



## DEGREE OF INTERNATIONALIZATION IN LOGISTICS SECTOR AND STRATEGIC ORIENTATIONS

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**ABSTRACT. Background:** Turkey has an important transfer center among Middle East, Europe and Asia. Turkey intends to reach \$ 500 billion export target in 2023. Turkish logistics sector has been rapidly grown. Both national and international companies invest their presence and service in the country. The study firstly aims to evaluate the degree of internationalization of firms in the Turkish logistics sector. The second aim of the study is to determine whether or not there is difference between international and national logistics firms' market and entrepreneurship orientation. Finally, the study is to investigate the links among market orientation, entrepreneurship orientation, and the degree of internationalization.

**Material and methods:** The convenience sampling method was used to send the questionnaires. A total of 91 eligible questionnaires were received. The research hypotheses are tested using data collected from questionnaire and by multiple regression analyses and independent-sample t test.

**Results and conclusions:** The results indicate evidences that there is a difference between the levels of strategic orientation of the international and national firms. From research findings, we offer implications for managers.

**Key words:** Degree of Internationalization, Market Orientation, Entrepreneurship Orientation, Turkish Logistics Sector.

### INTRODUCTION

Global trade volume increased 6.6% in 2011. This volume was respectively 12.4% in 2010 and -10.6% in 2009. Therefore, World Bank has much worse expectations for 2012. The anticipated slowdown in global trade is expected to adversely affect to all the countries. The volatile in global trade directly influences to logistics sector. Turkish Logistics Sector also is affected by this volatile. However, Turkey has an important location that is crossroads between Europe and Asia. The Turkish Logistics Sector attracts attention both foreigners and domestics inventors because of high growth rates, vehicle capacity, and employment opportunities. Considering the opportunities provided by the location of the Turkey, developments in the logistics

industry and Turkey's export goals, logistics firms in Turkey must compete with more capable of firms. The firms also must have more advanced strategies to be succeeded.

This study primarily aims to measure Turkish Logistics Sector's degree of internationalization. Owing to determine the degree of internationalization of firms in the logistics sector, inter-firm differences may be analyzed. In addition the sector can be compared with the other both countries and sectors. The second aim of the study is to identify whether or not the difference in terms of market and entrepreneurial orientation between national and international logistics companies. By determining of such a difference, it will be provided to become clear role of strategic orientations on the internationalization of firms. The study thirdly

aims to examine the joint effects of market and entrepreneurial orientations on the degree of internationalization. The study also focuses on the following basic questions: (1) what is the degree of internationalization in Turkish Logistics Sector? (2) How do market and entrepreneurial orientations affect the degree of internationalization? (3) Which variable have stronger effect than other on degree of internationalization? With fulfillment of these goals, the study will contribute to both literature and business life in the managerial sense by detecting levels of relative importance that of the research variables thought to be effective on the degree of internationalization of firms. Much study in literature was relationships among market orientation, entrepreneurial orientation and firm performance or the degree of internationalization and firm performance [e.g. Chang, 2011; Geringer et al., 1989] but a few study investigated direct effects of these orientations on the degree of internationalization. Therefore previous study analyzed the degree of internationalization in manufacturer sectors [e.g. Nieminen et al., 2002; Ruzzier et al., 2007; Martin and Papadopoulos, 2006] but the study focus on service sectors. The study fills the gaps. The overall purpose of this paper is to contribute to the literature on logistic firms' internationalization processes.

## LITERATURE REVIEW AND HYPOTHESES

Increasing importance of internationalization lead to a remarkable topic in both economics and business literature. In particular, Manolova et al. [2010] stated that "internationalization is vital for the continued growth and development of new-and-small ventures in transition economies such as the Central and Eastern European countries, which are characterized by relatively small domestic markets". Internationalization is also an important process for growth and development of Turkish Logistics Sector. Calof and Beamish [1995] denoted internationalization as "the process of adapting firms' operations (strategy, structure, resource, etc.) to international environments". Internationalization is defined as a process that increased

both participation in international activities [Welch and Luostarinen, 1988] and consists of a wide variety of activities such as exports, licensing and direct investment [Liu et al., 2011]. Internationalization activities can be classified as indirect export, direct export, export through foreign agent, sales and manufacturing joint venture, sales and manufacturing company, licensing and franchising. When these activities are analyzed through resource commitment perspective, some of activities must have a higher obligations and resource for firms others have relatively lower. Hence most of the firms usually start with export activities to the internationalization and later firms go towards activities that must have more resource such as the foreign joint ventures, foreign sales subsidiaries and finally direct foreign production activities [Agndal, Chetty, 2007].

