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A market to watch out for

A nation rich in resources, an established democracy undergoing liberal reforms and the possibility of joining the EU make Turkey one market to watch out for in the near future. An already expanding export market base in the manufacturing industries means doing business in Turkey is rapidly being recognized as a lucrative venture.

India and Turkey, though not neighbors, are closely bound by their historical, civilisational and cultural links. The levels of trade between India and Turkey are average at present. Traditionally, the balance of trade has been in favor of India but lately, Turkey has been catching up. Turkey is the 29th largest export destination for India with 0.86% share. India’s exports to Turkey during 2009-2010 was US$1.54 billion and has shown a growth of 8.64% in the latest year. Over the last 5 years, India’s exports to Turkey has grown at a Compounded Annual Growth Rate (CAGR) of 20.9%.

The opportunities for Indian companies in Turkish market are enormous and lie unharnessed. The trade and also the projects under joint collaboration programmes in areas such as ICT, telecom, non-technology space research, biotechnology and environmental technology should be pursued rather vigorously. The Ministry of Commerce and Industry, Government of India has identified Istanbul, Turkey as the next destination for The India Show which will be held from 3-6 February 2011 at the Tuyap Fair Convention and Congress Centre, Istanbul, Turkey. The main objective of The India Show is to promote India’s image and to provide a platform for Indian industry to showcase its strengths and capabilities in the Eurasian region. EEPC India has been identified as the nodal agency to coordinate the show.

Doing business in Turkey however requires an understanding of its people, culture, etiquette and approach to business. By acquiring cross-cultural skills, international business people can maximise their prospects of success in Turkey.

This brief guide on ‘Doing Business in Turkey’ by EEPC India offers some key tips on how to approach business in Turkey, on the rules of etiquette and how best to present yourself to Turkish clients, colleagues or customers.
LOCATED AT THE CROSSROADS OF EUROPE AND ASIA, between Eastern European, Mediterranean, Black Sea and the Caspian Sea regions, Turkey has had geographical, political and economic ties with Europe for many centuries.

With its developed infrastructure and a globally competitive work force, Turkey has become base for international business. A rapidly growing market of 68 million people makes Turkey one of the key trading partners of the European Union (EU).

Turkey’s economic legislation is progressively aligning with the main policies and standards of the EU as a result of the 1995 customs union and the EU pre-accession process.

The current economic policy in Turkey is to increase the role of the private sector in the economy. Public sector reforms are aimed at decreasing borrowing and channel excess funds to the more efficient private sector.

Turkey’s industries and government monopolies are being introduced to competition by the removal of entry barriers as the state withdraws to a supervisory role in a market economy. A significant number of privatization measures are also being finalised.

Turkey also has strong economic relations with neighbouring countries in the Middle East, North Africa and Eurasia.

With a service sector making up almost 60% of its GDP and a public procurement market of over €30 billion, Turkey offers immense opportunities for Indian companies in development projects.

The elimination of political interference in the economy, public sector reform and the consolidation of the financial sector together pave the way to a better functioning market economy and sustainable high growth.

Turkey is among the 20 biggest economies in the world. It is also an unsaturated market in almost every category of consumption goods, ranging from fast moving consumer goods to high technology products.

Foreign investors are welcome to participate in all kinds of businesses. Imports and exports are unrestricted and exchange control is limited to certain formalities. Foreign investors may invest through authorized banks, investment funds and organizations in Turkey. Real estate can be bought by foreign investment companies and by individuals within municipal limits. In both cases, a simple permission may be required.

The monetary unit Lira has been replaced by YTL (New Turkish Lira) by leaving six zero (‘000,000) out of the Turkish Lira. Over 50 banks operate in Turkey, including 15 foreign banks. Within the banking system there is a wide range of very large full service banks, active in both the wholesale and retail banking.
A brief profile of Turkey

TURKEY IS A EURASIAN COUNTRY THAT STRETCHES across the Anatolian peninsula in Western Asia and the Thrace in Balkan region of Southeastern Europe. Turkey’s location at the crossroads of Europe and Asia makes it a country of significant geostrategic importance.

**Official Name:** Republic of Turkey

**Type of government:** Turkey is a parliamentary representative democracy. Since its foundation as a republic in 1923, Turkey has developed a strong tradition of secularism. Turkey’s constitution governs the legal framework of the country. It sets out the main principles of government and establishes Turkey as a unitary centralized state.

