

**35th IASP World Conference
on Science Parks and Areas of Innovation 2018
Isfahan, Iran**

**Establishing Solid Global Partnerships With Bilkent Cyberpark's Matching
Methodology**

*Parallel session 2:
Global alliances for internationalization*

Authors:

*Faruk Inaltekin
Okan Yamak*

Hosted by:



35th IASP World Conference on Science Parks and Areas of Innovation

Isfahan, Iran

2nd - 5th September 2018

Intended Proposal Theme: Parellel Session 5 - Global Alliances for Internationalization

Submission By: Bilkent Cyberpark, Ankara - Turkey

Faruk İNALTEKİN, General Manager, Bilkent Cyberpark

Okan YAMAK, Expert, Entrepreneurship & Innovation, Bilkent Cyberpark

Executive summary

The components of economy have changed over time. In most of the sectors, just a product and service is inadequate for customers. Moreover, value added services become key tools for institutions. On the other hand, globalization is a critical process for SME's that aim to adapt changing and growing economic environment. This article will exhibit how to establish beneficial international partnerships for both parties within a methodology that developed by Bilkent CYBERPARK as a value added service. It will directly focus on details of methodology, how it is innovative and different from other programs and what are the impacts of the program. Bilkent CYBERPARK's Matching Methodology ranked 1st at Inspiring Solutions competition which is carried out by IASP, in 2017.

ESTABLISHING SOLID GLOBAL PARTNERSHIPS WITH BILKENT CYBERPARK'S MATCHING METHODOLOGY

Components and vital parts of global economy has changed over time. Earlier times, tangible products and basic services mostly formed essential parts of global markets. Nowadays, products and services which create added values make difference and shape the markets that they involved. During the transition to modern economy, it is very important to having strong components. (1)As an economy develops, the dualism between modern and traditional sectors disappears and economic activities become more complex across the board. Correspondingly, these two drivers merge, along with the sets of policies that underpin them. Fundamentals become the dominant force over structural transformation. Put differently, if strong fundamentals do not eventually come into play, growth driven by structural transformation runs out of steam and falters.

(2) Originally, the term "technology park" had a very limited definition, focusing on the real estate aspect of the park concept, in which universities typically leased real estate, office space or research facilities to businesses. Sometimes these arrangements are referred to as "industrial estates" or "firm hotels." The term, however, has evolved to include a much broader range of functions, including economic development and technology transfer. Similar to other components of economy mentioned before, Science and Technology Parks (STP) that intend to lead whole eco-system, evolved into value added services factories during the transition process of modern economy. Added value services also lead up to dynamic environments and force players of eco-systems to increase their mobility and innovation level. Another reason of dynamism is that STP's positioned at the center of high technology entrepreneurship eco-system and Only STP's that can keep pace with the evolution shine among others.

Because of dynamic environment, internationalization come to stage as another vital mission for STP's that aimed to accelerate growth of high tech companies. (3) International networks help companies to gain resources that would not be available due to financial constraints or because of small scope of ongoing operations (Gassmann and Keup, 2007). Networks for International New Ventures founders help to envisage new business opportunities and affect the entrance to foreign markets. Also, it is easier for companies to acquire knowledge about the market, identify the key customers, sources of funding and strengthen its R&D activities (Loane and Bell, 2006). As it is mentioned, to establish globally sustainable growth function, building a global vision and having mobility capacity are two key aspects.(4) A direct consequence for existing firms is a need to react to the creative destruction initiated by new actors (Schumpeter, 1934). Dominant firms have to develop new strategies and new capabilities(Rosenberg, 1976; Nelson and Winter, 1982; Rosenbloom, 2000). In a dynamic environment characterized by limited windows of opportunity (Abell,1978), firms would face the risk of losing their competitive advantage (Barney,1999).

Expanding the business capacity internationally is becoming important characteristics for B2B based companies. At planning and establishment stages of companies, executives should have an accurate strategy about internationalization in order to reach targets. Correct planning would bring an international vision to companies' growth processes.

(5) Moreover, B2B firms tend to start internationalizing at early stages in their development (Rialp et al., 2005; Knight et al., 2004). We also see new network-based approaches of internationalization and renewed efforts of international streamlining resulting in a subtle strategy mix of adaptation, aggregation and arbitrage (Ghemawat, 2007). As such, the B2B business reality seems to be more developed regarding internationalization than the status of the literature on the subject. Using a network based strategy is a very effective way of internationalization in order to gain access for multiple target markets and companies. Organizations that have effective networks can keep companies closer to target.

Bilkent CYBERPARK was founded in 2002 and it is Turkey's first private STP. Bilkent CYBERPARK has 240 tech companies and 8 Research Centers. Besides providing technologically equipped and quality office areas, Bilkent CYBERPARK has some other missions as well on the ground of innovation and sustainable growth. It has several value added services that differentiate itself from other STP's.

