Determination of the Target Market In Export Marketing With Competitive Intelligence Based Approach And Automotive Spare Parts Sektor Applicatıon Example *

Rekabet İstihbaratı Temelli Yaklaşım İle İhracat Pazarlamasında Hedef Pazar Tespiti Ve Otomotiv Yedek Parça Sektörü Uygulama Örneği

ABSTRACT

Countries strive to achieve a successful and sustainable export performance in a hyper-competitive environment. The ways, methods, and tools used by that countries in exportation are changing and developing with the effect of technological developments. Turkey is the world's 17th largest economy among the 31 countries which export most of the ranks and the goal is to be among the top 20.

Turkey; In order to demonstrate its high export performance in a hyper-competition environment, it has set itself an export target of USD 500 billion within the scope of its 2023 export vision. For this purpose to include Turkey in the sector with 24 companies export target for 2023 it is to encourage exports, the main source of development.

The aim of this study is to collect target-oriented operational information for the products that Turkey's exporters need from secondary sources. In addition, Yaman Koç's Foreign Trade Target Market Matrix method is the methodological basis of this study in order to present an example of target market determination for the product within the scope of Competition Intelligence.

In the study, automotive spare parts sector was chosen as the sample sector. The product is a brake lining product which is an important mechanical component that produced in the automotive spare parts sector. It is anticipated that the methodology used in the study will provide a strategic export roadmap for the enterprises in the related sector and similar sectors.

Keywords: Hyper Competition, Competitiveness Intelligence, Export, Secondary Data Source, Brake Pad, Target Market Detection

ÖZET

Hiper rekabet ortamında başarılı ve sürdürülebilir bir ihracat performansı ortaya koymaya çalışan ülkelerin ihracatta kullandıkları yol, yöntem ve araçlar teknolojik gelişimlerin etkisiyle rekabet üstünlüğü sağlayacak şekilde değişerek gelişimini sürdürmektedir.

Dünyanın 17. büyük ekonomisi olarak en çok ihracat yapan ülkeler arasında 31. sırada yer alan ve hedefi ilk 20 arasında yer almak olan Türkiye, hiper rekabet ortamında yüksek ihracat performansını ortaya koyabilmek için 2023 ihracat vizyonu kapsamında kendisine 500 milyar dolarlık bir ihracat hedefi koymuştur. Türkiye 2023 ihracat hedefi doğrultusunda 24 sektörü kapsayacak şekilde firmaları kalkınmanın ana kaynağı olan ihracata teşvik etmektedir.

Bu çalışma, ülkemiz ihracatçılarının ihtiyacı olan ürüne yönelik hedef odaklı operasyonel bilginin, amaçlar çerçevesinde ikincil veri kaynaklarından toplanması ve Rekabet İstihbaratı alanında çalışmalar yapan Yaman Koç'un Dış Ticaret Hedef Pazar Matrisi yöntemiyle Rekabet İstihbaratı kapsamında ürüne yönelik bir hedef pazar tespiti örneği ortaya koymaktadır. Çalışmada yer alan örnek sektör Türkiye'de önemli bir sektör olan ve ülkemizin küresel anlamda rekabet edebilme potansiyeli yüksek otomotiv yedek parça sektörüdür. Ürün ise otomotiv yedek parça sektöründe önemli bir mekanik aksam olan fren balatası ürünüdür. Çalışmada uygulanan yöntemin hem ilgili sektörde hem de benzer sektörlerde yer alan işletmeler için stratejik bir ihracat yol haritası oluşturmasında fayda sağlayacağı öngörülmektedir.

Anahtar Kelimeler: Hiper Rekabet, Rekabet İstihbaratı, İhracat, İkincil Veri Kaynağı, Fren Balatası, Hedef Pazar Tespiti

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INTRODUCTION

After World War II, the rapid development of technology in many fields, especially in the field of communication, caused the world to become global and enabled the concept of globalization to penetrate all economic, social and political fields. Today, the fact that concepts and phenomena such as global markets,

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global customers, global wants, needs and preferences are subject to the field of marketing and the business world is an indicator of the economic dimension of the concept of globalization.

