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ANKARA YILDIRIM BEYAZIT UNIVERSITY

DEVELOPMENT OF COMMERCIAL DIPLOMACY: A COMPARATIVE ANALYSIS OFTURKISH EMBASSY IN BELGRADE AND SERBIAN EMBASSY IN ANKARA

M.Sc. Thesis by

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DEVELOPMENT OF COMMERCIAL DIPLOMACY: A COMPARATIVE ANALYSIS OF TURKISH EMBASSY IN BELGRADE AND SERBIAN EMBASSY IN ANKARA

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DRAGANA MELJNIKOV

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Approval of the Graduate School of Social Sciences

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This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of Arts.

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DECLARATION

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct.

I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Dragana Meljnikov

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DEDICATION

I wish to dedicate this Thesis to the person who stood by my side every day of my life, gave me strength, knowledge, thought me to be hardworking, kind, a good person, and who pushed me to come up to here by giving me her unconditional support and love, my mom, Jasmina.

Thank You for everything. I owe all my success to You.

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LIST OF ABBREVIATIONS

CD – Commercial Diplomacy

EMITT – East Mediterranean International Tourism and Travel Exhibition

ESA – Embassy of the Republic of Serbia in Ankara

ETB – Embassy of the Republic of Turkey in Belgrade

FDI – Foreign Direct Investments

FDFA – Swiss Federal Department of Foreign Affairs

FTA – Free trade agreement

NBS – National Bank of Serbia

SDA – Serbian Development Agency

TIKA – Turkish International Cooperation and Development Agency

MTTT – Ministry of Trade, Tourism and Telecommunications of the Republic of Serbia

TOB – Touristic organization of Belgrade

TOS – Touristic organization of Serbia

TURSAB – Association of the Turkish Travel Agencies

VCDR – Vienna Convention on Diplomatic Relations

VER – Voluntary export retains

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ABSTRACT

The study of international relations and cooperation among countries is constantly attracting the attention of various scholars across different disciplines. Evaluation of the administrative and cooperative performance of two Embassies, Serbian in Ankara and Turkish in Belgrade seek to explain the field of commercial diplomacy used in practice. This research comprehends three different areas: administration, commercial diplomacy and international trade. All areas are closely bonded through the work of the Embassies. Having in mind that Serbia and Turkey stay on opposite level of development, this research aims to give first of all a comparison between the work of the embassies of these two countries, then through that work explain the field of commercial diplomacy and its development. As the new field has not been investigated deeply until now, the research can represent also a new reference for the area. With commercial diplomacy, questions of trade between countries, its amount and development will provide a wider picture of the current progress in the bilateral relations. The research has been done by using a qualitative method with questionnaires and expert interviews and by reviewing academic materials and using official government information regarding trade relations between countries. The aim of this research is to discover activities of the commercial diplomacy that are being executed from the diplomatic missions in the world of international trade between Serbia and Turkey. Results that this research show is a genuine dis balance between the two countries, where the developed Turkey has an important advantage in the work, in contrast to Serbia that uses all available means to improve and accelerate progress, with an obvious success.

Key words: Commercial Diplomacy, Embassy, International Trade, Administration, Turkey, Serbia

ÖZET

Ülkeler arasındaki uluslararası ilişkilerin ve işbirliğinin araştırması, farklı bilim dallarındaki birçok bilim adamlarının dikkatini sürekli olarak çekmektedir. Ankara'daki Sırp ve Belgrad'daki Türk, iki elçiliğin idari ve işbirliği veriminin değerlendirmesi, uygulanan ticari diplomasi alanını açıklamaya çalışmaktadır. Bu araştırma üç farklı alanı kavrar: yönetim, ticari diplomasi ve uluslararası ticaret. Tüm bu alanların Büyükelçilik çalışmaları ile yakın bağı bulunmaktadır. Sırbistan ve Türkiye'nin gelişme düzeyinde bir birine zıt olduğunu göz önünde bulundurarak bu araştırma öncelikle bu iki ülkenin elçiliklerinin çalışmaları arasında bir karşılaştırma yapıp daha sonra elçiliklerin çalışması vasıtasıyla ticari diplomasinin alanını ve gelişimini açıklamayı amaçlamaktadır. Ticari diplomasi yeni bir alan olduğundan şimdiye kadar fazla incelenmediği için bu araştırma gelecek aynı konulu araştırmalar için referans bir eser olabilir. Ticari diplomasi bir yana, ülkelerarası ticaretle ilişkin sorular, bu ticaretin hacmi ve gidişatı, ikili ilişkilerinin mevcut durumunun göstergesi olacaktır. İşbu araştırma, nitelikli yöntem olarak anket ve uzman görüşmeleri kullanılarak akademik malzemeleri inceleyerek ülkelerarası ticari ilişkilerle ilgili resmi hükümet bilgileri esas alınarak yapılmıştır. Sırbistan ile Türkiye arasındaki uluslararası ticaret dünyasındaki diplomatik misyonlar tarafından yürütülen ticari diplomasi faaliyetlerinin keşfedilmesi, bu araştırmanın amacıdır. Bu araştırmanın ulaştığı sonuçlar, çalışmasında önemli bir avantaja sahip olduğu gelişmiş bir Türkiye ile, aksine, belirgin bir başarıyla ilerlemesini iyileştirip hızlandırmaya tüm mevcut araçları kullanan Sırbistan arasında gerçek bir dengesizliğini göstermektedir.

Anahtar kelimeler: Ticari Diplomasi, Elçilik, Uluslararası Ticaret, İdare, Türkiye, Sırbistan

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CHAPTER ONE

1. INTRODUCTION: THE COOPERATIVE AND ADMINISTRATIVE PERFORMANCE OF THE SERBIAN AND TURKISH EMBASSIES IN THE ROLE OF TRADE RELATIONS

The engagement between Turkey and Serbia can be traced back up to the fifteenth century, the period of the Great Otoman Empire and Kingdom of Serbia. Having in mind a long history that these two countries share, especially in the last decade, improvement of relations and its growth deserves to be centered. These relations have been characterized by geographical, political and economic interests that have resulted to strategic partnership between the two countries. Increased diplomatic visits and the cooperation between the President Recep Tayıp Erdoğan and the President Aleksandar Vucic show strong bilateral relations. Just in the last year, there were two presidential visits of the Serbian President to Turkey. Since the establishment of the diplomatic relations the two countries have signed a number of bilateral and trilateral agreements ranging from trade and defense to many different sectors like construction, tourism, air and land transport etc. These new efforts have further opened the two countries' relations pushing them new heights never seen before.

Research of cooperation between two friendly countries, Turkey and Serbia, that currently sit on the opposite development level presents a challenge. Previous studies and existing literature on the relations between these two states have focused more on abstract diplomatic and historical engagements. The level and actors involved in the analysis have also remained largely at the macro level ignoring other important aspects and actors in the process. Therefore, investigating the administrative structure of two embassies will reveal certain unique approaches and show the extent to which relations between Ankara and Belgrade have progressed in the last 20 years. Beside this, a new topic of the diplomacy field – commercial diplomacy, will take a significant place with providing its theoretical and practical usage today. In the present time market economy between Turkey and Serbia is showing a significant progress, especially in the agreement signed in 2017 about

export of meat from Serbia to Turkey. As this thesis will examine cooperation between diplomatic missions, the new field of commercial diplomacy, one chapter will also include import – export relations and analysis of products being transferred.

This chapter will briefly explain the importance and the need to conduct a research on this topic. Through the available literature we will find theoretical support related to development of embassies, find out their supposed administration and relations that should present cooperation with embassies of other countries. After collecting information that cover theoretical part, performing of a research in practical sense will give a good comparative study related to the question of permanent diplomatic missions that will be the starting base of this work.

Second part of the theoretical work is related to the field of Commercial diplomacy. As it presents one of the recently developed topics, we cannot find a wide range of academic works, but through existing paper-sand information theoretical part of commercial diplomacy will be presented in the best possible way, followed later on with the current position it has today.

The third part will deal with the term of international trade. Defining trade, its activities, purpose and importance today will give a theoretical background for the part of the research that will investigate current trade business between Turkey and Serbia.

After the presentation of the theoretical work, chapters three will be explaining the current situation in the permanent diplomatic missions – embassies, along with statistic data regarding trade relations between two countries.

Charter four will give a detail analysis of the research part for this study, for the questionnaires done in the embassies, examine and present their results, analysis every single answer and by that get finding desired for the study.

Chapter five will conclude the whole study, summarize all five chapters and based on the knowledge gained in the period of this research study give the researcher's point of view and outlines recommendations for further work in this field.

1.1 Background of the Topic

This research will examine the administrative and cooperative performance of two embassies, of two countries that are on a different development level in all life spheres, starting with economy, than moving on to politics, culture, social life, place in the international community etc. Serbia and Turkey represent two countries that share a long history. Making a research related to their cooperation and the administration of the embassies will be a big challenge. It will show that both countries have a lot of common points, starting from history, up to culture, tradition, economic, social life and the most, interest in the Balkan Peninsula, that started their development in the approximately the same time, but developed different. This paper will focus on cooperation through countries permanent diplomatic missions – embassies, looking onto a period of the last ten to twenty years, with including their short historical development, administration and current cooperation, and examining the existence of Commercial Diplomacy in the present time.

Commercial diplomacy as one of the new, still developing, topics in the field of diplomacy, is getting more and more attention with the ongoing process of globalization. Its definition, meaning and usage has been theoretically set through different authors that made a big diversity in its defining, going from identifying it as the same as economical diplomacy to putting a difference with it. Simply said, commercial diplomacy refers to all the diplomatic activities done to promote national businesses in foreign countries and to create future business opportunities. This is one of the free definitions of the new diplomacy area, and though this work it will get a firm theoretical base that will help in her practical discovery.

Research that comprehends three different areas such as administration, diplomacy and market economy is complex and by it difficult to accentuate in one research question. Taking that in consideration, this research paper puts the new field of Commercial diplomacy as highlighted and central, but nevertheless gives importance to administration and trade relations.

1.2 Problem Statement Regarding the Study

The main aim of this research is examining progress accomplished in the administrative field, as discovering the level of involvement of the new field consisted in commercial diplomacy and its effects now days.

Republic of Serbia is a country that world still sees through the Wars of nineties and the ending of a big Yugoslav Federation. The inevitable fact is that the roots of the former federation still live in some part of Serbia and are affecting its further development. During the years, from the disintegration of Yugoslavia, Serbia made and is still making a lot of improvements and progresses in different fields like democracy, international relations, economy, as in social topics. One of the problematic fields that still need to be highlighted is administration. Administration in the government structures still has not achieved the level of development that should have been implemented through long years of traditions and reforms in Serbia. Needed changed in administration will improve the work of the institutions and all other segments of life. This field is having changes and updates, but they are still not on a satisfactory level. Taking that in consideration, this thesis will try to examine the administration of embassies, its progress and cooperation. In order to make a comparison of administration structures, the Turkish Embassy in Serbia, and Serbian Embassy in Turkey will be analyzed. This will make a comparative study that will show us, first of all, separately how many changes and progress did Turkey and Serbia made in the diplomatic field related to the topic, as will give us an the possibility of making a parallel between them. Discovering the level of administrative and cooperative performance of both embassies and their countries, we can continue the research about the development of the new field of Commercial diplomacy. This field can be found in theoretical works from thirty and more years back, but from author to author, as the years pass by, its definition, usage and meaning were upgraded to a higher level. By examining all these areas we can make some suggestions or point out deficiency that should be resolved.

The real question should be based on the real roles that embassies play, their involvement in bilateral relations between countries, progress made on the administrative level, as of course, the level of development of Commercial Diplomacy through the work of the permanent diplomatic missions. As the new field

implies new diplomatic work positions such as commercial diplomats, their existence and workload should get a separate place in this research.
When summarizing the diplomatic part, one chapter will cover the market economy's development level, including types of products being exchanged, exchange done until now and plans for further cooperation.

1.3 Objectives of the Study of Commercial Diplomacy and Trade Relations

This research thesis should give a wider framework for three areas being mentioned here:

1. Administration of the embassies, including the difference between theoretical and practical usage: Spot out the progress that was done and name a challenge formed in suggestions what should future progress be like;
2. Development of Commercial diplomacy and its presence - highlighting the practical roles of embassies in international affairs;
3. Market economy's level of cooperation, including an analysis of exchanged products between Serbia and Turkey.

The theoretical framework will be provided from books and academic writings, in order to fully satisfy objectives of this research paper, and the practical part of examining the administration, developing level, changes and the cooperation will be done directly in the Embassy of the Republic of Serbia in Ankara. Through questionnaires and interviews with members of the Embassy the information needed for this paper looking from the Serbian side will be acquired.

To get a real comparative study, this area will be examined from the Turkish point of view as well. In order to examine administration, changes and cooperation from Turkey's side, the researcher will be making a research trip to Serbia, where she will conduct questionnaires and interviews with the working staff in the Turkish Embassy in Belgrade.

Examining theoretical and practical dimensions of the research area will help improve the content of the comparative study. With examining the level and changes made in the administration field, the new field of Commercial diplomacy

will be included. The term as itself is known in the diplomatic missions work, but its usage and shape is the center that this research paper wants to present. Theoretical works speaks about commercial diplomats, as diplomatic functions which scope of work is narrowly tied to business parts of the international cooperation, following product exchange and enhancing market economy between two countries.

Chapter that will comprehend market economy between these two countries is important in the glance of future development. Creating an analysis of product being exchanged now, in the present time, and measuring the level of development and profit for both sides we can come to some important conclusions. First of all we can see the deficiency and try to find a solution for it, than to explore and point out which areas should be intensified for a better cooperation.

1.4 Research question

Having in mind that this work aims to examine three different areas, if demands several research questions. As government administration is a constantly changing and upgrading area, the work of administration in the embassies will be questioned, looking the past and present time.

Today international business and relations are on the highly prominent level for every country. The fact is that international trade and economic integration are on-going processes that cannot be stopped. All governments have in their best interest creating a well-developed international cooperation and here is where this new field of commercial diplomacy gets its place. In the work Potter (Potter, 2004:56) points out that governments need to re-organize their commercial activities, especially in the international field so they could keep up with the existing competition and make themselves as desired export partners.

Development of Commercial diplomacy presents the core of this research paper. Disclosing its practical usage after its theoretical defining, given in the theoretical written works, as pointing it in the relation between Serbia and Turkey should satisfy the following research question:

1. *Which Commercial diplomacy activities are being executed from the diplomatic missions in the world of international trade between Serbia and Turkey?*

The definitions of the terms used in this question are:

- Commercial diplomacy: is "the work of diplomatic missions in support of the home country's business and finance sectors"(Browne &Harris, 2000:69);
- Activities: the work of a group or and organization for achieving some goal;
- Executed: do/perform a work in a planed way;
- Diplomatic mission: representation set up by one country in the territory of another;
- International trade: "is the exchange of capital, goods, and services across international borders or territories"(Thornhill, Saunders & Lewis, 2009:90).

Beside this, questions that also need to be answered are:

2. How much and how did the administration in the Embassies changed in the last two decades?
3. What are the influences of the Embassies work in the bilateral and trade relations between Serbia and Turkey?

With these research questions we should be able to give one more work related to Commercial diplomacy, beside theoretical, the more important, practical view. Reviewing the administration activities, as the bilateral and trade relations being done through permanent diplomatic missions will also be of importance as a work for the international community. Considering that this field has a small scope of written academic papers, mostly related to its historical development, increasing the practical forms of the usage of Commercial Diplomacy, administration and trade, encompassed by the process of globalization, would make a positive, practice related, addition to the scientific research community. More written papers, practical research, new finding that can be used in further researches or be a starting point for similar studies.

1.5 Research Strategy

Every research paper needs a plan and a program of work. As Saunders (Thornhill, Saunders & Lewis, 2009:90) defined it is "a general plan of how the researcher will go about answering the research questions". As mentioned above this paper is examining three different areas: administration, commercial diplomacy and market economy between two countries, Turkey and Serbia through examining the work of the permanent diplomatic missions – embassies. In order to present theoretical part, academic papers, administration books, diplomacy journals and other written papers will be used. Thanks to them a good framework, as a theoretical base will be set on, and enable the further work from the practical side. Second part of the research will cover these areas in practice. In order to get needed information about the practical part of their work, the researcher will be doing an internship in the Serbian Embassy and be able to personally see work that has being done. During that period, through questionnaires and interviews with the embassy staff more information will be collected. The same questionnaires will be done in the Turkish Embassy in Belgrade, Serbia. Results of this poll should give important finding of practical work being done. After the theoretical data taken from the literature, primary data would be collected in live.

Regarding the chapter about market economy, meeting with the Ministry of Trade, Tourism and Telecommunications in Serbia will be arranged, in order to fulfill section discussing trade relations. Information available to the public that cannot endanger state security, about import – export relation, products and amounts, frequency and flow will be collected and analyzed.

