



Bilkent Üniversitesi

İşletme Bölümü



2023/2024 Akademik Yılı İşletme Bölümü Üniversite – Sanayi İşbirliği Projeleri



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İŞLETME BÖLÜMÜ

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Adnan Yavaş

Tuna Tural

Unilever Food Solutions

Çağla Yalçın

Tepe İnşaat

Şükrü Karakılıç

Quick China

Kürşat Kanıgür

BE Advise

Ege Nasuhoğlu

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Güney Tuna

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Engin Berk

Kolen Enerji

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Gama Enerji

Naz Gultan

Nüve

Tolga Vural

Jotform Yazılım

Ela Kılıç

D-Option

Alper Akyüz

Flormar

Beste Şirin

Meteksan Savunma

Burak Akbaş

Yücelen

Zeynep Temür

Loop Games

Mert Gür

Önsöz

Bu kitap, 2023-2024 öğretim yılı boyunca İhsan Doğramacı Bilkent Üniversitesi İşletme Fakültesi İşletme Bölümü bünyesinde verilen Bitirme Projesi dersi kapsamında yürütülen projelerin özetlerini kapsamaktadır. Dersimiz 5 yıl önce İşletme Bölümü son sınıf öğrencilerinin teorik bilgi birikimlerini pratiğe dökerek, iş dünyasının dinamiklerini yakından tanımalarını sağlamak amacıyla başlatılmıştır. Bu süre içerisinde, farklı sektör ve büyüklüklerde 130'dan fazla kuruluşla çeşitli alanlarda projeler gerçekleştirilmiştir.

Bitirme Projesi dersi kapsamında; öğrenci grupları gerçek bir iş problemini ya da vaka analizini çözebilmek için hem akademik hem de sektörel danışmanlardan destek alarak farklı işletme alanlarında kapsamlı projeler üzerinde çalışmaktadırlar. Böylelikle öğrencilerimiz, iş dünyasının gerçek problemleriyle başa çıkma, yaratıcı ve analitik düşünme yeteneklerini geliştirme, takım çalışması ve liderlik becerilerini pekiştirme fırsatını bulmaktadırlar. Diğer yandan, projeler sonucunda ortaya çıkan ürün, yöntem ve hizmetler ilgili firmalara yarar ve katma değer sağlamaktadır.

İşletme Fakültesi Bitirme Dersi Proje Fuarı ve Yarışması ders kapsamında yapılan projelerin ilgili tüm firma, kuruluş ve üniversitelerle paylaşılması, iş dünyasının seçkin kuruluşlarının birbirleriyle ve üniversitemizle olan etkileşimlerinin artırılması amacıyla başlatılmıştır. Etkinlik şimdiye kadar üç kere organize edilmiştir ve bundan sonra her yıl yapılması planlanmaktadır. Ayrıca her yıl sistematik ve etkin bir şekilde yapılan çalışmaların daha kalıcı olması ve yaygın olarak paylaşılması amacıyla "İşletme Projeleri" kitabı hazırlanmasına karar verilmiştir. Bu bağlamda yayımlanan bu ilk kitapta, 2023-2024 öğretim yılında gerçekleştirilmiş projeler gizlilik ilkesine bağlı kalınarak özet haline getirilmiş ve sizlere sunulmuştur.

Kitapta yer alan proje özetlerinin doğru ve okunaklı olması için desteklerini esirgemeyen *Değerlendirme Kurulu'muza*, tüm öğrencilerimize, akademik ve sektörel danışmanlarımıza, proje ve yarışma jürimizde yer alan Deniz Keser Sarıççek (İnnova Bilişim), Anıl İğdeler (Demir Export) Turgut Şenol (Karel Elektronik), Sibel Parlak (Multinet Up), Bora Güngören (Portakal Teknoloji), Prof. Dr. Selin Metin Camgöz (Hacettepe Üniversitesi), Doç. Dr. Başak Tanyeri Günsür'e (Bilkent Üniversitesi) ve Dr. Onur Osmanoğlu'na (Bilkent Üniversitesi) katkıları için teşekkür eder, kitapçıkta yer alan projelerin sizlere ilham vermesini dileriz.

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Bilkent Üniversitesi İşletme Bölümü Bitirme Projesi Dersi Koordinatörleri

Bilkent Üniversitesi İşletme Fakültesi Dekan'ından,

Bilkent Üniversitesi İşletme Fakültesi'nde en önemli hedeflerimiz öğrencilerimizi teknolojik ve sosyal değişikliklere uyum sağlayabilen, yaşam boyu öğrenmeyi hedefleyen ve sorgulayan başarılı birer dünya vatandaşı olarak yetiştirmektir. Bu doğrultuda Fakültemiz 2006 yılında The Association to Advance Collegiate Schools of Business (AACSB International) adlı bağımsız kuruluş tarafından eğitim kalitesini belgeleyen tam akreditasyonu Türkiye ve bölgede ilk alan bölümdür. Eğitimde dünya çapında kalite standartlarını kullanan Bilkent Üniversitesi İşletme Fakültesi, MAN 495, Business Capstone Project, dersi kapsamında Üniversite – Sanayi İşbirliği programını 5 yıldır başarılı bir şekilde uygulamaktadır. Bu programın ana hedefi, mezuniyet aşamasındaki öğrencilerimize kapsamlı ve derinlikli bir mesleki deneyim kazandırmaktır. Bu kapsamda 5-6 kişilik proje ekipleri, akademik ve iş dünyasından danışmanların gözetiminde firmanın gündemine girmiş olan ve çözüm bekleyen gerçek problemlerini çözmektedirler. Bu yıl 4.sünü düzenlediğimiz İşletme Fakültesi Proje fuarı ve yarışmasında 26 proje yer almaktadır. Bu organizasyonda bütün bir yıl boyunca projeleri üzerinde özveri ile çalışan öğrencilerimizin çalışmaları sergilenmekte projelerine ait sunumlar yapılmaktadır. Öğrencilerimizi bu vesile ile kutluyor ve programa büyük katkıları olan tüm firma yetkililerine ve danışmanlarımıza teşekkür ediyorum. Ayrıca bütün bir süreç boyunca yoğun ve özverili çalışmalarıyla programın hedeflerine uygun şekilde yürümesi için büyük çaba gösteren program koordinatörleri Dr. Ceren Aydoğmuş, Dr. Öğretim Üyesi Rasim Serdar Kurdoğlu, Dr. Gözde Esen ve Dr. Öğretim Üyesi Yasemin Limon hocalarımıza ve idari koordinatör Ceren Uçak'a ve emeği geçen herkese çok teşekkür ediyorum.

Saygılarımla,

Prof. Dr. M. Selim Aktürk
İşletme Fakültesi Dekanı

FİRMALARDAN GELEN TEŞEKKÜR MEKTUPLARI



Mutay Enerji

2009 yılında kurulan Mutay Enerji, enerji sektöründe yenilikçi ve sürdürülebilir çözümler sunan bir üretim firmasıdır. Başkent Organize Sanayi Bölgesi'nde yer alan modern üretim tesislerimizde, alçak ve orta gerilim (AG ve OG) porselen üretimi gerçekleştirmekteyiz. Ayrıca, 2024 yılında başladığımız yüksek gerilim (YG) porselen izolatör üretim çalışmalarımızla, 170 kV ve 420 kV yüksek gerilim porselen izolatör üretimini gerçekleştirme hedefimize doğru emin adımlarla ilerlemekteyiz.

Kuruluşumuzdan bu yana, ürün kalitemizi ve üretim kapasitemizi sürekli artırmak amacıyla, Hacettepe Teknokent'te başlattığımız Ar-Ge çalışmalarını başarıyla yürüttük. 2011 yılında tamamladığımız "Yarı İletken Sır Geliştirme" projemiz, KOSGEB ve TÜBİTAK destekleriyle büyük bir başarı elde etmiştir. 2015 yılında TÜBİTAK'ın desteğiyle yürüttüğümüz "Düşük Sıcaklıkta Pişirilen Yüksek Dayanımlı Porselen İzolatör Geliştirme" projesi ise, yüksek gerilim izolatörlerinin yerli üretimine öncülük eden bir diğer önemli çalışmamızdır.

Bugün, Mutay Enerji olarak sektördeki liderliğimizi pekiştiren ve sürdürülebilir büyümeyi hedefleyen bir vizyonla, hem yurtiçinde hem de uluslararası arenada enerji iletim ve dağıtım hatlarına yönelik yüksek performanslı çözümler sunmaktayız. 2023 yılı itibarıyla, üretim kapasitemizi 40,000 adet/ay seviyesine çıkararak orta gerilim izolatör üretiminde önemli bir yer edindik. Sahip olduğumuz bu vizyon ve kararlılık, bizi enerji sektöründe güvenilir bir iş ortağı haline getirmiştir.

Bilkent Üniversitesi İşletme Fakültesi'nin değerli akademisyenleri ve öğrenci ekibiyle birlikte yürüttüğümüz "MAN495 Business Capstone Project" dersi kapsamında gerçekleştirdiğimiz proje, firmamız için büyük bir değer taşımaktadır. Bu süreçte gösterdikleri özveri ve profesyonelliklerinden dolayı başta proje koordinatörümüz Sayın Gözde Sungu Esen hocamız olmak üzere, projenin yürütücüsü tüm hocalarımıza ve projede görev alan tüm öğrencilere içten teşekkürlerimizi sunarız.

Proje süresince sağladığınız akademik destek ve rehberlik, iş süreçlerimizin daha verimli hale gelmesine katkı sağlamış, aynı zamanda yeni bakış açıları kazanmamıza vesile olmuştur. Mutay Enerji olarak, Bilkent Üniversitesi ile olan iş birliğimizden büyük memnuniyet duyduğumuzu belirtmek isteriz. Bu projede emeği geçen herkese teşekkür eder, gelecekte de benzer çalışmalarda bir araya gelmeyi temenni ederiz.

Adnan Yavaş
Genel Müdür

Meteksan Savunma Sanayi

Meteksan Savunma Sanayi A.Ş., 2006 yılında Bilkent Holding bünyesinde faaliyet gösteren yüksek teknoloji şirketlerinin savunma sanayiine yönelik proje ve aktivitelerini tek bir çatıda birleştirmek ve koordine etmek üzere kurulmuş olup, Türk Silahlı Kuvvetleri ve diğer güvenlik güçlerimize yerli, milli, bağımsız ve özgün, yüksek teknoloji ürünler geliştirmek ve üretmek üzere faaliyetlerine devam etmektedir. Meteksan Savunma tarafından üretilen sistem ve altsistemler; komuta kontrol, haberleşme, keşif, gözetleme ve istihbarat maksatlı olarak kullanılmakta; su üstü ve su altı platformları, helikopterler, insansız hava araçları ve füze sistemleri başta olmak üzere birçok platformda yer almaktadır.

Bilkent Üniversitesi İşletme Fakültesi Bitirme Projesi dersi kapsamında İşletme Fakültesi son sınıf öğrencileri ile yürüttüğümüz çalışma, Meteksan Savunma tarafından geliştirilen ve üretilen yüksek teknoloji İnsansız Hava Aracı alt sistemlerinin, Avrupa pazarında İnsansız Hava Aracı üreticilerine pazarlanmasına ve satışına ilişkin çok yönlü bir stratejik yaklaşım içermektedir.

Proje kapsamında önerilen pazara giriş başta olmak üzere pazarlama stratejilerine ilişkin öneriler, şirketimiz tarafından dikkatlice değerlendirilmiş ve uygulama alanlarına yönelik planlamalar yapılmıştır. Bu kapsamda söz konusu proje çalışması, şirketimizin satış ve pazarlama faaliyetlerine önemli katkılar sağlayacak olup, projeye emek veren öğrencilerimize, süreç boyunca her zaman destek sağlayan ve görüşleri ile bizleri yönlendiren Bilkent Üniversitesi öğretim üyeleri başta olmak üzere tüm üniversite yönetimi ve çalışanlarına teşekkür ederiz.

Burak Akbaş

Satış ve Pazarlama Genel Müdür Yardımcısı

GAMA Enerji

GAMA Enerji, 1995 yılında Birecik Barajı ve Hidroelektrik Santrali, Marmara Ereğlisi / Trakya Doğal Gaz Kombine Çevrim Santrali ve Yuvacık Barajı Su Arıtma Tesisi gibi projelerle temellerini atarak 2002’de kurulmuş ve enerji ile su altyapı alanlarında ulusal ve uluslararası yatırım ve iş geliştirme faaliyetleri yürüten bir firma haline gelmiştir. Yatırımlarında çevreye ve insan sağlığına öncelik veren, kurumsal sosyal sorumluluk anlayışıyla faaliyet gösteren GAMA Enerji; gerek burs gerekse de staj programlarıyla akademi ve üniversite öğrencileriyle yakın bir ilişki sürdürmektedir.

Bu kapsamda, sektörün gelişimine katkıda bulunmak ve üniversite-sanayi iş birliğinden gelen yenilikçi gücü sektörel bilgi ve becerilerle harmanlamak amacıyla akademi ile kurulan ilişkilere büyük önem verilmektedir. Bilkent Üniversitesi İşletme Fakültesi’nin 2023-2024 akademik yılı bahar dönemi MAN495 Bitirme Projesi dersi kapsamında, "GAMA Enerji, rekabet avantajı sağlamak için yatırım girişimleri yoluyla sürdürülebilir büyümeyi nasıl gerçekleştirebilir ve bunu net sıfır hedefiyle nasıl uyumlu hale getirebilir?" konusunun irdelendiği proje de bu bağlamda önemli bir örnek teşkil etmektedir.

Öğrencilerin, sektörün gerçek sorunlarını ele alarak çözüm odaklı projeler geliştirmeleri, üniversite-sanayi iş birliğini güçlendirirken geleceğin nitelikli iş gücünü de şekillendiriyor. Bu sürecin bir parçası olarak, Bilkent Üniversitesi öğrencileriyle yakın iş birliği içinde, deneyim ve bilgi aktarımında bulunmaktan büyük mutluluk duyuyoruz. Projelerin değerlendirilmesi ve eleştirel düşüncenin teşviki konularında birlikte çalıştığımız değerli akademisyenlere bir kez daha teşekkürlerimizi sunuyoruz.

Önümüzdeki dönemlerde de stratejik hedeflerimize katkı sağlamayı ve sektörde sürdürülebilir büyümeyi desteklemeyi amaçlıyoruz. Üniversite-sanayi iş birliklerinin artarak devam etmesi, sektörümüzün geleceği ve net sıfır hedefleri doğrultusunda önemli bir adım olacaktır. Bu tür iş birliklerinin sürmesini ve gelişmesini temenni ediyoruz.

Zeynep Kına

GAMA Enerji Strateji ve İş Geliştirme Müdürü



Erpiliç Entegre Tavukçuluk Üretim Pazarlama

1969 yılında kurulan Erpiliç Entegre Tavukçuluk Üretim Pazarlama ve Tic. A.Ş., Türkiye'nin en büyük 3 entegre piliç üreticisi ve en büyük 100 sanayi kuruluşu arasında yer almaktadır. Erpiliç bünyesinde 4 bin 250 kişi çalışmakta olup bin 400 kişiden oluşan sözleşmeli piliç yetiştiricisi ve bin 414 adet çeşitli kapasitelerde tavuk çiftlikleri ile hem yurt içi hem de dünyanın birçok ülkesinde faaliyette bulunuyor. Bolu, Göynük ve Mudurnu'da yer alan kesimhanelerde, Türkiye'nin ilk endüstriyel Kuru Yolum teknolojisi ile günde ortalama 500.000 adet piliç, gıda mühendisleri ve uzman veterinerler denetiminde İslami kurallara uygun olarak %100 elle kesiliyor. Türkiye geneline yayılmış 75 adet bayii bünyesinde bulunduruyor. Erpiliç, Rekabet Kurumu rakamlarına göre piliç eti üretimi ve satışındaki Türkiye'deki pazar payının %14'üne hitap ediyor. Geniş ürün yelpazesi ve güçlü üretim kapasitesi sayesinde tavukçuluk sektöründe güçlü bir konuma sahiptir.

Erpiliç, eğitime sağladığı her türlü katkıyı sosyal sorumluluğun bir gereği olarak görmekte, birçok üniversite ile çeşitli projelere imza atmaktadır. Her yıl yüzlerce öğrenciye proje ve staj imkânı sağlamaktadır. 2023-2024 akademik yılında, Bilkent Üniversitesi İşletme Fakültesi öğrencileri ile üretim tesislerimizde stoklanan ürünler ve stok maliyetlerinin en aza indirilmesi gerekli olan ürünler üzerine araştırmalar yaparak çözüm alternatiflerinde bulunulmuştur.

Fabrikamızda üretilen ürünlerin "Stoklanan Ürünler ve Stok Maliyetlerinin En Aza İndirilmesi" ve buna bağlı olarak çıkarılan yeni ürün konseptinin sürdürülebilir ekonomik çerçevede faydası Türkiye pazarında denenerek, son derece önemli geri dönüşler alındığı görülmüştür. Bu projenin gerek şirketimiz gerekse öğrenci arkadaşlarımız için son derece faydalı olduğuna inanıyoruz. Bu süreçte birlikte çalışma fırsatı bulduğumuz Bilkent Üniversitesi İşletme Fakültesi öğrencileri Tunahan Öztürk, Can Şenormanlılar, Nigar Gaziyeva, Burcu Cebeci, Manal Mazdaoui, Ersan Egemen Kakaç'a şirketimize katkılarından dolayı teşekkür ediyor, bundan sonraki iş ve akademik hayatlarında başarılar diliyoruz.

Güney TUNA

Erpiliç Satış ve Pazarlama Müdürü

Nüve Sanayi Malzemeleri İmalat ve Ticaret A.Ş.

1968 yılında kurulan Nüve, Temel Laboratuvar Cihazları üreterek bu alanda yerli üretimin ilk örneğini oluşturmuştur. 55 yılı aşkın süredir kalite kontrol, teşhis ve araştırma laboratuvarlarında kullanılan cihazların üretiminde uzmanlaşan Nüve, laboratuvar ve sterilizasyon teknolojisi alanında 17 ürün grubunda 65'ten fazla cihaz üretmektedir. Avrupa ve dünya pazarlarındaki mevcut yeri, rekabet gücü ve gelişen teknolojiye paralel olarak işleyen üretim tarzı ile ülkemizin gurur duyduğu örnek firmalardan biridir.

Kaliteyi üretmek ve paylaşmaktaki kararlılığını, dünya çapında geçerliliği olan ISO 9001, ISO 13485 ve ISO 45001 belgeleriyle tescil eden Nüve, Türk ve Avrupa Birliği standartlarına uygun ürünleriyle insan, hayvan ve çevre sağlığı alanlarında da öncülük etmektedir. Seri üretim teknolojisi, yurt içi ve yurt dışı bayi ağı, hızlı servis uygulaması ve sınırsız yedek parça temin imkanı gibi hizmetlerle müşteri memnuniyetini en üst düzeyde tutmayı hedeflemektedir. Bugün, 100'den fazla ülkeye ihracat yapan Nüve, yurt içinde 24 bayisi aracılığıyla satış ve servis hizmetlerini yerine getirmektedir.

Nüve, eğitime sağladığı katkıları sosyal sorumluluğunun bir gereği olarak görmektedir. Birçok üniversite ile benzer projeler sürdürmekte ve her yıl bir çok öğrenciye proje ve staj imkânı sağlamaktadır. Bu çerçevede, Bilkent Üniversitesi İşletme Fakültesi ile yürüttüğümüz "Pazar Araştırma" ve "Müşteri Memnuniyeti ve Sadakat Programı" konulu projeler, şirketimize değer katmıştır. Projeler kapsamında elde edilen çözüm önerileri ve geliştirmeler sayesinde iş süreçlerimizde iyileştirmeler elde ettik

Projelerde emeği geçen tüm öğrencilerimize ve projeye yön veren Bilkent Üniversitesi akademisyenlerine içtenlikle teşekkür ediyoruz. Bilkent Üniversitesi İşletme Fakültesi ile gerçekleştirdiğimiz bu iş birliğinin, üniversite-sanayi iş birliğinin verimliliğini ve potansiyelini en üst düzeyde sergilediğine yürekten inanıyoruz. Bu projeler, sadece şirketimize değer katmakla kalmayıp, aynı zamanda öğrenciler için de büyük kazanımlar sağlamıştır.

Gelecekte de birlikte yeni projeler ve çalışmalar gerçekleştirmekten büyük mutluluk duyacağız. Eğitim ve sanayi arasındaki bu tür köprülerin, gelecekte daha güçlü ve inovatif çözümlere kapı aralayacağına inanıyoruz.

Tolga Vural
Export&Bd Manager

KMT

Kmt adına, ekibimiz ile Bilkent Üniversitesi İşletme Fakültesi öğrencileri arasındaki başarılı iş birliğine olan derin şükranlarımızı ifade etmek için yazıyorum. Türkiye çatı pazarının yeniden şekillendirilmesi ve farkındalığının artırılmasını amaçlayan bu ortaklık, aydınlatıcı bir yolculuk oldu ve sonuçların beklentilerimizi aştığını büyük memnuniyetle iletmek isterim.

Çatı kaplama ürünlerinin dijitalle uyarlanması sektörümüzde öncü bir kavram olup, öğrencilerin yenilikçi yaklaşımları ve yeni bakış açıları bu vizyonun hayata geçirilmesinde etkili olmuştur. Onların bağlılıkları, uzmanlıkları ve yenilikçi düşünceleri yalnızca projemize önemli katkılarda bulunmakla kalmamış, aynı zamanda şirketimizde yeni bir mükemmellik standardı da oluşturmuştur.

İş birliği yalnızca dijital teknolojilerin ürün gruplarımıza başarılı bir şekilde entegre edilmesine yol açmakla kalmadı, aynı zamanda Kmt'te bir inovasyon ve ileri görüşlülük kültürünü de teşvik etmiştir. Öğrencilerinizin gösterdiği coşku ve profesyonellik gerçekten ilham vericiydi ve bu ortaklığın ortaya çıkardığı fırsatlar konusunda heyecan duyuyoruz.

Bilkent Üniversitesi İşletme Fakültesi'nin değerli katkılarını öne çıkararak, iş birliğimizin olumlu sonuçlarını daha geniş akademik ve iş çevreleriyle paylaşmak için de sabırsızlanıyoruz. Gelecekte iş birliği yapmak ve bu verimli ilişkiyi sürdürmek için fırsatları sabırsızlıkla bekliyoruz. Bilkent Üniversitesi İşletme Fakültesiyle birlikteliğimiz, işimizin gelecek kuşaklara sağlıklı taşınmasında da önemli bir etken olacağını düşünmekteyiz.

Desteğiniz ve pratik öğrenmeyi ve endüstri iş birliğini teşvik eden bir akademik ortamı teşvik ettiğiniz için bir kez daha teşekkür ederiz. Lütfen bu projede yer alan tüm öğrenci ve öğretim üyelerimize teşekkürlerimizi iletmeniz dileğiyle.

Sevgilerimle,

Rasim Cin

KMT Sürdürülebilir Yapı Teknolojileri AŞ Yönetim Kurulu Üyesi

PROJELER

KOLEN ENERJİ, Strategy Problem



Proje Ekibi : Team NDY

Grup Üyeleri: Yusuf Alperen Güran, Erginalp Özel, Altuğ Özdemir, Melike Nur Ozan, Bircan Otan, Yusuf Mert Gençer

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ÖZET

Kolen, seçkin bir elektrik enerjisi ticaretinden toptan ve perakende satışlarından aynı zamanda üretimden sorumlu şirkettir. Elektrikli araçlara artan talep doğrultusunda elektrikli araç şarj endüstrisine girmeyi planlamaktadır. Strateji olarak, elektrik tüketimini elektrikli araç şarjıyla sorunsuz bir şekilde entegre eden yeni bir platformu kapsamaktadır. Ayrıca, alternatifler arasına konut bölgelerinde şarj istasyonları kurma ve perakende kuruluşlarıyla iş birliği yapmayı hedeflemektedir. Platform üç aşamadan oluşmaktadır: Enerji kullanımını optimize etmek, alışveriş merkezleri ve perakende mağazalar aracılığı ile erişilebilirliği arttırmak ve endüstri entegrasyonu oluşturmak. Bu girişimler, Kolen'i endüstride rakiplerinden ayırarak lider konumuna getirir, elektrikli araç kullanıcılarının taleplerine ve ihtiyaçların cevap verir. Aynı zamanda çevreye duyarlı bu platform sürdürülebilirlik açısından katkıda bulunmayı planlamaktadır.

Anahtar Kelimeler: Elektrik, Sarj, Araç, Platform

1- Company Background

Kolen operates under the umbrella of Koloğlu Holding and is the Group company responsible for trading in electrical energy, wholesale (B2B) and retail (B2C). It manages a subscriber portfolio consisting of thousands of reputable brands/customers and the number of subscribers is increasing daily. Kolen Energy is part of Koloğlu Holding. The management consists of members of the Koloğlu family. Kolin İnşaat A.Ş., which forms the basis of Koloğlu Holding, was founded in 1977 by the Koloğlu family in Elazığ. The national and international successes that Kolin İnşaat has achieved over time in transport and infrastructure construction and the organizational skills developed during this time have led the ever-growing family to become interested in other areas of activity as well. Over time, Kolin İnşaat has expanded its activities to include energy production (through hydro and thermal power plants), energy distribution and trading (electricity and natural gas), mining, port and marina management, shipyard management, railroad station management, industrial production, logistics, and service, in addition to transportation and infrastructure construction works. It has developed into a company that is also a partner of companies operating in various sectors such as production and trade (Kolin,2023). In 2015, given the size of the assets and the diversity of activities that Kolin İnşaat had achieved, it was decided to transform it into a holding structure that would allow it to be grouped under the same common denominator and separate management structures, and Koloğlu Holding A.Ş. was established. Koloğlu Holding A.Ş., together with Kolin İnşaat, includes companies operating in other sectors at national and global levels and continues its activities by providing management and financial support to these companies. Kolen has distributors in Ankara, Istanbul, Izmir, and Eskişehir. The company supplies all regions of Turkey. The number of workers working under Kolen is 35 people. It produces electrical energy and sells electricity wholesale and retail.

2- Problem Definition

Kolen is pursuing some avenues to enter the electric car charging station market. The company wants to enter this market because electric charging stations are a growing market and will contribute to its current business (electricity provider and distributor). But now there is an intensity as other companies have noticed and are trying to find the competitive advantage. Or, within the framework of the planned solutions, it wants to measure whether the entry will be made if the conditions are not met, because of the expenses. Kolen knows that home charging, that is, residential tariff, is more advantageous in Turkey and wants to take advantage of this. In Europe, electricity used at home is more expensive than industrial electricity, and the regulations in our country are completely different. Kolen, wants to make a profit and become the market leader by complying with sustainability and regulatory rules. Thus, an optimal business strategy should be formulated on how to enter the electric vehicle charging stations market.

3- Possible Solutions

3.1- Retail Collaboration

Kolen, an electricity distribution company, can leverage its core competence in bringing electric power stations together with large chain markets by partnering with major retail entities like Migros to strategically deploy charging stations in partnership with shopping centers. Migros and Kentpark AVM are the best candidates for this partnership, as they are Kolen's

major customers and serve important points in terms of electric vehicle users and customer base preferences.

Migros has more appealing aspects than Kentpark from a EV charging station perspective, as it has a highly dispersed scale that reaches 81 cities of Turkey, while Kentpark only covers electric car users in Ankara. This makes it the best partnership candidate to locate EV charging stations.

Several business offers can be presented to fulfill Kolen's strategic objectives and increase the interests of its business partner, Migros. The first proposal states that Kolen will build EV charge stations for free, while Migros will be invoiced with increased costs due to EV charge stations in their electricity bill. In return, Kolen receives the income from charge stations and can compensate for the cost of planting EV charge stations.

The second proposal proposes that Migros will finance the installation and maintenance of the charging stations, in return for which it will receive a discount on electricity use for 3 or 5 years. This relieves the negative cost effects of electric use by charge stations on Migros, and Kolen receives the income from EV charge units and can advertise itself on these stations.

Both proposals have significant advantages and attractive aspects for Kolen to enter the electric vehicle charging station business. Collaboration with retail giant Migros in Turkey helps spread bearable risk and costs, and allows Kolen to access EV audiences without having to do marketing investment. However, this collaboration has some serious drawbacks, such as the large process of locating EV charge stations with a retail partner, the limited scale of branches, and the legal liability of Migros branches.

In conclusion, a partnership with Migros should not be the main way to enter the EV charging station business due to limited scale of branches and vague demand. However, a combination of other entry ways can be implemented, and the company should not completely cut out the solution.

3.2- Entering Neighborhood Market with the Automatic Meter Reading System (OSOS)

The Automatic Meter Reading System (OSOS) is a potential solution to enter the neighborhood market for electric vehicle (EV) charging stations. This strategy is aimed at creating a blue ocean, as it is untouched by competitors and has high market potential due to increasing EV usage. Currently, most EV charging stations are placed at shopping malls and petrol stations, but with the OSOS system, these areas are being neglected.

The system allows for charging different prices every hour, leading to cheaper electric costs during night hours. This pricing method also decreases Kolen's operation costs and provides flexibility in per watt pricing. Customers who do not have access to an individual charging station can charge their cars during night time, making it more convenient and less costly.

The stations will be placed on previously agreed housing sites for only one condition, becoming subscribers of Kolen Energy for other uses. This will increase subscriber numbers and create additional value to the main business. An easy-to-use interface for OSOS will enable users to monitor charging status, plan charging times, and establish preferences via a mobile app.

However, the implementation of an electric meter in every site can be costly and security concerns arise due to high foreign user interactions in private housing sites, especially during night times.

3.2- Optimal Solution

Kolen is a revolutionary initiative designed to revolutionize the electric mobility landscape by developing a cutting-edge platform that combines electric vehicle (EV) charging options with domestic electricity management. The strategic roadmap consists of three phases, each designed to optimize efficiency, user experience, and sustainability. In Phase 1, Kolen engages homeowners as "Customers," offering them the unique opportunity to host EV charging stations at no cost. This symbiotic relationship fosters community collaboration and lays the groundwork for an expansive subscriber network.

The strategic placement of charging stations in public spaces such as malls, auto parks, factories, and housing complexes transforms each unit into an effective advertising space, creating revenue generation and heightened visibility. Kolen's aspirations evolve into a platform business that transcends traditional energy supply, offering advanced analytics, personalized recommendations, and strategic collaborations.

3.2.1- Phase 1

Phase 1 of Kolen's initiative involves a symbiotic relationship between the company and homeowners interested in contributing to the EV charging infrastructure. The primary strategy in Phase 1 involves collaborating with homeowners who have garages and are willing to host an EV charging station. In return, these customers agree to allow consumers, such as neighbors, to use the station. This innovative aspect creates a community-based charging network, where the charging stations serve a broader public purpose, increasing the availability of charging options for EV users and embedding a sense of community involvement in the transition to electric mobility.

A significant feature of Phase 1 is the development of a user-friendly app, similar to those employed by other companies in the field. This app will act as a central hub for all interactions related to the charging stations, allowing customers to schedule charging times, process payments, and locate available charging stations. For customers, the app offers a transparent and efficient way to manage their charging stations, ensuring they retain control and visibility over the facility they host.

Economic and environmental benefits for customers include receiving a free EV charging station, promotions every time they use the charger, and incentives for consumers using Kolen's EV charging stations. For Kolen, the initial phase may not profit significantly, but it will result in many house subscriptions, which is also a valuable asset. By leveraging residential electricity, which is more economical than industrial electricity in Turkey, Kolen ensures that the cost of charging remains affordable for users.

The network effect plays a crucial role in this phase, as more households join as customers, the network of charging stations expands, creating a self-reinforcing cycle of growth. Customers are incentivized through discounts on their electricity bills, potentially leading to completely offsetting their own electricity and EV charging costs.

In conclusion, Phase 1 of Kolen's project is a well-thought-out blend of technological innovation, economic practicality, and community engagement. By installing EV chargers in

private residences and integrating them into a wider network through a user-friendly app, Kolen is not only enhancing the EV charging infrastructure but also promoting sustainable energy use. This phase sets a strong foundation for Kolen's future expansions, aligning with the broader vision of facilitating a sustainable transition to electric vehicles.

3.2.2- Phase 2

3.2.2.1- Objective

In Phase 2, Kolen aims to significantly expand its electric vehicle (EV) charging network beyond individual households, focusing on public spaces such as shopping malls, parking lots, factories and stores with parking facilities. This expansion is designed to meet the rising demand for EV infrastructure, increase accessibility to charging stations, and extend Kolen's subscriber base.

3.2.2.2- Strategy and Implementation

Integration with Shopping Malls and Public Spaces: A key step in this phase is the integration of EV charging stations in high-traffic areas like shopping malls and other public spaces. This move not only increases the visibility of Kolen's services but also enhances the convenience for EV users. Collaborating with property owners and businesses will be crucial for the seamless integration of these charging stations into public spaces and housing estates.

Scalability of the App: With the increase in the number of charging stations, the scalability of the app becomes more critical. The app must be equipped to handle a growing number of users and charging stations, maintaining its user-friendly interface while offering new functionalities suited to the expanded network. This includes features like real-time availability of charging points in malls and public spaces, easy payment options, and navigation assistance to the nearest charging station.

Co-branding and Partnership Opportunities: Exploring co-branding or partnership opportunities, such as mobile and fast charge stations that offer road assistance and emergency charging for stranded EVs, will be a pivotal part of Phase 2. These partnerships not only enhance the service offerings of Kolen but also broaden the scope of potential subscribers and users. Because mobile charging service companies that want to be listed on the platform will be required to carry their electricity subscriptions to KOLEN. In this way, mobile charging companies will reach a large customer base and also KOLEN will further expand its customer pool and increase the services it offers on its platform.

3.2.2.3- Goals and Benefits

Reaching More Consumers: The expansion into public spaces aims to attract a broader range of consumers. By offering convenient charging options in places they frequently visit, like shopping malls, factories and commercial parking lots, Kolen intends to encourage more people to subscribe to its services.

Utilization of Charging Stations as Ad Spaces: As the network of charging stations grows, these locations can be utilized as valuable advertising spaces. This not only serves as an additional revenue stream for Kolen but also provides a platform for businesses to reach a targeted audience of EV users.

3.2.3- Phase 3

The accomplishments of Phase 2 lay the groundwork for the transition to Phase 3. By establishing a widespread and accessible network of charging stations and securing a large consumer base, Kolen prepares itself for the next stage of its project. The successful implementation of Phase 2 will ensure that Kolen has a robust platform, both in terms of infrastructure and subscriber base, to launch into its envisioned platform business model.

In summary, Phase 2 of Kolen's project is characterized by strategic expansion, innovative partnerships, and a focus on user accessibility and convenience. By integrating charging stations into public spaces and enhancing the capabilities of its app, Kolen aims to build a comprehensive and accessible EV charging network that caters to a growing market of EV users, setting a strong foundation for its future endeavors.

Phase 3 of Kolen's EV Charging Platform Project: Becoming the Dominant Platform

3.2.3.1- Vision and Objective

In Phase 3, Kolen's primary goal is to establish itself as the dominant platform in the electric vehicle (EV) charging station market. Building on the substantial customer base acquired in Phase 2, this phase aims to consolidate and expand Kolen's market presence, transitioning from a service provider to a comprehensive platform business.

3.2.3.2- Strategy for Market Domination

Leveraging Customer Base: With a significant customer base already in place, Kolen plans to use this asset to incentivize other charging station operators to either switch their electricity subscriptions to Kolen or enter into a commission-based partnership for each customer interaction. This strategic move leverages the concept of economies of scope, where the company capitalizes on its broad customer base to enhance its service offerings and increase profitability.

Unified App Integration: A key initiative in this phase is the development of a unified app that incorporates various EV charging stations, including those operated by other companies. This integration aims to provide Kolen's customers with a seamless and comprehensive charging station network. By centralizing access to a wide range of charging stations, Kolen enhances user convenience and strengthens its platform's value proposition.

3.2.3.3- Expansion of Platform Capabilities

Developing Additional App Features: To further solidify its position as a leading platform, Kolen will focus on enhancing its app with additional features. These might include energy usage analytics, personalized recommendations, and integration with smart home systems. Such features not only improve the customer experience but also position Kolen at the forefront of technological innovation in the EV charging sector.

Advertising and Revenue Streams: The expanded app also presents opportunities for advertising, creating an additional revenue stream. By attracting a diverse range of advertisers, Kolen can monetize its platform while offering relevant services and promotions to its users.

3.2.3.4- The Cannibalization Effect

In this phase, Kolen must strategically navigate the cannibalization effect, where the incorporation of other companies' charging stations into its app could potentially reduce direct

profits from its own stations. However, the broader network effect – the phenomenon where the value of a service increases as more people use it – is expected to counterbalance this. The scalability achieved through the network effect, with relatively less investment, positions Kolen advantageously in the market.

3.2.3.5- Achieving Platform Business Success

Phase 3 is the culmination of Kolen’s strategic journey, transforming it into a platform business that facilitates interactions between various suppliers and consumers. By leveraging its expanded customer base, integrating diverse charging options into a unified app, and enhancing the platform with advanced features, Kolen is poised to become a key player in the EV charging industry. This phase demonstrates the company's commitment to scalability, technological innovation, and customer-centric service, positioning Kolen not just as a service provider, but as a comprehensive platform that shapes the future of EV charging infrastructure.

3.2.3.6- Cost Analysis

The cost analysis shows a loss of -94.6% in the first year due to expenses such as charger investment, application fees, and sales and marketing costs. However, the main purpose of the project, which was to develop the customer portfolio, was effective in the first year, with 100 new charging stations installed and 365 new customers added. In the second year, the project experienced a decrease in serious expense items, with 300 new charging stations and 500 new customers registered. By the third year, the profitability of the project was expected to reach 24.7%, generating revenue of 10,657,970₺ and reaching a profit rate of 8.4%.

The company moves on to the second phase, installing charging stations in shopping malls, factories, housing estates, and parking lots to obtain electricity subscriptions. Despite a loss of -17.9% in the first year, the primary goal is to expand the customer portfolio. By the end of the second year, the profitability of the project is expected to reach 4.8%, with 10 new charging stations and 500 new customers per machine. By the end of the third year, the profitability is expected to reach 12.2%, bringing a total income of 14,674,670 and a total profitability of 6.0%.

4- Conclusion

In conclusion, Kolen's foray into the electric vehicle (EV) charging station market, as part of its larger business strategy within Koloğlu Holding, demonstrates a forward-thinking approach to capturing a growing market segment. The company's multi-phased strategy cleverly leverages its existing strengths in electricity distribution and seeks to expand its reach through innovative partnerships and technological solutions.

The initial phase's focus on residential charging stations presents an opportunity to build a strong customer base by tapping into the more economical residential electricity tariffs in Turkey. This approach not only promotes sustainable energy use but also fosters community involvement. The second phase aims to scale up by integrating charging stations in public spaces like shopping malls and parking lots, which will increase visibility and accessibility. The final phase's vision to develop a unified platform for EV charging further cements Kolen's commitment to becoming a market leader by offering a comprehensive and user-friendly service.

While the project faces initial financial losses, the strategic expansion and innovative integration with existing infrastructure promise long-term growth and profitability. Kolen’s

strategic roadmap highlights the importance of adaptability, customer-centric solutions, and sustainable practices in the evolving landscape of electric mobility.

Appendices

Figure 1: Kolen's Subscriber Portfolio of Migros

SIRA NO	FORMAT	İL
1	MMM	İSTANBUL
2	MMM	İSTANBUL
3	MMM	İSTANBUL
4	MMM	İSTANBUL
5	MMM	ANKARA
6	MMM	ANKARA
7	MMM	MUĞLA
8	M	KAYSERİ
9	MM	BOLU
10	MMM	TEKİRDAĞ
11	MM	VAN
12	M	ERZİNCAN
13	MMM	İSTANBUL
14	MMM	İSTANBUL
15	MM	ANTALYA
16	MM	GİRESUN
17	M-JET	ANKARA
18	MM	KOCAELİ
19	M	İSTANBUL
20	M	İSTANBUL
21	M	İSTANBUL
22	M-JET	KOCAELİ
23	M	ELAZIĞ
24	M	KAHRAMANMARAŞ
25	M-JET	YALOVA
26	MMM	İZMİR
27	5M	BALIKESİR
28	M	KAHRAMANMARAŞ
29	M-JET	YALOVA
30	MM	MALATYA
31	MM	İSTANBUL
32	MM	TEKİRDAĞ
33	MACROCENT	ANKARA
34	M	İSTANBUL
35	MM	İSTANBUL
36	M	İSTANBUL
37	MM	İSTANBUL
38	M	İSTANBUL
39	M	İSTANBUL
40	MM	KAYSERİ
41	M	İSTANBUL
42	M	SAKARYA
43	M-JET	YALOVA
44	M-JET	İSTANBUL
45	M	MERSİN
46	M	ANTALYA
47	M	BURSA
48	M	VAN
49	5M	NEVŞEHİR
50	MM	İSTANBUL
51	M-JET	İZMİR
52	M	İZMİR
53	M	MERSİN
54	M	ŞANLIURFA
55	M	KARAMAN
56	M-JET	DIYARBAKIR
57	M-JET	ZONGULDAK
58	MMM	İZMİR
59	M-JET	ÇORUM
60	M	ESKİŞEHİR
61	M	BURSA
62	M-JET	ANTALYA
63	M	YALOVA
64	M	İZMİR
65	M	İZMİR
66	M	İZMİR
67	M	BALIKESİR
68	M-JET	MU
69	M-JET	İZMİR
70	MMM	İSTANBUL
71	MM	ANKARA
72	M	İSTANBUL
73	M	İSTANBUL
74	MM	SAMSUN
75	MM	AMASYA
76	M-JET	MU
77	M	ANTALYA
78	MM	BURSA
79	M	BURDUR
80	M-JET	DÜZCE
81	M-JET	MUĞLA
82	MM	DIYARBAKIR
83	MM	ANTALYA
84	M-JET	BURSA
85	M-JET	BURSA
86	M-JET	ANTALYA
87	M-JET	TEKİRDAĞ
88	M-JET	TEKİRDAĞ
89	M-JET	ÇORUM
90	M-JET	TRABZON
91	M	ÇANAKKALE
92	MACROCENT	MUĞLA
93	M-JET	AYDIN
94	M	BURSA
95	M-JET	BURDUR
96	M	BATMAN
97	M-JET	İSTANBUL
98	MACROCENT	İZMİR
99	M-JET	KARS
100	M	ANTALYA
101	M	ADANA
102	M-JET	İZMİR
103	M	BAYBURT
104	M	KAYSERİ
105	M-JET	BARTIN
106	MACROCENT	İSTANBUL
107	M	MERSİN
108	M	MUĞLA
109	M	ANTALYA
110	M	ERZ
111	MM	İSTANBUL
112	MM	ANTALYA
113	M	MERSİN
114	M-JET	NEVŞEHİR
115	MM	İSTANBUL
116	MMM	ANKARA
117	MM	İSTANBUL
118	MMM	İSTANBUL
119	MACROCENT	ANTALYA
120	MM	ADANA
121	M	BARTIN
122	M	İSTANBUL
123	M	İZMİR
124	M	İZMİR
125	MM	İSTANBUL
126	M-JET	Z
127	M	İSTANBUL
128	M	ANTALYA
129	M	ÇANAKKALE
130	M	İSTANBUL
131	M-JET	İZMİR
132	MM	KAYSERİ
133	MM	ANKARA
134	M-JET	BURSA
135	M-JET	İZMİR
136	M-JET	İZMİR
137	M-JET	ÇANAKKALE
138	M	MARDİN
139	M-JET	İSTANBUL
140	M	SİNOP
141	M-JET	ANTALYA
142	M	İSTANBUL
143	M-JET	HATAY
144	M-JET	MUĞLA
145	M	MUĞLA
146	M	İZMİR
147	M-JET	MUĞLA
148	M-JET	SİİRT
149	M-JET	ANTALYA
150	M-JET	ANTALYA
151	M-JET	AFYONKARAHISAR
152	M	GAZİANTEP
153	MM	ADANA
154	MM	ANKARA
155	M-JET	BALIKESİR
156	M	ADANA
157	M	ANTALYA
158	MGM	TOKAT
159	M-JET	SİVAS
160	M-JET	ANTALYA
161	MM	ANKARA
162	M	İSTANBUL
163	M	ANTALYA
164	M-JET	ANTALYA

Figure 2: Cost Analysis of Optimal Solution (Phase I)

		Phase 1			
	Values	2024	2025	2026	
Assumption	Home Owner Target	100	300	500	
Assumption	1 kWh Sales (TL)	2,21	2,21	2,21	
Assumption	Number of Total Car Charge Home Owner	96	96	96	
Assumption	Number of Total Car Charge Consumer	365	500	700	
Assumption	Per Car Charge (kWh)	100	100	100	
Assumption	Per Home Consumption (kWh)	3000	3000	3000	
	Per Home Owner Car Charge (kWh)	9600	9600	9600	
	Per Home Consumer Car Charge (kWh)	36500	50000	70000	
	Per Home Consumption (TL)	6630	6630	6630	
	Per Home Owner Car Charge (TL)	21216	21216	21216	
	Per Home Consumer Car Charge (TL)	80665	110500	154700	
	GROSS SALES (HOME OWNERS)	2.784.600	8.353.800	13.923.000	
	Discount % Home Owner	20,0%	20,0%	20,0%	
	Discount Home Owner	556920	1670760	2784600	
	NET SALES (HOME OWNERS)	2.227.680	6.683.040	11.138.400	
	GROSS SALES (CONSUMER)	8.066.500	33.150.000	77.350.000	
	Discount % Consumer	10,0%	10,0%	10,0%	
	Discount Consumer	806650	3315000	7735000	
	NET SALES (CONSUMER)	7.259.850	29.835.000	69.615.000	
	TOTAL NET SALES	9.487.530	36.518.040	80.753.400	126.758.970
	Material Cost Total	6.100.000	10.300.000	16.500.000	
	Charging Unit	3.000.000	9.000.000	15.000.000	
	Setup & Maintenance Cost	100.000	300.000	500.000	
	Application Cost & Payment Fee	3.000.000	1.000.000	1.000.000	
	Production Cost Total	7.365.000	22.536.000	41.300.000	
Assumption	1 kWh Electric Production (TL)	1,5	1,2	1,0	
	Total kWh Need	4.910.000	18.780.000	41.300.000	
	Marketing & Sales Cost	5.000.000	4.000.000	3.000.000	
	TOTAL COST	18.465.000	36.836.000	60.800.000	116.101.000
	Profitability	-8.977.470	-317.960	19.953.400	10.657.970
	Profitability %	-94,6%	-0,9%	24,7%	8,4%

Figure 3: Cost Analysis of Optimal Solution (Phase 2)

		Phase 2			
Values		2024	2025	2026	
Assumption	Customer Target	5	10	20	
Assumption	Customer Machine Target	4	4	4	
Assumption	1 kWh Sales (TL)	3,67	3,67	3,67	
Assumption	Number of Total Car Charge Per Machine	365	500	700	
Assumption	Per Car Charge (kWh)	100	100	100	
Assumption	Per Customer Consumption (kWh)	1750000	1750000	1750000	
	Per Consumer Car Charge (kWh)	36500	50000	70000	
	Per Customer Consumption (TL)	6422500	6422500	6422500	
	Per Consumer Car Charge (TL)	133955	183500	256900	
	GROSS SALES (CUSTOMER)	32.112.500	64.225.000	128.450.000	
	Discount % Customer	5,0%	5,0%	5,0%	
	Discount Home Owner	1605625	3211250	6422500	
	NET SALES (CUSTOMER)	30.506.875	61.013.750	122.027.500	
	GROSS SALES (CONSUMER)	2.679.100	7.340.000	20.552.000	
	Discount % Consumer	5,0%	5,0%	5,0%	
	Discount Consumer	133955	367000	1027600	
	NET SALES (CONSUMER)	2.545.145	6.973.000	19.524.400	
	TOTAL NET SALES	33.052.020	67.986.750	141.551.900	
	Material Cost Total	3.620.000	2.240.000	3.480.000	
	Charging Unit	600.000	1.200.000	2.400.000	242.590.670
	Setup & Maintenance Cost	20.000	40.000	80.000	
	Application Cost & Payment Fee	3.000.000	1.000.000	1.000.000	
	Production Cost Total	30.336.000	58.500.000	117.740.000	
	1 kWh Electric Production (TL)	3,2	3,0	2,9	
	Total kWh Need	9.480.000	19.500.000	40.600.000	
	Marketing & Sales Cost	5.000.000	4.000.000	3.000.000	
	TOTAL COST	38.956.000	64.740.000	124.220.000	
	Profitability	-5.903.980	3.246.750	17.331.900	
	Profitability %	-17,9%	4,8%	12,2%	227.916.000
					14.674.670
					6,0%

Figure 4: Business Model Canvas of Optimal Solution

<p>Key Partners</p> <p>Phase 1:</p> <ul style="list-style-type: none"> - Homeowners <p>Phase 2:</p> <ul style="list-style-type: none"> - Shopping Malls - Parking Lots - Factories - Retailers - Housing Sites <p>Phase 3:</p> <ul style="list-style-type: none"> - Charging Stations Operators 	<p>Key Activities</p> <p>Phase 1:</p> <ul style="list-style-type: none"> - Installation of EV Charging Stations - App Development - Billing and Subscription Management - Discount and Promotion Campaigns <p>Phase 2:</p> <ul style="list-style-type: none"> - Integration into Public Spaces - Partnering with the Corporate Subscribers <p>Phase 3:</p> <ul style="list-style-type: none"> - Partnering with the Charging Stations Operators - Platform Enhancement and Unified App Development <p>Key Resources</p> <p>Phase 1:</p> <ul style="list-style-type: none"> - Charging Stations in Garages - Application and Web Platform - Web Servers - Infrastructure - Maintenance Operation Team <p>Phase 2:</p> <ul style="list-style-type: none"> - Charging Stations in Public Spaces <p>Phase 3:</p> <ul style="list-style-type: none"> - Combination of Charging Stations of Kolen and Charging Stations of Other Operators 	<p>Value Proposition</p> <p>Phase 1:</p> <ul style="list-style-type: none"> - Community-Based and Low-cost Charging Network <p>Phase 2:</p> <ul style="list-style-type: none"> - Accessible, Convenient and Reliable charging options in high-traffic public spaces. <p>Phase 3:</p> <ul style="list-style-type: none"> - Convenient User and Operator Experience in Charging Processes 	<p>Customer Relationships</p> <p>Phase 1 & Phase 2</p> <ul style="list-style-type: none"> - CRM - Community Engagement - Call Center <p>Distribution Channels</p> <p>Phase 1 & Phase 2 & Phase 3:</p> <ul style="list-style-type: none"> - Mobile App - Website - Advertisements 	<p>Customer Segments</p> <p>Phase 1:</p> <ul style="list-style-type: none"> - EV Users - Homeowners <p>Phase 2:</p> <ul style="list-style-type: none"> - Retailers <p>Phase 3:</p> <ul style="list-style-type: none"> - Charging Stations Operators
<p>Cost Structure</p> <p>Phase 1:</p> <ul style="list-style-type: none"> - Charging Station Installation and Maintenance - Platform Development and Maintenance - Electricity Discounts for the Homeowners - Marketing Costs - Server Costs <p>Phase 2:</p> <ul style="list-style-type: none"> - Expanding the Charging Stations Net into Public Spaces - Partnership Management Costs <p>Phase 3:</p> <ul style="list-style-type: none"> - Platform Enhancement Costs 		<p>Revenue Streams</p> <p>Phase 1:</p> <ul style="list-style-type: none"> - Charging Fees - New Electricity Subscribers <p>Phase 2:</p> <ul style="list-style-type: none"> - Advertising Fees - New Corporate Subscribers <p>Phase 3:</p> <ul style="list-style-type: none"> - Commission Fees - New Charging Stations Operator Subscribers 		

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TEKSAN JENERATOR, Marketing Problem



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ÖZET

Bu özet, 1994 yılından beri faaliyet gösteren ve yüksek kaliteli jeneratörleri 130'dan fazla ülkeye sağlayarak tanınan Teksan Jeneratörü ele almaktadır. 2005 yılında Almanya pazarına girmesine rağmen, sürekli müşteri tabanını sürdürmek, yoğun rekabet nedeniyle zorlu olmuştur. Analiz, yanlış konumlandırmanın ana sorun olarak ortaya çıktığını, yüksek kaliteyi prim fiyatında vurgulamanın, pazar tercihlerine ters düştüğünü belirler. Almanya'daki pazar payını artırmak için Teksan, üç strateji önermektedir: Stratejik ortaklıklar aracılığıyla dış promosyon ve distribüsyonu yoğunlaştırmak, iç çabaları artırmak ve fiyat ayarlamalarıyla rekabet avantajı elde etmek. Rekabetin ve sürdürülebilirlik talebinin farkında olarak, Teksan sürdürülebilirlik trendleri ile uyum sağlama fırsatı görmektedir.

Anahtar Kelimeler: Jeneratör, Almanya Pazarı, Stratejik Ortaklık, Enerji, Penetrasyon, İşbirliği, Sürdürülebilirlik, Ticaret Fuarları, Rekabet Avantajı, Satış, Şeffaflık

1- Company Background

This abstract discusses Teksan Generator, a well-established Turkish company in operation since 1994, renowned for supplying high-quality generators to over 130 countries. Despite entering the German market in 2005, sustaining a consistent customer base has been challenging due to intense competition. The analysis identifies mispositioning of Teksan in German market, emphasizing high quality at a premium price. To enhance its market share in Germany, Teksan proposes three strategies: intensifying external promotion and distribution through strategic alliances, increasing internal efforts, and gaining a competitive edge through price decrease. Recognizing the competition and the growing demand for sustainability, Teksan sees an opportunity to align with sustainability trends.

Founded in 1994 in Tuzla, Istanbul, Teksan is a leading engineering and technology firm specializing in continuous energy solutions. Initially focused on diesel generators, it has diversified its offerings to include natural gas and biogas generator sets, cogeneration systems, mobile lighting towers, hybrid power systems, and more. With an annual manufacturing capacity of 15,000 generators, Teksan operates in over 130 countries, aiming to be a global brand in the energy sector.

As a response to increasing demand for sustainability, Teksan produces generators with stage 5 engines and TESS generator which can be used by renewable energy solutions to have zero carbon emission generator. Recognized for its commitment to quality and innovation, the company is listed among Turkey's largest enterprises. Teksan's business model relies on strategic alliances, sales of premium generators, training, and consulting services.

The generator sector plays a crucial role in powering the modern world, addressing the increasing demand for energy efficiency and environmental friendliness. As technology evolves, the industry adapts with cleaner fuel alternatives and hybrid systems. The construction and agriculture sectors power remote sites, utility companies maintain grid stability, and healthcare facilities rely on generators for critical equipment. As technology, environmental concerns, and regulations influence purchase decisions, the generator industry remains a vital component of our infrastructure, ensuring a stable power supply for our progressing civilization.

2- Problem Definition

Germany is a country with one of the largest economies in the world. For this reason, Teksan Generator saw an excellent opportunity for itself in the German market. However, although Teksan Generator has been trying to exist in this market for years, it has not been able to gain regular customers and has not been successful enough. This situation prevents Teksan Generator from growing and gaining market share in the German market. That is the reason why Teksan expected a comprehensive German market analysis that would reveal the reasoning behind its failure.

In the highly competitive German generator industry, established players like Kohler, Himoina, dominates market, creates significant challenges for Teksan's market entry. Teksan is known globally with a reputation of producing high quality generators, excelling in workforce experience but ranking third in renewable energy. (See Figure 3) Despite commendable production costs due to maintaining high quality, it struggles with limited sustainable product offerings. (See Figure 2) Opportunities in global expansion, sustainability, and technology are constrained compared to competitors, while threats emerging from rivals'

superior technological investments. (See Figure 4) An analysis reveals shortcomings in Teksan's current positioning and pricing strategies, highlighting the need for strategic adjustments. The positioning map underscores AKSA's distinct position with lower quality. Teksan has been promoting itself with high quality therefore high price positioning, however it is positioned as providing high quality at a lower price which should be the main promotion strategy in German market. (See Figure 1)

In the dynamic German generator sector, distinct customer profiles with unique project-oriented preferences highlights the need for tailored solutions. Teksan capably aligns with the German market's specific demands, providing a flexible approach to project-oriented work. The collaborative efforts of project teams, sales managers, and support engineers ensure consideration of customer requirements, maximizing satisfaction and meeting project specifications. Leveraging a technically proficient team, Teksan excels in delivering customized solutions that meet customer expectations, stimulating a positive reputation. Transparent communication and rapid responsiveness further enhance project processes. Therefore, to expand into the German market, Teksan should transfer its capabilities to the German Market as well.

Customer price elasticity plays a pivotal role in determining the competitive success of businesses. Price sensitivity, varying across markets, dictates the success of pricing strategies. Some markets witness high price elasticity, where slight increases lead to substantial sales losses. Conversely, certain markets feature price-insensitive customers willing to pay premiums irrespective of intrinsic value. Teksan, seeking competitiveness, must navigate these dynamics. While initial perceptions from Teksan's representatives suggested that German consumers prioritize quality over price, data reveals a significant degree of price sensitivity. Recognizing this, Teksan faces a challenge, particularly in the German market, where competitors stress the importance of efficient customer service, an aspect Teksan currently lacks in its global offerings.

Trade shows play a vital role in B2B promotions in Germany, and Teksan's limited success in the market may be attributed to its inadequate participation in such events. Proper booth design and pre-show promotions are emphasized as essential steps for success in trade shows, indicating areas for improvement for Teksan.

In conclusion, to enhance its position in the German market, Teksan should reconsider its positioning and pricing strategies, adapt its customer service approach, address price sensitivity, and actively participate in trade shows to establish a stronger presence and build lasting customer relationships.

In addressing Teksan Generator's longstanding challenge in the German market, an analysis using Market Growth Theory and the Ansoff Matrix highlights the relevance of Market Penetration Strategy. Considering Teksan's presence since 2005, the key issue is the inability to retain regular buyers, limiting sales and market share. Ansoff's Matrix identifies Market Penetration as the least risky and most fitting strategy for Teksan. This approach involves increasing distribution and promotion of existing products in established markets to attract customers from competitors. Notably, it aligns with Teksan's circumstances, mitigating uncertainties associated with new product development or entering unfamiliar markets. For practical implementation, Teksan should focus on strategic increases in promotion and distribution efforts both internally and externally in the German market. Externally they can have a deal with German generator distributors and have partnership EPC contractors who do

turnkey projects in Germany. Internally, Teksan can improve its customer service by referring to customer centric marketing theory and relationship marketing theories and Teksan can participate in Trade shows in Germany. This approach addresses Teksan's specific competitive dynamics and financial constraints. By enhancing product visibility and accessibility, Teksan can potentially overcome its challenge, gain a larger market share, and position itself more competitively.

3- Possible Solutions

3.1- Solution 1: Distributor Alliances

In light of the Market Growth Strategy analysis, as stated above, Teksan should increase its promotion and distribution efforts in the German market. They can achieve it both internally and externally. Externally, Teksan can have strategic alliances with distributors in the German market. The first solution will mainly focus on how Teksan can externally improve its distribution and promotion in the German market through strategic alliances. Strategic alliances are divided into two as equity and non-equity alliances. Opting for non-equity alliances allows Teksan to tap into the distributor's knowledge and network, unlocking untapped customer segments. Key distributor options include Hanh Profis and Sev Stromerzeuger. AKSA has been responsible for its own distribution activities and therefore to reach Kohler and Himoina's buyers, Sev Stromerzeuger would be a better distributor for Teksan. Alliance contracts have terms, and engaging with one distributor may limit Teksan from partnering with others. It's crucial to assess the distributor's network and expertise to avoid the need for multiple distributors. Negotiating contract terms can help ensure flexibility in reaching other distributors.

3.2- Solution 2: Internal Enhancement – Customer-Centric Approach

Internally, Teksan should focus on strengthening its customer service and recognition in the German market. Teksan can use its existing and easy-to-reach networks to gain an audience. For that purpose Teksan can become a member of AHK (German-Turkish Chamber of Commerce and Industry) for access to a broad B2B network. Embracing customer-centric marketing and relationship marketing theories, Teksan aims to prioritize German customers, build long-term and sustainable relationships with customers rather than just individual transactions or short-term sales. First, to gain a place in the market, Teksan can use its existing and easy-to-reach networks to gain an audience. Participating in Trade Fairs related to the industry will be an effective strategy to have a voice in Germany's energy sector for the Teksan. These fairs provide an excellent opportunity to follow current developments and innovations in the sector and to communicate directly with industry professionals and potential customers. Active participation in industry-related trade fairs, such as EM Power, Energy/Hannover Messe, and Hanse Bau, will significantly contribute to brand visibility and customer engagement.

3.3- Solution 3: Price Reduction Strategy

To implement the market penetration strategy, Teksan can also consider a targeted price reduction, aiming to compete more effectively with AKSA and other competitors in the German market. While elasticity of customer prices in Germany suggests a significant positive response to price reductions, careful consideration is needed to prevent potential negative impacts on Teksan's reputation. Implementing a 13% price reduction, aligned with AKSA's

pricing, could attract AKSA's customer base. However, Teksan must be cautious of potential responses from AKSA and be prepared for the risk of a price war, which could have detrimental effects on both companies.

Each solution addresses crucial aspects of Teksan's market expansion strategy, combining internal and external approaches, emphasizing customer-centricity, and considering competitive pricing dynamics.

3.4- Optimal Solution

The optimal solution for Teksan involves a comprehensive and synergistic approach that integrates key elements from both the first and second proposed strategies to maximize market penetration in Germany. The strategic focus lies in addressing the primary challenge faced by Teksan, which is the limited brand recognition in the German market.

Internally, Teksan is advised to strategically position itself by becoming a member of the AHK Turkey German-Turkish Chamber of Industry and Commerce. This membership offers multifaceted benefits, including crucial professional support, access to an extensive B2B network, and exposure to the influential German-Turkish business community. By leveraging this membership, Teksan can actively participate in trade fairs, with a specific emphasis on well-known events such as the Hannover Messe. The AHK membership acts as a facilitator, providing logistical and organizational support for Teksan's effective participation in these trade fairs.

Concurrently, Teksan should proactively pursue external promotional efforts by establishing non-equity alliances with reputable distributors in Germany. Sev Stromerzeuger is identified as a particularly promising candidate for collaboration. This strategic partnership holds significant advantages, including access to local market expertise, an established network, robust logistics infrastructure, and existing customer relationships. Collaborative distributor alliances present a careful approach, minimizing entry risks, speed up market entry, and potentially resulting in cost savings. Additionally, to boost external promotion in Germany, Teksan can partner with Engineering, Procurement, and Construction (EPC) firms, particularly those in turnkey projects. Collaborating with Bilfinger SE, a leading EPC firm in Energy, Pharmaceuticals, Construction, and Oil and Gas, offers strategic advantages for Teksan's TESS generators, designed for solar-powered backup.

The comprehensive budgetary framework for executing the market penetration strategy in the German market amounts to an estimated €29,500. This financial plan includes critical elements, including €10,000 for trade fair entry expenses, addressing participation fees for pivotal events such as Hannover Messe. An additional €5,000 is for booth decoration in trade fairs and material costs, ensuring an impactful and visually compelling representation of the Teksan brand. Logistics, a fundamental operational facet, need a budget allocation of €8,000 for the transportation of generators to trade shows. The strategic team's transportation, comprising an engineer, two marketing specialists, and a top manager, incurs a budget of €2,000. Further, the accommodation expenses during the trade fair, totaling €2,000, are vital for maintaining the team's comfort and optimal readiness. In the crucial aspect of forming a non-equity alliance with Sev Stromerzeuger, the associated costs are subject to negotiation, contingent on the collaboration and distribution terms. Simultaneously, an annual membership cost of €1,500 for the AHK Turkey German-Turkish Chamber of Industry and Commerce serves as a gateway to a valuable network of contacts and resources.

In terms of the timeline, the short-term action plan, spanning from January 2024 to April 2024, encompasses key initiatives such as internal investment in customer service, the formation of strategic alliances with distributors, and the initiation of AHK membership promotion. The long-term strategy (2024-2025) involves a sustained focus on continuous development in customer service, consolidation of distributor alliances, active engagement in trade fairs, and the enhancement of brand recognition in the German market.

This detailed and integrated strategy positions Teksan for sustained growth and recognition in the German market. It combines internal enhancements, strategic alliances, and effective promotional efforts to create a comprehensive approach that fosters Teksan's market presence and competitiveness in the long term.

4- Conclusion

In conclusion, Teksan Generator faces the challenge of limited brand recognition in the competitive German market, hindering its growth and market share expansion. The analysis reveals crucial mispositioning, emphasizing high quality at a premium price, contrary to German market preferences. In addition to mispositioning, Teksan has insufficient promotion efforts in highly competitive German market. To overcome these challenges, Teksan proposes a comprehensive strategy focusing on internal enhancements and external collaborations.

The recommended solution involves a synergistic approach, integrating strategic alliances with distributors and internal improvements through customer-centric initiatives. By strategically positioning itself as a member of the AHK Turkey German-Turkish Chamber of Industry and Commerce, Teksan gains access to a valuable B2B network and logistical support for effective participation in trade fairs, notably the Hannover Messe. Concurrently, forming non-equity alliances with distributors like Sev Stromerzeuger and collaborating with EPC firms such as Bilfinger SE facilitates external promotion, leveraging local market expertise and existing networks for accelerated market entry.

The budgetary framework, totaling €29,500, allocates funds for trade fair entry, booth decoration, logistics, team transportation, accommodation, and AHK membership. This financial plan ensures a well-executed strategy with a short-term action plan from January 2024 to April 2024, followed by a long-term focus on continuous development, distributor consolidation, and brand enhancement from 2024 to 2025.

This detailed and integrated approach positions Teksan for sustained growth and recognition in the German market, aligning with market preferences and fostering a stronger market presence. By embracing a customer-centric strategy, forging strategic alliances, and actively participating in industry events, Teksan aims to overcome its challenges, gain a larger market share, and establish itself as a competitive force in the German generator industry.

