

## **Entrepreneurial Behaviors of Turkish Entrepreneurs: A Research about Perception and Seize of Opportunities of Turkish Entrepreneurs**

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### **Abstract**

*This study examines the characteristics of common markets, ventures and entrepreneurs and timely emerging evolutionary variances on them using ethnographic data which regards to Turkish entrepreneurs. In this respect entrepreneurship and market structure of Canakkale Area which holds an important place in the historical development of Turkey is examined in details. It has been noted that a distinctive market structure and entrepreneurship conception lies within Canakkale formed of 11 different counties. Besides showing distinctions in many respects, entrepreneurship leads to such observations as one of considerable conclusions is that entrepreneurs are inclined to alter their normative values as a result of being affected by secularism with respect to particular means of performing business. This state is particularly considered as an important progress on the way of emerging new businesses driven by foreign corporations. In addition, it has been observed that Turkish entrepreneurs structure is stimulated by critical exogeneous factors in the course of time (e.g. World War I) and these factors keep a dominance on the common sense and social dealings. Especially after the World War I it has been proved that indigenious markets and entrepreneurial systems drew back under the stimulus of ethnical changes. Local market which holds a substantial entrepreneurial background until this date experienced a precise time of crisis afterwards particularly till 1945. Even today it is stated that this process keeps on influencing the development of market and Turkish entrepreneurial structure.*

**Keywords:** entrepreneurship, Turkish entrepreneurs, culture, perception of opportunities

### **1. Introduction**

This study aims to reveal entrepreneurs' basic inclinations concerning attitudes and behaviours for business foundation by examining the historical developments of factors which guides the local-level activities of entrepreneurs. Especially for this issue using the models formerly exposed in literature a detailed analysis covering the basic characteristics of indigineous entrepreneurs and perceptions about markets and opportunities is taken.

### **2. Relevant studies about the subject**

The universal definition for the term "Entrepreneurship" is contentious (Hornaday, 1992; Gartner, 1989) and despite the long history of this concept researches couldn't yet come to a conclusion for the true identity of "entrepreneur" (Carland, Hoy, & Carland, 1988). The entrepreneur concept has been described so many times until date by economists and sociologists (KetsDeVries, 1977). Despite a great deal of studies made in the field of entrepreneurship a generally accepted entrepreneurship theory (Gartner, 2001; Bull & Willard, 1995) and a consensus about the nature of this phenomenon among the researches dont exist (Hoy & Verser, 1994; Hornaday, 1992; Gartner, 1989).

Every single discipline has its original sights to define entrepreneurship and there exists single-disciplined perspectives rather than interdisciplinary multiple views (Gartner, 2001). The entrepreneurship phenomenon exhibits a complicated and variable structure (Gartner, 1985). Sharma and Chrisman (1999) emphasize that entrepreneurship holds different meanings for different individuals. A valid entrepreneurship description must depend on entrepreneurial activities rendered by general consensus and the description to be done must exclude the non-entrepreneurial activities with respect to the consensus (Long, 1983).

Ciavarella et al. (2004) attribute the reason for inconsistency in findings associated with studies taken to determine the traits of entrepreneurs to the conceptual and methodological variations. Early researches have some descriptive and methodological problems associated with noncomparable samples, preference of successful entrepreneurs as models, the possibility that observed characteristics may be resulted from entrepreneurial experience and in this sense interpreting the findings is quite difficult (Low & MacMillan, 1988). The failure of past researches on the entrepreneurial personality and distinguishing entrepreneurial personality clearly through entrepreneurship process constituted a significant blank among entrepreneurship researches which needs to be filled (Mitchell, Busenitz, Lant, McDougall, Morse, & Smith, 2002). Controversial findings and inferences ensured by those researches (e.g. Hansemark, 2003; Koh, 1996; Perry, Meredith, & Cunnington, 1988; Kemelgor, 1985; Sexton & Bowman, 1983; Schere, 1982; Mescon & Montanari, 1981; Brockhaus, 1980a; Brockhaus, 1980; Hull, Bosley, & Udell, 1980; Pandey & Tewary, 1979; Decarlo & Lyons, 1979; Brockhaus & Nord, 1979; Brockhaus, 1975; Hornaday & Aboud, 1971; Schrage, 1965; Litzinger, 1965) stole the attention from the examinations traits in favour of examination of process (Morris, Lewis, & Sexton, 1994).

For instance, Stewart and Roth (2001) examined 12 studies related to risk taking propensities between the years 1980 – 1999, employed meta analysis and showed that risk propensity of entrepreneurs are higher than the managers. On the other hand, Miner and Raju (2004) used 14 studies that had previously been ignored by Stewart and Roth within meta analysis and on the contrary found that entrepreneurs avoid risks more than the managers. Besides those inconsistent studies, Low and Macmillan (1988) and Perry (1990) suggested that risk taking propensity lack the success to distinguish entrepreneurs from other people. Because how the entrepreneurs evaluate risky conditions influences their start-up decisions, their perceptions about possible outcomes and losses as well as feasible events have been examined (Longenecker & Schoen, 1975). Entrepreneurs show diversity to other people when perceiving risks and how they perceive the risks could be considered as a distinctive characteristic (Perry, 1990). According to Cromie (2000), individuals' risk perceptions differs by their cognitive structures. The employment of ideas and concepts recently obtained with the help of cognitive science directs entrepreneurial researches: the proof is successful researches framed by increasing entrepreneurial cognition terms (Mitchell, Busenitz, Lant, McDougall, Morse, & Smith, 2002).

