



FACULTY OF BUSINESS ADMINISTRATION

Project Fair and Competition

2 June 2026





Bilkent University

Faculty of Business Administration

PROJECT FAIR & COMPETITION

DATE :

2 June, 2026

LOCATION:

Mithat Çoruh Conference Hall

ADRESS :

Main Campus,
Rectorate Building,
Mithat Çoruh Conference Hall

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





Bilkent University

Faculty of Business Administration

FBA – INDUSTRY COLLABORATIONS





Bilkent University

Faculty of Business Administration

FBA – INDUSTRY COLLABORATIONS ORGANIZATIONS ON 2025/2026 ACADEMIC YEAR SPRING SEMESTER

woppy®

Jotform

TÜRKİYE  BANKASI

 EMEKLİLİK GÖZETİM MERKEZİ

 solarVis

TaleWorlds
ENTERTAINMENT

sayTEK



baklavacı
hacibaba

BE
ADVISE

BİLKENT

HOLDİNG

 Tavuk Dünyası

İKİKARDEŞ
"Güvenilir ve Kurumsal İş Ortağı"

 ERL


Nestlé®

 CENGİZ
HOLDİNG

 asrhür

 akakçe

 msa
the culinary arts academy

 VEZİN
Tax Audit Advisory

 FETİH TEKSTİL



Accumulated Depreciation - Repositioning Savarona Dining as Accessible Luxury

Savarona Dining, Marketing – Brand Positioning Problem

Berat Can Kalaycı
Feyza Sevgili
Firat Sarıbuđa
Nazlı İpek Kazanç
Necip Can Kall
Rabia Sıla Gurbüz

Course Instructor: Ceren Aydođmuş
Academic Advisor: Onur Osmanođlu

Savarona Dining, opened in June 2025 in Karadeniz Eređli under Karmaş Endüstri, is a full-service seafront restaurant with a private parking area and large indoor/outdoor capacity. However, the firm has been facing a strategic mismatch between its “accessible luxury” positioning and the actual consumption habits of the Eređli market. This gap has led to declining revenues from August 2025 to February 2026, especially during afternoon hours. After detailed quantitative and qualitative analyses, including PESTEL, SWOT, Porter’s Five Forces, fishbone analysis, competitor mapping, customer surveys, employee surveys, and an Eređli-wide market survey, three main solution packages are proposed, which may also be combined as a hybrid solution at the company’s discretion. First, through an Accessible Marketing approach, Savarona can reposition itself from a distant luxury restaurant to a reachable neighbourhood dining place. This package directly addresses the fact that many aware locals have never visited Savarona and many perceive it as expensive. Second, an Internal Marketing approach is proposed to increase customer retention and improve the existing dining experience. This approach’s actions target taste inconsistency, weak repeat visits, and Eređli locals’ expectation for warm and respectful service. Third, a Radical Restructuring approach is suggested as a deeper structural option. Savarona could be divided into three independent units; one for a restaurant, one for a café and one for events. Each would have its own target audience, identity, social media account, and profit tracking. This would allow the restaurant, café, and event functions to work more clearly and use currently idle hours more effectively. While all three solutions are scientifically grounded and survey-supported, Package 1, Accessible Marketing, is recommended as the optimal solution because it directly solves the main perception problem without requiring major operational disruption. It also fits the Eređli market, where word-of-mouth, clear pricing, and approachability strongly affect customer decisions. As highlighted above, these solutions can also be mixed into a hybrid solution set at the company’s discretion.



Group Pentara - Automated Valuation and Matching

Be Advise, Strategy Problem

Eylül Demirözü
Gözde İtkü
Zeynep Saraç
Selen Tirolar
Lara Su Ünlü

Course Instructor: A.R. Zafer Sayar
Academic Advisor: Zeynep Önder

Be Advise is a boutique financial advisory firm specializing in connecting startups with investors across industries such as fintech, gaming, e-commerce, and SaaS. Operating in a highly competitive and technology-driven financial advisory industry, the company faces increasing pressure to deliver faster, more reliable, and data-driven valuation services. Nevertheless, the existing startup valuation model used by Be Advise is highly manual, time-consuming, and dependent on subjective decision-making. Advisors are required to collect data from multiple sources, conduct benchmark and revenue analyses manually, and prepare startup valuation reports using conventional tools such as Microsoft Excel. Following comprehensive industry, environmental, and competitive analyses including PESTEL analysis, Porter's Five Forces, SWOT analysis, and critical success factor evaluation, Team Pentara identified the core business problem as the inefficiency and subjectivity of the startup valuation process. To address this issue, the team proposes VIPE, an AI-supported automated valuation and matchmaking platform designed to optimize and standardize valuation operations. VIPE automates benchmark analysis and revenue-based valuation processes by integrating global startup and investment data sources, enabling faster, more objective, and scalable valuations while reducing advisor workload. The proposed solution is expected to significantly improve Be Advise's operational performance by reducing valuation time from weeks to hours, increasing monthly valuation capacity, improving methodological credibility, and enhancing scalability without sacrificing the company's boutique advisory strengths such as personalized service, local market expertise, and strong investor-startup relationships. By combining technological efficiency with industry expertise, VIPE positions Be Advise as an innovative and competitive player within the evolving startup advisory ecosystem.



Big5 - Improving the MaxiOfis Work Model

Türkiye İş Bankası A.Ş., HR Problem

Hüseyin Güngör
Rabia Güven
Seda Yıldırım
Cenker Yıldız
Ahmet Fatih Zegerek

Course Instructor: Ceren Aydoğmuş
Academic Advisor: Lale Gümüşlüoğlu

İşBank's MaxiOfis model is a flexible hybrid working system designed to provide employees with autonomy, social interaction, and a productive alternative to both home office and headquarters-based work. While employees generally value MaxiOfis, the interviews conducted with employees from different MaxiOfis locations and the heatmap findings show that the model still faces several operational and location-based challenges, including ghost reservations, capacity mismatches, QR entry friction, lack of quiet and meeting areas, noise problems, limited social and dining spaces, and differences in physical conditions across offices. To improve the system, two main solution areas are recommended. The first focuses on creating a fairer and more efficient reservation and access system through check-in, waitlist, workspace classification, and reliability-based prioritization mechanisms. The second focuses on standardizing the physical MaxiOfis experience through corporate workspace standards such as acoustic booths, ergonomic equipment, isolated dining areas, better ventilation, social zones, and snack/vending points. In addition, location-specific improvements are proposed for different MaxiOfis offices, including Karşıyaka İzmir, Mumhane Trabzon, Yenişehir Ankara, Seyhan Adana, Düvenönü Kayseri, Antalya, and Samsun. Overall, MaxiOfis is a valuable hybrid work model for İşBank, but its long-term success depends on combining system-wide standards with targeted improvements for each location.



