

## EXPLORING INTERNATIONALIZATION STRATEGIES: A DEVELOPING COUNTRY CASE STUDY ANALYSIS

### ULUSLARARASI STRATEJİLERİNİN KEŞFİ: GELİŞMEKTE OLAN ÜLKEDEN BİR VAKA ANALİZİ

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#### ÖZET

Bu makale, gelişmekte olan ülkelere olan firmaların uluslararasılaşma süreçlerini araştırmak için vaka çalışması yaklaşımını kullanmakta ve kavramsal çerçeve olarak Paul & Mas (2019) tarafından önerilen yedi teorik önermeyi ele almaktadır. Bu teorik çerçeve uluslararası pazarlama stratejilerini analiz etmek için uygulanarak bu alandaki mevcut literatürü zenginleştirmektedir. Ayrıca bu bağlamda incelendiğinde, literatürde, Türkiye menşeli bir firmaya odaklanan bir çalışmaya bulunmadığı için bu araştırma bir ilk olma özelliğine sahiptir. Araştırma bir vaka çalışması olarak tasarlanmış olup, Getir firması tarafından yayınlanan resmi duyurular, arşivlerden ve haber kaynaklarından toplanan nitel verilere dayanarak yedi önermeye göre firmanın durumunu ortaya koymaktadır. Sonuçlara göre, bu vaka çalışmasında potansiyel ve desen kavramlarına dair yeterli kanıt bulunmamaktadır. Süreç ve hız kavramlarına ilişkin önermeler ise Paul & Mas (2019)'un iddia ettiği farklı bir şekilde ortaya çıkmaktadır.

**Anahtar Kelimeler:** Uluslararası Pazarlama Stratejileri, Gelişmekte Olan Ülkeler, Firmaların Uluslararasılaşması, 7-P.

#### ABSTRACT

This paper investigates the internationalization processes of firms emerging from developing countries, utilizing a case study approach to address the seven theoretical propositions suggested by Paul & Mas (2019). By applying this theoretical framework to analyse the international marketing strategies, the study enriches the existing literature in this domain. Furthermore, there is a lack of literature focusing on a case study of a Turkish firm in this context. The research is designed as a case study, and the international marketing position of Getir, a company, is analysed based on qualitative data collected from archives and news sources according to the seven propositions. According to the results, there is not enough evidence available for the concepts of potential and pattern in this case study. However, propositions regarding the concepts of process and pace appear differently in this case study than what the authors claim.

**Keywords:** International Marketing Strategies, Emerging Countries, Internationalization Of Firms, 7-P.



## 1. Introduction

For an extended period, scholars and researchers in business literature have continuously explored and discussed the progress of international marketing strategy (Katsikeas et al., 2006; Paul & Mas, 2019). Researchers have become interested in the internationalization of emerging market firms, since some of them emerge as global players without the typical firm- and country-specific advantages that their developed country counterparts possess and continue to utilize. While many have ascended in their value chains to become marketers of branded products, others have successfully combined their scale efficiency-based advantages with recently developed differentiation skills in global competition (Yaprak et al., 2018). As in 2022, global foreign direct investment fell by 12% in the world, in developed economies, this ratio increased to -37%, while increases are observed only in developing economies (+4%) and Latin America and the Caribbean region (+51%) (UNCTAD, 2023).

Within the light of these developments, the domain of international marketing has broadened and become more significant, intricate, and sophisticated compared to previous eras (Dahlquist & Griffith, 2015). Emerging economies are now part of the global expansion thanks to modernization, economic reforms, and government efforts. Yet, firms in these markets encounter obstacles in developed markets due to resource constraints, limited access to information, and lack of experience, which impede the development of effective international marketing strategies. Considering the differences between home and target markets in culture, economy, and environment, it seems better to adjust and evaluate the impact of international marketing strategies (Rana et al., 2020). In one of the studies conducted on the internationalization of firms originating from Türkiye in the literature, the investigation focuses on the institutional factors and country-specific drivers that enable the internationalization of these firms (Yaprak et al., 2018). Another study, which critically examines the literature by presenting examples from Turkish multinational companies, is conducted by Yaprak & Karademir (2011). Additionally, there is another study that examines the increase in Türkiye's outward foreign direct investment (OFDI) (Erdilek, 2008).

Karadeniz & Göçer (2007) examined the fundamental factors and variables underlying the internationalization of Small and Medium-sized Enterprises (SMEs) in Türkiye. They identified the determinant factors as the age and size of the business, intensity of Research and Development (R&D), growth rate of the domestic market, and export planning. Sahin et al. (2022), who investigated how the location choice of emerging business groups and institutional factors driving internationalization affect Türkiye's foreign direct investments (FDI),

Sahin et al. (2022) investigated how the location choice of emerging business groups and institutional factors driving internationalization affect Türkiye's foreign direct investments (FDI). They emphasized the usefulness of combining the OLI (Ownership, Location and Internalization) paradigm, LLL (Linkage, Leverage and Learning) model, and neo-institutional theory to explain this process.

The authors noted that the institutional legitimacy mechanism regulates the internationalization motivations of Turkish business groups. In this study, we examine the internationalization processes of firms emerging from developing countries by conducting a



case study analysis based on the seven theoretical propositions proposed by Paul & Mas (2019). This approach contributes to enriching the study by applying this theoretical framework to international marketing strategies. Businesses operating or planning to operate in the field of international markets can utilize this theoretical framework to ascertain their positions and determine appropriate strategies. However, there is a lack of literature focusing on a case study of a Turkish firm in this context. This study also enhances our understanding of this international marketing model by investigating it within the context of a Türkiye-based business, thereby broadening its applicability and scope. The study is organized as follows: first, we discuss the internationalization strategies and theories identified in the literature, then we present the methodological details, and finally, we discuss the findings in the discussion section.

## 2. Conceptual Framework

Internationalization is defined as the “process of increasing involvement in international activities” (Welch & Luostarinen, 1988). Studies on internationalization have defined the topic based on observed elements through various variables. From a historical perspective, it is appropriate to begin with Penrose's (1959) work, which emphasizes the focus of firms on their core capabilities and opportunities in foreign environments. In her work, Penrose highlights that a firm's growth depends on using entrepreneurship and management knowledge as resources, and underscores the significance of entrepreneurial resources for opportunity recognition and innovation. Managerial resources are also necessary to exploit these opportunities. A firm's growth evolves in relation to how knowledge is acquired and applied in its processes. According to the author, firms need to experiment with new resource combinations to exploit unused and resources more efficiently, thereby facilitating greater innovation. As emphasized by Penrose, Johanson, and Vahlne (1977), opportunities or challenges are part of firms' growth experience, emphasizing that decisions firms make during the growth process are responsive to market conditions.

