



Bilkent Üniversitesi
İşletme Fakültesi



2024/2025 Akademik Yılı
İşletme Bölümü Üniversite - Sanayi
İşbirliği Projeleri



BİLKENT ÜNİVERSİTESİ İŞLETME FAKÜLTESİ İŞLETME BÖLÜMÜ

BİTİRME PROJELERİ 2024-2025

Derleyenler:

Doç. Dr. Ayşe Başak Tanyeri Günsür
Dr. Ceren Aydoğmuş
Uzm. Öğr. Gör. Özgür Tolga Baycan
İd. Koor. Ceren Uçak

ISBN: 978-605-9788-69-4

Bandrol Uygulamasına İlişkin Usul ve Esaslar Hakkında Yönetmeliğin 5. maddesinin 2. fıkrası çerçevesinde bandrol taşıması zorunlu değildir.

According to the second paragraph of Article 5 of the Regulation on Banderole Application Procedures and Principles, the use of banderole for this publication is not compulsory.

Para ile satılamaz.

For free distribution only.

İçindekiler

Önsöz	1
Dekanın Mesajı	2
Firmalardan Gelen Teşekkür Mektupları.....	3
Projeler	8
1. Systemair Klima – HR Problem	9
2. Titan Makine – HR Problem	16
3. İş Bankası – OM Problem.....	23
4. İkas Teknoloji – Marketing Problem.....	31
5. Woopy Teknoloji – Marketing Problem.....	38
6. Ara Robotics – Strategy Problem.....	47
7. Viking Life Saving Equipment – HR Problem	54
8. Mutay Enerji – International Business Problem.....	62
9. Nüve – Strategy Problem	72
10. Okuman – Marketing Problem.....	85
11. BE Advise – Business Development Problem	92
12. Yeniköy-Kemerköy Enerji – Marketing Problem	101
13. Layermark – Finance Problem.....	108
14. Jotform – Strategy Problem.....	118
15. Tepe İnşaat – Business Development Problem.....	127
16. Sabancı Holding – Strategy Problem.....	137
17. BTCAl-Era – Marketing Problem	146
18. Ülker – Marketing Problem.....	151
19. D-Option – Marketing Problem	159
20. GO Bodrum – Marketing Problem	165
21. Okuman – HR Problem	174
22. QNB Türkiye – Marketing Problem	180
23. Trendyol – Marketing Problem	195

2024/2025 Akademik Yılında Değerli Katkılarıyla Aramızda
Bulunan Kuruluşlar



YENİKÖYKEMERKÖY
Yerli Kaynak Güçlü Enerji

Jotform

TEPE
İNŞAAT

ARA
Robotics

NUVE

D-Option

TÜRKİYE
BANKASI
Benim Bankam



OKUMAN
for Home Healthcare & Hospital Solution

woppy

systemair

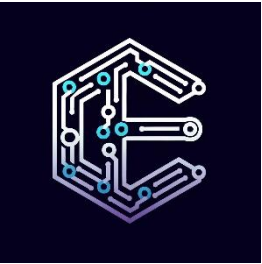
Titan

ikas

SABANCI HOLDİNG

MUTAY
ENERJİ

LAYERMARK



QNB

trendyol
e-faturam

BODRUM

ÜLKER

Geçmişten Bugüne İşbirliği Yaptığımız Kuruluşlar



2024-2025 Döneminde Katkıda Bulunan Fakülte Üyelerimize Teşekkür Ederiz..

Bilkent Üniversitesi İşletme Bölümü'nden

Prof. Dr. M. Selim Aktürk
Doç. Dr. Zahide Karakitapoğlu Aygün
Doç. Dr. Ayşe Başak Tanyeri Günsür
Prof. Dr. Oğuzhan Özbaş
Dr. Öğretim Üyesi Rasim Serdar Kurdoğlu
Dr. Ceren Aydoğmuş
Doç. Dr. Ahmet Ekici
Doç. Dr. Lale Tomruk Gümüşlüoğlu
Dr. Gözde Sungu Esen
Dr. Öğretim Üyesi Atilla Onuklu
Dr. Öğretim Üyesi Yasemin Limon
Dr. Banu Sultanoğlu
Doç. Dr. Fehmi Tanrısever
Dr. Öğretim Üyesi Örsan Öрге
Doç. Dr. Ahmet Şensoy
Dr. Öğretim Üyesi Tolga Demir
Doç. Dr. Zeynep Önder
Doç. Dr. Süheyla Özyıldırım
Uzman Öğretim Görevlisi Özgür Tolga Baycan
Dr. Öğretim Üyesi Saurabh Pandharinath Shinde
Dr. Öğretim Üyesi Onur Osmanoğlu
Dr. Öğretim Üyesi Feray Tunçalp

Bilkent Üniversitesi İşletme Bölümü İdari Koordinatörü

Ceren Uçak

İş Dünyasından Değerli Temsilciler

Ara Robotics

Kemal Eren Şerbetçi

BE Advise

Ege Nasuhoğlu

BTCAl- Era Consulting

H. Ahmet Kurtaran

D-Option

Alper Akyüz

Go Bodrum

Ahmet Koç

İkas Teknoloji

Çağrı Menteş

Jotform Yazılım

Eren Bayraktar

Layermark

Yücel Tepeköy

Mutay Enerji

Adnan Yavaş

Nüve

Tolga Vural

Okuman Medikal

Mustafa Uçak – Ogan Uçak
Serkan Can – Nazlı Akça

QNB Finansbank Türkiye

Eslem Nur Kırıcı

Türkiye İş Bankası

Başak Sakarya – Gülşah
Bozdağ – Yücel Ersoy

Sabancı Holding

Emre Laleli

SystemAir Klima

Handan Kocuk

Tepe İnşaat

Boran Başeğmez

Titan Makine

Arda Yağmur

Trendyol

Öykü Dal

Ülker

Oğuzhan Çakmak

Woppy Teknoloji

Rasim Cin

Viking Life Saving Equipment

Bersu Deniz Selvi
Doğukan Fırat
Gamze Selçuk
Erhan Gerişlioğlu

Yeniköy-Kemerköy Enerji

Burak Işık
Şeyda İnan Oral

Önsöz

Bu kitap, 2024-2025 öğretim yılı boyunca İhsan Doğramacı Bilkent Üniversitesi İşletme Fakültesi İşletme Bölümü bünyesinde verilen Bitirme Projesi dersi kapsamında yürütülen projelerin özetlerini kapsamaktadır. Dersimiz 6 yıl önce İşletme Bölümü son sınıf öğrencilerinin teorik bilgi birikimlerini pratiğe dökerek, iş dünyasının dinamiklerini yakından tanımalarını sağlamak amacıyla başlatılmıştır. Bu süre içerisinde, farklı sektör ve büyüklüklerde 130'dan fazla kuruluşla çeşitli alanlarda projeler gerçekleştirilmiştir.

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

İşletme Fakültesi Bitirme Dersi Proje Fuarı ve Yarışması ders kapsamında yapılan projelerin ilgili tüm firma, kuruluş ve üniversitelerle paylaşılması, iş dünyasının seçkin kuruluşlarının birbirleriyle ve üniversitemizle olan etkileşimlerinin artırılması amacıyla başlatılmıştır. Etkinlik şimdiye kadar dört kere organize edilmiştir ve bundan sonra her yıl yapılması planlanmaktadır. Ayrıca her yıl sistematik ve etkin bir şekilde yapılan çalışmaların daha kalıcı olması ve yaygın olarak paylaşılması amacıyla "İşletme Projeleri" kitabı hazırlanmasına karar verilmiştir. Bu bağlamda yayımlanan bu ikinci kitapta, 2024-2025 öğretim yılında gerçekleştirilmiş projeler gizlilik ilkesine bağlı kalınarak özet haline getirilmiş ve sizlere sunulmuştur.

Kitapta yer alan proje özetlerinin doğru ve okunaklı olması için desteklerini esirgemeyen *Değerlendirme Kurulu'muza*, tüm öğrencilerimize, akademik ve sektörel danışmanlarımıza, proje ve yarışma jürimizde yer alan Rasim Cin (KMT & Woppy Yapay Zekâ Çözümleri), Dr. Alper Kutay (Bilkent Üniversitesi) ve Dr. Öğretim Üyesi Atilla Onuklu'ya (Bilkent Üniversitesi) katkıları için teşekkür eder, kitapçıkta yer alan projelerin sizlere ilham vermesini dileriz.

Uzman Öğretim Görevlisi Dr. Ceren Aydoğmuş

Doç. Dr. Ayşe Başak Tanyeri Günsür

Uzman Öğretim Görevlisi Özgür Tolga Baycan

Bilkent Üniversitesi İşletme Bölümü Bitirme Projesi Dersi Koordinatörleri

Bilkent Üniversitesi İşletme Fakültesi Dekan'ından,

Bilkent Üniversitesi İşletme Fakültesi'nde en önemli hedeflerimiz öğrencilerimizi teknolojik ve sosyal değişikliklere uyum sağlayabilen, yaşam boyu öğrenmeyi hedefleyen ve sorgulayan başarılı birer dünya vatandaşı olarak yetiştirmektir. Bu doğrultuda Fakültemiz 2006 yılında The Association to Advance Collegiate Schools of Business (AACSB International) adlı bağımsız kuruluş tarafından eğitim kalitesini belgeleyen tam akreditasyonu Türkiye ve bölgede ilk alan bölümdür. Eğitimde dünya çapında kalite standartlarını kullanan Bilkent Üniversitesi İşletme Fakültesi, MAN 495, Business Capstone Project, dersi kapsamında Üniversite – Sanayi İşbirliği programını 6 yıldır başarılı bir şekilde uygulamaktadır. Bu programın ana hedefi, mezuniyet aşamasındaki öğrencilerimize kapsamlı ve derinlikli bir mesleki deneyim kazandırmaktır. Bu kapsamda 5-7 kişilik proje ekipleri, akademik ve iş dünyasından danışmanların gözetiminde firmanın gündemine girmiş olan ve çözüm bekleyen gerçek problemlerini çözmektedirler. Bu yıl 5.sini düzenlediğimiz İşletme Fakültesi Proje fuarı ve yarışmasında 25 proje yer almaktadır. Bu organizasyonda bütün bir yıl boyunca projeleri üzerinde özveri ile çalışan öğrencilerimizin çalışmaları sergilenmekte projelerine ait sunumlar yapılmaktadır. Öğrencilerimizi bu vesile ile kutluyor ve programa büyük katkıları olan tüm firma yetkililerine ve danışmanlarımıza teşekkür ediyorum. Ayrıca bütün bir süreç boyunca yoğun ve özverili çalışmalarıyla programın hedeflerine uygun şekilde yürümesi için büyük çaba gösteren program koordinatörleri Doç. Dr. Ayşe Başak Tanyeri Günsür, Dr. Ceren Aydoğmuş, Uzman Öğretim Görevlisi Özgür Tolga Baycan hocalarımıza ve idari koordinatör Ceren Uçak'a ve emeği geçen herkese çok teşekkür ediyorum.

Saygılarımla,

Prof. Dr. M. Selim Aktürk
İşletme Fakültesi Dekanı

FİRMALARDAN GELEN TEŞEKKÜR MEKTUPLARI



Türkiye İş Bankası

1924 yılında kurucumuzun önderliğinde ülkenin kalkındırılması ve ekonomimizin bağımsızlığını sürdürmesi için kurulan Bankamız, 100 yılın ardından ikinci yüzyılında da bu amaç doğrultusunda çalışmaktadır. Çalışanların üye olduğu İş Bankası Munzam Sandık Vakfı sayesinde Bankamızın en büyük ortağı, kendi çalışanlarıdır. Değişimin, gelişimin, adaptasyonun ve sürdürülebilirliğin çok önemli olduğu süreçlerimizde hem işin sahibi hem de en önemli kaynağı olan çalışma arkadaşlarımızla “Benim İşim” diyerek fayda yaratmak için çalışmayı sürdürüyoruz.

Hem müşterisinin hem de çalışanının deneyimini önceliklendiren bir kurum ve ülkenin en büyük grup şirketlerinden biri olarak kuruluş amacımızdan ayrılmadan ve bu amacı destekleyici insan kaynağı yapısını oluşturmaya ve tutundurmaya ilişkin gerçekleştirilen ancak kitapta yer almayan insan kaynakları projesi, bizim için hayata geçirilecek çok değerli içgörüler sağlamıştır. Diğer taraftan optimizasyon ve süreç iyileştirme amacıyla gerçekleştirilen proje kapsamında da makine öğrenmesi ve veri analizi ile ortaya konulan yeni nesil kredi skorlama sistemi süreçlerimize yeni bakış açısıyla katkı sağlayacaktır.

Projeler kapsamında bir araya geldiğimiz, emekleri ile süreçlerimize destek olmuş öğrenci arkadaşlarımıza, görüşleriyle kıymetli arkadaşlarımıza yol gösteren Bilkent Üniversitesi Akademisyenleri’ne ve süreçleriyle bizi bir araya getiren Üniversite- Sanayi İşbirliği Koordinatörleri’ne çok teşekkür ederiz.

Başak Sakarya Gül

Çalışan Deneyimi ve İşveren Marka Yetkinlik Hattı Lideri

Okuman Medikal Sistemler

OKUMAN Medikal Sistemler A.Ş., biyomedikal teknolojiler alanında üretim yapan, yenilikçi çözümler sunan ve teknolojinin tam merkezinde yer alan öncü bir Türk markasıdır. Sanayi ve Teknoloji Bakanlığı tarafından akredite edilen Ar-Ge merkezi ile sağlık sektörüne dünya standartlarında ürün ve hizmetler sunmaktayız.

Üniversite-sanayi iş birliği kapsamında yürüttüğümüz akademik projelerle bilgi ve deneyimimizi sürekli geliştirmekte; biyomedikal, biyotıp, elektronik donanım, yazılım ve endüstriyel tasarım gibi disiplinlerde uzmanlaşmış ekibimizle iç inovasyonu destekleyen dinamik bir çalışma ortamı yaratmaktayız.

135 ülkede satış, ihracat ve teknik servis hizmetleriyle küresel ölçekte sağlık sektörüne değer katıyor; yurtdışı firmalarla gerçekleştirdiğimiz Ar-Ge ve ticari iş birlikleriyle ulusal ve küresel ekonomiye katkı sağlıyoruz.

OKUMAN’da, çalışanlarımızın proje geliştirme, patent, inovasyon ve satış performansı gibi alanlardaki katkıları ödüllendirilmektedir. Akademik ve sektörel platformlarda aktif olmaları teşvik edilmektedir. Ayrıca üniversitelerle kurduğumuz stratejik iş birlikleriyle genç mühendis adaylarına yeni projeler sunarak geleceğin sağlık teknolojilerine yön veriyoruz.

Misyonumuz, sağlık sektörünün gelişen ihtiyaçlarını karşılayan, hasta bakımını küresel ölçekte iyileştiren son teknoloji çözümler geliştirmek ve sektörel yeniliklerle yeni standartların oluşumuna katkı sağlamaktır.

Bilkent Üniversitesi İşletme Fakültesi, 2024–2025 akademik yılı Bitirme Projesi kapsamında şirketimizde Marketing konusunda rapor hazırlayan Grup “Healix” üyeleri Sn. Eda Nil Şentürk (CP) – Elif Duru Girdaplı – Mustafa Bora Hasgöl – Dilge Yılmaz – Berrak Özuysal – Gülse Yağmur Demirkese’n ve bu süreci titizlikle yürüten akademik kadroya teşekkür ederiz.

Bu iş birliği vesilesiyle hem öğrencilerin akademik gelişimlerine destek olmaktan hem de sektörümüze ilgi duyan genç zihinlerle bir araya gelmekten büyük mutluluk duyduk. Başarılarla dolu bir gelecek diliyor, Bilkent Üniversitesi ailesine ve tüm öğrencilere teşekkür ediyoruz.

Ogan Uçak
CEO



Tepe İnşaat

1969 yılında kurulan ve yıllar içinde faaliyetlerini yurt içi ve yurt dışında genişleterek büyük bir şirketler grubuna dönüşen TEPE İnşaat, bugün yurt içi ve yurt dışı taahhüt ve yatırımlar ana başlıkları altında faaliyet gösteren şirketleri ve iştirakleri aracılığıyla faaliyetlerini sürdürmektedir.

Bilkent Üniversitesi İşletme Fakültesi'nin 2024-2025 akademik yılı Capstone projesine kapsamında, şirketimizin "Almanya Gayrimenkul Pazarına Giriş Stratejisi"ni belirlemek üzere derinlemesine analiz yapılarak, yap-sat ve yap-kirala seçeneği, proje lokasyonu, finansal modellemeye bağlı olarak yatırımdan en yüksek getiriye sağlayacak çözüm önerisi geliştirildi. Proje, fuarda birinci olarak önemli bir başarı elde etti.

Bu başarılı ve şirketimize değer katan projede, yoğun bir şekilde çalışan Blue Ocean ekibine, çalışmalara ve bizlere rehberlik eden değerli akademi personeline ve süreçte yardımcı olan idari personele katkılarından dolayı şükranlarımızı sunuyoruz. Değerli Blue Ocean ekibine bundan sonraki akademi/iş hayatında başarılar diliyoruz.

Boran Başeğmez

Strateji ve İş Geliştirme Müdürü

Nüve

1968 yılında kurulan Nüve, Türkiye'de temel laboratuvar cihazları üreterek yerli üretimin ilk ve en önemli örneklerinden biri olmuştur. 55 yılı aşkın tecrübesiyle, kalite kontrol, teşhis ve araştırma laboratuvarlarında kullanılan cihazların üretiminde uzmanlaşmıştır. Günümüzde laboratuvar ve sterilizasyon teknolojisi alanında **17 ürün grubunda 65'ten fazla cihaz** üretmektedir.

Avrupa ve dünya pazarlarındaki güçlü konumu, rekabetçi yapısı ve sürekli gelişen teknolojiye uyum sağlayan üretim anlayışıyla Nüve, ülkemizin gurur duyduğu firmalardan biridir. Kaliteye olan bağlılığı, uluslararası geçerliliğe sahip **ISO 9001, ISO 13485 ve ISO 45001** belgeleriyle tescillenmiştir. Ürünleri, Türk ve Avrupa Birliği standartlarına uygun olarak insan, hayvan ve çevre sağlığı alanlarına katkı sağlamaktadır.

Nüve, müşteri memnuniyetini en üst düzeyde tutmayı hedefleyerek geniş bir hizmet ağı sunar. Seri üretim teknolojileri, yurt içinde 24 bayiden oluşan satış ve servis ağı, hızlı servis uygulamaları ve kesintisiz yedek parça temin imkânı gibi hizmetlerle müşterilerinin yanında yer almaktadır. Bugün **100'den fazla ülkeye ihracat** yaparak global bir marka olma yolunda emin adımlarla ilerlemektedir.

Eğitime ve Geleceğe Yatırım

Nüve olarak, topluma ve geleceğe olan sorumluluğumuzun bilincindeyiz. Bu doğrultuda, üniversitelerle iş birliği yaparak birçok projeye imza atıyor ve genç yeteneklere staj imkanları sunuyoruz. Bilkent Üniversitesi İşletme Fakültesi ile yürüttüğümüz "Amerika Pazarı Dijital Pazar Stratejisi" gibi projeler hem şirketimizin gelişimine katkıda bulunmuş hem de öğrenciler için değerli bir deneyim sağlamıştır. Bu verimli iş birliğinde emeği geçen tüm öğrencilerimize ve akademisyenlere teşekkürlerimizi sunarız.

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

Tolga Vural
Marketing & BD Manager



BE Advise

BE Advise, girişimcilik ve yatırım ekosisteminde 15+ yıllık sektör deneyimine sahip profesyoneller tarafından kurulmuş, hem startup'lara hem de yatırımcılara hizmet veren bir danışmanlık şirketidir.

2024-2025 Akademik yılı boyunca Bilkent Üniversitesi İşletme Fakültesi Bitirme Projesi kapsamında, değerli akademisyenler ve yetenekli öğrencilerle birlikte çalışmaktan büyük memnuniyet duyduk. Ortak yürüttüğümüz proje, erken aşama startup valuation süreçlerinin verimliliğini artırmak ve AI dünyasında rekabetçi bir ürün geliştirme hedefiyle şekillendi.

Öğrenciler; sektör analizi, rakip değerlendirmesi, AI araçlarının incelenmesi ve AI destekli değerlendirme yöntemleri üzerine çalışarak kapsamlı bir rapor hazırladılar. Bu çalışma, teorinin pratikle buluştuğu, hem öğrenciler hem de BE Advise için somut değer üreten bir süreç oldu.

Projeye emek veren tüm öğrencilere, Bilkent Üniversitesi İşletme Fakültesi'nin değerli öğretim üyelerine ve proje koordinatörlerine teşekkür eder; öğrencilerimize akademik ve profesyonel hayatlarında başarılar dileriz.

Ege Nasuhoğlu
Kurucu Ortak & Lead Advisor

PROJELER

SYSTEMAIR HSK HAVALANDIRMA, HR Problem



Proje Ekibi : Syner6y

Grup Üyeleri: Selen Laçın, Buse Nur Doğan, Elif Olguncan, Deniz Yalçın, Naz Acar, Selim Mert Cebeci

Şirket Danışmanı: Handan Kocuk

Akademik Danışman: Saurabh Pandharinath Shinde

Koordinatör Danışman: A. Başak Tanyeri Günsür

ÖZET

Bu proje, Systemair HSK Havalandırma HSK Havalandırma End. Tic. Ve Systemair HSK Havalandırma A.Ş.'de beyaz yaka ve mavi yaka çalışanlar arasındaki iletişim ve kültürel kopukluk sorununu ele alarak, iç iletişimi güçlendirmeye yönelik sürdürülebilir bir çözüm önermektedir. Yapılan analizler sonucunda, çalışanlar arası karşılıklı anlayış eksikliği, değer görmeme hissi ve sınırlı geri bildirim kanalları gibi unsurların şirket içi uyumu zayıflattığı tespit edilmiştir. Bu soruna çözüm olarak geliştirilen “İçSes” adlı QR tabanlı anonim geri bildirim sistemi, çalışanların düşüncelerini kolayca paylaşmasına imkân tanırken, insan kaynaklarının düzenli analizleriyle bu geri bildirimler somut adımlara dönüştürülmektedir. Proje kapsamında alternatif öneriler sunulsa da İçSes sistemi sürdürülebilirliği, erişilebilirliği ve geri bildirim–aksiyon döngüsü ile öne çıkmıştır. Bu sistem sayesinde Systemair HSK Havalandırma, çalışan bağlılığını ve içsel dayanışmayı artırarak daha kapsayıcı ve üretken bir iş ortamına zemin hazırlamayı hedeflemektedir.

Anahtar Kelimeler: İç İletişim, Geri Bildirim, İşyeri Kültürü, Çalışan Bağlılığı, Sürdürülebilirlik.

1- Company Background

The global HVAC (Heating, Ventilation, and Air Conditioning) company Systemair HSK Havalandırma is based in Skinnskatteberg, Sweden. It has strong presences in more than 50 countries and 26 production sites around the world. Systemair HSK Havalandırma has been around since 1974 and has grown to become a major player in indoor climate solutions. They offer goods for both homes and businesses, such as ventilation units, air handling systems, air curtains, fans, and energy-efficient cooling technologies. Systemair HSK Havalandırma has a factory in Kocaeli and its main office in Istanbul. In Turkey, it serves the local market with high-performance air systems that are made to fit its needs. Systemair HSK Havalandırma Turkey is part of a global network that combines global technology standards with engineering know-how from Turkey.

The company's goal is to provide air inside that is fresh, clean, and energy-efficient by making high-quality HVAC systems that make people healthier, more comfortable, and more productive. Systemair HSK Havalandırma keeps putting money into smart, eco-friendly solutions that meet green building standards and global climate goals because it cares a lot about the environment. In its business plan, Systemair HSK Havalandırma combines manufacturing in-house with knowledge of the local market. This makes sure that the quality of its products is always high, that it comes up with new ideas, and that it provides fast service. To stay ahead of the competition and meet European and foreign quality standards, the company uses its global R&D resources and certified testing labs, like the Systemair HSK Havalandırma Performance Center in Turkey.

Systemair HSK Havalandırma wants to grow its market share in Asia, the Middle East, and Europe, be the leader in sustainable HVAC innovation, and become a better place to work by implementing internal development programs and welcoming workplace efforts. The company also wants to improve how blue-collar and white-collar workers work together across functions. They know that internal cohesion is just as important to the success of a business as performance in the outside world. Systemair HSK Havalandırma is at the top of the HVAC industry because it cares about energy efficiency, staff health, and being environmentally friendly. This makes it not only a climate solution provider, but also a leader in the long-term transformation of industries.

2- Problem Definition

In modern organizational systems, ensuring coherence across varied staff segments is crucial to long-term performance and worker satisfaction. At Systemair HSK Havalandırma Klima A.Ş., a strong cultural and communicative separation between blue-collar and white-collar staff has surfaced as a fundamental organizational issue, putting internal harmony and operational efficiency at risk. This split is caused by both physical isolation (manufacturing floor versus office space) and deeper differences in perceived worth, access to decision-making, and mutual understanding.

Interviews and internal assessments found that blue-collar workers commonly feel isolated, undervalued, and excluded from strategic processes, whereas white-collar employees lack understanding of the operational and physical reality of manufacturing labor. These similar but unconnected experiences reinforce role stereotypes, hinder cross-functional collaboration, and maintain segregated work environments. Furthermore, communication flows are inconsistent and hierarchical, which limits transparency and trust. Without targeted

intervention, these dynamics are likely to exacerbate existing morale issues, increase employee turnover, and undermine Systemair HSK Havalandırma's employer brand and overall organizational resilience.

As a result, the primary issue is not just functional, but deeply cultural, demanding a holistic solution that bridges this internal divide. Promoting inclusive communication, reciprocal recognition, and a common corporate identity is critical to converting the business into a more sympathetic, collaborative, and cohesive workplace.

3- Possible Solutions

After a thorough examination of the key organizational disconnect between white-collar and blue-collar employees at Systemair HSK Havalandırma Klima A.Ş., the most strategically viable solution is the implementation of a QR-based anonymous feedback system titled “İçSes” (Inner Voice). This tool aims to address communication barriers, rebuild mutual trust, and foster a culture of inclusivity through open, accessible, and actionable employee feedback mechanisms.

Key Features of the İçSes System

The design of “İçSes” is built on universal accessibility and strategic simplicity. By placing QR codes across shared company spaces (such as break rooms, locker areas, and entryways) employees can quickly access an online form using their smartphones. The form consists of:

- Multiple-choice questions identifying recurring workplace themes (communication, engagement, recognition).
- Open-text fields for personal suggestions, concerns, or observations.
- This dual format ensures participation from employees with varying literacy, language, or technological comfort levels.

What sets İçSes apart is its feedback-to-action loop. Every two weeks, the HR team collects and analyzes submitted data, categorizes emerging themes, and maps these to tangible internal actions. Follow-up communication, such as “You Spoke, We Acted” campaigns, reinforces the value of employee input and builds institutional trust.

Alternative 1: WorkSwitch (Job Shadowing Program)

WorkSwitch is a voluntary job-shadowing program designed to break down stereotypes and foster empathy between operational and managerial staff. The format allows employees to observe each other's work firsthand for a day, thereby gaining insight into the challenges, skill requirements, and decision-making contexts faced by their peers. For instance, a finance executive shadowing a machine operator may better understand physical labor demands, while a factory worker shadowing a marketing team member may gain exposure to strategic thinking and planning cycles.

Strengths:

- Encourages cross-role empathy and dismantles professional silos.
- Fosters mutual appreciation and boosts informal interdepartmental communication.
- Low-cost with immediate impact on employee perception and morale.

Limitations:

- Logistically complex: not all roles are shadowable due to safety, confidentiality, or workflow constraints.
- Scalability is limited; the voluntary and temporary nature of the program may dilute its long-term effectiveness.
- Participation may be uneven or short-lived without structured incentives or oversight.
- Overall, while WorkSwitch provides short-term cultural benefits and humanizes cross-functional interactions, it lacks the consistency and operational ease required for long-term cultural transformation.

Alternative 2: Our Stories Corner (Permanent Staff Profile Display)

This initiative proposes a physical storytelling platform that highlights the personal and professional lives of both blue- and white-collar staff. Every two weeks, an employee from each category is profiled through curated narratives, visuals, and community contributions. These profiles are displayed in high-traffic common areas such as cafeterias and entryways.

Strengths:

- Emotionally engaging and community driven.
- Humanizes colleagues across roles and levels.
- Encourages empathy, sparks casual conversations, and promotes workplace visibility.
- Accessible and inclusive to employees across age, literacy, and language spectrums.

Limitations:

- Requires ongoing maintenance, content creation, and management by HR or communications teams.
- Risk of inconsistent participation or perceived favoritism in selection processes.
- Impact is difficult to measure quantitatively; success relies on perception and participation, which may vary over time.
- Visibility may be limited by physical space and layout constraints.
- While “Our Stories” is impactful in terms of community-building and recognition, its dependence on regular curation and sensitivity to privacy/consent makes it less suitable as a foundational communication solution.

Alternative 3: İçSes (QR-Based Anonymous Feedback System)

İçSes is a digital, QR-code-driven communication platform that enables employees to submit anonymous feedback via mobile-accessible forms. QR codes are strategically placed in factories and offices, directing users to a secure form with both multiple-choice and open-ended sections. Submissions are reviewed biweekly by HR, categorized by themes (communication gaps, fairness issues), and followed by appropriate action planning. Crucially, follow-up communications such as “You Said, We Did” campaigns close the feedback loop, showing employees that their input drives real change.

