



Newsletter

BCCT won the award for “Membership Development”

As you may have known COBCOE (Council of British Chambers of Commerce in Continental Europe) is an independent, non-profit making organisation representing British chambers of commerce throughout Continental Europe. Acting as an umbrella organisation, they work with their member chambers to advance international trade and business with the United Kingdom. COBCOE has 26 members and the British Chamber of Commerce of Turkey is one. COBCOE represents about 6,000 businesses from all sectors of trade and industry across Europe.

The annual COBCOE GALA DINNER and AWARDS CEREMONY was held in London on Tuesday 4th March 2008, concluding the COBCOE Annual Conference. The guest of honour and speaker was Sir Stelios Haji - Ioannou, founder of Easy Jet.

It is a great honour for us to announce that from among 26 Chambers your Chamber won the award for “**Membership Development**” with a %30 growth over a broad base of membership categories. Thanks to your support.

We would like to take this opportunity to express our gratitude and thanks to all of our members making this possible, and look forward to continuing to serve you all in the best ways possible and we hope that more members will be able to attend the 2009 AGM.



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BCCT Luncheon Meeting at the British Consulate General Pera House Istanbul



Our Chamber organized a luncheon meeting where Mr Andrew Cahn, Chief Executive of UK Trade & Investment (UKTI) and Mr Alpaslan Korkmaz, President of The Investment Support and Promotion Agency of Turkey met our members and our guests on February 11th, 2008, Monday at the British Consulate General



Turkish & British businessmen had the opportunity to discuss both with Mr Cahn and Mr Korkmaz foreign development opportunities.



We are most grateful to Mr Alpaslan Korkmaz & Mr Andrew Cahn for their valuable contributions.



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Invest in Turkey

by Mr Alpaslan Korkmaz, President of the Investment Support and Promotion Agency of Turkey



Turkey and Its Key Structural Advantages

Turkey is a country with a population of 70 million, 65% of its population is below 34 years old, with the average age just under 29 years old. This means it is the largest and the youngest populated country in Europe. It is also a country that will continue to be younger in the following 15 years. The population is young as well as motivated, dynamic, well-educated and cost competitive. Therefore we are focusing on positioning Turkey as a competitive country. This means you can find this labor force taking the country towards a high added value operating country; a knowledge-based economy. Every year there are 400,000 new university graduates coming onto the market.

Turkey is the second largest job generating country compared to other EU countries. Between 2003 and 2006, 2.4 million non-agricultural related jobs have been generated. At the same time, Turkey faces challenges and potentials. Turkey is experiencing significant restructuring. 1.2 million people have switched from employment in agriculture to services and industry.

Turkey has a very strategic location. It has access to the EU, Russia, countries in Central Asia and the Caucasus, the Middle East and North Africa but it definitely turned its face towards Europe.

Turkey offers very competitive conditions when compared with Eastern Europe. From Turkey it is also possible to expand business to several other geographies. In addition, Turkey in itself is a large market with 70 million people with a GDP per capita which has more than doubled in the last four years. Turkish consumer is becoming much richer and much more sophisticated. The number of GSM subscribers and internet users has increased dramatically in the last few years. There were 15 million GSM subscribers by the end of 2003 and approximately 62 million at the end of 2007. At the end of 2003 there were 5 million internet subscribers and 22 million in 2007. The government made a special policy with regards to the internet from 2004 to 2006 to equip all primary schools in Turkey with internet classes. Within two years, they had equipped schools with 1 million PCs with internet access, reaching 80% of Turkish schools. This all contributes to creating a business friendly environment.

Turkey as a Booming Country

Over the last five years Turkish economy has experienced a continuous progress. By the end of 2006 Turkey had the 17th largest economy; and compared to the 27 EU countries, it is the 6th largest economy with continued GDP growth at 7.4% the last 5 years, one of the highest levels of growth. This shows that Turkey ranks among the most dynamic economies in the world. Turkey is also a country that has done very well in terms of trade levels : exports increased from US \$35 billion in 2002 to \$107 billion in 2007. Turkey is also exporting more value-added goods. Inflation is down at 8.4%. The budget balance has reached the Maastricht criteria for the last 3 years.

