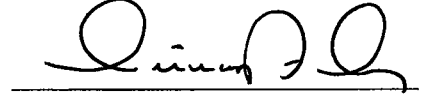


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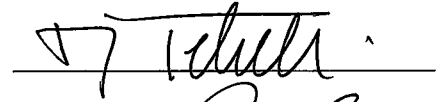
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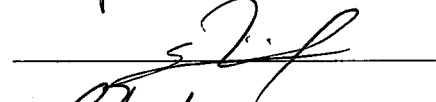
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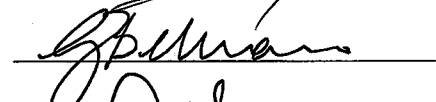
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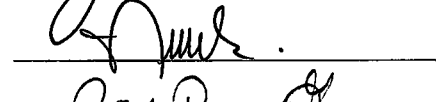
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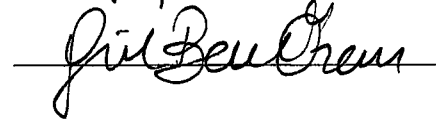
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ABSTRACT

ENTREPRENEURIAL NETWORKS IN PROFESSIONAL BUSINESSES: A CASE STUDY OF URBAN PLANNERS IN ANKARA

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In this study, entrepreneurial networks, which emerged in sociology and anthropology and have recently played an important role in the competitiveness, innovativeness, and the survival of the small businesses, are examined. These networks which can be defined as a set of relations are perceived differently in advanced and semi-peripheral countries. In semi-peripheral countries like Turkey these networks have a deep social dimension besides their economic roles. For the entrepreneurs who are embedded in a social context, these networks have a special importance in reaching opportunities and business interests. In this framework the place of the professional city planner as an entrepreneur who plays an important role in the service sector is discussed in this thesis. In this context, business lives of the professional city planners, their relations with key individuals, institutions, organizations as well as the way in which they reach the opportunities are analyzed. This research study provides a significant contribution to the literature. It fills the gap in the Turkish urban planning profession and network studies.

Keywords: entrepreneurial networks, survival, professional city planners, planning practice.

ÖZ

SERBEST MESLEKLERDEKİ GİRİŞİMCİ AĞLARI: ANKARA'DAKİ ŞEHİR PLANCILARI ÖRNEK ÇALIŞMASI

Varol, Çiğdem

Yüksek Lisans, Bölge Planlama Bölümü

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Bu tezde, sosyoloji ve antropoloji bilimleriyle ortaya çıkan ve son zamanlarda özellikle küçük işletmelerin rekabetçi ve yenilikçi olmalarında, daha da önemlisi hayatta kalmalarında rol oynadığı iddia edilen girişimci ağları incelenmektedir. Kısaca ilişkiler kümesi olarak adlandırılabilen bu ağların gelişmiş ve gelişmekte olan ülkelerde farklı algılandıkları görülmektedir. Türkiye gibi gelişmekte olan ülkelerde girişimci ağları standartlaşmış ekonomik ilişkilerin ötesinde sosyal boyutları zengin bir yapı içermektedir. Sosyal bir yapı içinde yer alan girişimciler için ise, bu ağların fırsatları yakalamada ve çıkar sağlamada ayrı bir önemi vardır. Bu çerçevede, tezde hizmet sektöründe önemli bir yer tutan serbest şehir plancılarının girişimci olarak nasıl bir ağ içinde yer aldıkları tartışılmaktadır. Bu bağlamda, serbest şehir plancılarının çalışma hayatları, ilişki kurdukları anahtar insanlar, kurumlar, organizasyonlar ve fırsatları yakalamada kullandıkları yöntemler incelenmektedir. Bu araştırma gerek ağlar, gerekse Türkiye'deki şehir planlama pratiği araştırmalarındaki eksikliği giderme konusunda literatüre önemli katkılar sağlayacaktır.

Anahtar Kelimeler: girişimci ağları, hayatta kalma, serbest şehir plancıları, planlama pratiği



To My Family

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CHAPTER I

INTRODUCTION

In recent years entrepreneurial and business networks, as a set of relations have received a special consideration in small business studies. It is emphasized that networks are important in the competitiveness and survival of the small businesses.

Since the 1970s, the stagnation or decline in employment in manufacturing has coincided increasing interest in the potential of the service sector to revitalize national and regional economies (Begg, 1993). One of the most important components of the rapid growth of small service sector is growth of the small firms in professional business services in the advanced economies (Keeble at al, 1991). However, in the network literature there is a limited empirical evidence on professional businesses.

In Turkey, there has also been a growing trend in the service sector, especially in business and professional services. The growth rate of business and professional services was approximately 4,36% between the 1991-1995 period. However, in 1995 this rate was 12.9% for the first six months (DPT, 1995).

The professional urban planning is one of the new and rapidly growing business of the service sector. It also plays an important role in an economy in which a significant part of the family budget goes to the urban land and construction together with the prevailing rent economy and land speculations.

This study fills a gap in the literature concerning the professional business networks as well as professional urban planning in Turkey. It does not only provide empirical evidence, but also analyzes the ways and means by which the professional planners

earn their livings and maintain their market relations through networks. Understanding the planners' relations with key individuals, institutions and organizations is necessary for understanding the profession and its network context.

This study shows that professional urban planners survive in a competitive market through their network relations. These networks show a two-dimensional structure. One is the support of family, which has moral, financial and social support. It is important for the startup and survival of the business. The other more important dimension in the business opportunities is the strength of weak ties. These ties are formed among professionals and their business environment. This network informs the entrepreneur about the market, brings new customers, solves bureaucratic problems.

The empirical study is conducted in Ankara. The reason for this is the agglomeration of professional urban planners in this city. There are different reasons for this agglomeration: Ankara has been the only center of approval authority for the planning affairs for a long time; and it has still some authority of approval even after the decentralization of the planning process in 1985 with the Improvement Law of 3194. Besides, Ankara has the major public institutions related to planning affairs such as various ministerial bodies, and İller Bank which still acts as the powerful urban planning institution.

In this study small businesses are defined as, businesses having generally less than five employees and not being established as a company yet.

This thesis consists of four chapters. After the introduction, Chapter II introduces the theoretical discussion on networks in the literature. The chapter analyzes the changing business dynamics and the rising importance of small businesses. The challenge between large units and small businesses are explained. However, there are some differences between the network structure of advanced economies and semi-peripheral countries. This is mainly due to their experience of industrialization, the structure of technology and information. In semi-peripheral countries, like Turkey, a

small business network structure is dominated by social relations. Therefore, the social network theory increases the level of understanding the network dimension and its functions in small and medium enterprises (SMEs). Early studies of social network theory shed some light upon the economic aspects of the network studies in this respect.

In Chapter III, the entrepreneurial networks existing in small businesses are examined. First of all, the definition of entrepreneurship as a process consisting intensive relations is analyzed. Then the types of entrepreneurial networks in small businesses based on crucial concepts like; communication, exchange and trust in long term relations are defined. The social and anthropological dimensions of the entrepreneurial networks like the importance of family, kinship and friendship relations as support sources are crucial both in start up and survival of the business. In this context different network formations including gender networks are examined. Finally, the dynamics of entrepreneurial networks including entry, positioning, repositioning and exit, and the characteristics the entrepreneurial networks like; density, reachability, diversity, centrality, brokers and bridges are examined.

Chapter IV introduces the professional urban planning as a small business in the service sector. Legal and practical developments created the major impetus for the development of the urban planning as a profession. With the improvements in higher education and increasing number of planners the urban planning structure began to organize itself. The establishment of the Chamber of City Planners and increasing number of private offices in the free market are main signs of this. The urban planning practice and its process in the free market are taken into consideration for understanding the range of relations that the planners have.

Chapter V explains research methodology of the study. This chapter comprises the aim and hypotheses of the research. It introduces the details about the field work: the target population and available data, the selection of the research site, the sampling technique, questionnaire design and interviews, gathering and evaluation of data.

The results of the survey are given in the final Chapter VI. The results are analyzed within three groups comprising; the characteristics of the entrepreneurs, the business structure and the network structure of the business. Two parts identify the characteristics of the entrepreneurs. The first part defines entrepreneurs by their age, place of birth, education and marital status. The second part comprises entrepreneurs decision to establish their own planning offices as professional businesses. This group includes the professional backgrounds, capital formation, spatial location of their offices and type of their business establishments. The business practice section forms a passage to the network structure of the business. In the third part including the network structure of the business; the relations of the entrepreneurs with the key institutions and individuals, and the networks for business opportunities are examined in detail.

At the end of this study, in the conclusion, a simple graph model of networks observed is developed. The findings about the business networks of the professional city planners are analyzed and the contribution of this thesis are discussed.

CHAPTER II

CHANGING BUSINESS DYNAMICS AND RISING IMPORTANCE OF NETWORK CONCEPT

In recent years, changing business dynamics and rising importance of small businesses have caused a large variety of studies. Many of the small business studies are about the flexibility and competitiveness of small firms. It is emphasized that competitiveness, flexibility and innovativeness are strengthened through networks. Does the concept of *network* bring a new dimension to these studies?

For a long time the concept of networks has been used in engineering for the management of complex systems, in particular in communications and transport. The focus has been on interconnected (linear or single point) physical patterns of infrastructures (means of communication, cables, pipelines, ports, airports, satellites, computers etc.). In this case, the network quite literally defines “a set of interconnected lines”. These types of networks are part of territorial system based on linear relations of the type $A \rightarrow B$ and they can be controlled by external inputs. These points and lines have a given pattern and the flows which go through them can be measured and quantified.

However, in the 1960 and 1970s, sociologists used the concept to understand norms, exchange and power and in the 1980s, the concept has become one of the fashionable metaphors in the social sciences. Here the word “network” has a more abstract metaphorical meaning. Dematteis (1992) defines it as “a stable set of relations between actors, seen as relations between places where these same actors are located”. In these type of networks it would be useless and sometimes impossible to act directly on physical objects and places, because these things are limited to

representing social relations, without having connections of direct causality with them (Dematteis 1992, p:3).

Both in physical and sociological usage, networks in fact refer to the same phenomenon of, complex web of interactions. The second usage of networks as a set of relations appears to be more important, where they provide a bridge between disciplines. The properties of networks comprise an overlapping area between economics, sociology and anthropology. Thus, in recent years the concept of network used in sociology and anthropology has also begun to be used in economy mostly in small business studies to explain changing business dynamics where social relations gain importance. It is emphasized that, flexibility and innovation, thus the competitiveness of SMEs are strengthened through these networks.

As many researchers point out, the semi-organic structure of SMEs increases the importance of human interactions and business partnership which are developed through social networks. In this sense, the overview of social network theory and the social and anthropological aspects of networks will be useful in order to understand the characteristics of networks in small businesses.

II. 1. THE NEW STRUCTURE OF SMALL BUSINESSES and ECONOMIC USE OF NETWORKS

The nature of the production system has changed in quite fundamentally since the early 1970s. Main changes have been on how goods and services are produced; new technologies and new labor processes have revolutionized the factory and the office, and have altered the social relations of work in the process. The changes in economic and social system caused new organizational forms, the flexibility of the economic and social systems, new and complex spatial behavior (Conti, 1992).

With the increasing flexibility and growing instability, it has taken much time for large firms to adapt themselves to new technologies, flexible organization and market

structure (Fielding, 1994). However, SMEs have been much more successful. Thus, SMEs have begun to gain importance. The networks of SMEs amongst each other balance the weakness of them against the larger organizations. When SMEs come together, they begin to act in the open market as efficient competitors against other forms of production organization such as the traditional vertically integrated firms (Bianchi and Bellini, 1991). However, their ability to adjust to uncertain external conditions depends on the common culture and diffusion of knowledge.

Small firms occupy a central role in flexibly specialized sectors, participating in a sophisticated network of interfirm relations whereby firms share knowledge and thereby develop new products and production methods together (Storper, 1989).

In the development and adoption of new processes, innovation plays an important role. Many small firms become innovative by relying heavily on their external networks of information. Innovative small firms tend to have dense networks of connections with other small firms, in addition to links with large firms (Malecki, 1993).

For obtaining significant input linkage and labor advantages that assist the level of innovation and production of small firms there is a need to be present in the nodes of information. With the development of information sector the importance of networks increases more in the business life.

Although the information which is an important basis of the network establishment can be accomplished by communication technologies, spatial proximity is still very important for continuous business and human interaction. Network-reliant businesses often tend to be geographically localized: the resources of network provide all businesses in an area with comparable levels of competitive advantage (Goss, 1991). Another reason for the spatial proximity is the need for the enterprise to present itself as an efficient partner of the network (Conti, 1992).

Firms in high technology industrial agglomerations like Silicon Valley obtain significant input linkage and labor advantages that assist their level of innovation and production. Like in Silicon Valley in fast changing technology districts; it is impossible for one firm to produce all of the components of a computer system. Thus, they focus on what they do best and acquire the rest of their inputs from suppliers in the region or outside. There becomes a shift from vertically integrated production and service structure (Saxenian, 1991). This kind of interfirm networks spread the costs and risks of developing new technologies and foster reciprocal innovation among specialist firms. Reciprocity guides relations between systems' firms and their suppliers. There becomes a mutual interest in each others' survival and the creation of long-term trust based partnerships which blurs the boundaries between interdependent but autonomous firms (Saxenian, 1991).

In order to take place in networks, there is a need for development of common language, mutual understanding and trust. It is pointed out in many studies that trust appears to be a crucial component of persisting networks. One of the evidence of trust in Silicon Valley lies in the contracts of collaborations. Although contracts are normally signed, few of them believe that they really matter. The trust, information exchange and teamwork which are the basis of collaborative supplier relations require continued interaction which is difficult to achieve over long distances (Saxenian, 1991).

Relationships are generally formed in the forums that are organized by business organizations and trade associations. In these forums technical and market information is exchanged, business contacts are established and new enterprises are conceived (Saxenian, 1990). The complex pattern of social organization in the Silicon Valley, for instance, illustrates the synergistic effects of brokers, central meeting points (bars and restaurants), and family and friendship networks in supporting high start-up rates (Rogers and Larson, 1984).

A similar local development by networks is observed in north-Italy and elsewhere as an interorganizational cooperation among entrepreneurs. The typical Italian flexible

industrial district is a small geographic area which consists of entrepreneurial firms, all focused on small parts of a single technological process or industry. In this example a significant assistance of government provides market information that would be too expensive for a small company (Brown and Butler, 1993).

In the growth of Italian small firm economy Trigilia (1989) focuses on local political systems, political subcultures. The representation of the area is through a network of functional structures (unions, business associations and other interest groups) and through the structures of territorial representation (parties, communes). All of these help small firms to be successful and competitive.

While these experiences have been occurring in advanced economies, SMEs show a rather different structure in the peripheral and semi-peripheral countries such as; in southern Europe. While the economically successful innovative networks have been occurring in the advanced economies, the social and cultural aspects of networks in South Europe have been emphasized in the literature. Quasi business networks are observed in semi-peripheral economies.

The SMEs of semi-peripheral countries have a more artisanal structure than SMEs of advanced countries. Although there has been a transition from artisanal structure towards modern SMEs, the gap among them still continues. The main difference lies in the use of technology and information. In advanced economies the flows of information and technology take place fast through a certain standardized system. However, this process is rather different in semi-peripheral countries. Studies of Amin (1989), Garofoli (1992) and Özcan (1995a) show that flexible networks do not function in South European countries but instead quasi-networks help the small business survival. For example; Özcan points out that family, friends and local ties are more important in entrepreneurial success of small firms, rather than innovation in Turkey. This character of networks acts as an inertial force over technological and managerial improvements in small firms.

Cultural factors, language, educational background, regional loyalties, shared ideologies and experiences continue to play an important role in networking. An appreciation of these sociological factors in both formal and informal networks is a necessary complement to narrower “economic” explanations and help greatly to understand the success of small businesses (Freeman, 1991).

II. 2. SOCIAL and ANTHROPOLOGICAL ASPECTS OF NETWORKS

The image of “network of social relations” which is closely connected to the origins and development of business networks to represent a complex set of inter-relationships in a social system has a long history. Although social relations have been existing since the primitive man, they received a special consideration with the social network theory in the literature. The historical background of social network studies can be summarized as early studies of British social anthropologists and more recent studies carried out by sociologist and psychologist. Finally, nowadays, they have entered the economics. The social and anthropological aspects of networks increase our understanding of the network and its role in SMEs.

II. 2. 1. Overview Of Social Network Theory

The social network theory has its roots in anthropology, sociology and partially in psychology. These three fields separately bring a large and complex set of theoretical discussions. Scott (1991) summarizes the development of social network analysis in three main lines;

- i. sociometric analysts who produced many technical advances by using methods of graph theory,
- ii. Harvard researchers of the 1930s, who explored patterns of interpersonal relations
- iii. Manchester anthropologists, who built on both of these strands to investigate the structure of “community” relations in tribal and village societies.

i. The first classification group comprises the psychologist approach of “gestalt” tradition which became dominant during the 1930s. The researches on social perception and group structures became as a focus. Later, in the mid of 1930s, Moreno, in his sociometric approach of friendship choices of groups of people, developed a “sociogram” for representing the formal properties of social configurations. In the sociogram there were channels through which, for example information could flow one person to another. Until now, sociograms have remained as crucial means for the development and illustration of networks (Figure 2. 1).

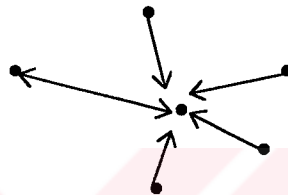


Figure 2. 1. An example of a sociogram

In the mid of 1930s, Lewin developed his group relations model where social groups exist in a field, in a social space. The social field is made up of “points” connected by “paths”. The points represent individual persons, their goals, or their actions, and the paths represents the interactional or causal sequences which connect them. By the pattern of paths the field is divided into discrete “regions”. Each region has its own paths but does not have a connection between other regions. There are boundaries between regions which determine group behavior. The total social field, therefore, is a field of forces acting on group members and shaping their actions and experience.

In the recent years Lewin’s boundaries of regions and forces acting on group members have taken place also in the studies of interorganizational networks. These developed new network properties for SMEs’ interaction like; political, cultural, ethnic barriers and so on (Brown and Butler, 1993; Thorelli, 1986).

Many of the ideas emerged from the earlier studies of sociometric ideas and group researches later applied to large-scale social systems. The similar ideas applied to the

transmission of ideas and innovations that of communications. First of all, the interest has been in the way in which rumors, ideas or information in general, diffuse among a set of people like in the study of Epstein (1969). The chains of linkage along which the information can flow here have central importance. Later, similar studies on flows of information have gained importance within the new business organizational forms, flexibility of economic and social systems.

ii. As a second group; in the structuralist approaches of Harvard researchers (Mayo and Warner), the interest has been on closely related investigations of factory and community life in America. Their study basically included sub-groups they called them “cliques” forming large-scale systems. The first research study of Hawthorn electrical factory was about worker efficiency, physical conditions of work and productivity. This study can be accepted as an early study about labor network which comprises the inner relations of an industrial organization. Later an anthropological study, an observation of work group behavior was made. The important thing in this study was their using sociograms to illustrate the structure of “informal relations”, kinship structure within the work group, which receive special consideration in the small business studies of the recent years (Birley, 1985; Dubetsky, 1976 ; Özcan, 1995b).

Warner’s study of “Yankee City” was an application of anthropological methods to the study of a modern urban community. This study is important as a part of urban sociology. Warner argued that, the social configuration which comprises a modern community, consists of various sub-groups such as the family, the church, classes and associations. Warner and his associates claimed that people are integrated into communities through “informal” and “personal” relations of family and clique membership, not simply through the “formal” relations of the community and political system. Any person may be a member of several different cliques, and this causes overlaps which spreads out into a network of interrelations.

Later, colleagues of Warner argued that a clique could be seen as comprising three layers; a core with members most often and most intimately participate together, a primary circle with members jointly participate with core members on some occasions

but never as a group by themselves and secondary circle with members participate infrequently, “almost non-members”. Additionally they suggested structural hypotheses about the connections between cliques.

In this period there were also approaches related to the “exchange theory”. Stoneall (1983), defines the difference of network analysis from the exchange analysis as “network analysts see communities as criss-crossing ties among people, through which goods, feelings, and commands are passed in exchange. In situations of crisis, need, or power exercise, individuals activate connections for help. Exchange works contractually through the norm of reciprocity or distributive justice” (Stoneall 1983, p:14).

iii. With the third classification group, the anthropologist approaches of Manchester University-studies of Barnes, Bott and Mitchell- the framework of social network analysis has changed. Instead of emphasizing integration and cohesion, conflict and change were emphasized. They gave importance to actual configuration of relations rather than formally institutionalized norms and institutions of society.

Until in the early 1950s the idea of social network was simply metaphorical. However, Barnes expands the metaphor into analogy and makes analytically useful. His study shows that the primordial relations like kinship, friendship and neighboring play an important role, in the production of community integration. They were rather different from formal economic or political structures. Barnes (1969, 1972) describes networks as “total networks” which contain as much information as possible about the whole of social life and “partial networks” which are based on some criteria applicable throughout the whole network like; web of kinship, political and religious networks and so on. For him the morphological features of the network and their implications for social behavior are more important than the flow of communications through the network.

During the 1950s and 1960s Mitchell, in his studies concentrated on informal and interpersonal organization. According to him two different types of action built the

interpersonal networks; “communication action” which involves the transfer of information between individuals/organizations and “instrumental or purposive type of action” which involves the transfer of material goods and services between individuals/organizations.

In the mid of 1970s, the social network analysis made a contribution to business network studies by the information diffusion model on job opportunities of Granovetter. His interest was on the links, through which the information flows; the “strong” and “weak” ties. He found in his study that informal, personal contacts were the primary channels for job opportunities. The most important people for getting information were work or work-related contacts, mostly from different occupations rather than family or friends. He introduced his famous argument “the strength of weak ties”. It is through the weak ties of less frequent contacts that new and different information is likely to be got rather than strong ties like family, close friends, etc. (Granovetter, 1973). My observations indicate that the strength of weak ties are important for professional small firms.

As seen from all of these studies of social network analysis, the network concept is useful in describing and analyzing interactions not only in sociology or anthropology but also in economic and political processes by the circulation of goods, services and information. The family, kinship and friendship relations which are the subjects of social network analysis play a special consideration in the entrepreneurial success of SMEs, especially in semi-peripheral countries like Turkey. Besides, the concepts and methods which were developed in social network analysis are still widely used in entrepreneurial network analysis. In this sense, the studies of social network analysis increase our understanding of network discussions and its functions in SMEs.

II. 2. 2. Properties of Social Networks

The basic concepts about the properties of social networks are not only used in social analysis, but also widely used in describing the relations in various fields including the

business networks. Although all of these properties can not be used in network studies, they are necessary for showing the connections within and across organizations.

Most of the social network studies comprises different properties of networks. Although it is quite old, Mitchell's (1969) classification of network properties is still widely used and quoted. He classifies the network properties into two major groups; morphological aspects (anchorage, density, reachability and range) and interactional aspects (content, directedness, durability, intensity and frequency) (Mitchell, 1969).

Most often used ones of these properties can be summarized as:

Density is the degree to which people connected to ego also know each other.