Appendices

Figure 1

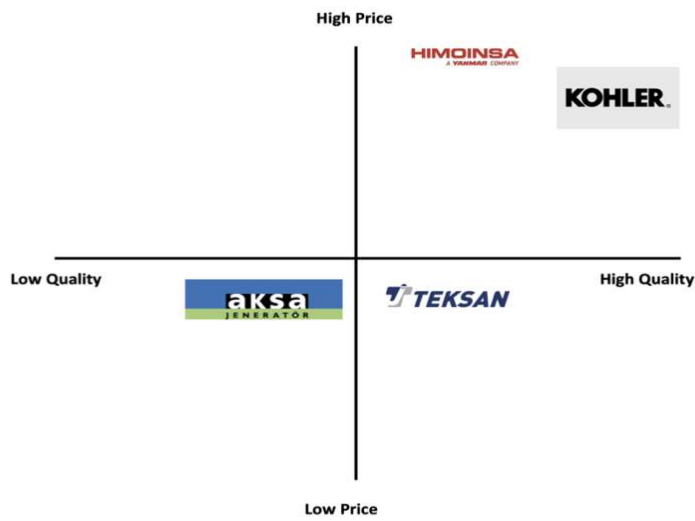


Figure 2

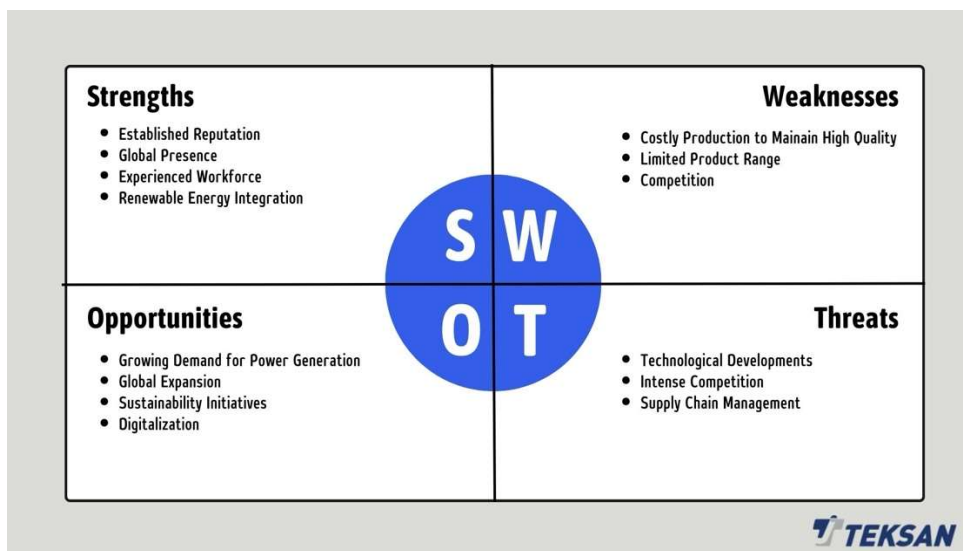


Figure 3

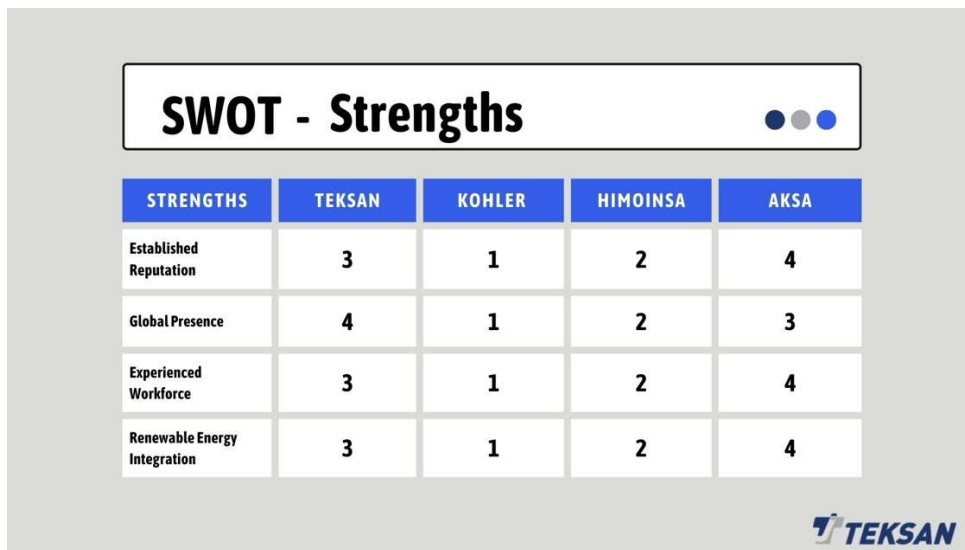
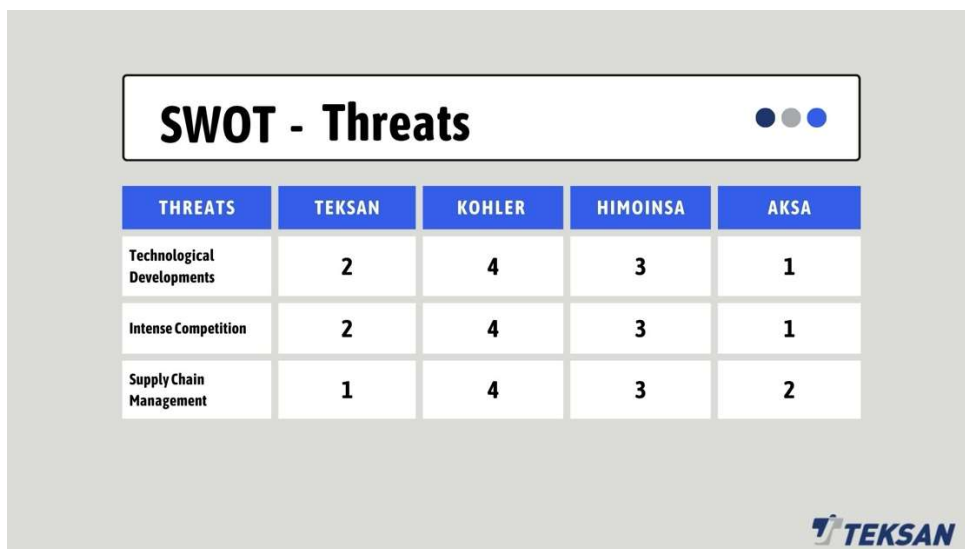


Figure 4



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YUKSEL PROJE, HR Problem



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Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

Bu çalışma, Yüksel Proje'nin 1978'deki başlangıcından mühendislik ve inşaat sektöründe 30'u aşkın ülkede küresel konumuna kadar geçirdiği evrimin izlerini taşıyor. Başarılarına rağmen yapısal sorunlar şirketin iletişimini, çalışanların gelişimini ve yönetim fırsatlarını engelliyor. Makale, işlevler arası işbirliği, yapılandırılmış kariyer gelişimi, artan yönetim pozisyonları, Matrix modeli ve küçük özerk ekipler dahil olmak üzere beş stratejik çözümün altını çiziyor. Her çözüm belirli zorlukları ele alır ancak kapsamlı bir değerlendirme gerektirir. Bu girişimler Yüksel Proje'nin dinamiklerini dönüştürmeyi, çevikliği, yenilikçiliği ve çalışan katılımını teşvik etmeyi amaçlıyor. Şirket, bu stratejiler aracılığıyla yapısal kusurları düzelterek, sektördeki zorlukların üstesinden gelebilecek ve küresel aşamada sürekli başarıyı garantileyebilecek işbirlikçi, güçlendirilmiş bir işgücü yetiştirmeyi amaçlıyor.

Anahtar Kelimeler: Organizasyon Şeması, Proje Yönetim Sistemi, Kariyer Hedefi Planlaması, Genç Kadrolaşma, Motivasyon

1- Company Background

Yüksel Proje was founded in 1978. The company hit several significant milestones throughout the years, demonstrating its competence and extending its reach to more than 30 countries. In 1984, Yüksel Proje's global footprint was established with the completion of the Riyadh-Qassim Transmission Line in Saudi Arabia, marking a momentous international initiative (*Yüksel Proje Webpage, n.d.*). The Gumusova-Gerede Highway project in Turkey marked the company's entry into construction management in 1987, further enhancing its project execution skills. With the Izmir Waste Water Treatment Plant Project, the company ventured into the provision of wastewater treatment plant services in 1996, thereby broadening its scope of operations (*Yüksel Proje Webpage, n.d.*). Yüksel Proje participated in groundbreaking projects in the early 2000s, such as the Marmaray Project in 2001, when they provided construction management services for the world's first immersed tube tunnel project. The company expanded its worldwide reach by opening offices in Africa (Trablus, Libya) in 2006 and Asia (Kabul, Afghanistan) in 2002 (*Yüksel Proje Webpage, n.d.*).

The following years were characterized by increased globalization. Yüksel Proje opened its first Research and Development (R&D) Center in the industry in 2017 in addition to opening offices in Europe (Dnipro, Ukraine) and Asia (India). The company was recognized in 2018 when it was ranked 207th out of the Top 225 ENR international design firms. Continuous progress occurred in the following years, as Yüksel Proje improved its rating in the ENR Top 225 International Design Firms (203rd in 2019, 199th in 2020, 192nd in 2021, and 122nd in 2022) and won the AEC Excellence Awards in 2019 (*Yüksel Proje Webpage, n.d.*). Yüksel Proje, which has operations in more than 30 countries, has firmly established its standing as a successful global company in engineering and construction.

Yüksel Proje Inc. is a company in the engineering and construction industry, which includes a wide range of tasks associated with planning, creating, constructing infrastructure, and building projects. These projects can include building energy efforts, urban development, roadways, bridges, and other transportation networks. Businesses in this industry have a big say on how the economies and physical environments of the areas they work in are developed.

The annual percentages of loans allocated to the construction sector within the total credit portfolio have been provided, according to the data presented in the Turkish Banking Sector Main Indicators 2023 report (*Veri Detay, 2023*). This information has been utilized to analyze and project the growth path of the construction industry over the years. The figures depict a dynamic scenario, witnessing fluctuations from June 2017 to June 2023 (*see Figure 1*). Starting at 8.47% in June 2017, the percentage rose to 8.68% in June 2018, reaching its peak at 8.85% in June 2019. However, the onset of the global pandemic led to a noticeable decline, with the ratio dropping to 7.96% in June 2020. Despite a modest recovery to 8.07% in June 2021, the trend reversed, and by June 2023, it further decreased to 7.01%. These data offer valuable insights into the challenges and uncertainties faced by the construction sector, reflecting its sensitivity to economic conditions. The following analysis delves into the implications of these fluctuations, shedding light on the intricate relationship between credit consumption in the construction sector and its overall performance, intricately woven into the fabric of economic circumstances.

2- Problem Definition

Yüksel Proje, due to a structural deficiency, faces two interconnected issues that require careful study. First of all, in Yüksel Proje, there is a communication problem between departments and even within the firm. Most of the projects need different kinds of employees, and they cannot manage the communication between departments and employees due to the communication problems in specific projects they conduct.

At the same time, the employees cannot work in different areas. Employees cannot improve themselves or their careers by focusing on only some specific work or projects. As a result, employees can lose their internal motivation because of the lack of a different range of work areas, which could affect the effectiveness and quality of the job.

Furthermore, due to the structure of Yüksel Proje, there are limited managerial positions, and they are also young, so new employees cannot achieve these positions quickly. Namely, the structural shortcoming is compounded by the young age of the management group. An impression of extended career paths may be influenced by the delayed transfer of new hires into managerial roles, which causes a lower level of motivation. The promotion strategies of the organization have an impact on this managerial dynamic, which calls for a careful assessment to strike the best possible balance between developing internal talent and meeting the demand for seasoned leadership.

To sum up, Yüksel Proje faces a variety of intricate issues stemming from structural flaws that interact with organizational dynamics. The company's overall and departmental communication breakdowns make it difficult to coordinate resources effectively, especially for initiatives that call for various skill sets. Concurrently, the limited chances for professional growth for staff members may lead to a possible downturn in employee engagement and overall job quality. The young age of the management team exacerbates these problems because there aren't many managerial jobs and new workers' careers aren't moving forward as quickly, which could lower employee morale and motivation.

3- Possible Solutions

3.1- Solution 1 : Creating a Framework for Cross-Functional Collaboration:

The findings of the survey we have conducted about employee satisfaction showed that 75% of the employees that have participated think that it is not easy to communicate with other departments. Yüksel Proje can establish a structure for cross-functional collaboration that enables smooth departmental coordination and communication to overcome this problem. Regular departmental meetings, collaborative project planning sessions, and the use of common project management technologies can all help to create a framework for cross-functional collaboration. To guarantee that initiatives go smoothly from one department to another and to close the gaps between divisions, Yüksel Proje should foster a culture of open communication and knowledge exchange.

One of the cons of this approach is that it requires a very extensive organizational assessment, which is not very easy to conduct efficiently. Yüksel Proje should evaluate their current organizational structure in detail and identify any gaps or obstacles in communication. They should assess the degree of departmental cooperation and coordination that is currently happening. They should also evaluate the technology infrastructure they currently have and

possibly develop their technology to ensure the availability and proficiency of collaboration tools.

The benefits of this approach include an increase in efficiency and productivity for the firm. Project workflows can be streamlined with a well-implemented collaboration framework, cutting down on duplication of effort and delays. Consequently, this improves productivity and overall efficiency. Another benefit of this approach is that it could enhance knowledge transfer. Cross-functional collaboration makes it easier for departments to share knowledge and skills. By exchanging ideas, best practices, and lessons learned, engineers from various units can make the workforce more knowledgeable and proficient.

3.2- Solution 2: Establishing a Program for Structured Career Development

Yüksel Proje can create a thorough career development program with defined trajectories for junior employees. Timelines for professional growth, skill development, and precise criteria for promotions should all be included in this program. Establishing mentorship programs where senior employees coach junior employees and provide guidance and advice to help them on their career trajectories can also help with overcoming issues around career planning for junior staff.

One of the challenges of this approach may be the exhaustive monitoring and assessment of each employee that must be done. Different from the normal assessment that goes through in each company when it comes to employee performance, this approach needs a more detailed and careful evaluation of employee performance because providing a thorough career development program and reassuring the trust when it comes to this program in the eyes of the employees is a big responsibility that the company must satisfy.

3.3- Solution 3: Opening More Managerial Positions

As a strategic move to solve the issues with their workplace, Yüksel Proje might think about creating more managerial roles. Junior employees' restricted prospects for upward mobility may be addressed by adding more managerial jobs, which would provide them more chances to grow in the company. This can be helpful since it supports the organization's dedication to the development and retention of its staff, giving them a sense of direction and increasing their loyalty to the company. On the other hand, this strategy may have the significant drawback of diluting managerial duties and efficacy. The cohesive execution of strategic initiatives, efficient decision-making procedures, and clear lines of authority may all be hampered by a rapid increase in the number of managerial positions. Therefore, striking a balance between preserving the efficacy and efficiency of administrative responsibilities within the Yüksel Proje and offering opportunities for professional advancement requires careful thought and planning.

3.4- Solution 4: Implementing a Matrix Model

Addressing structural deficiencies within the Yüksel Proje requires a strategic shift from the current organizational structure to potentially embracing the Matrix model (*see Figure 2*). This transition holds promise for revolutionizing how the organization operates. The Matrix model's key advantage lies in its ability to balance and prioritize functions and projects equally. Within this framework, Yüksel Proje's ongoing projects receive attention from both project and functional managers. Engineers, as the backbone of these projects, find themselves reporting to and benefiting from the guidance of both managerial factions.

The existing problem landscape at Yüksel Proje vividly illustrates an uneven distribution of engineers across project components. This uneven allocation is a direct consequence of communication breakdowns between different departments. Consequently, some projects suffer from a shortage of human resources, stalling their progress. Embracing the Matrix model promises to overhaul this predicament by revolutionizing communication and coordination among management and engineers. By fostering a more fluid communication framework, this model equips the company to adapt swiftly to dynamic environmental changes. This adaptability significantly mitigates the potential negative impact of these changes on ongoing projects.

Implementing the Matrix model is not just about reorganizing structures; it's a strategic move towards a more agile and responsive workflow. This approach facilitates seamless communication between managers and engineers, empowering them to tackle unforeseen challenges promptly. Moreover, it fosters an environment conducive to the rapid formulation of adaptable strategies to troubleshoot existing problems. In essence, the Matrix model is a catalyst for enhanced collaboration, agility, and problem-solving, elevating Yüksel Proje's capacity to thrive amidst the uncertainties of its operational environment.

3.5- Solution 5: Creating Small Autonomous Teams

Yüksel Proje's current organizational structure poses several challenges that could potentially be addressed through a comprehensive overhaul encompassing both structural and spatial changes. This transformative shift involves a departure from the existing group-based setup towards a more agile and adaptable model utilizing smaller, self-governing teams. The rationale behind this approach lies in fostering specialized expertise within dedicated teams, each entrusted with specific responsibilities and objectives.

Within this restructured framework, these autonomous teams would operate with a clear hierarchy, comprising leaders alongside primary and secondary team members, each assigned well-defined roles (*see Figure 3*). The appointment of a team lead, an individual esteemed for their expertise in the project's domain and possessing a distinct vision, signifies a pivotal role in guiding these teams. This innovation not only provides employees with an avenue for progression but also aligns their status and remuneration with managerial positions, thereby acknowledging and rewarding their expertise.

The introduction of this team leader role signifies a departure from the conventional belief that career advancement necessitates a transition into managerial responsibilities. Engineers, as primary or secondary team members, gain opportunities to excel in diverse domains, contributing significantly to various projects. By allotting engineers primary roles in specific teams and allowing them the flexibility to take on secondary responsibilities across multiple teams, Yüksel Proje empowers its workforce to showcase their proficiency and interests across a broad spectrum of projects.

This strategic realignment not only leverages the diverse skill sets of engineers across multifaceted projects but also serves as a powerful motivator. The prospect of active involvement and meaningful contributions to multiple facets of the company inspires and drives engineers to excel further, fostering a highly motivated and engaged workforce poised to make substantial impacts across the organization's spectrum. Moreover, with increased collaboration and a broader understanding of various project aspects, communication will also

be enhanced. Engineers will have a more comprehensive view, enabling clearer and more effective exchanges of ideas and information, ultimately propelling the company's innovation and success.

4- Conclusion

The journey of the Yüksel Proje has been marked by significant milestones, propelling it to a global stage in the engineering and construction industry. However, as the company strides forward, it faces interconnected challenges stemming from structural deficiencies impacting its organizational dynamics. The communication gap between departments and employees has hindered effective coordination, impacting project execution and employee growth. The limited managerial positions, compounded by a young management team, create hurdles for career progression, potentially impacting motivation and job quality. To navigate these challenges, Yüksel Proje can consider several strategic solutions. Implementing a framework for cross-functional collaboration would enhance communication and knowledge exchange, driving efficiency and productivity. Establishing a structured career development program could provide junior employees with clear trajectories for growth and mentorship opportunities, fostering motivation and loyalty. Moreover, expanding managerial positions could offer more growth prospects, balancing the need for leadership while maintaining operational efficacy. The adoption of a Matrix model or the creation of small autonomous teams could revolutionize the organizational structure, fostering agility, specialization, and employee engagement. Each proposed solution brings its own set of advantages and challenges, necessitating careful evaluation and planning. However, these changes in strategy have the potential to completely change the way Yüksel Proje operates, giving workers more autonomy, encouraging creativity, and strengthening the company's ability to withstand change in a fast-paced market. In conclusion, Yüksel Proje can create a more empowered, cooperative, and agile workforce that is ready to overcome obstacles and further the company's success in the international engineering and construction sector by addressing these structural deficiencies through strategic initiatives.

Appendices

Figure 1: Yearly Construction Shares in Total Loans

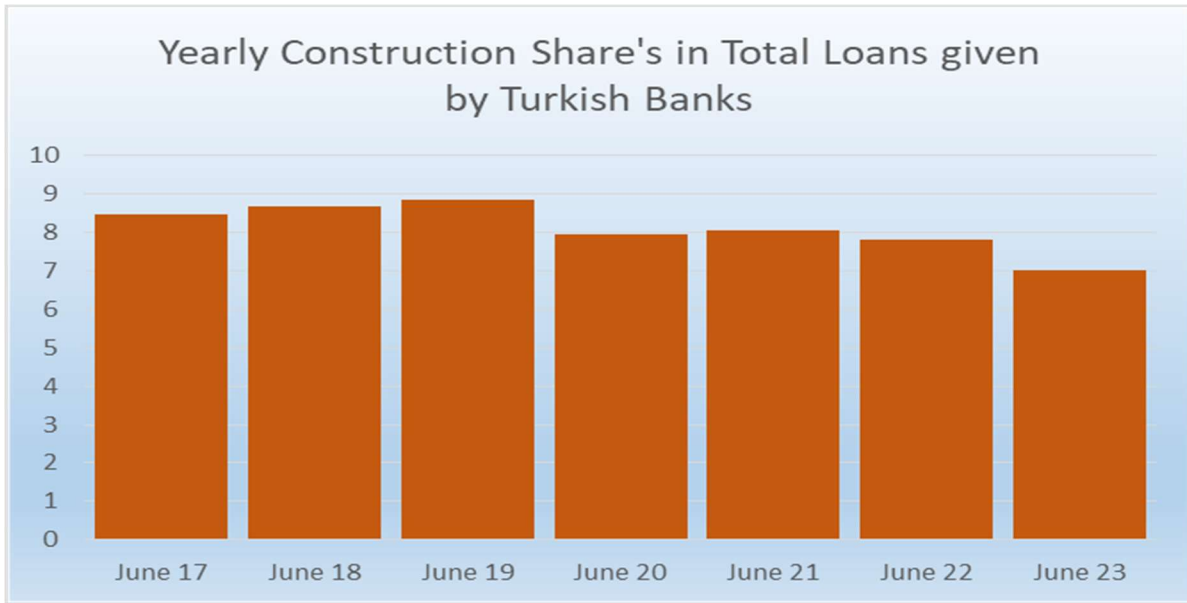


Figure 2: Matrix Model

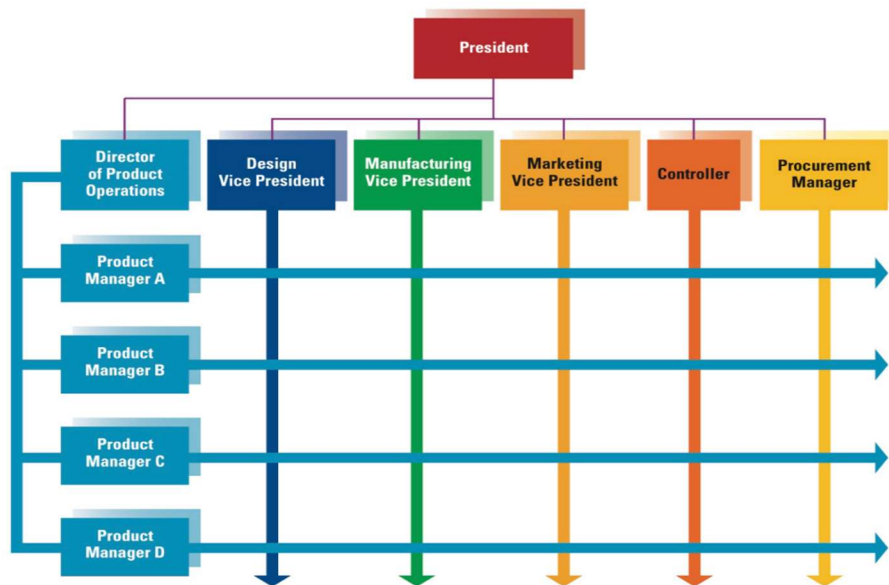


Figure 3: Sample New Teaming Structure

	PROJECTS			
	İstanbul Urban Rail system Line	Kinali-Tekirdag-Canakkale-Savastepe Motorway	Rishikesh-Karanprayag Railway	Algeria Motorways
Employees				
Kemal	Primary	LEAD	Secondary	
Aslı	LEAD	Secondary	Primary	Primary
Derya	Primary		Secondary	Primary
Pınar	Primary	Secondary		LEAD
Emre		Primary	Primary	Secondary
Başak	Secondary	Primary	LEAD	

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ZONGULDAK TİCARET VE SANAYİ ODASI, Marketing Problem



Proje Ekibi : Wolves of Tepe

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ÖZET

Grup projemiz, Zonguldak Ticaret ve Sanayi Odası'nın sera domatesi üretimini ve türev ürünlerini (ketçap, sos gibi) dış pazarlara genişletmeye odaklanmaktadır. Rapor, mevcut pazar talebi, Türkiye ile ticaret geçmişi ve yüksek iç domates tüketimi gibi faktörleri göz önünde bulundurarak Romanya'yı başlıca ihracat hedefi olarak belirliyor. Pazarlama planı, ZTSO'nun topraksız tarım ve Türk mirasından yararlanarak Romanya'da güçlü bir marka varlığı oluşturmayı amaçlıyor. Bu plan, sürdürülebilirlik ve kültürel uygunluğu vurgulayan çevrimiçi varlık, yerel mağazalarla ortaklıklar, sosyal medya pazarlaması ve geleneksel reklam yöntemleri gibi stratejileri içermektedir. Proje, yatırımın altı yıl içinde kendini amorti etmesi beklenen finansal uygulanabilirlik öngörüyor.

Anahtar Kelimeler: Dış pazara açılma, pazara nüfuz etme, pazara giriş planı

1- Company Background

ZSTO is governed by a statute dating back to the Ottoman Period, from 30 July 1919, when Zonguldak was still a district governor, until 29 October 1923, when the Republic was declared. With the proclamation of the Republic, the Chamber started its activities with the Chambers of Commerce and Industry Law No. 655 dated 22 April 1925. The statute, which came into force with this Law, determined the establishment and functioning of all chambers of commerce and industry in the country within the framework of certain principles. In addition, with this law, chambers were accepted as professional organizations with legal personality and the necessity of chamber membership for people dealing in commerce and industry was made mandatory. With this law, the fields of activity of the chambers ceased to be local and became local. The validity of this Law continued until Law No. 5590, which was published in the Official Gazette No. 7457 on 14 March 1950 and came into force.

The first institution that gathers entrepreneurs together by directing the economic and commercial life of Zonguldak is known as the "Ereğli Basin Miners Club". This club, founded by coal mine operators, consists entirely of mine owners. Ereğli Basin Miners Club; Its duties include developing the coal mine in Ereğli, finding buyers for the coal produced in foreign countries, providing the coal demanded in the domestic market from Ereğli, using all economic tools to compete with foreign coal in the market, and using modern methods in the extraction and transportation of coal. The headquarters of the club was established in Zonguldak in order to carry out these duties regularly and to resolve existing disputes with mine operators (*ZTSO, n.d.*).

2- Problem Definition

The problem provided to our group by the Zonguldak Chamber of Commerce and Industry (abbreviated as ZTSO in this report) is about finding a suitable foreign market for expansion purposes, with the aim of promoting and marketing their products of fresh tomatoes and their derivative products such as ketchup, sauce, and paste; which are all produced in ZTSO owned facilities (greenhouses and processing plants) located in Zonguldak, in close proximity to the Zonguldak Harbour. ZTSO also pointed out their idea of capitalising on the recent Russia – Ukraine conflict which left a considerable supply gap in the market, meaning they are seeking to prioritise the countries that are most affected. Lastly, they want to heavily utilise the extensive capabilities of the Zonguldak harbour, giving the utmost importance to countries which have a Black Sea coastline as their target markets.

3- Possible Solutions

3.1- Bulgaria

Bulgaria stands out as the country which is closest to Turkey and Zonguldak Harbour amongst all the considered target countries. Bulgaria is the third country which imports tomatoes from Turkey the most with an amount of \$38,113 million in 2022, preceded by Romania (\$65,2 million) and Ukraine (\$45,320 million) (*Horti Daily, 2023*). Furthermore, Turkey has been the largest exporter of tomatoes to Bulgaria for more than two decades now (*OECD, n.d.*). On the other hand, tomato production in Bulgaria has been in a decreasing trend. As it is seen in the Figure 1, production of tomatoes has decreased from 158,800 tonnes in 2017 to 113,600 tonnes in 2022. In addition, as shown in the Figure 2, area harvested for tomatoes also have decreased from 4,376 hectares in 2017 to 2,919.4 hectares in 2022 (*Euromonitor, n.d.*).

Considering this information, there are several advantageous sides to considering Bulgaria as a target market. Firstly, the obvious decrease in the domestic tomato production in Bulgaria poses a great opportunity, especially for a company which is located in a city very close to it. Secondly, Bulgaria's historical tomato trade with Turkey is advantageous. This means there has been a remarkable demand from Bulgaria for Turkish tomatoes and they are familiar with doing business with Turkish firms. Thirdly, Zonguldak is in close proximity to Bulgaria and trade is possible via sea from the Zonguldak Harbour. This is also of high significance because the main domestic competitors of the company are the tomato producers in the southern region of Turkey, which do not have a coast in the Black Sea. This gives the company a significant logistical advantage over its competitors. Furthermore, being located in close proximity also suggests lower transportation costs for the firm. On the other hand, the negative sides should also be considered, which is that since Turkey has been exporting tomatoes to Bulgaria in large amounts for a long time, competition can be fierce and challenging for a new entrant. According to the Board of Turkish Sector of Fresh Fruit and Vegetables, there are 55 firms in Turkey which export tomatoes to Bulgaria (*Türkiye Yaş Meyve Sebze İhracatçı Birlikleri, n.d.*).

3.2- Russia

Turkey has been the second country from where Russia has imported tomatoes between 2019 and 2021 (*OECD, n.d.*). As it is seen in the Figure 4, tomato production in Russia is in an increasing trend. It has increased from 2,669,000 tonnes in 2017 to 3,064,400 tonnes in 2022. Russia has been developing local production of tomatoes in greenhouses. This development effort had resulted in the significant decrease of tomato imports in 2020 and 2021. Russia is planning to continue developing domestic production in greenhouses. Investments in greenhouses and storage facilities are expected to reduce dependency on imports from countries like Turkey and Azerbaijan, and result in price stability. Investment of RUB200 billion were made especially for tomatoes and cucumbers. Also, further investments of more than RUB220 billion are among the plans. The objectives of these investments are carrying out new greenhouse projects and modernisation of existing farms in order to increase domestic production significantly (*Euromonitor, 2022*). On the other hand, while Russia has these plans to reduce reliance on imports, Russia has increased the quota of tomatoes from Turkey from 350,000 tonnes to 500,000 tonnes in 2023, an increase of 42.9%, which is expected to result in the recovery of exports to Russia (*Hürriyet, 2023*).

The downsides of choosing Russia as the export destination are several. Firstly, as explained above, Russia is seeking to improve their domestic production and reduce dependency on imports. Also, their domestic tomato production has been in an increasing trend in the last five years. Considering these factors together does not portraint a desirable scenario for a new entrant. Secondly, since Turkey is a famous origin country to import tomatoes from, there could be a hard competition which could significantly limit the new entrant's prospects of success. However, there are a few positive sides as well.

Firstly, the company has got a locational advantage. It is located in Zonguldak, which gives it a logistical advantage over its competitors. This could help alleviate the last negative side about competition with the Turkish firms. Secondly, Russia is a country which has been importing tomatoes from Turkey, which means there has been a demand for Turkish tomatoes from the Russian side and they are familiar with the Turkish quality and companies. Thirdly, the quota for tomatoes has increased by 42.9% in 2023. These positive developments in commercial relations between the countries serve as an opportunity for both existing firms and potential entrants to the market. As a result, weighing the downsides and upsides, the conclusion it is better to proceed with another target market. Considering Russia's effort to reduce reliability on imports and their investments in domestic tomato production and considering closer

proximity of Romania to Zonguldak than Russia, choosing Russia as the export destination at the first phase makes less sense than choosing Romania.

3.3- Ukraine

Ukraine is another country which has been showing demand for Turkish tomatoes and importing tomatoes primarily from Turkey for more than 15 years (*OECD, n.d.*). However, as seen in the Figure 3, Ukraine's tomato production is not in a decreasing trend, unlike Bulgaria. Although it has had ups and downs in the last five years, the production of 2,267,500 tonnes in 2017 has increased to 2,466,900 tonnes in 2022 (*Euromonitor, n.d.*). The negative side for determining Ukraine as an export destination is primarily about the political situation over there. The active war situation yields uncertainties which serve as a threat for a potential entrant firm. Even though the domestic production has been increasing, it is increasing at a slow rate. On the positive side, Ukraine is one of the countries engaged in tomato trade with Turkey for a long time. This implies the existence of demand for Turkish tomatoes for a long time from the Ukrainian side. Also, since Ukraine is Black Sea-bordering country the company can use its locational advantage to overcome its competitors in the Ukrainian market. However, to conclude, considering the political situation over there, it makes more sense for the company to start their exporting journey with a more stable country since the company is newly starting its operations. Expanding to Ukraine, considering the demand from their side and the company's logistical advantage, makes sense but can be a sensible move for the company to consider once the country has been stabilized and experience has been gained from another market.

3.4- Romania

Concerning Romanian demand and consumption of fresh tomatoes, market indicators all point out an all-out growth in the form of an upward line with no signs of hooking over. In terms of imports, in the year 2012, Romania imported 29.2m tons of tomatoes, with observing steady growth every consecutive year, this number reached 113.7m tons in the year 2021 (*Giuca, 2023*). During the same period, Romanian exports of tomatoes have plummeted. This upward trend in imports (and a downward one in exports) is a clear sign of an in-market demand that is becoming increasingly harder to satisfy, providing ZTSO with a golden entrance opportunity in terms of timing. In addition, fresh tomatoes' basic retail price increased by about 37% from the year 2010 to 2020 (*Giuca, 2023*). This is in line with the average annual tomato consumption per dweller data, which increased by 5.25% in the same time period, from 40 kilograms per inhabitant to 42.1 kilograms.

Latest socio-economic trends regarding tomato consumption from Romania light a green light for ZTSO to expand and market their products in that country. Steady increase in imports, upward trend in average price and consumption are symptoms of a market that is willing to accept and accommodate newcomers with ease. Based on the data specified above, we as a group recommend ZTSO to capitalise on this opportunity and choose Romania as their target market for expansion.

Considering the filters and factors provided to our group by the Zonguldak Chamber of Commerce and Industry, we have determined that the country of Romania would be the best target market for the ZTSO to expand to, and market their products there. Romania is located on the Black Sea, is adversely affected by the Russia – Ukraine conflict, has ports that are directly accessible through the Zonguldak Harbour and close enough to render product expiration on route as a non-issue, has strong (both historical and current) demand for tomato

and tomato-derived products, and is a solid trading partner of Turkey for many years (meaning Turkish products already enjoy an established image there). Our objective with the rest of the report is to successfully expand the market for fresh tomatoes and tomato-derived products in Romania, establishing a strong brand presence and achieving sustainable sales growth. In this regard, our target market segment will be the Romanian consumers, retailers, and foodservice establishments.

3.5- Marketing and Promotion

3.5.1- Branding

For ZTSO to form an impactful and culturally attuned brand image, it can leverage the innovative practices of soilless farming (such as hydroponics and aeroponics) that underscore sustainability. Emphasising these methods' environmental benefits aligns with global green trends appealing to environmentally aware consumers. While creating marketing materials in both English and Romanian languages, shaping the narrative according to unique product features along their cultural relevancy is imperative.

For Anglophone audience members, insights about unconventional cultivation techniques should be outlined alongside their eco-friendly aspects. When reaching out to Romanians though, emphasising on regional nuances tied closely with products promotes local pride and solidifies bonds.

Narration ought to always remain at heart - illustrating tomatoes' journey from inventive soilless agriculture setups right onto dining tables fosters communication between brands & potential customers through eliciting strong emotional responses centred on shared values or standout attributes uniquely representative of us alone; thereby securing our footing particularly within domestic/international marketplaces using pragmatic blending comprising digital plus conventional channels for advertisements.

3.5.2- Online Presence

One of the inseparable and crucial part of the marketing plan is to have a strong online presence. Firstly, having a website helps increase the credibility of a business and is one of the ways to stand out amongst the competitors. Without an online presence, questions regarding the legitimacy of the business may arise (*Kaplan, 2020*). Therefore, recognising this necessity, a systematic approach is needed to launch a user-friendly website with an e-commerce platform for ZTSO's soilless agriculture tomato project. The website should be designed with easy navigation and an intuitive interface, catering to a diverse audience. High-quality imagery and detailed descriptions of the soilless cultivation process and products will enhance user engagement. The e-commerce platform must be seamlessly integrated, offering a straightforward purchasing process, multiple payment options, and clear information about shipping and returns.

In leveraging social media platforms for marketing and engagement, ZTSO should create content that highlights the unique aspects of their soilless cultivated tomatoes. This can include educational posts about the benefits of soilless agriculture, behind-the-scenes glimpses of the cultivation process, and testimonials from satisfied customers. Platforms like Instagram and Facebook are ideal for visual storytelling, while LinkedIn can be used for B2B marketing and

establishing industry connections. Regular engagement with the audience through comments, polls, and live sessions will foster a community around the brand.

Finally, implementing targeted digital marketing strategies, such as SEO and paid advertising, will drive traffic to the website. Collaborations with influencers and food bloggers can amplify reach and credibility. Monitoring and analysing website and social media metrics will provide insights to continuously refine the marketing strategy, ensuring the brand resonates with both local and international audiences.

3.5.3- In-Store Promotions

To successfully draw customers, in-store marketing and displays for ZTSO's soilless cultivated tomatoes must be strategically planned. Creating eye-catching displays that showcase the freshness and quality of the tomatoes and using informative signage to educate consumers about the unique benefits and sustainable practices of soilless cultivation are important. Interactive elements, like QR codes leading to recipe ideas or cultivation methods, can engage customers further.

For the launch period, offering promotional pricing can be a powerful incentive. Implementing time-limited discounts or bundle deals encourages trial and larger purchases. Pairing these promotions with in-store events or tastings, allows the consumers to experience the quality first-hand.

Effective in-store promotions require staff training to ensure they can answer questions and advocate for the product confidently. Monitoring the success of these strategies and gathering customer feedback will be crucial for ongoing refinement and ensuring the promotions resonate with the target audience.

3.5.4- Public Relations

Engaging with local media for the ZTSO's soilless cultivated tomatoes project involves a proactive line of thinking, starting by crafting a compelling press release that highlights the innovative aspects of soilless agriculture and its benefits. This release should be tailored to appeal to the interests of local media outlets, focusing on the project's relevance to the community and local economy. Organizing press events or farm tours to provide first-hand experiences for journalists, enhancing their ability to create engaging stories are other key parts of the strategy.

Collaborating with influencers and bloggers is another crucial aspect. It begins with identifying influencers and bloggers who align with the sustainability and agricultural innovation themes of the project and offering them an opportunity to visit the facilities and witness the cultivation process, allowing them to create authentic and informed content. Product reviews, giveaways, and endorsements from these influencers can significantly boost the project's visibility and credibility. These collaborations should be carefully curated to ensure they resonate with the target audience and reflect the brand's values.

3.5.5- Sampling and Events

Conducting product sampling events in high-traffic areas can be crucial for the success of ZTSO's soilless cultivated tomatoes. These events should be set up in locations like shopping malls, farmers markets, and community events, where there is a high footfall of diverse

demographics. Offering free samples along with engaging informational materials about the unique cultivation method can pique interest and initiate conversations. Well-trained staff who can articulate the benefits and answer questions will add value to the experience.

Participating in or sponsoring food-related events and festivals provides an excellent platform to showcase ZTSO's products. These events are typically attended by food enthusiasts who are more likely to appreciate the quality and sustainability aspects of soilless cultivated tomatoes. Customising the booth or display area to make it visually appealing and informative will draw attendees' attention. Additionally, engaging in cooking demonstrations or recipe contests using the tomatoes can be an interactive way to demonstrate their versatility and superior taste. These activities not only create immediate consumer interest but also foster long-term brand recall.

3.5.6- Loyalty Programs

Introducing loyalty programs for ZTSO's soilless cultivated tomatoes can significantly encourage repeat purchases. Developing a program that rewards customers for frequent purchases, such as a points system where points can be redeemed for discounts or free products is a good way to further cement good customer relations. This program can be integrated into the e-commerce platform and in-store purchases. Collaboration with local loyalty program providers can expand the reach. These providers often have a ready base of users looking for rewards, thus offering a wider audience. Tailoring rewards to suit customer preferences, based on purchasing data, can make the program more effective and personalized. Regular communication about the program through email, social media, and in-store signage will keep customers engaged and informed.

4- Conclusion

To sum up, our group's project meticulously develops a strategy for introducing greenhouse produced tomato products into the Romanian market. Beginning with a detailed problem analysis, highlighting the necessity for market expansion due to the current geopolitical climate and the advantages of soilless agriculture. An extensive evaluation of potential target markets leads to the selection of Romania, considering factors such as trade history, tomato consumption, and domestic production.

The project then navigates through EU regulations and the adaptation of products for successful market entry. It outlines a well-structured distribution strategy, leveraging Zonguldak's locational advantages and partnering with key Romanian retailers. The marketing plan integrates a mix of online presence, partnerships, social media marketing, and traditional methods, focusing on sustainability and cultural relevance.

Financial viability is a key consideration, with projections suggesting a return on investment in less than six years. This strategic approach prepares ZTSO for a successful market entry into Romania, aiming for sustainable growth and a strong brand presence in the target market.

Appendices

Figure 1

Geography	Category	Data Type	Unit	Current Constant	2017	2018	2019	2020	2021	2022
Bulgaria	Production of Tomatoes	Socio-economic indicators	'000 tonnes	-	158.8	148.1	145.0	115.8	116.4	113.6

Figure 2

Geography	Category	Data Type	Unit	Current Constant	2017	2018	2019	2020	2021	2022
Bulgaria	Area harvested for Tomatoes	Socio-economic indicators	hectares	-	4,376.0	4,520.0	5,150.0	3,090.0	3,070.0	2,919.4

Figure 3

Geography	Category	Data Type	Unit	Current Constant	2017	2018	2019	2020	2021	2022
Ukraine	Production of Tomatoes	Socio-economic indicators	'000 tonnes	-	2,267.5	2,324.1	2,224.4	2,250.3	2,444.9	2,466.9

Figure 4

Geography	Category	Data Type	Unit	Current Constant	2017	2018	2019	2020	2021	2022
Russia	Production of Tomatoes	Socio-economic indicators	'000 tonnes	-	2,669.0	2,899.7	3,015.0	2,975.6	3,059.9	3,064.4

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KÜRESEL TEDARIK, HR Problem



Proje Ekibi: Accumulated Depreciation

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ÖZET

Bu belgenin amacı Küresel Tedarik A.Ş.'nin depolarındaki mavi yaka çalışanlarının devir hızı yüksek olmasının nedenlerinin tespit edilip optimal çözümler üretilmesidir. Maaşların düşük olması ve çalışanların şirkete karşı sadakatinin yüksek olmaması devir hızının yüksek olmasının temel iki nedenidir. Bu sonuca yaptığımız anketlerin ve röportajların sonucunda ulaşılmıştır. Sorunun çözümü için tarafımızca üç ana yöntem belirlenmiştir: Çalışana olan bağlılığı azaltmak için otomasyona yatırım yapılması, küçülmeye gitme ve şirkete doğrudan bağlı bir insan kaynakları departmanı kurulması belirlediğimiz çözüm yöntemleridir. Bu girişimler yapıldığı takdirde mavi yaka çalışanlarının devir hızında büyük bir azalma görülmesi beklenmektedir.

Anahtar Kelimeler: Mavi Yaka, Personel Devir Hızı, Makineleşme, İnsan Kaynakları

1- Company Background

Küresel Supply Chain is a logistics company that works in three different countries. It is a subsidiary of Netlog Logistics, which is situated in Turkey. Netlog Logistics, the biggest shipping firm in Turkey and one of the fastest-growing companies in the EMEA area, is in charge of Küresel Supply Chain's specialty supply of goods for industries like gas station groceries and HoReCa, as well as distribution of certain brands in Turkey. The firm has substantial operating skills and serves a varied customer that includes BP, Shell, Mars Entertainment Group, Migros, Carrefour, Dream International, and Rossmann. As of 2021, it operates 22 temperature-controlled fleets, manages over 5,000 products, covers 81 cities, and maintains a 20,000 square kilometer warehouse segmented for different storage needs. Its considerable scale is further evidenced by an annual transaction volume of 35,000 tons and processing around 200,000 customer invoices.

Küresel Supply Chain is a subsidiary of Netlog Logistics. Netlog Logistic's roots date back to 1984. In 1984, company has founded under the name of "Özgür Taşımacılık A.Ş.". In 2004, company have changed its name as Netlog Logistics after Çak Family bought the company. After that, Küresel Supply Chain was founded as supply logistics company to provide solutions for HORECA and gas station convenience stores in the subjects of special purchasing and merchandise supply. Then, Küresel Supply Chain has also become the distributor of selected brands for Turkey ("Netlog Logistics," n.d.).

While their mission is "To manage and improve our procurement, logistics and value analysis processes in the best way to facilitate our customers' lives, to provide the highest customer satisfaction at the lowest cost", their vision is "To be a reliable leading company and preferred business partner for customers in the sector.". Küresel Supply Chain is operating its business with the motto of "customer first" with maximum respect, honesty, proactiveness, and reliability toward customers. They emphasize that "We will always keep our promise." the Küresel Supply Chain's most important values need to thrive, cooperation, reliability, honesty, and productivity.

2- Problem Definition

The problem of the high turnover rate of blue-collar employees in the supply chain operations (warehousing, picking, shipping, etc.) of Global A.Ş. negatively affecting the workflow and how to reach a permanent solution by creating company loyalty.

Having used this problem as the original and initial definition, we step-by-step changed this question after a couple of interviews and discussion after working on the project to the following:

"How can we solve the operational sustainability and maintenance of the firm caused by the turnover rate of blue-collar employees with an optimal solution as well as the alternative of creating company loyalty "

Our alternation to the problem multiplies the range of solutions such as from a shift from labour to capital-machining to sustainable high turnover rate worker organisation. Also, we think of a backup idea for down-sizing alternative for the sake of long-term profitability instead of scale, market portion and so on. Additionally, by these possibilities thanks to the change in the question, we have got the problem outside of the box of Human Resources to both Human Resources and Operations Management as well.

- The management level of the firm “Küresel Tedarik A.Ş.” [Affect and Affected]
 - The management has been trying to solve this question to satisfy the customers and let the operations go on usual and well.
- The Blue-collar employees in the warehouse. [Affect]
 - This party is the backbone of the issue; they need understood and provided at least a satisficing solution. To do so, we have already conducted some surveys, interviews, checked data and made some in field observations.
- The clients of the firm. [Affected]
 - Like the management of the company, customers side has probably been suffering from this problem as well due to no upon receipt of the products ordered and no fine schedule for the future deliveries. Highly likely, they need to bearing an additional cost of making a deal with another logistics firms unless the problem is totally solved.
- The other blue-collar and white-collar employees for the existence of the firm in the long-term period. [Affected]
 - Based upon our interviews, the company, it seems that, could not survive more than 1 year as long as the problem exists; therefore, the whole company indeed is in the danger of losing their jobs and firms.
- The firm “Netlog Lojistik A.Ş.” [Affected]
 - The parent company’s both financial and operational position in the market has been naturally affected by the situation due to such stock measures as assets and flow measures as profit, revenue of the Küresel Tedarik A.Ş.

2.1- Problem Rationale

To categorise the functional field of the problem, based upon our interviews, survey result, and theoretical background we got throughout our course schedule and literature review, we are going to employ the division-type as follows:

- **Human Resources (HR)**
 - **Issue:** High turnover rate of blue-collar workers.
 - **Root Causes:** lack of employee engagement, meals quality, working conditions-bearing the low temperature, high physical effort, no seniority salary, work-shifts, being a temporary (kadrosuz in Turkish) employee; no HR department in the firm.
- **Supply Chain Management**
 - **Issue:** Disruptions in supply chain operations.
 - **Root Causes:** Inadequate processes for collecting and distributing goods, especially during peak periods, frequent hiring and quitting cycles leading to operational challenges
- **Finance**
 - **Issue:** Need for a cost-effective solution.
 - **Root Causes:** Budget constraints limiting salary increments. Economic pressures from industry competition. Investment in recruitment and training due to high employee turnover

- **Macro-economic Factors**

- **Issue:** Impact of broader economic conditions on the company.
- **Root Causes:** Fluctuations in the logistics sector growth related to the Turkish GDP; The economic landscape of the logistics industry in Turkey and the EMEA region.

- **Organizational Structure and Culture**

- **Problem:** Potential issues in company structure affecting operations.
- **Root Causes:** Adhocracy form of bureaucracy might lead to inefficiencies. Potential for siloed departments due to functional organization structure. Limited cross-region coordination impacting the supply chain.

Inasmuch as the problem and our works on it have already been discussed in detail before, we are now turning directly to the proposed solutions.

3- Possible Solutions

Before going on with the solution recommendations section, we want to divide our solutions into 2 categories: Sector-General Solutions, and Firm-Specific Solution because our solutions, Business Re-engineering and Downsizing are the ones which can be applied to any other logistics firm albeit for different calculations and planning from our proposed solution. On the flip side, our last and most preferable solution, HR Departmentalisation, is quiet specific only to Küresel Tedarik A.Ş. since not having an HR department or policy is not a ubiquitous case.

3.1- Solution 1: Business-Re-Engineering

Our first solution to blue-collar employee turnover is business re-engineering. The firm can reduce the relationship between the employee and their actions. To do so, they need machines that will decrease the dependence upon blue-collar employees; finally, they may re-arrange the production process by integrating machines into the processes more intensely.

To maximize long-term profit, we bring our recommendation with the theory. This theory is based on maximizing profit in the long run by minimizing costs and optimizing capital and labor (*Brealey, Myers, & Marcus, 2003, p. 43*). To decide the mixture, we have used the method of a mainstream literature-accepted production function, where the corresponding factor of production is used in that mixture. For the shift from laborers to machines, it needed to change the function's parameters to increase the importance of capital intensity. So, our new production management (*Figure 1*) would include the business-wide used production band system. While this system would be the backbone of the process, every detail remaining would need to be adjusted according to it. Therefore, we have a sample for the work order list derived from the Warehouse Management System proposal (*Figure 2 & 3*).

Our new orders include five new order teams: the Goods Receipt Team, New Shipment Order Team, Return Team, Support Team, and Office Team. Their job descriptions can be listed as follows: The Goods Receipt Team's mission is to inform workers about the characteristics of the job and product, inspect and record goods, organize and fill shelves, and ensure proper transportation. The New Shipment Order Team's mission is to receive shipments, select proper boxes, fill them, and move the finished boxes. The Return Team's mission is basically dealing with return processes; however, a new working structure would be designed according to the

Goods Receipt Team to get synergy. The support team’s mission is to maintain smooth operations and provide support to ensure safety in the warehouse overall, also serving as a buffer or orientation when there is an issue of worker shortage. Lastly, the Office Team’s mission is to plan the needed changes and integrate the software into the new WMS.

The designs of machines are an essential part of this new re-engineering process. The system comprises four main elements of communicating with each other via the WMS and employees: Production (Conveyer) band, modified shelves, vending machine mechanism, and Boxes. The production band would be the main asset of this new design, and modified cupboard shelves (figure 4) would allow employees easier mobility by providing the ability to convey items on a moving band, which will be supported by a vending machine mechanism. The total cost of these three implementations is 1,152,000 TL for the firm. Also, the effect of these implementations’ effect can be seen in the worldwide accepted metrics below (Figure 5):

Metric	Realization
Discounted Cash Flow	3,037.87(TL)
IRR	%62,09
MIRR	%62,02

To sum up, it could be said that this re-engineering approach needs the integration of machines into the production process to reduce the need for blue-collar employees.

3.2- Solution 3: Downsizing

Küresel Tedarik's long-term profitability is at risk, as highlighted by Operations Manager Duygu Hanım. In addition to the prior suggestion of expanding machining capabilities, an alternative strategy proposes optimizing operations instead of increasing the workforce to meet demands. Research indicates that industry success is not solely size-dependent, emphasizing factors like lower manufacturing costs, targeted customer segments, and strategic innovation (*Hadley, Felenbok, 2015*). A strategic shift towards downsizing, involving workforce reduction and supply chain adjustments, aligns with the Harvard Business Review case study, "The Case of the Downsizing Decision" (*Train, 1991*).

Terminology outlines downsizing's main implementations—workforce reduction, organizational redesign, and a systematic strategy (*Cappelli et.al., 1997*). A quantitative scenario analysis assesses financial metrics, employee turnover, and workload/productivity aspects, paralleling Harvard Business Review's approach for clarity.

3.2.1- Financial Metrics:

- Current Annual Revenue:** TL 1,203,371,466
- Expected Annual Revenue:** TL 1,410,756,609.67
- Expected Annual Operational Cost:** TL 1,450,971,458.46
- Average Salary Per Employee:** TL 14,000/month (TL 21,000/month for 2024)
- Current Employees:** 42
- Workforce Cost for 2024:** TL 882,000/month

Operational Cost Reduction Goal: 30%,
Target Operational Cost Reduction: TL 435,291,437.5

3.2.2 Employee Turnover Metrics:

Current Annual Turnover Rate: 32.18%
Cost of Employee Turnover per Employee: TL 52,920
Annual Turnover Costs: TL 715,245.552/year

3.2.3 Workload and Productivity Metrics:

Average Employee Workload: 142.8%
Target Employee Workload: Reduce to 100% capacity

3.2.4 Financial Impact Analysis:

Operational Cost Reduction: TL 435,291,437.5
Revenue Impact Calculation: Proportional reduction, e.g., TL 423,226,982.9
Net Financial Impact (First Year): TL 140,297,259.2 (Negative; Loss)

Workload and Employee Turnover Impact:

Workload Reduction: from 142.8% to 100% capacity
Expected Turnover Rate Reduction: from 32.18% to about 11%
Reduced Turnover Costs (First Year): TL 244,490.4
Turnover Cost Savings: TL 470,755.152

The financial analysis indicates potential savings from operational cost reduction but a net negative impact due to reduced revenue. However, workload and employee turnover improvements suggest a strategic shift with financial challenges and positive workforce impacts.

In this scenario, quantitative metrics and calculations are introduced to evaluate the financial and operational impact of reducing operations to alleviate workload and decrease turnover rates. Despite anticipating an initial loss of approximately 140 Thousand TL in the first year, long-term sustainability is emphasized, considering reduced operational costs and a proportional reduction in revenue. Two positive indicators support the feasibility of bearing the loss: (1) the company's progressive profit in annual income statements and (2) positive bank credits in nominal terms for the logistics sector (*Figure 6*). Moreover, an expected 20 percentage point reduction in the turnover rate anticipates turnover cost savings of around TL 470,000. These metrics provide a comprehensive view of the revised strategy, balancing cost reduction with employee retention and workload management.

3.3- Solution 4: HR Departmentalization

Küresel relies on its parent company's HR department to address its issues. As a team, we have identified this as a key factor contributing to Küresel's high turnover rates. Thus, we propose a relatively small HR department for Küresel, consisting of three employees. To lead the HR department, we recommend hiring an HR leader with a profound understanding of the logistics sector.

3.3.1- Labor Selection

By the establishment of the new HR department, the company will have the autonomy to recruit its own workers. To achieve this, the department can announce job openings to the public. İŞKUR, the governmental institution responsible for finding jobs for unemployed individuals in Turkey, can be approached for assistance. Once applications are obtained, interviews can be conducted, including asking applicants simple questions to assess their suitability for the job. When aiming to reduce the turnover rate, it is imperative to carefully consider the type of employees the company needs. Identifying the right group of individuals who are likely to stay committed to their roles is crucial.

3.3.2- Feedback Mechanism

Feedback plays a crucial role in maintaining a healthy work environment for businesses. It should be a two-way street, with both blue-collar and white-collar workers able to provide constructive feedback to each other. Upon establishing a new HR department, building employee trust and obtaining honest feedback should be a top priority. It may be beneficial to make reporting issues mandatory, ensuring prompt resolution. Conducting monthly surveys to inquire about employees' needs and expectations will help maintain an open channel of communication. Additionally, feedback should be objective and grounded in clear measurements. Often in companies where people don't trust the data that comes from the finance team or the operations team. And they spend so much time in passionate debates about the numbers being right or not, and they're not Be able to focus on the game metaphorically or what needs to be done in a business because they're disputing the score. (*The Importance of the Job Scorecard - Lawrence & Co., 2022*)

3.3.3- Employee Recognition

A need for creating a hierarchy system which will further show its impact by departmentalizing the workers by their occupation in the warehouse is obvious. Nearly all the senior workers had complaints about a lack of clear hierarchical structure that would be based on experience and age.

According to an analysis that has been performed from the data of 1995 Australian Workplace Industrial Relation Survey (AWIRS95) a solid relationship was found between the level of autonomy that the employees have and where they are located in the hierarchical structure of the workplace. (*Harley, 1999*) The paper further elaborates the analysis by indicating that at the lower levels of the hierarchy with each step up on the structure, the level of autonomy increases a lot more than an increase at the top of the structure. (*Gallie, 1996 as cited in, Harley, 1999*) By creating an effective structure for the employees, a further increase in autonomy may be granted.

The proposed way of creating a new structure consists of concepts like departmentalization, level of responsibility and rewarding system. In order to be successful, the first step should be to departmentalize the labor force clearly, giving each of them a specific title. For each department a master apprentice relationship would be followed where the master would be considered as the head or the chief. Other employees will be named as specialists and beginners that are under the supervision of the head of the department.

This way the micromanagement and the amount intervention of the current executives will decrease. The title will be granted based on seniority and experience as mentioned. A rewarding

system should be introduced, which would repurpose going up the hierarchy not just for having a title but making it appealing with new benefits and incentives. With the increase of the level of responsibility of these positions, comes higher salaries and education opportunities. Better health benefits and a more flexible approach to selecting shifts.

The amount of increase in the salary of the employees will be based on the position that the employee has been promoted to, three subunits for employees have been considered, new employee, specialist and senior. Küresel currently has a budget available which can accommodate 60 blue collar workers as full time. So, a prudent approach, the firm does employ a seniority-pyramid, for every 2 years, getting %5 more wage and also for every 4 to 6 years, the employee can rank up from senior to group leader and at the end to the team leader (*Figure 7*). this plan makes the firm shoulder more cost, after the system is settled, an increase in efficiency may be realized. This way new places for the specialists may be opened, redesigning the system to better match a continuous and low turnover labor force.

The specialists may also benefit from some of these rewards. One of the responsibilities that the seniors would bear will be evaluating the performance of the specialists and beginners.

3.3.4- Labor Cost of HR Departmentalization

The labor cost of recruiting a human resource person is approximately 48,000 TL per month including salary, insurance, tax and pension payment in January 2024 (*kariyer.net, 2023*). We have antipated that employing two people for the human resource department is adequate for Küresel excluding one intern. Therefore, monthly and yearly labor cost of employing three human resource people are 96,000 TL and 1,152,000 TL, respectively in January 2024.

3.3.5- Work-Life Balance

We have predicted that establishing a human resource department increases the work-life balance of blue-collar workers as they can tell their work-related problems to HR people more easily (*Wedgwood, 2022*). Thus, this can result in higher worker's satisfaction, which in turn can decrease the turnover rate of blue-collar workers. Secondly, for blue-collar workers to balance the time between work and private live, operations in the warehouse can be arranged in a way that two shifts take place in each business day, when it is necessary due to the excess demand of Küresel's service. That is to say, shifts can range from 9:00 to 17:00 and from 17:00 to 00:00, and different group of blue-collar workers work in each shift. Hence, blue-collar workers can have the opportunity not to overwork during busy workdays upon the implementation of such policy, resulting in lower turnover rate due to the greater level of worker satisfaction.

4- Conclusion

The report from Küresel Tedarik A.Ş. addresses their high blue-collar employee turnover rate, attributing it to low salaries and poor employee engagement based on surveys and interviews. This issue threatens the company's market survival. Through extensive analyses, including SWOT and Porter's 5 Forces, three main solutions are proposed. The first solution involves Business Re-Engineering, suggesting decreased employee dependency through a new cloud system and warehouse design, projecting an Internal Rate of Return (IRR) of 62.09% and Modified IRR of 62.02%. The second solution is Downsizing, aimed at balancing workload and employee numbers, with a potential loss of TL 78 million, manageable through profitability and banking credits. The third, and most satisfactory solution, focuses on HR

Departmentalization and policy revision. This includes proactive labor selection considering various factors, robust feedback mechanisms, job scorecards, and a hierarchical structure based on seniority and experience, to improve recruitment, satisfaction, and motivation. Throughout the report, while all solutions are scientifically sound, a hybrid approach can be adopted at the company's discretion.

Appendices

Figure 1: New Operations Organization – Blueprint

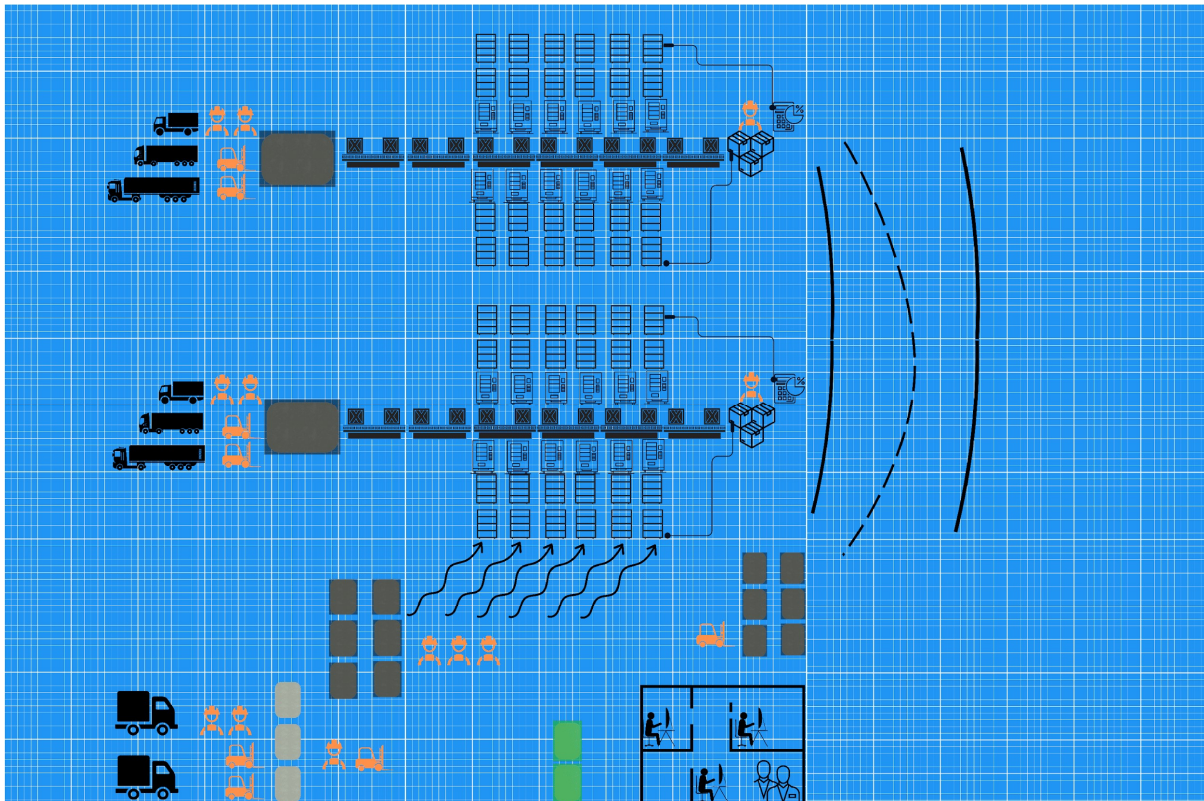


Figure 2: New Warehouse Management System Screens



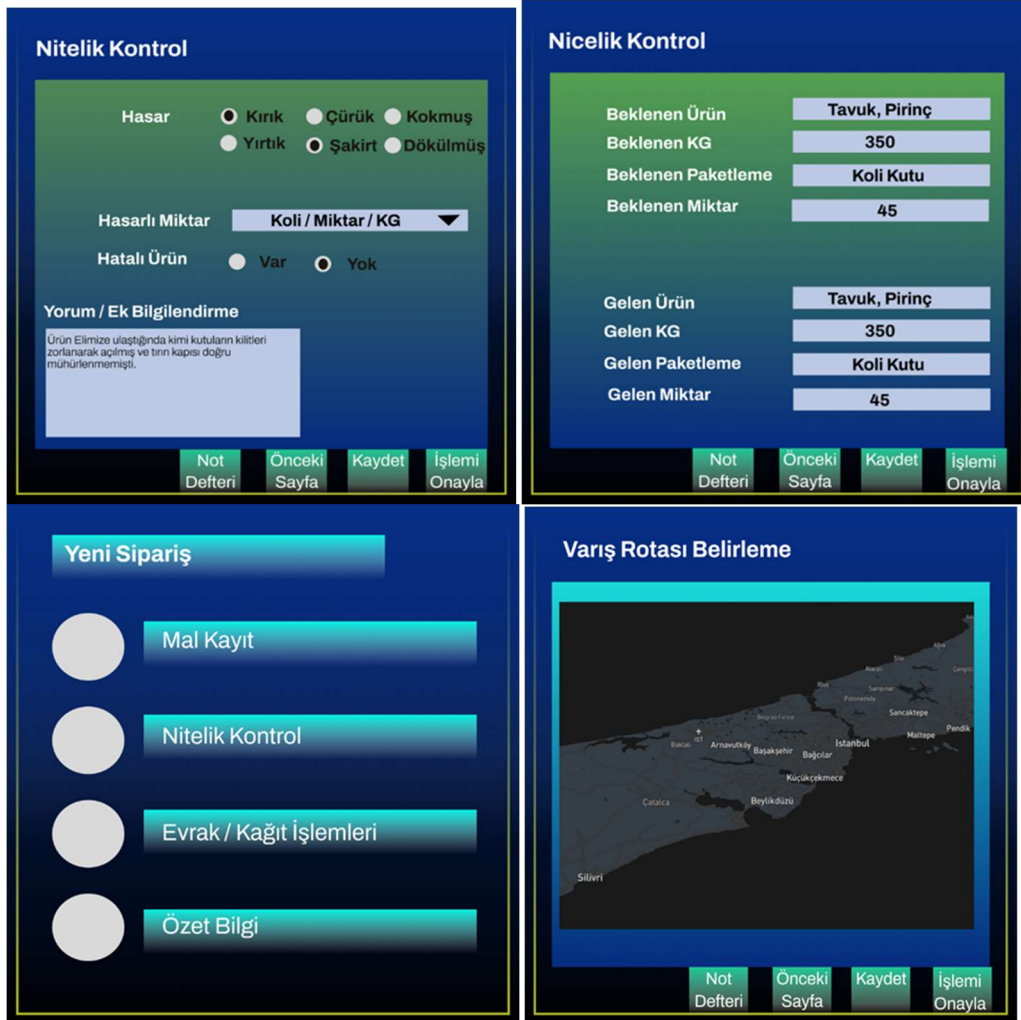


Figure 3: New Warehouse Management System Example Basic Structure Code in HTML Format

```
# Import necessary libraries and modules
import firebase_admin
from firebase_admin import credentials, firestore

# Initialize Firebase Admin SDK
cred = credentials.Certificate('path/to/your/serviceAccountKey.json')
firebase_admin.initialize_app(cred)

# Initialize Firestore database
db = firestore.client()

# Define a Warehouse class to represent warehouses in the system
class Warehouse:
    def __init__(self, name, location):
        self.name = name
        self.location = location

# Define a Product class to represent products in the system
class Product:
    def __init__(self, name, sku, description):
        self.name = name
```

```

self.sku = sku
self.description = description

# Define a StockItem class to represent items in the warehouse
class StockItem:
    def __init__(self, product, quantity, warehouse):
        self.prod = product
        self.quantity = quantity
        self.warehouse = warehouse

    def update_quantity(self, new_quantity):
        self.quantity = new_quantity

# Define functions to interact with the database
def create_warehouse(name, location):
    warehouse_ref = db.collection('warehouses').document()
    warehouse = Warehouse(name, location)
    warehouse_ref.set(vars(warehouse))

def create_product(name, sku, description):
    product_ref = db.collection('products').document()
    product = Product(name, sku, description)
    product_ref.set(vars(product))

def create_stock_item(product_id, warehouse_id, quantity):
    product_ref = db.collection('products').document(product_id)
    warehouse_ref = db.collection('warehouses').document(warehouse_id)

    product_snapshot = product_ref.get()
    warehouse_snapshot = warehouse_ref.get()

    if product_snapshot.exists and warehouse_snapshot.exists:
        product = Product(**product_snapshot.to_dict())
        warehouse = Warehouse(**warehouse_snapshot.to_dict())
        stock_item = StockItem(product, quantity, warehouse)

    stock_item_ref = db.collection('stock_items').document()
    stock_item_ref.set(vars(stock_item))
    else:
        print("Product or warehouse not found.")

```

Figure 4: Modified Shelves

Although the shelves are modified, it is not a big deal to modify it as planned, and even today, many shelves in production site is quiet akin to our modified shelves.

Approximation to the cost of this specific shelves is on average TL 12,000.

