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Faculty of Business Administration

# FACULTY OF BUSINESS ADMINISTRATION

## Project Fair and Competition

30 May 2025





**Bilkent University**

**Faculty of Business Administration**



## **PROJECT FAIR - COMPETITION**

**DATE :**

30 May, 2025

**LOCATION:**

Mithat Çoruh Amphi

**ADRESS :**

Main Campus,  
Rectorate Building,  
Mithat Çoruh Amphi

**PROGRAM :**

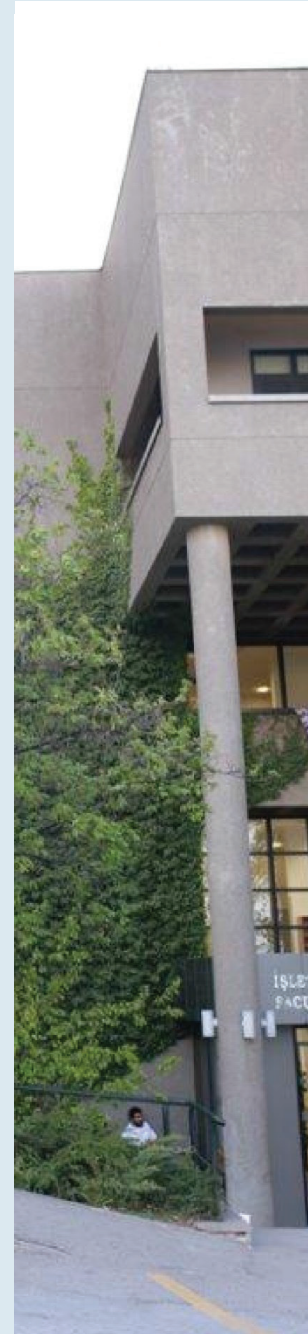
08:45 – 09:45 Registration-Poster Presentations

09:45 – 10:00 Opening Speeches

10:00 - 11:30 Project Presentations

11:30 – 12:00 Break

12:00 - 12:30 Award Ceremony



**FBA – INDUSTRY COLLABORATIONS**



**FBA – INDUSTRY COLLABORATIONS  
ORGANIZATIONS ON 2024/2025 ACADEMIC YEAR  
SPRING SEMESTER**





## Blue Ocean

### Tepe İnşaat, Business Development Problem

Aylin Taner  
Başak Karlı  
Beril Ünsal  
Berk Yılmaz  
İrem Topaktaş  
Sıla Özkoçer  
Sude Balaban

Course Coordinator: Tolga Baycan  
Academic Advisor: Zeynep Önder

This report examines Tepe Construction's strategic expansion into Berlin's residential real estate market. As a subsidiary of Bilkent Holding, Tepe Construction brings decades of experience across residential, commercial, industrial, and infrastructure development. Its competitive advantage stems from strong financial capital, diversified project capabilities, and a growing emphasis on sustainability. To assess the feasibility of market entry, the report compares the Turkish and German construction sectors in terms of growth rates, market size, key industry segments, and long-term trends. A detailed PESTEL analysis underscores Berlin's appeal, highlighting a stable regulatory environment, strong urban planning reforms, and rising demand for sustainable housing. Tepe Construction's goal is to enter the market with a phased approach, focusing on high-potential districts such as Pankow, Friedrichshain-Kreuzberg, and Treptow-Köpenick. The central problem addressed in this report is the need for reliable district-level data on housing demand, and development potential to guide a profitable market entry. Tepe Construction must also determine the most viable investment model: a make-and-sell strategy that enables faster returns through unit sales, or a make-and-rent model that ensures long-term income and asset appreciation. The objective is to identify the most profitable district while evaluating which model aligns best with market conditions, financial goals, and regulatory dynamics. Despite its financial stability and international experience, Tepe Construction must overcome challenges such as high operational costs, unfamiliarity with local stakeholders, and limited cost-efficiency in foreign operations. The report concludes with a recommendation for a pilot-scale entry project, leveraging partnerships with Berlin-based subcontractors and brokers to reduce risk, build local knowledge, and establish a scalable foundation for future growth.



## Insight Nexus

### Titan Makine Ltd., HR Problem

Dila Tontu  
Sanem Mirzaoğlu  
Alara Özcan  
Buket Kayhan  
Hüseyin Onat Gürcan  
Vedat Aybat  
Roshan Ahmad

Course Coordinator: Ceren Aydoğmuş  
Academic Advisor: Zahide Karakitapoğlu Aygün

Titan Makina Ltd., as a medium-sized manufacturer in Turkey's underground mining and construction machinery sector, is facing a critical challenge of high white-collar employee turnover primarily due to position title discrepancy/problem, lack of structured career advancement, weak HR practices, and long commute times, issues confirmed through interviews, exit surveys, and internal data. This trend poses a serious threat to the company's operational stability and long-term competitiveness in the sector. After thorough qualitative and quantitative analysis including interviews, SWOT, Porter's 5 Forces, root cause analysis, and benchmarking with firms with established companies, multiple core solutions have been developed, which can also be combined for a hybrid approach at the company's discretion. First, introducing a Performance Management System (PMS) and a software with OKR/KPI-based evaluations, 360-degree feedback, promotion cases and annual performance cycle and data-driven compensation systems can establish transparent career paths and fair compensation. This system would foster employee motivation and align individual performance with company goals. Second, a Modular Benefits Model is recommended. This includes optional packages such as private health insurance, transportation support, and flexible leave. With calculated average annual costs per employee, this approach addresses diverse employee needs without burdening the budget, and it directly targets the benefit-related dissatisfaction found in exit interviews. Third, a Strategic HR Restructuring is proposed to institutionalize career development, improve feedback systems. While organizational redesign may involve costs and risks, it enables Titan Makina to reduce overdependence on manual roles and ensures long-term agility.