(6)The managing bodies of parks do not necessarily need to take direct control of these value-added services. According to the networking model, it is not about replicating services but identifying, selecting and linking service suppliers with players in the park and assessing their contribution. At the same time, park managers need to identify uncovered needs.

Most high tech companies having some difficulties about introducing their product and services to their potential international partners especially at developing countries. Even if companies have highly skilled technical staff, it is not enough to create some new sale channels. Sales and marketing are mostly undervalued business tools among high tech companies. Focusing on product or services heavily in a technical way is a common attitude. Product development may be a crucial point for tech companies but it becomes useless if you cannot sell the product or service that you provide. Additionally, high tech companies have also some difficulties to contact with foundations, institutions or companies that they can cooperate. Bilkent CYBERPARK's B2B Matching Methodology offers international business development solutions directly to problems addressed above. Methodology contains a series of steps and creates a roadmap to build accurate partnerships.

One of the distinguished programs of Bilkent CYBERPARK is "B2B Matching Methodology". This program designed for bringing different companies or institutions from different countries together which have potential to cooperate. Establishing international accurate partnerships is focus of the program. Reaching right partners with an effective roadmap for getting solid results is the key motivation of the program. Any kind of partnership may aimed through methodology based upon parties demand.

As mentioned above, through Bilkent CYBERPARK's B2B Matching Methodology, companies are able to reach potential customers in different countries on an international platform, evaluate target market opportunities, evaluate market opportunities and gain global competencies for entering new markets. Additionally, companies not only take opportunities to enter new markets but also gain necessary vision for sustainable international growth by taking part in the methodology. By correct matching focused methodology, companies come together with similar companies that are located in their target markets and they can observe foreign companies' culture and business perspectives. With all functions and outputs, Bilkent CYBERPARK's B2B Matching Methodology becomes an effective international business development program.

Road Map of Bilkent CYBERPARK's B2B Matching Methodology



After conducting a need analysis, target markets and countries are identified. Considering outputs, project managers organize a pre-committee activity, which aims to determine the scope of the program at the city where program will be held and CYBERPARK B2B Methodology starts at that

point. During pre-committee, project managers discuss with government agencies, roof organizations and private sector companies to analyze the needs and obtain information from the target market and region. In addition, meetings are also held with local consulting companies to coordinate activities in the target country. After the pre committee, necessary announcements are made to ecosystem and collect applications for trade delegation.

An empty company profile form is submitted to the local firm that want to participate in to B2B Matching activity. Each firm specifies their products in the company profile form briefly. They also point the sectors in which the products can be used, collaboration type of business expected at the targeted market and a brief description of the company and sends it to the project manager. The event is announced via social, written and visual media. Similarly, the profile forms are delivered quickly to the companies through the roof organizations at the target market region.

Companies that are located at target market also fill the company profile forms and specify which companies they want to discuss and send them to the project managers through the roof collaboration organizations. Project managers also transmit these company profile forms to local companies and get the names of companies that they want to meet at target country. The names are sent to the consulting company and appointments are made from with related companies.

Bilkent CYBERPARK's B2B Matching Methodology Practices

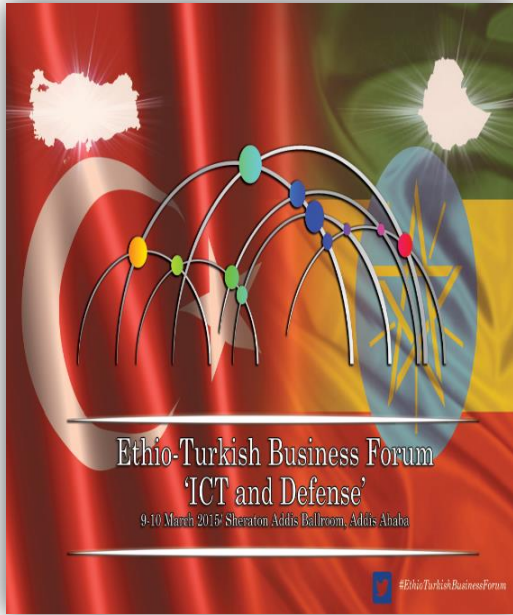
Ethiopia Turkey Business Forum

The Ethiopia trade delegation was held on between the dates of 8-11 March 2015. Bilkent Cyberpark organized pre delegation committee and visit Ethiopia for B2B activity on 24-26th of November 2014. During this pre delegation visit, Ethiopia Sectoral Union (ECSA), Ethiopian Ministry of Information Technology and Communications, Central Intelligence Agency (INSA) and Ministry of Defense have been visited and the company capabilities of the participating firms were introduced to the institutions. On the other hand, it was aimed to recognition of the institutions and to identify their needs during the visits. After pre delegation, market opportunities were shared with the participant local companies.