This research will be done more from the Serbia's point of view giving into consideration that it is a developing country, still experiencing transit periods with shadows that follow the development process since the nineties,period of Yugoslavia, the collapse, new state union with Montenegro, than independence and the new road struggling for a place in the European Union.

1.6 Significance of the Research

Every research is important. Trying to discover something new, and explore a topic that is still fresh and pure from everyday re-telling is hard, but doable task. This research paper will first of all look into cooperative relations between two countries in present time, and that itself can give a framework and suggestions for future cooperative steps. Secondly, questions related to changes in the administration area are important, because in every country, in every domain, thanks to the technological development and the process of globalization, administration always presents a target for making changes and improvements. Thirdly, diplomacy's new field is an interesting topic to investigate, because commercial diplomacy is one of the rising topics that will be in a constant movement for further development and improvement. As an individual sector it will be very much of use for the highlighted area of international trade. This thesis will contribute to future scholars and academicians in exploring the work of embassies, field of commercial diplomacy and administration, due to it presents a comparative analysis of two country's diplomatic missions and their functioning in the mentioned areas in practice.

1.7 Linking the Elements of the Research Study

The following part of this paper should give a good theoretical background for the areas being investigated. Using the available literature about permanent diplomatic mission, commercial diplomacy and international trade, we are supposed to create a holistic framework as the foundation with which we will more easily make the transition from the theoretical to the practical part. By examining the real outdoors relations that have been established, coming to an answer for our research question should be an easier task. Defining activities that had been done, and activities planned for the future, will give us a complete picture about usefulness of commercial diplomacy in practice.

CHAPTER TWO

2. CONCEPTUAL FRAMEWORK: COMMERCIAL DIPLOMACY IN THE SCOPE OF DIPLOMATIC MISSIONS AND TRADE RELATIONS

This chapter will provide theoretical backgrounds for fields that will be examined in this research. By defining all the concepts and fields from the theoretical point of view, their implementation and examination in real practice should be simpler. The real riddle is finding concurrence between theory and practice. As most of the political fields, diplomatic areas are even more known to be different in practice. This comparison of the two embassies, their administration and development of relations, with looking into the positive sides of the current work being done, should bring findings that could serve in future analysis and researches.

2.1 Permanent Diplomatic Missions

Diplomacy is a means for keeping good relations between sovereign states all over the world. It takes place in both bilateral and multilateral diplomacy, based on the number of states involved in the relation. Diplomacy began when states, previous empires or just power centers started dealing with each other on official level of communication. Some discovered archives dating from 13th century BC show its existence. In this research paper we will be looking out through bilateral - friendly relations established between two countries.

"Permanent diplomatic missions are representations set up by one country in the territory of another that date back to the Renaissance in the 15th century."(FDFA, 2008:3) The first country to set up this kind of representation was Switzerland in 1800 with its surrounding states.

The first diplomatic law codification was set in the Vienna Congress in 1815 when rules of the diplomatic life started to create. In 1861 the first Vienna Convention on Diplomatic Relations was published. That document presents the core of establishing diplomatic relations between countries.

Permanent diplomatic mission is a group of diplomats send by one state to represent it on the territory of another state, in its capital city. It is called *Embassy*, as a term that is frequently used to name the building where all the work has been taken care off. Beside embassy, a term also used, for diplomatic offices and its space is *Chancery*.

On the head of diplomatic mission there is an *ambassador* or *high commissioner*. As defined in the Vienna convention it is "the person charged by the sending State with the duty of acting in that capacity."(Vienna Convention, 1961:1). Members of diplomatic mission, beside the ambassador, present the mission's staff – administrative, technical or any other service line that is needed for taking care of business in the host country. Employees that work in the service of the mission have diplomatic rank. Beside them, there is a possibility that as members of a mission we find "private servants" that are not employees of the sending state, but represent an employee of a member of the mission.

2.1.1 Diplomatic Immunity of the Mission's Members

Diplomatic status of the employees, according to the Vienna Convention on Diplomatic Relations means that they "shall enjoy immunity from the criminal jurisdiction of the receiving State."(Vienna Convention, 1961:1)

There are three theories about diplomatic privileges and immunities: theory of extraterritoriality, representation theory and functional theory (Jovic, 2008:8).

Theory of extraterritoriality that goes from a full personification with the state in the theory developed by Hugo Grotius in the 16th century and it is the theory of extraterritorially which gives privileges to members of the mission like they are fulfilling their duties in home country, because it provides them full autonomy and they subject only to the laws of their own country. This theory implies that the land where diplomatic mission is set on present the land of the sending country, therefore members have full immunity of the laws of the hosting country. This theory, giving a lot of rights were abandoned in the modern time.

Next theory is *representation theory* where the head of the sending state and his representative in the host state have the same privileges. It means that if the immunity or the rights of the chief of the mission are hurt, that violation is like being done to the head of the sending state. This is actually one of the monarchy theories that the diplomat had the task of being a connection between dynasties and personal relationships with a sovereign impact on foreign policy.(Jovic, 2008:9)

Third, *functional theory* is based on the need of immunity to perform mission's tasks. It points out that privileges are not for individual and personal use that they need to be limited to the work of the diplomatic mission (Berridge, Keens-Soper & Otte, 2001:98). The basic idea of this theory is that a diplomat can do his job to perform abroad successfully and unhindered only if it is freed from all the burdens of authorities in the country in which he is accredited. This theory has been used since the period of the end of Second World War, when its meaning lived a breakthrough in the world of diplomatic relations.

Going back to the Vienna Convention on Diplomatic Relations, immunity has been defined through the functional theory. Privileges and immunities are set in need of fulfilling the commitments of the mission. The important thing is "that immunity of a diplomatic agent from the jurisdiction of the receiving State does not exempt him from the jurisdiction of the sending State" (Vienna Convention, 1961:7). Members of the staff, as their family members, can enjoy privileges and immunities if they are not nationals of the receiving country. Members of the diplomatic staff enjoy immunity from the criminal jurisdiction, while just the head of the mission enjoy immunity from the civil and administrative jurisdiction of the receiving state. This jurisdiction is still tied with some conditions: it does not apply if the head of the mission has immovable property in the receiving country, or performs an action, not related to his missions work, but private life, and in the cases of executing professional or commercial activities that are not a part of his official functions.

According to Vienna convention the 'premises of the mission's present buildings, part of buildings, land that does not have to be sending states in ownership, but can be used as given from the host country.

When it comes to the used territory in the foreign country, the question is about *extraterritoriality*. Extraterritorial status of an embassy means full diplomatic immunity of the mission's land, even the government members of the host country cannot enter the territory without permission. This comes from the theory of extraterritoriality mentioned above, from the classical diplomatic roots explained by Hugo Grotius that the missions territory presents "extra territorium" as continuation of the sending state's land(Ross, 1989:172).

Contrary to all popular beliefs not all diplomatic missions enjoy this kind of privilege. There are countries that use premises of the host country for establishing their diplomatic mission. In every case of bilateral diplomacy, with the establishment of permanent diplomatic missions there is an agreement being made between countries. In the agreement all kind of relations that can happen between the sending and the host country are defined, as of course the field and scope of work of the mission. If a mission is being set up in the premises that are in the jurisdiction of the host country, thanks to Vienna Convention on Diplomatic Relations issues in 1961, the missions enjoys the privilege of having immunity from most local laws, and the host country's representatives will not engage into the territory without foreign country's permission.

This means that the premises of diplomatic missions always enjoy diplomatic immunity, which makes them very tempting for the refugees. It can be a shelter for refugees or persons escaping from either the host country or a third country. An embassy can provide shelter for a person in accordance and with approval of its sending country, and use diplomatic channels to try and help solving the occurred problem with the person and the host government, or a third country.(Vienna Convention, 1961:8)

2.1.2 Role of a Permanent Diplomatic Mission

When two countries set up an agreement about establishing a permanent mission it means that they are some relations and cooperation between those two sovereign countries that needs to be regulated with a strong foundation. Relations that exist can be related to diplomacy, international trade and business, society,

cultural and historical bonds etc. The main role of a permanent diplomatic mission has been defined in the Vienna Convention on Diplomatic Relations, in the 3th Article:

> "1. The functions of a diplomatic mission consist inter alia in: (a) representing the sending State in the receiving State; (b) protecting in the receiving State the interests of the sending State and of its nationals, within the limits permitted by international law; (c) negotiating with the Government of the receiving State; (d) ascertaining by all lawful means conditions and developments in the receiving State, and reporting thereon to the Government of the sending State; (e) promoting friendly relations between the sending State and the receiving State, and developing their economic, cultural and scientific relations.
>
> 2. Nothing in the present Convention shall be construed as preventing the performance of consular functions by a diplomatic mission (Vienna Convention, 1961:2)

Embassies play an important role in keeping good relations with the receiving state. With the ongoing process of globalization, and the technological development that we are facing in the present time, embassies started being necessary and useful in establishing and keeping some relations related to the international trade, which leads us to the new field of commercial diplomacy.

2.1.3 Structure and Organization of Permanent Diplomatic Missions

There is a lot of factors that affect the organization and structure of diplomatic missions. Starting from the sending country, its development and line of service, bilateral relations established with the receiving country, the scope of their cooperation, as the size of the country and capital city. Making a set of features for the organization of all diplomatic missions in the world, in general is one of the impossible tasks, considering there is not a unique schematic for the structure and organization of diplomatic missions.

Diplomatic mission, its size, function, organization, members, reasons for establishing, and country where it will act are always different. There are not two diplomatic missions in the world that are the same in every way (Mitic & Stojkovic, 1999:38). There can be a "one man mission" and a mission that counts more than a thousand members. For this reason, a generalization regarding organization and structure of diplomatic missions is not possible. The examination of each diplomatic mission must be done individually.

Every diplomatic mission, from a big or a small country, developed or developing, in a big capital city or a small one, it is always divided to some sectors and departments, based on the activities it will perform. There are three classical departments that exist in every diplomatic mission, those are: political, economic and consular that are run by members with the high diplomatic rank, just under the head of the mission. Based on the amount of work they have to do, it depends the number of members of their administration and technical staff, it can be a couple of persons, or a hundred. Sometimes, they can even require a special building to work in.

Functions of mission change, and therefore if a country is in need to establish a military, naval or aviation departments, diplomatic attaché for these areas will be sent as well. Beside this, based on the nature of the bilateral relation between countries sectors focused on education, science, tourism, agriculture, environmental issues, narcotics, etc. can be founded. (Mitic & Stojkovic, 1999:38). In the aim of accomplishing set goals, the organization of work will be divided to buildings, offices, different areas, sometimes even cities if needed.

2.2 Commercial Diplomacy – definition

The field of commercial diplomacy is relatively new in the diplomatic world led by states diplomatic activities in the aim of improving international position of their country through international trade. With the constantly developing process of globalization and enhancing of the economic power, every state is trying to improve its national economy.

Defining commercial diplomacy today is not an easy task because in some ways it gets mixed up with economic diplomacy (Mercier,2007:2) or other types of diplomacy such as trade diplomacy or financial diplomacy (Okano-Heijmans, 2010:73). Economic diplomacy is concerned with general economic policy issues and trade agreements (Saner & Yiu, 2003:14). Although it should be admit, they all spin around economic issues, commercial diplomacy is somehow more specific. A couple of different definitions will be presented here in order to highlight one that will give a good foundation for building a full holistic framework.

Starting with the Dictionary of Diplomacy commercial diplomacy was defined as: "the work of diplomatic missions in support of the home country's business and finance sectors"(Berridge & Lloyd, 2012:60). This definition looks a lot like the one about economic diplomacy, but they point out that commercial should also be focusing on promotion of inward and outward investments.

Kostecki and Naray (Kostecki & Naray, 2007:4) define it differently. They point out that commercial diplomacy is there to help its host country as one of the government services aiming to improve international business of that country. In their work they mention two different sets of activities, which in their opinion, commercial diplomacy does: 1) Activities related to trade policy making and 2) business – support activities.

Moving further on, Potter defines it as "the application of tools of diplomacy to help bring out specific commercial gains through promoting exports, attracting inward investment, and preserving outward investment opportunities and encouraging the benefits of technological transfer" (Ruel & Zuidema, 2012:9).

Donna Lee defines it as "the work of a network of public and private actors who manage commercial relations using diplomatic channels and processes" (Lee, 2004:55). With this definition for example there is a disagreement about including both public and private actors. Saner and Yiu (Saner & Yiu, 2003:15)point out that if we are dealing with the activities of private actors, we should differentiate it as business or corporate diplomacy, not commercial diplomacy. By their definition commercial diplomacy presents the work of diplomatic mission as supporters of their home country's business and economy in a host country seen as potential for their national improvement and success (Saner &Yiu, 2003:17)

Naray (Naray, 2008:2) defines Commercial diplomacy as an activity conducted by state representatives with diplomatic status in view of business promotion between a home and a host country. It aims at encouraging business development through a series of business promotion and facilitation activities."

All this definitions do not have big deviations from one another. Commercial diplomacy is everywhere defined as a field where diplomatic mission help their home country's business and economy progress in a host's country. To sum up, *Commercial diplomacy refers to all the diplomatic activities done to promote national businesses in foreign countries and to create future business opportunities.*

After definition of the term is set, what kind of activities are done, actors that are included in this type of diplomacy work, their duties and obligations, objectives and effectiveness of the field, its level of work, skills and experience needed for this field, beneficiaries and style that commercial diplomacy uses can be examined.

2.2.1 Activities of Commercial Diplomacy

Kostecki and Naray mention different types of activities being performed in this new field. First set of activities is related to *trade policy – making* and it implies trade promotion, promotion of tourism and national business (Ruel & Zuidema, 2012:10), multinational trade negotiations, trade consultations and dispute settlement (Kostecki & Naray, 2007:5). Second set of activities are *business – support activities* and they include intelligence, networking, public relations,

contract negotiations and problem solving. These two sets of activities complement each other (the second creates inputs for the first).

On the other hand Kontabe and Czingota (Kotabe & Czinkota, 1992:639) in their paper make distinction between export service programs and market development programs in the export promotion activities of commercial diplomacy. With this they are giving importance to, first handbooks about exportation and required preparations, and second making a market analysis for the exportation activity.

Further on, Potter and Lee differentiate *boarder – in* and *boarder – out* activities (Ruel & Zuidema, 2012:10). With *boarder – in* activities Potter defines the work of domestic actors in preparing local business and firms for exportation and international trade. Moving on, *boarder – out* activities are the sequel done in the host country by actors of diplomatic missions. Here Lee puts the second type of activities into three different categories:

1) "gathering and dissemination of market information,
2) development and introduction of government relations, and
3) promotion of home country products and services by means of trade fairs, lobbying, and organizing seminars".(Ruel & Zuidema, 2012:11)

In conclusion there are several activities in the field of commercial diplomacy. Main two sets that should be discerned are the one set that is being done in the home county, and the other that continues in the host country, both in the purpose of improving home country's business and economy. Intelligence, assistance, trade missions, good network, problem solving, negotiations and partnership skills are the most important activities of this field(Ruel & Zuidema, 2012:12).

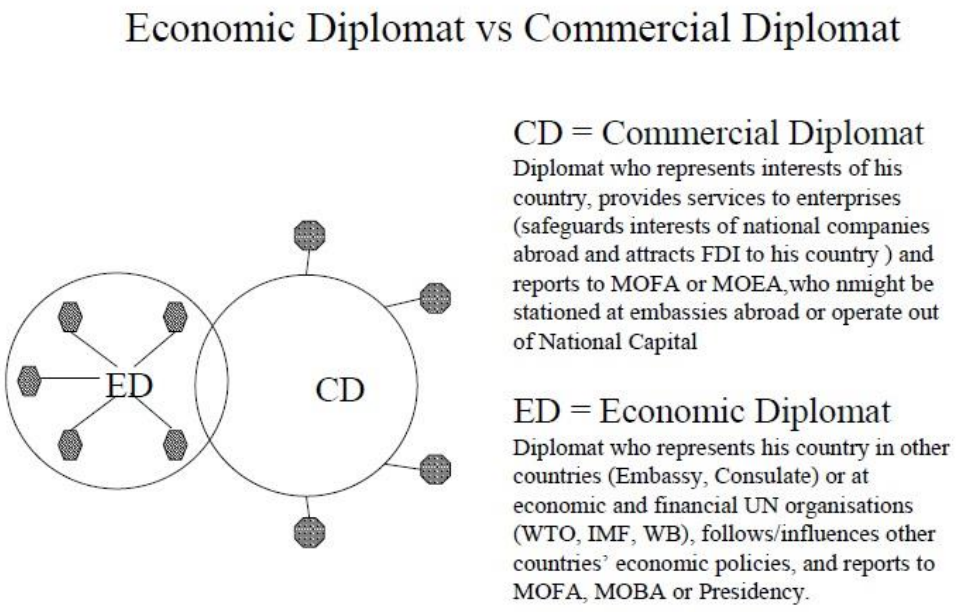
2.2.2 Commercial Diplomats

The activities of the commercial diplomacy were in the hands of trade ministers and members of the diplomatic missions. Commercial diplomacy jobs were taken care of along the way. With the rising of economic power and competition in the world of international trade, a need for a new position emerged.