Strengths:

- Ensures psychological safety by allowing anonymity, particularly important for blue-collar workers who may feel voiceless in formal channels.
- Empowers employees across all roles and departments equally, democratizing communication.
- Scalable, cost-effective, and technologically simple to deploy across different locations.
- Facilitates data-driven HR planning; feedback is categorized, tracked over time, and translated into concrete organizational action.

- Aligns with Systemair HSK Havalandırma's sustainability and inclusion values, promoting cross-functional collaboration and even green initiatives (tree planting days).
- Builds a continuous culture of trust and transparency through measurable, repeated interactions.

Limitations:

- May require a strong awareness campaign and training to drive adoption, especially for less tech-friendly employees.
- Risk of unconstructive or vague responses due to anonymity.
- Requires consistent HR follow-up and responsiveness to maintain credibility and impact.
- Despite these minor implementation challenges, İçSes excels in accessibility, feedback-action integration, and cultural relevance. It is not a one-off campaign but a dynamic, living system that adapts with employee needs over time.

4- Conclusion

With the goal to overcome the internal cultural imbalance at Systemair HSK Havalandırma Klima A.Ş., primarily between white-collar and blue-collar workers, this capstone project provides a comprehensive, inclusive, and sustainable approach. The project's extensive research and stakeholder analysis reveal that the main problems threatening organizational cohesion and long-term performance are a lack of cooperation and mutual comprehension of inefficiencies.

The İçSes system was selected for implementation among the three recommended solutions—WorkSwitch, Our Stories Corner, and İçSes—because it offered a sustainable feedback-action system, confidentiality, and accessibility. İçSes promotes an empowering workplace culture based on trust, participation, and openness by allowing all employees to express concerns through QR-based forms and by making ensure that their input results in tangible organizational actions.

With the assistance of a clear responsibility framework and a clearly defined operational plan, the project not only solves Systemair HSK Havalandırma's present internal challenges but also sets the foundation for a more integrated, involved, and sustainable corporate environment. By applying this program, Systemair HSK Havalandırma improves its employer brand and establishes itself as an innovative organization committed to diversity, employee well-being, and ongoing development.

Appendices

Appendix1 – Solutions Timeline

WEEK	▼ Milestone / Task ▼
Week 1	Design and test the anonymous digital feedback form
Week 2	Finalize all visual materials (posters, QR visuals) and print for deployment
Week 3	Place QR posters across factory and office; launch internal communication campaign
Week 4	Begin collecting employee feedback through QR system
Week 6	HR analyzes feedback data and plans first responsive activities or events
Week 8	Implement initial employee-centered events (e.g., communication seminar, picnic)
Week 12	Evaluate usage rate, participation, and system impact; apply revisions if necessary

Appendix2 – QR ‘İçses’



Scan me!

SystemAir "İçSes"

Bu form anonimdir. Yazdıklarınız sadece İnsan Kaynakları tarafından değerlendirilecek ve çözüme katkı sağlamak amacıyla kullanılacaktır.

İlerleme durumunu kaydetmek için [Google'da oturum açın](#) Daha fazla bilgi

Hangi birimde çalışıyorsunuz?

☐ Üretim

☐ Ofis

☐ Diğer: _____

İş yerinde daha fazla görmek istediğiniz uygulama nedir?

☐ Ortak sosyal etkinlikler (piknik, kahvaltı)

☐ Hobi/yeşil alan kullanımı

☐ Eğitim/seminer etkinlikleri

☐ Ortak spor aktiviteleri

☐ Diğer: _____

Düşüncenizi bizimle paylaşın:
(Lütfen öneriniz, şikâyetiniz veya gelişmesini istediğiniz bir konuyu yazınız.)

Yanıtınız: _____

Gönder Formu temizle

References

- *Systemair HSK Havalandırma Turkey.* (n.d.). <https://www.Systemair HSK Havalandırma.com/tr-tr>
- *Systemair HSK Havalandırma Klima Fabrika İçi İletişim Değerlendirme Anketi.* (n.d.). Google Docs.
https://docs.google.com/forms/d/e/1FAIpQLSf3pkBaGPyHVg_hZo3IT7smvjblLN9uDk2BZLb4RQ9EJKL7gQ/viewform
- *Systemair HSK Havalandırma Klima Kurum İçi İletişim Değerlendirme Anketi.* (n.d.). Google Docs.
https://docs.google.com/forms/d/e/1FAIpQLSfTLW7P-ki5C1MR8_iu4l3DWh1thLz2BPlwANWpNlejHj-oXA/viewform
- Kasper, R. & Systemair HSK Havalandırma. (n.d.). *Annual & Sustainability Report 2023-2024* (By Systemair HSK Havalandırma).
https://group.Systemair HSKHavalandırma.com/files/Main/22134/4021642/Systemair HSK Havalandırma_annual_sustainability_report_2023-24.pdf

TİTAN MAKİNE,HR Problem



Proje Ekibi: Insight Nexus

Grup Üyeleri : Dila Tontu, Sanem Mirzaoglu, Alara Özcan, Vedat Aybat, Hüseyin Onat
Gürçan, Roshan Ahmad, Buket Kayhan

Şirket Danışmanı: Arda Yağmur

Akademik Danışman: Zahide Karakitapoğlu Aygün
Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

Bu iş analizi, Titan Makina Ltd.'nin karşılaştığı beyaz yaka çalışan devir oranı sorununa odaklanarak, şirketin uzun vadeli başarısını sürdürebilmesi için stratejik bir çözüm planı sunmaktadır. Analiz, maaşların piyasa standartlarının altında olması, performansa dayalı ödül sistemlerinin eksikliği, kariyer gelişim olanaklarının yetersizliği ve ulaşım/lojistik sorunlarının çalışan bağlılığını olumsuz etkilediğini ortaya koymaktadır. Çalışanlar, performanslarının yeterince değerlendirilmediğini, terfi süreçlerinin belirsiz olduğunu ve şirketin sunduğu yan hakların rakip firmalara kıyasla yetersiz olduğunu belirtmektedir. Bu durum kurumsal, cazip kariyer yolları ve güçlü fayda paketleri sunan firmalara yönelimi artırmaktadır. Bu çerçevede, önerilen çözüm stratejileri kısa ve uzun vadeli adımlar içermektedir. Kısa vadede, Performly gibi bir dijital performans yönetim sistemi kurulması, 360 derece geri bildirim süreçlerinin başlatılması ve çalışan memnuniyetini artıracak modüler yan hak paketlerinin uygulanması önerilmektedir. Uzun vadede ise yapılandırılmış kariyer yolları, eğitim destek programları ve şirket içi sürdürülebilirlik kültürünün inşa edilmesi hedeflenmektedir. Titan Makina, bu bütüncül çözüm yaklaşımını hayata geçirerek çalışan memnuniyetini artırabilir, yetenek kaybını azaltabilir ve kurumsal itibarını güçlendirerek sektöründeki konumunu daha da sağlamlaştırabilir. Bu stratejik dönüşüm, şirketin insan kaynağını sürdürülebilir büyümenin merkezine yerleştirmesini sağlayacaktır.

Anahtar Kelimeler: Beyaz Yaka Çalışan Devri, Çalışan Memnuniyeti, Performans Yönetim Sistemi (PMS), Kariyer Gelişim Fırsatları, Yan Haklar / Modüler Fayda Sistemi.

1- Company Background

Titan Makina, established in 1997 in Ankara, Turkey, is a manufacturer of high-quality construction and mining machinery designed to meet international standards. Initially focused on infrastructure and underground metal mining equipment, the company reached a major milestone in 2011 with the serial production of its Titan IS26 and IS21 Shotcrete Machines and TM05 Concrete Mixers, becoming the market leader in Turkey (Titan Ltd., n.d.). Over time, it expanded its product range to include Tunnel Dump Trucks, Personnel Carriers, ANFO Charging Trucks, Crane Trucks, Scissor Lifts, and Concrete Finishers (Titan Ltd., n.d.). With TÜV Austria certifications ensuring compliance with European safety standards, Titan Makina successfully entered international markets and became a preferred supplier for global tunneling and infrastructure projects (Titan Ltd., n.d.).

To boost innovation and performance, the company formed strategic partnerships with global leaders in mining and industrial technology. These collaborations support Titan Makina's focus on automation, sustainability, and digital solutions, enhancing both product quality and competitiveness. The company's vision is to become a globally recognized brand in heavy machinery manufacturing, led by continuous R&D, while its mission emphasizes environmental and human value, customer satisfaction, quality, and national contribution (Titan Ltd., n.d.).

Titan Makina employs 233 staff, structured under departments such as Sales & Marketing, Procurement, Production, Quality, R&D, and After-Sales Services. With a strong organizational structure, it delivers reliable machinery and tailored after-sales support. Its competitive advantages lie in geographical strength, CE-certified product quality, cost efficiency, customer-focused services, and a strong R&D-driven customization ability. Despite limited global brand recognition, the company is well-positioned to grow in international markets through sustainable innovation and strategic development (See *Appendix 1* for a SWOT analysis of Titan Makina's internal capabilities and external environment.)

2- Problem Definition

Titan Makine Ltd. is facing a significant challenge with high turnover rates among its white-collar employees, primarily due to uncompetitive benefits, lack of career development opportunities, insufficient performance-based salary progression, and inconvenient workplace logistics. As shown in *Appendix 4*, turnover rates for both 2023 and 2024 have remained critically high, reinforcing the urgency for intervention. This turnover is negatively impacting workforce stability, productivity, and overall efficiency. In a competitive industrial landscape, the company struggles to retain talent, particularly as employees seek better-structured and more rewarding positions elsewhere. A detailed internal HR study revealed that the issue extends beyond simple attrition, highlighting low employee engagement, job dissatisfaction, and unclear career advancement paths. One of the key drivers is the lack of a comprehensive benefits package. Unlike rival firms that offer bonuses, transportation and lunch allowances, private health insurance, and other financial perks, Titan Makine's limited offerings fail to attract or retain top talent. Additionally, the absence of clear promotion pathways, leadership development programs, and skill enhancement opportunities leaves employees uncertain about their professional growth within the company. Many perceive slow advancement and limited prospects, prompting them to seek employment in firms offering more structured

development. The root causes of this turnover challenge are visually mapped in the Fishbone Diagram (*Appendix 2*), which categorizes contributing factors across domains such as compensation, development, and logistics.

Compensation concerns also contribute to the turnover. Employees report that salary increases and title promotions do not align with their performance, skills, or market standards. The company's inconsistent approach to raises and advancement leads to dissatisfaction and loss of morale. Furthermore, the company's location presents logistical challenges, including long commutes and inadequate transportation, which affect work-life balance and employee well-being. As a result, many professionals leave for larger, more prestigious organizations which offer competitive pay, structured career paths, and greater job security. Titan Makine's inability to match such conditions puts it at a disadvantage in retaining its skilled workforce. Insights from the company's internal reports on exit interviews from Q1 2024 further validate these challenges (*Appendix 3*).

3- Possible Solutions

Titan Makina seeks to reduce the high turnover rate among white-collar employees by 25% within 12 months. The company's comprehensive strategy focuses on structured performance management, fair compensation, transparent feedback systems, and personalized employee benefits to enhance engagement, motivation, and retention.

3.1 Performance Management System (PMS):

The primary solution involves implementing *Performly*, a cloud-based software designed to support OKR (Objectives and Key Results) and KPI (Key Performance Indicators) frameworks (Armstrong, 2020). Key features include goal alignment at all organizational levels, 360-degree feedback, real-time dashboards, and individualized development plans. The system will be rolled out in phases, starting with a pilot in one department and expanding company-wide. The objective is to ensure that 100% of employees receive structured performance reviews at least twice per year, with a total annual cost of \$10,824 for 82 users.

3.2 Annual Performance Cycle & Data-Driven Compensation System:

To address the lack of consistency and transparency in performance evaluations and salary decisions, Titan Makina will introduce a **formal Annual Performance Cycle (APC)**—including annual goal-setting, mid-year reviews, and year-end evaluations—standardized across all roles. A **Data-Driven Compensation System** will ensure that bonuses and salary increases are tied to documented performance metrics rather than tenure or managerial bias. Implementation will span three quarters (Q1: planning/training, Q2: pilot, Q3: full rollout), and involve standardized templates, manager training, and performance-based incentive structures.

3.3 360-Degree Feedback System:

To ensure fairness and holistic evaluation, Titan Makina will implement a **360-degree feedback system** using digital tools (e.g., Lattice or Zoho People). Feedback will be collected anonymously from supervisors (35%), peers (25%), subordinates (15%), self-evaluation (15%), and executives (10%). This system aims to improve performance insights, support

leadership development, and enhance promotion decisions (Bracken, Timmreck, & Church, 2001; Lepsinger & Lucia, 2009). Employees and managers will be trained in giving and receiving feedback constructively. A pilot program will be tested before full rollout.

3.4 Side Benefits Program – Hybrid Model:

To address non-financial sources of dissatisfaction, a **hybrid side benefits model** will be introduced, combining ***Modular Benefits System*** that allows employees to choose among various fringe benefits (e.g., private health insurance, transportation support, psychological counseling, training subsidies, or extra leave). Average annual cost per employee: £7,980. Additionally, ***Education & Career Investment Plan*** offers financial assistance for further education, certifications, or industry events. Employees will collaborate with managers to create development plans aligned with company goals. Average annual cost per employee: £1,425. This hybrid model (total average cost: £9,405/employee) aims to enhance both short-term satisfaction and long-term professional growth. The initial implementation will include a needs assessment survey, vendor selection, a 3-month pilot program, and company-wide rollout within 6 months. Additional initiatives include a ***Recognition & Wellbeing Program*** which offers low-cost informal rewards (e.g., movie tickets, birthday gifts, wellness sessions) to foster a culture of appreciation and emotional engagement and ***Performance-Based Bonus System***, bonuses are directly tied to individual and team-level performance metrics, encouraging high performance and goal ownership.

The strategy will be led by HR, supported by IT, finance, and L&D teams. Key responsibilities include survey analysis, vendor management, digital tool setup, training programs, budget tracking, and internal communications. Continuous monitoring and feedback will ensure iterative improvements. By implementing an integrated approach—centered around digital performance tools, structured evaluation cycles, personalized benefits, and inclusive feedback mechanisms—Titan Makina aims to transform its employee experience. This strategy targets the root causes of turnover and aligns organizational practices with modern workforce expectations, ultimately supporting long-term talent retention, organizational growth, and employee well-being.

4- Conclusion

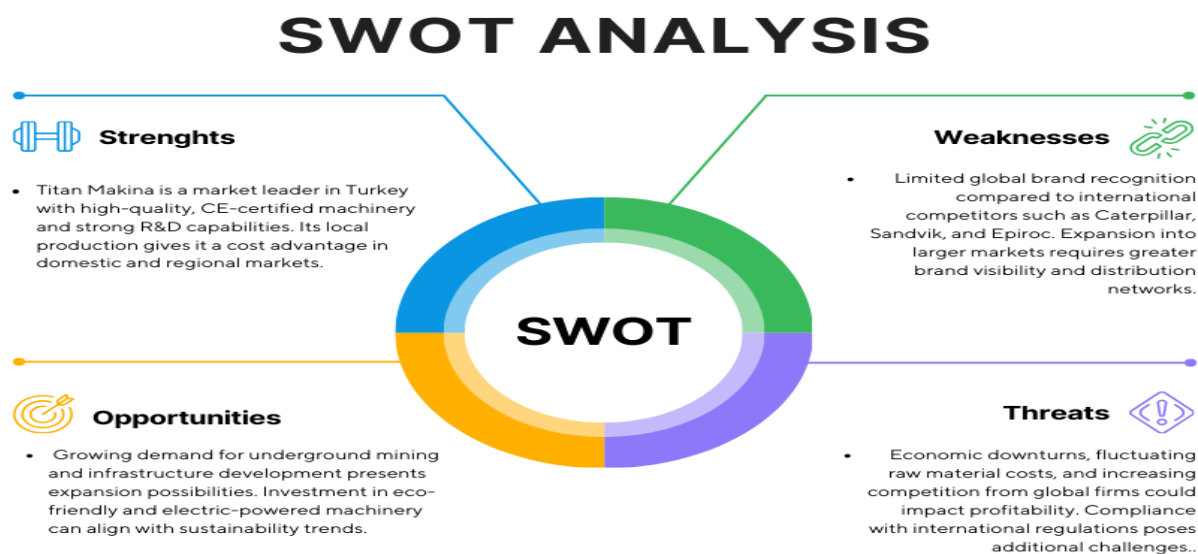
Titan Makina is currently facing a critical challenge in retaining its white-collar workforce due to uncompetitive compensation, lack of structured career development, insufficient recognition, and limited workplace flexibility. These issues not only impact employee satisfaction and engagement but also threaten the company's operational continuity, employer brand, and long-term competitiveness in a rapidly evolving industrial landscape.

To overcome this challenge, Titan Makina must adopt a strategic, multifaceted approach that addresses both the emotional and professional needs of its employees. Implementing a digital performance management system, introducing modular benefit packages, supporting professional development through education investments, and fostering a culture of continuous feedback and recognition are essential steps. Additionally, offering more flexible working arrangements can help mitigate location-related disadvantages and improve work-life balance.

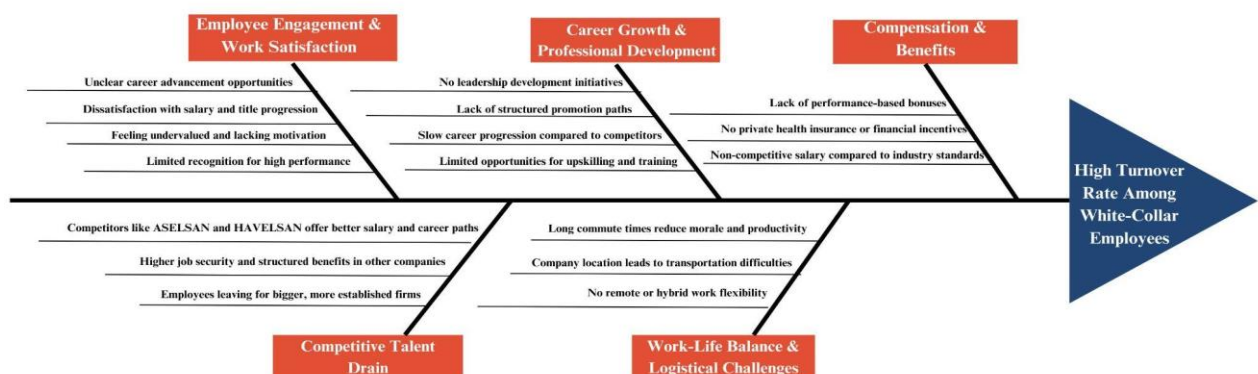
By prioritizing employee well-being and growth, Titan Makina can reduce turnover, increase productivity, and build a loyal, high-performing workforce. In doing so, the company will not only strengthen its internal capacity but also reinforce its position as a competitive and forward-thinking player in the global construction and mining machinery industry.

Appendices

Appendix1 – SWOT Analysis

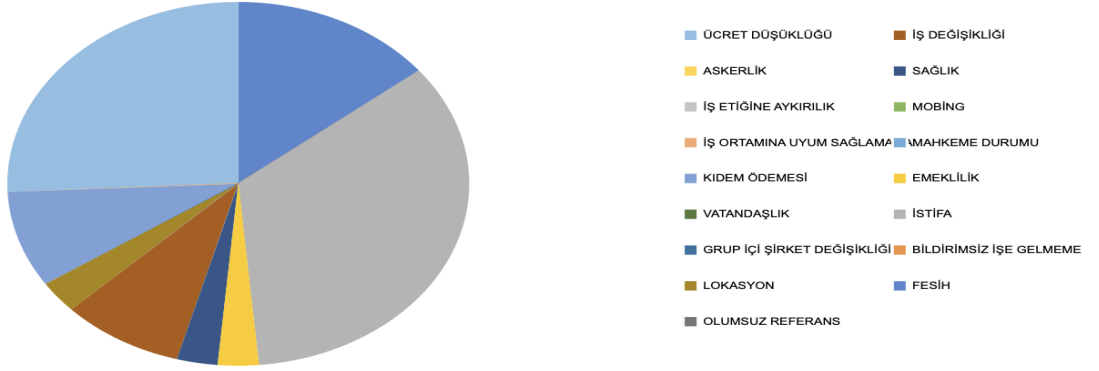


Appendix2 – Fishbone Diagram



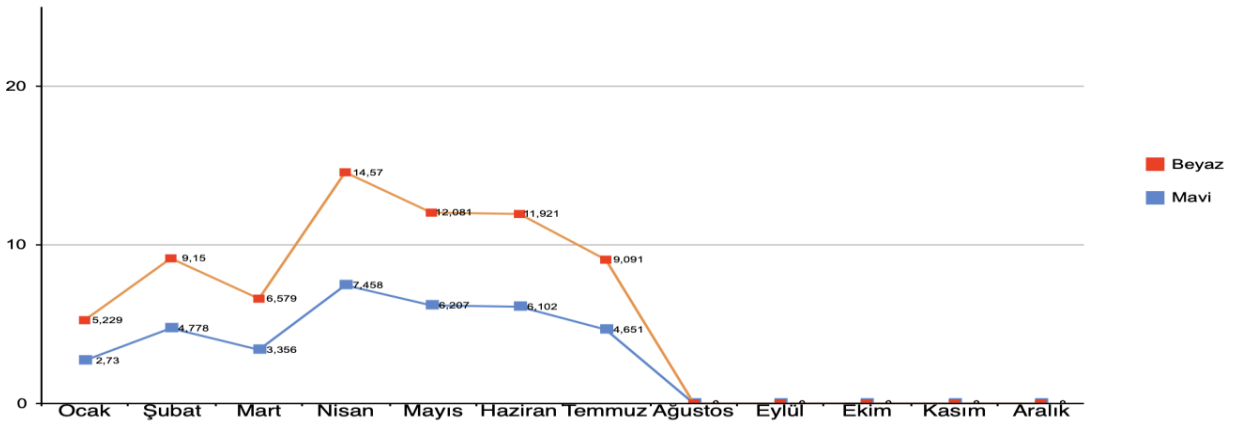
Appendix3 – First Quarter of 2024: Reason of Exit

2024 İLK ÇEYREK YILI İSTEN ÇIKIŞ SEBEPLERİ



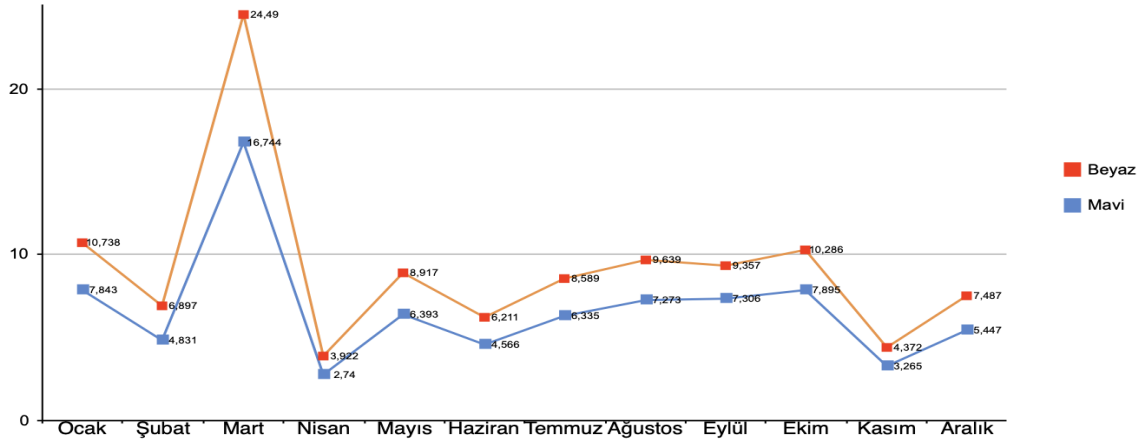
Appendix4 – 2024 Turnover Rates

YILLIK BÖLÜM BAZLI PERSONEL SİRKÜLASYONU



2023 Turnover Rates

YILLIK BÖLÜM BAZLI PERSONEL SİRKÜLASYONU



References

- Armstrong, M. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
- Bracken, D. W., Timmreck, C. W., & Church, A. H. (2001). *The handbook of multisource feedback*. Jossey-Bass.
- Daft, R. L., Murphy, J., & Willmott, H. (2017). *Organization theory and design: An international perspective* (2nd ed.). Cengage Learning EMEA.
- Lepsinger, R., & Lucia, A. D. (2009). *The art and science of 360-degree feedback*. John Wiley & Sons.
- London, M., & Smither, J. W. (1995). Can multi-source feedback change perceptions of goal accomplishment, self-evaluations, and performance-related outcomes? Theory-based applications and directions for research. *Personnel Psychology*, 48(4), 803–839. <https://doi.org/10.1111/j.1744-6570.1995.tb01782.x>
- ResearchGate. (2022). *Mining Industry 4.0 – Opportunities and Barriers*. Retrieved May 16, 2025, from https://www.researchgate.net/publication/365186383_Mining_Industry_40_-_Opportunities_and_Barriers
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson Education.
- Titan Ltd. (n.d.). *Home*. Retrieved May 16, 2025, from <https://titanltd.com/?lang=en>

TÜRKİYE İŞ BANKASI, Operations Management Problem



Proje Ekibi: Optium

Grup Üyeleri : Ayşe Zeynep Kop, Betül Kültür, Hazal Bilgin, İpek Öztemir, Rümeysa Topcu, Sinem Erdoğan

Şirket Danışmanı: Yücel Ersoy

Akademik Danışman: Oğuzhan Özbaş

Koordinatör Danışman: A. Başak Tanyeri Günsür

ÖZET

Türkiye İş Bankası, manuel süreçlere bağımlılığın yarattığı verimsizliklerle karşı karşıyadır. Bu durum, bankanın dijitalleşen finansal ortamda rekabetçi olma yeteneğini kısıtlamaktadır. Bankanın operasyonel maliyetleri yüksek, hizmet sunumu yavaş ve teknolojik yeniliklere uyum sağlamakta zorlanmaktadır. Bu projede, bu sorunları çözmek için yapay zekâ (AI) destekli üç çözüm alternatifi önerilmiştir: Gerçek Zamanlı Dolandırıcılık Tespiti, Personel Optimizasyonu ve Davranışsal Kredi Puanlama Sistemi. Yapılan analizler sonucunda, tüm yönleriyle en yüksek etkiyi sunan çözüm olarak AI tabanlı davranışsal kredi puanlama sistemi önerilmiştir. Bu sistem, geleneksel kredi değerlendirme yöntemlerinin sınırlamalarını aşarak, banka müşterilerinin krediye erişimini artırırken operasyonel verimliliği de iyileştirmektedir. Bu çözüm hem müşteri memnuniyetini artırmak hem de bankanın rekabet gücünü güçlendirmek için stratejik bir adımdır.

Anahtar Kelimeler: Yapay Zekâ, Kredi Puanlama, Davranışsal Veriler, İş Bankası, Finansal Dijitalleşme, KVKK.

1- Company Background

Founded in 1924, Türkiye İş Bankası (İş Bank) is one of Turkey's oldest and largest private banks. It was established under the leadership of Mustafa Kemal Atatürk, the founder of modern Turkey, with the goal of creating a financially independent and modern banking institution. Initially starting with two branches and 37 employees, the bank quickly expanded and became a key player in Turkey's financial system. Over the years, İş Bank has significantly broadened its scope, offering a wide range of services including retail banking, corporate banking, investment banking, insurance, and asset management.

İş Bank is known for its pivotal role in supporting Turkey's economic development, helping to finance businesses, advancing infrastructure projects, and stabilizing the financial system. The bank has been a pioneer in embracing digital banking technologies, offering services through mobile and internet banking platforms to both individual and business customers. The shift towards digitalization has allowed İş Bank to meet the demands of a modern, tech-savvy customer base while maintaining its strong roots in traditional banking services.

As of 2024, İş Bank operates over 1,100 branches in Turkey and maintains an international presence, particularly in Europe. Its long-standing reputation for stability and customer trust supports its position in an increasingly competitive financial landscape. Focused on continuous improvement, the bank prioritizes digital transformation as a core part of its strategy to meet the changing needs of its growing customer base.

With a mission to contribute to Turkey's economic and social development, İş Bank combines innovation with customer-focused services to strengthen its leadership in the financial sector. Publicly listed on Borsa İstanbul (BIST), its ownership is shared among the İş Bank Pension Fund (38.59%), free-floating investors (33.32%), and Atatürk shares (28.09%) held in trust by the Republican People's Party (CHP), reflecting broad-based stakeholder engagement.

Financially, the bank has achieved steady growth, surpassing 3 trillion TL in assets by 2024 and ranking among Turkey's top banks in market value and efficiency. Its commitment to technology is evident in investments in AI, machine learning, and automation, with its İşCep mobile app serving millions of users. Additionally, İş Bank supports sustainability through green financing and renewable energy projects, while advancing financial inclusion, particularly for women and small businesses, to deliver long-term value to society.

2- Problem Definition

Türkiye İş Bank, despite its strong market presence and historical leadership, is currently facing critical operational challenges caused by outdated and manual work processes. Many daily operations such as data entry, document verification, customer service workflows, and internal reporting still rely heavily on human effort. This results in increased operational costs, slower service delivery, and reduced productivity. In today's fast-evolving digital banking landscape, these inefficiencies are becoming a major threat to İş Bank's ability to maintain its competitive position, as customers now expect seamless, fast, and digital-first services. Manual processing also limits the bank's ability to scale its operations efficiently, putting additional pressure on employees and negatively impacting customer satisfaction.