Reachability is the extent to which people can use their relationships to contact others. The number of steps show the strength degree of reachability.

Content is the purpose of linkage, such as friendship or kinship. Content is found by observation of behavior and attribution of meaning by actors.

Durability refers to how long networks last.

Intensity in other words *strength* of the tie is the degree to which people honor obligations and rights. Kinship ties and multiplex ties are more intense.

Frequency describes how often and how regular network members have contact.

In addition to Mitchell; Barnes's *cliques* and *clusters* -social grouping, sub-groups within networks- can be added to this classification. Members of clusters have a large number of connections with each other relative to the number of connections they have with persons outside.

In more recent studies Surra (1988) defines some additional properties like; diversity, symmetry, interference, size, clustering and overlap which were gathered from different studies of social networks.

CHAPTER III

ENTREPRENEURIAL NETWORKS

With new organizational forms enterprises have to change their own management and organization criteria in the environment which is no longer simply economic but also technological and institutional. Long-term cooperation agreements, business associations, subcontracting relations, strategic alliances and joint ventures in other words the formation of networks are the main tools for the survival.

Before the definition of entrepreneurial networks, their types in small businesses, their dynamics and characteristics, it will be meaningful to study the concept of entrepreneurship.

III. 1. ENTREPRENEURSHIP

There are many definitions of entrepreneur and entrepreneurship in the literature which focus on the nature and the role of entrepreneurship in economy. While the nature of entrepreneurship is related to the entrepreneurial characteristics, its role in the economy is related to the economic development. It is more useful to give a definition of the entrepreneur who is the basis of entrepreneurship.

The entrepreneur is a person who has a comparative advantage in decision making either because he or she has better information or a different perception of events or opportunities. Hébert and Link (1989) defines entrepreneur as “someone who specializes in taking responsibility for and making judgmental decisions that affect the

location, form and the use of goods, resources, or institutions” (Hébert and Link 1989, p:47).

The main characteristics of entrepreneurs are defined as; innovative, risk taking, coping with uncertainty, opportunistic and perceptive. Entrepreneurs must discover possibilities and mobilize resources more effectively than others. Besides, the entrepreneur is the person who is ready to face up risks and uncertainties. Here the distinction between “managerial” and “entrepreneurial” personality may be meaningful. Dubini and Aldrich (1991) defines “in contrast to the managers, entrepreneurs thrive on unsettling and turbulent conditions. Their greatest gains are made when discontinuities and gaps appear in society’s economic fabric” (Dubini and Aldrich 1991, p:305).

Even under normal conditions, hidden opportunities may be available. This is related to the entrepreneurs’ ability to obtain information. People who are not well-connected to other people can miss these opportunities (Aldrich 1989, p:104). Aldrich (1989) argues that motivated entrepreneurs finding niches in opportunity structures provide formation of new businesses. These opportunity structures contain the environmental resources that can be exploited by new businesses. However, entrepreneurs need capital and other resources in order to take advantage of perceived opportunities. In short “entrepreneurship requires linkages or relations between key components of the process” (Aldrich, 1989; 103-104).

Besides these innovative, risk taking, opportunistic and perceptive characteristics of entrepreneurs, by the enlargement of the business the entrepreneur has the opportunity to learn the human and the societal psychology, the art of management, the system of running wheel of politics and the events (Karasar, 1989).

Including all of these characteristics of entrepreneurs, entrepreneurship is also given various definitions. For regional and local development entrepreneurship is given a cultural meaning. Weiss (1988) defines entrepreneurship as a process and profession that is influenced by historic, cultural, economic and social forces in the environment.

Trigilia (1989) defines socio-cultural peculiarities of northern Italy as the core of a successful model of entrepreneurial culture in which small flexible firms are organized within competitive networks.

On the other side; entrepreneurship may not always be productive, it can sometimes be unproductive and even destructive, as Baumol (1990) argues the productive contribution of the society's entrepreneurial activities varies much more because of their allocation between productive activities such as innovation and largely unproductive activities such as rent seeking or organized crime (Baumol 1990, p:893).

Within these different emphases on the entrepreneurship and the entrepreneur, one common point is that; entrepreneurs are embedded in a social context. Entrepreneurial forces could not emerge without a supportive social context. For success, besides knowledge, confidence, innovativeness etc.; the entrepreneurs' relations with others play a crucial role. Therefore, the network emerges as an important concept for the analysis of entrepreneurship.

III. 2. NETWORK APPROACH IN ENTREPRENEURSHIP

As drawn from the definitions, entrepreneurship is a dynamic concept. Similarly, network approach emphasizes a field of action that includes individuals, organizations, and environments as a totality. In recent years, these two concepts; entrepreneurship and network have been widely used mostly in the SMEs' studies to explain the success of the business as well as the economic development.

The use of networks allows a firm, not only to increase its span of action, but also to reduce the uncertainty related to other companies' behaviors, because the existence of a relation increases the predictability of the behavior of the firms involved (Dubini and Aldrich 1991, p:309). Entrepreneurs and firms pursue opportunities opened to them, or withheld, because of their network positions. For example, Bryson et al. (1993)

indicate that small business service firms in the UK are able to compete successfully with large firms through the use of personal and business contacts.

In the development stages, for a successful startup and ongoing competitive advantage of an entrepreneurship, there is a need of broad social and interorganizational networks. The social network is important. Johannisson and Nilsson (1989) point out that the information needed to start a business is passed to the entrepreneur through an existing social network of friends and acquaintances. Besides, the network is important because the communication of entrepreneurial opportunities are through it (Butler and Hansen, 1991). Entrepreneurs who are centrally located in well-developed social networks are more likely to become aware of available entrepreneurial opportunities than those who have poorly developed social networks (Brown and Butler 1993, p:102).

Then, how can a well-developed social network be provided? Entrepreneurs choose different ways for increasing the reachability and facilitate the spread of information and resources in network. According to Aldrich and Zimmer (1986), broker roles are central positions in the network as they link persons having similar interests and transfer information. In addition, voluntary associations, business associations, public agencies and other social units increase the probability of people making business contacts and exchanging information (Saxenian, 1990; Trigilia, 1989). Social and geographical proximity also facilitates the building of networks as entrepreneurs have a greater opportunity to develop face-to-face relations with those whom they work.

All of these studies emphasize that networks are crucial for the entrepreneurial process. Social and interorganizational networks are important not only for successful startups but also for the ongoing entrepreneurship, to utilize the opportunities, to compete successfully or survive.

III. 3. TYPES OF ENTREPRENEURIAL NETWORKS IN SMALL BUSINESSES

There is a wide range of network classification in the literature. However, there is still an ambiguity about identifying and analyzing them. Nevertheless, a classification of networks can be made according to the development stages of entrepreneurship. Additionally, a relation among the definitions of networks which include durability, intensity and content properties of networks can be established.

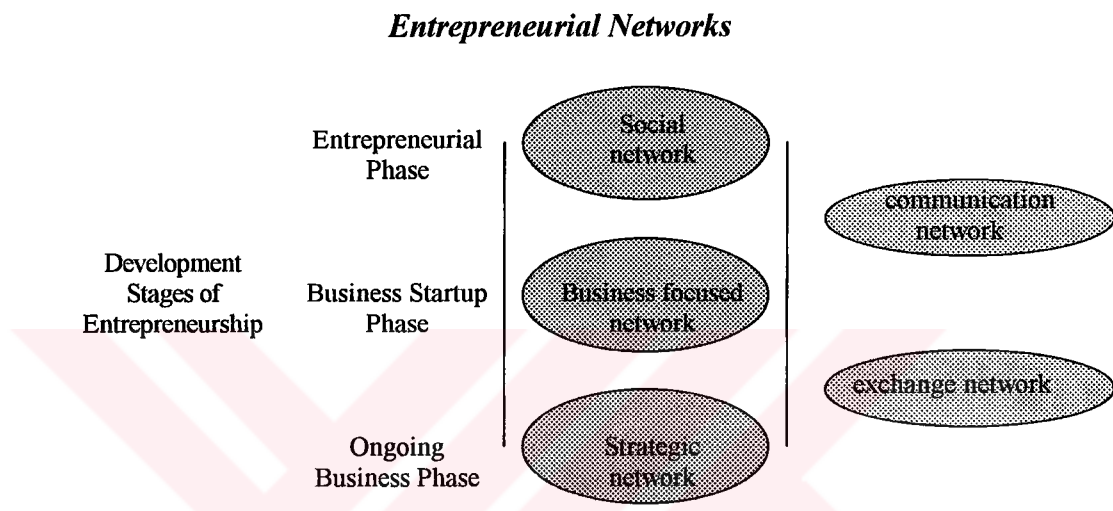


Figure 3. 1. Entrepreneurial networks by the development stages of entrepreneurship

Butler and Hansen (1991) develop a model of entrepreneurial networks including development of entrepreneurship which have three phases (Figure 3. 1). First phase is entrepreneurial (pre-startup) phase including social network that entrepreneurial opportunities are communicated through it. These social networks generally consist family, friends and acquaintances (Johannisson and Nilsson, 1989). Second phase is the business startup phase including business focused network that directly serve the more immediate needs of new business. This phase includes both individuals from pre-existing social network and new individuals and organizations with direct business link. The final phase is ongoing business phase including strategic networks that links the firm to other organizations and provide advantages not obtainable as an isolated entity.

In the business startup and ongoing business phases, besides the social networks Szarka (1990) and Aldrich (1989) define exchange and communication networks. Exchange network is defined as companies and organizations with which the small firm has commercial transactions, goods and services. Exchange network is influenced by interactions with the communication network and the social network. The communication network is the collection of the organizations and individuals with which the small firm has non-trading links that inform its business activities like, consultants and advisors, local and central government and its agencies. It contains, passing of information and advice from one person to another.

Studies on the entrepreneurial networks largely focus on durability, intensity and content of relationships. As seen in Figure 3. 2, there are five main approaches.

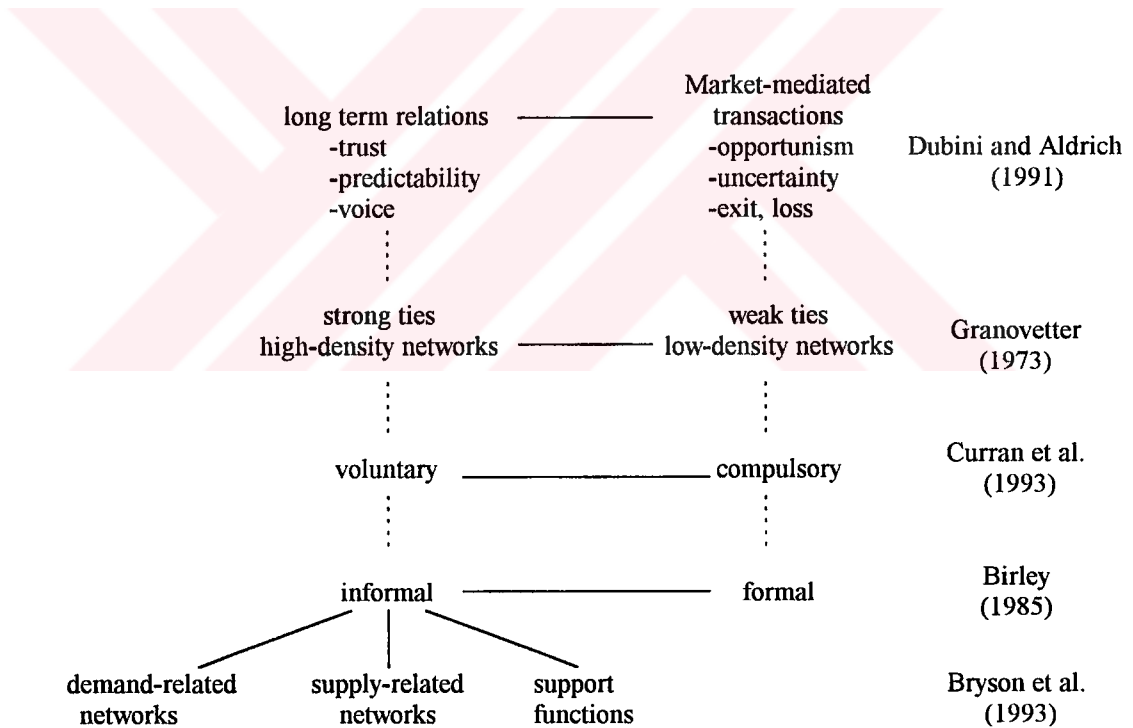


Figure 3. 2. Entrepreneurial networks by their durability, intensity and content

According to their durability, related to the continuity of relations, networks can be divided into two; market-mediated transactions or long term relations (Dubini and Aldrich, 1991). There are three problems associated with market mediated

transactions: opportunism, uncertainty, and exit. First, opportunism may engage in “self-disbelieved” statements of competence or performance. Second, the problem of opportunism is heightened under conditions of uncertainty. Third, when problems crop up, the other party may simply *exit* the situation, leaving you with a loss.

Networking by contrast, refers to the expectations that many times both parties are investing in a long-term relation. Consider three benefits that follow from creating a social context in which people expect to deal with each other frequently over an extended period: trust, predictability, and voice, rather than exit relations (Dubini and Aldrich, 1991).

First of all *trust* is an important component of business dealings. It is the basic element determining the solidity of the link and the permanence of the tie, reducing the risks for the involved parties. Trust is enhanced under conditions in which people feel that there is a good chance of dealing with each other again. For example, in collaborative supplier relations in Silicon Valley, one of the evidence of trust lies in the contracts of collaborations. Although contracts are normally signed, few of them believe that they really matter (Saxenian, 1991).

Secondly, *predictability* is increased when long-term relations are established. The inherent uncertainty in a situation is not reduced, but what is reduced is the uncertainty about whether the other party will do something to assist you when things do not go according to plan.

Finally, people are more likely to use *voice* rather than exit in response to problems when relations are implicitly long-term. Voice means making one’s complaints known and negotiating over them, rather than sneaking silently away.

According to the intensity, networks can be divided into two groups again; strong ties including high-density networks, and weak ties including low-density networks. Granovetter (1973, p: 1361) claims that “The strength of a tie is a combination of the amount of time, the emotional intensity, the intimacy (mutual confiding), and the

reciprocal services". The more frequently persons interact with one another, the stronger their sentiments, the more increased mutual confiding are apt to be. Networks, generally thought to be as special kinds of relations, are either built on *strong ties*, relations entrepreneurs can "count on", or *weak ties* superficial or casual, and people typically have little emotional investment in them.

Curran et al. (1993) argue that "networks" and "networking" can be usefully divided into two types: *compulsory* and *voluntary networks*. Compulsory networks are those which an organization must belong to in order to survive and operate successfully, for example banks or accountants, on the other side voluntary networks can be classified like participating in the local chamber of commerce or golf club.

Birley (1985) on the other side divides "networks" as: *formal* and *informal networks*. Formal networks include banks, accountants, lawyers and the local chamber of commerce, while informal networks include family, friends, previous colleagues and previous employers.

The study of Bryson et al. (1993) argue that informal networks identified by Birley are the most important and can be further divided into three categories, depending on the nature of the firm's relationship with external environment. These are demand-related networks, supply-related networks and support functions such as banks and accountants. Demand-related networks are concerned the frequency of contacts between clients and supply-related networks are concerned the frequency of contacts with other service firms or even individuals. It is argued that the strength of relationships amongst these networks can be measured.

In addition to all of these classification groups Dubini and Aldrich (1991) in a more general sense, beside *personal networks*, centered on a focal individual, define *extended networks* which focus on collectives. Personal networks are constructed from the viewpoint of a particular individual. However, extended networks are the collective result of interconnected personal relations. The logical shift from personal networks to extended networks becomes crucial if we are considering very small

firms. Small companies are often considered as part of the family, or as “personal property”. For a big corporation, by contrast, the difference between a company’s set of relations and its partners’ is quite evident.

As a result the definitions of entrepreneurial networks according to the development stages of entrepreneurship including durability, intensity and content properties in fact includes a classification in business and in social bases. These two groups of business and social networks in many cases integrate. The social and anthropological bases appear to be important in SMEs.

III. 4. SOCIAL AND ANTHROPOLOGICAL DIMENSIONS OF ENTREPRENEURIAL NETWORKS

The application of the idea of social situations to the analysis of business studies is not limited. However many of the references to the network analysis in literature concerning small businesses are family-kinship, friendship relations and gender networks.

III. 4. 1. Family-Kinship And Friendship Relations

The studies about family and kinship relations were initially developed by anthropologists and sociologists. Later these studies were applied in economy for explaining the success of small businesses.

One of the well-known examples is the third Italy. For example, Trigilia (1989) claims that the social institutions like family, kinship networks provide cultural and material resources for the development of entrepreneurship in Northern Italy. They motivate people to start new activities and help them in sustaining the costs of setting up and operating small firms. This cultural context is particularly important in the first stage of development. This emphasizes the importance of family and kin as supporters of

the business life. This support can both be material or social. The social support leads an individual to believe that he or she is cared for and valued (Cochran, 1991).

Support is provided not only by family-kin members but also by friends. Wolf (1966) classifies friendship into two groups; “emotional” and “instrumental” friendships. The emotional friendship depends on satisfying some emotional needs of both participants. There is self-limiting of each of the participants for the continuation of the relation. In instrumental friendship each participant is a sponsor for the other and it is used to reach new sets, beyond the boundaries of existing sets. In business life, Butler and Hansen (1991) emphasizes the importance of friendship networks which sometimes be used as a source of labor, especially during the periods of high labor demand.

The concept of social networks including family-kinship and friendship relations are also utilized in finding a job. Dubetsky (1976), in his study on several production organizations differing in size and scale indicates that networks of kinship and countryman (*hemşehrilik*) play an important role in finding a job in Turkey. Firm owners prefer to employ their countryman (*hemşeri*). According to Dubetsky, the cultural obligations to aid their *hemşeri* is effective here. Trustworthiness and loyalty provide strong bases for network relations. A patron chooses a *hemşeri* or better still a kinsman rather than a *non-hemşeri* because he feels that he can best evaluate the trustworthiness (*dürüstlük*) of this person, that he can control him if necessary, and that their sharing a common geography will create a greater degree of solidarity and loyalty between them (Dubetsky 1976: 445). He also argues that the *hemşeri* bonds begin to dissolve with time and physical and psychological separation from the homeland. Thus, it seems likely that *hemşeri* ties will be replaced by some other form of primordial bond very possibly with community and friendship relations.

The study of Özcan (1995b) also supports the findings of Dubetsky. Her study shows the importance of family and kinship ties in small business networks in Turkey. Trust and loyalty are important. The concept of *hemşeri* is one of the indicators for being reliable and trustworthy. However, the role of family is the most important for

entrepreneurs' success and survival. Family ties also offer an advantage for developing contacts and a reputation in local markets.

In sum, family-kinship and friendship relations are crucial resources for support functions. They are helpful mostly in startup and ongoing phase of the business. The support may be either material or moral. The entrepreneur uses his/her support network for the business interests and survival in the market.

III. 4. 2. Gender Networks

Network studies also focus on different formations between sexes. The study of Aldrich (1989) about networking among women entrepreneurs try to determine whether the personal and social networks of women are different than those of men. He argues that women view social relations in a different way than men, leading to different networking behaviors. The events that affect women for the construction and the entrance into the networks are grouped into three; the workplace, marriage and family, and organized social life.

Similarly Cromie and Birley (1992) in the study of entrepreneurs in Northern Ireland, question whether the personal contact networks of women are different from those of men. In the contrary to the expectations, the data collected on the size, diversity, density and effectiveness of networks of male and female entrepreneurs indicate that, in personal contacts female networks are remarkably similar to those of men. They are active networkers as men, the density of their network is nearly the same as men and they are no more likely to consult family and friends than are men. However, as a prime contact women entrepreneurs prefer a male colleague, in contrast to the expectations that they will incline towards discussions with other women.

There is yet no conclusive evidence to prove that gender based networks are more effective for the business success and survival.

III. 5. DYNAMICS AND CHARACTERISTICS OF ENTREPRENEURIAL NETWORKS

For the membership of networks, there are different processes. At least four distinct dynamic processes characterize network membership: *entry*, *positioning*, *repositioning*, and *exit*. On entering a network the new member faces the strategic challenge of positioning himself among the pre-existing members of the network. The dimension of domain and power are relevant here. The established members may have some repositioning to accommodate the new entrant. In fact, due to both internal and external change repositioning may be viewed as a perpetual process (Thorelli, 1986).

Bianchi and Bellini (1991) consider three aspects in designing a policy to weave the network; entry into (admission) and exit from (exclusion) the network, promotion of a positive selection process of innovators within the network, and increasing the common knowledge and characterizing the network.

The network is surrounded by an invisible wall of varying thickness and height. The wall comes equipped with “strategic windows” providing access to other networks, and sometimes they may be pried open by outsiders wanting to join the inside network. As the relationships of trust and social bonds are built up over a long period of years, entering a network may take time. Continuing the examination of network ecology it is observed that the boundaries around most networks are rather flexible. They are responding to environmental impulses from changing public policies, lifestyles, technologies, as well as neighboring networks (Thorelli, 1986). For example; in Silicon Valley high degree of trust blurs the boundaries of collaborating firms. However, creates another boundary against competitors (Saxenian, 1990).

These boundaries may not only be defined physically, but they can also be cultural, legal, ethnical, political, professional barriers. According to Brown and Butler (1993) cultural differences and language barriers can greatly diminish the likelihood of meeting and building relationships with people who could be valuable members of an

entrepreneur's social or interorganizational network, for people tend to socialize with people like themselves, especially if they are an ethnic or cultural minority.

In addition, borders can be viewed as constraints to the free flow of information and access to social and technical interorganizational networks that are so important to the encouragement of entrepreneurship. For entrepreneurs, borders can be barriers to communication. The political borders between countries or even regions within countries can present various regulatory obstacles to the free flow of goods, services and information (Brown and Butler, 1993).

Beside the dynamics, the characteristics of the entrepreneurial networks become crucial to understand the process. After entering a network, the entrepreneurs take their positions in networks, then the relations with various individuals or/and organizations begin. How are these relations, what are the characteristics of these relations?

The recent studies of entrepreneurial networks show that social network properties are widely used in these studies. The entrepreneurial network characteristics include some of the Mitchell's classification which is discussed in Section II. 2. 2. For example, Aldrich and Zimmer (1986) and Aldrich (1989) use some of these properties like density, reachability, diversity and he additionally brings new concepts like; centrality, brokers and bridges.

The *density* of a network refers to the extensiveness of ties between entrepreneurs and others. It is measured by comparing the total number of ties present to the potential number that would occur if everyone in the network were connected the everyone else. The simplest measure of density just considers the presence or absence of a tie, but more sophisticated measures take account of the strength of ties (Granovetter, 1973; Aldrich and Zimmer, 1986).

Reachability refers to the presence of a path between two persons. Persons can be ranked by how many intermediaries a path travels before one person is indirectly linked with another.

The *diversity* of an entrepreneur's network is crucial to the scope of open opportunities. People having weak ties to one another, such as casual acquaintances, are less likely to know one another than people with whom they have strong ties, such as close friends. Therefore, a personal network made up of a person's direct and indirect weak ties is a low-density network, with many persons unknown to each other. A personal network made up of a person's strong ties is a high-density network with most persons known to each other (Granovetter 1973). Of course, most personal networks include a mix of weak and strong ties; the relative balance of weak to strong is crucial.