## Half-Dozen

### Ara Robotics, Strategy Problem

Alperen Umut Hazar  
Doğa Durdu  
Baran Yavaş  
Sezin Kaytan  
Gülçe Naz Ergin  
Sude Özarslan

Course Coordinator: Özgür Tolga Baycan  
Academic Advisor: Tolga Demir

The autonomous cleaning robot industry is a rapidly growing segment within the commercial service robot's market. ARA Robotics was founded to develop high-standard, autonomous cleaning robots for industrial and commercial applications. The company has been focusing on integrating AI-based navigation and modular design to provide cost-efficient and customizable cleaning solutions since its foundation. Over time, ARA Robotics has expanded its product offerings and improved its technological capabilities to compete with established players in the robotics cleaning market. This research provides a strategic analysis of the possible expansion of ARA Robotics into the U.S. market based on the analysis of primary market entry modes. Being a Turkish company with experience in autonomous and modular cleaning robots, ARA Robotics is well-positioned to address the growing demand for safe, efficient, and customizable robotic solutions in the market, particularly from U.S. based B2B customers. The analysis includes the external market environment, internal resources and capabilities, and competitive positioning of the firm. In the context of increasing U.S. trade tensions with China and demands for local production, the study assesses three entry modes—joint venture and greenfield investment with local office or warehouse—on the basis of their corresponding strategic fit, benefits, and risks. The analysis will continue with guiding future decision-making by providing a description of how each option aligns with ARA Robotics' business model, customer requirements, and long-term internationalization plan and also, eventually, providing the best solution in order for ARA Robotics to achieve its goals ideally.



## Capital Minds

### Türkiye İş Bankası A.Ş., HR Problem

Ayşe Gülçe Damğacı  
Buse Özbek  
Deniz Özçelenk  
Ecem Yeliç Özartaç  
Fatma Doğan  
Görkem Bozoğlu  
İrem Yıkılmaz

Course Coordinator: Ayşe Başak Tanyeri Günsür  
Academic Advisor: Lale Tomruk Gümüşlüoğlu

Türkiye İş Bankası A.Ş. has been facing a significant resignation rate among newly hired Specialists during their first year. Through our comprehensive research, internal turnover data, exit interviews, blind application tests, job market benchmarking, LinkedIn career analyses, and student and employer perception surveys, we identified critical resignation triggers: rigid early experiences, unclear development paths, low engagement, high living costs, and outdated youth-facing branding. To address these, we propose four interconnected and data-driven solutions. First, the "İş'te Sen" AI-based mobile application centralizes all employee experience functions. It includes onboarding, daily missions, HR support, learning modules, recognition features, a chatbot, and the İşPuan gamified reward system. Employees earn points through learning, wellness, and contributions and redeem them via an in-app marketplace. Second, our expanded Learning Hub strategy includes the "İş'e İlk Adım" onboarding program, which features a structured 3-day orientation, rotational department shadowing, a mentorship and buddy system, and a six-month contribution project titled "İlk Katkım." The hub also offers interactive learning modules, technical upskilling tracks, department-specific content, and micro-certification programs, all integrated into the mobile platform and incentivized through İşPuan. Third, the İşTesis housing and mobility initiative provides affordable bank-owned housing units, relocation support, and commuting solutions in İstanbul. While all employees can access shared facilities and guesthouses within İşTesis, subsidized housing is reserved for junior Specialists in their first two years who must relocate to İstanbul, easing financial pressure during the critical early period. Lastly, the "İş'te Sen Varsın" employer branding campaign renews İş Bankası's youth-facing image across social media, job advertisements, and universities. It highlights the organization as an innovative, ethical, and development-focused workplace. Each solution is built upon precise data insights and user feedback, offering İş Bankası a scalable roadmap to strengthen early retention, employee satisfaction, and long-term engagement.



## Optium

### İş Bankası, Operations Management Problem

Ayşe Zeynep Kop  
Betül Kültür  
Hazal Bilgin  
İpek Öztemir  
Rümeysa Topcu  
Sinem Erdoğan

Course Coordinator: Başak Tanyeri Günsür  
Academic Advisor: Oğuzhan Özbaşı

Türkiye İş Bankası, the largest private bank in Turkey, aims to enhance its internal processes by incorporating artificial intelligence (AI) technologies to alleviate operational burdens and increase overall efficiency. Instead of addressing an immediate issue, the bank views this initiative as a strategic chance to update internal workflows, retain a competitive advantage, and enhance productivity across essential functions.

Our capstone project investigates not only which AI solutions can be successfully adopted but also how they can be seamlessly integrated into the bank's daily operations in a safe, secure, and compliant way. After conducting thorough qualitative and quantitative assessments—such as stakeholder interviews, employee surveys, competitor comparisons, and SWOT analysis—our team examined several AI-driven solutions aimed at decreasing operational workload and enhancing internal efficiency. Out of the options evaluated—intelligent fraud detection, staff workload optimization, and AI-driven behavioral credit scoring—we ultimately determined that behavioral credit scoring would be the most effective and strategically aligned choice. This decision is grounded in its scalability, capacity to enhance credit operations, and its potential to serve underserved customer segments. The suggested approach utilizes machine learning techniques—such as Random Forest, Recurrent Neural Networks (RNNs), and clustering methods—to evaluate creditworthiness using both conventional and behavioral data (like mobile usage trends, transaction information, and repayment history). This model, integrated via a secure API layer into İş Bankası's credit decision systems, aims to enhance prediction accuracy by 20%, cut processing expenses by 30%, and boost credit access for underbanked demographics by as much as 60%.

The framework is established in full accordance with Türkiye's KVKK regulations, featuring data anonymization, required opt-in consent, and explainable AI functionalities. By implementing behavioral credit scoring, İş Bankası can alleviate internal workload, improve decision-making processes, and reinforce its leadership in responsible AI application within the banking industry.