The concept of globalization has brought about new concepts and phenomena as well as a new perspective on the concept of competition. It has brought differences in competing with competitors within the scope of the fields, markets and customer masses in which businesses operate. With the globalization of markets, two different companies operating in the same sector at two different ends of the world have become competitors. Thus, businesses must now aim to become active exporters and even international companies. The marketing activities of businesses should not only be limited to national markets but also cover international markets, otherwise they will be unlikely to operate in their sectors for many years. The biggest help for companies to overcome this situation is the information that has become important with the developing communication technologies and the emerging concept of globalization. Indeed, entering, operating and competing permanently in global markets will require high knowledge and experience, but thanks to the developing communication technologies, it will be fast and easy for companies today to access all kinds of data, intelligence and information necessary for them to open up to global markets and compete permanently in global markets. The most important feature of this data, intelligence and information is that they are target-oriented operational, which will give companies the opportunity to compete in global markets with global competitors on global terms and will facilitate companies to achieve strategic and tactical superiority over their competitors. The use of all data, intelligence and information that provide target-oriented operational information to companies in order to achieve strategic and tactical superiority over competitors is briefly called Competitive Intelligence.

In summary, in order for companies to operate in their sectors for many years in global conditions, they need Competitive Intelligence, which includes all target-oriented, operational information and equipment that will enable them to open up to international markets as active exporters and compete in these markets by providing strategic and tactical superiority over their competitors. The lack of sufficient scientific studies in the field of Competitive Intelligence in our country has been preferred in order to set an example for future studies in this field and to help the exporting companies of our country in their activities in international markets and in their competition with their competitors.

In the study, firstly, the concept of Competitive Intelligence, which is a new subject and concept in the academic world, is discussed and the competitive intelligence system and its characteristics, the competitive intelligence cycle, the competitive intelligence process and its elements, and the contribution of Competitive Intelligence to businesses and its importance in export marketing are emphasized. Then, a model proposal for export marketing within the scope of Competitive Intelligence is presented for target market identification by analyzing the data obtained from the Trade Map database. This section constitutes the research model of the study.

COMPETITION INTELLIGENCE

The Concept of Competitive Intelligence

Since Competitive Intelligence is a new concept, its theory and practice are constantly evolving, and there are not enough studies in the domestic literature in the academic sense, there is no common definition that has been agreed upon. However, it is known that the origin of Competitive Intelligence dates back to the Art of War, which was written by the famous General Sun Tzu about 2500 years ago and is the oldest book on strategy. In The Art of War, Sun Tzu emphasized the importance of knowing oneself and one's opponent. This importance is also valid in today's global market conditions.

Before the definition of Competition Intelligence, the data and information stages, which are the process of obtaining intelligence, will be defined in the table with an example, and then the definition of the English word "Intelligence", which is the Arabic word "Intelligence" in Turkish, will be made. "Intelligence" In English, it means information that has been analyzed and is ready to be used in decision making (Kahaner, 1996: 21).

Data is the numerical determination of some aspects of an observation or experiment. Data is often used synonymously with data in our language. Data is a determination, a figure that needs interpretation and does not make sense on its own. For example, the figures expressing the amount of sales in certain periods to customers in these channels of an enterprise with various sales channels are data. Unless this data is analyzed and interpreted, it is a series of numbers (Koçel, 2014: 34).

Information is the process of making data meaningful by using some criteria. If we continue with the example in the explanation of data, the total sales made to each customer in a certain period by classifying the figures of

sales made in different sales channels in a certain period on the basis of customers is an information to the user. Briefly, information is the association of data with other things (Koçel, 2014 : 35).