The firm's experience is seen as market experience. Addressing an existing problem in the market will involve expanding activities in the market. Similarly, opportunities will lead to market expansion. Decisions regarding activities in the existing market typically involve choices that expand boundaries. In their study in 1980, Welch & Wiedersheim-Paul emphasized the importance of both financial and knowledge maturity in the pre-export investments of firms when preparing for export readiness. As firms begin to explore foreign investments, they will invest time and money to gather information, thus moving towards an export strategy. An effect that can expedite this process relates to the activities that constitute markets. Establishing long-term and stable relationships between sellers and buyers involves information exchange. At this point, technical and organizational adaptations will come into play. Yang et al. (1992) presented findings emphasizing the significance of expansion experiences and resources in the domestic market prior to export. According to these results, it has been indicated that private firms providing export-related information can proactively reach out to firms with export potential but not currently engaged in exports. They assess their own export potential by investigating their existing capabilities. In one study addressing internationalization through export barriers, it is suggested that knowledge-based programs, especially on issues that may cause procedural and technical complexities, could help alleviate these concerns (Sharkey et al., 1989). Shoham & Albaum (1995) address the



barriers to exports and emphasize the significance of cultural barriers. The greater the cultural distance between the target market and the home market, the more important the barriers to exports become. It is suggested that as firms enhance their international marketing experience, they should operate in culturally more distant markets. Additionally, the likelihood of firms operating in either closer or more distant markets varies according to their risk aversion tendencies. Risk-averse firms tend to operate in closer markets, thus preferring culturally proximate markets. When assessing opportunities in export markets, managers need to examine the suitability of the required resources and capabilities. The alignment between market opportunity and the firm's resources and capabilities will determine performance (Piercy et al., 1998). Westhead et al. (2001) found in their study examining internationalization from 1990 to 1997 that firms with older founders, more resources and expertise, and intensive knowledge networks had a higher probability of exporting. They emphasize that industry knowledge significantly influences firms' ability to export. It is noted that firms in resource-rich positions tend to have lower tendencies to export compared to those operating within more limited resources.

Johanson & Vahlne (1990) developed the Uppsala Model on firms' international processes, and in their publications in 2003, they further developed this model. The model addresses the situational aspects of internationalization, such as market commitment and market knowledge, as well as the directional aspects, including current business activities and commitment decisions. Market knowledge and market commitment describe the impact of resources' commitment to foreign markets and the manner in which current activities are conducted. The Uppsala model argues that market commitment will progress in small steps, besides three exceptions. One of these exceptions is that firms with large resources are expected to have smaller commitments, and therefore larger firms are expected to take bigger international steps. The second exception is that if market conditions are stable and homogeneous, market knowledge can be obtained through means other than experiential methods. And the final exception is that if a firm has extensive experience in similar market conditions, it is possible to generalize this experience to a new market. The authors made additions to this model in 2006. Accordingly, they address the issues of learning and commitment in business relationships during the internationalization process. Firms deciding to do business together both learn from each other and, through this interaction, establish a basis for creating new knowledge. Establishing a relationship is not only costly, but also involves uncertainty. According to the Uppsala model, the main reason behind the time required for internationalization with high performance is. If a firm successfully maintains a learning and commitment process with its partner in an export market, the firm will later be involved in activities requiring greater investments, more control and risk. The important point in this process is learning and commitment (Johanson & Vahlne, 2006).

Dunning's (1988; 1995) OLI paradigm, or in other words, the eclectic paradigm, emerges from the interaction of the size, geography, and industry elements of multinational corporations' activities. It emphasizes that firms internationalize when they possess specific ownership advantages, select advantageous locations, and internalize certain activities instead of licensing them. Ownership (O), locational attractiveness (L), and internalization (I) benefits are interrelated. Ownership advantages are divided into two categories under specific ownership advantages, consisting of static and dynamic ownership advantages. Accordingly, those who generate income from ownership benefits have a static ownership



advantage, while the ability to sustain and enhance income-generating assets represents a dynamic ownership advantage. The point emphasized in ownership benefits is that when other factors are held constant, if the competitive advantages of investing firms are greater than those of firms already established in the country they intend to invest in, their likelihood of increasing production is also higher. According to the locational attractiveness (L) sub-paradigm, the more immovable or natural assets businesses have to use in conjunction with their competitive advantages, the more they prefer to make foreign direct investments to enhance their specific advantages in location. The third sub-paradigm, internalization advantages (I), provides a framework for evaluating alternative ways for a firm to create and utilize its capital. It examines the interaction between factors arising from the internalization advantages related to the firm's specific advantages and how the firm prefers to organize its activities. According to the paradigm, it is indicated that the location-specific advantages (L) of firms investing in the internationalization process can affect their competitive power. Location-specific assets are considered potential sources for both raw material supply and learning and innovative capabilities. Internalization advantages (I) occur when a firm internalizes its foreign value-added activities within itself instead of leasing or licensing them to foreign entities. Learning and knowledge creation offer significant advantages for firms, making internalization advantages even more crucial (Dunning, 2001; Dunning et al., 2007).

Another approach to strategies developed for firms' internationalization is emphasized by Coviello & Munro (1995), highlighting the importance of relationships. According to this perspective, firms' internationalization process should be examined, considering their role and position within the relationships in the network they belong to. Thus, the decision of which market to enter and by what method is determined by the opportunities emerging within its network. The network relationships here can involve formal relationships related to business, as well as informal relationships such as friendship ties. The effects arising from these relationships, combined with market and product characteristics, indicate that the internationalization processes of large manufacturing firms and high-technology firms are different.

Born global is yet another important conceptualization in internationalization. This concept refers to young firms that derive a significant portion of their revenue from international sales. These companies are typically founded or managed by individuals with high entrepreneurial skills. They represent a new form of early and rapid internationalization, being adept at allocating resources. These firms typically opt for export as their primary entry mode, combining marketing, entrepreneurship, and talent skills in this process. The common characteristic of these firms is their fundamental orientation towards internationalization. They parallel the globalization paradigm by viewing the entire world as a market (Cavusgil & Knight, 2015). Born global firms are also referred to as early adopters of internationalization due to these characteristics. The innovative culture, knowledge, and skills within these firms emerge as their fundamental defining features. In the past, international business processes were much more inaccessible for such firms. However, with advancements in knowledge as well as the emergence of communication, production, logistics technologies, and other beneficial technologies, smaller-scale and newer firms have also become able to participate in global markets (Knight & Cavusgil, 2004). Coviell (2015), in his article on born addresses the role of individuals in the