Mission Capstone - Preparing MSA for 2030s

Mutfak Sanatları Akademisi, Strategy

Eren Acar
Elif Deniz Alaaddinođlu
Elif Ebrar Arslan
Dođa Çelebi
Sunay Çađan ŐimŐek
Zehra TũmbaŐ

Course Instructor: A. R. Zafer Sayar
Academic Advisor: Ođuz Gençay

Mutfak Sanatları Akademisi (MSA) is Türkiye's oldest and most internationally accredited private culinary education institution, with a competitive curriculum perfected over 22 years of operation in an industry it pioneered. Despite this impressive track record, the institution faces a critical risk as the industry is changing rapidly and curricula are becoming outdated. MSA is threatened by the pace of change and seeks to find new areas to incorporate into its curricula. With a thorough industry and environmental analysis, root cause investigation, interviews with MSA's management team, and surveys conducted with MSA graduates. The analysis found four main drivers that will have the greatest impact on the industry in the 2030s: AI displacing white-collar jobs into vocational fields, structural expansion of culinary career pathways beyond traditional kitchen roles, Türkiye's macroeconomic environment requiring strategic prioritization, and the formalization of sustainability practices. In response to these drivers, three alternative strategies are proposed: a culinary content creation program to equip graduates with skills in food photography and digital media production. The second solution is a clinically informed culinary specialization track, integrated into the curriculum through rotating seminars led by medical professionals, so that graduates entering the workforce have an understanding of both technical skills and nutritional awareness required for hospital or specialized dietary restrictions. The third alternative is a specially curated course on using AI models to support business and kitchen management for chefs & owners. Although implementing all of these solutions would yield the greatest benefits, offering elective courses for graduates to specialize in creating unique experiences that include transforming the dining experience into a restaurant or the experience in the eating process (ordering, presentation, etc.) with the integration of technology and AI, rather than having food alone, is an experience identified as the optimal path. All of these solutions are grounded in the analyses presented, and the recommendations are designed to leverage MSA's existing institutional strengths while positioning the institution to define the industry's best practices once again.



G5 - SolarVis Embedded Insurance Integration Model

SolarVis, Insurance Integration Problem

Ahmet Erdoğan Yılmaz

Emir Murat Tunç

Ege Sarioğlu

Eren Melek

Muhammad Talha Nauman Butt

Course Coordinator: A. R. Zafer Sayar

Academic Advisor: Fehmi Tanrısever

SolarVis is a B2B solar software platform that serves over 1000 companies in more than 16 countries with more than 420000 feasibility reports and more than 10200 solar projects to date, which digitalizes the early stages of the solar projects covering customer acquisition, feasibility analysis, and proposal preparation yet the business leaves a critical stage, the insurance stage, completely outside the platform. This gap breaks the workflow continuity and, creates an around 3 to 4 days of delay per project, and this creates inefficiencies for customers, EPCs and solar system installers, manufacturers, financial institutions, and SolarVis itself. Through stakeholder mapping, fishbone root cause analysis, and Business Model Canvas review, the problem is identified as an operational bottleneck and a strategic gap directly connected to the value proposition of SolarVis: SolarVis already has necessary data needed from insurer side like system size, equipment specs, location risk, installation profile, energy yield but this data is not structured for insurance underwriting and it is not connected to insurance systems, and there is no clear product prioritization, integration roadmap, or revenue model for insurance services. To close this gap, we propose an Embedded Insurance Integration Model built on two pillars. Firstly, four standardized insurance packs aligned with scales of different projects. A Basic Protection Pack for residential users (fire, natural disaster, theft, basic equipment) a Standard Operational Pack for EPCs and SMEs (extended fire/theft, machinery breakdown, third-party liability) an Advanced Business Pack for commercial/industrial users (adding business interruption and production-loss coverage) and an Enterprise Risk Pack for large corporates (engineering all-risk and cyber insurance for monitoring systems). Secondly, a customer-based recommendation engine that arranges Project data of SolarVis like system size, project type, location risk, installation type, and customer type and applies smart matching system to automatically suggest the right pack for each customer, pre fills insurance options inside the proposal, and accelerates the customer decision making process. This integration converts the manual, fragmented insurance handling process into a data driven, automated stage inside the workflow of SolarVis, which unlocks faster project completion, improved customer experience, stronger control over the ecosystem and a new revenue stream from insurance commissions. Strategically, embedded insurance system closes a structural gap in the value proposition of Solarvis and transforms the platform from a workflow tool into a complete end to end solar platform.



Future Cash Flows – Annual Revenue Growth

JOTFORM INC., Strategy Problem

Ayberk Aydoğan
Batuhan Şenol
Dilara Öncü
Ömer Faruk Öztürk
Özgür Eskici
Utku Taşkent
Zeynep Sude Sarıgül

Course Instructor: Rasim Serdar Kurdođlu
Academic Advisor: Betül Altunsu

Jotform Inc. is a form-building platform within the software-as-a-service (SaaS) industry that enhances digital productivity and workflow automation by providing no-code tools, enabling enterprises to effectively develop online forms and optimize data collecting processes. The company is confronting a slowed revenue growth rate despite possessing a substantial user base. The primary concern is the low conversion rate from the free plan to paid memberships and an inconsistent revenue allocation throughout its subscription levels. Our aim is to increase its total annual gross revenue by 5% while diversifying beyond existing channels such as subscriptions, add-ons, and revenue-sharing integrations by identifying scalable revenue growth opportunities, optimizing existing monetization models, and exploring new revenue streams without harming user experience or increasing churn. After careful evaluation of the company's industry position, competitive landscape, product ecosystem, and strategic challenges in the evolving digital environment, a number of solutions were proposed. First, a revision of package structures is recommended through adjustments in pricing and feature distribution, together with the introduction of new product components, to better align perceived value with subscription tiers and promote upgrades. Another suggestion is a controlled reduction of specific services in the free plan to establish better contrast between free and paid offers, while impacting user experience at the minimum level. Additionally, providing a one-week trial of premium packages may enhance conversion rates by enabling consumers to immediately engage with advanced features prior to subscribing. It is also advisable to adopt bundle marketing techniques to boost average income per user by integrating complementary services into cohesive price options that promote perceived value and utility. The creation of all-in-one subscription packages designed exclusively for universities and educational institutions may also enhance institutional uptake and establish secure, long-term revenue streams. Moreover, feature-based upgrade push system is proposed to incentivize consumers to switch to higher plans when they experience use restrictions, thereby enhancing upgrade timing and efficacy. Lastly, improvements to website design in both visual and textual communication are recommended to enhance value messaging, clarify plan distinctions, and facilitate user navigation through the subscription decision-making process, hence promoting sustainable revenue development.



Anka – Enhancing Customer Acquisition

İkikardeş Otomotiv, Marketing Problem

Busegöl Andıç
Deniz Demirci
Duru Karasu
Melek Zöhre İkikardeş
Serhat Zalaltuntaş
Zeynep Tanrıverdi