The survey we conducted with İş Bank employees revealed that more than 60% of respondents spend between 5 and 10 hours each week on repetitive, low-value tasks (see *Appendix 1*). Many

employees expressed that these activities are not only time-consuming but also demotivating, limiting their ability to focus on more strategic and customer-focused work. While employees recognized the potential of AI and automation to improve their work experience, some also voiced concerns about job security and uncertainty over how technology might change their roles. This highlights a broader organizational resistance to technological change, fueled by fear of job displacement and a lack of clarity on how AI solutions would be implemented. Additionally, technical barriers such as outdated IT infrastructure and the strict data protection regulations enforced by Turkey's KVKK law further complicate the adoption of AI-driven systems. Without addressing these technological, regulatory, and cultural barriers, İş Bank risks falling behind in the digital transformation race, missing out on opportunities to enhance efficiency, reduce costs, and deliver superior customer experiences.

3- Possible Solutions

In response to the operational inefficiencies and digital transformation challenges identified at İş Bank, our project team evaluated three AI-driven solutions: Real-Time Fraud Detection, Staff Optimization, and the AI-Powered Behavioral Credit Scoring System. Each addresses distinct pain points ranging from fraud risk management to employee productivity and customer credit accessibility. Below, we present a detailed evaluation of each solution.

3.1 Real-Time Fraud Detection

Fraudulent activities in the banking sector, such as identity theft, document forgery, and credit fraud, are becoming increasingly sophisticated, rendering traditional rule-based and manual fraud detection methods less effective. Among these, document forgery stands out as a particularly pressing and ongoing threat, especially in today's digital banking environment where physical customer presence is not guaranteed. Customers are often required to submit scanned or photographed documents, including national ID cards, utility bills, or salary slips, during online account opening or credit applications. These digital submission channels are highly vulnerable to manipulation, as fraudsters can easily alter or forge these documents to bypass identity verification procedures or gain unauthorized access to financial services.

Recognizing the critical nature of this threat, we propose implementing an AI-powered fraud detection system specifically designed to address document forgery. Leveraging advancements in computer vision and machine learning, this system can analyze uploaded documents for signs of tampering by comparing them against official document templates. Additionally, it cross-references customer-provided data with internal banking records and external databases, such as national identity registries, to validate the authenticity of the information. Beyond static document checks, the system also incorporates behavioral analysis by monitoring login activities, IP address consistency, and device fingerprinting to detect suspicious patterns that may indicate fraudulent intent. One of the system's key strengths lies in its ability to continuously learn from historical fraud cases, enabling it to adapt to new fraud techniques over time and enhance its detection accuracy.

The scope of this solution is not limited to document forgery alone. Over time, the system can be expanded to monitor other fraud scenarios such as account takeovers, unauthorized transactions, or anomalous financial behaviors, providing a holistic layer of fraud protection across the entire customer journey. However, despite its promising potential, several challenges must be carefully managed to ensure successful implementation. First and foremost, compliance with Turkey's Personal Data Protection Law (KVKK) is mandatory. The system

must be designed to handle customer data responsibly, with strict adherence to data privacy and security requirements. Another concern is the risk of false positives, where legitimate customers might be mistakenly flagged as fraudulent. This not only risks damaging customer relationships but also undermines trust in the bank's digital channels. Furthermore, the "black box" nature of AI models can lead to transparency issues, making it difficult for both customers and bank employees to understand or contest fraud detection outcomes. Finally, integrating such a sophisticated AI system into İş Bank's existing operational infrastructure requires careful planning and phased deployment to avoid operational disruptions.

To address these concerns, we recommend that the system first be launched using anonymized historical data for training and validation. This will allow the AI model to learn without exposing customer information. Additionally, the inclusion of Explainable AI (XAI) tools is essential to provide transparency in how decisions are made, ensuring that both customers and bank employees can understand and trust the system's outputs. To further reduce the risk of false positives, a Human-in-the-Loop (HITL) process should be established, allowing human experts to review and confirm any flagged cases before action is taken. Finally, a phased rollout starting with document forgery detection will enable the bank to test the system in a controlled environment, gather insights, and make necessary adjustments before expanding to cover other fraud types.

In conclusion, while this AI-powered fraud detection solution involves certain technical and regulatory complexities, its potential benefits make it a strong candidate for strengthening İş Bank's risk management capabilities. By starting with document forgery detection, the bank can responsibly introduce AI-driven fraud protection without negatively impacting the customer experience. This focused approach provides a high-impact, low-disruption entry point that aligns with İş Bank's digital transformation goals, positioning the bank to better safeguard both its customers and its operations against the growing threat of fraud.

3.2 Staff Optimization with AI-Driven Scheduling

Another promising solution for addressing İş Bank's operational inefficiencies involves leveraging Artificial Intelligence to optimize workforce planning and resource allocation. Today, staffing decisions across branches, call centers, and digital channels are often made based on static schedules or managerial intuition, which may not accurately reflect real-time customer demand. This mismatch can result in overstaffing during quiet hours or understaffing during peak times, leading to customer dissatisfaction, longer wait times, and increased pressure on employees. By integrating AI-driven workforce optimization, İş Bank can dynamically align staff deployment with actual service needs, improving both customer experience and internal operations.

AI-powered optimization works by analyzing large datasets on customer traffic, transaction volumes, seasonal activity trends, and service interaction patterns. With these insights, the system can generate predictive models that forecast demand across different channels and time periods. For example, it could identify that certain branches experience surges in foot traffic at the end of the month, or that digital support requests peak during specific campaign periods. Based on these insights, the system can recommend optimal staff schedules, reallocating personnel to the right locations or digital platforms at the right times. This allows the bank to deliver smoother, faster service while maximizing the productivity of its existing workforce.

Employee well-being is another critical benefit of this solution. By balancing workloads and reducing unnecessary stress during peak times, AI-driven scheduling can help prevent employee burnout and improve job satisfaction. Our internal employee survey supports this

perspective. Several respondents highlighted the potential of AI to improve workload distribution and reduce bottlenecks in customer service processes. One participant specifically noted that "AI could help allocate tasks more fairly and reduce pressure during busy periods," reflecting employee readiness to explore smarter scheduling solutions.

However, the implementation of such a system is not without challenges. One of the most significant barriers is compliance with Turkey's Personal Data Protection Law (KVKK), which places strict limitations on collecting and processing personal employee data without explicit consent. This legal constraint may limit the system's ability to incorporate detailed employee performance data, reducing the precision of its recommendations. Additionally, cultural resistance within the organization poses another risk. Employees might view AI-generated schedules as impersonal or unfair, especially if they do not understand how the system works or feel excluded from the process. This perception could lead to decreased morale, pushback, or even distrust toward management.

Operationally, shifting from traditional manual scheduling to an AI-driven approach may disrupt existing routines and face resistance from employees who are accustomed to having more control over their work schedules. Change management, therefore, becomes a critical success factor in the adoption of this solution. To overcome these challenges, İş Bank must proactively engage employees through transparent communication and training led by the Human Resources team. This includes clearly explaining the purpose of the AI system, how it makes scheduling decisions, and what benefits it offers both to the organization and individual employees.

Equally important is the need to establish opt-in mechanisms for data usage, ensuring that employee consent is obtained in compliance with KVKK. By involving employees early in the process and maintaining transparency throughout, İş Bank can build trust and improve acceptance of AI-driven scheduling. This human-centered approach not only respects employee rights but also increases the likelihood of successful system adoption.

While AI-powered workforce optimization holds strong potential for enhancing operational efficiency and improving employee satisfaction, it should be viewed as a supportive solution rather than a transformative one. Its primary impact lies in improving service delivery and internal processes, but it does not directly address the bank's larger strategic goals of expanding market reach or transforming customer engagement models. Therefore, while it represents a valuable improvement opportunity, it lacks the broader business impact and scalability of more advanced AI applications, such as the behavioral credit scoring system outlined in the following section.

3.3 AI-Powered Credit Scoring System

The most strategically valuable and impactful solution identified through our research is the implementation of an AI-powered Behavioral Credit Scoring System. This solution goes beyond improving internal operations—it has the potential to transform İş Bank's customer reach and position the bank as a leader in responsible, inclusive lending. Traditional credit evaluation systems, which rely heavily on official documents such as salary slips, tax records, and historical loan data, systematically exclude large segments of the population. This includes freelancers, students, gig economy workers, content creators, delivery couriers, and others who may be financially active but lack conventional proof of income or credit history.

Our customer survey confirmed the scale of this problem. Many participants reported having been previously rejected or hesitant to apply for credit due to rigid and outdated assessment methods. Yet, more than 70% expressed willingness to share alternative behavioral data—such

as mobile app usage, payment patterns, or location data—if it would lead to fairer and faster decisions. This feedback highlights a critical gap in the market and a clear opportunity for İş Bank to expand its reach by rethinking how creditworthiness is evaluated.

Unlike traditional models that offer a one-dimensional snapshot of financial standing, the proposed AI system integrates a wide range of behavioral and digital signals. These include metadata from mobile devices (such as device type and operating system, which can serve as proxies for income level), app usage patterns (such as engagement with budgeting or financial management apps), and GPS data indicating lifestyle stability through regular commuting patterns. The system also incorporates payment behavior from digital transactions, utility bills, and rent payments—providing a comprehensive and real-time view of an individual’s financial habits.

From a technical perspective, the solution leverages advanced machine learning techniques such as Random Forest and Gradient Boosting to significantly enhance risk prediction accuracy. These models can process large volumes of diverse data, identifying hidden patterns and improving decision-making beyond what traditional rule-based systems can achieve. In addition, unsupervised clustering methods like KMeans and DBSCAN allow the system to segment customers into meaningful behavioral profiles, helping the bank tailor its products to emerging customer needs. Explainable AI (XAI) tools further enhance transparency, ensuring customers understand the rationale behind approval or rejection decisions—addressing one of the top concerns identified in our survey.

Compliance with Türkiye’s Personal Data Protection Law (KVKK) is embedded into the system’s design. It operates on strict principles of informed consent, data minimization, and anonymization. Customers are presented with clear explanations about what data is being collected, how it will be used, and the benefits of participation. Our survey results validated this approach, with 96% of respondents insisting on the importance of clear consent mechanisms and the ability to opt in or out at any time (see *Appendix 2*).

The strategic benefits of this solution extend far beyond compliance and technical improvements. By unlocking access to credit for digitally engaged but traditionally excluded segments, İş Bank can differentiate itself as a pioneer in financial inclusion. The system not only reduces operational bottlenecks by automating manual assessments—cutting processing times from several days to just minutes—but also lowers the cost per application by eliminating redundant paperwork and reducing staff workload. This makes it possible to scale lending operations without significantly increasing operational costs.

Equally important is the impact on customer satisfaction and trust. By providing fast, transparent, and personalized credit decisions, İş Bank can strengthen relationships with younger, tech-savvy demographics and improve its reputation as an innovative and customer-centric institution. These capabilities also position the bank to compete more effectively with fintech disruptors that are already leveraging behavioral data to serve underserved markets.

In conclusion, the AI-powered Behavioral Credit Scoring System stands out as the most comprehensive, scalable, and future-ready solution among the alternatives we evaluated. It directly addresses İş Bank’s dual priorities of expanding customer reach and improving operational efficiency, all while ensuring legal compliance and ethical data practices. Supported by both internal employee feedback and external customer validation, this solution represents a transformative step forward—enabling İş Bank to lead the market in responsible, AI-driven credit innovation.

4- Conclusion

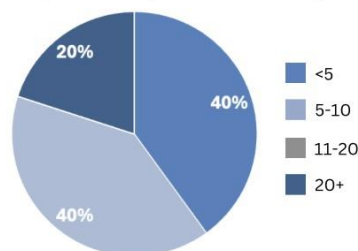
In summary, this project identified Türkiye İş Bankası's heavy reliance on manual processes as a key obstacle to improving efficiency, customer satisfaction, and competitiveness in today's digital banking landscape. Based on stakeholder engagement and survey insights, the growing need for faster, smarter, and more inclusive services was confirmed. Among the three AI- powered alternatives evaluated—Real-Time Fraud Detection to reduce financial risks, Smart Staff Optimization to improve operational efficiency, and Behavioral Credit Scoring to transform credit evaluation—the latter emerged as the most transformative and sustainable solution. While the first two offer valuable support in risk management and resource allocation, they fall short of addressing the bank's strategic goal of expanding customer reach and modernizing its lending operations. The recommended Behavioral Credit Scoring System leverages alternative data such as digital payment behavior and app usage to evaluate creditworthiness, enabling access for underserved groups like freelancers and students. Designed with strong privacy and ethical safeguards in compliance with KVKK, this solution strengthens trust while advancing financial inclusion. By adopting this technology, İş Bank not only solves today's operational challenges but also positions itself as a leader in responsible AI adoption, building a scalable, customer-centric foundation for long-term growth and securing its place as a trusted partner in the digital era.

Appendices

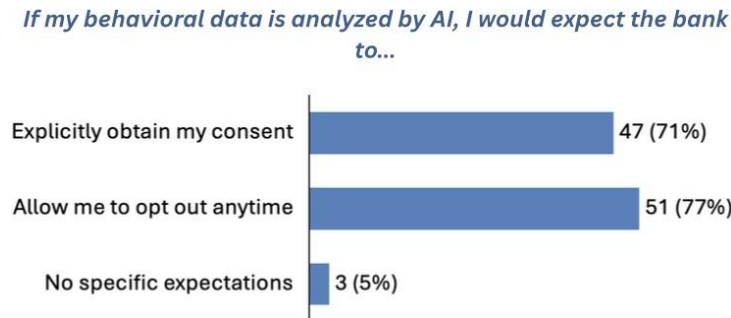
Appendix1 - Employee Workload Insights –Findings from İş Bank Employee Survey on Weekly Time Spent on Repetitive Tasks

What does İş Bankası employees want?

How much time do you spend on repetitive/recurring tasks on a weekly basis?



Appendix2 - Customer Data Privacy Expectations –Findings from Customer Survey on AI- Based Behavioral Data Usage and Consent Preferences



References

- Alliance for Financial Inclusion. (2025, February). *Alternative data for credit scoring*. <https://www.afi-global.org/wp-content/uploads/2025/02/Alternative-Data-for-Credit-Scoring.pdf>
- Chen, T., & Guestrin, C. (2016). XGBoost: A scalable tree boosting system. *Proceedings of the 22nd ACM SIGKDD International Conference on Knowledge Discovery and Data Mining*, 785–794. <https://doi.org/10.1145/2939672.2939785>
- Friedman, J. H. (2001). Greedy function approximation: A gradient boosting machine. *Annals of Statistics*, 29(5), 1189–1232.
- Lemieux, C., Li, Z., & Stojanovic, J. (2020). Credit risk prediction using machine learning: An application on peer-to-peer lending data. *Journal of Risk and Financial Management*, 13(12), 306. <https://doi.org/10.3390/jrfm13120306>
- Mastech InfoTrellis. (2022, August 10). *AI in credit scoring: Transforming lending with data- driven insights*. <https://mstechinfotrellis.com/blogs/ai-in-credit-scoring>
- McKinsey & Company. (n.d.). *Smart scheduling: How to solve workforce-planning challenges with AI*. <https://www.mckinsey.com/capabilities/operations/our-insights/smart-scheduling-how-to-solve-workforce-planning-challenges-with-ai>
- Personal Data Protection Authority of Turkey. (2016). *Law on the Protection of Personal Data No. 6698*. <https://www.kvkk.gov.tr/Icerik/6649/Personal-Data-Protection-Law>
- Sculley, D., Holt, G., Golovin, D., Davydov, E., Phillips, T., Ebner, D., ... & Dennison, D. (2015). Hidden technical debt in machine learning systems. *Advances in Neural Information Processing Systems (NeurIPS)*.
- Forbes Technology Council. (2025, April 30). *AI applications in fraud detection in the banking industry*. <https://www.forbes.com/councils/forbestechcouncil/2025/04/30/ai-applications-in-fraud-detection-in-the-banking-industry/>

İKAS, Marketing Problem



Proje Ekibi : E-Commerce Heroes

Grup Üyeleri : Mustafa Özkarakaya, Helin Deniz İlgen, Melike Akın, Atahan Baran Kaptan, Eren Berk Kaya, Ahmet Özkoçak, Teoman Uygun

Şirket Danışmanı: Çağrı Menteş

Akademik Danışman: Onur Osmanoglu

Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

Bu proje, Türkiye merkezli bir KOBİ'lere yönelik hepsi bir arada e-ticaret platformu olan İKAS'ın pazardaki konumlandırma problemini ele almaktadır. Şirketin sunduğu geniş kapsamlı hizmetler, potansiyel müşteriler tarafından tam olarak anlaşılamamakta ve bu durum müşteri edinimini olumsuz etkilemektedir. Yapılan analizler sonucunda, iki çözüm alternatifi geliştirilmiştir: birincisi, hedefe yönelik entegre pazarlama iletişimi kampanyası; ikincisi ise daha dar bir ürün segmentine odaklanarak niş bir strateji izlemektir. Proje ekibi, İKAS'ın vizyonuna ve güçlü yönlerine daha uygun olduğu için ilk çözümü önermektedir. Bu strateji; kurum içi uyum, pazarlama mesajlarının netleştirilmesi, dijital kampanyalar ve müşteri deneyiminin iyileştirilmesini kapsamaktadır. Ayrıca Trendyol ve Shopify gibi sektör liderlerinden ilhamla sürdürülebilirlik önerileri sunulmuş, İKAS'ın uzun vadeli marka gücünü artırmasına katkı sağlayacak yol haritası çizilmiştir.

Anahtar Kelimeler: E-Commerce, Brand Image, Brand Positioning, Digital Marketing, SME's, Marketing Strategy, Integrated Communication Campaign

1- Company Background

IKAS is a Turkey-based all-in-one e-commerce infrastructure provider designed for small and medium-sized enterprises (SMEs). The platform enables users to build their own online stores, integrate with both local and global marketplaces, and manage essential business operations—such as payments, logistics, inventory, and order fulfillment—through a single centralized system.

Since its founding, IKAS has aimed to support the digital transformation of SMEs in Turkey by offering a streamlined, user-friendly solution that reduces the complexity of launching and scaling an online business. The platform stands out with its intuitive interface, multi-channel selling capabilities, and accessible customer support services.

IKAS's service portfolio includes e-commerce website creation, marketplace integration, payment processing, point-of-sale (POS) systems, customer relationship management, and analytics tools. With strong growth in its domestic market, IKAS also plans to expand into international markets, with a particular focus on Germany.

2- Problem Definition

The main problem faced by IKAS is unclear brand positioning, which causes confusion among potential customers about what the platform actually offers. Many SMEs mistake IKAS for a marketplace or fail to understand its value as an all-in-one e-commerce solution. The impact of this issue is significant: poor customer acquisition, underutilization of product features, and slower expansion into new markets, despite strong demand in Turkey's booming e-commerce sector. Without addressing this brand clarity issue, IKAS risks losing potential users to more clearly positioned competitors.

3- Possible Solutions

To resolve IKAS's brand positioning challenges, two main strategic alternatives were considered. Each aims to clarify IKAS's market identity and improve customer acquisition and engagement.

Alternative 1: Integrated Marketing Communication Campaign

This strategy involves clearly redefining IKAS's value proposition and launching a well-targeted marketing campaign to communicate its identity as an all-in-one e-commerce platform. It includes refining messaging for different customer segments, updating branding assets (e.g., website, ads), training internal teams, and improving customer onboarding to reflect the new brand narrative. (See implementation plan in *Appendix-1*)

Pros:

- Directly addresses brand confusion.
- Supports broad market appeal without sacrificing product range.
- Creates internal alignment across departments.
- Encourages more efficient use of marketing budget through targeted communication. (See Appendix-2 for current pricing of the packages)

Cons:

- Requires significant time and financial investment.
- Success depends heavily on high-quality execution.
- Complex messaging may still be hard to simplify effectively.

Alternative 2: Niche Product Focus & Specialized Marketing Strategy

Rather than marketing itself as an all-in-one solution, IKAS could focus on a narrower value proposition—for example, becoming known as the top marketplace integration tool for Turkish SMEs. This would involve prioritizing a specific feature set and adjusting branding and development efforts accordingly.

Pros:

- Simplifies marketing and communication.
- Enables deeper focus and excellence in one product area.
- Easier and faster to establish brand recognition within a niche.

Cons:

- Sacrifices IKAS's broader product vision and competitive edge.
- Limits long-term growth opportunities.
- Could alienate existing customers who rely on the full suite of services.

4- Conclusion

To address its core business challenge—unclear brand positioning—IKAS must adopt a solution that not only clarifies its identity but also unlocks long-term growth opportunities. After evaluating strategic alternatives, the recommended approach is a integrated marketing communication campaign.

This strategy allows IKAS to embrace its full potential as an all-in-one e-commerce platform for SMEs while directly targeting the root causes of customer confusion and ineffective outreach. It enables the company to craft a unified message, engage its target audience more effectively, and create internal alignment across departments. Unlike a niche marketing approach, which limits scope and sacrifices strategic vision, the recommended solution builds on IKAS's existing capabilities and prepares the company for expansion into both domestic and international markets.

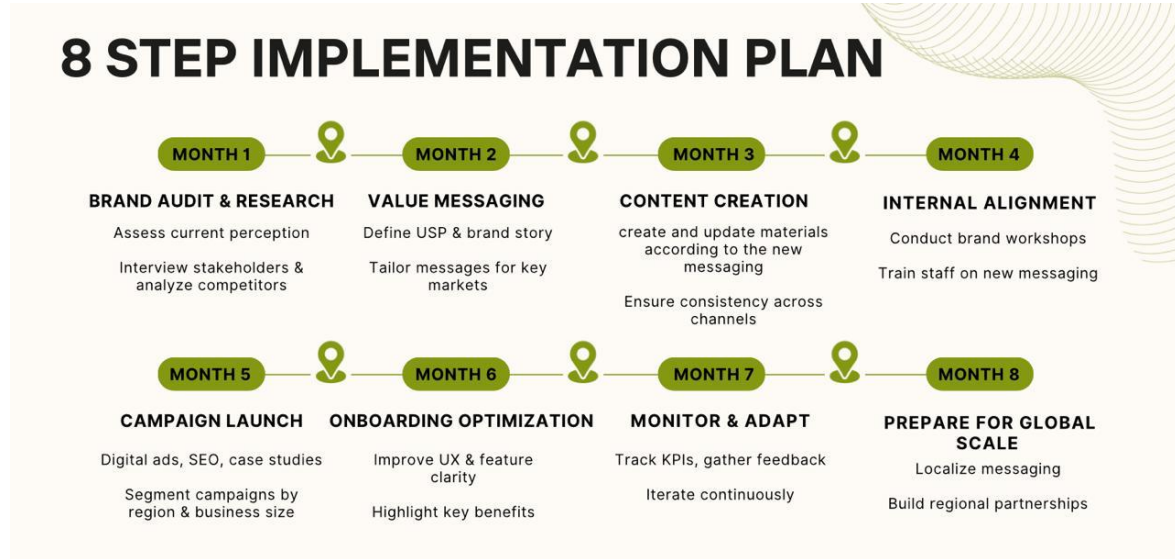
The proposed plan includes SMART goals, phased action steps, clearly assigned responsibilities, and benchmarking tools to measure progress. (See *Appendix 3* for awareness survey) By implementing this campaign, IKAS will enhance customer acquisition, brand recognition, and internal cohesion.

Additionally, sustainability is woven into the company's growth strategy. Inspired by industry leaders like Trendyol and Shopify, IKAS can begin cultivating a sustainability culture through internal awareness, eco-friendly operations, and transparent communication. These efforts not only reinforce IKAS's brand but also position it as a forward-thinking, socially responsible organization.

The proposed strategy solves the immediate branding issue while supporting long-term differentiation, expansion, and stakeholder trust. With a clear message, focused execution, and a commitment to sustainable growth, IKAS is well-positioned to become a leading e-commerce infrastructure provider for SMEs in Turkey and beyond.

Appendices

Appendix1



Appendix2

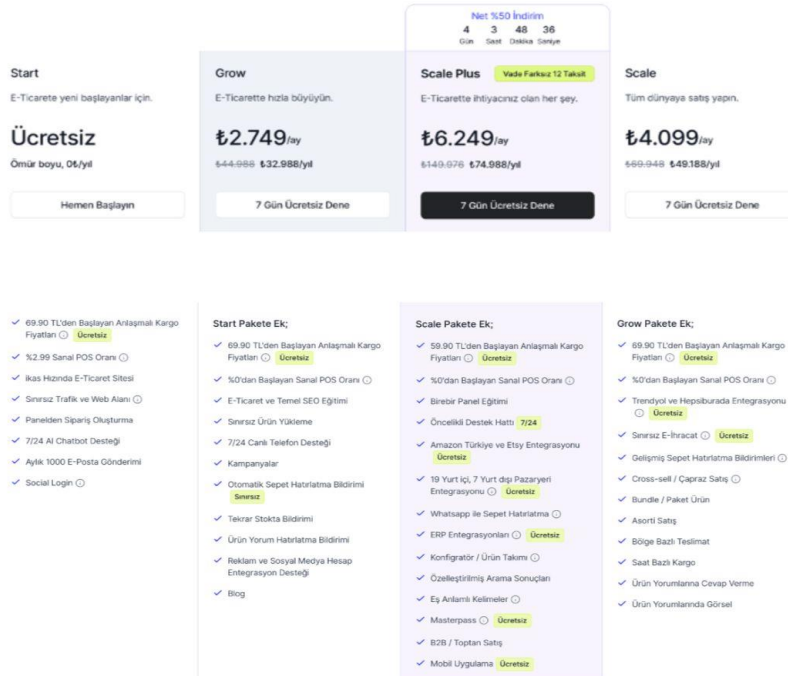


Figure 5: İkas Pricing Plans

(The company recently introduced a starter pack with stated services above and also currently the "Scale Plus" package is 50% off + 3 months gifted subscription)

Appendix3

İKAS Awareness Survey

Section 1: General Information

1. How old are you?

- ☐ Under 18
- ☐ 18–24
- ☐ 25–34
- ☐ 35–44
- ☐ 45 and over

2. Where are you currently located?

- ☐ Turkey
- ☐ Another Country in Europe
- ☐ Another Country outside of Europe

3. Which of the following best describes your role?

- ☐ Business Owner
- ☐ E-commerce Manager
- ☐ Marketing Professional
- ☐ IT/Software Professional
- ☐ Student
- ☐ Other: _____

Section 2: Brand Awareness

4. Before today, have you heard of İKAS?

- ☐ Yes
- ☐ No

5. If yes, how did you first hear about İKAS? (Select all that apply)

- ☐ Social media (Instagram, LinkedIn, etc.)
- ☐ Google search
- ☐ Advertisement (online)
- ☐ Advertisement (offline)
- ☐ Recommendation from a colleague/friend
- ☐ Event or webinar
- ☐ Other: _____

6. How familiar are you with İKAS' services?

- ☐ Very familiar
- ☐ Somewhat familiar
- ☐ Heard the name only
- ☐ Not familiar at all

Section 3: Brand Perception

7. What type of company do you believe İKAS is?

- ☐ E-commerce platform
- ☐ Marketplace
- ☐ Accounting software
- ☐ Software Infrastructure provider
- ☐ Web development agency
- ☐ Not sure
- ☐ Other: _____

8. Which words would you associate with IKAS? (Select up to 3)

- ☐ Innovative
- ☐ Reliable
- ☐ Complicated
- ☐ Affordable
- ☐ Expensive
- ☐ High quality
- ☐ Niche
- ☐ Other: _____

9. In your opinion, how important is it to have a platform like IKAS for online business management?

- ☐ Extremely important
- ☐ Important
- ☐ Neutral
- ☐ Not very important
- ☐ Not important at all

Section 4: Usage and Interest

10. Have you or your business ever used IKAS?

- ☐ Currently using
- ☐ Used in the past
- ☐ Never used

11. If you have never used IKAS, would you consider trying it in the future?

- ☐ Definitely yes
- ☐ Probably yes
- ☐ Maybe
- ☐ Probably not
- ☐ Definitely not

12. What would encourage you to try or use IKAS? (Select up to 3)

- ☐ Better pricing
- ☐ Positive reviews/testimonials
- ☐ More marketing about benefits
- ☐ Integration with my existing systems
- ☐ Free trial
- ☐ Other: _____

Section 5: Final Thoughts

13. What is the first thing that comes to your mind when you hear "İKAS"?
[Open-ended response]

14. Any suggestions for İKAS to become more known or improve their service?
[Open-ended response]

References

Eticaret Ofisi. (n.d.). *Eticaret Ofisi*. <https://www.eticaretofisi.com.tr/>

T.C. Ticaret Bakanlığı. (n.d.). *Türkiye’de E-Ticaretin Görünümü Raporu*. <https://ticaret.gov.tr/duyurular/turkiyede-e-ticaretin-gorunumu-raporu>

Precedence Research. (n.d.). *E-commerce Market - Growth, Trends, and Forecasts*. <https://www.precedenceresearch.com/e-commerce-market>

International Finance Corporation. (2024). *IFC helps bolster smaller businesses in Türkiye through innovation*. <https://www.ifc.org/en/pressroom/2024/ifc-helps-bolster-smaller-businesses-in-turkiye-through-innovat>

Lomas, N. (2024, April 4). *ikas raises \$20M Series A for e-commerce expansion*. Tech.eu. <https://tech.eu/2024/04/04/ikas-raises-20m-series-a-for-e-commerce-expansion/>

ikas. (n.d.). *E-ticarete Kolaylık: ikas Ana Sayfa*. <https://ikas.com>

ikas. (n.d.). *E-Ticaret Paketleri ve Fiyatlandırma*. <https://ikas.com/pricing>

StoreLeads. (n.d.). *ikas Store Analysis Report*. <https://storeleads.app/reports/ikas>

G2. (n.d.). *Shopify vs. ikas: Which is better?*. <https://www.g2.com/compare/shopify-vs-ikas>

Halkapos. (n.d.). *Shopify vs. Ticimax Karşılaştırması*. <https://www.halkaposs.com.tr/blogs/shopify-vs-ticimax>

ikas. (n.d.). *Hakkımızda – ikas*. <https://ikas.com/tr/hakkimizda>

ikas. (n.d.). *E-Ticaret Paketleri*. <https://ikas.com/tr/e-ticaret-paketleri>

ikas. (n.d.). *ikas Destek Merkezi*. <https://support.ikas.com/tr>

WOPPY TECHNOLOGY, Marketing Problem



Proje Ekibi: Woppyverse

Proje Ekibi : Ağra Emir Şener, Aslı Nur Recep, Duru Kurgun, Ebi Kristo, Muhammed Ağgöz, Şevval Kökten

Şirket Danışmanı: Rasim Cin

Akademik Danışman: Atilla Onuklu

Koordinatör Danışman: Ceren Aydoğan

ÖZET

Woppy Technology'nin yeni projesi Pan's Garden, şirketin sektörde kolayca tanınması için en iyi yolları tanımlama sürecindedir. Araştırmalar sonucu, hibrit bir çözüm oluşturabilecek iki ana çözüm ortaya çıkarılmıştır. Bu iki ana temel çözüm şunlardır: otantiklik ve adil ticaret. Otantiklik, Türk mirası ve kökeni vurgulanarak; düşük fiyat, çiftçi eğitimi, markayı hikayeleştirme ve uluslararası sertifikalar gibi etik ticaret unsurlarıyla sektörde dikkat çekilmesi amaçlanacaktır. Bu iki ana temel çözümü fuarlarda ve ticaret fuarlarında göstermek ve bunları sosyal medyada vurgulamak projenin ana stratejileri olacaktır. Pan's Garden, ticaret fuarları ve sergilerini ziyaret ederek potansiyel müşteri ve yüksek marka bilinirliği edinmeyi hedeflemektedir. Ayrıca, sektördeki diğer şirketlerle hızlı bir şekilde yeni ortaklıklar kurmak için önemli toplantılar düzenleyecektir. Pan's Garden, sektör içgörülerini ve eğitimine odaklanan sosyal medya platformu LinkedIn'de düzenli olarak içerik yayınlayarak güvenilirlik oluşturacaktır. Instagram ayrıca tedarik zinciri süreçlerini, kaynak etiğini şeffaf bir şekilde vurgulayan aylık adil ticaret görselleri ve tedarikçi hikayelerini sergileyerek vurgulayacaktır.