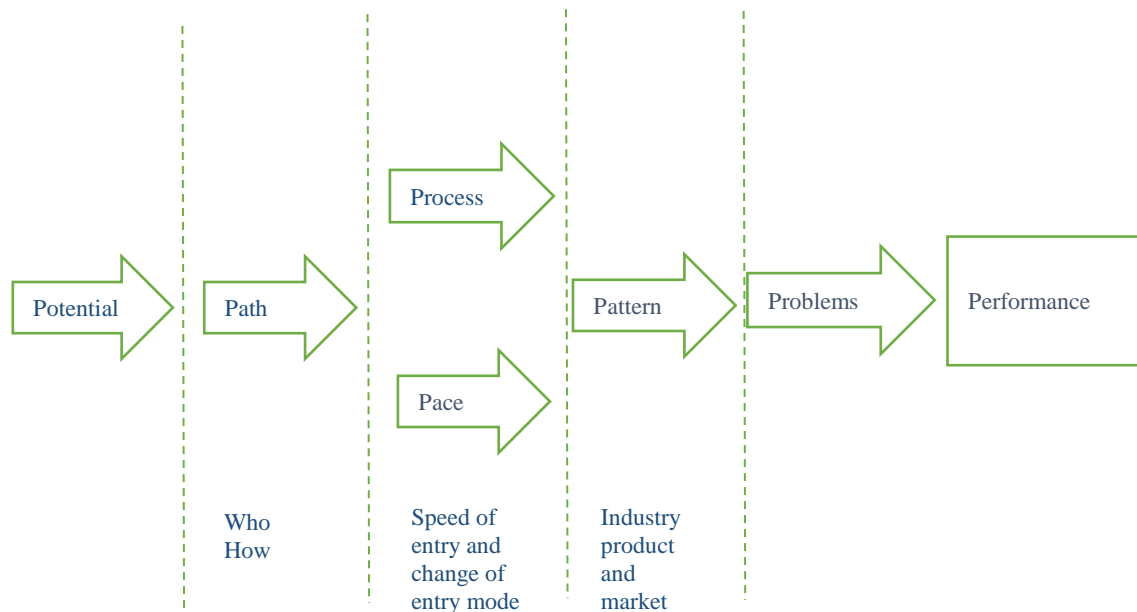


internationalization process. According to him, it is important to understand the individuals or teams who establish or manage the firm. The criticism presented here is that international entrepreneurship is often addressed at the level of demographic variables. However, the role of passion in international entrepreneurship, the preparedness of the entrepreneur, and to what extent they act improvisationally during the process can deepen the subject.

Another study emphasizing the strategic importance of knowledge regarding the internationalization processes of small and medium-sized enterprises is addressed by Knight & Liesch (2002). These enterprises face challenges in advancing in the internationalization process due to limited resources. One of these challenges is not having access to resources to hire experienced managers. Another challenge is their vulnerability to external adverse events due to operating with limited resources. Global threats pose greater risks for them. Having appropriate and sufficient knowledge in the face of such negative situations, and being able to internalize this knowledge, helps small businesses in their internationalization efforts. It is emphasized that the primary resource in the internationalization processes of small and medium-sized enterprises (SMEs) is knowledge. Collaboration is an important element in developing and supporting knowledge. Knowledge generated from collaborations with other firms and its management supports a more effective internationalization process (Costa et al., 2016). It is known that the internationalization processes serve as guides for different departments within businesses, operating under the same strategy as a whole. However, strategies for internationalization processes specific to each department are discussed in the literature (Dang et al., 2020; Katsikeas et al., 2019; Paul, 2019; Paul & Mas, 2019). These works address marketing-specific developments such as the position of international marketing strategies in the digital age, the role of new technologies in designing international marketing strategies, and the examination of international marketing strategies in emerging markets (Katsikeas et al., 2019; Paul, 2019).

The theoretical framework of the current article is based on the 7-P (Potential, Path, Process, Pace, Pattern, Problems, and Performance) theoretical model generalized by Paul & Mas (2020) as part of strategic planning in marketing. It includes challenges faced by firms from emerging countries during internationalization.



**Figure 1***7 Ps for International Marketing*

**Source:** Paul & Mas, 2019.

In the Potential step, there are opportunities and activities that create a position for the firm entering foreign markets. Selecting the most suitable market among those to enter is a critical factor for success. Firms from developing countries may find markets in underdeveloped countries advantageous due to their experience in issues such as corruption, inadequate legal and political structures in their own countries. Therefore, the first proposition of the authors is as follows (Paul & Mas, 2019): Firms from developing or less developed countries are likely to find a higher probability of success in other developing countries and less developed countries.

Following the identification of the potential market, the second step, known as “path” deals with the context of the strategy. The strategy is successful when it is developed to meet market needs with the firm's limited resources. In the path step, two questions are addressed: “who” emphasizes the firm, and “what” pertains to the market entry modes chosen by the firm when entering a new market. Based on this, Paul & Mas (2020)'s second proposition is as follows: the success probability of the entry and marketing strategies devised by firms from developing countries (such as LATAM countries) to enter developed countries increases as strategic alliances, business networks, and partnerships in foreign markets improve. The third step is the process. This step is examined within the framework of internationalization models. Regarding this step, the authors' recommendation is as follows: firms from developing countries are not inherently inclined to be global. These firms are often regionally focused. Then comes the pace step, seeking the answer to the question of how. The assumption here is that as firms' operations mature in new markets, they will transition to more involved entry modes. Pace describes the speed at which a firm transition



from one entry mode to another, and this duration can be expressed in months or years, depending on the firm's transition period. The proposition in this step is as follows: firms from developing countries use the export method when they initiate the internationalization process and, over the years, they employ multiple entry modes or change entry modes. In the fifth step, the pattern consisting of the firm's structure, industry, and the location where the product or service is sold internationally is addressed. Accordingly, the proposition is formulated as follows: firms from developing countries tend to succeed in exporting industrial products. In the sixth step, Problems, which include the challenges encountered in the international marketing process, are addressed. It is recommended to consider potential issues that may arise when planning international marketing activities. At this point, three concepts are discussed. The first of these is cognitive bias arising from the perception that the product offered by a foreign company is of lower quality compared to the origin country. The second is the liability of foreignness, which describes the social costs arising from the lack of knowledge and experience in a foreign country. Regulations imposed by the government also fall under this category. The last one indicates the problems arising from resource constraints. Paul & Mas (2020) propose the following proposition for the concern step: firms from developing countries tend to encounter cognitive bias, liability of foreignness, and resource constraints during the internationalization process. The last of the 7Ps, performance, describes whether the internationalization process positively affects the firm's performance. According to the authors' proposition, the international marketing activities of firms from developing countries positively influence their performance.