Course Instructor: Rasim Serdar Kurdođlu
Academic Advisor: Tolga Demir

İkikardeş Otomotiv is a family-owned company operating in the heavy commercial vehicle and trailer industry in Türkiye, with a strong presence in the Çukurova region. The firm holds a unique competitive position through its vertically integrated “one-stop-shop” model, combining Renault Trucks dealership, in-house trailer manufacturing, and after-sales services. Despite this strong value proposition, the company faces a critical challenge in customer acquisition due to its reliance on traditional, labor-intensive sales methods such as door-to-door visits and personal networks. This limits scalability, increases acquisition costs, and reduces market visibility against digitally advanced competitors. Based on primary research, including customer surveys and perceptual mapping, İkikardeş is perceived highly by its existing customers but lacks awareness among non-customers. This indicates that the core issue is not the product offering, but the company’s inability to effectively communicate its value to a broader market, resulting in missed growth opportunities. To address this, a Digital-First Hybrid Marketing Strategy is proposed, grounded in the Hierarchy of Effects Model. The solution integrates digital tools with relationship-based sales to guide customers from awareness to purchase. It includes LinkedIn B2B targeting and Google Ads for visibility, TCO-focused content and digital tools for knowledge, and CRM-based personalization to improve conversion. These digital efforts are complemented by trade fairs and face-to-face interactions to maintain trust in the final decision stage. The strategy also introduces key value-added elements such as an online TCO calculator, automated lead management, and data-driven targeting, enabling a shift from reactive sales to a scalable acquisition system. Compared to alternatives like expanding the sales force or adopting a purely digital model, the hybrid approach offers the most balanced and effective solution. The implementation requires an estimated initial investment of approximately €57,000 in the first year, with lower recurring costs in subsequent years. Based on industry benchmarks, the strategy is expected to increase lead generation by up to 40–50%, improve conversion rates by around 20%, and boost overall sales by approximately 25%, resulting in a strong and scalable return on investment. In conclusion, İkikardeş Otomotiv’s limitation lies not in its capabilities but in its marketing infrastructure. By adopting a hybrid, data-driven approach, the company can transform its customer acquisition into a scalable growth engine and strengthen its competitive position in the market.



The Next Step – Premium Pricing

ASRHÜR, Marketing Problem

Nilay Şahin
Sevgi Utma
Oktar Berat Onar
Emre Zedelenmez
Berat Demirtaş

Course Instructor: Rasim Serdar Kurdođlu
Academic Advisor: Süheyla Özyıldırım

ASRHÜR operates in the clean energy and mission-critical infrastructure space with a portable hydrogen generation system that produces on-site energy without external infrastructure. Although the company follows a premium pricing strategy, the key challenge is whether this pricing can be sustained across target markets or if alternative strategies could generate greater traction. Our analysis indicates that the premium model is economically justified in high-risk sectors such as data centers and defense, where the cost of energy failure far exceeds the cost of ASRHÜR's solution. However, the core issue is not price sensitivity, but adoption barriers. In the data center segment, long and complex CapEx approval processes delay purchasing decisions, while in the defense industry, bureaucratic procurement systems and high technological readiness requirements make direct market entry difficult for an early-stage company. To address this, the solution focuses on redesigning how the product is purchased and integrated rather than changing the price itself. The first pivot targets the data center segment by introducing a "Zero CapEx Energy Continuity" model. In this model, ASRHÜR provides the reactor with little or no upfront cost and generates revenue through cartridge subscriptions, effectively converting the decision from CapEx to OpEx. This reduces approval time, accelerates adoption, and creates a recurring revenue structure. The second pivot focuses on the defense industry by shifting from direct government sales to an OEM integration model. Instead of selling to procurement authorities, ASRHÜR integrates its technology into systems developed by established defense contractors. This approach bypasses long bureaucratic processes, leverages existing trust networks, and enables faster, engineering-driven adoption while preserving recurring cartridge revenue. To systematically reduce uncertainty, a clear decision framework is defined. The data center strategy (Pivot A) is tested over a six-month period, which represents the upper bound of a typical enterprise sales cycle. If no signed pilot agreement is achieved within this timeframe, or if the pilot conversion rate remains below 20% after initial customer engagements, this indicates a structural adoption barrier rather than a pricing issue. In such a case, the company shifts its strategic focus toward the defense OEM integration model (Pivot B), where adoption cycles are driven by engineering integration rather than institutional procurement. In conclusion, ASRHÜR does not face a pricing problem, but an adoption problem. By shifting from a product-based approach to a service and integration-based model, the company can reduce market friction, maintain its premium positioning, and achieve scalable growth in its target segments.



SE7EN - Strengthening User Engagement at Akakçe

Akakçe Bilgi ve Teknoloji Sistemleri A.Ş., Marketing Problem

Ahmet Çağrı Örel
Alp Tuan Karataş
Deniz Tınaz
Eren Doğan
Hikmet Bora Ataoğlu
Onur Sedat Sorkun
Zeynep Mola

Course Instructor: Ceren Aydoğmuş
Academic Advisor: Hanife Armut

Akakçe operates as Türkiye's leading price comparison platform, attracting significant traffic by helping users find the best prices before making a purchase. However, despite this strong position, the company faces a critical challenge: users engage with the platform only when they have a specific need and do not return regularly. This is limiting user retention, engagement, and long-term value creation. Based on our survey results, interviews with the company, and comprehensive analyses, this issue is mainly driven by the need-based nature of price comparison, limited personalization, low app engagement. Besides, increasing competition from large marketplaces that already integrate comparison and habit-forming features within their ecosystems is another issue. After conducting both qualitative and quantitative analyses, we propose the best solution to consist of two solution packages to work together. The first package focuses on building a data-driven personalization infrastructure, where user behavior is systematically collected and transformed into proactive engagement through personalized notifications, recommendations, and price insights. The second package builds on this foundation by introducing an app-first habit platform. The focus is on app-exclusive value, improved user experience, and more frequent interaction points. While each package addresses different aspects of the problem, their combined implementation enables the aimed transition, ultimately increasing user retention, strengthening engagement, and reinforcing Akakçe's competitive position in an evolving digital commerce environment.



NOVA - Enhancing Data-Driven Decision-Making in Turkish Manufacturing

Woppy Teknoloji, Strategy Problem

Burcu Ilgın Pala
Yankı Arslan
Zehra Eryılmaz
Mahmut Nedim Göğebakan
Begüm Yazıcı

Course Coordinator: Ceren Aydoğmuş
Academic Advisor: Tolga Baycan

Üretim.ai, as a decision-architecture partner operating under Woppy Teknoloji, addresses a critical challenge faced by Turkish manufacturing firms: Despite generating large volumes of operational data, firms are unable to convert this data into fast, high-quality, and accountable decisions. This problem stems from four root causes, which are fragmented data infrastructure, limited decision-system capability, weak governance, and investment inertia. These root causes are identified through sector-level and regression analyses, supported by firm-level evaluation using TOGG as an implementation case. This challenge threatens Turkish manufacturing firms' long-term competitiveness in an increasingly value-driven and data-intensive industrial environment. Based on these analyses, three solutions are proposed. First, a Sector Intelligence Report is introduced as a low-risk, high-level strategic solution that provides a 36-month industry and competitive analysis, enabling firms to understand market dynamics and decision gaps. While it establishes a strong analytical foundation, it remains limited in operational impact as it does not resolve internal decision-making inefficiencies. Second, a Decision Diagnostic is proposed as a more advanced solution that builds on the first by identifying firm-specific decision frictions, mapping data disconnections, and designing a governance architecture. In the TOGG case, this phase quantifies a EUR 1.5 million value leakage, demonstrating the cost of inefficient decision-making, yet it remains non-implementational. Third, the Woppy Decision OS is recommended as the optimal solution, as it integrates and operationalizes prior phases through API-based system integration, AI-supported Decision Agents, and a real-time governance framework. This enables firms to reduce decision latency by up to 30% within 14 weeks, improve demand forecasting accuracy by 20–30%, and reduce inventory inefficiencies by 10–15%, while enabling recovery of identified value in firm-specific applications such as TOGG. As the only solution addressing all root causes, it delivers both measurable short-term performance improvements and long-term strategic impact by enabling firms to institutionalize data-driven, accountable, and high-speed decision-making capabilities.