The degree of internationalization of a firm are generally evaluated the three basic indexes [Hassel et al., 2003]. Dörrenbächer [2000] indicated:

- Multinationality Index developed by UNCTAD - Transnationality Index (TNI): Ratio of foreign sales to total sales; Ratio of foreign assets to total assets; Ratio of foreign employment to total employment.
- The Transnationality Spread Index (TSI) introduced by Ietto-Gillies [1998]: Ratio of foreign sales to total sales; Ratio of foreign assets to total assets; Ratio of foreign employment to total employment; Number of foreign countries in which a company owns affiliates as a proportion of total number of countries in which foreign direct investment has occurred minus one (= home country of the company)
- The Index of Degree of Internationalization of Sullivan [1994]: Ratio of foreign sales to total sales; Ratio of foreign assets to total assets; Ratio of foreign affiliates to total affiliates; International experience of top management; Psychic dispersion of international operations.

The degree of internationalization proposed by Sullivan [1994] consists of five variables that developed to measure structural, performance and behavioral qualities of internationalization. The degree of

internationalization arises following variables: (a) such as Ratio of foreign sales to total sales (FSTS), (b) Ratio of foreign assets to total assets (FATA), (c) Ratio of foreign affiliates to total affiliates (OSTS), (d) International experience of top management (TMIE), (e) the physical distribution of international operations, (PDIO). The degree of internationalization of a firm is the sum of these five variables. It show that 0 (zero) is not internationalization, 5 (five) is the highest level of internationalization.

The degree of internationalization= FSTS + FATA + OSTS + TMIE + PDIO.

Market orientation research is largely based on the two conceptual frameworks [Grinstein, 2008]. Narver and Slater [1990] defined market orientation as the "organizational culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and thus, continues superior performance for the business". Kohli and Jaworski [1990] emphasized the behavior aspects of market orientation, conceptualizing it as the "organization-wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization-wide responsiveness to it". Market-oriented firms have a competitive advantage to respond quickly and effectively for market opportunities and threats [Slater, 2001]. Many studies investigated the effects of market and entrepreneurial orientations on firm or export performance but little study deal with their effects on the degree of internationalization. Previous research has found a link between market orientation and export performance [Akyol, Akehurst 2003; Armario et al., 2008; Cadogan et al., 2006; Mutlu et al., 2011; Racela et al., 2007; Rose and Shoham 2002].

Kropp et al. [2006] examined the interrelationships between entrepreneurial, market, and learning orientations and international entrepreneurial business venture performance. They demonstrated a positive link between market orientation and performance, domestically and internationally. He and Wei [2011] investigated the synergistic

effect of market orientation and international market selection strategy on international performance. Their findings showed that firms with a fit between market orientation and international market tend to firms' higher international success than without such a fit. Vida [2000] showed that the one of the important drivers of the internationalization process was market orientation.

Armario et al. [2008] reveal that market orientation represents an antecedent of the internationalization process for SMEs. They project that "market orientation fosters and facilitates the learning process in foreign markets and highly market-oriented companies develop stronger capabilities (market sensing, customer linking, and channel bonding) that allow the acquisition of foreign market knowledge, as well as designing a proper market response" [Armario et al., 2008: 491]. Liu et al. [2011] demonstrated that the inverse U-shaped effect of market orientation on a firm's internationalization and they explained the complex influence of market orientation on the internationalization of firms from emerging markets. As these research findings parallel, the first hypothesis of our study researched whether different levels of market orientation of domestic and international firms in Turkish Logistics Sector. The second hypothesis of the study suggested that market orientation positively affected the degree of internationalization.