The President of the Republic is the head of state and has a largely ceremonial role. The president is elected for a five-year term by direct elections. H.E Abdullah Gül is the present President of Turkey. Executive power is exercised by the Prime Minister and the Council of Ministers which make up the government. Recep Tayyip Erdoğan is the current Prime Minister of Turkey.

**Geographical location:** Turkey is bordered by eight countries: Bulgaria to the northwest; Greece to the west; Georgia to the northeast; Armenia, Azerbaijan and Iran to the east; and Iraq and Syria to the southeast. The Mediterranean Sea and Cyprus are to the south; the Aegean Sea to the west; and the Black Sea is to the north. Given its strategic location, large economy and army, Turkey is classified as a regional power.

**Area:** Turkey’s total area is 783,562 sq km of which land is 769,632 sq km and water is 13,930 sq km. It ranks as the 37th largest country in the world. The country is encircled by seas on three sides: the Aegean Sea to the west, the Black Sea to the north and the Mediterranean Sea to the south. Turkey also contains the Sea of Marmara in the northwest.

**Major cities:** Major cities in Turkey are Istanbul (with approximately 17% of total population) followed by Ankara (capital city), Izmir, Bursa, Adana and Antalya.

**Population:** As per 2010 estimates, Turkey’s total population 77.81 billion and ranks 17th in the world. 66.7% of the population is between the age group of 15-65 years, which signifies the large and growing population of the country. The median age is 28.1 years.

**Language:** The official language is Turkish. All documents to be submitted to the Govt. Authority in Turkey should be in Turkish.

**Religion:** Turkey is basically a Muslim dominated country, where Muslims constitute 99.8% share in the total population.

**Climate and weather:** Winters on the plateau are especially severe. Temperatures of -30° C to -40° C (-22° F to -40° F) can occur in eastern Anatolia, and snow may lie on the ground at least 120 days of the year. In the west, winter temperatures average below 1° C (34° F). Summers are hot and dry, with temperatures generally above 30°C (86° F) in the day.

**People:** Almost three quarters of the population of Turkey reside in towns and cities, and the population is increasing by 1.5% each year (according to the 2009 census). It has an average population density of 92 people per km². Turkey’s most crowded cities are Istanbul, Ankara, Izmir, Bursa and Adana. Istanbul has
almost 17% of the total population of Turkey.

The average life expectancy of Turkey is 73.2 years. Education is compulsory and free from the ages of 6 to 15. The average literacy rate is 88.1%.

**Major natural resources:** Coal, iron ore, copper, chromium, antimony, mercury, gold, barite, borate, celestite (strontium), emery, feldspar, limestone, magnesite, marble, perlite, pumice, pyrites (sulfur), clay, arable land, hydropower.

**Total exports:** $109.6 billion (2009 est.)

**Major export commodities:** Apparel, foodstuff, textiles, metal manufactures, transport equipment

**Major export destinations:** Germany 9.58%, France 6.08%, UK 5.79%, Italy 5.77%, Iraq 5.02% (2009)

**Total imports:** $134.5 billion (2009 est.)

**Major import commodities:** Machinery, chemicals, semi-finished goods, fuels, transport equipment

**Major import partners:** Russia 13.99%, Germany 10.01%, China 9%, US 6.09%, Italy 5.45%, France 5.03% (2009)

**Currency:** A new currency known as New Turkey Lira and its sub units YENIKURUS was introduced on 1 January 2005. After 2006 the word new was eliminated from the name ‘New Turkish Lira’ and the currency of Turkey began to be known as the Turkish Lira. The Turkish Lira is fully convertible.

**Currency exchange:** Turkish liras (TRY) per US dollar - 1.5548 (2009)

**ATM’s:** ATM’s can be found almost everywhere in Turkish cities, airports and even small towns. The most common languages used in ATM machines is Turkish and English.

Because bank card fraud is a big problem in Turkey, there is a chance that your home bank may limit or deny the use of your ATM/cash/debit card in Turkey. Therefore talk to the bank officials concerned before taking the card to Turkey.

**Travellers’ cheques:** Travellers’ cheques are a hassle and more expensive to use when you travel in Turkey. A few banks welcome travellers’ cheques but may also charge a processing fee.

**Time difference between India and Turkey:** India is 3.5 hours ahead of Turkey.

**Timings for banks and state office:** Timings are Monday-Friday 9.00 a.m. – 12 noon and 1.30 p.m. - 5.00 p.m.

**International dialing:** International dialing code for Turkey is 90

**Electricity:** Electricity in Turkey is 230V, with 50 Hz frequency. The system uses alternating current (AC). Plugs are usually the two-pronged cylindrical European style.