### 3. Method

This research is conducted as a case study focusing on the internationalization process of the Getir company within the framework of the 7-P model (Paul & Mas, 2019). The study utilizing qualitative data has selected Getir company as the case, and the data comprises publicly available documents on the company's website, interviews in the media, official news, and statements from company partners. The relatively young firm Getir was chosen for the study due to the belief that it is likely to track the current international marketing strategies. Another reason for selecting this company is its receipt of international investment support as well as its withdrawal from certain markets. This provides an opportunity to examine both its successes and failures. The case study process, regarded as a research strategy focused on understanding the dynamics within a single environment, progresses through iterations backward and forward. When collecting data for the case study, archives, interviews, observations, and surveys are utilized. Therefore, the evidence can be qualitative or quantitative (Eisenhardt, 1989). Representing a research strategy, the case study can be used to explain a phenomenon. For an explanatory case study, the following elements are required to be addressed (Yin, 1981):

- a. Accurate depiction of the facts related to the case.
- b. Considering different explanations for these facts.
- c. Presenting a conclusion based on the explanation that seems most consistent with these facts.

The documents, notes, newspaper articles, or any documents related to the research that are the subject of the case study can take various forms. These are impartially evaluated by the researcher to make inferences about the events (Tellis, 1997). The country chosen for the





firm originating from developing countries is Türkiye. There are several reasons for this. The first reason is that companies in Türkiye have specialized, especially in exports of textile and food products, and have made significant progress in other areas such as steel products, medical supplies, or digital economy products. Another reason is the increasing number of skilled entrepreneurs in this country and their tendency to adopt new ways of doing business, thinking internationally, and conducting business according to international standards. Moreover, competition has intensified due to the presence of both domestic and foreign companies in the country, making international markets attractive.

In the current research, the gathered information about the Getir company will be presented, starting with the company's self-introduction. According to this, the company claims to have pioneered delivering grocery products to users worldwide. Over time, by expanding its business model, Getir has also incorporated GetirBüyük (GetirBig), GetirYemek (GetirFood), GetirSu (GetirWater), GetirÇarşı (GetirDownTown), GetirAraç (GetirCar), Getirİş (GetirBusiness), GetirBiTaksi (GetirTaxi), and n11 services. The company operates actively in Türkiye, the United States, and some countries in Europe (About Us, 2024). Established in 2015 in Türkiye and recognized within Silicon Valley in 2020, Getir received a \$38 million investment from a group of investors led by Sir Michael Moritz, a renowned name, and in 2021, it began its services internationally, starting with London (Serim, 2020).

## Findings

In this study, findings are discussed based on the framework introduced by Paul & Mas (2020), which consists of the 7-Ps: Potential, Path, Process, Pace, Pattern, Problems, and Performance.

### 4.1. Potential

According to the authors' first proposition, firms from developing countries are likely to achieve high success rates in other developing and less developed countries. However, when Getir expanded internationally, it started its operations from the United Kingdom and currently operates in Germany, the Netherlands, the USA, and the UK. While Türkiye is classified among developing countries, it is observed that all the countries where Getir expanded its business model during its internationalization process are developed countries (The World Bank, 2022). Therefore, the current case study does not provide an opportunity to test this proposition.

### 4.2. Path

Paul & Mas (2020) emphasize the need for firms from developing countries to establish strong strategic alliances. They underline that the most robust way to expand into developed countries is to explore strategic alliances, business networks, or partnerships in those developed countries. In this regard, looking at Getir, it can be said that it first gained attention on the international stage by receiving a \$38 million investment from a group of investors led by Sir Michael Moritz in 2020. Subsequently, in 2023, Getir acquired the New York-based online grocery company FreshDirect, thereby benefiting from FreshDirect's fresh product quality and variety, while continuing its operations under the FreshDirect brand at its own facility (Ulukan, 2023). Initially starting its overseas operations in the United Kingdom, Getir acquired the British rapid delivery application Weezy in November 2021.



By incorporating Weezy, which was operating in 15 cities in the UK at the time, Getir expanded its operations in the UK (BloombergHT, 2021). Miller et al. (2008) emphasize the importance of increasing domestic resources when a firm from a developing country establishes an organization in a foreign country during the internationalization process. In this case study, after its expansion abroad, Getir established a platform called GetirÇarşı, which brings together businesses such as butcher shops, grocery stores, and delicatessens in neighborhoods to reach consumers. Around the same time, Getir introduced the BiTaksi application in major cities domestically, enabling users to access taxi services more easily. These examples demonstrate that while the company is in the process of internationalization, it also works to strengthen its activities in its home country. This also indicates an increase in its management and knowledge resources. The success of Getir, which enters developed countries through direct acquisitions and business networks, confirms the proposition of Paul & Mas (2020).

#### 4.3. Process

In their analysis conducted through firms located in Latin America, Paul & Mas (2020) indicate that even efforts to expand the market among Latin American countries, where they speak the same language, are weak. They emphasize that the primary concern for these firms is to obtain a stronger competitive position in their current markets. Therefore, it is stated that these firms are not born global firms and they operate regionally. However, it is observed that the situation is not exactly the same for Getir, a company born in Türkiye, which started taking significant steps towards internationalization in its fifth year of establishment. While it cannot be said that Getir possesses the characteristic of being born global, due to several reasons, it has not been too late for the company to operate in countries different from its own. One of these reasons is the significant emphasis on technology infrastructure within the services provided by Getir. Firms that incorporate high technology are more likely to have the potential to become “born global” in their internationalization processes (Paul, 2020). An important factor is that Getir experienced rapid growth with the onset of the Covid-19 pandemic, which affected the entire world, within the 5 years of providing services in its home country before expanding into foreign markets.

#### 4.4. Pace

The fourth proposition suggests that firms from developing countries often adopt the export method when initiating the internationalization process, and may use different methods over the years (Paul & Mas, 2019). When examining Getir's initial internationalization move, it is observed that it began providing the same service under the same name in the UK. The fact that Getir is primarily a service business could be an influential factor in this case. It is known that transferring the entry methods of manufacturing firms to service-oriented firms would not be appropriate for international markets. Capital-intensive service firms prefer to enter international markets using a mode that ensures full control to protect their commercial assets. Knowledge-intensive service firms choose entry methods that allow them to protect their knowledge. Therefore, they prefer to maintain control over the process through full ownership (Sanchez-Peinado et al., 2007). This proposition is not supported in this case.



#### 4.5. Pattern

The fifth proposition of Paul & Mas (2020) suggests that firms from developing countries tend to achieve success in their international activities by exporting agricultural products instead of industrial goods. The authors mention the presence of knowledge-intensive software and technology firms in the service sector. In Türkiye, there are many software and technology companies established domestically that have expanded internationally (see Peak Games, Ruby Games). However, Getir is a service company focused on providing fast and convenient delivery to customers. Therefore, this proposition is not supported by the current case study example.

#### 4.6. Problems

The proposition that describes the problems encountered after the initiation of international marketing activities will be examined under three separate headings as stated by the authors. The first of these is the proposition that firms from developing countries face cognitive bias issues when internationalizing their operations. This concern describes the perception that the product or service is of low quality based on the country of origin (Paul & Mas, 2019). The Getir company is a firm that received significant international funding before its internationalization process and was listed among the top 10 startups in Istanbul by Wired UK in 2018 (Entrepreneurship News, 2021). Moreover, the internationalization process of Getir began from the geographically proximate country of England, which is not far from its home country. Thus, a process has started between two countries that are familiar with each other. However, there is no evidence to suggest such a perception formation.