Bilkent University

Faculty of Business Administration

StoneCap - Enhancing Brand Positioning

VeZin YMM & Bağımsız Denetim A.Ş., Marketing Problem

Ahmet Akif Sevindik
Serhan Aksoy
Ömer Faruk Koş
Metin Can Arıcıoğlu
Ahmet Emir Tosun
Yağız Ali Karaaslan
Yiğit Emin Şekerci

Course Instructor: A. R. Zafer Sayar
Academic Advisor: Başak Tanyeri Günsur

VeZin Yeminli Mali Müşavirlik & Bağımsız Denetim A.Ş., operating as an independent member of HLB International, ranked 8th globally, competes in the highly regulated and competitive Turkish independent audit and tax advisory market. Despite possessing Big 4 level operational capabilities and an elite, highly concentrated partner to staff ratio of 1:3, the firm currently suffers from a critical value perception gap that severely limits its premium pricing power. This pricing trap has been urgently weighted by recent 2026 KGK regulatory updates, which majorly reduced the mandatory audit market from 25000 to 17000 companies and condensed price undercutting wars across the sector. This report conducts a comprehensive macro environmental and internal analysis to diagnose the root causes of this profitability bottleneck, identifying strict sector advertising bans, low domestic brand awareness, and a historical reliance on cost plus pricing models as the primary constraints. To solve the misalignment between the firm's internal service quality and its external market valuation, this project proposes a strategic pivot away from traditional promotional marketing toward a robust B2B brand positioning framework. By establishing thought leadership as physical evidence, and providing specialized value-based pricing structures, the proposed initiatives provide a definitive roadmap for VeZin to successfully translate its global network backing and boutique agility into sustainable, premium revenue growth.



The Go-Getters – Digital Offboarding Transformation

Bilkent Holding A.Ş., HR Problem

Baran İbrahim Dinçman
Duru Kürkçüoğlu
Gökçe Erguvan
Mehmet Emin Demirci
Metem Canbolat
Mustafa Hulusi Tanık

Course Instructor: Rasim Serdar Kurdođlu
Academic Advisor: Örsan Öрге

This capstone project addresses the inefficient and manually conducted employee offboarding process at Bilkent Holding A.Ş., a diversified holding company operating across different sectors such as construction, defense, and facility management. Although the company utilizes the SAP-integrated 'Paperwork' platform for core HR processes, the offboarding process remains paper-based and fragmented across subsidiary HR departments, resulting in operational delays, payroll calculation errors, compliance risks, and security vulnerabilities from inconsistent IT clearance procedures. The proposed solution is to design a fully digital offboarding workflow planned to be integrated into the existing Paperwork platform, transforming a fragmented manual process into a standardized digital one. By converting offboarding from an administrative burden into a transparent, efficient, and brand-protective process, the proposed solution is expected to significantly reduce cycle time, eliminate manual calculation errors, and achieve full standardization across all subsidiaries. The recommended solution for this problem requires the integration of multiple management disciplines, including Human Resources, Finance, Management Science, and Organizational Behavior. Hence, in the process, certain optimization methods and tools were employed in a Mixed-Integer Linear Programming (MILP) model in order to minimize the cost of the offboarding process and other variables, such as time and error rates. The project also presents certain other alternative solutions that incorporate other quantitative tools, such as the Critical Path Method, which could be appropriate to implement, but fell short in certain dimensions that are instrumental to the design of an offboarding process. The project outlines a detailed solution plan for different departments within Bilkent Holding to follow in order to implement the digital offboarding workflow on the Paperwork platform. Finally, the solution contributes significantly to sustainability goals, such as protecting labor rights and promoting safe work environments, global resource efficiency, and promoting higher levels of economic productivity.



The Synergists - International Expansion of Baklavacı Hacıibaba

Baklavacı Hacıibaba, International Business Strategy

Alishba Pitafi
Amal Rzazade
Mehmet Emir Altın
Nazihah Jokoo
Umaima Mahmood Awan
Daniş Yar

Course Instructor: Rasim Serdar Kurdođlu
Academic Advisor: Gzde Esen

Baklavacı Hacıibaba is a premium Turkish dessert brand with 7 branches only in Ankara, Trkiye. The company is planning to expand internationally into either London or Dubai markets. The company's industry structure and strengths were evaluated, followed by frameworks such as PESTEL, Porter's Diamond, and CAGE to conduct an effective analysis. London offers a large and diverse market that has high purchasing power; however, there are cost and regulatory challenges associated with entering the London market. In contrast, Dubai has a culturally aligned demand with lower operational costs and a more business-friendly environment despite higher competition. Based on the analysis, it was concluded that Dubai is a more suitable location for Baklavacı Hacıibaba to expand to. Due to the company's preference, a joint venture entry mode was indicated to reduce risk and leverage local opportunities which would ensure a successful market entry while maintaining the brand's authenticity and quality. This preference was also backed up by John Dunning's OLI Paradigm that justified FDI in the form of a joint venture for Baklavacı Hacıibaba. Another factor that was considered was exporting over local production in the location selected; as a result of the company's preference, exporting through air transport was selected as the most appropriate option to deal with the freshness challenge of the products. It is suggested that Baklavacı Hacıibaba forms a cross-functional team to cohesively execute the operational set-up of the project with professional expertise.



Bilkent University

Faculty of Business Administration

Consultio/Consultius - Bridging the Conversion Gap

TaleWorlds Entertainment, Marketing Problem

Eylül Yaman
Öykü Zeynep Kambay
Mehmet Cem Arslanoğlu
Hüseyin Barış Kaya
Ömer Özyalçın
Selman Malik Özgenç

Course Instructor: Ceren Aydoğmuş
Academic Advisor: Barış İnce

TaleWorlds Entertainment currently faces with a substantial conversion deficit among Generation Z and Alpha demographics, as evidenced by our findings that 76.5% of these younger individuals do not own Mount & Blade II: Bannerlord despite the company's massive presence in the Turkish gaming market. Our diagnostic research identified that this stagnation stems from a misalignment between traditional marketing methods and the fast-paced digital consumption habits of youth, who often view the title as an intimidating "legacy" game rather than a modern sandbox experience. To bridge this gap, our team evaluated three strategic pathways through quantitative surveys and stakeholder analysis. One approach involves localized regional pricing to capture the 25.6% of non-users hindered by financial barriers, though this carries the risk of devaluing the brand's premium status and encouraging grey-market exploitation. A second proposal focuses on a total overhaul of in-game onboarding to reduce the complexity that currently alienates 49.1% of prospective players, yet this requires significant internal development resources that could delay future content updates. Ultimately, we propose an Integrated Multimodal Influencer Visibility and Live-Stream Strategy as the most effective solution; by utilizing viral short-form content to drive awareness and long-form streams to build "parasocial trust," the company can outsource the onboarding process to authentic community experts. This comprehensive plan targets a 20% increase in unit sales within the youth segment over six months and aligns TaleWorlds with the socially conscious values of new gamers through transparent sustainability reporting and youth employment initiatives.