Successful entrepreneurs are more likely, to be found in positions connected to lots of ties with diverse information sources. Information about new business locations, potential markets for goods and services, sources of capital or potential investors. Other things being equal, someone with a small set of overlapping ties is at a disadvantage when competing for information with someone with a large set of divergent ties (Aldrich, 1989).

The *centrality* of a person in a network is determined by two factors: (1) the total distance from that person to all other persons following along all paths leading outward from that person; and (2) the total number of other persons that person can reach. The more persons who can be reached and the shorter the aggregate distance to these persons, the higher the centrality of a person is (Aldrich and Zimmer, 1986; Aldrich, 1989).

Persons who have extensive ties to different parts of a network can play key roles in entrepreneurial processes. They can serve three important functions: (1) they may serve as communication channels between distant persons; (2) they may provide brokerage services linking third parties to one another by transferring resources; and

(3) if they are dominant or high status individuals, they may serve as role models for others or may use their positions to direct the behavior of others (Aldrich and Zimmer, 1986; Aldrich, 1989).

Brokers are people who link persons having complementary interests, transferring information or resources. For example, they bring together technical experts, management consultants, and financial planners to supplement the entrepreneur's limited knowledge and experience. Some social settings facilitate brokerage, and some associations and organizations are themselves brokers. Many voluntary associations, trade associations, public agencies, and other organizations increase the probability of people making contact with one another.

Finally, *bridges* are links joining two regions of a network. Granovetter (1973), claims that all bridges are weak ties. A bridge provides the only path between two nodes. Without a bridge the tie will be absent or the sides will have little contact with each other.

CHAPTER IV

AN ENTREPRENEURSHIP: PROFESSIONAL URBAN PLANNING IN TURKEY

Until recently the dimension of growth and change in the service sector has been given comparatively little attention. Until the late 1970s, public services were the main contributors to rising service sector employment. Since the 1970s, the stagnation or decline in employment in manufacturing has caused increasing interest in the potential of the service sector to revitalize national and regional economies especially in western Europe. However, its role in regional development has long been considered secondary to that of the manufacturing sector and it is still a very largely unknown sector (Begg, 1993).

Since 1980, the rapid expansion in service sector especially has been seen in the information intensive business services such as computer services and management consultancy like in the example of the UK (Bryson et al., 1993). One of the most important components of the rapid growth of small service sector businesses is growth of the small firms in professional business services (Keeble et al. 1991)

In Turkey there has also been a growing trend in service sector in the example of business and professional services. The growth rate of business and professional services is approximately % 4,36 between 1991-1995 period. However, in 1995 this rate is %12,9 for the first six months (DPT, 1995).

With the prevailing rent economy and urban land speculations where an important part of the family budget goes to the urban land and construction, urban planning becomes an important business and professional service sector in this process. The research on urban planning as a professional service sector; its place in economy,

development, functioning and finally network system will be an original contribution to the literature, as not only in Turkey but also in other countries there is a gap in the literature about the professional entrepreneurs in network studies. Besides, this research will be a contribution to the literature about planners in terms of geographic and professional dynamics in Turkey as there are very few studies*.

IV. 1. A GENERAL OUTLOOK TO THE PROFESSION

The urbanization which can not be abstracted from the economic and social phenomena has been very rapid in Turkey. Besides the rapidly growing population, the unbalanced distribution of economic activities and the attractiveness of cities with the idea of better economic and social resources causes a migration from rural to urban areas. This unplanned development and rapid urbanization bring many problems. In this context, urban planning as a tool both comprising all the social relations, affecting and directing the economic, social, cultural and physical development of cities plays an important role.

However, this tool have not been used efficiently. To date, a certain urban administration, planning and policies could not be constructed. Populist policies have gained importance. This kind of structure caused the lost of belief in planning and planning began to be seen as a tool for maximizing the individual and political interests. Thus, the importance of planning ethics and legitimacy of planning have become problematic issues.

Another confusion point arises from the relations of bodies of the central government and the local governments both within themselves and among each other. The local governments in their current structures are generally dependent on the central government. They do not have an autonomous character and not able to develop their own channels for financial independence. They largely distribute an important amount of their budgets to their personnel.

* Only Tokatlı (1982) has a master thesis about the professional planners on their occupational ideologies.

Another problem is about the disintegrated planning and application process, and the non-institutionalized structure of planning. These are the results of various policy faults like, taking no care of developments, excluding plans, projects with the anxiety of political interests, having uncertain policies of production and usage of land, making the urban rent and speculations attractive, financial deficiencies and so on.

As a summary the important problems arise as the lack of institutionalization of planning, the disintegrated planning and application processes, and the confusion in the authority and responsibilities between the central and local governments. These conceptual, legal and institutional problems cause confusions in the profession.

In this context, there is a need of the development of application tools, increasing the efficiency of planning, making planning a dynamic process, removal of the chaos both from the definitions and from the authority and responsibilities in the existing system and providing horizontal relationships among the related institutions, sectors, organizations and individuals.

The urban planning practice has roots for the last 150 years in Turkey. The increasing importance and dynamics of urban planning practice and the increasing number of professional urban businesses have been through two important dimensions; the legal dimension and the practical dimension.

IV. 1. 1. Legal Dimension*

The legal dimension of urban planning in Turkey has developed the foundation for the profession. There has been a series of legislative arguments which affected the urban planning practice in Turkey. There are the Law of Construction and Roads-Yapı ve Yollar Kanunu (1933), the Law of 2763 (1936), the Improvement Law of 6785 (1956) and finally the Improvement Law of 3194 (1985).

* This section has been developed through using the studies of Tekeli (1980), Yenen (1982), and Bilgen and Özcan (1987).

When the primary regulations and their results about improvement studies in Turkey are examined, it is seen that one of the subjects that the Ottoman Empire did not deal with was the improvement of Turkish cities and small villages. Even though in İstanbul in the favorite city of the land, except the permission of the wooden houses against the earthquakes, there was no measures taken against fire like the obligations for building the houses separate or built up of bricks.

In 1882, with the law of Ebniye, only the judgment about building fire walls between buildings was accepted. In this law, there was not a judgment about making plans to towns for obtaining the necessities of the towns. Only there was some registrations about enlargement of the roads. The Administration of Ottoman Empire generally dealt with the qualities of the buildings, the cleaning of the roads and fire prevention, but all of these applications did not have any relation with urbanization principles.

With the declaration of the Republic, the studies and examinations about improvement problems of cities and small towns, villages were begun. The Turkish Republic brought changes to urbanization and land improvement. The laws and registrations that was made until the Second World War formed the legal framework of the urbanization model of the Republic.

In 1933, the “Law of Construction and Roads-Yapı ve Yollar Kanunu” came into force. With this law, new trend began for the improvement of Turkish cities and small towns. By this new law each municipality should have made a map and a development plan. Thus, the financially capable municipalities began to complete this deficiency. However, this also was not efficient enough and was not a complete step for a systematic planning.

The characteristics of this period before the Second World War were; low population increase and low urbanization growth, no serious problems in the cities except Ankara, prevalent urbanization activities and development plans in various Anatolian cities and carrying out of plans especially by foreign planners.

In 1936 with the enterprise of the Ministry of Interior the Law of 2763 was declared. This was the government's enterprise for the development plans, maps and water and drainage system of city and towns by a program. This regulation booklet for the Arrangement Affairs of the Development plans of the cities also brings the differentiation of cartography and urban planning profession .

The 1945-1960 period was the period for the crucial transformations in the social and economic field. These transformations were from etatism to market economy in economics and from one-party system to multiple-party system in politics. This motivation in social and economic fields has effects on population mobility. An agglomeration began towards urban areas. This period was different than before. In the 1950s there was an urban image that was shaped by capitalist relations. The market economy rules were put in effect.

With these increasing problems in urban areas the municipalities began to be financially insufficient. Thus, in July 1945, the Bank of Municipalities and the Improvement Commission of Municipalities were integrated and transformed into İller Bank. İller Bank was an intelligently thought institution. In this period, every sector was in need of enterprise and initiative, as there was a lack of labour, capital and material sources. These institutions were mainly the first schools for training the staff. İller Bank began to work as having the possibility of giving credits to Municipalities, Private Administrations and villages according to their necessitates and having the technical means for the businesses of local government. The expenditure of municipalities for maps and development plans began to be paid by the Fund of Municipalities by the way of İller Bank.

Beginning from this period, the planning practice in Turkey gained an increase. There were three groups dealing with planning affairs; first of all Municipality of Public Affairs (the Urbanization Science Committee Unit) which has the approval authority, secondly İller Bank (Directory of Construction and Urbanization Affairs Unit), and finally the architects and urban planners by bidding.

The 1955-1960 period brought many changes in legal and institutional basis about improvement. The existing legal arrangements did not adapt to the conditions of that period and did not have enough flexibility, and the existing professional capacity started the arguments about a new arrangement. Thus, in 1956; the Improvement Law of 6785 went into effect instead of the Law of Construction and Roads.

Esat Turak one of the initiators of the profession indicates in the interview;

“In the 1957s, there were studies about reestablishing the Ministry of Improvement different than Ministry of Public Works. With the establishment of Ministry of Improvement, the city planning, regional planning affairs are collected in a separate unit named; Planlama Genel Müdürlüğü”.

Ministry of Improvement was a central organization about urbanization and planning affairs and planning began to be taken in upper scales. The approval authority was given to this unit after this period.

In the 1960-1980 period the change of constitution and the transition to the planned period in national scales were the main developments which affected the planning affairs also. With the establishment of National Planning Organization, planning activities took place above the urban scales. In 1965, with the establishment of Metropolitan Planning Offices in three big cities; Ankara, İstanbul and İzmir, the duty of preparing the development plans were given to these offices. With the 1970s, there was an effort towards the public interests not the individual interests with the increasing urbanization problems.

After 1980s, the most important development was the coming into force of the Improvement Law of 3194. With this law the planning activities were decentralized and the approval authority was given to the municipalities. However, the role of the central government has been crucial. In many cases the central government still interfere the planning activities.

The increased number of planners and improvements in higher education opened the way for a professional environment and discussions in the field of urban planning. Besides, the transition to the market economy and policies of liberalization after 1980, brought a new dimension and opportunity to the entrepreneurs. Private sector developments were encouraged. There has been an increase in the planning activities since the 1980s.

Until this period there were many legal arrangements about urban, urbanization and development planning. Today, with the social and economic transformations the Improvement Law of 3194 could not be able to response the necessities. There are studies on changing this law and it is thought to be discussed in the General Assembly of Improvement.

The legal arrangements which affected the urban planning practice were after the declaration of Turkish Republic. The increasing urbanization problems have brought these legal arrangements. Thus, planning as a separate scientific field and the role of urban planners have become important.

IV. 1. 2. Practical Dimension

The professional development have been achieved through the early applications of planning. Although the institutional organization was uncertain that whether planning affairs should be carried out by public offices or private offices, it was clear that the planning should be made by competitions rather than by bidding. The improvements in the profession were generally by these planning competitions.

When urbanization was newly accepted as a separate branch in the scientific world, the first practical study in Turkey was applied on Ankara, the capital city of the Turkish Republic. This would be an example to the other cities; planning the cities according to the bases of this new scientific branch. At first, Carl Lörcher, who was brought abroad by the Ministry of Health made a narrow plan. After this study, an

international competition was arranged and Prof. Herman Jansen became the first. He had difficulties in carrying out and application of the plan, as there was not a regional study made before.

While these planning studies about Ankara were being carried out, the first urbanization activities was also begun in İzmir. In 1926, the French City Planner Rene Danje was invited to İzmir for preparing a plan for the fire area (today's Fair Area)

In İstanbul, the urbanization activities placed more later. The Scientific Committee of the Municipality only contended with plans not going beyond the road direction plans. However, in 1934 like in Ankara, a limited international competition was arranged for İstanbul also. The German Planner Elgölz became the first, but the results was not found efficient. The reason for this was the increased professional capacity in Turkey and a more critical approach to the evaluation of the results. Later in 1935, Dr. Martin Wagner from Berlin and in 1937, Henri Prost from France was invited to İstanbul for the preparation of the Development Plans of İstanbul.

With the rapid growth in these cities, the plans made especially by foreign planners were not sufficient anymore. The pre-accumulation about planning was limited in Turkey. The professional development would be achieved through these applications. In fact it was seen that the plans that was carried out by the foreign planners was not so much as it is thought. This was because of the ideological point of view of the Administration of the Republic and the counter reaction of the professional environment in Turkey. After the 1950s the Turkish planners' success in international planning competitions was an indicator of the professional development in Turkey (Tekeli, 1981).

After the 1950s, the planning affairs began to be carried out in a new dimension. In 1950 for İstanbul a new commission dealt with the Development Plans and preparing a new Development Plan of Istanbul. In 1951, Development Plan of İzmir began to be prepared under the counselorship of Prof. Kemal Ahmet Aru, who won the International Planning Competition of İzmir. In 1955, with the same problems about

the rapid urbanization in Ankara, another international planning competition was arranged and Nihat Yücel and Raşit Uybadin become the first. Later, for these three cities the importance of preparation of Development Plans was understood and in 1965, it was decided by the Ministerial Committee to establish authorized offices which their expenditures would be provided from the governments' budget.

Although in planning affairs it was claimed that the plans should have been made by Turkish planners, the institutional organization was uncertain that whether it should be carried out by public offices or private offices. It was also claimed that the planning should be made by competitions rather than by bidding. The results of the competitions was especially the formation of a new private office and another interesting result was their formation of a public office for the staff of the public sector. Thus, an equal chance to both sectors was given. This was a consistent tool of the Republic for the creation of small entrepreneurs with the support of nation (Tekeli, 1980).

The policy production about urbanization problems in Turkey has began by the 1950s with the studies of Ernst Reuter in the College of Political Science. This caused the reason for the establishment of “The Research and Application Center of Settlement and Urbanization- İskan ve Şehircilik Araştırma ve Uygulama Merkezi” and “Middle East Technical University”.

IV. 1. 3. Education and the Establishment of Chamber of City Planners

Before the studies of Ernst Reuter in the College of Political Science, urbanization lectures were given as two or three hours in a week in three high schools; in the Academy of Fine Arts (Güzel Sanatlar Akademisi), in the School of High Engineering (Yüksek Mühendis Mektebi) and in Technical School-Yıldız (Teknik Okul). However, the crucial step in the education of urban planning was with the establishment of the City and Regional Planning Education in Middle East Technical University.

Esat Turak one of the founders of the department indicates in the interview “There was a jumping point in the profession in 1954. In the conference of Ministry of Improvement, my presentation about the education of city planners, supported with samples from England, caused repercussions”.

The City and Regional Planning Education began in 1962 as postgraduate and in 1964 as bachelor’s education in Middle East Technical University, Faculty of Architecture. In fact, the Faculty of Architecture was established with the idea of City and Regional Planning. However, there was not any trained staff for this department. Thus, establishing the Department of Architecture would be more easy.

Until the late 1970s, it remained as the only city planning department in the country. The second city planning department was established in Dokuz Eylül University in 1979 which was in the name of Ege University before 1982, and it was followed by Yıldız Technical University (1982), İstanbul Technical University (1983), Mimar Sinan University (1983), Gazi University (1984), and finally Konya-Selçuk University (1995). Besides, there are universities, where the department was established but not yet accepting students, like; Çanakkale-18 Mart University, Erciyes University, Gebze Institute of High Technology, İzmir Institute of High Technology, Süleyman Demirel University, Trakya University and Uludağ University. Additionally, there is a main scientific branch of Urbanism in Karadeniz Technical University (ÖSYM, 1995).

With the establishment of these departments, there has been an increase in the number of professionals in this field. The 1990 data taken from the Ministry of Public Works and Housing show that urban planning activities are largely in control of city planners in Turkey. However, this situation was different before the mid-1980s. The planning practice was mainly performed by architects. The number of university graduate city planners increased dramatically in the late 1980s (Table 4. 1).

Table 4. 1. The distribution of the competent planners by the professions

<i>Year</i>	<i>Architect</i>	<i>City Planner</i>	<i>Other</i>	<i>Total</i>
1977	149	39	n. a.	188
1980	151	95	n. a.	245
1995	213	654	5	872

Source: Ministry of Public Works and Housing, 1995

Beside the professional market, in the public institutions related with planning affairs, there has also been an increase in the number of city planners. For instance, in İller Bank although there was not any city planner in the institution before 1985, the number increased to 30 until 1992 (İller Bankası, 1993).

The changes was not occurred in the absolute numbers, but also in the functioning of the system. Although at the beginning, the Chamber of City Planners was a part of the Chamber of Architects, it was separated as an independent Chamber in 1972.

The first establishment of the Chamber of City Planning Architecture and Engineers was accepted by the TMMOB-The Association of the Chamber of Turkish Engineers and Architects in January 1969. However in April 1969, TMMOB made an illegal decision to close down the Chamber. Therefore, the Chamber applied to the Council of State. The trial resulted in July 1971, in the favor of the Chamber. Finally, in March 1972, The Chamber of City Planning Architecture and Engineers made the second General Committee and began its activities.

IV. 2. ENTERING TO THE FREE MARKET

Before the 1950s, there was a lack of labour, capital and material sources in Turkey. Every sector was in need of enterprise and the initiator. In this period, the state established many successful institutions which acted as the primary schools to many entrepreneurs for the free market.

In the 1950s there were crucial transformations in the social and economic field. These transformations were towards market economy. There was an urban image that was shaped by capitalist relations. The market economy rules was effective. The private entrepreneurship began to gain importance. The given possibility and confidence by the state caused many successful investments.

The professional architects and urban planners were taking part in the urban planning activities besides the public institutions of Ministry of Public Affairs and İller Bank. In this period there was a double organization structure in urban planning; public offices and private offices. There were five public offices which two of them were in the center, in Ministry of Interior and in Ministry of Public Affairs. The other three were Directory of Improvements in the Municipalities of Ankara, İstanbul and İzmir. The second type of organization, the private offices were seen as intermediary solution rather than a solution on their own. It was generally a secondary occupations of planners who had another way for earning their livings like; planners working in public offices or giving lectures in high schools. However, there was some offices where a complete specialization on urban planning was seen (Tekeli, 1980).

In this period the planning activities were carried out by architects. The offices were architectural offices but some of them were specialized on urbanism. Architecture and urban planing were hold together. However, the education system were different than today. As there was no separation between city planning and architecture, architects were taking extensive courses on urbanism.

Between the period of 1958-1962 most of the projects were carried out by the İller Bank. However the increasing demand relative to technicians of İller Bank were higher. Thus, after 1962 the bidding planning gained importance. Additional to these, the arrangement of planning competitions brought another dimension to the producing of plans. The professional Turkish planners' success in international planning competitions like, İzmir and Ankara shows that there was a certain professional capacity about planning in Turkey (Tekeli, 1981).

The realized market economies and policies of liberalization after 1980, brought a new dimension and opportunity to the entrepreneurs. There has been an increase in the planning activities since the 1980s. The increasing education institutions on urban planning has also a great influence in this increasing trend of planning activities.

City planning profession can be defined as a public entrepreneurship besides its free market entrepreneurship characteristic, as the profession in the free market are generally carried out by the public biddings. They work by the decisions of political authorities and strict shortage of budget.

IV. 2. 1. Type of Plans and Methods of Having the Plans Made

The qualification of professional planners and planning establishments in producing development plans is explained in the act of the Improvement Law of 3194. This act defines the production of development plans, additional development plans and local development plans and in the municipality and neighbouring area boundaries.

When the type of plans are examined rather in a comprehensive way, there are different types of plans and concepts taking place in laws about improvement and planning (Keleş, 1990).

A. Planning Concepts in Improvement Law

1. Bölge Planı-Regional Plan
2. Çevre Düzeni Planı-Environmental Plan
3. İmar Planı-Development Plan
 - a. Nazım İmar Planı
 - b. Uygulama İmar Planı

B. Planning Concepts in the Act of Producing Development Plan Principles

1. Revizyon İmar Planı-Revision Development Plan
2. İlave İmar Planı-Additional Development Plan
3. Mevzii İmar Planı-Local Development Plan

C. Planning Concepts in Other Laws

1. Islah İmar Planı-Slum Reclamation Plan
2. Turizm Amaçlı Planlar-Tourism Aimed Plans
3. Koruma Amaçlı İmar Planı-Protection Aimed Development Plan
4. Ulusal Park Gelişme Planı-National Park Development Plan

These types of development plans are produced either by public administrations like; Ministry of Public Works and Housing, İller Bankası, Municipalities, Ministry of Tourism, Ministry of Agriculture, Forest and Village Affairs, or by professional planners (Keleş, R. 1990, p: 128-136)

These various kinds of development plans are being made either by public institutions or by experts-planners.

a) Public Institutions

i. By the Ministry of Public Works and Housing : The centralized administrative system of Turkey gives this Ministry an extensive authority about planning, although planning is one of the duties of the municipalities. The methods the technical conditions or the qualification of the planners to make the plans are determined by the Ministry which was determined by a regulation (Official Gazette- 2.11.1985, No: 18916)

ii. By İller Bank : İller Bank is an institution related to the Ministry of Public Works and Housing, and the partner of the municipalities. It generally makes the development plans of small municipalities.

iii. Municipalities : The planning authority was given to the municipalities in 1985 by the Improvement Law of 3194. However, the resources of the most municipalities are not enough for making their own plans. Thus, they prefer to give this duty to İller Bank.

iv. Ministry of Tourism : In 1982, with the Law of 2634 - Law of Tourism Encouragement (Turizmi Teşvik Kanunu), the authority to register the development plans of the city and towns in tourism regions were given to the Ministry of Tourism.

v. Ministry of Agriculture, Forestry and Village Affairs : The law of National Parks (1983) gives the duty of making development plans to the Ministry of Agriculture, Forestry and Village Affairs in the areas accepted as National Parks.

***b)* Expert-Planners**

i. By competition : The municipalities sometimes prefer to give the duty of making development plans to the most suitable planners by arranging a competition. These competitions are usually arranged by İller Bank. These competitions can either be national or international.

ii. By bidding : The municipalities or İller Bank can have the plans prepared by bargaining, by entrusting or by bidding. Although the Improvement Law of 3194 (1985) does not include the making of the improvement and existing situation maps in the Law of Public Bidding, İller Bank goes on to arrange biddings for the plans. This is probably because of the Bank's not wishing to lose the trust of the public.

iii. By Negotiation: By the personal contacts or negotiations, experts can make plans to various institutions. However, in these kind of negotiations, municipalities have to register a sample of the contract to the Ministry of Public Affairs and Housing, and İller Bank have to execute the registered type of contract.

IV. 2. 2. İller Bank as an Example for Public Bidding

İller Bank with its sixty years experience has been effective in shaping the planning practice. After the transition of central planning authority to the municipalities with Improvement Law of 3194, the number of planning affairs that have been carried out by İller Bank did not decrease as it was thought. Especially, the municipalities with

insufficient financing and technical staff have continued to give the duty of preparing their plans to İller Bank. For example, although in 1980-1984 period the number of municipalities that applied İller Bank for having their plans made was 532, this number was 663 in 1985-1989 period (İller Bankası, 1993). Besides, the number of the development plans carried out by İller Bank has an important rate when compared to the number of development plans carried out by other institutions (Table 4. 2).