*Personal background and contextual infrastructure:* Gartner (1988;1989) pointed out that one must focus on entrepreneurial behaviour in order to explain the entrepreneurship. Approaches employing the individual-based psychology and cognition concepts around the entrepreneurship field deal countless advantages. Although there are statements trying to explain the entrepreneurship as a contextual phenomenon, even the gathering contextual conditions couldn't manage to form or start creation of a new venture, yet an individual entrepreneur in order to found a new organization far from complexity and chaos must initiate his effective talents. At last, after focusing on entrepreneurial behaviour and underlying factors regarding to it, enhanced viewpoints which serve to understanding entrepreneurship could be acquired whereas the approaches which break off the equation could be the reason of risky circumstances such as missing the true spirit of process or engaging on inappropriate evaluations. On account of that, when enlightening the entrepreneurship phenomenon the individual must be the answer and the role of contextual conditions should be considered alongside him or her (Herron & Sapienza, 1992).

*Opportunity recognition and risk perception:* Researchers have already examined the influencing factors of organization creation like cultural, demographic and personal ones but none of them could achieve to explain the nature of entrepreneurship alone (Simon, Houghton, & Aquino, 1999). On the other hand, even though economic theories help to determine what the entrepreneurship is and when it began to show itself officially by setting an approach heading directly to conclusion, they are still incompetent in explaining more micro questions like how and why (Mitchell, Busenitz, Lant, McDougall, Morse, & Smith, 2002).

Economic theories which connect the emerging entrepreneurship activities to opportunities created by market limps are also incompetent in explaining why some of the individuals are rather efficient in perceiving and seizing the opportunities (Busenitz & Barney, 1997).

There upon the researchers started to seek if there indeed are any traits discerning the entrepreneurs from others (Simon, Houghton, & Aquino, 1999). In the context of entrepreneurship traits like need for achievement, risk taking propensity, locus of control are highlighted by researchers (Mitchell, Busenitz, Lant, McDougall, Morse, & Smith, 2002). But this tendency is defined as “blind alley” by several researchers because of a direct influence to entrepreneurship activities by traits which produce empty findings (Simon & Houghton, 2002) Another reason is efforts to distinguish psychological and demographic traits common for all entrepreneurs have generally ended up in vain because of weak, invalid and insignificant outcomes (Mitchell, Busenitz, Lant, McDougall, Morse, & Smith, 2002; Baron, 1998). For instance, researchers who focus on traits have found that entrepreneurs tend to take risks more than the others and despite the high failure rates of new start-ups they volunteer to undertake these risks (Simon, Houghton, & Aquino, 1999). However, while determining individuals’ risk taking enthusiasm and propensity, these studies failed to explain why entrepreneurs are willing to undertake a risky action like starting a venture (Keh, Foo, & Lim, 2002) Latter empirical studies proved that risk taking propensity has nothing to do with start-ups. These negative results forced researchers to engage in examining variations in cognition and decision stages in order to explain the entrepreneurship activities (Simon, Houghton, & Aquino, 1999). Therefore, the focus of entrepreneurship researches has moved away from studying traits to examining entrepreneurial cognition and decision-making processes (Simon & Houghton, 2002) and findings obtained recently indicated that cognitive approach is more likely to explain the entrepreneurship phenomenon (Mitchell, Busenitz, Lant, McDougall, Morse, & Smith, 2002).

*Entrepreneurial cognitive structures:* Entrepreneurship process comprise all the activities regarding to perceiving opportunities and exploiting them in organization creation (Keh, Foo, & Lim, 2002) . Nature of entrepreneurship lies within individuals’s being tended to perceive opportunities while disregarding the available resources and they structure these opportunities within their minds (Krueger, 2000). In order to understand the conditions that bring entrepreneurial activities into being or prevent it, it is important to understand how entrepreneurs structure the opportunity concept in their minds and the role of their perception through this process (Keh, Foo, & Lim, 2002) . The contingency about individuals’ perceiving opportunities is influenced by two considerable factors. These factors are to have the necessary information to define an opportunity and the cognitive structures critical to seize them (Mitchell, Busenitz, Lant, McDougall, Morse, & Smith, 2002).