Actors of this field today have their own title in the theoretical work. Commercial diplomats are actors operating in the host country. They can be member of the diplomatic envoy or just regular trade promotion agents. Naray (Naray, 2008:4) wrote that we have actors in different levels, starting with the *high – policy level* where we have the head of state, prime – minister, ministers or parliament members, going to the *ambassadors* or sometimes lower level of diplomatic envoy members (Naray, 2008:2). Higher level is stationed in the home country, where it is necessary to make preparations of products for exportation. The actors stationed abroad have a bigger responsibility into creating a good, solid placement for home products to be exported. They need to worry about regulations and movement of trade, tourism, new investments, keeping country's good name and being in the flow with all new scientific and technological discoveries.

Commercial diplomats as a term can cover different titles as "commercial counselor" "commercial attaché", "trade representative", "commercial representative" etc.(Naray, 2008:2). Regarding this new position in the diplomacy, some authors (Lee & Hocking 2010:1220)say that commercial diplomats present "the most important success factor for effective commercial diplomacy".

Figure 1: Difference between an Economic Diplomat and Commercial Diplomat



Source: Overview Saner & Yiu (2003)

Kostecki and Naray (Kostecki & Naray, 2007:10)defined three different styles of a commercial diplomat: 1) business promoters 2) civil servants 3) generalists. Business promoters have the aim to satisfy their client, and in order to achieve that they are looking to all commercial and business issues. On the other hand, remaining two styles work on satisfying the ministries. Civil servants are resolving all issues in order to get approval and support from the Ministry of Trade, while generalists do the same just focusing on the Ministry of Foreign Affairs.

It is important to mention that there is an ongoing debate about the need of a commercial diplomat positions. Some critics were directed to this positions that explain negative parts of this title. First of all, there is no need for them because they just want to take diplomatic position's advantages, and most of diplomats are generalists that actually don't understand the world of business; a great probability is that they will use their rank just to help friends, and individual firms, instead of a lager range of companies, and that will lead to the corruption in the diplomatic service; and for last today we are living in the time of free market which means that buyers and seller can meet and arrange business without any assistance.

In conclusion, general characteristics needed for a good commercial diplomat are knowledge in the business world, training and education for trade and negotiation, knowledge about private sectors and the market in the host country, what is needed/wanted and what sectors can give a good business opportunity so he could report all these things back to his home country, in hope of leading to a good international trade which will improve home's economy and business and help with preserving country's good name in the world of international trade.

2.2.3 Objectives and Effectiveness of Commercial Diplomacy

Commercial diplomacy as a main objective has business, in the sense of promoting national business, and expanding the level and the volume of exportation of the home country. This aim is being accomplished in the host country where commercial diplomacy actors, by gathering information about the market, making partners, business plans, with good skills for negotiation and resolving conflicts,

manage to increase international trade and economic growth. This also effects good on their country's image and makes it desirable on a foreign market.

Naray (Naray, 2008:6) indicated that this field is a government service created to bring benefits to the country by promotion of national business. If these relations of cooperation through the field of commercial diplomacy, show success, all parties become beneficiaries (those impacts go on both directions). Success of government companies first of all makes company better, with that gives a better name and image to the country, and if in long term shows progress in the international trade, economy growth is implied for both home and host country.

Using the conventional bilateral "gravity model of trade" Rose (Rose, 2007:29) wanted to see the connection between Foreign Services and export. In his paper, using this gravity model, he came to a conclusion that existence of foreign services, embassies and consulates effects positive on international trade. "Exports seems to rise between six and ten per cent for each additional consulate" (Rose, 2007:37). With these results other authors, such as Yakop and Bergeijk (Yakop & Bergeijk, 2009:478) also agreed. This means that the new field of commercial diplomacy is effective and important in the world of international import – export relations that go through diplomatic foreign services. One more element that leads to success is found in the export promotion programs done by the states foreign services.

Kostecki and Naray (Kostecki & Naray, 2007:10)gave one more term to commercial diplomacy and that is *value – chain*. They said that the field of commercial diplomacy presents a "value – creating activity" which means a combination of benefits separated through finish activities. It has been mention earlier in this paper, that two sets of activities are familiar in this field. Primary activities as research, technology, tourism that create a foundation for support activities (intelligence, networking, negotiations, resolving conflicts, promotion of business…) to occur.

2.2.4 Commercial Diplomacy and the Home Country

Activities conducted through commercial diplomacy start from the home country. From the country's image and economy status, depends the work of commercial diplomats. In the home country head of state, minister of trade, other ministers and parliament members present commercial diplomats. Their job is to ensure good promotion of their economy, companies, to make them self attractive to foreign buyers.

The problem that occurs is usually in the developing economies that maybe went through a harder way of recovery. The blast from the past always leave a trace that creates stereotypes, seeing only the old country's image, period when economy was not successful. Therefore, in order of re-creating the country's status, empowering companies, promotion of tourism, business, negotiations, meetings with potential trade partners, explaining the new policy reforms etc. present the steps that need to be taken.

Developed economies, with a longer history of international trade, have a job of maintaining their brands and good relations with their export countries. Sometimes, this can even present an advantage for the country, in the sense of preserving its good image in economies problematic, gloomy days. Job of commercial diplomats in cases like this comes down to preserving and maintaining, previously accomplished, good business relations.

Commercial diplomats can also provide support in a sense of organizing different kind of promotion programs like fairs, exhibitions, tenders, where foreign investors and possible partners will come in an organized visit to the country, in hope of doing business (Kostecki & Naray, 2007:16).

2.2.5 Commercial Diplomacy in the Host Country

The most important working elements in the host country are market size and market potential (Kostecki & Naray, 2007:17). These elements are indicators for investments in commercial diplomacy. Big markets, well expanded, and still

currently growing are very interesting and draw attention to activities of commercial diplomacy.

Countries that have strong, developed economies and business, like China, Russia, Brazil, India etc. have more possibilities to attract activities of commercial diplomacy. Looking this from the other angle, educational programs, exhibitions, fairs, promotion in developing economies are not enough if you don't visit the center of production. What does it mean? When it comes to fashion and clothes, Paris, New York and Milan are three maybe most important markets regarding clothes industry. Smaller, national business need to be present in these kinds of events if they really want to succeed. Providing nice quality, a good price, suitable export conditions are not enough if there is no presence in the market itself. Basel watch exhibition in Switzerland is crucial for most foreign watch companies and producers (Kostecki & Naray, 2007:17). These are places that present gravity centers. Commercial diplomacy in developed markets is very useful and its activities are needed even for all established companies because they facilitate interaction in the international trade department.

Commercial diplomat's role in corporate developed companies, on big and small markets can be crucial for establishing trade relations. All markets have some of their own features, tradition and culture, and interaction between them can sometimes be really sensitive, so characteristic that commercial diplomats own are necessary for the cooperation in the field of international trade (Kostecki & Naray, 2007:17).

2.2.6 Commercial Diplomacy – Conclusion

There are many ongoing debates about the need of commercial diplomacy. Available written works regarding is really important. On the other hand some research papers based on practical usage investigated in the work of a couple of countries and their embassies give different opinion. Some of the negative sides being pointed out are mostly related to the position of commercial diplomats. There are some doubts about the effectiveness and objectivity of their work. Beside using advantages of the diplomatic status, helping individual companies and creating a

certain kind of corruption, critics go on the side of not knowing the language of exporters; sometimes they focus just on trade and investment and neglect other important parts as representatives of business people; they are generalists who do not understand the real business concerns (Kostecki & Naray, 2007:20).

Commercial diplomacy's increase in international trade brings economic growth (Kostecki & Naray, 2007:29). However, some authors also say that it seems overestimated because the focus is put on managing agreements, instead of focusing on giving support to specific companies in the time when international export relations had already taken a big step in the world of trade. Problem with closed borders or import taxes, managing policies fall under the line of work in economic diplomacy.

Nevertheless, a big level of interconnectedness between economic and commercial diplomacy cannot be neglected. These two fields actually need to work together considering they are complementing each other.

Commercial diplomacy is important because it helps in providing more business networks. Trained commercial diplomats, besides having knowledge and experience in business, by possessing backgrounds of the host country's culture, business, language and tradition can contribute a lot to performing their activities.

2.3 Definition of International Trade

Trade presents an exchange of goods. It can be between two or more parties, where every party expects some avail. Trade can be done with different kinds and types of products, capital, goods, services, transfer of commodities from one person, community or a state, to another, in the borders of one country, or on an international level. As a term trade goes back centuries ago, in some way it can be identifiable with the beginning of human race, considering that its definition is related with fulfilling human needs. Theoretically speaking, the term itself got a place in the literature work between XVIII and XIX century, in economy books written by Adam Smith (Smith, 1776) and David Ricardo (Ricardo, 1817). In the following presentation of a definition of international trade, its historical

development through trade theories that have been changing in time will get their place in this chapter.

The authors of the book "Challenges and opportunities in international business"(Carpenter & Dunung, 2012:56) define international trade as a concept of exchanging goods and services between two people or entities in two different countries. When a trade operation implies two traders, it means bilateral trade, while existence of more than two trade countries, or economies, leads to multilateral trade. Being one of the historical concepts, that has lived through different changes, the explanation of trade theories and their evolving path, will show us how did, the concept itself changed, and what were the key factors enabling trades movements.

The starting point of the whole concept of international trade goes thousands years ago, when goods that were traded represented rare and valuable products like silk, gold, different kinds of metal or jewels, spices, porcelains and medications. (Carpenter & Dunung, 2012:32).The transportation in that period wasn't quick and available as it is today. Taking into considerations the development stage of roads in the period, non-existence of today's technologies and motor vehicles we can just imagine how hard was doing trade in that period. Today, international trade is a normal everyday routine, exporting technologies from Taiwan, cars from Korea, vegetables from Mexico, clothes from China etc. to most of people, factors and the process of international trade are assumed to be very common.

2.3.1 Theories of International Trade

International trade is one of the very old concepts, and work of the economists in the recent centuries were focused on defining trade patterns and factors that influenced on the change of the concept (Helpman 1984:452). One of the important factors is the process of globalization and with it the following development of technology. Theories related to international trade can be divided into two groups: classic and modern. In both groups there are divisions.

Classic theories about international trade are:

1. Mercantilism
2. Absolute Advantage
3. Comparative Advantage
4. Heckscher-Ohlin Theory

Mercantilism is one of the oldest trade theories which development can be coherent with the developing of the first nation-states in the sixteenth century. The base ground of this theory is that the country's wealth is seen in their gold and silver holding. The theory was known through their protectionism strategy which objective is that a country has a trade surplus. Trade surplus is the situation when the value of export is grater that the value of import. This policy is known to be used in all countries in some period. It was promoting export, and restricting imports which were a way of protection the home industry, and keeping the holdings in gold and silver on a high level. Even though this is one of the oldest and today abandoned trade theory, some of the countries like Japan, Taiwan, China, even Germany(Carpenter & Dunung, 2012:59) are still using the protectionism strategy, with favoring exports and discouraging imports in the relations of trade.

Absolute advantage is a theory defined by Adam Smith in 1776 (Smith, 1776:48), in his work "The Wealth of Nations" where he point out that the living standard of people are more important than country's holdings in gold and silver. The idea is work specialization. It was pointed out that if a country can produce a good cheaper or faster (or both) than the other, it should focus on specialization of that production. The other country should do the same and with that we get two products produces in two different countries where mutual trade is profitable for both sides. In that way he had the idea to remove government control from trade, and that companies should trade between them self. His idea brought benefit to countries because they were encouraged to improve their production methods through specialization.

Comparative advantage is a theory born as a challenge for the previous, advantage theory. It was presented by David Ricardo (Ricardo, 1817:15). He pointed out a situation where one country could be better in producing both products, and the other country is not that efficient in that product production, but that product

production is better that the other ones it does. This theory actually says that we need to look at relative productivity differences. If one country is relatively better in producing some good, it needs to focus specialization onto that.

Heckscher-Ohlin Theory is known also as *factor proportions theory* that helps countries decide what good will they produce. Unlike previous theories, here the main point is on factors that one state has that are needed for a certain production. It can be labor, land, capital, plants, some factors that show a country's big supply, and enhance the production and exportation of that good, while on the other hand, lean onto importing goods, for which production their country has short supply.

Unlike classic international trade theories, that are country based, modern theories are turned more onto firms, in the period of rising of the multinational companies after World War II. Modern theories of international trade came from school of business professors after the World War II, with the growth of new companies. This group of theories highlights intra-industry trade as an important concept. This refers to "trade between two countries of goods produces in the same industry" (Chipman, 1996:31). Like that, Germany imports Toyota vehicles from Japan whom they export Mercedes-Benz automobiles. We can distinguish four modern international trade theories:

1. Country Similarity theory
2. Product life cycle theory
3. Global strategic rivalry theory
4. Porter's national competitive advantage theory.

Country similarity theory was developed by economist Linder. His idea is that one country first produces goods just for their own customer markets. When their market is satisfied they start looking into export possibilities by finding markets similar to their, domestic one. It implies that if customers preferences are similar, exportation can be positive.

Product life cycle theory was developed in Harvard Business School by professor Vernon in 1960s. He pointed out a cycle of life for every new product. There are three important stages in this theory 1) new product 2) maturing product and 3) standardized product. Following this theory, first stage was usually done in the home

country, while second and third phase could be done in other markets that have the needs skills and factors for producing the same quality with less cost.

Global strategic rivalry theory was developed by Krugman and Lancaster in 1980s (Buckley, 1993:730). Examining need of the new multinational companies, these two economists were researching, how can a new company, retain competitive advantages. They pointed out that sometimes new companies could encounter some barriers to entry a new market or industry, and because of that research, development, unique business process or methods of work, as the control of used resources should be organized.

Porter's national competitive advantage theory (Grant, 1991:535) was developed in the 1990s. It is probably one of the youngest theories of trade that takes into consideration that competitiveness of an industry is related with her capacity for innovating and upgrading. As the other modern theories, this one also shows the interest for the international trade actors, business and companies, how to find their ways on the market.

All these theories about international trade are helpful for countries, governments, industries in the sense of understanding the market and providing some help in ideas how to make yourself wanted on the market, which of the existing factors to use in their productions. In the end, "theories are just that – theories" (Carpenter & Dunung, 2012:65). In the present time, with the ongoing process of globalization, competition that is present in the market, labor, land, production costs that can be distinguished from one country to another, present a big obstacle in following just some of the international trade theories and with it making your place on the international market.

2.3.2 Involvement of Political and Legal Factors in International Trade

In classic theories about international trade we saw an influence of government onto trade. Today that kind of involvement is also present for different kinds of political, cultural, economic and social reasons (Carpenter & Dunung, 2012:73).

Sometimes governments tend to protect some of local jobs or state industries from a political side. It if normal that some industries can affect telecommunications, infrastructure, maybe even defense of one county and from that point of view it is essential for government to protect national security. Depending on the way government is involved in some of trade affairs, in can influence on both importing and exporting, in some situations as a point for limiting trade, in others, as supporting trade, it if necessary.

Looking at the economic reasons, motivation for involvement is present in achieving avail, or protecting domestic market and local production. Movements of the international market are fast and unpredictable, so different kinds of restrictions on the domestic market can also protect country's culture from the strong influence of another country, like USA (Castles, De Haas & Miller, 2013:72). Most government tend to limit some of USA productions on their domestic trade market, so their own production would not be blinded and pushed aside by American food, music, culture, through strong media influences they have, and that are becoming even more used in the present process of globalization.

Regarding legal factors, taking into consideration all political systems that are used today, we can distinguish three types of legal systems: 1) civil law – presents a "set of laws that constitute a code and focus on how the law is applied to the facts."(Carpenter & Dunung, 2012:72); 2) common law – saved in tradition and precedence; 3) religious law – based on religious guidelines; the most used of this is Sharia, one of the Islamic laws that controls all aspect of daily life, as all trade affairs.

2.3.3 Government Interference into Trade

Even though there has been an urge to free markets from government influence over the past decades, written even in modern firm-based theories, still most of the governments have the possibility to intervene in trade affairs.

According to the country's political systems, rules and regulations, some of the methods that government can use in the world of international trade, in order of protecting, supporting of limiting a certain market or industry, are: taxes and tariffs,

import quotas and voluntary export retains (VER), currency controls, export financing, administrative policies, free-trade zones…

- Taxes and tariffs – they represent some of the fixed amounts that are not dependent on the product value, they need to be paid total while importing;
- Import quotas and VER –are two strategies that are limiting import in a country;
- Currency controls – one of the government rules that is also trying to limit country's import and increase export;
- Administrative policies – "bureaucratic policies and procedures governments" use to make import operations harder(Potoski, 1999:633);
- Export financing – presents a situation when governments give financing to their domestic companies to support them in export of their products;
- Free –trade zones – present some geographical places of many countries where policies for import operations tend to be reduced (taxes, tariffs, VER, administrative policies are lower and allow more trade affairs).