## Starboard

### Viking Life-Saving Equipment, HR Problem

Bilal Erkan  
Nazmi Mehmet Aslan  
Ömer Etçi  
Abdullah Enes Turan  
Alperen Şahin  
Öykü Fece

Course Coordinator: Tolga Baycan  
Academic Advisor: Yasemin Limon

Viking Life-Saving Equipment manages maintenance coordination for marine safety equipment of over 37,000 vessels worldwide with a centralized service planning team in Istanbul. Currently, the 60 service planners are assigned a varying number of vessels without a standardized ratio, leading to workload imbalances, inefficiencies, and performance inconsistencies. Through surveys and interviews with planners and managers, we identified key challenges such as mismatches in port selection, documentation errors, and skill gaps in junior planners stemming from recruitment without maritime experience. The lack of performance-based incentives and high early turnover further complicate the issue. After discussions with the company, our academic advisor, and analysis of interviews and literature reviews, we proposed a solution titled the "HR Package," consisting of six integrated components to increase efficiency and retention of planners. First, and most importantly, is providing a clear career and development path for service planners, as many lack visibility into their future at the company, and clarity in this area could improve retention. Second and third are competency-level-based compensation and compensation benchmarking with the industry, as the HR department indicated that a previous salary adjustment slightly reduced turnover. The fourth component includes a specialized recruitment strategy focused on candidates with maritime backgrounds and the implementation of the V-SAIL training program to improve adaptability and efficiency for the new hires. Fifth is the introduction of the Peer Shout-Outs Program to recognize exceptional efforts, fostering motivation, recognition, and engagement. Finally, we propose establishing a barrier log culture, encouraging planners to document daily disruptions in order to systematically identify and resolve recurring productivity blockers. Together, these components are designed to enhance recruitment, training, motivation, and performance management, leading to improved efficiency and planner retention at Viking Life-Saving Equipment.



## Healix

### Okuman Medikal, Marketing Problem

Berrak Özuysal  
Bora Hasgöl  
Dilge Yılmaz  
Duru Girdaplı  
Eda Nil Şentürk  
Yağmur Demirkese

Course Coordinator: Ayşe Başak Tanyeri Günsür  
Academic Advisor: Ahmet Ekici

Okuman Medikal Sistemler, founded in 2010, is a key player in the domestic medical devices market. The company is among the biggest companies in Turkey about Sleep Diagnostic and Therapy Devices, Operating Room, Intensive Care, Neonatology and Cardiology. As well as manufacturing and distributing their own high-tech medical devices the company is also a distributor of global brands such as PMLS product group of NDD, MEC, Enmind and Mindray. Majority of Okuman Medikal's sales are through the State Supply Office (DMO), which poses strategic risks and limits the firm's growth potential in an increasingly competitive healthcare market. Our project focuses on helping Okuman Medikal explore alternative sales channels to increase their domestic sales as well as helping them find ways to implement these solutions. After doing comprehensive qualitative and quantitative analyses, including market research, stakeholder interviews and conducting surveys in order to analyze private sector's preferences our team has identified strategic pathways to help Okuman expand into the private healthcare sector. Our project suggest that the company should build long-term partnerships with private hospital chains and large medical distributor networks. The idea is to position Okuman as a reliable and competitive supplier in the private healthcare sector with the help of a trained sales representatives team, tailored packages, equipment demonstrations and after-sales support which would not only create a steady and scalable sales channel outside of DMO but also strengthen their brand visibility in the private market.



## Final Countdown

### NÜVE, International Business Problem

Aslı Özer  
Elif Zeynep Çiçek  
Ayşe Nur Keleşanlı  
Yiğit Arslan  
Kerem Kayın  
Esra Bilgin

Course Coordinator: Ceren Aydoğmuş  
Academic Advisor: R. Serdar Kurdoğlu

NÜVE, a mid-sized laboratory equipment manufacturer with established success in Europe and Asia, aims to expand into the highly competitive U.S. market through a strategic integration of e-commerce platforms while preserving its dealer network as a significant asset for informing customers about the products, technical service and installation. Our comprehensive analysis, including PESTEL, SWOT, industry and in-depth competitor analysis, reveals that NÜVE faces both significant challenges in brand recognition and operational infrastructure, as well as distinct opportunities in technological differentiation and service quality. As the solution, we propose a hybrid omnichannel distribution strategy that transforms potential channel conflicts into collaborative advantages. It leverages specialized B2B platforms such as Amazon Business, LabX, and ThomasNet while implementing a dealer-protection framework featuring ZIP code-based territorial exclusivity, commission-based revenue sharing and integrated lead management systems. To overcome NÜVE's limited brand visibility, we recommend a coordinated digital marketing approach featuring industry-specific SEO optimization, targeted LinkedIn and Google Ads campaigns, and strategic content marketing highlighting NÜVE's superior price-to-performance ratio a key competitive advantage against established U.S. manufacturers. The implementation timeline aligns with NÜVE's existing foundational work on distribution hubs and dealer partnerships, providing a realistic path to market penetration.