Bilkent University

Faculty of Business Administration

Group Four Twenty - Optimizing the Quoting and Revision Process Through Workflow Management

ERL Solar Montaj Sistemleri, OM Problem

Levent Şaşmaz
Ramazan Evirgen
Yiğit Berke Ataseven
Yağız Taylan Güngör
Tan Ergün
Kaan Dağlıoğlu

Course Instructor: A. R. Zafer Sayar
Academic Advisor: Oğuzhan Özbaş

ERL Solar operates in a project-based EPC environment where effective coordination between the Proposal, Engineering, and Finance departments is critical. However, the absence of standardized work procedures across these units leads to delays, repeated work, and communication issues, ultimately reducing operational efficiency. This problem mainly stems from a lack of integrated communication channels, unclear role definitions, and insufficient data flow between departments. Based on industry insights and the analysis of ERL Solar, three main solutions are identified. First, the workflow should be redesigned through a business process reengineering approach to establish a standardized end-to-end process. Second, financial evaluation effectiveness can be improved by adopting a more structured decision-making model. Third, clearer communication and responsibility sharing should be ensured through HR-related policies such as defined job roles and structured communication channels. While each solution is valuable on its own, a combined approach is expected to deliver the most effective results for ERL Solar.



6/24 - Optimizations in Quality Control at Tavuk Dünyası.

Tavuk Dünyası, Standardizasyon, OM Problem

Nazlı İrem Birinci
Zin Avesta Deniz
İrem Bayrakçı
Alp Kepenç Mert Öztürk
Nail Gökberk Arabalı
Yavuz Emre Sarıkulak

Course Coordinator: A. R. Zafer Sayar
Academic Advisor: Emre Berk

Tavuk Dünyası is an established firm in the Turkish fast-casual market which they have become by closing the gap between A La Carte dining experience and the speed of fast-food. However, their continuous growth is impeded by a significant “System vs. Execution Gap”. Even though the company owns a quality system that is theoretically strong and is assisted by internal certification and centralized production, there are inconsistencies across the operations such as traceability gaps, temperature fluctuations in logistics, and subjective KPIs of the departments. The primary causes of these inconsistencies are lack of sustainable standardization and the lack of integration of the “data silos” which contain information from SAP, branch feedback, and laboratory analysis to uphold proactive management. Moreover, the departmental performance is usually sub-optimized due to conflicting KPIs of different departments such as logistics, procurement, and quality assurance are focused on different goals like speed, cost reduction, and risk mitigation instead of a single common objective. To solve these inconsistencies, the solution is focused on the synchronization of the departmental objectives, the complete standardization of documentation processes, and increased communication between departments which will be done by a digital transformation that replaces manual processes with an integrated AI-based quality system that eliminate the prevailing “System vs. Execution Gap”. With this transformation, Tavuk Dünyası will assure that its operational standards like the fixed marination time of the sauces and their specialized consistencies will be identical across all its restaurants. This digital system will require standardized entry of the data to remove the information gaps which eliminates risk emerging from manual work that leads to operational errors. A central aspect of this strategy is the AI integration to manage the supplier documentations. In place of a single employee manually tracing hundreds of emails for expired certifications, document validity, and missing data, the integrated AI will flag errors automatically and ask for updates from the suppliers in real time. While the integration of AI may present implementation and investment costs, an initial cost-benefit analysis implies that these costs are outweighed by the great reduction of hidden costs due to product disposals and mitigation of supply chain related risks. In conclusion, by automating and standardizing the information flow, Tavuk Dünyası will turn its data silos into a proactive management tool that protects the brand's operational excellence.



Bilkent University

Faculty of Business Administration

7UP - Strategic Young Talent & Employee Experience Transformation

Preferred Workplace, Cengiz Holding, HR Problem

Arda Bora Numanođlu
Bařa Ceren Dińer
Mert Ali Fidancı
Begüm Erden
Hazal alık
Berin Kahya
Zeynep Ayan

Course Instructor: Ceren Aydođmuř
Academic Advisor: Zahide Karakatipođlu Aygün

Cengiz Holding, which operates in the energy, mining, and infrastructure sectors, fails to use its employee training, motivation, and performance assessment systems as a complete HR system that matches its goal of becoming a preferred workplace. The main issue at the organization centers on employee turnover because the workforce lacks knowledge about the organization and its HR procedures, and they hold negative views about the company as an employer. The combination of restricted communication channels and employees' limited understanding of HR programs and their inability to connect performance with actual rewards results in decreased employee participation in development initiatives. The combination of negative student perceptions and the danger of losing knowledge from seasoned employees creates difficulties that will persist throughout the future. The project proposes the Strategic Young Talent, Alumni Knowledge Transfer, and Employee Experience Program as its solution to this problem. The solution uses employer branding methods to create internal organizational engagement while facilitating knowledge sharing between departments. The program enables Gen Z to develop a positive image through partnerships with universities and Talent Bridge Events, while the Alumni Model and mentorship system provide organizations with expert knowledge. The program combines three elements, which are talent acquisition and employee engagement, plus knowledge sharing, to enhance employer image while increasing talent acquisition, employee engagement, and employee retention, which will help Cengiz Holding achieve its goal of becoming a preferred workplace.



Suits – Digital Transformation of Sales Field Employees

Nestlé, Marketing Problem

Maham Fatima
Khadijah Tuz Zahra
Aiman Batool
Rahem Awan
Abdullah Ahmad Rajwana
Muhammad Bilal Akhtar Soomro

Course Instructor: Rasim Serdar Kurdođlu
Academic Advisor: Feray Tunçalp

Nestlé Türkiye, operating in the highly competitive FMCG industry, is currently facing a challenge in integrating digital transformation and AI tools into the daily work of its sales field employees. Concretely, monthly unique AI tool users (adoption) and total prompt volumes (usage) from the sales department fall significantly short of year-end benchmarks set by the Digital Transformation Office. The issue is primarily caused by several factors, including low perceived AI value, time constraints due to field-based work, lack of involvement from sales management, and weak communication between Istanbul headquarters and field employees. Based on the detailed analysis using interviews, root cause analysis, SWOT, and industry research, two alternative solutions are proposed. The first solution, Sales-Oriented AI Integration Framework, focuses on making AI a natural part of the daily routines of field sales employees. It suggests redesigning training into short, mobile-friendly modules that are directly related to real sales scenarios. The framework also introduces AI-related KPIs, practical use-case demonstrations, and an incentive structure that highlights intangible rewards and benefits to encourage participation. In addition, it emphasizes the role of sales management and introduces sales AI ambassadors to ensure better communication and support between the field sales team and the Digital Transformation Office. Notably, while Nestlé Türkiye operates a 15-member Digital AI Ambassador network across different departments, the sales department has no dedicated ambassador, a critical gap this solution directly addresses. Moreover, it highlights the use of AI for generating customer insights and improving personalized sales strategies. The second solution, the Field-Embedded AI Adoption Framework, focuses on providing field employees with licensed AI tools and financial incentives to encourage usage. This approach promotes learning by doing and aims to improve efficiency by integrating AI directly into employees' workflows. After evaluation, the first solution is considered the most effective because it addresses both behavioral and structural issues. Unlike the second solution, it provides a more sustainable and long-term approach by aligning AI with employee needs and organizational processes. Overall, this solution will help Nestlé Türkiye improve efficiency, strengthen customer understanding, and build a more digitally capable sales workforce.