Therefore, the total cost per line; number of shelves times per cost:
 $132 \cdot 12,000 = 1,584,000$ (TL)

Source: (Sahibinden, 2023)

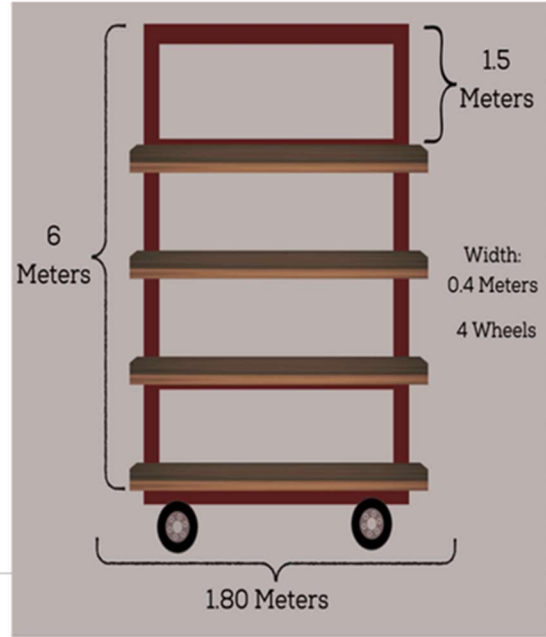


Figure 5: Discounted Cash Flow Analysis for the Machining Proposal

Model Item	Valuation
Cash Flow	<i>FCFF via less employment</i>
Discount Rate	<i>Average Industry WACC</i>
Incremental	<i>Inflation Expectations (Medium Term Plan)</i>
CAPEX	<i>TL 1,200,000</i>
Machine Lifespan	<i>5 Years</i>

Notes

- For the Discount Rate, two margins of the industry whose financial statements are publicly open on the Istanbul Stock Exchange have been used: GSD Denizcilik Gayrimenkul İnşaat Sanayi ve Ticaret A.Ş. and Çelebi Hava Servisi A.Ş. from XULAS[1].
- The lifespan of the conveyor is usually expected in the industry to range from 3 years to 7 years, so we used the average years (Hangzhou Hengtuo Machinery Technology Co., Ltd., 2023).

- For the incremental of the FCFF, we used the Inflation Targets from the Mid-Term Plan by the Presidency of the Republic of Turkey, Presidency of Strategy and Budget (Republic of Turkey, Presidency of Strategy and Budget, 2023).

WACC Calculation

For the WACC Calculation necessary for discounting, we have used two margins of the XULAS as we have cited:

ITEM	CLEBI	GSD DENİZCİLİK
Assets	13444345243	1992132000
Equity	4730859803	1519215000
Debt	8713485440	472917000
Beta	0,67	0,88
Market Cap	18589000000	1062000000
Interest Exp.	180029322	23702000
Total Market Value	18589000000	1062000000
Cost of Equity	0,672708164	0,725610693
Cost of Debt	0,020661	0,050118731
WACC	0,178466298	1,060320762
Avg WACC	0,61939353	

DFC Model

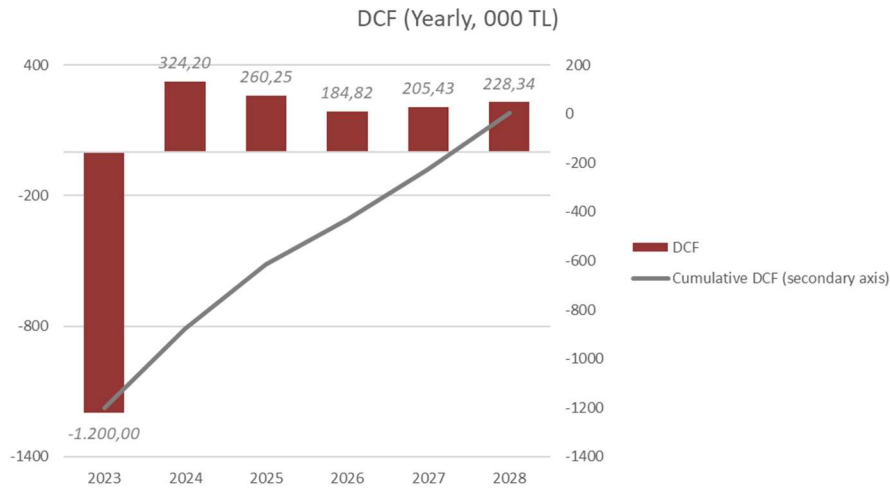
Year	FCFF	Discount Rate (WACC, %)	DCF
2024	525000	61.939353	324195,4413
2025	682500	6193.9353	260254,2656
2026	784875	6193.9353	184817,5875
2027	1412775	6193.9353	205429,7807
2028	2542995	6193.9353	228340,7945
Grand Total			1,203,037.87

Note: For the wage calculation, the inflation has been used as the multiplier for yearly change derived from the Mid Term Plan by the Presidency and for the rate of 2028, the same rate as of 2027 has been

used. OPEX, the maintenance, and the electricity bill have been deliberately excluded due to relatively low effect.

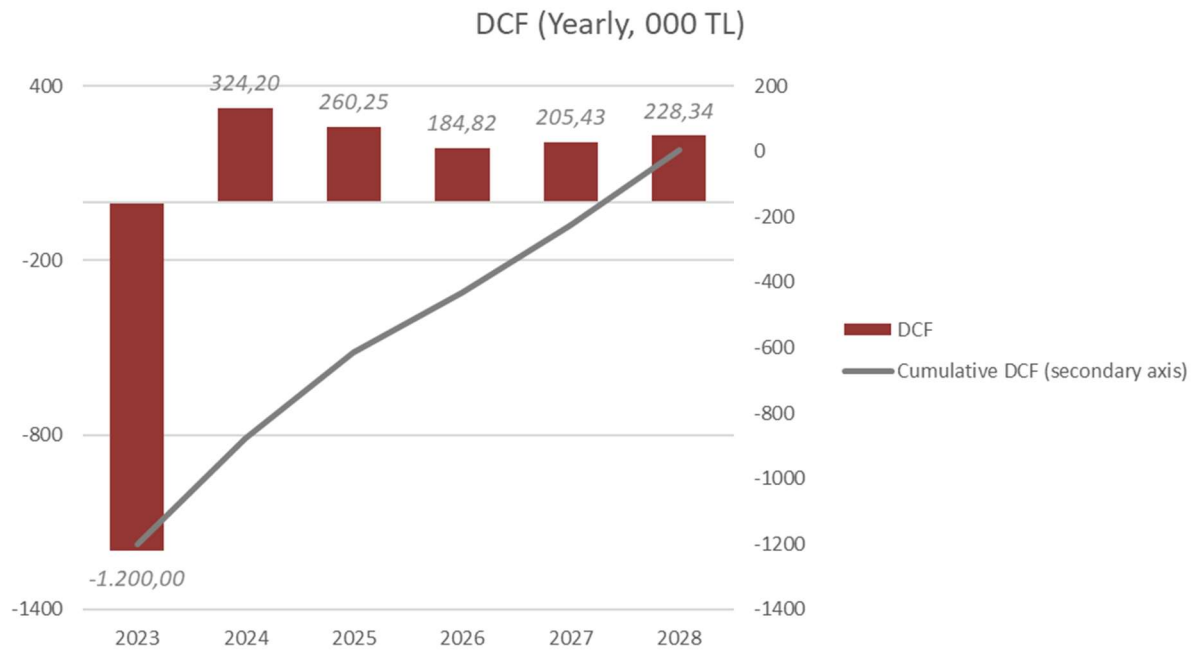
As the system's most prominent part, we have exclusively discounted the expected Cash Flows' from the Conveyor Band.

DCF for Production Conveyor Band

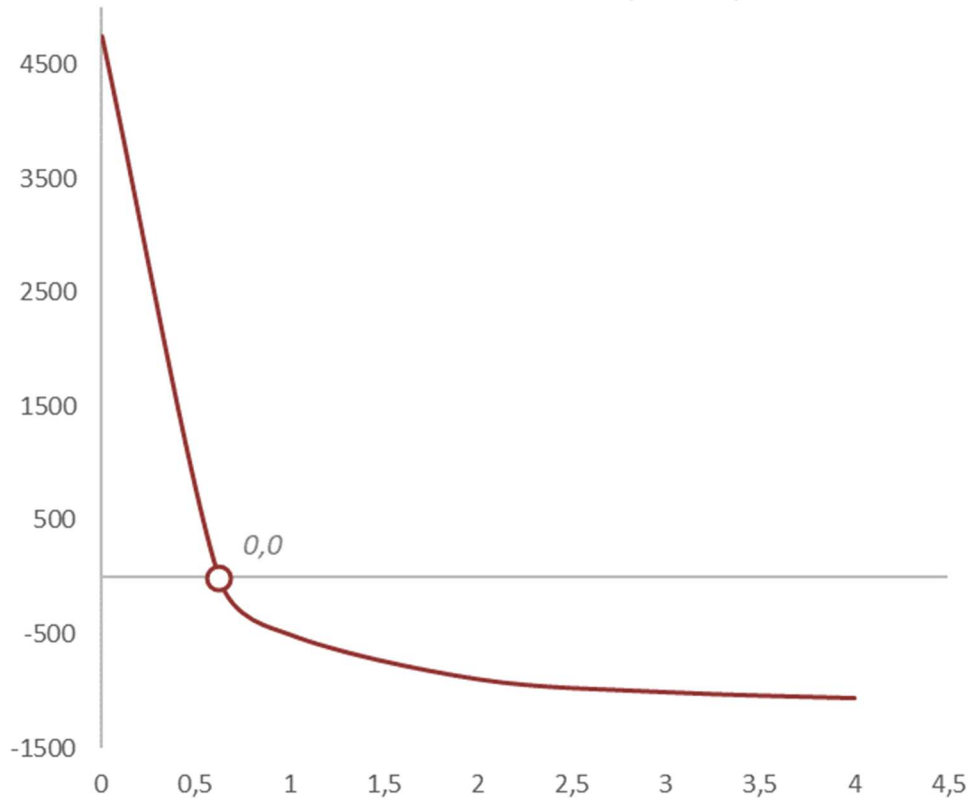


For Profitability, we have checked the most basic and well-known metrics: Modified Internal Rate of Return (MIRR) and Internal Rate of Return (IRR):

MIRR Model

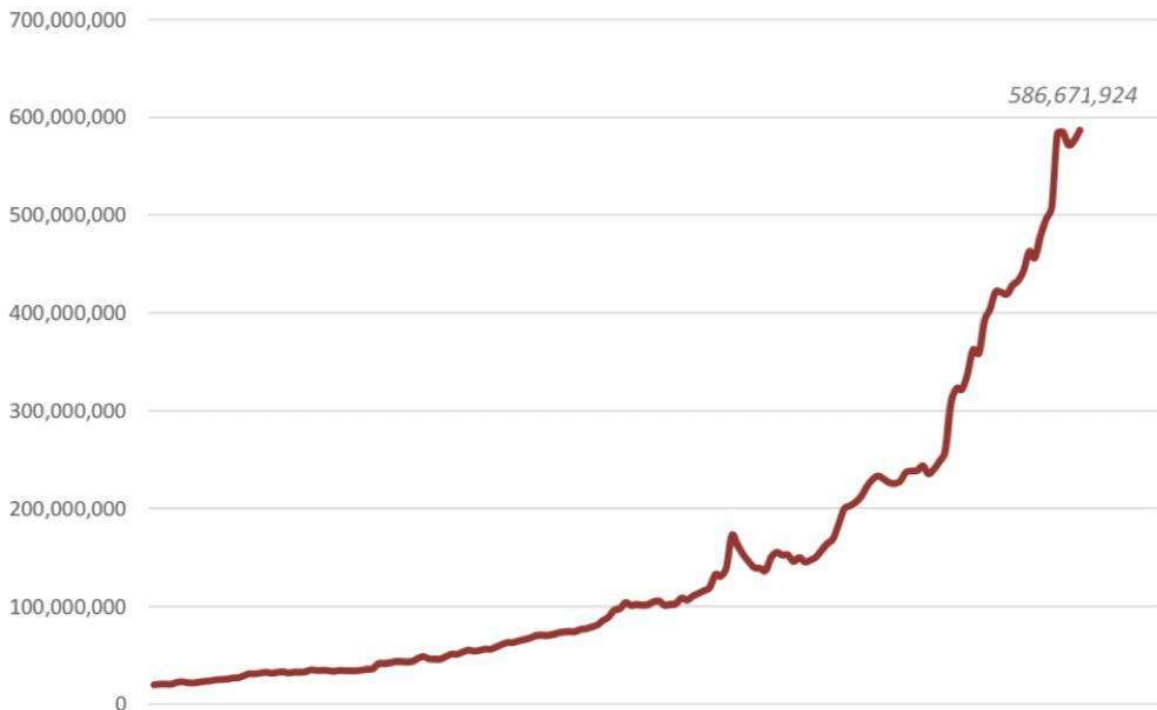


NPV for Different IRR Values (000 TL)



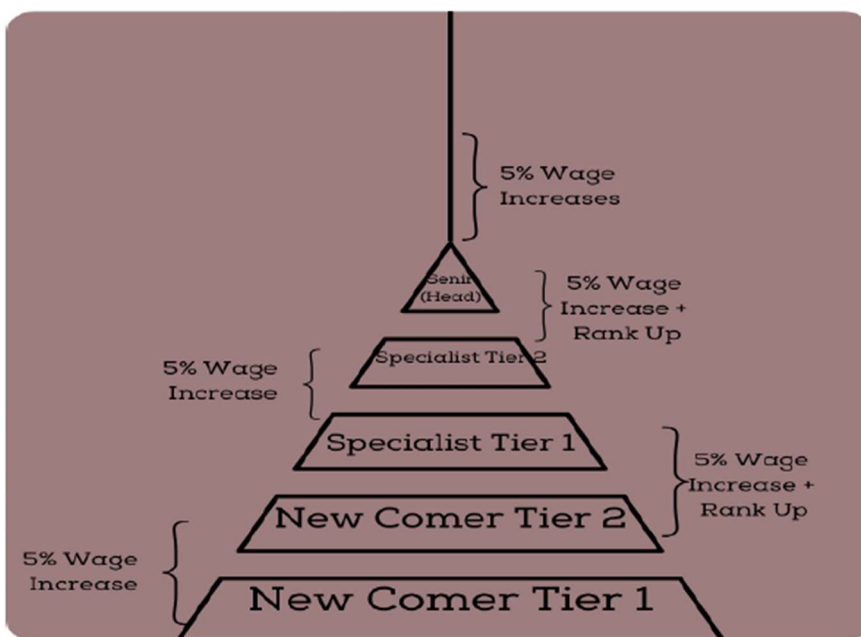
IRR	NPV
0	4,748.15
0.6209	-0.08
1	-500.99
2	-892.19
3	-1,005.83
4	-1,058.35

Figure 6: Sectoral Loan Distribution – Transportation, Storage, and Communication (thousand TL)-Total Loans (NOMINAL) January 2010 - October 2023



(BDDK, 2023)

Figure 7: Seniority Pyramid



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SPOT212 ,Marketing Problem



Proje Ekibi: Bumerang

Grup Üyeleri : Melissa Akçal, Aybüke Çelik, Ecem Zeynep Edizkan, Nurefşan Işık, Gökçenaz Uzun

Şirket Danışmanı: Rasim Cin

Akademik Danışman: Rasim Serdar Kurdoğlu

Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

Bu detaylı iş analizi, Spot212'nin FinTech sektöründeki karşılaştığı zorluklara odaklanarak sürdürülebilir büyüme için karmaşık bir strateji sunar. Kısa vadeli girişimler arasında üniversitelerle stratejik işbirlikleri, elçi sisteminin uygulanması ve sosyal dayanışma projeleriyle ortaklıklar bulunur. Uzun vadeli çözümler arasında ağ etkisinin artırılması, sürekli geri bildirim döngüsünün kurulması ve özellikle Women in Finance programı yer alır. Proje, geleneksel ve etkileyici pazarlama stratejilerini benimseyerek Spot212'nin kullanıcı tabanının genişlemesini hızlandırmayı önerir. Yeşil yatırım seçeneği ve sosyal medya kampanyaları gibi sürdürülebilirlik uygulamaları, Spot212'nin sosyal sorumluluk taahhütlerine vurgu yapar. Stratejik ortaklıklar ve bağlı pazarlama gibi gelir artırma yöntemlerinin benimsenmesi, Spot212'nin mali sürdürülebilirliğini güçlendirir. Finansal okuryazarlık, cinsiyet eşitliği ve etkili ortaklıklara odaklanarak Spot212, FinTech endüstrisinde öncü bir oyuncu olarak pozisyon alır ve uzun vadeli başarı için temelleri atar.

Anahtar Kelimeler: FinTech, Finansal Okuryazarlık, Cinsiyet Eşitliği, Kullanıcı Deneyimi, Pazarlama

1- Company Background

Spot212 is a company operating in the Fintech sector and providing solutions to young, inexperienced investors. With the help of technology, the company has developed an application that offers users the opportunity to experience stock markets such as BIST 100, NASDAQ, S&P 500 and crypto. These markets include technology companies, industrial manufacturing companies, wholesale and retail companies, communication services companies, etc. is located.

Spot212's mission is to give everyone the opportunity to experience a variety of investment options and encourage them to put their financial goals into practice. With this more democratic investment practice, future investors can get a head start on the financial world and reduce the risk of losing money.

In terms of business model, Spot212 increases financial literacy through its mobile application, uncovers global investment opportunities and combines them with the user through gamification.

When it comes to strategic goals, they are typically focused on global expansion, increasing user base and data, and increasing financial literacy as social responsibility. Spot212 operates under the roof of FinLab and allows everyone to invest without budget disadvantage. Features that Spot212 offers to users, such as Stock Market Time Machine and SpotCast Channel, not only contribute to financial literacy, but also provide the opportunity to explore in a fun way.

2- Problem Definition

The company is working on a mobile application called Spot212. This app provides financial education by creating simulations for users through applying game-based training methods. Since Spot212 is in the MVP (Minimum Viable Product) process, the targeted consumer and value matching should be tested.

The most forceful challenge for products in the MVP process is to do as much product testing as possible. For this, it is essential to reach more consumers and achieve growth; but for low-budget apps, advertising and managing campaigns on digital networks can be very expensive. It can take a very long time to get an organic consumer. Additionally, reaching potential customers can be very difficult for Spot212; targeting new audiences, the app's consumer demographics, interests, etc. It can be very expensive and time consuming due to lack of data about it.

So far, the app only has 1,000 regular users, so the number of users is too low to gather demographic information or the feedback needed to develop the MVP. Product development is progressing very slowly due to lack of consumer feedback.

3- Possible Solutions

We have adopted a rigorous strategy to understand the nuanced needs of our target audience to develop effective solutions to Spot212's challenges. We launched a social listening initiative that engages in meaningful conversations with selected student clubs to understand the complex needs of students, (*Figure 1*). This collaboration laid the foundation to not only provide valuable insights but also leave a positive impact on the feedback loop and network

effect. Additionally, we dove into online reviews, filtering out emotional comments about the current state of the Women in Finance program, which aims to empower women in finance. This step is not only aligned with our commitment to gender equality, but has also helped shape our initiatives for a more inclusive financial environment. Moreover, this holistic approach, based on an effective communication strategy and proactive stance on gender equality, is expected to have a transformative impact on both the feedback loop and the network effect, see *Appendix 2*. Beyond providing solutions to current challenges, this leads to a solutions-focused journey that aims to lay the foundation for sustainable growth and positive social impact (*Figure 3*).

3.1- Short-Term Solutions:

3.1.1- Partnerships with Universities

Spot212 could potentially seek to establish strategic partnerships with universities as a starting point for transitioning to a B2B model. This can take place in the form of social responsibility projects where the university can promote the application within the building. This approach is suitable for raising awareness to an audience targeting young college students.

3.1.2- Establishing Ambassador System

Spot212 can establish an ambassador system within university clubs as a social responsibility project that aims to especially empower women in finance. This can be achieved in conjunction with a variety of activities aimed at increasing financial literacy and awareness.

3.1.3- Enhancing Onboarding Experience

To improve user experience, Spot212 may develop a survey that includes questions regarding demographic information before actively using the application.

3.1.4- Communication with Social Solidarity Projects

The company can collaborate with universities within the scope of a social responsibility project focused on gender equality and focus on empowering women in the financial field. These short-term solution plans aim to provide solutions to specific problems to address Spot212's current challenges and achieve sustainable growth.

3.2- Long-Term Solutions:

The text outlines strategies for addressing challenges and fostering sustainable growth for Spot212, focusing on enhancing the network effect, creating a feedback loop, and implementing gamification methods.

3.2.1- Network Effect Enhancement

To realize its potential, Spot212 must strengthen its marketing strategies, employ digital channels, and use gamification elements to attract new users and boost engagement. Referral programs and community building efforts are suggested to further strengthen the network effect. The advantages include a richer user base in financial education and increased loyalty. However, challenges such as time and cost in acquiring new users and the need for improved technical infrastructure are noted.

3.2.2- Feedback Loop Formation

Spot212 faces issues with user feedback and platform improvement. A proposed solution is the creation of a feedback loop, continuously collecting user feedback to enhance the platform. Flow tests analyze navigation processes and detect potential problems. The benefits include increased customer satisfaction and loyalty, adapting to the evolving fintech environment, but challenges include time-consuming management of user feedback.

3.2.3- Gamification

Spot212 encounters difficulty in encouraging user participation. The suggested solution involves using gamification methods to make financial topics more appealing and accessible. Special challenges, rewards, and leaderboards can engage users and make learning enjoyable. The advantages include increased user time and loyalty, attracting a broader user base, particularly young investors. Effective implementation requires a balanced, user-friendly, and educational approach, considering diverse user preferences.

Each solution is crucial for expanding Spot212's user base, improving user experience, enhancing engagement, and achieving financial success. Despite the challenges associated with each strategy, such as time and cost considerations, strengthening technical infrastructure, and managing user feedback effectively, the overall objective is to address Spot212's pain points of user engagement and retention. The combination of these solutions aims to contribute to Spot212's long-term success in the financial education and investment space.

4- Conclusion

In conclusion, Spot212, as a dynamic player in the Fintech sector, faces crucial challenges in its MVP stage, primarily related to user acquisition, feedback collection, and digital marketing strategies. The recommended short-term solutions are strategically designed to tackle these challenges. By initiating partnerships with universities, Spot212 can tap into a specific demographic of young, potential users, leveraging the educational environment to raise awareness and foster engagement. The establishment of an ambassador system within university clubs, especially focusing on empowering women in finance, aligns with the company's commitment to social responsibility and inclusivity.

Enhancing the onboarding experience through a demographic-specific survey ensures a more personalized and user-friendly interaction, contributing to increased user satisfaction. Moreover, collaborating with social solidarity projects, particularly those addressing gender equality, not only aligns with Spot212's mission but also enhances the company's brand image and social impact. These solutions are interconnected, forming a comprehensive approach that aims not only to address immediate challenges but also to lay the groundwork for sustained success. By focusing on strategic collaborations, user engagement, and social responsibility initiatives, Spot212 is poised to thrive in the competitive Fintech landscape, achieving both financial sustainability and positive societal impact.

Appendices

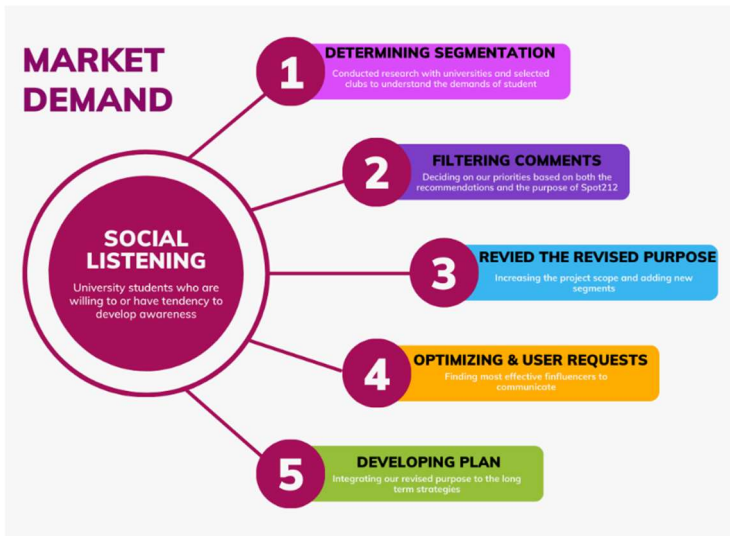


Figure 1 Social Listening

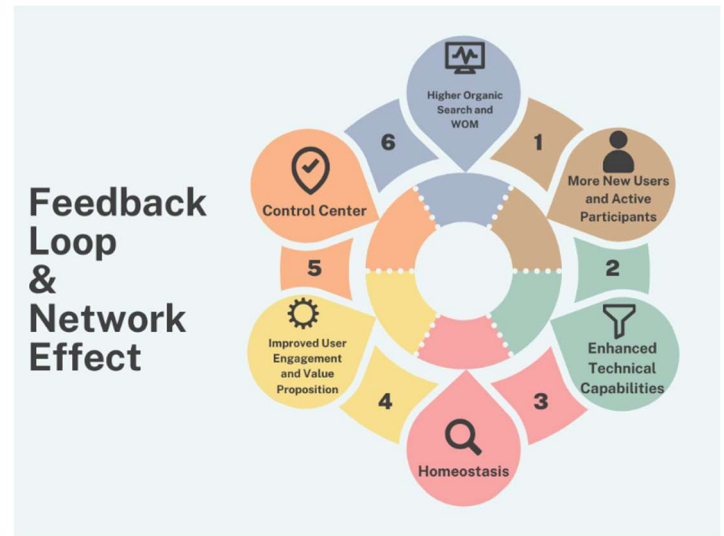


Figure 2 Feedback Loop & Network Effect

SPOT212 SOLUTION TIMELINE GRAPH

SHORT-TERM

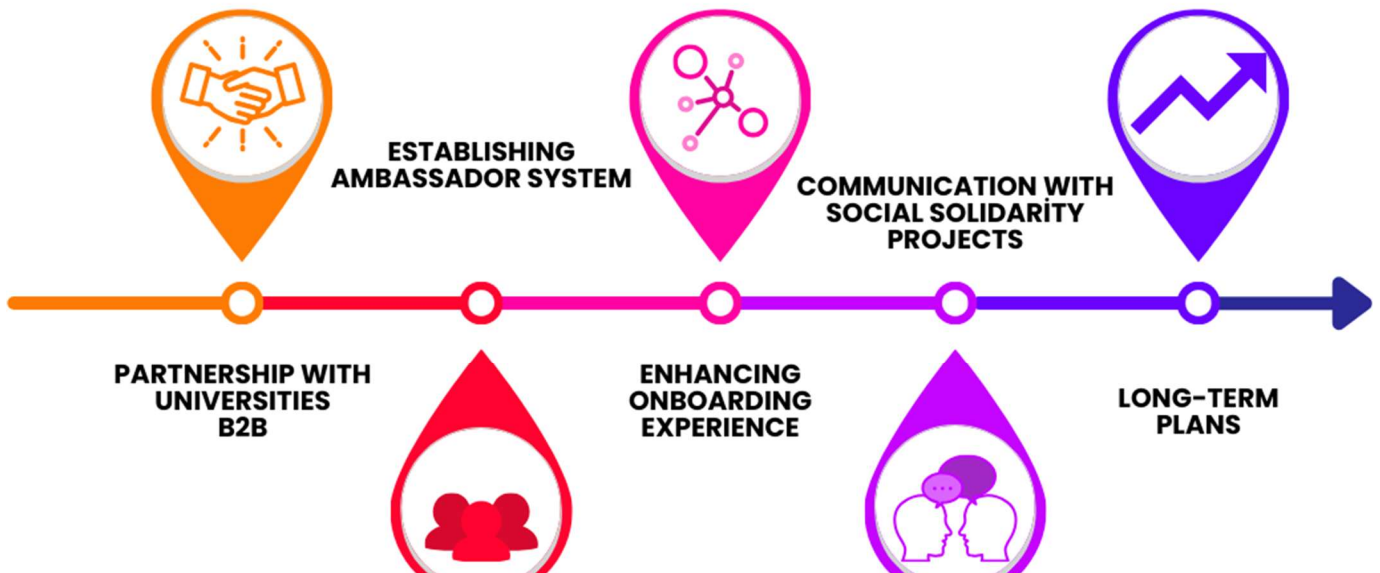


Figure 3 Solution Timeline

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YENIKOY-KEMERKOY , Marketing Problem



Project Ekibi : Zenith

Grup Üyeleri : Yaman Azizli, İrem Baştuji, Beril Bahadır, Nazlı Çakırgöz, Aybike Örün, Beyza Yıldırım

Şirket Danışmanı: Kübra Elşan
Ayşe Canlı - Sena Doğan

Akademik Danışman: Rasim Serdar Kurdoğlu
Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

Bu rapor, Dereköy Tarımsal Kalkınma Kooperatifi'nin satış hacmini ve kârlılığını artırması için bir yol haritası sunmaktadır. Başlıca zorluklar arasında değişen pazar konumlandırması ve fiyatlandırma stratejilerinin yanı sıra uygun hijyen standartları, paketlenme ve lojistik yer almaktadır. Kooperatif, mevcut B2B segmentinin yanı sıra yeni hedeflenen B2C pazar segmentasyonu, yeni bir pazarlama iletişimi programı, yeni segmentasyona göre stratejik fiyatlandırma, yenilenmiş ambalajlama ve hijyen ilkelerine bağlılık dahil olmak üzere önerilen çözümleri uygulayarak zeytinyağı markası Derevadi'yi yeniden canlandırabilir. Ayrıca, depolama tesislerine yapılacak yatırımlar, verimli nakliye süreçleri ve kooperatif üyelerinin zeytinyağı sıkımı konusundaki tutum ve davranışlarının anlaşılması, kooperatifin uzun vadeli başarısına katkıda bulunacaktır. Yol haritası ile yerel toplulukların desteklenmesi, sosyal ve çevresel açıdan sorumlu zeytinyağı üretimi vizyonuna ulaşılması hedeflenmiştir.

Anahtar Kelimeler: Konumlandırma, marka değeri, satış, niş pazar, B2B, B2C, kârlılık, depolama, premium fiyatlandırma, sürdürülebilirlik, pazarlama iletişimi, ambalajlama, maliyet analizi, lojistik

1- Company Background

Yeniköy Kemerköy (YK) has been established December 23, 2014. Mission of the company is to contribute sustainably to Turkey's energy needs with approaches that prioritize respect for nature and humanity, focusing on continuous improvement and quality. Vision is becoming an exemplary company among coal-fired thermal power plants in our country through best practices. YK Energy's corporate values are business ethics, quality and result orientation, efficiency and effectiveness, environmental and social responsibility, honesty and reliability. The outlined business ethics encompasses a holistic approach to operations, emphasizing values like diligence, transparency and fairness in ensuring a balance between economic interests and community welfare while prioritizing universal moral principle.

Dereköy Agricultural Development Cooperative was officially established in 1972 and started its olive oil operations in 1974. Their current business includes harvesting and pressing the cooperative member's olives with a small commission percentage besides pressing their own, and generating revenue for its members through selling most of the product to big manufacturer companies, in addition to their limited efforts in selling directly to end customer. Currently they operate their new technology machinery with 10 employees working on the field at the harvest season.

Since YK Energy prioritize sustainability and social responsibility while contributing significantly to Turkey's energy sector, they have partnered with a local cooperative as Dereköy Agricultural Development Cooperative as a part of their activities. This project aims to enhance sustainable development in the Dereköy (Milas/Muğla) region by improving olive farming activities conducted by the Dereköy Agricultural Development Cooperative. Based on revenue analysis of cooperative, with an emergency sale at a lower price (65 TRY per liter), the income of 975,000 TRY has been accrued in 2022. It also emphasizes a wasted opportunity, since the product could have been sold for 150 TRY per liter. It is an ambitious goal to raise the selling price to 300 TRY per liter by 2024–2025. This approach shows a positive outlook for the market as well as trust in the product's quality and viability in the future. Nonetheless, it also emphasizes the current need for market acceptance and potential risks associated with price sensitivity, as shown in Table 2, which our project aims to attain more of these attributes.

2- Problem Definition

A comprehensive SWOT analysis was conducted in the research phase to have a deeper understanding of the sector and the cooperative. The problems experienced by the cooperative arise from the weaknesses and threats in the SWOT analysis, seen in *Figure 1*. The olive oil industry in Turkey exhibits strengths in its rich heritage and vast cultivation but faces several notable weaknesses. Technological limitations, especially prevalent among smaller cooperatives, hinder operational efficiency and product quality. Larger competitors' advanced technologies give them a significant edge in production volume and overall competitiveness. Moreover, marketing Turkish olive oil as a distinguished brand poses challenges against well-established competitors. To overcome this, emphasizing superior quality, implementing effective marketing strategies, collaborating with industry experts, and employing appealing packaging and marketing initiatives are crucial. Additionally, the industry's susceptibility to weather conditions, exemplified by declining productivity and quality in regions like Dereköy due to temperature rises and drought, leads to reduced oil production, impacting market supply. Addressing these weaknesses, whether through technology upgrades, innovative marketing, or

climate-resilient strategies, will be pivotal for the Turkish olive oil industry to thrive in a competitive global market.

The Turkish olive oil industry confronts a spectrum of challenges, each posing distinct threats to its stability and growth. Fierce global competition from established producers like Spain, Italy, and Greece places immense pressure on Turkey's market share, particularly as local supermarkets predominantly favor well-known brands. To distinguish themselves, smaller producers such as Derevadi must strategize unique branding and marketing efforts. Concurrently, climate change casts a shadow over olive cultivation, altering weather patterns and risking diminished yields. While olive trees exhibit resilience to drought, these changes pose considerable risks to both yield and oil quality. Economic uncertainties compounded by global crises, like the recent pandemic, impact both domestic and international demand, with olive oil's perception as a luxury further challenging its market presence, especially during economic downturns. Moreover, regulatory shifts, particularly in food safety standards and trade agreements, necessitate industry-wide adjustments. Addressing these challenges mandates strategic innovations, encompassing technological advancements, climate-resilient practices, targeted branding strategies, diversified market penetration, and agile adaptability to regulatory transformations. Overcoming these hurdles is imperative for the Turkish olive oil sector to not only survive but thrive in a fiercely competitive global arena, ensuring sustained growth and resilience against multifaceted adversities.

In the light of this analyses, here are the main challenges that Dereköy Cooperative and their brand, Derevadi, are currently facing:

1. In the olive oil sector, fierce competition, coupled with challenges in establishing a distinct market position, implementing appropriate pricing strategies, and executing effective marketing efforts, has led to a lack of brand value and recognition of Derevadi. 30% of their overall products are sold directly to consumer because of their quality, while the rest which are average quality are sold to great manufacturers including Kırlangıç etc. The high quality olive oil has the potential to be a player in the niche olive oil market which is not currently made use of by the company, because of their inadequate segmentation and pricing strategies.
2. Current sales generate inadequate profits, with olive oil prices not aligned with niche product pricing, in parallel with the olive oil's quality. Adjusting pricing strategies to reflect the product's value in the niche market is imperative for improving profitability. Though the average quality ones are utilized by being sold to big companies, high quality oil has potential to generate a greater profit.
3. Online visibility issues plague the cooperative, as its social media platforms and website lack active management and sufficient information due to lack of attention given to the positioning strategy. Cooperative members overseeing these accounts contribute to a diminished online presence.
4. The design of the olive oil bottles poses a hurdle in attracting customers since it doesn't convey the message of a premium product. Redesigning may be crucial to enhance the product's visual appeal and marketability.
5. Preserving the quality of olive oil demands a dark storage environment. However, the cooperative faces financial constraints hindering the construction of a suitable storage facility, impacting its ability to invest in necessary infrastructure.

6. Failure to adhere to hygiene standards has resulted in the loss of potential customers, because it would create a brand image problem if a marketing campaign were to be created. This requires immediate attention to rebuild trust and maintain a loyal customer base.

7. Logistical challenges arise from the cooperative's distance from shipping centers, combined with shortages of storage space and personnel near the shipping center. Addressing these issues is crucial for streamlining the shipping process, which would create future problems when the roadmap introduced by this report is effective and cooperative starts generating sales as expected.

8. Cooperative members' reluctance to use the production facility for olive oil pressing poses efficiency challenges. Understanding and resolving these concerns are essential for optimizing production processes and overall cooperative efficiency.

3- Possible Solutions

3.1- Market Segmentation

To solve this problem, Dereköy Cooperative needs to implement a market segmentation strategy that aims to attract the attention of consumers between the ages of 35-65. This strategy recognizes the different preferences and needs of this age group. Additionally, the cooperative should position olive oil as a premium product targeting middle- and upper-income consumers. By focusing on individuals who prioritize health and sustainability, the cooperative can highlight the organic and environmentally friendly aspects of its product. In this process, special marketing approaches, including premium pricing, should be adopted to reflect the exceptional quality of the olive oil. It is also crucial to create a compelling brand narrative that highlights Dereköy's heritage and unwavering commitment to quality. Collaborating with influencers and experts can further strengthen brand values, increase customer engagement and effectively reposition Derevadi in the olive oil market.

3.2- Pricing

In response to the pricing challenge, it is crucial to align Derevadi's pricing strategy with the premium and organic quality of its olive oil. A comprehensive cost analysis must be conducted to ensure that the sales price adequately covers production, distribution and marketing costs while maintaining a healthy profit margin. Additionally, strengthening marketing communications is crucial to proving superior pricing to consumers. Regularly analyzing the market and prices of rival companies will ensure competitiveness while preserving the value of the product. In addition, increasing online and direct sales through the website and social media, offering special promotions and package deals will also contribute to increasing revenues in the retail segment.

3.3- Integrated Marketing Communications

To overcome this challenge, it is necessary to develop separate strategies for both B2B and B2C customers. First step, Derevadi website and the usage of social media platforms improved. The renewed website will serve a purpose of conveying trust by showcasing the related documents and certificates in online platforms that emphasize the quality of their product, customers will be more likely to trust Derevadi and continue to shop as these digital channels

are considered vital points of interaction and communication with customers, also through a comments section positive word of mouth can be utilized as a marketing strategy to create a brand image. Frequent posting on the social media website will create exposure and increase familiarity with the brand. Usage of contextual banners are also encouraged which could help Derevadi reach out to their target consumers through related websites such as healthy recipe platforms and sustainable food blogs. Using sales promotions through sweepstakes and discounts on the social media platforms are a great fit to drive attention, and create awareness. Collaborating with micro-influencers around the region can also provide the brand with trustworthiness, in addition to reaching out to the target market. From the B2B perspective, current strategies can be improved through collaborating with wellness centers and similar tourist attractions. Proactive and strategic use of marketing tools in these collaborations will help Derevadi effectively convey its brand message and product offerings to potential customers.

3.3- Packaging

To overcome the packaging challenge, Derevadi needs to consider switching to a superior packaging design inspired by Grandfather's award-winning bottle. A well-designed packaging not only enhances the visual appeal of the product but also gives consumers a feeling of quality and exclusivity, making the product more competitive and attractive in the market, which increases the willingness to pay for the product.

3.4- Storing

Two solutions have been proposed for the storage problem. First of all, building a new storage area on the existing facility land will ensure the protection and quality of olive oil by cutting off the sunlight which activates with the olive oil in a bad manner. Additionally, purchasing two complementary chrome tanks can increase storage capacity. Alternatively, in cases where building a new storage area is not financially possible, since its expected cost is around 600-700 thousand Turkish Liras, renting an existing storage facility emerges as a suitable alternative when compared to purchasing tanks, where it will only be useful when sale volume increases and require 100 thousand Turkish Liras to obtain.

3.5- Hygiene

Regarding hygiene, it is essential for Derevadi to strictly comply with the "Olive Oil Production Facilities Hygiene Principles and Good Practices Guide" prepared by the Ministry of Food, Agriculture and Livestock. Compliance with these guidelines ensures that olive oil production facilities support the highest standards of hygiene and safety, protecting both the quality of the product and the well-being of consumers. It will also help to ease the operations in the production facility since lack of hygienic area has been stated as a refraining factor for bottling the products and generating revenue out of them.

3.6- Transporting

To solve the issue regarding shipping costs, it is recommended that Derevadi should designate specific days of each week for shipping purposes and announce those days prior to order

placement. This approach can lead to a reduction in daily delivery expenses while providing customers with clear information about shipping schedules. Effective communication with customers regarding these determined delivery days is very important in terms of managing expectations correctly. As sales and profits increase, options such as renting storage space near courier centers or hiring staff can be considered to optimize shipping operations more, to reduce costs and increase efficiency.

3.7- Cooperation from the Members

In order to overcome this challenge in olive oil pressing, it will be useful to obtain information about the competitive environment and examine the commission rates applied by other facilities in the region. The commission rates applied in the local community then need to be re-evaluated and appropriate changes must be made to ensure continued competitiveness and member retention. This strategy allows cooperative members to choose the olive oil pressing facilities offered by the cooperative, preserving the income and operational sustainability of the cooperative.

4- Conclusion

This report provides valuable recommendations to overcome the challenges faced by Dereköy Agricultural Development Cooperative and outlines strategies to increase market volume and profitability. These challenges cover a variety of aspects, including market positioning, pricing strategies, hygiene standards, packaging and logistics considerations. To revitalize the olive oil brand and achieve success, the cooperative needs to implement a multifaceted approach. This includes a targeted market segmentation strategy that positions olive oil as a premium, sustainable product that appeals to health-conscious consumers.

Collaborations with influencers and an engaging brand narrative will increase visibility and recognition. Additionally, the focus should be on improving marketing communications, including website development and active social media management. Strict adherence to hygiene principles and packaging redesign will rebuild customer confidence and attract a wider audience. Pricing supported by comprehensive cost analysis in line with the superior qualities of the product is of great importance in increasing profitability. Investments in storage facilities, efficient transportation processes and addressing members' concerns about olive oil pressing will significantly contribute to long-term success. These measures not only help profitability, but are also vital in promoting sustainable practices and supporting local communities. In short, these recommendations are in line with a broader vision for socially responsible olive oil production in the Dereköy region. By adopting these strategies, the cooperative can overcome current challenges and move towards growth and prosperity, contributing positively to the local economy and environment while appealing to a discerning market.

Appendices

Figure 1: Swot Analysis

Strengths	Weaknesses	Opportunities	Threats
Geographical Advantage	Marketing Challenges	Health and Wellness Trend	Competition from Other Producers
Rich Heritage	Unappealing Packaging	Rising Global Demand	Economic Uncertainties

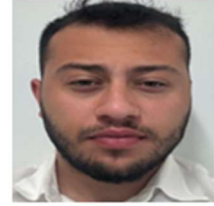
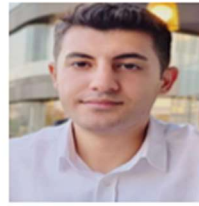
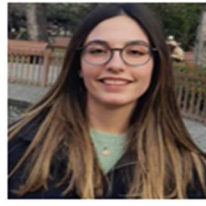
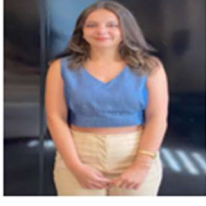
Figure 2: Revenue and Sales Projections

Year	Selling Price (TRY per liter)	Actual / Predicted Liter	Revenue (TRY)	Notes
2022	65(Actual per liter)	15,000	975K	Emergency Sale
2023	200 (Projected per liter)	1000	200K(Projected)	End of 2023 Projection
2024	300 (Projected per liter)	20,000	6M(Projected)	End of 2023 Projection

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Anasayfa. Yeniköy Kemerköy Enerji. (n.d.). <https://www.ykenerji.com.tr/tr/anasayfa>

YENIKOY KEMERKOY – Marketing Problem



Proje Ekibi: Belsiness Admins

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ÖZET

Yeniköy Kemerköy Enerji, 1986 yılından beri Muğla ilinde öncü elektrik üreticilerinden biridir. Sosyal ve çevresel sürdürülebilirlik çalışmalarıyla Milas odağında önemli çalışmalar yapmaktadır. Bu rapor, Muğla/Milas bölgesinde yaşayan kadınları ekonomik sürece dahil ederek sürdürülebilir şehirler ve topluluklar hedefine ulaşmayı amaçlamaktadır. Özellikle Milas Halısının canlandırılması üzerinde durulmaktadır. Geçmişte Milas Halısı, bölge halkı tarafından aktif şekilde üretilirken, uygun bir pazar bulunamaması nedeniyle üretim durma noktasına gelmiştir. . Bu çalışmanın amacı, yetenekli halı dokuyucularını ve geleneksel üretim yöntemlerini canlandırarak kadınları üretimi yeniden başlatmaya teşvik etmektir. Başlangıç aşaması, bir kooperatif kurmayı ve üretimi mümkün olan en kısa sürede başlatmayı içermektedir. Pazarlama stratejisi olarak, kısa vadede iç pazardaki kurumsal müşterilere odaklanmak ve güçlü bir dijital varlık oluşturmak önemlidir. Orta ve uzun vadeli planlar ise, yerel ve uluslararası pazarda bireysel müşterilere ulaşmayı sağlamak amacıyla mevcut halı perakendecileri, seyahat acenteleri ve otellerle iş birliklerini içermektedir.

Anahtar Kelimeler: Milas Halısı, Kadın Dokumacılar, Ekonomik Kalkınma, Sürdürülebilirlik, Kooperatif, Pazarlama Stratejisi, Yerel El Sanatları

1- Company Background

Yeniköy Kemerköy Energy is one of the pioneer electricity producers in Turkey' in Muğla/Milas province since 1986. The firm is actively involved in sustainable practices, with a focus on social and environmental responsibility. Yeniköy Kemerköy Energy has collaborated with Professor Dr. Oğuz Babüroğlu from Sabancı University and hosted a conference for women in Milas to identify significant challenges and propose solutions to enhance their lives and the community. These efforts aim to contribute to the region's development by promoting a more active social life for women and solving social concerns and also setting a good example for corporate social responsibility in the energy sector. These projects illustrate the company's dedication to creating profit while focusing on environmental and social well-being.

Yeniköy Kemerköy Energy displays a strong commitment to sustainability across its activities. Towards the end of mining operations, the company organized and conducted reclamation initiatives to ensure the regeneration of former mining sites into healthy ecosystems. Yeniköy Kemerköy Energy executes afforestation initiatives through alliances and engagement with local authorities, as seen by its recent National Afforestation Day effort. Hundreds of plants were planted in the Sekköy Yaylıktepe Reservoir area which demonstrates the company's commitment to promoting green areas and biodiversity in its regions of operation.

Besides that, Yeniköy Kemerköy Energy understands that environmental sustainability and community well-being are interrelated, thus the firm prioritizes social responsibility programs that benefit local inhabitants. Yeniköy Kemerköy Energy strives to improve the quality of life and promote economic growth in the surrounding communities by actively involving them. Social investments which include renovating and improving village infrastructure such as schools and libraries, as well as providing educational resources and equipment to enhance rural learning opportunities. Furthermore, Yeniköy Kemerköy Energy supports agricultural cooperatives in a variety of ways, including the renovation of buildings and equipment, strengthening local economies and empowering farmers. (*Yeniköy, 2024*)

2- Problem Definition

In addressing the revival of the Milas Carpet tradition, two primary challenges emerge. The first one is the choice of production method. The absence of cooperation among women in the production of carpets is a serious obstacle. Even if there are qualified weavers, without a cooperative or centralized branding approach, the renewal of carpet production cannot be realized. The question is to choose between branding and cooperative in terms of engaging women and provide consistent production. On one hand, branding under the umbrella of Yeniköy Kemerköy Energy would grant resources for the centralization of branding and marketing, but then this poses a risk of ignoring community empowerment and the aspect of individual involvement. On the other hand, a cooperative model could foster collective decision-making and preserve traditional craftsmanship but may encounter logistical challenges and require significant coordination efforts.

The lack of market access is another issue for Milas Carpets. Women weavers have difficulty finding appropriate channels for selling their products, although competition and high pricing are major constraints. The lack of a suitable marketing strategy further hinders the promotion and distribution of carpets in both domestic and international markets. The optimum marketing approach niche market versus segmented market must be made. Targeting a niche market could capitalize on the uniqueness of Milas Carpets and justify premium pricing, but scalability and

market reach might be constrained. A segmented market strategy, on the other hand, might spread the customer base and bring in offerings catering to different tastes and preferences, but substantial investment would have to be made in market research and tailor-made marketing efforts.

3- Problem Solutions

This section outlines the recommended solution for ensuring the continued success of Milas carpets and empowering local women involved in their production. The proposed approach leverages the strengths of both cooperative structures and segmented marketing strategies.

Comparing branding and cooperative models, the advantages of cooperatives are quite outstanding, mostly on social responsibility, community support, and sustainability. Cooperatives promote social equity and collective growth intrinsically, ensuring that all members benefit from the general successes. This community-based approach assures a strong sense of ownership and mutual support among members, mostly absent in the purely branding initiatives.

Furthermore, government support is an integral part of the success of cooperatives. The Ministry of Trade provides various incentives, such as tax immunities, grants, and export consultancy services, that are particularly designated for cooperatives. These advantages make the cooperative model more feasible and attractive, hence being more sustainable and economically attractive than traditional branding strategies.

While comparing two market strategies, segmented marketing proves to be a superior choice over a niche marketing strategy. Segmented marketing will enable the cooperative to offer a wide range of customer needs and preferences, increasing its market reach and potential sales. This is the initial focus of standardization by the cooperative, specifically in the 2 m² size of carpets. The production of carpet standardization at 2 m² simplifies production and makes the process easier for the weavers, who are mainly oriented to creating the carpet in specific traditional designs. This not only speeds up production but also maintains the authenticity and cultural significance of the carpets.

Moreover, marketing these smaller-sized carpets across different market segments assures stable and sure sales performance. By targeting various segments like corporate clients, individual consumers, and online marketplaces, the cooperative can stabilize its revenue streams and be less dependent on any single market. This diversified approach mitigates risks and enhances the cooperative's resilience against market fluctuations.

The quality control at this juncture is most paramount, and the standardization effort plays an important role in maintaining quality. High-quality products will make the reputation of the cooperative very strong and build customers' trust, which is required for long-term success. Not only does the quality control emphasize the preservation of the traditional craftsmanship of the Milas carpets but also reinforces the commitment of the cooperative to excellence.

In summary, the cooperative model, aided by government support and a segmented marketing strategy, represents a holistic and sustainable way to approach economic development and cultural preservation. Taking into consideration standardization and quality, the cooperative could capture local weavers' skills, thereby turning out high-quality Milas carpets that will be both domestic and international markets favorite.

4- Conclusion

The report concludes that adopting the cooperative model is the most feasible and comfortable solution to both sustain the traditional art of Milas carpets and increase the economic empowerment of the local community, particularly women. The cooperative setting is a means for mentorship: senior weavers are likely to be able to train the younger generation. This way, the skills and knowledge will be passed down to future generations so as to sustain and make relevant the rich cultural heritage; thus, it helps to preserve the traditional art of Milas carpet weaving for generations to come.

The cooperative model, therefore, improves the resilience of communities by facilitating systematic knowledge and skill transfers. There is a sense of belonging and a sense of purpose in the community, thus encouraging collective effort and support for each other. Such a model sustains the cultural heritage while promoting social cohesiveness and economic stability among the community members. For marketing, the report recommends segmented marketing. Such a marketing strategy allows the cooperative to develop and deal with standardized products while at the same time expanding its reach to the market and ensuring uniform sales. Targeting different market segments including corporate, individual consumers, and online platforms allows the cooperative to stabilize and diversify its revenue flows. Standardized production ensures economies of scale for the cooperative, thereby reducing costs and increasing efficiency without compromising the traditional processes and designs that make Milas carpets unique.

In marketing strategy, an emphasis is placed on creating strong brand identity and an online presence. This is the only way the cooperative can attract a wider audience, including international customers, and create a customer base. Digital marketing tools and e-commerce further expand the reach and enhance competitive advantages of the cooperative in the marketplace. In all, the cooperative model, complemented by a well-thought-out and stratified marketing plan, fits just perfectly with the capabilities and objectives of the cooperative. It would mean the constant prosperity and cultural value of Milas carpets in an ever-growing, vastly globalized, fast-paced world. In return, this model will contribute much to economic benefit for the local community with a sense of pride and commitment among the weavers. The cooperative becomes a means not just for economic development but for cultural heritage guardianship in the interest of sustainable development in the area.

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ERPILIC, Marketing Problem



Proje Ekibi: Breaking Cap

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Akademik Danışman: Banu Sultanoğlu
Koordinatör Danışman: Gözde Sungu Esen

ÖZET

1969 yılında kurulan Erpiliç, geniş ürün yelpazesi ve güçlü üretim kapasitesi sayesinde tavukçuluk sektöründe güçlü bir konuma sahiptir. Erpiliç, tüm ürünlerinin kalitesini A-kalite ve B-kalite olarak ikiye ayırmaktadır. Her ürünün farklı kalite standartları vardır ve bu standartları sorunsuz şekilde geçen ürünler A-kalite olarak, kusurlu olanlar B-kalite olarak işaretlenir. Bagetlerin B-kalite olarak sınıflandırılmasının nedeni, belirgin renk bozukluğu ve kırılma sorunlarıdır. Bu nedenle, B-kalite ürünlere olan talep A-kalite ürünlere göre daha azdır ve bu da stok fazlalığına neden olur. Stok fazlalığı sorunu için çeşitli çözüm alternatiflerinin artı ve eksilerini detaylı bir şekilde analiz ettikten sonra, bagetlerin daha önce işlenmiş ürün portföyünde hiç kullanılmaması üzerine yeni bir ürün olarak kızarmış tavuk bagetlerinin tanıtılması, stratejik bir hamle olarak öne çıkmaktadır. Proje, sosyal medya pazarlaması, paketleme stratejisi, ekibimiz ve şirket üyelerinin katılımıyla gerçekleştirilen pazar tadım testi de dahil olmak üzere, ürünü başarıyla pazarlamak için gereken bütçeleme, zamanlama ve eylem planını ayrıntılı olarak sunmaktadır.

Anahtar Kelimeler: B-kalite baget, stok fazlalığı, kızarmış tavuk bagetleri, yeni ürün, pazar tadım testi, sosyal medya pazarlaması, paketleme stratejisi, eylem planı.

1- Company Background

Erpiliç, a prominent player in Turkey's poultry industry, has established itself as one of the top 500 industrial enterprises in the country. Originating in 1969 with just 200 chicks, the company has steadily grown over the years, diversifying its offerings across nine distinct product categories. These include whole chicken products, bulk portioned products, tray-packaged items, sauced packaged products, giblets, charcuterie group products, and further processed goods in both boxed and tray formats, catering to a broad spectrum of consumer preferences.

During the years 1991 to 1994, Erpiliç operated under the umbrella of Er Civciv Inc., demonstrating resilience and adaptability amidst changing market landscapes. In 1995, the company took significant strides towards vertical integration by establishing ERYEM SAN. ve TİC. LTD. ŞTİ., a feed company. Presently, boasting a workforce of 3580 employees, 1200 producers, and 62 dealers, Erpiliç remains committed to driving innovation and excellence in poultry production.

The company's advanced processing division, comprising delicatessen and processed food businesses, underscores its dedication to quality and customer satisfaction. Moreover, Erpiliç places a high priority on consumer health and well-being, adhering strictly to stringent hygiene standards and Islamic guidelines during the slaughtering process.

By offering a diverse range of products, including uncut whole chicken, portioned chicken meat, delicatessen assortments, packed chicken items, giblets, and processed chicken products, Erpiliç caters effectively to varying consumer preferences while upholding its reputation for excellence. Through continual investments in technology and human resources, Erpiliç remains resolute in its quest for excellence, consistently expanding its market presence and fostering a culture of innovation and growth within the poultry sector. (See Figure 1 for Erpiliç ranking in the poultry sector at ISO 500)

According to the information received from the company representative, there is no formal organizational chart since the company is a family company. Therefore, it is not possible to create the organization chart formally, but according to the verbal explanation of the company representative, there is an organization chart as follows: **The company has a functional structure**, with the general manager at the top of the chart and two deputy general managers below him. While one of the deputy general managers deals with production-oriented areas such as hatchery chick production, raw material management and feed factory, the other deputy manager deals with areas such as marketing, sales, and slaughterhouse.

2- Problem Definition

Erpiliç divides the quality of all its products into two: A quality and B quality. Each product has different quality conditions, and products that pass these conditions without any problems are marked as A quality, while defective ones are marked as B quality. Products that are extremely defective and deemed unsuitable for consumption are marked as C quality and taken from the production line. The product we will work on in our project is B quality drumsticks. The reason why these are B quality is that they have problems such as noticeable discoloration, breakage, and diameters falling below standard size expectations. At the same time, for this reason, the demand for B quality products is less than that of A quality products, which causes an increase in stock. (See Figure 2)

Our mission lies in formulating a creative marketing strategy to address the operational obstacle of managing a substantial inventory of approximately 90 tons of B-grade drumsticks on average. These drumsticks present a range of imperfections, including breakage, noticeable discoloration, and diameters below standard size expectations. As demand for these products fluctuates, particularly during peak periods, our objective is to develop innovative approaches to effectively market this surplus inventory in the span of a whole year. Although Erpiliç can sell these B-grade drumsticks at Ramadan with profits still the company is faced with stress and suffers from time loss while managing inventory leftover.

In our discussions with the company representative, he clearly stated that they encountered this problem periodically depending on the pricing of competitive companies and that they had to solve it by reducing prices or stocking products. Now, our team is entrusted with the responsibility of finding effective solutions to tackle this persistent issue and optimize the management of surplus B-grade drumsticks to enhance Erpiliç's operational efficiency and financial performance.

2.1- Problem Rationale

Our problem is to address the operational obstacle of managing a substantial inventory of approximately 90 tons of unsold B-grade drumsticks that are being stored in shock units. The problem trying to sell B-grade drumsticks lies in the damage that chickens receive during pre-slaughter. These damages are categorized as bone breaks and blood stains on drumsticks. These damages lower the selling price of the product by almost 25% causing a loss for each unit sold. Our main aim is to add value to the product with different means of value creation, increasing the selling value of the product by eliminating the effect of being a B-grade drumstick (immediate 25% price cut). Later on by using creative marketing strategies and conducting market research we aim to eliminate price reduction which occurs by having a defect product. Also, storing unsold inventory in shock units causes 1% additional cost monthly per unit for B-grade drumsticks, each month with an additional 1% price increase selling B-grade drumsticks gets harder and harder. Which can also cause additional loss on top of the huge unit cost loss if products remain unsold. The shock units require additional capital and time for Erpiliç as they are rented in a process of emergency which can later cause availability issues. Also the depot requires huge amounts of electricity to run and an additional work unit to supervise which causes issues in the sustainability department.

3- Possible Solutions

As a team, we have explored several potential solutions to enhance its market position and address the excess B-quality drumsticks inventory problem. One proposed strategy involves **the introduction of a new product line: canned chicken, with or without rice**, targeting a new market segment. (See Figure 3) However, the feasibility of this approach is hindered by various challenges, notably the inconsistent availability of B-quality drumsticks and the lack of facilities for producing side dishes like rice. The advantages of this solution are. Firstly, it effectively addresses the challenge of excess inventory while also resonating with broader industry concerns such as sustainability and surplus stock management. Additionally, canned foods are highly preferred by customers due to their practicality, extended shelf life, and ease of consumption, making them appealing to a wide range of consumers. Furthermore, the presence of protein in canned foods attracts a sizable target audience, including gym members and health-conscious consumers. Moreover, the product's ready-to-eat nature and minimal

preparation requirements offer convenience and time-saving benefits to customers. However, there are some drawbacks to consider. Firstly, the proposed product's reliance on surplus stock B quality chicken may pose challenges, as the availability of B-grade drumsticks for sale or production may be inconsistent, potentially affecting product availability and quality control. Additionally, the company lacks the necessary machinery and facilities required for producing the accompanying side dish, namely rice, which could hinder the implementation and scalability of this solution. Taking all this into account, it may not be the most effective or efficient solution overall.

Another considered option was **the implementation of a bundling strategy**, aimed at selling poultry products as packages. However, upon thorough analysis, it became apparent that this approach may not sufficiently tackle the underlying challenges faced by the company. Implementing a strategic bundling solution in collaboration with retailers can help Erpilic manage the overstock of B-graded drumsticks effectively. By offering packaged deals, Erpilic can enhance the attractiveness of these drumsticks to customers, thereby increasing sales and reducing surplus inventory. Bundling can change customers' perception of B-graded drumsticks from low-quality to an attractive purchase option, especially when paired with high-demand seasonal products. This strategy aligns with customer purchasing habits, incentivizes purchases, and increases sales while minimizing inventory levels. However, while bundling presents advantages such as successful marketing and affordability, it may not completely address the demand issue and could result in lower profit margins than expected. Additionally, some retailers may still be hesitant to purchase products perceived as difficult to sell, despite Erpilic's strong brand value. Thus with all this in mind, making this solution alone not sufficient to deal with the excess inventory issue.

3.1- Best-fitting solution: Product Development “ Chicken Crispy Drumsticks “

Recognizing the need for a solution that effectively aligns with the company's strengths and market demands, We identified a new solution as a product development: **introduction of fried chicken drumsticks**. Branded as "**Chicken Crispy Chickens**," this new product line capitalizes on consumer preferences for crispy, flavorful poultry products. Moreover, the introduction of these new crispy drumsticks will mark a strategic move for Erpilic, leveraging existing resources to meet consumer demand for simple, time saving products. This initiative will not only reduce waste and storage costs by transforming B-quality products into premium offerings but also positions Erpilic as an industry leader in the poultry sector as drumsticks have never been used in the further processed product portfolio. Chicken Crispy Drumsticks will be added to Erpilic's existing product portfolio, which includes highly processed products such as chicken schnitzel, nuggets, and tenders. The launch of Chicken Crispy Drumsticks is expected to go more smoothly due to the existing consumer base consuming similar products. Entering the Chicken Crispy Drumsticks as a product of an existing product portfolio, rather than entering the market as a completely new type of product, will facilitate easier entry into the market and possibly faster acceptance of the new product.

After thorough analysis and with full agreement with the company, we've decided to proceed with "Chicken Crispy Drumsticks" as the potential new product to be launched. We believe it is the best well-fitting solution to address the excess B-quality drumsticks while aligning with Erpilic's core business and capabilities. Therefore, we require an **action plan** detailing scheduling and marketing strategies to effectively introduce the new product to the market.

3.1.1- Action Plan

3.1.1.1- Scheduling

Once we received approval for the "Chicken Crispy Drumsticks" product, we started planning for its market launch. We collaborated closely to ensure a smooth and successful product launch. We divided the process into five main phases for planning and budgeting. We estimated with the company that it will take around **2.5 to 3 months** to prepare the product for launch. See appendix 4 for the timeline.

3.1.1.2- Budgeting

The total cost and sale price of the product has been calculated. The calculations suggest a 30% profit margin per/unit sold by the company which is above the general profit margin of Erpiliç which is 15-20%. see appendix 5 for the budgeting of Crispy Chicken Drumsticks

3.1.1.3- Packaging

For the "Chicken Crispy Drumsticks" packaging, we aimed to maintain brand consistency by using Erpiliç's signature colors: blue, yellow, and red. The packaging prominently features "turkiyede ilk" to highlight that Erpiliç is the first in Turkey to offer this product. It includes a clear list of ingredients and easy-to-follow cooking instructions, making it user-friendly for both beginners and experienced cooks. Additionally, the package is marked "YENI URUN" (new product) to emphasize its novelty and freshness. (*See Figure 6*)

3.1.1.3- Marketing Strategies

Social Media Marketing

Instagram page: Erpiliç can use their Instagram page to promote "Chicken Crispy Drumsticks" through engaging posts and stories that highlight its freshness, flavor, and ease of preparation. By showcasing the product's unique features, convenience and value, they will aim to generate excitement among followers. (*See Figure 7 for Erpiliç' Instagram page*)

Collaboration with micro-influencers: Although the company worked with influencers before, but with renowned chefs and very famous people, which made them target mostly high-income level people. Now we are suggesting that, in order to broaden the market reach, we thought of the company collaborating with micro-influencers on TikTok and Instagram, targeting a wider audience including lower-income customers. These influencers will create content and share their experiences with the product to generate interest and expand our customer base.

Supermarket Tasting Event: City Gross, Ankara

To test the product, with the company's permission, we organized a tasting event at City Gross Market in Ankara. We set up a tasting station (a stand) inside the supermarket where shoppers could try the product. The staff installed all the equipment including the air fryer and the drumsticks. The frying process took around 10-15min for the chicken drumsticks to be ready to taste. Our team participated in the event, witnessing the whole frying process and engaging directly with customers and gathering valuable feedback. The positive reception and customer insights will help us refine the product. We look forward to the moment when 'Chicken Crispy Drumsticks' get launched and introduced to the market. (*See Figure 8*)

4- Conclusion

In conclusion, after thorough analysis and consideration, we have identified the challenge of excess B-quality drumsticks inventory at Erpiliç. Through our careful assessment, we have proposed strategic solutions such as bundling and product diversification. However, it is noteworthy that our primary focus and the solution that received approval from the company is the launch of the 'Chicken Crispy Drumsticks' product. This solution emerged as the best-fitting option for the company, offering a unique opportunity to not only address the inventory issue but also establish Erpiliç as an industry leader. Additionally, the tasting event we conducted provided valuable insights and garnered positive feedback from customers, further validating the appeal and potential success of the 'Chicken Crispy Drumsticks' product. This feedback reassures us of the product's market readiness and its ability to meet consumer expectations.

With this approval in hand, we are confident that the introduction of 'Chicken Crispy Drumsticks' will drive increased sales, substantial profits, and consumer satisfaction. We now eagerly await Erpiliç's prompt action in launching the product and anticipate the positive impact it will have on the company's development path and market presence.

Appendices

Figure 1: ISO 500's biggest poultry companies, 2022 statistics

Sıra ▲	Kuruluş Adı	Üretimden Satışlar (Net)		Net Satışlar	
		Sıra	TL	Sıra	TL
71 ■ -	Şenpiliç Gıda Sanayi A.Ş. Sakarya Ticaret ve Sanayi Odası	71	12.204.479.604	83	12.265.843.492
88 ▼ -8	Banvit Bandırma Vitaminli Yem Sanayi A.Ş. Balıkesir Sanayi Odası	88	9.477.646.910	89	11.260.411.253
96 ▼ -9	Er Piliç Entegre Tavukçuluk Üretim Pazarlama ve Ticaret A.Ş. Bolu Ticaret ve Sanayi Odası	96	8.851.230.795	76	12.892.240.230
111 ▲ 9	BEYPI Beypazarı Tarımsal Üretim Pazarlama San. ve Tic. A.Ş. Bolu Ticaret ve Sanayi Odası	111	7.866.057.603	136	7.984.166.055

Figure 2: B-grade Quality Drumsticks on the Conveyor Belt



Figure 3: Product example of Ready-to-eat chicken with rice (Foreign brand)



Figure 4: ‘Crispy Chicken Drumsticks’ Launch Timeline

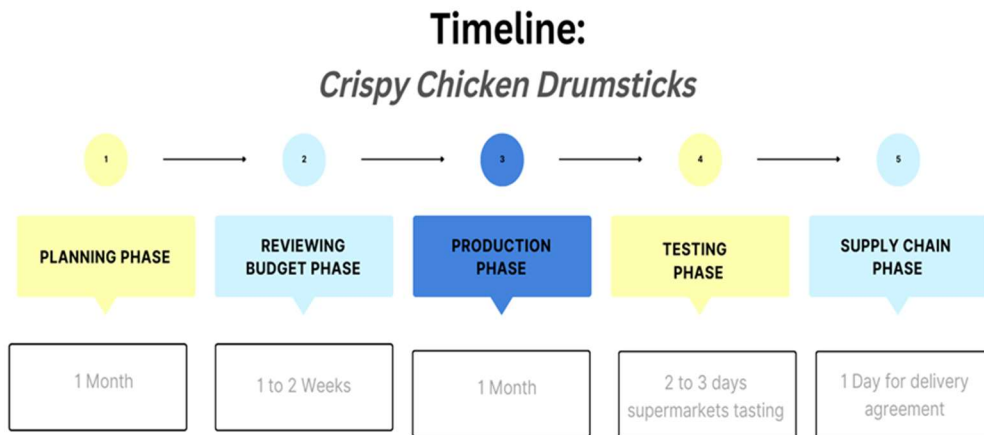


Figure 5: Budgeting of Crispy Chicken Drumsticks

	Cost Per Unit	Total Cost
Cost of final cooked product TL/kg (without packaging)	62,40 TL	4.049.702,59 TL
Packaging expenses TL/kg	11,45 TL	743.094,466 TL
Operating expenses TL/Kg	10,14 TL	658.076,671 TL
Marinating and Breeding expense	1,125 TL	73.000,215 TL
Total Final Product cost TL/kg	85,115 TL	5.523.034,04 TL
Company sale price	109,99 TL	7.137.149,91 TL

Quantity = 64.899,08 kg

Total Profit = 1.614.115,87 TL

Figure 6: Chicken Crispy Drumsticks Package Design



Figure 7: Erpilic Main Instagram page



Figure 8: Tasting Event in City Gross Market, Ankara (07.05.2024)



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KOLEN, Marketing Problem



Proje Ekibi: Kep Stoners

Grup Üyeleri: Aslı Bingöl, Ece Ceren Baru, Elif Adıgüzel, Emre Aygar, İrem Gürbüz, Tuğrul Mert Madenci

Şirket Danışmanı: Beste Güneş Adışanlı

Akademik Danışman: Rasim Serdar Kurdoğlu

Koordinatör Danışman: Gözde Sungu Esen

ÖZET

Koloğlu Holding'in alt grup şirketi olan KOLEN, elektrik üretimi ve alım satımını yapmaktadır. Ürettiği elektriği abonelerinin ihtiyaçlarına göre toptan ve perakende olarak yapar. KOLEN kendisini yenilikçi ve yüksek kaliteli hizmet vermeyi amaçlayan bir firma olarak tanımlar. Bu doğrultuda, elektrikli araçların yaygınlaşmasıyla birlikte elektrikli şarj üniteleri pazarındaki lider eksikliğini görüp bu alanda söz sahibi olmayı hedefleyen KOLEN, elektrikli şarj istasyonları pazarına stratejik atılım yapmak adına projeler geliştirmektedir. Bu projede KOLEN'in pazar payını artırarak lider konuma taşımak için önerilen başlıca çözüm, özelleştirilmiş bir sadakat programıyla kullanıcılara sunulan fırsat paketidir. Bahsedilen sadakat programı, kullanıcıların KOLEN'e ait şarj istasyonlarını kullanım sıklığı ve miktarına bağlı olarak kazanacakları sadakat puanları oranında onlara sunulacak market indirim kuponu ve ücretsiz şarj fırsatlarından faydalanmalarını kapsamaktadır. Sunulan avantajlar sayesinde kullanıcıların KOLEN'e bağlılıklarının artması ve bu bağlamda KOLEN'in pazar payının artması hedeflenmektedir.