**Mobile phone:** You can bring your own GSM phone and use it for “international roaming” or you can bring your own GSM phone and buy a “Turkish SIM card”. You could also rent a mobile phone in Turkey or buy a new mobile phone (expensive option). The major service providers in Turkey are Turkcell, Vodaphone and Area.

**Internet:** It is usually wireless, easy and free or cheap and works pretty well in Turkey.

**Major ports & terminals:** Aliaga, Diliskelesi, Ereğli, İzmir, Kocaeli (İzmit), Mercin Limani, Yarımca
Key economic indicators of Turkey

Turkey’s trade with the world

India’s trade with Turkey

<table>
<thead>
<tr>
<th>Year</th>
<th>Exports (in US$ million)</th>
<th>Imports (in US$ million)</th>
<th>Total Trade (in US$ million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-2006</td>
<td>1010.88</td>
<td>193.80</td>
<td>1203.88</td>
</tr>
<tr>
<td>2006-2007</td>
<td>1327.30</td>
<td>335.92</td>
<td>1663.21</td>
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<tr>
<td>2007-2008</td>
<td>1752.61</td>
<td>1687.59</td>
<td>3440.20</td>
</tr>
<tr>
<td>2008-2009</td>
<td>1416.75</td>
<td>1504.30</td>
<td>2921.04</td>
</tr>
<tr>
<td>2009-2010</td>
<td>1539.20</td>
<td>1603.64</td>
<td>3142.84</td>
</tr>
</tbody>
</table>
Why Turkey is good for business

- KNOWN AS THE PLACE WHERE EAST AND WEST COME together, Turkey’s is at the crossroads of two continents.
- Turkey has two European and six Asian countries as its neighbours along its land boundaries.
- Located in ‘Afro Eurasia’, it serves as a gateway to Europe, Central Asia, the Middle East and the Pan-Euro Mediterranean region.
- It has also been prominent as a centre of commerce because of its land connections to three continents and the sea surrounding it on three sides.
- Easy access to 1.5 billion customers in Europe, Eurasia, Middle East and North Africa.
- Remarkable performance with steady growth over the last 6 years.
- The structural reforms, hastened by Turkey’s EU accession process, have paved the way for comprehensive changes in a number of areas.
- Turkey has developed one of the largest land transporta-
tion fleets in Europe and the country has the most developed infrastructure in this region. The country’s location as a bridge between continents means that transportation connections can be established between Europe, Asia and Africa.
- Turkey is the biggest cement exporter in Europe and the third largest in the world.
- Turkey is the 11th largest exporter of steel with an average 11% growth in the last five years.
- Turkey is Europe's second largest producer of white goods with production of refrigerators, washing machines and other household appliances.
- Turkey is an important energy consumer as well as an important hub for energy supplies transportation.

India-Turkey ties

- DIPLOMATIC RELATIONS ESTABLISHED IN 1948.
- India and Turkey are holding talks to expedite an FTA.
- During the “Turkish-India Cooperation Meeting” during Sept 2009 in Ankara—Both governments have promised to give special attention to cutting red-tape and help and encourage small and medium enterprises of both countries to reach out to each other.
- Indian traders use Turkey that is a member of EU Customs Union—not only as a market for their products but also as a gateway to Europe.
- More that 60 Indian companies have registered business in Turkey in the form of joint ventures, trade and representative offices. Few major companies are TATA group, Mahindra and Mahindra, GMR, Arcelor Mittal, Polyplex, Aditya Birla Group, TAFE, Indian Oil Corporation Limited, Jain Irrigation Systems.
- In July 2010, India and Turkey formed a joint study group to evaluate the potential of strengthening commerce between themselves.

India has an embassy in Ankara and a consulate-general in Istanbul. Turkey has an embassy in New Delhi and a consulate-general in Mumbai. Both countries are full members of the World Trade Organization (WTO).

India and Turkey on 9 February 2010 jointly launched an Advanced Science and Technology Dialogue. They also agreed to study the possibilities of working together in mutually identified projects in areas such as telecommunications, computerization, non-technology space research, bio-technology and environmental technology and convene a joint workshop in 2010.

India and Turkey are exploring possibilities of entering into an agreement to liberalise their bilateral trade in goods and services. A remarkable achievement worth noting is a joint study group between India and Turkey. The Joint Study Group, comprising officials from the two countries, which is going into the possibility
of duty reduction or elimination through a free trade agreement is expected to finalise its report by 2011.