Turkey has done an impressive progress in terms of foreign direct investment. Between 1992 and 2002, 1 billion US dollars FDI a year has been attracted. After the structural reforms (including financial reforms, tax reforms, and legal reforms) that created more business-friendly environment, economic and political stability has been gained over the last 5 years, Turkey attracted much more FDI. In 2004 it was approximately \$3 billion. In 2005 this went to approximately \$10 billion, in 2006 \$20 billion and in 2007, this reached approximately 22 billion. Last year Turkey was highlighted as having the most liberal FDI legal framework of all OECD countries in the report by the OECD and Turkey was 13th amongst most FDI attracting country in the World and number 5 among emerging markets.

Turkey is not only the 13th most attractive country for foreign direct investment in the world now but also 2nd in sheet glass, 7th in iron-steel, 17th in motor vehicle producing and 8th in shipbuilding industry.

Having a relatively new and highly developed technological infrastructure in transportation, telecommunications and energy, the key elements of Turkey's structural reform agenda, includes measures to encourage private sector investment.





The emphasis was made on opening key markets to competition, regulation by independent agencies and an accelerated plan for privatisation. A new law has been voted to support R&D and innovation within the country. In recent years, Turkey has become the key investment destination for a number of high profile companies. Turkey is quickly becoming one of the most attractive countries in the world for international investors.

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We show the new picture of Turkey wherever we go and these facts change thoughts and opinions about Turkey. 5 years ago Turkey's picture was different from now. And for sure, it will be different in the coming years.

The Investment Support and Promotion Agency of Turkey reports directly to the Prime Minister, operates through a multilingual (Turkish, English, French, Italian, Russian, German, Japanese, Chinese, Arabic, Spanish) professional well-educated, dynamic and dedicated project directors team and ensures the guidance for a successful business development in Turkey. Through its domestic partners and international representatives' network, the agency provides an extensive range of services to investors with one stop shop approach encouraging them to extract the best results from the potential of Turkey.

Mr. Alpaslan Korkmaz

President of the Investment Support and Promotion Agency of Turkey

Information, articles and opportunities from our members

Alternative means for pursuing of debts in international trade

As it is known, trade carries risks within itself. Uncollected receivables are one of the major troubles of almost each companies faced with. Our country which has been progressing on European Union subscription process, has made a long step toward success on foreign trade and has proceed in this way. Besides the progress, many certain problems has occurred as well. Specifically, uncollected receivable debts have caused many problems for the companies and these receivables stayed stable because of many reasons such as high costs of foreign pursuing, having not known of regarding language, difference in countries' law systems and hardness of remote control of jobs in distance.

In Europe, in order to collect receivable debts; it has being studied with the system of Inkasso which is quite widespread in Europe and has been started used in Turkey in the last years. Inkasso is a system that is trial of collection of primarily receivable debts by an engagement and peace between debtor and creditor for the debts which are hard to collect. Inkasso System, is achieved by professional inkasso foundations. The most important feature of Inkasso is that it is being worked with 'no cure no pay' system.

ANTROYA
Danışmanlık ve Hukuk Bürosu

Inkasso companies takes their costs of service with respect to amounts which they have collected. If there is no absolute result obtained; the companies do not pay anything to pursuing companies. This leads the pursuing companies to become much more effortable for the result in order to gather maximum benefit.

The reason of acceptance of this system in Europe before any application to forensic ways; the system removes the parties from heavy costs and long terms of justice processes and it is also successful in reaching to solution which is for the benefit of both parties. Therefore, the solution is gathered by the way of peace and the relationship between the parties would not be damaged and they continue on their trade. However, if any result is not taken at the end of all trials; the file is sent to the attorney offices which inkasso offices dealt with, and since the file is taken on hand first by inkasso office, legal processes are started in salutary means.

As a result, using professional international inkasso companies has really great advantage for abovementioned companies for their foreign receivables which have stayed mostly stable until now.

ACCs Turkey – www.accsturkey.com

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Intertek

Intertek as the world leader in its domain has undertaken the role of bridging the producer and end-user by contributing to the improvement of the quality systems at every stage from production to sales.

Intertek aims to support technically its clients by offering the fastest, most efficient service via its expert staffs in those countries and acknowledges the local conditions.