Anahtar Kelimeler: Tıbbi ve Aromatik Bitkiler, Marka Bilinirliği, Otantiklik, Anadolu Mirası, Adil Ticaret, Ticaret Fuarı, Sosyal Medya.

1- Company Background

Pan's Garden, founded in 2024, was established by visionary entrepreneurs who saw the potential of Anatolia's botanical resources and the rising demand for sustainable natural ingredients in Germany. Structured as a fund to optimize operations, the company aims to bridge Anatolia's botanical heritage with Germany's dynamic markets. As a key supplier of premium raw materials for cosmetics, fragrances, and functional foods, Pan's Garden focuses on sustainable sourcing to preserve biodiversity and meet market demand for eco-friendly, ethically produced ingredients, setting new quality and innovation standards.

2- Problem Definition

Germany's increasing demand for medicinal and aromatic plants (MAPs) presents a valuable opportunity for international trade with Türkiye, a country rich in these resources. However, there is no prominent Turkish brand selling MAPs in international markets. To solve this issue, Pan's Garden will sell medicinal and aromatic plants produced in Türkiye under the Pan's Garden branding. Our mission is to build a brand identity that sets Pan's Garden apart from its competitors, raise awareness of Pan's Garden, and reach B2B businesses in Germany.

3- Possible Solutions

Fair Trade and Authenticity

The most effective approach to enhance Pan's Garden's brand awareness and establish a strong brand identity is to emphasize its genuine Anatolian heritage and origin and dedication to fair trade values.

Fair trade will be the basic strategy for increasing Pan's Garden's recognition and awareness in the sector. The principles of fair trade that are suitable for Pan's Garden's purposes will be as follows:

1. *Low Prices:* Pan's Garden aims for affordable prices in order to attract more customers' attention without compromising quality in order to meet the demand in such a competitive market like Germany.
2. *Farmer Education:* Pan's Garden aims to provide farmers with training on sustainable agricultural practices, advanced growing techniques, and quality control.
3. *True Stories:* Pan's Garden aims to share the unique stories of Turkish farmers in the supply process and to establish an emotional bond with customers. At the same time, it wants to emphasize the cultural importance and heritage value of medicinal and aromatic plants for Türkiye with these stories.
4. *Certification:* Pan's Garden aims to partner with globally recognized fair trade certification bodies to verify ethical sourcing and production practices and to prominently display certifications on packaging and marketing materials to gain consumer trust.

In addition, Pan's Garden has established fair trade criteria that align with its goals, including:

1. *Supplier Relationships:* Pan's Garden aims to establish long-term, transparent partnerships with local farmers and cooperatives and it wants to provide timely payments that reflect fair compensation for participants' labor and resources.
2. *Sustainability Standards:* Pan's Garden aims to adopt environmentally friendly practices in equipment, harvesting, and transportation, and aims to encourage suppliers to minimize chemical use and adopt organic farming methods.

3. *Traceability:* Pan's Garden aims to implement a system to track products from farm to final packaging, and aims to provide transparency in the supply chain, and wants to offer QR codes on packaging to provide customers with detailed information about product origins.
4. *Community Development:* Pan's Garden aims to support initiatives that improve infrastructure, education, and healthcare in farming communities with a portion of its revenues.

The concept of authenticity will be embedded into the Anatolian heritage and origin. Pan's Garden will emphasize Türkiye's traditional medicinal and aromatic plant heritage and origin in order to be recognized and trusted in the sector. This will enable the company to compete in the sector and show its advantages to customers. The ways to implement the "fair trade" and "authenticity" concepts that Pan's Garden has chosen in order to increase its brand awareness, are to participate in expos and trade shows, increase its social media presence, and make improvements to its website.

Expos and Trade Fairs:

Expos and trade fairs are one of the most important tools for making a company known to other businesses in the industry. By interacting directly with business experts, participating in these expos will provide a platform to build credibility and trust in addition to creating a lead generation opportunity. Our main purpose is to increase brand visibility and generate qualified B2B leads through participation in key industry events. Pan's Garden's goal is that, by the end of the first quarter of 2026, to attend at least three major industry expos including BIOFACH 2025, ANUGA, and the Bernburg Winter Seminar for Medicinal and Aromatic Plants, securing at least five B2B meetings per event to form strategic business relationships across the food, pharmaceutical, and cosmetics sectors.

Pan's Garden will emphasize its capabilities with its logistics base in Essen and its ability to distribute products reliably across Europe, demonstrating efficiency. At the same time, the brand will highlight its commitment to ethical sourcing and supply chain resilience by underscoring its close collaboration with Turkish agricultural collectives and cooperatives. In line with its sustainable brand identity, Pan's Garden will prepare printed catalogs, branded booth materials, and product samples that reflect its environmental values and visual identity. After the event, Pan's Garden will run targeted follow-up campaigns to turn initial contacts into long-term business relationships, showing its commitment to responsible and lasting partnerships.

Social Media:

Pan's Garden will use social media as a key platform to present itself as an exclusive, producer-centered, and sustainable B2B supplier. Underlining its Anatolian heritage and partnerships with small and medium-sized producers, the brand's strategy aims to build trust, highlight its core values, and humanize the supply chain. The focus will be on LinkedIn as the primary platform for reaching decision-makers and professionals, supported by Instagram for visual storytelling, and Bluesky as a long-term community engagement space.

LinkedIn Strategy and Editorial Structure

The purpose of using LinkedIn is to build a consistent, engaging presence on LinkedIn to increase brand visibility and reach potential B2B partners. The goal is that by December 2025 to implement a structured weekly posting schedule with six posts per week (two posts each on Tuesdays, Wednesdays, and Thursdays), achieving a follower growth of at least 500 new

followers per month. Content will be published on Tuesdays, Wednesdays, and Thursdays, with two posts each day—one in the morning and another after the lunch break.

- Tuesdays: Industry insights and brand storytelling
- Wednesdays: Engagement-driven content (polls, Q&A, discussions) and market trends
- Thursdays: Educational and value-focused posts (e.g., “Medicinal Plants 101”)

To foster community growth and reward audience engagement, special content will be created to celebrate every 1,000-follower milestone. Upon reaching 2,000 followers, Pan’s Garden LinkedIn Bulletin will be launched—a monthly digest featuring industry insights, plant updates, and highlights from the supply chain.

The content strategy will be further enriched with expert opinions, industry reports, and storytelling that traces the journey from field to factory. Interactive features such as polls, quizzes, and discussion threads will encourage engagement. In addition, live webinars and digital events will be organized to boost brand awareness and create meaningful interaction with the community.

Fair Trade Visual Content on Instagram

The main purpose of publishing content related to fair trade on Instagram is to build transparency by presenting ethical practices in the sourcing process. By October 2025, Pan’s Garden will have shared a monthly series featuring photos and videos from harvest locations that visualize and illustrate Fair Trade practices. The aim of this practice is to also have a presence on Instagram and show that the brand is on many platforms open to communication and collaboration.

To support brand authenticity and ethical positioning, Pan’s Garden will integrate the following content elements into its Instagram strategy:

- Short-form video content: 30–60 second clips filmed on-site at farms and packaging facilities, showcasing production transparency and quality standards.
- Ethical labor photography: Professional imagery which aims to capture responsible labor practices and working environments, reinforcing the brand’s commitment to fair treatment and social responsibility.
- Thematic content alignment: Posts timed with international Fair Trade awareness days, which are on the second Saturday of May each year, to highlight shared values, raise awareness, and connect with a broader ethically-conscious audience.

Supplier Storytelling Series

The purpose of this series is to bring the supply chain to life by using the voices and experiences of the people working behind it. The goal is to launch a “Meet Our Harvesters” series by September 2025, publishing one feature per month across LinkedIn and Instagram for six months. The objective is to generate at least 10 new profile visits per post and create content in which the audience has awareness about the brand and its B2B collaborators.

The main content will include photos that show the farmers involved in the production process, helping to present the supply chain in a more personal and genuine way. These visuals will be supported by short quotes or stories from producers, adding real-life experiences that build trust and emotional connection. The posts will also explain traditional harvesting

methods and how they benefit local communities, highlighting both Anatolian heritage and the positive social impact of Pan's Garden's sourcing practices.

Educational Plant-Focused Content

This content will position Pan's Garden as a credible source in the medicinal and aromatic plant (MAP) sector while educating the audience about the industry and new trends emerging in the MAP sector. The aim is to initiate a "Medicinal Plants 101" content series in July 2025, with posts every two weeks explaining the characteristics, benefits, and industrial applications of selected plants. The objective is to achieve higher engagement rates than average product-focused posts.

Example content topics will focus on showing both the practical uses and ecological value of Pan's Garden's products. One important theme is explaining the difference between sustainable harvesting and wild collection, helping the audience understand the environmental and ethical issues involved. Other posts will highlight how these plants are used in areas like cosmetics, cleaning products, and food, showing their wide range of applications. The content will also explore where each plant grows and why these regions are important, helping to explain their role in biodiversity and local ecosystems.

Customer Use Cases and Success Stories

The main motive is to highlight the business impact of Pan's Garden's supply chain solutions. The intention is to publish four customer case studies per quarter starting Q3 2025, focusing on clients' product development journeys and sourcing outcomes. The aim is to generate a minimum of three B2B inquiries per post. The content will show how Pan's Garden's plants are used in real-life industries, highlighting their practical value. Visual storytelling will be combined with short quotes or testimonials to make the posts feel more personal and engaging.

Website Improvements

As Pan's Garden positions itself as a trusted B2B supplier of medicinal and aromatic plants from Türkiye to Germany, the website will evolve into a clear, engaging, and content-rich platform that reflects the brand's values and makes it easier for buyers in the decision-making process. The goal is to create a user-friendly digital experience where visitors can easily understand the product offerings, trace the product's origin, and connect with the brand's mission. Currently, Pan's Garden website offers B2B functions that meet essential business needs. These include an extensive product catalog and a quotation request form to start the purchasing process, minimum order quantities that are defined for wholesale operations, an order tracking system that sends customers regular email updates once their shipment is on the way, and QR codes on product packaging, which will link to a tracking page showing the product's journey from harvesting to delivery.

Brand Identity Integration and Mobile Compatibility Optimization

The main objective is to ensure the website functions smoothly on mobile devices to prevent drop-offs and boost engagement. By the end of 2025, the goal is to increase mobile-based offer requests by 30%.

This redesign will strengthen Pan's Garden's image as a reliable and culturally rooted ethnic brand. A mobile-optimized site will better support B2B stakeholders accessing the site at expos or via QR codes in the field, enhancing usability, brand perception, and trust, especially among discerning German buyers.

Action Items:

- Test the current website on a mobile phone and make necessary updates
- Simplify the layout of mobile content to prioritize readability, and quick download times.
- Develop a concise visual style guide to ensure brand consistency across all digital content

Fair Trade Commitment Page

By August 2025, a Fair Trade page will be launched featuring written commitments, real supplier stories, and images of ethical harvesting. The goal is to increase visitor engagement time on this page by 40% within three months. This page will highlight Pan's Garden's dedication to fair and honest sourcing and support for local communities, clearly reflecting the brand's core values.

The content will include a simple explanation of Pan's Garden's Fair Trade principles to help visitors understand ethical sourcing practices. To add authenticity, short interviews or quotes from partner farmers and harvesters will be included. Real photos from the collection areas will create a visual connection to the sourcing process. Additionally, one or two short videos will demonstrate Fair Trade in action and show its positive impact on local communities, reinforcing the brand's commitment to ethical values.

"Discover the Source" Interactive Feature

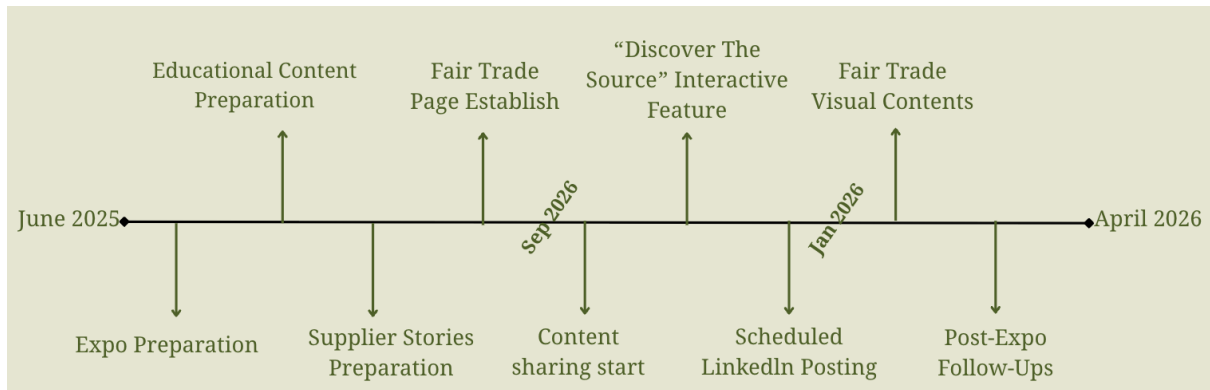
By October 2025, Pan's Garden is aiming to launch an interactive origin map where users can explore the source of each plant, with the goal of catalog visitors engaging with this feature to increase 25% within the first two months. This feature aims to provide a highly informational and visual representation of each product's origin, promoting traceability and fostering a closer relationship with customers, while aligning with buyer expectations for transparency in the supply chain. The website will feature an interactive, clickable map highlighting the regions in Türkiye where different herbs are grown (e.g., Hatay for bay leaves, Isparta for roses). This map will be linked to product pages and downloadable specification sheets, enabling visitors to learn more about the origins of each herb. In addition, Pan's Garden will highlight its achievements and services by sharing real stories from producers across these regions. These stories will be presented in short, engaging paragraphs to provide an authentic look into the lives of the people behind the products. The "Insights" section will feature blog-style mini-articles and case studies, such as the "Meet Our Harvesters" series, offering deeper insight into the brand's commitment to ethical sourcing and community support

4- Conclusion

By focusing on fair trade values and authentic Anatolian history, Pan's Garden has the chance to become a prominent Turkish brand in the medicinal and aromatic plant (MAP) sector and make a planned entry into the German market. With a well-thought-out strategy that involves social media interaction, trade show participation, and website improvements, the brand is positioned to establish trust, draw in business-to-business clients, and establish long-term connections. In addition to satisfying the rising demand for MAPs, Pan's Garden can support regional farming communities and Türkiye's agricultural heritage by combining ecological efforts with ethical business conduct. Measurable targets and strategic revisions will guarantee sustained growth and market expansion as implementation moves forward, strengthening Pan's Garden as a reliable brand in the sector.

Appendices

Appendix1 - Solution Timeline



Appendix2 – Fair Trade Visual Inspiration



References

- B Lab. (n.d.). *B Corp certification*. Retrieved May 17, 2025, from <https://www.bcorporation.net/en-us/certification/>
- Carey, N. (2024, June 9). *43 need-to-know CRM statistics for 2024*. LinkPoint360. <https://www.linkpoint360.com/crm-statistics/>
- ColumnContent. (2025). *LinkedIn statistics: 2025 shocking facts you need to know*. <https://columncontent.com/linkedin-statistics/>
- Embedding Project. (2023). *Map your value chain practice*. <https://embeddingproject.org/procurement-wheel/pathway/understand/practice/map-your-value-chain/>
- European Commission. (n.d.). *Becoming an organic farmer*. Agriculture and Rural Development. Retrieved May 17, 2025, from https://agriculture.ec.europa.eu/farming/organic-farming/becoming-organic-farmer_en#certification
- European Commission. (2024). *Organics at a glance*. https://agriculture.ec.europa.eu/farming/organic-farming/organics-glance_en
- Fair for Life. (n.d.). *Fair for Life programme: Certification standard for Fair Trade and responsible supply-chains*. Retrieved May 17, 2025, from https://www.fairforlife.org/pmws/indexDOM.php?client_id=fairforlife&page_id=ffl&lang_iso639=en
- FairWild Foundation. (n.d.). *FairWild certification*. Retrieved May 17, 2025, from <https://www.fairwild.org/fairwild-certification>
- Fairtrade Foundation. (n.d.). *What Fairtrade does*. Fairtrade Foundation. <https://www.fairtrade.org.uk/what-is-fairtrade/what-fairtrade-does/>
- Kapoor, M., & Mohan Joshi, R. (2024). Examining the impact of customer engagement on trade show performance: A B2B perspective. *Academy of Marketing Studies Journal*, 28(6), 1–13.
- Lang, K. (2025, January 29). *Consistent posting means more likes, comments and shares: Study*. Buffer. <https://buffer.com>
- Maersk Growth. (n.d.). *Strategic insights*. Maersk. <https://www.maersk.com/growth/strategic-insights>
- Markey, R. (2020). Are you undervaluing your customers? *Harvard Business Review*, 98(1), 46–55.
- Murad, J. (2025, February 5). *The B2B content playbook 2025: Strategies to dominate LinkedIn*. <https://www.linkedin.com/pulse/b2b-content-playbook-2025-strategies-dominate-linkedin-jousef-murad-l0d6e/>

Oladipo, T. (2022, July 14). *Ask Buffer: Will scheduling posts affect engagement?* Buffer. <https://buffer.com/resources/scheduled-posts/>

The Trade Show Academy. (2023, April 28). *Unlocking the power of trade shows: Client meetings in disguise*. LinkedIn. <https://www.linkedin.com/pulse/unlocking-power-trade-shows-client-meetings-disguise/>

Trendemon. (2024). *Top 8 B2B marketing trends in 2024*. <https://trendemon.com/blog/b2b-marketing-trends/>

Shastri, A. (2022, December 11). *Precise marketing strategy of Maersk – With STP analysis & campaigns*. IIDE. <https://iide.co/case-studies/marketing-strategy-of-maersk/>

Statista. (2024, May 21). *The most sold fair trade products in the world*. <https://www.statista.com/chart/21654/most-sold-fair-trade-products-globally/>

University of West Alabama. (2019, January 16). *Storytelling in marketing: The importance of brand narrative*. <https://online.uwa.edu/news/brand-narrative-storytelling/>

Webb, B. (2021, September 23). *Brutal honesty: The new look sustainable marketing*. *Vogue Business*. <https://www.voguebusiness.com/sustainability/brutal-honesty-the-new-look-sustainable-marketing-ace-and-tate>

WFTO Europe. (2016, August 2). *The 10 principles of Fair Trade*. <https://wfto-europe.org/the-10-principles-of-fair-trade-2/>

ARA ROBOTICS, Strategy Problem



Proje Ekibi: Bumerang

Grup Üyeleri : Alperen umut Hazar, Baran Yavaş, Sezin Kaytan, Sude Özarslan, Gülçe Naz Ergin, Doğa Durdu

Şirket Danışmanı: Kemal Eren Şerbetçi

Akademik Danışman: Tolga Demir

Koordinatör Danışman: Ö. Tolga Baycan

ÖZET

Bu rapor, endüstriyel ve ticari alanlar için otonom temizlik robotları geliştiren ARA Robotics'in ABD pazarına giriş sürecini analiz etmektedir. Firma, inovasyon odaklı yapısı, çevreci ürünleri ve üretim stratejisiyle dikkat çekmektedir. Bu bağlamda iki ana giriş stratejisi olan “ortak girişim” ve “Greenfield yatırımı” diye adlandırılan sıfırdan yatırım stratejisi detaylıca karşılaştırılmıştır. Ortak girişimin daha düşük maliyetli ve hızlı bir giriş yolu sunduğu görülse de stratejik kontrol kaybı ve fikri mülkiyet riski gibi olumsuzluklar sebebiyle Greenfield yatırımı tercih edilmiştir. ARA Robotics'in Kuzey Carolina'da kuracağı üretim tesisi, düşük vergi oranları, güçlü lojistik altyapısı, eyalet teşvikleri ve kalifiye iş gücüyle desteklenecektir. Şirketin belirlediği SMART hedefler; fabrika kurulumundan, pilot projelere, müşteri memnuniyetine ve gelir hedeflerine kadar kapsamlıdır. Bu strateji, ARA Robotics'in sürdürülebilir büyüme, yerel istihdam ve ESG uyumlu rekabet gücünü artıracaktır.

Anahtar Kelimeler: Otonom Robotik, Greenfield Yatırımı, ABD Pazarı, Sürdürülebilirlik, Otonom Temizlik, Yapay Zeka.

1- Company Background

ARA Robotics was founded to develop high-standard, autonomous cleaning robots for industrial and commercial areas' applications. The company has been focusing on integrating AI-based navigation and modular design to provide 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.

ARA Robotics envisions becoming a leading provider of autonomous cleaning solutions worldwide, helping industries achieve their goals. ARA Robotics' mission is to redefine industrial cleaning through autonomous, AI-driven, and modular robots, enabling businesses to reduce labor costs, improve hygiene standards, and optimize cleaning efficiency.

In terms of business model, ARA Robotics transforms the cleaning landscape. When it comes to strategic goals, ARA Robotics is focused on sustainable global expansion and market development through targeted regional strategies. By continuously investing in R&D and forging strategic partnerships, the company is committed to enhancing operational efficiency and setting new benchmarks in hygiene and safety.

The suite of products, led by the flagship ARI cleaning robot and complemented by upcoming innovations, both drives substantial reductions in labor and maintenance costs and environmental sustainability through UNDP's practices. These technological advancements enable businesses to optimize their workflows and create smarter, safer spaces.

2- Problem Definition

ARA Robotics seeks to enter the U.S. market, a competitive landscape dominated by established players with high production efficiency. ARA Robotics' primary challenge lies in determining the optimal manufacturing and logistics location that aligns with company's strategic values and selecting the right mode of entry. With most competitors benefiting from streamlined production processes in China, ARA Robotics must adopt a strategic approach to counter this competitive advantage. Although the company offers a modular, autonomous, and cost-competitive solution that stands out in the marketplace, successfully penetrating these markets demands careful consideration of product positioning and distribution logistics.

3- Possible Solutions

Alternative Solution: Joint Venture

One of the initial entry strategies considered was forming a joint venture with a local or global robotics company already operating in the United States. This approach would allow ARA Robotics to leverage the partner's existing distribution channels, after-sales support systems, customer base, and regulatory knowledge. The joint venture model is particularly appealing in highly competitive markets like North America, where local expertise and infrastructure can provide a significant advantage for a foreign entrant. The appeal of a joint venture lies in its ability to reduce financial risk, accelerate time-to-market, and leverage the partner's existing distribution networks, customer base, and after-sales service systems. In a

highly competitive and mature market like North America where entry barriers such as regulatory compliance, operational logistics, and consumer trust are significant such partnerships can provide essential advantages for new entrants like ARA Robotics.

However, the joint venture strategy also presents several substantial risks many of which are particularly significant for a young, innovation-focused firm like ARA Robotics. Firstly, most potential partners such as Tennant, Nilfisk are heavily reliant on Chinese manufacturing. This directly conflicts with ARA Robotics' strong commitment to sourcing and non-reliance on Chinese components. Partnering with such companies could undermine ARA's brand identity and its reputation as a sustainability-focused manufacturer.

Additionally, the joint venture model often involves the sharing of proprietary technologies. In ARA's case, this includes its core competitive differentiators such as AI-driven navigation, modular hardware integration, and real-time data collection systems. Sharing these with a potential partner, especially one that might have its own product lines or future ambitions in the same market segment, could lead to loss of intellectual property or enable competitors to replicate ARA's innovations. (Singh, 2020)

Moreover, a joint venture may also dilute strategic control. Decisions related to pricing, customization, marketing, and R&D priorities could become subject to negotiation or even override by the more dominant partner, limiting ARA's ability to stay agile and innovative. For a company still scaling its operations and defining its market presence, this loss of flexibility could stifle growth and reduce responsiveness to customer feedback.

Cultural compatibility is another important concern. Differences in corporate culture, communication styles, and leadership expectations between ARA Robotics and a larger, more established partner can lead to misalignment, internal conflict, and delays in execution. Furthermore, there is a high likelihood that most potential partners in the robotics space are also direct or indirect competitors in certain product segments. This raises questions about the long-term strategic safety of such a collaboration.

As a result, while the joint venture model could facilitate easier market entry, it conflicts too significantly with ARA Robotics' long-term goals, values, and technological independence to be the optimal path forward. It remains a second-best option that could only be considered if a non-competing, culturally aligned partner without Chinese sourcing is identified which is highly unlikely under current market conditions.

Best Solution: Greenfield Investment in North Carolina

After thorough evaluation, a Greenfield investment in the state of North Carolina emerges as the most strategically aligned solution for ARA Robotics. This entry mode allows the company to establish its own manufacturing facility, maintaining full control over its technology, sourcing strategy, and product innovation process. Unlike joint ventures, where compromises are often required, Greenfield investment gives ARA the freedom to scale according to its own roadmap while ensuring that all operational practices are consistent with its brand values.

North Carolina was chosen due to its rare combination of favorable factors. The state offers a highly skilled yet affordable workforce, with strong support from local community colleges and technical schools. Through partnerships such as the Customized Training Program, ARA Robotics can quickly train employees in robotics assembly, software integration, and

maintenance, reducing onboarding time and costs. Additionally, the presence of top universities provides long-term access to engineering and AI talent, making the region an R&D-friendly environment.

From a financial perspective, North Carolina boasts one of the lowest corporate tax rates in the U.S. (2.25%), along with generous incentive programs such as the Job Development Investment Grant (JDIG), the One North Carolina Fund, and Sales & Use Tax Exemptions for manufacturing equipment. These incentives can significantly reduce the costs of land acquisition, facility development, and workforce training. Moreover, access to federal programs like the Section 48C Advanced Manufacturing Tax Credit further enhances the financial feasibility of this investment. (Internal Revenue Service, 2024) (See *Appendix 1*)

Logistically, North Carolina provides proximity to the Port of Wilmington and interstates enabling cost-efficient import of parts and distribution of finished products. With shorter lead times and lower last-mile delivery costs, ARA can offer reliable service to major B2B clients across the Southeast, including Georgia, Virginia, and South Carolina. Compared to states like New Jersey or Ohio, which have higher land and labor costs and more complex regulatory environments, North Carolina offers a far more scalable and cost-efficient platform for entry. (EDPNC, n.d.)

By establishing a fully owned facility in North Carolina, ARA Robotics can manufacture up to 1,000 autonomous cleaning robots per year, secure over \$1.5 million in state incentives, and generate \$3 million in revenue by the end of 2027, so all while preserving its sustainability-driven brand identity. The long-term benefits of this investment far outweigh the initial capital costs, especially given the strategic independence, operational efficiency, and brand consistency it enables.

To successfully enter the U.S. market, Half Dozen has developed a targeted strategy based on SMART goals centered on operational clarity, measurable milestones, and sustainability. (See *Appendix 2*) The company's market entry will begin with the establishment of a fully owned manufacturing facility in North Carolina by mid-2026. This facility will be designed to handle modular assembly, hardware testing, and quality control processes in accordance with U.S. regulatory standards. By completing facility acquisition and meeting compliance requirements on time, ARA Robotics can initiate local production and qualify for incentive programs immediately upon market entry.

The company plans to hire at least 15 local employees, produce up to 1,000 autonomous robots annually by 2027. This workforce will include assembly technicians, logistics coordinators, and customer support staff. Employing locally not only enhances community engagement but also fulfills state-level employment conditions for incentive eligibility, such as under the JDIG and One NC Fund programs. Additional short-term goals include piloting with at least five B2B clients. These targets will be supported through customer feedback systems, CRM automation, and targeted outreach at industry expos and events.

To drive initial U.S. sales, ARA Robotics will adopt a direct sales representative model, instead of relying on third-party distributors. This allows the company to maintain full control over customer experience, product customization, and pricing. Internal sales teams will be responsible for initiating relationships with hospitals, commercial real estate firms, and transportation hubs such as offering demos, service contracts, and technical consultations tailored to each sector's needs.