2.3.4 Foreign Direct Investments and the Role of Government

There are two categories of foreign investments. First are portfolio investments that present stocks, bonds or assets of a company that are bought without the intent to be controlled. They can be saved and used just for receiving a certain profit. On the other hand, there are foreign direct investments (FDI) that present "acquisition of foreign assets with the intent to control and manage them."(Dunning & Narula,2003:25).This type of investment is usually done by multinational companies, investing in foreign companies with the intent to get a certain control over them. In this way they also get access to local markets and resources, usually in exchange for expert knowledge that is present in big multinational companies, and through that action they get control and profit in the same time. This kind of investments are known also as a governments move to provide itself control on come companies, and with that have the possibility to influence on political and economic movements of the market, and while controlling, make a profit in the same time.

The role of government in the foreign direct investments is usually done with the help of the diplomatic mission in the host country. As this represents a way for one government to profit and progress through investments in another country, the field of commercial diplomacy is needed and useful. Sometimes Embassies also provides important information from the host country regarding useful partners, and like that they create new possibilities for developing trade relations and cooperation involving both governments (International Trade Centre 2019:23).This is the part where a commercial diplomat can show the possessed skills and help to merge more business, to make more profits for its country, all as a part of the national business promotion, which represent the core job of this function. In this areas the posses of the key information is the most important - knowledge about the trade areas that need to develop more in the home country, and recognizing the potential of the same area in the host country. When these two are compatible, business occurs. In this kind of cases a visit by the head of state, or other officials, regarding mutual projects or bigger investments is in the best interests for both sides.

CHAPTER THREE

3. THE ROLE AND THE WORK OF SERBIAN EMBASSY IN ANKARA AND TURKISH EMBASSY IN BELGRADE IN TRADE RELATIONS

In this chapter the functioning of the Embassies, Serbian in Turkey, and Turkish in Serbia will be elaborated. The beginning of the diplomatic work back in the past, all up to the present time will be explained. Having in mind that the topic of this thesis is dedicated to the explanation of the administrative and cooperative performance of the two embassies, this chapter will try to explain the work being done in the institutions, relations that are established, to give more information based on the results provided from the expert interviews and questionnaires that were done with the Embassy staff in the two Embassies, and analyzed as a qualitative study.

The second part of this charter will include trade relations between the two countries, pointing out sectors of mutual cooperation in import – export relations, and its development over the years. Information regarding trade was received from the Ministry of Tourism, Trade and Telecommunications (MTTT) of the Republic of Serbia as from the official state's statistic web site.

3.1 Establishment of the Embassy of the Republic of Serbia in the Republic of Turkey

When it comes to the diplomatic missions of the Republic of Serbia in Republic of Turkey, there is the Embassy in Ankara (capital city), the Consulate General in Istanbul, and two Honorary Consulates which are located in Izmir and Antalya. One more Honorary Consulate will be opened in Edirne in August 2019.

Diplomatic relations between Turkey and Serbia date back since 1878, when they were first established and a legation – office of the first diplomatic minister, was opened. The Embassy started with the work in 1936 in Ankara, on the land that was a gift for the Serbian king Petar II Karadjordjevic from the founder of Turkish Republic, Mustafa Kemal Ataturk. The land was used to build the Embassy and the

Ambassador's residence house. This building represented Serbia in all its forms, starting from the Kingdom of Yugoslavia, after Federal Republic of Yugoslavia that counts 5 countries today, the Union of Serbia and Montenegro, and finally now it represents just the Republic of Serbia.

After being the representative house of more countries and different nations, the building stands strong and great as day one. Due to process of succession after the collapse of the Federal Republic of Yugoslavia, one part of the land was given to Bosnia and Herzegovina. The process of sharing the land got finalized three years ago, and it made some changes.

Now in the beautiful part of Ankara, in the city center, where most of the Embassies are, the Embassy of Serbia continues with the representation of its own country in the best way. After the succession process, it was renovated and the building got its previous sparkle. The current Embassy building was previous the Ambassador's Residence and it presents the replica of the White Palace built in Belgrade in 1937.

When it comes to the history of this Embassy, it had had more than twenty Ambassadors and Charge d' Affaires counting from 1945, since the postwar period. (ESA, 2019).Generally the mandate of the Ambassador is four years, but the exceptions of the rule are always present. The number of Ambassadors that were on active duty in this period shows clearly that not all of them had the mentioned mandate duration. Some were longer, some shorter on these positions. It depends of the country situation in first, than the person itself, as for the decisions of the Ministry of Foreign Affairs that makes the selection for fulfilling these working places. Some of the Ambassadors stayed for one year, some up to five or six, depending on multiple factors. Nevertheless based on the relations that the two countries share, every single one of them is for sure deserved for the upgrading the level of bilateral relations between countries.

According to the systematization of the work places, MFA of Serbia differ 13 working places in the country and also abroad, in the diplomatic consular representative (MFA Serbia, 2019). The places are:

1. Ambassador or Minister-Counselor;
2. Minister- Counselor;

3. Consul General;
4. First Counselor, Counselor, First Secretary;
5. Second Secretary, Third Secretary, Attaché;
6. Senior Counselor;
7. Independent Counselor;
8. Counselor;
9. Younger Counselor;
10. Associate;
11. Referent;
12. employee of the 4th type;
13. employee of the 6thtype.

Systematization of working jobs presented above is not fully implemented due to lack of people to cover the work in the Ministry as in the Diplomatic mission of the country. The need for more employees on both sides is more than transparent in these days.

There are three categories regarding the diplomatic working places:

1. *basic* – Third and Second Secretary (they answer to the second one)
2. *regular* –Counselor, First Secretary (answers to the third group)
3. *high* – Minister-Counselor, Ambassador

The diplomats from the basic group answer for their work to the next instance, members of the regular group, while they answer to the group of high diplomats. In every case, every single one of the staff members of the foreign mission answers to the Ambassador. The Embassy of the Republic of Serbia has a new Ambassador since Mart 2018.When the ambassador himself is absent, the number two is the diplomat with the highest rank, minister-counselor/deputy chief of mission. He is in charge of everyone and anything by the authority given from the ambassador.

From country to country the systematization does not differ a lot. Diplomatic working places are set up as a standard system, for all the countries that share the same rules and honour the same Vienna convention on Diplomatic Relations from 1963.

The Embassy currently does not have all of the diplomatic places filled, but nevertheless all the work is being done on time. In the current format from the high category there are ambassador and minister-counselor, and the rest is combined from administrative staff send from the Ministry of Foreign Affairs, and local staff, employed from the host country.

As mentioned above every mission needs to provide services in economic, political and consular affairs. The current number of employed in the Embassy of the Republic of Serbia is definitely not enough, but succeeds in completing all of the mission obligations. Highest rank is presented in the Chief of Mission – Ambassador, then there are Minister – Counselor (Deputy Chief of Mission), the accountant and the security officer. These representatives are sent by the Ministry of Foreign Affairs of the home country.

Beside MFA, due to the nature of the host country a representative of military, naval or aviation department is required. In many cases, as in this one, in order to provide a smooth function of the mission Ministry of Defense send his Attaché for above mentioned areas. In this particular case that Colonel is also in charged in overseeing some of the neighbor countries, next to Turkey. This member has its work areas separated from the officers of the MFA, but in cases of need they do cooperate.

Next to this position formation, if MFA does not sent more personnel there is the engagement of the local country staff – secretary/correspondent, driver, cleaner, gardener. From the local staff, the secretary and the driver present positions enrolled in the Embassy's main work.

The current formation of people in the Embassy is not enough in comparison with the work being done, taking into consideration the bilateral relations that are expending every year more and more. In the current situation, two diplomats are facing all the areas of work - economic, political and consular. As mentioned up, there should be at least 5 diplomats to cover all of the working areas could get the necessary attention. Nevertheless, this Embassy finds its way to complete all the tasks given from the home country and the host country by working together with all staff member included.

3.2 Establishment of the Embassy of the Republic of Turkey in the Republic of Serbia

In the city center, the oldest part of the Serbia's capital Belgrade, near the Presidential Palace and the Serbian Parliament the Embassy of the Republic of Turkey found its place. The building of the Embassy was rented since 1933, and it became Turkish property in 1967 (ETS, 2019). A famous Serbian poet, Jovan Jovanovic Zmaj used to live in the same house and due to that, a memorial plaque stands on the facade of the Embassy. The Embassy building changed its location two years ago, when their building (in ownership) was renovated with additional place for its personnel, but it still stayed in the same street.

Based on the information from the web site of the MFA Turkey, the Ministry of Foreign Affairs began to develop both its internal and external institutional structure after the proclamation of the Turkish Republic in 1923. In 1930 there was a peaceful foreign policy on board, and after the Second World War diplomatic representatives started opening. Political and economic affairs, together with bilateral and multilateral affairs got a really important place in the foreign plan of Turkey.

In the 1920's Turkey had about 39 diplomatic and consular missions abroad, and now-days that number came up to 236 through the world. Regarding the diplomatic relations with Serbia, as they were established in 1878 through the work of a legation, in 1981 legation grown to a Embassy. The Embassy presents the only diplomatic representative of Turkey in Serbia. Although it has to be mentioned that beside the Embassy building, there is also the Office of the Commercial Counselor, Culture and Tourism Office, Turkish International Cooperation Agency (TIKA) as well as the Yunus Emre Institute that all work together to contribute to the best representation of their country.

In the Embassy itself, due to the diplomatic list (MFA Serbia, 2019) beside the Ambassador, there are a Minister – Counselor, five Counselors (one commercial), Military Attaché with one assistant, one First secretary, three Second secretaries and four Attachés. This gives total of 17 people with diplomatic rang, without counting the administrative and local personnel.

In comparison to the Embassy of Serbia in Turkey, the staff mentioned above creates an important advantage in the work. But nevertheless due to all new investments of the Turkish investors in Serbia, the scope of work is certainly high.

A visit to the Embassy of the Republic of Turkey in Belgrade, enabled interview with one of the Counselors dealing with Political Affairs, to get a professional and person opinion regarding the work. Existence of several offices that work together and contribute to the representation of the country has a big advantage comparing to Serbia. Turkey, as a developed country, has more resources to spend on the representation in the host country which greatly facilitates work. Offices that are separated for commercial affairs, culture, tourism, political questions or consular work have the necessary man work and with it better results which derive from the existing job specification.

In the interview done with one of the Counselors and a Third Secretary in the Embassy, the information that there are around 60 people working in all mentioned representations of Turkey in Belgrade was obtained. In comparison to Serbia this is an extreme difference, having in mind that in the Serbian Embassy there is a total of 8 people doing all the work, and that's including two local personnel.

In the next chapter results of the questionnaires and some relevant information from the expert interview will be presented. This part showed the base of each Embassy, looking back into history, when the legations were opened, up till the present time, giving the readers opportunity to create a wider picture of the current working atmosphere, and enough information to extract comparison between the two missions. The biggest and the most important difference is the number of, firstly diplomatic staff, and then the total including administrative and local staff (ETB 60 > ESA 8)

3.3 Comparison of the Serbian Embassy in Ankara and Turkish Embassy in Belgrade

After reviewing the two embassies historical background and present time situation a comparative table, to clearly show similarities and differences can be presented. As every other state institution, these ones also have some positive and some negative sides of function that requires changes, upgrade and development in general.

Similarities between the Serbian Embassy in Ankara and Turkish Embassy in Belgrade are as follows:

- Diplomatic relations established in 1878
- Diplomatic missions opened before the wars (in 1933 and 1936)
- 47 bilateral agreements signed until today
- Free trade agreement – year 2009
- Mutual interest in the Balkan Peninsula
- Work on diplomatic, consular, political affairs

Table 1: Differences between the two country's embassies

DIFFERENCES	
Embassy of the Republic of Serbia in Ankara, Turkey	**Embassy of the Republic of Turkey in Belgrade, Serbia**
More missions representatives; - Embassy is located in Ankara.	One mission, the Embassy located in Belgrade; Under the Embassy there are different offices: - Office of the Commercial Counselor - Culture and Tourism Office - TIKA - Yunus Emre Institute
Besides the Embassy the are: - Consulate General in Istanbul - Honorary Consulate in Izmir - Honorary Consulate in Antalya *Honorary Consulate in Edrine (opening in August 20019)	- No consulates - The idea was to open one in the city of Novi Pazar (it was not realized more than 10 years).
13 working places by systematization	No available info about work systematization
MFA employees: 4 + local staff	MFA Employees: 60 + local staff
More work – less employee	Specialization of work – fields of work equally shared within specified positions

Source: Information retrieved from the used academic sources

3.4 Trade between Serbia and Turkey

Diplomatic relations were established in 1878 and due to that fact, we may say that it present the beginning trade point for these two countries. Economic, social and cultural exchanges between Serbia and Turkey are growing every year more and more. Going back the earlier periods, and continuing up until today these two countries have signed 47 international bilateral agreements in the most different sectors (Appendix 1 – Bilateral Agreements, 2019). Both countries are also the signatories of the Vienna Convention on Diplomatic Relations from 1963 and the Hague Convention on the Abolition of the Need for Legalization of Foreign Public Documents 1961. All of these agreements and conventions present the grounds that build bilateral relations (MTTT Serbia, 2019).

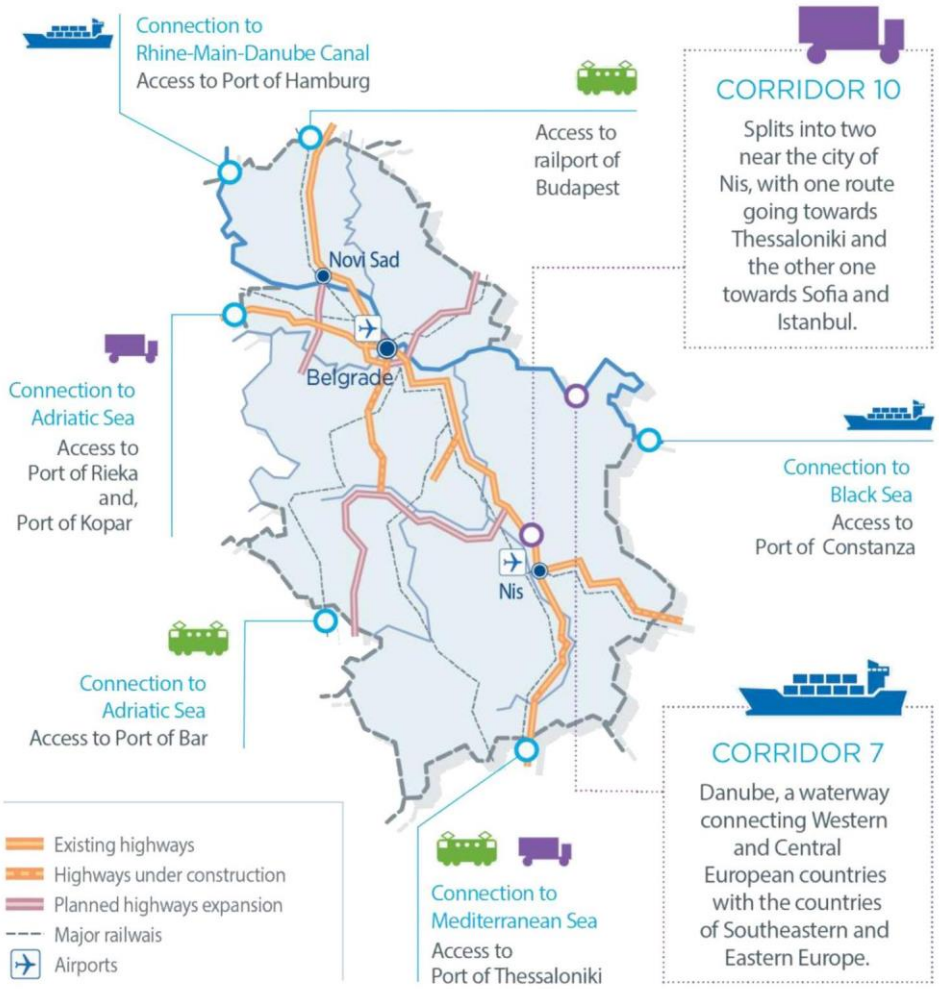
Some of the most important signed agreements include sectors like air and land transport, court procedures and reciprocity in international legal aid in criminal cases, free trade agreement, agreements for educational, cultural, scientific, economic, sport cooperation and many more. Due to these agreements, today the bilateral relations between these two countries stand at the highest level possible.

3.4.1 Economic cooperation between Serbia and Turkey (from the Serbian perspective)

During the last couple of year, economic relations have been increasing due to free trade agreement, investors and investments in Serbia, as also the good bilateral relations and meetings on the high state (presidential) level.