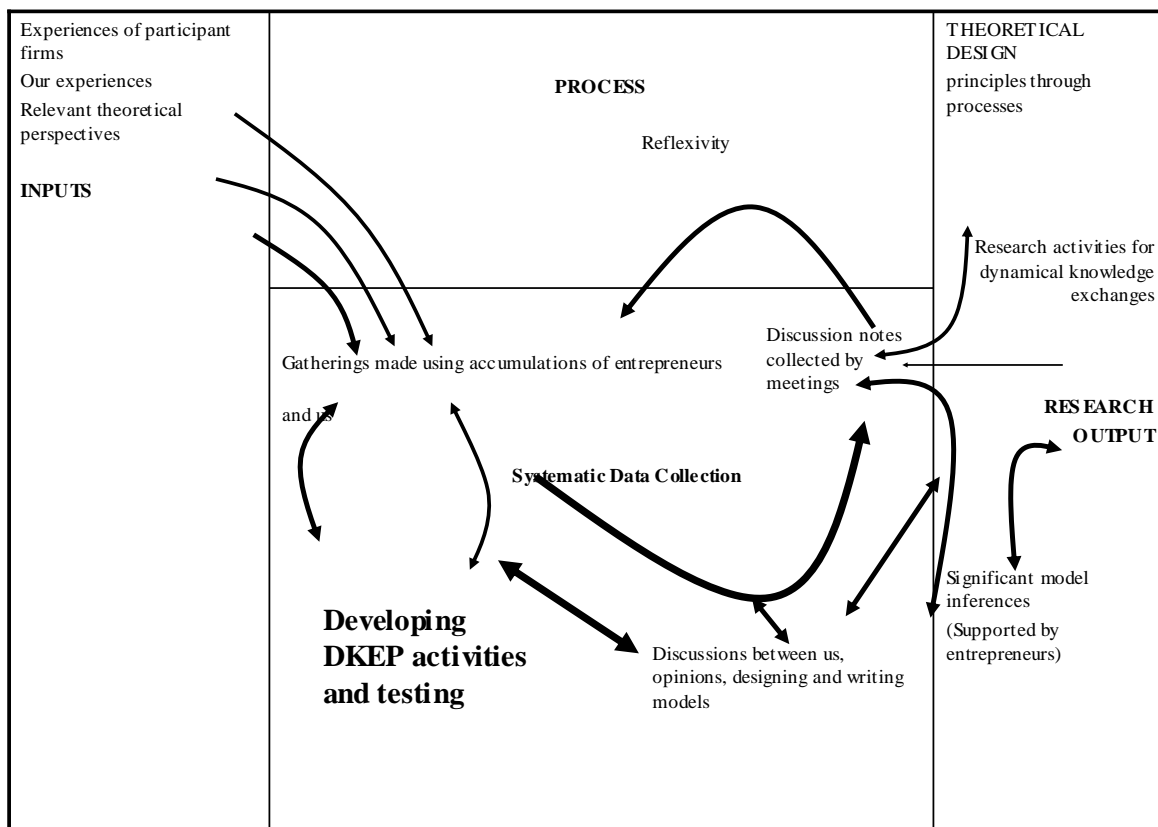
Daft and Weick (1984) defines the schemas as cognitive structures which represents an organized knowledge about a certain concept and also carries this concept’s characteristics and characterical relations. Schemas are the cognitive structures formed by rules and beliefs about certain stimulative groups. Schema is the one evoking memory, acquiring knowledge, determining the relations, coming to conclusion using inferences and starting behaviours. (Busenitz & Lau, 1996) According to Kruger (2000), individuals mostly differ from their attributing importance and values to information when perceiving opportunities and they consider the conditions as positive and controllable opportunities or as negative and uncontrollable threats. Keh et al. (2002) suggest that the risk perceived at low levels for an opportunity results in a more positive seizing. Schemas could provide a framework for entrepreneurs so they can define emerging cause and effect relations and take steps in developing new ideas (Busenitz & Lau, 1996) In this context, perceiving an opportunity is a critical start-up point regarding to entrepreneurship process. Actually entrepreneurs mostly decide to initiate firms depending on their opportunity perceptions (Baron, 2004). Cognitive structures section of the model suggestion builds upon Signal Detection Theory, Regulatory Focus Theory, Pattern Recognition and Entrepreneurial Alertness which are also mentioned by Baron (2004).

### ***3. Data gathering and joint working developing model process directed to Turkish entrepreneurs***

This research aims to bring entrepreneurs’ experiences and knowledges into light. Then analysis of subject is related relevant to theoretic models in entrepreneurship with appreciating academic point of view. Therefore, it is aimed to indicate the indigenous entrepreneurship and values directed to working system. When the studies about indigenous structures in Turkey are examined Ayca’s relevant studies in different fields meets the eye. Important one of Ayca’s study (2004) is about the women’s career path in Turkey. She found that women in Turkey plays a little role in administrative positions.

In this study she revealed the attitude of Turkish culture about the sexual roles. Another purpose of this study was to reveal the factors which play role in achievement processes of women’s career path. At last, the results found are women in Turkey has self-confidence and achievement motivation, supports associated with family and society are important factors but cultural values are the biggest drawbacks on the way of achievement. Ayca and Fikret-Pasa (2003) emphasized in their study that the values in Turkish society altered through time and some elements of these traditional values such as sharing, equality and modesty are superseded by competition, success and individual career path. The reviews on this topic are examined through universities in Turkey. Ayca (2001) in her study examines the paternalism fact which is an example of administration conception in Turkey and presents the summary of three empirical researches. In first study, theoretical frame of paternalism is attempted to draw out and its relationship with other concepts is examined. Second research is an intercultural study and examines its influence on corporate cultures and human resources implementations. As a result, the dominance of reactive culture among corporate cultures in paternalism-oriented societies is observed. In last part, using the data collected from fifteen universities in six regions of Turkey the leadership preferences of youth who are about to engage in business are assessed. Considering these, paternalism appears to be a leadership characteristic not preferable by youth.