Turkey, a member of European Customs Union, could help India enter EU and member-countries of the Commonwealth of Independent States (CIS) like Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, Turkmenistan, Tajikistan, and Uzbekistan.

Bilateral trade between the countries stood at US$3.13 billion in 2009-10. India and Turkey have signed an agreement on visa free travel for diplomats of the two countries.

**Agreements signed by both countries**
- Civil Aviation Agreement
- Agreement on avoidance of Double taxation
- Agreement on Tourism
- Agreement on bilateral investment promotion
- Mou between the Council for Scientific and Industrial Research (CSIR) and the Turkish Scientific and Technological Research Institute
- Mou between National Centre of Trade Promotion and Export Promotion Centre of Turkey
- Mou for cooperation in the field of Agriculture and Railway
- Cooperation in the field of science and technology

**Travel connections**

TURKISH AIRLINES IS THE NATIONAL AIRLINE OF TURKEY based in Istanbul. A major international airport within the Marmara region of Turkey, Istanbul Ataturk International Airport (IST) is the gateway to the cosmopolitan metropolis of Istanbul. Ataturk Airport is situated on the European side of Istanbul, approximately 20 km (12 miles) south-west of the city centre. Istanbul Ataturk Airport handles flights to countries throughout the European Union and worldwide to the tune of more than 22 million annual passengers.

Emirates, Qatar Airways, Gulf Air, Jet Airways, Air India fly from various metros to Istanbul. You can travel via Dubai, Bahrain, Doha depending on the routes of different airlines. The fare on Gulf Air (via Bahrain) is Rs33,862 approximately; Qatar Airways (via Doha) is Rs35,718 approx.; Emirates (via Dubai) is Rs44,218 approx.; Jet Airways (non-stop) is Rs47,307 approx.

**Costs and accommodation**

EXCHANGE RATES ARE USUALLY SLIGHTLY BETTER IN Turkey and all international airports have exchange facilities. Usually, cash can be exchanged without commission in exchange offices, banks or hotels. It makes sense to wait until you arrive in Turkey to change your money into lira since you will probably get a better exchange rate inside the country than outside. Turkish liras are virtually worthless outside Turkey, so make sure you spend them all before leaving. Restauranteurs and shop owners don’t often carry large-denomination notes on them, so try to keep a supply of small money on you for small payments. Travellers’ cheques can be exchanged at banks only. ATMs are available in most areas, which accept major UK credit and debit cards and give instructions in English. It may be a good idea to inform your bank in advance that you are travelling to Turkey as some will automatically put a stop on cards after the first usage in an attempt to combat fraud. Exchange rates are published daily in Turkish newspapers. If you are planning to exchange currency back from TL before leaving the country, or are making a major purchase, which may need to be declared to customs, please keep your receipts.

Many three-star hotels are available in Istanbul for as low as 25 euros a day. Some of the good three-star hotels in Istanbul are Hotel Boutique, Aden Hotel, Angel’s Home Hotel, Aquarium Hotel Istanbul, Askok Hotel, and Diva’s Boutique Hotel. Accommodation for six nights averages around 250-300 euros.
The culture of Turkey combines a largely diverse and heterogeneous set of elements that are derived from the Ottoman, European, Middle Eastern and Central Asian traditions. Here, Turkish Sufi dancers form a blur of figures as they swirl and dance to music.
## Visa requirements

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<tr>
<th></th>
<th>Tourist</th>
<th>Business</th>
<th>Transit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tourist</strong></td>
<td>• Passport valid for at least six months</td>
<td>• Passport valid for at least six months</td>
<td>Visa documents: the same as for tourists</td>
</tr>
<tr>
<td></td>
<td>• 1 Visa form</td>
<td>• 1 photograph on white background</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Covering Letter for stating purpose of visit</td>
<td>• Covering Letter for stating purpose of visit from company</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Confirmed return ticket</td>
<td>• Business invitation letter from Turkey</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Hotel Confirmation</td>
<td>• Indian Company Registration Certificate</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Foreign Exchange or International Credit card copy</td>
<td>• Confirmed return ticket</td>
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<td></td>
<td>• Bank statements of the last six months</td>
<td>• Hotel confirmation</td>
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<td></td>
<td>• Tax returns for the last three years</td>
<td>• Foreign Exchange or International Credit card copy</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Bank statements of the last six months, both Personal and Company</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Tax returns of last three years, Personal and Company both</td>
<td></td>
</tr>
<tr>
<td><strong>If employed</strong></td>
<td>Letter of No Objection from employer for Travel and salary slips of the last three months</td>
<td><strong>If employed</strong> Letter of No Objection from employer for Travel and salary slips of the last three months</td>
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</tbody>
</table>