Anahtar Kelimeler: Elektrikli Araç (EV), Elektrikli Araç Şarj İstasyonu, İndirim Kuponu, Pazarlama Stratejisi, Pazar Payı, Sadakat Programı, Sadakat Puanı, Ücretsiz Şarj.

1- Company Background

KOLEN, a subsidiary of Koloğlu Holding, is responsible for the group's electricity trading, wholesale (B2B), and retail (B2C) sales. KOLEN manages a substantial portfolio of subscribers, encompassing thousands of prestigious brands and consumers, and continually expands its subscriber base. The company has distribution centers in Istanbul, Ankara, İzmir and Eskişehir, serving all regions of Turkey.

Koloğlu Holding has diversified its operations to include energy production, distribution and trading, mining, port and marina management, shipyard management, railroad station management, industrial production, logistics, and services, in addition to transportation and infrastructure construction.

KOLEN's main operations are founded on principles of mutual benefit and sustainability, utilizing its group production, cost-effective outsourcing, and a balanced portfolio to mitigate potential risks. Rather than merely being an electricity provider that sells electricity and acquires subscribers, the company positions itself as an energy solutions partner. It collaborates closely with clients, offering support and consultation on various energy-related matters, drawing on its extensive engineering expertise.

KOLEN aims to be more than just an electricity provider. They strive to be a collaborative energy solution partner for their clients, offering a wide range of services, from electricity trading to wholesale (B2B) and retail (B2C) sales. They prioritize customer satisfaction as their primary goal and are committed to delivering top-quality service across all touchpoints.

KOLEN envisions itself as a trusted energy partner that works closely with its clients, providing support and expertise on all energy-related matters. They emphasize teamwork and a strong sense of unity among their employees, fostering a culture of motivation and collaboration. KOLEN aims to maintain its position as a leader in the energy industry, ensuring that every interaction with its brand reflects the highest standards of quality and service.

2- Problem Definition

In Turkey, the rapid growth in electric vehicle (EV) sales, particularly over the last two years, has led to a significant increase in the market share of electric cars. By the end of 2023, the market share of EVs in total vehicle sales rose from 1.1% to 6.5%, with total EV sales surpassing 70,000 units (*Dünya Gazetesi, 2023*). This surge has consequently stimulated the expansion of the EV charging station sector, resulting in the establishment of 5,164 stations nationwide by the end of 2023 (*Dünya Gazetesi, 2023*). As of January 2024, the number of companies licensed to operate EV charging stations increased to 140, indicating a highly competitive market environment (*Future Flow Life, 2024*). Despite this growth, the sector faces challenges due to the commoditized nature of electricity, which lacks inherent distinctiveness, making it difficult for companies to differentiate themselves from competitors.

Given the standardized nature of products and services in the EV charging sector, which has resulted in a homogenous market landscape, KOLEN faces the challenge of establishing a distinctive brand presence. The current market dynamics, characterized by technological investments and a high level of competition, necessitate a strategic approach to differentiate KOLEN's offerings. Therefore, KOLEN must focus on a comprehensive solution that can be rapidly deployed to enhance brand recognition, improve user experience, and build long-term

customer loyalty. This approach will involve leveraging strategic marketing initiatives to create a strong brand identity, addressing consumer preferences for ease of use and payment flexibility, and strategically positioning charging stations to meet demand effectively.

A survey was undertaken to delve into the behaviors, preferences, and expectations of electric vehicle (EV) users to provide KOLEN with insights to inform its strategic planning regarding charging stations and mobile application development. The survey had the participation of 43 individuals, predominantly comprising 95% men and 5% women. A significant proportion (58%) of respondents fell within the age range of 40 years and older, reflecting a diverse demographic representation (*See Figure 1*). The findings from this survey served as an important resource in refining KOLEN's service offerings in the dynamic EV market landscape.

The survey revealed that KOLEN has low brand awareness, with 86% of respondents indicating they had never heard of the company (*See Figure 2*). Additionally, the survey highlighted that consumers primarily choose charging stations based on availability rather than brand preference, indicating a lack of brand loyalty in the market (*See Figure 3*). The survey findings indicate a higher demand for charging stations along routes outside urban centers. Therefore, it can be concluded that strategically situating stations along Turkey's tourist routes, encompassing the Mediterranean, Aegean, Ankara-Istanbul, Southeast, and Cappadocia regions, would yield greater benefits in terms of enhancing the company's profitability and achieving a balanced alignment with customer demand. (*See Figure 4–5*).

As partners of KOLEN, our role is to implement these marketing strategies in a manner that differentiates the company's commodity product in a hyper-competitive industry. By emphasizing promotional efforts and optimal placement of charging stations, particularly along high-demand routes such as Turkey's touristic areas (Mediterranean, Aegean, Ankara-Istanbul, Southeast, and Cappadocia regions), we aim to increase KOLEN's brand visibility and customer engagement.

In summary, the expansion of the EV market in Turkey, while presenting significant opportunities, also poses substantial challenges due to the commoditized nature of electricity and the resultant lack of brand differentiation. KOLEN's objective is to overcome these challenges by implementing a unique and comprehensive marketing strategy that enhances brand perception, increases station accessibility, and fosters customer loyalty. By focusing on these strategic priorities, KOLEN can effectively navigate the competitive landscape and establish a prominent presence in the burgeoning EV charging station sector.

3- Possible Solutions

KOLEN's entry strategy into the EV charging station market was intended to be focused on customer satisfaction. Therefore, we present a solution package adapted to KOLEN's objectives, consisting of two separate stages: an aggressive focus on distribution and the cultivation of brand loyalty within designated stations. This solution will strategically leverage the fundamental principles of the marketing mix, particularly emphasizing place and promotion.

As a first step, increasing brand awareness will be the focus of installing stations on intercity highways, with an aggressive focus on distribution. This solution package is a strategy spread over time, targeting an increase of 100 stations in the first year of 2025, 370 stations in 2026, and 850 stations in 2027. With this solution, a solution has been produced by focusing on the marketing mix in place (*See Figure 7*).

The second phase of the solution involves leveraging the promotion element of the marketing mix. This entails implementing a points-based system where users accrue points through vehicle charging activities at KOLEN stations. These points can be redeemed for either MIGROS gift ticket worth a fixed amount of 100 Turkish Liras or an entitlement to free charging for a specified duration, to clarify further, for every 15 times a customer uses KOLEN stations, they will be eligible for one free charging session, and the free charge amount is approximately is 60 kilowatts (*See Figure 8*). While the MIGROS gift will be enacted in the first year of the project, 2025, the free charge option will be available in the game in the second year, 2026. KOLEN expressed the desire to implement the free charging option in the second year after analyzing the operational traffic and profitability in the first year, as launching both campaigns simultaneously could be risky for operations in the initial year.

This solution package was designed when company managers saw the rationale for offering a free charging alternative and wanted to leverage their existing relationship with MIGROS, and eventually, these alternatives are preferred over others. Also, the rationale for offering such promotional incentives stems from survey findings indicating that approximately 56% of users expect discounts and promotions from loyalty programs (*See Figure 6*).

To earn points, consumers must use the QR payment system at KOLEN stations, which optimizes the charging process and aligns with user preferences to provide smooth payment experiences. This solution answers user concerns, as demonstrated by around 3% of survey respondents who reported payment issues during the billing process. By allowing customers to use pre-loaded balances via QR code scanning, the procedure simplifies payments while at the same time encouraging usage and loyalty through point accumulation.

Yet, as another way of indirectly establishing customer loyalty, an optional contactless payment system has been proposed to the company. This additional function is aroused by EV users' demands for quick payment. They request a contactless payment option to receive a hassle-free charging process. For this reason, we aim to integrate QR code/contactless payment options for users who emphasize the convenience of contactless payments, even without an application, which are also in line with new regulations enacted by the EU region targeting ad-hoc charging payments that can be made via cards or contactless devices, without requiring a subscription.

In summary, the process progresses as follows:

- 1. Initial Phase:** The optimization and deployment of charging stations will augment brand perception for KOLEN.
- 2. Brand Enhancement Phase:** KOLEN will prioritize application development and strategic collaborations with an increase in brand perception, supplemented by user feedback surveys.
- 3. Application Adoption:** Customers will be prompted to download the KOLEN application to access its features.
- 4. Balance Replenishment:** Users will have the capability to replenish their account balances conveniently within the application interface.
- 5. Simplified Payment Process:** A streamlined payment process will be facilitated through QR code scanning via the KOLEN application at designated stations, enhancing user convenience.
- 6. Loyalty Point Accrual:** Users will accumulate loyalty points with each transaction completed through QR code scanning, contributing to their engagement, and encouraging continued usage.

7. Rewards Redemption: Upon reaching a predetermined loyalty point, customers will be eligible to redeem rewards such as complimentary recharges or MIGROS gift vouchers, enhancing customer satisfaction and retention.

This promotion program will generate loyalty among customers by creating an extra incentive to prefer KOLEN stations and be used as an acceleration tool as it speeds up the selling process and maximizes sales. Moreover, the company will be able to encourage customers to use KOLEN stations continuously, develop strong customer loyalty, build relationships with loyal customers, and consequently, develop customer databases.

Although this project is the ideal strategy to enter the KOLEN EV charging station market, it has its pros and cons.

The pros of the solution package might be observed as follows:

- KOLEN's strategic placement of charging stations will enhance brand recognition by increasing exposure to potential customers.
- The proposed loyalty program will drive more traffic to the mobile app and boost customer engagement.
- By introducing contactless payment options, KOLEN will gain a competitive edge through added convenience for customers.
- Collaboration with MIGROS will strengthen the customer value proposition and ease of use, while implementing another program with an existing partner will be cost-efficient and enhance KOLEN's strength.

However, a comprehensive loyalty program will involve certain complexities and risks, as follows:

- The need for legal permits and agreements for station placement.
- The program's success may heavily depend on the extent of collaboration with MIGROS and other partners.
- As KOLEN is exploring new market aspects for the first time, it may face unforeseen risks.
- The mobile app-based loyalty program could be easily copied by competitors.
- There is ROI uncertainty, as the cost-profitability ratio of charging stations will depend on vehicle traffic on specific routes, which is difficult to predict in advance.

3.1- Timeline of the Project Solution

The strategy of entering the EV charging station market, which is deemed suitable for KOLEN, has progressed over time. Therefore, strategies and actions have been designed to be implemented over the years, rather than in the first year, to ensure maximum efficiency of KOLEN.

In 2024, the project will commence its initial phase, concentrating on the optimization and rollout of charging stations. This phase is crucial for establishing a strong foundation for future brand enhancement initiatives. Essential activities will include securing all necessary licenses and operational permits from relevant authorities, such as municipalities and the Energy Market Regulatory Authority (EPDK). Moreover, these steps are vital to ensuring smooth and compliant operations as the company establishes its market presence.

By 2025, the company plans to operate 100 charging stations and introduce a reward program to boost consumer engagement and retention. This phase will emphasize encouraging customers to download and use the KOLEN application, leveraging its features to enhance their

experience. Moreover, systematic monitoring will be conducted to track station traffic and assess the performance of the loyalty program. The data collected will be effective in developing strategies to better meet customer needs and ensure satisfaction.

In 2026, the focus will shift to significant expansion and the enhancement of the rewards system. The goal is to add 270 new charging stations, increasing the total to 370. To increase user engagement, the company will offer attractive options for spending loyalty points, such as free charging sessions or MIGROS gift cards. Customers will earn loyalty points for every transaction completed with a QR code scan, encouraging regular use and strengthening a loyal customer base.

By 2027, the company aims to further expand its network and consumer base, with the target of achieving 850 charging stations. This expansion will significantly strengthen the market's presence and make services more accessible. The year will also focus on broadening the client base, leveraging the existing network, and developing an improved loyalty program to attract and retain more customers. This strategic growth aims to exceed market penetration and customer satisfaction goals, solidifying the company's position as a leading provider in the industry (*See Figure 7*).

3.2- Budgeting

In this project-focused budget plan for establishing and operating EV charging stations:

- **2024:** The only cost incurred is the license fee, amounting to 1 million TL (*EPDK, Lisans Bedeli 2024*).
- **2025–2027:** Revenue and costs are detailed, with net sales expected to grow from 78.8 million TL in the first year to 1.1 billion TL by the third year (*See Figure 8*).
- **Revenue:** Comes from electricity sales and sales discounts offered through a loyalty program starting in 2026, which includes free charging sessions.
- **Costs:** Include station installation fees and electricity expenses, starting at 27.7 million TL and rising to 386 million TL by the third year (*See Figure 8*).

The increase in net sales was driven by the increasing number of customers, thanks to the loyalty program and brand awareness. Costs increase due to aggressive distribution policies and free charging options. The projected operating profit is 51 million TL in 2025, 227 million TL in 2026, and 729 million TL in 2027 (*See Figure 8*).

4- Conclusion

The project with Koloğlu Holding's subsidiary, KOLEN, overcomes significant challenges in the electric vehicle (EV) charging station environment. It offers a versatile solution package to increase brand awareness, customer loyalty, and ensure operational efficiency by meticulously analyzing consumer insights.

The project strategically addresses issues such as low brand awareness and market differentiation by installing charging stations along intercity highways and implementing a comprehensive loyalty program. Integration of contactless payment options and collaborations with business partners such as MIGROS further increase customer comfort and satisfaction.

With an anticipated timeline of 2024 to 2027, the project takes a phased approach to optimize resource use and maximize impact. It starts with basic activities in 2024, progresses through expansion and improvement phases, and aims for a strong network of 850 charging stations by 2027. Projected operating profits demonstrate long-term viability and financial sustainability.

Despite the inherent complexities and potential risks, the project embodies KOLEN's commitment to innovation, sustainability, and customer focus. It aims to redefine industry standards and lead the EV charging infrastructure by leveraging data insights, strategic partnerships, and technological innovations.

Ultimately, the project expresses KOLEN's commitment to excellence in a developing industry. It sets an example in accessibility, efficiency, and environmental stewardship, paving the way for a future where electric mobility is seamless and sustainable.

Appendices

Figure 1

Katılımcıların Yaş ve Cinsiyet Dağılımı Tablosu		Cinsiyet		
		Erkek	Kadın	Toplam
Yaş Aralığı	18-24	2	0	2
	25-40	15	1	16
	40+	24	1	25
	Toplam	41	2	43

Figure 2

Kolen Enerji/ Koloğlu İnşaat Markalarını daha önce hiç duydunuz mu?

43 yanıt

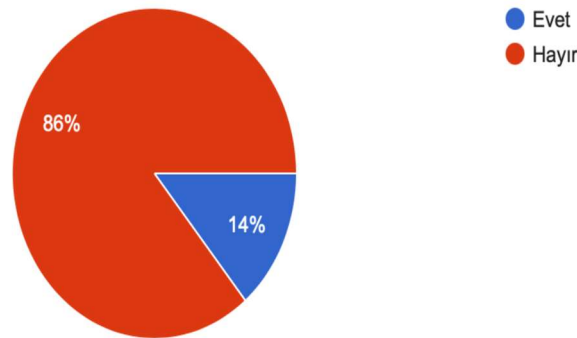


Figure 3

Halka açık şarj istasyonlarından hangisini tercih ediyorsunuz?

43 yanıt

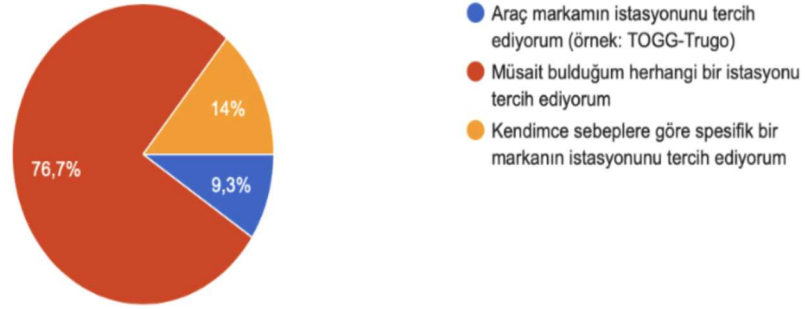


Figure 4

Aracınızı şarj etme deneyimlerinizi ve halka açık şarj istasyonlarıyla ilgili düşüncelerinizi/ek beklentilerinizi bizlerle paylaşır mısınız?

8 yanıt

Şarj İstasyon sayısı artmalı

Gerçek zamanlı bilgiler olmalı rezervasyon takibi ve çağrı merkezinden anında çözümler sunulmalı

Şehir içinde ve şehirler arası yollarda şars istasyonlarının sayısının arttırılmasını talep ediyorum.

Fiyat ve performans yüksek olması

Mutlaka güncel tutulmalı. Mevcut konumuna göre devreye giren istasyonlar ve devreden çıkan istasyonlar bildirim olarak gelmeli.

Yazlık tatil yörelerinde az istasyon var.ornegin kaş kalkan Göreme,Ürgüp buralarda artmalı.ayrica dinlenme alanları olmalı.her uygulamada mutlaka rezervasyon imkanı olmalı.sadece ses te var

Merhaba, belli ki bir marka için araştırma yapıyorsunuz. Türkiye'deki markaların en önemli sorunu ve bana göre ileride marka satma isteklerinden dolayı herhalde üyelik mecburiyeti. Benim ailemde 7 adet elektrikli araç var ve babam, annem ve abim sırf bu üyelik mevzusundan dolayı elektrikli araçları ile uzun yol yapmaktan korkuyorlar. Herkesin cüzdanında temassız ödemeli kredi kartı varken hala uygulama üzerinden

Figure 5

Şarj istasyonlarının en çok nerelerde bulunmasını tercih edersiniz?

43 yanıt

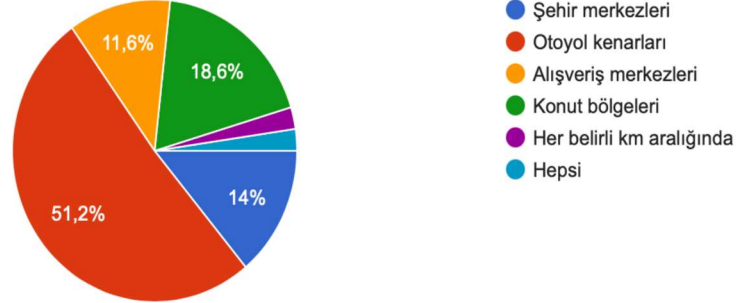


Figure 6

Bir sadakat programından beklentiniz nedir?

43 yanıt

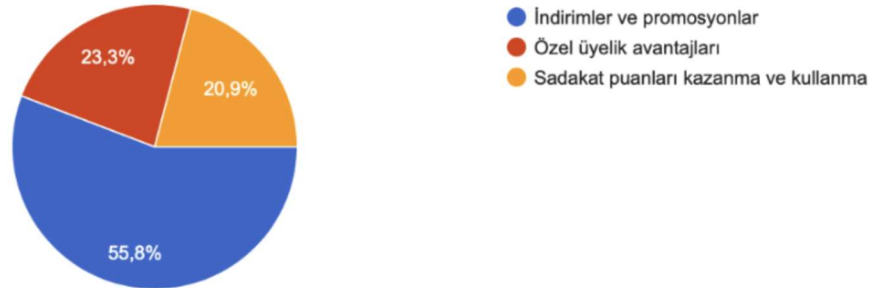


Figure 7

Timeline of the Solution

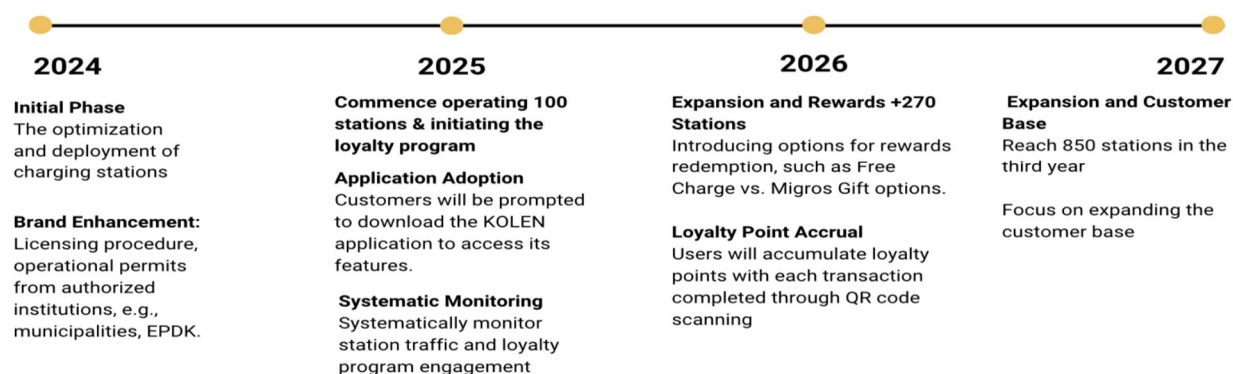


Figure 8

	2024	2025	2026	2027
Sales		¥78.840.000,00	¥364.004.280,00	¥1.175.241.600,00
Sales Discount			¥13.346.823,60	¥58.762.080,00
Total Revenue		¥78.840.000,00	¥350.657.456,40	¥1.116.479.520,00
COGS		¥24.790.800,00	¥114.459.123,60	¥369.660.576,96
License Fee	¥1.059.770,00			
Cost of Stations		¥3.006.750,00	¥8.889.750,00	¥17.208.000,00
Total Cost		¥27.797.550,00	¥123.348.873,60	¥386.868.576,96
Operating Profit	¥-1.059.770,00	¥51.042.450,00	¥227.308.582,80	¥729.610.943,04
Assumption				
Annual Charging Number			591300	1752000
Charges Repeating 15 Times*			325215	1314000
Free Charge Given**			21681	87600
Free Charge Cost (Sales discount)			¥13.346.823,60	¥58.779.950,40

**Regarding the loyalty program, free charge is given to customers who choose KOLEN stations 15 times.

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MUTAY ENERJİ, HR Problem



Proje Ekibi : Team 5

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Deren İnci

Şirket Danışmanı: Tuna Tural

Akademik Danışman: Celile İtır Göğüş
Koordinatör Danışman: Güzde Sungu Esen

ÖZET

Bu proje, Mutay Enerji'de motivasyon eksikliği yaşayan mavi yakalı çalışanların verimliliğinin düşmesi ve yüksek işten ayrılma oranı (2023-2024 arasında %56,8) ile ilgili sorunlara çözüm bulmayı amaçlamaktadır. Bu sorunlara çözüm olarak İş Özellikleri Modeli (JCM) ve 5S Stratejisi ile Öz Belirleme Teorisi (SDT) entegre edilmiştir. Bu bütüncül yaklaşımlar, çalışanların iş memnuniyetini artırmayı, işten ayrılma oranını düşürmeyi ve genel üretkenliği artırmayı hedeflemektedir. Ayrıca, çalışanların işlerine daha fazla bağlılık hissetmeleri ve iş yerinde daha pozitif bir ortam yaratılması sağlanarak, uzun vadede şirketin rekabet gücünün artırılması da amaçlanmaktadır. Bu sayede, Mutay Enerji'nin operasyonel verimliliği ve sürdürülebilirliği önemli ölçüde geliştirilecektir.

Anahtar Kelimeler: İş Özellikleri Modeli, 5S Stratejisi, Öz Belirleme Teorisi, Motivasyon, Üretkenlik

1- Company Background

Located in Ankara's Başkent Organized Industrial Zone, Mutay Energy was founded in December 2009 and is a leading manufacturer of Medium and Low voltage (MV&LV) porcelain insulators. The company produces a broad range of goods that comply with both national and international standards, including low-voltage insulators, pin-type insulators, transformer bushing insulators, and medium-voltage external support insulators, essential for the electric power industry.

Mutay Energy represents well-known multinational firms in Turkey, such as Emco (Pakistan), Cerisol (Portugal), and Shandong Ruitai (China), under particular representation agreements to expand its product range and skills. The company opened an R&D office in Hacettepe Teknokent to advance insulator technology, demonstrating its dedication to innovation with projects endorsed by numerous institutions.

In 2015, Mutay Energy expanded its production plant to a 2000 square meter area to support its growing operations. The company has 56 employees, including 2 founding partners, 1 factory manager, and 53 blue-collar workers, foremen, and engineers. The organizational structure is headed by partners M. Muzaffer TURAL and Adnan YAVAŞ, with Tuna TURAL as the Factory Manager. Administrative and production duties are handled efficiently by Kezban ÇOKLU and Onur BOSTANCI, respectively.

Mutay Energy uses İşkur and other online platforms for recruitment. While there are no formal training programs for entry-level blue-collar workers, experienced staff provide hands-on demonstrations to acclimate new hires. Tea and lunch breaks foster a sense of community among coworkers. Despite lacking formal development programs, the hands-on training highlights Mutay Energy's practical approach to workforce integration and skill development. Mutay Energy continues to contribute to the energy sector through its creative R&D efforts, organized management methods, and commitment to quality and sustainability.

2- Problem Definition

The primary issue at Mutay Energy involves the lack of motivation among blue-collar employees, leading to slow work and disruptions on Saturdays. This results in decreased productivity, as goods produced on Saturdays cannot be checked or controlled as they are on weekdays. Regular bonuses are perceived as part of the salary, reducing motivation and extending working hours. Addressing this problem requires eliminating motivational issues and improving performance. The turnover rate, approximately 56.8% between 2023 and 2024, is a significant challenge, leading to recruitment costs, low productivity, overwork expenses, and training costs. High turnover can also lead to labor shortages, affecting the industry's capacity to meet demand.

Discussions with company authorities, visits to the company, and interviews with key personnel revealed insights into the low motivation of blue-collar employees. Interviews with employees and company officials focused on understanding the sources of low motivation and exploring ways to enhance production efficiency.

3- Possible Solutions

3.1- Job Characteristics Model (JCM):

- Skill Variety: Cross-job training should be organized to enable employees to acquire different skills. For example, by ensuring that employees gain different competencies by working in different departments, monotony can be reduced and employee motivation can be increased.
- Task Identity: Engaging employees in a task from start to finish will provide significant benefits to employees. For example, an employee being a part of all stages of a certain production process and having a role in the completion of the product will increase job satisfaction.
- Task Significance: It is important to provide regular feedback to employees about the impact of their work on the company. For example, informing them about how the insulators they produce provide an increase in safety in the energy infrastructure helps employees understand the importance of their work.
- Autonomy: One of the benefits of having self-managed teams in the workplace is that employees will feel more empowered and accountable since they will be able to plan their own work schedules.
- Feedback: Creating real-time feedback systems and recognition programs that continuously assess employee performance and reward those who excel increases motivation. This approach ensures that employees are constantly aware of their contributions and allows them to recognize their achievements.

3.2- 5S Strategy & Self-Determination Theory (SDT):

- Sort (Seiri) & Autonomy: Empowering employees to identify unnecessary items and have a say in what gets thrown away and what stays will increase employee autonomy.
- Set in Order (Seiton) & Competence: By organizing the workplace in a way that makes employees' work more efficient, the speed of the work process increases and employees' competence increases.
- Shine (Seiso) & Relatedness: By organizing team cleaning days, it increases cooperation among employees and at the same time enables employees to interact more with each other and develop team spirit.
- Standardize (Seiketsu) & Competence: By developing standard operating procedures and providing regular training to employees, they are taught how to complete their work correctly and their competence increases.
- Sustain (Shitsuke) & Autonomy: By fostering a culture where everyone follows best practices and keeps improving, employees learn to maintain high standards on their own. This builds a sense of responsibility and independence in their work.

4- Conclusion

At Mutay Energy, we integrated the Job Characteristics Model (JCM) with the 5S Strategy and Self-Determination Theory (SDT) to increase the motivation of blue-collar employees and reduce labor turnover. This holistic approach focuses on enhancing job satisfaction, boosting productivity, and optimizing overall operational efficiency. It emphasizes critical components like skill diversity, task identity, task significance, autonomy, and feedback. The aim of the Job Characteristics Model (JCM) is to restructure jobs to make them more compelling and meaningful. The 5S Strategy, which includes the stages of Sort, Set in Order, Shine, Standardize, and Sustain, contributes to the company by maintaining order in the workplace, reducing clutter and maintaining high standards of cleanliness and order. SDT contributes to this by meeting the psychological requirements of workers for relatedness, competence, and autonomy as well as by encouraging worker sense of control, skill development, and belonging. This strategy not only creates a sense of value, competence, and engagement among workers,

but it also boosts employee motivation and productivity, which in turn helps the firm meet its long-term goals.

Appendices

01/03/2024 Face-to-Face Interview Questions and Answers with Employees at Mutay Energy:

Interview Questions for Blue-Collar Workers:

1. Can you tell us a bit about yourself? Who are you, what do you do, and what is your role in the company?
2. What do you do at Mutay Energy? What are your daily tasks?
3. How long have you been working here?
4. Did you receive any training related to your job before starting?
5. How many people work in your area? Is this number sufficient for you?
6. How many hours do you work per day?
7. How often do you work on weekends?
8. How does working on weekends affect you? How do you find time for yourself?
9. How is your relationship with your colleagues? How is the atmosphere among you?
10. How do you find the company's atmosphere?
11. Is there anything at work that challenges you?26
12. Are there any deficiencies you see in the company? What suggestions do you have to address them?
13. Are there any differences between weekday and weekend working conditions?
14. How do you feel about working overtime on Saturdays?
15. Are you satisfied with the facilities provided by the company? For example, transportation, meals, etc.
16. Do the relevant people give you the attention you need when you complain or face a problem?

Interview Questions for Foremen:

1. What do you do to increase employee motivation?
2. What do employees complain about the most?
3. How do feedback and suggestions from employees benefit you?
4. What resources or tools do you need to ensure projects are completed on time?
5. What are the main factors slowing down weekday work processes?
6. Is there a weekly work planning in place?
7. How do changes in customer demands and expectations affect workload?
8. What factors affect the productivity of employees working on weekends?

Interview Questions for Engineers:

1. What are the biggest challenges in managing current projects and meeting deadlines?
2. How do the technological tools and software you use impact work processes? Are they adequate and effective?
3. What management strategy is followed in response to unexpected situations and risks?

Answers:

Blue-Collar Workers 1:

"I work at the Manchon, shaping ceramics and giving them their final touches after firing. I learn

the chef's plan. I will complete my 2nd year in June. I usually work on weekends, and the intensity continues on weekends too. Currently, we are 3 women working; if there were a 4th person, work could be more efficient. If the same team doesn't come on weekends, we get support from another team. One of the main reasons for me to work is to support my child. I come to work at 7:40 on 27 weekdays, we start at quarter to 8, and work usually ends around 6:30, then the shuttle leaves. Our work environment is very nice, we love our job and have a great relationship with our colleagues.

When I started, the only difficulty was the weight of the materials, but I got used to it. I didn't want to come to work with shifts because it's about half an hour away from my home, so I come with the shuttle. When I have work, I don't come up with excuses like children, etc., I focus on my work. The meals were changed because they weren't liked, there is someone we talk to about this. There are no problems with job security, everything is fine."

Blue-Collar Workers 2:

"I open the glaze and take measurements. We work as a team and divide tasks according to our workload. If there are 3 thousand pieces of work, even if one person finishes early, they come to

help us. However, sometimes we need help, we can't keep up. One day we open glaze, one day we fire, but sometimes we need help due to workload. Working on Saturdays is good, but I don't

want Sundays because I want to spend time with my children. Sometimes we have to work on Saturdays because we are tied to orders. We don't push ourselves on weekdays because we have

Saturdays, so we need to be pushed. I will complete 2 years, I am satisfied with my job. But we

have some problems, especially the inadequacy of materials and the shortage of workers are challenging us. Our salaries are good, but our clothes are very worn out, and there are some deficiencies."

Blue-Collar Workers 3:

"I work in production, and I am responsible for unloading the kiln. We are two people working, but it would be more comfortable with one more person because we lift heavy things. Even if the

work is finished, we cannot leave early, we have to wait due to workload. Saturdays are more enjoyable because the boss is not there, but on weekdays, there are supervisors and limited phone

use can be a problem. Until a few months ago, there were no such restrictions and there could be

small arguments among workers. Our salaries are good, but we have some problems with work clothes and other support. We haven't had any problems with job security so far.

Foreman 1:

"I have been doing this job for 22 years, I worked at Ankara Ceramics before coming here. Since

my family is important to me, I don't work on Saturdays, but I help when workers need to work for a long time. I am satisfied with my job and usually contact for the workers' requests like leave

or advances. Since work intensity decreases on weekends, only one person is enough. Workers' morale and attention are important because faulty products are usually due to external factors.

Music can cause work accidents, so having an authorized person on weekends is important. I am satisfied with my job and have good relationships with workers."

Engineer:

"I started this job in November 2022, and sometimes one engineer is not enough. Some tasks need to be done more closely by workers because some errors occur this way. Machines need to be good, and it's important for workers to do some checks. There may be some problems in terms of job security and quality, but generally, things are going well. I have a good relationship with the workers, but there may be communication gaps in some cases."

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YUCELEN, HR Problem



Proje Ekibi : Veterans of Management

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Şirket Danışmanı: Zeynep Temur

Akademik Danışman: Celile İtır Göğüş
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ÖZET

Yücelen AŞ, pek çok farklı sektörde faaliyet gösteren ve hızla büyümeye devam eden bir şirkettir. Şirket 2020 yılında ETİ firmasının Ankara bölgesinde distribütörlüğüne başlamıştır. Pilot bölge olan bu bölgede özellikle mavi yakalı çalışanların performansında oluşan düşüşten dolayı bir problem ortaya çıkmıştır. Bu problemi çözmek için farklı çözümler bulunmuştur; 360-Derece Değerlendirme, Hedeflere Göre Yönetim Metodu (MBO) ve Davranışa Bağlı Değerlendirme Ölçeği (Bars). Yapılan analizler ve çalışmalar sonucu çözüm yolları arasında Davranışa Bağlı Değerlendirme Ölçeği (BARS) metodunun Yücelen AŞ. Şirketi için finansal ve şirket yapısı açısından en etkili metot olacağına karar kılınmıştır.

Anahtar Kelimeler : Bars, MBO, mavi yaka

1- Company Background

In 1972, in the Anamur district of Mersin, Rüştü Kazım Yücelen and his brother Mehmet Emin Yücelen founded Yücelen A.Ş., originally named Yücelen Ticaret Kollektif Şirketi. The company started in the fuel sector. Over the years, it became a limited company and continued its business operations as such for a long time. During this period, it expanded its activities and brands to include successful ventures in the food, beverage, and distribution sectors. Yücelen Group is an important distributor of ETİ, one of the leading brands in the food and beverage industry. Yücelen Group has a strong position in the market and has become an important player in the distribution network by ensuring that products reach consumers efficiently and effectively.

2- Problem Definiton

The primary issue at Yücelen Inc. lies in the performance evaluation system for blue-collar employees, which suffers from unclear and inconsistent criteria that do not align well with actual job responsibilities. This ambiguity leads to discrepancies in assessments, potentially resulting in evaluations that fail to accurately reflect employees' capabilities and achievements. Such inconsistencies cause significant dissatisfaction among staff, fostering feelings of unfair treatment and a lack of recognition for their efforts. Moreover, the perceived irrelevance of the evaluation criteria to the workers' daily activities diminishes the motivational impact of these assessments. When employees do not see a clear connection between their performance evaluations and their actual work, they are less likely to engage fully with the process, leading to decreased job commitment and productivity.

The flawed evaluation system not only affects individual satisfaction but also impacts the collective morale of the workforce. Persistent concerns about fairness and transparency erode trust in organizational leadership and HR practices, potentially leading to higher turnover rates, increased recruitment costs, and reduced operational efficiency. Addressing these issues requires a comprehensive revision of the performance evaluation system at Yücelen Inc. The company needs to enhance the clarity, consistency, and relevance of evaluation criteria through a thorough analysis of job roles, ensuring that performance metrics accurately reflect the demands and priorities of each position.

By implementing a more robust and transparent evaluation system, Yücelen Inc. can improve employee satisfaction and morale, boost productivity, and align HR practices with the organization's strategic objectives. This revision is crucial to restoring trust among the workforce and ensuring that performance evaluations serve their intended purpose of recognizing and fostering employee contributions effectively.

3- Possible Solutions

3.1- 360 Degree Feedback

An Overview 360-degree feedback involves collecting performance evaluations from a wide range of sources, including an employee's supervisor, peers, subordinates, and sometimes clients. This method aims to provide a comprehensive view of an employee's performance by gathering diverse perspectives. It is recognized for its potential to offer balanced insights, promoting transparency and fairness by involving various evaluators in the feedback process.

Pros and Cons: The 360-degree feedback system offers a comprehensive evaluation, where an employee's skills and work habits are viewed from multiple angles, enhancing self-awareness by helping employees understand their strengths and weaknesses from various viewpoints. It promotes a culture of openness, encouraging a transparent work environment where feedback is regularly exchanged. However, this method is not without its drawbacks. It can be time-consuming as gathering and processing feedback from multiple sources requires significant effort and organization. There is also a potential for bias, where feedback can be influenced by personal relationships or office politics, affecting the objectivity of the assessments. Moreover, receiving negative feedback from multiple sources might adversely impact an employee's morale.

3.2- Evaluating Suitability of Management by Objectives Method

Management by Objectives (MBO) is a strategic management model designed to improve organizational performance through explicit, mutually defined objectives between management and employees. The essence of MBO lies in its top-down approach to goal setting, which ensures that all members of the organization align their efforts with the overall strategic objectives. This method emphasizes setting clear, measurable goals that both motivate employees and provide a firm basis for performance evaluation.

Pros and Cons: The MBO approach offers several advantages such as clarity in organizational goals that foster transparency and focus. By actively involving employees in the goal-setting process, MBO enhances employee engagement and job satisfaction. It also establishes a systematic method for performance measurement, facilitating easy comparison between expected outcomes and actual outputs. Regular interactions and updates required by MBO help maintain open lines of communication, improving managerial effectiveness and team cohesion. However, MBO is not without its challenges. The method can be quite time-consuming, requiring substantial managerial commitment to setting goals and conducting regular reviews. This can detract from other managerial responsibilities and operational efficiencies. Additionally, the rigid structure of predefined objectives may reduce flexibility, making it difficult to adapt to changes in the business environment. MBO's focus on achieving specific targets might also lead to overlooking other important aspects such as team dynamics, innovation, and employee developmental needs.

3.3- Adoption of Behaviorally Anchored Rating Scales (BARS)

The Behaviorally Anchored Rating Scale (BARS) merges qualitative and quantitative assessment methods into a coherent model, uniquely qualifying it for complex evaluations where traditional metrics fall short. By attaching specific behavioral examples to numerical ratings, BARS enhances clarity and objectivity in performance appraisals. This precision makes it an invaluable tool in settings where performance is multifaceted and not easily quantified.

Pros and Cons: One of the primary benefits of BARS is its ability to provide clear, objective criteria for measuring employee performance. This method reduces ambiguity by anchoring assessments to observable behaviors rather than subjective judgments. The standardized format of BARS promotes consistency and fairness across evaluations, crucial in environments with multiple evaluators. Additionally, BARS excels in offering detailed feedback, specifying the behaviors that lead to high or low performance, which helps employees understand their strengths and areas for improvement. Furthermore, BARS serves as an effective developmental tool, identifying specific actions employees need to focus on

for professional growth. However, BARS has drawbacks as well as other methods. The development of this method requires extensive job analysis to determine relevant behaviors, making it a time-consuming and resource-intensive process. The complexity of BARS can also make its application challenging, particularly in roles that demand a broad array of skills and behaviors. Moreover, the strictness of BARS can sometimes prevent flexibility, making it difficult to adapt to changes in job functions or organizational goals without significant revisions to the behavioral anchors.

3.4- Solution Implementation

As Veterans of Management, we aim to implement a Behaviorally Anchored Rating Scale (BARS) system tailored to blue-collar employees to provide clear, consistent, and relevant performance criteria for fair and objective evaluations.

3.4.1- Job Responsibilities and Requirements in Yücelen: Sales Representatives are responsible for accurate order taking, utilizing product knowledge for recommendations, proper display implementation, managing excess stock, handling returns of damaged goods, maintaining effective communication, accurate invoice tracking, responsible vehicle usage, and adherence to company rules and dress code. Delivery Personnel must be punctual, set up displays accurately, and obtain delivery receipts. Warehouse Personnel are expected to maintain a daily box average, manage stock discrepancies, and implement the 5S system (Sort, Set in Order, Shine, Standardize, Sustain).

3.4.2- Action Plan: Organizational alignment is essential, starting with gaining support from senior leadership and aligning BARS criteria with strategic objectives. Policy and process revisions include updating performance evaluation processes to incorporate BARS and providing training on the system for supervisors and employees. Role-specific criteria development involves forming cross-functional teams to create BARS criteria and identifying key performance indicators and behaviors for each role. The BARS development process requires developing role-specific criteria with input from frontline employees and iterating based on feedback.

Training and implementation will involve creating training materials, conducting workshops, and offering continuous support during the transition. The evaluation process needs a structured schedule, training supervisors on effective observation and feedback techniques, and standardized documentation and reporting. Continuous improvement will be achieved by establishing feedback mechanisms, holding regular review meetings, and continuously refining BARS criteria based on feedback. Communication and transparency are crucial, requiring open communication about the BARS system's purpose, benefits, and expectations, along with celebrating achievements and sharing best practices.

3.4.3- Application of BARS: For Sales Representatives, develop detailed behavioral indicators, conduct targeted training sessions, and implement structured evaluations with regular feedback. Delivery Personnel should have defined behaviors for punctuality, display setup, and receipt acquisition, supported by training and periodic evaluations. Warehouse Personnel need specific indicators for daily box averages, stock management, and 5S adherence, with training on inventory management, safety protocols, and regular performance reviews.


4- Conclusion

Yücelen Inc. will enhance its performance evaluation system for blue-collar employees by adopting the Behaviorally Anchored Rating Scale (BARS). This method provides clear, objective criteria based on observable behaviors, addressing issues of inconsistency and irrelevance in current evaluations.

The implementation plan, developed by the Veterans of Management team, includes aligning BARS with company goals, revising policies, creating role-specific criteria, and offering comprehensive training. This approach aims to improve transparency, fairness, and employee satisfaction while boosting productivity and operational efficiency. As Veterans of Management, we created an evaluation form based on the BARS system, ensuring role-specific criteria that align with company goals. The implementation plan includes revising policies, offering comprehensive training, and ensuring continuous support. The shift to BARS will create a more accurate and motivating evaluation system, fostering a committed workforce and supporting Yücelen Inc.'s long-term success.

Appendices

Figure 1

Date:						
Name and Surname:						
Supervisor:						
Working Group:						
General Criterias		1	2	3	4	5
How punctual and reliable is the employee in terms of attendance?						
How would you rate the accuracy and thoroughness of the employee's work?						
How effectively does the employee collaborate and contribute to team efforts?						
How clear and effective is the employee's communication?						
How well does the employee identify and solve problems?						
How adaptable and flexible is the employee when facing new situations or changes?						
How would you describe the employee's work ethic and initiative?						
How oriented is the employee towards providing excellent customer service?						
How proficient is the employee in the necessary technical skills for their role?						
How dependable and reliable is the employee in meeting deadlines and commitments?						
Sub Total From General Criterias		(1:Very Poor, 2:Poor, 3:Satisfactory, 4:Good, 5:Very Good) Weight=1				Sub Total:
Work Specific Criterias: Sales Representative		1	2	3	4	5
How well does the sales representative meet sales targets?						
How effectively does the sales representative manage customer relationships?						
How comprehensive is the sales representative's knowledge of products and services?						
How effective are the sales representative's sales presentations?						
How proficient is the sales representative at handling customer objections?						
Sub Total From Work Specific Criterias		(1:Very Poor, 2:Poor, 3:Satisfactory, 4:Good, 5:Very Good) Weight=2				Sub Total:
Work Specific Criterias: Delivery Personnel		1	2	3	4	5
How timely are the shipper's shipments?						
How would you rate the quality of the shipper's packaging?						
How accurate is the delivery personnel in preparing shipping documentation?						
How effectively does the delivery personnel communicate with carriers?						
How proficient is the shipper in resolving shipping-related issues?						
Sub Total From Work Specific Criterias		(1:Very Poor, 2:Poor, 3:Satisfactory, 4:Good, 5:Very Good) Weight=2				Sub Total:
Work Specific Criterias: Warehouse Keeper		1	2	3	4	5
How accurately does the warehouse keeper manage inventory?						
How well does the warehouse keeper comply with safety protocols?						
How proficient is the warehouse keeper in handling equipment?						
How efficient is the warehouse keeper in maintaining workflow?						
How accurate is the warehouse keeper in fulfilling orders?						
Sub Total From Work Specific Criterias		(1:Very Poor, 2:Poor, 3:Satisfactory, 4:Good, 5:Very Good) Weight=2				Sub Total:
Considering all aspects of the employee's performance, verbally rate their overall contribution to the success of the team and the organization.						
Please provide any additional comments or feedback on areas of strength or improvement for the employee.						
Employee Total Points (Max: 100, Min:0):		Total = (General Questions Sub Total x 1) + (Work Specific Questions x 2)			Total:	
*Minimum Requirement Criteria for a Satisfactory Employee:		Minimum 25 points out of 50 points from general criterias, Minimum 30 points out of 50 points from work specific criterias.				
HR Assesment (Based on Previous Forms):		Decreased Performance	Stable Performance	Increased Performance		
HR Suggestion:		Contract Termination	Train	Do Nothing		

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D-OPTION , Marketing Problem



Proje Ekibi : Unbalanced Sheet

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ÖZET

2021 yılında kurulan ve büyük bir SEO hizmet sağlayıcısı olan D-Option, KOBİ'ler ve büyük firmalar arasında marka bilinirliğini artırmakta zorluk çekmektedir. D-Option'ın marka bilinirliğini artırmak için uygulanabilecek iyileştirmeler bir kapsam dosyası, zaman çizelgesi ve bütçeleme olarak pazarlama stratejisi kapsamında hazırlanmıştır. İyileştirme önerilerinin daha iyi analiz edilmesi amacıyla dahili ve harici iyileştirme önerileri olarak ayrıştırılmıştır. Dahili öneriler; firmanın kendi içindeki organizasyon yapısında değişiklikler, web sitesi iyileştirmesi ve e-posta kampanyalarıyla desteklenmiştir. Harici öneriler; sosyal medya ve performans pazarlaması konularında stratejik pazarlama kampanyaları ve marka bilinirliğini artırmak için araştırılan ve firmaya önerilen etkinliklere katılmayı içermektedir. Ayrıca, Birleşmiş Milletler Sürdürülebilir Kalkınma Hedefleri ve sorumlu dijital faaliyetleri içeren sürdürülebilirlik aktivitelerine katılımlar da planlanmıştır. Bu stratejik planlamalar sayesinde D-Option'ın pazar konumunu güçlendirmesi, kurumsal sorumluluğunu koruyarak uzun vadeli büyüme yakalaması ve marka bilinirliğini artırması hedeflenmiştir.

Anahtar Kelimeler: SEO, Marka Bilinirliği, Pazar Görünürlüğü, Web Sitesi Optimizasyonu, E-posta Kampanyası, Performans Pazarlaması, Sürdürülebilirlik, Dijital Pazarlama.

1- Company Background

D-Option is a digital marketing agent established in 2021. D-Option goes beyond conventional methods by integrating closely with their partners. The company has 20 employees, and all of them are white-collar workers. There are no investors within the company.

It serves as a business partner in addition to the usual search engine optimization methods, data-oriented advertising management, conversion optimization, and web analytics. It implements, measures, and optimizes data-based and brand-specific strategies. It offers digital solutions focused on sustainable growth in data-driven advertising management, organic growth, data analysis, and conversion optimization. These solutions are examined under five main headings: "Organic Growth (SEO), Data and Performance-Driven Advertising Management, Data Analytics, Conversion Optimization, and Technology and Business Development."

Under these headings, there are various services such as content marketing, semantic strategy, market and competitive analysis, audit, technical analysis and automation, campaign management, advertising budget, planning budget optimization, KPI Forecasting, Data Visualization, A/B Testing, UX Optimization, Funnel and Form Optimization, UX/UI Design, and 3rd Party Software Support.

The industries D-Option focuses on include businesses with online shopping services and e-commerce, manufacturing and B2C companies, mid-sized and large enterprises, marketing agencies and resellers, financial institutions, and global businesses with multilingual SEO needs. D-Option currently has more than 35 business partners. Among its business partners, brands that have proven successful in their fields, such as "Getir, DenizBank, Watsons, Penti, L'oreal, English Home, and Türkiye Petrolleri" stand out. In addition, stating that the right partnerships strengthen them, D-Option cooperates with giants such as Insider, Meta, and Google.

D-Option offers a variety of values to its customers and touches on their pain points. Especially for their SEO services, the sustainable digital growth of their customers is the primary value they offer. Their mission statement is "To give brands digital solutions that promote long-term, steady growth." and vision statement is "Writing worldwide success stories with our brands." Additionally, D-Option prides itself on its customer-centric approach, ensuring personalized strategies tailored to each client's unique needs. The company stays ahead of industry trends by continuously investing in the latest technologies and training for their team. D-Option's commitment to transparency and measurable results builds trust and fosters long-term relationships with their clients. Their collaborative partnerships with industry giants like Insider, Meta, and Google also allow them to leverage advanced tools and insights, further enhancing the effectiveness of their digital marketing strategies. Within their SEO processes they utilize certain tools (*See Figure 1*) to help them build a strong service portfolio.

Looking towards the future, D-Option has set ambitious goals to expand its influence and capabilities. Enhancing their global presence and targeting emerging markets is in process to better serve their multinational clients and attract new business partners from diverse regions.

2- Problem Definition

The core problem for D-Option is raising brand awareness among its two key customer segments: SMEs seeking SEO services and larger companies with previous SEO experience. Despite excellent SEO services accounting for 65% of their income, D-Option struggles with industry recognition. The marketing mix framework (*See Figure 2*), encompassing relevant price, product, place, and promotion activities, helped focus on their SEO services and define their target market. Efforts will target these segments, as outcomes will significantly impact them.

A SWOT analysis reveals D-Option's strengths, including a reputable client portfolio, extensive SEO expertise, and strong auditing and consulting capabilities. However, significant weaknesses are also identified, such as an outdated website, lack of AI integration in their products, issues with organizational structure, product differentiation, and diversification. Additionally, the company faces challenges in inbound marketing, digital marketing efforts, and participation in traditional marketing activities like panels and workshops. These weaknesses are categorized as either internal or external, guiding the development of appropriate solutions.

Internal problems, such as the outdated website, lack of AI integration, and organizational structure issues, require internal implementations or alterations. Conversely, external problems, including inbound marketing, digital marketing efforts, and traditional marketing participation, necessitate solutions affecting external considerations (*See Figure 3*). The company's growth has been constrained by its heavy reliance on network marketing and word-of-mouth advertising, alongside the weaknesses highlighted in the SWOT analysis.

Addressing these issues requires a multifaceted approach that considers both external and internal environmental factors. To develop comprehensive solutions, an initial scope sheet was created, listing potential solutions for the company (*See Figure 4*) operational resources. Based on this assessment, the final solutions were selected for implementation in this project.

In the next step, solutions were organized into a Gantt Chart to provide a clear timeline and prioritize the company's needs. The 24-week (6-month) Gantt Chart begins with the company's priority solutions and progresses with related initiatives (*See Figure 5*). This structured approach ensures that solutions are implemented systematically and effectively.

Additionally, a budget was prepared and approved by the company, outlining the financial requirements for the proposed solutions (*See Figure 6*). This budget ensures that all solutions are financially viable and aligned with the company's resources. Detailed explanations of the Gantt Chart, budget, and how these tools were developed are provided in the subsequent sections of the report.

Overall, the comprehensive strategy aims to enhance D-Option's brand awareness and address both internal and external weaknesses, fostering growth and improving market recognition. By targeting key customer segments with tailored solutions and leveraging a systematic approach, D-Option can achieve its goal of increased visibility and industry prominence.

2.1- Problem Parties

Despite having high-caliber clients and proven successes, D-Option needs industry recognition to attract more business and position itself as a leading SEO agency. Potential clients remain unaware of D-Option's expertise, affecting their SEO service choices. Increased recognition would improve client acquisition and lead quality. While competitors benefit from D-Option's obscurity, increased competition from D-Option would push them to improve their offerings.

2.2- Problem Rationale

To address the challenge of increasing D-Option's brand awareness among SMEs seeking SEO services and macro-scale businesses with prior SEO experience, we categorize this as a strategy case. Despite offering services on par with competitors, D-Option struggles with industry recognition, leading potential clients to choose other companies. The issue lies in inefficient marketing activities, both digital and traditional. Enhancing brand awareness involves aligning the company's capabilities with effective strategies to demonstrate expertise within the digital marketing and advertising industries.

The core problem is limited visibility, making it difficult to attract new customers beyond network marketing and word-of-mouth. This has persisted since D-Option's establishment, as no proactive efforts were made to expand the customer base. However, the company is now focused on growth and increasing its visibility. The problem definition includes understanding the needs of the two main target segments, which have different functional issues related to brand awareness. By addressing these issues with targeted strategies, D-Option aims to attract more customers and improve its market standing. This approach combines marketing and strategic analysis to enhance D-Option's recognition and appeal to both SMEs and larger enterprises.

3- Possible Solutions

The report outlines three key solutions for D-Option's for their challenges and enhancing its market position and brand awareness in the digital marketing and SEO industry.

Internally, the focus is on boosting operational performance and organizational structure through strong leadership, website optimizations, and the adoption of AI technologies. Additional services like App Store Optimization (ASO) and App Experience Optimization (AEO) are recommended to diversify offerings and meet evolving client needs. Improvements in website design, employee training, and regular audits are also suggested to enhance online visibility and service quality.

Brand Marketing: Hire a full-time marketer to increase D-Option's visibility and brand recognition through strategic campaigns that include campaign performance analysis, consumer behavior research, email campaign development, and attendance at SEO seminars for ongoing improvement.

Freelance HR: Collaborate with an HR service or hire a freelance HR professional to systemize employee management, such as creating welcome packages, onboarding training, implementing performance management systems, and assisting with payment scheduling, resulting in time savings for C-level executives and smooth operations.

Innovations: Drive growth through targeted initiatives such as promoting ASO services with success stories and quantitative results, redesigning the website with testimonials, blogs, case studies, and latest work sections to build trust and increase traffic, and implementing email campaigns for new selling opportunities and cross-selling using targeted messaging and budgeting.

Externally, the report suggests smart marketing campaigns, social media engagement, and performance marketing strategies to expand market reach, attract new customers, and boost brand awareness. Leveraging social media channels, attending industry events, and engaging with influencers can help build trust and amplify brand messaging. Data-driven decision-making tools and campaign analysis are encouraged to ensure competitiveness and achieve better results.

Enhancing Digital Marketing Strategy: D-Option specializes on keyword research and content optimization, using tools such as "Ahrefs" to improve SEO performance and target specific audience segments on social media.

Implementing Paid Marketing Campaigns: D-Option uses allocated budgets to launch paid advertisements on Google Ads, Meta, and LinkedIn, painstakingly measuring performance for iterative improvements.

Optimizing Content Planning: D-Option creates engaging Google Display Ads and Instagram-Facebook Image Ads by tailoring content to platform criteria to effectively engage with the target audience.

Events: D-Option actively participates in networking events to broaden brand reach, form relationships, and demonstrate competence, capitalizing on chances for growth and collaboration.

By implementing these internal and external marketing techniques, D-Option can enhance operational efficiency, attract new clients, and drive long-term growth, positioning the company for success in the competitive digital marketing landscape.

4- Conclusion

In conclusion, the research provides a strategic plan for D-Option to overcome its obstacles and increase its brand awareness in the digital marketing area. D-Option can achieve long-term growth and success by focusing on internal improvements, external marketing methods, and sustainability initiatives.

Internally, D-Option is encouraged to enhance operational efficiency and organizational structure through strong leadership, specialized teams, website optimization, e-mail campaign. This increases flexibility, productivity, and service quality. Introducing AI technologies and additional services such as ASO and AEO will allow D-Option to expand its products while staying ahead of market trends.

Externally, strategic marketing efforts are critical to increasing D-Option's market reach and brand visibility. Social media marketing, performance marketing, and involvement in industry events will all help to engage target consumers and increase brand recognition. Ahrefs, a keyword research and content optimization tool will improve online visibility. This tool will

also optimize marketing plans and by this way increase competitiveness.

Sustainability initiatives are stressed as being central to D-Option's corporate responsibility strategy. Aligning with the United Nations Sustainable Development Goals and implementing digital cleaning procedures would demonstrate D-Option's dedication to environmental stewardship and ethical business practices. Benchmarking against industry peers such as Webtures will help D-Option identify itself as a socially responsible and innovative firm.

In summary, by implementing the recommendations presented in this research, D-Option may overcome challenges, strengthen its market position, brand awareness, and promote long-term growth in the ever-changing digital marketing scene.

Appendices

Figure 1

Tools used by D-Option

PROGRAMLAR






 Sitebulb	 SEMRUSH		 Keyword Tool
 asodesk	 apptweak		 SEO Minion
 SEOmonitor	 oncrawl		

Figure 2

Marketing Mix of D-Option

<p>Price: The pricing strategy of D-Options' SEO services is generally composed of the scale of their customers. The company prices its services according to the consultant and time that will be devoted to the project. So, the project pricing plan considers the people/time ratio per customer and finalizes the offer. Moreover, the cost of their physical office, wage, and additional variable expenses are considered while pricing. According to their past data, the minimum rate is 32 K+ KDV£ per month. Contracts are done yearly, and new customers can terminate the contract in the first two months. Pricing escalation is done yearly with yearly interest rates. Until now, the maximum fair they priced for their biggest customer is 70K+KDVE.</p>	<p>Product (Service): Their SEO services include content marketing, technical analysis and optimization, semantics strategy, market and competitor analysis, and audit services. Most of their customers are SMEs that want to optimize certain parts of their digital appearance but don't have enough resources and know-how to apply their ideas. D-Options' most used service, SEO, provides customers with high engagement in optimizing search engine searches of their customers' customer. This service is considered the closest to digital transformation consultancy, and their main vision while providing these services is to provide solutions focused on the sustainable growth of their customers. The daily operations done for this service are relatively low, and the finalizing of the service usually takes a longer time than after-service activities because D-Option also analyses the effect of their implementations and monitors the results for the most accurate outcome. Most SEO consultants deal with 8-12 companies at the same time.</p>
<p>Place: The service is provided through an online network. Parties connect through calls to discover D-Options' services for the first time and then plan a digital growth strategy according to their needs. Most of the company's current customers are from word-of-mouth marketing, and their products are also visible on the company website.</p>	<p>Promotion: Promotion activities are not very common in the company's pricing strategies due to being a new entity. However, to attract customers in the onboarding stage or if certain bargaining happens on the finalization of the contract, they offer a maximum of 10-15% discounts on the monthly price. Additionally, it is essential to note that D-Options' prices are relatively low compared with those of its competitors, so promotion activities are not used to attract customers or appeal to their target audiences via their communication channels.</p>

Figure 3

SWOT Analysis of D-Option

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● Strong auditing and consulting <ul style="list-style-type: none"> ○ D-option's auditing and consulting skills/knowledge are better compared to other brands. ● D-option's Knowledge and experience in SEO services <ul style="list-style-type: none"> ○ Their SEO knowledge and experience in the sector puts them in front of their customers. ● Respected customers/partners <ul style="list-style-type: none"> ○ customers with well-respected names such as Getir, Denizbank, Petrol Ofisi, etc. attract other big customers 	<ul style="list-style-type: none"> ● Website design <ul style="list-style-type: none"> ○ Informal and unprofessional ○ Not very illuminative ● Social media usage <ul style="list-style-type: none"> ○ Not very active usage of LinkedIn and Instagram ● Low popularity <ul style="list-style-type: none"> ○ Low brand awareness among both business level and customer/individual level ● Non-adoption of AI tools <ul style="list-style-type: none"> ○ Most of their competitors such as Zeo and Webtures use AI tools, but D-option does not. ● Organizational structure <ul style="list-style-type: none"> ○ Low department specialization ○ Not having a marketing department ● No inbound sales <ul style="list-style-type: none"> ○ No other channels to reach customers except their website
OPPORTUNITIES	THREATS

<ul style="list-style-type: none"> ● Collaboration with other tech companies <ul style="list-style-type: none"> ○ Keeping touch with other SEO companies and supporting industries ● Capturing share from growing demand <ul style="list-style-type: none"> ○ Business is shifting online rapidly which increases the demand for SEO companies and creates new job opportunities. ● AI and ML integration <ul style="list-style-type: none"> ○ Generative AI consulting and content prompt production ● Answer Engine Optimization (AEO) <ul style="list-style-type: none"> ○ utilizing Answer Engine Optimization (AEO) to adapt our content accordingly and prepare for the future of SEO. 	<ul style="list-style-type: none"> ● Rapid technological changes <ul style="list-style-type: none"> ○ New tools that are mostly based on AI and tools & concepts such as BERT (Bidirectional Encoder Representations from Transformers), Voice Search Optimization, Video SEO, Mobile-First Indexing, etc. have a very big impact on tech and digital companies. ● New facilities of existing competitors <ul style="list-style-type: none"> ○ Competitors that add ASO (App Store Optimization) and integrate AI and ML tools ● New competitors & intense competition in the industry <ul style="list-style-type: none"> ○ SEO business is getting more and more common and also other digital marketing agencies can create SEO and ASO lines for their businesses easily. ● Changing client expectations <ul style="list-style-type: none"> ○ Rapidly changing business environments bring new challenges for digital agencies such as new expectations etc.
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Figure 4
Scope Sheet

Workflows included in the Scope		
Marketing/ Strategy	Planning Solutions	Reviewed with D-Option
	0 Internal Solutions	x
	1 Organizational Perspective	x
	2 Innovations on Operations	x
	3 Website Design	x
	4 E-mail Campaign	x
	0 External Solutions	x
	1 Social Media Marketing	x
	2 Performance Marketing	x
	3 Attending Events	x

Figure 5
Gantt Chart

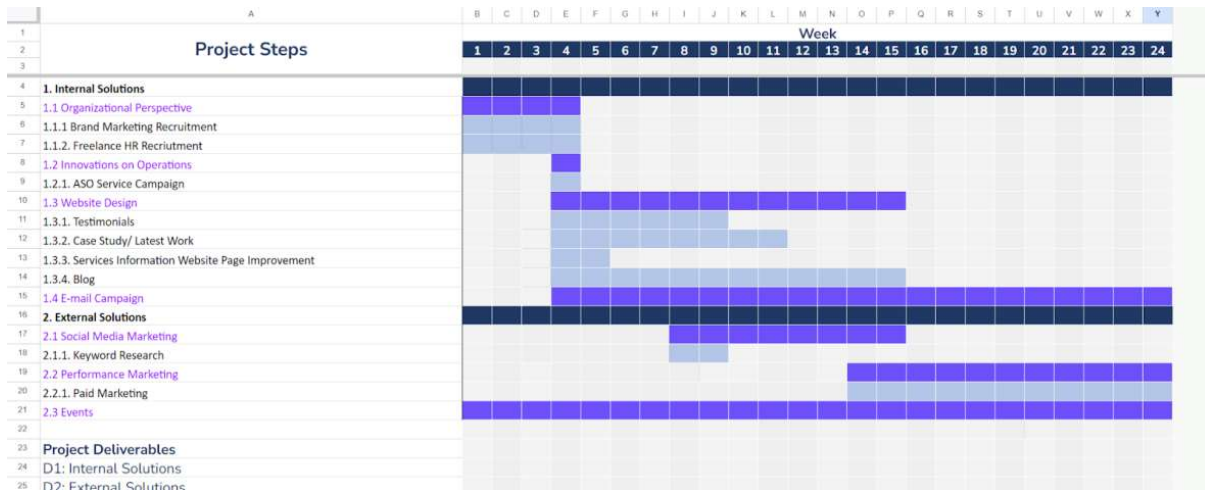


Figure 6

Standard budget of the project

Standart Budget	
Recurring Costs	Cost
1. Brand marketing recruitment	₺34,000
1.1. Wage- Junior Position	₺30,000
1.2. Real Case study- Per Document	₺4,000
2. Email Campaign	₺3,500
3. Paid Marketing	₺7,000
4. Social Media Management	₺6,000
One-time Costs	
5. Freelance H&R recruitment	₺70,000
5.1. Welcome package- Per Package for 25 Employee	₺62,500
5.3. Other Projects	₺7,500
5.2. Wage (Project Base)	₺0
6. Event	₺0
7. Website Design- In-house	₺0
Total Cost	₺120,500

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FLORMAR, Marketing Problem



Proje Ekibi: The Last Dance

Grup Üyeleri: Esra Atlı, Utku Cantürk, Lara Ercan, Baran Oran, Merve Sarı, Can Uçak

Şirket Danışmanları: Beste Şirin,
Zeynep Çolak, Tuğba Sucularlı
Esen

Akademik Danışman: Ceren Aydoğmuş
Koordinatör Danışman: Gözde Sungu

ÖZET

Flormar, fiziksel mağazalarına GenZ müşterilerini çekmeyi amaçlıyor. Bu rapor, belirtilen problemi çözmek üzere ortaya atılan, verilerle desteklenmiş çeşitli çözümleri detaylı bir şekilde ele almaktadır. Özel ürün tekliflerinin, sosyal medya kampanyalarıyla vurgulanması ve mağazaların tanıtılması planlanmaktadır. Flormar markasının ve çalışanlarının, hedef kitlesi olan GenZ'ye tanıtılması için "Bilkent Mayfest ve Koç Spring Fest" gibi organizasyonlarda stant açması hedeflenmektedir. Ayrıca "The Momo Beach Bodrum ve The Momo Beach Çeşme" gibi tanınmış mekanlarla yapılan ortaklıklar markayı hedef kitleye tanıtması beklenmektedir. Mağaza ziyaretlerini teşvik etmek için, Flormar'ın özel ürün serileri ve renk seçenekleri sunması amaçlanmaktadır. Aynı zamanda, koleksiyon kartları sayesinde sadakat programlarının desteklenerek, tekrarlayan satın alımların ödüllendirilmesi planlanmaktadır. "Color Generator Day" gibi etkinlikler düzenleyerek müşteri etkileşiminin artırılması amaçlanmaktadır. Bunlara ek olarak, yeni bir çanta sistemiyle müşterilere mağaza içi danışmanlık taleplerini belirtme olanağı sağlayacak, böylece alışveriş deneyiminin daha da iyileştirilmesi amaçlanmaktadır.