Intertek's network of over 20,000 employees in more than 850 offices and laboratories, offers an unrivalled combination of experience and expertise. Our services span over 100 countries around the globe.

Intertek Turkey

Intertek Consumer Goods Turkey was established in 1995. With 190 employees we provide testing, inspection, corporate social responsibility and certification services for textile, food, Electric & Electronic, automotive, chemical, cleaning products, jewels, ceramics, glassware, toys ... etc.

Our main office is in Istanbul. In our highly sophisticated laboratories we perform color fastness, physical, dimensional stability, flammability, analytical, ecological, Electric & Electronic and food tests.

We have the first ISO 17025 accredited laboratory in Turkey.

For further info:

www.intertek-labtest-tur.com

Intertek is a leading global provider of quality and safety services to a wide range of industries grouped in 4 main categories;

- Oil, Chemical & Agri
- Commercial & Electrical Products
- Consumer Goods
- FTS (Foreign Trade Services)

Intertek Global Offices:

- North/South America: 196 offices, 122 Laboratories
- Europe, Africa, Middle East: 181 Offices, 92 Laboratories
- Asia Pacific: 179 Offices, 93 Laboratories



Kalyon Hotel, 40 years of uncompromised quality

Kalyon Hotel, one of Istanbul's most established hotels, has been serving its guests with its unique kitchen and consistent hospitality for the last 40 years.

Kalyon Hotel, one of Istanbul's most prestigious hotels, has been offering uncompromised quality and service to local and foreign guests for forty years. In addition to a spectacular view of Sea of Marmara, Blue Mosque and Hagi Sofia, Kalyon Hotel offers two meeting rooms which feature all the necessary technology and amenities. Kalyon's convenient location, within walking distance of the historical peninsula and close to Ataturk Airport, CNR Expo Center and IDO Sea Bus Main Terminal, is another reason why guests prefer Kalyon.



There is a total of 110 rooms, 4 of these being suites, in Kalyon Hotel. Guest can enjoy the Marmara Sea and panoramic Istanbul view from the sea-side rooms, while the rooms on city-side offer a spectacular view of Blue Mosque and Hagia Sofia, world famous historical sites. Guests can choose between classical and modern design rooms in different categories with standart service.



Kalyon Hotel features a total of 4 meeting rooms including Topkapi Room, which is 276m² and can be split into 3 meeting rooms with a moveable modular system, and Sultanahment Room which is 165 m² wide.

Considered to be one of the best restaurants in Istanbul, Kalyon Mosaic Restaurant offers its guests unique tastes from Turkish and World cuisine. Some of the favorite dishes on the Kalyon Mosaic menu are seabass baked in





This year, Kalyon offers its guests Reji, its new venue. Reji is one of the biggest candidates to be the summer hotspot for creative events and parties, thanks to an enchanting atmosphere. Reji features 1,100 sqm of open space and can host a total of 750 guests for dinner parties or banquets. The venue also has a tent system which can be employed during surprising summer rains to keep the guests dry.

Popular among both local and foreign tourists since its establishment, Kalyon Hotel looks set to be a favourite spot in the next forty years as well, with its Kalyon Mosaic Restaurant, which is one of city's best, meeting rooms, hospitality and its new venue Reji.



How to Assure your Business through Management Systems

by Ms Neli Adoni Management Systems Operation Manager



Management systems are becoming steadily more important to organisations. Meeting the business targets is becoming ever more dependent on the effective functioning of these systems. Improving results, innovation, adaptive capacity and risk control are crucial to remaining successful in the future.

Most companies manage a lot of their major risks outside of the scope of their formal management system. This is despite the fact that they invest significant sums of money in the implementation and maintenance of their system. An organisation's management system should help it to learn from the past, control the present and manage the future. Usually the emphasis of management systems development is placed upon the first two elements. The next phase will place an emphasis on managing the future and that means addressing how risk is managed within organisations.