H<sub>1</sub>: The market orientation means of domestic and international logistics firms are significantly different.

H<sub>2</sub>: Market orientation positively affects logistics firms' the degree of internationalization.

Entrepreneurial orientation reflects identifying of market opportunities for firms and the priority in the benefit process from these opportunities [Shane and Venkataraman, 2000; Baker and Sinkula, 2009] and according to Zhou et al. [2005] the tendency of firms interested in "monitoring of new market opportunities, and renewal of existing activity areas" [Hult and Ketchen, 2001]. In this context, entrepreneurial orientation plays an important role in the capture of market

opportunities and in the start of innovative activities. Entrepreneurial orientation often is considered with innovation, risk-taking tendency and proactiveness aspects in the literature.

Entrepreneurship orientation naturally is an important and key factor for the success of the internationalized firms. Empirical studies suggested that entrepreneurship orientation of the firms have an important and positive impact in on the global performance. Entrepreneurial orientation promotes the formation of brands of firms, market inputs, and market share rates and so entrepreneurial orientation strategies gives greater advantage to managers who concentrate on the profit margin, the active growth and the market boom [Lan and Wu, 2010].

Ibeh and Young [2001] have identified that entrepreneurial firms is likely to be more innovative and proactive for export and have developed a high tendency to start exporting.

Kazem and van der Heijden [2006] found that it is a strong relationship between the firm' export performance with degree of entrepreneurial orientation of firm owners. According to Yeoh and Jeong [1995], exporting organizations can be differentiated in terms of their level of entrepreneurial orientation. Compared to export performance between conservative and entrepreneurial exporting firms, entrepreneurial exporting firms are expected to have higher export performance level than other firms [Yeoh and Jeong, 1995]. Okpara [2009] investigated the impact of entrepreneurial export orientation on the performance of SMEs in Nigeria. The paper findings indicated that proactive entrepreneurs were more engaged in the export market. So, a firm that want to have the higher the degree of internationalization should be more entrepreneurial firms, in other words this firm must be more proactive, innovative, and risk taker. Mavrogiannis et al. [2008] showed that entrepreneurial firms achieved higher export performance.

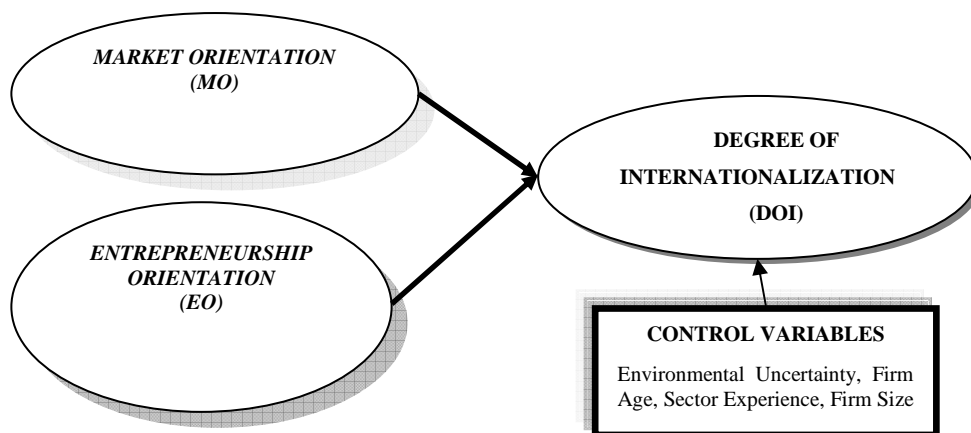


Fig. 1. Conceptual Model  
 Rys. 1. Model koncepcyjny

Liu et al. [2011] hypothesises that entrepreneurial orientation is positively related to the level of internationalization. They found the positive effect of entrepreneurial orientation on the internationalization of firms. Ripolles-Melia et al. [2007] discovered the direct positive relationship between entrepreneurial orientation and international degree. Clercq et al. [2005] investigated relationship between entrepreneurial orientation and internationalization intent.