Anahtar Kelimeler: Flormar, GenZ Müşterileri, Sosyal Medya Kampanyaları, Momo Beach, Üniversite Festivalleri, Özel Ürün Serileri, Sadakat Programları, Color Generator Day, Çanta Sistemi

1- Company Background

Flormar is a color cosmetics company founded in Milano/Italy, in 1950. In the year 2012, Flormar became a part of Groupe Rocher (*Groupe Rocher, 2024*). The company was bought and moved to Istanbul in 1970. Flormar has over 100.000 points of sale in over 80 countries and has been growing dynamically in the retail industry since 2008 (Flormar, 2024). With its motto of “happiness is your color,” Flormar’s rationale is to “boost women’s joy and happiness” along with being a beauty brand with a wide range of products that are accessible to all women (*Groupe Rocher, 2024*). The brand competes fiercely in the color cosmetic industry due to its affordable pricing and high quality. Flormar has internalized this new slogan and brand identity since 2023. The brand offers high-performance make-up products and is present in 70 international markets (*Groupe Rocher, 2024*). Flormar also has complete control as the manufacturer, which makes it able to offer high-quality and high-performing products (*Groupe Rocher, 2024*).

Flormar keeps expanding daily in an effort to improve the moods of more and more women. Flormar is dedicated to utilizing clean chemicals in its products and recycled materials in its packaging because it believes that our world and all living things that inhabit it deserve nothing less. It places a high priority on conserving energy and water at its production facilities in keeping with its "Stay Colorful Move Clean" sustainability philosophy.

Flormar has 8 functions: Finance, Digital, TR Sales, International Sales, Marketing, Human Resources, Supply Chain, R&D, and Factory. For the reporting structure of Flormar, Flormar could be considered as a moderately lean/horizontal organization as they have a fair number of layers within the organization. The layer structure of Flormar is as follows: CEO, Assistant General Manager, Director, Senior Manager, Manager, Executive, Senior Specialist, Specialist, Assistant Specialist, Interns. A lean structure helps an organization continue its operations in a smoother way, and makes the communication within departments and people easier and faster. Moreover, Flormar employs more than 1000 people in the company (*Flormar, n.d.*).

2- Problem Definition

When the number of customers and customer specifications are examined by Flormar, which can be measured by CRM data of Flormar, it is concluded that the average age of Flormar’s customers is 32. Flormar also noted that it already has young consumers but they are shopping more online or on big markets such as Gratis and Watsons. Flormar wants to attract Gen Z in order to gain them as retailing customers and bring Gen Z to its physical stores. At this point, the critical question for Flormar is what Flormar should do in order to attract Gen Z to Flormar’s own stores. Consequently, Flormar wants us to come up with suggestions to overcome this problem.

2.1- Problem Parties: Parties that affect this problem are Gen Z customers and big markets like Gratis and Watsons. These markets have strong brand reputation and market share in the retailing part of the cosmetics industry. Gen Z customers prefer these big markets to go shopping to physical stores and this creates the problem for Flormar. Thus, big cosmetics retailing markets are another factor affecting this problem. Parties that are affected by this problem are Flormar and big markets such as Gratis and Flormar. This problem hits Flormar’s physical store sales and also its sales in general. In addition to Flormar, big markets are also

affected by this problem but they are affected positively in contrast to Flormar. In the current situation Gen Z customers prefer big markets.

2.2- Problem Rationale: The functional field of the problem is marketing. One of the root causes of the problem is that big market players like Gratis and Watsons are able to make discounts on their stores which Flormar cannot compete with. Flormar claims that it will raise customer loyalty after attracting Gen Z to its stores because of the unique experience that it offers. At this point, another root cause for this problem is Flormar cannot raise adequate awareness among Gen Z about the unique experience it offers in its stores. Another root cause might be the selection of celebrities. Currently, Flormar has a collaboration with Zeynep Bastık. Zeynep Bastık may not attract Gen Z as Flormar considered. Another root cause might be Flormar is mostly known with its nail polishes which could show that other products of Flormar have not been introduced or marketed in an attractive way so that it was not successful to catch the attention of Gen Z. One of the root causes might be the location of Flormar stores. Flormar stores are located in a way that one can hardly notice. On the other hand, stores of Gratis and Watsons are well located in shopping centers or central parts of cities. This place issue might make Flormar lose customers to big markets.

3- Possible Solutions

3.1- The Beach of Momo

We advise Flormar to host events at the Beach of Momo, a high-end private beach with locations in Çeşme and Bodrum, to attract affluent Gen Z customers. The Beach of Momo, known for its high spending limit and popularity among 18-30-year-olds, presents an ideal venue for reaching a high-spending, trend-conscious demographic. By setting up a stand and offering complimentary makeup services during summer, Flormar would be able to increase brand awareness and demonstrate the quality of their in-store experience directly at the beach.

We also suggest Flormar to distribute gift or discount vouchers to encourage these customers to visit their stores, thereby fostering brand loyalty. The target demographic's frequent social media use, especially on platforms like Instagram, can further amplify Flormar's reach as they share their experiences online (*Figure 1-2*) Personalized makeup services at the Beach of Momo can set new trends among this demographic, leveraging social media activity for buzz marketing.

While this strategy has significant potential to boost Flormar's brand image and attract high-income Gen Z individuals, it also comes with challenges. The high rental costs at the Beach of Momo, along with logistical issues like staffing and stand construction, pose potential obstacles. Despite these challenges, the initiative aligns with contemporary trends and offers a strategic opportunity to engage with a desirable customer profile, enhance brand loyalty, and drive store visits.

3.2- University Student Festivals

We offer Flormar to engage with Gen Z at university student festivals like “Mayfest” in Bilkent and “Bahar Şenliği” in Koç. By setting up booths with makeup artists, they can offer complimentary makeovers showcasing in-store services and exclusive products. To encourage participation and social sharing, they will provide exclusive discounts or gifts and create photo

booths with branded frames, prompting students to share their festival look on social media with a designated Flormar hashtag.

A key part of the strategy is an Instagram Reels campaign featuring festival highlights and makeup tutorials using Flormar products. This will generate user-generated content (UGC) and strengthen brand identity through organic promotion. Partnering with micro-influencers popular among university students will further enhance reach (*Figure 3*)

To drive store visits, Flormar will emphasize the exclusivity of festival-used products and distribute special discount coupons. This approach targets university students, a key demographic, in a cost-effective manner. However, it involves logistical challenges such as setting up and operating stands in crowded campuses and managing staffing needs.

3.3- Collection Cards

As another solution, we suggest Flormar to use exclusive in-store collections to enhance its premium brand image and drive frequent store visits. Introducing special collection cards for each exclusive launch will allow customers to track their purchases and complete sets, fostering a sense of accomplishment and encouraging repeat purchases. Customers who collect more products unlock benefits such as discounts, early access to new releases, or free products, which enhances loyalty.

Partnering with popular Gen Z influencers will promote these limited-edition collections, leveraging social proof and creating urgency and exclusivity. Influencers endorsing the products make them more desirable, and limited production numbers add to their already existing appeal (*Figure 4*).

To receive a collection card, customers must join Flormar's loyalty program, enhancing targeted marketing efforts. The program keeps customers informed about collection deadlines and new releases, emphasizing urgency through periodic alerts. Releasing 4-6 collections annually will maintain customer interest.

This solution increases urgency and exclusivity, effectively reaches Gen Z through influencer marketing, and improves targeted marketing via the loyalty program. However, challenges include budget constraints, software development needs, and increased production and marketing costs.

3.4- Pink and Black Bag

We advise Flormar to introduce pink and black bags in its stores to enhance the shopping experience for Gen Z customers. Pink bags indicate that customers want assistance from store employees, while black bags signal a preference for no assistance. Signs explaining the meanings of the bags will be placed in stores.

This solution is based on survey results and interviews with Gen Z, revealing that 71% of participants are influenced by employee attitudes and 45% prefer to consult store employees, while 36% do not (*Figure 5-6*). This system addresses both preferences, ensuring customers who want help receive it, while those who prefer to shop independently are not disturbed.

Flormar already uses pink bags, so the implementation will involve adding black bags, a cost-effective change as the color black is already used in current designs. This solution enhances customer satisfaction by catering to individual preferences without significant additional costs.

3.5- Omnichannel Communication Strategies

To effectively engage Gen-Z consumers and enhance Flormar's brand image, a comprehensive omnichannel communication strategy is proposed. The strategy encompasses five main elements:

3.6- Vegan & Natural Ingredients and Sustainability: Given the increasing demand for natural, vegan, and sustainable cosmetics, Flormar should communicate its existing natural formulations effectively through social media, primarily emphasizing natural ingredients (*Figure 7*). Additionally, creating exclusive organic product lines available only in-store can drive curiosity and increase foot traffic.

3.7- Store Awareness Content: Utilizing social media to showcase store events, daily activities, and exclusive promotions can enhance store visibility and encourage customer loyalty. While focusing on retail-related content, it's essential to maintain innovation and avoid overreliance on traditional store-centric material.

3.8- Wide Color Range: Flormar's diverse color palette, particularly in nail polish, is a key selling point (*Figure 7*). Social media content should highlight this variety while addressing the limitations of online color depiction and emphasizing the benefits of experiencing colors in-store.

3.9- Exclusive Product and Color Availability at Stores: Emphasizing products and colors exclusively available in Flormar's physical stores through social media can attract Gen Z customers and differentiate the brand from competitors (*Figure 4*). However, there's a risk of undermining Flormar's reputation for product availability if not managed carefully.

3.10- Trained Makeup Consultants: Professional makeup consultancy services in-store can enhance the shopping experience and attract Gen Z customers (*Figure 8*). Although the cost of training employees is significant, gradual training, rewards, career progression opportunities, and ongoing support can mitigate turnover risks and increase employee loyalty.

Overall, the proposed omnichannel strategy aims to bridge the gap between consumer perception and reality, enhance brand image, drive store traffic, and meet the evolving demands of Gen Z consumers. While it requires substantial marketing efforts and entails certain risks, the potential benefits include increased sales, improved brand loyalty, and differentiation in the competitive cosmetics market.

3.11- Gen Z Event Idea

We suggest Flormar to introduce "Color Generator Day" exclusively at its physical stores, offering customers a unique opportunity to personalize their cosmetic colors. During this event, participants can blend colors from Flormar's extensive palette using special equipment and a color mixing ratio card, enabling precise customization tailored to individual preferences. Participation is reserved for loyalty cardholders, aligning with Flormar's strategy to cultivate brand loyalty.

Survey data highlights the significance of personalized makeup in consumer behavior, with a majority of respondents attributing personalized products to their purchasing decisions and brand loyalty (*Figure 9*). Flormar is expected to enhance the customization experience by allowing customers to add their names to finished products, further strengthening the emotional connection between customers and the brand. This initiative will showcase Flormar's

commitment to providing unique experiences and aligning with evolving consumer preferences, positioning the brand as a leader in the cosmetics industry.

"Color Generator Day" represents an opportunity for Flormar to differentiate itself by offering a compelling experience aligned with the trend of customization in beauty. This strategic move will reflect Flormar's ambition to become a trendsetter in the industry. However, successful execution requires significant resources and meticulous logistical planning. The challenge lies in accurately forecasting customer demand for personalized products to effectively manage inventory. Even though there are challenges, Flormar is ready to use this event to make its place stronger in the market and to keep customers coming back by giving them personalized experiences.

4- Conclusion

After careful consideration, solutions 'The Beach of Momo', 'University Student Festivals', 'Collection Cards', 'Pink and Black Bag', 'Omnichannel Communication Strategies', and 'Gen Z Event Idea' are selected to be in the solution pack. The main reason for this selection is that these solutions have the most potential to attract Gen Z to Flormar's physical stores. All of the solutions come with a cost but their potential to generate profit is much higher than their costs which makes 20 them investable. 'The Beach of Momo' solution is able to attract high-income and mostly Gen Z customers and has potential for Flormar to increase its brand image in a considerable way. 'University Student Festivals' is another important way of attracting Gen Z because all university students are Gen Z members, this solution allows Flormar to communicate directly with its target audience in the problem they stated. Also, this solution is relatively cheaper and has potential to reach more Gen Z members. 'Collection Cards' solution has a significant potential to increase brand loyalty by giving Gen Z the feeling of exclusivity. Additionally, Flormar is expected to be able to do more targeted marketing for Gen Z by collecting more information regarding its target group thanks to this solution. 'Pink and Black Bag' solution is the cheapest but one of the most effective solutions because it directly solves the dilemma of employee interest. It enables customers to show their demand for interest from employees. Those who want interest are going to see interest from employees, those who do not are not going to, which is totally in line with our findings in our survey. 'Omnichannel Communication Strategies' solution helps Flormar to communicate with Gen Z in a more effective way to bring them into Flormar's physical stores by using different communication channels, meeting all Gen Z's demands in the store and catching trends among Gen Z such as increasing sustainability awareness. This solution includes collaborating with influencers who are popular among Gen Z, another effective way of catching Gen Z's attention. Lastly, 'Gen Z Event Idea' is another solution that enables Flormar to increase its brand loyalty among Gen Z by giving the sense of uniqueness, personalization, and exclusiveness. Also, Flormar has the chance to be the trendsetter in the cosmetics sector thanks to this solution and this solution is a relatively cheaper solution considering its benefits. 'Loyalty Card of Flormar', 'A New Product Line: Nail Polish Style Make-Up Products', and 'Getting out of Discount Retailers' solutions are eliminated because of not bringing adequate benefits and returns to the Flormar as much as benefits of other solutions.

Appendices

Figure 1: What are the social media platforms that you use the most?

En çok kullandığınız sosyal medya kanalları nelerdir?

100 yanıt

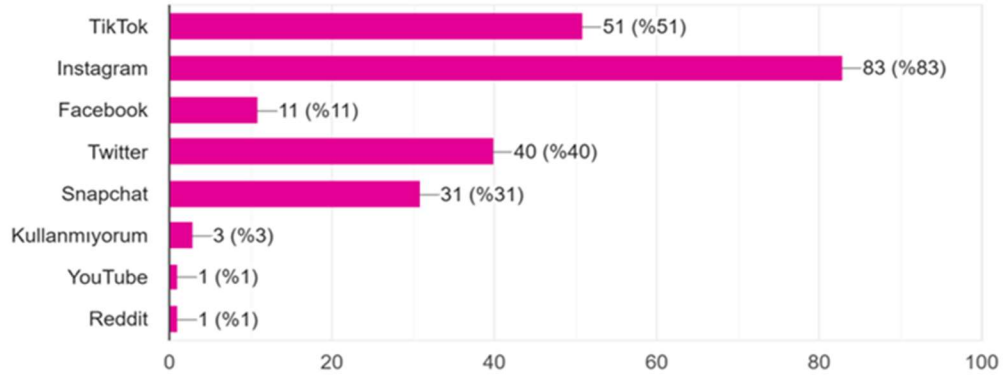


Figure 2: Which type of content do you consume in social media?

Sosyal medya platformlarında hangi tür içerikleri daha fazla tüketiyorsunuz?

100 yanıt

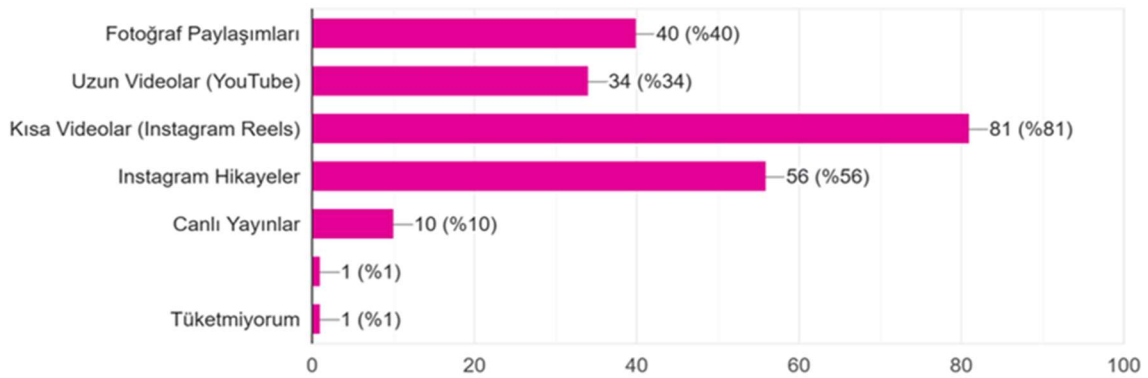


Figure 3: How do influencer posts on social media affect your purchasing decisions on cosmetics products?

Sosyal medya kanallarındaki influencer paylaşımları, kozmetik ürünü satın alma kararınızı ne kadar etkiler?

100 yanıt

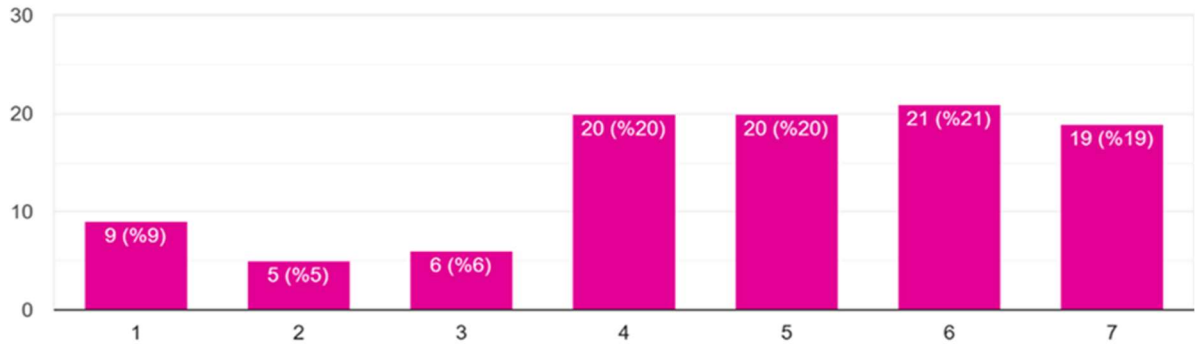


Figure 4: Would you go to a cosmetics store for limited edition makeup collections sold only in the store?

Sadece mağazada satılan sınırlı sayıdaki makyaj koleksiyonları için kozmetik mağazaya gider miydiniz?

100 yanıt

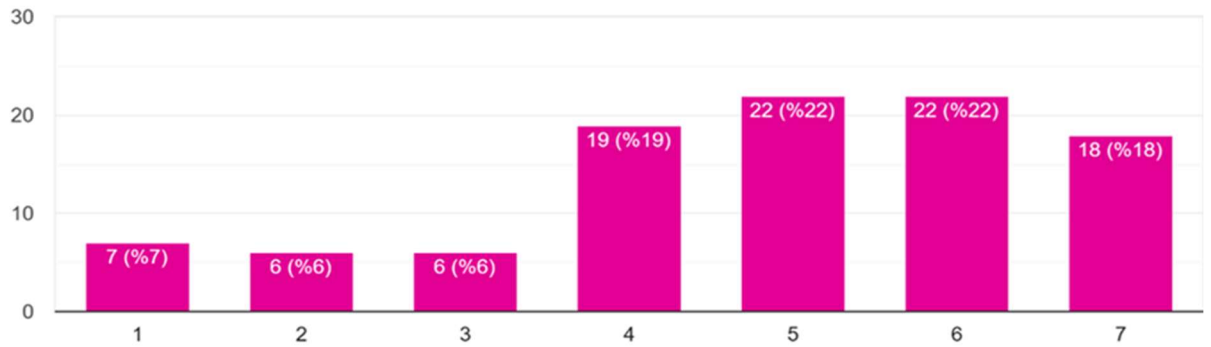


Figure 5: How does the sales staff's behavior and attention towards you affect your shopping experience?

Satış personelinin size karşı davranışı ve ilgisi, alışveriş deneyiminizi nasıl etkiliyor?
100 yanıt

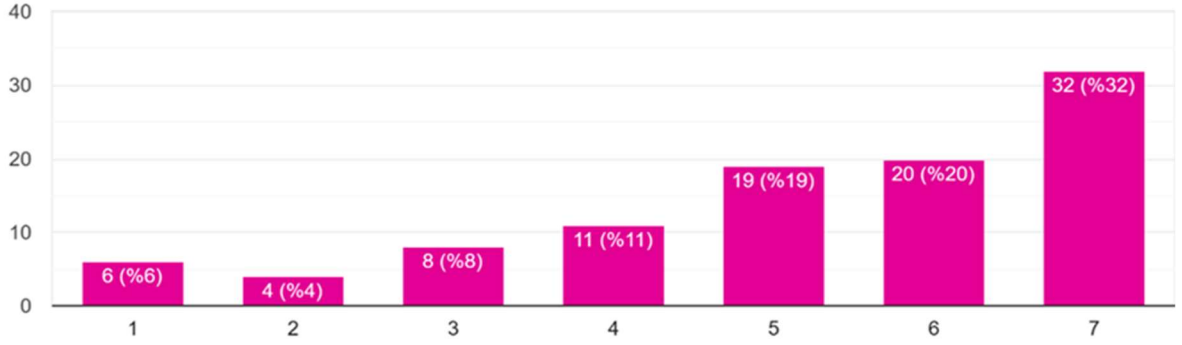


Figure 6: Would you prefer to have the help of store staff when shopping for cosmetics?

Kozmetik alışverişi yaparken mağaza personelinin yardımını almayı tercih eder misiniz?
100 yanıt

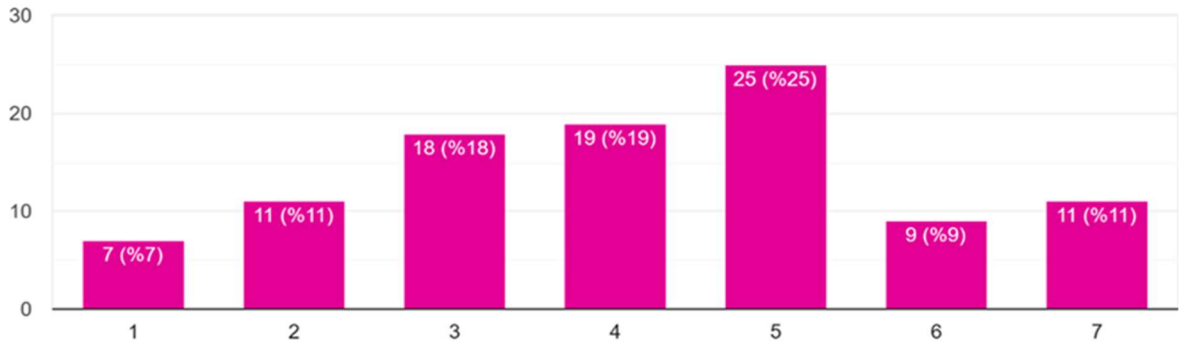


Figure 7: Would you pay more for cosmetic products with natural ingredients?

Doğal içerikli kozmetik ürünler için daha fazla ücret öder misiniz?
45 yanıt

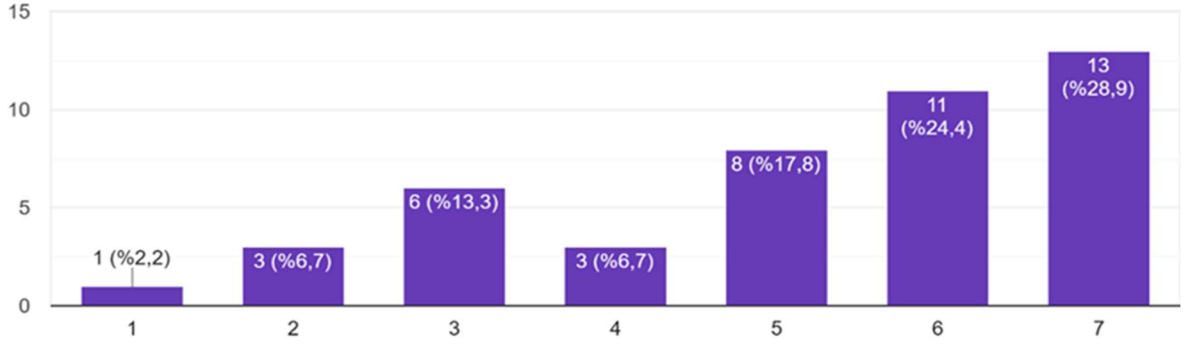


Figure 8: How do the following factors affect your shopping experience at cosmetics stores?

Aşağıdaki etkenler kozmetik mağazalarındaki alışveriş deneyiminizi nasıl etkiler?

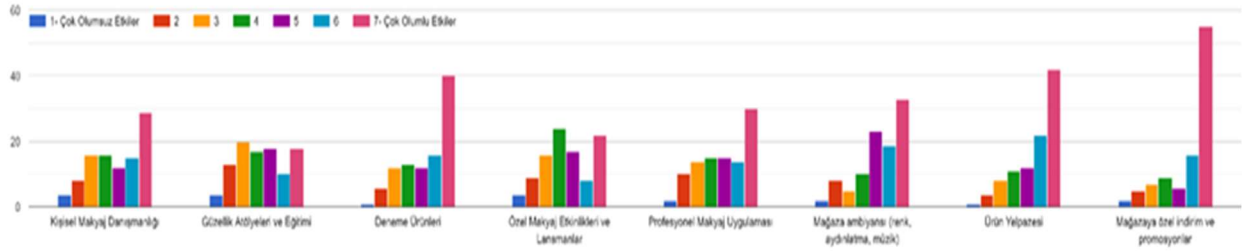
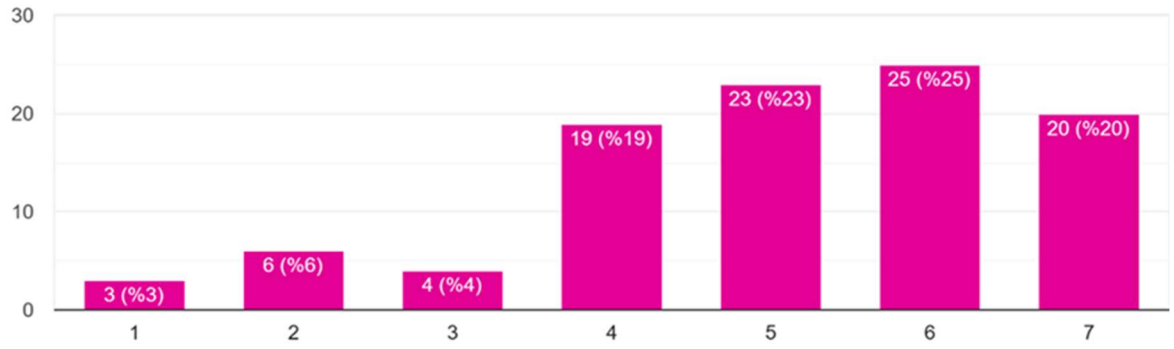


Figure 9: Does it increase your loyalty to the brand if the make-up product you buy is personalized for you? (its color is special to you, your name is written on it, etc.)

Aldığınız makyaj ürününün size özel kişiselleştirilmiş olması (renginin size özel olması, üzerinde isminiz yazması gibi) markaya olan bağlılığınızı arttırır mı?

100 yanıt



Wide Color Range in Polish Category-Flormar Store Visit Photo



GAMA ENERJİ, Strategy Problem



Proje Ekibi: Sharks

Grup Üyeleri: Eda Sıla Ekici, Malika Sarsenkulova, Melisa Mazman, Nihan Öner, Zeynep Gündoğan

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ÖZET

GAMA Enerji, Türkiye enerji sektöründe önemli bir oyuncudur ve bu pazarda sağlam bir yere sahip, üretim gücü yüksek olan köklü bir şirkettir. Şirketin sürdürülebilir büyüme hedefine ulaşabilmesi amacıyla uluslararası genişleme stratejisini izlemesi yapılan araştırmalar sonucunda uygun bulundu. GAMA Enerji piyasadaki konumuna rağmen, yeni pazarlara girerken teknolojik uygunluk, jeopolitik istikrar ve net sıfır emisyon hedefiyle uyumu sağlama gibi karmaşıklıklarla başa çıkmak zorunda. İlk analizler, genişleme için en uygun teknolojilerin rüzgâr ve hidroelektrik olduğunu, pazar doygunluğu ve sismik riskler nedeniyle güneş ve jeotermal enerjinin ise daha az uygun olduğunu ortaya koydu. Teknoloji tanımlamasından sonra, Python, Analitik Hiyerarşi Süreci ve çeşitli endeksler kullanılarak en uygun yatırım ülkelerini seçmek için üç aşamalı derinlemesine bir analiz yapıldı. Bu titiz seçim süreci sonucunda, Hırvatistan ve Finlandiya öne çıkan adaylar olarak belirlendi. Porter'ın beş güç analizinin sonucunda Hırvatistan'da yüzen Rüzgâr enerjisi teknolojisi en iyi sonucu verendi, GAMA Enerji bu projeyi ilerletmek için INA ile ortak girişimi değerlendirmelidir.

Anahtar Kelimeler: Uluslararası Genişleme, Yenilenebilir Enerji Yatırımı, Sürdürülebilirlik, Risk Değerlendirmesi, Ortak Girişim, İş Stratejisi

1- Company Background

GAMA Enerji A.Ş., a subsidiary of GAMA Holding A.Ş., was founded in 2002, focusing on the development and investment procurement in electrical power and water infrastructure projects both in Türkiye and internationally. As one of the top twenty largest entities in Türkiye's electricity generation sector, GAMA Enerji's operations contribute to roughly 1.3% of the nation's annual electricity output. The company's strategic emphasis is on expanding its renewable energy investments, while prioritizing the environment and human health of local communities, as well as the existing legal regulations. Throughout the years, GAMA Enerji has constructed an independent ecosystem, focusing on commercial operation and maintenance activities of turnkey projects. Through its affiliate company, GATES Energy, having a license to engage in the field of electricity wholesale, GAMA Enerji is active in the energy trading business on OTC (Over the counter) markets.

The foundation of GAMA Enerji's portfolio was established on the principle of Build-Operate-Transfer (BOT) projects, within which GAMA holding was granted access by the local government to design and construct three infrastructural projects in Izmir, Birecik, and Trakya. Currently, owning the balanced portfolio of combined cycle power plant, hydro, and wind assets, GAMA Enerji, not only has a variety of assets dispersed domestically, but also operates a water conveyance plant in Jordan with the capacity of 100 mcm, delivering 18% of annual portable water needs countrywide (*GAMA Enerji, 2023*). In regard to the ownership composition, GAMA Holding's share value in GAMA Enerji constitutes to 50.5%, Malaysia based electrical infrastructure services company Tenaga Nasional Berhad owns 30%, International Finance Corporation has a stake of 14.5%, and IFC Global Infrastructure Fund owns 5% of the company's shares.

As GAMA Enerji operates under the umbrella of GAMA Holding, the company's vision aligns with the Holding's dedication to be an investment entity, "providing profitable and sustainable growth in strategically selected sectors that is respectable and ethical at an international level" (*GAMA Holding, n.d.*). GAMA Holding's mission is "to continuously create value for all stakeholders, particularly shareholders, by managing the Holding's strong corporate portfolio effectively in accordance with its values" (*GAMA Holding, n.d.*). The key values emphasized by the GAMA Holding are reliability, development and change, passion for success, adaptive collaboration and valuing people.

As of 2022, GAMA Enerji has 210 white-collar employees. GAMA Enerji's organization structure can be described as the hybrid of functional and divisional structures. Each functional department is specialized on its scope of activities, and is reporting directly to the CEO. However, the Deputy General Manager of Operations overlooks the performance of individual operating plants. Due to the fact that GAMA Energy is a subsidiary of GAMA Holding, they share the common vision and mission.

Sustainability and ethical principles are an essential part of the strategy of the organization. GAMA Enerji operates under ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, ISO 50001 Energy Management System standards, and ensures data protection based on ISO 27001 Information Security Management System certification.

2- Problem Definition

GAMA Energy currently operates in two countries: Türkiye and Jordan. Inflation in Türkiye, political, macroeconomic, regulatory unpredictability and instability in the region has pushed

the company to search for new opportunities abroad that would promise them financial sustainability. The company primarily earns revenue in Turkish lira, while its expenses are largely in US dollars. This currency misalignment poses a challenge due to the volatile nature of the Turkish lira against the US dollar. Their existing presence in Jordan is a significant portfolio asset because it generates revenue in a currency pegged to the dollar - the Jordanian Dinar. Using their accumulated capital from 2016, the company is exploring international expansion as a means to diversify its revenue streams and secure stable foreign currency earnings. The problem statement is as follows: *How can GAMA Enerji achieve sustainable growth through investment ventures to gain a competitive edge while also aligning it with their net zero agenda?*

3- Possible Solutions

3.1- Solution approach and proposed model:

The proposed model for the solution entails three steps, with every step serving as an elimination round to narrow down potential expansion destinations. The initial step involved identifying GAMA Enerji's entry technology. This is crucial because GAMA Enerji boasts a diverse portfolio of technologies, leading to different countries of analysis. As an outcome of analysis, wind and hydropower were deemed to be the point of focus in determining GAMA Enerji's future expansion. Given GAMA Enerji's existing resources and capabilities, the company mentioned that they were interested in applying their extensive knowledge in wind energy due to the promising nature of the industry and the growing investment of offshore wind technologies. Floating wind turbine market is projected to grow from 4.9 billion to 49.8 Billion dollars by 2032 (Market Research Future, n.d.), while offshore wind power presents immense potential as wind speeds and stability are faster and higher compared to land (*American Geosciences Institute, n.d.*). This is significant due to the fact that a 3-mph wind speed increase can lead to the turbine producing twice the energy, while a steadier wind would indicate a more reliable source of energy. Hydropower, in its turn, is one of the most popular renewable energy sources in the world. With the production being completely domestic, unlike the majority of solar panels and fossil fuels, it also leads to increased employment (*EnergySage, 2022*). Furthermore, hydropower plants also provide a rich source of irrigation for crops in surrounding areas (*EnergySage, 2022*). Hence, this method of renewable energy production not only produces large amounts of electricity but positively contributes to its environment that is essential for GAMA Enerji.

The second step entails pinpointing the optimal countries of entry. For this task, all 195 UN recognized countries were taken into account. Additionally, GAMA Enerji was consulted to set any criteria, besides the ones that were set out by The Sharks, they deemed necessary for the applicability of this expansion. Following thorough discussions with GAMA Enerji officials, it was decided that the company prefers not to expand into countries too distant from Turkey, particularly excluding the Americas. This is due to the concern regarding decreasing synergies and increasing entry costs. Therefore, distance was initially used as a criterion for eliminating countries, with those in the Americas as the basis for elimination (countries ranked further than the first American country on the list were eliminated). A Python code was developed and implemented to calculate the distance of each country to Turkey based on their longitude and latitude coordinates, and the eliminations were conducted. Furthermore, countries in a state of war were excluded due to the associated risks posed. The finalized list from this elimination round can be found as *Table 1*.

Table 1: Countries after the first round of elimination (based on distance and the presence of internal/external conflicts).

Georgia	Malta	Zambia	Ghana	Senegal	Burundi
Bulgaria	Poland	Guinea-Bissau	Tanzania	Gambia	Finland
Moldova	Saudi Arabia	Angola	Sao Tome and Principe	Sri Lanka	Denmark
Romania	Austria	Cabo Verde	Bhutan	Comoros	Belgium
Greece	Czechia	Mozambique	Seychelles	Liberia	Kazakhstan
North Macedonia	San Marino	Zimbabwe	Côte d'Ivoire	Algeria	Netherlands
Albania	Lithuania	Madagascar	Bangladesh	Kyrgyzstan	Oman
Serbia	Bahrain	Laos	Mongolia	United Kingdom	France
Montenegro	Qatar	Thailand	Guinea	Ireland	Norway
Kuwait	Latvia	Botswana	Mauritius	Portugal	Djibouti
Bosnia and Herzegovina	Libya	Mauritius	Namibia	Morocco	Tajikistan
Hungary	Estonia	Namibia	United Arab Emirates	Uganda	Pakistan
Slovakia	Switzerland	Cambodia	Uzbekistan	Nigeria	Spain
Belarus	Germany	Mauritania	Luxembourg	Kenya	
Croatia	Tunisia	Equatorial Guinea	Sweden	Nepal	
Slovenia	Sierra Leone	Togo	Maldives	India	

GAMA Enerji aims to expand into countries that offer sustainable revenues in a stable foreign currency. Furthermore, GAMA Enerji wanted to ensure that the country that they are expanding into does not have any internal or external conflicts alongside humanitarian exploitation, in line with GAMA Enerji's sustainability policies. Therefore, the countries of consideration should demonstrate political stability and have low corruption levels, alongside a lack of internal or external conflicts. Additionally, the chosen country should have ample natural resources to support renewable energy expansion. Total of 9 indices were considered in the analysis that are Average Inflation, Average Foreign Direct Investment Inflow, Corruption Perceptions Index, Political Stability Index, Ease of Doing Business Index, Natural Capital Index, Resource Intensity Index, Economic Sustainability Index and Global Sustainable Competitiveness Index. The detailed breakdown of indices can be found in *Figure 1*.

Analytic Hierarchy Process (AHP) and weighted matrix methods were employed to systematically determine the critical weights of each criterion, and these weights were then applied to the weighted matrix. Countries were assessed and ranked based on their relative scores. Subsequently, employing the Pareto Principle (80/20 rule) logic, which suggests that 20% of the countries considered offer 80% of the potential market opportunity, the top 20

countries were selected to proceed for the next elimination round. The list of these countries is provided in *Table 2*

Table 2: Countries after the second round of elimination.

Sweden	Latvia	Germany	United Kingdom
Switzerland	Ireland	Slovakia	Czech Republic
Finland	Austria	Japan	Croatia
Norway	Estonia	France	Slovenia
Denmark	Portugal	Lithuania	Luxembourg

Another criterion for elimination was taken from a 2022 report titled “Development of a Machine learning assessment method for renewable energy investment decision making.” The report categorizes countries into low, middle, and high renewable energy technology (RET) investment risk categories. Color-indicated maps for wind power and hydropower technologies are available in Figures 3 and 4 in the Appendix B. Following discussions with GAMA Enerji, company officials expressed reluctance to enter countries categorized as having low or high RET investment risks due to associated costs and risks. Therefore, countries were eliminated based on this criterion to ensure real-life applicability for GAMA Enerj. The resulting countries for wind energy and hydropower can be found in *Tables 3 and 4*, respectively.

Table 3: Countries after the third round of elimination, for wind power.

Sweden	Latvia	Portugal
Finland	Lithuania	Croatia
Norway	Estonia	Slovenia

Table 4: Countries after the third round of elimination, for hydropower.

Switzerland	Denmark	Ireland	Estonia	Croatia	Luxembourg	France
Finland	Latvia	Austria	Czech R.	Slovenia	Slovakia	

To determine the most suitable country for expansion based on each specific chosen technology, various data points were considered, including the compound annual growth rates (CAGRs) of renewable installed capacity, renewable electricity generation, capacity utilization, consumption, and the average percentage of energy generation from renewables were used for each country. Additionally, for the analysis of wind power, the distribution of wind potential was incorporated as an additional criterion. Finland emerged as the most suitable country for expansion using hydropower, while Croatia was deemed as the most feasible option for expansion using wind power due to significant CAGRs in both installed renewable capacity and renewable generation, indicating a favorable environment for renewable energy investment.

The third step of the model was identifying the suitable entry method into the selected countries based on the Porter’s five forces framework. An industrial analysis was conducted to further understand the renewable energy industry in the country of focus.

In Finland, annual electricity generation is about 65,000 GWh, with hydropower contributing 14,637 GWh, or 22.5% of the total (*Finland - Land of a 1000 Lakes*, n.d.). The potential for hydropower is 16,915 GWh per year, with 77% of this capacity already used (*Finland - Land of a 1000 Lakes*, n.d.). The Wild River Act has halted new hydropower construction, shifting focus to enhancing existing facilities (*Finland - Land of a 1000 Lakes*, n.d.). The market has about 120 energy companies running 400 power plants, over half of which are hydroelectric (*Electricity Generation*, 2022). High entry costs and regulatory constraints deter new entrants, while competition remains intense due to established supplier relationships and moderate buyer bargaining power. Finland's reliance on hydropower faces pressure from alternative renewables like wind and solar, supported by government policies. This competitive landscape makes it challenging for GAMA Enerji to enter the market, despite the country's strong hydropower performance.

In Croatia, wind power is the primary renewable energy source, with electricity from wind rising from 0.5% in 2010 to 14% in 2021 (*International Renewable Energy Industry*, 2023). According to projections, while the existing hydroelectric power plants would still produce the most renewable electricity, wind farms would dominate them in further development by 2035 (*Soullard & Bencetić*, 2016). This growth can be attributed, in part, to government financial incentives, favorable laws and guaranteed sales prices through feed-in tariffs, presenting motivation for investors to enter the local market (*Soullard & Bencetić*, 2016). The Croatian Energy Market Operator (HROTE) procures energy from eligible producers of renewable energy at incentivized rates (*Soullard & Bencetić*, 2016). These eligible producers engage in electricity purchase agreements with HROTE, spanning a duration of 14 years (*Soullard & Bencetić*, 2016). As the incentive rates surpass the selling price at which HROTE redistributes electricity acquired from eligible producers, the disparity is offset through an incentive fee aimed at fostering electricity production from plants utilizing renewable energy, and favoring electricity generation companies (*Soullard & Bencetić*, 2016). Nevertheless, since the traditional wind energy market is highly saturated, GAMA Enerji should consider a joint venture for entry within more technologically advanced fields like offshore wind technology. A recommended strategy is a joint venture on a cross-border offshore wind farm between Italy and Croatia with INA, a medium-sized European oil company. This project aims to install 300 MW of wind turbines. INA manages a modernized regional network of more than 500 service stations in Croatia and neighboring countries, with access to ports, transportation networks, and other necessary facilities for importing equipment, materials, and components required for the project (*INA*, n.d.). While INA was entrusted with the technical assessment and project planning, the company is mainly specializing in oil extraction, with small projects in solar energy generation (*INA*, n.d.). Therefore, GAMA Enerji can leverage their experience in renewable energy production from wind, along with its operational expertise, to operate the floating wind farm. When aligned with GAMA Enerji's business operations, these strengths synergize to streamline project execution and enhance overall efficiency. INA's infrastructure and logistical capabilities, combined with GAMA Enerji's expertise in renewable energy, can enhance project execution. Partnering with INA, which has financial stability and international experience, offers a valuable opportunity for GAMA Enerji.

Besides the proposed solution, GAMA Enerji could benefit from expanding into hydrogen fuel that is recommended as project extension. Hydrogen, the most abundant element, is clean, flexible, and energy-efficient, with the hydrogen economy projected to be worth USD 500 billion by 2030 (*The Economist*, 2021). Regions like Africa, the Americas, the Middle East, and Oceania have high potential for hydrogen production (*Kennedy*, n.d.). Unlike fossil fuels, hydrogen production is unlikely to be cartelized due to its widespread availability. Currently,

most hydrogen is produced from natural gas, which is not emission-free (*The Economist, 2021*). Green hydrogen requires renewable energy, which demands significant land and water resources (100RE Lab, 2023). Transportation and safety challenges also exist due to hydrogen's properties. Although not yet publicly traded, hydrogen is expected to see significant industrial uptake by 2030, with broader applications by 2050 (*Gulli et al., 2024*). Despite current challenges, the hydrogen fuel industry shows promise. For future expansion, GAMA Enerji could consider entering this market, particularly in Oman, which has favorable conditions and government investments in hydrogen development.

4- Conclusion (Maximum Half Page)

In conclusion, after the extensive analysis, it is proposed for GAMA Enerji to pursue a joint venture with INA for a 300 MW cross-border offshore wind farm between Italy and Croatia. INA, a Croatian oil company, has access to necessary ports and transportation networks, enhancing the project's logistical and developmental phases. INA's infrastructure and dedication to sustainability, combined with GAMA Enerji's expertise in wind energy, will streamline project execution and enhance efficiency. This partnership offers GAMA Enerji a valuable opportunity to strengthen its financial position and gain international experience. Additionally, exploring hydrogen fuel, particularly in regions like Oman, could further diversify their portfolio and align with their net-zero goals. These steps will help GAMA Enerji secure stable revenue streams and enhance their competitive edge in the renewable energy sector.

Appendices

The criteria list can be stated as per below, all indices were taken from World Bank and Solability:

1. *Average Inflation*: Inflation rates impact the overall economic environment and health of a country. Rates that are low and stable over a time period are generally favorable for business and investments.
2. *Average Foreign Direct Investment Inflow*: The level of foreign direct investment (FDI) reflects the confidence of the investors in a certain country's business environment, and therefore the country's attractiveness in terms of its business landscape.
3. *Corruption Perceptions Index*: This particular index determines country corruption rankings based on professional analyses and opinion surveys. Low corruption levels are crucial in ensuring fair and transparent business dealings, reducing regulatory risks, and being involved in a fair competitive environment within the industry.
4. *Political Stability Index*: The political stability index is crucial in terms of making sure that the company will be operating in a predictable and secure investment environment.
5. *Ease of Doing Business Index*: This index by the World Bank assesses the regulatory environment and business-friendly policies. Higher scores indicate simpler and clearer bureaucratic operations, faster permit approvals, and less administrative complexities.
6. *Natural Capital Index*: The natural capital index by Solability includes the study of resources such as "land, water, climate, biodiversity, food production and capacity, and energy and mineral sources" alongside the level of depletion of these resources (Solability, n.d.). All parameters can be found in detail in the Illustrations as Figure 1.
7. *Resource Intensity Index*: Resource management involves whether countries use their resources effectively (Solability, n.d.). This is important due to the fact that if the global

prices of raw materials and energy rise in the future, the countries with lower ratings would be facing higher costs (Solability, n.d.). Details in regards to all criterias considered within this index can be found in the Illustrations as Figure 2.

8. *Economic Sustainability Index*: This index portrays the ability to generate wealth through sustainable and inclusive economic development (Solability, n.d.). It is based on 31 quantitative indicators, outlined as Figure 3 in Illustrations (Solability, n.d.).
9. *Global Sustainable Competitiveness Index*: This index evaluates countries' competitiveness on the basis of environmental, social, and economic sustainability indicators.

Figure 1: A chart indicating the elements considered in the making of the Natural Capital index, taken from Solability (Solability, n.d.).

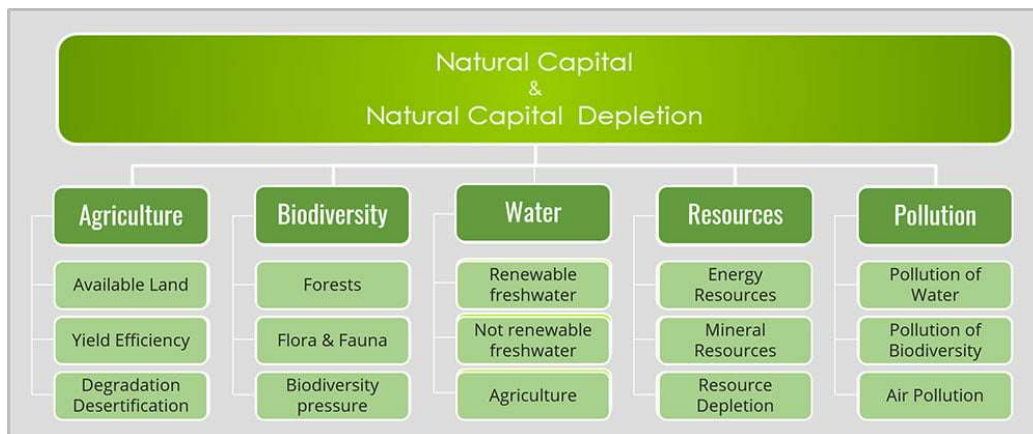


Figure 2: A chart indicating the elements considered in the making of the Resource Intensity index, taken from Solability (Solability, n.d.).

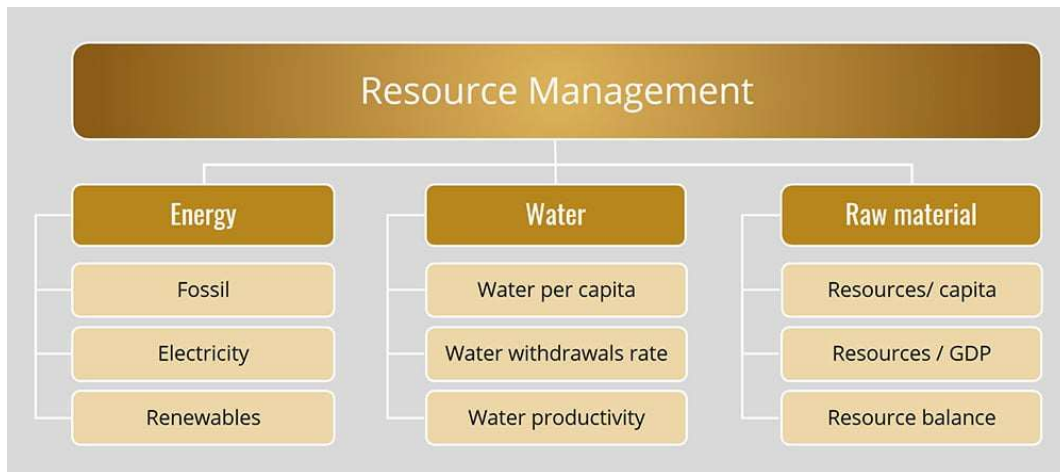


Figure 3: Wind power technology investment risk country color-coded map taken from the 2022 report titled “Development of a Machine learning assessment method for renewable energy investment decision making” (Izanloo et al., 2022, 11).

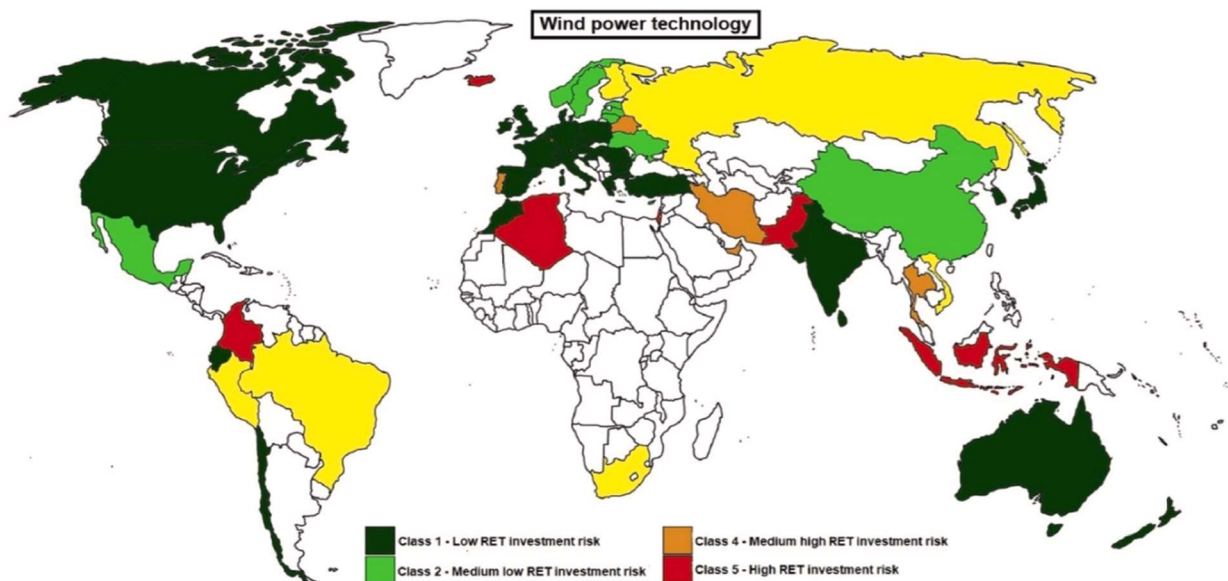


Fig. 6. Wind power technology investment risk analysis.

Figure 4: Hydropower technology investment risk country color-coded map taken from the 2022 report titled “Development of a Machine learning assessment method for renewable energy investment decision making” (Izanloo et al., 2022, 12).

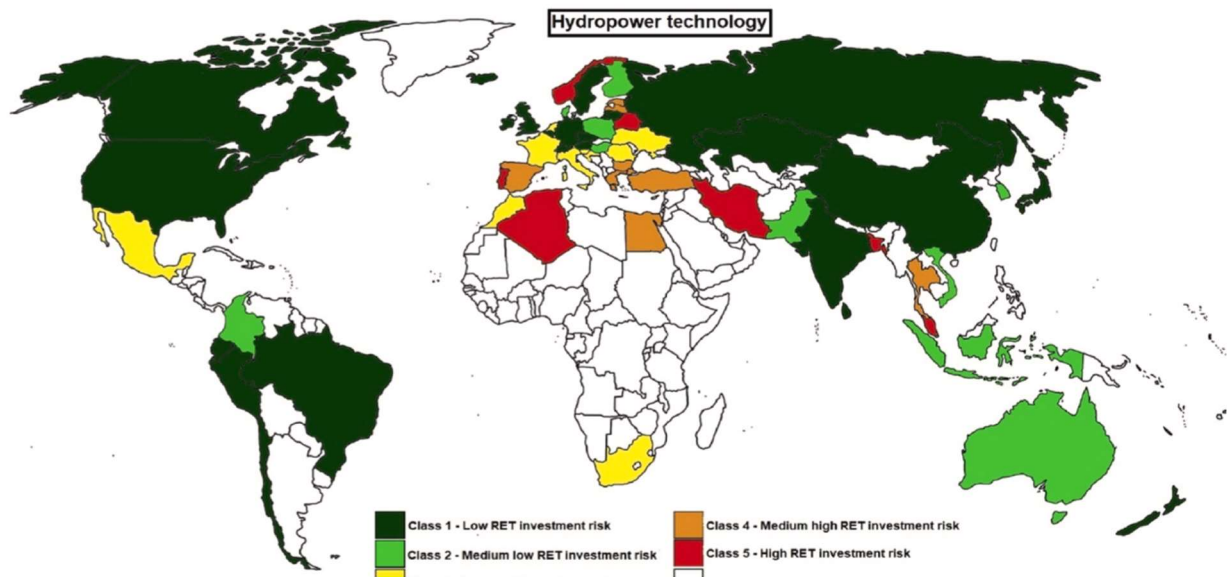


Fig. 8. Hydropower technology investment risk analysis.

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JOTFORM, Marketing Problem



Proje Ekibi: Innov8

Grup Üyeleri: Ayşe Keskin, Gökay Akın, Kemal Eren Şerbetçi, Lal Demir Mehveş, İrem İçinsel, Selen Aytaç

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Koordinatör Danışman: Yasemin Limon

ÖZET

Jotform AYTEKİN TANK tarafından 2006 yılında kurulmuştur, merkezi San Francisco, Amerika'dadır. Jotform, SaaS endüstrisinde, özellikle çevrimiçi form oluşturma sektöründe, dinamik ve yenilikçi ürün yelpazesi ile dikkat çekmektedir. Çeşitli sektörlerde hizmet veren bu platform, kullanıcı dostu arayüzü ve güçlü entegrasyon kapasitesi ile rekabetçi bir avantaj sağlamaktadır. Jotform'un güçlü yanları arasında, sürekli güncellenen teknolojisi ve çok çeşitli kullanım senaryolarına uyum sağlayabilen esnek yapılandırma seçenekleri yer almaktadır. Jotform, kullanıcı ihtiyaçlarını anlama konusunda derin bir birikime sahiptir. Jotform'un yaşadığı problem ise "Enterprise" ile "BSG (Bronze-Silver-Gold)" ürünlerinin satışları arasındaki oluşan fark ve şirketin halihazırdaki BSG müşterilerini Enterprise planına yükseltmeyle alakalı yaşadığı zorluklarla ilgilidir. Bu probleme çözüm olarak "Enterprise Lite" gibi yenilikçi ürünün geliştirilmesi Enterprise satışının artmasına yardımcı olacaktır. Bu proje, Jotform'un "BSG" ve "Enterprise" ürün teklifleri arasındaki satış farklılıklarını ele alarak, bu ürünler arasındaki geçişi kolaylaştırmak ve Enterprise ürününün satışını artırmak, müşteri memnuniyetini sağlamak amacıyla oluşturulmuştur. Projenin odak noktası, müşteri ihtiyaçlarına dayalı olarak özelleştirilmiş bir ürün yelpazesi sunmak ve müşteri tabanını genişletmek için stratejik pazarlama faaliyetlerini optimize etmektir. Jotform, bu strateji ile pazardaki konumunu daha da güçlendirerek, kullanıcılarına kesintisiz ve etkin bir hizmet sunmayı hedeflemektedir.

Anahtar kelimeler: Hizmet Olarak Yazılım, Çevrimiçi form oluşturma, Pazar analizi, Rekabet Analizi, Müşteri ihtiyaçları, Pazar segmentasyon, Fiyatlandırma stratejileri, Kurumsal sürdürülebilirlik, Veri güvenliği, Ürün özelleştirme, Müşteri deneyimi, Müşteri sadakati, Pazar payı, Stratejik pazarlama, Teknolojik gelişmeler, Müşteri memnuniyeti

1- Company Background

Jotform is a pioneering company in the SaaS (Software as a Service) industry, established in 2006 by Aytekin Tank. Based in San Francisco, California, Jotform has become a leading provider of online form-building and data-collection solutions. With a mission to simplify the process of data collection and improve productivity, Jotform offers versatile tools that empower users to create, manage, and analyze forms and surveys effortlessly.

Jotform's product suite includes the Bronze, Silver, Gold (BSG), and Enterprise plans, catering to a diverse range of users from small businesses to large enterprises. Each plan is designed to meet specific needs, from basic form creation for individual users to advanced features and compliance for large organizations. The Enterprise plan, in particular, offers comprehensive features such as multi-user capability, HIPAA compliance, FERPA compliance, and customizable branding, making it a preferred choice for sectors like healthcare, education, government, and nonprofits.

With over 10 million users worldwide, Jotform is trusted by organizations for its robust features, ease of use, and commitment to data security and compliance. The company continuously innovates to meet the dynamic needs of its users, providing integrations with various third-party applications, ensuring seamless workflow automation and productivity enhancement.

2- Problem Definition

Despite offering superior features, Jotform's Enterprise membership has struggled in sales compared to its more basic Bronze, Silver, and Gold (BSG) plans. Market research indicates a perceived overpricing issue, as the features of the less expensive BSG plans often meet customer needs, thus deterring upgrades. This sales challenge is compounded by similar offerings from key competitors like SurveyMonkey, Typeform, and Formstack, leading to minimal differentiation in the market.

2.1- Challenges Identified:

1. **Perceived Overpricing:** Customers believe the Enterprise plan is too expensive relative to the value it provides. This perception is primarily due to the extensive features of the BSG plans, which often suffice for many users.
2. **Market Competition:** The competitive landscape of the SaaS industry includes strong players such as SurveyMonkey, Typeform, and Formstack. These competitors offer similar features and pricing structures, making it difficult for Jotform to differentiate its Enterprise plan effectively. Among the players in the SaaS industry the individual plans have a range between \$30 to \$105 according to *Figure 1* addressed.
3. **Sales Disparity:** Despite the advanced features like multi-user capability, HIPAA compliance, FERPA compliance, and customizable branding, the Enterprise plan's sales are lagging behind the BSG plans. This indicates a need for a refined product statement and positioning strategy to align with sales goals.

To address these challenges, two potential solutions were considered:

1. **Enterprise Lite:** A mid-tier offering aimed at customers who find the full Enterprise plan too extensive and the BSG plan inadequate. It retains select high-end features at a

reduced cost, approximately 20-30% cheaper than the full Enterprise plan. This strategy employs the "Price Anchoring" method to enhance perceived value.

2. **Sector-Specific Enterprise Products:** Tailoring customized Enterprise solutions for sectors including healthcare, government, education, and non-profits to better align the product's capabilities and pricing with specific sector demands.

After thorough analysis, the Enterprise Lite option was selected as the preferred solution due to its potential to bridge the gap between the BSG and full Enterprise plans, enhance customer satisfaction, and increase revenue without incurring the high costs of developing multiple specialized products.

3- Possible Solutions

3.1- Enterprise Lite

3.1.1- Problem Approach:

Enterprise Lite is designed to cater to SMEs and specific departments within larger organizations that need advanced features without the full scope of the Enterprise plan. This new product will cater to those who find the BSG plans inadequate and the full Enterprise plan too expensive.

3.1.2- Solution Description:

Enterprise Lite will retain core features of the Enterprise plan with a tailor-made approach, but at a lower cost, approximately 20-30% cheaper. Key features include:

- **Pricing:** The price will be set at approximately \$5,880, excluding add-ons. This pricing strategy aims to enhance the perceived value and make the product more accessible.
- **Selective Premium Features:** Features such as HIPAA compliance, customizable branding, and multi-user capabilities will be retained as scalable.
- **Limitless Admin Users:** There is not any lower limit for the admin user number.
- **Optional Add-Ons:** Additional security and compliance features will be available as optional add-ons.

3.1.3- Pros of Enterprise Lite

- **Affordability:** Enterprise Lite is priced approximately 20-30% lower than the full Enterprise plan, making it accessible to a broader audience. This affordability allows smaller enterprises and specific departments within larger organisations to benefit from advanced features without a significant financial burden. It reduces the entry barrier for companies that need more than the BSG plans but find the full Enterprise plan too costly, potentially leading to increased adoption and customer satisfaction.
- **Flexibility:** The Enterprise Lite plan allows customers to choose and pay for only the features they need, offering a customizable solution that can be tailored to specific organizational requirements. This flexibility is particularly beneficial for SMEs and departments within larger organizations, enabling them to optimize their use of Jotform's services according to their unique needs. By offering optional add-ons for additional features, Enterprise Lite ensures that customers only invest in what they genuinely require, enhancing the overall value proposition.

- **Scalability:** Enterprise Lite serves as a stepping stone for customers who initially adopt it and may transition to the full Enterprise plan as their needs grow. This scalability supports Jotform's "Land and Expand" strategy, encouraging customers to start with a more affordable plan and upgrade over time. This approach not only helps in retaining customers but also fosters long-term relationships, as clients can seamlessly scale their services in line with their business growth, ensuring they remain within the Jotform ecosystem.

3.1.4- Cons of Enterprise Lite

- **Cannibalization Risk:** Introducing Enterprise Lite presents the risk of cannibalization, where existing Enterprise customers might downgrade to the cheaper Enterprise Lite plan. This could lead to a reduction in overall revenue if a significant number of high-paying customers switch to the lower-priced option. While Enterprise Lite aims to attract new customers, it is crucial to monitor and mitigate this risk by clearly differentiating the value propositions of both plans and ensuring that the full Enterprise plan remains attractive to larger organizations.
- **Brand Perception:** The introduction of a lower-priced plan might affect the perceived value of Jotform's offerings, potentially diminishing the brand's premium image. If not marketed correctly, customers might view Enterprise Lite as a compromise in quality or features, leading to a diluted brand reputation. It is essential to communicate the benefits and unique value of Enterprise Lite effectively while maintaining the prestige associated with the full Enterprise plan, ensuring that customers understand the distinct advantages of each offering.
- **Market Confusion:** Adding another product tier could lead to market confusion, with potential customers struggling to understand the differences between the various plans. Clear and concise communication is necessary to help customers make informed decisions about which plan best suits their needs. Jotform must invest in detailed marketing materials, FAQs, and customer support to guide users through the selection process, minimizing confusion and ensuring that each customer finds the most appropriate solution for their requirements.

3.2- Implementation Plan:

The implementation plan for Enterprise Lite includes short-term and long-term actions focusing on product development, marketing, and risk mitigation strategies to maintain brand perception.

3.2.1- Short-Term Action Plan:

- **Client Needs Assessment:** Distribute surveys and conduct focus groups to identify specific needs and requirements.
- **Product Development:** Design and develop the Enterprise Lite product with a dedicated R&D team, integrating existing Enterprise features with limited access.
- **Training and Onboarding:** Train administrative and customer service staff and develop detailed manuals and tutorials for users.

- **Security Configuration:** Ensure compliance with GDPR, HIPAA, and other relevant regulations, and set up role-based access controls.
- **Marketing Outreach:** Develop targeted email and social media campaigns, create case studies, and prepare marketing materials.

3.2.2- Long-Term Action Plan:

- **Monitor and Iterate:** Continuously gather feedback and refine the product based on customer needs and usage analytics.
- **Risk Mitigation:** Monitor for potential downgrading trends and adjust feature limitations and upgrade incentives as needed.
- **Marketing and Branding:** Enhance visibility through online marketing, SEO, and targeted advertising.
- **Pricing and Sales Strategy:** Maintain competitive pricing and promote the value of the Enterprise Lite plan.

3.3- Feasibility:

The feasibility of Enterprise Lite is grounded on several factors, including market demand, pricing strategy, and competitive positioning. Given Jotform's existing customer base and market trends, there is a viable opportunity to introduce an intermediate offering between the BSG and Enterprise plans. The success of Jotform's "Land and Expand" strategy, evidenced by the high conversion rate, from BSG to Enterprise memberships, provides a promising foundation for introducing Enterprise Lite. Effective marketing, clear differentiation from existing plans, and ongoing customer feedback will be essential to ensure the success of Enterprise Lite.

3.4- Budgeting:

The estimated budget for the development, marketing, and launch of Enterprise Lite is \$350,000. This budget covers software and platform development, marketing campaigns, sales and administrative expenses, and training and onboarding.

- **Software/Platform:** \$100,000 for design, development, testing, and ongoing maintenance.
- **Marketing Campaign:** \$150,000 for email campaigns, social media marketing, website content, SEO, and Google Ads.
- **Sales & Administrative:** \$50,000 for additional sales resources and administrative processes.
- **Training & Onboarding:** \$50,000 for employee training, customer onboarding, and online instructional resources.

3.5- Marketing and Launch of the Product

The marketing campaign is essential in the launch of the new product: Enterprise Lite. Marketing communication plan is realized in the means of online marketing which includes: email marketing, social media marketing, website content, SEO (search engine optimization) analysis, and google ads. The specific issue in the email marketing is that it allows marketing Enterprise Lite personally to the customers without harming the high positioning price of the Enterprise package. Hence, email marketing will be done to the tracked customers who have been trapped in the price barrier and they will be the ones who have got the email before the general product launch, so in the launch process of the product there will be a prioritization of email marketing. Through email marketing the plan is to inform customers in the form of email,

with an attention-grabbing subject section and a written content which would include an action message supported by interesting visual content as it can be seen in *Figure 3*.

Also, social media content for posts and stories will be created to inform customers for which it is considered the platforms: Twitter, Youtube, and Instagram. While creating the content which will be used in social media channels and in the websites pop ups, the keywords that have been mostly search regarding Jotform Enterprise which is the price and the cost of Enterprise have shown that this price element should be highlighted in the content. Hence, “Flexible Features, Affordable Price designed for your Enterprise” slogan has been found suitable in the launch of the Enterprise Lite which can be seen in *Figure 4*. Thanks to the SEO analysis, by using the keyword “price” also in the written content in Jotform’s website, the product will organically market itself by being in the top result of the search engine search.

3.6- Sales and Revenue Forecast:

Based on Jotform's sales data from 2023, the introduction of Enterprise Lite is expected to enhance market penetration and increase the customer base for the Enterprise plan. Projections for 2024 and 2025 indicate significant growth, with an expected increase in Enterprise plan customers by 87.5% by the end of 2025.

4- Conclusion

The introduction of Enterprise Lite is a strategic move designed to address the sales challenges faced by Jotform's Enterprise membership. By offering a mid-tier solution that meets the specific needs of SMEs and departments within larger organizations, Jotform can expand its market reach and enhance customer satisfaction. This new product leverages Jotform’s strengths in providing versatile and user-friendly form-building solutions while offering a more cost-effective alternative to the full Enterprise plan.

Implementing Enterprise Lite is expected to increase membership sales, improve customer retention, and ultimately contribute to Jotform’s growth and market presence. This solution aligns with Jotform’s mission to simplify data collection and enhance productivity for businesses of all sizes, positioning the company for sustainable success in the competitive SaaS industry.