Table 4. 2. The number of development plans carried out by various institutions

<i>Institutions</i>	<i>Amount</i>	<i>Percentage (%)</i>
İller Bank Bidding	2715	76.18
İller Bank Center*	608	17.08
İller Bank Regions**	51	1.43
Ministry	51	1.43
Municipality	125	3.51
University	11	0.31
Other	3	0.08
Total	3564	100

* The organization of İller Bank in Ankara

** The organization of İller Bank in various regions

Source: İller Bank, 1995

As seen from the table the bidding by İller Bank has an important percentage. The current bidding regulation of İller Bank came into force in 1991 (20874- The Official Gazette). This regulation was arranged according to the 4759 Law of İller Bank. According to this regulation the methods of bidding are determined in 5 groups;

- a. by sealed tender
- b. by sealed tender among certain participants
- c. by open tender
- d. by bargaining
- e. by competition

According to the business, the method is explained in the primary registration of the bidding. However, generally the development planning biddings are carried out by sealed tender method.

The stages of entering to the bidding of İller Bank can be summarized like this; first of all the entrepreneur make an application to the Bank. The applications should be individually. The İller Bank does not accept the company applications. When the invitation from the Bank delivered, the entrepreneur completes the necessary documents determined by the Bank. The evaluation of the proposals are made openly. The calculation is made by a method decided by İller Bank. As a last step, the planner who gets the project makes a contract with the Bank and begins the work.

IV. 2. 3. The Qualification Groups of the Entrepreneurs

There are six qualification groups in the city planning profession. An entrepreneur newly goes into the professional planning market has a “Qualification Group F” which can be expressed as “Rank Group F” in other words. These groups rise up till Group A, with the completion of certain amount of projects by the entrepreneur planner.

The qualification groups are defined, according to the size of the area and the population projections in the act of Improvement Law of 3194.

a) Group A : The planning areas greater than or equal to 5.000 ha. or the settlements having more than 300.000 population projection.

b) Group B : The planning areas equal to 2.000-5.000 ha or the settlements having 100.000-300.000 population projection.

c) Group C : The planning areas equal to 1.000-2.000 ha or the settlements having 50.000-100.000 population projection.

d) Group D : The planning areas equal to 500-1.000 ha or the settlements having 30.000 population projection.

e) Group E : The planning areas equal to 200-500 ha or the settlements having 10.000-30.000 population projection.

f) Group F : The planning areas equal to 200 ha or the settlements having 10.000 or less than 10.000 population projection.

In this act of the Improvement Law of 3194 the characteristics that the planners should have are determined as;

1. To have the necessary education for making plans
2. To be employed by a public institution related to urban planning in a given period
3. To be employed by a private planning office
4. To have a championship, a degree or a prize in a competition of settlement (city-small town) plans and complete the implementation to a certain extent
5. To have completed certain number of works in lower qualification group(s)

IV. 2. 4. The Stages For Establishing Professional Planning Offices

After graduating from a City and Regional Planning Department, the entrepreneur planner should take the decision of establishing the office. It will be an advantage for him to have experience about professional life, like working at a planning office before establishing his/her own office. As a second step the entrepreneur should apply to the Chamber of City Planners and take his/her identity card. Afterwards, the qualification certificate of making development plans should be taken from the Ministry of Public Works and Housing. This certificate will be “Qualification Group F” for a newly begun entrepreneur. As a last step, the entrepreneur should be registered as a taxpayer from the Tax Office.

After completing these bureaucratic procedures, the entrepreneur can establish his/her office. However, establishing the office does not end the bureaucratic procedures, for example, as a taxpayer the entrepreneur pays the 50% of the Life Standard Tax of the Profession Group in the first year and for the following years pays all of them. It equals approximately 20% of the earning. Besides, the entrepreneur is obliged to pay stoppage tax (the 25% of the office rent) once in 3 months and Value Added Tax for each month. Different from tax procedures, taking a job/joining to a public bidding necessitates so many bureaucratic procedures.

CHAPTER V

RESEARCH METHODOLOGY

V. 1. Aim of the research and hypotheses

The aim of the research can be summarized as the determination of the network structure among the entrepreneurs who deal with the urban planning profession as an economic unit in the service sector. These relations of urban planners can be classified like; the professional relations of the urban planners among each other in the free market, the relations with public institutions, with universities, with the Chamber of City Planners, with people from other professions and politicians.

In addition to these, the friendship relations, their social environment and the effect of their families/kin to their businesses were included in the research. The male and female entrepreneurs were sampled in a certain ratio in order to determine whether the gender is effective or creates different networks in the business.

All of these were studied in order to test the hypotheses given below;

1. Expansion/ contraction or survival of the organizations depends on the position of the entrepreneur in a social network.
2. Networks make small businesses and professional planners survive and compete.
3. Business and social networks provide opportunities and interests to their members.
4. Family members are the most important people in the contact network of planners.
5. Women entrepreneurs are less active and have less dense networks than men.

V. 2. Target Population and Available Data

The target population of this research is professional small businesses in the practice of urban planning. The Chamber of City Planners is determined as the place for the registered data of the professional urban planners. However, the Chamber's data are inconsistent and irregular, the member's list were not updated and individual members and planning offices were not clearly identified in the records. Therefore, the 1994 and 1995 data had to be gathered through a careful study of registry cards.

As it is examined from the registry cards, there are two types of registration;

- registration by the names of entrepreneurs individually
- registration by the names of companies.

This causes some data ordering problems. Although the 1994 data include the names of the entrepreneurs individually, the 1995 data include both the names of the entrepreneurs individually and also the names of the companies. This situation creates overlaps and duplications. For example, in the 1995 data, some entrepreneurs are accounted both in companies and also as individuals. This further complicates to clarify the actual number of the entrepreneurs. This was overcome by checking the addresses of the entrepreneurs registered on the cards one by one.

Another problem is the inconsistency in data collection periods. The 1994 data are based registrations of December 1994 while the 1995 data are based April 1995. Although the last renewal date of registrations for 1995 expired at the end of February, it is thought that there may be some late or new registers which might occur after April.

The data about the membership to the Chamber of City Planners by city, gender and rank groups in Turkey are shown in Table 5. 1.

Table 5.1. Membership to Chamber of City Planners by city, gender and rank groups in Turkey (1994, 1995)

		<i>1994(December)</i>	<i>1995 (April)</i>
CITIES	ANKARA	93	113
	İSTANBUL	32	28
	İZMİR	31	38
	ANTALYA	15	10
	OTHER	69	77
	TURKEY TOTAL	240	266
GENDER	FEMALE	75	86
	MALE	165	180
	TURKEY TOTAL	240	266
RANK GROUPS	GROUP A	19	17
	GROUP B	16	14
	GROUP C	20	20
	GROUP D	17	18
	GROUP E	35	34
	GROUP F	133	163
	TURKEY TOTAL	240	266

Source: Chamber of City Planners, 1995, Ankara

As seen from Table 5. 1, there is an increase in the number of the entrepreneurs among Turkey according to the 1995 data. With the acceptance of Improvement Law of 3194 and its related regulations the registration power transferred to the municipalities. This caused new working areas. There is an increase in the number of offices especially in coastal settlements where land speculations and rents are higher. The decreases in some cities in 1995 may be explained either by the late registers which may occur till the end of the year, or by seceding from the business and closing down offices or changing the business type.

V. 3. Selection of the Research Site

As seen from Table 5. 1. of the available data, there is an agglomeration of the professional urban planners in Ankara. The reasons for this agglomeration in Ankara can be explained in different ways;

- Ankara has been the only center of approval authority for the planning affairs for a long time.

- it has still some authority of approval in planning and is the center of public bidding, even after the decentralization of planning authority in 1985 with the Improvement Law of 3194,

- it has the major public institutions related to planning affairs such as; İller Bank and various governmental and ministerial bodies,

- it is the center of İller Bank which acts as the dominant urban planning institution even after the decentralization of the planning affairs. The municipalities prefer to have their plans made free by İller Bank, as they often have neither enough money nor enough experts for urban planning (see Table 4. 2).

- Ankara has two universities giving City and Regional Planning education which one of them has been the only university giving both graduate and undergraduate degrees in City and Regional Planning for a long time (between 1962-1979).

When all of these are taken into consideration, Ankara seems as the best place for a research study on professional urban planning business. However, the other places like; cities having rent fluctuations; being at the seaside, or having a few planning offices which control the market, or being the center of free market like Istanbul might have been examples for different business networks. The insufficient time and money impeded this kind of research and the study was limited with Ankara.

V. 4. Sampling Technique

There are three sampling techniques (Gregory, 1989):

- methods of random sampling
- systematic sampling
- stratified sampling

In this research study, the whole of the target population was tried to be given an equal chance of forming part of the sample. It should have been unbiased and representative of the available data. Thus, the random sampling method was applied. However, the random sampling method was combined with some stratified sampling methods in order to modify the sampling.

The target population was sub-divided. Categories of entrepreneurs according to rank groups and sexes were created and these sub-units were randomly sampled separately. Following the examination of statistical data about professional planners, a ratio of one fourth as a sample group was determined. Each sample group was relatively small as the research study comprised of detailed, in-depth interviews.

Taking the 1995 data as the base, the total member of professional planners individually in Ankara was found as 113. The one fourth of this target population was taken approximately as 28. However, the number of the planning offices were less than total number of the professional urban planners individually because of the various partnership structures. They were determined as 82. When the number of the offices is taken as the base, the sampling ratio increases to one third of the target population.

In the sampling, besides the ratio of the female entrepreneurs (31) to the target population in Ankara (one third), the ratio of the entrepreneurs according to their universities of graduation was also taken into consideration in the sampling. The sampling was designed according to these ratios (see Table 5. 2).

Table 5. 2. The comparison of the sampling group with the number of planner entrepreneurs in Ankara by the rank groups, universities of graduation and gender

		<i>Target Population in Ankara</i>			<i>Sampling Group</i>		
		Female	Male	Total	Female	Male	Total
Rank Groups	Group A	3	8	11	1	2	3
	Group B	-	6	6	0	2	2
	Group C	4	10	14	1	2	3
	Group D	4	8	12	1	2	3
	Group E	6	14	20	2	2	4
	Group F	14	36	50	4	9	13
<i>Ankara Total</i>		<i>31</i>	<i>82</i>	<i>113</i>	<i>9</i>	<i>19</i>	<i>28</i>
University Graduation	METU	23	43	66	4	11	15
	GAZI	5	26	31	2	5	7
	DEU	2	5	7	2	1	3
	OTHER	3	6	9	1	2	3
<i>Ankara Total</i>		<i>31</i>	<i>82</i>	<i>113</i>	<i>9</i>	<i>19</i>	<i>28</i>

Source: The Chamber of City Planners

A spatial distribution of the random sampling method was also applied in a narrow sense. It was tried not to take samples from the same districts of Ankara metropolitan area, but from different neighbourhoods in a ratio according to agglomeration tendencies of the office places (Figure 5. 1).

V. 5. Questionnaire Design and Interviews

The questionnaire was not a kind of standard type which was used in various studies before. The questions were developed both by using the studies about networks (Aldrich 1989, Cromie and Birley 1992) and by the help of a set of network properties which was chosen from the theoretical research (see: Chapter III and IV) like; network density, content, intensity and frequency.

Following the preparation of a draft copy, three pilot questionnaires were applied to the entrepreneurs. Some of the questions which were found unnecessary were deleted and some questions which were found incomplete during the interviews were added (see Appendix).

In general the questionnaire is made up of three main parts;

- type of the entrepreneur
- business practice
- network structure

where the first and the second parts also include some details about business networks. At the end of the questionnaire there is some additional questions for the women entrepreneurs in order to define the differences in their use of networks.

Apart from the questionnaire other questions were asked to the entrepreneurs during the interview in order to have a detailed examination of the business and personal network structure (see Appendix). This provided some anecdotal information and in-depth analysis of the network structure. The structure of the interview can be summarized as Table 5. 3.

V. 6. Gathering and Evaluation of Data

The sampling was relatively small as the research study comprised of in depth interviews. The entrepreneur planners who were chosen from the list of the Chamber of City Planners according to the sampling technique, were telephoned and taken an appointment for the interview. Although most of the entrepreneurs accepted the proposal for the interview, some of the entrepreneur planners rejected it that they had no time for such an interview and some of the entrepreneurs could not be reached.

Table 5. 3. The structure of entrepreneurial network questionnaire

<i>Question Headings</i>	<i>Network Dimensions</i>
I. Type of the Entrepreneur	
general characteristics experience in the business office place selection	geographic proximity
II. Business Practice	
the place of projects done subcontracting/putting out relations social/business activities with other professions places/people informed about business	service distance, location in space demand-supply networks content, frequency of networks information network
III. Network	
relation with office staff task distribution among office staff coming together with people from business env. business problems most important people the effect of family to the business social activities the direction of business contacts the effect of politics the effect of acquaintances in public institutions variability of the business besides İller Bank the continuity of relations	content of network intensity of network formal-informal relations support network (practical-emotional) intensity, interest, share of opportunity content and support network cliques, clusters-social grouping directedness political networks information, interest network durability of relations
Additional Questions for Woman Entrepreneurs	gender network
Additional Questions of Interviews	cliques, intensity, content, durability use of opportunity/interest set

The typical interview took about an hour, although in several cases, they extended more than three hours. As the questionnaire was a bit longer, some of the entrepreneurs avoided giving detailed explanations and tried to finish it in a short time. On the contrary, some of the entrepreneur planners enjoyed answering the questions and even made additional explanations excluding the questionnaire. As some of the entrepreneurs had offices in their houses, the interviews were made in a more tender atmosphere as friendly conversations.

During the interviews besides the questionnaire, there were observations and anecdotal information about the functioning and network structure of the office and

office staff including the entrepreneur. The observations are also analyzed in the empirical part.

After completing the interviews, the results were gathered in a results table. The summation and the percentages were calculated. The detailed answers that did not fit into the results table and the anecdotal information were written on the cards.

The main themes appeared in these evaluations formed the basis of network analysis: These are;

- i. the characteristics of the entrepreneurs
- ii. the business practice
- iii. the network structure of professional urban planners which includes the key individuals, institutions and organizations, and ways of reaching the business opportunities.

V. 7. Shortcomings

The shortcomings of the study can be summarized as;

- In the literature there is no straight forward technique of network analysis. Thus, it is difficult to analyze the exact structure of networks. There is a need of sophisticated techniques.

-As it is a partial network study consisting the professional city planners only, the global network structure consisting the networks of the key individuals, institutions and organizations can not be analyzed.

-The research site was limited with Ankara due to insufficient time and money. However, the other places like; cities having rent fluctuations; being at the seaside, or having a few planning offices which control the market, or being the center of free market like İstanbul might have been examples for different business networks.

CHAPTER VI

RESULTS OF THE SURVEY

The results of the questionnaire applied to one fourth (25 %) of the professional city planners in Ankara were analyzed within three groups. These groups define;

1. the characteristics of the entrepreneurs
2. the business practice
3. the network structure

VI. 1. CHARACTERISTICS OF THE ENTREPRENEURS

The characteristics of the entrepreneurs are described in two groups; firstly identification of the entrepreneurs by their age, place of birth, education and marital status and secondly entrepreneurs' decision to establish their own planning offices as professional businesses.

VI. 1. 1. Some Identifying Clues

Entrepreneurs are grouped by their age, sex, marital status, place of birth, rank groups and the university that they were graduated from. After this classification the results given by various groups of entrepreneurs were compared. Entrepreneurs' characteristics show some trends:

Ages

The ages of the entrepreneurs are classified as under 25, between 25-35 and over 35 years old. It is observed that 11% of the entrepreneurs are under 25 years old, 64% of them are between 25-35 years old, and 25% of them are over 35 years old (Table 6.1). This shows that a great majority of the professional city planners are between 25-35 years old. This young population is directly related to the fact that city planning is a very young population in Turkey. City planning departments were established after 1962, and the number of city planners in Turkey has increased after 1980s with the new established departments (see Section V. 3).

When rank groups are taken into consideration; 80% of the entrepreneurs in A-B rank group are over 35 years old. In E-F rank groups the majority of planner entrepreneurs (82%) are in the age category of 25-35 (Table 6. 1).

When ages are compared with sex; a great majority of female entrepreneurs (78%) are between 25-35. More than half of the samples males are also between 25-35 years old, but at the same time nearly one third of the male entrepreneurs (32%) are over 35 years old (Table 6. 1). This can be an indicator that, women entered the professional business later than men.

Table 6. 1. Comparison of the ages of the entrepreneurs with their sex and rank groups

	under 25 years old		25-35 years old		over 35 years old		% in total pop.	
	F	M	F	M	F	M	F	M
A-B rank gr.	-	-	-	1(20%)	1(20%)	3(60%)	4%	14%
C-D rank gr.	-	-	2(33%)	1(17%)	-	3(50%)	7%	14%
E-F rank gr.	1(6%)	2(12%)	5(29%)	9(53%)	-	-	21%	39%
% in total pop.	4%	7%	25%	39%	4%	21%	100%	

Place of Birth

When it comes to the birth places of the entrepreneurs, although all of these entrepreneurs are settled in Ankara, it is observed that more than half of them (57%) were born outside Ankara, in different cities of Turkey.

When their birth places compared with their sex, there is no significant difference among men and women as seen in Table 6. 2.

Table 6. 2. Comparison of the birth places with the sex of the entrepreneurs

	Female	Male	Total
Ankara	4 (44%)	8 (42%)	12 (43%)
Other cities	5 (56%)	11(58%)	16 (57%)
Total	9 (32%)	19 (68%)	28 (100%)

Education

The professional planners settled in Ankara generally were graduated from the universities which are located in Ankara like; METU or Gazi University (see Table 5.2). The entrepreneurs who were graduated from METU are nearly 58% and who were graduated from Gazi University are 27%. The other universities; especially Dokuz Eylül University, Yıldız and İstanbul Technical University have the percentage of 14.

Half of the entrepreneurs have a post-graduate degree. Their post-graduate studies differentiate like economics, landscape architecture etc. according to their wish to specialize in different fields.

The comparison of post-graduate education of entrepreneurs with their rank groups shows that, C-D rank groups have a higher percentage (67%) of post-graduate education. E-F rank groups probably prefer to begin their business before having their

post-graduate education. At the same time female entrepreneurs have a higher percentage (56%) than men (47%) in post-graduate education (Table 6. 3).

Table 6. 3. Comparison of post-graduate degree of entrepreneurs with their rank groups and sex

	Female	Male	Sample Total	% of entrepr. by rank groups
A-B Rank Gr.	1	1	5 (18%)	40%
C-D Rank Gr.	2	2	6 (21%)	67%
E-F Rank Gr.	2	6	17 (61%)	47%
Sample Total	9 (32%)	19 (68%)	28 (100%)	-
% of entr. by sex	56%	47%	50%	-

Marital Status

More than half of the entrepreneurs (54%) are married and 46% of them are single. Only one female entrepreneur is divorced who was accepted as single. When the marital status is compared with rank groups, it is seen that nearly all of the entrepreneurs (96%) in having higher rank groups like A-B and C-D are married. However, 71% of the entrepreneurs in the E-F rank groups are single (Table 6. 4). This can be explained that, they probably prefer establishing their businesses and earn money before taking the responsibility of a family.

Table 6. 4. Comparison of marital status of the entrepreneurs with rank groups and sex

	Married		Single		% of entrepr. by rank groups
	Female	Male	Female	Male	
A-B Rank Gr.	1 (4%)	4 (14%)	-	-	5 (18%)
C-D Rank Gr.	1 (4%)	4 (14%)	1 (4%)	-	6 (21%)
E-F Rank Gr.	2 (7%)	3 (11%)	4 (14%)	8 (29%)	17 (61%)
% of entrepr. by sex	4 (14%)	11 (39%)	5 (18%)	8 (29%)	28 (100%)

When ages are taken into consideration the single entrepreneurs are in the age groups of under 25 years old (67%) and between 25-35 years old (71%). All of the entrepreneurs over 35 years old are married.

According to their sexes; married woman has a less share when compared to male entrepreneurs. If the divorced female entrepreneur had been taken as married, the percentage of woman entrepreneurs would have been nearly the same with men.

VI. 1. 2. Deciding to Establish the Business

Professional Backgrounds of Entrepreneurs

When the professional backgrounds of the entrepreneurs are examined it is observed that 86% of the entrepreneurs have gained experience in different businesses, before establishing their own businesses. The rest of the entrepreneurs (14%) have not worked anywhere before beginning their own businesses.

There are two main channels in which entrepreneurs developed their knowledge and skill: other planning offices and public institutions. The distribution of these working places where the entrepreneurs have gained experience differentiates. More than half of the planners (54%) have worked at other professional city planning offices before establishing their own businesses, nearly one third of them (32%) have gained experience in public institutions and establishments like municipalities, Ministry of Tourism, Ministry of Public Works and Housing, etc. and 14% of the entrepreneurs have worked at different businesses not related to planning (Table 6. 5).

These results show that the entrepreneurs need experience in order to be ready for the risks, and to have a business environment before establishing their own businesses.

Table 6. 5. Professional backgrounds of the entrepreneurs by their former working places, rank groups and sex

	A-B Rank Groups		C-D Rank Groups		E-F Rank Groups		Total %
	Female	Male	Female	Male	Female	Male	
Planning offices	1	3	1	-	2	8	(46%)
Public institutions	1	2	1	2	1	2	(28%)
Other unrelated working places	-	-	-	1	-	3	(13%)
Not worked anywhere	-	-	-	1	3	-	(13%)
%	(6%)	(15%)	(6%)	(13%)	(19%)	(41%)	(100%)

The business experience period also differentiates. Nearly two thirds of the entrepreneurs have an experience period up to 5 years; most of these entrepreneurs worked one or two years before establishing their businesses. The rest of the planners have worked at other businesses more than 5 years. This period changes up to 16 years. It is observed that most of these entrepreneurs, who have long working experiences before establishing their own businesses, have generally worked at public institutions. After being retired from a public institution, the entrepreneurs get a higher rank group without working in the free market. This facilitates the planner entrepreneurs establish their own planning offices after retirement.

As seen from Table 6. 5, three quarters of the inexperienced entrepreneurs are woman entrepreneurs who have lower rank groups. However, in total, 67% of the woman entrepreneurs have worked at either public institutions or professional planning offices.

The relations of the entrepreneurs with these establishments continue after parting with them; 33% of the entrepreneurs continue their relations both in business bases (business networks) and in friendship bases (social networks), 17% of the entrepreneurs consult them in different subjects, one fourth of them only have friendly relations with them not in business base. The rest on fourth of the entrepreneurs do not continue their relations with them because of different reasons (Table 6. 6).

Table 6. 6. The content of the relations of the entrepreneurs with the previous working places

	A-B Rank Groups		C-D Rank Groups		E-F Rank Groups		Total %
	Female	Male	Female	Male	Female	Male	
Business+ friendship relations	-	2	-	2	1	3	(33%)
only consult in different subjects	1	-	-	-	2	1	(17%)
friendship relations	-	-	1	1	-	4	(25%)
Not continue their relations	-	2	1	-	-	3	(25%)

Capital Formation

Almost one third of the planners (31%) agree that the drawing instruments and a drawing table that they have used in the university are enough for establishing the business. However, after a while for maintaining the professional business (office rent, new equipment, etc.), they need capital.