The other proposition under the Problems heading suggests that firms from developing countries will face issues related to the Liability of Foreignness during the internationalization process. It is associated with the social costs attributed to a lack of knowledge and experience in a foreign country. In 2022, during its services in Amsterdam, Getir faced issues due to noise and motor traffic in the city, as well as concerns arising from the fact that the company's distribution centres were not open to the public, leading to the application of film on its windows, which affected the city's appearance (Sözcü, 2022). In response, Getir company provided space in its warehouses for artists to exhibit their works, thereby giving their storefronts a new appearance. As a result, the warehouses began to appear as art galleries from the outside (Önder, 2022). Another activity they undertook to solve their warehouse problem in the Netherlands was to open a supermarket that allows customers to select products and make payments at the checkout. After the payment is completed in these supermarkets, the products are delivered to the delivery point specified by the customers by Getir couriers (Halaç, 2022). Getir faced another challenge in the markets of Italy, Spain, and Portugal. While consumers frequently turned to fast delivery during Covid-19, after the closures ended, the majority of consumers in these countries began to prefer in-store shopping (Oksijen, 2023). When Getir noticed these consumer trends, it withdrew from these markets and focused on other markets where there were stronger opportunities for financial profitability and sustainable growth. These findings indicate that Getir encountered the liability of foreignness issue and that their solutions were successful.

Another issue that firms undergoing the internationalization process from developing countries may encounter is financial constraints in foreign countries. In 2023, due to a law



passed in France, Getir lost its store status and was classified as a warehouse. Following this law, the company announced its decision to withdraw from the country due to unfavourable regulations and the economic climate in France (Schofield, 2023). These findings indicate that Getir encountered challenges in terms of legal and financial regulations in the countries where it operates. So, the proposition is supported.

#### 4.7. Performance

The final proposition of Paul & Mas (2020) suggests that international marketing activities positively influence the performance of firms from developing countries. It is observed that after entering international markets, Getir grew by acquiring strong firms in those markets. For example, in Germany, it acquired its competitor Gorillas, another shopping and fast delivery company, in 2022. Getir seizes the opportunity to easily access customers reached by local and well-established firms and strengthen its position in competition through these acquisitions. When examining the international success of Getir, the proposition of the authors is deemed acceptable.

#### Discussion

In this study, the theoretical framework of 7-P developed by Paul & Mas (2020) for the internationalization process of firms, especially those from developing countries, has been examined through a case study of Getir company. In the case study examined in this article, it is observed that the company has chosen advanced country markets in its internationalization process. Firms from developing countries operating in high-income, more competitive countries and conducting business in larger markets are less encountered but highlighted in the literature. Firms that have the ability to find a niche market and develop a competitive position in developed countries can achieve this (Barnard, 2021). Paul & Mas (2020) indicate that firms tend to form strong alliances during the market entry process. Firms originating from developing countries are emphasized to establish local relationships and prefer joint ventures before making direct foreign investments (Yaprak & Karademir, 2011). The case study in this study, where Getir company, which benefits from the experience of similar firms in the international markets it enters by acquiring them, confirms this proposition. When examining the evidence related to the proposition that firms from developing countries will select countries with similar cultures and business processes as their markets in the internationalization process, it is observed that this is not valid for Getir company. Erdilek (2008) stated that the majority of international direct investments from Türkiye are directed towards the Balkans, the Caucasus, the Russian Federation, and the Central Asian Turkic Republics. However, in the current research, the internationalization process is directed towards European countries and the USA. This may be because Getir company aims to gain a competitive advantage by filling a gap with its service in these markets.

When examining another proposition suggesting that firms from developing countries choose exporting as an entry mode to initiate the internationalization process, no corroborative evidence was found for Getir company. Getir, emphasizing its capability in rapid delivery as a service-oriented company, has established the same service there and expanded in the market by acquiring a similar competitor. Like many other Turkish firms, it effectively utilizes both country-specific comparative advantages and firm-specific capabilities while making these investments (Kaya & Erden, 2008). Another proposition that



could not be examined in the case of Getir is the emphasis on the export of agricultural products, which is often mentioned. Getir, operating in the service sector, has a business model based on delivering grocery products to consumers quickly.

As a result of the proposition regarding the problems that firms may encounter, data has been found indicating that Getir company faces issues related to liability of foreignness and financial constraints. To tackle the concern of liability of foreignness, the literature suggests that a foreign branch should boost the teamwork between the parent company and its other branches by using expatriates to help share resources internally, instead of depending entirely on the parent company (Cao & Alon, 2021; Petrou, 2015). Considering the information in the literature, it is also worth noting the significant challenges that firms from emerging economies encounter in experiential learning and incorporating external knowledge. Consequently, venturing into technologically advanced countries diminishes the association between cross-border mergers and acquisitions (M&As) and innovation in established technologies. This suggests that obtaining knowledge directly from technologically advanced environments might alleviate the integration obstacles linked to cross-border M&As (Samant et al., 2023).

The proposition that international marketing activities have a positive impact on the performance of firms managing the internationalization process from emerging countries is confirmed when the evidence gathered from the case of Getir company is examined. This finding is also supported by the findings in the literature. For instance, Khan (2020) states that both the direct and indirect impacts of marketing agility on firm performance fluctuate based on the degree of market complexity. More precisely, it is observed that the direct correlation is less pronounced in less complex market environments but becomes more robust in highly complex market settings. Additionally, it is ascertained that the association between marketing agility and adaptation of marketing programs is less pronounced in complex market conditions. Put differently, high market complexity diminishes the influence of marketing agility on the adaptation of marketing programs. For future studies, examining companies operating in different sectors within this theoretical framework can contribute to a richer formation of knowledge in this field. In doing so, interviews can be conducted with managers responsible for firms' internationalization strategies. To enrich the theoretical discussion on companies transitioning from developing countries to internationalization, comparing different theoretical explanations and presenting them complementarily could be beneficial. As a limitation of this case study, it should be noted that only one service-oriented business was selected for in-depth analysis. Examining more service-oriented businesses of similar scale could allow for a more comprehensive discussion of the findings.