40 people have attended to the business forum, which organized in Addis Ababa, the capital of Ethiopia, and they have carried out significant contacts such as B2B talks and institution visits. By making an important cooperation protocol with the Ethiopia Sectoral Union (ECSA), It was ensured that the Ethio-Turkish Business Forum has been made accessible to all relevant companies, institutions and organizations throughout Ethiopia.

We have announced the Ethio-Turkish Business Forum on social media and we aimed to increase visibility of B2B Forum by sharing news with many press channels such as Hürriyet Ankara, Dünya Newspaper, ICT News, ICT Media, Technosector and Biltek News.



Ethio-Turkish Business Forum was organized as a business forum, which B2B meetings have been well planned and the participant profiles of 2 countries were acquired by filling the English profile forms through www.cyberpark.com.tr and these profiles were actively shared with the cooperating organizations.





ETHIO-TURKISH BUSINESS FORUM

COMPANY PROFILE

COMPANY NAME:	
SECTOR/SUBSECTOR:	
PRODUCTS:	
TARGET MARKETS FOR PRODUCTS:	
CONTACT PERSON:	
WEB SITE & E-MAIL & PHONE:	
CORPORATION ALTERNATIVES/CHOICES:	
COMPANY SHORT PROFILE (Foundation date, number of employees, important reference etc):	

A delegation of 40 people including the representatives from Information and Communication Technologies Authority (ICTA), Ministry of Transport, Maritime Affairs and Communications, Ministry of Economy, Institution of Machinery and Chemical Industry, Turkish Eximbank, and the Turkish companies such as METEKSAN, Başarı Mobile, NETCAD have met with many Ethiopian firms, institutions and organizations, in particular from the information and defense sectors and performed successful meetings. Ethiopian Ministry of Defense, Ethiopian Intelligence Presidency, Ethio Telecom, METEC and the major banks were some of the institutions and organizations that contacted. In addition to the one-on-one meetings held at the hotel for the civilian projects, they had also chance to visit institutions such as the Ministry of Defence and the Intelligence Agency (INSA) to promote themselves and their projects, and listened the institutions and learnt their needs in this direction.



Firms have received valuable information from the B2B interviews they have realized on business culture and doing business in Ethiopia. In addition to that they observed the demand and the needs of the market. During the institution visits they have met with the authorities and provided reliable first-hand information.

Malaysia Turkey Business Forum

Malaysia trade delegation started with pre committee on 1-5 February 2016 at Kuala Lumpur and The Malaysian Royal Police Organization, the Malaysian Foreign Trade Development Board, the Malaysian Digital Economy Board and the Malaysian National Information and Telecommunication Association were visited and necessary data was collected. Some private sector companies were also contacted such as XY Base, AIROD Defense, Telecom Malaysia and they were invited to B2B activity.



Afterwards, B2B Business Forum was announced to IT ecosystem in Malaysia and Turkey. Press materials for the event were prepared and shared with target eco system players through key government institutions such as T.C. Kuala Lumpur Embassy and Kuala Lumpur Trade Chief Consultant



Then company profile forms collected from both parties. To arrange more focused and accurate matches, company profile forms have a critical role in Bilkent CYBERPARK's B2B Matching Methodology.

TURKEY-MALAYSIA BUSINESS FORUM

COMPANY PROFILE

COMPANY NAME:	
SECTOR/SUBSECTOR:	
PRODUCTS & SECTOR OF INTEREST:	
TARGET MARKETS FOR PRODUCTS:	
CONTACT PERSON:	
WEB SITE & E-MAIL & PHONE:	
POSSIBLE AREAS FOR COOPERATION: (cooperation method)	
COMPANY SHORT PROFILE: (Foundation date, number of employees, important reference etc): if possible	

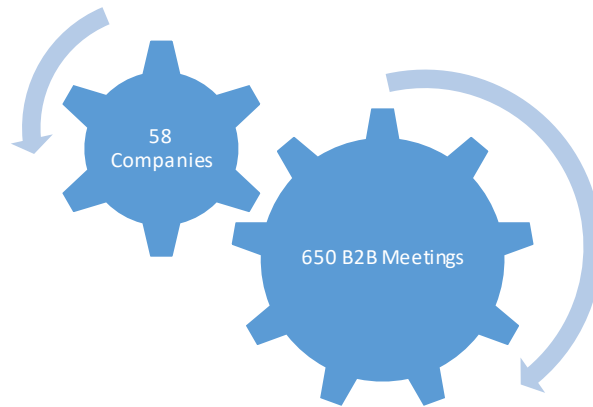
One of the key objectives of the delegation was helping companies to reach strategic partners in the Far East region and create sales opportunities in market. In this scope, our companies have strengthened their international connections by coming together and discuss with representatives of Malaysian Foreign Trade Development Board, Malaysian Digital Economy Board and Malaysian National Information and Telecommunication Association. Seven companies, CBKSoft 11, İnosas 8, OmegaData 11, Admongrel 8, Dirisoft 21, Bilişim 12 and STM 12, have realized 83 B2B meetings in total.