The capital formation for establishing the business according to 35% of the entrepreneurs is with the help of their family and acquaintances. On the other side, 25% of the entrepreneurs have established their businesses by their own savings. Only one of the entrepreneurs took bank credits and two other have begun their work in an established office.

According to the half of the entrepreneurs, there are difficulties, problems in capital formation. Whereas the other half claim that they did not face with much difficulty.

Spatial Location of Ankara for the Business

The reasons for choosing Ankara as a case study in this research has been given in Chapter IV. However, the criteria that the entrepreneurs have selected Ankara as their business location show variations. These can be classified into four groups.

First of all, the most important reason of the professional planners for choosing Ankara as their business location is having their personal acquaintances and family in Ankara (41%). Secondly, according to almost one third of the planners (35%) Ankara has been the center in the planning affairs until 1985 and all of the ministries and central units about planning are placed in Ankara. Also business and consultancy services are very dense in Ankara. Thirdly, 10% of the planners choose Ankara for location as they have graduated from one of the universities in Ankara and some of them are still studying in one of these universities for a post-graduate degree. Finally, 14% of the sample entrepreneurs prefer Ankara for other reasons like having health problems, loving Ankara, obligation, etc.

The Selection of the Office Places (Office Location)

The general trend for the settlement of offices is around Central Business District (CBD). More than half of the offices (55%) locate around Kızılay (Sıhhiye-Maltepe-Kurtuluş triangle), Kavaklıdere, Esat and Ayrancı (see Figure 5.1).

However, mostly for the entrepreneurs in lower rank groups the office place selection differentiates more. Some of the planners prefer to separate a corner in their houses as an office because of the risk of not able to get a work. Thus, they get rid of paying tax and their office locations differentiate according to their residences. Because of high rents in CBD these lower rank group planners generally prefer to establish their offices mostly in the secondary or third degree centers.

Additionally, some of these lower rank group entrepreneurs prefer to have an office in the neighborhood of the universities that they were graduated from. This is probably because of knowing the neighborhood well, having a social environment there, and maintaining the continuity of their relations with the university more easily.

On the other hand, the higher rank groups who have settled offices have different criteria for choosing their office places. For example, while applying the questionnaire

an entrepreneur was looking for another office to settle down, later he settled in a larger office which was close to his former office. This is because, it is the neighborhood that he and his business acquaintances are familiar with. However, women often think about their children and domestic duties. One of a woman entrepreneur explains “I rather preferred a place close to my house as I have a child to look after. I should easily arrive home when necessary.”

As a result, although all of the planners have different criteria about the location of their offices, the general trend is to be close to CBD for higher ranks, while mostly lower ranks groups scatter in different districts of Ankara.

Types of Business Establishment

The types of business establishments according to the number of employees can be divided into four groups;

- i. Entrepreneurs using their residents as their offices: These type of offices widely observed among the entrepreneurs who are in lower rank groups. As they have recently began their businesses, they are anxious about either the survival of the business or not being able to take a work. Besides, they have an advantage in paying their taxes by showing their houses as their offices. They are often fairly new entrepreneurs. Some professional planners who are in higher rank groups, also use their houses as their offices. These type of entrepreneurs usually have subcontracting relations with other offices or planners, or have extra businesses other than professional planning. This type of businesses establishment is prevalent among 11% of the entrepreneurs. There are also some entrepreneurs who show their houses as their offices but work at another office.
- ii. Offices where only the entrepreneur and/or his partner transact business: 43% of the entrepreneurs have this type of business establishment. These type of entrepreneurs do not have any employee, they themselves keep up the work.

iii. Offices where a couple of employees except the entrepreneur/partner transact business: 36% of the entrepreneurs have some employee who are generally new planners or service personnel.

iv. Offices where different professions beside the planners transact business: 10% of the offices have this property. There are architects, cartographers, topographers from other disciplines working at the same office. These kind of offices try to solve every stage of the planning in their offices.

Date of Business Establishment

Although there are old establishments, the last establishment dates of the businesses as companies or individual firms coincide mostly after 1985. If the years are classified as before 1984, 1985-89 and 1990-1994 it is observed that; only 11% of the businesses were established before 1985. During 1986-90 period, 39% of the businesses and during 1991-95 period 50% of them were established. The oldest planning office among the samples was established in 1959 as an architecture office, later in 1986 by the participation of his city planner daughter, it became a company. Like this firm 29% of the offices was reestablished during the last decade.

The re-establishment occurs generally through a new partnership or a company status. As we do not have birth and death rates of these businesses, we can not argue that the majority of them are young businesses.

VI. 2. BUSINESS PRACTICE

Business practice and the network structure of the entrepreneur planners can not be taken separately. Thus, the business practice forms various entry ways to the network structure of the business.

VI. 2. 1. Type of Projects Completed by the Offices

The type of projects completed by the offices are classified not only by their content as defined in Section IV. 2. 1, but also by the institutions and organizations that they are taken from. More than half of the projects (53%) are taken from İller Bank by public bidding. This is followed by the projects taken from various municipalities (30%). The projects which are taken from various public institutions like Administration of South Eastern Anatolia Project (5%), Ministry of Tourism, Ministry of Culture, Institution of Special Environmental Protection, and Turkish Development Bank have a share of 10%. The rest of the projects (7%) are privately taken either from individuals or from cooperatives.

According to their types, 71% of the projects are development plans including Nazım İmar Planı and Uygulama İmar Planı. The projects taken from municipalities or İller Bank are mostly development plans. Besides the development plans there are additional plans like; additional improvement or additional revision plans (9%). Local plans (6%) are mostly the plans in the fringes of Ankara. These local plans are the projects of industrial and housing cooperatives.

Development plans or tourism plans which have greater scales have a small share (6%) in the total. These type of projects are mostly taken from various ministries. The rest 8% of the projects comprises different types like; conservative aimed development plans, revision plans, plan alterations, public housing projects and architectural models of projects.

Half of the entrepreneurs complete the projects with the members of the office without getting assistance from other offices. However, 43% of the planners or planning offices work with other city planners or planning offices when it is necessary. Besides, 7% of the planners work with companies/offices from different professions. This is based on subcontracting relations which form an important part in the business network structure. Although this will be examined in Section VI. 3 in detail, some observations will be useful to understand the business practice.

VI. 2. 2. Subcontracting/Putting out Relations

An important part of the offices (75%) have subcontracting relations with other offices where, 43% of the entrepreneurs usually prefer to have their last drawings made by technical offices when necessary and 25% of them give some stages of the project, like research studies and land use to the other planning offices, mostly to the lower rank groups (Table 6. 7).

Table 6. 7. Subcontracting relations of the entrepreneurs by rank groups (Giving)

	Not giving	only technical drawing	technical drawing + various stages	other
A-B Rank Gr.	-	1(%)	4(%)	-
C-D Rank Gr.	1(%)	3(%)	1(%)	1(%)
E-F Rank Gr.	6(%)	8(%)	2(%)	1(%)
%	25%	43%	25%	7%

It is observed that, the entrepreneurs who do not have any relations with other offices on subcontracting bases, are lower rank groups. On the contrary as seen in Table 6.8 most of the lower rank groups (65%) prefer to take some stages of the projects like; research, land use stages, or all stages of the project from other planning offices.

Table 6. 8. Subcontracting relations of the entrepreneurs by rank groups (Taking)

	Not taking	Taking some stages or all of the project
A-B Rank Gr.	3	2
C-D Rank Gr.	5	1
E-F Rank Gr.	6	11
%	50%	50%

The entrepreneurs who give their drawings to other offices, generally do not have enough staff or have more than one project to complete in a given period. In fact,

these entrepreneurs usually do not give any work to other offices, unless it is necessary.

As seen in Table 6. 8 the upper rank groups usually do not take a subcontracting business from other offices. Their subcontracting relations are generally for some stages of integrated projects like; collectively produced plans with engineering offices rather than small projects.

The empirical survey shows that, at the beginning of the business, most of the entrepreneurs prefer to set up subcontracting relations with other offices in upper ranks. Later with the enlargement of the business, they begin to give some stages of the projects to other professional city planners, mostly to the lower rank groups.

In these kind of subcontracting relations, it is observed that there is not a certain format of written contracts. Half of the entrepreneurs do not make written contracts, they agree mutually, make verbal agreements. Trust, which is developed by time is very important among themselves. This is parallel to some other researchers observations (Dubini and Aldrich, 1991; Saxenian, 1991). For example, in Saxenian's study in Silicon Valley most of the collaborators do not believe the importance of written contracts. Trust is more important. However, 33% of the entrepreneur planners make such written contracts with their subcontracting firms by mutual agreement in order to avoid problems. The rest 17% of the entrepreneurs make written contracts with their subcontractors when they do not have close relations. If they have subcontracting relations with their acquaintances, they do not need such written contracts.

VI. 2. 3. Determining the Public Bidding Offers

The entrepreneurs define their offers for the public bidding in different ways. The most important criteria are the prices of Chamber of City Planners (the minimum charges regulation) and the valuation price of Iller Bank according to 86% of the

entrepreneurs. Secondly, 68% of the entrepreneurs calculate the input-output of the office (the cost of business per day) or the largeness of the planning area and give the offering according to this calculation. Thirdly, 22% of the entrepreneurs determine their choices according to the other participators or according to the market conditions, and finally 11% of them take different criteria like geographical place of the planning area, the field of specialization and so on.

One of the entrepreneur frankly explains “it changes according to the registration place. If it is a small municipality low prices are given, but if it is a metropolitan municipality, the prices are much higher. For the projects of Ministry of Public Works and Housing, you should obey the prices of the Chamber of City Planners”. Another entrepreneur approaches to the subject in a different point of view “ political relations are also important in the bidding offers. If you are the partisan of a municipality you may even make the plans free. The feelings of *hemşerilik* is also important, I myself made the plan of my birth place without earning money”

Similar to the findings of Dubetsky (1976) and Özcan (1995b), *hemşerilik* plays an important role in this profession too, in getting a work. However, at the same time any sacrifice for a *hemşeri* may cause loss of money or earning but this is a voluntary loss for the entrepreneur.

VI. 2. 4. Changes in the Profession

All of the entrepreneurs have various thoughts about the course of events in the profession. Their thoughts about changes can be collected in some groups like; economic changes, administrative changes and structural changes about the offices.

i. The economic fluctuations and decisions taken by the government directly affect the professional planners. There has been a decrease in profits. Although there is a continuous increase of inflation, it is not reflected in the price of public bidding.

Therefore, planners themselves try to increase the prices by their own efforts by developing solidarity groups which will be examined in Section V. 3 in detail.

By the fluctuations in the economy the competition increases. The idea of “Gemisini kurtaran kaptan” emphasizes the roughness of the business struggle. The competition is defined as unfair. For the survival new entrepreneurs win the public bidding with very low prices. This effects the prices of other biddings. It is explained that the businesses done for the public institutions have lower prices than private businesses.

One of the entrepreneurs explains “There is also an unfair competition by revolving funds (döner sermaye) of universities. They work without paying tax but we should pay our taxes even though we can not make a project for a whole year”. Some of the entrepreneurs agree with this injustice of the tax system. Offices without having a business should pay great amount of “Standard Living Tax”, as it is not allowed company taxes but individual taxes. Within this psychology new entrepreneurs try to win the public bidding by offering low prices.

ii. According to the entrepreneurs most of the changes in the profession are administrative changes. There are negative aspects and inefficiency in the regulations of planning and in the administration. The system of the İller Bank is the same as 50 years ago. In spite of this negative aspect, the changes in the public bidding system (the transition to the written invitation system from the declaration system) is found affirmative.

The relations of the İller Bank with municipalities and Chamber of City Planners are not found close. Although there is minimum charges regulation of the Chamber for the bidding, the planners who do not obey this rule win the bidding. There is not a legal force in this subject.

Most of the planners complain about the bureaucratic procedure which nearly takes two thirds of the working time. Therefore, there is a decrease in the time working on planning, even they may employ part-time technicians.

With the Improvement Law of 3194 planning has much more integrated into local politics. The relations of the politicians with municipalities and the politicized municipalities being politicians decrease the importance of the technical discipline about planning. Everybody begin to use the profession according to his/her interests. One of the entrepreneur explains “There are offices taking businesses by using his/her political acquaintances”.

There are also changes in the ideological views of planners. An entrepreneur says “The establishment of City and Regional Planning Department in various universities caused a tendency towards radical point of view from middle-left point of view”.

iii. In the structural changes about the offices, there is an increase in the number offices. This has some negative effects over the former offices as these new established offices decrease the number of projects won from the bidding and decrease the prices of bidding. On the other side, some entrepreneurs mostly recent ones claim that it is the former entrepreneurs who control the market and try to obstruct the new entrepreneurs.

This increase in the number of professional planners and too much public bidding cause unqualified plan making. As İller Bank does not act selectively as municipalities, it grants certificates to all of the planners. Newly graduated planners can also win the bidding without gaining experience in the business and this can cause unqualified planners do urban planning.

Although there are obstacles for being a company especially in the application of İller Bank bidding, it is observed that some offices begin to have different professions under the same roof. It is claimed that only these type of offices having cartographers, topographers, landscape architects in the same office can survive. There is a transformation towards these type of offices. On the contrary, it is also claimed that because of the various organizations and various legislation of the Chambers in

TMMOB (Association of the Chamber of Turkish Engineers and Architects), these type of integrated offices can not be easily formed.

According to one of the entrepreneurs “there is not an institutionalization in the offices especially in newly established ones. They temporarily establish their offices till entering a public institution. This causes unsettled, unstable offices”.

There is another progress in the profession that computers begin to be widely used. With the various applications like Auto-cad, Land-cad planners begin to save time. With the usage of high technology in the profession , there will be opportunities for specialized planners and offices. On the other side with the developments in telecommunications technology, including telephone, fax, and modem; the close and frequent communication between necessary institutions, individuals are easily achieved.

When it is asked to the entrepreneurs whether they find their businesses profitable or not, 32% of them do not find it profitable, on the contrary 32% of them find it profitable and the rest 36% find it moderate. When it is asked to the entrepreneurs whether they are pleased with their business or not, 41% of them are not pleased especially financially, 33% of them takes pleasure from their business and 26% of them are not complaining of their business.

VI. 2. 5. Expectations of the Entrepreneurs From Their Profession

There are various expectations and suggestions of the entrepreneurs about planning. They can be grouped like, expectations about planning and administration system, and structural expectations mostly for office types.

It is observed that, there are some problems about legal framework. Some planners underline that there should be some arrangements over regulations. These should be

made under the control of Chamber of City Planners. The Chamber of City Planners should be more active in the professional business.

The policies of the government is important. As the economic fluctuations directly affect the business, there are some expectations for a stable economy. The Ministry of Urbanization should be established. Therefore, the units about city planning in different ministries can be unified in the same ministry and the problems occurring because of various registration authority will be solved.

The municipalities should be financially strengthened. Every municipality should have at least one city planner. One of the entrepreneurs has a suggestion that “ The municipalities having 2.000 population should have at least a technically sufficient head who has completed an undergraduate program, and the municipalities having more than 10.000 population should have at least one city planner”. Besides, it is believed that the profession should be kept away from politics and be a technical profession.

About the profession, the unfair competition should be prevented and not every planner but the appropriate professional entrepreneurs should prefer this business. Rather than the names of the universities, the qualified planners who know how to do their businesses should play the important role. The important thing should be the capacity of the planner. The relations with the universities and the market should be constructed. The planners should be directly in relation with the market while going on their universities.

Every unit including universities about planning should be interested with the profession and try to make others understand the importance of the profession. It should be a profession belonging to the planners. While doing these, also the relations with other professions should be arranged. More over, the interrelated professions should take place in the same offices.

There should be a team work in the profession. Only by this way, the profession can find markets in or have relations with other countries. There are expectations towards a more professional, institutionalized and integrated business.

The most important expectation is towards a change in the planning system. The projects should not be seen only as lines or figures. There should be a comprehensive understanding. There should be integrated plans being socially supported rather than the development plans. The design and the creativeness should be important in the projects.

The predictions about the number and the types of offices change. Some of the planners agree that there will be a great increase in the number of offices related with the increasing graduate numbers and the limited job opportunities in the public offices. On the contrary, some of the entrepreneurs argue that the half of the existing offices will be closed down; as most of the entrepreneurs will try to find another business because of the insufficiency of the business opportunities in the free market conditions. The common point of these two contrary ideas is that the survival depends on the personality of the entrepreneur and the social environment. Besides, there should be a specialization in the profession like being an expert on transportation, coastal settlements, tourism, computers, etc. for survival. For the survival of a new settled office, there should be new applications in the profession different than others. For example, a new settled office using computers can have relations with other offices whether in subcontracting bases or in partner bases. Therefore, the relations between former and new settled offices will be increased.

There are also expectations and suggestions about Ankara. One of the entrepreneur proposes “By giving the planning affairs to the local governments, the offices have begun to disintegrate. Can the offices in Ankara have different roles after this disintegration? For example more specialized offices on transportation, tourism, feasibility, etc. The rest of the offices in other cities can make their local plans. Ankara can have the role of consultancy”.

VI. 3. THE NETWORK STRUCTURE OF THE BUSINESS

In a general point of view the network structure of the professional urban planning business can be classified into two groups as; business networks and social networks of the entrepreneurs. However, these two groups are in a way integrated in small enterprises. Thus, the network system of the professional planners will be classified into groups like; relations with institutions and individuals, networks for business opportunities. The social networks and business networks will be considered together in all of the sub-topics.

VI. 3. 1. Relations with Key Institutions and Individuals

The relations of the professional urban planners with various institutions, organizations and individuals can be generally classified into five groups;

- internal relations of the office
- relations with other planning offices/planners
- relations with other professions
- relations with Chamber of City Planners
- relations with İller Bank, municipalities and other public institutions

VI. 3. 1. 1. Internal Relations of the Office

The internal relations of the office are divided into two groups; the relations of entrepreneurs with their partners and employees. Nearly two thirds (68%) of the entrepreneurs have partners. When the relations between the entrepreneur and the partner is examined, it is observed that 53% of them are friends from the university or neighborhood, 37% of them have family relations like husband or wife or offspring and 10 % of them are relatives like parents, uncle-cousin. Their percentage including the entrepreneurs without partners are given in Figure 6. 1.

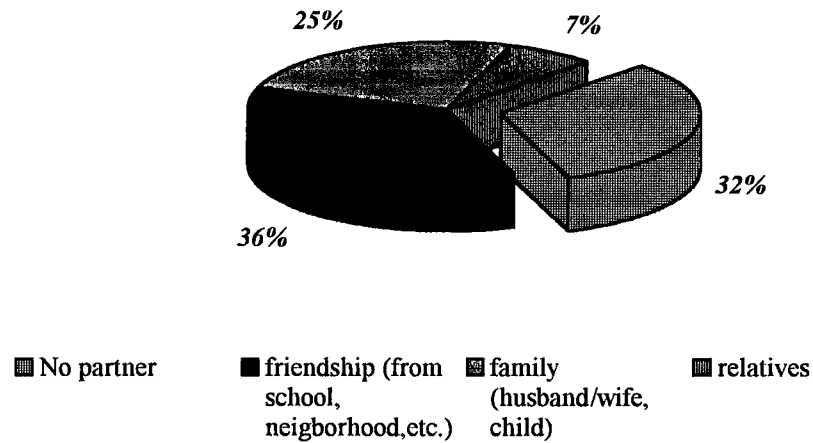


Figure 6. 1. How entrepreneur and partner got know each other?

When the relations of the entrepreneurs with the employees are examined it is observed that 24% of them have friendship relations from the university or neighborhood, 12% of them have kinship relations and the rest 64% of them have employee-employer relationship.

The entrepreneur begins to work with the employees in different ways. As most of the entrepreneurs have friendship relations with their partners from the university, they have begun to work together by this way. Only one of the entrepreneurs has met his partner while working at another business together. When it comes to the office staff except the partner; 45% of the employees were accepted by the references of acquaintances or friends, 18% of them have worked in the office before as an intern, 11% of them have applied to the office by themselves and 11% of them have begun the work by advertisements. The rest 15% have started to work together by other ways like after marriage or with the information of the entrepreneur to his relatives after the establishment of the office, etc. (Figure 6. 2).

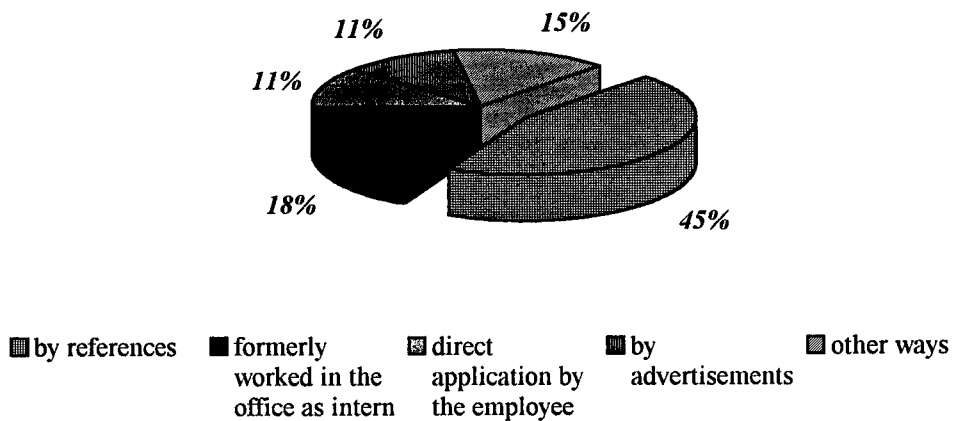


Figure 6. 2. How employees are recruited?

Division of the Business Among the Members of the Family

Small firms are considered as a part of the family (Dubini and Aldrich, 1991). The relations, ties with the office staff and the entrepreneur becomes stronger by time. They begin to act like a family. One of the evidence lie in the lunch.

Rather than having lunch with different people outside the office, 43% of the entrepreneurs prefer to have lunch in the office together with the office staff. According to the 35% of the entrepreneurs it changes; sometimes they all together have lunch in the office, sometimes go outside again all together and sometimes everybody have their lunch by themselves. Only in 18% of the offices every member of the office have lunch by themselves and 3% of the entrepreneurs do not have lunch.

Like in all the families, every member of the office is responsible for different tasks of the office. Different stages of the planning business show a distribution among the office staff as seen in Table 6. 9.

Table 6. 9. Task distribution in the office among the employees

	Entrepreneur		partner	entrepreneur + partner	office staff except entrepreneur	all the office together		intern / student
taking a business	32%	-	5%	63%	-	-	-	-
business meetings	26%	78%	-	63%	-	11%	22%	-
financial affairs	37%	89%	21%	42%	-	-	11%	-
field survey	26%	45%	6%	26%	10%	42%	45%	-
design	32%	55%	11%	42%	-	15%	45%	-
drawing *	26%	33%	5%	21%	23%	37%	33%	11%
travels	26%	44%	11%	37%	-	26%	56%	-
Average %	30%	57%	9%	42%	5%	19%	30%	2%

The shaded areas show the percentages in offices not having partners.