|                | Tourist Rs2700 (Single Entry); Rs8550 (Multiple Entry)                    | Business Rs2700 (Single Entry); Rs8550 (Multiple Entry)                                      | Transit Rs3500 (Single Entry); Rs5300 (Double Entry); Rs8550 (Multiple Entry) |
|                |                                                                         |                                                                                             |                                                                         |
| **Visa fee**   |                                                                         |                                                                                             |                                                                         |
| **Processing time** | Tourist 2-3 working days                                                 | Business 2-3 working days                                                                  | Transit 2-3 working days                                                |
| **Visa fee**   |                                                                         |                                                                                             |                                                                         |
| **Visa fee**   |                                                                         |                                                                                             |                                                                         |

Maharashtra, Andhra Pradesh, Chattisgarh, Gujarat, Goa, Karnataka, Kerala, Orissa, Tamilnadu and Pondicherry residence passport holders must apply for visa at the Consulate General of the Republic of Turkey in Mumbai only. Ordinary, special and service passport holders with a valid Schengen, UK and US visa may get their one month single entry visa at the Turkish border upon their arrival.
How to set up a company in Turkey

THIS SECTION DEALS BRIEFLY WITH THE SETTING UP OF A business in Turkey. However, issues like incorporation fees, number of directors, capital requirement, financial statements, audit requirements, etc., which are critical to setting up a business are not covered. More information can be obtained from (www.invest.gov.tr).

Turkey’s regulatory environment is extremely business friendly and there is no demarcation in terms of nationality or place of residence. The process of registration is handled by one Ministry and there is no need to apply to several different authority for necessary approval. The first step in establishing a business in Turkey is to fill out the business registration form at the local trade registry office located at the local chamber of commerce.

The process is as follows:
• Submit the notarized articles of association.
• Deposit 0.04% of the capital into either a state bank or the Central Bank of the Republic of Turkey.
• Complete the company establishment form and register with the trade registry office.

According to World Bank Report on ‘Doing Business’, Turkey ranks well ahead of all competitors and the OECD Countries in terms of average business startup time.

International companies may start their activities in Turkey in various forms depending on the investors’ development strategies.

The most common types of legal business entities in Turkey are:
• Limited Liability Company
• Joint Stock Company
• Branch Office and
• Liaison Office.

Legal framework in Turkey
Turkey has one of the most liberal legal systems from among all OECD countries. There are various favourable points promoting the foreign direct investments in Turkey. Some of them are given below:
1. Equal treatment for domestic and foreign capitalized companies
2. No pre-entry or pre-establishment screening requirements
3. Notification - foreign capitalized companies are required only to notify the under Secretariat of Treasury for statistical purposes
4. Unrestricted foreign ownership – foreign investors can freely control 100% of the share of all types of companies with the exception of a few companies and sectors which are governed by special law.
5. No obligation to choose a specific company type.

Technology transfer
All kinds of technology transfers into Turkey are welcomed. Imports and exports are unrestricted and exchange control is limited to certain formalities. Proceeds are freely transferred from Turkey.

Financial transactions in Turkey
The commercial banks can arrange payments for all imports and exports, and currency transfers.

There is no restriction on importing bank notes, coins and other means of payment in Turkish Lira and foreign currencies.

In Turkey, non-residents may pay, receive and deposit freely using Turkish currency.

Residents may hold foreign currency, open foreign exchange accounts in banks, make payments and cash withdrawals (in foreign bank notes) from these accounts and accept foreign exchange for transactions held in Turkey.

Non-residents may invest, engage in commercial activities, purchase shares and engage in partnerships without any permission. To open branch offices, representative offices and agencies permission is required to be obtained from Treasury. These
provisions also apply to intangible rights such as patent rights, production licenses and know-how.

Transfer requests of proceeds and repatriation of foreign capital should be met immediately by the banks.

All kinds of securities may be imported or exported. Foreign currency denominated securities issued in Turkey may be sold to non-residents. Proceeds of domestic securities purchased by converting foreign exchange may be transferred through banks.

Non-residents may purchase real estate and related real rights in Turkey by converting foreign exchange and transfer all proceeds through a bank.

Non-residents’ (foreigners) taxation – Individuals/income tax
Income earned by individuals in Turkey is subject to income tax. Regulating laws are Income Tax and Tax Procedures Law. Turkish resident individuals are taxed on their worldwide income. The definition of Turkish residents or assumed residents has been laid in Income Tax Law.

