retail chains in order to manage their supply chains effectively and successfully and increase customer satisfaction. For this purpose, they start their retail chains from Turkey and afterwards open their foreign stores (Today 141 Turkish brands possess approximately 4200 stores in 99 countries. 62% of them are clothing enterprises [23]). Therefore, the foreign stores of Turkish clothing enterprises are increasing day by day. Twelve participating

clothing enterprises possess 3432 stores within domestic and foreign markets by 2015 and 30% of these stores are located abroad.

The obtained research data indicate that the initial markets where Turkish clothing enterprises have begun to operate internationally consist of Russia, Romania, USA, Germany, Switzerland, Ukraine and Kazakhstan. Moreover Russia, Kazakhstan, Romania and USA come into prominence in the international market(s) where enterprises operate efficiently. Other countries include Holland, Azerbaijan, Ukraine, United Kingdom, France, Germany, Canada and Saudi Arabia. On the other hand, the markets where enterprises have terminated/restricted their activities are Russia, Iran, Iraq, Bulgaria, Egypt, Greece, Albania, Moldova, Germany and Kazakhstan. Generally, there are severe economic and political crises in countries where enterprises have terminated/restricted their activities.

According to the other result of the research, the most significant advantages which are gained by Turkish clothing enterprises with international market penetration are the marked increase in brand awareness, market share increment, capacity increment, innovative and creative enterprise obtainment, enterprise image improvement and competitiveness increment.

To sum up, Turkish clothing sector has passed through significant stages within internationalization process and continues moving forward. Turkish enterprises should continue international market penetration by strengthening their brands. On the one hand, enterprises should protect and strengthen their positions in markets which they operate and on the other hand, they should give necessary importance to marketing research and try to operate in new international markets. The internationalization of Turkish clothing enterprises provides economic advantages to enterprises as well as contributing to national economy and country image. Therefore international market penetration of Turkish clothing enterprises is an essential necessity within a rapidly globalized world structure. In addition, the government should increasingly continue incensing and supporting Turkish clothing sector.

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