In order to understand indigenous management and organization, meetings were arranged with entrepreneurs and had an interview (since March 2004) and the factors that lead to entrepreneurship actions are tried to emphasize with holistic viewpoint. These factors are as follows: a) Factors directed to personality b) Factors directed to social structure c) Factors directed to economic structure.



**Fig. I: Dynamical Knowledge Exchange Process (DKEP)**  
(Huxham & Vangen, 2003, 389).

Results of research show that Modern Business World had great advances in the last 50 years. At the end of the meetings, interviews and management visits obtained systematic data and we created a model discussing and doing scientific researchers. While writing and creating the model, the entrepreneurs discussed the appraisals.

At the end of these appraisals process, comprehension of entrepreneur and entrepreneurship of Çanakkale and its environment, perception of entrepreneurial opportunities in indigenous market, viewpoint of organizing process (management, marketing, productions, human resource management) and appraisal towards indigenous management, government, national and international business environment are indicated in this results.

Then we had an interview with entrepreneurs at indigenous level and tried to determine tendencies. The information about sociological value of business world and indigenous entrepreneurs, education levels, family relations, the reason of start firm up, ontogenetic characteristic data, which are directed to social and traditions are obtained from entrepreneurs. Comprehensive studies are arranged relevant to appraisal and development of groups, which play important role in the entrepreneurship culture, and tried to reach datas directed to business models. Other researchers confirmed classification of datas related to indigenous Business World by taking researchers, articles, appraisals and reports into the consideration. By appreciating these values, informations related to entrepreneurship structure of indigenous Business World are brought the light. However, this part should not be forgotten. In the searching process it was seen that there is no systematic and in good order data production system clearly. For this reason, it can be said that publications related region are in order.

#### ***4. The processing, modeling and sampling of the feature, importance and the population of the research***

The research starts as of the date March 2004 in marking the entrepreneurship attitude, manner of conduct and values of the entrepreneurs in the business life. In this marking, getting across with chamber of commerce, business corporation, commodity exchange et al., there has been a gathering with these members of organizations 60 different entrepreneurs in different sectors have joined that gathering.

The research contains Canakkale and its districts as it's shown in the below map, geographically.

The research takes into consideration the entire region (Biga Raporu, 2004; Biga Ticaret ve Sanayi Odasi, 2003; Canakkale Dosyasi, 2006; Canakkale Il Yilligi, 1967; DIE, 1998) for marking Çanakkale and its 11 districts' general feature of entrepreneurship (Ayvacık, Bayramiç, Biga, Bozcaada, Çan, Ecabat, Ezine, Gelibolu, Gökçeada, Lapseki, Yenice). With this aiming, the enterprises registered two chambers of commerce and two organizations of businessman in this region are discussed.(Çanakkale Chamber of Commerce and Commodity's registered enterprise's number, Biga Chamber of Commerce's registered enterprise's number, CASIAD's registered enterprise's number 102, BISIAD's registered enterprise's number 110) in the sample of enterprise research. The business enterprise registered to these organizations displays its activities in the whole city. In the research, İçtaş, Doğtaş, The Group of Kale, Ulubay, Dardanel, Akçansa etc., the big enterprises are not given way. These six groups of business enterprise are excepted of the sample of the research for differing in a high rate from the other group of the business enterprise in the means of scale, origin, the area of activity. Our research is surveyed mostly for the founder and enterprise, named as small or middle business enterprises. These enterprises contain the ones which display activity in the level of the city having average 10-200 worker or The Region of Marmara, not displaying any activity except for the markets in overseas, the enterprises including professional manager or not. The main aiming of the research's focusing on this sample; is that these enterprises are closer to the scientific researches and feel the necessity of many researches in lots of field. With this reason, organizations in that group, also, have contributed positive benefit to the process of the research. The opinion of the sample's being homonized in some points because of the view that it is not right to consider this group with the big ones has directed us to the this group of sample.



**Fig. II: Map of Canakkale Region**

These enterprises consist 98% of the business front, averagely. The research's being in that group becomes more important when the enterprises and the founders are affected by the high level and growing of rivalry conditions.

We accept the importance of the values providing the customs, values about the indigenous business front and entrepreneurs, models of working. Especially, as entrepreneurs have the feature of difference etc. Gender, age, education, native or nomad (persons taking place in this group costermonger's business (native or living in the city), The Balkans nomad Turks (Pomak, Emigrant), Yuruk Turks (native and living in country), Turkoman, Cepni, Bosnian, Albanian, Caucasia Turks, Circassian, Georgian, Romany etc. different societies) it is more effective to be understood of the entrepreneurs in indigenous business front. In this manner, the perception of societies' activity of the entrepreneur, having different kinds of values will have possible condition. Really, the areas and the features of these societies are different. For example, costermonger's business shows the elit entrepreneurs and strong capital of the area. These entrepreneurs display their activities mostly in the retail and production sector. The Balkan Turks are good at the hand-made and agriculture in the means of entrepreneurship activities. Yuruk and Turkoman make their living by working in the smaller scale agriculture and have an entrepreneurship's tendency of like that. Cepnis, mostly, live by working under the other's authority, Caucasia Turks and Circassian is a group of population having a tendency of searching different opportunities in city and making them stronger with the out of the areas' opportunities. Romanies display its activities in the sector of entertainment and transportation. With these different kinds of groups, it is provided to find the diagnoses relating to the features of entrepreneurship and finding a job. In this manner, it will be possible to provide detailed, reliable and current information relating to the understanding of the indigenous entrepreneurship of the region and working. It will be easier when the entrepreneurs having different values, want to work.