This integrated approach not only mitigates channel conflict risk but positions NÜVE to achieve sustainable growth through a digitally-empowered, customer-centric infrastructure. By transforming its late market entry into an advantage, NÜVE can build a distribution system optimized for today's hybrid purchasing behaviors through e-commerce platforms while maintaining the relationship with its dealers during the transformation to online platforms



## Advisors

### Be Advise, Business Development Problem

Yiğit Uygunlar  
İlayda Pekgöz  
Ceyhun Keskin  
Erdem Akdi  
Güneş Kadir Eskitaşcıoğlu  
Hüseyin Oytunç Tetik

Course Coordinator: Ayşe Başak Tanyeri Günsür  
Academic Advisor: Ahmet Şensoy

Be Advise is a boutique financial consulting firm that focuses on financial management, investment advising, and strategic consulting for investors and startups. Be Advise was established in 2022 and serves as a bridge between investors and startups by offering customized financial solutions, such as due diligence, valuation, fundraising assistance, and mergers and acquisitions (M&A) consulting. The company sets itself apart by improving financial advisory services using data-driven decision-making and AI-driven analytics. Our study in this project examines Be Advise's strategic goal to incorporate artificial intelligence (AI) into earlystage startup valuation procedures and assesses the company's standing in the fiercely competitive financial consulting sector. To search potential solutions out, our team tested various AI-based tools available through the Explore GPTs platform, such as "Financial Analysis & Valuation," "Startup Valuation Estimate," "my GPT," and "Enhanced Finance Wizard GPT." We input key information including financial data, industry, startup stage (e.g., seed, pre-seed), and geographical region that particular startup operates in, then directed each tool with tailored prompts to generate valuations primarily utilizing the multiples and venture capital (VC) methods. While most of the tools required detailed and precise inputs to function effectively, Enhanced Finance Wizard GPT consistently produced results that aligned closely with manually calculated benchmark values so far. Although Be Advise has not yet adopted these technologies, and we are currently in research and observation process, our findings demonstrate that selective AI integration could reduce workload, streamline valuation operations, and allow the small team to focus more on strategic client engagement, offering a practical way to enhance service quality without compromising analytical rigor.



## Woppyverse

### Woppy Technology, International Marketing Problem

Ağra Emir Şener  
Aslı Nur Recep  
Duru Kurgun  
Ebi Kristo  
Muhammed Ağgöz  
Şevval Kökten

Course Coordinator: Ayşe Başak Tanyeri Günsür  
Academic Advisor: Atilla Onuklu

Woppy Technology's brand new project, Pan's Garden, is in the process of defining the quickest ways in which the project can be easily made recognizable to the public. The careful examinations of certain reports have been carried out through quantitative assessments and SWOT analysis as well as through going to great lengths in library services suggesting three principal solutions. A hybrid solution could be created at the company's discretion by using these. Especially, visiting trade fairs and expos is the first and most important step. Pan's Garden is represented at such huge events as BIOFACH, ANUGA, and the Bernburg Winter Seminar, where, besides the more than adequate B2B leads, high brand awareness is achieved. They will also arrange important meetings with other companies in the industry to forge new partnerships quickly. Businesses build credibility by publishing regularly on LinkedIn with material focused on industry insights and education, six times weekly. Instagram emphasizes supply chains by showcasing fairly traded images and supplier stories monthly that highlight sourcing ethics transparently. Pan's Garden aims to establish itself as an authoritative voice in the MAP (Medicinal and Aromatic Plants) industry by educating the public on various industrial applications. Customer success stories and cases will highlight business impact and stimulate engagement both online and offline. A clear timeline and resource allocation alongside measurable milestones are included within implementation plans to ensure effective execution by late 2025. Pan's Garden wants to capitalize on Germany's growing demand for MAPs by leveraging Türkiye's agricultural richness and sustainable operations while forging enduring ethical business ties. This initiative fills a market gap and simultaneously promotes the Turkish agrarian legacy, providing essential support for local communities.





## InsuLeaders

### Mutay Enerji, International Business Problem

Mert Bera Yetik  
Bahattin Tuncer  
Bora Özgenç  
Umut Karapınar  
Kerem Fatih Toksöz  
Mirjafar Mahmudov

Course Coordinator: Ceren Aydoğmuş  
Academic Advisor: Fehmi Tanrısever

Mutay Enerji, a growing firm in the insulator manufacturing industry, is facing critical strategic challenges driven by its dependence on domestic markets and limited international exposure. To address these issues, a comprehensive exporting strategy targeting Italy, Spain, and Germany is proposed, with the objective of diversifying revenue streams, reducing economic vulnerability, and establishing a robust market presence in Europe. The problem analysis, derived from in-depth field studies, SWOT analysis, and Porter's Five Forces framework, identified key vulnerabilities: economic slowdowns in Türkiye, high logistical costs, currency instability, and reliance on a narrow domestic customer base. These constraints significantly impact Mutay Enerji's ability to maintain steady production flows and financial stability, posing risks to its sustainability. The proposed solution strategy focuses on a phased market entry into Italy, Spain, and Germany, leveraging Mutay Enerji's alignment with European quality standards and logistical proximity. This expansion plan includes four primary goals: establishing initial market engagement through strategic trade fairs, achieving first commercial conversions from technical discussions, strengthening brand awareness and market credibility via digital marketing, and reaching export revenue milestones of €250,000 by June 2026, followed by expansion into two additional EU markets by September 2026. To ensure effective implementation, structured action steps are planned, including market analysis, CRM integration, personalized lead follow-ups, sample logistics, distributor selection, and digital marketing optimization. A robust project management framework, supported by a dedicated export operations team, will facilitate smooth execution, accountability, and monitoring. Ultimately, this strategic plan aims to position Mutay Enerji as a credible and reliable insulator supplier in Europe, mitigating domestic economic risks, enhancing brand visibility, and driving sustainable growth through international diversification.