* Additional to these percentages 11% of the offices having no partners give drawings outside as a subcontracting business

The tasks of taking a business and business meetings in a firm having a partner mostly (63%) belong to the entrepreneur and the partner together. For business meetings, 11% of the entrepreneurs also give this task to the workers in the office beside himself/herself and his/her partner. In the offices without having partners especially the entrepreneurs by themselves carry out these duties.

The financial affairs of the offices are again mostly (42%) carried out by both the entrepreneur and the partner. In the financial affairs, the office staff do not take on this task. However, in the offices without partners, 11% of the entrepreneurs also add their workers to this task.

Among all of the stages of the business, the stage of field survey has a greater participation (42%) that is carried out by the whole office in the offices with partners. In 45% of the offices without partners this task is carried out by the whole office too. In these kind of offices without partners, the field survey is one of the tasks that office staff take on themselves except the entrepreneur.

In carrying out the design stage, it is observed that in offices without having a partner, all the office including the entrepreneur has an important share (45%). However, in the offices with partners, this duty is mostly (42%) carried out by the entrepreneur and the partner.

The drawing task is generally distributed to the whole office (37%). Among all tasks, only in this stage interns/students who are the part-time employees of 39% of the planning offices in summer, have a participation (11%). Another interesting point is; in 11% of the offices without partners drawings are given outside as a subcontracting business.

The traveling task is carried out by both the entrepreneur and the partner in 37% of the offices with a partnership. In 26% of the offices this task is carried out by the whole office. However, in the offices not having a partnership, the whole office take on more responsibility (56%) for carrying out this task.

Although most of the woman entrepreneurs take part in the almost every stage of the business, sometimes they prefer to take part in certain stages. One of the entrepreneur explains “I rather prefer to order the office work and my husband takes the responsibility of outer connections. Besides, travels are difficult for me that’s why my husband usually takes on this duty”.

When the general trends are examined; in the offices with partners, the tasks are generally (42%) carried out by the entrepreneur and the partner together. Nearly one third of the entrepreneurs prefer to carry out the business by themselves. The office staff together with the entrepreneur generally participate the stages of the field survey (42%) and drawing (37%). On the other side, in the offices without having partners, the duty of the office staff increases. Nearly in all stages including financial affairs, the office staff take on important roles. In a way they take the place of the partner.

VI. 3. 1. 2. The Relations of Planners With Each Other “A Competitor or a Confidant?”

More than two third of the entrepreneurs (68%) definitely accept that there is competition among themselves. The other 32% of the entrepreneurs are more moderate in this subject and they agree that there is also a kind of solidarity more than other professions.

The entrepreneurs who agree that there is a solidarity among planners indicate that the entrepreneurs are more close than other professions as the business population is small. On the other hand, when it is compared with the former relations of the planners, the ties among them is getting weaker. One of the entrepreneurs explains “It was better before. The environment was more closed. Everyone had relations with each other. The relations were going on after the graduation also like; going to vacations, having meetings with families. The relations decreased after 1980s with passing ages and with the effect of economic conditions. The business dimension has also changed”.

With the increase in the population of the profession, taking a business has been getting harder. Thus, the competition mostly occurs because of free market conditions. With the increasing competition the relations among planners are becoming superficial. Former stronger ties transform into weaker ties. Most of them do not want to have the business snatched by the others explained as “Çanına ot tikiyor-puts their colleagues out of operation” by one of the entrepreneurs.

The competition, mostly the unfair competition, occurs especially between lower rank groups who “try to find some niches in opportunity structures” (Aldrich, 1989). A higher rank group explains “In our generation we do not have such a problem. There is business for everyone who proves himself/herself or who cares the profession”.

Although there is a competition among the entrepreneurs, there is also a solidarity among them in some subjects. However, the solidarity also separates into two groups; a so-called solidarity containing interest relations, and a solidarity in real bases which

is generally observed among small groups with strong ties. There is a so-called solidarity like in conferences and in meetings of the Chamber of City Planners. “All of the planners think their professions in their words, but they lay a trap for the others to walk into” expresses one of the entrepreneurs.

On the other hand, there is a general view that, there are small or big entrepreneur groups where there is a solidarity inside the group and competition outside the group. However, some of the entrepreneurs do not believe the importance of the group and add that they can easily get information from the people whether they know each other or not.

Weaving the Network of Clusters Among the Planner Entrepreneurs

In general, there are two type of clusters which form the groups among the planner entrepreneurs;

- extensive (greater) groups which have weaker ties
- small-closed groups which have stronger ties

Greater groups are generally based on interest networks. They are formed by informal relations and generally consist weak ties (Dubini and Aldrich, 1991; Granovetter, 1973). An evidence to this greater groups is the existence of a solidarity group among the entrepreneurs in public bidding of Iller Bank. The aim of this group is providing the equal distribution of the bidding projects to the entrepreneurs and raising the prices of the projects.

Generally, there is not a certain criteria for entry (admission) of entrepreneurs into the group. However, the references or the former group experiences are put into consideration for the acceptance of the new members.

It can be thought that there is an injustice among entrepreneurs as not all of the entrepreneurs are included in the bidding group of Iller Bank. This group can be accepted as an interest group, as the entrepreneurs only come together for bidding,

and try to increase their own profits. One of the entrepreneurs who does not participate in the group indicates “I do not believe that there is a solidarity in this group. They do not reach their aims. If the aim is rising the prices of bidding, than, why are the prices still the same with the prices of the previous year?”.

Generally the lower rank groups, who form the greater amount of the population are more interested with this bidding group. This may be because of the survival efforts or proving themselves in the profession. Besides, similar bidding groups have been formed for a long time, many upper rank group entrepreneurs also take place in the group.

Different from the bidding group another kind of cluster is existing among upper rank groups and lower rank groups. These type of groups mostly depend on subcontracting relations like showed in the example;



The entrepreneurs who have upper rank groups but at the same time do not have an office, or retired from a public institution but do not have an experience of free market (professional business), or have too much business that they can not complete chose this way of building subcontracting relations with lower rank groups. This is beneficial for both sides. It can also be accepted as an interest group; the upper rank group will take the job and get his/her proportion of the price and the lower rank group will earn money, will survive.

When it comes to the small-closed groups, the structure changes. Social relations play an important role in the constitution of these groups. Generally friendship relations like; school friends from the same period, or working together in the same business, form these groups. These type of groups are formed for years and changed into closed groups. As trust and loyalty, in other words strong ties among the entrepreneurs are built over a long period of years, entrance to these groups is not so easy (Thorelli, 1986). The important thing is sharing the same ideas, having the similar point of

views. As these type of small groups have shared the friendship relations before the economic relations, they are not considered as interest groups. They help each other in many cases like; consulting each other when faced with problems, giving support to each other while taking a business, giving sham proposals (they agree on the offering and give the proposal according to this) in bidding, having discussions on technical dimensions of the business and so on. Besides, there are map, document, etc. transfers between offices.

Additional to these close friendship groups, there are also other type of close groups. For example; a group made up of entrepreneurs who share the similar political ideas. Entrance to these type of groups depend on sharing the same ideas. The municipalities having political identities affect the formation of these type of groups. Mostly radical municipalities show favoritism towards the entrepreneurs who share their ideas. Besides the political ideas, the religious ideas, way of lives are also important.

One of the entrepreneur explains “There are groups based on relations like Masonry made up three or four people. They help each other in many subjects”. On the other side, another entrepreneur adds “The experienced, overripe entrepreneurs mostly back each other. Certain part of these people take place in public institutions and the unreachable businesses circulate among them. Doing everything what they say may be a way to be included in these groups.”

Ethnic groups are not found significant but exist. Also whoever wants can not enter these type of groups. One of the entrepreneurs adds “There is also interest groups who make good by working with Mafia.”

All of these small-closed groups have dense networks. Similar to the studies of Brown and Butler (1993), and Johannisson and Nilsson (1989), there are various barriers for the entry to these groups. The strong ties among members are formed for years which bring trust and loyalty among the members.

From the Same School or From the Same Network

Most of the entrepreneurs (82%) believe the importance of coming from the same school, university. The rest of the entrepreneurs do not believe the discrimination of entrepreneurs by their schools. The important thing for them is the character of the entrepreneur and the quality of the business carried out by the entrepreneur. According to them being a schoolmate is not the only way to ask for help. The friendship can alter by the social relations. The meetings of The Chamber of City Planners, the relations in bidding and common friends can change this.

The importance of coming from the same school is expressed as “The same school, the same pot” Only the people taking place in the same pot, pay attention or show interest. Being from the same period, speaking the same language and having the same education have importance. Their point of views are similar. They know the reactions of each other in certain subjects and work together more easily, as they have dense social relations in the university.

The business support mostly takes place among offices that have close relations, mostly school relations. Some of the entrepreneurs even continue their relations with their close university friends who have offices in various cities outside Ankara. There is support associations also among the schoolmate like; Middle East Technical University graduates association in İstanbul. The people from different professions come together and give support to each other in their business relations.

Certain entrepreneurs prefer to work with people after knowing their universities they were graduated from. Thus, they know in which way they will work according to their education. They claim that they understand their friends who came from the same school better and work with them more easily. On the contrary, certain entrepreneurs who also agree the importance of schoolmate claims that this does not affect their business lives. There can also be sympathy among the employees from different universities. Different ideas can arise as well as discussions, among people coming from different schools.

It is claimed that the relations among friends coming from the same school are more strong. It has been more important among old planners, the first graduates as they are few in number. It is expressed that these type of relations had been more important before.

One of the entrepreneur explains “Having schoolmate relations with people who are in important levels can have an effect in the business life”. There are also other effects of schoolmates in various subjects. In the election of the Chamber of City Planners, the discrimination of schools are better felt. Sham offerings in the bidding can be given, or the support from Ankara can be provided to the other entrepreneurs living outside Ankara (sending necessary maps, documents or following their businesses). Thus, the disadvantage of being far away to the center is changed into advantage. This is the easiest way to catch the togetherness of the colleagues.

However, there is a transfer from the nuclear group of schoolmates towards a more comprehensive group of entrepreneurs from different schools, forming the social and business networks of the planner entrepreneurs. The ties are less strong but at least they begin to consider themselves in the same group (Figure 6. 3).

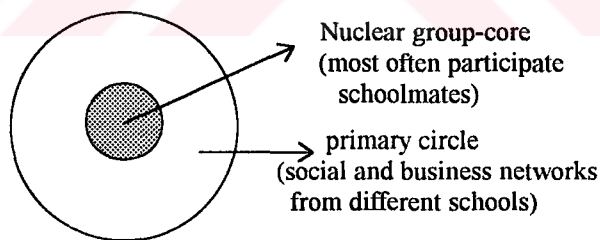


Figure 6. 3. A clique structure of planner entrepreneur including schoolmates, and social and business networks

VI. 3. 1. 3. Relations with other Professions

Most of the entrepreneurs (86%) have relations with architects mostly on architectural bases. They work together in housing/public housing projects, conservation plans, organized industrial projects, etc. They also have consultancy relations. Secondly,

75% of the entrepreneurs are in contact with cartographers. They usually come together in application projects, parcellation projects and in producing plans. Relations with construction engineers (47%), are mostly for infrastructural and transportation projects. They also work together in the construction of buildings. In architectural projects like public housing projects, and in green areas projects like park projects, 36% of the entrepreneurs work with landscape architectures. In comprehensive projects the relations with other professions differentiate more, like; 22% of the entrepreneurs have in contact with environmental and geology engineers. They work together with environmental engineers in Environmental Effect Evaluation (ÇED) Researches or environmental projects, and they work with geology engineers in the preliminary stage of the planning and in infrastructural projects. Mostly in housing/public housing projects 15% of the entrepreneurs work with electrical engineers and 11% of them work with mechanical engineers. In conservation plans or integrated projects 15% of the entrepreneurs have relations with economists, 7% of them have relations with sociologists and 4% of them have relations with historians of art, restaurateur, geomorphology, statician, etc. (Figure 6. 4).

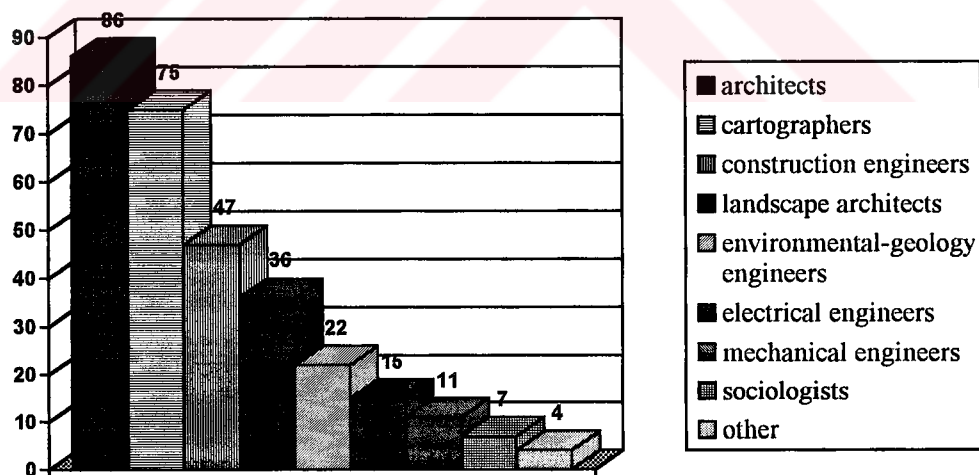


Figure 6. 4. Professions that planner entrepreneurs work together

As seen from the Figure 6. 4, the professional city planners have contacts mostly with architects and cartographers. Although they mostly can complete a development plan without consulting or working with other professions, in comprehensive projects

they work with various professions. For example, in urban development, environmental, infrastructural, tourism, architectural, conservation, regional projects, they need to work together.

Cartographers are seen as *brokers*, who generally serve as communication channels between persons or institutions (Aldrich and Zimmer, 1986; Aldrich, 1989). They inform the business opportunities to the planning offices that they know or have close relations. They usually play key roles in the entrepreneurial process.

Three fourths of the entrepreneurs (75%) prefer to work with the same people or establishments from different professions. There are offices which always work together in different stages of the projects. According to 25% of the entrepreneurs, these people can differ according to the place or the type of the project. The *diversity* of networks with people from other professions consists usually stronger ties as most people who knows each other work together.

The *frequency* of their meetings changes. According to 32% of the entrepreneur planners it mostly depends on the businesses; when working together on a project they meet everyday but, after completing the project, they only meet one or two times in a month. Besides, 18% of the entrepreneurs meet with these people of different professions one or two times in a month even if they have business together or not. According to 14% of the entrepreneurs it depends on their friendship relations. Ultimately, 11% of the entrepreneurs only meet with these people one or two times in a year and 11% of the entrepreneurs meet with them when they need their help.

Are Business Relations Limited Within Working Hours?

The business relations of the planner entrepreneurs are not limited within working hours according to 79% of the entrepreneurs. Nearly half of the entrepreneurs (43%) try to come together with people from their business environment including their office staff, and 36% of the entrepreneurs sometimes but rarely can come together

with these people on evenings. Only 21% of the entrepreneurs do not come together on evenings with people they work together.

One of entrepreneurs points out that the business environment and the outer environment become integrated and it becomes a closed society. On the other hand, another entrepreneur explains that it depends on the economic conditions and business opportunities, and they had been coming together more often before.

VI. 3. 1. 4. The Relations with the Chamber of City Planners

Although the Chamber of City Planners is one of the key institutions especially for the professional planners, nearly half of the entrepreneurs (48%) only visit the Chamber of City Planners when they have business with them, 30% of the planners visit the Chamber one or two times in a month, 15% of them visit the Chamber every week, 7% of them visit rarely and 4% of them do not visit the Chamber and send someone else for the necessary procedure.

The distribution of the entrepreneurs according to their attending the activities of the Chamber of City Planners are as followed; while 48% of the entrepreneurs try to follow the meetings and some activities of the Chamber, 26% of them take place in the commissions, and 8% of them attend every activity of the Chamber. However, 33% of the entrepreneurs do not attend any activities of the Chamber of the City Planners.

As seen from the percentages the ties between the Chamber of the City Planners and the planner entrepreneurs is not so strong. In a way a compulsory network is established between them.

VI. 3. 1. 5. Relations with İller Bank, Municipalities, Various Public Institutions and Key Individuals

As it has been emphasized in Chapter III, İller Bank is almost the first key institution for the professional planners. A great majority (93%) of the planners take businesses from İller Bank bidding and continuously keep up their relations. The type of projects besides İller Bank bidding can be group as projects taken from various ministries or municipalities and private projects. The way the entrepreneurs reach to these businesses is important.

For the projects of the municipalities, there are various ways to receive information;

- following the public advertisements in official or local newspaper,
- receiving information from acquaintances like cartographers related with that municipality,
- having a proposal from the municipalities that have taken the list of professional planners of related rank groups for the projects from the Chamber of City Planners before. These proposals can also be made by the municipalities by referring to the other projects taken from İller Bank and completed by the entrepreneur,
- entrepreneurs' own contacts, meeting with the municipalities and persuade them.

The municipalities can only give projects without bidding, up to a certain limit of cost, otherwise the bids for the projects should be accepted. The offerings are examined by the bidding commission. However, sometimes there are agreements between the entrepreneur and the municipality made before the bidding. The entrepreneur entice the other participators, who are mostly close friends of the entrepreneur and take the job. Here the bidding becomes nonfunctional.

There are also biddings of various ministries like; Ministry of Tourism, Ministry of Public Works and Housing, Ministry of Culture, etc. and the bidding of the

Administration of Southeastern Anatolia Project. All of these are especially biddings by sealed tender.

There are also private businesses like local plans and projects of various cooperatives completed by the entrepreneurs. These projects are mostly found by acquaintances and references. These acquaintances are mostly not the colleagues, but the investor construction firms, cartographers, architects or people even not related to the profession. Supporting the “strength of weak ties” of Granovetter (1973), the information for the business opportunities comes from people having weak ties. Beside these businesses, there are subcontracting businesses which was formerly examined in Section VI. 2. 2. in detail.

How Durable are the Relations?

Nearly all entrepreneurs (96%) agree that the relations of the entrepreneurs and municipalities continue for a while decreasingly after the completion of the project. Some of the entrepreneurs indicate that the relations decrease to a percentage of 10%. Although the relations show a sharp decrease, at least they continue on friendship bases.

The continuity of relations also depends on some criteria like; the approval of the business by the municipality, the relations of the entrepreneurs with the sub-staff (the director of improvement department, the director of scientific businesses, and so on). The relations also continue as the entrepreneurs become voluntary consultants, whenever there arise a problem in the project the municipality asks the help of entrepreneur. There can also be a demand for local plans, additional revision plans or adjustments for the plan that had been completed by the entrepreneur.

The results show that for small municipalities, continuing of relations remain as sending or receiving cards on important days. This is because the plan-project continue its validity for a long time in such places as, the population does not show a higher increase, thus there becomes no important changes in the project and no demand for new plans. Further more, the plans may not be even applied.

As well as consultancy, the continuity of relations may bring new business opportunities. The municipalities can either give new projects to the entrepreneur like, landscape arrangement of a local area or advise the entrepreneur to the other close municipalities.

As a general evaluation, the relations between the entrepreneurs and municipalities are kept close, at least on friendship bases.

When the relations of the planner entrepreneur with all of these individuals and institutions are analyzed, a network structure like in Figure 6. 5 is observed.

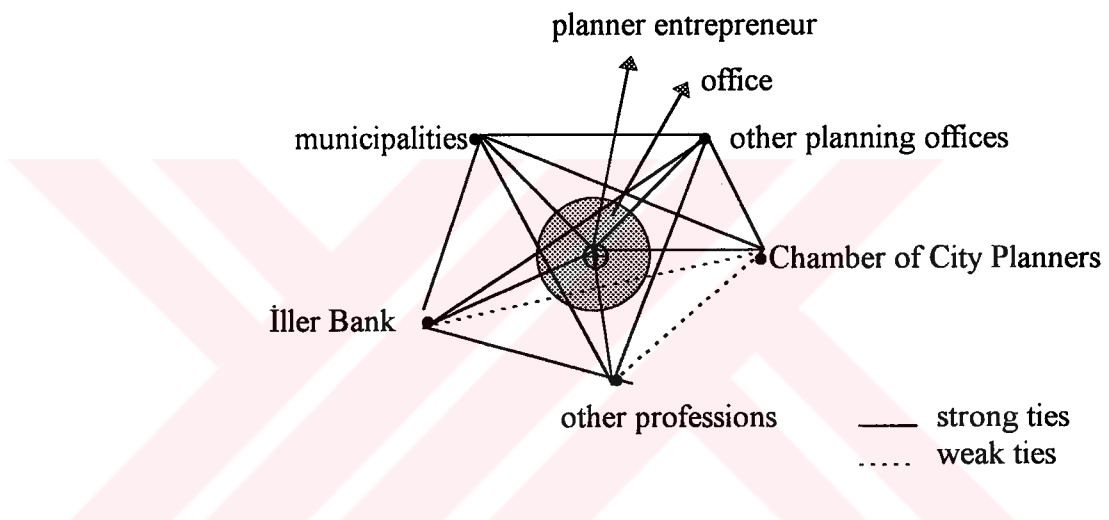


Figure 6. 5. Relations of Entrepreneurs with various individuals and institutions

VI. 3. 2. Networks For Business Opportunities

VI. 3. 2. 1. Channels of Information For Business Opportunities

Diffusion of information forms an important part of network structure. There are different ways of getting information about public bidding or planning affairs. İller Bank has the system of written invitation (see Section IV. 2. 2). Almost all of the planners (96%) are being informed by this system. İller Bank invite 9-10 planners for

each bidding. Besides this written invitation, more than half of the entrepreneurs (57%) receive information from their acquaintances, whether they are related to the profession or not and 39% of the entrepreneurs follow the official gazette or advertisements. The business proposals from the former working places (municipalities) that the entrepreneur got a business before are also a way of reaching the business opportunity (22%). Besides, 14% of the entrepreneurs by themselves negotiate with the institutions, municipalities etc. for getting the business. Information from the Chamber of City Planners or from the bulletins is very limited. Only a small segment of the entrepreneurs (7%) get information through these channels (Table 6.10).

Table 6. 10. Information about business offers by rank groups

	Written invitation	official gazette, advertisement	Chamber of city planners	acquaintances	places be worked before	own contacts
A-B Rank G	5	3	1	2	2	-
C-D Rank G	5	6	1	1	1	-
E-F Rank G	17	2	-	13	3	4
Total %*	96%	39%	7%	57%	22%	14%

* Total of percentages are greater than 100 as the answers are more than one.

There is also another interesting system for the information. Certain planner entrepreneurs have their “planning areas” in regional bases. There is an effort of lower rank groups to enter certain markets for survival and they try to break off this system of ‘planning areas’ especially by using different social relations like political contacts, and knowing important people in the region. However, the entrepreneurs who try to break off these chains, after a while become a part of this system. Whenever a planner tries to enter the region of another entrepreneur, or tries to take a business from that region, the entrepreneur who has that planning area is informed by the tradesmen, artisans or by the municipality. “The relations built among these people in that location is important. To prove yourself or make yourself loved by the people living there is important” explains one of the entrepreneur.