According to this definition; either having the residence in Turkey or, staying in Turkey more than six months in a calendar year is sufficient to be regarded as Turkish resident. Other individuals and so-called non-resident individuals will be subject to income tax only on earnings, income and gains earned or received in Turkey.

Free trade zones
TURKEY HAS 21 FREE TRADE ZONES (FTZ) THROUGH which foreign products may enter and leave without being subject to customs and duties. FTZ’s can be used for manufacturing, storage, packaging, trading, banking, insurance and other varied purposes. The FTZ benefits include:
• 100 percent repatriation of capital.
• 100 percent foreign ownership.
• No distinction between foreign and domestic business within the zones.
• Tax exemptions for users that operate under a production license until the end of the taxation period the year Turkey becomes a member of the EU.
• No limitation of foreign capital participation investment.
• Sale to domestic markets is allowed. Exempt from corporate, individual and value-added taxation.

Turkey business etiquette and protocol

Relationships & communication
• Turks prefer to do business with those they know and respect, therefore spend time establishing a personal relationship
• Relationships are fostered in the office, over extended lunches, dinners, and social outings
• Courtesy is crucial in all business dealings
• Discussions may start slowly, with many questions that may seem irrelevant to the purpose of your visit. It is extremely rude to insist that your colleagues get to the point
• The Turks are proud of their country and will enjoy answering questions on their culture and history although be sure to avoid political history
• Most Turkish men love football (soccer) and usually support one of three teams: Galatasaray, Beşiktaş or Fenerbahçe. Asking after their team’s recent fortunes will always produce lively and animate responses
• Once a relationship has been established, communication is direct.
• It is vital that you maintain eye contact while speaking since Turks take this as a sign of sincerity

Business meeting etiquette
• Appointments are necessary and should be made 1 to 2 weeks in advance, preferably by telephone.
• Many Turks take vacation during July or August, so it is best not to try to schedule appointments at that time.
• It is also not a good idea to schedule meetings during Ramazan (Ramadan).
• Punctuality is expected although you should be prepared to be kept waiting.
• First appointments are more social- than business-oriented since Turks prefer to do business with people they know.
• Small talk helps establish a rapport. Do not immediately begin discussing business.
• Have all printed material available in both English and Turkish.
• Presentations should be well thought-out, thorough, and backed up with visual aids such as maps, chart and graphs.

Business negotiation etiquette
• Always come to Turkey knowing two things. Your success is defined by your ability to build effective personal relationships combined with a clearly outlined and well presented proposal.
• Business is personal. Although this is changing with the influx of big multi-nationals and a more corporate culture in some of the larger companies, many businesses are still family owned and run.
• Building a relationship with your Turkish counterpart(s) is critical. The first meeting at least should be solely focused on getting to know each other. Once a relationship has been established you can safely move on to business matters.
• As well as looking to the person, Turks are also astute business people. Ensure your proposal clearly demonstrates the mutual benefit and profitability of any agreement or partnership.
• Turks are primarily oral and visual communicators so in addition to written statistics, projections and the like try to present information vocally or with maps, graphs and charts.
• Decision making can be slow. It is most likely that you will meet and negotiate with less senior members of a family first. Once you are seen as trustworthy and your proposal financially viable you will then move on to meet more senior members. A decision is ultimately made by the head of the family/company.
• Do not use deadlines or pressure tactics as the Turks will use this to their advantage and reverse the tactic by threatening to cancel agreements or end negotiations. Be patient.
• It may not always be necessary to focus on financial benefits when negotiating. It is just as useful to point to areas such as power, influence, honour, respect and other non-monetary incentives.

Naming conventions
• When addressing a Turk the most common method is to call a man by his first name followed by ‘bey’ (pronounced bay). So, Ertan Gonca, would be Ertan Bey. Similarly a woman’s first name would be followed by ‘hanım’ (pronounced hanum).
• Where professional titles exist such as Doctor or Professor, always use them either on their own or before the first name. Curiously this is also the case with many other professions such as lawyers ‘Avukat’ or engineers ‘Muhendis’ Within Turkish companies and organisations senior ranking staff will be
addressed accordingly. A common example is Mr. Manager, ‘Mudur Bey’.

- A common phrase you will hear Turks using is ‘efendim’ (literally ‘my master’) You may hear this from a waiter, a secretary, taxi driver, doorman, shop staff and many others. It is simply a polite way of addressing people you are not familiar with.