Following facility setup and staff onboarding, the company will initiate pilot production and real-world deployment with five select U.S. clients by Q3 2026. These pilot programs will be critical for refining the product offering, collecting user feedback, and building strong local references before scaling up to full market launch in 2027. (See *Appendix 3*)

Sustainability is embedded in every aspect of ARA's model, it integrates sustainability not only as a product feature, but also as a core operational principle. The company's flagship robot, ARI, features water recycling, energy-efficient batteries, and modular, low-waste design offering high operational performance with a minimal carbon footprint. These features make ARI especially attractive to sustainability-conscious clients in sectors where hygiene is critical but resource conservation is prioritized. These align with key UN Sustainable Development Goals such as SDG 6 (Clean Water), SDG 7 (Clean Energy), and SDG 12 (Responsible Production). While the company currently does not publish a standalone sustainability report, its values are embedded in its core strategy, product design, and international expansion model. Through smart manufacturing practices, ethical sourcing policies, and a strong commitment to clean technology, ARA Robotics is positioned to become not just a robotics company—but a sustainability-driven industrial innovator on the global stage. (United Nations, 2015)

This integrated execution plan supports ARA Robotics' vision of building a scalable, sustainable, and innovation-driven presence in the U.S. market while maintaining its core values of autonomy, responsibility, and advanced AI-led engineering.

4- Conclusion

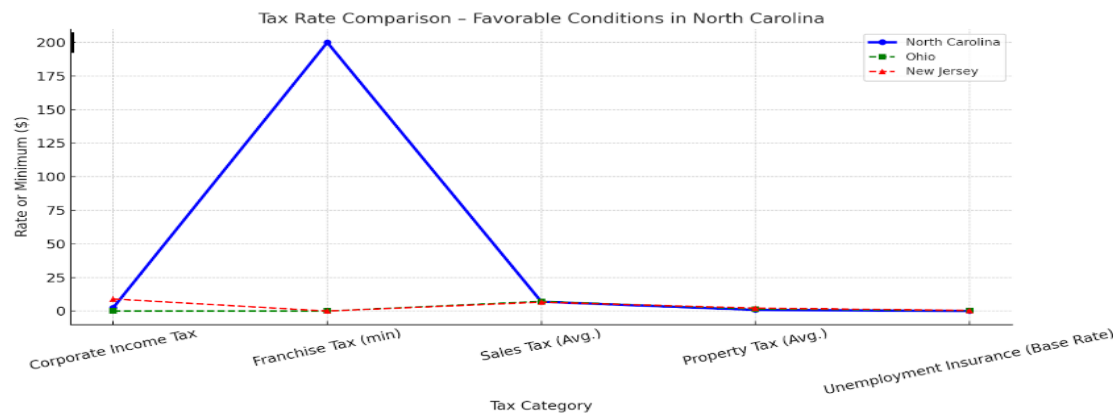
ARA Robotics stands at a pivotal point in its growth trajectory as it prepares to expand into one of the world's most competitive technology markets. It is a transformative step in the company's journey from a promising Turkish startup to a globally recognized innovator in the field of autonomous robotics. With its AI-powered, modular cleaning robots and strong commitment to sustainability and ethical production, the company brings a differentiated value proposition to U.S. B2B sectors increasingly seeking automation, efficiency, and environmental responsibility.

By selecting Greenfield investment in North Carolina as its entry strategy, ARA not only avoids the strategic risks associated with joint ventures but also creates a foundation for long-term operational control, innovation autonomy, and scalable growth. The state's favorable tax policies, skilled labor pool, and robust incentive programs align with ARA's financial and strategic goals. The implementation of this strategy is supported by a clear and structured roadmap. With SMART goals in place, the company is set to achieve key milestones in the coming years. Moreover, sustainability remains at the core of ARA's expansion strategy. The company's technological innovations directly support multiple United Nations Sustainable Development Goals (SDGs).

In summary, the company's clear roadmap supported by measurable targets, sustainability integration, and a customer-focused sales strategy positions it to succeed in a dynamic and rapidly evolving industry. With this expansion, ARA Robotics is not only entering a new market but also reinforcing its identity as a forward-thinking, impact-driven technology firm capable of competing on a global scale.

Appendices

Appendix1 – Tax Rate Comparison



Appendix2 – SMART Goals

- 01

1,000 m² facility by Q2 2026
- 02

5 B2B clients by Q3 2026
- 03

15 local employees by Q4 2026
- 04

\$1.5M–\$2.5M in incentive by end of 2026
- 05

750–1,000 robots annually by end of 2027
- 06

\$3M revenue by Q4 2027
- 07

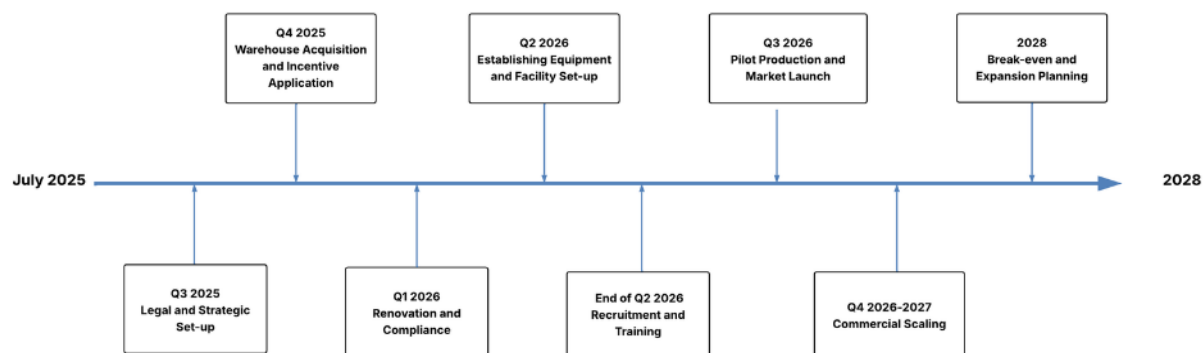
90% customer satisfaction by 2027
- 08

Reduce CAC by 30% in first 18 months
- 09

Train 100% of technical staff
- 10

Reach break-even by end of 2028

Appendix3 – Timeline



References

- BoostSuite. (2024). *How long does it take to get an LLC in North Carolina?* Retrieved from <https://boostsuite.com/how-long-does-it-take-to-get-an-llc/north-carolina/>
- Dyer, J. H., Kale, P., & Singh, H. (2020). *Joint ventures and partnerships in a downturn*. Harvard Business Review. <https://hbr.org/2020/09/joint-ventures-and-partnerships-in-a-downturn>
- EDPNC. (n.d.). *Why North Carolina: Infrastructure and Logistics*. Retrieved from <https://edpnc.com/why-north-carolina/infrastructure/>
- Environmental Protection Agency. (n.d.). *Compliance*. Retrieved from <https://www.epa.gov/compliance>
- Internal Revenue Service. (2024). *Advanced Energy Project Credit (Section 48C)*. Retrieved from <https://www.irs.gov/credits-deductions/businesses/advanced-energy-project-credit>
- NC Commerce. (2024). *One North Carolina Fund*. Retrieved from <https://www.commerce.nc.gov/grants-incentives/one-north-carolina-fund>
- NC Commerce. (2024). *Tax & cost savings*. Retrieved from <https://www.commerce.nc.gov/grants-incentives/tax-other-cost-savings>
- NC Community College System. (2024). *NCWorks Customized Training Program*. Retrieved from <https://www.nccommunitycolleges.edu/workforce-development/customized-training-program>
- NCDOR. (2024). *Corporate franchise tax*. Retrieved from <https://www.ncdor.gov>
- NCDOR. (2024). *R&D Tax credit guidelines*. Retrieved from <https://www.ncdor.gov>
- United Nations. (2015). *Transforming our world: The 2030 Agenda for Sustainable Development*. Retrieved from <https://sdgs.un.org/goals>

VIKING LIFE SAVING EQUIPMENT, HR Problem



Proje Ekibi: Starboard

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

Şirket Danışmanı: Bersu Deniz Selvi,
Doğukan Fırat, Gamze Selçuk, Erhan
Gerişlioğlu

Akademik Danışman: Yasemin Limon
Koordinatör Danışman: Ö.Tolga Baycan

ÖZET

Yaptığımız analizler ve çalışanlarla gerçekleştirdiğimiz görüşmeler sonucunda Viking Life-Saving Equipment’ın hizmet planlama süreçlerinde verimlilik ve bağlılık sorunları yaşadığı tespit edilmiştir. Planlayıcılar arasında dengesiz iş yükü dağılımı, denizcilik tecrübesi eksikliği, yetersiz oryantasyon, motivasyon düşüklüğü, adil olmayan performans değerlendirmeleri ve yüksek erken işten ayrılma oranı temel problemler olarak öne çıkmıştır. Ayrıca, gerek şirket içi gerek müşteriler ile olan iletişim kopuklukları ve geri bildirim mekanizmalarının eksikliği süreçleri daha da karmaşık hale getirmektedir. Bu çok katmanlı sorunlara çözüm olarak “İK Paketi” adını verdiğimiz altı bileşenli bütüncül bir öneri paketi geliştirdik. Bu pakette net bir kariyer gelişim yolu, yetkinlik bazlı ücretlendirme, sektörel maaş kıyaslaması, denizcilik odaklı işe alım stratejisi, yapılandırılmış V-SAIL oryantasyon programı, çalışanlar arası takdir sistemi (Peer Shout-Outs) ve günlük operasyonel aksaklıkların sistematik takibi için engel kayıt sistemi yer almaktadır. Çözümümüz, Viking’in 2028 hedeflerine ulaşmasına katkı sağlamayı amaçlamaktadır.

Anahtar Kelimeler: Servis Planlayıcıları, İş Yüğü Dengesizliği, Verim, Kariyer Yolu, Performans Yönetimi, Eğitim ve Adaptasyon, İşe Alım Stratejisi.

1- Company Background

Tage Sørensen founded VIKING Life-Saving Equipment in 1960 under the name *Nordisk Gummibådsfabrik* in Esbjerg, Denmark—a coastal town with a deep-rooted maritime heritage. Recognizing the dangers faced by fishermen and sailors navigating the treacherous North Sea, Sørensen set out to manufacture high-quality inflatable liferafts that could ensure survival in emergency situations. This commitment to safeguarding lives at sea became the foundation of VIKING's mission and remains central to its identity today.

Throughout the 1960s and 1970s, VIKING expanded both its product portfolio and its reputation for reliability and craftsmanship. In 1979, the company introduced fully enclosed fiberglass lifeboats to meet evolving international maritime safety regulations. This innovation positioned VIKING as a pioneer in the industry. The 1980s marked a new era of international growth, as the company opened subsidiaries in key maritime hubs including the United Kingdom, the Netherlands, and the United Arab Emirates, strengthening its presence in the global market.

In the decades that followed, VIKING continued to innovate. The introduction of evacuation chutes and slides in the 1990s and early 2000s significantly enhanced the speed and safety of mass evacuations, especially for passenger ships such as ferries and cruise liners. To better serve its expanding customer base and improve operational reach, the company also scaled its manufacturing capabilities by opening production facilities in Thailand, Bulgaria, and Norway.

A major milestone in the company's history came in 2018 with the acquisition of *Norsafe*, a leading Norwegian lifeboat manufacturer. This strategic move not only enriched VIKING's product offerings but also further solidified its standing as a global leader in maritime safety. Today, VIKING provides a comprehensive range of safety solutions including liferafts, lifeboats, personal protective equipment (PPE), fire safety equipment, evacuation systems, lifejackets, immersion suits, and servicing solutions tailored for both commercial and offshore vessels.

With more than 3,300 employees across the globe, VIKING operates eight production facilities, over 85 branch offices, eight specialized training academies, and a vast network of more than 280 certified service stations in all key maritime regions. The company supports customers through global safety agreements such as the VIKING Shipowner Agreement and the Offshore Safety Agreement, offering bundled services including equipment servicing, replacements, inspections, and crew training. VIKING's ability to deliver end-to-end safety solutions—from product manufacturing to long-term service coordination—ensures that vessels around the world remain compliant, prepared, and protected (*Appendix 1*).

Through continuous innovation, global expansion, and an unwavering focus on quality and safety, VIKING Life-Saving Equipment remains at the forefront of the maritime safety industry, fulfilling its mission to protect and save human lives at sea.

2- Problem Definition

Viking Life-Saving Equipment's strategic priority—its service planning operations—is under significant pressure due to structural inefficiencies and workforce-related challenges that

threaten both efficiency and employee retention. As outlined in the company's 2028 Business Plan, service planning is prioritized above other functions such as manufacturing and sales, given its central role in coordinating the maintenance of critical safety equipment—including liferafts, lifeboats, personal protective equipment, and firefighting gear—for over 37,000 vessels across sectors like commercial shipping, cruise, and fishing. These services, delivered through certified stations worldwide, must meet strict compliance timelines, often recurring every few years. At the core of this operation are 60 service planners who coordinate between customers and technicians (*Appendix 2*). However, the current system suffers from non-standardized workload distribution, where planners may be responsible for vastly different numbers of vessels—sometimes as many as 500—without clear criteria tied to their competency levels. This imbalance, combined with non-objective performance measurements, ineffective recruitment processes lacking maritime focus, insufficient onboarding, and a lack of clear career progression, undermines both planner motivation and operational consistency. Moreover, the absence of structured support systems and performance-based incentives contributes to high turnover and burnout. Interviews with planners have confirmed that these issues create a complex problem environment, limiting Viking's ability to maintain service quality and achieve its long-term strategic goals.

3- Possible Solutions

Alternative Solution – Regional Coefficient System

As an initial response to the fairness concerns raised by managers, we have proposed a Regional Coefficient System. This model aimed to assign weighted values to service jobs based on the geographic region, acknowledging the varying complexity and difficulty across locations. For instance, a task completed in Europe might receive a base weight of 1.00, while the same task completed in Africa or Southeast Asia could be rated at 1.15 to account for more challenging working conditions such as customs delays, limited infrastructure, and time zone issues. On the other hand, all four products—liferafts, lifeboats, personal protective equipment, and firefighting gear—have different processes during onboarding and service delivery, which adds another layer of complexity to the evaluation system. The objective was to build a more realistic performance metric that reflected planners' actual effort. However, after deeper analysis and feedback, this approach was ultimately dismissed. We recognized that daily technical disruptions, unpredictable client behavior, inconsistent/different documentation requirements, and regional variance made it nearly impossible to develop an objective and sustainable weighting system. These uncontrollable variables rendered the coefficient method overly complex and limited its feasibility for fair implementation across Viking's global network.

Final Solution – Human Resources Policy Package

Following the dismissal of the regional coefficient approach, we have developed a comprehensive HR Policy Package as the most viable and impactful solution to Viking's planner retention and efficiency challenges. This package consists of six integrated components:

- 1. Clear Career Path:** One of the most pressing problems we identified was the lack of a structured and visible career progression for service planners. Our survey results showed that over 70% of current and former planners would be more likely to stay at Viking long-term if

a clear development path existed. To address this, we proposed a tiered career ladder—Junior Planner, Planner, Senior Planner, and Lead Planner. While the core responsibilities may remain similar, these titles would signal professional growth and provide motivation. Promotions would be based on performance and competency rather than tenure alone, giving planners a tangible sense of progress and purpose within the company (Allen et al., 2010) .

2. **Competency-Based Compensation System:** To complement the career path structure, we developed a competency-based pay system that rewards planners as they increase their capabilities. Planners would be classified into five competency levels based on their ability to independently manage all four service types. With each level, a 5% salary increase would be applied, creating a direct link between skill development and financial reward (Hamerliński, 2025). In our survey, 82.5% of respondents agreed that such a system would improve motivation and performance, while 66.6% believed it would help distribute workload more fairly by empowering more planners to handle complex tasks.
3. **Specialized Recruitment Strategy:** We also found that many onboarding issues stemmed from hiring candidates without maritime backgrounds, which significantly increased the time it took for new planners to become competent. To resolve this, we proposed a targeted recruitment approach focused on candidates with maritime education or experience. We suggested forming partnerships with maritime universities for internship programs and creating a “Second Sea” initiative for professionals who have maritime experience seeking shore-based roles. Additionally, we developed a Marine-Fit Talent Matrix to assess candidate alignment with key operational competencies. This approach aims to shorten the adaptation curve and improve planner retention from the start.
4. **V-SAIL Onboarding Program:** To further support new hires, we designed the V-SAIL onboarding model, a structured four-phase adaptation process—Navigate, Route, Anchor, and Sail. V-SAIL combines corporate training, shadowing experienced planners, station rotations, customer simulations, and KPI tracking to ensure each new planner becomes fully equipped for the role. A highlight of this program is the “V-Ready” certification at the end, signaling full readiness for independent planning. This structured approach addresses the current reliance on informal learning and was shaped based on feedback from planners who expressed a need for more formalized and consistent onboarding support.
5. **Peer Shout-Outs Recognition Program:** Motivation and appreciation emerged as key themes in our interviews, especially among junior planners. To foster a more positive work culture, we proposed a Peer Shout-Outs program using a Microsoft Teams channel where employees can publicly recognize each other’s efforts. This promotes a culture of appreciation and collaboration, while also increasing visibility of contributions across teams (Agero Employee Recognition Case Study | SIMPPLR, 2025). Based on our interviews, we found that many planners feel their efforts often go unnoticed, especially in high-pressure situations. A simple, structured way to give and receive recognition would help improve morale and engagement across all levels (Gallup, Inc., 2023).
6. **Barrier Log System:** Lastly, we introduced the Barrier Log System to systematically capture and address everyday workflow disruptions—such as unclear instructions, system glitches, or communication lags. Through a short daily form integrated into Microsoft Teams, planners can report blockers, which are then reviewed weekly by HR and team leads. Monthly reviews help identify recurring issues and enable targeted improvements. Our survey showed that around 80% of active planners believed a structured reporting mechanism would enhance

productivity and job satisfaction. This low-cost, high-impact initiative empowers planners to voice issues and builds a culture of continuous improvement (Schaefer et al., 2024).

Together, these six solutions form a holistic strategy to improve planner recruitment, onboarding, performance, motivation, and retention—ultimately enabling Viking to meet its 2028 strategic goals and maintain global service excellence.

4- Conclusion

In conclusion, our analysis revealed that Viking Life-Saving Equipment’s service planning operations, while strategically vital, face a range of interconnected challenges that significantly hinder efficiency and employee retention. The current lack of standardization in workload distribution, insufficient onboarding, unclear career development, and weak motivational systems contribute to planner dissatisfaction and high turnover. Although we initially considered a Regional Coefficient System to improve fairness in performance evaluations, it proved unfeasible due to operational variability and data complexity.

To address these systemic issues holistically, we proposed a comprehensive Human Resources Policy Package composed of six integrated solutions: a clear career path, a competency-based compensation system, specialized recruitment aligned with maritime expertise, a structured V-SAIL onboarding program, a recognition-based Peer Shout-Outs platform, and a Barrier Log System for continuous improvement. Together, these initiatives not only tackle the root causes of inefficiency and disengagement but also establish a long-term framework for professional growth, fairness, and operational excellence (Gallup, Inc., 2023). If implemented effectively, this package will empower Viking’s planning team to operate more consistently, improve employee satisfaction, and support the company in achieving its 2028 strategic goals.

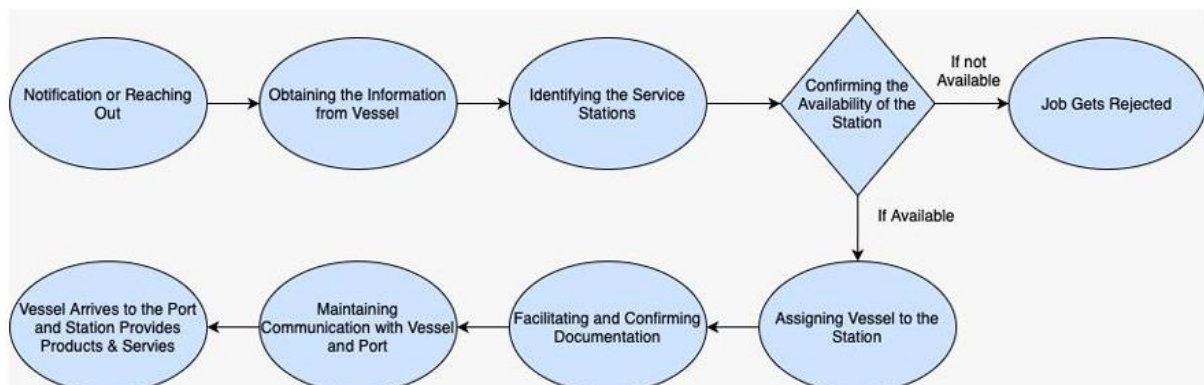
Appendices

Appendix1

Business Model Canvas		Designed for:	Designed by:	Date:	Version:
		VIKING Life-Saving Equipment	Team Starboard	11.02.2025	001
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments	
<ul style="list-style-type: none"> Who are the essential partners needed to support the business model? Organizations that verify compliance with international safety standards, Internal (VIKING owned) and External (Partner) stations. Suppliers and agents 	<ul style="list-style-type: none"> What critical activities must be carried out for the business model to succeed? This includes product development, marketing, supply chain management, etc. <p>Service Planning Management – Proactive and correct planning, time management, customer and internal feedback.</p> <p>Key Resources</p> <ul style="list-style-type: none"> What essential resources are needed to deliver the value proposition? These can include human resources, technology, production facilities, patents, etc. <p>The service planning team which is responsible for service planning process with extensive service network.</p>	<ul style="list-style-type: none"> What core value and solution does the business offer to customers? How does the product or service solve a problem or fulfill a need? <p>VIKING Life provides reliable safety equipment and services to its customers.</p>	<ul style="list-style-type: none"> How will the business interact with its customers? <p>VIKING Life provides more than 280 state-of-the-art service stations covering all major ports and offshore hubs across the world in case of any service request. Planners are responsible by customer satisfaction.</p> <p>Channels</p> <ul style="list-style-type: none"> How will the product or service reach customers? <p>VIKING Life implements a direct sales strategy through 85+ VIKING offices globally. Additionally, system notify the customer according to service due date.</p>	<ul style="list-style-type: none"> Defines which customer groups the business serves. Different customer segments can be identified, allowing for tailored strategies. <p>Service Planning Center aims maritime operators who prefer quality oriented services to be in compliant. Major vessel segments (Bulk carrier, Container, Tanker, Supply Vessel, Passenger)</p>	

Cost Structure	Revenue Streams
<ul style="list-style-type: none"> What are the major costs associated with the business model? Costs can include fixed costs (rent, salaries) and variable costs (production costs). <p>Manufacturing and R&D costs</p> <p>Distribution and servicing costs</p> <p>Time waste cost due to struggling, complicated and inefficient planning process</p>	<ul style="list-style-type: none"> How does the business generate revenue? Possible revenue models include one-time sales, subscription models, and advertising. <p>Charging local subsidiaries per contract because SPC provides man power.</p> <p>VIKING Life earns revenue from direct sales of the products and services.</p>

Appendix2



References

- Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. *Academy of Management Perspectives*, 24(2), 48–64. <https://doi.org/10.5465/amp.24.2.48>
- Calhoun, E. A., et al. (2020). Impact of implementing a competency-based job framework for clinical research professionals on employee turnover. *Journal of Clinical and Translational Science*, 4(6), 498–503. <https://doi.org/10.1017/cts.2020.540>
- Deloitte. (2023, June 14). *A new take on onboarding: Empathy, structure, and the employee experience*. <https://www2.deloitte.com/us/en/blog/human-capital-blog/2023/new-hire-onboarding.html>
- De Vos, A., & Meganck, A. (2009). What HR managers do versus what employees value: Exploring both parties' views on retention management from a psychological contract perspective. *Personnel Review*, 38(1), 45–60. <https://doi.org/10.1108/00483480910920705>
- Gallup. (n.d.). *The benefits of employee engagement*. Retrieved May 19, 2025, from <https://www.gallup.com/workplace/236927/employee-engagement-drives-growth.aspx>
- Humadroid. (2025, February 10). *Competency-based pay in 2025: The future of compensation*. Retrieved May 19, 2025, from <https://humadroid.io/posts/competency-based-pay-in-2025-the-future-of-compensation/>
- Jehanzeb, K., & Bashir, N. A. (2013). Training and development program and its benefits to employee and organization: A conceptual study. *European Journal of Business and Management*, 5(2), 243–252. Retrieved from https://www.researchgate.net/publication/274704136_Training_and_Development_Program_and_Its_Benefits_to_Employee_and_Organization_An_Conceptual_Study
- Kram, K. E. (1985). *Mentoring at work: Developmental relationships in organizational life*. Glenview, IL: Scott Foresman.

- Kumar, A. (2023). Competency based compensation system. *International Journal of Management Research and Reviews*, 13(2), 45–52. Retrieved from https://www.researchgate.net/publication/367606487_Competency_based_compensation_system
- Moss, J. (2019, December 11). Burnout is about your workplace, not your people. *Harvard Business Review*. Retrieved from <https://hbr.org/2019/12/burnout-is-about-your-workplace-not-your-people>
- Schaefer, E., Wijkema, J., & Sellschop, R. (2024, October 4). Breaking operational barriers to peak productivity. *McKinsey & Company*. Retrieved from <https://www.mckinsey.com/capabilities/operations/our-insights/breaking-operational-barriers-to-peak-productivity>
- Simpplr. (n.d.). *Agero employee recognition case study*. Retrieved May 19, 2025, from <https://www.simpplr.com/customers/agero-employee-recognition-case-study>
- Society for Human Resource Management. (n.d.). *The role of recognition programs in employee retention strategies*. Retrieved May 19, 2025, from <https://www.shrm.org/in/topics-tools/news/blogs/recognition-programs-retention-employees>
- VIKING Life-Saving Equipment. (n.d.). *About VIKING*. Retrieved May 19, 2025, from <https://www.viking-life.com/about/about-viking/>

MUTAY ENERJİ, International Business Problem



Proje Ekibi: Insuleaders

Grup Üyeleri: Mert Bera Yetik, Bahattin Tuncer, Kerem Fatih Toksöz, Umut Karapınar, Bora Özgenç, Mirjafar Seyyidzade

Şirket Danışmanı: Adnan Yavaş

Akademik Danışman: Fehmi Tanrısever
Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

Mutay Enerji, Türkiye’ye bağımlı mevcut pazar yapısının getirdiği ekonomik dalgalanmalar, lojistik zorluklar ve müşteri çeşitliliği eksikliği nedeniyle sürdürülebilir büyüme problemiyle karşı karşıyadır. Bu problem, şirketin üretim kapasitesinin etkin kullanımını engellemekte ve finansal istikrarsızlık riski yaratmaktadır. Bu proje kapsamında geliştirilen çözüm, Almanya, İtalya ve İspanya pazarlarına yönelik ihracata dayalı bir genişleme stratejisidir. Dört aşamalı plan; örnek ürün gönderimi, ticari dönüşüm, gelir hedefi ve yeni pazarlara açılım adımlarını içermektedir. Ayrıca dijital pazarlama, stratejik ortaklıklar ve sürdürülebilir üretim uygulamalarıyla desteklenmektedir. Bu yapı, Mutay Enerji’nin dış pazarlarda rekabetçi bir oyuncu olmasını ve uzun vadeli büyümesini sağlamayı hedeflemektedir.

Anahtar Kelimeler: İhracat Stratejisi, Yalıtım, Avrupa Pazarı, Sürdürülebilir Büyüme, Mutay Enerji.

1- Company Background

Founded in 2009, Mutay Enerji is a Turkish manufacturing company based in the Başkent Organized Industrial Zone in Ankara. The firm specializes in the production of porcelain electrical insulators for low, medium, and high-voltage applications, which are essential for safe and efficient electricity transmission and distribution. Initially focused on low-voltage insulators such as pin-type and spool insulators, the company has since expanded its portfolio to include medium- and high-voltage products, including transformer bushings, post insulators, and fuse tubes. These products are compliant with international standards such as IEC, CE, and ANSI.

Mutay Enerji's facility spans 6000 m² and integrates advanced manufacturing technologies such as automation lathes, precision glazing systems, and optimized kiln firing processes. These technologies ensure product consistency, mechanical durability, and environmental resilience. The firm maintains strong R&D capabilities through a dedicated research office located in Hacettepe Teknokent. Past innovation projects, supported by national agencies like KOSGEB, include the development of semiconductor glazes and energy-efficient production methods.

With an employee base of approximately 50–60 staff and a functional organizational structure, the company has developed strong internal capabilities in quality control, marketing, and logistics (see *Appendix 4*). Its vision is to become a global brand through technological excellence, and sustainability leadership. Through this project, the firm seeks to leverage its existing assets and expand into European markets to strengthen its international presence and resilience (Mutay Enerji, 2024).

2- Problem Definition

Mutay Enerji faces a series of interconnected strategic limitations that threaten its ability to sustain long-term growth. Chief among these is the company's overreliance on the Turkish domestic market, particularly on a narrow group of buyers such as state-owned enterprises. This dependency exposes the firm to demand fluctuations, political changes, and regulatory shifts. Moreover, Türkiye's macroeconomic instability characterized by high inflation, currency depreciation, and volatile input costs has a direct impact on Mutay Enerji's pricing power, production costs, and financial planning (OECD, 2023; see *Appendix 4*).

Additionally, the firm struggles with idle production capacity during downturns and limited resilience to external shocks due to its concentrated market exposure. These operational disruptions reduce efficiency and drive up unit costs, making it harder to maintain profitability. Logistics and supply chain constraints further complicate any immediate international response.