Competitive Intelligence has been defined by many researchers in two ways: process and product. Competitive Intelligence as a process is the acquisition of information about competitors' activities from public and private sources using legal and ethical methods. Competitive Intelligence as a product is information about the current and future behavior of competitors, suppliers, customers, public institutions, subsidiaries, markets and the general business environment, as well as technological trends and ecological developments. Competitive Intelligence is data mining on information sources and the use of appropriate analytical techniques to aggregate the information gathered. Myburgh and Zanassi stated that information must go through an analysis process in order to be transformed into intelligence (Akpınar, Edin, 2006 : 2).

The Society of Competitive Intelligence Professionals (SCIP) has defined Competitive Intelligence as the ethical collection, analysis and dissemination of important, targeted, up-to-date, proactive, complete and actionable intelligence on the characteristics of the business environment, competitors and the organization itself (Akpınar, Edin, 2006: 2).

Today, there are different views on the origin of competitive intelligence. One group shows the starting point of Competitive Intelligence as market research and market intelligence research. The other group argues that RI includes traditional environmental scanning and market research and in many ways goes beyond these approaches (Akpınar, Edin, 2006: 3). IR is also called by many names; competitor intelligence, business intelligence, strategic intelligence, market intelligence, professional competitive intelligence, technology intelligence and technical intelligence. There is a very common distinction between these names according to the objective of the intelligence (Gonagle, 2012 : 9).

As can be seen, there are many different definitions about RS. However, it is seen that the starting point of CP is market and competitor intelligence in the studies onCP. In the domestic literature, Ahmet Seviçin conducted a survey on the enterprises ranked in the top 500 in terms of size in Turkey in his study titled "A Research on the Applications of Competitive Intelligence Systems in the Top 500 Enterprises in Turkey" in 2005. In his survey, Seviçin also questioned the department where Competitive Intelligence activities are carried out and the department that needs competition the most. When the answers given by the enterprises to these questions are examined, the percentage of Competitive Intelligence activities carried out in the Marketing-Sales department of the enterprises is 80, and the department that needs intelligence the most is determined as the marketing department with 52.1 percent. This situation stems from the fact that marketers have a duty to obtain in-depth information about markets, customer wants and needs, competitors, etc. for many years, to analyze and interpret this information and to carry out related marketing activities in the light of this information (Seviçin, 2005: 194).

So, if we define RS within the framework of marketing;

Competitive Intelligence can be summarized as a set of target-oriented activities that continue after collecting information, taking action and taking action in order to foresee the situation of markets and competitors and possible developments in order to create a strategic and sustainable superiority and to collect appropriate strategies, tactics and plans (Koç, 2016: 14-15).

Development of Competitive Intelligence

Today, the IR used in businesses has been greatly influenced by the work of state intelligence organizations, which are indispensable activities of every era. In his work Il Principe (The Prince), Machiavelli drew attention to the need for large-scale intelligence activities to ensure and maintain power in similar ways in the army and state administration (Machiavelli, 1997). The foundations of competitive intelligence in today's Germany date back to the 15th century when the Fürst Fugger Bank acquired intelligence for its own sales force. In these reports, called the Fugger News, intelligence about the known world obtained through agents was sent to those who did business with the bank and to some princes in the region. Another example of intelligence in these lands is the orders sent to senior officers on foreign missions in the 15th century requesting regular reporting of political, economic and commercial information to central units. More modern German intelligence activities are seen in the 18th century. In Europe, the Germans succeeded in capturing the international patent and production rights of most formulas and processes with their intelligence activities against French and British companies, especially in the chemical sector (Rouch & Santi, 2001 : 552-559).

Emperor Meiji, who ruled Japan between 1868 and 1912, broke the traditional closed structure of Japan by realizing a series of political and social events called the Meiji Restoration, and in order to bring the best solutions in the world to his country, he invited experts from different western countries to his country and

increased the knowledge accumulation. With asimilar practice after the Second World War, Japan sent tens of thousands of market researchers all over the world to conduct research on products related to photography and imaging technology, and accordingly, the photographic technology sector constituted one of the driving forces of modern Japan (Akpınar & Edin, 2007 : 3).