Serbia as a country to invest in has come important characteristic like, firstly a great geographical position, having in mind that is it on the crossroad of middle and southeastern Europe. This enables the movement of both goods and labor. Serbia is a country with a high percentage of unemployment (11,9%) but highly qualified working power. A total of 1,1 million of good can be imported without customs, and due to that, competitive business costs, political and economic stability, high level of education and knowledge of foreign languages, as financial benefits and incentives can be found.

Figure 2: Optimal geographic location of Serbia



Source: Development Agency of Serbia, year 2018

Free trade agreement was signed in 2009, and is active since September 1, 2010. With this agreement trade started rising rapidly over the year. Trade exchange between Serbia and Turkey in the year 2018 lived a record with 1 084 million euro, which presents 4.5time more than in 2009 before applying the Free trade agreement. With this new success, Turkey got to the place of Serbia's 10th biggest foreign trade partners.

Nevertheless the numbers for Serbia are not that great, even though the export increased 7,8 times since 2009, there is still a constant deficit which got to the record level in 2018. (Presented in the table below) In the last year, it was the first

time since 2009 and the Free trade agreement that Serbian export lived a big decrease of 7,9%.

Table 2: Trade exchange Serbia-Turkey in the period 2009-2018 in millions of euro

	Export	Export index	Import	Import index	Total	Balance	Import coverage by exports in %
2009	32,1	+5,0	210,3	-28,8	242,4	-178,2	15,3
2010	66,5	+7,4	244,3	+16,2	310,8	-177,8	27,2
2011	131,0	+97,1	290,4	+19,8	421,4	-159,4	45,1
2012	145,1	+10,7	341,3	+17,5	486,4	-196,2	42,5
2013	165,3	+13,9	399,4	+17,1	564,7	-234,1	41,4
2014	173,2	+5,2	444,9	+11,4	618,1	-271,7	38,9
2015	223,9	+29,3	521,5	+17,2	745,4	-297,6	42,9
2016	243,4	+8,7	603,6	+15,8	847,0	-360,2	40,3
2017	**273,2**	**+12,2**	**724,8**	**+22,1**	**998,0**	**-451,6**	**37,7**
2018	**251,6**	**-7,9**	**832,7**	**+14,9**	**1.084,3**	**-581,1**	**30,2**

Source: Statistical office of the Republic of Serbia (year 2019)

Since January 1st 2015, in accordance with the Free trade agreement trade in industrial products is done without customs duties. The liberalization of trade in agricultural products included only some plant products, within the scope of the reallocated quantitative quotas with a preferential tariff rate. On the other side, for the rest of products they were initially applied the MFN customs (most-favored-nation).

After the free trade agreement started with its application, the trade was developing really fast between two countries, and there were some thoughts on changing some concession, pro-founding event more the mutual exchange and adding to the agreement some of the new provisions that exist in the General Agreement on Trade in World Trade Organization (WTO). This led to new ideas in the trade exchange that resulted with negotiations held in 2016 and 2017, for expending the level of liberalization to import goods with cheaper or no customs at all. On January 30,

2018 *Protocol I* and *Protocol III* were adopted and their implementation starts this year, June 1, 2019.

The goal of amending the existing *Protocol I Agreement* is to increase the level of liberalization of trade in agricultural food products, which enables the Serbian side to increase exports to the Turkish market within the increased preferential quotas with further reduction, and also eliminate customs duties for certain agricultural products within them (MTTT Serbia, 2019).

It allows Serbia to export to Turkey with a *zero preferential custom tariff* for the following agricultural products: peas, beans, corn-sugar and dry plums in the arranged amount.

The most important part in this Protocol for Serbia is the arrangement of exporting meat and sunflower oil. During the last year (2018) and in the beginning of this (2019) there were several meetings between the Ministers of agriculture for making these agreements and the researcher had the honour to participate on them, due to the internship in the Embassy of the Republic of Serbia in Ankara. On these meetings new quotas were discussed. The opportunity to export meet and oil is a very important point in Serbia's trade with Turkey, because this products have a really good and quality production. As Turkey is a big country, that imports from different partners, but also has a great need for these products, some deal was made. Newly arranged quotas implied a zero preferential customs duty for 5 000 tons of beef, 25 000 tons of sunflower crude oil and 10 000 tons of sunflower refined oil; 15,000 tons of sunflower seed; 5 000 tons of soybeans in grain; 500 tons of preparations used for feeding animals; 500 tons of food for dogs and catsand also 500 tons of mantle.

For Turkey singing of this *Protocol I* was increasing the existing quotas for export to Serbia with the preferential customs duty for tomato (from 1 500 tons to 3 500 tons), fresh pepper (from 200 tons to 600 tons), raisins (from 400 tons to 1 000 tons), olive oil (from 750 tons to2 500 tons), and many other product made from flour, as newly arranged quotas for blue eucalyptus, pumpkin, strawberries, fruit juices, tobacco, etc.

With *Protocol III* progressive liberalization has been achieved, meaning that the service market has opened up, thus expanding the bilateral economic cooperation. Liberalization includes a large number of services, especially telecommunications, finance, road transport, audiovisual services (film and TV co-production) as e-commerce (MTTT Serbia, 2019).

These protocols were signed last year, and in a short period of time, their implementation will begin. In the same time, *Protocol II*, which was signed in January 2017 in Ankara regarding the added definition of the term "originating products", with the aim of complying with the obligations arising from the Regional Convention on pan-Euro-Mediterranean preferential rules of origin for the application of the FTA for the purposes of the rules of origin of goods will start with the implementation. The aim of the Convention is to replace the protocols of origin that are in force between the pan-Euro-Mediterranean countries with a single legal act.

Table 3: The 10 largest exporters and 10 largest importers in 2018 in Serbia

Exporter	Value of export in millions of €	Participation percentage %	Importer	Value of import in millions of €	Participation percentage %
TigarTyres	29,3	11,6	LC Waikiki	32,5	3,9
ZijinBor Copper	28,4	11,3	FCA Serbia	24,6	2,9
GrundfosSrbija	13,3	5,3	Leoni - Prokuplje	20,5	2,5
Philip Morris Operations	12,7	5,0	Philip Morris	14,3	1,7
HBIS Group Serbia Iron & Steel	11,7	4,6	ERG - Šimanovci	12,5	1,5
MSK Kikinda	11,0	4,4	BEKO Balkans	12,0	1,4
SremŠid	11,3	4,5	TigarTyres	11,8	1,4

Autostp Interiors	10,4	4,1	Renault Nissan	11,6	1,4
HIP Petrohemija	9,0	3,6	BSH - Home Appliances	9,8	1,2
RTB BorGrupa,RTBBor Doo Bor	6,6	2,6	HBIS Group Serbia Iron & Steel	8,0	1,0

Source: Information received from Ministry of Trade, Tourism and Telecommunications of the Republic of Serbia (year 2019)

3.4.2 Trade services

In the trade services in 2018 with the Republic of Turkey, Serbia generated income of 88 million euro and an expense of 184 million euro, which put Turkey at the 15th place in total exchange (256 million euro), which is a significant shift in compared to 2017 when it was our 21stpartner in the total exchange of services with 154million euro (National Bank of Serbia, 2019).

Table 3: Trade services Serbia - Turkey

Year	*Income in millions of euros*	*Outcome in millions of euros*	*Total*
2007	11	84	95
2008	15	104	119
2009	16	62	78
2010	29	71	100
2011	25	104	129
2012	21	112	133
2013	32	127	159
2014	49	114	163
2015	76	139	215
2016	58	55	113
2017	66	88	154
2007-2017	399	1060	1459

Source: National Bank of the Republic of Serbia (year 2019)

In 2018, Turkey ranked 20th in terms of the level of our service income and 9th place according to the level of our expenditures on services. In the last and the previous year, trade in services with Turkey recorded a negative balance, which in 2017 amounted to 22 million euro and in 2018, 96 million euro. The negative balance in trade in services is affected, mostly by tourist exchange, given that on this basis, both in the past and the previous year, Serbia has twice as much expenditures than incomes.

3.4.3 Tourism and Culture Cooperation between Serbia and Turkey

Previously mentioned the dis-balance of expenditures and incomes can simply be explained with the geographical position of both countries. Turkey has the seaside which will always give her advantage to Serbia. Serbia's citizens use their vacation to go abroad, to the seaside, due to there is none in the country. In the last couple of years, the tourism towards Turkey has been seriously increased. On the other hand, tourism in Serbia started improving also. Serbia is a small country, but it has a lot of history, especially from the period of the Ottoman Empire, as the temples and castles that stand for centuries, Danube river that passes through ten countries, and many other places like many Spa cities and mountain centers.

Table 4: Tourism incomes and outcomes - Serbia and Turkey 2007-2016

Year	*Income in millions of euro*	*Outcome in millions of euro*	*Total*
2007	3	67	70
2008	3	85	88
2009	4	47	51
2010	7	53	60
2011	6	86	92
2012	4	87	91
2013	10	91	101
2014	19	74	93
2015	35	102	137
2016	27	16	43
2007-2016	117	707	824

Source: National Bank of the Republic of Serbia (year 2018)

Looking at the statistic from the National Bank of Serbia (NBS) we can see that there is a serious dis-balance in incomes and outcomes in the field of tourism with Turkey. Nevertheless, from year to year Serbia is making a visible progress.

According to the information from the Statistical office of the Republic of Serbia in the year of 2018, there were 97 084 tourists from the Republic of Turkey that visited Serbia (its -2.4% when we compare it to 2017), who had 174 675 overnight stays (+ 7.4%). In the previous year Turkey was situated on the 3rd place for foreign tourist arrivals in Serbia, which means that Turkish citizens are coming a lot more to visit Serbia. Down below there is a chart shoving the number of tourists in the period 2013 – 2017:

Chart 1: Tourists in the period 2013 – 2017 in Serbia



Source: National Bank of the Republic of Serbia (year 2018)

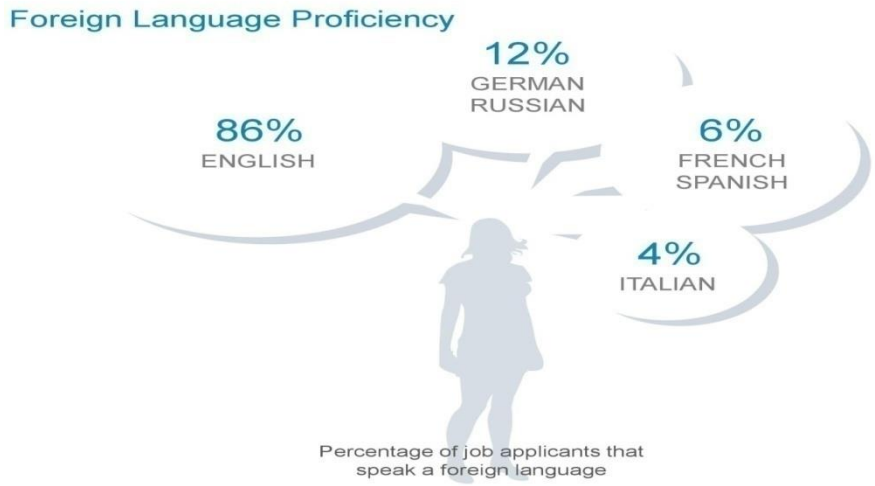
In that context, the Touristic organization of Belgrade (TOB) and Touristic Organization of Serbia (TOS) have been working a lot over the past few years in order to promote Belgrade and Serbia. Since 2013 TOS in representing Serbia every year in the EMITT fair. The largest number of study tours that were realized, were in cooperation with "Turkish airlines", as with the support of the Embassy of the Republic of Turkey in Belgrade and TURSAB.

A number of activities have been realized: numerous Turkish travel agencies and representatives of media, national and regional newspapers, national television have been brought to Serbia, for promoting reasons, which had a positive impact. Representatives from the Turkish side started visiting the Belgrade Tourism Fair, and looking on Serbia as a new travel destination. The good relations that the Minister of Trade, Tourism and Telecommunications of the Republic of Serbia has with the most various representatives of the Republic of Turkey has brought an important number of investors to Serbia which will be detail explained in the following parts.

Having in mind that in Serbia there is currently one active airport in Belgrade – "Nikola Tesla" and one, very small in Nis – "Konstantin Veliki", the Touristic Organization of Serbia is working on a project to re-active a third airport the "Ladjevci" airport in Kraljevo, in order to make destinations such as Sjenica and Novi Pazar as well as the Mountain Center "Kopaonik" easily accessible to tourists. Also, concrete programs would be suitable for the needs of Turkish tourists, especially at the regional level.

Serbia is a country where the percentage of knowing a foreign language is high, and it also plays an important role in the field of tourism. Language is a factor that can influence very positive on tourists especially in the main cities as Belgrade, Novi Sad, Zlatibor, Kopaonik, Vrnjacka Spa that have the highest number of foreign tourist visits.

Figure 3: Knowledge of foreign language in Serbia



Source: Development Agency of Serbia, year 2018 -"Why Invest in Serbia"

Based on the common cultural heritage and historical bonds between Serbian and Turkish nations there are many cultural project for restoration of many places in Serbia, that were ruined by wars or time. At the end of December 2015, a Memorandum of Cooperation was signed between the Government of the Republic of Serbia and the Government of the Republic of Turkey on the restoration of the Ram fortress in the municipality of Veliko Gradište. In October 2017, a Memorandum of Cooperation was signed on the realization of the restoration of hammams within the complex Golubacki fortress complex. Like this there are many more examples of projects that were done in the past years, mostly in cooperation with Turkish International Cooperation and Development Agency (TIKA).

3.4.4 TIKA and Turkish Investments in Serbia

Agreement between the governments of the Republic of Serbia and Republic of Turkey on technical and financial cooperation was signed in October 2009. The signing of this agreement marked the official launch of the Turkish Agency for Co-operation and Coordination in Serbia (TIKA). The agreement envisages development cooperation in the form of technical, financial and economic assistance, as well as humanitarian aid in emergency situations. In this sense, the following modalities of assistance have been defined: grants, loans or combination with grants, participation in activities, aimed at improving investments, procurement of goods and services and trade. Priority sectors that the Republic of Turkey supports through the program of development cooperation are education, health, agriculture, culture, historical heritage and tourism (MTTT Serbia 2019).

Since 2010 TIKA invested over 30 million euro in projects in the Republic of Serbia. One of the current construction is the Raška – Novi Pazar highway (value of 200 000 euro), and two large projects worth 5.4 million euro that refer to the Novi Pazar general hospital. TIKA and the Republican Water Agency signed in August 2015. a donation protocol worth over one million dollars for flood protection in southeastern Serbia.

Investments by Turkish companies in the Republic of Serbia in the last two years are intensifying with the prospect of further growth. In the Republic of Serbia

there are about 400 registered companies owned by the Turks, and there are about 50 Turkish companies operating in the country. Of this, the most important investments are in the textile sector.

The *investments* part is where we can connect the field of commercial diplomacy in practice. Based on the time spent in the Embassy during the internship, the researcher can say that the current Ambassador of the Republic of Serbia is an great commercial diplomat who uses every opportunity to show his own country as a great place for investments, and to meet with every potential investor, help him by providing information, contact persons from Serbia for the area they are interested in, even organize meetings with them, and if necessary find an translator who would be of help in Serbia. In the researchers opinion, all of mentioned above are really important for investors as for the country that ergs to develop. There is a really big mutual cooperation in different fields of work between Serbia and Turkey. As there is a language barrier in some cases, the middleman, in the view of a commercial diplomat, is more than necessary to help in the beginning of a potential cooperation and business (MTTT Serbia, 2019).

According to the NBS records, total net direct investments in money from the Republic of Turkey in the period 2010 – 2017net inflow of 71 5 million euro (in 2016, the net inflow of investments from Turkey amounted to 15 5 million euro, and for 2017 it was 181 million euro). In the first nine months of 2018, the net inflow of investments from Turkey amounts to 61 3 million euro (National Bank of Serbia, 2019).

Another import view of the cooperation is being done by the Joint Committee for Economic Cooperation that was established through the Agreement on mutual economic cooperation of the Republic of Serbia and the Republic of Turkey. The Committee had three sessions, last one was held in Ankara in March, 2018. The president of the committee from the Serbian side is the Serbian Minister of Trade, Tourism and Telecommunications, Rasim Ljajic and from the Turkish side the Minister of Justice, Abulhamit Gul.

3.4.5 International Trade and Commercial Diplomacy

The field of international trade between Serbia and Turkey was presented. In this case study a compatibility of the two fields, international trade and commercial diplomacy is obvious. In a way it can be said that there is a certain independence from one another. International trade, in order to develop, progress and give better results must have some way of attracting customers in the host countries. That is the place where Commercial Diplomacy disposes its own activities in promoting national business and helping its development. Commercial diplomacy would not present a field of its own if there was no need for its services. Trade is an old and very split concept that is always working without a brake possibility. In today's market, a break will reverse progress for more than one step. Achieving it again may not be that easy, so in order to follow the development and progress more, activities of the commercial diplomacy are the needed factor.