## MarketWise

### Yeniköy Kemerköy Enerji, Marketing Problem

Muhammed Can Tosun  
Armağan Güneş Erol  
Gökçen Pasin  
Mert Emre Turalioğlu  
Ahmet Haşim Çevik

Course Coordinator: Ceren Aydoğmuş  
Academic Advisor: Örsan Örgü

Yeniköy Kemerköy Enerji, a leading thermal power generation company operation in Muğla's Milas district, has launched a corporate social responsibility initiative aimed at empowering local women artisans producing handcrafted çini and other artisanal products. While the company provides essential infrastructure such as workspace and utilities, the initiative has faced several structural challenges, including insufficient branding, limited digital presence, dependence on seasonal exhibits, and low production capacity. These issues have hindered the initiative's long-term sustainable economic growth. To understand the problem in detail, we conducted comprehensive research that included field visits and interviews, SWOT and PESTEL analyses, Porter's Five Forces evaluation, and market benchmarking. In the solution part, we propose a strategic solution package including short-term, mid-term, and long-term goals to address the problem comprehensively. In the short term, the focus is on establishing a professional digital presence through the launch of branded Instagram and Facebook accounts, creating a Shopify-based online store, and preparing initial visual and written content that reflects the brand's identity. The mid-term strategy strengthens the brand through high-quality digital media content production, targeted digital advertising campaigns, and strategic collaborations with local restaurants. In the long term, the plan includes launching a physical retail point at Milas Airport, implementing a value-based pricing model to reflect the craftsmanship and cultural value of the products, and exploring the formalization of operations through cooperative structures. The project operates with an estimated budget of 100,000 to 150,000 TL, which may be revised upward depending on evolving needs, and is allocated across the respective implementation phases. The proposed actions are consistent with the brand's strategic positioning, which emphasizes authenticity, cultural heritage, and the empowerment of local women. The strategy provides Yeniköy Kemerköy Enerji with a sustainable roadmap that supports both the commercial goals of the initiative and the company's broader commitment to corporate social responsibility and long-term sustainability while reinforcing the initiative's core values of local women empowerment and social impact.



## BilkentSA

### Sabancı Holding, Strategy Problem

Cansu Durkun  
Elif Barca  
Emir Sinan Altıntop  
Melih Can Yakın  
Mustafa Gül  
Yunus Emre Karatay

Course Coordinator: Özgür Tolga Baycan  
Academic Advisor: Feray Tunçalp

Mannok Holdings DAC, as a middle sized packaging manufacturer recently acquired by Çimsa under Sabancı Holding, has been experiencing stagnation in its packaging division due to factors such as overreliance on CPET, limited diversification in end-use sectors and rising pressure from sustainability regulations based upon our field analyses and expert consultations, which clearly threaten the company's long term competitiveness in the UK and Irish markets. After careful, quantitative and qualitative assessments including internal interviews, SWOT & Porter's 5 Forces analyses, detailed market studies and stakeholder driven screenings, 3 main strategic recommendations are proposed which could naturally be combined into a hybrid strategy at the company's discretion. First, transitioning from CPET to RPET in core product lines is advised as this conversion allows for compliance with upcoming EU sustainability requirements and improves Mannok's environmental positioning with expected gains in operational efficiency and client retention especially in retail tenders demanding post-consumer content. This step also enables better circularity reporting which is increasingly a prerequisite for supermarket partnerships. Second, a market development strategy focusing on the coffee retail sector is suggested, based on our findings that growth in this area (particularly for premium and sustainable packaging) is accelerating and leveraging Mannok's thermoforming capacity and product design flexibility makes this a feasible entry with relatively low structural change. This direction also reduces dependency on traditional protein-focused segments and supports portfolio resilience. Third, developing a new cardboard based packaging line for dairy applications is recommended as an alternative material strategy since it reduces dependency on PET and allows Mannok to capture value in the eco-conscious dairy sector, especially in butter, spread and milk-alternative packaging segments. This diversification also addresses packaging cost sensitivity by utilizing renewable and increasingly incentivized materials. These strategic moves, grounded in Ansoff Matrix logic, are built upon solid research and realistic financial assumptions and as we have emphasized above, can be implemented individually or in combination to form a hybrid model aligned with Çimsa's broader ESG goals and Mannok's operational capabilities.



## SystemAir, HR Problem

Elif Olguncan  
Selen Laçın  
Buse Nur Doğan  
Naz Acar  
Selim Mert Cebeci  
Deniz Yalçın

Course Coordinator: Ayşe Başak Tanyeri Günsür  
Academic Advisor: Saurabh Pandharinath Shinde

Systemair, a globally recognized leader in the HVAC (heating, ventilation, and air conditioning) industry, is currently facing a significant internal challenge that threatens its sustainable growth and operational cohesion: the persistent social and cultural divide between blue-collar and white-collar employees. Through extensive field studies, in-depth interviews, and comprehensive analyses, it has been determined that blue-collar workers often feel undervalued and excluded from key decision-making processes, while white-collar employees lack awareness of the physical demands, deadlines, and safety concerns present in daily factory operations. Root causes include differences in communication styles, professional development expectations, and physical workspace separations, all of which intensify organizational silos. If left unaddressed, this divide could lead to weakened collaboration, low employee morale, reduced productivity, and deterioration of Systemair's employer brand, making it harder to attract and retain top talent. To address this critical issue, a structured, multi-faceted improvement program has been designed with three strategic initiatives. First, the "WorkSwitch" program offers a voluntary job-shadowing experience to foster empathy, dismantle role-based stereotypes, and promote cross-functional communication. Second, the "Our Stories Corner" project establishes a dynamic biweekly exhibition that highlights the personal and professional journeys of both blue- and white-collar employees, creating a platform for mutual recognition and community building. Third, the "İçSes" initiative introduces a QR-based anonymous feedback system that empowers employees to voice their concerns and ideas, ensuring that organizational actions are directly aligned with real employee needs. All proposed solutions are deliberately structured to be cost-effective, inclusive, and sustainable, aiming to reshape internal culture and strengthen Systemair's long-term success. With the active participation of all stakeholders and a commitment to continuous improvement, Systemair is positioned to foster a more unified, empathetic, and resilient organizational environment.