RetireSmart - Unlocking Growth for BES Mobil

Pension Monitoring Center Marketing Problem

Aslı Kocadağistan
Bilgehan Aydoğmuş
Emir Batak
Nil Duru Çil
Yasmin Damanekouh Sorkhabi
Zeynep Su Arıkan

Course Instructor: Ceren Aydoğmuş
Academic Advisor: Saurabh Shinde

The Pension Monitoring Center (PMC), as a central regulatory and digital infrastructure entity, has been dealing with low application adoption and limited user engagement within its BES Mobil platform due to insufficient behavioral incentives and absence of marketing initiatives, which clearly constrain the platform's potential for market expansion and financial inclusion. After careful quantitative and qualitative analyses, three main solution frameworks are proposed, which could naturally be mixed for a hybrid strategy at the company's discretion. First, employing a Community-Based Awareness Strategy, the firm could leverage B2B and B2C channels to increase downloads by 32% within 12 months, effectively reaching younger, digitally literate segments. Second, an Engagement-Driven Product Enhancement is recommended to transform the app from a passive monitoring tool into an interactive financial assistant; by introducing a performance-based scoring system and gamified features such as badges, streaks, and progress tracking, the platform can shift toward a more frequent and habitual usage model. Third, an Integrated Marketing and Behavioral Engagement Strategy is proposed as the optimal solution because, based upon the analysis, low interaction frequency is caused by a lack of behavioral nudges: to reduce uninstall rates by 20% and enhance user motivation, several key activation policies are recommended. These include implementing personalized push notifications, creating social media content strategies, and introducing peer comparison mechanisms to encourage proactive fund management. These policies are designed to simplify complex financial information, improve recruitment of new participants, and foster a sense of belonging and long-term security within the private pension ecosystem. While all of the solutions are of a scientific and reasonable study, it is possible to mix these for a unified Integrated Growth Strategy to maximize lifetime value and sustainable economic impact.



NEXUS – ERP Based Operational Transformation

Saytek Medikal ve Plastik Sanayi Ticaret A.Ş., OM Problem

Damlasu Ateş
Eylül Çelebioğlu
Eyüp Eroltekin
Alara Hasaltuntaş
Begüm Onat
İpeksu Özdemir
Selin Tumay

Course Instructor: Rasim Serdar Kurdoğlu
Academic Advisor: Ahmet Şensoy

Saytek Medikal ve Plastik Sanayi Ticaret A.Ş. faces significant operational scalability challenges due to its strong dependence on manual, Excel-based tracking and non-integrated inventory systems. While operating at high production capacity, the continued use of hard-copy documentation and fragmented data structures results in approximately 8% of purchasing activities being conducted as emergency transactions, inventory discrepancies remaining at 3–5%, and management reports requiring 2–3 days to be prepared. After quantitative and qualitative analyses including stakeholder interviews, operational data evaluation, and process mapping, several alternative solutions were considered, including process standardization and organizational restructuring. However, these approaches were found to be insufficient in addressing the underlying integration problem. Therefore, the implementation of an integrated ERP system was identified as the most feasible and sustainable solution. In order to support this transformation, a phased approach is proposed. First, the establishment of a standardized material coding system and barcode-based infrastructure aims to eliminate inconsistencies in material identification and reduce inventory discrepancies to below 1% while maintaining accuracy levels above 95%. Second, the implementation of the Logo Netsis 3 Standard ERP system enables the integration of procurement, inventory, production planning, and financial processes into a centralized structure, reducing report preparation time from 2–3 days to less than 4 hours. Third, the introduction of automated Economic Order Quantity (EOQ) and safety stock mechanisms supports the transition from reactive to more planned purchasing practices, which is expected to reduce procurement-related operational costs by approximately 15% and decrease the frequency of urgent transactions. The implementation follows a phased structure to ensure operational continuity, incorporating technical training for 6 core users and risk mitigation protocols that cap budget overruns at 10%. With an estimated total investment of 2.1 to 4.1 million TRY, this solution provides a scalable and integrated operational system that enables Saytek to support its long-term growth objectives and improve overall operational efficiency.



Group 21 – Optimizing Communication and Coordination at Fetih Tekstil

Fetih Tekstil Operations and HR Problem

Alp Arap
Bora Utku Aydın
Ceyda Yiğit
Onur Alp Çimen
Sıla Çetin
Şevval Yıldırım
Yağmur Tuna

Course Instructor: A. R. Zafer Sayar
Academic Advisor: Yasemin Limon

Fetih Tekstil is a multinational garment production company working with industry leaders. Despite its strong production network, the company faces serious coordination problems between Istanbul headquarters and two production factories in Egypt and one in Malatya. These issues create delays, inefficiencies, employee pressure, and make turnover rates to rise up to 20–25% in production locations. After one-on-one interviews with employees of different departments from every branch, SWOT, Porter's Five Forces analysis, and market research, three fundamental solutions are proposed. The first solution is roadmaps for faster processes, which involves developing a visual roadmap that clearly defines operational frames for the Egyptian branches; hence the task allocation removes the need for step-by-step manager approval. Second, a unified systems approach replaces Microsoft Excel to centralised easily accessible ERP and QDMS software programs in order to automate data-related processes from a unified source. Because ERP is a cloud-based software, it eliminates the dependence on manual data transfers between departments, reducing delays. Meanwhile QDMS is a software developed to automate tracking, and propose applicable reports for companies. Third, a reciprocal technical exchange program represents the short-time visit of technical and managerial staff between Egypt and Istanbul. The aim is to improve mutual understanding, create a technical language, and align the expectations between headquarters and regional factories. The recommended solution is an Integrated Coordination Model, where all three solutions are applied simultaneously. The solution is recommended to be applied over a course of 12 months divided into five phases. By increasing local autonomy, digital integration, and organizational alignment, Fetih Tekstil can reduce delays, thus increasing customer satisfaction in the textile B2B chain, improve employee retention, and strengthen its long-term global competitiveness.



Bilkent University

Faculty of Business Administration

FBA – INDUSTRY COLLABORATIONS ORGANIZATIONS ON 2025/2026 ACADEMIC YEAR FALL SEMESTER



EMEKLİLİK GÖZETİM MERKEZİ

KAREL

TÜRKİYE  BANKASI

PASSO



Tepe Home®

viveka



Forever Young

Emeklilik Gözetim Merkezi, Marketing Problem

Mert Dönertaş
Yusuf Kutay Hayta
Aslı Gülce Uyar
Gökhan Gültekin
Alp Türkalp
Neva Çelik
Ömer Burak Erşekerici