In the past few years, in response to this need, LRQA started a programme of service development called Business Assurance. This was to ensure that the services we provide continue to help organisations to manage their businesses more effectively through their management systems. Knowing that integration between business processes and management systems in the organisational culture will be vital for a successful performance, we introduced changes to our assessment methodology and reporting structure to focus on this integration. Following the pilot studies conducted at selected client sites, very positive feedback was received about our new programme. This required the use of highly experienced auditors who could use the language of business as well as the language of management systems. The new assessment methodology involved focusing the assessment on some processes of the client, selected carefully in close cooperation with the company management. This was to ensure that the most critical processes for the effective management and improvement of the business were under good control, and all risks related with those critical processes are evaluated and managed properly. Managing risk successfully in an organisation requires more than just an understanding of risk management techniques. It is very important for the organization to integrate its management of the business with its management systems in a way which provides an indication of how likely the business is to deliver the required performance in the future. This means that business risks have to be objectively evaluated and integrated into the management system. There should be effective interaction between the management system and all relevant performance data. Finally the measurement of performance should be linked to business risk.

The organization's business objectives should also be incorporated into the management system objectives and deployment of those objectives within the organization should be ensured through the management system. Then, it will be easier to systematically measure the continual improvement and achievement of business objectives, by keeping improvement trend records. www.lrqa.com.tr



Formed in 1985 to offer independent certification of management systems, LRQA is part of the Lloyd's Register Group. As such, we can offer a global service fielding assessors familiar with the local language, culture and the business environment wherever in the world you trade or operate.

The world's first classification society, Lloyd's Register has been providing impartial certification since 1760. While first recognized for its high standards in shipping, today its expertise and activities extended far wider.

Our philosophy: Life Matters

The Lloyd's Register Group operates independently of any government or other body so assuring absolute impartiality. It is a non-profit distributing organization. Income derived from fees and the sale of publications is used for research and development, supporting public education, training employees and improving services.

Through its constitution, the Lloyd's Register Group works to enhance safety and approve assets and systems at sea, on land and in the air for the benefit of all communities.



PEGASUS AIRLINES

In January 2005, ESAS Holding took over Pegasus Airlines, with Ali Sabancı as Chairman and Sertaç Haybat as General Manager. Spearheaded by the new, dynamic management team, the company was restructured in keeping with customer expectations.

Since its first commercial flight as a charter airline in May 1990, the airline has grown from a fleet of two aircraft, to a fleet of 17, which includes the very latest new generation Boeing 737/800s.

In 18 successful years, Pegasus Airlines has become a leading charter airline in Turkey. With a fleet of 12 Boeing 737-800, 2 Boeing 737-400, and 3 Boeing 737-500, the airline operates charter flights, from Turkey to 99 destinations in 17 countries. Pegasus Airlines also provides wet lease to airlines in need of extra capacity.

In order to continue offering Pegasus passengers the latest in comfort and reliability and achieve the performance and cost efficiencies, Pegasus ordered 12 Boeing 737-800 with 800 million US dollars investment.

Pegasus operations have been certified by the Turkish Civil Aviation Authority and are compliant with JAR-145, JAR-OPS 1 and JAR-FCL. Pegasus constantly strives to maintain the highest operational standards to ensure that its passengers have safe, comfortable and punctual flights. With its ISO 9001-2000 certificate, Pegasus is audited by SGS under the accreditation of English company UKAS. Pegasus is a member of IATA.

With training a priority, Pegasus Airlines provides other airlines cabin crew training, pilot training and technical training, in addition to maintenance services.

Pegasus Airlines began its scheduled domestic flights on November 1st, 2005. The airline flies from Istanbul Sabiha Gokcen International Airport to Adana, Ankara, Antalya, Bodrum, Dalaman, Diyarbakır, Erzurum, Gaziantep, İstanbul, İzmir, Kayseri, Malatya,

Mardin, Samsun, Stuttgart, Trabzon and Cyprus. By December 2006 Pegasus started international scheduled flights from Istanbul Sabiha Gokcen Airport. Pegasus Airlines kicked off international scheduled flights from Antalya to eight destinations in Germany during summer in 2006. In December 2006 Pegasus added Stuttgart.

Pegasus is offering passengers the opportunity to fly from London to Istanbul and Ercan three days per week, fares starting from just 10 pounds exclusive of fuel charges and tax.