## E-Commerce Heroes

### İkas, Marketing Problem

Ahmet Özkoçak  
Melike Akın  
Helin Deniz İlgen  
Teoman Uygun  
Eren Berk Kaya  
Atahan Baran Kaptan

Course Coordinator: Ceren Aydoğmuş  
Academic Advisor: Onur Osmanoğlu

As a medium-sized technology company, İkas A.S. faces a fundamental problem in marketing: The target audience cannot clearly understand what İkas does. Analyses and customer interviews show confusion about whether İkas is an e-commerce marketplace, an infrastructure for those who want to set up their store, or a platform that combines multi-channel sales processes. This uncertainty reduces the effectiveness of marketing activities and makes it impossible to measure the efficiency of advertising channels.

Three basic strategies are suggested to solve this problem. First, a brand positioning study should be conducted to clarify the identity of İkas and a simple, single answer that everyone can understand should be developed to answer the question, "What is İkas?" This message should be used consistently across all marketing channels. Second, the digital marketing infrastructure should be strengthened, and targeted advertisements and simplified product descriptions should be offered according to user behavior. Finally, the marketing team should be restructured, and expertise should be increased, especially in product information and customer communication. These strategies can be applied both individually and in combination. The ultimate goal is to clearly explain the value offered by İkas, increase the number of potential customers, and maximize the efficiency of marketing investments.



## The Endgame

### Jotform, Strategy Problem

İnci Nada Gökçen  
Doğa Aslan  
Zeynep Birol  
Elif Karabulut  
Dilara Aksoy  
Hakan İlyas Korkmazıyrek

Course Coordinator: Özgür Tolga Baycan  
Academic Advisor: Gözde Esen

Jotform, a well-established company in online form building and workflow automation, is now exploring new opportunities to strategically differentiate its customer service AI chatbot in an increasingly competitive landscape. Through our fishbone analysis, we identified four underlying factors that highlight the importance of enhancing Jotform's differentiation strategy: limited perceived value across pricing tiers, opportunities to strengthen branding within its automation ecosystem, evolving user expectations around AI functionality, and the need for a more distinct competitive positioning. After extensive market research including benchmarking against 26 identified competitors, our personal feature recommendations, and market gap evaluations; we have proposed three core feature sets tailored for distinct user groups. First, for chatbot owners, analytics dashboard is recommended to improve performance visibility, enhance engagement tracking, and support data-driven decision-making. Second, for chatbot users, follow-up option via email or WhatsApp, aim to boost user satisfaction, reduce confusion, and ensure continuity in the support experience. Lastly, for mutual benefit, two key features are proposed: behavioral tracking, which helps identify drop-off points and user hesitation and social media integration, which allows the chatbot to respond automatically to user interactions on platforms such as Instagram. Notably, the social media integration feature has already been approved by Jotform and is currently in development, with a launch planned soon. While all of these solutions were selected based on research and validated through feedback loops with Jotform stakeholders, their implementation also benefits from requiring zero additional infrastructure or development costs. Together, they directly address the core root causes we identified earlier, strengthen Jotform's B2B value proposition, and align its AI agent with emerging customer experience trends. In conclusion, by merging technical feasibility, strategic differentiation, and user-centered design, these proposals collectively transform Jotform's AI chatbot into a future-ready, competitive growth engine, capable of both enhancing customer satisfaction and securing long-term platform adoption.



## Geosync

### Layermark, Finance Problem

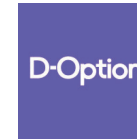
Şevval Bilge Alpaslan  
Atilla Batuhan Kahraman  
Eren Alp Gerçekerol  
Efe Özsoy  
İmamali Azizov  
Deren Çil

Course Coordinator: Özgür Tolga Baycan  
Academic Advisor: Gözde Esen

Layermark is a software firm, operating in Washington D.C., specializes in geospatial SaaS solutions. The company is currently facing the challenge of planning sustainable growth while transitioning from a bootstrapped operation to a potentially more structured financial strategy. As the company expands its offerings and customer base, the absence of financial reporting standards and the current unlevered capital structure hinder effective valuation and strategic decision-making. Layermark requires clearance on financial reporting and needs to determine financial opportunities that will enhance their business growth. To address this, our project focuses on developing a comprehensive financial model, including a discounted cash flow (DCF) valuation under multiple growth scenarios and multiple capital structures. We estimate key financial ratios and assumptions such as CAPEX, working capital changes, and cost of capital through benchmarking similar SaaS companies, and Layermark's competitors. APV and WACC methods are used in every scenario and reported their different implications. These inputs allow us to simulate the firm's future performance under no-debt and leveraged scenarios. Also, since the upper umbrella company of Layermark is operating in Türkiye, we also implemented cross-border valuation on Layermark to determine the various macroeconomic effects to move forward our findings into Türkiye's conditions. This project provides Layermark with a structured valuation approach and actionable insights. Ultimately, this analysis lays the groundwork for informed financial planning and sustainable growth strategies tailored to Layermark's unique structure and market position.



## FBA – INDUSTRY COLLABORATIONS ORGANIZATIONS ON 2024/2025 ACADEMIC YEAR FALL SEMESTER





## Eagles

### BTCAI-Era Consulting, Marketing Problem

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BTCAI is an innovative platform offering AI-driven trading solutions to optimize cryptocurrency investments for retail and institutional clients. Its curated trading bots, tested with real capital, aim for a 200% annual return while ensuring clients retain full control through personal Binance accounts. By combining advanced technology with a user-first approach, BTCAI seeks to elevate cryptocurrency investment standards.

Despite its strengths, BTCAI faced challenges in building credibility, aligning with institutional needs, and expanding its market reach. An outdated website, reliance on Binance API trading, and limited targeted marketing hindered its appeal to high-net-worth individuals (HNWIs) and institutional investors.

To address these issues, BTCAI launched a comprehensive transformation plan. A revamped website, featuring separate portals for retail and institutional clients, is projected to increase traffic by 30%. Targeted digital campaigns on LinkedIn and luxury platforms aim to generate 500 leads with a 5% conversion rate. Additionally, a dedicated institutional support system—including compliance-ready tools and proprietary trading operations—is expected to onboard eight institutional clients within 12 months, maintaining a 90% satisfaction rate. These efforts are unified by an Integrated Marketing Communications (IMC) strategy that emphasizes transparency, professionalism, and client success stories.