Activities of commercial diplomacy, when done in the right moment can be a crucial factor for the progress of international trade. With it country's national business is promoted and pushed to a higher level. The role of commercial diplomats, their knowledge and information they have regarding home and host countries business and trade are important as tools for the work. Therefore activities of this function can bring progress on both sides (Abbink, 2014:42).

CHAPTER FOUR

4. FINDINGS & OBSERVATIONS: COMPARATIVE ANALYSIS OF TURKISH AND SERBIAN COMMERCIAL DIPLOMACIES

Choice of a suitable method of research depends always of the subject in matter and the problem/question we want to answer. Research design, its description, research methodology, research sample and population that took part in the research are the most important. Beside that, ensuring a good quality of data and ethic consideration marks crucial point of a research. Taking into consideration that the subject of this thesis is conducting a social research and discovering the enrolment of commercial diplomacy as one of the new fields bonded also with the work being done in the permanent diplomatic mission of a country, while also examining the administration changes and comparing the work of two countries embassies, qualitative method of research – case study was used.

The following chapter will represent primary data provided from expert interviews and taken questionnaires with the embassy's staff by performing a case study, using observation skills, in order to accomplish provided facts regarding the practical work, administration and personal satisfaction of the employees.

4.1 Research questions

For this case study three questions were taken out to give a frame for examining the performance of the embassies as the field of administration, bilateral cooperation and commercial diplomacy. The questions are as follows:

1. Which Commercial diplomacy activities are being executed from the diplomatic missions in the world of international trade between Serbia and Turkey?
2. How much and how did the administration in the Embassies changed in the last two decades?
3. What are the influences of the Embassies work in the bilateral and trade relations between Serbia and Turkey?

Answering to these questions gives a new perspective, one more study that shows work done in practice, in real live, that can be used further on for other similar analysis or even other cases where the presented topic can present an important part. The research done with using questionnaires, expert interviews and observation technique provided the necessary answers.

4.2 Research description

Research of this study was conceived through expert interviews and questionnaires. The questions that this study wants to answer is regarding the administration changes, bilateral cooperation and the usage of commercial diplomacy in the embassies, having in mind it is a relatively new field of diplomacy, used and defined different in practice. Additionally this research also examines, through administration in the embassies, personal opinions and satisfaction of the institution employees.

4.3 Research Method

Method chosen for this research is set through a questionnaire with 3 groups of questions, basic questions, administration questions and question that will present personal opinions. Most of the questions were open-ended type, just a couple of them were closed type, general questions that are supposed to have unique answers. The total of 24 question in the poll have the idea to find out are the general rules of diplomacy set in theory, used in real practice, as to examine the efficiency of the institution work, satisfaction of the employees and review how known is the term commercial diplomacy. The usage of a qualitative method gives the researcher the opportunity to understand more views, attitudes even personal opinion and with them pull out the necessary conclusion for the research question. Qualitative study gives more possibility to the researcher to be able to understand different attitudes, view and opinions that participants have.

4.4 Target Population and Sample

Population relevant for this study was found in the employees of the embassies. The main task is to get finding through comparing the two embassies, getting information regarding the administration changes, and through answers of the embassies staff, get their opinions, attitudes so the research could relate finding with personal experience. That experience is the core of a social research as this one is. Personal characteristic and working habits, education and experience, knowledge of the working area present points that are important for the research.

4.5 Ethical Consideration

Issues regarding ethic are very important and because of it questionnaires were made all the same – one difference in the question related to the embassy, name, is it Serbian in Ankara, or Turkish in Belgrade, and distributed to the embassy employees with free decision if they will fill it out or not. All the participants were informed that this is a social research for a Master study paper on the topic related with the embassy work, comparing of two countries and the development of the commercial diplomacy. They were also informed that their personal information will not be disclosed in any way, that anonymity is protected at all times.

Due to this questionnaires are totally impersonal, no name, gender, age nor education status were questioned, the confidentiality fully respected, as of course anonymity. The decision of the Ethical Commission of the Institute for Social Sciences of AYBU regarding the chosen questions is positive and enclosed in the work.

The results of the questionnaires will be generalized, and the researcher will code with S1, S2, T1,T2 etc. every questionnaire to protect anonymity, but using them provide citations of some the given answers.

4.6 Questionnaires Analysis: Administration, Commercial Diplomacy, Personal Observations

Questionnaires that are a part of this study, as mentioned up, consist of three groups of questions which will be analyzed into three separate sections with marking of S1 to S7 and T1 to T3, differencing the answers taken from of the Serbian and Turkish Embassy staff. In the research I had the chance to speak with all members of the Serbian Embassy, but unfortunately just with 3 member of the Turkish Embassy due to intensity of the work they had this year.

By making this analysis the researcher will include information provided on the expert interviews as personal opinion based on the experience gained during the internship.

4.6.1 Historical Background

Starting with the **I group** of questions (Q-no) the participants from the Embassy of the Republic of Serbia in Ankara (ESA) answering ***Q1*** *"When was the Embassy opened?"* all gave the same answer *"In 1936"*.

The most correct/fulfilled answer was given by the participant ***S4*** with the answer *"After the establishment of the diplomatic relations in 1878 first a legation was founded, and in 1936 it was turned into the Embassy."*

Q2 regarding the *ownership of the Embassy building*, a close typed question answered from all participants with *"yes"*.

This information is very well known data considering the history that the Embassy preserves, all of the employees with honour explain the very beginning of the work of the diplomatic mission.

Q3 is nevertheless different and it was assumed that all of the participants will not know the answer, "*How many people were employed in the first squad?*" Most of the answers were "*not known / probably small number*" while correspondent ***S5*** said "*15 people"*.

Taking into consideration that all the participants have different working position it is not unexpected that some have different information than the others. The fist

squad had all positions filled by the MFA position specification, to fulfill all of the Embassy's tasks. Today unfortunately, the situation is not like that in all the diplomatic missions.

Q4 and ***Q5*** point out the basic functions – positions of the employees and core tasks of the Embassy where again answers of the participants were similar:

S1 answered: *"Ambassador, Minister-Counselor, Accountant and Security Officer; representation of the state and all the work regarding diplomatic and consular affairs".*

Different answer gave ***S2*** pointing out that there is *"diplomatic staff, technical-administrative and local staff; and that core tasks are "representing state interests, negotiation, observing and reporting, improving relations and cooperation".*

Answers for the **I group** of questions from the staff of the Embassy of the Republic of Turkey in Belgrade (ETB) were as follows:

Q1 *and* ***Q2****"Embassy works since 1981 and the building is in the ownership of Turkey since 1967"*

Participants did not have the information regarding ***Q2*** number of the employees in the first squad.

Q4 *and* ***Q5*** answers were similar as in the Serbian Embassy, with the difference that all diplomatic staff was mentioned as currently present in the mission: *T1* said *"Ambassador, Minister-Counselor, Third, Second, First Secretary, Military Attaché, technical and administrative personnel. "*

MFA of a state gives the decision of the positions to be set in a specific diplomatic mission, based on the particular state, current political and economic situation, and of course, the current relations between the home and host country. All the parameters need to be taken into consideration for making the decision on the certain number of work power needed for a diplomatic mission. In any case, at least two diplomats are required (Chief of Mission and Deputy Chief of Mission), together with the technical-administrative personnel and local personnel that is usually taken from the host country.

Discussing core tasks of the Embassy it is: representation of the state, protecting its interests and interest of the home citizens in the host country, working on all diplomatic and consular affairs (political, economic, cultural, social, etc.), observing and reporting, negotiating, and of course in all time working on improving the relations and cooperation between states.

4.6.2 Administration changes and progress

II group of questions covered topic regarding administration, have there been changes, how it is organized, how did the scope of work change communication of the Embassy with other officials, stage of consular relations…

Correspondents from ESA on the ***Q6*** answered that *"the administration of the Embassy is organized through a secretary which makes local personnel and one administrative-technical personnel from the state"*. So in ESA all administration and archiving work is done by usually one, sometimes two persons. Difference is that personnel from the state usually arranges the administration regarding financing from and to the state, as accountant, while a secretary needs to collect and organize all the work being done, in all segments of the mission.

Correspondent ***S4*** answered on ***Q7*** regarding the changes in the last 10 years the following: *"Due to the reduction of the personnel structure, there is a growing need for reliance on locally engaged personnel"*

Correspondent ***S5*** said that *"Because of the current economic situation there are cut-downs, and due to the lack of recognition of the significance of Turkey to Serbia"*.

Q8 is very important for the researcher, discussing if the current number of personnel is enough where all the correspondents answered that *"the number should be increased*".

This is a general view that researcher also agrees on, due to the period of internship spent in the ESA where it was observed that the number of employees definitely needs to be increased, and a job specification should be reviewed. Small number of employees produced the situation that everyone works on everything, and with that comes to the situation that one person needs to do all the work by itself. Looking on

one side, it could be a good thing, that one person can do all the necessary tasks, but it depend on who is that person, from which group is diplomatic/administrative/local and education he/she possess. The education part and the experience, as the will to learn and work are really important because they define the quality of the work. More staff would allow would allow division of jobs and thus provide quality of work.

Q9 discovers the scope of the functions in the Embassy, and even though the staff number is really small all work must be done, diplomatic fist, and after that by the field consular, commercial, political, economic, cultural, social and work related to all bilateral affairs.

Regarding the employees status mentioned in ***Q10*** the mix of diplomatic, administrative – technical and local staff is present on both sides.

In the last 10 years administration unfortunately did not receive an improvement in man power, but changes in archiving and data storage were done, and that show answers of the correspondents on the ***Q11*** and ***Q12*** *is there a change in the scope of work 10 years ago, 5 years ago and today, and is the administrative part of the work done in correspondence with the modern technologies?*

Answers on ***Q11*** is positive with all correspondents, *S5* says *"it depends on the Ambassador, some worked more, some less, one jumping over a job, while other use time to create a job".*

Correspondent ***S1*** pointed that *"the scope of work is being increased every year",* while correspondent ***S3*** *says "the scope of work got on a higher level due to the current bilateral cooperation between Serbia and Turkey".*

Q12 regarding the follow up of the modern technologies, all said that it has space to develop and improve more in this area.

It is a part mostly dependent on the worker itself, its age, education, usage and knowledge of the usage of modern technologies, and provided space for harmonization of administration with modern technology. In the ESA in the last year some of the changes in this direction were made, firstly with the arrival of the new –

modern technologies user - Ambassador in 2018, than with new younger member of a staff willing to digitalize a big part of the work being done every day.

Giving in mind that the second research question was how and how did the administration changed over the last two decades, by examining the answers provided above it can be noted that the administration has had positive changed, progressed in some ways, but with still there is lots of room for further upgrade. With the ongoing process of globalization, every day changing modern technologies, administration as a field is facing a big challenge. There is a lot to be changed and modernized in the Embassy of Serbia. From one side, having all documents in paper is still necessary due to possible crashes of modern technology in any second, but still all digital technology showed to be very worthy of trust with faster and easier access.

The following questions relate more to a communication part and commercial diplomacy terms. ***Q13*** reviews if there is communication between the Embassies of Serbia and Turkey, it is a closed question, where correspondents answered differently, some yes some no, and they are both right. Communication between the Embassies is not every day practice. As one embassy represents another state in the host country the usual practice is to communicate with the state representatives of the host country. Nevertheless there are some occasions, situation or specific cases when embassies do communicate. It can been regarding a consular issue, regarding the problem that one country's citizen has suffered, or in general regarding diplomacy topics, staff, cultural or social affairs.

In the past year since the researcher was in the ESA there were couple of times when the two embassies made contact and provided one another necessary information. It should also be pointed out that the two Ambassadors also keep nice and friendly cooperation, and work together in specific situations, like a in a case of a presidential visit.

Q14 discovers with whom the Embassy in its work has most communication and even though there are some different answers, the universal and correct is MFA. Every Embassy in the host country has the most communications with the Ministry of Foreign Affairs of the host country due to the biggest percentage of the Embassy's work required contact with the MFA. All information from the home

country that needs to be forwarded to the MFA of the host country go by a diplomatic Note. Announcing the arrival of the delegations, asking for international help based on the current problem consular, political, economic of other purpose, technical and administrative cases regarding taxes, registration, issuing of ID carts, informing about an arrival of a new colleague, announcing border crossing, facilitating the cross for diplomatic cargo, as for many other kind of informing is done by the diplomatic Note.

Beside MFA, Embassies communicate with different Ministries of the host country, private and state companies, and all other state institutions and organizations.

The next 3 question are with the same answers from ESA and ETB both, and the answers are as following:

Q15 deals with the level of consular cooperation between Serbia and Turkey, where all the correspondent have matching answers pointing out that today's level of cooperation in the consular affairs is the strongest until now, and there are, on regular bases, consular consultations being held every year. In 2017 it was in Belgrade, and in 2018 in Ankara.

Q16 and ***Q17*** deal with the knowledge of the term commercial diplomacy and the involvement of the Embassies in the current cooperation between the two countries.

All correspondent answered positive on question regarding the knowledge of the term commercial diplomacy, but some mixing it with economic – trade diplomacy, but without giving any specification regarding it. As Serbia is country less developed in this study, ESA gives more importance to the field of commercial diplomacy in its real meaning, by using the activities for promoting national country, its production, private and state companies in the host country.

Commercial diplomacy is known as a term, but the field, activities it covers and its importance is not so clear to all employees, due to they has the best knowledge in their area of work. Nevertheless, it needs to be mentioned that in a way all employees participate in the activities of commercial diplomacy. Giving in mind we define it like an activity that is in charge of promotion national business in the host country, every employee, giving an information regarding trade, companies, business, steps for establishing a firm, help in sending a person to the right address

to get information regarding the area for which there is interests, they all do activities that belong to the field of commercial diplomacy. Some employees are involved more, some less, but they are all a part of it. Difference that must be mentioned is that in ESA there is no position of the commercial diplomat, like there is in the ETB (commercial counselor).

Regarding ***Q17*** cooperation between two countries, as it is really, all correspondents showed a genuine pleasure and satisfaction that the relation are more than good, on the best level ever, which can also be affirmed with the frequent presidential visit occurred in the last year.

Answers of the correspondents of the **ETB on the II group** of questions regarding administration changes, scope of work and communication were as follows:

Q6 regarding the administration organization was answered by *T1*as:*"There has been 20 years since the digitalization, but manual telegrams an archiving in digital as in paper is still being used."*

As ETB is more developed, and has more opportunities for yearly upgrading of administration, the advantage in comparison with ESA is obvious, and following that, answer on ***Q7*** was that *"as the technologies advanced, embassy followed"*.

Q8 that was very important looking from the ESA side, for ETB answer for this question was *"yes".* The number of personnel is satisfactory, as in the Embassy there are almost 60 active personnel, including all status – diplomatic, administrative – technical and local (this is also the answer to ***Q10***).

Regarding ***Q9*** functions of the employees, by the ***T2*** correspondent, include all of the field of work, starting with diplomatic, than commercial, trade, cultural, military, social, consular, tourism and all other bilateral affairs.

Q11 examines the scope of work in the last decade and correspondent ***T3*** said: *"Today we are witnesses of the enhanced relations between countries that also effect on the extension of working hours."*

As the answer to ***Q7*** and ***Q12*** also point that the modern technologies are up to date in the usage part, but still all data storage is till done physically and electronically by the adequate technical – administrative personnel.

Q13 about the communication between the Embassies of Serbia and Turkey has been answered same in ETB also, that it is on the necessary bases.

Regarding ***Q14*** with whom do they communicate most ***T1*** correspondent answered with MFA and the Presidency.

Here we can point out the difference considering that from the interview with the political counselor in ETB the researcher asked regarding other forms of communication with different institutions, but the explanation was that MFA and the Presidency are the core of communication for fulfilling all the tasks of the Embassy. Communication with the private and state companies are rare, just if some investors ask for help or support of the mission.

4.6.3 Perception of the Employees regarding the work in the Embassy

III group includes questions regarding employee's personal opinions, experience and personal satisfaction with the current employment. First question from this group is unique for all, and that is ***Q18*** regarding the length of the working mandate which is *"up to 4 years"* for all employees send by the MFA. Local personnel can be employees with the mission without time limits. Correspondents from ESA and ETB normally gave different answers on ***Q19*** to ***Q24*** that deserve individual emphasis:

Regarding ***Q19*** about the position – function there were following answers: Ambassador, Minister-Counselor, Counselor, Third Secretary, Security Officer, Military Attaché, Accountant from the MFA and Secretary – Interpreter from the local personnel.