Pegasus, who is consistently expanding its flight network, flies from

in Domestic Lines;

- Ankara to Bodrum, Diyarbakır, Erzurum, İstanbul, İzmir, Trabzon, Van.
- İstanbul to Adana, Ankara, Antalya, Bodrum, Diyarbakır, Erzurum, Gaziantep, İzmir, Kayseri, Malatya, Trabzon, Van.
- İzmir to Adana, Ankara, Diyarbakır, Gaziantep, İstanbul, Malatya, Mardin, Samsun, Trabzon.
- Trabzon to Adana, Ankara, Antalya, İstanbul and İzmir.

in International Lines:

- Amsterdam to Antalya, İstanbul
- Copenhagen to İstanbul
- Dusseldorf to Ankara, Antalya, İstanbul, İzmir
- Frankfurt to Antalya
- Hamburg to Antalya
- Hannover to Antalya
- Cyprus/ Ercan to Adana, Ankara, Antalya, İstanbul
- Koln to İstanbul
- Leipzig to Antalya
- London Stansted Airport to İstanbul, Cyprus/Ercan
- Munich to Antalya, İstanbul
- Stuttgart to Ankara, Antalya, İstanbul, İzmir





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Established in 1979, Ulustrans is growing each and every day in the logistics sector and is a leader in this field. Together with its strong background and experienced team of staff, Ulustrans provides multi-modal transport solutions for its customers. Having started as a transport company which provided overland transport only, Ulustrans today also caters for sea, air, combined transport, customs brokerage, warehousing and domestic distribution through Türkiye and recently invested in Heavy Transport and Project Division.

Ulustrans presents ulusproject Division and Heavy Transport & Projects department. The ulusproject Team organizes and transport all abnormal,

heavy and fragile loads. These projects include heavy machinery, energy equipment in different shapes and sizes.

Our professional and experienced team handles these projects without any negative effects to the environment.

We carry all abnormal loads from/to Türkiye, Europe or through the world no matter what shape, size or weight...

Our services: road freight , sea freight , air freight, heavy & project transport , bonded & non-bonded warehousing, domestic distribution, customs brokerage...

We intend to provide all kinds of domestic & logistic support and constantly our marks....

The networking event of our Chamber at Mövenpick Hotel



The networking event with guest of honour Mr Abdullah Bozgeyik, University Lecturer at Istanbul Bilgi MBA, Preston, Portsmouth and Breyer State Universities, on Wednesday 26th March 2008 at the Mövenpick Hotel, was very successful and well attended.

The presentation was about "Crisis Management for Individual and Business Life".



We would like to extend our thanks to sponsor of this event and our member [Mövenpick Hotel](#) and Mr Abdullah Bozgeyik.

Our Sponsors



British Chamber of Commerce of Turkey continues participating important fairs in Istanbul

As BCCT we continue supporting and participating some fairs at CNR Expo and Tüyap International Fair Centers. CNR International Fair and Convention Center and TUYAP Fair & Convention and Congress Center, who are our members, are the leading fair centers in Turkey. Both fair centers are international meeting platforms and they host many domestic and overseas companies from various sectors. BCCT supported and participated the below exhibitions in both Tüyap & CNR Expo this year.



They are;

“WIN - World of Industry 2008 Part I and Part II” Fairs

- ✦ Part I - Machinery, Welding, Surface Treatment and Materials Handling
07 - 10 Feb 2008, TUYAP Fair & Convention and Congress Center
- ✦ Part II - Otomasyon, Electrotech, Hydraulic & Pneumatic
28 February - 02 March 2008, TUYAP Fair & Convention and Congress Center

www.win-fair.com, www.tuyap.com.tr

“FMCG Fast Moving Consumer Goods Fair - 7th Private Label Products and Store Brands” Exhibitions

- ✦ 13 -15 March 2008, CNR International Fair and Convention Center

www.privatelabelistanbul.com, www.cnrexpo.com



As BCCT, we strongly believe that these exhibitions will create a great deal of opportunities for both Turkish & British businessmen and give them the opportunity to meet with the right sort of partners for their specific business lines. If our members are not exhibiting at the subject fairs, we would be more than pleased to represent them and deliver their companies' brochures and business cards to enquire during the



We would like to announce you that as BCCT, we are going to participate the below exhibitions in 2008;