##### ***5. Providing the diagnosis relating to the entrepreneurship feature of the area and the basis values of the environment***

In this part, these outcomings have been perceived relating to the understading of the entrepreneur and entrepreneurship, in the light of datas, when the basis features consisting of the basis of the research, are paid attention.

*Developments about the indigenous business front and the evaluations in the hictorical process:* Considered indigenous business front, especially there is an important period of time for Ottoman in strategic manners. The management of the empire paid attention to city and made investments in building in the city and sent the government's officials to the city. In the years 1400 and 1500, because of the importance of the city's military, investments of defense and military were the most important thing.

In the later step (the years 1500-1700) the city got more cultural features. The imigration of the different ethnic groups to the city became a reality. Especially, there was an effect of The Armenian and The Greek on the business life's development of the city. In this term, the development of the modern entrepreneurship about the culture of working, was performed; the culture of hand-made and businesssman outcame. The growing and the dynamics of the urbanization, in that time, began to act and the entrepreneur outcame.

In the later of this step, as it was the commercial crossing point, Jewish began to invest and was interested in business beside The Armenian and The Greek, when the basis values of the entrepreneurship region began to develop, became mature and its values outcame. At the same time, in this period, the establishment of the commercial office of an attache had a big importance and effect on working culture of the region and this situation was important to the indigenous business front's getting wide to the foreign market. This process of development affected the social life, also, in its period, the activities of culture and art began being of basic importance.

After the year 1915, the destiny of the city began to change. All commercial and cultural values disappeared with The World War I, indigenous entrepreneurs went away from the city and the business life took its new place, pushing it to the great business front. The business life lost its feature and found itself in a different level, upon the foreign ethnical businessmen' leaving from the city (The Armenian and The Greek). By implying from that event, we accept that The World War I had a destructive effect on the business life and the entrepreneurship structure of Canakkale.

After the establishment and the development of republic, the plan of the city's development after 1950 was made and the government tried to make the businessmen take a step in entrepreneur by supporting them. In this manner, the basic facilities of the city was improved (transportation, energy, education etc. ).With the population mobility of city and the population coming from different regions of Turkey, the understanding of entrepreneurship began to form again. As a result of the immigration, the nature and the values of the city was affected adversely; in addition in this process commercial investments began to be brooded in the East and South of the city.

Within the process of development and change in Turkey's political and economic structure, especially, the structure of the city's entrepreneurship was directed by the public-weighed investments to the year 1985. After 1985, there was a great development especially in the area of enterpreneurship in sector of building. In these areas, it is possible to say that builders were effective capital of group in the culture of entrepreneurship's outcoming. Later, this enterprise headed towards the investments in the field of education, health, product and agriculture.

After 1990, there were important structural changes in business front of the city; especially the basic facilities of the city were unable to meet the needs of the business life and the activities of businessmen were limited. In this manner, sea and air transportation were tried to be made. In this period, building a university gave the possibility of new entrepreneurships' outcoming and at the same time, provided the present areas of entrepreneurship to be stronger (accomodation, entertainment, transportation, education, selling of the dry goods and the notions etc.). As the group of dynamic customer was added to the present population of the city, it had a great effect on the economic of the city for it had the potential of 20% spending. Furthermore, students graduated from the university made high level of projects.

As the result of the evolution and development of the business life in the city, after the year 1995, with the importance of the process of the European Union, the structure and the features of entrepreneurship's being questionized began and businessmen and businessmen, organizations, the university began to a hard studying to provide the development of the indigenous business front. The actors' playing along with mutually is the important point of that period. As the result of that, the potential of the collaboration between businessmen increased and the projects weighed technology, supported by university took place in the agenda of the city entrepreneurs.

*Analyzing the data in micro level relaing to indigenous mmarket's structure of the entrepreneurship and the diagnoseses relating to basic features of the entrepreneurs:*

When we analyzed the structure and the nature of the society in which the entrepreneurs taking a place in our analyzing are grown up, generally, we find that these entrepreneurs are grown up in the country and districts. As the result, most of them come from the rural vicinity. As the result of that process, they display activities in the field of agriculture and stock raising sectors. With this income earned from these sectors, have been used for the other sectors and the entrepreneurs have displayed activities in different fields. In entrepreneurship activity, the entrepreneurs have used different ways in the 2nd and 3rd generation.