Intelligence activities in the British Empire, known as the empire on which the sun never sets, date back much earlier than Japan, and intelligence activities in the countries under the imperial rule were regularly reported to central units (Rouch & Santi, 2001 : 552-559).

As one of the consequences of the economic and political rivalry between the United States of America and the Union of Soviet Socialist Republics during the Cold War period following the Second World War, the activities of intelligence agencies in the economic field have made significant contributions to modern competition intelligence practices (Akpınar & Edin, 2007 : 3).

Competitive Intelligence Process

Based on the definition of RS in the marketing environment and previous definitions, it is seen that RS emerges at the end of a process. In addition, the studies conducted in the field of RS reveal the common belief that RS is the product of a process. In his book "Competitive Intelligence" published in 1997, Larry Kahaner defined the process of RS in four stages. The first stage of the IR process identified by Kahaner consists of planning the intelligence, the second stage consists of collecting the data and information needed from different sources, the third stage consists of analyzing it, and the fourth stage consists of sharing it with the relevant decision-makers and groups.

Figure 1: Competitive Intelligence Process
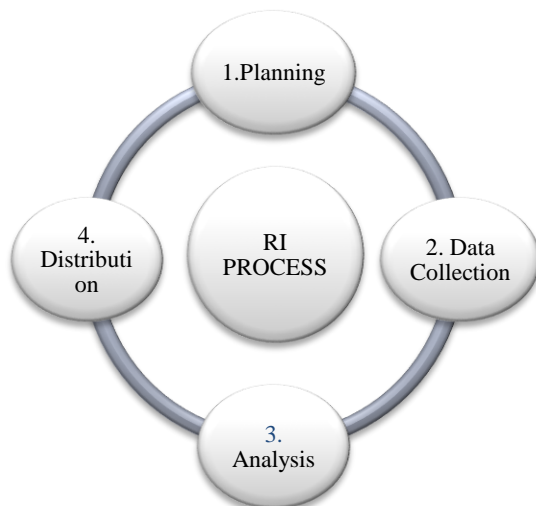
Source: www.wisdomjobs.com , (01.04.2018)

Planning

Planning is defined as a phase that covers the planning of all management activities from the identification of needs to the delivery of the intelligence product to the user (www.cia.gov/kids-page/6-12th-grade/who-we-are-what-we-do/the-intelligence-cycle.html#top, 2013). This phase refers to both the beginning and the end of the cycle. At the beginning of the cycle, special needs and expectations are determined together with the intelligence users, and at the end of the cycle, the intelligence product that will support strategic decisions creates new expectations and causes a new cycle to begin (Akpınar, Edin, 2006: 5).

In the planning phase, it is especially important to identify "Key Intelligence Topics". Since it is not possible to collect, process and analyze all the information around the business with today's technologies, it is necessary to determine the issues that affect the business the most (Akpınar, Edin, 2006 : 5).

Data Collection

As we understand from its name, this stage involves the collection of data and information from sources in order to produce the relevant intelligence that businesses need. Four different groups of data and information sources, internal and external, primary and secondary, are specified in the collection phase (Akpınar, Edin, 2006 : 5).

Internal primary sources include data obtained from the departments of the enterprise and the personnel of these departments. Internal secondary sources are stated as reports, researches, congress and fair impressions (Akpınar, Edin, 2006 : 5).

Examples of external primary sources include competitors, partnerships, customers, suppliers, distributors, former employees of competitors or the sector, consulting firms, banks, institutions such as chambers of commerce, academic units, fairs, exhibitions, congresses and conferences (Akpınar , Edin, 2006 : 5). Examples of external secondary sources are competitors' publications, public reports and publications, all kinds of private sector publications and articles, data banks and the internet (Akpınar, Edin, 2006 : 5). Within the framework of the definitions made, it shows that the data and information gathering stage is a very important stage for the IR process. Accurate data and information to be obtained at this stage will have a direct impact on the successful outcome of the RS process by providing the necessary RS at the end of the process.