Comments of Participants

Yunus Emre Aslan - OmegaData: Malaysia Turkey Business Forum was very beneficial and effective for the participants in terms of both finding a partner and potential customer. Our potential partner companies were close to our know-how and close to the technologies we offer. Apart from partner companies, meetings that was held with individual potential customers gave us quite hope; It was an additional motivation for us to hear from the company officials that the loyalty systems we developed were far superior to their counterparts in Malaysia. However, the necessity of working with the partner firm in these negotiations was again emphasized by the companies. For this reason, we anticipate that we will be able to get serious business opportunities in Malaysia with the right companies that Bilkent CYBERPARK has introduced during Malaysia Turkey Business Forum.

Arda Diri - Dirisoft: One of the greatest benefits of the activity we have attended is that we have one-on-one meetings with Malaysian technology companies, since company matches from both parties already done by CYBERPARK. In this context, I can say that it was a very useful trip, which will increase our confidence in DSOOffice, which is our original product we developed within our Research and development department, and it let us to see our shortcomings at the same time. We have discussions to get a permanent outcome from our ongoing projects, but in the end, I believe those are the first steps of a long-term business collaboration.



Results

To sum up, under that program, Bilkent CYBERPARK organized two international events based on B2B Matching Methodology. One is in Ethiopia, and the other is in Malaysia. In total, 58 Turkish companies joined these events and more than 650 B2B meetings took place.

In the context of Ethiopia B2B Matching event, 45 companies participated from Turkey. Each firm performed over 10 meetings with their potential customers and partners. In total, more than 450 meetings have been realized. A delegation from Ethiopia visited Turkish participant firm NetCAD to discuss international business collaboration conditions.

In 17-18 August 2016, participating companies were matched and B2B meetings was held. 13 companies from Turkey have attended the event. Each participating company carried out more than 15 meetings on average. More than 200 meetings were realized. After the event, the participating companies visited Malaysia individually and the Malaysian companies came to Turkey and visited the participating companies. Negotiations continue intensively to transform negotiations with Malaysian companies into a jointly established international partnership.

Outcomes were also positive for participant companies;

CBKSoft discuss with Eссор Space and Gennet Technology Services to build partnership model around ERP solutions. He will also meet with Firmman's international partner, Information Fort LLC.

Inosas, who provides SaaS solutions, consulted on projects that could be integrated with Pradotec's solutions for Goo Service Desk and evaluated regional business opportunities. Pradotec company officials stated that they could be regional partners for their existing products. Innopeak, the company that they signed the other bilateral talks, is in talks to take advantage of our company's existing solutions.

Omegadata, the company that offers customer loyalty solutions for manufacturing companies and shopping malls, is in talks with TMA5 to evaluate partnership options. They have also get into proposal stage with the Pavillion Group, which they have realized one-on-one meetings during B2B Forum.

Admongrel carry out partnership negotiations with Telekom Malaysia, Asia Hired, Com-Intel and Sedanias about their innovative broadcasting software solutions.

Dirisoft, which is developer of Ds Office Application Platform is in talks with Scicom, Basis Bay, Secure Metric for establishing Dirisoft's Ds Office Platform's distribution network to in Malaysia.

Bilişim A.Ş. has found the opportunity to introduce corporate ERP, CRM solutions in one-on-one meetings. Company has been talking with XS Control about possible collaboration opportunities and technical infrastructure of products especially through Business Intelligence and Lean Manufacturing software.

STM, which has many solutions on cyber security has contacted with other domestic cyber security companies located in Malaysia. Negotiations are still going on with Basis Bay, CyberSecurity Council, Techforte, Securemi, ICT, Sysarmy and Sapura Defense to get a chance to work on the same project.

Conclusion

There are some types of international B2B activities such as trade delegations, matching activities etc. in order to find new entry points to new markets and find potential new customers or potential collaborators. However, most of the programs do not include pre-determined direct matches which specifically to the point. Random matches at the activity without any preparation or analysis are common and ineffective efforts for both parties. For instance, it would be useless to match two companies that are seeking for to reach potential ERP customers.

Bilkent CYBERPARK's B2B Matching Methodology makes matching activities accurate and effective for both sides. Knowing possible matches before the activity provides great awareness to companies. Not only accurate matches but also accessing to much more related companies that are located in the target market is possible with meetings with key institutions during pre-committees.

With its innovative solution, Bilkent CYBERPARK's B2B Matching Methodology ranked as first at Inspiring Solutions competition, which is carried out by IASP, in 2017.

