

**WORKSHOP**  
**Presentation of the research results and discussion**

**Turkey as a regional or middle  
power: current opportunities  
for Turkish subsidiaries of  
German companies**

***Analysis - Evaluation - Opportunities***

**DOUBLE MASTER  
INTERCULTURAL MANAGEMENT**

# **RESEARCH PROJECTS 2025**

**29.07.2025 | 10:00 - 16:00**

**CONFERENCE ROOM OF THE LANGUAGE  
CENTER - TAU CAMPUS (BEYKOZ)**



IN COOPERATION WITH  
**Mercedes-Benz**







From left to right: Dr. Fritz Audebert (University of Passau, ICUnet Group), Selim Calik (IKM graduate), Prof. Dr. Ernst Struck (University of Passau), Dr. Detlev Quintern (TAU), Nuray Yaşaroğlu (student), Hüseyin Gelis (Siemens), Esma Tuzcu, Jonas Brand (students), Kira Braun (University of Passau), Irem Dölen (TAU), Can Mutluer (Rational), Savaş Kundakçı (Tirsan/Kässbohrer), Oxana Kramer, Aylin Kurnaz (students), Aslı Kunur (Siemens), Iffet Türken (Tirsan/Kässbohrer)



On July 29th, students from the double master's program "Intercultural Management" (University of Passau and Turk-Alman University) came together at the TAU campus to present the results of their two-month research projects—carried out in close cooperation with the companies Siemens Türkiye, Mercedes/Daimler, Rational, and Tirsan/Kässbohrer. This year's workshop was particularly special as it marked the first-time participation of Rational as a project partner. Their inclusion expanded the spectrum of industries and perspectives, further enriching the student experience and the interdisciplinary exchange. The core theme—Turkey as a regional or middle power—was examined from an economic angle and examined through further disciplinary perspectives, reflecting the students' diverse academic backgrounds. At Tirsan/Kässbohrer the



students explored a topic focusing on international feedback cultures while considering generational expectations. As a practical outcome, a tailored guide sheet was handed over to CEO Iffet Türken and Overseas HR Manager Mr. Savaş Kundakçı. Lively discussions followed each presentation, involving company representatives, academic supervisors, and fellow students. The exchange






underscored the mutual benefit of the cooperation: while students gain real-world insights and intercultural experience, companies benefit from fresh perspectives and academic input. A sincere thank you to all participating companies for their openness and engagement.

Left: Mrs. Yaşaroğlu during her presentation (Tirsan/Kässbohrer).  
Middle: Discussing findings and conclusions among all participants.  
Right: the CEO of Siemens Türkiye, Hüseyin Gelis, and student Jonas Brand reflect on the research conducted at the company.







# **“TÜRKİYE AS A REGIONAL AND MIDDLE POWER: CURRENT OPPORTUNITIES FOR MERCEDES BENZ AND DAIMLER”**

AN ANALYSIS – RESEARCH – EVALUATION

Presented by Aylin Kurnaz  
Directed by Dr. Fritz Audebert  
University lecturer Prof. Dr. Ernst Struck

# Master Research Project 2025

## Türkiye as a regional / middle power

Opportunities for Turkish subsidiaries of  
German companies. The Case of Rational Türkiye

Presented by Oxana Kramer  
TAU Intercultural Management  
Directed Dr. Fritz Audebert  
University lecturer Prof. Dr. Ernst Struck







# Siemens in Türkiye

**Research Project** in cooperation between Siemens and TDU

**Presented** by Jonas Brand

**Directed** by Dr. Fritz Audebert, Prof. Dr. Ernst Struck, Aslı Kunur, Deniz Yücesal



# Intercultural Management in Multinational Teams: Practical Examples Between Germany, the Netherlands, and Türkiye

**Presented by**  
Nuray Yasaroglu & Esma Tuzcu

**German-Turkish University, Istanbul**  
Faculty of Social Sciences  
M.A. Intercultural Management  
Academic Year 2024/2025

**Supervised by**  
Prof. Dr. Ernst Struck – University of Passau  
Dr. Fritz Audebert – University of Passau / CEO ICUnet Group

ISTANBUL, JULY 2025