The Enterprise Lite solution will bridge the gap between the BSG and Enterprise plans, providing a valuable, affordable option for customers who require advanced features but are deterred by the cost of the full Enterprise plan. With a strategic implementation plan, robust marketing efforts, and a focus on customer feedback and continuous improvement, Enterprise Lite is poised to be a successful addition to Jotform’s product suite.

Appendices

Figure 1



Figure 2

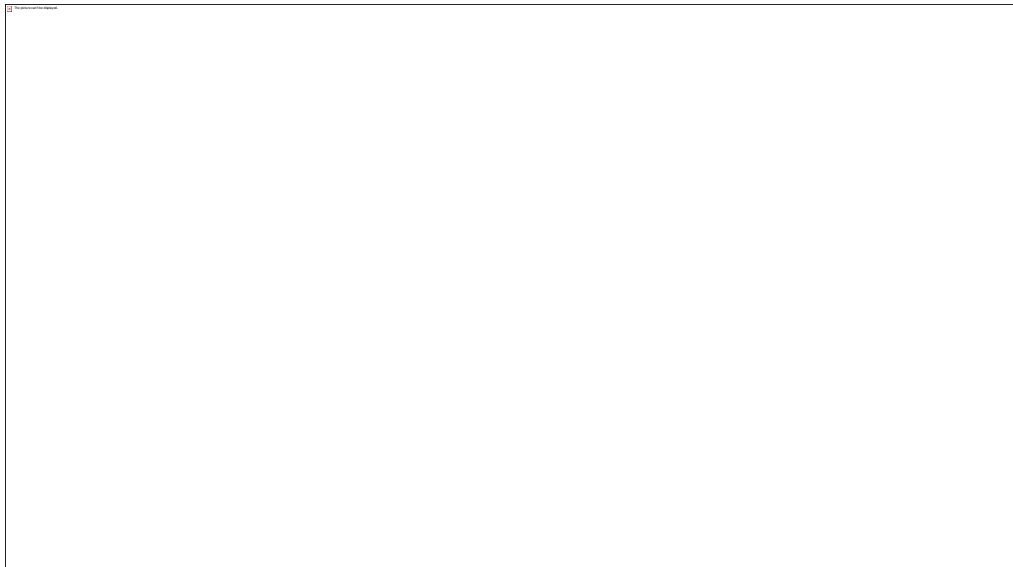


Figure 3

Subject: We have a Deal

Have you been wanting to switch to Enterprise but think it is too expensive? Well, we have a deal for you. Meet our Enterprise Lite package, with some Enterprise features in slimmer price. Just like you always wanted!



The graphic features the Jotform logo at the top left. Below it is a list of features: PDF forms, Multi User Platform, Dedicated Support, User Management, SLA, and Single Sign-On. To the right is an image of two people working at a computer. At the bottom right is the Enterprise Lite logo. At the bottom left, it says 'For more info contact www.jotform.com'. At the bottom center, it says 'For more information contact: www.jotform.com'.

For more information contact: www.jotform.com

Figure 4



The advertisement is split into two panels. The left panel has a purple background with a building facade. It features the Jotform logo, the text 'Flexible Features, Affordable Price... Designed for Your Enterprise', and the Enterprise Lite logo. The right panel has a white background with a city skyline and a man using a tablet. It features the Jotform logo, the text 'Flexible features, affordable price for your Enterprise.', a 'JOIN US' button, the Enterprise Lite logo, and contact information: '(312) 299-23-20' and 'www.jotformlite.com'.

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KMT, Marketing Problem



Proje Ekibi: Karnaval

Grup Üyeleri: Metehan Aytaç, Eda Başak Ekmen, Gökçe Nur Yıldırım, Ahmet Kutay Salkım, Efe Önder Özokumuşoğlu

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Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

KMT dijital dünyada varlığını artırmayı ve dijital platformu aracılığıyla satışları artırmayı dolayısıyla müşteri ilgisini online platforma daha çok çekmeyi hedeflemektedir. Şu anda KMT, dijital web sitesinin marka bilinirliğinin geride kalması, geleneksel müşterilere ulaşımın online platform açısından sınırlı olması ve dış ekonomik faktörler gibi çeşitli zorluklarla karşı karşıyadır. Önerilen çözümler arasında KMT'nin web sitesine bir kalifiye işçi özelliğinin entegrasyonu, ilgili alanlarda fuarlara katılım ve yapay zeka tabanlı ev görselleştirme aracının uygulanması yer almaktadır. Ayrıca, dijital pazarlama stratejilerinin iyileştirilmesi, dijital platformun müşteri ilgisini daha çok çekebilmesi için sadece dijital özel promosyon kampanyaları başlatılması ve sosyal medya kampanyaları ile marka bilinirliğinin artırılması planlanmaktadır. Bu stratejiler, dijital platformun görünürlüğünü artırmayı, müşteri ilişkilerini güçlendirmeyi ve yenilikçi teknolojiden yararlanmayı amaçlamaktadır. Detaylı uygulama planı, etkili yürütme ve sürekli iyileştirme sağlayarak KMT'nin dijital pazardaki uzun vadeli başarısını hedeflemektedir. Bu bağlamda, müşteri geri bildirimlerinin düzenli olarak analiz edilmesi ve stratejilerin buna göre güncellenmesi önemlidir.

Anahtar Kelimeler: Dijital Pazarlama ve Özel Promosyonlar , Marka Bilinirliği, Ürün Yeniliği, Kalifiye İşçi Özelliği, İnşaat Fuarları, Yapay Zeka Tabanlı Görselleştirme, Müşteri Memnuniyeti.

1- Company Background

Founded in 1959 and transformed into KMT Distribution in 1998, KMT (Key Materials for Tops) is a prominent supplier company operating in the roofing materials industry. Originally established in the Devrek district of Zonguldak, Turkey, KMT has grown to become a leading organization serving customers nationwide. With a dedicated team of 10 experts across various departments, including Finance and Accounting, Purchasing, Sales, Marketing, and Artificial Intelligence, KMT adopts a comprehensive approach to its business operations.

KMT offers roofing products tailored to different climatic conditions and building types. From roofing sheets and plasters to insulation materials, under-roof protection systems, and roof accessories, KMT provides solutions to meet roofing needs. In addition to its product offerings, KMT provides professional technical support and consultancy services. Their experienced team assists customers in finding the right solutions for their roofing projects, ensuring maximum satisfaction and value delivery. (KMT, 2024)

KMT's mission is to facilitate the sourcing process of roofing materials, support sustainability, and improve the quality of roofing projects. They envision a future where roofing enhances both aesthetics and energy efficiency in every building. (KMT, 2024) To achieve this vision, KMT prioritizes environmental awareness and sustainability in its operations. The company avoids environmentally harmful substances in its production processes and continuously strives to minimize its environmental footprint. By promoting sustainable roofing practices and investing in energy-efficient solutions, KMT contributes to environmental stewardship and human health.

KMT has established extensive distribution agreements with renowned manufacturers such as Kılıçoğlu, Megaron, Solar Çatı, Lindab, Eurovent, and Tatmetal. (KMT, 2024) These partnerships, coupled with KMT's advocacy of sustainability, have positioned the company as one of Turkey's leading distributors in the roofing industry. KMT's commitment to innovation is evident through initiatives like its Kiremitçi brand, which fosters loyalty among roofers through Turkey's most successful loyalty program.

In conclusion, KMT (Key Materials for Tops) is a customer-oriented supplier company that provides quality roofing materials. With its commitment to high-quality standards, environmental awareness, and continuous innovation, KMT holds a significant position in the roofing materials industry.

2- Problem Definition

Key Materials for Tops (KMT) was founded in 1959 and rebranded as KMT Distribution in 1998. Since then, it has grown to become a well-known and reputable supplier in the roofing materials sector. Through its vast network of physical locations, KMT has established a reputation for offering its clients excellent service and high-quality products over the years. However, the company now faces the significant challenge of extending its well-earned brand recognition from traditional brick-and-mortar locations to its online platform. As a top supplier of roofing materials, KMT is acutely aware of the necessity to use innovative offerings and improve its online presence in order to adjust to the changing industry. Despite maintaining an online presence, KMT has struggled with limited brand visibility and customer reach in the digital realm. This issue is particularly pressing as the industry increasingly moves toward online interaction and transactions, making it imperative for KMT to enhance its digital footprint. To overcome these challenges and align with current industry trends, KMT is actively

exploring new strategies to strengthen its connection with customers and effectively showcase its wide range of products through its website. By leveraging digital marketing, enhancing user experience, and integrating advanced features, KMT aims to bridge the gap between its physical and online presence, ensuring that its reputation for quality and service is reflected across all platforms. These efforts are crucial for KMT to maintain its competitive edge and continue its legacy of excellence in the evolving roofing materials market.

3- Possible Solutions

Several strategic alternatives are being put up in response to KMT Distribution's urgent need to expand its client base and brand recognition online. Acknowledging the need for creativity and flexibility in a sector that depends more and more on digital interactions, KMT intends to revitalize its online presence with a number of focused efforts. These include using digital marketing techniques to raise awareness of the business, streamlining transactions on the website by improving user experience, and including cutting-edge technologies to effectively display the company's extensive product line. In order to maintain its competitiveness and stellar reputation in the roofing materials industry, KMT needs these solutions to close the gap between its conventional brick-and-mortar presence and its online platform. To tackle these challenges, the following solutions are proposed:

3.1- Integrating a Craftsmen Feature

KMT could transform its website into a comprehensive platform that not only connects customers with its roofing materials but also with skilled craftsmen for installation services. Currently, the site merely displays product names and prices, but by integrating a feature that offers professional assembly services, KMT can address a significant challenge in the construction industry: the difficulty of finding qualified craftsmen for specialized products. This addition, suggested by Exhibit 5, could include a statement under the featured products indicating the availability of professional assembly upon purchase. This strategy could improve customer satisfaction and sales, as customers might hesitate to buy without guaranteed skilled installation. By training craftsmen, offering courses, and showcasing their profiles—including photographs, contact information, professional experience, project examples, and customer feedback, as seen in Exhibit 6—KMT can not only enhance its digital presence but also build trust and confidence among its customers.

3.2- Participating in Construction Fairs

The construction fair at the Tüyap Fair and Congress Center in Istanbul from “April 17th to 20th, 2024”, is a pivotal event expected to significantly impact the global construction sector, attracting participants from over “60 countries”, including “Germany, Russia, the UAE, South Korea, Italy, Austria, and China” (*Yapı Fuarı- Turkeybuild İstanbul’a Yoğun İlgi, n.d.*). On April 17th, under the theme “Beyond the Box,” innovative materials and groundbreaking collaborations were discussed (*Yapı Fuarı- Turkeybuild İstanbul’a Yoğun İlgi, n.d.*). On April 18th, the focus was on AI-supported architecture under the theme “Design, Derive, Produce with Artificial Intelligence!” and on April 19th, the “Beyond Green” session evaluated eco-friendly design and sustainable development goals (*Yapı Fuarı- Turkeybuild İstanbul’a Yoğun İlgi, n.d.*). Although KMT has never attended a construction fair before, considering participation in future events would enable the company to showcase the quality and functionality of its materials, establish connections with international customers, enhance its digital platform visibility, and boost global product sales (*see Figure 9 for photographs*).

3.3- Leveraging AI to Categorize Comments

Leveraging AI technologies like ChatGPT to categorize and publish customer feedback offers significant benefits for businesses, including the ability to process large volumes of data quickly and accurately, distinguish between positive and negative feedback, and enhance transparency and openness with customers, fostering trust and loyalty. However, there are potential drawbacks, such as the risk of bias in AI algorithms, data security concerns, and over-reliance on technology, which can lead to a disconnect between businesses and their customers. To address these challenges, businesses must proactively monitor and mitigate biases, implement robust security measures, and ensure that human interaction and empathy remain integral to customer relationships. The implementation process involves several phases: planning and preparation to lay the groundwork and ensure data security; AI integration and training using historical data; implementing feedback publishing with user-friendly templates; and continuous monitoring and optimization to measure effectiveness and refine processes. Maintenance and improvement are ongoing, requiring regular updates and transparent communication with customers. Budgeting for this initiative includes costs for AI software licensing, integration, training data, computing resources, secure data storage, personnel, maintenance, security measures, employee training, and contingencies. By thoughtfully addressing these aspects, businesses can harness the power of AI to enhance customer satisfaction and drive business success.

3.4- Possible Pricing According to Customers' Input

This solution allows users to obtain average cost quotes by inputting required product types and square meter data, facilitating project and corporate planning by ensuring rational budgets and improved resource planning and cost control. This approach strategically increases user traffic, enhances customer satisfaction, and improves operational outcomes, enabling customers to better manage their budgets and gain detailed expense overviews for smarter purchases. The platform's cost estimation feature increases customer loyalty and brand value, showcasing significant potential for market share growth. Pros include increased accuracy in budgeting, enhanced user experience, improved resource management, and market competitiveness. However, cons involve complexity in implementation, risk of over-reliance on automated estimates, and potential data security issues. The scheduling phase includes development and testing, training and deployment, and a feedback and adjustment period. Budgeting covers initial development costs, maintenance and updates, and marketing and promotion to highlight the benefits of accurate cost estimation. By addressing these aspects, the company can enhance customer relationships and gain a competitive edge.

3.5- AI-Based House Visualization Tool

The AI-based house design platform allows customers to personalize their home's exterior through an AI-driven interface that incorporates their preferences. Clients use an interactive system to choose their desired style, color, material, and design features, which are then processed by advanced algorithms to create a unique design. This system provides tailor-made results that meet customers' needs and expectations in seconds. The AI solution not only enhances design friendliness but also accelerates the design process and optimizes costs. Customers can virtually review and adjust their home's appearance before finalization, reducing the time and resources spent on returns and corrections. This customization tool enables customers to design homes to their exact specifications, making it a powerful asset in the company's marketing strategies and customer relationship management. Implementing this technology strengthens the KMT's competitive position and expands its market share (*see Figure 8*)

3.6- The Most Effective Solution

The most effective solution determined in the report combines solutions A, B, and E to enhance KMT's digital platform visibility and engagement. KMT should showcase its products and digital offerings at construction fairs, leveraging these events to boost brand awareness and conduct market research. Additionally, enriching the platform with a dedicated craftsmen feature will connect customers with skilled professionals for product installation, thereby improving client satisfaction and driving sales. Integrating an AI-driven house visualization feature will offer clients personalized customization options, enhancing their connection to the KMT brand. These initiatives aim to retain current clientele and attract new customers, ultimately increasing KMT's sales potential and establishing it as a reputable, innovative industry player.

4- Conclusion

In conclusion, KMT is at a critical juncture where its internal strengths and external opportunities can drive significant growth in the roofing materials industry. The report, grounded in SWOT, PESTEL, and Porter's Five Forces analysis, highlights KMT's strengths in product diversity, distribution network, and sustainability. However, challenges such as outdated sales channels, economic fluctuations, and innovation demands must be addressed. Exploiting the demand for green materials and enhancing digital presence are key strategies. KMT's sustainability efforts, including fiber roofing alternatives and electricity-absorbing roofs, set industry benchmarks. Future success hinges on improving digital engagement, fostering innovation, and forming strategic partnerships. Increasing brand awareness and reaching traditional customers are essential. Solutions like a craftsmen feature on the website, participation in construction fairs, and an AI-based visualization tool will enhance visibility and customer satisfaction. Strategic planning and investment in these areas will strengthen KMT's market position and drive sustainable growth. The report provides a strategic roadmap that integrates theoretical knowledge with practical solutions, ensuring KMT's competitive edge and market expansion. Emphasizing technological advancements, environmental sustainability, and customer focus will secure KMT's leadership in Turkey and pave the way for global success.

Appendices

Figure 1: Business Model Canvas

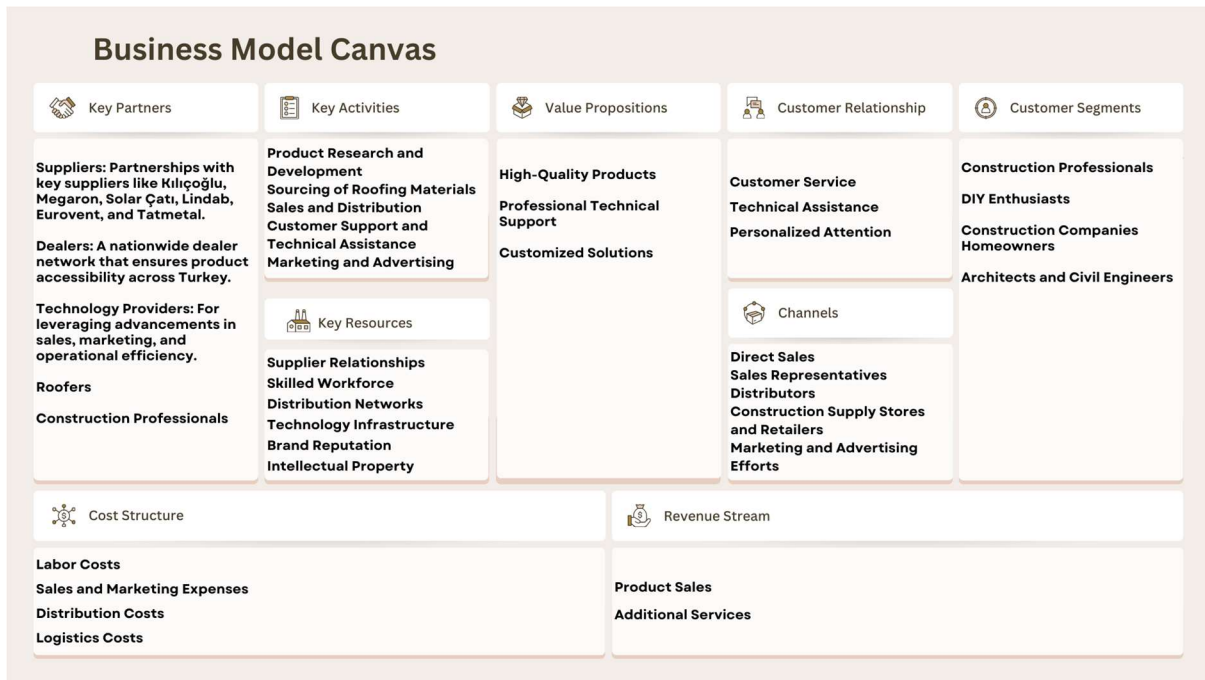


Figure 2: PESTEL Chart

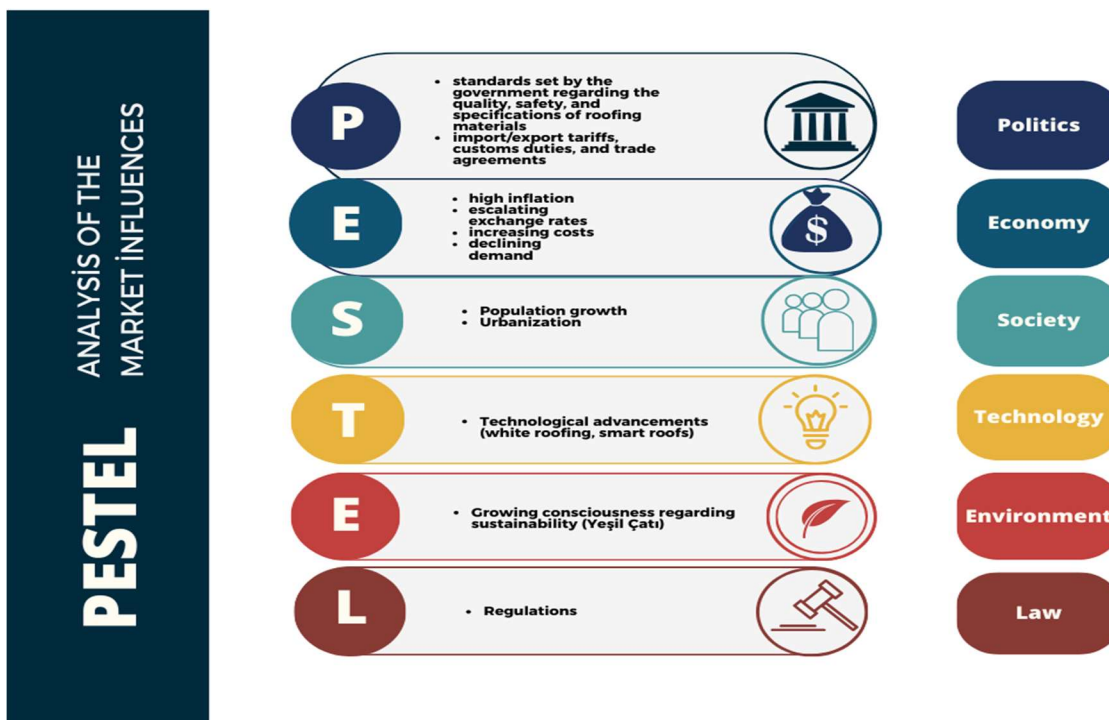


Figure 3: SWOT Chart

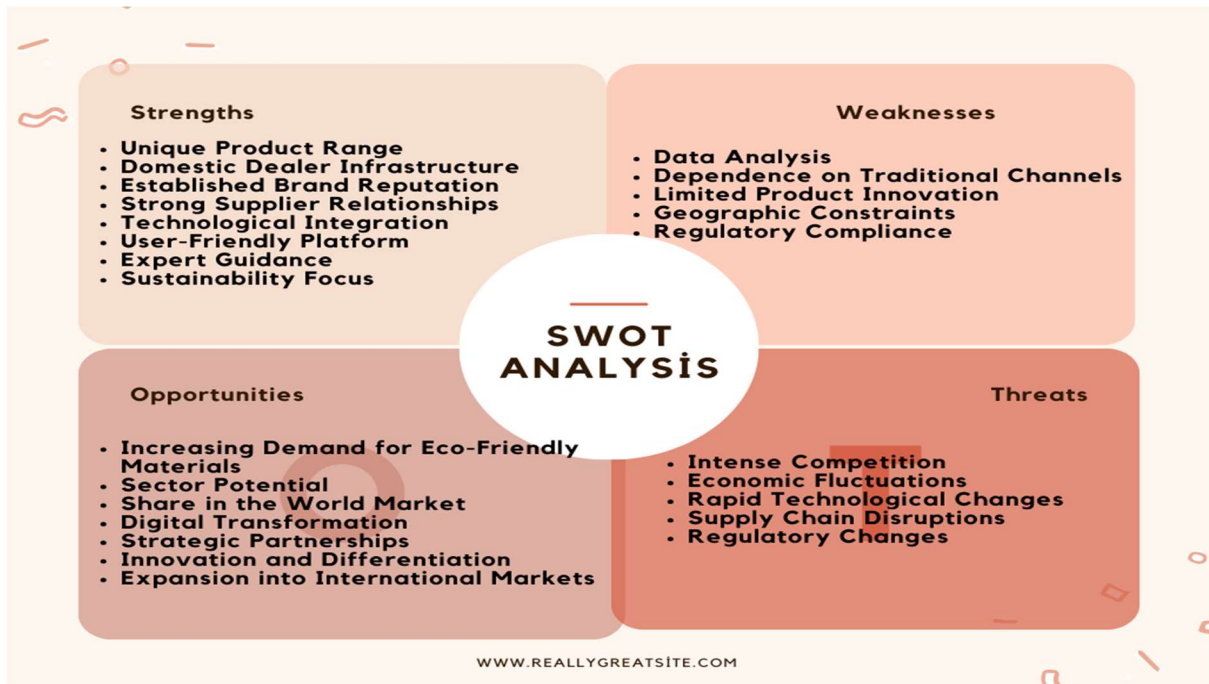


Figure 4: Porter's Five Forces
 Porter's Five Forces Analysis for KMT

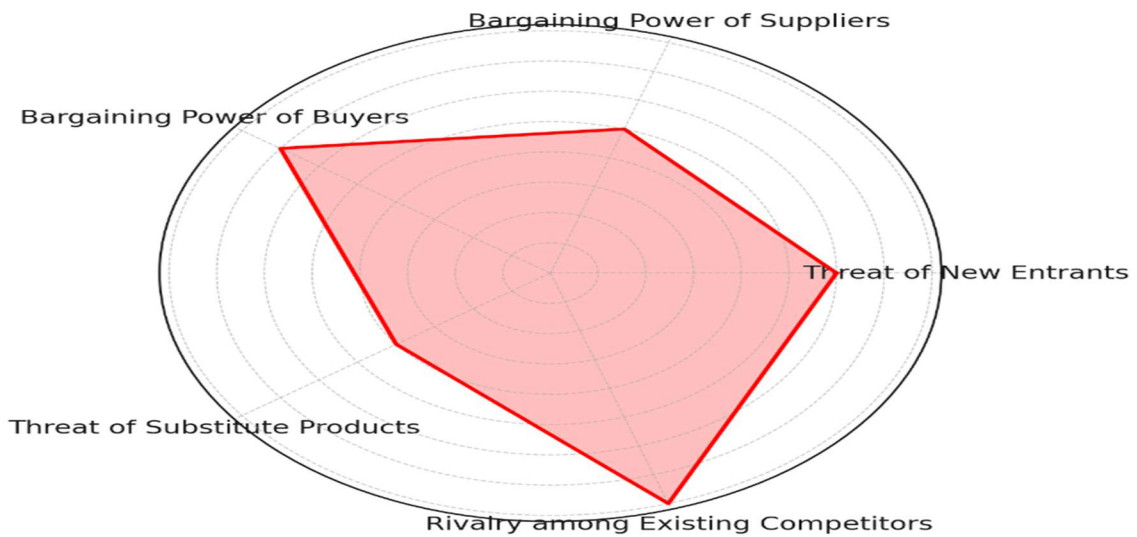


Figure 5: The appearance of KMT's sample website when the craftsmen option is added



Figure 6: The sample website with craftsman contact information that appears when the product is added to the cart

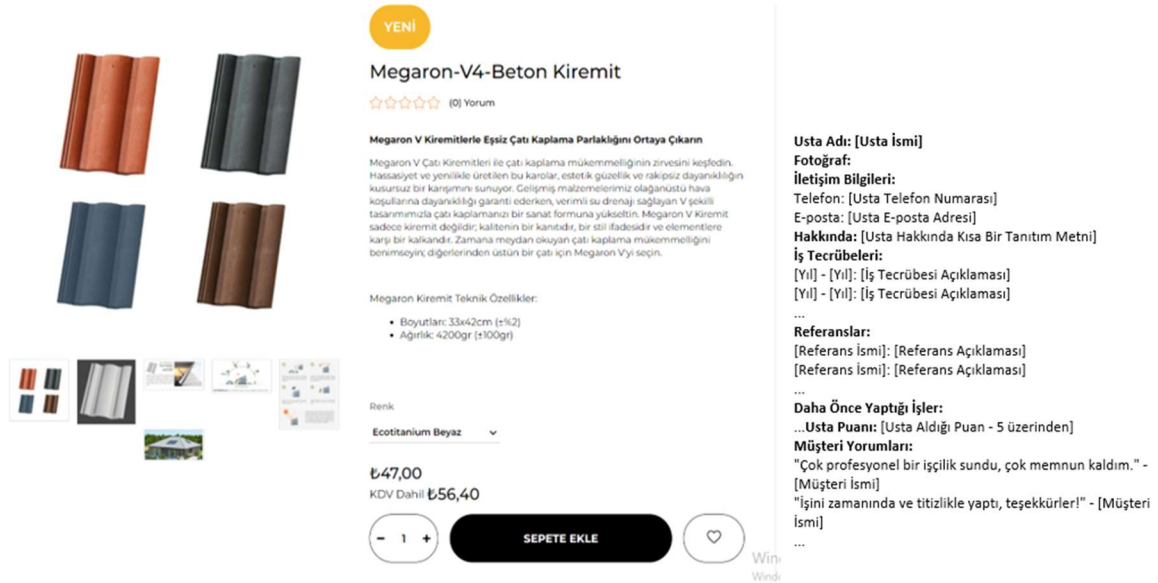


Figure 7: Gantt Chart for the Most Effective Solution



Gantt Chart

KMT Distribution

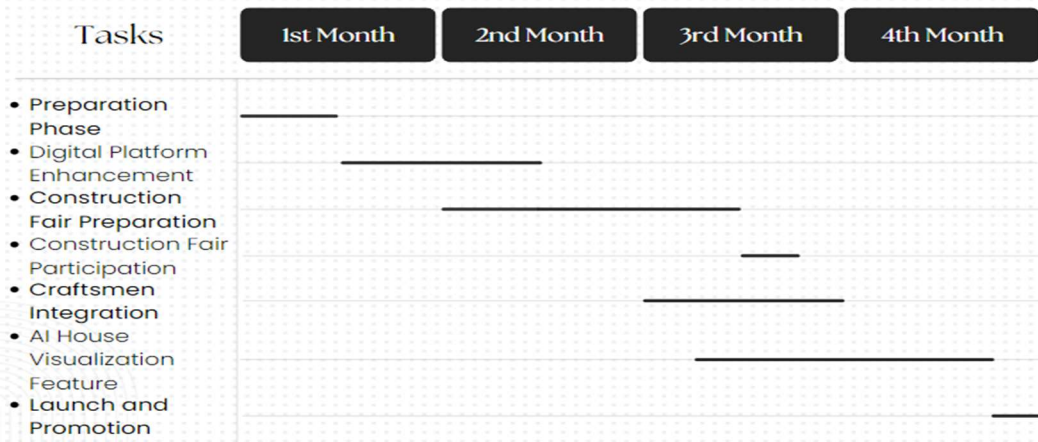


Figure 8: Possible Marketing Poster Design for AI Based House' Outlook according to Customer's Input

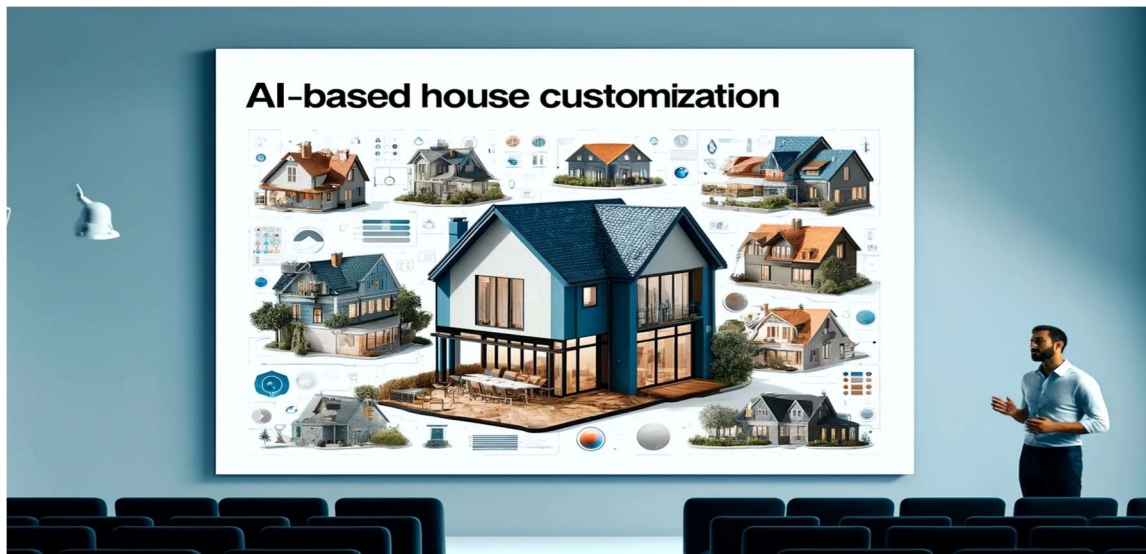


Figure 9: Tüyap Fair Construction Exhibition Photographs



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LOOP GAMES, HR Problem



Proje Ekibi: The 6 Musketeers

Şirket Danışmanı: Mert Gür

Akademik Danışman: Örsan Öрге
Koordinatör Danışman: Yasemin Limon

ÖZET

Projenin amacı, Ankara merkezli bir oyun geliştirme şirketi olan Loop Games'in karşılaştığı İnsan Kaynakları Stratejisi zorluklarını ele almaktır. Loop Games, 100 milyondan fazla indirilen popüler eşleştirme oyunları Match 3D ve Match Tile 3D ile tanınır hale geldi. Şirket, yeteneklerin elde tutulması ve çevik kültürünü kaybetmeden işin ölçeklendirilmesi dahil olmak üzere iki ana zorlukla karşı karşıyaydı. Bu zorlukları ele almak için, bu projede, bir İnsan Kaynakları departmanı kurmayı ve bir Hackathon ve Mentorluk Programı uygulamayı içeren kapsamlı bir stratejik çözüm önerilmektedir. İnsan Kaynakları ekibi, yeteneklerin elde tutulmasına, performans yönetimine ve dengeli bir iş ortamının teşvik edilmesine odaklanırken, Hackathon ve Mentorluk Programı, en iyi yetenekleri çekmeyi ve deneyimli çalışanlardan teşvikli mentorluk yoluyla entegre etmeyi amaçlamaktadır. Bu stratejiler, insan sermayesine yatırım yaparak ve sürekli öğrenme ve yenilik ortamını teşvik ederek Loop Games'in rekabetçi konumunu güçlendirmeyi amaçlamaktadır.

Anahtar Kelimeler: mobil oyun, yeteneklerin elde tutulması, iş gücünün genişletilmesi, oyun endüstrisi, İnsan Kaynakları departmanı, hackathon, mentorluk programı

1- Company Background

Loop Games, established in 2019 in Ankara, Turkey, emerged onto the gaming scene with a mission to create enjoyable and relaxing games for people all around the world, having high-quality and unique content as the two main drivers. Initially selected for the prestigious Google Indie Game Accelerator program, Loop Games quickly gained recognition for its innovative approach to mobile gaming.

At the center of Loop Games' success are its pioneers of the pair-match genre, Match 3D and Match Tile 3D. These games gained significant popularity, surpassing over 100 million downloads and attracting more than 3 million daily active users. Notably, the in-app purchase revenue exceeded an impressive \$50 million, showing the company's success in engaging and monetizing its player base.

2- Problem Description

The growth of the gaming industry is posing a challenging situation for Loop Games regarding talent retention and workforce expansion. This boom has brought a rush of venture capital funding, and consequently, people are being motivated to either find their own gaming companies or join newly funded gaming companies, which offer more competitive salary Packages.

Top of the VC funding, new companies find themselves in the right position to pay highly to those experienced professionals who bring immediate value through accelerating product development and market penetration. While Loop Games is not a new business and has a core team of experienced employees, the company's overall competitive position in HR is inferior to those having flush funds because of VCs. The perceived utility of the team being in a situation they have already experienced is much lower for Loop Games, thus making it difficult to negotiate a salary that will be equivalent to the salary offer of newer, more aggressively hiring companies.

This issue only adds to the hardship of Loop Games retaining talent, some of whom might be tempted to leave for better pay and the thrill of joining a new organization that is experiencing fast growth. This further complicates the problem Loop Games has of keeping a stable and skilled workforce amidst tough competition.

Loop Games' decision to keep a flat and horizontal organizational structure may add scaling issues to the environment that is otherwise appropriate for creating a collaborative culture. This structure, although optimal for startups, can result in inefficiencies and a decline in productivity when the company grows, thus making it quite complicated to scale the operations effectively in a highly competitive market.

2.1- Parties Affected

Due to the nature of the problem and the company's size, the only parties affected are the current employees and the company itself.

Due to the revenue model, the current teams of the company are affected as they have to divide their 15% revenue among a larger team, therefore reducing their overall shares. In terms of the company, the productivity and potential for growth are hindered due to this problem.

3- Possible Solutions

3.1- Solution 1 : Establishing an HR department

Establishing a Human Resources department could be a primary suggestion for Loop Games to target talent retention problems and talent acquisition for scaling up the business model. Currently, Loom Games is operating with a small team of 17 employees and without an HR team, however in the long run the organization might benefit from the services of the HR department for retaining the skilled team members and managing the talent acquisition.

At Loop Games, the human resources department should be dealing with several responsibilities. For the mentorship program, which is offered as a solution for an expansion challenge, effort from human resources is necessary as all organizational procedures should be completed smoothly. These might include program planning, participant selection, and program communication. Another responsibility of the HR team could be the management of the performance management system or the app for displaying the achievements. Performance monitoring and evaluation, providing constant feedback, supporting performance improvement plans (PIPs) and reporting could be considered as procedures of the HR team. The last major responsibility of the human resources team might be promoting work-life balance through employee assistance programs. This goal could be achieved by developing policies such as remote work options, and flexible scheduling, and monitoring the compliance of these policies.

3.1.1- Financial Considerations and Budget Planning:

With the HR department being a cost center, it's essential to consider various necessary expenses (see Exhibit 1) associated with the operations of this department, which are:

1. Salaries expense: Since the current number of employees in Loop Games is only 17, a team of 2 HR professionals is enough to manage the operations within the first steps. With a focused team of 2, it offers higher flexibility and personalized attention to employees while ensuring the direct flat communication the company already has. Compared to the industry average and with direct competitors such as PeakGames which have slightly higher salaries than Loop Games, 840,000 TRY per year is associated with the salaries expenses for the HR department.

2. Technology and Infrastructure: Regarding the technology, the main budget is associated with the performance management system, which will be mentioned in detail in this report. The budget is to implement the gamified system and upgrade the software to streamline HR processes, track employee data, performance, and more. This also includes costs of IT infrastructure including computers, software licenses, and servers. Having Spinify as our benchmark for the system, it is expected to have 10,000 TRY per year in total budget allocation for technology.

3.2- Solution 2: Hackathon & Mentorship Program

The major factor to cater to when thinking about scaling up is the expansion of the team. This is an essential step because, with the current team already working to its full capacity, new creative talent is required to produce new games. Since the CEO wants to ensure that the new employees adapt to the company's culture, fresh graduates or young professionals may be the way to go. For this approach, two steps can be taken:

Hackathons: Gaming hackathons being the first step could be a great solution to the hiring problem that Loop Games is facing right now. Loop Games can sponsor gaming hackathons and

foster partnerships with top universities to address its talent acquisition needs and tackle the challenge of scaling up its business model. Such hackathons have quite an impact and offer numerous benefits compared to traditional recruiting methods such as:

1- Quality of Candidates: As mentioned by the CEO of Loop Games many times, creative talent is quite important for success in the gaming industry. According to a survey by HackerEarth, 78% of companies believe that hackathons are an effective way of assessing candidates' technical and problem-solving capabilities. This indicates that it's a lot easier for Loop Games to find candidates who possess great technical skills (*Prakash, 2019*).

2- Innovation and Entrepreneurship: Hackathons typically provide candidates with a platform to showcase their creativity, problem-solving skills, and innovative ideas. More than 80% of Fortune 100 companies are using hackathons as a strategy to fuel innovation (*Laker, 2023*). Not only can Loop Games assess the creative skills of the candidates participating, but they can also bring some of the best innovative ideas in-house to work on them by earning a license on those projects since they are sponsoring those hackathons. As mentioned by the CEO, he values individuals with an entrepreneurial mindset who are willing to take risks, hence candidates from such hackathons are the ideal candidates.

3- Cost of Hire: Although a Hackathon could be an expensive event, however, according to the statistics from HackerEarth, hiring a candidate from a hackathon would cost four times less than the usual hiring methods (*Prakash, 2019*). Furthermore, according to LinkedIn, 82% of hiring managers consider hackathon experience as valuable as work experience when evaluating a candidate's profile. This also suggests that Loop Games can identify potential candidates from hackathon experience who may require less training and onboarding time, ultimately reducing the cost of hiring new candidates.

4- Budget Plan: For Hackathons, the plan is to organize them once a year in the five best universities in Turkey: Bilkent University, ODTU, Koc University, Sabanci University, and Bogazici University. The expenses associated with these events are rental, bonus prizes, catering, marketing, technical equipment, and miscellaneous expenses. As such, and compared with the industry average (*HackHub, 2022*) it is expected to have around 300,000 TRY of expenses every year. Out of this 300,000 TRY, 250,000 will be as bonus prizes, 40,000 will be the logistics expenses, and the other 10,000 will go into technical equipment and miscellaneous expenses. (*See Figure 2*)

In conclusion, sponsoring gaming hackathons and fostering university partnerships is a strategic and synergistic solution for Loop Games to address its talent acquisition needs. By investing in emerging talent Loop Games can effectively scale up its business model while maintaining its competitive edge and innovative mindset in the ever-evolving gaming industry.

Through mentorship programs and cultural integration initiatives, Loop Games can further enhance the success and retention of young talents, ensuring their seamless integration into the company's dynamic and collaborative culture.

Mentorship Program: The aforementioned solution of conducting Hackathons can enable Loop Games to acquire new talent for their business growth. However, to cater to the threat to the productivity of the current team, Loop Games can propose an incentivized short-term Mentorship Program to be offered by its current employees to the newcomers.

As mentioned earlier, the employees at Loop Games may retaliate if new employees are added to their existing team, as their potential revenue share pool will be reduced. However, followed up by hackathons, if Loop Games indulges in mentorship programs to integrate fresh graduates into their team, this threat may be reduced to some extent.

Cultural Integration: Fresh graduates are new to their professional lives and, therefore, may easily adjust to new company culture and adapt to their work structure. Moreover, they have a lot more enthusiasm to learn as they have not yet specialized in terms of their career, they are looking to define their skill set.

Knowledge Transfer: The mentors will pass on their knowledge to the newcomers, making them familiar with the creative and innovative approach of Loop Games. This is essential to retain the competency of Loop Games in terms of their technical know-how.

Setting Milestones: To utilize this mentorship program effectively, milestones should be set by the CEO and his team at the beginning. These should include important aspects in terms of hard and soft skills that they expect the new employees to exhibit by the end of the mentorship program. After the completion of the program, perhaps 6 months to a year depending on the needs of the role, evaluation tests will be conducted. These tests will ensure whether or not there has been sufficient knowledge transfer, and if the newcomers have adapted well to the company culture.

Implementing a mentorship program involves expenses related to incentives offered to the mentors to spend their time and energy on the mentees to ensure the transfer of knowledge. The first option is to offer a mentor a 10.000 to 20.000 TRY worth of bonus, once a mentee completes a 6-month to a 1-year long mentorship program. The other option is to offer the mentor 1% of the revenue brought by the mentee once they deliver a successful game/product (*see Figure 3*).

Implementation

Setting Objectives: Loop Games should start by setting clear objectives regarding the expected outcomes of the HR Department, Hackathon, and Mentorship program implementation. These objectives should align well with their strategic goals and define the approach for the existing employees as well.

Establishment of HR Department:

- Recruit the 2 HR department employees. One employee will have the position of HR Manager, while the other will take on the role of HR department assistant.

- Define HR policies and procedures in line with Loop Games culture and values, such as onboarding, talent acquisition, performance evaluation, career development, and growth.
- Choose and implement the Human Resource Information system for managing HR operations and employee data.
- Establish companywide KPIs to be evaluated to monitor performance quarterly.

Hackathon Planning and Execution:

- Define focus areas and challenges to be evaluated through the hackathons
- Approach universities to establish partnerships for organizing competitions, workshops, and recruitment drives to reach the right student pool
- Devise a time frame and operational practices for organizing the hackathon, such as venue, time, registration, marketing, and promotion.
- Formulate the criteria for selection of students and establish a feedback mechanism
- Explore opportunities to sponsor promising projects from the hackathons that may be a good investment for Loop Games in the future

Mentorship Program:

- Develop the mentorship program structure, set milestones for mentees to achieve throughout the mentorship
- Gather training materials and resources to be used by mentors
- Pair the selected hackathon winners with experienced employees to become mentors and set the expectations for the mentors and mentees.
- Monitor the progress over time, and create feedback mechanisms to suggest improvements
- After the successful completion of the mentorship program, the mentees were promoted to full-time positions, and are part of a separate team among other mentees working on a project of their own.

4- Conclusion

Loop Games has demonstrated impressive success and growth within the mobile gaming industry. However, the company is facing two main challenges of scaling up and talent retention due to the rapid expansion of the industry with the high competition and the VC investments. Addressing these problems while trying to keep the same organizational culture and values adds an additional layer of complexity. To address these challenges and ensure sustainable expansion, the paper proposes two main strategic solutions: establishing a dedicated Human Resources (HR) department and implementing a Hackathon and Mentorship Program. The HR department will focus on retention strategies, performance management, and promoting a healthy work-life balance. The Hackathon and Mentorship Program aims to attract and integrate new talent, especially fresh graduates. The mentorship component will facilitate knowledge transfer and cultural integration, ensuring that new employees contribute effectively to the company's goals, especially since the know-how is the key competitive edge within this industry. Implementing these solutions involves careful planning and resource allocation but promises to enhance Loop Games' competitive advantage in the market. By investing in human capital and fostering an environment of continuous learning and innovation, Loop Games could address the challenges and continue to deliver high-quality, enjoyable games to its audience.

Appendices

Figure 1: Annual Expenses for Establishing an HR Department

Expense	Annual Cost (TRY)
HR Manager	600,000
HR Assitant	240,000
HR Tool	10,000

Figure 2: Annual Expenses for Organizing Hackathons

Expense	One-Time Cost (TRY)
Prize Money (5 Universties)	250,000
Logistics	40,000
Misc	10,000

Figure 3: Expenses for Implementing a Mentorship Program

Expense	Cost
Option 1: Bonus	10,000 to 20,000 TRY per mentee
Option 2: Revenue Share	1% of the Mentees' Game Revenue

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METEKSAN SAVUNMA, Marketing Problem



Proje Ekibi: M5

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Şirket Danışmanı: Burak Akbaş

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Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

Günümüzün teknolojik olarak gelişmiş ortamında Meteksan Savunma'nın Avrupa İHA alt sistemleri pazarına stratejik girişi, hem inovasyona hem de pazar taleplerine hitap eden kapsamlı bir yaklaşımı içermektedir. Bu strateji, en yeni teknolojiden yararlanıp, çevreye duyarlı uygulamaları birleştirerek pazara başarılı ve etkili bir giriş sağlamaktadır. Temel çözümler arasında, belirli müşteri ihtiyaçlarını karşılamak için özel teknolojiler sunan satış ve pazarlama faaliyetlerinin geliştirilmesi, büyük Avrupa savunma fuarlarında stratejik bir varlık ve teknolojik yetenekleri sergilemek ve endüstri ilişkilerini geliştirmek için NATO tatbikatlarına katılım yer almaktadır. Ayrıca uluslararası genişleme planı, Avrupa'nın mevcut inovasyon ekosistemlerine entegrasyon ve stratejik ortaklıklar kurmaya, Meteksan Savunma'nın pazara girişini ve şirketi savunma teknolojilerinde lider olarak konumlandırmaya odaklanmaktadır. Bu çok yönlü yaklaşım, savunma sektöründe etkileşim ve müşteri memnuniyeti açısından yeni bir standart oluşturarak Meteksan Savunma'nın Avrupa pazarındaki büyümesine ve sürdürülebilirliğine yön vermektedir.

Anahtar Kelimeler: İHA alt sistemleri, stratejik ortaklıklar, Avrupa savunma pazarı, müşteri-merkezli yaklaşım, pazara girme, teknolojik inovasyon.

1- Company Background

Founded in 2006 within Bilkent Holding's high-tech portfolio, Meteksan Defense Industry Inc. was designed to synergize defense projects and enhance Bilkent University's global educational goals. It has developed into a cornerstone of Turkey's defense industry, providing advanced technological solutions for national security.

To contribute to Bilkent University's goal of being among the world's leading educational institutions, with the sustainable income sources we obtain in the defense industry in which we operate, under the common values of Bilkent Holding, to which we are affiliated.

To become a world brand by developing advanced technology and original products in line with the aim of achieving the best in our fields of activity; To adopt respect for the environment and people as indispensable principles, to ensure the unconditional trust of our stakeholders and to continuously develop together with our employees.

The company adheres to values of reducing foreign dependency, upholding ethical integrity, respecting human dignity, and fostering continuous organizational and personal growth.

Meteksan Savunma champions a culture of excellence and collaborative ethos, ensuring strategic goals are achieved in harmony with its core values.

As a medium-sized entity with 354 employees based in Ankara, Meteksan specializes in diverse defense technologies including radar systems, communication networks, and electronic warfare among others.

The company offers a wide range of defense solutions such as advanced radar and surveillance systems, communication technologies, and platform simulators. These products emphasize innovation, reliability, and cost-effectiveness.

Meteksan Savunma serves a diverse array of customers including armed forces, government agencies, and international defense partners, underscoring its pivotal role in both national and international defense landscapes.

2- Problem Definition

How can Meteksan Savunma address the challenges of intense competition, limited brand awareness, and ineffective targeted marketing in the global UAV subsystems market to facilitate successful global expansion?

Meteksan Savunma is encountering significant hurdles within the global UAV subsystems market, particularly in terms of product promotion and brand recognition across international borders. Despite offering cutting-edge technological solutions in UAV subsystems, such as radar systems, data links, automatic take-off and landing systems, radar altimeters, and anti-jamming GNSS, the company struggles to gain traction and visibility in key export destinations. The primary issue stems from the ineffective marketing strategies employed by Meteksan Savunma, resulting in limited brand awareness and visibility among potential customers and stakeholders in target markets. Consequently, the company cannot fully leverage its technological capabilities and competitive edge to penetrate and expand its presence in the European defense market, where it faces stiff competition from established players.

To tackle these challenges and realize its strategic goals, Meteksan Savunma needs a comprehensive approach to enhance its marketing operations, establish strategic partnerships, and elevate its brand presence in target markets. This approach should emphasize the unique value proposition of its UAV subsystems, showcase technological innovations, build trust and credibility among key stakeholders and position itself as a trusted and leading brand in the European defense market to secure a sustainable competitive advantage. Additionally, to address these challenges effectively, Meteksan Savunma needs to focus on promoting its five key product systems in UAV subsystems, here are some of the subsystems produced by Meteksan Savunma:

- Radar System (MILSAR SAR/MTI Radar)
- Data Link (AKSON C-Band Data Link)
- Automatic Take-off and Landing System (OKIS)
- Radar Altimeter (CRA Radar Altimeters)
- Anti-Jamming Global Navigation Satellite System (AGNOSIS Anti-Jamming GNSS)

2.1- Formation of Strategic Partnerships in Europe

Meteksan Savunma should adopt a multi-faceted approach to establish a strong foothold in the European defense markets of Germany, France, and Italy. Initially, engaging a consultancy firm to profile and vet potential partners will ensure that partnerships are built on mutual benefits and aligned objectives. Joint ventures with these vetted partners could effectively combine resources and expertise, enhancing market penetration and sharing operational risks. Additionally, considering acquisitions of local defense companies can provide rapid market access and valuable insights. Licensing and franchising are also viable strategies for expanding reach with lower risk and investment. All strategies should be underpinned by robust legal agreements to protect intellectual property and ensure clear terms for technology sharing and revenue distribution.

2.2- Constructing a Deal with an Agent in the European Market

Creating strategic alliances through agents involves identifying potential partners with a solid track record in the UAV or defense sectors. After identifying suitable agents, negotiations should outline clear terms covering the scope of work, sales targets, territory rights, and contract duration. Financial arrangements, such as commissions and payment terms, and performance metrics should also be negotiated. Legal review by experts from both Turkey and the agent's country is crucial to ensure the agreement complies with local laws. Once the partnership is formalized, Meteksan Savunma must integrate operations with the agent's systems to ensure smooth collaboration. Ongoing management of the partnership involves regular performance reviews and market feedback analysis to refine strategies and enhance product offerings.

2.3- Importance of Strategic Partnerships Through an Agent Model

Partnering with an agent in the European market is essential for Meteksan Savunma to navigate the complex regulatory and business landscape effectively. This model leverages the agent's local presence, market knowledge, and networks, facilitating international expansion without the need for extensive local infrastructure or exposure to significant regulatory risks.

3- Possible Solutions

3.1- Augmented Reality for Interactive Product Demonstrations

Meteksan Savunma stands to revolutionize client engagement by implementing augmented reality (AR) technology. The proposed AR application would allow potential clients to interact with three-dimensional models of UAV subsystems through mobile devices or AR headsets. This technology would not only simulate various operational scenarios but also demonstrate the subsystems' robust capabilities and resilience under different environmental conditions. To ensure the production of realistic and engaging models, Meteksan Savunma should consider partnering with leading AR development studios. These partnerships would utilize the studios' expertise in AR to create high-quality, immersive experiences that accurately reflect the superior capabilities of Meteksan Savunma's products.

Before initiating collaborations, it's crucial for Meteksan Savunma to establish clear objectives and requirements for the AR implementation. This preparation should include the identification of the types of AR experiences they wish to create, the target platforms (such as mobile devices or smart glasses), and the specific features and functionalities desired, like 3D modeling, within outlined budget constraints. Following the selection of a suitable AR development studio, Meteksan Savunma should engage in detailed planning and strategy development with the studio's team. This collaboration would involve refining project objectives, setting key milestones, and developing a comprehensive execution roadmap.

In addition to creating immersive simulations, integrating real-time data analytics within the AR experience could provide potential clients with valuable insights into performance parameters and advantages of the subsystems. By capturing user interactions and behaviors within the app, such as product views and navigation paths, Meteksan Savunma can gain a deeper understanding of client engagement and preferences. Moreover, incorporating real-time data from IoT sensors or inventory systems would allow the app to display updated information relevant to the products, enhancing the user experience with current, actionable insights.

3.2- Development of Sales and Marketing Activities

The strategic enhancement of sales and marketing activities is essential for Meteksan Savunma to meet the evolving needs of its clients effectively. By forming specialized teams composed of skilled project managers, innovative engineers, and dedicated customer relationship managers, Meteksan Savunma can ensure that the unique requirements of each client are meticulously met, thereby not only strengthening client relationships but also solidifying its competitive position in the market. These teams would be crucial in transforming client specifications into high-performance solutions that are perfectly aligned with their operational requirements and strategic goals.

A vital aspect of enhancing market penetration and brand visibility is Meteksan Savunma's strategic presence at major European defense expos. Participation in prominent events like Eurosatory in Paris and DSEI in London would allow Meteksan Savunma to showcase its advanced UAV subsystem technologies and network with industry leaders. The company should employ an extensive pre-event marketing strategy, including targeted email campaigns and a dedicated landing page to facilitate engagement. At these expos, interactive experiences such as AR demonstrations and virtual product tours via QR codes could significantly enrich the visitor experience, extending interactions beyond traditional displays. Post-event, a comprehensive follow-up strategy should be implemented to convert initial interest into tangible business opportunities.

3.3- Precision Digital Marketing Campaign

The implementation of a precision digital marketing campaign is crucial for Meteksan Savunma to effectively reach and engage with a targeted European audience. This campaign should employ advanced digital marketing strategies that leverage data-driven targeting and audience segmentation to identify and reach high-potential prospects within the UAV subsystem market. By analyzing data from various sources, including CRM systems and third-party market research, Meteksan Savunma can enrich audience profiles and tailor marketing messages to meet the specific needs of different segments.

Personalized content, such as whitepapers, case studies, and specialized blog posts, should be developed to address the unique challenges and interests of each audience segment. This approach not only enhances engagement but also increases the likelihood of conversion by providing relevant and compelling content. Moreover, marketing automation tools can be utilized to streamline marketing operations, allowing for the efficient delivery of personalized communications and the effective nurturing of leads across various channels.

By integrating these advanced technologies and strategic initiatives, Meteksan Savunma can significantly enhance its market presence, increase client engagement, and achieve sustained growth in the competitive European defense market.

3.4- Best Solution

The "Development of the Sales and Marketing Activities" strategy identified as the optimal solution for Meteksan Savunma's entry into the European UAV subsystems market represents a paradigm shift towards a highly client-centric approach. This strategy integrates customized solutions tailored to meet the precise needs and strategic objectives of each client, thereby providing a targeted approach that greatly enhances the potential for market penetration and brand establishment in Europe. This service framework involves the creation of specialized teams composed of project managers, engineers, and customer relationship managers who are experts in their respective fields. These teams collaborate closely from the initial design phase through to the final product rollout, ensuring that every client requirement is met with precision and innovation. This approach not only enhances the functionality and applicability of the UAV subsystems but also solidifies Meteksan Savunma's reputation as a leader in delivering customer-focused solutions in the defense industry. The process begins with a thorough needs assessment for each client, which helps to identify and understand the unique challenges and requirements specific to their operational contexts. This is followed by the development of customized solutions that integrate seamlessly with the client's existing systems and protocols, thereby ensuring efficiency and effectiveness. Regular updates and iterative feedback mechanisms are part of the process, allowing for adjustments and refinements based on client feedback, which further enhances the relevance and impact of the solutions provided. Moreover, this strategy includes extensive training and support for clients to ensure they can fully leverage the new systems' capabilities. Meteksan Savunma's commitment to comprehensive client service extends beyond the sale, with ongoing support and maintenance services that ensure systems operate optimally over their lifecycle. This not only helps in building long-term client relationships but also in establishing a strong foothold in the market by showcasing a commitment to client success and satisfaction. Additionally, Meteksan Savunma leverages advanced technological tools and platforms to enhance its service delivery. This includes the use of CRM systems to manage customer interactions more effectively, as well as data analytics tools to gain deeper insights into market trends and client needs. By utilizing these technologies, Meteksan Savunma can not only improve the efficiency and effectiveness of its service delivery but also stay ahead in the highly competitive market by

anticipating changes and adapting strategies proactively. The strategic focus on high-quality, tailored solutions and exceptional customer service under this plan is designed to meet the stringent demands and diverse needs of the European defense sector, thereby providing Meteksan Savunma with a competitive edge. The personalized nature of this service, its alignment with client-specific operational requirements, and the emphasis on innovative engineering solutions are pivotal in distinguishing Meteksan Savunma in the market. This strategy not only propels the company's growth within the European UAV subsystems market but also sets new standards for customer engagement and satisfaction in the defense technology sector, paving the way for sustainable success and growth.

4- Conclusion

Meteksan Savunma is gearing up for entry into Europe's competitive UAV subsystems market. Their strategy involves leveraging European innovation ecosystems, forming strategic partnerships, and establishing localized offices to enhance market penetration and mitigate operational risks. By integrating into existing technology clusters, they aim to access shared resources and reduce costs.

Key to their approach is the "Development of Sales and Marketing Activities," which focuses on tailoring solutions to meet client needs. Supported by targeted digital marketing and participation in defense expos, this strategy aims to communicate Meteksan Savunma's value proposition effectively.

By adhering to European regulatory standards and prioritizing customer-centric solutions, Meteksan Savunma aims not only to strengthen its market presence but also to bolster Turkey's position in the global defense industry. This strategic alignment with market demands positions the company for sustainable growth and leadership in the European UAV subsystems market.

Appendices

Figure 1: Number of companies producing UAVs in various continents

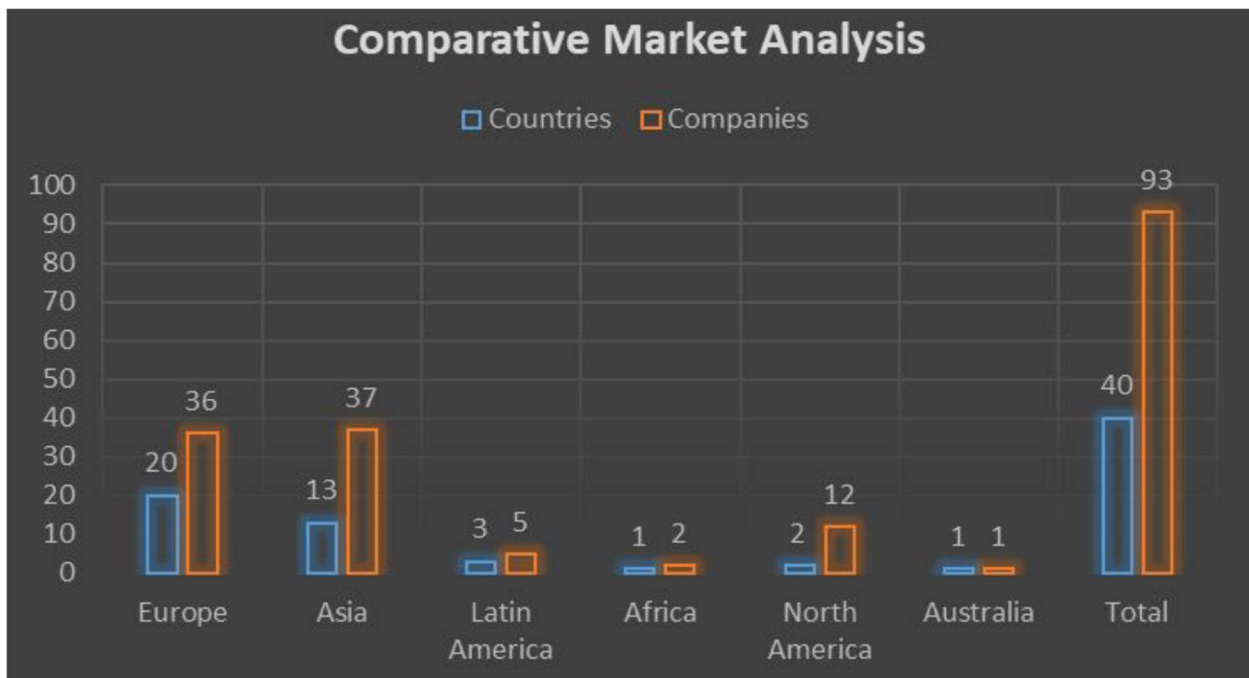


Figure 1 serves as a comparative market analysis of UAV producers across six key regions: Europe, Africa, North America, Latin America, Asia, and Australia. By examining production data and market trends in each region, the graph provides valuable insights into potential customer bases for our business capstone venture. The analysis highlights variations in UAV production levels and consumer demand, aiding in the identification of target markets with the greatest growth potential and opportunities for strategic expansion. This comparative approach enables us to effectively allocate resources and tailor our marketing strategies to capitalize on emerging trends and cultivate relationships with key stakeholders in the UAV industry worldwide.

Figure 2: Some UAV Subsystems produced by Meteksan Savunma



Figure 3: Business Model Canvas for Meteksan Savunma

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
<p>-Government of Türkiye:</p> <ul style="list-style-type: none"> -Ministry of Defence -Turkish Defence Agency (SSB) -Turkish Armed Forces -Turkish Land Forces -Turkish Air Force -Turkish Naval Forces - CoastGuard <p>Private:</p> <ul style="list-style-type: none"> Tubitak Aselsan Roketsan TAI (TUSAŞ) STM ASFAT Lentatek <p>- Turkish Law Enforcement</p> <p>Agencies:</p> <ul style="list-style-type: none"> -Gendarmerie General Command of the Ministry of Interior of the Republic of Türkiye <p>-Suppliers/ Sub partners:</p> <ul style="list-style-type: none"> -(e.g.Ostım Companies) <p>-Universities:</p>	<p>PRODUCTS</p> <ul style="list-style-type: none"> RADAR SYSTEMS SURVEILLANCE SYSTEMS COMMUNICATION SYSTEMS LASER & ELECTRO-OPTICAL SYSTEMS UNDERWATER ACOUSTIC SYSTEMS PLATFORM SIMULATORS <p>KEY RESOURCES</p> <ul style="list-style-type: none"> Automatic Typesetting Electrical Test Environmental Conditions Test Infrastructure Laser Card Engraving Submarine Acoustic Performance Test Infrastructure Underwater Acoustic Testing And Baking Mechanical Design Laboratory Laser Research Laboratory Underwater Acoustic Design Laboratory Bilkent Pond Open Water Test And Calibration Facility Production Line Electronic Design And Test Laboratory Near Field Antenna Measurement Class-10,000 Clean Room 	<p>Cost-effective production of high-quality military equipment meeting NATO standards with cutting-edge technology, ensuring national security enhancement.</p>	<ul style="list-style-type: none"> - Personalized Service: Tailoring interactions to meet the unique needs of armed forces, government agencies, and defense contractors. - Consultative Approach: Providing expert advice and guidance throughout the procurement process. - Transparent Communication: Maintaining open channels for updates, feedback, and risk mitigation. - Long-Term Partnerships: Building trust and reliability to become a preferred supplier over time. - After-Sales Support: Offering comprehensive assistance and maintenance services post-purchase. - Collaboration: Engaging customers in co-creation and innovation initiatives. 	<ul style="list-style-type: none"> - Domestic Armed Forces (e.g., Turkish Armed Forces) - International Armed Forces (International Armed Forces of Different Countries) - Government Agencies (e.g., The Turkish Defense Agency) - Defense Contractors (e.g., Lockheed Martin Corporation) - International Allies (e.g., United Nations peacekeeping missions) - Law Enforcement Agencies (e.g., Turkish National Police) - Research Institutions (e.g., TÜBİTAK Defense Industries Research and Development Institute in Turkey/SAGE) - Commercial Customers (energy sectors.) -International Customers (Defense Companies Abroad)
<p>COST STRUCTURE</p> <ul style="list-style-type: none"> R&D Costs Sales and Marketing Costs Supply Chain Costs Manufacturing Costs Administrative and Support Costs 		<p>REVENUE STREAMS</p> <ul style="list-style-type: none"> Defense Products Sales (National/International) Advanced Technology Systems Research & Development Educative and Simulator-Based Military/civil safety training center 		

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NUVE , Marketing Problem



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ÖZET

Nüve 1968'de kurulan büyük bir Türk şirketi olarak dünya genelinde 100'den fazla ülkeye gelişmiş sterilizasyon ve laboratuvar ekipmanları sunmaktadır. Ancak tedarik süreçlerinde yaşanan aksaklıklar ve yoğun rekabet gibi zorluklar nedeniyle tüketici memnuniyeti ve sadakatini artırmak istenmektedir. Müşteri geri bildirim yöntemlerindeki eksiklikler ve bayi ağına bağımlılık gibi konuların belirlenmesiyle Nüve'nin geri bildirim sistemini iyileştirmek ve pazar konumunu güçlendirmek için üç ana strateji geliştirilmiştir. Bu stratejilerden ilki Nüve Elite Sadakat Programı'nı uygulayarak müşteri katılımını artırmak ve geri bildirim toplamayı kolaylaştırmak, ikincisi distribütör kalitesini eğitim programları aracılığıyla standartlaştırmak ve sonuncusu aracılarla düzenli strateji toplantıları yaparak ve performans teşvikleri vererek daha güçlü bir etkileşim kurmaktır. Bu çok yönlü stratejilerin uygulanmasıyla birlikte Nüve'nin sterilizasyon ve laboratuvar ekipmanları pazarındaki müşteri geri bildirim sistemini geliştirmesi ve müşteri sadakatini artırması öngörülmektedir.

Anahtar Kelimeler: Sterilizasyon/laboratuvar ekipmanları, müşteri sadakati, tüketici memnuniyeti, müşteri geri bildirimi

1- Company Background

Nüve, established in 1968 and headquartered in Akyurt, Ankara, Turkey, has distinguished itself as a premier global sterilizing and laboratory equipment manufacturer, employing 190 dedicated professionals. The company's extensive range of products is pivotal in various industrial processes, including testing, analysis, product storage, and sterilization studies. It is utilized by a wide array of sectors in over 106 countries. These sectors span from the food, beverage, and dairy industries to hospitals, clinical research centers, dentistry clinics, biotechnology laboratories, agricultural research centers, veterinary medicine, and the chemical, automotive, defense, and pharmaceutical industries.

Nüve's organizational structure is meticulously designed to foster innovation and operational efficiency. It is led by a General Manager and includes several core departments such as Production, R&D, Quality Control, and Sales. These departments are supported by critical functions, including Finance, Public Relations, Human Resources, Purchasing, Warehouse management, and Business Development & Marketing, ensuring that Nüve remains agile and responsive to market demands.

Nüve is steadfast in its commitment to quality and reliability, demonstrated through strict adherence to internationally recognized standards such as ISO 9000. This commitment not only underscores Nüve's dedication to product safety and enduring reliability but also highlights its focus on the long-term usability of its products across critical applications. Nüve's products are designed to meet the rigorous demands of their applications, ensuring efficiency, quality, and safety in global industrial processes and research projects.