Analysis

Before proceeding to the analysis phase, the data and information collected in the previous phase are sorted and their reliability is checked. This process is done in order to prepare for the analysis phase. The success of the RS experts at this stage concerns the whole process. In addition, the quality level to be achieved at this stage will ensure the effective use of information technologies at the analysis stage (Akpınar, Edin, 2006 : 69).

At this stage of the IR process, the raw data and information collected and checked for reliability are translated into a target-oriented operational form and an intelligence product is obtained. While dictionary definitions of the concept of analysis generally refer to the separation of the whole into parts, analysis in IR refers to reaching the whole by moving from parts (Seviçin, 2005: 186).

Larry Kahaner defines analysis in terms of IR as the process of transforming disconnected data into intelligence (Kahaner, 1998, :96). The main characteristic of the analysis phase is the use of various analysis techniques to make the data significant, to establish links between the data and to produce a scenario based on them. However, while this stage requires the use of various analysis techniques, it also requires the use of cognitive skills such as thinking, judging, synthesizing, intuiting, etc. to a significant extent. Therefore, analysis is not a purely scientific stage, but also an artistic one.

Distribution

It covers the production of intelligence that will meet the needs through various stages and the transmission of the resulting intelligence product to the relevant units and users within the organization. The distributed intelligence product must be reliable, responsive and target-oriented operational.

The transferred intelligence is now ready for use, and after this stage, the delivery of intelligence to the targets of the users is entirely related to the ability of the users to use the intelligence effectively.

Competition Intelligence Ethics

Knowing the new market conditions that have emerged as a result of the events in the target markets and the tactics followed by competitors in the target market will provide businesses with strategic and tactical superiority over their competitors. Competitive information can be collected from many different sources. This information can be collected from newspapers, magazines or the internet, or it can be in the form of industrial espionage activities such as wiretapping and theft (Özdemir, 2010: 70).

In his study titled "An Ethical Field Research in Competitive Intelligence Collection" in 2010, Erkan Özdemir stated that the concept of competitive intelligence is often confused with the concept of corporate espionage or industrial espionage and that corporate espionage is generally defined as legal and/or unethical information gathering activities (Özdemir, 2010: 71). In his book "New Generation Foreign Trade Intelligence" published in 2016, Yaman Koç stated that obtaining information ethically and legally constitutes one of the main principles of IR (Koç, 2016: 17). It is clear from these two discourses that the concepts of "Competitive Intelligence" and "Corporate Espionage", which seem to be conceptually close to each other, are actually two very different concepts. SCIP (The Society Of Competitive Intelligence Professionals), an organization of Competitive Intelligence Professionals headquartered in the USA, defines industrial espionage or corporate espionage as both ethical and illegal practices that are on the fine line between legal industrial intelligence gathering tactics and illegal industrial espionage practices, and defines competitive intelligence as strictly ethical practices (Crane, 2005: 2).

PURPOSE OF STUDY

The aim of the research is to emphasize the importance of competitive intelligence in export marketing and to set an example of target market determination within the scope of competitive intelligence for the brake pad product, which is an important mechanical component in the automotive supply industry sector, and to set an example for companies working on other parts in the sector. Thus, it is aimed to increase the efficiency and competitiveness of the automotive sub-industry sector, which is an important sector in our country and in which approximately 5 thousand companies operate, in the world markets and to contribute to our country to reach the export figure of 500 billion dollars, which is one of the 2023 targets of our country.