The other diagnosis; is about the feature of the entrepreneurs' education. The majority of the first generation entrepreneurs' education level is elementary. The minority of them has the education of high school, college and university. We must not forget their education period, the 1960s of Turkey. In that period, the young republic was trying to develop in the means of democratic, social and cultural. In the later generation, relatively, the education increased its level to high school and university. The entrepreneurs have given big importance of the education of the third generation. Almost all of them have the motivation of necessity of their children's having the education of high level administrator, law, and engineering.

Considered the experiences of the entrepreneurs, one from both two entrepreneurs has an experience before choosing the career while the other one has no relation with the job.

The entrepreneurs state that they have a close relation with society's customs and values having importance for them while they are doing their job. Especially, the religion keeping in the mind the reliable and moral values has a big important place in trading. Moreover, many people begin their job in the mornings by saying 'Besmele', only to in reality in bilateral relations, it has no effect.

When the characteristic features of the indigenous ones are analyzed, generally, they have great motivation in means of being successful. In decisions, they are aware of the responsibility of starting the project and evaluating its results.

In the researches surveyed in the whole sectors, there are great development in means of the technology of management and production. Additionally, as the result of the researches, efforts of entrepreneurs for developing the process of the creativeness in company are observed. It shows that they are in the attitude of advocate of change and creative. Especially, the conduct of the developing companies in website and e-commerce in their process of production supports that subject. Even a manager has said that the modern technology investments for improving the organizational system will be average of 200,000 dolar. The other business enterprises confirm that data.

These entrepreneurs are in great effort for finding the way of developing in territory and abroad and researching. In this point, some actions are taken to provide know-how from the chambers of commerce, organizations and other organization. In addition, it is an important issue to make marketing unit in these kinds of organizations and run in professional staff to it.

The indigenous entrepreneurs are in prudent manner of conduct and behaviour for using the other source except of equity capital. Generally, the entrepreneurs trying to finance the process of improvement and development with its sources, have important constraints in the point of creating a great growing potential in the short run.

Again, considered the basic of the entrepreneurs' structure, there are 10-100 worker .It is willed to run in professionals to the company because of financing constraints, companies are in difficulty to make it real, in spite of the ready motivation.

Discussed the sectors in which entrepreneurs display activity, the most business enterprises take place in the sector of food and in turn; follow building, furniture, the work of a miner, tannery, textile and machine sectors. These organizations present their products to customers in outright sale, with the help of wholesalr or order. They leave a big margin from the budget of R&G to improve the competitive power with the aim of making the cognitive basic facilities stronger. They have also important problems about the procurement of quality manpower in the process of the growing and improving.

Especially, working slowly of the bureaucratic system, the excessiveness in tax rates, the limited support and encouragement, handicap the indigenous entrepreneurs to cope with the problems. The member of the family have big roles in this point. The basic values of the first and the second generation from the same family may push them into conflicts in the companies.

When these organizations are discussed in the point of management and techniques of marketing and according to their education quality, it stays in a common way as to practices in the modern marketing conditions. That causes obstacles to adapt to the conditions of marketing and improving competitive power.



In this process, especially because of the first and the second generation's creating work, with the effect of know-how, the unwilling behaviours' effect is big in point of getting assistance. It causes the techniques of the modern business enterprise to be late joining to the organizations. Generally, they have a high turnover of labor force but the workers' devotion is in the low levels. The reason of it is that the modern management practices are not being applied in the companies.

#### ***6. The expressions of the entrepreneur and professional in the region relating to indigenous business life and the opportunities in marketing***

The diagnoses in that part express the opinions of entrepreneurs, managers and professionals in active in The Region Canakkale. These factors give us important clues in bringing up the values about the business front relating to present and the future.

*The management, the structure of the organizations and the expressions relating to its values:* In this region, especially, there are talented entrepreneurs, technique staffs and skilled workforce. The value of product to perform the activities of the organizations is capable of meeting the needs of the business enterprise. In the point of product and retail, the entrepreneurships have a strong structure of management. It outcomes within the discussion including the aims for growing and opening to new markets and from the light of the findings.

It is the other point that the organizations are generally in small scales and it is emphasized by the structure of the organizations that it is a handicap in the point of the competitive structure. In the city of Çanakkale, the majority of industrial units' criteria of investment stays in the condition of indigenous level (Mortan, 2003).

In enterprises, the management being under authority of the family's first generation makes organizational structure difficult, especially, in the process of change. Although there are lots of entrepreneurs willing to make the structure strong and providing the competitive power, there are some expressions in the organizations about the reason why it cannot be performed. Additionally, as the many of the organizations are working in a way of being unregistered, they have not the criteria of really performance. This situation causes some problems in the point of providing low-cost financing and the opportunity of indigenous organization's collaboration.

Generally, it is stated that the entrepreneurs' tendency to this marketing much more rather than being aware of indigenous market. In business front, the rate of the agriculture is higher in the city and it is an important handicap because of that. There are problems, in family's getting institutionalized and being professional. For example, after the death of the owner of AKFA in 1975, there were some disagreements causing the company's colfliction. In the region ,there are 28 business enterprises in different sectors having the potential of opening to foreign markets.