To address these vulnerabilities, Mutay Enerji seeks to diversify its customer base and revenue stream by exporting high-voltage insulators to strategically selected European markets: Germany, Italy, and Spain. However, key barriers to entry include high transportation costs, strict EU compliance requirements, and low international brand awareness (see *Appendix 3*). The insulator industry is already highly competitive, dominated by well-established global players who possess strong technological capabilities and regional partnerships (GlobalData, 2023). To succeed, Mutay Enerji must overcome infrastructure constraints, mitigate exchange rate and trade risks, and develop a scalable and sustainable export model.

3- Possible Solutions

Mutay Enerji's strategic goal of diversifying its revenue stream and mitigating risks arising from Türkiye's volatile economic environment leaves exporting as the only viable growth option (Türk Eximbank, 2024). Alternatives such as licensing or franchising are unfit for a company whose competitive edge lies in manufacturing quality and process control. Similarly, foreign direct investment would require high capital and regulatory burdens. Therefore, a direct export strategy focused on Europe emerges as the most practical and efficient path forward.

This optimal solution is based on a structured, data-driven, and operationally feasible four-stage plan:

Market Engagement

Engage technical discussions with leads from the CWIEME Berlin 2025 fair and distribute samples to at least three companies each in Germany, Italy, and Spain. This step is designed to validate product quality, gain feedback, and initiate early-stage business relationships. Participation in fairs will serve as the first touchpoint for brand visibility in regulated European markets. Mutay Enerji will enhance its digital presence through localized LinkedIn content and targeted Google Ads campaigns, ensuring lead follow-up is streamlined via CRM systems.

Commercial Conversion

Convert these engagements into concrete commercial relationships. The company aims to secure at least two purchase orders and one formal distribution agreement by Q3 2025. A rigorous distributor evaluation process will be implemented, prioritizing partners with strong market reach and technical compatibility. Sample testing results and customer feedback will be collected to refine offers, ensuring compliance and performance standards are met. Contract negotiations will include provisions for long-term collaboration and scalability.

Revenue Target

By establishing recurring order patterns and leveraging early client relationships, Mutay Enerji targets EUR 250,000 in export revenue by June 2026 (see *Appendix 5*). This milestone demonstrates operational capacity, financial feasibility, and the product-market fit required for long-term European expansion. Pricing strategies will focus on balancing margin retention with regional competitiveness. Country-specific order forecasts, seasonality considerations, and territory-specific ROI analyses will guide resource allocation and supply planning.

Further Expansion

The final phase includes scaling operations into two additional EU countries most likely France and the Netherlands by Q3 2026. This expansion will replicate the best practices derived from the initial markets. Early lead generation, digital campaigns, fair participation, and entry dossiers will support this step. A comparative performance analysis among Germany, Italy, and Spain will determine the most effective go-to-market model, which will be adapted and refined for new territories.

To support this roadmap, Mutay Enerji will dedicate a multidisciplinary export operations team responsible for sales, marketing, logistics, technical support, and CRM coordination. An investment of €65,000–€100,000 will be allocated to trade fair participation, product sampling, promotional content, and training (see *Appendix 1*).

Moreover, Mutay Enerji is aligning its operational model with the United Nations Sustainable Development Goals (SDGs). Planned initiatives include reducing kiln emissions via biomethane adoption, improving energy efficiency in production, and implementing supplier codes of conduct. Social sustainability goals focus on enhancing employee wellbeing, fair labor practices, and safe working environments. These environmental, social, and governance (ESG) commitments enhance the firm's value proposition, especially for European partners that prioritize responsible sourcing and sustainable manufacturing (International Energy Agency, 2022).

In summary, this export-driven strategy provides Mutay Enerji with a clear, achievable, and scalable framework for international expansion, ensuring resilience, financial growth, and brand credibility across Europe.

4- Conclusion

Mutay Enerji is well-positioned to transition from a domestic leader to a competitive international exporter in the high-voltage insulator market. By implementing a well-researched, phase-based export strategy focused on European compliance, partnership development, and digital visibility, the company can mitigate domestic risks and capitalize on EU market demand. Continued investment in sustainability and innovation will further enhance its brand value and resilience.

The outlined export roadmap not only addresses current operational limitations but also provides a clear vision for sustainable international growth. With targeted entry into Germany, Italy, and Spain, and plans for broader EU expansion, Mutay Enerji can diversify its revenue base, reduce dependency on local market conditions, and improve long-term financial stability (European Commission, 2023). The integration of ESG values into its operations strengthens its competitive positioning and increases its attractiveness to European partners that prioritize ethical sourcing and green manufacturing.

Moreover, the structured four-stage approach Market Engagement, Commercial Conversion, Revenue Generation, and Expansion ensures measurable progress through defined milestones, enabling Mutay Enerji to adapt quickly and scale efficiently. When combined with a dedicated export team (see *Appendix 2*), digital infrastructure, and strong logistical planning, the company is equipped to become a resilient and recognizable player in the European energy components industry.

Appendices

Appendix1 – Capital Expenditure Table (2025 – 2026)

Cost Category	Quantity	Unit Cost Range (EUR)	Total Range (EUR)	Description
Booth Rental (9 m ² x 6 fairs)	6	3,500 – 6,000	21,000 – 36,000	Includes registration, utilities, space at CWIEME, Coiltech, MATELEC etc.
Stand Construction & Design	6	2,000 – 3,000	12,000 – 18,000	Custom setup, modular walls, visuals, product display units
Flights (2 people x 6 fairs)	12	430	5,160	Istanbul–EU return flights (€430 avg. per person)
Accommodation (4 nights x 6 fairs)	24 nights	200 – 250 / night	4,800 – 6,000	Mid-range hotels in Berlin,

				Madrid, Milan
Local Transportatio n & Meals	6 trips	300	1,800	Taxi, metro, basic daily expenses
Promotional Materials	-	500 – 1,000 / fair	3,000 – 6,000	Brochures, flyers, business cards, branded folders
Sample Manufacturing & Shipping	-	1,000 – 2,000 / fair	6,000 – 12,000	Production of insulator demo kits, freight to fair locations
Digital Advertising & SEO	-	800 – 1,200 / fair	4,800 – 7,200	Targeted B2B campaigns on LinkedIn, Google Ads
Contingency Reserve (10%)	-	-	5,800 – 9,300	Buffer for price increases or unforeseen costs

TOTAL ESTIMATED BUDGET	-	-	€64,560 – €100,660	Covers 6 fair cycles across 3 countries
---------------------------------------	----------	----------	-------------------------------	--

Appendix2 - HR Requirements & Team Roles

Position	Headcount	Type	Primary Responsibilities
Export Sales Manager	1	Full-time	Leads European outreach, manages customer relationships, negotiates pricing
Technical Sales Engineer	1	Full-time	Provides product demonstrations, addresses technical inquiries, supports post-sales
Marketing & Content Lead	1	Part-time / Remote	Designs brochures, manages digital campaigns, ensures brand consistency
Logistics & Project Officer	1	Full-time	Coordinates fair bookings, shipments, accommodations, internal reporting
CRM & Customer Support Staff	1	Full-time Remote	Maintains lead database, schedules follow-ups, supports documentation and compliance
Local Freelance Translator (as needed)	Per fair	Contract-based	Ensures in-booth communication in native language (German, Spanish, Italian)

Appendix3 - Transportation Cost Comparison (Sea vs Truck)

Truck Transport (Based on a 40-foot container)	Container Shipping-Sea Freight (Based on a 40-foot container)
To Germany: Truck transport cost: €8,000 Domestic customs clearance: €200–€250 Foreign customs clearance (Germany): €90	To Germany (via Hamburg Port): Delivery from Ankara warehouse to port: €200 Sea freight to Hamburg: €1,200 Port handling (loading + arrival): €400 Inland transport from Hamburg port to factory: €300 Turkish customs clearance: €200 Total estimated cost: €2,300
To Portugal: Truck transport cost increases by 5% → €8,400 Domestic customs clearance: €200–€250 Foreign customs clearance: €90	To Portugal: Total sea freight cost is approximately 5% higher → €2,415 Breakdown follows the same structure with increased freight and handling costs.
To Italy: Truck transport cost: €8,000 Transport: €8,000 Domestic customs clearance: €200–€250 Foreign customs clearance: €90	To Italy: Sea freight costs are the same as Germany Total: €2,300

Appendix4 - SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Compliance with EN and ANSI standards supports international market access. Cost advantage via affordable raw material imports. 	<ul style="list-style-type: none"> New entrant with limited market share vs. established competitors. Faces pricing pressure from low-cost exporters (India, Pakistan, China).

<ul style="list-style-type: none"> • Government protectionist policies limit foreign competition. • Low logistics costs enhance pricing competitiveness. • Export experience through partnership with Cerisol. 	
Oppurtunities <ul style="list-style-type: none"> • Post-conflict reconstruction in Europe drives insulator demand. • Strengthening EU-Türkiye trade and growing EU energy imports. • Strong domestic base enables global expansion. 	Threats <ul style="list-style-type: none"> • Intense international competition from low-cost producers. • TRY/USD volatility may raise production costs.

Appendix5 - Timeline & Milestones Chart

Goal	Objective	Start Date	Completion Date	Duration
Goal 1: Establish Initial Market Engagement	Initiate technical engagement with qualified leads and distribute product samples to 3 companies in Germany, Italy, and Spain.	June 2025 (Post - CWIEME Berlin 2025)	July 2025	1 Month
Goal 2: Achieve First Commercial Conversion	Convert technical discussions into 2 purchase orders and 1 distribution agreement.	July 2025	September 2025	3 Months
Goal 3: Strengthen Brand Awareness and Market Credibility	Increase website traffic by 15% and gain 1,000 LinkedIn followers in B2B segments.	July 2025	December 2025	6 Months

Goal 4: Reach Export Revenue Milestone	Generate EUR 250,000 in export revenue across Germany, Italy, and Spain.	July 2025	June 2026	12 Months
Goal 5: Expand to Two Additional EU Countries	Launch business development in two new European countries (e.g., France, Netherlands).	March 2026	September 2026	6 Months

References

Elektrikli araç şarj istasyonu lisansı alan firmalar. (2024, January 2). Retrieved from <https://futureflow.life/elektrikli-arac-sarj-istasyonu-lisans-i-alan-firmalar/>

EPDK, *Lisans Bedeli 2024*.
<https://www.epdk.gov.tr/Detay/Icerik/21-9/lisans-bedelleri>

Türkiye otomobil pazarı elektriklendi. (2023, November 7).
<https://www.dunya.com/sektorler/otomotiv/turkiye-otomobil-pazari-elektriklendi-haberi-710120>

NÜVE, Strategy Problem



Proje Ekibi : Final Countdown

Grup Üyeleri : Ayşe Nur Keşanlı, Aslı Özer, Kerem Kayın, Yiğit Arslan, Esra Bilgin, Elif Zeynep Çiçek

Şirket Danışmanı: Tolga Vural

Akademik Danışman: R.Serdar Kurdoğlu
Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

NÜVE, 1968 yılında Ankara'da kurulmuş, laboratuvar ve sterilizasyon cihazları alanında faaliyet gösteren yerli bir firmadır. Yurtiçine 24 bayi ile hizmet veren NÜVE pazar lideridir. Ayrıca ürünlerini 100'den fazla ülkeye ihraç ederek global pazarda önemli bir konuma ulaşmıştır. Türkiye'den yurtdışına en çok ürün ihraç eden firmalardan biridir. NÜVE yakın zamanda girdiği Amerika Birleşik Devletleri pazarında pazar payını artırmayı hedeflemektedir. Ancak, ABD pazarında güçlü rakiplerin varlığı, sınırlı bayi ağı ve dijital kanallardaki eksiklikler nedeniyle beklenen büyümeyi yakalayamamıştır. Bu amaçla e-ticaret kanallarını kullanmak isteyen NÜVE'ye, bu platformların mevcut bayi ağı ile uyumlu bir hibrit dağıtım modeli ile birlikte kullanılması önerilmiştir. Stratejide hem kanal çatışması hem bayi çatışması önlenmektedir. Platformlardan gelir elde edilmesi, bayilerin bundan etkilenmeyecek şekilde çalışma koşullarının düzenlenmesi, marka bilinirliğinin güçlendirilmesi ve dağıtımın efektif yolları araştırılmıştır. Üç fazda toplam 24 ay boyunca gerçekleşecek süreçten sonra NÜVE'nin ABD pazarında güçlü bir konumda olması amaçlanmaktadır.

Anahtar Kelimeler: E-Ticaret, Yurtdışı Pazarı, Karma Dağıtım Modeli, Dağıtım Kanalı Çatışması.

1- Company Background

Nüve, established in 1968 and headquartered in Akyurt, Ankara, Turkey, has distinguished itself as a market leader in sterilizing and laboratory equipment manufacturer in Turkey employing 190 dedicated professionals. The company's extensive range of products is pivotal in various industrial processes, including testing, analysis, product storage, and sterilization studies. It is also a significant player in the global market, preferred by a wide array of sectors in over 106 countries. These sectors span from the food, beverage, and dairy industries to hospitals, clinical research centers, dentistry clinics, biotechnology laboratories, agricultural research centers, veterinary medicine, and the chemical, automotive, defense, and pharmaceutical industries (NÜVE, 2025).

Nüve's organizational structure is process-based which emphasizes the continuous improvement and cross-functional collaboration of departments to aim customer satisfaction through customer and dealer feedback. The operational process of the company starts with sales followed by production. Before the production of the products, there are steps followed which are market research and design. The production process is highly influenced by customer and dealer feedback and the management aims for continuous improvement to fulfill both customer and dealer satisfaction. The production process is also supported by support processes which include H&R, financial management, infrastructure and document control. The overall process of NÜVE focuses on feedback from the end users, quality and responsiveness.

Nüve prioritizes customer satisfaction in its operations and operates with this principle at the core of its business model, ensuring quality, fast delivery, and reliable after-sales service. Recognizing the urgency of laboratory workflows, Nüve optimizes its supply chain for fast and efficient delivery, minimizing downtime for its clients. Additionally, its extensive dealer network offers localized technical support, maintenance, and training, ensuring long-term equipment availability and customer trust.

Nüve's mission is to become the sole supplier and solution partner for laboratory and sterilization technology users and provide them with the highest quality service, they invest in manufacturing, R&D technologies, and human resources. Their primary aim is to manufacture products that are not being manufactured in Turkey without compromising their value and to share their expertise with their stakeholders and future generations. The vision is the aim to be among the top five brands worldwide in the laboratory and sterilization sector and to become one of the pioneering and exemplary companies in Turkey.

2- Problem Definition

To adapt to the changing environment in the industry, NÜVE is looking to expand its distribution channels by leveraging online e-commerce platforms. While developing a channel expansion strategy, they must also protect existing channels. Currently, NÜVE's major distribution channel is its dealers. These dealers play a critical role in the sales and after-sales support of NÜVE's products. The laboratory products require installation and technical support, so dealers are crucial even when the sales are online. Therefore, the distributor network should be involved in the strategy of utilizing online distribution channels.

Even though dealers are the main international distribution and sales channel, they are not sufficient to reach all potential customers. NÜVE's devices can be found in every laboratory,

so their customer range spans from medical centers to pharmaceutical industries. As they have a wide range of customers, dealers are struggling to form extensive customer portfolios.

NÜVE seeks to create a strategy for integrating online sales channels into its business model to facilitate dealers' operations and increase the company's visibility and export revenue. Currently, NÜVE is in the process of starting to use online e-commerce channels, but some issues arise because the devices need to be sold in connection with a dealer at all times to maintain the devices and to protect the dealer's profit. For instance, refund policies, logistics, and pricing strategies are some of the areas that should be dealt with. There are different regulations for online e-commerce channels and country authorities when integrating digital distribution channels into their business model.

We discussed the problems and issues that may arise during our meeting with the company representative. We created a strategy for integrating online channels with the company, taking into account the problems that may arise. Our main goal was using online channels to reach more customers, and reduce the dependence on dealers without disrupting them.

After careful consideration and evaluation of the industry analysis and company overview, we focused on the U.S. market to create our digital sales channel strategy. Despite the U.S. having the major market share of the lab equipment industry NÜVE has no significant presence in the U.S. As we analyzed, the customers are more positive towards online channels and major players located in the U.S. are already established in online distribution channels which can be used as a benchmark when creating the strategy. Although the U.S. market is not easy to enter, NÜVE can differentiate itself with its resources and capabilities.

3- Possible Solutions

The omnichannel distribution model is designed to ensure seamless coordination between NÜVE's online platforms and its dealer network. When an order is placed through online platforms, both NÜVE and the related dealer will be notified, and the order will be assigned to the nearest regional dealer. This approach will be mutually beneficial for the dealer and NÜVE. According to a survey done by BCG, channel conflict is the top concern for 38% of the e-commerce channel managers, and 44% believe the tension will increase in the future (BCG, 2021). However, it is possible to address and minimize the channel conflict by identifying the right strategic approach (BCG, 2021). Aligning channels to customer segments and dealers, identifying responsibilities of business partners clearly and developing incentives for the dealers can facilitate integration of the digital transformation strategy. Ultimately, this model protects one of the core strengths of NÜVE; its dealer network. The digital transformation is also designed to increase visibility, expand market reach and improve brand recognition by using strategic platforms. Furthermore, the integration of the platforms to the business model transforms customer journey enabling online and physical engagement.

Solution to NÜVE's case will include selected strategic online channels that cover different weaknesses, each will take place in a different phase of the strategy as the plan starts being implemented. To mitigate risk, optimize the use of resources, take advantage of the learning curve effect, and strategic flexibility, the strategy will be divided into 3 phases: the foundation building, expansion, and optimization.

In the foundation building stage, we will test the market and focus on the main issues of the entry: dealer relations and logistics. After testing the market and understanding the dynamics,

the second phase will start. In the expansion phase, the focus is more on the marketing activities and geographical diversification. The last phase is the optimization phase, when NÜVE can leverage the acquired knowledge in the previous phases to optimize operations, deepen market relationships, and solidify competitive positioning.

3.1 Phase: Foundation Building (0–6 Months)

At this point, the strategies and technologies necessary for NÜVE to launch in the United States will be defined. What customers need, what the market conditions are and if there is an initial response for selling products in various locations will be questioned. To attract many customers from the start, listings will begin in Amazon Business and Alibaba and when there is an interest in attracting B2B clients, a profile will be set up on LabX. Then customer response while integrating dealers via ZIP-code routing, as well as logistics operations to ensure operational readiness will be tested.

3.1.1. Regulatory Compliance & Product Preparation:

The company will complete all FDA and CE certification processes to ensure full compliance with U.S. market requirements for laboratory equipment. Product packaging, manuals, and warranty information will be adapted to meet U.S. standards, including conversion to imperial units and creation of QR-code-linked digital documentation. Compliance with customs regulations and import procedures will be finalized to prevent logistical delays, while product selections will be optimized for e-commerce fulfillment considerations.

3.1.2. Digital Market Entry & Brand Activation

NÜVE will establish its digital presence by creating seller profiles on e-commerce platforms; Amazon Business and Alibaba in the initial stages and then LabX for B2B clients. Product listings will be chosen considering the customer segment in the U.S. market, their needs and priorities. Simultaneously, the company will launch targeted digital marketing campaigns through LinkedIn and Google Ads, focusing on research institutions and healthcare facilities. These efforts will maximize visibility and help NÜVE gain immediate traction in the competitive digital marketplace during its adaptation of a hybrid distribution model.

3.1.3. Supply Chain

NÜVE will identify and contract with dealers in five areas (Chicago, Dallas, Atlanta, Los Angeles, and Boston) chosen based on proximity to major research institutions and logistics infrastructure. The optimal dealer network have been constructed based on heuristic analysis. (See Appendix 4). The company will implement a ZIP-code mapping system that automatically assigns online orders to the nearest authorized dealer, with clearly defined territory rules to prevent conflicts. The dealer assignment process will happen through formal agreements that ensure minimum performance standards, service level expectations, and exclusive operating zones for each dealer.

3.1.4. Dealer Network:

A comprehensive dealer portal will be developed to provide partners with real-time access to inventory, order history, product information, and performance analytics. NÜVE will conduct training sessions to dealers, explaining the omnichannel sales process. The company will simultaneously introduce its tiered incentive program, with clear benchmarks for Silver, Gold,

and Platinum status based on sales volume and customer satisfaction metrics. The program will include commission structures, marketing funds, and service fee opportunities which will motivate dealers while preventing possible dealer-conflicts (See *Appendix 3*).

3.2 Phase 2 Expansion (6–12 Months)

During this phase, our actions are chosen to spread our business online and offline. Increased efforts in marketing help the dealer and make the brand more visible. ThomasNet and Thomas Scientific are examined to help the company grow its credibility and utilize the benefits of sharing a network for distribution. They assess the system and determine suitable rewards for dealers to encourage them.

3.2.1 Dealer Network Growth:

The dealer network will expand to ten locations by adding strategic markets like Seattle, Miami, and Philadelphia, chosen considering their market potential.

3.2.2 Market Establishment and Brand Recognition:

NÜVE will accelerate its U.S. market penetration through digital expansion and educational engagement. The company will establish premium profiles on ThomasNet and will partner with Thomas Scientific to enhance B2B visibility and forge institutional partnerships, which will help them while they get to know the market. Content marketing efforts will speed up, focusing on the education about the market. Localized blog content addressing regional lab challenges or case studies about dealer-contributed success stories will be published in order to build connections and regional credibility. Additionally, monthly technical webinars with live product demos and customer case studies will be launched.

3.2.3 Performance Monitoring:

Key performance indicators showing the dealer adjustment in e-commerce, sales and service times will be analyzed. ZIP-code territories will be adjusted based on sales density analysis and dealer capacity assessments.

3.3 Phase 3 Optimization (12–24 Months)

Leveraging the learning curve effect from previous phases, this phase focuses on refining operations, enhancing dealer efficiency, and preparing for independent channel development. As brand recognition improves and CRM data accumulates, NÜVE begins scoping its own e-commerce platform. Optimization also includes advanced analytics and trust-building through verified customer success.

3.3.1. Data-Driven Refinements:

CRM data will be analyzed to identify customer segments and optimize dealer coverage across regions. The product portfolio will be adjusted based on U.S. market demand, with focus on expanding margin. Inventory management will be regionalized based on demand patterns and with strategic stock positioning in order to reduce delivery times and logistics costs.

3.3.2. Dealer Incentive Enhancements:

The tiered incentive program will be upgraded to include enhanced commission structures and additional benefits for top-performing dealers.

3.3.3 Independent E-Commerce Preparation:

NÜVE will begin working on initiating its own e-commerce platform, considering options for technical infrastructure requirements and system integration. The U.S. microsite, opened as a draft, will be expanded in order to maximize profits.

3.3.4. Brand Authority Consolidation:

The company will utilize the previously collected customer testimonials across digital channels, specifically in case studies showing the successful implementations in the U.S market. Work will begin on achieving new environmental certifications which will align with sustainability goals and expectations. To further establish market growth, NÜVE will produce and distribute an annual U.S. Laboratory Equipment Market Report that provides data-based insights that reinforce the company's strong position and the place in regional market dynamics.

3.4 Resources and Requirements

3.4.1 Budget Plan

This strategy will require breaking down how much each activity, improvement or development will cost. We have conducted a brief analysis for the approximation of the budget plan. The strategic plan covers a 24-month time-frame, and we have estimated the costs based on our market research and planning. The key costs are included in our estimation of the budget for each phase (See *Appendix 6* for detailed breakdown). The strategy is expected to cost \$336,900 over the 24-month timeline. The cost is distributed across three phases almost equally with 34% for Foundation Building, 35% for Market Expansion, and 31% for Optimization (See *Appendix 5* for distribution).

3.4.2. Human Resources

The U.S. digital entry transformation will be managed by the International Sales Department. The team structure will be cross-functional including several departments like marketing, public relations and technical core that aims to support the transformation process. At the early stages (in the first two years) there will be no separate U.S. sales team established. During the digital transformation of the sales, a new position called E-commerce Specialist is planned. The marketing activities will be managed from Turkey with the existing team members. However, in the upcoming years, forming local marketing teams of potential dealers in the U.S. market will be considered. After sales services will be managed by the local dealers – that are trained by NÜVE – in the U.S. market.

3.4.3 Technology

The digital transformation of NÜVE requires advanced technological improvements and developments. Integrating real time data collection and sharing is crucial through systems like ERP, MRP or a customized system that the dealers can share the sales record through e-

commerce platforms. SEO optimization tools are also significant for pricing analytics and measuring customer behaviour in a highly competitive environment. For customer behaviour, integrating a CRM system is important to manage dealer relationships, customer segments and after-sales services.

3.4.4 Infrastructure

To implement this strategy both a digital and a physical infrastructure will be required. The physical infrastructure will be the optimal dealer network in chosen strategic locations. (See *Appendix 4*) These locations will form a physical infrastructure with the benefits of accessibility and transportation. The digital infrastructure is the dealer portal and ZIP code system for sales management. The dealer portal will be connecting dealers and NÜVE enabling both to monitor sales operations. The system will have inventory tracking, lead assignment with ZIP codes and performance analytics to optimize dealer operations (See *Appendix 7 and 8*).

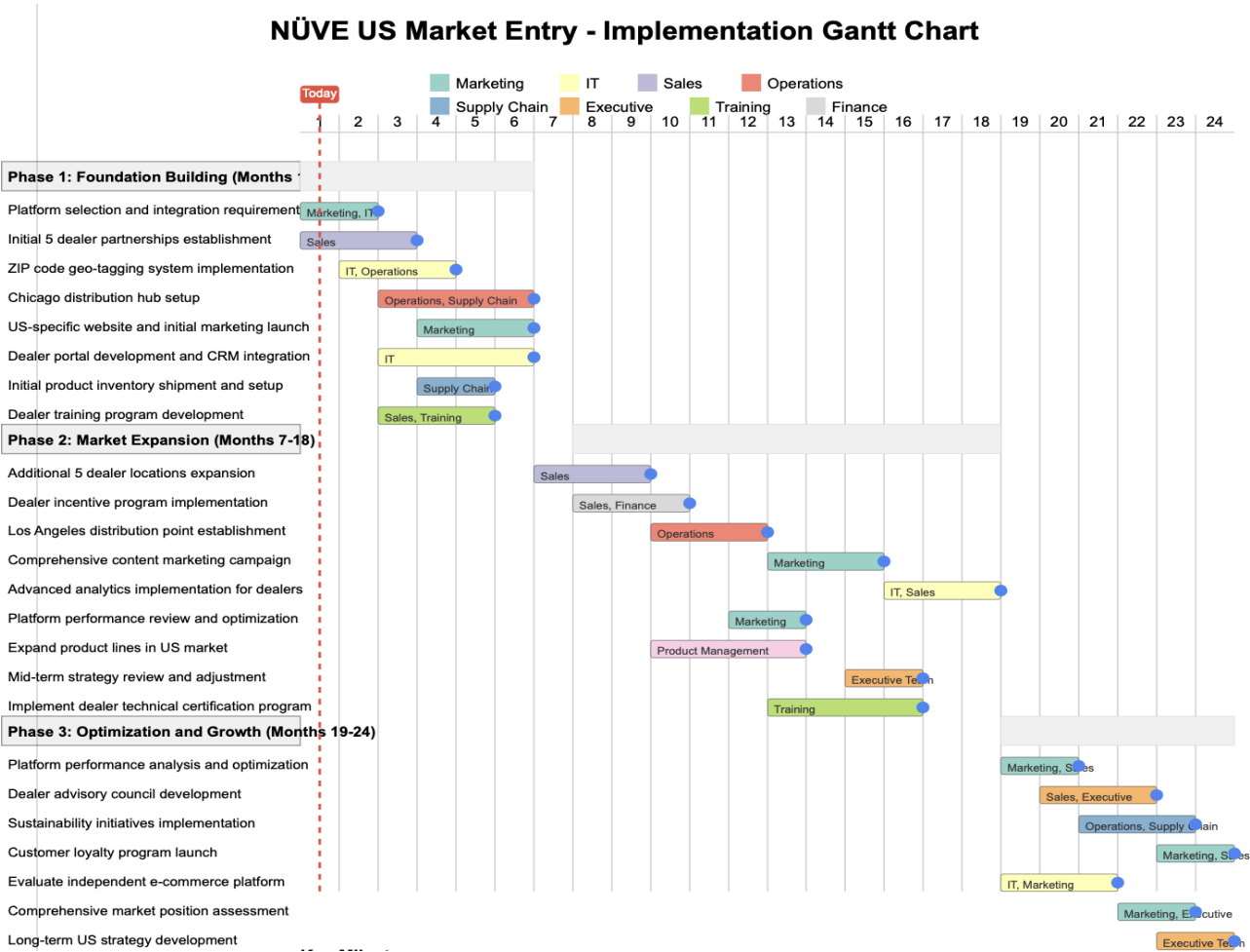
4- Conclusion

For the solution to NÜVE's challenges, identified as; a lack of market presence, overdependence on a limited dealer network, delayed adoption of digital sales channels, and intense competition from established players, we have developed a comprehensive plan aimed at building NÜVE a strong and sustainable foundation before it enters the U.S. market.