There is a diffusion of information among the very tightly closed friends who forms small-closed groups. They inform each other about the business opportunities and market structures. However, the others who have weak ties prefer to hide the information. On the contrary to the “strength of weak ties” of Granovetter (1973), there is the “strength of strong ties” in the business environment.

Different from the business environment, nearly three-fourths of the entrepreneurs (72%) prefer to talk to everyone about their businesses whether they are related to the profession or not. That is also another way of receiving information. One-fourth (25%) of the entrepreneurs instead of including everyone, prefer to discuss with their office staff and 18% of them prefer to talk with people related to the profession.

VI. 3. 2. 2. New Business Connections: By the Entrepreneur or By the Others

For more than half of the entrepreneurs (54%), customers and mediators make the business contacts. These customers are the municipalities, firms and people related to the profession. One-fourth of the entrepreneurs try to make the new business contacts by themselves and for 18% of the entrepreneurs there is an equal distribution; the new business connections are made both by themselves and by customers.

When rank groups are compared, an interesting result occurs. Although the lower rank groups try to make the new business connections by themselves, the higher rank groups business connections are mostly made by others (Table 6. 11).

Most of the higher rank groups emphasize that at the beginning they have tried to make the new business connections, tried to meet with the municipalities, firms and other people related to the business. However later, after making one or two projects and proving themselves in the profession, they were approached by others, the customers.

Table 6. 11. Comparison of rank groups with the way the entrepreneurs get new business connections

	made by the entrepreneur	made by others	both
A-B Rank group	1 (3%)	4 (14%)	-
C-D Rank group	-	3 (11%)	3 (11%)
E-F Rank group	7 (25%)	8 (29%)	2 (7%)
Total (%)	8 (28%)	15 (54%)	5 (18%)

For the female entrepreneurs, there is not much difference in making new business connections. The same trend, like in the distribution of the rank groups is seen.

VI. 3. 2. 3. Membership of Associations: Is It A Way of Business Opportunities?

Nearly three fourths (72%) of the entrepreneurs have memberships to various associations like; 60% of them have the membership of civil associations and charity organizations like graduate associations, clubs, various foundations, *hemşeri* associations, etc.; 25% of the entrepreneurs have connections with political parties, they have the membership of various parties; 25% of the entrepreneurs have other businesses in real estate, insurance, advertisement, computer programming, furniture, etc.; 15% of the entrepreneurs are members of different Chambers of various professions and finally 10% of them have other interests like following stock market, participating to the publishing of a periodical, etc.

However, only a small number of the entrepreneurs (15%) believe that these activities have positive contribution to their businesses. These kind of activities may not have a direct contribution to the business but in fact, they enlarge the social environment of the entrepreneurs. Thus, various opportunities for their businesses arise without perception. Like in the example of Silicon Valley, the business relationships are generally formed in these kind of organizations where technical and market

information is exchanged, business contacts are established and new enterprises are conceived (Saxenian, 1990).

This participation of associations has also direct effects. One of the entrepreneurs points out that, his taking place in the membership of a political party helps him to get projects. According to another entrepreneur not only the political parties but having other businesses also helps him in extending his social and business circle.

VI. 3. 2. 4. Political Relations For Business Opportunities

For 84% of the entrepreneurs, politics is effective in their business. However, for some of the entrepreneurs this effect is only limited by the governmental decisions, and for some of them it even helps for their making good. Although 41% of the entrepreneurs are interested in politics, the rest of them prefer to be far away from politics. As pointed out before 25% of the entrepreneurs have political connections, membership in the various political parties.

The entrepreneurs interested in politics think that, politics is effective nearly in every stage of the planning; from taking a business, to application. The politics sometimes become a tool for declaring the point of views of the planners about their profession. For example; one of the entrepreneurs who is a member of a political party, prepared a program for the party about urban organization and explained her point of views about local governments to the party.

The effect of politics in the business does not always mean immediately getting a business by the help of it. Some of the entrepreneurs could not have taken any business describe their political party membership. However, they believe that, they will benefit from it in long run.

Besides, the effect of the entrepreneurs' own efforts, the effect of family members who are actively involved in the political parties provides contributions to the business

of the entrepreneurs. Nearly one-fifth of entrepreneurs (19%) have politicians in their family and nearly half of them think that it is effective in their taking businesses or business connections, but the rest half explains that they have not seen the benefit to date.

The entrepreneurs who do not have political relations try to be far away from the other entrepreneurs who make their earnings through their political links. They are seen as unfair competitors. Such a reputation causes social exclusion. One of the entrepreneurs explains “There are 5-6 planners in Ankara who finish a job because of their political connections. I and my close acquaintances prefer not to have relations with these people”. Another entrepreneur adds “ If I am interested in politics, things can become better, but I willingly do not want. There are planners who collaborate with radical parties and increase their rank groups in a short period, but this is not just”.

There are also support networks between people and institutions who have the same political view. As the profession is directly related to the municipalities, the partisan behaviors of the municipalities affect the entrepreneurs. An entrepreneur complains “The mayor generally prefer the people from their political party”.

Close social networks of the mayor with other municipalities from different political parties can diminish the intensive favoritism among the entrepreneurs and municipalities. “When you complete a project for a municipality, the mayor can refer you to another municipality from another political party. Here not the political parties but the close environmental relations are important” explains one of the entrepreneurs.

VI. 3. 2. 5. Acquaintances In Public Sector As Business Opportunities

All of the entrepreneurs have acquaintances in the public sector. However, the type and the closeness of their relations change. Their relations can sometimes be strong and effective enough to take a project. However, more than taking a job, these

relations of the entrepreneurs with the acquaintances who work in the public sector usually help the entrepreneurs to obtain information and it facilitates their business.

Most of the entrepreneurs use their relations to obtain necessary documents/papers. They receive information easily about the business, and about the changing regulations. They also consult with officers, follow up their business procedure and speed up the bureaucratic process. Their acquaintances sometimes be helpful in examining the projects that are completed by the entrepreneur.

The entrepreneurs who worked in the public sector formerly accept that this has a positive effect on the business. However, this effect does not cause their directly taking a job. Whenever, there is a need for a planner, their acquaintances only give the entrepreneurs' name. Finalizing the business depends on the ability of the entrepreneur. One of the entrepreneurs indicates “ I do not take the job because they are my friends but I take it professionally. Here the important thing is to prove yourself in the profession as a reliable person”.

VI. 3. 2. 6. Role of A Strong Tie: Family

Families have important roles not only in the social lives but also in the business lives of the entrepreneurs. Approximately 40% of the entrepreneurs' families live outside Ankara. Nearly three-fourths (73%) of these entrepreneurs whose families live outside Ankara have got a business from the region that their family live in. Half of the entrepreneurs who have got business from the region their families live, have the business by the help of their families. On the contrary, the rest half of the entrepreneurs take the job by their own contacts or by chance. One of the entrepreneur explains “I planned my native region, the region where my family still live in. I got this business not with the effect of my family but with my own contacts with the mayor. It is a responsibility which needs trust”. Another entrepreneur explains “Not my family but my own connections were effective, as I had formerly an

office there” and another entrepreneur adds “I entered a public bidding and by chance I won the place where my family live”.

Except the businesses which were taken by chance, the reason for getting the business more easily where the parents of the entrepreneurs live is the close relations. Local ties, *hemşerilik* has a strong effect on the business. Sharing the cultural backgrounds gives a favor to the entrepreneur. An entrepreneur supports this claim “As it is the environment I grew up, I continuously get businesses from there. Understanding, knowing their needs is important and I think this will go on”.

Sometimes the effect of the family is not limited with the entrepreneurs’ parents but expands to whole relatives such as parents-in-law. “I myself have not taken a business from the place my family live in, but I made the project of the city where my parents-in-law live. Of course, they were effective of my getting the job”. This shows that the close relations can sometimes be enough for business opportunities.

Family As a Support Source

The family members are classified into 3 groups; the spouse and offspring, parents and siblings and other relatives like uncle, cousin etc. Receiving help, the kind of help differentiates among these three groups (Table 6. 12).

Table 6. 12. Kind of help received from various family members

	spouse and offspring	parents and sibling	other relatives
Financial	19%	43%	8%
Moral	31%	17%	4%
Business related subjects	31%	17%	4%
Bureaucratic	13%	9%	8%
No help	6%	14%	75%

As seen from Table 6. 12; a great majority of help comes from the first group including spouse and offspring. Their support is generally on business related subjects;

directly related with planning affairs like; drawing, having advice or organizing business relations. In the second group, 86% of the entrepreneurs receive help from their parents and siblings. Their support with a great majority (43%) is financially. From the third group of other relatives including; uncle, cousin, etc., only 25% of the entrepreneurs receive help about their businesses. Their help is generally on bureaucratic procedure (8%) or financial (8%).

The results show that the most close supporters with strong ties are the spouse and the offspring. Parents are the people who generally support the entrepreneur financially. It is observed that most of the entrepreneurs do not have close relations with their other relatives on business bases.

In urgent cases, especially for financial requirement families are seen as saviors. Three-fourths (75%) of the entrepreneurs obtain an immediate cash from their families where 47% of the entrepreneurs prefer to obtain it from their friends. As a third choice 32% of the entrepreneurs prefer taking it from banks. Finally, 14% of the entrepreneurs prefer other ways like; selling their valuable objects, obtaining money from indebted people etc. or can not find the money.

Support From Whom: Family, Friends or Experts

Families are seen as important support sources for the entrepreneurs. However, it is uncertain whether they are included in every business problem.

In financial, legal, and planning problems, most of the entrepreneurs first of all try to solve the problem on their own. If they need help they consult various people like; members of their family, friends, their partners, office staff, colleagues, experts, etc. (Table 6. 13).

In financial problems; 57% of the entrepreneurs consult an expert about the subject, 36% of them consult their families, again 36 % of them consult their colleagues. In legal problems; 75% of the entrepreneurs prefer to solve the problem again with the

experts whom 19% of them are their friends, 39% of the entrepreneurs consult their colleagues who are interested in the subject. The role of the family in legal problems is small (14%). In planning problems; 75% of the entrepreneurs consult their colleagues, 26% of them try to solve it with their partners and 25% of the entrepreneurs consult an expert who is preferably a friend. Their friends whom they are mostly the colleagues of the entrepreneur has a share of 18%. The role of the family members who are not directly related to the profession, is only 4% in the planning problems. Only in planning problems, the entrepreneurs consult their office staff (14%).

Table 6. 13. The way of solving business problems

	Financial	Legal	Planning	Total %
Family	36%	14%	4%	54%
Friend	18%	19%	18%	55%
Expert	57%	75%	25%	157%
Colleague	36%	39%	75%	150%
Partner	32%	18%	26%	76%
Office staff	-	-	14%	14%

* Total of percentages are greater than 100 as the answers are more than one.

In urgent cases related with planning affairs like; help for the projects of the entrepreneurs when they can not complete on time, 71% of the entrepreneurs prefer to obtain help from their friends, mostly from their colleagues who are the experts of the subject. Besides, 36% of the entrepreneurs require help from technical artists. Only 14% of the entrepreneurs appeal to their families and 14% of them try to solve the problem on their own.

As a result, in business problems the entrepreneurs generally have recourse to various experts and colleagues rather than their families. The strength of weak ties is observed in the business problems of the professional urban planners.

VI. 3. 3. Is It the Same For Women?

In the professional planning market, female entrepreneurs have increased their numbers (31%) in recent years (see Tables 5. 1, 5. 2). The increase in the amount of lower rank groups is an evidence for this. However, there is no conclusive evidence to prove whether they are less active members of the business community or have less dense networks than men.

The Amount of Woman in the Social and in the Business Life of the Entrepreneurs

While some of the entrepreneurs make a distinction about the ratio of women in their social and business lives, some of them do not make such a distinction. One quarter of the entrepreneurs (25%) make a distinction about the ratio of woman in their social and business lives. While the ratio of the women in their business life is approximately 20%, the ratio of the women in their social life is approximately 65%. This distinction is mostly felt for the female entrepreneurs. Although in their business environment there is lack of woman acquaintances, they have a greater circle of women acquaintances in their social life.

The rest of the entrepreneurs (75%) do not make any distinction about the ratio of woman in their social and business lives. For more than half of them the rate is equal to men (50%). Mostly for male entrepreneurs this rate is a bit lower, nearly 40%. Although they try not to separate their social and business lives in this subject, they also explain that this rate is lower in their business life. One of the entrepreneurs also make a separation in his business life that while the ratio of the women in public sector is around 50%, this rate is much lower (30%) in the professional sector.

Difficulties in Establishing and Carrying Out the Businesses

Most of the female entrepreneurs (70%) do not believe that there are difficulties in establishing and carrying out of the business more than a man faces with. The other

30% believe that there are difficulties both in the establishment and in carrying out the business. One of the entrepreneurs explains “First of all, there are legal obstacles like getting permission from the husband in the establishment. You should report to the necessary public offices that you have the economic freedom”.

As their business environment -colleagues, customers and so on- is formed especially by men, they feel that they have to prove themselves with their knowledge about their businesses. However, being women sometimes can be found unusual by some, as the business is generally carried out by men. On the contrary, one of the entrepreneurs indicates “There are many women in the upper levels of the public institutions. Also in the rural regions, there is a great respect towards women”.

There is an interesting trend in the answers that nearly all of the female entrepreneurs who are single have anxiety about facing with difficulties. On the other hand, the married female entrepreneurs whose husbands are mostly related with their professions do not agree that there are difficulties more than a man meets.

What do the male entrepreneurs think about the difficulties that woman entrepreneurs can face with? Opposite to the expectations, they agree that things are easy for women in some subjects, the women are given more preferential treatment. They claim that women are more advantageous than men. One of them claims “Female entrepreneurs can all of a sudden enter many institutions but a men can not do so easily. The mayors behave more gentle towards women and the negotiations offer better prices. However, women are less enterprising than men”

Advantages and Disadvantages of the Female Entrepreneurs Involving in the Market

The relations of the female entrepreneurs with the business environment are more distant. The women are more faithful to their principles and women give more importance to their professional ethics than men. Men can sometimes be more flexible than women in the business relations. The customers can not offer an illegal proposal to women which is open to speculations and they can not behave insistent towards

female entrepreneurs. The customers are more careful towards women in the payments too. However, the customers can be distrustful towards female entrepreneurs and prefer to have relations rather with her husband if he is also a planner.

Like in the example of central meeting points (bars, restaurants) of Silicon Valley, drinking parties can be very effective and important in business opportunities. However, female entrepreneurs can not easily participate to these kind of relations. One the woman entrepreneur explains “Men are more easily finalize the business at the dinner table, but women are more inactive in this subject.”

There are disadvantages of female entrepreneurs about family in the professional urban planning also. Journeys; an important stage of the business can cause problems among family and especially affect the children negatively. This is parallel to the study of Aldrich (1989). The separation of events that affect woman for construction and entrance into networks are marriage and family, beside the workplace and the organized life.

The Effect of Marriage to the Business

There is positive and negative effects of the marriage to the business. Nearly all of the female entrepreneurs who are married a man from the same profession do not complain that there are problems caused by the marriage. However, it is pointed out that a husband from a different profession can cause serious problems.

One of the divorced entrepreneurs explains “It is very difficult to carry out such a business and marriage together. At any moment you can go to a journey or work till midnight. It affects the marriage negatively. The active administrative role of mine also continues outside the office and this causes conflicts. The business life and private life became one in another”.

Another women entrepreneur married a planner explains “As my husband and I have the same profession, we understand each other. If he has another profession, there can be conflicts. We have also some problems like the business can sometimes be carried out of the office, we can not sometimes have enough time to see each other “

The help for looking after children or housework, come from the parents or from the husband in urgent cases. Generally in ordinary cases the entrepreneur herself or a baby-sitter is looking after their children. For housework, some of the entrepreneurs prefer to do it by themselves and some of them get help from cleaning women.

VI. 3. 4. Reaching to the Competitiveness: The Environment / Relations

The criteria of the success in the business are divided into two groups by the entrepreneurs; earning a lot which has begun to be the more important criteria after the 1980s, or being a good planner. This two groups require different characteristics. The requisites can also be classified into two groups; directly related with the business ethics and related with the social structure.

Business Ethics

The quality of the business is very important. It should be appreciated by the customer. As the businesses completed by the entrepreneur are frame of references, the entrepreneur can take another business by the references given by the customer. The mayors play key roles here. They can refer the entrepreneurs to the geographically proximate municipalities in their local region. The performance of the entrepreneur is important; the better work they complete, the better reference they are given.

Besides, the qualified businesses should be delivered on time. This gives the customer trust, which is important for the continuity of the relations. The biddings, should be

followed carefully and the business should be carried out in discipline. The entrepreneur should be conscious of what he/she is doing. There should be a clear and realistic relationship with the office staff.

The quality of the working place is also important. There should be efficient technical equipment like necessary communication instruments, computers, and equipment necessary for completing a project. The advertisement and presentation are also very important. Being a well-known planner, known with the good manners will be the capital in the business. Although this necessitates time, the entrepreneur can also announce his/her name by being successful in the project competitions or completing a big project.

The earlier graduation, the earlier beginning to the business and the earlier announcing their names, the more successful entrepreneurs they will be. It is expressed by the entrepreneurs that it is the first graduates who hold the corners in their hands. The entrepreneurs should have an extensive knowledge about many subjects also. The entrepreneurs should be the managers, economists and psychologists too. They should know how to speak with every type of people and be a public man, behave according to the environment they get in.

In public biddings, the chance also plays an important role. An entrepreneur having survival problems can by chance take a project from the bidding and survive for a while. The chance also can be created by the entrepreneur; knowing the market, estimating the offerings given by the other entrepreneurs can be a clue for getting the project.

Taking the project does not solve everything, completing the job successfully is important. The business should be carried out by pleasure. The entrepreneur should complete the job even though, he knows that he will lose financially. It sometimes carry risk and the entrepreneur should accept the risk. The professional ethics is also important. The entrepreneur who give away from his professional ethics can earn a lot

but will disappear quickly and will be remembered by his bad reputation. Honesty is efficient in the business in long run.

Beside these business ethics, the social relations established by the entrepreneur have a crucial role.

Social Relations

City planning is an interdisciplinary profession. The entrepreneurs can easily have contact with every type of people or with many professions. Being in relation with ministries, municipalities, academicians and with people related or even not related with the profession creates the most important opportunities for the business. In fact, the business relations create such an environment and this environment brings success. Such an active environment with acquaintances in everywhere causes to carry out the business more easily.

The entrepreneurs who have worked in public institutions formerly admit that having acquaintances in public sector or knowing the environment brings many advantages to them. One of the entrepreneurs explains “The İller Bank group is a group that has to much journeys to various places and know the outside very well. I gained too much experience there. With this experience I can easily solve the problems practically”.

The relations with the business environment, with colleagues should be intimate. The relations with professions related to planning is also important like being interested with construction sector can make you earn a lot. One of the entrepreneurs gives an example “Our professors from the university in İstanbul use their university environment efficiently. They transfer the businesses of revolving funds of the university to their offices. Some people also use the Chamber relations to make a progress in their businesses.”

The entrepreneurs’ character also plays an important role in the relations. They should have an enterprising character, be able to speak effectively, tolerate certain things,

certain people, make others love them and sometimes give up some of their principles, be flexible with others and market themselves very well. The well-earners can not always be the good planners in the planning profession. The planners who know the market conditions/relations earn much. Being political, having the ability to ask a third person to mediate or making a concession of the ethics of the profession can also be the ways to be successful in the business.

As the profession is directly related with municipalities, it is also related with politics. The political relations plays an important role in the competitiveness. One of the entrepreneurs expresses “For earning money, the entrepreneur should either be a mason or be from a political party. They should abundantly know mayors. Most of the entrepreneurs known as successful have such political relations.”

Political relations can play an active role in the business, but at the same time in long run it can transform into a disadvantage. They can be the target of the other entrepreneurs dislike. There can be political pressures mostly about land speculations. A bureaucrat from an upper level can suddenly bring a demand to the entrepreneur which is not suitable for planning ethics. It depends on the entrepreneur to accept or reject.

It is expressed by the entrepreneurs that especially in big business deals not the quality of the work but the mutual relations are more important. The interest relations take place more in these type of businesses. Bribery relations are also take place in these businesses. However, in small businesses these type of relations do not extremely take place as there is not much rent increases.

The relations with public institutions sometimes are not enough for competitiveness. Also relations with special people, customers and try to take a business can sometimes be necessary. Some entrepreneurs use their kinship relations (father, uncle, etc.) for their business affairs.

The support from the entrepreneurs who have an important place in the profession or who prove themselves in the professional market can also be important for competitiveness. The subcontracting relations with these entrepreneurs can provide the survival for a new beginner entrepreneur.

As a result there are many ways to become successful in the business. However, there are deficiencies and breaking points in the profession of urban planning. As planning profession is not applied fully in the practice and as it is narrowed and squeezed in certain forms of planning practice, the creative planners feel limited by this structure of planning. Are they the criteria to apply these certain models that have been developed years ago, in other words continue this narrow-minded planning practice for being a good planner or for being successful in the business?



CHAPTER VII

CONCLUSION

The main finding of this study is the positive effects of networks in the competitiveness and survival of the professional small businesses. Networks also provide opportunities and interests to their members. These findings prove the three hypotheses of the empirical study: expansion/ contraction or survival of the organizations depends on the position of the entrepreneur in a social network; networks make small businesses and professional planners survive and compete; business and social networks provide opportunities and interests to their members.

However, the fourth hypothesis is not exactly confirmed. The family members are not the only important people in the contact network of the planners. Besides family members, colleagues and the business environment of the planners are effective in providing contacts. Finally, for the fifth hypothesis there is no conclusive evidence to show that female entrepreneurs are less active and have less dense networks than men. However, it is clear that the family and marriage play an important role in the business relations of women.

The general findings of the study can be grouped into three categories: characteristics of the entrepreneurs, business practice, and network structure.

i. Characteristics of the entrepreneurs: The ages of the entrepreneurs show that City Planning is a young profession in Turkey. Nearly one third of the entrepreneurs are female entrepreneurs. The professional planners settled in Ankara are generally the graduates of the universities which are located in this city. There is a trend towards

specialization in various academic fields besides city planning. Their post-graduate education show this trend.

In the professional lives of the entrepreneurs, there are two main channels in which they develop their knowledge and skill. These are other planning offices and public institutions. Before establishing their own businesses the entrepreneurs prefer to gain experience through working in private offices or public institutions. The entrepreneurs continue their relations with these places even after parting with them. Their relations continue on the business or/and friendship bases.

In the locational choices of the offices, there are different criteria for the entrepreneurs. For higher rank groups, the general trend is to be close to the CBD, whereas the lower rank groups generally prefer to establish their offices either in the secondary or in the third degree center, where the rents are lower, or in their houses. The reason for this is the uncertainty of the business opportunities at the startup phase.

There are four types of offices. In the first group, entrepreneurs use their residents as their offices. These type of offices are widely observed among lower rank groups who are anxious about the survival of their businesses. This is advantageous in paying taxes. The second and the third groups are the offices where the entrepreneur/ partner and/or a couple of employees work. Finally, larger offices with their employees form the fourth group. In these offices, different professions like; architects, cartographers, topographers beside the planners come together.

ii. The business practice: İller Bank is as a source of business opportunities, as it controls the public bidding for development plans. Nearly all of the planner entrepreneurs have frequent relations with İller Bank. Another main customer for the projects is the local governments. Municipalities, generally order development plans.