SCOPE AND LIMITATIONS OF THE STUDY

The research is limited to the scope of the data obtained from the Trade Map database and was conducted for the brake pad product. The information obtained as a result of the research can be generalized for similar businesses operating in the automotive spare parts sector. The data used in the research consists of figures from official government sources.

THEORETICAL FRAMEWORK

Previous studies on target market identification in international trade within the scope of Competitive Intelligence;

Altunok (2015) analyzed the data obtained from the Trade Map database. He then used the panel data fixed effects model for statistical significance of the data. Altunok (2015)'s significance test includes the rate of change in imports and the amount of change. As a result of the significance tests, Altunok (2015) concluded that the countries' import change rate is significant at 1% level for the import change rate and the import change amount is significant at 10% level.

Küpcü (2016) analyzed the data obtained from the Trade Map database to identify potential target markets for the high-voltage fasteners product and reached potential customer information in the target markets determined from the internet-based directory information provider Dun & Bradstreet (D & B) and Kompass, which shares contact information of companies, and mentioned the effectiveness of secondary data in the use of export market research.

In his study, Gündüz (2017), using in-depth interviews and questionnaire method, concluded that competitive intelligence is used to achieve competitive advantage, strategic planning and decision-making purposes, and that the level of application of competitive intelligence is higher in large enterprises and enterprises with high export intensity and export diversity. The study concluded that the moderating effect of competitive intelligence in the relationship between international market selection and export performance is significant for export diversity and export profitability, which leads to the conclusion that the use of competitive intelligence in international market selection provides competitive advantage to enterprises.

Altan (2018) used secondary data obtained from TradeMap to identify export target markets for the harvesting and threshing machinery sector. By analyzing the data obtained from the Trade Map database for the harvesting and threshing machinery sector, he determined the potential target markets for the harvesting and threshing machinery sector and reached the potential customer information in the target markets determined from the internet-based directory information provider Dun & Bradstreet (D & B) and Kompass resources that share contact information of companies and mentioned the effectiveness of secondary data in the use of export market research.

RESEARCH METHODOLOGY

The statistical data used in the research were taken from the ITC-TRADE MAP database in tables and formatted in the Microsoft-based excell program, and the Target Market Matrix determined by Yaman Koç and subject to our research was created and interpreted and used to identify potential target markets.

The tables that make up the 'Target Market Matrix' are as follows;

1. World imports in years
2. World Import indicators
3. World exports in years
4. World export indicators
5. Turkey exports in years

6. Turkey Export indicators. (Koç, 2016 : 107).

Trade Map provides data based on the Harmonized System (HS), whose name in our country is the Customs Tariff Statistics Position Tariff Schedule.

The HS code number of the brake pad subject to the research was determined as 681381 - Amyant-free brake pads and pads (www.gumrukmevzuat.com, 2018). Other factors that may affect the market in possible target countries were not addressed in the research. For example, demographic factors such as the growth of the country's population, etc., cultural factors in the market and marketing were not addressed. Although at first glance, this may seem to have taken the research to an abstract dimension and create the perception that the conditions tend to move away from reality to a certain extent, the actual competitiveness and actual growth in a market is already realized as a mix of these factors. Actual competitiveness means that many factors have already been overcome and it is possible to be competitive because they can be overcome (Canıtez, Koç, Akşehir Chamber of Commerce and Industry : 8).

SAMPLE OF THE STUDY

The sample of the research is Turkey's exports of brake pads, an important mechanical component in the Automotive Spare Parts Sector, to 15 countries in 2016 and 2017 and in the first 4 months of 2018. The universe of the research is Turkey's Automotive Spare Parts Sector brake pad product exports. Since the export figures for these products are dynamic, it was prioritized to select the latest figures as much as possible in the sample selection. The fact that there are around 5,000 sub-industry companies in Turkey, the automotive sub-industry in our country, the production capacity, diversity and the standards it has reached, and the fact that it has reached a level that can meet at least 85% of the spare parts needed by the vehicles produced in our country, etc. have been the factors that led to the selection of the Turkish Automotive Spare Parts sector as the sample in the research.