They found that entrepreneurial orientation is positively associated with internationalization intent. Moreover, they argued that substantial and successful presence in foreign markets may partly depend on a firm's moving proactively into new markets or taking on an innovative and risk-seeking posture. As a result of all these evaluations, the third and fourth hypothesises of the study is that:

H<sub>3</sub>: The entrepreneurial orientation means of domestic and international logistics firms are significantly different.

H<sub>4</sub>: Entrepreneurial orientation positively affects logistics firms' the degree of internationalization.

Conceptual model in Figure 1 illustrates the relationships that established between market and entrepreneurial orientations and the degree of internationalization.

## METHOD

**Sampling:** A self-administered questionnaire was used to collect the data for this study. The questionnaires were firstly interviewed face to face to the top executives of logistic firms in Turkey. Secondly, the questionnaires were e-mailed logistic firms. Logistic firm list was provided International Transporters Association (UNDT) and Logistics Association (LODER). We sent to e-mail that consist of research aims, procedures and questionnaire link. This was necessary in order to raise the response rate of the survey. The firms were given 2 weeks to respond. The end of the two weeks we repeated the same process. A total of 103 completed questionnaires were collected. Twelve completed questionnaires were found to be invalid due to missing or extreme values. 91 questionnaires were thus used for analysis.

**Measurement:** The scales in the measurement of market and entrepreneurial orientations concept taken up from Bulut [2007] and the scales were revised. We used Narver and Slater's [1990] scale to measure market orientation (MO). Entrepreneurial orientation (EO) scale was collected from different study by Bulut [2007, e.g. Antoncic and Hisrich, 2001; Barringer and Bluedorn, 1999; Calantone et al., 2002; Dess et al., 1997; Hornsby et al., 2002; Khandwalla, 1977; Liu et al., 2002; Lumpkin and Dess, 2001; Miller, 1983; Naman and Slevin 1993]. All items are scored on a 5-point scale in which 1 equals "strongly disagree" and 5 equals "strongly agree". Firm age (AGE) and sector experience (EXP) respectively were measured with opening year and date of starting logistics

activities. Firm size (SIZE) evaluated only the number of employees. The degree of internationalization (DOI) was adapted Sullivan [1994]. The scale was used previous study [e.g. Ruzzier et al., 2007; Westhead et al., 2004]. The scale originally consists of 5 items; however the experience of export managers were excluded from. Measuring of DOI was used these items:

- Ratio of international logistic income to total logistic income-IITI (0-1)
- Ratio of international logistic operations to total logistic operations-IOTO (0-1)
- Ratio of international branches to total branches-IBTB (0-1)
- Physical Expectation of International Operations-Ratio of number of countries that operated logistic activities to total countries-PEIO (0-1)

As a result of the measurements that used these items, DOI of logistics firms will be between min. 0 and max. 4.

## ANALYSIS AND RESULTS

Of the 93 respondents, 29.7% were firm owner, 20.9% were top management, 44% were department management and 3.3% were others. Respondents have professional experience between 1 and 31 years in logistics sector. The average experience is 8 years. While 29.7% of the sample worked only in domestic markets, 70.3% operated international logistics activities. Number of countries that operated logistic activities ranged between 1 and 150 country. Firms had the domestic branches between 1 and 11 while number of international branches ranged between 1 and 13.

For the measuring of DOI in logistics firms, we used the following formula:

$$DOI = IITI + IOTO + IBTB + PEIO$$

DOI ranged between 0 and 4. The average DOI in logistic sectors calculated 1.22. The zero value of DOI demonstrated that firm doesn't operated any international activate. The maximum value of DOI in the sample is 2.90.

Excluding firms that only operated domestic market, the minimum DOI value raised 0.63 and the average DOI was 2.03.

The descriptive statistics, coefficient alphas, and correlations are shown in Table 1. The reliability analysis was conducted to determine internal consistency among variables. Nunnally (1978) suggest that Cronbach's

Alpha value of 0.70 is sufficient. All constructs demonstrated acceptable reliability scores. Consequently, table 1 showed that there was the positive and significant correlation coefficient of the relationship between DOI and MO / DOI and EO.