It is stated in the expressions that the capital power has had big decreases in the level of profitability because of the indigenous competitive power and weak attempts will get into failure in the present marketing conditions or disappear in short run. It is stated that entrepreneurs in the indigenous marketing are insufficient in some points, marketing, finance, human resources, the analyze of productivity and estimating the working are not able to be done, the analyze of aiming and the process determination are in weak; all of these are emphasized by experts, entrepreneurs and researches.

They are put in order as financial, management, marketing, human resources and technology. Especially, they complain about bureaucracy. The entrepreneurs want to be trained to improve the competitive power with the ways of management of client relations the research of market and marketing, techniques of management and organization, techniques of financing, the management of marketing, the management and techniques of selling, the management of human resources, law of working and business enterprise, well-informed seminars in sector (meat, milk, etc.) the methods of directing foreign markets, researching-developing, the course of language and pc, the procedures of exportation and electronic commerce.

*The statements relating to business opportunities:* The indigenous market has an extensive business potential in many areas. Geographically, Canakkale present opportunities in the point of setting businesses in both Turkey's markets and The European markets. When the factors of production and the potential in marketing are considered, it is obvious that there will be profitable investments relating to agriculture and agricultural industry. Especially, the production of olive and olive oil has a big effect.

The investments, made in the sector of fruit growing, will have an important potential. The region has an appropriate climatologic area for cherry, apple, peach and grape. The fishing and the raising livestock have also an important potential in the point of the capacity of the investment.

The point emphasized in scientific researches by all-important entrepreneurs, interested in business front is that the investments in furniture, the furniture of the kitchen and building have a very high rate. And also, investments in tourism are very important, they can be very profitable if attention is paid on it. The businessmen emphasized that building new hotels and opening the facilities of tourism will provide a big profit in long and short run. The other areas are that vineyards and vine, the production of ceramic, the work of a miner, food-processing, the production of sardine, the products of milk, the work of iron, building of greenhouses, organic agriculture, tourism. This kind of sector is not seen very much in Turkey (Mortan 2003).

*The project and the statements relating to investments areas:* In addition, almost in every area, there are expression that enterprises' having the motivation for working together making a shared project (education, health, entertainment, energy, agriculture, raising livestock). Especially, in that point, the entrepreneurs in indigenous markets and NGOs interested in business front are researching the ways of communicating with the other NGOs in Turkey and similar groups. Especially, the collaboration between the countries Greece, Bulgaria, Rumania and Italy are ready to start, almost. To support this process, there are some studies aiming at drawing attention of the foreign investors.

It gives the clues that the business front of the city will turn into the structure of cultural and cosmopolite very much, before the year 1915. Specially, the entrepreneurs are seeking the ways of making the projects real, in the area of the sector of furniture, the area of agricultural production and tourism projects.

The indigenous administration and university are willing to contribute anything to these projects. The indigenous administration's performing the sibling city project and the university's efforts to improve the performance of the project MBA relating to European Countries are observed.

*The statements about the substructure, transportation and energy:* It is emphasized that the region has problems about substructure, transportation and energy, which are very important for entrepreneurship. Especially not being in standard to make possible evaluating the production of the companies in district, the present conditions of the air transportation, sea and land, railway transportation affects the enterprises badly to develop. But there are also opinions that especially starting the journeys of RO-RO, developing of air transportation, making the city attractive about priority in encouragement and investment will undertake a role about starting to new projects. It is stated that arriving of the natural gas will undertake an important role in meeting necessity energy of enterprises and it is also stated by enterprises that especially with foundation of the university there is new opportunities about meeting qualified human resources that are needed by indigenous firms. But it is also stated that the insufficiency of capital of enterprises inside the district causes to evaluations about cost prices of the capitals are high.

### **7. The result and general evaluations**

When the indigenous market is generally considered, there are values, customs and way of working peculiar to it. It is observed that enterprising opportunities, which are described by entrepreneurs, are developing in a historical process. In addition, all of these values generally show similarity with Turkey's entrepreneurship values about macro it will not be wrong to state that it shapes according to its peculiar market conditions. In developing of indigenous entrepreneurship comprehension, especially socio-cultural developments, changes in education field and economical, political changes were effective. It is possible to say that the existing of today's substructure, which is directed to modern job world, was affected by these factors. After 1950, the agricultural enterprise have effected and provided the values of the modern marketing to exist, there were some political supports by the government to make the enterprises more planed. The agriculture has a big importance on out coming of groups of branches. In building sector, the entrepreneurs have contributed to the growing and being modernized of The region of Canakkale's entrepreneurship. With the new opportunities resulting from these projects and actions, heterogeneous culture took a step in the region.

The factors of religion and its effect are decreasing and the result of which norms replaced the religion factors. For example, many companies and groups express the test of performance practices, providing the same conditions to the staff, abolition of discrimination and etc. With this reason, the entrepreneurs of Turkey have obtained new, present and modern acts, treatment and regulations in the effort of to be successful. Lately, the entrepreneurs are aware of the importance of the human resources and customers services, with increasing of the competitive power, and have taken the examples of foreign companies. The difference in the population structure of the region has begun to disappear in business front and a general conception of values is present now. The region in the process of industrialization directing the business front is an important factor, having a big role in 1500-1900, and later affected adversely by the war. Only to, after 2000, the city's business front has begun to make effort again to turn its former mission.