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## Genişletilmiş Özet

Bu araştırma, Paul & Mas (2019) tarafından belirlenen 7-P modeli çerçevesinde Getir firmasının uluslararasılaşma sürecine odaklanan bir vaka çalışması olarak ele alınmıştır. Bu model altındaki süreçler kavramların İngilizce baş harflerinden türetilerek 7-P adını almıştır. Sırasıyla şu şekildedir; Potansiyel, Yol, Süreç, Hız, Desen, Sorunlar, Performans. Nitel veri kullanarak gerçekleştirilen çalışmadaki veriler, firmanın web sitesinde bulunan kamuoyuna açık belgeler, medya röportajları, resmi haberler ve firma ortaklarından gelen açıklamaları içermektedir. Bir araştırma stratejisi olarak kabul edilen vaka çalışması süreci, bir ortamın içindeki dinamikleri anlama odaklı olarak geriye ve ileriye doğru iterasyonlarla ilerler. Vaka çalışması için veri toplama sürecinde arşivler, görüşmeler, gözlemler ve anketlerden yararlanılır. Bu nedenle, kanıtlar nitel veya nicel olabilir (Eisenhardt, 1989). Vaka çalışması, bir olguyu açıklamak için kullanılabilir. Açıklayıcı bir vaka çalışması için aşağıdaki unsurların ele alınması gerekmektedir (Yin, 1981):

- a. Vakayla ilgili gerçeklerin doğru bir şekilde tasvir edilmesi
- b. Bu gerçekler için farklı açıklamaların düşünülmesi
- c. Bu gerçeklerle en uyumlu görünen açıklamaya dayalı bir sonucun sunulması

Bu araştırmada kullanılan teorik modele göre ancak gelişmekte olan ülkelere gelen bir firma analiz edilebilir. Mevcut araştırmada, Getir firması hakkında toplanan bilgilere göre, firma dünya genelinde market ürünlerini kullanıcılara teslim etmede öncü olduğunu iddia etmektedir. Zamanla iş modelini genişleterek, GetirBüyük, GetirYemek, GetirSu, GetirÇarşı, GetirAraç, Getirİş, GetirBiTaksi ve n11 hizmetlerini de içermiştir. Firma, Türkiye, Amerika Birleşik Devletleri ve Avrupa'daki bazı ülkelere aktif olarak faaliyetlerini sürdürmektedir (Hakkımızda, 2024). 2015 yılında Türkiye'de kurularak, 2020 yılında, ünlü bir isim olan Sir Michael Moritz liderliğindeki bir yatırımcı grubundan 38 milyon dolarlık bir yatırım almış ve 2021 yılında Londra ile uluslararası hizmetlerine başlamıştır (Serim, 2020).

*Potansiyel.* Yazarların ilk önerisine göre, gelişmekte olan ülkelere gelen firmaların diğer gelişmekte olan ve az gelişmiş ülkelere yüksek başarı oranlarına ulaşma olasılığı bulunmaktadır. Ancak, Getir uluslararası olarak genişlediğinde, operasyonlarına Birleşik Krallık'tan başlamış ve şu anda Almanya, Hollanda, ABD ve Birleşik Krallık'ta faaliyet göstermektedir. Türkiye gelişmekte olan ülkeler arasında sınıflandırılmasına rağmen, Getir'in uluslararasılaşma sürecinde iş modelini genişlettiği tüm ülkelerin gelişmiş ülkeler olduğu gözlemlenmektedir (Dünya Bankası, 2022). Bu nedenle, mevcut durum çalışması bu öneriyi test etme fırsatı sağlamamaktadır.

*Yol.* Paul & Mas (2020), gelişmekte olan ülkelere gelen firmaların güçlü stratejik ortaklıklar kurma ihtiyacını vurgular. Onlar, gelişmiş ülkelere genişlemenin en sağlam yolunun bu ülkelere stratejik ortaklıklar, iş ağları veya iş birlikleri keşfetmek olduğunu vurgularlar. Bu bağlamda, Getir'e bakıldığında, firmanın uluslararası sahnede dikkat çekmeyi ilk kez 2020 yılında Sir Michael Moritz liderliğindeki bir yatırımcı grubundan 38 milyon dolarlık bir yatırım alarak başardığı söylenebilir. Daha sonra, 2023 yılında Getir, New York merkezli çevrim içi market firması FreshDirect'i satın almış ve bu sayede FreshDirect'in taze ürün kalitesinden ve çeşidinden faydalanmış, kendi tesislerinde FreshDirect markası altında operasyonlarına devam etmişti (Ulukan, 2023). İlk olarak



yurtdışı operasyonlarına Birleşik Krallık'ta başlayan Getir, Kasım 2021'de İngiliz hızlı teslimat uygulaması Weezy'yi satın almıştı. O zamanlar Birleşik Krallık'ta 15 şehirde faaliyet gösteren Weezy'yi devralarak, Getir, İngiltere'deki operasyonlarını genişletti (BloombergHT, 2021).

Bu vaka çalışmasında, Getir yurtdışına genişledikten sonra, mahallelerde kasap dükkanları, bakkallar ve şarküteriler gibi işletmeleri tüketicilere ulaştırmak amacıyla GetirÇarşı adında bir platform kurdu. Aynı dönemde, Getir, kullanıcıların taksi hizmetlerine daha kolay erişim sağlamasını sağlayan BiTaksi uygulamasını büyük şehirlerde kullanıma sundu. Bu örnekler, firmanın uluslararasılaşma sürecinde olduğu gibi, aynı zamanda ülke içindeki faaliyetlerini güçlendirmek için çalıştığını göstermektedir. Bu aynı zamanda yönetim ve bilgi kaynaklarının arttığını da göstermektedir. Gelişmiş ülkelere doğrudan satın almalar ve iş ağı aracılığıyla giren Getir'in başarısı, Paul & Mas'ın (2020) önerisini doğrulamaktadır.

*Süreç* Latin Amerika'daki firmalar üzerinden yaptıkları analizde, Paul & Mas (2020), aynı dili konuşan Latin Amerika ülkeleri arasında pazarı genişletme çabalarının zayıf olduğunu belirtmektedir. Bu firmaların başlıca endişesinin mevcut pazarlarında daha güçlü bir rekabetçi konum elde etmek olduğunu vurgularlar. Bu nedenle, bu firmaların doğuştan küresel firmalar olmadığı ve bölgesel olarak faaliyet gösterdikleri belirtilmektedir. Ancak, Türkiye'de kurulan bir firma olan Getir için durumun tam olarak aynı olmadığı gözlemlenmektedir. Kuruluşunun beşinci yılında uluslararasılaşma yolunda önemli adımlar atmaya başlayan Getir'in, doğuştan küresel bir özelliğe sahip olduğu söylenemez, ancak birkaç nedenle, kendi ülkesinden farklı ülkelerde faaliyet göstermekte geç davranmadığı düşünülmektedir. Bunlardan biri, Getir tarafından sunulan hizmetlerde teknoloji altyapısına önemli vurgu yapılmasıdır. Yüksek teknolojiyi entegre eden firmaların, uluslararasılaşma süreçlerinde "doğuştan küresel" olma potansiyeline sahip olma olasılığı daha yüksektir (Paul, 2020). Önemli diğer bir faktör ise Getir'in, kuruluşundan sonra 5 yıl hizmetlerini sunduğu ülkesinin ardından yabancı pazarlara genişlemesiyle Covid-19 salgınının başlaması ve bu durumun firmaya hızlı bir şekilde büyümesine katkı sunmasıdır.