Table 1. and basic KPI  
 Tabela 1. Kryteria bazowe KPI

	1	2	3	4	5	6	7	Mean	S.D.	$\alpha$
1. DOI	1							1.22	1.07	-
2. MO	.249*	1						4.15	0.65	.912
3. EO	.293**	.627**	1					3.51	0.75	.918
4. ENV	.192	.573**	.634**	1				3.72	0.77	.809
5. AGE	-.038	.270**	.165	.034	1			15.27	10.50	-
6. EXP	.151	.118	.127	.038	.824**	1		12.73	9.76	-
7. SIZE	-.148	.039	-.040	.095	.098	.171	1	36.85	42.16	-

DOI: Degree of Internationalization; MO: Market Orientation; EO: Entrepreneurship Orientation; ENV: Environmental Uncertainty; AGE: Firm age; EXP: Sector Experience; SIZE: Firm size; S.D.: Standard Deviation,  $\alpha$ : Cronbach's Alpha Reliability Coefficient.  
 \*\*: p<0.01; \*: p<0.05.

Table 2. Independent samples t-test results  
 Tabela 2. Niezależne próbki wyników testu t

		Group Statistics				Levene's Test		t-test for Equality of Means		
		N	Mean	S.D.		F	Sig.	t	df	Sig.
MO	Non-international	36	3.93	.780	Equal variances assumed	5.149	.026	-2.667	89	.009
	International	55	4.29	.508						
EO	Non-international	36	3.22	.828	Equal variances assumed	.972	.327	-3.123	89	.002
	International	55	3.70	.642						

Independent-samples t-test procedure is applied to explore the probable effects of international activities on level of MO and EO. T-test results were summarized in Table 2. An independent-samples t-test was conducted to compare MO and EO means in domestic and international logistics firms. Hypothesis 1 assumes that there is a significantly different level of MO at international logistics firms compared to domestic logistic firms. The result of the t-test supports the assumption, there was

a significant difference in the scores for domestic (mean=3.93, SD=0.78) and international (M=4.29, SD=0.50) logistics firms;  $t(98) = 2.448$ ,  $p = 0.018$ . Hypothesis 3 supposes that the levels of EO at domestic logistics firms compared to international logistic firms are different. The result of the t-test supports the assumption, there was a significant difference in the scores for domestic (mean=3.22, SD=0.82) and international (M=3.70, SD=0.64) logistics

firms;  $t(98) = 3.123$ ,  $p = 0.002$ . These results suggest that international activities really have

an effect on both MO and EO. Therefore, hypothesis 1 and 3 is accepted.

Table 3. and basic KPI  
 Tabela 3. Kryteria bazowe KPI

Independent Variables	$\beta$	$B_{(Std)}$	$t$	$R^2$	Adj. $R^2$	F
Constant Term	-1.020		-1.520	0.279	0.227	5.405**
MO	0.500	0.303	2.273*			
EO	0.240	0.169	1.259			
ENV	-0.100	-0.072	-0.557			
AGE	-0.074	-0.727	-4.116**			
EXP	0.080	0.731	4.255**			
SIZE	-0.005	-0.200	-2.083*			

\*\* :  $p < 0.01$ ; \* :  $p < 0.05$

Multiple regression analyses were performed to further test hypotheses and these results are contained within Table 3. The regression analysis, the variables were tested significant with ( $p < 0.01$ ) and  $F = 5.405$ . The regression tests had presented R square of 0.279. Approximately 27.9% variations of DOI can be explained by MO, EO, ENV, AGE, and SIZE. The adjusted R square value is 0.227. The multiple regression analysis indicates that MO is positively related to DOI with the beta value of 0.303, significant at  $p < 0.0$ . EO is not found significant. Hypothesis 2, which predicted a positive relationship between DOI and MO, is supported but hypothesis 4 which propose a positive relationship between DOI and EO was not supported. In addition AGE and SIZE have negative and significant effects on DOI. EXP positively and significantly affected DOI.