Through these initiatives, BTCAI is positioned to bridge the gap between retail trading tools and the rigorous demands of institutional investors. By addressing trust, regulatory alignment, and market growth, BTCAI delivers tailored solutions that meet the needs of sophisticated clients. Its success lies in its ability to adapt and lead in the rapidly evolving world of cryptocurrency investments.

## The Brand Expansion

### Ülker, Marketing Problem

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Ülker, has become synonymous with quality and innovation in Turkey's snack industry. Despite its global presence, Ülker has faced challenges in building brand dominance in Kazakhstan, holding only 8% of the snack market due to cultural differences, fierce competition, distribution gaps, and budget constraints. By forming strategic alliances, carrying out culturally relevant marketing, and implementing targeted campaigns, Ülker can greatly expand its market presence and position itself as a top player in Kazakhstan. To overcome the provided challenges, a three-pronged Integrated Marketing Communication (IMC) approach has been developed. First, cultural adaptation will involve creating "Kazakh Favorites" bundles featuring flavors that resonate with local traditions and launching special-edition packaging for local holidays. Second, direct consumer engagement will include pop-up stores in high-traffic areas for sampling, interactive campaigns such as "Taste Ülker" competitions, and promotional giveaways. Third, incorporating Ülker chocolates like Napoliten and Albeni into everyday life through partnerships with cafes and cinemas; To position Ülker as a daily delight in Kazakhstan, the strategy focuses on targeted push efforts through partnerships with local businesses to enhance visibility and accessibility. Collaborations with self-service cafes can sell Ülker Napoliten alongside coffee as a complementary treat, enriching the coffee experience and encouraging product trials. Partnering with cinemas to offer Albeni as an add-on to popcorn or complimentary with tickets, using the slogan "One Ticket, Two Treats: Popcorn + Ülker = Movie Bliss," will embed Ülker chocolates into daily habits. Pre-movie advertisements will further strengthen brand awareness and align Ülker with leisure and entertainment. By implementing this strategy, Ülker aims to achieve a 10% increase in market share within three years, boost brand awareness by 30% through cultural campaigns, and expand customer loyalty by offering engaging digital incentives, loyalty programs offering discounts and exclusive access can increase retention by up to 20%, paving the way for sustainable growth in Central Asia.





## Kepaga

### D- Option, International Business & Marketing Problem

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D-Option, founded in 2021, is a boutique digital marketing agency focused on delivering sustainable growth for brands. With expertise in SEO, advertising management, data analytics, conversion optimization, and UX design, the agency differentiates itself through high-quality, personalized service. Currently, most clients are based in Turkey, creating a dependency on Turkish currency for revenue. To diversify its client base and reduce financial risk, D-Option aims to focus on one market that it can acquire customers from. After identifying major criteria for selecting a country to expand, we created a scoring system to find the most optimal market to gain customers. Through our careful analyses we concluded that the UK's strong e-commerce sector, English-speaking environment, and demand for niche services like SEO make it an ideal market for growth. We created an expansion strategy to attract UK-based customers that include short term and long term solutions, spanning a total of six phases. Short term solutions include; a localized branding strategy, website localization, digital ad campaigns and initial partnerships with local communities. Long term solutions include; strategic partnerships and community building, gamification for engagement, feedback loop formation along with thought leadership & content marketing. With this plan, by the end of the first year, the company aims to secure three clients and generate £10,000 in revenue, achieving a net profit of £10,100. Initiatives like webinars, targeted ads, and localized content are designed to establish D-Option as a trusted partner in the competitive UK market, contributing to a lasting brand image.

## Last Round

### Go Bodrum, Marketing Problem

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Go Bodrum is an innovative platform aimed at elevating Bodrum's status as a premier luxury destination in the Mediterranean. Despite its natural beauty and high-end resorts, Bodrum has struggled with a fragmented digital presence and a lack of cohesive marketing efforts, which has limited its ability to compete with established destinations like Mykonos and Ibiza. To address these challenges, Go Bodrum has developed a comprehensive strategy that includes digital transformation, strategic partnerships, influencer collaborations, event planning, traditional media advertising, and an enhanced website.

A key part of the strategy involves a complete redesign of the Go Bodrum website. The new website will offer an intuitive, visually appealing interface that reflects the region's luxury appeal, providing users with seamless access to essential travel information such as accommodations, activities, and cultural experiences. In parallel, Go Bodrum will enhance its presence on social media platforms like Instagram, YouTube, and TikTok, where it will showcase Bodrum's unique offerings to a global audience. By increasing engagement and driving traffic to the website, these digital improvements are expected to significantly enhance Bodrum's visibility and attract more tourists. Strategic partnerships with luxury brands, influencers, and private members' clubs are central to Go Bodrum's efforts. Collaborating with well-established brands and high-profile influencers will boost Bodrum's luxury image and extend its reach to high-net-worth individuals. These partnerships are designed to enhance the destination's credibility and exclusivity, attracting tourists seeking unique, immersive experiences. Event planning is another important solution. Go Bodrum aims to host exclusive events such as luxury festivals, gala dinners, and yacht shows to showcase Bodrum's luxurious offerings and attract media attention. These events will provide an ideal platform to reach influential global figures and affluent tourists. Traditional media advertising will also play a role in reaching luxury travelers who engage with print and television. By placing ads in high-end travel magazines and luxury lifestyle publications, as well as billboards in prime locations, Go Bodrum will reinforce Bodrum's position as a top-tier luxury destination.

Through these integrated solutions, Bodrum aims to transform Bodrum into a globally recognized, exclusive destination, attracting tourists from around the world and positioning the region as a leading luxury travel hub.