TARGET MARKET IDENTIFICATION IN EXPORT MARKETING WITH COMPETITIVE INTELLIGENCE BASED APPROACH

Target markets were determined as a result of the matrix obtained by combining the tables created from the data obtained from trademap, including world imports, world import indicators, world exports, world export indicators, Turkey exports and Turkey Export indicators on excel.

Table 1: Turkey's Target Country Markets

	ITHALATÇILAR	KANADA	İSVEÇ	POLONYA	İSPANYA	JAPONYA	ÇİN	GÜNEY AFRİKA	İTALYA	BREZİLYA	MEKSİKA	KUVEYT	KENYA	BELÇİKA	ENDONEZYA	HOLLANDA
DÜNYA İTHALATI	2016 İthalat Değeri	15.890	11.073	31.016	10.971	33.822	7.758	5.152	19.100	19.659	16.797	14.663	5.418	16.639	24.592	9.204
	2017 İthalat Değeri	20.516	14.240	33.893	12.734	35.302	9.191	6.203	20.107	20.563	17.586	15.048	5.795	16.861	24.772	9.304
	Artış/Azalış	4.626	3.167	2.877	1.763	1.480	1.433	1.051	1.007	904	789	385	377	222	180	100
	Oran (%)	29	29	9	16	4	18	20	5	5	5	3	7	1	1	1
DÜNYA ÇEYREKLER İTHALATI	2017 İlk Çeyrek İthalat Değeri	4.108	3.952	7.365	3524	8.585	2.698	1.184	4.868	6.417	4.240	0	-	-	6376	-
	2018 İlk Çeyrek İhalat Değeri	5.016	3.892	8.747	3949	9.358	0	1680	6.242	5.391	5.003	0	-	-	0	-
	Artış/Azalış	908	-60	1.382	425	773	-2.698	496	1.374	-1026	763	0	-	-	-6376	-
	Oran (%)	22	-2	19	12	9	-100	42	28	-16	18	-	-	-	-100	-
DÜNYA İTHALAT TİCARİ GÖSTERGELERİ	2017 İthalat Değeri	20.516	14.240	33.893	12.734	35.302	9.191	6.203	20.107	20.563	17.586	15.048	5.795	16.861	24.772	9.304
	Cari Açık/Fazla	-18.843	-9.621	-16.992	27.139	232.662	-229	-4.672	-15.725	60.089	2.169	-15.037	-5.783	-110	-18.377	-926
	Birim Fiyat	0	4.914	5.129	5739	12.374	13.093	2.600	5.768	15277	3.862	27.662	2.435	6.208	4.866	4.720
	2013-2017 Değersel Büyüme (%)	0	-20	8	13	18	-3	5	3	-25	5	1	6	11	30	33
	2016-2017 Değersel Büyüme (%)	29	29	9	16	4	18	20	5	5	5	3	7	1	1	1
	Dünya İthalatındaki Payı (%)	2,4	1,7	4	1,5	4,2	1,1	0.7	2,4	2,4	2,1	1,8	0.7	2	2,9	1,1
	Tedarikçi Ülkelerin Ortalama Mesafesi (km)	6.494	1.526	2.070	4.660	4.463	8.244	10.166	2.077	9.583	5.971	6.806	8.352	1.565	4.555	6.355
	Tedarikçi Ülkelerin Yoğunluğu	0.16	0.7	0.26	0.18	0.31	0.23	0.22	0.26	0.26	0.34	0.2	0.21	0.18	0.3	0.37
TÜRKİYE YILLAR İHRACATI	2016 İhracat Değeri	0	0	261	3	0	0	6	-	0	64	7	0	2	0	1
	2017 İhracat Değeri	0	0	101	26	0	1	35	-	0	36	4	6	3	0	0
	Artış/Azalış	0	0	-160	23	0	1	29	-	0	-28	-3	6	1	0	-1
	Oran (%)	-	-	-61	767	-	-	483	-	-	-44	-43	-	50	-	-100
TÜRKİYE ÇEYREKLER İHRACATI	2017 İlk Çeyrek İhracat Değeri	-	0	12	7	-	0	0	9	-	5	4	0	3	-	0
	2018 İlk Çeyrek İhracat Değeri	-	0	8	1	-	0	49	40	-	0	0	0	0	-	3
	Artış/Azalış	-	0	-4	-6	-	0	49	31	-	-5	-4	0	-3	-	3
	Oran (%)	-	-	-33	-86	-	-	-	344	-	-100	-100	-	-100	-	-