**Business card etiquette**

- Business cards are exchanged without formal ritual.
- Use both hands to exchange cards.
- Present your business card to the receptionist when you arrive.
- Have one side of your business card translated into Turkish. Although not a business necessity, it will impress your business colleagues.
- Quite often Turks do not give their business card unless they are certain that they wish to establish a business relationship.

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**Some useful words and phrases in Turkish**

**Hello** – Merhaba (mare-hah-bah)
**Good Morning** – Günaydın (goon- eye-din) (said on meeting)
**Good Day** – İyi günler (ee-yee goo –n-ler) (said on meeting or parting)
**Good evening** – İyi akşamlar (ee-yee ak-sham-lar) (said on meeting or parting)
**Good night** – İyi geceler (ee-yee gedge -e-ler) (said on meeting or parting)
**Please** – Lütfen (lute-fen)
**Thanks** – Teşekkürler (tsh-e-kür– ler)
**Yes** – Evet (e-vet)

**No** – Hayır (higher)
**I want** – İstiyorum (ist –ee-your-um)
**When?** – Ne zaman? (nay za-man)
**Today** – Bugün (boo-goon)
**Tomorrow** – Yarın (yah-run)
**Where?** – Nerede (ne’re-de)
**My name is** – İsmim (is-mim)
**Water** – su (sue)
**Milk** – süt (suit)
**Beer** – bira (beer-a)
**Wine** – şarap (shar-ap)
**Tea** – çay (ch-eye)
**Coffee** – kahve (car-vay)
**Food** – yemek (ye-meck)

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**Numbers**

1 – bir (beer)
2 – iki (icky)
3 – üç (ooch)
4 – dört (dirt)
5 – beş (besh)
6 – altı (al-ter)
7 – yedi (yea-dee)
8 – sekiz (seck-is)
9 – dokuz (dock-uz)
10 – on (on)

**Days of the week**

**Monday** – Pazartesi
**Tuesday** – Salı
**Wednesday** – Çarşamba
**Thursday** – Perşembe
**Friday** – Cuma
**Saturday** – Cumartesi
**Sunday** – Pazar
Turkish missions in India

His Excellency Mr M Levent Bilman
Ambassador
Embassy of Republic of Turkey
N-50, Nyaya Marg, Chanakyapuri, New Delhi-21
Telephone: 00-91-11-26883053, 26889054, 24101973, 24101921
Fax: 00-91-11-24101974, 26881409
Email: turkemb.newdelhi@mfa.gov.tr

Mr Abhijit Bose
Consul General
Consulate of Republic of Turkey in Kolkata
2, Nazar Ali Lane, Ballygunge, Kolkata-700019
Telephone: 00-91-33-22901601 to 03; Fax: 00-91-33-22906152
Email: a.bose@vanl.net

Dr V L Dutt
Consul General
Consulate of Republic of Turkey in Chennai
The KCP Limited, Ramakrishna Buildings
2, Dr. P.V.Cherian Cresent, Egmore
Chennai-600008
Telephone: 00-91-44-28278084; Fax: 00-91-44-66772680
Email: cmd@2kcp.com

Mr Murat Ahmet Yoruk
Consul General
Consulate of Republic of Turkey in Mumbai
101-A, 10th floor, Maker Chambers-IV
Nariman Point, Mumbai-21
Telephone: 00-91-22-66988000
Email: turkishcgmumbai@gmail.com

Indian missions in Turkey

His Excellency Mr R S Jassal
Ambassador
Embassy of India, Ankara
77, Cinnah Caddesi, Cankaya
06680 Ankara, Turkey
Telephone: 00-90-312-4382195 to 98 [4 lines]
Fax: 00-90-312-4403429, 4399323
Email: chancery@indembassy.org.tr
Web: www.indembassy.org.tr

Mr Vanlalhuma
Consul General
Consulate General of India, Istanbul
Cumhuriyet Caddesi No. 18,
Dortler Apartments, 7th Floor, Flat No.11-12,
34367, Elmadag, Istanbul, Turkey
Telephone: 00-90-212-2962131 / 32
Fax: 00-90-212-2962130
Email: cg.istanbul@mea.gov.in
Web: www.cgiistanbul.org

Mr Tugut Koyuncuoglu
Consul General
Consulate General of India, Izmir
Anadolu Cad.37-39, Koyuncuoglu Han,
35010, Salhane, Izmir, Turkey
Izmir [Under Emb of India, Ankara]
Telephone: 00-90-232-4614660
Fax: 00-90-232-4350549
Email: tugutkoy@e-kolay.net
Web: www.indembassy.org.tr
Major chambers of commerce & trade bodies in Turkey