## CONCLUSION, IMPLICATIONS AND LIMITATIONS

Buckley and Casson [1976] define that internationalization is conducted research to develop and distribute of their resources for across national borders to take asymmetric advantage in the capacity and information of firms [Javalgi and Todd, 2011]. Take into account internationalization degree of the sample, Turkish logistics sector have very good score. Altintas and Ozdemir [2006]

calculated internationalization degree of manufacturer firms using a sample 137 firms in Turkey. They found that internationalization degree of Turkish manufacturer was 1.622 (between 0 and 5). The degree of internationalization for Turkish exporter firms was calculated to be 0.37 (the ratio is 1.85 when converted to Likert scale) by Altintas et al. [2011]. We calculated 1.22 (between 0 and 4), therefore excluding domestic logistic firms, the score raised 2.03. The result was expected but the score could have been better. Considering the score that created factors:

- Ratio of international logistic income to total logistic income-IITI mean is 0.83.
- Ratio of international logistic operations to total logistic operations-IOTO mean is 0.85.
- The sample (65.9%) doesn't have any international branches. The sample' 10.9% have one international branches, 7.7% have two and 15.5% have three or more. The ratios show that Turkish logistics firms serve mostly domestic manufacturers. Increasing number of international branches contributes the degree of internationalization.
- The five firms have extreme physical expectation. The firms operated 50 and more country.

Eren-Erdogmus et al. [2010] showed that the relationships among different factors that influence the internationalization process of

Turkish firms. They said that above factors acted the firm to open in international markets:

- Home country characteristics
- Top management characteristics (e.g. international orientation, professional experience in international operations)
- General firm characteristics and abilities (e.g. branding, learning orientation)
- Internationalization process (e.g. market selection, entry method)
- Host country characteristics (e.g. market growth potential, intensity of completion)

Independent-samples t-test results demonstrate that international activities create significantly effects on level of both market orientation and entrepreneurial orientation. The results of regression analysis showed that sector experience ( $\beta_{(std)} = 0.731$ ;  $p < 0.01$ ), firm age  $\beta_{(std)} = -0.727$ ;  $p < 0.01$ ), market orientation ( $\beta_{(std)} = 0.303$ ;  $p < 0.05$ ), and firm size ( $\beta_{(std)} = -0.200$ ;  $p < 0.05$ ) variables have a significant effect on the degree of internationalization. According to the results of regression analysis, the most important element that affects the degree of internationalization is sector experience. Market orientation has statistically significant effects on the degree of internationalization. The finding is consistent with previous study. However, the effects of components of market orientation must be explored. Panayides [2004] found that aggregated market orientation had not significant effect on firm performance of logistics service provides, however the interfuctional coordination component of market orientation was found to be significantly related to profitability.

We found no relationship between entrepreneurial orientation and the degree of internationalization. The finding is interesting. There has been investigated the potential moderators and/or mediators of EO and DOI.

We found that firm age and size negatively affected the degree of internationalization. The findings are unexpended. The firm age effect indicates that firms operating in the market over a longer period are more likely to achieve a lower level of internationalization. The firm size negative effect was explained that the

variable was measured only number of employed. Our sample included all kind of logistics firms, for example, national or international road transport firms, maritime transport firms, railways transport firms, warehousing business, and forwarder. For each firm in the sample, the variables that measure firm size may be different. For a firm that operates only road transport, firm size may measure vehicle population, number of employment and capacity. This diversity reduces to the generalization of findings.

Our research provides managerial implications for firms. For logistics firms, the first implication is to develop market-oriented behaviors. Firm managers have a market-oriented culture, their firms will develop capabilities that promote international operates. The adaption both market and entrepreneurial orientations lead to higher the degree of internationalization. Given a firm is provided opportunities by the internationalization, firm owners and investors in logistics sector must promote market- and entrepreneurial-oriented behaviors.

As with all empirical studies, this study has some limitations. First limitation is sample method. Second, the research variables have been studied as a one-dimension concept. In future studies, they should be divided into their components. The measure of the internationalization of SMEs was proposed the multi-dimensionality of internationalization construct (e.g. product, time, performance, operational mode and market dimensions) by Ruzzier et al. [2007]. Third, this study analyzes data at a particular point in time. Finally, only direct effects among variables have been discussed in this study. In future studies, indirect, mediating, and moderator effects should be studied. In conclusion this limitation needs to be addressed in future studies.