*Hız.* Dördüncü öneri, gelişmekte olan ülkelere gelen firmaların genellikle uluslararasılaşma sürecini başlatırken ihracat yöntemini benimsediklerini ve yıllar içinde farklı yöntemler kullanabileceklerini öne sürmektedir (Paul & Mas, 2019). Getir'in ilk uluslararasılaşma adımını incelediğimizde, aynı hizmeti aynı ad altında Birleşik Krallık'ta sunmaya başladığı gözlemlenmektedir. Getir'in esas olarak bir hizmet işi olması bu durumda etkili bir faktör olabilir. Üretim odaklı firmaların giriş yöntemlerinin hizmet odaklı firmalara aktarılmasının uluslararası pazarlar için uygun olmayacağı bilinmektedir. Sermaye yoğun hizmet firmaları, ticari varlıklarını korumak için tam kontrol sağlayan bir modu kullanarak uluslararası pazarlara girmeyi tercih ederler. Bilgi yoğun hizmet firmaları, bilgilerini korumalarına izin veren giriş yöntemlerini seçerler. Bu nedenle, sürecin kontrolünü tamamen ellerinde tutmayı tercih ederler (Sanchez-Peinado ve diğ., 2007). Bu öneri bu durumda desteklenmemektedir.

*Desen.* Paul & Mas'ın (2020) beşinci önerisi, gelişmekte olan ülkelere gelen firmaların endüstriyel ürünler yerine tarımsal ürünleri ihraç ederek uluslararası faaliyetlerinde başarı elde etme eğiliminde olduklarını öne sürmektedir. Yazarlar, hizmet sektöründe bilgi yoğun yazılım ve teknoloji firmalarının varlığından bahsederler. Türkiye'de, yerel olarak kurulmuş



ve uluslararası pazarlara genişleyen birçok yazılım ve teknoloji firması bulunmaktadır (örn. Peak Games, Ruby Games). Ancak, Getir, müşterilere hızlı ve pratik teslimat sağlama odaklı bir hizmet firmasıdır. Dolayısıyla, bu öneri mevcut durumda desteklenmemektedir.

*Sorunlar.* Uluslararası pazarlama faaliyetlerinin başlatılmasından sonra karşılaşılan sorunları açıklayan öneri, yazarlar tarafından belirtildiği şekilde üç ayrı başlık altında incelenecektir. Bunlardan ilki, gelişmekte olan ülkelerden gelen firmaların işletmelerini uluslararasılaştırırken bilişsel yanlılık sorunlarıyla karşılaşmalarını açıklayan öneridir. Bu sorun, ürün veya hizmetin köken ülkesine dayanarak düşük kalitede olduğu algısını tanımlar (Paul & Mas, 2019). Getir firması, uluslararasılaşma sürecinden önce önemli miktarda uluslararası fon olarak 2018'de Wired UK tarafından İstanbul'daki en iyi 10 startup arasında listelenmiştir (Girişimcilik Haberleri, 2021). Dahası, Getir'in uluslararasılaşma süreci, ev ülkesine çok uzak olmayan coğrafi olarak yakın bir ülke olan İngiltere'den başlamıştır. Bu nedenle, birbirlerine aşına olan iki ülke arasında bir süreç başlamıştır. Dolayısıyla, böyle bir algı oluşumuna dair herhangi bir kanıt bulunmamaktadır. Sorunlar başlığı altındaki diğer öneri, gelişmekte olan ülkelerden gelen firmaların uluslararasılaşma sürecinde “Yabancılık Sorumluluğu” ile ilgili sorunlarla karşılaşacaklarını öne sürmektedir. Bu, yabancı bir ülkede bilgi ve deneyim eksikliğine bağlı olarak atfedilen sosyal maliyetlerle ilişkilendirilen bir durumdur. Getir, 2022 yılında Amsterdam'daki hizmetlerinde, şehirdeki gürültü ve motor trafiği sorunlarıyla ve firmanın dağıtım merkezlerinin halka açık olmamasından kaynaklanan görüntü kirliliği nedeniyle pencerelerine film uygulanması gerektiği görüşüyle karşılaşmıştır. Bu durumun, şehrin görünümünü etkilediği ileri sürülmüştür (Sözcü, 2022). Getir firması, depolarındaki bu soruna yanıt olarak, sanatçıların eserlerini sergilemeleri için depolarında alan sağlayarak mağaza önlerine yeni bir görünüm kazandırmıştır. Sonuç olarak, depolar dışarıdan sanat galerileri gibi görünmeye başlamıştır (Önder, 2022). Hollanda'daki depo sorununu çözmek için yaptıkları diğer bir faaliyet, müşterilerin ürünleri seçip ödemelerini kasada yapmalarına izin veren bir süpermarket açmak olmuştur. Bu süpermarketlerde ödeme tamamlandıktan sonra ürünler, müşterilerin belirttiği teslimat noktalarına Getir kuryeleri tarafından teslim edilmek üzere gönderilir (Halaç, 2022). Getir, İtalya, İspanya ve Portekiz pazarlarında başka bir zorlukla karşılaşmıştır. Covid-19 sırasında tüketiciler sıkça hızlı teslimata yönelirken, kapanışlar sona erdikten sonra bu ülkelerdeki çoğu tüketici mağaza içi alışverişi tercih etmeye başladı (Oksijen, 2023). Getir, bu tüketici trendlerini fark ettiğinde, bu pazarlardan çekilerek finansal karlılık ve sürdürülebilir büyüme için daha güçlü fırsatların bulunduğu diğer pazarlara odaklanmayı tercih etmiştir. Bu bulgular, Getir'in Yabancılık Sorumluluğu sorunuyla karşılaştığını ve çözümlerinin başarılı olduğunu göstermektedir.

Gelişmekte olan ülkelerden uluslararasılaşma sürecinden geçen firmaların karşılaşılabileceği bir diğer sorun, yabancı ülkelerde finansal kısıtlamalardır. 2023 yılında, Fransa'da çıkarılan bir yasa nedeniyle Getir, mağaza statüsünü kaybetti ve depo olarak sınıflandırıldı. Bu yasanın ardından, firma, Fransa'daki olumsuz düzenlemeler ve ekonomik iklim nedeniyle ülkeden çekileceğini açıklamıştır (Schofield, 2023). Bu bulgular, Getir'in faaliyet gösterdiği ülkelerde hukuki ve finansal düzenlemeler açısından zorluklarla karşılaştığını göstermektedir. Dolayısıyla, bu öneri desteklenmektedir.