Nüve's mission is to be the undisputed supplier and partner of choice for worldwide laboratory and sterilization technology users. It aims to deliver the highest quality service and innovative production solutions without compromising its foundational values. The vision that propels Nüve forward is to establish itself as Turkey's pioneering and exemplary company in the laboratory and sterilization sector, aspiring to rank among the top five brands globally, recognized not only for its technological leadership but also for its commitment to employee satisfaction and stakeholder value.

2- Problem Definition

Nüve faces a challenge in maintaining customer satisfaction and loyalty in a competitive market. The long lifespan of their equipment leads to infrequent purchases, limiting opportunities for engagement. Additionally, the complex buying process with multiple decision-makers makes gathering feedback difficult. The main problem revolves around the inefficiency in gathering and leveraging customer feedback, particularly concerning the usability and satisfaction with medical devices provided by the company. Despite its strong reputation and global reach, Nüve faces challenges in effectively collecting and utilizing customer feedback to enhance its product offerings and maintain customer satisfaction and loyalty. This lack of in-depth customer insights makes it challenging for Nüve to keep pace with innovation and effectively compete in the long run.

3- Possible Solutions

The solutions we have developed are interlinked, forming a cohesive approach to elevate customer satisfaction, foster loyalty, and maintain competitiveness. The Nüve Elite Loyalty Program provides tailored benefits across three tiers, reflecting a commitment to customer-centric innovation. Simultaneously, standardizing distributor quality ensures consistent service excellence while enhancing middleman management and leverages collaborative partnerships to align product development with market demands, ultimately driving customer satisfaction and loyalty.

3.1- Nüve Elite Loyalty Program

Nüve Elite Loyalty Program is designed to recognize and reward loyal customers while elevating their overall experience with Nüve's cutting-edge sterilizing and laboratory equipment. The program focuses on enhancing customer satisfaction, fostering long-term loyalty, and staying competitive. The program, structured into three tiers - Sterilize Level, LabTech Level, and Scientia Level - ensures personalized benefits tailored to each customer's engagement and loyalty level. Each tier offers distinct advantages, from extended warranties to priority access to new products and premium support hotlines, reflecting Nüve's commitment to customer satisfaction, innovation, and competitive edge in the industry.

3.2- Standardizing Distributor Quality

To standardize distributor quality and replicate İndem's high service standards across all distributors, Nüve will implement a comprehensive strategy. This involves benchmarking İndem's best practices, developing uniform service standards, and providing targeted training workshops and resources. Semi-annual meetings will facilitate strategy discussions and feedback loops, while regular assessments and customer feedback will monitor compliance and impact. Incentive and recognition programs will reward top performers, fostering a competitive yet collaborative environment. Ongoing support and periodic updates to the standards will ensure adaptability. This approach aims to enhance service quality, boost customer satisfaction and loyalty, increase competitive edge, and strengthen distributor relationships.

3.3- Enhancing Middleman Management

To enhance collaboration with intermediaries and leverage their customer insights, Nüve plans to hold semiannual strategy meetings to align product development with market trends, implement a systematic feedback system for continuous improvement, and establish a recognition and incentive program to reward exceptional performance. Additionally, joint marketing campaigns and customized marketing materials will be developed to boost Nüve-exclusive package sales. Expected outcomes include improved product relevance, enhanced sales efficiency, and stronger ties between Nüve and its intermediaries, leading to increased customer satisfaction and loyalty. Performance will be tracked through sales data, customer satisfaction scores, and retention rates, with semiannual review sessions to refine the strategy as needed.

4- Conclusion

Nüve's strategic initiatives are designed to strengthen its market position by addressing key challenges in customer engagement, feedback collection, and intermediary management. By implementing the Nüve Elite Loyalty Program, the company aims to foster deeper customer relationships and reward loyalty, thereby enhancing customer satisfaction and retention. Standardizing distributor quality through benchmarking, training, and recognition will ensure consistently high standards across all distribution channels, further bolstering customer trust and loyalty. Enhancing collaboration with intermediaries through regular strategy meetings, systematic feedback collection, and joint marketing efforts will leverage their market insights

to improve product relevance and sales efficiency. These comprehensive strategies will solidify Nüve's competitive edge in the global sterilization and laboratory equipment market and ensure sustainable growth, resilience, and long-term customer loyalty. By continuously refining these approaches based on performance metrics and feedback, Nüve is poised to achieve its vision of being a leading global brand renowned for innovation, quality, and customer-centric solutions.

Appendices

Figure 1: Gantt Chart for All Strategies

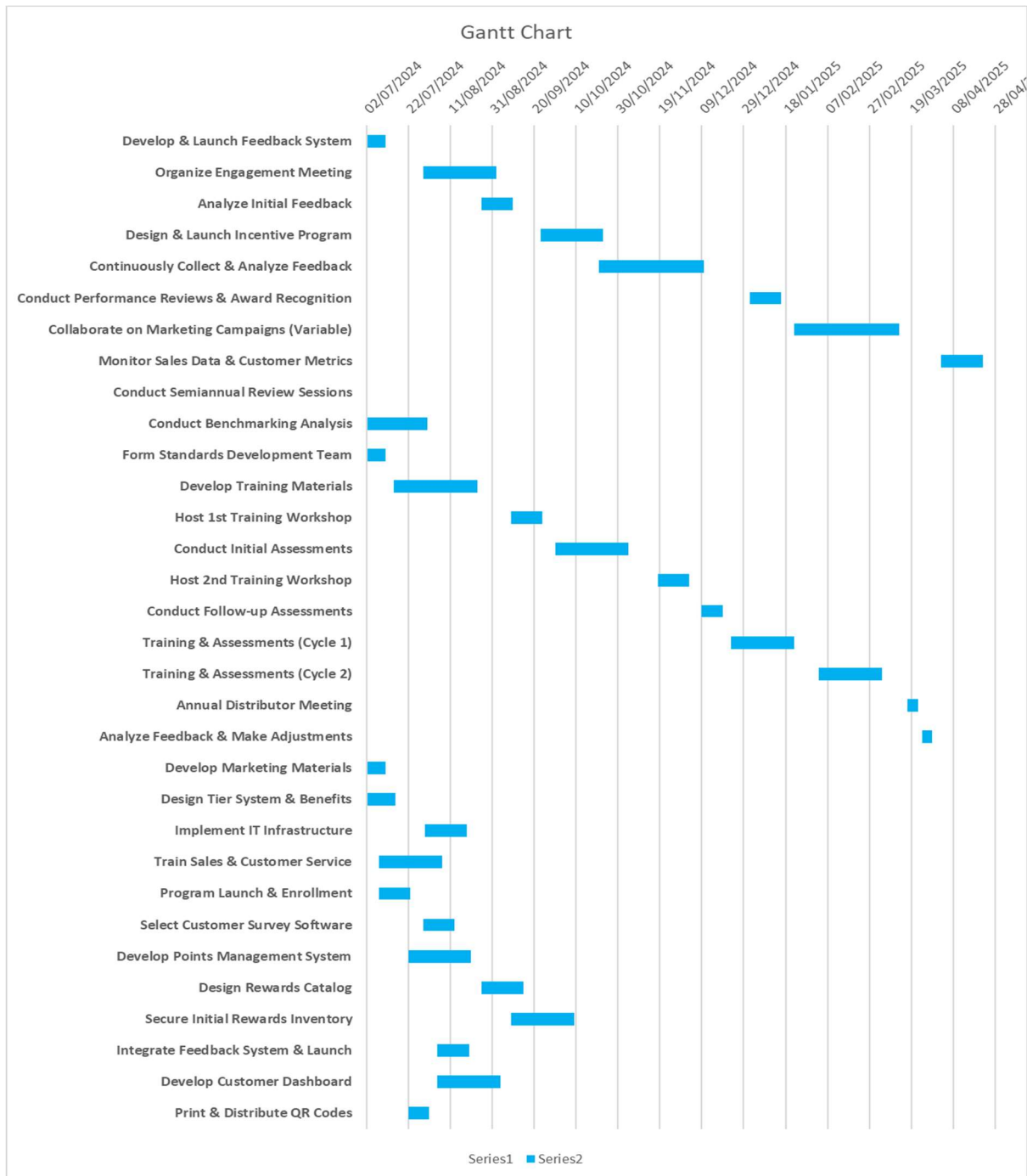


Figure 2 - Scheduling for Nüve Elite Program



Figure 3 - Scheduling for Standardizing Distributor Quality

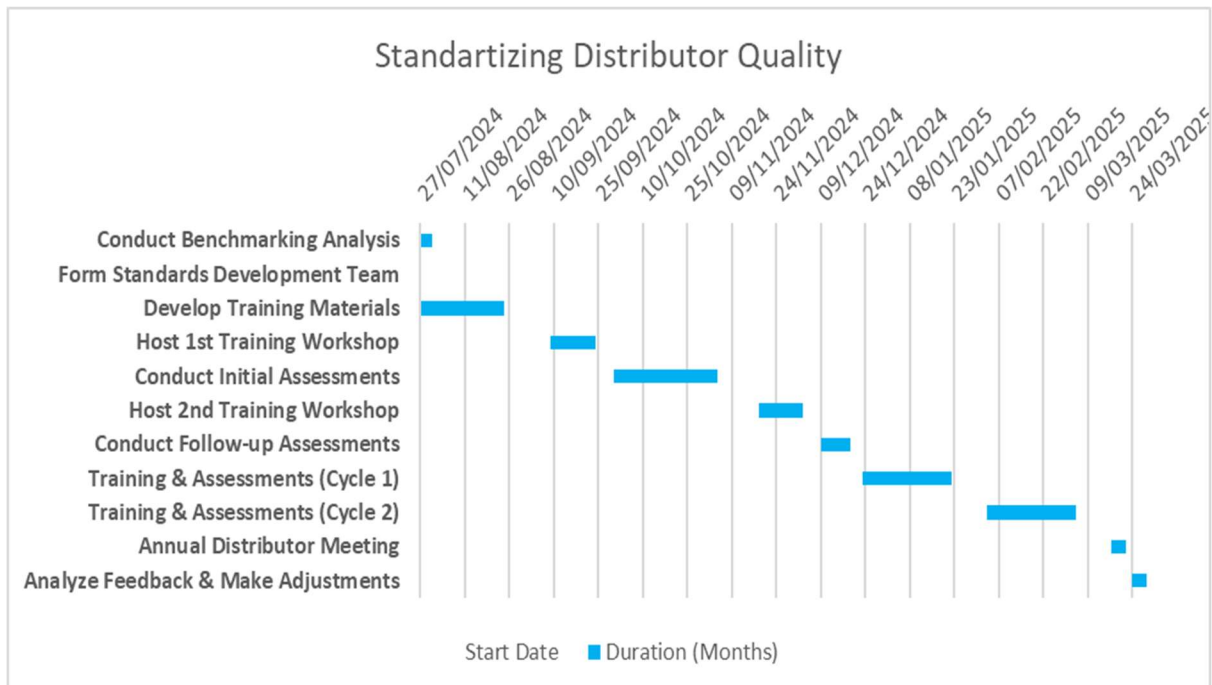


Figure 4 - SWOT Analysis

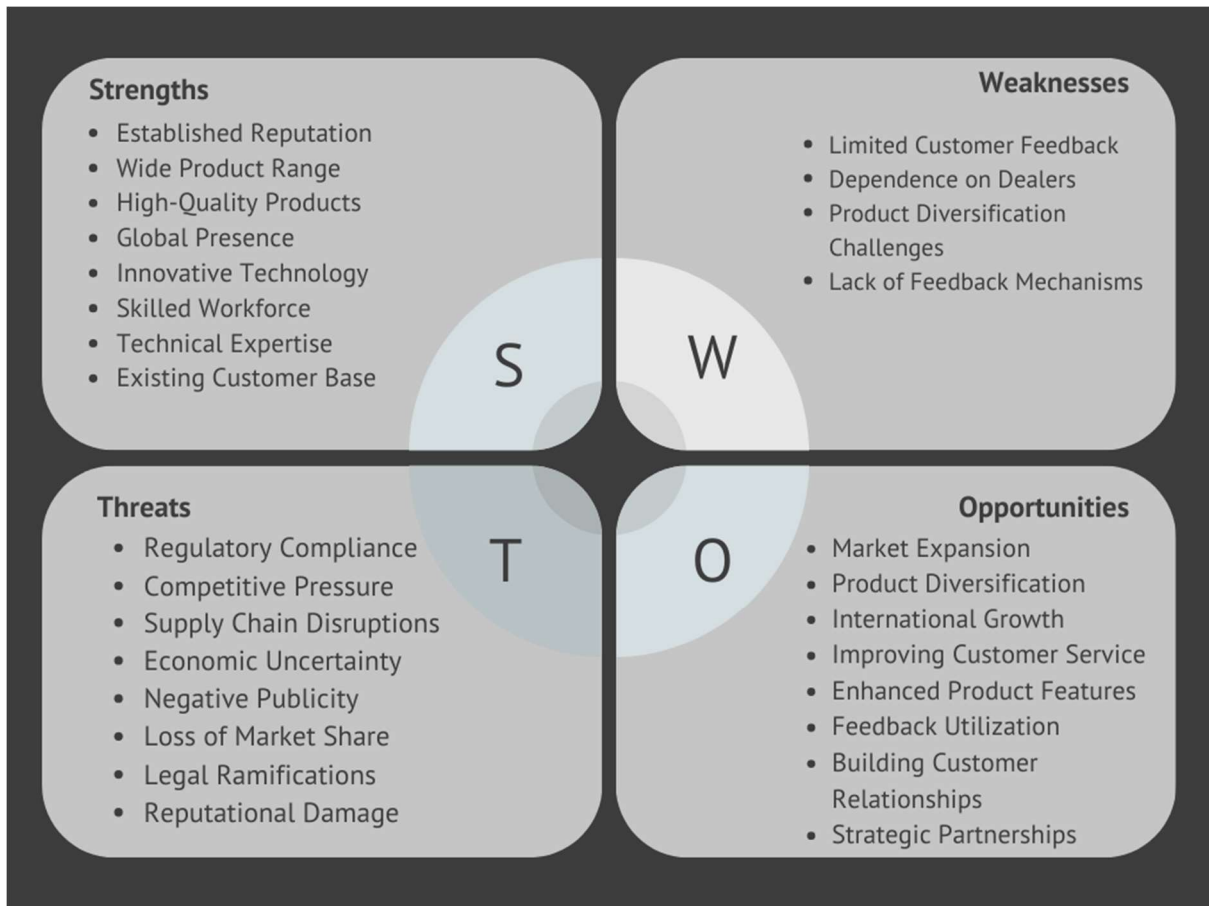


Figure 5 - Scheduling for Enhancing Middleman

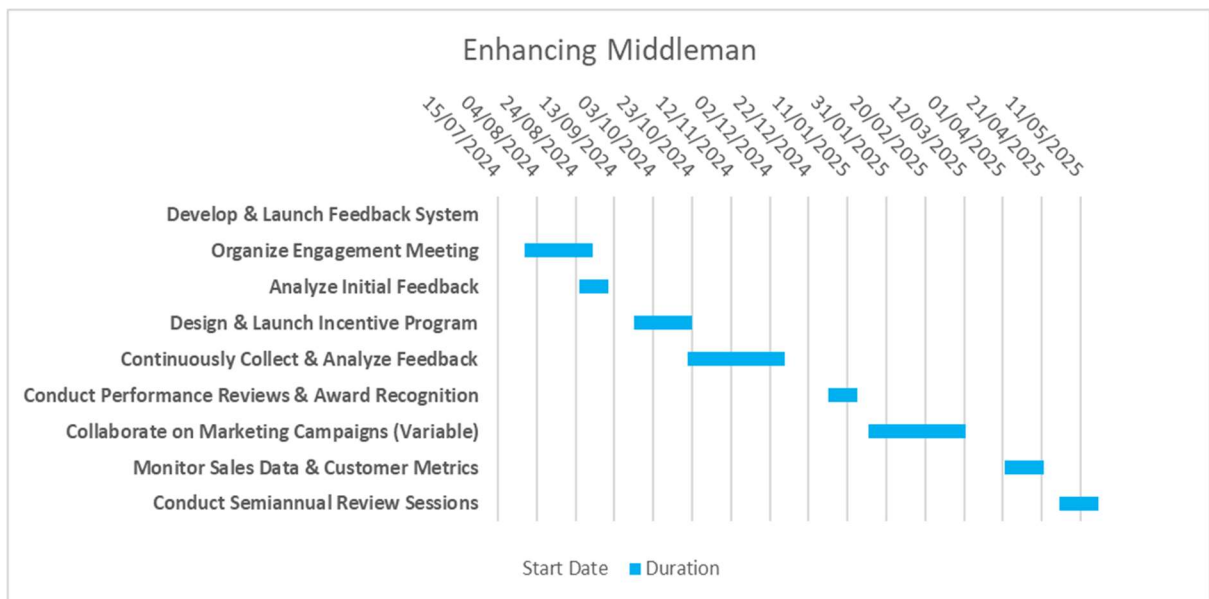


Figure 6 - Loan Financing

Description	Details	Notes
Loan Amount	720,000	Borrowed at 45% interest
Monthly Interest Rate	0.0375	Divide the annual rate by months
Monthly Interest Payment	27000	
Total Loan Repayment (including interest)	324000	

Figure 7 - Business Model Canvas

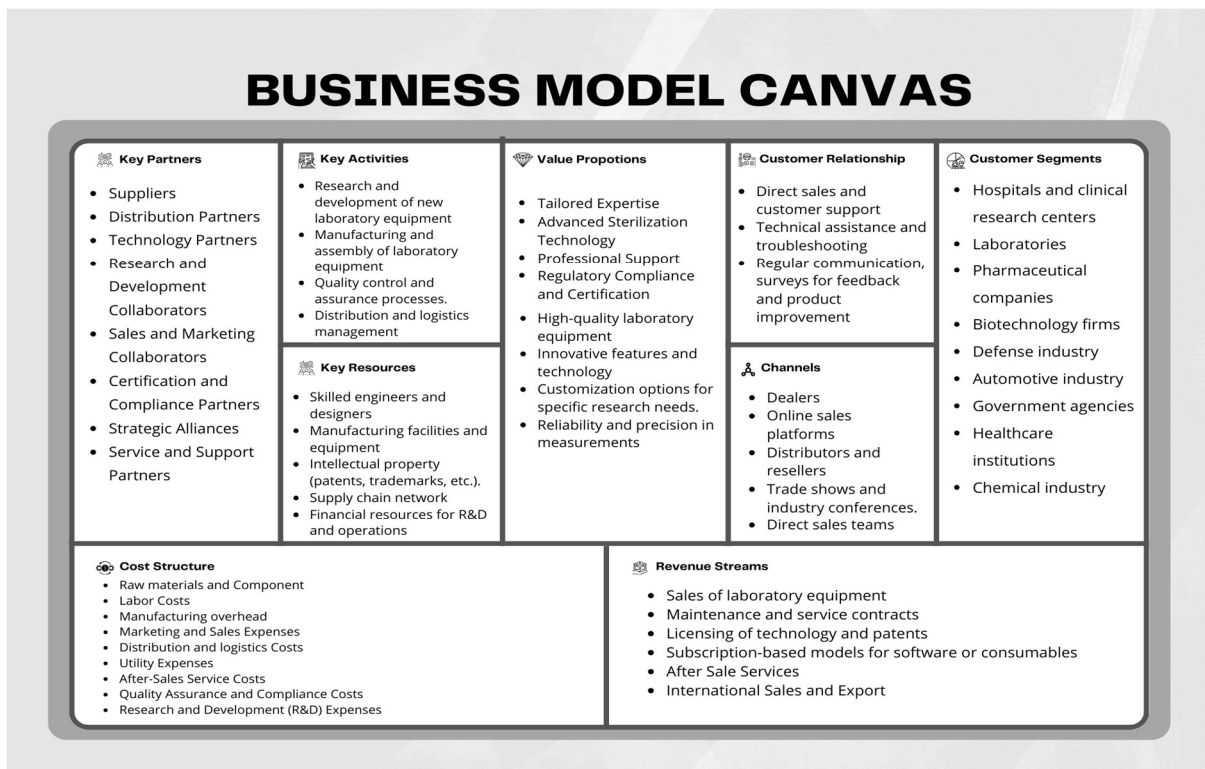


Figure 8 - Porter’s Five Dimensions

Porter's Five Dimensions



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NUVE, Marketing Problem



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ÖZET

NÜVE, 1968 yılında kurulmuş olup, bugün laboratuvar ve sterilizasyon ekipmanları alanında köklü ve önemli bir firma olarak tanınmaktadır. Şirket Çin, Almanya ve Fransa dahil olmak üzere 100'den fazla ülkede faaliyet göstermektedir. NÜVE "ID 301" iklimlendirme test kabini için stratejik olarak ikincil yüklenicileri belirleyerek Türk savunma sanayisindeki pazar varlığını artırmayı hedeflemektedir. Sınırlı pazar penetrasyonu ve yoğun rekabet gibi zorluklarla karşı karşıya kalan NÜVE'ye titizlikle tasarlanmış üç aşamalı bir pazar araştırma modeli sunulmuştur. İlk aşamada mevcut birincil yüklenicilerden veri toplayarak temel özellikler ve memnuniyet düzeylerini içeren detaylı profiller oluşturulacaktır. İkinci aşama ayrıntılı ikincil araştırma ile potansiyel alt yüklenicileri belirlemeye odaklanırken, genel bir anket bazlı eleme süreci olacaktır. Son aşama kalan alt yüklenicilerin ihtiyaçlarını ve uyumluluklarını değerlendiren ayrıntılı bir değerlendirme anketi ile tamamlanacaktır. Bu aşamada yeni alt yüklenici verilerinin ilk aşama profilleriyle stratejik olarak karşılaştırılması, birincil yüklenici profilleriyle hassas eşleşmesi sağlanacaktır. Bu yaklaşım ile NÜVE'nin memnun mevcut müşterilerin özellikleriyle örtüşen alt yüklenicilere hedeflenmesini sağlayacaktır.

Anahtar Kelimeler: Test kabini, savunma sanayi, pazar araştırması, potansiyel müşteri, müşteri profili, anket, eşleştirme

1- Company Background

NÜVE, established in 1968, is a leading company in the laboratory and sterilization equipment industry. Headquartered in Ankara, Turkey, with regional offices in İzmir and İstanbul, NÜVE has established a global presence. The company now operates in over 100 countries, including major markets such as China, Germany, and France. This international expansion is driven by NÜVE's unwavering commitment to innovation, quality, and reliability, solidifying its reputation as a trusted partner in healthcare, pharmaceutical, biotechnology, agriculture, and defense industries.

NÜVE's product range includes autoclaves, incubators, ovens, and climate test cabinets, catering to diverse industry needs. The company's success is also attributed to its robust research and development efforts, which ensure continuous product improvement and adaptation to emerging market demands. NÜVE's dedication to customer satisfaction is evident in its comprehensive after-sales service and technical support, further enhancing its global reputation. Additionally, NÜVE actively participates in international trade fairs and exhibitions, showcasing its latest technological advancements and fostering strong relationships with clients and partners worldwide. This proactive approach not only helps in staying ahead of industry trends but also in understanding and meeting the specific needs of various markets. As a result, NÜVE continues to expand its footprint and influence, reinforcing its position as a leader in the laboratory and sterilization equipment industry.

2- Problem Definition

2.1- Business Problem

How can targeted market research be leveraged to identify secondary contractors in the defense industry for facilitating strategic growth for NÜVE?

The company seeks to undertake meticulous market research within the defense industry to facilitate the commercialization of its patented product, "ID 301," a sophisticated climate test cabinet designed to replicate various climatic conditions for assessing product durability. The product, in detail, is crafted from epoxy-polyester-coated stainless steel, reinforced with multiple layers of insulations and windows to endure abrupt temperature fluctuations and high humidity levels. The robust and reliable design aimed at delivering unparalleled accuracy and reliability enables the execution of a diverse array of tests such as stability, artificial aging, and shelf-life tests leveraging precise temperature and humidity control, thus making it an essential device in quality control and R&D studies across various industrial domains, particularly in the defense industry (*"ID 301," n.d.*).

Having secured agreements with leading entities in the Turkish defense industry, namely Havelsan and Aselsan, NÜVE endeavors to broaden its customer base by captivating subcontractors affiliated with these key partners. Given the bespoke nature of the product, custom-tailored and supplied on a per-request basis rather than mass-produced, direct business-to-business (B2B) sales facilitated by contractual settlements are considered the most effective strategy. Thus, the primary objective entails comprehensive market research aimed at identifying potential contractors and untapped markets besides the main contractors, thereby optimizing profitability and strategically expanding the company's presence within the industry.

2.2- Problem Rationale

The underlying root causes driving NÜVE to seek market research to identify secondary contractors in the defense industry lie in the need to diversify and extend its market reach. Various factors, such as limited market penetration, the pursuit of revenue growth, increased competition, and dependency on key partners, spur this expansion plan. Recognizing the saturation or limited growth potential of its current customer base, comprising main contractors like Havelsan and Aselsan, NÜVE admits the need for broader market outreach. Given the unique nature of ID-301, a climate test cabinet that is not frequently bought but instead once or twice, revenue growth is inherently constrained by limited demand from the existing contractors. Establishing subcontractor partnerships offers access to an untapped segment of the defense industry, overcoming restricted market penetration. A larger customer base translates into greater market share and increased revenue through higher demand.

Concerns regarding limited market penetration underscore the importance of expanding the customer portfolio for revenue growth. The company is driven to achieve revenue growth and improve financial performance by expanding its customer base. Broadening the target demographic leads to increased sales volumes and market share. The expansion strategy aims to sustain competitiveness by opening up new market opportunities. Additionally, relying on a limited number of major contractors poses risks associated with over-dependence and vulnerability to changes in their business strategies. The significant bargaining power of buyers due to over-dependence can lead to reduced profit margins and intensified competition. Diversifying the customer base helps mitigate these risks.

2.3- Problem's surrounding issues

The market research must be specifically designed to address a crucial question in the defense industry: Which subcontractors should NÜVE target for potential contracts among the many companies in this sector? The need for such targeted market research stems from a lack of comprehensive information due to confidentiality constraints and the complex nature of defense projects. Confidentiality concerns in the defense industry pose a significant challenge for effective market research, given its connection to national security. As a private entity, NÜVE may not have immediate access to, or may need a lengthy authorization process to obtain, the standards and requirements governing defense products, making it difficult to acquire accurate insights. Without understanding the subcontractors' actual needs, NÜVE risks making flawed selections without clear criteria.

Additionally, beyond confidentiality issues, the complexity of defense projects further complicates market research. Customization is a key characteristic of defense projects, requiring diverse technologies and specifications tailored to specific purposes and requirements. As a result, the roster of subcontractors involved in these projects is not fixed, and the budgetary constraints of potential contractors are often undefined. Questions about the necessity for products like the ID-301 climate test cabinet or the financial capacity of potential subcontractors to afford such equipment often remain unanswered due to the bespoke nature of defense projects. Given these challenges, conducting market research to identify potential contractors in the defense industry involves more than just finding untapped market participants. It requires developing a robust market research model that NÜVE can use to identify and engage with potential contractors despite the obstacles in this complex environment.

3- Possible Solutions

The project focuses on market research to identify secondary contractors within the defense industry, facilitating strategic growth for NÜVE. Rather than offering a predefined solution, it creates a comprehensive market research model tailored to NÜVE's needs, serving as a lasting resource for future issues. This model leverages insights from both existing contractors and potential subcontractors. Data from existing contractors helps identify the characteristics of firms satisfied with NÜVE's ID-301. Potential subcontractors are identified through industry seminars, conferences, and rigorous secondary research, followed by an elimination process using a streamlined survey to determine their eligibility for the ID-301. A detailed survey further refines the list through a two-step elimination process. By comparing insights from existing contractors with data from potential subcontractors, the project identifies candidates who demonstrate similar attributes to those satisfied with NÜVE's offerings. This systematic methodology enhances the likelihood of finding subcontractors ideally suited to NÜVE's ID-301 in the defense industry.

The market research model comprises three sequential phases:

3.1- Phase 1

The initial phase of the market research model focuses on two main components: data collection and profile construction. These components are executed sequentially, starting with data collection and followed by formulating company profiles based on the collected data. This phase aims to understand the satisfaction levels of contractors using the ID-301 within NÜVE's existing customer base. The gathered data is then synthesized into detailed profiles covering aspects such as contract duration, revenue, frequency of ID-301 use, and satisfaction levels.

3.1.1- Data Collection

The first step toward identifying secondary contractors in the defense industry involves an internal review of NÜVE's existing customer base. This approach leverages existing resources, such as databases and customer relationships, to gain insights quickly and cost-effectively while deepening the understanding of customer needs and preferences. As we can derive from the interview with the NÜVE Indem Ankara, the data collection for the ID-301 utilizes NÜVE's existing warranty system, thereby ensuring cost efficiency (See Appendix 4, p. 5). This method leverages ongoing after-sales service visits, avoiding additional costs and enhancing data collection efficiency. The data gathered includes operational efficiency, maintenance needs, environmental adaptability, system diagnostics, error logs, and user preferences. This information helps analyze the relationship between company satisfaction levels and the ID-301's performance metrics.

To supplement the technical data, surveys and interviews are conducted with NÜVE's established clients. As provided in Appendix 1, these are designed to gain in-depth insights into each company and cover five segments: general company information, utilization patterns, purchasing decision factors, satisfaction levels, and future requirements. This detailed segmentation is informed by insights gathered from an interview with Indem Izmir, which highlighted critical factors relevant to the usage of the ID-301. These insights have guided the focus of the questionnaire development, ensuring that the questions are strategically aligned with the factors identified as significant by Indem Izmir (See Appendix 6, p. 2-8). These surveys and interviews are primarily conducted online and during regular service visits, ensuring high participation rates and low costs. Participants are incentivized with promises of service quality improvement and data confidentiality.

3.1.2- Profile Construction

After data collection, company profiles are constructed based on both technical and customer insights. These profiles correlate specific company attributes with their satisfaction levels. For example, companies of a particular size and revenue bracket or those with high ID-301 usage may report higher satisfaction if they prioritize operational efficiency. Conversely, companies with different attributes may indicate lower satisfaction. The profiles can be based on various metrics or combinations thereof, identifying specific profiles that typically report satisfaction or dissatisfaction. This helps predict customer satisfaction levels and understand the diverse experiences of NÜVE's clients with the ID-301.

3.2- Phase 2

The second phase targets untapped subcontractors in the defense industry, building on the initial groundwork. It focuses on identifying all untapped subcontractors, structured into two main components: data gathering and a survey-based elimination process. This systematic approach ensures a focused and efficient continuation of the market research efforts.

3.2.1- Data Collection

Based on an interview with Indem Istanbul, secondary resources such as governmental reports and industry news are crucial for identifying unexplored subcontractors associated with major industry figures like Havelsan and Aselsan (*See Figure 5, p.7*). These reports come from the Presidency of the Republic of Türkiye Defense Industry Agency, and news from sources like "Turkish Defence News" and "Defence Turkey." This reliance on secondary research is due to restricted access to detailed information because of confidentiality and national security. A detailed analysis of this secondary data helps understand the preferences and requirements of significant industry entities and identify their associated companies. This process uncovers all untapped subcontractors, from basic component manufacturers to complex component providers like engine manufacturers. The team compiles this data into a comprehensive list of potential subcontractors, which will then be refined through a survey.

3.2.2- Elimination with a Comprehensive Survey

After collecting data on untapped subcontractors, an elimination process through a survey takes place. NÜVE will host an event to streamline this process, as suggested by dealers responsible for ID-301 sales (*See Figure 4, p.3*). This event aims to reduce the time spent on individual surveys by creating a relaxed atmosphere with refreshments and networking opportunities. It will engage participants identified through secondary research and administer a concise survey. The survey, detailed in *Figure 2*, gathers general information about the subcontractors, such as product offerings, company size, and annual revenue. Designed for general, not detailed, information, the survey serves as a pre-qualification step (*See Figure 2, p. 1*). This informal approach efficiently collects essential data, documenting the profiles and characteristics of each company. It helps identify subcontractors that do not align with the ID-301 requirements, particularly regarding financial stability and product size relevance.

Given the challenges of organizing a large-scale event, NÜVE will selectively invite companies within OSTIM or reasonably accessible areas, reducing hosting costs and allowing focused engagement. For subcontractors unable to attend, NÜVE will distribute a similar survey via formal email or letter, ensuring consistent initial screening. The survey outcomes will finalize the list of potential subcontractors for a more detailed evaluation phase, assessing suitability

and specific needs related to the ID-301. This methodical approach ensures NÜVE efficiently narrows down potential subcontractors, aligning with strategic goals and resources.

3.3- Phase 3

The final phase of the market research model aims to refine the list of potential subcontractors identified in the second phase. This phase includes a detailed survey and a strategic comparison of the profiles developed in the first phase with those of potential subcontractors. The objective is to identify candidates whose characteristics align with those of established, satisfied company profiles, thereby optimizing the selection process's validity and effectiveness.

3.3.1- Elimination with a Detailed Survey

The two-step elimination process begins with gathering general company information, such as size, revenue, and product offerings. This basic information is insufficient for deeper evaluations, necessitating a follow-up detailed survey to assess the best candidates for the ID-301. The survey will be conducted via email or video call for efficiency and broad reach, ensuring participation regardless of location. The survey examines factors like usage frequency, required functions, future investment plans, and compatibility with the ID-301. Critical questions include budget allocation for such equipment and specific volume capacities or temperature ranges required in production processes (*see Figure 3, p.1*). Responses will inform decision-making, potentially excluding companies that do not meet the eligibility criteria due to functional mismatches or operational incompatibility. This process will finalize the list of potential subcontractors.

3.3.2- Juxtaposition

With both the profiles and the list of potential subcontractors established, a comparative analysis method, juxtaposition, will highlight similarities and differences. Each company on the potential subcontractor list will be compared against the established profiles using data analytics, such as regression analysis. The goal is to determine if a company exhibits characteristics similar to the profiles of satisfied companies. For example, companies that frequently use equipment like the ID-301, have an appropriate size, and focus on operational efficiency will be strong candidates. Given the diverse combinations of characteristics that lead to satisfaction with the ID-301, establishing criteria for identifying viable candidates is crucial. Criteria will include a minimum number of similar characteristics required for qualification as a suitable candidate, tailored based on the number of potential subcontractors NÜVE intends to engage. Subcontractors meeting these criteria will be identified as strong candidates for future engagement with the ID-301. This structured approach ensures a rigorous selection process, optimizing the potential for successful partnerships.

4- Conclusion

The targeted market research initiative at NÜVE is a strategic endeavor designed to reshape its market strategy in the Turkish defense sector, thereby expanding market reach and enhancing profitability. This solution-centric project leverages a dynamic, three-phased market research model to thoroughly understand the market environment, allowing for the identification and engagement of potential subcontractors that best align with the company's strategic objectives and customer satisfaction profiles. The initial phase involves in-depth data collection from current clients to construct precise profiles reflecting their needs and satisfaction levels. This is followed by the targeted identification of potential subcontractors through meticulous secondary research and strategic events, and an elimination process using customized surveys.

The concluding phase involves a more intensive survey for one more elimination purpose to further refine the selection of potential subcontractors

A key aspect of this approach is the strategic juxtaposition of new subcontractor data against existing profiles to ensure that potential partners not only meet technical requirements but also mirror the attributes of existing satisfied clients. This methodical and systematic approach addresses the unique challenges of the defense industry, such as confidentiality issues and the complexity of defense projects. By enhancing NÜVE’s ability to strategically expand its customer base and navigate market intricacies, the project not only diversified revenue streams but also significantly strengthened NÜVE’s competitive advantage in the market. This project sets a precedent for how targeted market research can be an instrumental tool in driving business success within specialized industry sectors.

Appendices

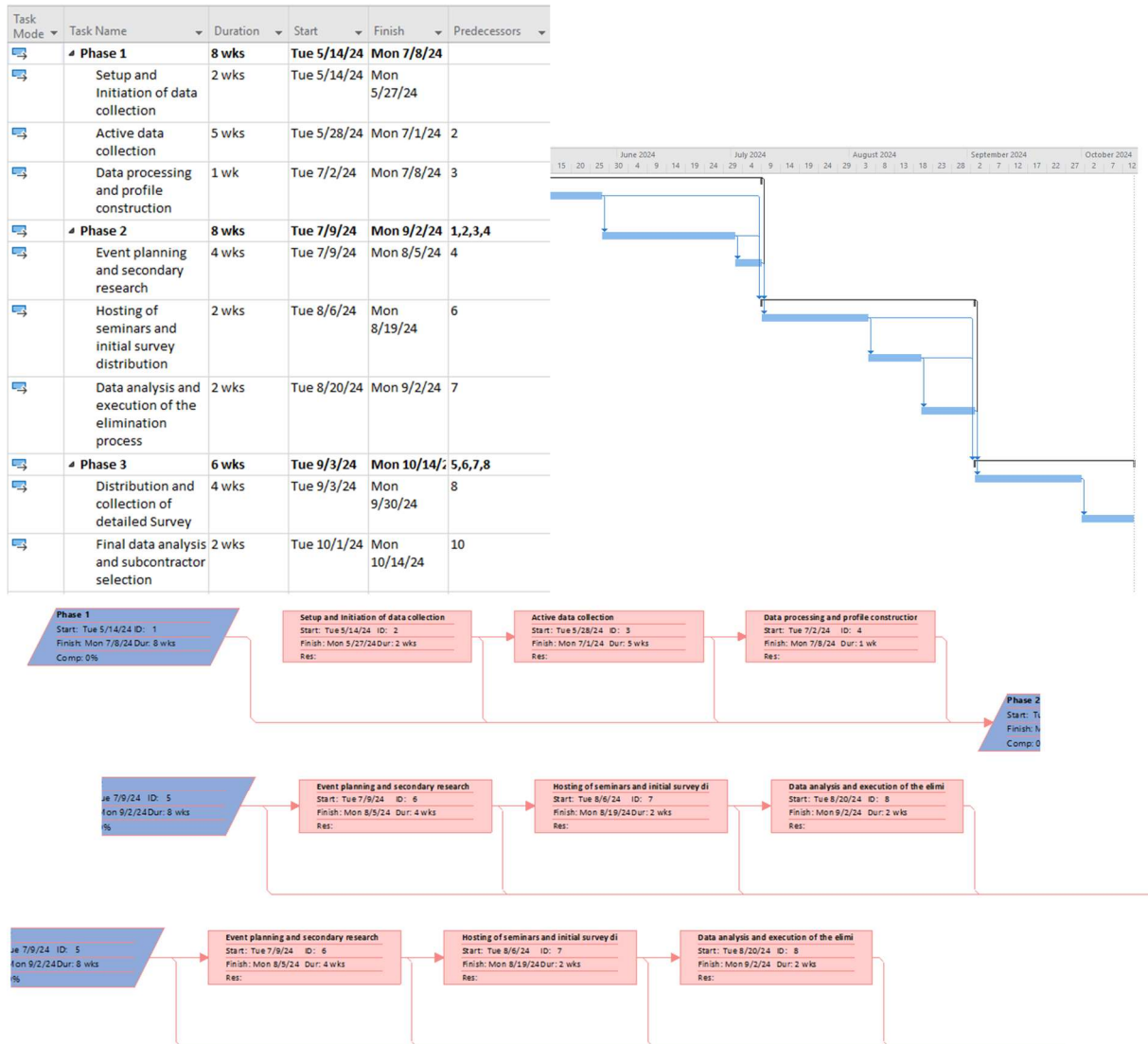
Figure 1 - Market Research Model Budget Planning

Phase 1		
Labor	Data Analyst - 2 weekly	₺ 20.000,00
Tablets	5 tablets at ₺8000 each for data collection	₺ 40.000,00
Software for Data Integration	Purchase of a specialized software for real-time data integration and analysis	₺ 20.000,00
Travel Expenses	(vehicle and gasoline consumption when visiting customers)	₺ 15.000,00
Phase 2		
Labor	10 NÜVE employees on duty to ask survey questions on the day of the event	-
Labor	5 employees responsible for reception, catering service and technical services at the event (90/hour, 6 hours total)	₺ 2.700,00
Venue Rental	renting the conference hall for an event day	₺ 15.000,00
Catering	Catering for 300 attendees at ₺50 per person	₺ 15.000,00
AV Equipment	Rental of audiovisual equipment and technical support	₺ 10.000,00
Material expense	Preparation of materials such as stands, brochures, posters, banners and boards to be used at the venue on the day of the conference	₺ 10.000,00
Phase 3		
labor	sales and marketing department: 2 employees, 2 hours of work per day. survey administrators, survey collection, mailing	-
labor	Temporary data analyst to be hired externally: 1 employee, 2 weeks (data analyzing)	₺ 20.000,00
Digital Distribution Setup	Setup costs for online survey tools and distribution	₺ 1.500,00
Miscellaneous	Communication, follow-ups, and contingencies	₺ 10.000,00
Total Costs		
Phase 1 Total Cost		₺ 95.000,00
Phase 2 Total Cost		₺ 52.700,00
Phase 3 Total Cost		₺ 31.500,00
Total Cost		₺ 179.200,00

Figure 2 - Market Research Model Scheduling on Excel

Phase 1	
Week 1-2	Setup and initiation of data collection
Week 3-7	Active data collection
Week 8	Data processing and profile construction
Total Duration	2 Months
Phase 2	
Week 1-4	Event planning and secondary research
Week 5-6	Hosting of seminars and initial survey distribution
Week 7-8	Data analysis and execution of elimination process
Total Duration	2 Months
Phase 3	
week 1-4	Distribution and collection of detailed surveys
week 5-6	Final data analysis and subcontractor selection by juxtaposition
Total Duration	1.5 Months

Figure 3 – Market Research Model Scheduling on MS Project



Appendix 1 – Potential Survey Questions used in Phase 1 for General Information regarding the Existing Customers

Current Customers Survey

1. Company Name:

2. Industry Sector:

- Aerospace and Defense
- Automotive
- Electronics
- Other (Please specify)

3. Size of the Company:

- Small (1-50 employees)
- Medium (51-200 employees)
- Large (201+ employees)

4. Annual Revenue Range:

- Less than \$1 million
- \$1 million to \$10 million
- \$10 million to \$50 million
- Over \$50 million

5. Geographical Markets Served:

- Local (Specific city or region)
- National

13. Role of Innovation in Company Strategy: (Open-ended)

14. How does the company approach new technology adoption? (Multiple choice or scale)

- Early adopter
- Early majority
- Late majority
- Laggard

Part 2: Usage of ID 301

15. Primary Application of ID 301: (Select all that apply)

- Environmental durability testing
- Material stress testing
- Product reliability testing
- Other (Please specify)

16. Frequency of Use:

- Daily
- Weekly
- Monthly
- Occasionally

17. Most valued features of ID 301: (Select up to 3)

Part 4: Satisfaction and Feedback

20. Overall satisfaction with ID 301:

- Very satisfied
- Satisfied
- Neutral
- Unsatisfied
- Very unsatisfied

21. Areas for improvement: (Select up to 3)

- User interface
- Maintenance requirements
- Cost of ownership
- Technical support
- Integration capabilities
- Other (Please specify)

22. Would you recommend ID 301 to others?

- Definitely yes
- Probably yes
- Not sure
- Probably no

- International

6. Number of ID 301 units in use:

- 1-2
- 3-5
- 6 or more

7. Years using ID 301:

- Less than 1 year
- 1-3 years
- More than 3 years
- 1
- 2-3
- More than 3

9. Strategic Importance of ID 301 in Your Operations: (Rate 1-5, where 5 is very strategic)

10. Research and Development Investment as a Percentage of Revenue:

- Less than 5%
- 5% to 10%
- More than 10%

11. Main Challenges Faced in Testing Operations: (Open-ended)

12. Future Expansion Plans Related to Testing Capabilities: (Open-ended)

- Temperature range
- Humidity control
- Programmable settings
- Data logging
- Energy efficiency
- Other (Please specify)

Part 3: Purchasing Decision Factors

18. Key reasons for choosing ID 301:(Select up to 3)

- Performance
- Price
- Brand reputation
- Technical support
- Recommended by others
- Other (Please specify)

19. Who were the decision-makers in the purchasing process? (Select all that apply)

- Executive Management
- Engineering Department
- Procurement Department
- Other (Please specify)

Part 5: Future Needs and Preferences

23. Anticipated changes in testing requirements in the next 3-5 years: (Open-ended)

24. Interest in potential upgrades or new features for ID 301: (Open-ended)

25. Additional comments or suggestions: (Open-ended)

Appendix 2 - Potential Survey Questions Used in Phase 2 for General Information regarding Potential Subcontractors

Potential Questions to Ask

- What products do you manufacture?
- In which sectors do you primarily hold contracts?
- Could you provide information on the dimensions of the products or spare parts you manufacture?
- What is the size of your company in terms of personnel employed?
- What is your company's annual revenue?
- Are there any notable projects or clients your company has worked with?
- Are there any upcoming initiatives or expansions planned for your company?

Appendix 3 - Potential Survey Questions Used in Phase 3 for Detail Information regarding The Potential Subcontractors

General Preferences and Comparative Assessment

- What features do you look for in the test cabinets available on the market?
- How would these features contribute to your business processes?
- What are the most important features for your company (e.g., temperature range, humidity range, internal volume, etc.)?

Technical Suitability and Needs Analysis

- How important is temperature and humidity control in your production processes?
- What methods are you currently using to control temperature and humidity?
- What would be the ideal temperature and humidity range for your test cabinet?
- Does your production process require a specific volume capacity (e.g., 290 liters)?
- Does a temperature range of -40 to +150 °C and a humidity range of 15% to 98% meet your current needs?

Operational Ease and Functionality

- How easy should the operation and programming of your test cabinet be?
- Do you have any specific preferences in this regard?
- What potential contribution could feature like multiple temperature sensors and automatic humidification make to your business processes?

Budget and Cost Evaluation

- Do you plan to invest in new technologies?
- Do you have a budget allocated for such an investment?
- How important are energy consumption and ease of maintenance in terms of operating costs for you?

Demo and Testing Processes

- What kind of demo or testing processes would you like to participate in when evaluating a new test cabinet?
- Is your company looking for a customized solution to meet specific needs?

General Preference

- Would you like to purchase a product with the features listed above? If not, what is the reason for your preference?
 1. Price
 2. Volume
 3. Temperature range
 4. Not needing
 5. Using a different product

References

Nüve. NÜVE - *Laboratuvar ve Sterilizasyon Teknolojisi*. (n.d.). <https://nuve.com.tr/tr>

QUICK CHINA, Marketing Problem



Proje Ekibi: Deadliners

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ÖZET

Quick China'nın Türk pazarındaki genişlemesi, önyargılar ve yanlış anlamalarla karmaşık bir zorluk sunmaktadır. Bunu aşmak için Quick China önyargıları ele alan ve aynı zamanda kaliteli yemek deneyimlerine değer veren 30 yaş üstü grubun tercihleriyle örtüşen çok yönlü bir strateji benimsemelidir. Quick China'nın stratejisinin en önemli ayaklarından biri, 30 yaş üstü grup arasında popüler olan Facebook ve Instagram gibi platformlarının erişim etkisinden yararlanmak olmalıdır. İlgi çekici içerikler aracılığıyla Quick China bilinirliğini artırabilir ve potansiyel müşterilerle bağlantı kurabilir. Ayrıca, bu demografiye yönelik kişiselleştirilmiş e-posta bültenleri ve özel etkinlikler, müşteri bağlılığını güçlendirerek marka ile aidiyet duygusunu pekiştirebilir. Quick China Türk pazarında itibarını ve erişimini artırmak için stratejik ortaklıklar kurmaya da odaklanmalıdır. Yerel organizasyonlar ile iş birliği yaparak Quick China hedef kitlesinin tercihleri ve davranışları hakkında değerli bilgiler edinebilir. Bu bilgileri pazarlamada etkili reklamlar için kullanabilir. Ayrıca, Antalya ve İstanbul gibi büyük pazarlarda yeni şubelerin açılması, Türk pazarında müşteri erişimini ve marka tanınırlığını artıracaktır.

Anahtar Kelimeler: Genişleme, müşteri kazanımı, pazarlama, Asya mutfağı, kültürel önyargılar

1- Company Background

Quick China was founded in 1995 to offer Turkish consumers the distinguished flavors of Far Eastern cuisine. It initially set out to provide takeaway service only in Ankara. The company aims to "Make the Far East legend come true." Quick China management is involved in all branches' processes to maintain quality. The company owners are two partners and top managers. Their organizational chart includes a finance manager, kitchen quality control manager, operations manager, sushi manager, cost manager, and human resources manager. Quick China operates in four cities with a production center, takeaway service, and seven additional branches in Ankara. It has 9 branches, including in Adana, Nevşehir, and Istanbul, with only 2 as franchises. The company employs 485 people, 85 are white-collar and 400 blue-collar workers.

Quick China, renowned for its authentic Asian cuisine, is at a crucial juncture as it contemplates expansion in the Turkish market. Despite its established reputation, the restaurant chain faces significant hurdles, primarily rooted in the deeply entrenched cultural barriers and prejudices towards Asian culinary traditions prevalent among older demographics in Turkey. This poses a critical challenge to Quick China's growth prospects, necessitating a sophisticated and strategic approach to not only maintain its renowned quality but also to broaden its appeal and reach across diverse demographics in various locations across Turkey.

2- Problem Definition

How can Quick China integrate a marketing strategy focused on acquiring new customers who are over the age of 30 and have not tried Far Eastern/Asian cuisines or have tried but disliked them while also maximizing the benefits of customer reach through its regional expansion policies?

This problem Quick China has described originates from the competition and difficulties it faces in customer acquisition created by existing local competitors as well as a general bias against foreign cuisines. The nature of this problem for Quick China is a combination of marketing-related problems they face when entering new markets and developing the existing ones.

Quick China's price segment of its products and services elevates it to a luxury for the average consumer, so they have to settle for a smaller overall possible consumer pool within the food service industry. Additionally, Far Eastern/Asian cuisines are still niches in most parts of Turkey, with overall demand remaining relatively low when compared to other cuisines (Turkish, Italian, etc.). This situation is further exacerbated by the existence of many competitors who are all targeting the same limited consumer base, leading to high competition.

To be able to compete with its competition, Quick China must focus on improving its brand recognition, value proposition, perceived value, and customer acquisition practices. In order to improve its chances for competition, Quick China must first broaden its potential customer base. This is possible through targeted marketing towards consumers who are:

- a. Unfamiliar to Far Eastern/Asian cuisines
- b. Within the age group of 30-65 (Middle aged)
- c. With disposable income sufficient enough to be able to afford Quick China's services within their dining habits

Additionally, by making their products and services available at more locations, Quick China will be increasing its chances of successful competition through brand recognition and creating barriers to entry for later entrants.

3- Possible Solutions

3.1- Customer Acquisition Problem Rationale:

In Turkey, the popularity of Asian cuisine may be influenced by a combination of biological, economic, physical, social, and psychological determinants. Biologically, preferences for certain tastes and flavors play a role, with Turkish cuisine traditionally favoring Mediterranean and Middle Eastern flavors over those commonly found in Asian dishes. Economic factors, including the cost and availability of ingredients, may also impact the adoption of Asian cuisine in Turkey, as specialized ingredients might be more expensive or harder to find. Additionally, physical determinants such as access to Asian restaurants, education about Asian cooking techniques, and the time required to prepare Asian dishes could affect their popularity. Socially, cultural norms, family traditions, and meal patterns may prioritize local cuisine over Asian options. Finally, psychological factors such as mood, stress levels, and feelings of guilt related to food choices can also influence individuals' willingness to try new cuisines. Overall, a combination of these determinants may contribute to the relatively lower popularity of Asian food in Turkey compared to other cuisines (*Eufic, 2006*).

3.2- Traditional Food Preferences

Turkish cuisine is a source of pride for the Turkish people as it is rooted with their history and culture. For a majority of the population, trying out new cuisines is a waste of time. People feel more comfortable consuming what they are familiar with, the ingredients, the cooking styles, the smells are all very foreign to what most Turks are used to.

Primarily, Turkish cuisine rarely has sauces that the food is lathered with instead of as a condiment or side dish (meze). Asian cuisine that is readily available around the world outside the Asian countries they originated in rely heavily on a flavorful sauce such as in “sweet and sour”, “Kung Pao”, “General Tso’s”, etc.

Secondarily, the use of sweet, sour, and spicy taste profiles in combination in a single dish is very unfamiliar for Turks. In traditional Turkish cuisine, it is very rare for dishes to be both spicy and sweet or sour and sweet. As the taste palette is not used to these overwhelming combinations, the consumer may flat out reject them due to not being open to new tastes.

Thirdly, staples of most Asian cuisines are very foreign to Turkish cuisine and to the region. Most Asian dishes use some form of soy product, primarily soy sauce, which a large portion of Turkish citizens may not have tasted at all due, especially the population outside the large cities like Istanbul and Ankara. Similarly, wasabi, rice wine vinegar, mirin, teriyaki sauce, shaoxing wine, sriracha, oyster sauce, fish sauce, sesame oil, miso, tofu, gochujang, and many more ingredients in most Asian dishes are even harder to access and purchase in Turkey that the average dish in an Asian restaurant will leave the uninitiated confused.

Lastly, there is a stigma that has been a barrier to the growth of Asian food in Turkey that is generated by a prejudice towards sushi as a product. Sushi is a Japanese dish that is prepared with rice, vegetables, and meat, most commonly raw seafood. The prejudice towards eating raw fish has been portrayed in popular culture all around the world as it has in Turkey, people are hesitant to try raw unprocessed meat and this hesitance also affects other Asian dishes. The

pricing of these products also make it difficult to break these stigmas and prejudices since the cost-of-living crisis is getting worse with each passing month in Turkey.

3.3- Globalization and Social and Cultural Influences on Food Choices

Effects of globalization in the food service industry is very prevalent in Turkey, every city has at least one major international fast-food chain, and foreign brands such as Burger King and Domino's have become very popular. However, the popularity of such brands results from a familiarity with their products. Turkish cuisine has dishes that are very similar to these chains' products, e.g pide for pizza or kofta for hamburger. On top of this familiarity, these cuisines have very popular localized products (Milli Burger, Ocakbasi Pizza) that are very popular and offered at a discount.

Additionally, even though there are many Asian food restaurants nowadays in Turkey, the people are not exposed to the cuisine as they were with American hamburgers or Italian pizza due to their prevalence in popular culture and media. For decades now, there have been advertisements for hamburgers, pizzas, and fried chicken daily on televisions, newspapers, billboards, and social media. Almost every American movie or tv show includes one of these food types, and they are accessible. Every mall, every large avenue has at least one of the large international chains, and usually there are more than one, and people get to see the brands and see the cuisines. For Asian cuisine, there is no similar ad campaign, there are some depictions of Asian cuisine in popular culture but not nearly as prevalent as other food types, and the restaurants are not accessible as both in terms of price and location as other cuisines are.

Asian food consumption is low in the 30+ age group and more due to a strong culinary heritage. Traditional flavors, preparation methods, and local taste profiles affect the expansion of foreign cuisines. The influence of globalization does not overtake culinary preferences. Overall, looking at the survey results (*Figure 2*), most consumers over 36+ answered the question "How often do you prefer Far Eastern cuisine?" with rarely or never. When contacted by the people who answered that they had never visited Asian Restaurants (Quick China), they saw that restaurants only make sushi or raw meats, and they were afraid to try these dishes due to health and safety concerns. They need to discover that there are different types of preparations for chicken and meat that can suit their taste. This result is because most of the people who chose "rarely" in the survey over 36+ prefer chicken or meat as their food, which concludes that people who have never tried far Asian food are biased and prejudiced that there is only food that is very spicy or uncooked. They tend to like chicken or meat when they go to a restaurant. When contacting people over 36 who regularly go to Far Asian restaurants, it was concluded that most are accustomed to the sauces and spices in Asian cuisine with Chicken and Meat dishes.

As a result, the reason why people over the age of 36 do not prefer Far Asian Cuisine if they do not have financial difficulties, is their prejudices.

3.4- Expansion Problem Rationale

3.4.1- Demographics and Customer Preferences

Turkey's population in 2023 is approximately 85.8 million, with an annual growth rate of around 0.56%. And the median age is 31.8 years (*World o meter, 2023*). This data shows us that with a relatively young population they could be more open to try new and diverse cuisines. Urbanization in Turkey is 77.1% (*World o meter, 2023*). It shows a concentration of potential

customers in cities. Major cities like Istanbul, Ankara, Izmir can be keys to target for expansion due to their diverse demographic and openness to different cuisines.

3.4.2- Economic Factors

Turkey is the 19th largest economy in the world with GDP of roughly 906 billion dollars (World o meter, 2023). Even though there is significant economic activity there are economic challenges like high inflation, massive foreign exchange rate fluctuations, and scarcity of bank loans and other financing options.

Power of spending in Istanbul to the Turkish Restaurant Industry is close to 39% alone (*Kushwaha, 2022*). This spending power is very significant for a single company and Quick China can take advantage of such economic activity.

3.4.3- Moderate Expansion Due to Cost

There is an observed moderation in opening branches due to high interest rates and construction cost. Cost changes to restaurants-to-restaurants minimum cost is 2 million dollars.

3.5- Sustaining Same Quality and Supply Chain Problems

When researching for competitive advantage, one of the biggest competitors, Sushico, faced complaints on how they have failed to maintain quality throughout their growth. The main argument in Google comments was the drop in quality when the new branches opened up. Maintaining the quality of the products and providing the same quality in every restaurant becomes more difficult with each new restaurant. That's one of the reasons Quick China is very attentive and provides them with an inherent capability their competitors cannot match in scale.

In the survey results (*Figure 2*), more than 70 percent of the respondents want to see Quick China in different cities and locations, especially in Istanbul. The most wanted cities for expansion are Istanbul, Izmir, Antalya, and Bursa. People who chose Bursa also added that there are no excellent Far Asian restaurants in Bursa.

3.6- Recommended Solutions

3.6.1- Solution 1: Expansion

3.6.1.1- Istanbul

Expanding Quick China into Istanbul presents a significant opportunity to reach a broader customer base and diverse demographics. Istanbul is not only Turkey's largest city but also a vibrant cultural and economic hub, attracting people from various backgrounds and tastes. By establishing in Istanbul, Quick China can tap into a larger market and attract customers who may not have easy access to Asian cuisine in other parts of Turkey.

3.6.1.2- Antalya

Alternatively, Antalya is a great city for expanding to as it is the 5th largest city in the country by population with large expat and immigrant communities while also being one of the foremost tourism hubs of Turkey. There is relatively lower competition within Antalya when

compared to Istanbul, not only in terms of Asian full-service restaurants, but also in terms of total number of restaurants as well.

3.6.2- Solution 2: 360 Degree Marketing Strategy

A comprehensive approach to marketing is a 360-degree marketing strategy which takes into account all aspects of a business' operations, to create a seamless and cohesive brand experience. This strategy combines multiple channels of marketing, such as e-mail, social media, and product placement, to reach customers at every point of their daily lives. By utilizing multiple channels in unison, Quick China can increase their brand visibility, customer engagement, and sales.

A 360-degree marketing strategy allows a business to create a consistent and unified brand image across all channels. By ensuring that all marketing efforts are aligned with the brand's values and objectives, Quick China can build a stronger and more recognizable brand identity resonating with customers. Additionally, a 360-degree marketing approach allows businesses to target customers along the buying cycle, from awareness to purchase and beyond (*Deshpande, 2016*). This targeted approach will help Quick China reach the right audience with the right message at the right time, increasing the likelihood of customer acquisition and retention.

3.6.3- Solution 3: Cultural Bridging Strategy

Quick China faces challenges in expanding its presence in the Turkish market, particularly in combating cultural biases and prejudices against Far Eastern cuisine. To address these challenges, Quick China can implement various strategies rooted in marketing theories and best practices. Exposing cultural biases and preconceptions is essential to showcasing the diversity of Far Eastern cuisine's dishes, flavors, and cooking techniques. To decrease worries about unfamiliarity, emphasis should be placed on quality, security, and customizing possibilities. People in the 30+ age range are known for appreciating quality, convenience, and traditional values when dining out. They will probably be affluent enough to seek restaurants that provide dependable, high-quality food. It's essential to properly comprehend these inclinations to target this group with marketing efforts. Only 5% of respondents to the study said they had a low income, compared to 37.5% who said they had a high income and 57.5% who said they were middle-class (*Figure 1*). The biggest obstacle that Quick China must overcome is the prejudice that older populations have against Asian food and cultural obstacles. This reduces the number of possible clients.

4- Conclusion

In conclusion, the successful expansion of Quick China in the Turkish market hinges on its ability to navigate and transcend cultural barriers and prejudices. By crafting tailored marketing strategies, leveraging digital platforms, and actively engaging with the 30+ age group, Quick China can carve out a distinctive niche and establish itself as a leading purveyor of authentic Far Eastern cuisine in Turkey. Through these strategic endeavors, Quick China can not only achieve sustainable growth but also solidify its position in the competitive Turkish food service landscape. Quick China must remain agile and adaptable, continuously monitoring market trends and consumer preferences to stay ahead of the curve. By staying attuned to the evolving needs and expectations of its target audience, Quick China can make informed decisions and adjust its strategies accordingly. This proactive approach will not only help Quick China maintain its competitive edge but also enable it to capitalize on emerging opportunities in the Turkish market

Quick China should focus on building strong relationships with its customers, both online and offline. This is why Quick China should focus on expanding its operations in the Asian side of Istanbul, in Uskudar district to be able to take advantage of existing production and distribution capability while also capitalizing on a high density, low competition market. Coupled with the implementation of a 360-degree marketing strategy, Quick China will overcome its difficulties in reaching their ideal customer segment and improve its brand value. Through providing exceptional customer service and creating memorable dining experiences, Quick China can foster loyalty and advocacy among its customer bases.

Appendices

Figure 1- Number of Restaurants by Competitors and Quick China

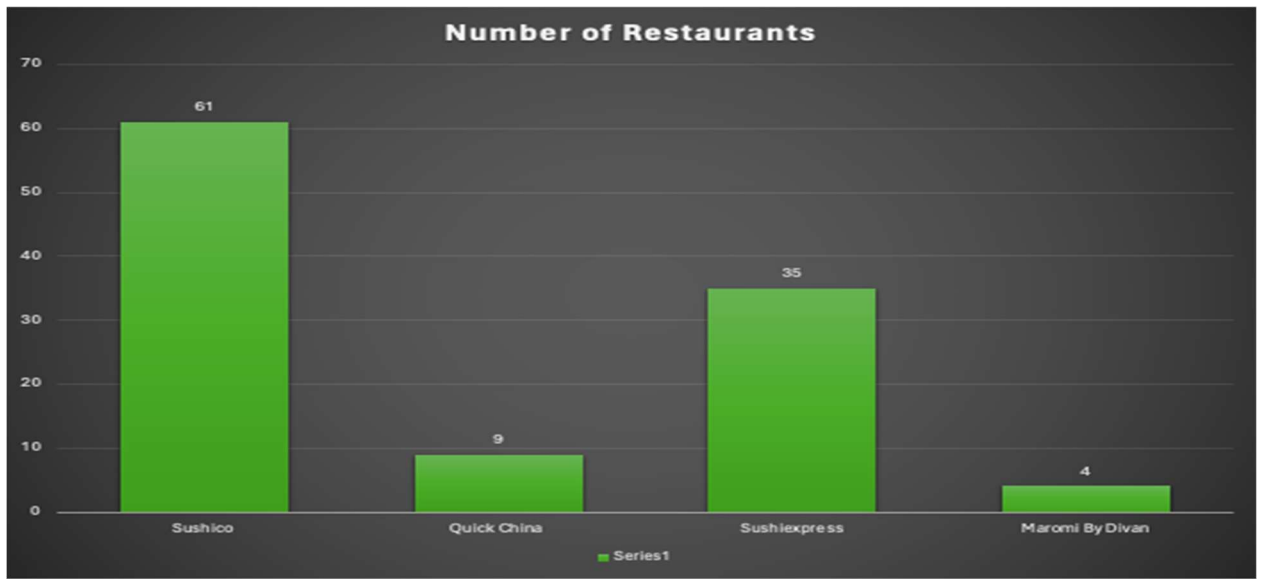
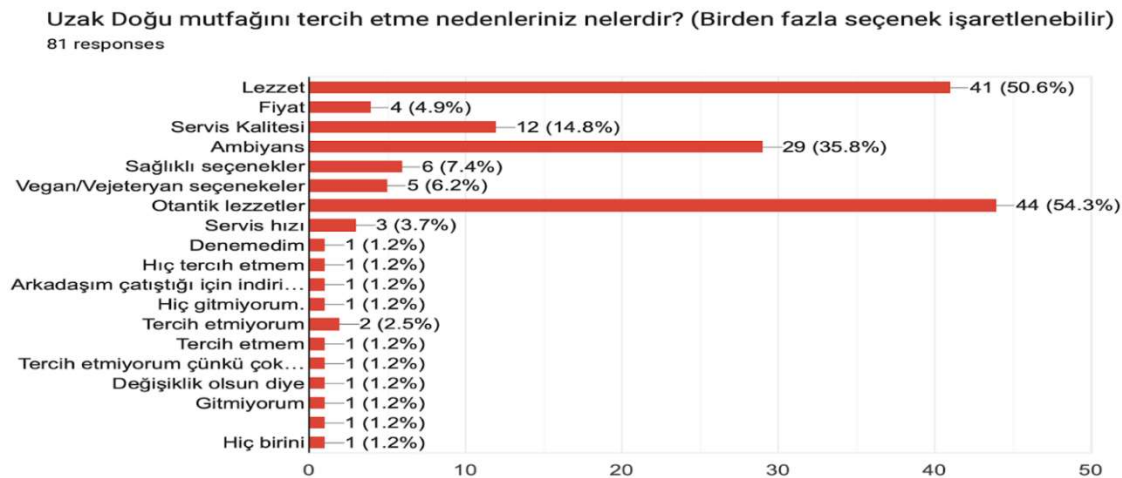
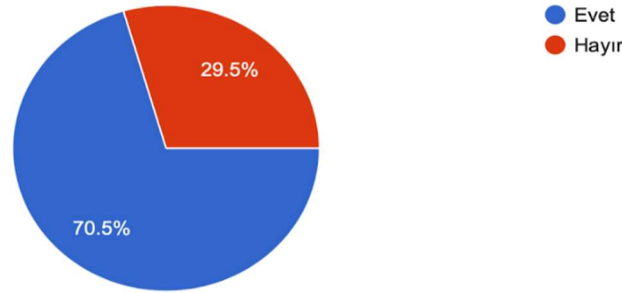


Figure 2- Survey Results



Quick China'nın başka şehirlerde de şube açmasını ister misiniz?

78 responses



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TEKSAN JENERATOR, Marketing Problem



Proje Ekibi: Grup S.O.S.TAIN

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ÖZET

Teksan, geniş ürün çeşitliliği ve yenilikçi yaklaşımlarıyla hem Türkiye’de hem de global ölçekte önemli bir piyasa payına ve konumuna sahip bir şirkettir. Kısa bir süre önce, B2C pazarına yönelik stratejiler geliştirerek Teksan GO-ON ürün serisi ile taşınabilir güç istasyonu pazarına adım atmıştır. Ancak, bu yeni girişimde beklenen satış hedeflerine ulaşmakta bazı zorluklarla karşılaşmıştır. Bu durumu etkileyen çeşitli faktörler mevcuttur. Teksan, yeni piyasa koşullarına adapte olabilmek ve ürünlerinin bilinirliğini artırmak için stratejik yenilikler yapmayı planlamaktadır. Bu proje, Teksan GO-ON ürün serisinin satış performansını ve pazar payını artırmaya yönelik çeşitli çözüm önerileri sunmaktadır. Grup tarafından belirlenen stratejiler, satışları ve marka bilinirliğini en etkili yöntemlerle artırmayı amaçlamaktadır. Önerilen stratejiler arasından, hem bütçe dostu olması hem de en verimli sonuçları sağlayacağına inandığımız bir çözümü, şirketin beklentilerini en iyi şekilde karşılayacağı için öncelikli olarak değerlendirdik.