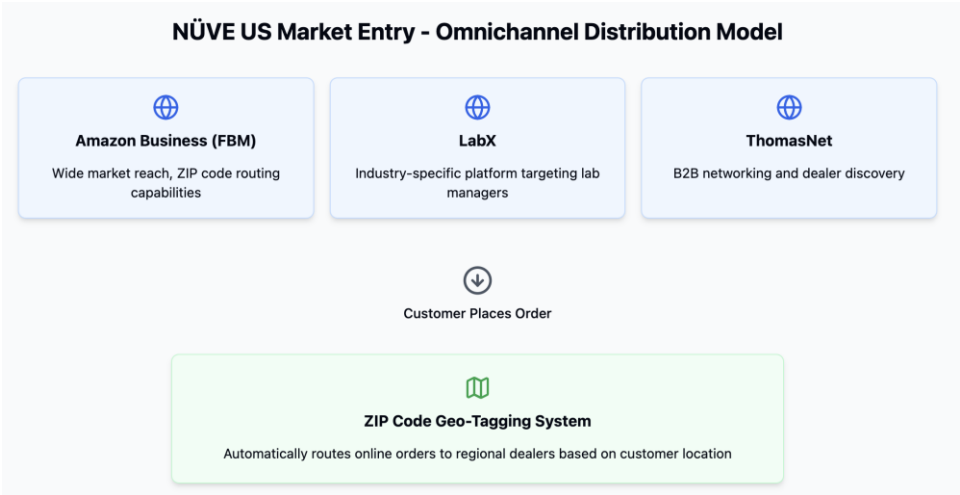
The proposed hybrid market entry strategy combines selected e-commerce platforms with NÜVE's existing dealer model through an omnichannel distribution system. This model not only addresses channel conflict through a company-wide online integration platform but also addresses dealer conflict, using solutions such as ZIP-code-based lead assignment, dealer incentives, and local partnerships to ensure maximum harmony and efficiency. The implementation plan includes three phases which are structured around SMART goals, organizing resources and duties, looking at performance indicators and handling risks. Thus, NÜVE will succeed in achieving long-term growth in a tough market, at the same time increasing trust and awareness of its brand among U.S. customers via SEO, online marketing and a microsite.


Appendices

Appendix1




Appendix2






Order Assigned




Regional Dealer Network (10 Strategic Locations)

- > Chicago, IL
- > Los Angeles, CA
- > Atlanta, GA
- > Seattle, WA
- > Phoenix, AZ


- > Dallas, TX
- > Boston, MA
- > Philadelphia, PA
- > Miami, FL
- > Denver, CO




Sales Finalization
B2B contract development & bundled orders



Technical Installation
Equipment delivery & setup

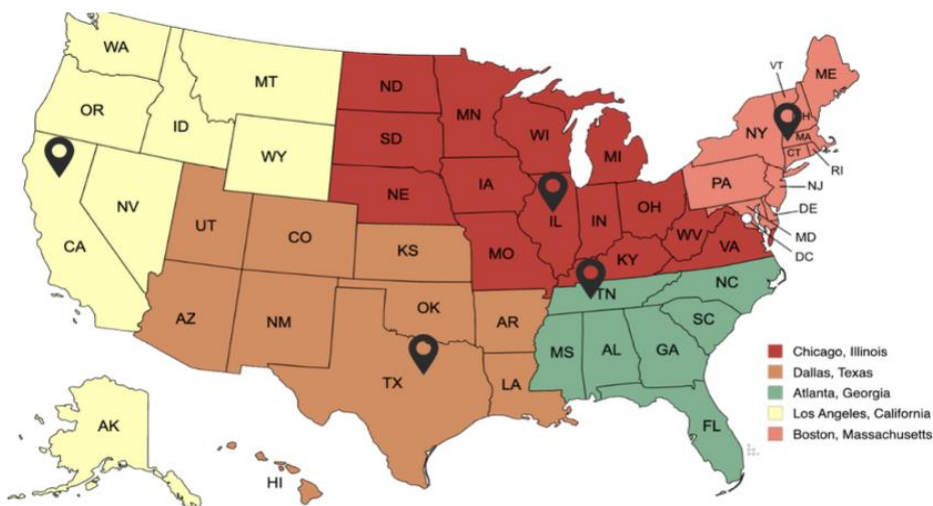


After-Sales Service
Warranty, maintenance & calibration



Customer Training
Product usage & maintenance training

Appendix3



Appendix4

Phase 1		
Item	Amount	Notes
Amazon Fees	\$240	\$40/month for 6 months
Lab X Listing Fees	\$180	\$30 for 90 days, renewed twice
SEO Optimization	\$12,000	\$2,000/month
LinkedIn/Google Ads	\$18,000	\$3,000/month
Dealer Portal Integration	\$35,000	ZIP code system
Customs & Compliance	\$20,000	FDA approvals, documentation
E-commerce Specialist	\$30,000	6 months salary
Total	\$115,420	
Phase 2		
Item	Amount	Notes
Amazon Fees	\$480	\$40/month for 12 months
Lab X Listing Fees	\$360	\$30 for 90 days, renewed 4 times
Thomas Net	\$7,000	Annual package
Thomas Scientific Program	\$24,000	\$2,000/month for enhanced visibility
Content Creation	\$6,000	\$500/month
Digital Advertising	\$12,000	\$1,000/month
Webinar Series	\$2,400	\$200/month
Dealer Training	\$30,000	For expanded network
E-commerce Specialist	\$60,000	12 months salary
Total	\$118,240	
Phase 3		
Item	Amount	Notes
Amazon Fees	\$480	\$40/month for 12 months
Lab X Listing Fees	\$360	\$30 for 90 days, renewed 4 times
Thomas Net	\$7,000	Annual package
Thomas Scientific Program	\$24,000	\$2,000/month for enhanced visibility
Advanced Content Strategy	\$12,000	\$1,000/month
Targeted Advertising	\$36,000	\$6,000/month
Webinar Series	\$2,400	\$200/month
Integration Optimization	\$18,000	\$3,000/month
E-commerce Platform Planning	\$50,000	Research and development
E-commerce Specialist	\$60,000	12 months salary
Long-term Strategy Development	\$40,000	Consulting and research
E-commerce Platform Prototype	\$35,000	Initial development
Total	\$103,240	

Appendix5

Tiered Incentive Program

Dealers advance through tiers based on annual sales performance and service excellence



Silver Tier

- ✓ Standard commission rates
- ✓ Basic dealer portal access
- ✓ ZIP code territory protection
- ✓ Standard technical support

Entry Level
All new dealers



Gold Tier

- ✓ **+1% extra commission** on all sales
- ✓ **\$5,000 co-marketing funds** annually
- ✓ Advanced analytics dashboard access
- ✓ Priority technical support
- ✓ All Silver tier benefits

Qualification
\$250,000+ annual sales

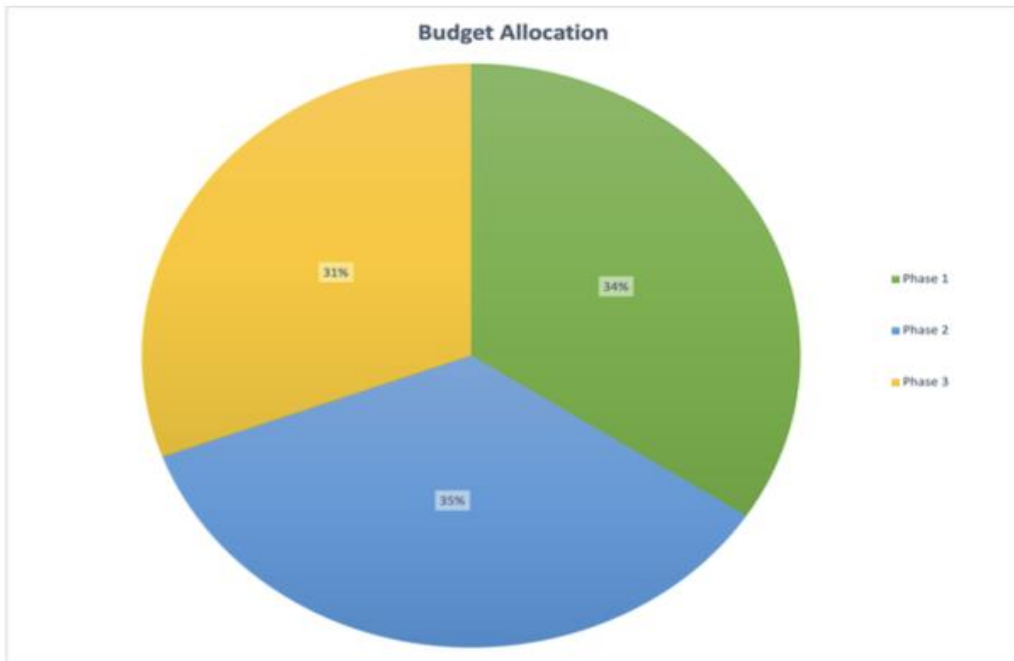


Platinum Tier

- ✓ **+2% extra commission** on all sales
- ✓ **\$10,000 co-marketing funds** annually
- ✓ Beta product testing invitations
- ✓ Dealer advisory council membership
- ✓ All Gold tier benefits

Qualification
\$500,000+ annual sales

Appendix6



Appendix7

NU

Service Requests

Service Requests

Filter + New Request

CUSTOMER	PRODUCT	TYPE	DUE DATE	STATUS	ACTION
Rush University Medical	Sterilizer SX-80	Installation	05/14/2025	Scheduled	Details
Loyola Research Lab	CO ₂ Incubator IC-160	Maintenance	05/16/2025	Pending	Details
University of Chicago	Centrifuge CR-300	Repair	05/13/2025	Urgent	Details
Illinois Tech	Water Bath NB-20	Training	05/22/2025	Confirmed	Details

NU

Inventory Management

Inventory Status

Filter Request Restock

PRODUCT	SKU	STOCK	STATUS	ACTION
CO ₂ Incubator IC-160	IC160-US	4 units	In Stock	Order
Premium Oven EN-420	EN420-US	2 units	Low Stock	Order
Sterilizer SX-90	SX90-US	6 units	In Stock	Order
Centrifuge CR-400	CR400-US	1 units	Critical	Order
Water Bath NB-20	NB20-US	5 units	In Stock	Order

Chicago Distribution Hub Inventory shown. Contact Supply Chain for special orders.

NU

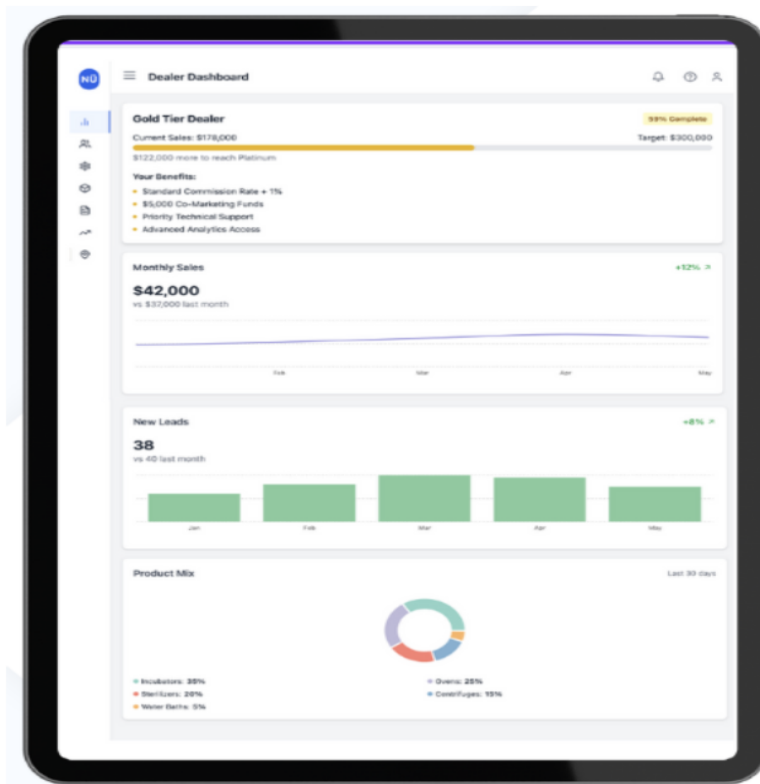
Lead Management

Active Leads

Filter + New Lead

CUSTOMER	PRODUCT	VALUE	STATUS	DUE DATE	ACTION
Chicago Research Institute	CO ₂ Incubator	\$24,500	New	05/15/2025	Details
Northwestern Medical	Sterilizer SX-90	\$18,200	Follow Up	05/18/2025	Details
University of Illinois Lab	Centrifuge CR-400	\$12,800	Proposal	05/20/2025	Details
Abbott Laboratories	Premium Oven	\$32,000	Negotiation	05/25/2025	Details

Appendix8



References

Boston Consulting Group. (2021). Mitigating e-commerce channel conflicts.

<https://www.bcg.com/publications/2021/mitigating-e-commerce-channel-conflicts>

Hosseini, S., Merz, M., Röglinger, M., & Wenninger, A. (2018). Mindfully going omni-channel: An economic decision model for evaluating omni-channel strategies. *Decision Support Systems*, 109, 74-88. <https://doi.org/10.1016/j.dss.2018.01.010>

Inbound Logistics. (n.d.). Site selection: How to optimize your distribution network.

<https://www.inboundlogistics.com/articles/site-selection-how-to-optimize-your-distribution-network/>

Nüve. (2025, April 10). Products. <https://nuve.com.tr/index.php/en/product-groups>

Stahl, S. (2025, April 8). B2B content marketing benchmarks, budgets, and trends: Outlook for 2025 [research]. Content Marketing Institute. <https://contentmarketinginstitute.com/b2b-research/b2b-content-marketing-trends-research>

Wharton Online. (2023). What is the network effect? <https://online.wharton.upenn.edu/blog/what-is-the-network-effect/>

OKUMAN MEDİKAL, Marketing Problem



Proje Ekibi : Healix

Grup Üyeleri : Berrak Özuysal, Dilge Yılmaz, Eda Nil Şentürk, Elif Duru Girdaplı, Gülse Yağmur Demirkesen, Mustafa Bora Hasgöl

Şirket Danışmanı: Serkan Can

Akademik Danışman: Ahmet Ekici

Koordinatör Danışman: A. Başak Tanyeri Günsür

ÖZET

Bu proje, Okuman Medikal'in Türkiye'deki özel sağlık sektörüne daha etkili bir şekilde girebilmesi için önerilen pazarlama çözümünü kapsamaktadır. Şirketin kamu odaklı satış yapısı, özel sektördeki marka görünürlüğünü ve satış kanallarının çeşitliliğini kısıtlamaktadır. Bu bağlamda, proje ekibi olarak farklı stratejik alternatifleri değerlendirdik ve en uygun çözüm olarak değer, yenilik ve farklılaşma odaklı bir strateji geliştirdik. Çözümümüz, Okuman'ın yapay zeka entegreli yenidoğan sistemlerini, özel hastanelere yönelik ileri teknoloji ve klinik sonuç odaklı bir çözüm olarak konumlandırmayı içeriyor. Ayrıca, Okuman'ın dijital görünürlüğünü artırmak için SEO, vaka çalışmaları, canlı demo ve maliyet-fayda analiz araçları gibi pazarlama araçlarını kullanması önerilmektedir. Bu çok boyutlu strateji sayesinde Okuman Medikal'in özel sağlık sektöründeki pazar payını artırması, kamuya olan bağımlılığını azaltması ve sürdürülebilir bir büyüme sağlaması bekleniyor.

Anahtar Kelimeler: Okuman Medikal, Pazarlama Stratejisi, Özel Sağlık Sektörü, Yapay Zeka Entegreli Medikal Cihazlar, Değer Odaklı Pazarlama, Farklılaşma Stratejisi, Satış Kanalı Genişletme, Dijital Pazarlama, Klinik Etki, Karar Vericiye Yönelik İletişim, Medikal Cihaz Regülasyonları (CE, MDR), Türkiye Medikal Cihaz Pazarı.

1- Company Background

Okuman Medikal Sistemler A.Ş. started operations as a sleep and respiratory disorder specialist in 2010 from Ankara in Türkiye. The company used its trained knowledge-based employees in sales, marketing, clinical support, technical service, and personnel to establish itself as one of the fastest-growing domestic home care providers while opening numerous sleep centers across the nation. The company established its new factory within Sincan Organized Industrial Zone to develop local manufacturing of hospital equipment which included Anesthesia Devices alongside Infant Incubators and Phototherapy Devices. Okuman plans to stand as a leading medical device company in all domestic and international markets. The complete organizational structure at Okuman consists of four departments which include Research and Development, Production, Sales and Marketing, Clinical Support with Technical Service. Private ownership controls Okuman Medikal Sistemler A.Ş. because the company does not list its shares on any stock exchange.

Okuman offers a comprehensive range of medical products and services, including neonatal intensive care products, intensive care products, operating room products, sleep and respiratory products, and various accessories. Quality standards are prioritized at the company because they possess multiple certification credentials including ISO 9001, ISO 13485, CE and Domestic Manufacturing certificates. Okuman achieves a competitive advantage because it excels at innovation combined with market adaptations for healthcare industry requirements. The company has established itself as market leader in Turkish medical devices by creating and manufacturing necessary medical devices locally thus reducing import dependence. The financial information about Okuman Medikal Sistemler A.Ş. stays unavailable because the company operates as a private organization. However, its prolonged growth, broad product spectrum, and productive international brand partnerships indicate a positively developing financial future.

2- Problem Definition

Okuman Medikal is focused on expanding its operations into the private healthcare sector, which presents both opportunities and challenges. The primary challenge revolves around diversifying sales channels and increasing market penetration within the private healthcare domain. The firm intends to reach this goal by interacting directly with private hospitals, and with the retail market, stepping up digital marketing, and improving relations with distributors. Okuman already has solid post-sale support services and a good range of products but is faced with an industry controlled by multinational corporations. To effectively create a long-term growth strategy, the company must define its market entry approach, improve its competitive position, use available technological resources and multi-channel sales opportunities, and in so doing, strengthen and widen the company's base. Adapting to regulatory demands and changing consumer needs will be very important for success in the medical device field in Turkey.

3- Possible Solutions

The current strategy of Okuman Medikal has resulted in limited recognition in the private sector which led to an inability to effectively compete with foreign brands as well as failing to take advantage of the growing private healthcare sector. In order to address these issues, several alternative solutions were created and proposed as well as offering their specific benefits and drawbacks.

Specialized Direct Sales Division:

The first option is forming a specialized direct sales division that would exclusively target private hospitals and clinics. This approach would help the company provide tailored services, build stronger relationships, and offer customized solutions. However, this strategy would also require significant capital for hiring and training, and might create internal conflicts due to overlapping roles and responsibilities. This strategy also has the potential of helping Okuman Medikal become closer to the customers but it is a costly alternative and needs a good, through planning.

Strategic Partnerships:

The second offered alternative is developing strategic partnerships with regional distributors. This approach would enable rapid market penetration without the high cost of establishing a new sales team. Still, relying on third-party distributors may reduce control over brand messaging and customer experience, which could weaken brand identity in the long run.

Focus on Digital Marketing:

The third solution involves creating a digital marketing and online lead generation strategy. During the research process, it became evident that the company lacks online visibility. In order to strengthen its digital presence, and take advantage from the power of social media, Okuman Medikal start using LinkedIn and Google Ads to reach hospital decision-makers and upgrading the company's website with SEO and interactive content. While this approach supports modern purchasing behavior and passive lead generation, it might lack the personal touch needed for high-value B2B sales, and requires continuous investment in digital tools as well as social media specialists.

Implementing Trial Programs:

The fourth strategy is to initiate pilot trial programs in selected private hospitals. By placing Okuman's AI-based neonatal and anesthesia devices in hospitals for free on a short-term basis, the company can gain clinical feedback and build credibility. This method would also help the company to build a trusting two-way relationship with its potential customers. However, this is a costly method which depends heavily on the possibility of converting trials into actual sales.

Key Opinion Leaders:

The fifth alternative focuses on engaging with Key Opinion Leaders (KOLs) and professional associations. Building trust through collaborations with respected doctors and specialists can improve brand reputation and help Okuman be seen as a thought leader. However, this method would be able to show real results in the long term as it will take time. Additionally, while implementing this method the company must follow strict ethical standards, often requiring financial incentives or research partnerships.

These strategies can be applied in different phases. For instance, for faster, short-term results Okuman Medikal can choose to implement efforts in digital outreach and distributor partnerships, mid-term actions involve KOL engagement and pilot testing, and long-term goals while centralizing and establishing a dedicated sales division.

Best Solution

The best solution includes and combines several of these alternative approaches. Okuman's transformation in the private healthcare market should be built around a strategy that emphasizes value, innovation, and differentiation. The AI-integrated neonatal systems are positioned not only as advanced technology but also as affordable solutions that improve patient outcomes. This technological strength must be matched with targeted messaging for different stakeholders, such as pediatricians, administrators, nurses, and procurement teams, based on their unique motivations.

In order to improve visibility, Okuman must invest in SEO so that hospital professionals find its offerings during procurement research. Publishing articles in respected medical journals and maintaining a consistent digital presence will further support thought leadership. Tools like case studies, live demos, trials, and ROI calculators should be used to reinforce credibility and address stakeholders' concerns directly.

This integrated approach allows Okuman Medikal to grow sustainably in Turkey's private hospital sector by aligning its strengths with stakeholder needs and combining innovation with a strategic communication plan. It is essential that Okuman comes up with communication strategies customized for every type of decision maker. Hence, promoting accurate diagnostics, effective early results for doctors, increase in profits and better-streamlined management for hospital administrators and practical use for nurses and technicians. The clarity of information on after-sale support and rules should make procurement teams at ease. They may be delivered to customers through forms like product trials, specially made presentations and interactive shows. Besides, running LinkedIn campaigns, updating the website's SEO and taking part in healthcare trade fairs will help Okuman expand its visibility in the private sector.

The method used by Okuman Medikal supports its sustainable growth in Turkey's private hospital sector by focusing on what users want and making innovation part of its communication plan.

4- Conclusion

Okuman Medikal is currently facing a key phase in how the company has developed. The company realized that depending too much on the State Supply Office for selling goods exposed it to the risks of government relying on a single supplier. This report aimed to highlight the importance for Okuman to expand into the fast-growing private healthcare sector in Turkey. By using thorough analysis, the project highlights that Okuman can take advantage of a new chance to become a leading, adapting and premium business in the industry. The rise of artificial intelligence in the healthcare of newborns and anesthesia, together with an increase in digital technology usage, helps Okuman meet the requirements of the private sector.

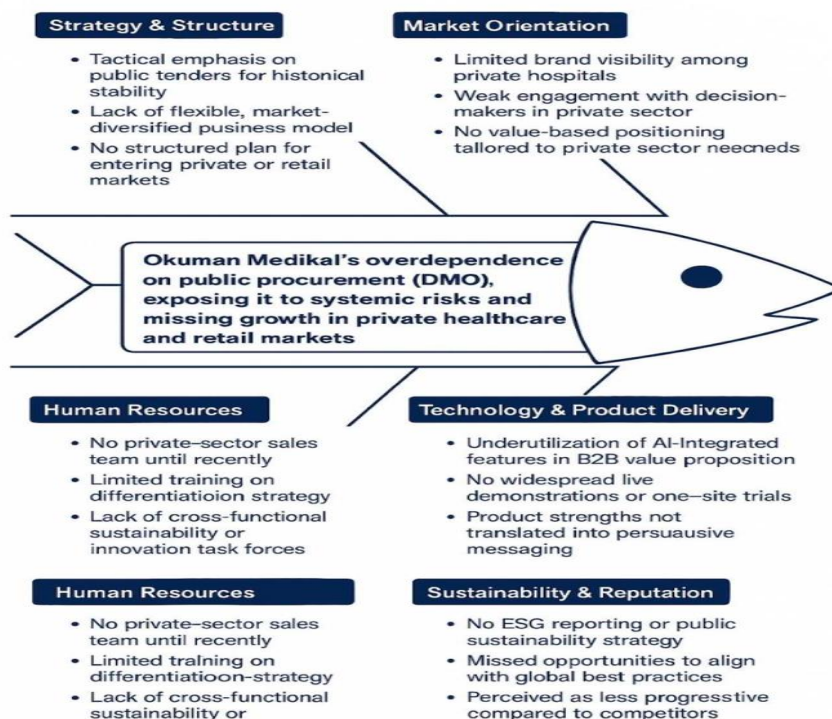
The report proposes various approaches and settles on the most appropriate one: combining B2B sales, cooperating with regional distributors and planning online marketing

campaigns. Using a similar approach means the brand will build recognition for itself among key staff in private hospitals and ensure lasting trust with trials, demonstrations and support service. It can be said that these suggestions are vital both for being able to compete in a fast and growing market.

All in all, Okuman Medikal could reshape how it is perceived in the industry. Thanks to its high quality in production, strong research and development and helpful customer service, the company is likely to guide Turkey's medical technology market in the future. Should the proposed measures be executed correctly, Okuman will handle risks from outside groups, build reliable partnerships and preserve its edge in the market thanks to innovation, sustainability and listening to customers.

Appendices

Appendix1 - Okuman Medikal's Fishbone Graph



Appendix2 - Okuman Medikal's SWOT Table



References

- Alpha Sophia. (2023). *How to Sell Medical Devices in Emerging Markets*. Alpha Sophia Market Blog. <https://www.alphasophia.com/blog/how-to-sell-medical-devices>
- Caglayan, C. (2021, December 8). *Lira crisis and unpaid government bills threaten Turkish medical importers*. Reuters. <https://www.reuters.com/world/middle-east/lira-crisis-unpaid-government-bills-threaten-turkish-medical-importers-2021-12-08/>
- Deloitte Turkey. (2021). *Discovering Turkey's Medical Device Industry*. Deloitte Consulting.
- Devlet Malzeme Ofisi. (2018, April 10). *Support for Domestic Products and Producers from DMO*. Retrieved May 18, 2025, from <https://www.dmo.gov.tr/Eng/Home/EngIcerik/3304>
- Doran, G. T. (1981). There's a S.M.A.R.T. way to write management's goals and objectives. *Management Review*, 70(11), 35–36.
- Grimshaw, J. M., & Eccles, M. P. (2023). *Printed educational materials: Effects on professional practice and healthcare outcomes*. *Cochrane Database of Systematic Reviews*, (8), CD004398. Retrieved from <https://pmc.ncbi.nlm.nih.gov/articles/PMC7197046/>

International Trade Administration. (2023). *Turkey – Medical Technologies and Health IT*. U.S.

Department of Commerce. <https://www.trade.gov/country-commercial-guides/turkey-medical-technologies-and-health-it>

International Trade Administration. (2020). *Healthcare Resource Guide: Turkey*. U.S. Department of Commerce.

Lexology. (2023). *Update on the Medical Devices Regulations in Turkey*. Retrieved from <https://www.lexology.com/library/detail.aspx?g=75ab505f-5fd6-4480-a3dc-8bb48e12b8e>

Nguyen, B., Simkin, L., & Canhoto, A. (2020). The dark side of CRM: Advantaged and disadvantaged customers. *Journal of Consumer Marketing*, 37(2), 219–229. <https://doi.org/10.1108/JCM-01-2019-301127>

Okuman Medikal Sistemler. (n.d.-a). *About Us*. Retrieved May 18, 2025, from <https://okuman.com.tr/en/about-us>

Okuman Medikal Sistemler. (n.d.-b). *Neonatal Intensive Care Products*. Retrieved May 18, 2025, from <https://okuman.com.tr/en>

SP_CE. (2022). *Direct Sales vs Distributor Sales: Strategic Pros and Cons*. SP_CE Business Insights. <https://www.spce.com/articles/direct-vs-distributor-sales>

BE ADVISE, Business Development Problem



Proje Ekibi : Advisors

Grup Üyeleri: Yiğit Uygunlar, Ceyhun Keskin, İlayda Pekgöz, Necip Erdem Akdi, Hüseyin Oytunç Tetik, Güneş Kadir Eskitaşçıoğlu

Şirket Danışmanı: Ege Nasuhoğlu

Akademik Danışman: Ahmet Şensoy

Koordinatör Danışman: A. Başak Tanyeri Günsür

ÖZET

BE Advise, 2022 yılında kurulan ve erken aşama girişimlere finansal danışmanlık hizmeti sunan bir firmadır. Bu proje, BE Advise'in erken aşama girişimler için gerçekleştirdiği değerlendirme süreçlerindeki operasyonel verimsizlikleri azaltmayı amaçlamaktadır. Şirketin manuel tekniklere dayalı mevcut yaklaşımı zaman alıcı olmakta ve artan müşteri talebi karşısında sürdürülebilirliği zorlaştırmaktadır. Bu kapsamda, proje ekibimiz üç temel finansal değerlendirme yöntemi olan gelir çarpanları yöntemi, indirgenmiş nakit akımı yöntemi ve girişim sermayesi yöntemi üzerine odaklanarak yapay zeka araçlarının bu süreçleri nasıl destekleyebileceğini araştırmıştır. BE Advise tarafından sağlanan gerçek finansal veriler kullanılarak ChatGPT tabanlı araçlarla yürütülen bu analizler sonucunda, uygun şekilde yönlendirildiğinde yapay zekanın insan eliyle yapılan değerlendirmelere yakın çıktılar üretebildiği görülmüştür. Proje kapsamında geliştirilen yapılandırılmış yönlendirme şablonları sayesinde, BE Advise'in değerlendirme süreçlerinde yapay zekadan etkin bir şekilde yararlanarak verimliliği artırması ve operasyonel ölçeklenebilirlik kazanması mümkün olacaktır.

Anahtar Kelimeler: Yapay Zeka, Değerleme, Erken Aşama Girişimler, Finansal Teknoloji, Finansal Analiz, Danışmanlık Verimliliği, Veri Analizi

1- Company Background

Founded in 2022 by Arda Berkay Çağın and Ege Nasuhoğlu, BE Advise was established to bridge the gap between early-stage startups and investors by offering high-quality, tailored financial advisory services (see *Appendix 1*). The firm was built on the belief that startups need more than generic advice; they require strategic, hands-on support to become investment-ready, scale sustainably, and engage confidently with potential investors. With its early focus on investment readiness, due diligence, valuation, and financial management, BE Advise quickly gained recognition in Turkey's growing startup ecosystem.

Operating as a privately held company, BE Advise maintains a small yet agile team, currently consisting of 2 to 10 professionals (see *Appendix 2*). This lean structure allows the firm to deliver highly personalized and flexible consultancy services that adapt to the specific needs of each client. The founding partners Arda Berkay Çağın and Ege Nasuhoğlu serve as Lead Advisors and are actively involved in client engagements and strategic decision-making. Alongside them, Barış Şihmanoğlu contributes his expertise as a Lead Advisor, while Burcu Çavuşoğlu supports clients as an Advisor, bringing a collaborative and responsive team dynamic that enhances the firm's service quality.