The indigenous business is an interesting concept in the point of having big great values but sometimes insufficient about some economic activities. In indigenous market, the income for a person is average of 3500\$ and according to the listing made in the level of socio-economic development in Turkey, Canakkale is in the 20<sup>th</sup> in the list according to the level of indigenous market and the structure of city's standard.

According to this article, the following points can be emphasized. The diagnosis of the entrepreneurs' personal background contextual conditions: The entrepreneurs are in process of being mature and their social environments are countries and districts. The majority of them come from rural areas. The entrepreneur's level of education is low. The majority of them are graduated from elementary and high schools. The number of the graduation from other upper schools, colleges and university is low. They are relating the reason of why their education is low to the situation beginning the life at early age. When asked if they have any experience, one from two persons has it. In every situation, the experience of the former job is important; it has not to be the same job with the new one. They are tied to the customs, values of the society, tightly. The values of cultural, traditions and customs are very important. The factors of the norms and religions' effects are always observed for two sides, much or less.

They are open to the collaboration of professional organizations, non-governmental organization, the resident management, indigenous and other entrepreneur's collaboration. Many of them have chosen the setting of the foreign companies rather than the other even though they have not sufficient source of financing. Many of them express that they are supported by the acquaintances and encouraged by them. The enterprise's financing is obtained from family's capital but some set their business by collaborating with others. The credits and the risk capital are very rarely used.

It is emphasized that the region has problems about substructure, transportation and energy, which are very important for entrepreneurship. Especially not being in standard to make possible evaluating the production of the companies in district, the present conditions of the air transportation, sea and land, railway transportation affects the enterprises badly to develop. But there are also opinions that especially starting the journeys of RO-RO, developing of air transportation, making the city attractive about priority in encouragement and investment will undertake a role about starting to new projects.

It is stated that arriving of the natural gas will undertake an important role in meeting necessity energy of enterprises and it is also stated by enterprises that especially with foundation of the university there is new opportunities about meeting qualified human resources that are needed by indigenous firms. But it is also stated that the insufficiency of capital of enterprises inside the district causes to evaluations about cost prices of the capitals are high. When taken into consideration the theoretical model suggestion manifested at the beginning of this article, these points could stick out according to research findings. Determined findings in relation to entrepreneurs' personal background and contextual conditions: social environments that entrepreneurs reside along their maturate process are villages and counties. Majority of entrepreneurs has rural origins. Educational status of entrepreneurs is generally low. Majority of them are graduated from primary and high schools. Minority are graduated from technical schools, universities or colleges. They attribute their low educational status revealed by interviews to their engagement in business at low ages.

When the findings about parents of entrepreneurs are considered, almost every father is found to be only literate or graduated from primary school. Also educational status of mothers is parallel to these findings. When examined fathers' occupational status, it can be seen that majority of them are little manufacturers and farmers.

Occupational status of grandfathers are also the same way. In addition, entrepreneurs are mostly raised with democratic and supportive family cares. If entrepreneurs are searched for having any previous work experience, general tendency indicates that every one of two entrepreneurs have previous work experience. However, if any relation sought between work experience and current job relevant tendency is that here is a parallelism between every one of two entrepreneurs' previous work experience and current work.

All the entrepreneurs are strictly subject to their social uses and customs. Cultural values, customs and traditions hold great importance. On the other hand, when the effect of religious beliefs and moral values to business life is considered, every one of two entrepreneurs are under influence of those beliefs and values in relation to directing their business lives. Traits of entrepreneurs indicate that entrepreneurs have high need for achievement. They exhibit innovative and creative attitudes and behaviours. Majority of them are inclined to engage in new technologies, new products and to enter new indigenous and foreign markets. In addition, entrepreneurs generally have a proactive characteristics.

Entrepreneurs generally play on their social networks and struggle to develop good relations with their partners. They are opened to collaboration with relationships with non-governmental organizations, indigenous authorities, indigenous governments, vocational organizations and other entrepreneurs. When entrepreneurs' cognitive characteristics are examined, majority of them has a vision. They have long-term business goals. Heuristically thinking processes are employed generally in their decisions. Their self-efficacies are high. Majority of them exhibit entrepreneurial alertness (e.g. Gaglio & Katz, 2001) towards market information and structure opportunities via exposing their informations to information processes. Specific researches about their entrepreneurship behaviour or establishing firms depending on their defined opportunities implies that the attitudes and intentions resulting from perceived opportunity is very strong. Majority of entrepreneurs stated that in order to exploit perceived opportunities they plan to establish their firms using foreign resources if they don't have sufficient financial resources.

Most entrepreneurs have stated that they are supported and encouraged by their friends acquaintances for their decisions to prefer entrepreneurship career. Family supports finance the venture first. Relatives and friends contributed when this first support is not available. This finding is similar with Jentsen and Koennig's (2002) study which suggests that entrepreneurs obtain financial support first of all from their strong ties who are his family or friends. Some entrepreneurs provide the establishment by creating partnerships. Using bank credits or venture capitals is very little or not exists.

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