Course Instructor: Ceren Aydođmuş
Academic Advisor: Saurabh Shinde

BES Mobil, managed by the Pension Monitoring Center (PMC), serves 17.7 million participants and operates on Türkiye's most comprehensive individual pension dataset; however, despite this scale, the platform faces a critical engagement and retention challenge stemming from users' widespread perception of the Individual Pension System as a passive "piggy bank" rather than an active investment tool. Findings from app data analysis, user interviews, and literature review indicate that the current one-size-fits-all experience fails to address differences in financial literacy, motivation, and behavioral needs, leading users to interact with the application sporadically, avoid fund reallocations, and miss optimization opportunities such as government contribution benefits. To better understand this issue, users were segmented into six need-based groups—Monitoring-Oriented, Convenience-Seeking, Consulting-Oriented, Investment Analysis-Driven, Safety/Guarantee-Oriented, and Enthusiasts—while the solution design primarily focuses on three core segments with the highest engagement and scalability potential: Monitoring-Oriented, Convenience-Seeking, and Consulting-Oriented users. While alternative approaches such as static financial literacy platforms or university-based engagement programs may increase awareness, these solutions remain limited in scalability, engagement depth, and long-term behavioral impact. As the optimal solution, the project proposes the BESİM AI-Smart Ecosystem, a GPT-based AI concierge integrated with a smart notification architecture that shifts BES Mobil from a user-initiated to a system-initiated engagement model. BESİM delivers timely, personalized nudges triggered by behavioral and contextual signals, offering simplified guidance for consulting-oriented users, frictionless interactions for convenience-seekers, and reassurance-driven insights for monitoring-oriented participants. By leveraging PMC's unique, centralized industry-wide data, the ecosystem enables peer benchmarking and trust-based communication that private institutions cannot replicate. Moreover, emotionally anchored features such as family-based "nests" foster psychological ownership and long-term commitment. Overall, BESİM transforms BES Mobil from a passive monitoring application into an active financial partner, strengthening engagement, improving retention, and supporting the sustainable development of the Individual Pension System.



The Peak Point

Türkiye İş Bankası A.Ş., HR Problem

Badar Khalid Shaikh
Eda Özübek
Egemen Demir
Halit Oğlakçı
Meriç Utku Sokat
Pınar Erman

Course Instructor: Ceren Aydoğmuş
Academic Advisor: Oğuz Gençay

Türkiye İş Bankası A.Ş., as the largest private bank in Turkey, has been facing challenges in objectively evaluating the real business outcomes of its ongoing agile transformation. Based on extensive quantitative and qualitative analyses, including in-field observations, SWOT and Porter's Five Forces analyses, system assessments, and literature reviews, it is evident that the bank's heavy reliance on qualitative surveys and perception-based indicators limits effective decision-making and risks weakening the sustainability of the transformation. After comprehensive cause-detection studies, three main solution alternatives are proposed, which may also be combined into a hybrid solution at the discretion of the bank. First, the Harmony Agile Ecosystem Optimizer is suggested, aiming to reduce structural dependencies and inefficiencies through a fully integrated ecosystem of operational, cultural, and technological data. Although this approach offers a holistic measurement framework, its high complexity, cost, and organizational disruption reduce its feasibility for a large and highly regulated bank. Second, the Integrated Agile Performance Ecosystem is proposed, focusing on aligning strategic objectives with operational execution through data-driven performance systems. However, its broad scope, technical requirements, and cultural transparency demands create implementation risks and potential internal resistance. Third, a new measurement framework, the Enhanced Structural, Cultural, and Technological Impact Index, is proposed as the optimal solution. This approach converts qualitative agile dimensions into measurable indicators, enabling the bank to link agile practices to tangible operational and financial outcomes while relying on existing systems and limited additional investment. While all proposed solutions are based on rigorous and scientific analysis, they may be combined into a hybrid solution depending on the strategic priorities of Türkiye İş Bankası.



The Five Forces

Karel Teknoloji, Strategy Problem

Nasheet Ul Islam Ahmet
Emine Gözde Artar
Suay Durdu
Koray Karadağ
Mohammad Saad Khan

Course Instructor: Ceren Aydoğmuş
Academic Advisor: Süheyla Özyıldırım

Karel Elektronik Sanayi ve Ticaret A.Ş. faces key commercialization challenges in scaling its Military Tactical Private 5G solution across international defense markets. Although the company possesses strong engineering capabilities and technological superiority, the highly regulated, heterogeneous, and tender-driven nature of defense markets limits pricing consistency, scalability, and long-term profitability when traditional project-based approaches are applied. Comprehensive qualitative and quantitative analyses, including SWOT, Porter's Five Forces, scenario analysis, and literature review, identify the absence of a structured market-entry and pricing framework as the core strategic issue. Three strategic solution paths are proposed, which may be applied individually or as a hybrid. First, a Business Re-Engineering approach restructures Private 5G into standardized and modular system components, reducing excessive customization and enabling scalable deployment supported by strong projected financial returns. Second, a controlled rationalization strategy allows Karel to limit short-term market exposure and deployment scope, accepting manageable transitional losses in exchange for long-term strategic repositioning. Third, and identified as the optimal solution, is the implementation of a structured market-entry roadmap combined with modular pricing governance. This framework introduces standardized feasibility assessments, transparent cost-value allocation, and clear internal decision hierarchies, directly addressing pricing discipline, margin protection, and repeatability. Overall, a hybrid strategy centered on modularization, disciplined market selection, and pricing governance enables Karel to transform Military Tactical Private 5G from a project-based solution into a scalable, export-ready, and commercially sustainable defense communication product.



Better Way

Liv Hospital – OM Problem

Burcu Çelik
Selin Ayşe Kılıç
Banu Leblebicioğlu
Yasemin Akca
Mert Ceyhan

Course Instructor: Ceren Aydoğmuş
Academic Advisor: Feray Tunçalp

Liv Hospital Ankara, as a leading private healthcare provider, has been facing unpredictable patient waiting times in its Obstetrics and Gynecology (OB/GYN) outpatient clinic due to frequent emergency cases and the strong preference of patients to be treated by their own physician. These disruptions negatively affect appointment flow, increase physician overtime, and reduce operational predictability, particularly during peak hours. Based on a combination of qualitative and quantitative analyses, including SWOT analysis, Porter's Five Forces model, capacity analysis, and discrete event simulation, three main solution approaches to address the patient waiting time problem were evaluated. First, extending appointment slot durations was considered to reduce routine delays; however, this approach significantly reduced daily capacity and failed to absorb long emergency-driven interruptions. Second, assigning a daily floater physician was analyzed as a short-term flexibility mechanism, but it proved costly, difficult to scale, and limited by patient reluctance to change doctors. Finally, a Newsvendor-based buffer slot scheduling strategy was proposed as the optimal solution. This approach redesigns the daily appointment schedule by introducing optimally sized buffer slots that act as shock absorbers for emergency disruptions while balancing physician overtime costs and idle capacity through quantitative modeling. Discrete-event simulation results demonstrate that this strategy significantly reduces patient waiting times and physician overtime while increasing daily net profit and overall system stability. While all three approaches are grounded in analytical reasoning, the buffer-slot strategy emerges as the most effective, scalable, and financially sustainable solution for Liv Hospital Ankara's OB/GYN outpatient clinic, offering a data-driven pathway to improved patient experience and operational efficiency.