Q20 was *"how much time did you need to get into the job in the country?"*

S1 said: *"I have adapted very quickly to the life and work in Turkey, considering I have been here for a short time 2 years ago".*

Answer of ***S2*** was: *"Two months for adjusting to the country, and 6 to 9 months total adjustment for the job".*

S4 and ***S5*** said *"6 months up to 1 year for serious work adjustment."*

T1 *one said: "I needed very much time"* while ***T2*** said:*"I came just a couple month ago, so I am still adjusting.*

This question answers are totally individual. Every person adjust based on its own life rhythm.

Q21 questioned the satisfaction of the work in Turkey/Serbia:

S1 and ***S2*** said *"Yes"*, ***S4*** pointed that *"In generally is satisfied but needs more adjustment".*

T1said: *"Yes I am", **T3** answered: "Yes, I like very much the atmosphere in this country."*

Q22 and ***Q23*** refer to the knowledge of the language and does the language represent an obstacle in the host country where all the answers for the first question were usually negative, 2 or 3 correspondent have different answers, that they now little or just couple of words. Regarding the language as an obstacle, ETB correspondent's answers were negative, while ESA showed that language is an obstacle.

The only person that stands out is the Military Attaché in the ESA who learned Turkish language upon arrival to the country. His advantage is bigger definitely due to people in Turkey do not use English that much. Starting from the street, market, stores, up to organizations, institutions even ministries English that is the most used spoken language is not used in Turkey. Generally this is a real problem for people coming from different countries. Having in mind Turkish in not easy to be learned, employees of the ESA had a lot of difficulties, and due to language problem interpreter is the key person for fulfilling the necessary work.

Situation in Serbia is different, because the percentage of population that speak English is extremely high in all different sectors of work and life. Answer of the

correspondent ***T1*** was that: *"There was no need for learning Serbian language, due to all people speak English."*

Language barrier can be a serious obstacle for living and working in different countries. Starting from normal everyday life, going to the market, to a doctor, the pharmacy, moll, all until the work itself, and communication with different institutions and organization in order to finish the given job is practically impossible without knowing the language. If people in Turkey would speak more English life for our diplomats would be a lot easier, but in this case they are forced to learn Turkish, words, phrases, sentences for a simple communication or to have by their side always an interpreter in order to manage and do what they came to do. In a way, it is not that bad in the opinion of the researcher, because it gives people the opportunity to learn a different language, which is always a positive skill to have in your life and resume. It would also leave a good impression with the colleagues in the host country when you know to speak their language which show the in a way respect you have for the country, its people and your current working position.

The last question of this questionnaire ***Q24*** was for the correspondents to relate if they have experience in different countries, to compare with the current one. For this question we had different answers worth mentioning:

S1 correspondent worked in many different countries send from the MFA, but he pointed out the last, before Turkey which was Libya. ***S1*** pointed out that work in a country that is the stage of war is incomparable. The ruling of terroristic fractions, chaos, frequent attacks and bombings present seriously bad and dangerous working environment. *"Working in Turkey, which is a country stated as higher risk, is satisfactory due to you can walk around free and everything function normally, which give conditions for a normal life and work."*

On the other hand correspondent ***S4*** mentioned work in Libya more than a decade ago, and USA where he points out: *"the quality cooperation with MFA, high standard of life and good safety conditions."*

In the answers given from ***T1*** we had a chance to see other countries, like Canada, USA and Albania.*"I worked in the field of multilateral diplomacy in America and Canada, and bilateral in Albania. Serbia is a nice surprise and a*

pleasant working area, especially in comparison with the previous work position in the less developed Albania." said the correspondent.

Correspondent ***S7*** has a previous working experience in Bulgaria, again different from Turkey, and closer to Serbia. Having in mind that the languages were more similar, and easier to learn, previous working country was classified as a better working place due to the work was easily done and completed with success.

The questionnaires and the interviews, chance to follow and observe the work from at least one side fully, gave the researcher the possibility to collect answers on various different questions that are very helpful and fulfilling for this study.

CHAPTER FIVE

5. CONCLUSION: COMMERCIAL DIPLOMACY AND TRADE RELATIONS BETWEEN SERBIA AND TURKEY

The main purpose of this study was to examine and compare the work of two permanent diplomatic missions, Embassies of Serbia and Turkey, administration, bilateral relations and explore a relatively new field of diplomacy – commercial diplomacy which is closely related with the work of Embassies. Based on the research done through this study, the answers to the research questions regarding administration changes, commercial diplomacy and its activities, the work of the permanent diplomatic mission in upgrading the bilateral relations of two countries was achieved.

To briefly summarize, the introduction part gives an overview of the idea of this study. Explains the important segments that will be analyzed through the paper first theoretically, then based on the practical view. Diplomatic missions, its administration, commercial diplomacy and trade are the core elements examined in this study.

Second chapter presents the conceptual framework that explains all concepts and fields of work that are included through available theoretical knowledge regarding the term diplomatic mission, and its basic generalizations, following with the definitions and explanation of the field of commercial diplomacy, ending with theoretical background of international trade. This chapter is really important because based on theories the practical view could be examined.

Commercial diplomacy is a relatively a new field which focus is in the international affairs of a country, generally mixed with economic and financial diplomacy, so far insufficiently explored. This work is one more chance to see what should be the activities of the commercial diplomacy and the tasks of commercial diplomats, its position in the home and host country, and diversity of opinions regarding its necessity.

Part describing international trade, points out definitions of trade and the very beginning of trade as a concept. It explains theories related to trade, and government interference into the process that exists from the past. A very old concept, differently interpreted over the year, with similarities that stayed from the XVIII century until now.

It is necessary to emphasize “specialization of work” - important in points of trade, but also administration and Commercial Diplomacy activities that present the center of this study.

Third chapter gave the overview of the work being done in the embassies of Serbia and Turkey, combining historical parts, how it was and how is it today. In the chapter, there is a part regarding the trade relations between the two countries, which explains areas of trade, gives certain numbers and shows trade movement over the past couple of years where an obvious progress can be seen.

Chapter four show results and findings of the questionnaires done in the Embassies, together with answers gotten from the expert interviews that helped in forming a picture regarding the practical part of work that gave the opportunity to make a comparison of the work done in the mission of these two countries, as to show progress in upgrading the bilateral relations.

While speaking about this part a reminder on the research questions is necessary. The questions were: Which Commercial diplomacy activities are being executed from the diplomatic missions in the world of international trade between Serbia and Turkey? How and how much did the administration in the Embassies changed in the last two decades? What are the influences of the Embassies work in the bilateral and trade relations between Serbia and Turkey?

Doing the research answer to these questions were achieved. It is necessary to point out first that in this paper we had a developed and developing country in examination. Activities regarding commercial diplomacy are more wanted in the Embassy of the Republic of Serbia due to it is the country still developing and trying to achieve greater progress, and seeks the membership into the European Union. On the other side, Turkey which is developed also looks to contain the current status and continue with the further progress of course.

All the theoretical work regarding commercial diplomacy points out that it includes "activities done to promote national business in foreign countries" and that a position of a "commercial diplomat" should be separated by itself. In the ETB there is a commercial attaché in charge of trade, economic and commercial affairs in the Embassy. On the other hand in ESA this, this very much needed, as a separate function is not an option now, and it will not be for some time. In Serbia there is a ban on employment for several years now, and in the MFA younger generation are really rare. This present one of the core problems for this and other activities that need to be taken care of in the country and in the missions, but are handicapped by the lack of men power, especially younger men power that is willing to work, learn, create, produce, all in the line with the ongoing process of globalization, following new trends and modern technologies.

In part this is also the answer regarding administration changes in the last two decades that occur much slower than it should in the ESA, where one of the reasons can be under staff and one currently working generations. ETB does not have administration problems, they have established a digitalization system that is working properly, and are following modern trends.

To answer to the set question of this study, activities regarding commercial diplomacy in the ESA are being done by the Ambassador who is giving lectures and conferences regarding the investment possibilities in Serbia, arranging meetings with possible investors, creating contact between companies that could cooperate together, points them on the place where some investment is necessary and provides his full support in helping to establish communication.

Taking as an example, in November 2018 the Ambassador held a presentation on the topic "Investment and economic opportunities in Serbia" in the Ankara Chamber of Industry where the researcher was present in helping with translation. On this lecture there were representatives of more than 60 different companies, working in totally different sectors asking questions regarding the possibility of investing in Serbia. By explaining some characteristics of Serbia as a country the Ambassador made one comprehensive lecture, like a real commercial diplomat. The lecture itself was prepared from the Serbian Development Agency (SDA) and the Ministry of Economy of the Republic of Serbia.

In one way, the ongoing debate regarding this position in practice due to the critics of possible corruption, the tendency to get to a diplomatic position's advantages without possessing knowledge of the world of business, as for the constant threat that private sector and individual firms will be privileged more than the state companies, has the grounds to be true. Nevertheless looking this from another perspective, this is one of the tasks that the home country gave its representative, in this case to the Ambassador, to fulfill in the host country. One important fact more to contribute to this is that even though private sectors get more communication and cooperation or investment possibilities with Turkish investors, every employed working power help the country and its nation. Currently the percentage of unemployment is big, but with working on improving national business and international trade the numbers should decrease.

When we are speaking regarding the diplomatic mission of the Republic of Serbia, having in mind the current potentials and options for development and investments in the country, a position of a real "commercial diplomat" which would be specialized in finding and connecting possible investors and partner from Turkey with companies in Serbia, would be more than welcome.

Before appointing this new position, members of the diplomatic mission should be educated regarding commercial diplomacy, what activities does it apprehend and the knowledge that that diplomat should possess. This function includes perfect knowledge of business, stage of private and state companies, possibility of establishing communication and knowledge of sectors were investments are overpriced, to have as a base for fulfilling his/her tasks in the host country. This person needs to possess certain personal characteristic like being friendly, communicative, having negotiation skills, knowledge and up to date information regarding commercial stages of the home country. In the host country this function is obligated to know a wide group of people, with different sectors, to establish a good friendly communication and potentiate cooperation and investments.

The main objection and recommendation for the ESA is the lack of men power and the non-existing work specialization. Yes, it is a good thing when you can count on one person to be able to finish all the work, but then we must be ready that the quality of that work will not be high. Everyone needs to do what he does the best.

More people will release the pressure put on few, enable work specialization, and get more productivity from the mission. As the researcher became as one member of the working team, the fact that all job is always successfully and on time done, deserves to be pointed out.

Regarding the influences that embassies have on trade and bilateral relations, after the presented research it is showed that the work of these institutions is very much creditable for the excellent relation between the two countries. All the work being done in these institutions every day is a step more that profound mutual relations. Activities of the commercial diplomacy are also important having in mind they do the same. Connecting governments, companies, people, culture, trade, all sectors is in fact strengthening bilateral relations between Serbia and Turkey.

Next objection is regarding the education in the sense of foreign language and prearrangement of the first administrative-technical personnel, and then personnel in total. Serbia is a country with high level of knowledge of foreign language, especially English. If the MFA needs to send a position that has to know the language to fulfill its work, than that should be respected. As there are other requirement that need to be respected and every person needs to go through a certain preparation to be into the matter of the job he/she will be doing before stepping into a new position in the diplomatic mission to get to know the specifics of the country where he/she will fulfill its tasks, knowledge of at least one foreign language (universal is English) should be a mandatory condition. Even learning the basics of a language spoken in the country where are you headed should be included as a rule. Language is not the barrier only when we are speaking regarding the work positions and job that must be done. Language is necessary off work as well, for everyday life. Without knowing the language, every employee of the mission needs to contact the employed correspondent – translator for everything they wish to do. Learning the basic of a language of the host country is helpful in terms of life, normal life and work in the mission, as it would show respect to the host country and its people.

Turkey is a little bit specific regarding the foreign language, having in mind that the culture of learning a foreign language in the last couple of years got the needed importance. In Turkey immigrant languages are more common. Crimean, Georgiran, Kabardian, Bosnia, Albanian, Arabic and Tatac (World Atlas, 2019). When we

speak about European group of languages the most used are English, French and German. Language can be an obstacle for life and work in any country, and in the researcher opinion this deserves more intense engagement.

When the question of language was mentioned in the ETB the staff said that they do not speak Serbian, and only the high group in the diplomatic rang speak English. The advantage that they have in Serbia is that a big percentage of the population speaks English, mostly fluently but in the worst case scenario, can understand and give an answer. The researcher in any case thinks that learning the basics of the host country language is important and gives a better impression with the host by showing respect to the country and the position they have in the diplomatic mission, with it presents the sending country in an even better light.

During the expert interview with the Political Counselor in the ETB, when the researcher brought up the question of language, she got the answer that learning Serbian is not necessary, due to all people speak English. The language barrier doesn't exist, she said.

This is a true fact, starting from kindergarten, up to elementary, high school, university learning a foreign language is mandatory, and usually people have the opportunity to learn. From the young up to the old generation, people speak at least basics of English, and after German, French, Russian, Italian, etc. Taking into consideration that Serbia is a continental country, most of the people travel abroad for summer/winter vacations were they have the opportunity to practice their language.

In Turkey situation is different because it is a really big country, with places for summer and winter vacation, where people maybe do not feel the need of learning a foreign language. As time passes, this is also a changing area, and learning a foreign language started obtaining the importance that it should have.

This study as the goal put the field of commercial diplomacy and the comparison of the two embassies, Serbian in Turkey, and Turkish in Serbia. Differences in all segments are obvious, firstly development of the sending country, then the development of the Embassy itself and the number of staff included into the mission of representing the state. As the question regarding commercial diplomacy has been

answered, both sides should work more on its implementation, and preserving the best possible representations of their sending countries.

In conclusion of this study it can be pointed out that the study's central point – commercial diplomacy was examined, along with administration field, through the work of the foreign diplomatic missions and that there is enough place for its further progress and development. For the developing countries like Serbia, this field is very much needed because the progress of commercial diplomacy would influence on the progress of the country's companies, private or state, and with it the trade relations in general. Further development of the existing area does not require a big investment, but it can bring positive changes in the general development plan, with achieving set goals and objectives.

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7. APPENDIX 1

INTERNATIONAL BILATERAL AGREEMENTS BETWEEN SERBIA AND TURKEY

No.	Agreement Title	Signature date	Ratification	Effective from	Publication
1.	CONVENTION ON MUTUAL RELATIONS BY CASES FOR JUDICIAL, CITIZENSHIP AND TRADE / TURKEY	03.07.1934.	27.04.1937.	24.07.1937.	OFFICIAL NEWSPAPER NO. 263-IXV / 1936. COLLECTION OF THE INTERNATIONAL CONTRACT NO. 4/1937.
2.	AIR CONDITION AGREEMENT BETWEEN THE FEDERATIVE NATIONAL REPUBLIC OF YUGOSLAVIA AND THE REPUBLIC OF TURKEY	16.04.1953.	15.10.1953.	04.05.1954.	ADDITION TO THE OFFICIAL LIST NO. 3/1954 INTERNATIONAL CONTRACTS FNRY BOOK 9/1954. COLLECTION OF THE UN CONTRACT, NO. 255
3.	AGREEMENT ON THE EXCLUSION OF AIR CONDITIONS PROVIDED IN THE PROTOCOL TO THE ANNEX A AIR CONDITIONING AGREEMENT dated 16.04.1953. BETWEEN THE FEDERATIVE NATIONAL REPUBLIC OF YUGOSLAVIA AND THE REPUBLIC OF TURKEY	26.04.1954.	24.02.1955.	/	APPENDIX OFFICIAL NEWSPAPER NO.6 / 1956, FUND OF CONTRACT FIRST, BOOK NO.7 / 1956

4.	VETERINARY CONVENTION BETWEEN THE FEDERAL GOVERNMENT OF YUGOSLAVIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY	22.09.1960.	27.06.1961.	04.10.1962.	APPENDIX OFFICIAL NEWSPAPER NO. 2/1962
5.	AGREEMENT BETWEEN THE GOVERNMENT OF THE SFRY AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON INTERNATIONAL ROAD TRANSPORT	10.01.1968.	26.06.1968.	07.03.1969.	APPENDIX OFFICIAL NEWSPAPER NO. 5/1968
6.	CONSULAR CONVENTION BETWEEN THE SFRY AND THE REPUBLIC OF TURKEY	31.03.1968.	10.12.1969.	04.12.1971.	APPENDIX OFFICIAL NEWSPAPER NO. 2/1972
7.	TRADE AGREEMENT BETWEEN THE GOVERNMENT OF THE SFRY AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY. PROTOCOL BETWEEN THE GOVERNMENT OF THE SFRY AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY	14.04.1971.	28.6.1971.	11.11.1971.	APPENDIX OFFICIAL NEWSPAPER NO. 2/1972
8.	AGREEMENT	16.3.1972.	26.12.197		APPENDIX