The analysis of the business practice introduces the network structure of this profession. The subcontracting relations form an important dimension in the business relations. In the startup phase most entrepreneurs take subcontracting businesses

especially from upper rank groups. This is the basic strategy for the survival and for developing knowledge about the planning procedures in the market, as at the beginning getting a business is very difficult. After a while with the enlargement of the business and with the increasing number of projects, they begin to subcontract their businesses.

These subcontracting relations are generally trust-based relations. One of the evidence for this lies in the written contracts: half of the entrepreneurs do not need such written contracts. Verbal agreements are enough for them as they trust each other. This, finding is parallel to the finding of Saxenian (1991). In Silicon Valley also most of the collaborators do not believe the importance of written contracts as they develop emotional bands and loyalty between themselves.

iii. Network Structure; The main findings in this part form the framework of the thesis. This includes two groups; first the relations of the entrepreneurs with various key individuals, institutions and/or organizations, and second the ways in which entrepreneurs catch business opportunities.

Entrepreneurs develop the social and business networks in five nodes: internal office relations, relations of planners with each other, relations with other professions, relations with Chamber of City Planners and finally relations with Iller Bank, municipalities and other public institutions.

Small businesses are defined as they are like a family. Close physical proximity between worker and employer produce close social relations. These closer and more friendly relations sometimes continue out of work. One evidence for this is, they try to come together in evenings. The study of Curran and Stanworth (1986) shows similar results. However, these close relations change dimension in some office tasks. Most of the entrepreneurs do not include their office staff in their financial affairs and business negotiation.

The relations of planners with each other form an important part in the network structure. There is both competition and solidarity among the professional planners. Most of the planners see each other as competitors. However, there are solidarity groups which can also be divided into groups; extensive groups and smaller-closed groups. An example for extensive groups is the Iller Bank bidding group which is formed to maintain the planners' interests. Smaller groups have more variety by their content. There are subcontracting, friendship and political groups. They have denser and closer network ties. They back up each other when they face with difficulties. These groups are established in time. Trust and loyalty among them become important. Entry to these type of groups are often difficult.

As far as the relations with other professions are concerned; planner entrepreneurs generally contact with architects and cartographers. Especially cartographers serve as brokers. They act as communication channels between entrepreneurs and the customers.

There is an expectation that, the planner entrepreneurs have close ties with the Chamber of City Planners. On the contrary to the expectations, the entrepreneurs have compulsory networks with the Chamber of City Planners. Most of the entrepreneurs do not visit the Chamber unless they have a matter to solve.

Finally, relations with Iller Bank, Municipalities and other public institutions are strong, as these institutions are the main customers. For the survival, these relations play a crucial role.

As far as the business opportunities are concerned, there are three main channels: These are having a central place in the information network, political relations, and the role of family.

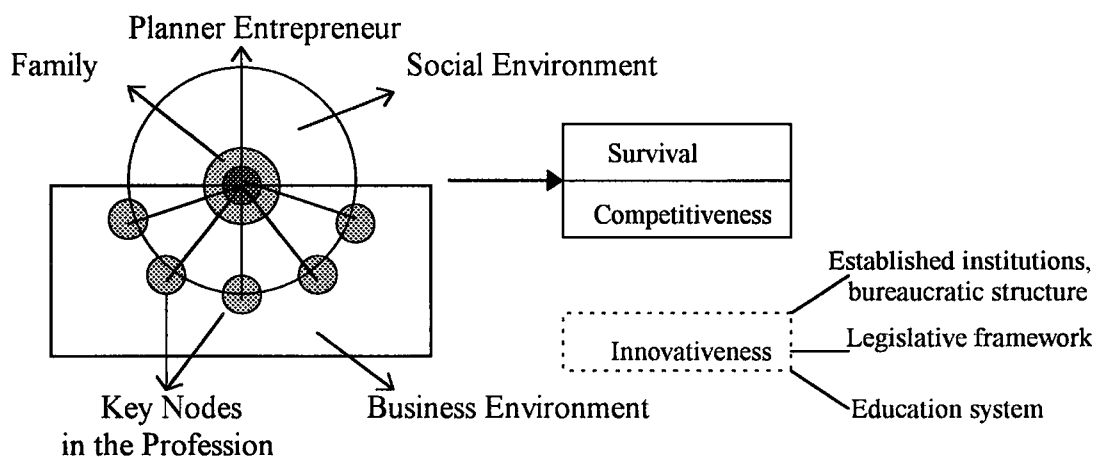
Entrepreneurs reach information through different channels. Besides the written invitation of Iller Bank about the public bidding, acquaintances play an important role. This finding supports the concept of Granovetter (1973) "The strength of weak ties."

More than their colleagues, people from other professions act as key elements for obtaining information. Besides, there are other networks established among the entrepreneurs and people from former project areas and towns. Whenever an opportunity arises the entrepreneur receives information from the mayor, tradesmen, and artisans of these places. Friendly relations among the entrepreneur and these people are important assets for the business.

Political relations also bring business opportunities similar to the findings of Tokatlı (1982). In her study in the 1980s, planners are committed to conception of planning as something under the influence of politics. Similarly in my study, most of the planners believe that political connections affect the business practice.

Finally, parallel to the findings of Dubetsky (1976) and Özcan (1995b) families of entrepreneurs play an important role in obtaining business opportunities. Besides this role, they act as support sources. Both in startup and survival, families give not only moral but also financial support. However, in some specific business problems, experts and colleagues help more than the families.

All of these findings prove the importance of networks among the professional planners. However, why they are established and how they are functioning, have to be analyzed. In the core, there is the entrepreneur planner, they have their families as an asset. Around this core of planners and their families, there is the social and business environment of the entrepreneurs which is partially overlaps.



In the business environment, there are key nodes related to the profession forming partially the social environment of the entrepreneur planner. These key nodes are İller Bank, municipalities, colleagues, people from other professions and acquaintances.

Why do the entrepreneurs establish such networks? They have interest in them. These networks function for earning money in an unstable economy. The entrepreneurs try to keep on their relations with these nodes for the future of their businesses. They invest on their relations.

What do these networks provide? Survival, competitiveness and/or innovativeness? The position of the entrepreneur in a network, strengthens the competitiveness and the survival of the professional small businesses: By quick and efficient response to the business need through networks, and by adoption to the planning system. However, networks provide limited innovativeness. There are certain reasons: Planning has a standard procedure. The profession has been locked in a certain strict legislative framework. It has a semi-bureaucratic structure. Public institutions have a strong control over the profession. Most of businesses of the planners are taken from the public institutions. Finally, the planning education has been embedded in certain forms. Although there has been some efforts to break these forms since the 1960s, there has not been any crucial change. All of these factors reflect on the functioning of networks, and maintain the current planning practice in Ankara as well as in Turkey.

Although the entrepreneur planners are not satisfied with this planning practice, they do not show any effort to change it. The innovative and the interrogative characteristics of the entrepreneurs are rasped in such a system. In unstable and inflationary conditions, the planners try to maximize their interests and minimize uncertainties. For this they search different methods. They try to adapt fast by utilizing their networks.

However, the findings of this research show that there is a need for new methods and definitions for analyzing small business networks. The existing theoretical and

empirical techniques for analyzing networks are rather old. Business networks are still analyzed with old sociological and anthropological concepts. As networks have dynamic structures, it is difficult to analyze them with static techniques. Therefore, there is a need for a dynamic and sophisticated method.

The main contributions of this study can be summarized as follows: First of all, as one of the few studies in the field of small business networks, this study provides both a theoretical and an empirical understanding of networks. Secondly, it discusses the subject of entrepreneurial networks in professional small businesses for the first time in Turkey. Finally, after Tokath's study, this thesis is the second in-depth research which deals with professional urban planners.

Further research on different sectors would certainly contribute to our understanding of small business networks. Also there is a need for further research on the networks of urban planners in different regions for comparative understanding. Mathematical techniques could also be applied to the network studies in order to test the findings of this research.

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APPENDIX

SERBEST ŞEHİR PLANCILARI ANKETİ

Anket Tarihi:

Anket No:

İşyeri Sahibi:

Adres:

I. GİRİŞİMCİ(LER)

1) İşyerinin kuruluş tarihi:

2) İşyeri sahibi / ortağın doğum yeri:

doğum yılı:

cinsiyeti: K E

Evli Bekar

mezun olduğu üniversite/ şehri:

varsa yüksek lisans yaptığı üniversite/ şehri:

3) İşinizi kurmak için neden Ankara'yı tercih ettiniz?

4) Kendi işinize kurmadan önce çalıştığınız işler:

Önceki işler

Yıl

Bu işi bulmanıza kimler yardımcı oldu?

.....
.....
.....
.....
.....

Şu an bu işyerleriyle ilişkileriniz devam ediyor mu? Hangi konularda yardım alıyorsunuz?

5) İşyerinizde kaç kişi çalışıyor? Cinsiyetleri ve meslekleri? Part-time (1) Full-time (2)

Sayı	Meslek	Time	Kadın	Erkek
1. (.....)	Şehir plancısı	()
2. (.....)	Mimar	()
3. (.....)	Peyzaj mimarı	()
4. (.....)	Öğrenci/ stajyer	()
5. (.....)	Diğer	()

II. ŞEHİR PLANLAMA PRATIĞI

6) İşyerinizi kurarken sermayeyi nereden sağladınız? Herhangi bir güçlkle karşılaştınız mı?

7) Şimdiye kadar (son 3 yılda) yaptığınız projeler ve diğer çalışmalar:

- | | |
|-------------------------|----------------------------|
| (1) Nazım İmar Planı | (5) Mevzii İmar Planı |
| (2) Uygulama İmar Planı | (6) İmar Planı Değişikliği |
| (3) Revizyon İmar Planı | (7) Toplu Konut Planı |
| (4) İlave İmar Planı | (8) Diğer |

İçeriği, yeri	Kimden (nasıl) alındığı	Birlikte çalıştığınız insanlar
().....
().....
().....
().....
().....
().....

8) Projelerin tamamı kendi büronuzda mı yapılıyor? evet hayır

9) Dışarıya iş veriyor musunuz? Hangi işleri?

10) Taşeron iş alıyor musunuz? Hangi işleri?

11) Bu gibi işlerde herhangi bir yazılı anlaşma, kontrat yapılıyor mu? Karşılaşılan sorunlar var mı?

12) Büro çalışanları dışında hangi meslekten insanlarla çalışıyorsunuz?

Meslek

Birlikte çalışılan proje türü

Görüşme sıklıkları

(hergün, haftada/ ayda/ yılda 1-2)

.....
.....
.....
.....
.....

13) İşle ilgili görüştüğünüz bu insanlarla hangi alanlarda birlikte olursunuz?

1. tatil
2. hafta sonları
3. iş yemekleri
4. seyahatler
5. diğer

14) Bir ihale, proje, iş teklifi vb. söz konusu olduğunda kimlerden haber alırsınız? Siz kimleri haberdar edersiniz?

15) İhale tekliflerini nasıl, neye göre belirlersiniz?

16) Mesleğinize ve özel planlama bürolarına bakıldığında son yıllarda olan değişiklikler neler? Memnun musunuz? İşyerinizi kar eder görüyor musunuz?

17) Geleceğe yönelik Ankara ve Türkiye'deki planlama mesleği ve serbest büro sahipliği ile ilgili beklentileriniz neler?

III. NETWORK İLİŞKİLERİ

18) İşyeri çalışanları ile aranızdaki ilişkinin şekli nedir?

	<u>Ortak</u>	<u>Çalışan</u>
1. arkadaş (okuldan, yakın çevreden, vb.)	<input type="checkbox"/>	<input type="checkbox"/>
2. eş-çocuk	<input type="checkbox"/>	<input type="checkbox"/>
3. akraba (anne-baba-kardeş, amca-kuzen, vb.)	<input type="checkbox"/>	<input type="checkbox"/>
4. diğer	<input type="checkbox"/>	<input type="checkbox"/>

19) Birlikte çalışmaya nasıl başladınız?

20) İş dağılımı çalışanlar arasında nasıl? (1)girişimci (2)ortak (3) büro çalışanları/
şehir pl.,mimar(4)stajyer/öğrenci (5)diğer

		K	E
1. iş alma	()	<input type="checkbox"/>	<input type="checkbox"/>
2. görüşmeler	()	<input type="checkbox"/>	<input type="checkbox"/>
3. para	()	<input type="checkbox"/>	<input type="checkbox"/>
4. arazi çalışmaları	()	<input type="checkbox"/>	<input type="checkbox"/>
5. tasarım	()	<input type="checkbox"/>	<input type="checkbox"/>
6. çizim	()	<input type="checkbox"/>	<input type="checkbox"/>
7. seyahat	()	<input type="checkbox"/>	<input type="checkbox"/>
8. diğer	()	<input type="checkbox"/>	<input type="checkbox"/>

21) Öğle yemeklerini nerede, kimlerle yersiniz?

22) Akşamları iş çevresinden insanlarla iş dışında bir araya gelir misiniz?

23) İş çevresinde karşılaştığınız sorunlarda ve anlaşmazlıklarda kime başvurursunuz?

(1. aile, 2. arkadaş, 3. çalışanlar, 4. ortak, 5. ilgili uzmanlar, 6. meslekdaşlar, 7. diğer)

1. mali sorunlar:

2. hukuksal sorunlar:

3. planlama işleriyle ilgili sorunlar:

24) Aniden (yükü miktarda) nakit para gerekirse kimlerden alırsınız?

25) Proje (çizim, vb.) yetiştirememede durumunda kimlerden yardım istersiniz?

26) Özel hayatınızda ve iş hayatınızda ihtiyaç duyduğunuzda başvuracağınız 3 kişi kimler? Bunlar aynı insanlar mı?

Özel hayatınızdaki	Meslekleri	İş hayatınızdaki	Meslekleri
.....
.....
.....

27) Ailenizden işinizle ilgili hangi konularda yardım gördünüz, görürsünüz?

1. eş-çocuk :
2. anne-baba-kardeş :
3. diğer (amca, dayı, kuzen, vb.) :

28) Şehir Plancıları Odasına hangi sıklıkta gidersiniz? Hangi faaliyetlerine katılıyorsunuz?

29) Şehir Plancıları Odası dışında hangi derneklere/kurumlara kayıtlısınız? Ne gibi sosyal aktivitelerde yer alıyorsunuz? Bunların iş ilişkilerinizde etkisi var mı?

1. Özel Dernek- Yardımlaşma Kurumu
2. Siyasi Parti / Politika
3. Başka Meslek Odaları
4. Başka bir girişim
5. Diğer

30) İşinizle ilgili kimlerle sohbet edip, tartışırsınız?

31)Yeni iş çevrelerine nasıl girersiniz? Daha çok siz mi girişimde bulunursunuz yoksa başkaları mı sizinle bağlantı kurar?

32) Sosyal ve iş çevrenizde temas halinde olduğunuz insanların içinde kadınların oranı nedir?

%

33) Politikayla aktif olarak ilgileniyormusunuz , ailenizde politikacı var mı? Bunun işinize etkisi var mı?

34) Aileniz Ankara dışında mı yaşıyor? Yaşadıkları çevrede hiç iş yaptınız mı? Eğer yaptıysanız, bu işi nasıl aldınız?

35) Mesleğinizle ilgili kamu kuruluşlarında çalışan tanıdıklarınız var mı? Size mesleğinizle ilgili ne gibi yardımlarda bulunuyorlar?

36) İller Bankası ihaleleri dışında aldığınız işleriniz var mı? Bu işleri nasıl aldınız?

37) İş aldığınız belediyelerle ilişkileriniz daha sonra da devam eder mi?

EK: KADIN GİRİŞİMCİLER İÇİN

42) Bir kadın girişimci olarak iş kurmada ve bu faaliyeti yürütmeye zorluklarınız oldu mu?

43) İş piyasasında tutunmada ve çevre edinmede kadın girişimcilerin erkek girişimcilere göre avantajları ve dezavantajları size göre nelerdir?

44) Evli iseniz, evliliğinizin iş ilişkilerinize etkileri neler?

45) Ev işleri ve çocuk bakımına yardım eden kimler?

ANKET DIŞI GÖRÜŞME SORULARI

Serbest plancılar arası ilişkiler genelde size göre nasıl? Birbirlerini rakip olarak mı görüyorlar yoksa aralarında dayanışma var mı? Varsa, hangi konularda?

Serbest plancılar arası birbirlerini tutan belli gruplar var mı? Bu gruba isteyen girebiliyor mu?

Okul arkadaşlığının, aynı okuldan olmanın sosyal ve iş hayatınızdaki önemi sizce nedir?

İşyerinin devamiyetinin sağlanmasında, başarılı olmada sizce ne tip ilişkiler geliştirilmeli, nasıl bir çevre içinde bulunulmalı?

Başarılı bulduğunuz insanlar/ girişimciler nasıl bir çevreye sahipler ilişkide buldukları insanlar/ kuruluşlar kimler?

QUESTIONNAIRE FOR PROFESSIONAL URBAN PLANNERS

Date:

Number:

Entrepreneur:

Address:

I. ENTREPRENEUR(S)/ PARTNER(S)

1) Date of Foundation:

2) Entrepreneur's/partner's place of birth:

date of birth:

sex: F M

marital status: married single

university of graduation / place:

university of post-graduation / place:

3) Why did you prefer Ankara for your business?

4) Businesses you had worked before you started your own business:

Previous businesses

Year

Who helped you for finding this job?

.....
.....
.....
.....
.....

Do you still keep up your relations with these workplaces? In which subjects do you get help?

5) How many employees do you have? Their sexes and professions? Part-time (1).
Full-time (2)

Number	Profession	Time	Female	Male
1. (.....)	City planner	()
2. (.....)	Architect	()
3. (.....)	Landscape architect	()
4. (.....)	Student / apprentice	()
5. (.....)	Others	()

II. BUSINESS PRACTICE

6) Where did you obtain your initial capital to establish this business? Did you encounter problems while finding this capital?

7) The projects / studies that you have done to date (for the last three years).

- | | |
|-------------------------|----------------------------|
| (1) Nazım İmar Planı | (5) Mevzii İmar Planı |
| (2) Uygulama İmar Planı | (6) İmar Planı Değişikliği |
| (3) Revizyon İmar Planı | (7) Toplu Konut Planı |
| (4) İlave İmar Planı | (8) Diğer |

Content, place	Places/people you got this work	People you worked with
().....
().....
().....
().....
().....
().....

8) Are all the stages of the projects carried out in your office? yes no

9) Do you give out work to other firms/people? Which kind of work?

10) Do you have subcontracting type of work? In which stages?

11) Do you make a written contract in these kind of relations? Do you encounter any problems?

12) Which professions do you work with except your office staff?

Profession	Type of project being worked together	Meeting frequency (everyday, one or two times per week/month/year)
.....
.....
.....
.....
.....

13) In which occasions do you come together with your business partners or contacts?

- 1. holidays
- 2. week-ends
- 3. business meals
- 4. journeys
- 5. others

14) From whom do you receive information about a bidding, a project, a business offering, etc.? Whom do you inform?

15) How do you determine a bidding proposal?

16) When you look at your profession and professional planning offices, what are the differences/changes you have observed in recent years? Are you satisfied? Do you find your business profitable?

17) What are your expectations about your profession and the ownership of professional offices in Ankara and in Turkey?

III. NETWORK RELATIONS

18) What kind of relations do you have with your employees?

	<u>Partner</u>	<u>Employee</u>
1. friendship (from school, neighbourhood, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
2. husband/wife-child	<input type="checkbox"/>	<input type="checkbox"/>
3. kinship (mother-father-child-uncle-cousin etc.)	<input type="checkbox"/>	<input type="checkbox"/>
4. others	<input type="checkbox"/>	<input type="checkbox"/>

19) How did you start to work together?

20) How is the division of the tasks between employees? (1)entrepreneur (2)partner
(3) office staff/city planner, architect (4) apprentice/student (5) others

		F	M
1. taking a job	()	<input type="checkbox"/>	<input type="checkbox"/>
2. meetings	()	<input type="checkbox"/>	<input type="checkbox"/>
3. money	()	<input type="checkbox"/>	<input type="checkbox"/>
4. field survey	()	<input type="checkbox"/>	<input type="checkbox"/>
5. design	()	<input type="checkbox"/>	<input type="checkbox"/>
6. drawing	()	<input type="checkbox"/>	<input type="checkbox"/>
7. journey	()	<input type="checkbox"/>	<input type="checkbox"/>
8. others	()	<input type="checkbox"/>	<input type="checkbox"/>

21) Where and with whom do you have your lunch?

22) Do you come together with people whom you work together, out of the business
(i.e. in the evenings)?

23) Who do you consult when you face with problems in your business?

(1. family, 2. friend, 3. office staff, 4. partner, 5. experts, 6. colleagues, 7. others)

1. financial problems:.....

2. legal problems:

3. problems about planning affairs:

24) If you need an immediate cash for your business from who will you obtain it?

25) When you could not finish the project (drawing, etc.) in time from who you ask for help?

26) If you need help in your private and business life, who will be the first three people to consult with? Are they the same people?

For Private Life	Profession	Business Life	Profession
.....
.....
.....

27) About which business matters have you been obtaining help from your family?

1. husband/wife-child :
2. mother-father-brother/sister :
3. others (uncle, cousin etc.):

28) How often do you visit the Chamber of City Planners? Which activities of the Chamber do you participate?

29) Besides the Chamber of City Planners which associations are you registered with? What kind of social activities do you attend? Do they have any influence in your business?

1. Private Associations
2. Political Party/Politics
3. Other Chambers of Professions
4. Another Entrepreneurs
5. Others

30) With whom do you discuss about your business?

31) How do you enter new business environments? Is it you or the others that make the contacts?

32) What is the percentage of women in your social and business life?

..... %

33) Are you actively interested in politics? Do you have a politician in your family?
Does it have an influence on your business?

34) Does your family live outside Ankara? Have you done any business in the
environment where your family lives? If yes, how did you get this business?

35) Do you have acquaintances in public institutions related to your business? What
kind of help do they provide you?

36) Have you got a business besides the İller Bank projects? How did you get them?

37) Do you keep up your relations with municipalities for which you did
plans/projects?

ADDITIONAL QUESTIONS FOR WOMEN ENTREPRENEURS

42) Have you encountered any difficulties while establishing or carrying out the
business as a woman entrepreneur?

43) Compared to men what are the advantages and disadvantages of women entrepreneurs in the business market and in having a circle of acquaintances when?

44) If you are married, what are the effects of marriage to your business relations?

45) Who are the people that help you in housework and baby care?

ADDITIONAL QUESTIONS OF INTERVIEW

How are the relations among professional urban planners in general? Do they see each other as competitors or is there a solidarity among them? If yes in which subjects?

Are there certain groups among professional urban planners who support each other? Can anybody be able to enter to these groups?

What is the importance of schoolmates, in your social and business life?

For the survival of the business and being successful, what kind of relations should be established? What kind of business/social environment should entrepreneur planner participate into?

How do the entrepreneurs, that you find successful acquire a business/social environment? Who are the people/institutions they contact with?