Ankara Ticaret Odası (ATO) (Ankara Chamber of Commerce)
Söğütözü Mah. 2, Cad. 5
06530 ANKARA Turkey
Tel : (0090312) 2857950/(0090312) 2857279
Fax : (0090312) 2869386
Email : info@atonet.org.tr
URL : http://www.atonet.org.tr

Balkan Regional Center for Trade Promotion (BCTP)
Permanent Secretariat
Mithatpasa Cad. 60
06420 KIZILAY, ANKARA Turkey
Tel : (0090312) 4252576
Fax : (0090312) 4254765
Email : bctp@igeme.org.tr
URL : http://www.balcantrade.org

Ege Bölgesi Sanayi Odası (EBSO) - (Aegean Region Chamber of Industry)
Foreign Relations Department
Cumhuriyet Bul. 63
P.O. Box 188
35210 IZMIR, Turkey
Tel : (0090232) 4410909
Fax : (0090232) 4839937/(0090232) 4465354
Email : info@ege.ebso.com.tr
URL : http://www.ebso.org.tr

Export Promotion Center of Turkey (IGEME)
Trade Information Systems
Mithatpasa Cad. 60 Kizilay
06420 ANKARA Turkey
Tel : (0090312) 4172223
Fax : (0090312) 4172223
Email : igeme@igeme.gov.tr / tis@igeme.org.tr
URL : http://www.igeme.gov.tr

Export Promotion Center of Turkey - Aegean Region Directorate
1375 Sokak. No. 25/5 Alsancak
35210 IZMIR, Turkey
Tel : (0090232) 4636950
Fax : (0090232) 4636154
Email : igemeege@igeme.org.tr / igemeege@ttnet.net.tr
URL : http://www.igeme.org.tr

Export Promotion Center of Turkey - IGEME Marmara Region Directorate
Sanayi Caddesi D, Blok 4. Kat
Yenibosna/Bançelievler
ISTANBUL Turkey
Tel : (0090212) 4540800
Fax : (0090212) 4540801
Email : igemeist@superonline.com

Foreign Economic Relations Board (DEIK)
Research & Web
TOBB Plaza Talatpasa cad.
Important websites

- Turkey Trade Import Export Directory
  www.turkeysourcing.com
- B2B Portal for Importers and exporters
  www.tradeturkey.com
- Ministry of Foreign Affairs
  www.mfa.gov.tr
- Undersecretariat of the Prime Ministry for Foreign Trade
  www.dtm.gov.tr
- Undersecretariat of Customs
  www.gumruk.gov.tr
- Ministry of Industry and Trade
  www.sanayi.gov.tr
- Turkish International Cooperation and Development Agency
  www.tika.gov.tr
- Prime Ministers Investment and Support Agency
  www.invest.gov.tr
- Turkish Statistical Institute
  www.turkstat.gov.tr
- Istanbul Chamber of Commerce
  www.ito.org.tr
- Istanbul Chamber of Industry
  www.iso.org.tr
- Izmir Chamber of Commerce
  www.izto.org.tr
- Ankara Chamber of Industry
  www.aso.org.tr
- Turkey Export Promotion Centre
  www.igeme.org.tr

Holidays in Turkey

<table>
<thead>
<tr>
<th>Date</th>
<th>Name of Holiday</th>
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<tbody>
<tr>
<td>January 1</td>
<td>New Year’s Day</td>
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<tr>
<td>April 23</td>
<td>National Sovereignty and Children’s Rights Day</td>
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<tr>
<td>May 1</td>
<td>Labor and Solidarity Day</td>
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<tr>
<td>May 19</td>
<td>Commemoration of Ataturk, Youth and Sports Day</td>
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<tr>
<td>August 30</td>
<td>Victory Day</td>
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<tr>
<td>August 29 (half day)</td>
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<tr>
<td>August 30-September 1</td>
<td>Victory Day</td>
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<tr>
<td>(End of the Islamic month of</td>
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<tr>
<td>fasting-the Ramadan)</td>
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<tr>
<td>October 28 (half day)</td>
<td>Ramadan Feast</td>
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<tr>
<td>October 29</td>
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<tr>
<td>November 5 (half day)</td>
<td>Republic Day</td>
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<tr>
<td>November 6-10 (70 days after</td>
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<tr>
<td>Ramadan)</td>
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<tr>
<td>Sacrifice Feast</td>
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