	ON THE ESTABLISHMENT OF THE YUGOSLAV TURNOVER OF THE COMMISSION FOR COMMERCIAL COOPERATION BY SHIPPING 16.03.1972.		2.		OFFICIAL NEWSPAPER NO. 12/74
9.	CONVENTION ON JUDICIAL AND LEGAL AID IN CRIMINAL MATTERS BETWEEN THE SOCIALIST FEDERATIVE REPUBLIC OF YUGOSLAVIA AND THE REPUBLIC OF TURKEY	08.10.1973.	05.02.1975.	03.05.1975.	APPENDIX OFFICIAL NEWSPAPER NO. 12/1976
10.	THE CONVENTION ON THE ISSUE OF KILLERS BETWEEN THE SFRY AND TURKEY	17.11.1973.	12.12.1974.	03.05.1975.	APPENDIX OFFICIAL NEWSPAPER NO. 47/75
11.	AGREEMENT ON THE AMENDMENT OF THE AGREEMENT BETWEEN THE SFRY AND THE REPUBLIC OF TURKEY ON INTERNATIONAL ROAD TRANSPORT	05.03.1976.	03.06.1976.		INTERNATIONAL CONTRACT NO. 11 / 1984
12.	12 AGREEMENT ON THE AMENDMENT OF THE	05.03.1976.	/	/	/

	AGREEMENT BETWEEN THE SFRJ AND THE REPUBLIC OF TURKEY ON INTERNATIONAL TRANSPORT				
13.	AGREEMENT ON LONG-TERM ECONOMIC, TECHNICAL, INDUSTRIAL AND TECHNICAL COOPERATION BETWEEN THE GOVERNMENT OF THE SFRY AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY	12.05.1976.	07.10.1976.	18.11.1976.	INTERNATIONAL CONTRACT NO. 4/1978
14.	AGREEMENT ON COOPERATION IN SCIENCE AND TECHNOLOGY BETWEEN THE GOVERNMENT OF THE SFRY AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY				INTERNATIONAL CONTRACT NO. 1/1979
15.	PROTOCOL ON CONSULTATIONS BETWEEN THE FEDERAL MINISTRY OF FOREIGN AFFAIRS OF THE FEDERAL REPUBLIC OF YUGOSLAVIA AND THE	02.03.2001.	/	02.03.2001	/

	MINISTRY OF FOREIGN AFFAIRS OF THE REPUBLIC OF TURKEY				
16.	AGREEMENT BETWEEN THE FEDERAL GOVERNMENT OF THE FEDERAL REPUBLIC OF YUGOSLAVIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY CONCERNING THE RECIPROCAL PROMOTION AND PROTECTION OF INVESTMENTS	02.03.2001.	22.06.2001.	10.11.2003.	OFFICIAL NEWSPAPER OF SRY-INTERNATIONAL CONTRACT NO. 4/01
17.	AGREEMENT ON MUTUAL ADMINISTRATIVE ASSISTANCE IN MONITORING, EXAMINATION AND PREVENTION OF CUSTOMS OFFENSES BETWEEN THE FRENCH AND GOVERNMENT OF THE REPUBLIC OF TURKEY	06.02.2002.	30.01.2003.	01.05.2003.	OFFICIAL NEWSPAPER OF SRY-INTERNATIONAL CONTRACT NO. 4/2003
18.	AGREEMENT BETWEEN THE GOVERNMENT OF THE RY AND	12.04.2002.	30.01.2003.	14.04.2006.	OFFICIAL NEWSPAPER OF SRY-INTERNATIONAL CONTRACT

	GOVERNMENT OF THE RT ON COOPERATION IN THE FIELD OF EDUCATION, SCIENCE, CULTURE AND SPORTS				NO. 3/2003
19.	AGREEMENT ON SCIENTIFIC CO-OPERATION BETWEEN THE FEDERAL GOVERNMENT OF THE FEDERAL REPUBLIC OF YUGOSLAVIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY	29.08.2002.	30.01.2003.	26.2.2003.	OFFICIAL NEWSPAPER OF SRY-INTERNATIONAL CONTRACT NO. 3/2003
20.	AGREEMENT BETWEEN THE COUNCIL OF MINISTERS OF SERBIA AND MONTENEGRO AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON COOPERATION IN THE FIELD OF TOURISM	12.02.2004.	29.06.2005.	18.07.2005.	OFFICIAL NEWSPAPER OF SRY-INTERNATIONAL CONTRACT NO. 7/2005
21.	PROTOCOL OF MEETING OF THE COMMISSION'S MEETING BETWEEN THE DELEGATIONS OF THE STATE COMMUNITY OF SERBIA AND	30.6.2004.	30.6.2004.	/	/

	MONTENEGRO AND THE REPUBLIC OF TURKEY ON INTERNATIONAL ROAD TRAFFIC				
22.	AGREEMENT BETWEEN THE SERBIA & MONTENEGRO AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON MILITARY AND MILITARY COOPERATION	9.8.2004.	22.12.2004.	30.6.2008.	OFFICIAL NEWSPAPER OF SM-INTERNATIONAL CONTRACT NO. 22/2004
23.	AGREEMENT BETWEEN THE SCG AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON COOPERATION IN THE MILITARY INDUSTRY	19.8.2004.	17.2.2005.	4.4.2005.	INTERNATIONAL CONTRACT NO. 01/2005
24.	CONVENTION BETWEEN THE COUNCIL OF MINISTERS OF SERBIA AND MONTENEGRO AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY FOR THE AVOIDANCE OF DOUBLE TAXATION WITH RESPECT TO TAXES ON INCOME AND ON CAPITAL	12.10.2005.	11.5.2006.	10.8.2007.	OFFICIAL NEWSPAPER OF SM-INTERNATIONAL CONTRACT NO. 3/2006

25.	PROTOCOL FROM THE MEETING OF THE MEETING COMMITTEE BETWEEN THE DELEGATIONS OF THE REPUBLIC OF SERBIA AND THE REPUBLIC OF TURKEY ON THE INTERNATIONAL ROAD TRAFFIC	16.11.2006.	/	16.11.2006.	/
26.	PROTOCOL ON COOPERATION IN THE FIELD OF CULTURE BETWEEN THE MINISTRY OF CULTURE OF THE REPUBLIC OF SERBIA AND THE MINISTRY OF CULTURE AND TOURISM OF THE REPUBLIC OF TURKEY	19.2.2009.	/	13.10.2009.	/
27.	PROTOCOL ON THE COOPERATION OF THE MINISTRY OF FOREIGN AFFAIRS OF THE REPUBLIC OF SERBIA AND THE MINISTRY OF FOREIGN AFFAIRS OF THE REPUBLIC OF TURKEY	20.3.2009.	/	20.3.2009.	/
28.	AGREEMENT BETWEEN THE GOVERNMENT OF THE	12.05.2009.	29.02.2012.	20.04.2012.	INTERNATIONAL CONTARCT NO. 1/2012

	REPUBLIC OF SERBIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON MUTUAL PROTECTION OF POVERTY INFORMATION AND MATERIAL EXCHANGE IN COOPERATION IN THE FIELD OF MILITARY INDUSTRY				
29.	AGREEMENT ON FREE TRADE BETWEEN THE REPUBLIC OF SERBIA AND THE REPUBLIC OF TURKEY	01.06.2009.	11.12.2009.	01.09.2010.	INTERNATIONAL CONTRACT 105/09
30.	MEMORANDUM ON DEVELOPMENT BETWEEN THE GOVERNMENT OF THE REPUBLIC OF SERBIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON OPENING OF THE OFFICE FOR THE PROGRAM COORDINATION OF THE TURKEY INTERNATIONAL AGENCY COOPERATION	23.07.2009.	/	23.07.2009.	/

	AND DEVELOPMENT (TIKA) IN BELGRADE				
31.	AGREEMENT BETWEEN THE GOVERNMENT OF THE REPUBLIC OF SERBIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON TECHNICAL AND FINANCIAL COOPERATION	26.10.2009.	05.05.2010.	21.07.2011.	INTERNATIONAL CONTRACT 1/10
32.	AGREEMENT BETWEEN THE GOVERNMENT OF THE REPUBLIC OF SERBIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON ECONOMIC COOPERATION	26.10.2009.	05.05.2010.	09.07.2010.	INTERNATIONAL CONTRACT 1/10
33.	AGREEMENT BETWEEN THE GOVERNMENT OF THE REPUBLIC OF SERBIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON COOPERATION IN THE FIELD OF INFRASTRUCTURE PROJECTS	26.10.2009.	05.05.2010.	12.07.2010.	INTERNATIONAL CONTRACT 1/10
34.	AGREEMENT BETWEEN THE	26.10.2009.	05.05.2010.	01.12.2013	INTERNATIONAL CONTRACT

	REPUBLIC OF SERBIA AND THE REPUBLIC OF TURKEY ON SOCIAL SECURITY				1/10
35.	MEMORANDUM ON DEBATING BETWEEN THE DIPLOMATIC ACADEMY "KOCA POPOVIC", THE MINISTRY OF FOREIGN AFFAIRS OF THE REPUBLIC OF SERBIA AND THE TRAINING CENTER FOR DIPLOMATS OF THE MINISTRY OF FOREIGN AFFAIRS WORK OF THE REPUBLIC OF TURKEY	8.4.2010.	/	8.4.2010.	/
36.	AGREEMENT BETWEEN THE GOVERNMENT OF THE REPUBLIC OF SERBIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON MUTUAL ABOLITION OF VISA	12.07.2010.	22.10.2010.	03.12.2010.	INTERNATIONAL CONTRACT 9/10
37.	AGREEMENT ON COOPERATION BETWEEN THE MINISTRY OF WORK AND SOCIAL	23.09.2010.	/	10.03.2011.	/

	POLICY OF THE REPUBLIC OF SERBIA AND THE MINISTRY OF WORK AND SOCIAL SECURITY OF THE REPUBLIC OF TURKEY				
38.	AGREEMENT BETWEEN THE GOVERNMENT OF THE REPUBLIC OF SERBIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON COOPERATION IN THE FIGHT AGAINST DIFFICULTIES OF CRIMINAL WORKS OF TERRORISM AND ORGANIZED CRIME	10.03.2011.	26.12.2011.	08.06.2013.	INTERNATIONAL CONTRACT 11/11
39.	PROTOCOL FROM THE MEETING OF THE MEETING COMMITTEE BETWEEN THE DELEGATIONS OF THE REPUBLIC OF SERBIA AND THE REPUBLIC OF TURKEY ON THE INTERNATIONAL ROAD TRAFFIC	27.04.2011.	/	27.04.2011.	/
40.	AGREEMENT ON COOPERATION	5.7.2011.	/	19.7.2011.	/

	OF UNIVERSITY IN BELGRADE AND ISTANBUL				
41.	MEMERENDUM DEBATING BETWEEN THE GOVERNMENT OF THE REPUBLIC OF SERBIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON COOPERATION IN THE FIELD OF AGRICULTURE	28.9.2011.	25.6.2013.	8.7.2013.	INTERNATIONAL CONTRACT 8/13
42.	REPORT FROM THE FIRST MEETING OF THE JOINT COMMITTEE FOR REFERRING TO THE APPLICATION OF THE FREE TRADE AGREEMENT BETWEEN THE REPUBLIC OF SERBIA AND THE REPUBLIC OF TURKEY	08.02.2012.	/	08.02.2012.	/
43.	GRANT AGREEMENT BETEEWN THE GOVERNEMNET OF THE REPUBLIC OF SERBIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY FOR	28.04.2012.	/	06.08.2012.	/

	FINANCING OF THE PROJECT FOR THE RECONSTRUCTION OF PART OF THE KRALJEVO (MORAVA) AIRPORT				
44.	AGREEMENT BETWEEN THE GOVERNMENT OF THE REPUBLIC OF SERBIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON EMPLOYMENT OF MEMBERS OF FAMILY MEMBERS OF DIPLOMATIC CONSULAR REPRESENTATIONS	01.02.2013.	22.05.2013.	25.04.2014.	INTERNATIONAL CONTRACT 6/13
45.	PROTOCOL OF THE SECOND MEETING OF THE JOINT COMMITTEE FOR ECONOMIC COOPERATION BETWEEN THE REPUBLIC OF SERBIA AND THE REPUBLIC OF TURKEY	14.3.2013.	/	14.3.2013.	/
46.	PROTOCOL FROM THE MEETING OF THE MEMBERS OF THE COMMISSION BETWEEN THE DELEGATIONS OF THE	3.9.2015.	/	3.9.2015.	/

	REPUBLIC OF SERBIA AND THE REPUBLIC OF TURKEY ON THE INTERNATIONAL ROAD TRAFFIC ON 2 AND 3 SEPTEMBER 2015 IN BELGRADE				
47.	MEMORANDUM OF COOPERATION BETWEEN THE GOVERNMENT OF THE REPUBLIC OF SERBIA AND THE GOVERNMENT OF THE REPUBLIC OF TURKEY ON THE REALIZATION OF RECONSTRUCTION OF RAMSHIP FORTRESS	28.12.2016.			OFFICIAL NEWSPAPER – INTERNATIONAL CNTRACT 9/16

8. APPENDIX 2

- Questionnaire for the Embassy of the Republic of Turkey

Research questionnaire for master's thesis titled “Evaluation of Administrative and Cooperative Performance of Turkish and Serbian Embassies - Development of Commercial Diplomacy“ (February 2019)

A questionnaire

Basic questions

1. When was the Embassy of the Republic of Turkey in Belgrade opened?

_____

2. Is the building of the Embassy owned by the Republic of Turkey or is it leased?
   a. ownership b. leased

3. How many people were employed in the first squad?

_____

4. What are the basic functions - positions of employees of the Embassy?

_____

5. What are the core tasks of the Embassy?

_____

Administration

6. How is the administration of the Embassy organized?

_____

7. Have there been changes in the administration for the last 10 years? Can you shortly explain.

_____

8. Is the number of employees in the embassy sufficient for the efficient performance of all jobs?
   a. yes b. no

9. What are the functions of Embassy staff?

_____

10. What is the status of employees (local / official / diplomatic)?
    a. local b. official c. diplomatic

11. Is there a difference in the scope of work of the Embassy 10 years ago, 5 years and today? Can you shortly explain.

_____

12. Is the administrative part of the work in line with modern technology? Is the job done archived physically or electronically?

13. Is there communication between the Embassy of Republic of Serbia in Turkey and the Embassy Republic of Turkey in Belgrade?
    a. yes b. no

14. With whom does the Embassy communicate most within its work?

15. At what level is the consular cooperation between the two countries today?

16. Do you know the term commercial diplomacy?

17. Is the Embassy involved in the current cooperation between Serbia and Turkey?

Personally employed

18. What is the length of the working mandate of the embassy staff?

19. What is your function in the embassy?

20. How much did you need to get into your job in Serbia?

21. Are you satisfied with the work in Serbia?

22. Do you know the Serbian language?

23. Does the language represent an obstacle in performing your business?

24. Do you have experience in other countries? Can you compare Serbia with other countries in terms of work and life?

Thank you so much for your contribution.

Dragana Meljnikov

MA student

- Questionnaire for the Embassy of the Republic of Serbia

Research questionnaire for master's thesis titled Evaluation of Administrative and Cooperative Performance of Turkish and Serbian Embassies - Development of Commercial Diplomacy " (February 2019)

A questionnaire

Basic questions

1. When was the Embassy of the Republic of Serbia in Ankara opened?

_____

2. Is the building of the Embassy owned by the Republic of Serbia or is it leased?
   ownership b. leased

3. How many people were employed in the first squad?

_____

4. What are the basic functions - positions of employees of the Embassy?

_____

5. What are the core tasks of the Embassy?

_____

Administration

6. How is the administration of the Embassy organized?

_____

7. Have there been changes in the administration for the last 10 years? Can you shortly explain.

_____

8. Is the number of employees in the embassy sufficient for the efficient performance of all jobs?
   yes b. no

9. What are the functions of Embassy staff?

_____

10. What is the status of employees (local / official / diplomatic)?
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11. Is there a difference in the scope of work of the Embassy 10 years ago, 5 years and today? Can you shortly explain.

_____

12. Is the administrative part of the work in line with modern technology? Is the job done archived physically or electronically?

_____

13. Is there communication between the Embassy of Republic of Serbia in Turkey and the Embassy Republic of Turkey in Belgrade?
    yes b. no

14. With whom does the Embassy communicate most within its work?

    _____

15. At what level is the consular cooperation between the two countries today?

    _____

16. Do you know the term commercial diplomacy?

    _____

17. Is the Embassy involved in the current cooperation between Serbia and Turkey?

    _____

    Personally employed

18. What is the length of the working mandate of the embassy staff?

    _____

19. What is your function in the embassy?

    _____

20. How much did you need to get into your job in Serbia?

    _____

21. Are you satisfied with the work in Serbia?

    _____

22. Do you know the Turkish language?

    _____

23. Does the language represent an obstacle in performing your business?

    _____

24. Do you have experience in other countries? Can you compare Turkey with other countries in terms of work and life?

    _____

Thank you so much for your contribution.

Dragana Meljnikov

MA student