Nexstep

PASSO Digital Services – Marketing & Brand Awareness Problem

Zeynep Melisa Turgut
Gaye Güre
Sema İlayda Doğru
Doğa Kandemir
Serra Niğdeli
Doğukan Erdem Saçkan

Course Instructor: Ceren Aydoğmuş
Academic Advisor: Güzde Esen

PASSO Digital Services Inc. is a business offering a digital sale of tickets in Turkey, which offers a ticketing platform at football, concerts, theatres, festivals and museums. Though the company is enjoying a good technological back up and exclusive-partnership, it is experiencing a huge problem: low awareness in social media and very little digital use especially amongst youthful users. Our surveys indicated that almost all people have heard of the PASSO, only an extremely small percentage subscribe to the brand on social media or make regular use of it to locate events, which were mainly done by young adults and college students. Other than issues with reporting like false listings of cities and crashing of the search, many of the participants shared this opinion with PASSO, as being predominantly about football. This image restricts the appearance of concerts, cultural events, and festivals despite the active provision of such by PASSO. The results of the survey proved that the requirements of PASSO are that it should be better communicated and contain youth-oriented content, besides being technical. We came up with the integrated solution plan using the data on SWOT analysis, competitive analysis and surveys. The first one is UI/UX optimization, adding to it bug fixes, better filtering, greater level of customization, and QR experience. Increased usability increases discoverability, lowers bouncing rates and simplifies and pleases activities of browsing events. Secondly, PASSO needs to increase its visibility on youth-oriented initiatives, such as events on campuses, student ambassadors, micro-content, and short-format content that should be aligned to the TikTok/Reels culture. These activities assist to change awareness into long-term involvement and an actual following. Thirdly, a more detailed repositioning is suggested based on Sports x Culture dual identity paradigm, mood-based emotional engine, gamified loyalty (Culture-Entertainment Passport), and narrative initiatives. More collaboration and pre-sales privately will help the company to retain users, diversify its events, and be more competitive. PASSO has the potential to become a mobile-based entertainment experience that helps it develop engagement and loyalty based on our survey data as a football-focused app. As such, PASSO develops long-term relationships, community, and habits with its audience, along with sales of tickets.



TeamSA

TEMSA, HR Problem

Melis Damla Arslan
Ali Mert Aslan
Funda Dilara Bolat
Gamze Dođan
Utku Durak
Lara Tařkan
Yusuf Emir Yüksel

Course Instructor: Ceren Aydođmuş
Academic Advisor: Betül Altunsu

TEMSA, a globally active mid-sized bus and mobility manufacturer, is facing high voluntary turnover among early-career white-collar employees with 0–5 years of experience. Insights from employee surveys, interviews with current and former employees, HR discussions, and internal analyses show that this issue threatens knowledge retention, organizational continuity, employer branding, and long-term competitiveness, particularly as the company expands into electric, hybrid, and hydrogen-based mobility solutions. The first solution introduces a milestone-based career progression system that defines clear advancement stages, transparent evaluation criteria, and development-oriented incentives for early-career employees. This structure increases career visibility and perceived fairness while supporting retention without relying primarily on salary increases. The second solution focuses on job diversification through short-term rotations, cross-functional assignments, and project-based work. This approach expands learning opportunities, reduces task monotony, and strengthens job meaningfulness, which are critical drivers of early-career engagement. The third solution recommends the introduction of intermediate job titles and a revised career ladder to bridge the gap between specialist and managerial roles. This intervention improves perceived advancement opportunities, reduces frustration caused by long promotion cycles, and enhances internal equity with limited cost impact. The fourth solution addresses workplace experience and employee well-being through targeted improvements in the physical office environment and focused well-being initiatives. This solution reinforces organizational culture, strengthens employees' sense of belonging, and increases the effectiveness of the overall framework.



Seven Minds

Tepe Home, Marketing Problem

Ayça Korkmaz
Buse Ulusoy
Derin İlbaş
Ece Alp
Gökçe Ebrar Murathan
Selen Karaca
Umut Sayılıkan

Course Instructor: CerenAydoğmuş
Academic Advisor: Hanife Armut

Tepe Home, a long established Turkish furniture and home decor brand operating under Bilkent Holding, has been facing a critical marketing communication problem in terms of building sufficient brand awareness and emotional engagement among consumers aged 25-35, especially when compared to competitors with significantly higher marketing budgets. Based on our comprehensive quantitative and qualitative analyses including a consumer survey with 100 respondents, industry and competitor analysis, SWOT and Porter's Five Forces frameworks, root cause analysis, and extensive secondary research, we identify that Tepe Home's core challenge is not product quality or value proposition, but limited digital discoverability and weak early stage visibility across search engines, AI based platforms, social media, and online marketplaces. These limitations prevent the brand from entering the consideration set of younger, digitally friendly consumers despite strong price-quality balance, local production advantages, and sustainability practices. To address this problem under strict budget constraints, we propose an integrated solution package rather than a single isolated action. The solution package consists of four complementary strategies that can be implemented individually or in a hybrid form at the company's discretion. First, a Strategic Partnership Program with corporate employers and university alumni networks is proposed to reach pre-qualified young professionals through high trust, low cost channels at the purchase consideration stage. Second, an Integrated SEO and AI Driven Digital Visibility Strategy is developed to improve Tepe Home's presence on Google search results and AI assisted discovery platforms, ensuring inclusion in early stage consumer research processes through long term digital assets. Third, a Hybrid Online Sales Model combining controlled marketplace presence with Tepe Home's own website is recommended to increase early stage reach while protecting brand positioning and profitability. Finally, a Social Media and Micro Influencer Strategy is proposed to strengthen inspiration stage visibility, authentic brand storytelling, and engagement within the 25-35 age group. While each solution is designed to be feasible on its own, our analysis shows that the highest impact is achieved when these strategies are implemented as an integrated solution package, allowing Tepe Home to close its visibility gap, enhance digital discoverability, and translate existing product strengths into stronger brand relevance and sustainable growth among younger consumers despite limited promotional resources.



IdeaBridge

Viveka, Innovation Problem

İlhan Melih Özbey
Ege Güleç
Baran Saldan
Ceren Topçuoğlu

Course Instructor: Ceren Aydoğmuş
Academic Advisor: Tolga Demir

Viveka, an established boutique innovation consultancy operating across Türkiye, the Caucasus and Eastern Europe, partnered with our team to address a central challenge in the Turkish energy sector: the difficulty large energy corporations face in generating internal innovation due to rigid organizational structures, conservative cultures and limited agility. Based on in depth qualitative and quantitative research, industry analysis, benchmarking and client case studies, we identified that neither purely internal R&D efforts nor fully outsourced innovation models can sufficiently meet the rapidly evolving technological and sustainability demands of the sector. To overcome these constraints, our team proposed the Co-Development Hybrid Innovation Model a structured, repeatable system that blends corporate expertise with the agility and technological advancement of startups. This model establishes a two-way innovation pipeline in which corporations contribute operational knowledge and strategic priorities, while startups provide disruptive ideas, new technologies and rapid experimentation capacity. Through Viveka's facilitation, the model incorporates needs analysis, open calls, pilot testing and scalability decisions. Real world validation from programs such as Viveka's NAR Internal Entrepreneurship Program and IVME Open Innovation Program demonstrates its feasibility and impact. The model enables measurable business outcomes such as improved operational efficiency, cost reduction and new digital service revenues while also supporting sustainability goals (e.g., reduced energy loss, CO₂ savings) aligned with the global 3D transition: decarbonization, digitization and decentralization. The approach additionally develops internal innovation culture by engaging cross department employees through workshops, training and pilot execution processes. The Co-Development Hybrid Innovation Model offers an optimal, long-term solution for energy companies seeking to accelerate innovation without sacrificing internal learning or strategic autonomy. Its integrative structure supports corporations in becoming more adaptive, sustainable and competitive, while positioning Viveka as a key enabler of sector wide transformation.



Bilkent University

Faculty of Business Administration

We would like to express our gratitude to

Ceren Aydođmuş,

A. R. Zafer Sayar,

Rasim Serdar Kurdođlu,

and

Dilşad Karakurt