- ⇒ “7th International Subcontracting” Exhibition - SUBCONIST 2008
10 - 13 April 2008, CNR International Fair and Convention Center
www.subconist.com, www.cnrexpo.com
- ⇒ “CEBIT Bilişim” - EURASIA - International Trade Fair for Information Technology, Telecommunications, Software & Services
07 - 12 October 2008, TUYAP Fair & Convention and Congress Center
www.cebitbilisim.com, www.tuyap.com.tr
- ⇒ 12th International Metalworking Technologies Exhibition - TATEF 2008
14 -19 October 2008, CNR International Fair and Convention Center
www.tatef.com, www.cnrexpo.com
- ⇒ 16th International Food, Beverage, Food Ingredients and Food Processing Exhibition - GIDA 2008
05 - 08 November 2008, CNR International Fair and Convention Center
www.itf-gida.com, www.cnrexpo.com

★ Facts About Turkey

Area: 296,184 square miles.

Length of Coast: 4,426 miles, of which 960 on the Black Sea, 1673 on the Aegean, 969 on the Mediterranean and the rest on the Marmara, Bosphorus and Dardanelles.

Population: 18,790,174 (Census of 1945).

Time: Two hours east of Greenwich.

Railways minimum: 4,748 miles (end 1947).

Roads: 25,543 miles, of which 650 1st class, 7063 2nd class and 5105 3rd class.

Currency: 100 kuruş (formerly piastres), One Lira or Turkish Pound.

Rate of Exchange: 7.84 liras = £stg. 1.

Weights and Measures: The Metric System.

Government: "Republic, National, Popular, Etatist, Lay and Revolutionary" (the Six Principles of Atatürk): sovereignty is vested in the people unconditionally, exercised through the Grand National Assembly; the executive power is exercised through the President and through the cabinet appointed by him.

Revenue: TL. 1,313,269,563.—(estimated 1950).

President: İsmet İnönü.

Prime Minister: Şemsettin Günaltay.

Useful London addresses:

Turkish Embassy — 69, Portland Place, W. 1.

Turkish Consulate — 18, Cadogan Gardens, S.W. 3.

Turkish Commercial Counsellor — 47, Elm Park Gardens, West Brompton, S.W. 10.

GREAT BRITAIN'S PRINCIPAL EXPORTS TO TURKEY DURING THE PAST THREE YEARS.

While it is impossible until the receipt of the summaries published in the Board of Trade Returns for January to make any comparative statement this month of Great Britain's total exports to Turkey over the past years, we are still able, from the December Returns, to give the comparative figures of the enumerated articles, representing the principal exports as they appear in the Monthly Returns, which we tabulate each month in our Journal.

	Year ended 1921.	Year ended 1923.	Year ended 1922.
	£	£	£
Copper . . .	20,290	5,165	6,901
Tin	58,903	47,505	21,943
Cotton Yarns,			
Grey,	70,713	111,511	67,137
Bleached . .	27,157	22,425	24,319
Cotton Goods—			
All kinds . .	2,440,061	2,156,033	1,813,144
Cotton flags . .	25,765	30,771	32,488
Woolleus . . .	372,732	294,549	180,797
Worstebs . . .	136,001	156,637	243,187
Jute Sacks . .	6,817	7,345	1,579

The three principal imports from Turkey show the following comparisons over the past three years:—

	Year ended 1921.	Year ended 1923.	Year ended 1922.
	£	£	£
Raisius	688,728	1,086,127	1,151,490
Wool	27,443	10,540	85,958
Mohair	530,792	528,958	708,397.

Contacts that make or break Turkish ventures

A local business counterpart is essential in a country where networks matter most, says Sergey Frank



How to negotiate

When starting business in Turkey, two things have to be taken into consideration: it helps to have the right contacts and you need to maintain them.

But what do you do if you do not have good contacts to help you build business relationships? Good starting points are trade and industrial fairs and exhibitions, where you can meet potential clients and partners, sales representatives and distributors.

Another useful route is to join trade delegations organised by government agencies or international chambers of commerce. International banks and accountancy firms are also helpful: they can give advice on how to do business in Turkey and help you build contacts.

Most business is conducted in Istanbul, Turkey's commercial metropolis. Ankara, the capital, is more important when dealing with public authorities or government.

A local business person who can act as your agent or liaison officer is the best bet. As well as business contacts, he or she should have a good knowledge of the relevant authorities since public licences and government permits can be an important part of business.