Source : ITC, https://www.trademap.org , (05.07.2018)

When Table 1 is analyzed, the countries with a current account deficit of 10 million dollars or more are Canada with -18.843 million dollars, Indonesia with -18.377 million dollars, Poland with -16.992 million dollars, Italy with -15.725 million dollars and finally Kuwait with -15.037 million dollars. Considering the import unit prices of these countries, the average import unit price was calculated as 8,685 dollars. The country with the highest import unit price among these countries is Kuwait with 27,662 dollars. In the table, current information on the target markets can be seen in the world quarterly imports and Turkey quarterly exports tabs. When the quarter tabs are analyzed, it is seen that Canada, Italy and Poland among the primary target markets increased their imports in the first 4 months of 2018 compared to the first 4 months of 2017. As the calendar of 2018 progresses, these figures will change with the actual exports realized, so it would not be correct to use the quarters tab alone as a guide in determining the target market, in our study, 2016, 2017 and 2018 are considered in order to evaluate the years together. Considering all these data, each company can determine its target markets according to its own objectives among the primary target market countries for Turkish enterprises exporting brake pad parts sector. For example, businesses that aim for high profit margins and have invested or are considering investing in quality can focus on markets where unit prices are large. This country would be Kuwait with 27,662 dollars. Firms that will export for the first time can also target markets where the amount and rate of growth have increased. These countries will be Canada with an import increase of 4,626 million dollars from 2016 to 2017, Poland with an increase of 2,877 million dollars and Italy with an increase of 1,007 million dollars. Finally, businesses that want to enter countries in depth and want to be permanent in the long-term period should focus on country markets with large actual import potential. These

countries will be Poland with an import potential of 33,893 million dollars, Indonesia with 24,772 million dollars and Canada with 20,516 dollars in 2017.

CONCLUSION AND RECOMMENDATIONS

In our study, the brake pad product, which is an important component in the automotive spare parts sector, was selected as an example for target market identification in export marketing with a competitive intelligence-based approach. The GTIP number of the selected product and the foreign trade figures of the countries related to the brake pad product subject to the research were obtained from the Trade Map database. As a result of combining the data obtained by making some calculations in the MS Excell program, the Foreign Trade Target Market Matrix, which shows all of the target market selection criteria in a single table, allows us to filter these criteria according to certain values, allows us to prioritize some criteria and express some criteria numerically and makes the selection of target markets an easier process, has been created for the brake pad product. The study differs from previous studies in this respect. With this study, a strategic road map for exporter enterprises operating in the brake pad parts sector has been revealed. This strategic road map is not limited to the sector in question, but can be applied to other sectors. As a result of the study, it has become easier to identify target markets and target markets for brake pad exporters. Within the framework of the data obtained as a result of the study, each company can determine its target markets according to its own objectives. For example, companies that aim for high profit margins and have invested or are considering investing in quality can focus on country markets where unit prices are large. Firms that will be exporting for the first time can also identify target markets where the amount and rate of growth have increased. In the long term, businesses that want to enter countries in depth and want to be permanent should focus on country markets with large actual import potential. Thus, Turkish exporters can identify different target markets according to their goals, expectations and potentials by using the data obtained from this study.

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