Anahtar Kelimeler: Stratejik Yenilikler, Marka Bilinirliği, Piyasa Dinamikleri, Rekabet Analizi, Pazar Araştırması, Rekabetçi Farklılaşma, Satış Performansı, Pazar Geçişi, Marka Stratejisi, Pazar Payı Artışı

1- Company Background

Teksan Company was founded in 1944 in Tuzla, Istanbul by Abdulkadir Teksan and Özdemir Ata. The company continued its operations until 1998, when Özcan Başeğmezler joined as a partner, shaping the current structure. Initially, the company started its activities with the production of diesel generators. Today, it offers various energy solutions such as natural gas and biogas generator sets, co-generation and tri-generation systems providing high energy efficiency, mobile lighting towers, hybrid generator sets, and portable power stations. The company has two factories in Turkey located in Kocaeli and Istanbul, with the capacity to produce 15 thousand generators annually. Since 1994, Teksan has been providing services in more than 140 countries across seven continents by developing reliable and innovative products for achieving sustainable living. The company has nearly 10 regional offices and over 20 dealers in Turkey. Expanding its reach beyond Turkey, Teksan has offices in the UK and the US, along with collaborations with various dealers in different countries. With a commitment to customer satisfaction, the company actively participates as a solution partner in national and international projects, adhering to a customer-focused production approach. Teksan products stand out for their resilience to different terrain conditions, changing weather, and natural disasters. Alongside certified products, Teksan distinguishes itself in the industry with 24/7 after-sales technical support and maintenance services. (*Teksan*)

Teksan company's mission is to be a reliable and innovative energy solution partner for a sustainable life. Moreover, being a global brand that makes a difference in the energy sector is among the vision of Teksan company. (*Teksan*). In addition to its mission and vision, the company has 5 values. These are:

- Virtue: Teksan values honesty, and their partnerships are built on the tenets of love, respect, commitment, and openness—all while upholding the moral standards embodied in our tagline, "Human First."
- Leadership: TEKSAN is accountable for growing the sector and society they work in using the knowledge they have gained by exploration, assiduous research, and life experiences in the infinite field of knowledge.
- Sensitivity: TEKSAN'S responsibilities towards the society, country, and the world we live in are acknowledged, and the tasks assigned to us for a sustainable future are willingly carried out.
- Passion: The responsibilities of TEKSAN towards society, the country, and the world we live in are acknowledged, and the tasks assigned for a sustainable future are willingly undertaken.
- Courage: Innovative ideas are embraced by Teksan to advance, and unwavering steps toward achieving ambitious goals are taken. (*Teksan*)

2- Problem Definition

The core issue with Teksan's GO-ON product series is that, despite its superior quality and competitive pricing relative to direct market competitors, it has not met the anticipated desired sales targets. As Teksan navigates its initial transition from the B2B to the B2C market, solutions have been tailored specifically to address this discrepancy. A key factor contributing to these challenges is Teksan's struggle to replicate its brand recognition and value in the B2C sector. This struggle is primarily due to the established presence of strong competitors in the portable power station industry, who have not only cultivated substantial customer bases but have also enhanced deep brand loyalty over time. As a result, Teksan now focuses on adopting a different strategic approach, especially in terms of marketing, sales, and brand positioning to achieve the expected sales volumes and to enhance its brand visibility within the marketplace.

Within this framework, the primary objectives for addressing the problem include boosting sales of the Teksan GO-ON product series and expanding Teksan's market share. The strategy will center on performing a thorough market analysis to identify effective distribution and sales channels while ensuring budgeting is managed efficiently.

Upon examining the root causes of this issue, we identify two primary factors: firstly, Teksan's initial foray into the B2C market necessitates a departure from the strategies applied in its B2B operations. Secondly, Teksan faces competition from established companies that possess deeper insights and more effective strategies in the consumer market. Initially, Teksan's transition to the B2C market revealed challenges due to its well-established brand recognition and visibility in the B2B sector, not immediately translating to the consumer market. This is compounded by individual consumers' distinct habits and buying behaviors, which require Teksan to adopt strategies untested in its prior operations and to adapt to different market conditions, presenting certain difficulties in the early stages. Additionally, competing against companies that have already secured a position in Turkey's portable power station market and have tailored their strategies directly to consumer market demands contributes to the challenges Teksan faces.

Furthermore, a detailed analysis from a comprehensive macroenvironmental perspective reveals that social, economic, and environmental factors are the most significant underlying influences impacting this issue. Changing trends and conditions in the social sense have also changed people's consumption behavior and purchasing preferences in recent years, and if we look at the attitude towards Teksan GO-ON products, an increase in outdoor activities and preparedness for emergencies such as natural disasters or power outages can be given as an example.

As Teksan shifts its GO-ON portable power stations in the consumer market, the increasing consumer preference for eco-friendly products poses a significant challenge. With limited actions taken by Teksan regarding sustainability, there is a growing need to align the company's offerings with environmental expectations. As Teksan GO-ON build its brand in the consumer market, understanding consumer buying behavior is crucial, in particular for instance corporate clients are more likely to decide upon their decisions on long-term profitability regarding investments and operational efficiencies, while consumers are more likely to be motivated by immediate cost savings, product usability, and environmental impact.

Additionally, the portable power station market is defined by a highly competitive environment, with several prominent companies already possessing considerable loyalty from customers and brand awareness. Finally, the current condition of the economy has a significant effect on the amount that consumers spend, especially on products that are considered as luxury expenditures tend to be the first to be reduced from household budgets throughout economic downturns.

3- Possible Solutions

Within the scope of the project conducted with Teksan company, a total of 4 strategy proposals has identified to address the identified problem. These solutions aim to enhance the visibility of Teksan GO-ON product line and increase its sales.

3.1. Website Refinement

Creating a dedicated website for TEKSAN's GO-ON series is a significant step in the company's marketing and sales strategy. Current website analyses indicate a focus on B2B activities. However, as a brand taking its first steps into the B2C concept, creating a dedicated website to avoid confusion among customers and streamline the sales process will be a strategic move.

This new website will showcase TEKSAN GO-ON's portable power stations and solar panels, providing easy access for customers with detailed product photographs, price information, product brochures, and AI-supported customer services. A filtering system will facilitate product selection for potential customers. Benchmarking was conducted using Armut's website, which uses a filtering system to match customer needs with services. A similar feature can be integrated into the TEKSAN GO-ON website, guiding customers through product selection based on their energy consumption habits, planned usage areas, and required energy quantities. *(See in Figure 1)*

Creating a dedicated website offers significant advantages for TEKSAN's B2C strategy, enhancing customer experience with personalized product recommendations and streamlined purchasing processes. This approach can increase sales conversion rates and expand TEKSAN GO-ON's market share by improving brand visibility among consumers. However, careful consideration of initial investment, ongoing maintenance costs, integration challenges, and user adoption concerns is essential to ensure successful implementation and address potential drawbacks.

3.2. TEKSAN GO-ON App

Developing the TEKSAN GO-ON mobile application will enhance customer experience by facilitating access to products and enabling direct interaction with the brand. The app will include:

- Home Section: It will provide weather information, featured outdoor activities, and updates on users' events.
- Product Catalog: It will allow users to browse products with detailed information, photos, descriptions, technical specifications, and prices.
- User Profile: Enabling users to manage accounts, track favorite products, past orders, and activities.
- Map and Route Planning: Will help users discover the best routes for outdoor activities, including popular trails and camping areas.
- Additional Features: Including Weather and Natural Conditions Information, Events and Contests, Social Media Integration, and Customer Support and Feedback sections.

TEKSAN GO-ON mobile app promises to deepen customer engagement and brand loyalty through personalized recommendations and convenient access to products. However, development costs, compatibility challenges, and user adoption hurdles may pose obstacles. Nevertheless, the app offers valuable data insights and a competitive edge, albeit with the need for robust privacy measures. *(See in Figure 2)*

3.3. “GO TEKSAN” Community



Establishing the "GO TEKSAN" community will bring together GO-ON users, fostering active communication and a sense of belonging. Inspired by successful brand community strategies, this community aims to enhance customer satisfaction and loyalty by creating a culture of solidarity and sharing among users. This is particularly inspired by successful strategies adopted by brands like Harley Davidson. The community will also be beneficial for emergency situations, people in the community would contact each other easily to check if there is need for help.

Bringing GO-ON users into the "**GO TEKSAN**" Community can not only increase customer loyalty but also boost brand awareness for TEKSAN. This community will function not just as a platform for purchasing products but also as a hub for culture and experience. Creating a culture of solidarity and sharing among users will contribute to building a community around the TEKSAN brand. However, it requires significant resources for moderation, management, and ongoing maintenance. Additionally, there's a risk of negative feedback and limited participation, which may affect the community's effectiveness. Despite these challenges, leveraging a brand community aligns with TEKSAN's customer-centric approach and could ultimately contribute to long-term brand success.

3.4. The Most Effective Solution: Affiliate Marketing

Affiliate Marketing is proposed to enhance TEKSAN GO-ON's promotional, advertising, and marketing activities by collaborating with both existing and potential customers. Competitive analysis reveals that Affiliate Marketing is effectively utilized in the industry by brands like ANKER, Jackery, and EcoFlow, offering commissions up to 8% for links shared through platforms like social media, websites, and blogs.

A survey revealed the primary issue for TEKSAN GO-ON is low brand awareness, not product quality or customer experience. An Affiliate Marketing strategy will establish effective communication channels to increase brand visibility and reach a broader audience. This strategy will help TEKSAN GO-ON communicate more effectively with its target audience and increase its market share.

Reasons for Choosing Affiliate Marketing:

- **Cost-Effective and Performance-Based:** Affiliate marketing uses a performance-based model, ensuring the best resource allocation and maximizing ROI.
- **Leverages Existing Networks:** Utilizing affiliates' established reputations and trust with their audiences, Teksan can access specialized markets and target customer segments effectively.
- **Enhanced Brand Visibility and Reach:** Affiliates act as brand advocates, promoting Teksan's products across various platforms, extending reach beyond traditional channels.
- **Targeted Marketing Efforts:** Affiliates specialize in specific niches, allowing for highly targeted marketing efforts that resonate with potential customers.
- **Performance Tracking and Analytics:** Affiliate Marketing platforms provide robust tracking and analytics, enabling continuous optimization and refinement of marketing strategies.

Implementation Plan

1) Integration within Affiliate Networks:

Integrating with affiliate networks like N11, Cimri, and AliExpress will centralize affiliate relationships, improve management, and provide insightful information for optimization.

2) Identify and Recruit Affiliates:

Potential affiliates include influencers in technology, sustainability, and outdoor industries, as well as bloggers and content creators whose audiences align with Teksan's target market. Notable YouTubers like Emre Durmuş, Yağmur Arat, Mehmet Genç, and the "Atik Family" are potential affiliates.

3) Establishing Product Testing Areas within Public:

Similar to strategies used by Dyson and Togg, Teksan can establish interactive stands in public venues like shopping malls, allowing customers to experience the product firsthand and dispel any queries.

4) Develop Affiliate Program:

Create an official affiliate program with guidelines, promotional materials, and commission schemes. Provide affiliates with access to marketing materials like banners, product photos, and promotional content.

5) Track and Measure Performance:

Use affiliate marketing platforms like ClickMeter, Tapiliate, and ShareASale to track traffic, leads, and sales generated by affiliates, and to analyze performance data for continuous optimization.

6) Optimize and Iterate:

Regularly optimize affiliate marketing efforts using feedback and performance data. Experiment with promotional strategies, content types, and seasonal promotions to find the most effective approaches.

Budgeting Analysis

Based on data from fiverr.com and leverinteractive.com, a budgeting table has been prepared considering the current exchange rate of 32.3 USD/TRY as of May 11, 2024.

Budgeted Item	Estimated Cost
Affiliate Comissions	Variable (Bases on sales generated), between 5% - 8%
Program Development (Including Platform Fees)	\$600 = 19,380₺
Promotional Materials	\$5,000 = 161,500₺
Recruitment Efforts (Outreach Campaign, Networking)	\$1,000 = 32,300₺
Launch and Implementation Costs	\$1,000 = 32,300₺
Monitoring and Optimisation Tools / Software	\$149 = 4,812₺
Miscellaneous Expenses	\$1,000 = 32,300₺
Total Estimated Budget	\$8,749 = 282,593₺

In conclusion, these strategy proposals aim to enhance TEKSAN GO-ON's brand visibility and market share, with Affiliate Marketing identified as the most effective solution for increasing sales and addressing the core challenge of low brand awareness. The implementation plan and budgeting considerations ensure a comprehensive approach to achieving the desired outcomes.

4- Conclusion

In conclusion, because of its early emphasis on B2B operations and the well-established existence of rivals with strong customer loyalty, Teksan's GO-ON product line confronts substantial obstacles in the B2C market. A holistic approach focusing on customer involvement, sales channels, and market visibility is necessary to overcome these problems.

The suggested solutions are meant to close the gap between the unrealized potential in the B2C market and Teksan's recognized B2B success.

A thorough plan focusing on customer involvement, market awareness, and efficient sales channels is necessary to overcome these problems. Possible solutions that would increase Teksan GO-ON products' recognition and sales are website refinement, creating a mobile application, a Teksan community: GO Teksan, and finally usage of affiliate marketing. With the help of these programs, Teksan hopes to close the gap between its B2B performance and its B2C potential by increasing brand awareness, interacting with customers, and expediting the buying process.

All solution offerings aim to increase brand awareness on portable power products and increase its sales. Although all solution suggestions offer very strong benefits, the affiliate marketing proposal stands out as the most effective solution for now due to the possible negative aspects of other solutions. Additionally, if brand awareness has already been increased through affiliate marketing, other solution suggestions become much more efficient afterwards.

The overall goal of these strategies is to provide Teksan a larger market share and achieve long-term success in the competitive portable power station sector. By concentrating on these initiatives, Teksan will be able to increase consumer engagement, raise brand awareness, and eventually boost sales. Careful evaluation of investment, maintenance, and potential integration problems are necessary for successful deployment.

Appendices

Figure 1: Website Prototype

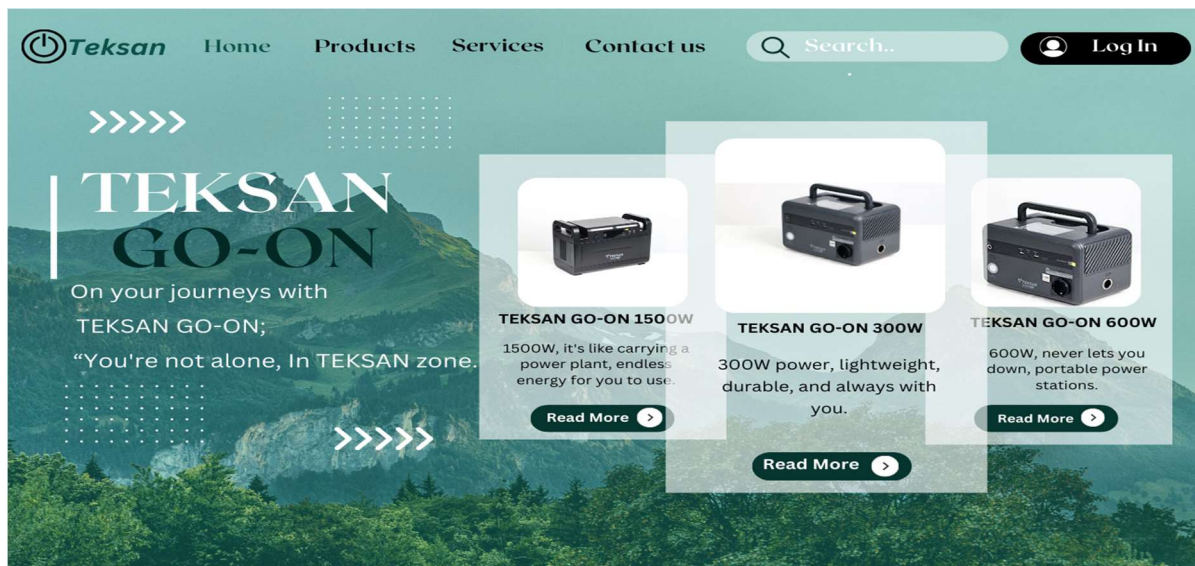
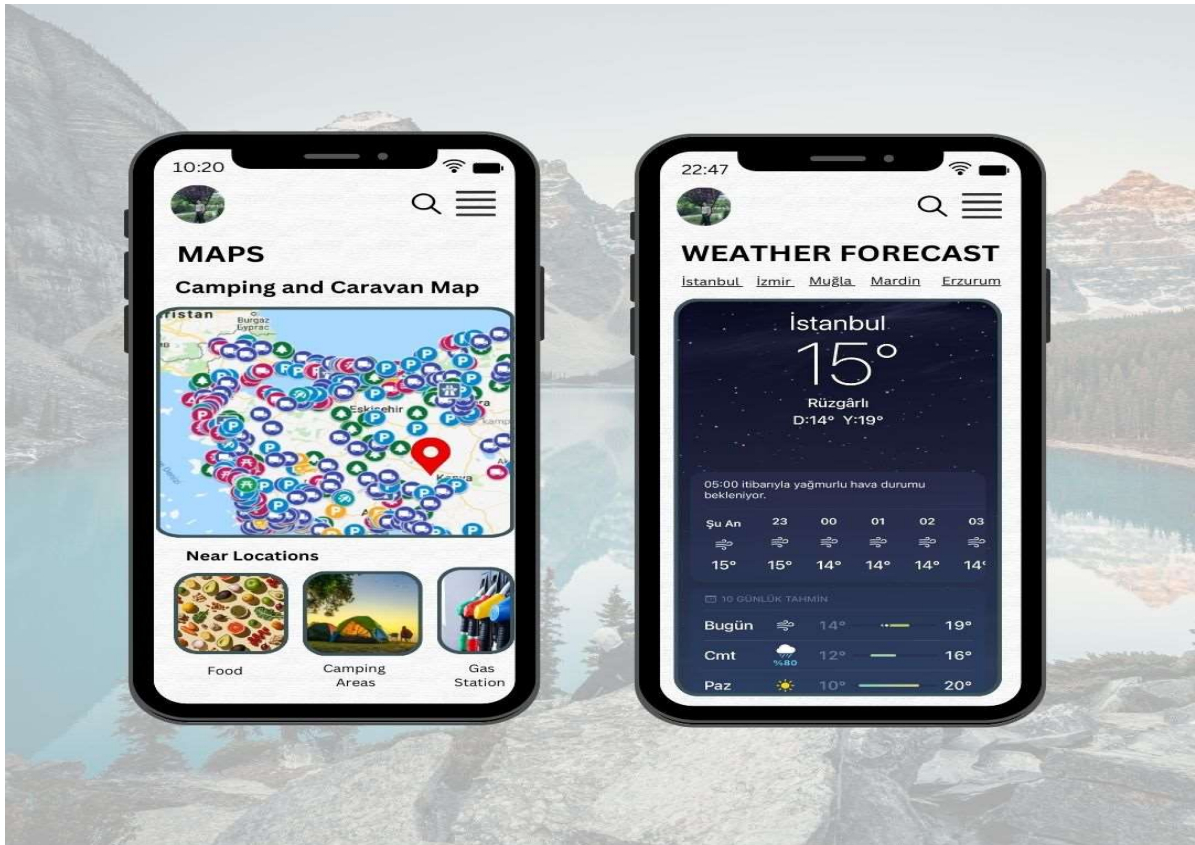


Figure 2: GO-ON Application



Figure 3



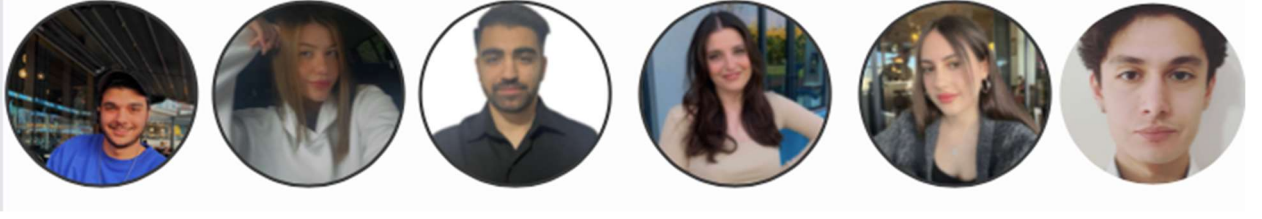
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TEPE İNŞAAT, Strategy Problem



Proje Ekibi: Mission Possible

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ÖZET

Tepe İnşaat, ekonomik dalgalanmalardan, işletme körlüğünden ve benzer projelere aşırı yoğunlaşmadan kaynaklanan riskleri azaltmak amacıyla yatırım portföyünü çeşitlendirme sorunuyla karşı karşıyadır. Bu sorunu çözmek için, şirketin mevcut güçlü yönlerini kullanarak sürdürülebilir ve tematik konut alanında yenilik yapmayı ve yatırımlarını genişletmeyi içeren Ürün ve Hizmet Geliştirme stratejisi en uygun strateji olarak seçilmiştir. Bu yaklaşım, çevre dostu yaşam çözümlerine olan artan talebi karşılamakla kalmayıp Tepe İnşaat'ı Türkiye'nin uygun fiyatlı ve sürdürülebilir gayrimenkul alanında öncü olarak konumlandırmaktadır. Hedef, daha geniş bir demografinin dikkatini çekerken çevresel ve ekonomik sürdürülebilirliği sağlamaktır. Bu stratejiyi etkili bir şekilde uygulamak adına Tepe İnşaat, özel olarak yeni bir stratejik iş birimi kuracaktır.

Anahtar Kelimeler: Tepe İnşaat, yatırım çeşitlendirmesi, yeşil inşaat, sürdürülebilirlik, stratejik çözümler

1- Company Background

Tepe İnşaat Sanayi A.Ş. is a prominent figure within Turkey's construction sector, with a rich history of excellence and a respected corporate identity. Established in 1969, the company has evolved into a significant player in the industry, known for its extensive portfolio that spans residential, commercial, and infrastructure projects.

Since its inception, Tepe İnşaat has consistently demonstrated a commitment to quality and innovation. The company has successfully completed numerous high-profile projects both in Turkey and abroad. Some notable projects include residential complexes, shopping centers, and industrial facilities, each reflecting the company's dedication to excellence and customer satisfaction. Over the last 50 years, Tepe İnşaat has completed construction projects with a total construction area of over 13 million square meters in Turkey and 10 different countries.

Tepe İnşaat's vision is to meet the needs of customers on a global scale and to develop projects in different concepts with an investor identity. The mission of the company is to create resources that will enable Bilkent University to develop and maintain its existence, contributing to the future of Turkey through education. The company values responsibility, commitment, and ethical manners, and is committed to delivering superior services and products.

Tepe İnşaat operates under a hierarchical organizational structure, with top management led by the General Manager. Under the General Manager, there are various directorates and units, each responsible for different aspects of the company's operations. This structure ensures a balanced approach in critical areas such as project execution, strategic planning, business development, human resources management, financial management, and operational efficiency. However, the presence of many layers within the company can lead to potential communication issues, which might jeopardize decision-making and autonomy.

2- Problem Definition

Tepe İnşaat's primary challenge lies in its narrow investment portfolio, which predominantly targets high-end projects. This focus leaves the company vulnerable to market saturation and economic fluctuations. The root causes include a culturally embedded risk aversion within management, an overconcentration on similar projects, and a strict vertical organizational structure. These factors hinder innovation and creativity, limiting Tepe İnşaat's ability to diversify and explore broader opportunities crucial for its long-term success in the construction industry.

2.1- Problem Parties

The main stakeholders affected by this issue are the company's management, employees, investors, and customers. The narrow investment scope restricts growth opportunities, affecting the company's competitiveness and profitability. For management and employees, the lack of diversification means fewer opportunities for professional growth and development. Investors face higher risks due to the concentration of investments in a single market segment, while customers have limited options in terms of product offerings from Tepe İnşaat.

2.2- Problem Rationale

The limited diversification of Tepe İnşaat's investment portfolio restricts its ability to adapt to changing market demands and economic conditions. This rigidity poses a significant risk to the company's sustainability and growth. With the Turkish construction sector experiencing low growth and facing intense competition, relying heavily on high-end projects increases the vulnerability of Tepe İnşaat to market downturns and economic fluctuations. Diversification is essential to mitigate these risks and ensure the company's long-term success.

2.3- Root Causes of The Problem

Culturally Embedded Risk Aversion: A conservative approach within the company's management limits the exploration of innovative projects. This risk-averse culture stems from past experiences and a focus on maintaining stability, but it hampers the company's ability to seize new opportunities and adapt to market changes.

Overconcentration on Similar Projects: The focus on high-end residential and commercial projects restricts the company's market reach. This overconcentration makes Tepe İnşaat more susceptible to market saturation and reduces its ability to tap into other lucrative market segments.

Strict Vertical Organizational Structure: This structure impedes rapid decision-making and stifles creativity, further hindering diversification efforts. The hierarchical layers slow down the approval process for new projects and reduce the company's agility in responding to market demands.

2.4- Impact of the Problem

The impact of these issues is multifaceted. The lack of diversification limits Tepe İnşaat's ability to innovate and explore new market opportunities. This, in turn, affects the company's competitiveness and profitability. Additionally, the focus on high-end projects narrows the customer base, making it challenging to reach middle-income customers who represent a significant portion of the market. The strict organizational structure also affects employee morale and engagement, as it limits opportunities for creativity and professional growth.

3- Possible Solutions

3.1- Product and Service Development

Focusing on innovating and improving the company's offerings to better meet market needs, Tepe İnşaat can develop new building technologies and integrate sustainable construction practices. This approach caters to evolving customer preferences and positions the company as a leader in green construction. The strategy involves substantial investment in research and development but offers significant growth potential by tapping into the increasing demand for sustainable housing solutions. To make it work of the new differentiation strategy Tepe İnşaat need to establish a new strategic business unit which is empowered and autonomous so that the new business unit can be more effective and productive.

3.2- Organizational Structure

The organizational structure is crucial for achieving organizational goals, especially when creating a new business unit. For Tepe İnşaat, adopting a horizontal structure can help address

creativity and innovation challenges. A horizontal structure reduces hierarchy by flattening managerial levels, enhancing collaboration and communication across the organization. It also decentralizes decision-making, empowering team members to take initiatives, which can foster increased innovation.

3.3- Target Market

The new business unit will mainly focus on middle-income level customers. According to surveys, it is clearly seen that most of the Turkish folks are considered as middle group income with almost 45% of the total population. Therefore, by focusing on middle income level customers Tepe İnşaat can target a wide range of people which means more profit and new source of revenue. Therefore, Tepe İnşaat's new business unit will mainly target middle-income level customers who are seeking green and innovative projects with its construction project portfolio. To reach those customers, the new business unit will use educational marketing, social media campaigns and community initiatives.

3.4- Source of Finance

3.4.1- Green Bonds: New business unit can issue green bonds to raise capital specifically for environmentally friendly housing projects. These bonds attract investors who are interested in supporting eco-friendly initiatives. Thus, new business unit can get capital with lower cost compared to debt financing thanks to investors who are okay with less return for sustainable world.

3.4.2- Partnership with Eco-friendly Companies: Having partnerships in projects with companies that produce eco-friendly materials or technologies can cover some portion of the cost and both companies can learn from each other and achieve greater success.

3.4.3- Collaboration with Government Entities: Recently, Turkish Government supports sustainability projects with incentives. The new business unit could establish a partnership to support the infrastructure and development costs.

3.4.4- Collaboration with International Funds: There are international funds which undertakes the financing of sustainable projects around the world such as Innovation Fund (IF) financed by the EU Emissions Trading System and Green Climate Fund (GCF). Those funds are good ways to finance the projects of the new business unit. Therefore, new business unit will be in touch with these funds to make an agreement for financing.

4- Conclusion

In conclusion, Tepe İnşaat's strategic focus on developing green, sustainable housing projects is a viable solution to diversify its investment portfolio and enhance its market position. This approach aligns with global trends and customer preferences for environmentally friendly living solutions. By adopting innovative construction technologies and sustainable practices, Tepe İnşaat can address its current challenges, attract a broader customer base, and ensure long-term growth and sustainability in the competitive construction industry.

The recommended solution leverages Tepe İnşaat's existing strengths, addresses the root causes of the company's narrow investment portfolio, and aligns with the rising demand for green construction. Implementing this strategy will require a significant commitment to research and development, strategic partnerships, and a focused marketing effort. However, the potential benefits in terms of increased competitiveness, market diversification, and sustainability make it a compelling direction for Tepe İnşaat's future growth.

Appendices

Figure 1: New Business Model Canvas of Tepe İnşaat

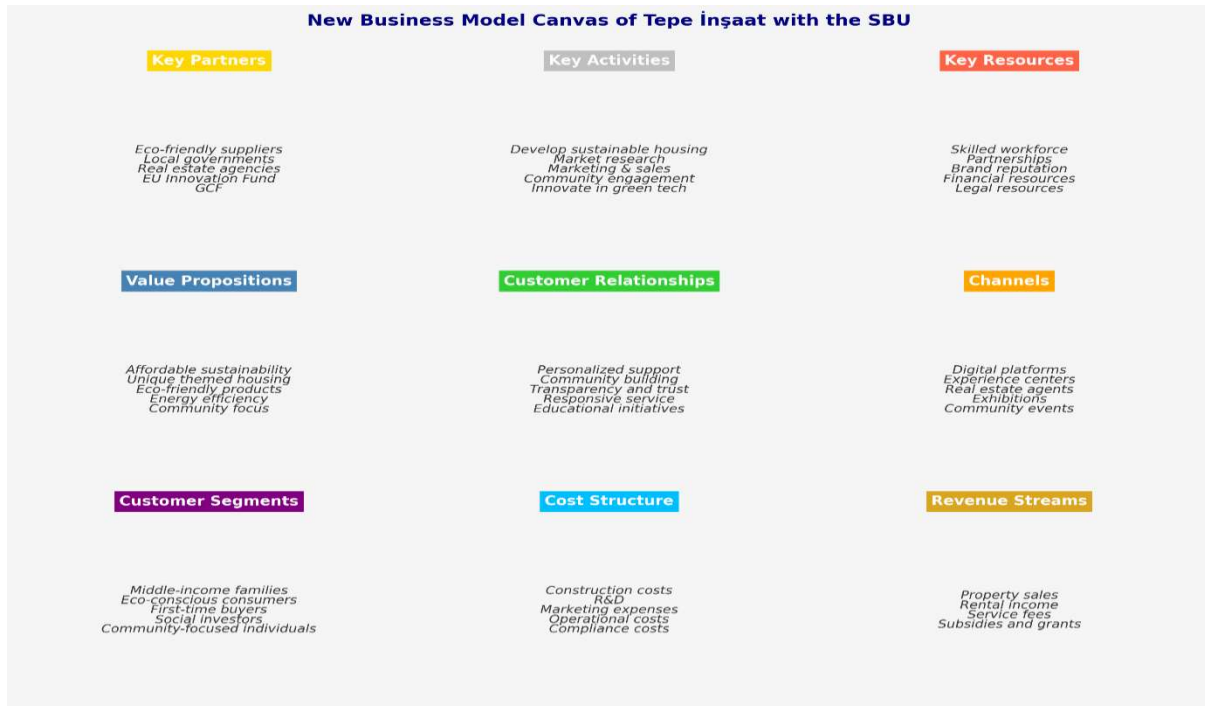


Figure 2: Organizational Structure

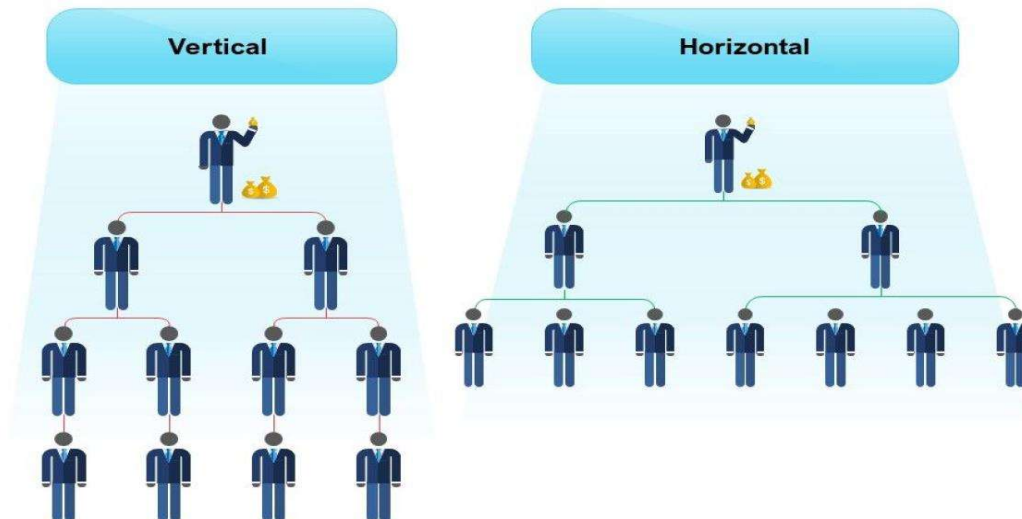
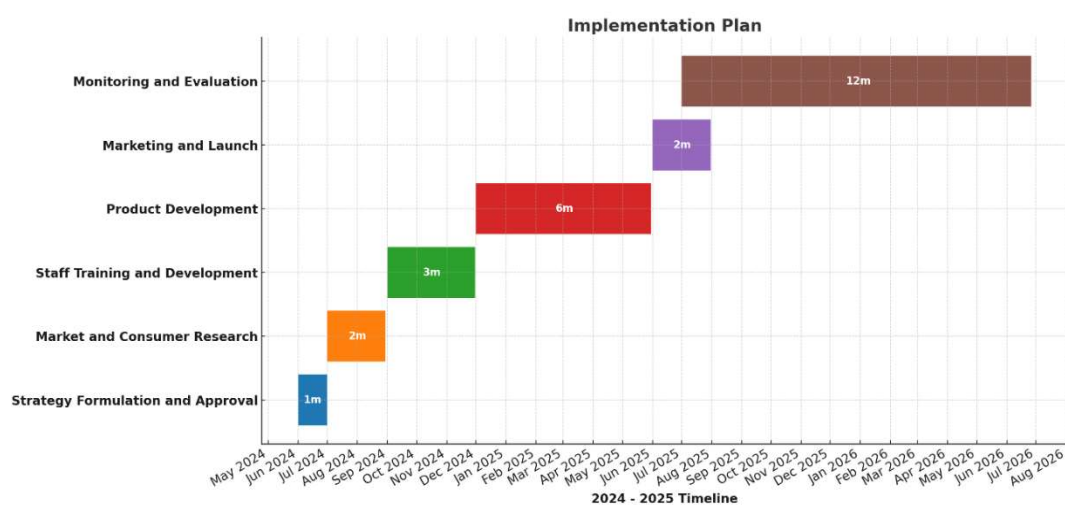


Figure 3: Distribution of Income Classes in Türkiye

Table 1: Distribution of Income Classes in Türkiye (2015-2018)

	2015	2016	2017	2018
Median Income	13142.88	13893.44	14603.45	14654.67
Median Income (70%)	9200.02	9725.41	10222.41	10258.27
Median Income (150%)	19714.32	20840.17	21905.17	21982.01
Low Income Group (%)	29.2	28.5	28.3	28.5
Middle Income Group (%)	44.3	44.9	45.3	45
High Income Group (%)	26.6	26.6	26.4	26.5
Transition from Middle income to Low income	-	2828 (25.7%)	4246 (25.7%)	4590 (28.2%)
Transition from Middle Income to High Income	-	3244 (29.4%)	4725 (28.6%)	4338 (26.7%)
Number of Observations (N)	5622	11025	16509	16253

Figure 4: Gantt Chart of the Implementation Plan



UNILEVER FOOD SOLUTIONS, Strategy Problem



Proje Ekibi: Final Countdown

Grup Üyeleri: Elif Anık, Göksu Görkem Gürson, Alp Eray Özyalçın, Kerem Özçam, Okan Yıldırım

Şirket Danışmanı: Gülsüm Kaya

Akademik Danışman: Fehmi Tanrıseven
Koordinatör Danışman: Yasemin Limon

ÖZET

Unilever Food Solutions (UFS), şefleri ve restoranları hedefleyen, çoğunlukla gıda ürünleri satan bir firmadır ve satışlarının büyük bölümünü distribütörleri aracılığıyla yapmaktadır. İşletmeden tüketiciye satışlarını dijitalleştirmeyi başaran Unilever, bu başarıyı işletmeden işletmeye satış yapan UFS'te de yakalamak istemektedir. Bu projenin amacı, bireysel tüketicilerden farklı tüketici davranışlarına sahip olan işletmeleri, UFS'in kendi dijital platformuna (Webshop) yönlendirmektir. Hedef kitleyle yapılan iki farklı anket sonucunda işletmelerin ihtiyaçları ve istekleri belirlenmiş, işletme davranışlarının analiz edilmesiyle de dijitalleşme sürecine distribütörlerin de dahil edilmesinin gerekli olduğu görülmüştür. Webshop'un bilinirliğini arttırmak ve işletmelerin satın alma davranışlarını dijitale çevirmek için dört farklı çözüm bulunmuştur: işletmeler için yapay zekanın yardımıyla bir WhatsApp sipariş hattı kurmak, Webshop'a distribütörlerin de aktif olarak kullanması ve siparişlerin otomasyonu için bir arayüz eklemek, işletmelerin isteği doğrultusunda promosyonlar yerine indirim uygulamaları yapmak ve üniversitelerin gastronomi bölümleriyle beraber çalışarak gastronomi öğrencilerinden Webshop'u düzenli kullanan bir kitle yaratmak.

Anahtar Kelimeler: İşletmeden işletmeye, dijital adaptasyon, dijital satış platformu, distribütörler, yapay zeka, WhatsApp satış platformları

1- Company Background

UFS was established first by chefs, aiming to inspire and support chefs through its professional experience in food services with the best food solutions (UFS, n.d.). With more than 300 chefs and 3700 employees, UFS works towards delivering sustainable ingredients, quality food development, and education of chefs. UFS operates in 76 countries and mainly performs sales in bulk sizes to other businesses that operate in the food industry. The main customer groups of UFS involve 28% bistros, 28% catering, 20% hotels, 8% fast food companies, and 16% others as central production units where they directly manufacture the finished goods (UFS, 2024). The firm deeply values sustainability in its practices, emphasizing it through its products, menus up-to-date with trends, and recycling of food packaging (UFS, n.d.). The priority of UFS is understanding and finding solutions to the problems of chefs all around the globe.

UFS creates value by inspiring chefs to deliver the best quality through easy and high-quality B2B food products and solutions. While doing so, UFS targets a customer segment consisting primarily of chefs and B2B customers such as restaurants, bistros, cafes, hotels, and fast food companies that purchase bulk-size products. UFS aims to maintain a healthy relationship with its customers through third-party contractors that are distributors, digital platforms that deliver access to workshops and educational content on new food solutions, and ordering products. The key partners of UFS include mostly food service providers, distributors, and online marketplaces such as Metro and Trendyol.

2- Problem Definition

Unilever Food Solutions (UFS) aims to create demand in the sales of bulk-size products by B2B customers of four of its brands Carte Dor, Hellmann's, Calve, and Knorr, through their digital platforms, such that the brand wants to encourage the customers to use their digital e-commerce platform on their UFS webshop and identify how the B2B customers adapt to digitalization.

UFS realized that the brand is successful in creating demand for B2C purposes in their digital platform, and the end-customers actively use the company's digital platform to purchase fast-moving consumer goods such as prepared meals. However, they could not capture the same demand on the B2B side of the sales, such that B2B customers still prefer the old-fashioned style of ordering bulk-size products from the distributors physically. Three main channels are used by the operators: distributor platforms, marketplaces, and the webshop. The customers mainly use either the platforms of the distributors, such as Metro, Bidfood, and Zırhlioğlu, or online marketplaces such as Trendyol and Amazon instead of using UFS' webshop. Overall, *UFS aims to understand the purchasing habits of the operators and convince them to order online, in addition to identifying and showing the customers the advantages of using the digital platform.*

3- Recommended Solutions

- **Whatsapp Order Platform:** This will be the business account of UFS in Whatsapp linked to Webshop for its operations in Turkey. This technology offers unmatched accessibility and simplicity by fusing the ease of WhatsApp messaging with quick order processing. Personalized support and safe transactions will show how UFS guarantees a consistent and dependable ordering process for its valued customers, which is the most significant drive for the chefs to switch to online (See Appendix Figure 1). This platform will provide a simple

ordering experience, where the most important reason why restaurants use online platforms is simplicity and ease of use while ordering with 23% (See Appendix Figure 2). Answering customer demands is, therefore, a forward-looking initiative, where the customer-oriented design of the system enhances customer satisfaction and operational efficiency. Because 50% of the target customers directly purchase products from the distributors, this platform will be a great opportunity to switch the calling behavior of distributors to use the phone to purchase from Webshop at the end (See Appendix Figure 3).

Advantages of the Solution:

- **Ease of Use:** Due to WhatsApp's widespread usage, users can easily place orders without the need for other platforms or apps.
- **Convenient Ordering:** By using WhatsApp, customers can place orders fast and easily by only entering the product name or barcode, which could speed up the purchase process and increase sales.
- **Personalized Communication:** Using WhatsApp for direct communication with clients enables more tailored interactions that build loyalty and deeper relationships, and the concerns of the target customers regarding online platforms will be resolved.
- **Time efficiency:** Faster to implement compared to other initiatives and solely depends on the company's performance to implement it rather than other stakeholders' performance.

Action plan: There will be an AI chatbot for answering all sorts of questions (See Appendix Figure 4). At the beginning of the chat, the customers will be informed about how to navigate through the menu with the chatbot. Then, the customers will be asked about their customer number in their Webshop account. If they are ordering for the first time, they will be forwarded to the Webshop to create an account. Then, the AI double-checks the customer's address with the customer to prevent any problems. After that, the customers will be asked to type the specific product number or the name of the product that they want to purchase, then the system will show its picture to clarify whether the product is correct or not. After clarification, customers will be directed to the specific link to the Webshop, where they will pay for the order.

- Webshop Distributor Interface: The main aim of Unilever Food Solutions is to encourage the use of their e-commerce platform UFS webshop and enhance the digital adaptation of the firm. During the problem analysis and solution processes, one of the important issues identified was that digital adaptation should be carried throughout the overall interaction of the ordering and purchasing processes of UFS. While the focus of the problem is on the interaction between UFS and the operators, in order for the digitalization process to be successful, the interaction between distributors and operators should be monitored and encouraged to go digital as well.

As personally experienced when studying the Webshop platform, it has a few complications. The ordering process starts with operator flow by choosing the city and the designated distributor, continues with adding the order to the basket, and gives contact information and delivery address (See Appendix Figure 5) Then the distributor flow starts with the order being directed to their mailbox, dispatching products according to the closest delivery date, delivering the products to the operator, and then choosing a payment method according to the preferences of both sides. Currently, the ordering and purchasing processes are still carried out via phone in which the distributor contacts the operator to give stock and estimated delivery time information, and only the amount of orders, to which city, and from which distributor the order will be received is selected via the use of UFS Webshop. In order to encourage the digital adaptation of UFS, it is significant that not only the interaction between UFS and the operator

(customer) is digitalized, but the interaction between the distributor and operator should be digital as well.

The second conducted survey for analyzing webshop awareness and digital adaptation of restaurants demonstrated that when asked about whether they would go online or not if their distributors switched to online platforms, 81% of the restaurant executives chose to go online with their distributors rather than finding a new distributor (*See Appendix Figure 6*). This data shows that distributors are an essential part of the ordering and purchasing process, and the traditional communication trends via phone can be disregarded, being inclined to move towards digital adaptation. In the interviews conducted, restaurants also added that distributors are most of the time irreplaceable, and ordering via phone call is less important when considering such a switch of platforms. Thus, it is understood that the digital adaptation starts with the distributor, actively influencing the operators to switch to digital orders as well.

Advantages of the Solution:

- Easy to use: The interface will have simplified actions that the distributor can easily track and operate on the webpage. Once the distributor gets used to the system, it will be easy to use, with just one click one will be able to see so many features including order ID, amount, preferred delivery urgency, etc.
- Automated Order Tracking: The webshop interface increases automation, reducing the requirement for manual communication and decision-making by integrating an automated notification system for out-of-stock items and a calculator for expected delivery times.
 - Increased efficiency of operations: The system expedites the ordering procedure on the distributor's side, saving time and effort when placing and verifying orders.
 - Increased productivity: As the incoming orders will automatically be entered into the distributor's page, multiple tasks can be done simultaneously, speeding up the processes and leaving more time for distributors to focus on different tasks better (*10 Key Benefits of Business Process Automation, n.d.*).
- Better Tracking: Distributors can simply keep an eye on incoming orders and check their status, which improves supply chain accountability and transparency.
- Minimized Errors: The possibility of errors in order processing may be decreased by automating some procedures and offering designated interfaces for order confirmation.
- Preference-based Communication: By giving operators the option to receive order confirmations via email or SMS, you may increase convenience and flexibility.

Action Plan: A webshop interface accessible to distributors for monitoring the incoming orders simultaneously with UFS will help with enhancing the digital adaptation of the interaction between UFS and the distributors (*See Appendix Figure 7*). On the main page of the UFS webshop, the user will be able to sign up or log in either as a distributor or operator. Operator login is the existing webpage, but when logged in as a distributor, the user will be able to see a different interface than the already existing one. This interface will help the user to track and monitor the incoming orders, receiving information about the order IDs, amount, and any other expectation or demand that the operator submits, such as the urgency of the delivery. A calculator that will determine the estimated delivery time will be integrated into the system according to the ordered product, amount, and stock information of the products, making it easier and time-saving for distributors to automate this internal process where they mostly have to call the operator. This estimated delivery time can also be manually entered. In another case where a product is out of stock in the designated distributor's storage, the current way of communicating this is again via phone calls, but with this interface, there will be an automated message sent to the operator informing that the products in their order are out of stock. After seeing the incoming order, the distributor can confirm the order with just one click,

and the system will send an email or an SMS message according to what the operator prefers as the communication method, rather than calling and trying to reach the operator. The phone calls will only be used for communication when there is an urgent or complicated issue with the operator or their order, taking the major ordering process online.

Marketing of the Main Solutions

UFS Webshop is a newly generated online marketplace, launched in January. In order to increase brand awareness as the first stage, the survey results are analyzed to decide which advertising media channels are the most suitable for the customers in order to maximize the reach. It is observed that the customers see the advertisements on YouTube and social media (specifically Instagram) the most frequently (*See Appendix Figure 8*). Moreover, these social media platforms offer an efficient way to introduce products and services such that advertisements are shown to related parties through the third-party data collected.

In terms of the content of the advertisements, the target audience will be divided into two as “the customers” and “the distributors”. For the customers, the aim is to introduce the Webshop to non-users. Along with UFS and child brand logos, a QR code that provides access to the business account of UFS can be formed and put in the advertisement, which will be posted on verified Instagram accounts of the UFS, the distributors, and the influencers (*See Appendix Figure 9*). In light of previous marketing campaigns, the customers are highly likely to scan the QR to check the system and even try to give orders through the WhatsApp platform due to the influencers. For the distributors, the initial aim is to attract this already existing customer segment to Webshop to use the distributor interface. Because the communication between the distributors and UFS is maintained via e-mail and phone, email marketing is a suitable option to introduce how the system works to the distributors as analyzed from the past advertising data of UFS. Therefore, initial information about the distributor platform can be given via email and the rest of the distributors can be contacted later on along with other promotional activities to encourage them to switch to using Webshop, leaving the communication with the phone behind. Encouraging the distributors to use online platforms through marketing activities will create a first-mover advantage of moving into the digital B2B sales for UFS and for the distributor, allowing them to gain a competitive advantage.

4- Conclusion

In conclusion, this project focuses on the problems in UFS’s digitalization process and their solutions. The main problems in the digitalization process of UFS are the consumer behavior differences in business-to-business sales versus business-to-consumer sales, such that the B2B customers relied heavily on traditional ways of purchasing products through phone calls to distributors or physically going to the store. Further problems were also present, such as a lack of market awareness in digital platforms and a lack of automation and functionality in the Webshop, according to the survey results. To address these problems in addition to the needs and demands of the customers, four solutions were formed: a WhatsApp business account to provide 24/7 customer services and sell products, introducing discount mechanisms to attract customers, integration of a distributor interface to Webshop to encourage the customers to switch online, and collaborating with gastronomy departments of universities to introduce the platform to future chefs and make them loyal users of Webshop.

Appendices

Figure 1: What incentives do you demand to change your distribution channels to online platforms?

Siparişlerinizi telefon yoluyla değil de online platformları kullanarak vermek için satıcıdan sizi nasıl ikna etmesini beklersiniz?

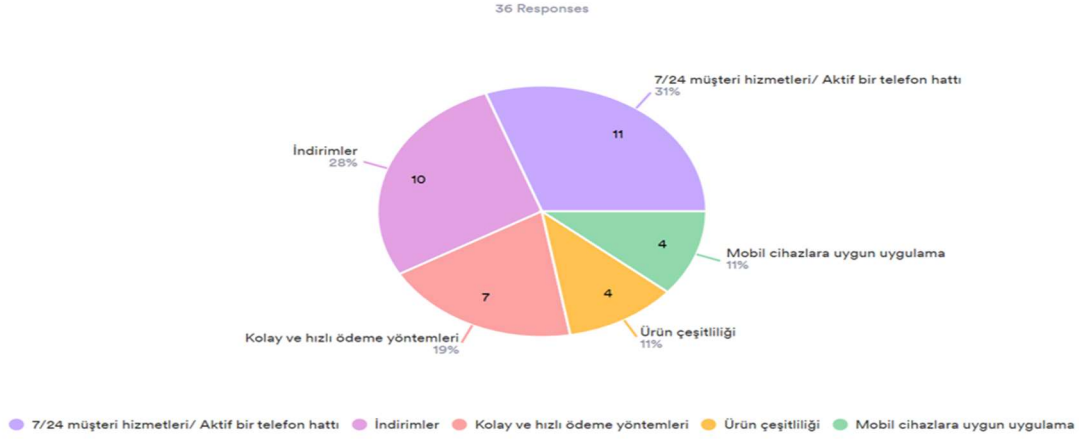


Figure 2: The factors which are important for customers when ordering from online platforms.

Sizin için online platformlardan (UFS Online Satış Platformu vb.) sipariş verirken en önemli faktör nedir?

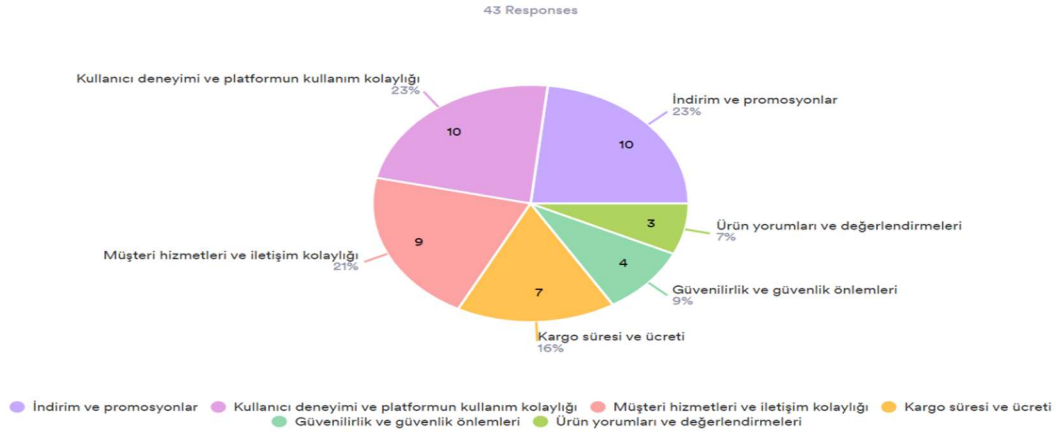


Figure 3: The distribution of channels that customers use.

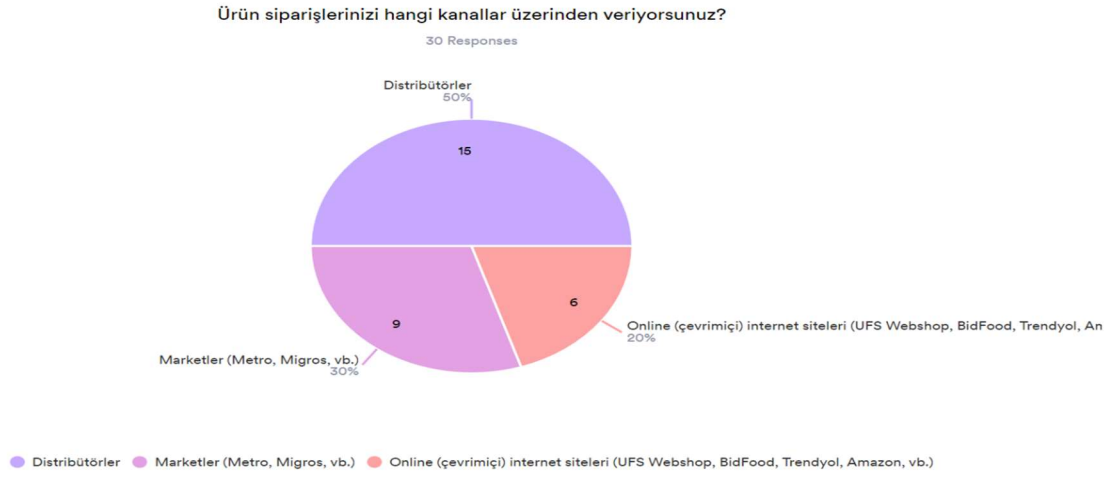


Figure 4: Whatsapp Order Platform Demo



Figure 5: Operator - Customer Flow

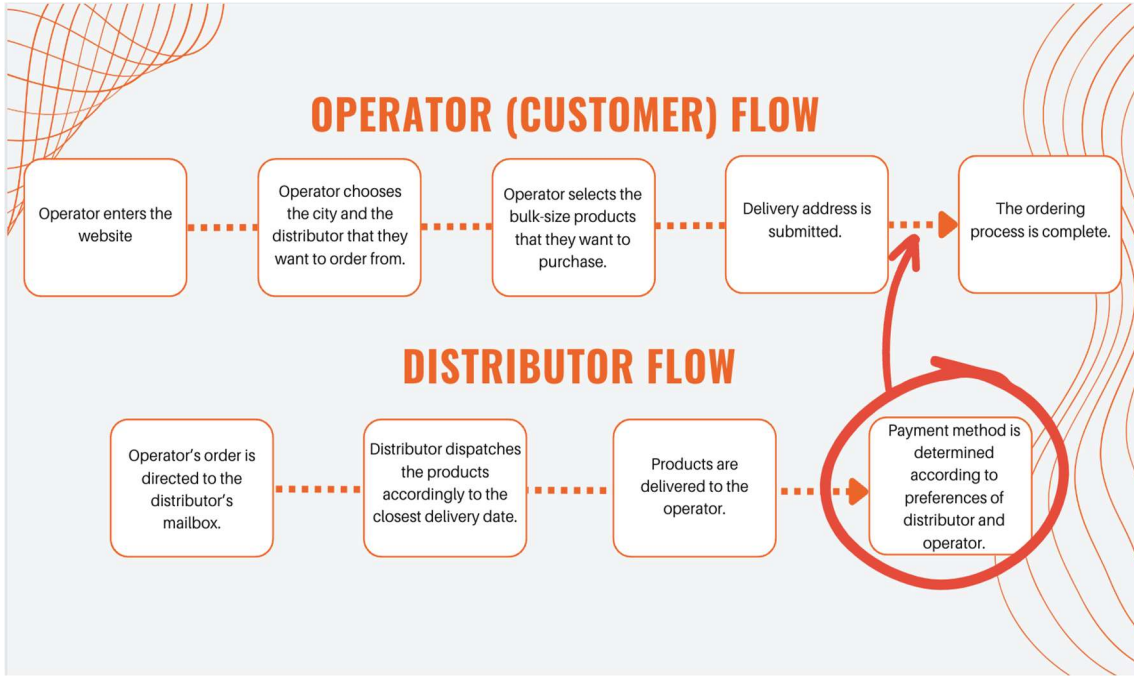


Figure 6: What would you do if your distributor switched to online from phone orders?

Eğer distribütörünüz siparişleri telefonla almak yerine online platformlardan almaya başlasaydı aksiyonunuz ne olurdu?

16 Responses

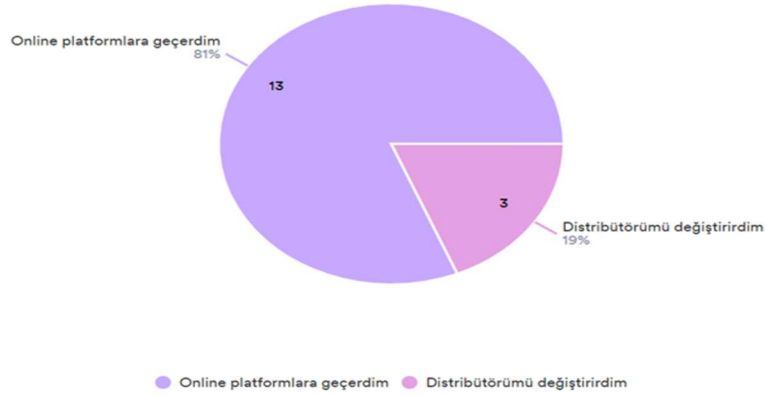


Figure 7: Distributor Platform Interface



Figure 8: Which channels do you usually learn information related to the products?



Figure 9: Example Instagram Post



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BE ADVISE, Finance Problem



Proje Ekibi: Pink Orange

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Arda Berkay Çağın

Akademik Danışman: Tolga Demir
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ÖZET

Yakın zamanlı borsa çöküşleri, COVID-19 sebepli problemler ve endüstri spesifik ihtiyaçların artışı, son yıllarda startup şirketlerin değerini ve potansiyelini belirleme sürecini büyük ölçüde zorlaştırmıştır. BE Advise ile çalıştığımız projenin amacı, startupların değerlendirme sürecini ChatGPT sohbet botuna öğretmektir. Bu süreç temel olarak ChatGPT ile yapılan deneme yanılma ağırlıklı konuşmalar üzerine olmuştur. GPT'nin veri kaynakları, algoritmaları ve değerlendirme teknikleri kullanıcı geri bildirimleri ve piyasa değişikliklerine göre sürekli güncellendi, uygulama aşamasında, çeşitli veri kaynaklarından veriler tek bir formata birleştirildi. GPT, finansal veri tabanları, merkez bankaları ve sektöre özel raporlarla bağlantılı hale getirilerek, veri doğruluğu ve zamanlılığını, sürdürülebilir ve aktif tutmaya özen gösterecek şekilde dizayn edildi. GPT, mantıksal sonuçlar çıkararak değerlendirme doğruluğunu artırmayı başardı. Yatırımcılar için belirsizliği azaltarak daha net risk ve fayda analizleri sunabildiği gibi, aynı zamanda değerlendirme sürecini otomatikleştirerek zamandan tasarruf sağladı ve müşteri hizmet kapasitesini güçlendirdi. Ekonomik verileri ve piyasa trendlerini dahil ederek şeffaflığı ve güncelliği koruyarak işlem yapabilir hale geldi.

Anahtar Kelimeler : ChatGPT, borsa, COVID-19, startup şirketler, değerlendirme süreci, veri kaynakları, algoritmalar

1- Company Background

BE Advise is established in 2022 with the aim of recognizing the potential of startups and helping them with visionary investors. In today's developing business environment, BE Advise describe themselves as more than just a consulting firm, with a team of +15 years of corporate experience and being part of the investor team. They act as a bridge between startups and multinational investors seeking expansion opportunities. BE Advise's expanding portfolio shows a huge range of sectors, from Fintech, Gaming, E-commerce and SAAS. The consulting and startup valuation industry is a niche yet vital sector that assists startups in determining their market value, which is crucial for fundraising, mergers and acquisitions and strategic planning.

2- Problem Definition

Since one of the key operations for BE Advise is to value startup companies at any stage, there occur some particular instances where, in a rapidly changing and growing environment, it becomes difficult to analyze the company's actual value at the very early stage with minimal growth and barely any cash flows. Moreover, for valuation, some other things must also be considered, e.g., the type of industry, the stage of the company, the environment in which it exists, etc. For instance, during the COVID pandemic, the value of e-commerce rose to a new level, which is an environmental factor. These factors lead to inaccurate assumptions about financial metrics and hence make it harder to value companies. Therefore, for such a problem, BE Advise consulted us to develop an AI-backed solution where AI would make assumptions about the necessary factors and value the company regardless of the stage it exists in and, respective of the trend of the industry. To find a way to incorporate the AI into obtaining precise valuations we decided to train the AI and provide it with a large amount of data. For this purpose we used the GPT-4, Generative Pre-trained Transformer, a series of large language models created by OpenAI, with GPT-4 being the latest iteration. These models are essentially AI trained on massive amounts of text data to be really good at predicting hence reducing errors made by human assumptions.

3- Possible Solutions

Especially in their early stages, startups often lack thorough financial indicators like steady cash flows and set growth rates. Without this component, traditional valuation techniques are less effective and the valuation process becomes quite unclear. The foundation of conventional valuation models, such Earnings Multiples and Discounted Cash Flow (DCF), is reliable financial data, which startups often lack access to. Predictions of future accomplishments become speculative in the lack of a recorded history of previous accomplishments, leading to possible inaccurate valuations.

The Ever-changing Corporate Environment

The high degree of dynamism of the startup business environment is due to the regular changes in elements like market trends, technology developments, and economic conditions. For example, the COVID-19 epidemic significantly impacted the evaluation of startups in sectors like fintech and e-commerce, highlighting the need for adaptable and robust valuation techniques. Relying on set valuation models becomes difficult for startups as they must manage these changes, which can swiftly alter their growth paths and market potential.

Industries-specific Challenges

Across many industries, valuation faces different difficulties. For instance, while biotechnology startups may go through long development phases with unpredictable outcomes, technology startups may grow quickly but also face a great deal of instability. These aspects particular to the industry complicate the valuation process and call for tailored strategies. An accurate valuation requires careful consideration of the particular dynamics and risks that each industry has. For example, measures of attracting and keeping users could affect the value of a technology startup, but its portfolio of projects and possible FDA approvals might determine the value of a biotechnology startup.

Economic Variables That are Exogenous

The value of a startup can be greatly impacted by outside economic variables including changes in regulations, political unrest, and exchange rates. For example, startups who rely on imported goods or technology were affected by the devaluation of the Turkish Lira, which changed their cost structures and market positions. These macroeconomic elements must be included into the valuation model since they can raise risk and volatility, which can impact the valuation procedure.

Creation of Artificially Intelligent Solutions

To solve these problems, BE Advise collaborated with our team to build an AI-powered valuation model using GPT-4, an advanced language model created by OpenAI. The solution uses artificial intelligence's ability to process vast amounts of data and generate accurate, context-aware valuations.

Artificial Intelligence Instruction

The AI had to be trained in several aspects of startup valuation as the first stage. Includes were the following things:

Environmental Factors: To understand how these affect valuations, the AI was fed information about market trends, economic conditions, and industry-specific factors. This covered past statistics on how different economic factors affect startup valuations

Discounted Cash Flow (DCF), Venture Capital (VC), and Times Revenue valuation techniques were among the many that the AI was trained on to handle different startup stages and industries. The training of the AI included the theoretical underpinnings as well as the actual application of each technique.

Using financial data from BE Advise's startup portfolio, the AI was trained to make logical assumptions based on actual data. This covered financial statements including income and balance sheets as well as other relevant financial documents.

Creation of the Startup Valuator

The goal behind developing the GPT-4-based startup valuator was to improve and automate the valuation process. Several noteworthy aspects are included in the solution:

Automated Inferences: By analyzing the input data, the AI can reduce human fallibility and subjectivity by deducing logical conclusions about growth rates, discount rates, and other financial metrics. Benchmarks in the sector and historical data guide the assumptions.

By using a multi-method approach, the AI can choose, considering the industry and stage of development of a startup, the best valuation technique. Such flexibility makes evaluations more accurate and relevant.

To provide current valuations, the AI continuously updates its knowledge base by adding new data from industry reports, financial markets, and economic indicators. This assures that the evaluations remain relevant even in the face of changing market conditions.

Action of The Artificial Intelligence Solution

The execution stage included a number of important steps meant to ensure the effectiveness and dependability of the solution:

In data integration, data from several sources are combined and consolidated into a single, logical format.

The process of implementation heavily relied on data integration. To gather excellent information for valuation, the AI solution was connected to a variety of data sources, including financial databases, central banks, and reports tailored to a particular industry. Use of APIs from respectable financial institutions guaranteed data correctness and timeliness. Artificial intelligence increased the precision of its assessments by integrating with real-time data.

The accuracy and dependability of the solution extensively tested for validation. Including's are the following:

Trial and Error

The AI was validated, and its algorithm refined by internal testing with past data from BE Advise's portfolio. This meant comparing the real-world results with the AI's evaluations to find any discrepancies and adjust the model as needed.

Process Improvement

The solution's effectiveness was to be guaranteed by a process of ongoing improvement. This meant that the AI's data sources, algorithms, and valuation techniques had to be updated often in reaction to user input and changes in the corporate environment. Performance of the AI was continuously tracked, and problems found were fixed right away.

Results and Impact

The valuation solution driven by AI brought BE Advise and its clients significant benefits:

Precision

The ability of the AI to process large volumes of data and make logical conclusions improved the accuracy and reliability of valuations. By providing investors with a clearer picture of the possible benefits and risks, this reduced the uncertainty and risk associated with startup investments. Through the application of several valuation methods, the AI was able to choose the best strategy for every startup, so improving accuracy.

Growth in Output

Automating the valuation process significantly reduced the time and work required to evaluate startup value. BE Advise could thus handle more valuations and respond to clients more quickly. Comparing AI to a human analyst, the former can process and analyze data far more quickly. This improves the capacity of the company to service more customers.

Improvement of Decision-Making

Using a variety of valuation methods and routinely updating its knowledge base, the AI improved its valuations and produced more comprehensive and contextually aware assessments. These guaranteed investments were based on accurate and current information, which made decision-making easier for both investors and startups. Being able to include economic data and current market trends into its valuations made the AI a priceless tool for strategic decision-making.

Improvement of Decision-Making

With its AI-powered solution, valuation was approached methodically and clearly, with less subjectivity and prejudice than with traditional techniques. In figuring out a company's worth, this strengthened the confidence of investors and startups alike. The ability of the AI to clarify its assumptions and approach increased its transparency, which helped users understand and built confidence in the valuations.

Future Prospects and Challenges

The AI-driven valuation system was successful, but it ran across a number of difficulties and found areas that needed work:

Standart and Accessibility of the Data

One of the biggest challenges still remained data integrity and accessibility. The accuracy of the solution was mostly dependent on the input data quality, therefore constant efforts to get reliable and up-to-date information were necessary. Lack of or incorrect data could lead to erroneous evaluations, which emphasizes the need for strict data management procedures.

Flexibility When Moving Into New Sectors

Though the AI received training in a variety of industries, it struggled to deal with new and emerging industries. To guarantee that the AI could handle valuations for startups in innovative industries with unique features, regular updates and training were necessary. Maintaining current and useful AI requires ongoing investment in data collection and algorithm development.

Following Rules and Direction

Ensuring adherence to legal and regulatory requirements is the continuous challenge as the laws controlling AI and financial services develop. Looking for advice on how to keep updated on changes in regulations and successfully include them into the algorithms and procedures of the AI. This covered following financial regulations, ethical standards, and data privacy laws.

4- Conclusion

In conclusion, this project addresses the complexities of valuing startups by developing an AI-driven valuation model. The objective was to create a reliable tool that can generate accurate valuations regarding of the startup's stage, by considering industry trends, economic conditions, and other relevant factors. Utilizing GPT-4, we trained the AI with comprehensive data to make informed assumptions.

The model aims to improve the valuation process by automating inferences about growth rates, discount rates, and other financial metrics, thereby reducing human error and subjectivity. The AI's ability to continuously update its knowledge base ensures that valuations remain current and relevant in a rapidly changing market environment.

While the AI-driven model offers significant improvements, ongoing efforts are required to ensure data quality, adapt to emerging industries, and comply with evolving regulations. Continuous refinement and updates will be essential to maintain the effectiveness and reliability of the valuation solution in the dynamic business landscape.

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