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## POZIOM UMIEDZYNARODOWIENIA SEKTORA LOGISTYCZNEGO I ORIENTACJI STRATEGII

**STRESZCZENIE. Wstęp:** Turcja jest ważnym punktem transferowym pomiędzy Bliskim Wschodem, Europą i Azją. Zamierza ona osiągnąć poziom eksportu równy 500 bilionów dolarów w 2023 roku. Turecki sektor logistyczny charakteryzuje się gwałtownym wzrostem. Zarówno krajowe jak i międzynarodowe firmy inwestują w swój rozwój w tym kraju. Jednym z celów pracy jest ocena stopnia umiędzynarodowienia firm działających w tureckim sektorze logistycznym. Drugim celem jest zbadanie istnienia różnic w kierunkach działania firm krajowych i międzynarodowych operujących na rynku logistycznym. Trzecim celem była ocena powiązań pomiędzy orientacją rynkową, orientacją przedsiębiorstwa oraz stopień umiędzynarodowienia.

**Material i metody:** zostały wysłane ankiety do losowo wybranej grupy. 91 poprawnie wypełnionych ankiet zostało odesłanych. Hipoteza badawcza została przetestowana na podstawie danych zebranych poprzez ankiety przy wykorzystaniu analizy regresji oraz niezależnego testu t.

**Wyniki i wnioski:** Wyniki wskazują na istnienie różnicy pomiędzy poziomem orientacji strategicznej w firmach krajowych i międzynarodowych. Na podstawie wyników zostały opracowane zalecenia dla zarządzających.

**Słowa kluczowe:** stopień umiędzynarodowienia, orientacja rynkowa, orientacja przedsiębiorstwa, turecki sektor logistyczny.

## NIVEAU DER INTERNATIONALISIERUNG DES LOGISTISCHEN SEKTORS UND DER INTERNATIONALEN STRATEGIE-ORIENTIERUNG

**ZUSAMMENFASSUNG. Einleitung:** Die Türkei stellt einen wichtigen Knotenpunkt zwischen dem Nahen Osten, Europa und Asien dar. Sie beabsichtigt, im Jahre 2023 das Niveau ihres Export-Volumens in Höhe von 500 Billionen Dollars zu erreichen. Der türkische Logistik-Sektor charakterisiert sich durch seinen rasanten Aufstieg. Sowohl einheimische, als auch internationale Firmen investieren in ihre Entwicklung in diesem Lande. Eines der Ziele der Forschungsarbeit war die Beurteilung des Ausmaßes der Internationalisierung der im türkischen Logistik-Sektor tätigen Firmen. Ein nächstes Ziel war es, die bestehenden Unterschiede zwischen den einheimischen und den internationalen, auf dem logistischen Markt operierenden Firmen bei ihren unterschiedlichen Betätigungsausrichtungen zu erforschen. Ein weiteres Ziel bestand auf der Beurteilung der Zusammenhänge, die zwischen der Marktausrichtung eines Unternehmens, seiner Strategie und dem Grade der Internationalisierung vorkommen.

**Material und Methoden:** An die ausgeloste Gruppe von Unternehmen wurden Umfragebögen zugeschickt. Die richtig ausgefüllten kamen in der Anzahl von 91 zurück.. Die Forschungshypothese wurde anhand der auf Grund der Umfragebögen gewonnenen Daten bei Inanspruchnahme der Regressionsanalyse und eines unabhängigen T-Testes durchgetestet.

**Ergebnisse und Fazit:** Die Ergebnisse weisen auf das Bestehen der Differenzen innerhalb der einheimischen und internationalen Firmen in Bezug auf das Niveau ihrer strategischen Orientierung hin. Auf Grund der Ergebnisse wurden entsprechende Empfehlungen für die Geschäftsführer ausgearbeitet.

**Codewörter:** Grad der Internationalisierung, Marktorientierung, Orientierung des Unternehmens, türkischer Logistik-Sektor.

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