Turkish hospitality is renowned and your business partner is likely to put business on a personal level. Deals are rarely done without a preliminary chat over a glass of Turkish tea – or even an invitation to your host's home.

Small talk plays a vital role when conducting business. Topics will include your arrival, your accommodation and how you find the

country. It can sometimes be difficult to gauge when it would be appropriate to talk business but as a general rule you should wait until your contact mentions it. In time, your Turkish counterpart will ask you in detail about your company, products, services and about your competitors. At this point it would be appropriate to start talking business.

Time can appear to be elastic in Turkey. Meetings and individual decision-making may take longer than elsewhere. A high degree of flexibility is required when negotiating. It is a wise counsel not to try to push things too hard as that may prove to be counter-

Try not to push things too hard: it may prove counterproductive in the long run

productive in the long run.

If your Turkish business associate communicates enthusiastically it is advisable not to interrupt, although it is acceptable to ask for clarification if you need it. Ideally, controversial subjects should be discussed after a presentation.

Unlike the American or German approach to negotiation, where details come first, your Turkish counterpart may deal with several issues at once. It is vital to concentrate on the important subjects. Stick to your main message and try to avoid weakening any powerful arguments with minor points.

During negotiations it is important to be careful with terminology. The basic rule is to avoid being negative. The next most important things are to listen and to ask questions. Then summarise the statements of the

other side, while avoiding putting words into the mouth of your counterpart.

Negotiation in Turkey requires a high degree of diplomacy and some intuition.

You should not expect everything to happen as you have planned it, so factor the unforeseen into your calculations.

The following tactics will help facilitate negotiations. First, be flexible enough to manage delays and unexpected issues or changing circumstances. This is particularly relevant when dealing with public authorities and agencies that issue licences and permission to conduct business.

Second, be mindful of the fact that your counterparts may not speak or understand English. Allow extra time for language problems and make sure there are enough interpreters on hand from the beginning of negotiations. When you speak, be clear and succinct. Answer questions clearly and summarise your points, if possible in writing.

A western businesswoman will be accepted as a negotiating partner in Istanbul and Ankara and, more widely, among the younger generation of managers. However, she will be more effective if she can negotiate as part of a team that includes male colleagues.

Business in Turkey requires a certain degree of formality. Men should wear a suit and tie, women a suit or a dress. This applies even if your Turkish partner is casually dressed.

Finally, avoid conducting business between June and August, when most Turkish families schedule their annual holiday.

The writer is a partner of Kienbaum Executive Consultants and managing director of the London subsidiary www.kienbaum.co.uk

1966 İzmir International Fair



Left to right; Mr Osman Kibar (Mayor of İzmir), Mr Jack Cheeseman (Deputy Consul General —İstanbul), Mr Dick Bethell (BCCT'S UK. Representative), H.E. Cevdet Sunay (President of Turkey), Mr İlter Koral (British Pavilion Manager)

Our forthcoming events & supported events by BCCT

21 April 2008, Monday, İstanbul **(Organised by BCCT)**

Opportunities for British Business in Turkey

Luncheon Event where Mr Alpaslan Korkmaz, President of Investment Support & Promotion Agency of Turkey will meet our members & guests

28 – 29 April 2008, İzmir **(Supported by BCCT)**

International Dairy Workshop & Exhibition

The Ege Palas Hotel, Izmir, Turkey eertum@ttmail.com

30 April 2008, Wednesday, İstanbul **(Organised by BCCT)**

Business Breakfast - Guest of honour Prof. Dennis Driscoll, University Lecturer

The Sofa Hotel, Frida Meeting Room, Nişantaşı at 09.00 a.m

30 April 2008, Wednesday, London **(Supported by BCCT)**

Health & Safety Online Training, Seminar (Organised by Tbcci)

www.tbcci.org/health_safety.php

27 May 2008, Tuesday, İstanbul **(Organised by BCCT)**

Trade & Investment Relations between Turkey and The UK

The venue will be İstanbul Chamber of Commerce, İstanbul

05 – 06 June 2008, İstanbul **(Supported by BCCT)**

The Republic of Turkey Business & Investment Summit
Hyatt Regency Hotel



The British Chamber of Commerce of Turkey

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