*Performans.* Paul & Mas'ın (2020) son önerisi, uluslararası pazarlama faaliyetlerinin gelişmekte olan ülkelerden firmaların performansını olumlu yönde etkilediğini öne



sürmektedir. Uluslararası pazarlara girişten sonra, Getir'in bu pazarlarda güçlü firmaları satın alarak büyüdüğü gözlemlenmektedir. Örneğin, Almanya'da, 2022 yılında rakibi Gorillas'ı, yani alışveriş ve hızlı teslimat firmasını satın aldı. Bu sayede, yerel ve köklü firmalar tarafından ulaşılan müşterilere kolayca erişme fırsatını ele geçirerek, bu satın almalar aracılığıyla rekabet içindeki konumunu güçlendirmiştir. Getir'in uluslararası başarısını incelediğimizde, yazarların önerisi kabul edilebilir bulunmaktadır.

Bu çalışmada, özellikle gelişmekte olan ülkelerden firmaların uluslararasılaşma süreci için Paul & Mas (2020) tarafından geliştirilen 7-P teorik çerçevesi, bir vaka çalışması üzerinden incelenmiştir. Bu makalede incelenen vaka çalışmasında, firmanın uluslararasılaşma sürecinde gelişmiş ülke pazarlarını tercih ettiği gözlemlenmektedir. Yüksek gelirli, daha rekabetçi ülkelerde faaliyet gösteren ve daha büyük pazarlarda iş yapan gelişmekte olan ülkelerden firmalara daha az rastlanmaktadır. Gelişmiş ülkelerde bir niş pazar bulma ve rekabetçi bir konum geliştirme yeteneğine sahip olan firmalar bunu başarabilirler (Barnard, 2021). Paul & Mas (2020), firmaların piyasa giriş sürecinde genellikle güçlü ittifaklar kurma eğiliminde olduğunu belirtmektedir.

Gelişmekte olan ülkelerden gelen firmaların, doğrudan yabancı yatırımlar yapmadan önce yerel ilişkiler kurdukları ve ortak girişimleri tercih ettikleri vurgulanmaktadır (Yaprak & Karademir, 2011). Getir firması üzerinde yapılan vaka çalışması, benzer firmalardan aldığı uluslararası pazarlardaki deneyimlerle bu önermeyi doğrular niteliktedir. Gelişmekte olan ülkelerden firmaların uluslararasılaşma sürecinde benzer kültürler ve iş süreçlerine sahip ülkeleri pazar olarak seçecekleri önermesiyle ilgili kanıtlar incelendiğinde, bu durumun Getir firması için geçerli olmadığı görülmektedir. Erdilek (2008), Türkiye'den yapılan uluslararası doğrudan yatırımların çoğunun Balkanlar, Kafkasya, Rusya Federasyonu ve Orta Asya Türk Cumhuriyetleri'ne yönlendirildiğini belirtmiştir. Ancak, bu çalışmada uluslararasılaşma süreci Avrupa ülkeleri ve ABD'ye yönlendirilmiştir. Bu durum, Getir firmasının bu pazarlarda hizmetiyle bir boşluğu doldurarak rekabet avantajı elde etmeyi hedeflemesiyle ilgili olabilir.

Bu çalışmada, gelişmekte olan ülkelerden firmaların uluslararasılaşma sürecini başlatmak için dışsatımı tercih ettiği önerisini destekleyecek bir kanıt bulunamamıştır. Hızlı teslimat konusundaki yeteneğini vurgulayan Getir, hizmet odaklı benzer bir rakibi satın alarak pazarda genişlemiştir. Birçok Türk firması gibi, bu yatırımları yaparken hem ülke özelinde karşılaştırmalı avantajları hem de firma özelinde yetenekleri etkili bir şekilde kullanmaktadır (Kaya & Erden, 2008). Getir örneğinde incelenemeyen başka bir önerme ise genellikle tarım ürünlerinin ihracatının olacağı ileri sürülmesidir. Hizmet sektöründe faaliyet gösteren Getir'in iş modeli, müşterilere market ürünlerini hızlı bir şekilde ulaştırmaya dayanmaktadır.

Firmaların karşılaşılabileceği sorunlarla ilgili öneri sonucunda, Getir firmasının yabancılık sorunları ve mali kısıtlamalarla ilgili sorunlarla karşılaştığına dair veriler bulunmuştur. Yabancılık sorununun üstesinden gelmek için, literatür, yabancı bir şubenin, iç kaynakları tamamen ana firmaya bağlı kalmak yerine, iç kaynakları paylaşmaya yardımcı olmak için ana firma ile diğer şubeler arasındaki işbirliğini artırmaya teşvik etmesi gerektiğini önermektedir (Cao & Alon, 2021; Petrou, 2015). Literatürdeki bilgilere göre, gelişmekte olan ekonomilerden gelen firmaların deneysel öğrenme ve dış bilgiyi dahil etme konusunda yaşadıkları önemli zorluklarını da göz önünde bulundurmak önemlidir.



Getir firmasının durumu incelendiğinde toplanan kanıtlar, pazarlama faaliyetlerinin, gelişmekte olan ülkelerden gelen firmaların uluslararasılaşma sürecini yönetme üzerinde olumlu bir etkisi olduğunu doğrulamaktadır. Bu bulgu, literatürdeki bulgularla da desteklenmektedir. Örneğin, Khan (2020), pazarlama çevikliğinin firmaların performansına doğrudan ve dolaylı etkilerinin pazarın karmaşıklık derecesine bağlı olarak değiştiğini belirtmektedir. Daha açık bir ifadeyle, pazarlama çevikliğinin pazarlama programlarının uyarlanmasına olan etkisi, karmaşık pazar koşullarında daha az belirgindir. Yüksek pazar karmaşıklığı, pazarlama çevikliğinin pazarlama programlarının uyarlanmasındaki etkisini azaltır.

Gelecekteki çalışmalar için, bu teorik çerçeve içinde farklı sektörlerde faaliyet gösteren firmaların incelenmesi, bu alandaki bilginin daha zengin bir şekilde oluşturulmasına katkı sağlayabilir. Bu doğrultuda, firmaların uluslararasılaşma stratejilerinden sorumlu yöneticilerle görüşmeler yapılabilir. Gelişmekte olan ülkelerden uluslararasılaşmaya geçen firmalar üzerine teorik tartışmayı zenginleştirmek için farklı teorik açıklamaların karşılaştırılması ve tamamlayıcı bir şekilde sunulması yararlı olabilir. Mevcut vaka çalışmasının bir kısıtı olarak, derinlemesine analiz için yalnızca bir tane hizmet odaklı işletme seçilmesi verilebilir. Benzer ölçekte daha fazla hizmet odaklı işletmenin incelenmesi, bulguların daha kapsamlı bir şekilde tartışılmasına olanak sağlayabilir.



## Additional Information

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