## PathFounders

### Okuman, HR Problem

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OKUMAN Medikal, founded in 2010, is a prominent medical device company in Turkey that focuses on developing and manufacturing devices for sleep studies, respiratory disorders, and neonatal care. Their vision is centered on localizing the production of medical devices currently imported into Turkey, thereby contributing to the country's economy and reducing foreign dependency in this critical sector. The company has experienced rapid growth, expanding from a small operation to a large factory and introducing advanced technology into its production process. OKUMAN's product range includes neonatal intensive care products, intensive care products, operating room products, and various diagnostic tools. They emphasize the importance of R&D, having established a dedicated R&D center and received multiple international certifications, including ISO 13485 for medical devices. Despite their growth and success, OKUMAN Medikal faces internal challenges related to communication and employee motivation. These issues arose after the company's expansion to a larger factory in Sincan, which caused role confusion, miscommunication, and decreased employee morale, particularly in the Human Resources, Finance, and Accounting departments. These problems have been exacerbated by the lack of clear job descriptions and insufficient feedback mechanisms. High employee turnover has been another consequence, indicating that the company's workforce is struggling to adapt to the new corporate environment. To address these issues, the project recommends several strategies: implementing hybrid work models, improving the work environment through modular office spaces and quiet zones, and organizing social events to boost team cohesion. These measures align with motivational theories like Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, emphasizing the importance of fulfilling social needs and creating a work environment that minimizes dissatisfaction. In addition, the company is encouraged to adopt mentorship and reverse mentorship programs to foster intergenerational knowledge transfer and enhance communication between senior and junior staff. Furthermore, the introduction of a structured feedback mechanism is proposed to ensure that employees' concerns are addressed promptly, improving both motivation and productivity. By implementing these solutions, OKUMAN Medikal aims to not only enhance internal communication and employee satisfaction but also ensure the continued success of their business in an increasingly competitive medical device industry.



## Prestige Pioneers

### QNB Türkiye, Marketing Problem

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QNB Türkiye has been encountering significant challenges in its premium banking segment, including a lack of differentiation, visibility issues, low client engagement, and market saturation. These factors have collectively undermined the exclusivity and appeal of its offerings, threatening its competitive edge in the private banking market. To address these challenges, a strategic approach involving primary solutions has been proposed. These solutions can be implemented independently or combined for a hybrid approach tailored to the company's discretion. One of the solutions involves forging exclusive partnerships with Qatar Airways, premium beachfront locations in popular destinations, upscale restaurants, luxury supermarkets, and spa centers. These collaborations are designed to enhance the client experience by offering unique privileges that resonate with affluent customers' lifestyles. By integrating these partnerships into QNB's digital platforms, such as its mobile app, clients will enjoy personalized benefits with seamless accessibility. Targeted marketing campaigns will further amplify visibility, boost client engagement, and strengthen brand loyalty. The other solution emphasizes the development of innovative services that align with the evolving interests of high-net-worth individuals. For instance, a sustainable investment advisory service can cater to clients interested in ESG (Environmental, Social, and Governance) investments, offering personalized portfolios curated by ESG-certified firms. Additionally, a digital art investment platform integrating NFT trading and management will attract tech-savvy investors seeking cutting-edge financial services. Advanced technological tools and strategic collaborations will ensure seamless integration and premium service delivery. Another solution centers on implementing a comprehensive client-centric strategy that includes exclusive events, loyalty programs, and enhanced airport services. These initiatives aim to foster stronger client relationships and increase customer satisfaction by 30% by the end of 2025. Exclusive monthly events, combined with tailored loyalty programs, will create a sense of privilege and belonging among clients. By merging these strategies with sustainability-driven initiatives inspired by Bank of America—such as carbon neutrality goals and ESG-focused financial offerings—QNB can position itself as a leader in private banking. This approach will not only strengthen client loyalty and increase deposits but also ensure long-term growth and competitiveness in an increasingly crowded market.

## The Brand New

### Trendyol e-Faturam, Marketing Problem

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DSM E-Dönüşüm ve Bilişim Hizmetleri (Trendyol e-Faturam), a subsidiary of Trendyol Group specializing in e-transformation products like e-invoicing, faced challenges in marketing communication due to its rapid growth, which resulted in unrealized brand awareness potential. Through comprehensive research—including a literature review, qualitative and quantitative analyses, in-depth interviews with accountants, and rigorous sector benchmarking—we determined that implementing an integrated marketing communication (IMC) mix would be the most effective approach to enhance brand awareness. This IMC strategy blends three digital and three traditional marketing channels, each delivering unique yet complementary and consistent messages. On the digital marketing side, YouTube content offers an excellent opportunity for the brand to connect with its target audience. Regularly published training videos, guide content, and success stories on the platform will help users learn e-invoice processes while increasing brand reliability. SEO studies are essential in increasing visibility in organic search results and reaching the right user audience. Optimizing website content, strengthening keyword strategies, and resolving technical issues aim to increase Trendyol e-Faturam's web traffic by 20% annually. LinkedIn activities constitute an essential part of the digital strategy for communicating with the professional target audience. In traditional marketing channels, blog content will attract user attention with its informative and entertaining formats. For example, tests such as "How Much Do you Know About the E-Invoice System?" will ensure that users spend more time on the Trendyol e-Faturam platform. These contents will also support SEO performance and make it possible to reach a wider audience. Collaborations with organizations such as TÜRMOB and İkas will increase Trendyol e-Faturam's awareness in the sector. A 10% increase in the number of customers is expected with the training seminars and promotional campaigns to be organized within the scope of these collaborations. Finally, participation and sponsorship in FinTech events will contribute significantly to brand awareness. These events will both expand professional networks and create new business opportunities. These channels strengthen the brand image of Trendyol e-Faturam and develop a holistic communication framework that supports the company's positioning and long-term goals by being communicated in a way that is compatible with this image.

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