Over time, BE Advise expanded its offerings in response to growing client demand. As investors began seeking additional support, the firm introduced services such as startup scouting, investment proposal development, and deal structuring. This expansion enabled BE Advise to serve as a trusted intermediary between startups and investors, aligning incentives and facilitating more efficient and transparent investment processes. Furthermore, recognizing a gap in financial leadership within early-stage ventures, the firm launched CFO as a Service (CFOaaS), enabling startups to access high-level financial expertise without the cost of a full-time executive hire.

In recent years, BE Advise has taken a more active role in managing mergers and acquisitions (M&A) as well as exit strategies, supporting clients in valuation modeling, negotiation, and post-deal planning. These projects, which increasingly include cross-border elements, have helped the firm grow its network and build credibility in international markets.

To complement its transactional work, BE Advise has broadened its scope to include pitch deck development, financial analysis, and scenario planning. The firm is also exploring how to integrate artificial intelligence tools into its workflows to increase the efficiency of startup valuations and maintain analytical rigor, further solidifying its position as a forward-looking advisory firm.

Today, BE Advise works with high-potential startups and investors across a range of industries, providing end-to-end financial guidance. Grounded in principles such as data-driven decision making, founder-investor alignment, transparency, and long-term impact, the firm continues to expand its influence by combining technical expertise with a personalized, mission-driven approach to startup consulting.

2- Problem Definition

BE Advise, a boutique financial consulting firm focused on startups and investors, faces a critical operational challenge: the time- and resource-intensive nature of early-stage startup

valuations. As the firm continues to grow and attract more clients, its current reliance on manual valuation techniques has created significant inefficiencies. Valuation processes are often slowed by inconsistent methodologies, limited use of automation, and highly variable data quality from startup clients.

These issues impact both internal workflows and external client relationships. Internally, the small team struggles to meet rising demand without sacrificing analytical depth. Externally, delays in delivering valuation reports can disrupt startups' time-sensitive fundraising efforts and reduce investor confidence. Moreover, the absence of standardized workflows and limited integration of AI tools hinder scalability and reduce consistency across different valuation cases.

To remain competitive and sustainable, it would be beneficial for BE Advise to identify innovative solutions to improve speed, accuracy, and efficiency in its valuation process without compromising the quality that defines its boutique consulting model.

3- Possible Solutions

To address the inefficiencies in BE Advise's startup valuation process, our team explored the potential for artificial intelligence (AI) tools to assist with or enhance the firm's existing methods. Specifically, we examined three commonly used valuation approaches: the Revenue Multiples Method, the Discounted Cash Flow (DCF) Method, and the Venture Capital (VC) Method. These methods represent key tools in the valuation landscape and reflect the range of perspectives, market-based, cash flow-based, and investor-focused that are essential for early-stage startup analysis.

Rather than relying on theoretical data, our analysis was grounded in real financial statements and founder profiles provided directly by BE Advise. This allowed us to test the performance of AI tools in real-world use cases that mirror the firm's day-to-day operations. Within the ChatGPT platform, we selected and evaluated multiple tools, including Startup Valuation Estimate, Financial Analysis & Valuation, Discounted Cash Flow (DCF) Expert, and VC & PE Analyst. These tools were guided through structured, multi-step prompts that simulated the reasoning typically employed by human analysts. We ensured that each AI model received comprehensive inputs, such as industry, growth stage, geography, valuation year, founder profile, and specific assumptions, to produce outputs that could be benchmarked against human-calculated valuations.

Revenue Multiples Method

The Revenue Multiples Method was tested using two AI tools: Startup Valuation Estimate and Financial Analysis & Valuation. This method focuses on estimating a company's value based on its projected or current revenues, multiplied by an industry-relevant multiple. To enable the AI to perform accurate estimations, we created prompt templates that included the startup's sector (e.g., fintech, health-tech), the funding stage (e.g., seed or pre-seed), the operating region, and the profile of the entrepreneur (high or low profile), which was a particularly influential variable in our experiments.

While both tools were able to replicate the mechanics of revenue-based valuation, they often selected revenue multiples that did not align with those used by BE Advise. In particular, AI-generated multiples tended to be more conservative, especially when insufficient context was given (see *Appendix 3*). After introducing follow-up prompts that explained the rationale

behind BE Advise’s use of higher multiples, especially in high-profile founder cases, we observed moderate improvement. Among the tools, Startup Valuation Estimate consistently produced outputs that were closer to human-made valuations, demonstrating greater responsiveness to contextual input and stronger alignment with expert assumptions (see *Appendices 4 and 5*).

This method highlighted an important limitation of AI in valuation: while the tools can follow logic and perform calculations accurately, their judgment regarding market-based inputs such as revenue multiples is not yet robust without guidance. This suggests that AI tools can be helpful in automating the mechanical aspects of valuation, but final assumptions still require human judgment, especially when subjectivity plays a significant role.

Discounted Cash Flow (DCF) Method

Although the DCF Method is generally considered less suitable for early-stage startups due to the uncertainty of future cash flows and limited financial history, we still included it in our project. Our intention was to assess how AI would handle this more complex valuation framework when provided with structured assumptions and step-by-step instructions.

Using the Discounted Cash Flow (DCF) Expert tool, we modeled valuations by asking the AI to calculate projected free cash flows, apply discount rates, and estimate terminal value using both the perpetual growth and exit multiple approaches. Key assumptions, such as WACC, tax rate, risk-free rate, industry beta, and market return, were clearly defined in the prompts.

While the tool initially made errors in discounting formulas and terminal value calculations, these were corrected through iterative feedback. For example, we clarified how and when terminal value should be applied, and provided corrected inputs for perpetual growth rates. The tool showed a high degree of adaptability, and once adjustments were made, the resulting valuation closely mirrored that of BE Advise’s manually built DCF model (see *Appendix 6*).

This suggests that AI is well-suited for complex, calculation-heavy tasks like DCF modeling, provided that analysts break down the process into manageable steps and monitor for inconsistencies. The accuracy of the tool depends less on its ability to “interpret” the company’s situation and more on its capacity to process structured financial assumptions. Thus, AI can serve as a powerful support mechanism in DCF modeling, especially for firms like BE Advise where internal resources are limited.

Venture Capital (VC) Method

To evaluate the VC Method, we used the VC & PE Analyst tool. This approach is commonly used by early-stage investors and emphasizes the company’s projected exit value, target return rates, and required ownership at different funding stages. The method is particularly useful when financial forecasts are limited, and the focus shifts to growth potential, investor returns, and dilution mechanics.

In our experiment, we simulated a multi-round investment scenario involving three investors entering at different stages. We provided assumptions such as exit year net income, PE multiples, expected investor return rates, and investment amounts. The AI tool successfully calculated post-money valuations, share allocations, and ownership percentages across rounds. However, during the dilution modeling phase, it initially misapplied retention logic and overestimated ownership for certain investors.

After receiving clarification and corrected instructions, the tool recalculated the structure and produced results closely aligned with BE Advise’s benchmarks (see *Appendix 7*). This phase of the project demonstrated that while AI can handle VC modeling logic, it still benefits from structured sequencing and human validation, particularly when dealing with cumulative dilution or layered investment rounds.

The VC Method proved to be one of the strongest areas for AI application in this project. It involves repeatable, formula-driven steps that AI can execute efficiently, especially when investment scenarios must be modeled quickly. For a boutique consultancy like BE Advise, this presents a strong opportunity to automate portions of the valuation process while allowing human analysts to focus on more strategic aspects of client advising.

Key Recommendations

To effectively integrate AI into its valuation workflow, BE Advise should begin by developing standardized prompting templates tailored to each valuation method. These templates will ensure that inputs are consistent, reducing the likelihood of misinterpretation and enhancing reproducibility across different cases. AI tools should be positioned not as a substitute for expert analysis but as a way to streamline routine calculations and accelerate the delivery of initial valuation drafts. Furthermore, valuation processes should be broken down into logical, manageable steps, with AI handling each component sequentially to minimize errors and maximize interpretability.

In addition, AI’s flexibility makes it a valuable resource for scenario planning. BE Advise can use AI to quickly test how changes in assumptions, such as exit year, revenue growth, or required return affect valuation outcomes. This can add strategic value during client engagements, particularly in investor-facing scenarios where adaptability and responsiveness are key. Human oversight should remain an essential part of the process to ensure that the outputs are aligned with market realities and company-specific insights. With a balanced approach, BE Advise can leverage AI to boost efficiency, maintain high-quality standards, and scale its operations more effectively.

4- Conclusion

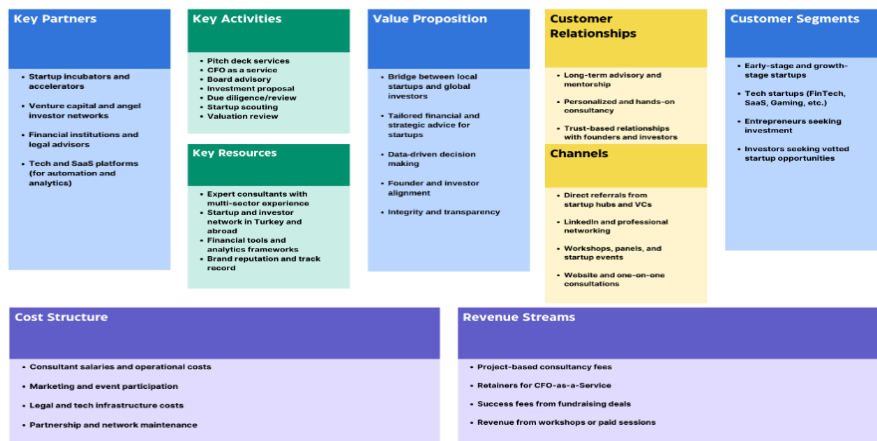
This capstone project demonstrated the practical value of integrating AI into the early stage startup valuation processes at BE Advise. By analyzing AI’s performance across three core valuation methods, namely Revenue Multiples, DCF, and the VC Method, our findings show that AI tools, when guided with structured prompts and supported by expert review, can generate outputs that closely reflect traditional valuations prepared manually by financial analysts. Although certain aspects such as the selection of appropriate revenue multiples and the modeling of dilution still require human judgment, the use of AI significantly improves the speed, consistency, and scalability of valuation processes. In particular, AI allows for faster financial modeling, reduces the risk of calculation errors, and ensures that each valuation follows a repeatable structure. The adoption of standardized prompt templates and the careful integration of AI into the existing valuation workflow also help minimize the manual workload placed on advisors. These improvements not only enhance internal efficiency but also contribute to more timely and reliable outputs for clients. As BE Advise continues to expand its role within the startup and investment ecosystem, the continued use of AI will support its efforts to remain competitive, data driven, and adaptable. This approach

positions the firm to meet evolving market demands while reinforcing its reputation as a forward thinking and technology enabled financial consulting company.

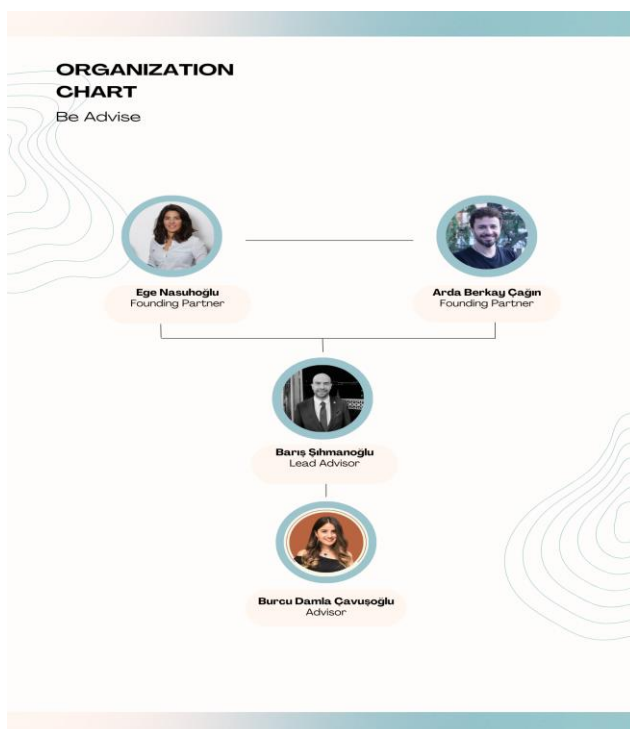
Appendices

Appendix1

Business Model Canvas



Appendix2



Appendix3

<i>HIGH PROFILE</i>	Initial	After Prompts
BE Advise	50	50
Financial Analysis & Valuation	12	25
Startup Valuation Estimate	12	14

<i>LOW PROFILE</i>	Initial	After Prompts
BE Advise	50	50
Financial Analysis & Valuation	6	10
Startup Valuation Estimate	4	7

Appendix4

Scenario: High-profile	
Financial Analysis & Valuation	
Company	Biotech Company X
AI	\$4.41M
Human-made	\$2.64M

Startup Valuation Estimate	
Company	Biotech Company X
AI	\$2.4M
Human-made	\$2.64M

Appendix5

Scenario: Low-profile	
Financial Analysis & Valuation	
Company	Biotech Company X
AI	\$1.76M
Human-made	\$2.64M

Startup Valuation Estimate	
Company	Biotech Company X
AI	\$1.25M
Human-made	\$2.64M

Appendix6

DCF Expert	
Company	Biotech Company X
AI	\$6.52M
Human-made	\$6.25M

Appendix7

VC & PE Virtual Analyst	
Company	Biotech Company X
AI	\$3.01M
Human-made	\$2.69M

References

BE Advise. (2024). Bilkent report – BE Advise. Internal company document provided for academic purposes.

Equidam. (2023, October 5). The hype trap: Valuation for AI startups. Retrieved March 27, 2025, from <https://www.equidam.com/the-hype-trap-valuation-for-ai-startups/>

MarketResearch.com. (n.d.). Management consulting industry overview: Key forecasts and growth segments. Retrieved March 27, 2025, from <https://blog.marketresearch.com/management-consulting-industry-overview-forecasts-and-growth-segments>

Montani, D., Gervasio, D., & Pulcini, A. (2020). Startup company valuation: The state of art and future trends. *International Business Research*, 13(9), 31.
<https://doi.org/10.5539/ibr.v13n9p31>

PwC. (2017). Sizing the prize: What's the real value of AI for your business and how can you capitalise? PricewaterhouseCoopers. Retrieved March 27, 2025, <https://www.pwc.com/gx/en/issues/analytics/assets/pwc-ai-analysis-sizing-the-prize-report.pdf>

Verified Market Research. (n.d.). Financial advisory services market size and forecast. Retrieved March 30, 2025, <https://www.verifiedmarketresearch.com/product/financial-advisory-services-market/>

YENİKÖY – KEMERKÖY ENERJİ, Marketing Problem



Proje Ekibi: MarketWise

Grup Üyeleri: Muhammed Can Tosun, Armağan Güneş Erol, Gökçen Pasin, Mert Emre Turalıoğlu, Ahmet Haşim Çevik

Şirket Danışmanları: Şeyda İnan Oral

Akademik Danışman: Örsan Öрге

Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

Bu proje, YK Enerji'nin desteklediği Milaslı kadın üreticilerin el yapımı ürünlerini ekonomik değere dönüştürmeyi ve dijital görünürlüklerini artırmayı amaçlayan kapsamlı bir çözüm paketi sunmaktadır. Kadın üreticiler, markalaşma eksikliği, pazarlama ve satış kanallarına ulaşamama nedeniyle sürdürülebilir gelir elde etmekte zorlanmaktadır. Proje, bu temel sorunu kısa vadeli, orta vadeli ve uzun vadeli aşamalardan oluşan bütüncül bir yaklaşımla ele almaktadır. Böylece hem dijital ortamda hem de fiziksel satış noktalarında görünürlük sağlanır, ürün hikâyeleri ve yerel kültürel değerler ön plana çıkarılır, kadın üreticilerin gelir potansiyeli artırılır ve bölgesel kalkınmaya somut katkı sunulur. Bu üç aşamalı çözüm planı, markalaşmadan satışa uzanan eksiksiz bir yol haritası çizmektedir.

Anahtar Kelimeler: Kadın Girişimciliği, Dijital Dönüşüm, Sosyal Etki, El Sanatları, E-Ticaret, Yerel Kalkınma, Sürdürülebilirlik.

1- Company Background

Yeniköy Kemerköy Enerji is a thermal power generation company operating in the Milas district of Muğla, committed to leveraging its CSR initiatives for local development (YK Enerji, 2024). Through its corporate social responsibility program, the company offers complimentary workshop space, utilities, and basic materials to a group of women artisans, many of whom are spouses of YK Enerji employees, enabling them to produce traditional çini ceramics and other handcrafted goods. Our team collaborated closely with these artisans in our field visit to preserve cultural heritage while creating sustainable income opportunities. The company's mission emphasizes inclusive entrepreneurship, cultural preservation, and regional economic growth (YK Enerji, 2025). By integrating artisanal craftsmanship into its community engagement strategy, YK Enerji seeks to strengthen both the local economy and the financial independence of participating women producers. This approach contributes to aligning the project with the United Nations' 2030 Agenda for Sustainable Development by advancing SDG 5 on gender equality and SDG 8 on decent work and economic growth (United Nations, 2015).

2- Problem Definition

Women artisans in Milas face significant challenges in securing sustainable income from their handcrafted products, including mainly the designed çini ceramics to woven baskets, due to limited market access, absence of a well-defined brand identity, and a lack of digital sales infrastructure. Operating primarily through seasonal fairs, these producers are unable to showcase the cultural and artisanal value of their work to a broader audience. The absence of a digital sales channel and online visibility further restricts their reach, making it difficult to attract new customers, adapt to shifting consumer preferences, or leverage e-commerce opportunities that could diversify and stabilize their revenue streams.

Although YK Enerji provides free workspace and utilities, the absence of a defined marketing strategy and storytelling platform keeps their work largely invisible, resulting in underutilized potential and limited economic empowerment. This disconnect not only constrains the artisans' livelihoods but also undermines YK Enerji's community engagement goals and the region's ability to establish itself as a hub for ethical, locally made crafts. Key stakeholders include the artisans themselves, YK Enerji, local and visiting consumers, and potential B2B partners such as restaurants, interior designers, and ethical lifestyle brands.

3- Possible Solutions

To address the challenges faced by women artisans in Milas, this project adopts a phased strategy that evolves from foundational setup to market activation and long-term sustainability. Through digital platforms and local partnerships, the project introduces targeted solutions structured across short-term, mid-term, and long-term phases (see *Appendix 1* for the Project Timeline). Each phase includes three complementary solutions designed to build visibility, generate sales, and ensure continuity.

a. Short-Term Solutions

This phase focuses on establishing the basic infrastructure needed for visibility and initial engagement. It introduces three core solutions aimed at activating the brand's online presence, creating content that reflects its identity, and laying the groundwork for consistent storytelling (see *Appendix 2* for the timeline and action steps of this phase).

Digital Activation

The first step is to establish a digital presence by launching branded social media accounts and an online store. This increases visibility and enables direct sales through a simple, professional interface (see *Appendix 3* for the sample Instagram account and brand logo).

Visual Content Production

Basic visual content is developed in collaboration with creative agencies and university students. Photos and short videos introduce the artisans and their craft, presenting their stories in a relatable and appealing way.

Branding Foundation

A visual identity and messaging guide is created to ensure consistency across all platforms. This includes logo design, tone of voice, and storytelling themes that reflect the cultural and emotional value of the products.

b. Mid-Term Solutions

This phase is designed to accelerate visibility, test sales channels, and refine the brand experience. It includes three solutions that focus on marketing activation, outreach to potential business partners, and structured feedback collection (see *Appendix 4* for the timeline and action steps of this phase).

Marketing and Advertising

Professional content is used in targeted advertising campaigns to reach broader audiences and drive traffic to the online store. Early sales and engagement metrics are monitored to guide future adjustments.

B2B Pilot Partnerships

Outreach to local restaurants, hotels, and design studios begins with the goal of forming initial wholesale partnerships. Product samples and presentations are used to demonstrate value and relevance.

Customer Feedback Loop

Post-purchase surveys and social media engagement tools help collect customer feedback. Insights on pricing, design, and storytelling are used to refine the product and marketing strategies.

c. Long-Term Solutions

This final phase focuses on growth, diversification, and sustainability. It offers three interconnected solutions that aim to extend the brand's reach, build strong institutional partnerships, and deepen the project's long-term impact (see *Appendix 5* for the timeline and action steps of this phase).

Retail Expansion

A branded kiosk is launched at Milas-Bodrum Airport to connect with domestic and international travelers. This retail presence increases visibility and supports offline sales.

Interior Design Collaborations

Formal partnerships are established with interior design firms, integrating handmade ceramics into curated spaces. These collaborations offer recurring revenue and position the brand in high-end markets.

Product Diversification and Sustainability

New product categories and a customizable order system are introduced to meet evolving customer demands. Eco-conscious packaging and an artisan certification model are implemented to reinforce brand values and ensure sustainable growth.

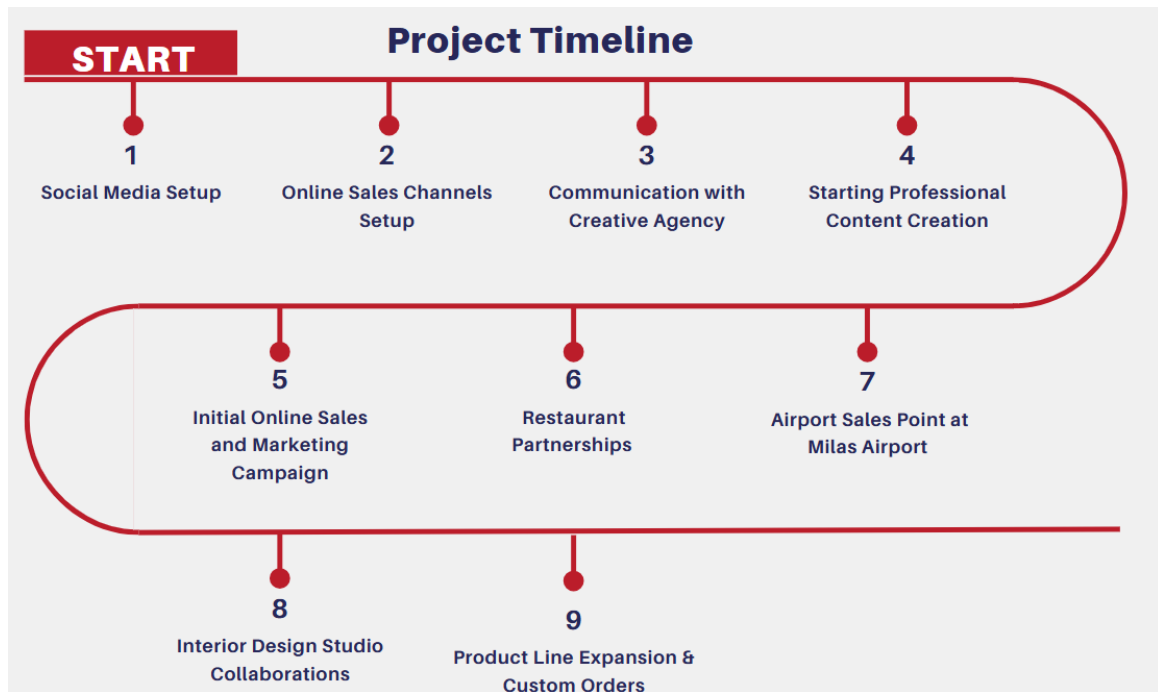
4- Conclusion

In conclusion, the women artisans supported by YK Enerji face significant barriers to achieving sustainable income due to limited market access, lack of branding, and the absence of digital infrastructure. The proposed phased strategy offers a comprehensive roadmap to overcome these challenges by building visibility, enabling online and offline sales, and promoting long-term growth. The short-term solutions focus on activating the brand through social media, launching an online store, and initiating basic content production to introduce the artisans and their work. In the mid-term, these efforts are strengthened through targeted digital marketing, pilot B2B partnerships, and structured feedback collection that informs product and communication refinements.

The long-term phase centers on scaling the initiative through retail expansion, deeper collaborations with interior design professionals, and product line diversification, all supported by sustainable practices such as eco-packaging and artisan certification. These solutions are not isolated interventions but interconnected steps that reinforce each other to create a resilient, self-sustaining model. By empowering women economically and promoting cultural heritage, this initiative not only contributes to local development but also aligns with broader goals of social impact and community-based entrepreneurship. Through strategic execution and continuous learning, the project has the potential to become a replicable model for inclusive, place-based economic development.

Appendices

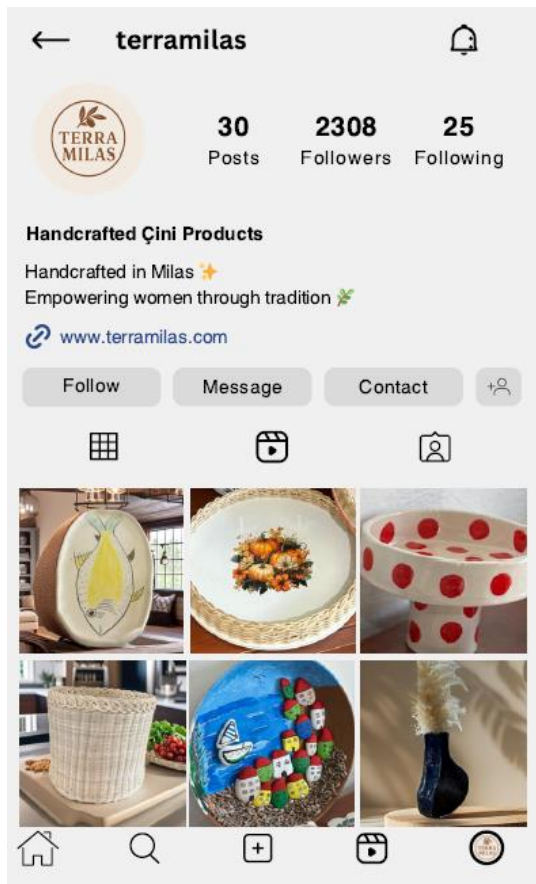
Appendix1 - Project Timeline Overview (9 Action Steps)



Appendix2 - Short Term Solutions Timeline with Action Steps

Tasks and Action Steps	Month Week	Jun			Responsibilities
		24	25	26	
Social Media Setup					Marketwise YK Enerji
Brand naming & guidelines					<input checked="" type="checkbox"/> <input type="checkbox"/>
Open IG and FB accounts					<input checked="" type="checkbox"/> <input type="checkbox"/>
Publishing launch posts					<input type="checkbox"/> <input checked="" type="checkbox"/>
Launching Shopify-based Store					
Theme selection					<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Upload products					<input type="checkbox"/> <input checked="" type="checkbox"/>
Test transactions					<input type="checkbox"/> <input checked="" type="checkbox"/>
Creative Agency Outreach					
Prepare creative brief					<input checked="" type="checkbox"/> <input type="checkbox"/>
Shortlist agencies					<input checked="" type="checkbox"/> <input type="checkbox"/>
Finalize contract					<input type="checkbox"/> <input checked="" type="checkbox"/>

Appendix3 - Instagram Account Prototype and Logo for the Brand



Appendix4 - Mid-Term Solutions Timeline with Action Steps

Tasks and Action Steps	Month Week	Jun	Jul			Responsibilities
		6	27	28	29	
Content Creation						Marketwise YK Enerji
Define creative direction						<input checked="" type="checkbox"/> <input type="checkbox"/>
Shoot photos and videos						<input type="checkbox"/> <input checked="" type="checkbox"/>
Edit and post						<input type="checkbox"/> <input checked="" type="checkbox"/>
Online Sales Campaign						
Launch Shopify Store						<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Monitor metrics						<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Evaluation						<input type="checkbox"/> <input checked="" type="checkbox"/>
Restaurant Partnerships						
List target restaurants						<input checked="" type="checkbox"/> <input type="checkbox"/>
Prepare pitch deck						<input checked="" type="checkbox"/> <input type="checkbox"/>
Conduct meetings						<input type="checkbox"/> <input checked="" type="checkbox"/>
Sign deals						<input type="checkbox"/> <input checked="" type="checkbox"/>

Appendix5 - Long Term Solutions Timeline with Action Steps

Tasks and Action Steps	Month Week	Jul		Aug				Sep		Responsibilities
		30	31	32	33	34	35	36	37	
Airport Kiosk										Marketwise YK Enerji
Negotiation with TAV										<input type="checkbox"/> <input type="checkbox"/>
Design booth										<input type="checkbox"/> <input type="checkbox"/>
Train staff										<input type="checkbox"/> <input type="checkbox"/>
Start sales										<input type="checkbox"/> <input type="checkbox"/>
Interior Design Studios										
Identify studios										<input type="checkbox"/> <input type="checkbox"/>
Share catalog										<input type="checkbox"/> <input type="checkbox"/>
Formalize collaboration										<input type="checkbox"/> <input type="checkbox"/>
Custom orders										<input type="checkbox"/> <input type="checkbox"/>
Custom Product Expansion										
Analyze sales data										<input type="checkbox"/> <input type="checkbox"/>
Analyze feedback										<input type="checkbox"/> <input type="checkbox"/>
Develop Designs										<input type="checkbox"/> <input type="checkbox"/>
Shopify integration										<input type="checkbox"/> <input type="checkbox"/>

References

KalDer. (2024, November 21). EFQM “4-Star Superior Performance” award for YK Enerji.

<https://www.ykenerji.com.tr/kalder-den-yenikoy-kemerkoy-enerji-ye-ustun-performansta-4-yildiz/>

United Nations. (2015). Transforming our world: The 2030 Agenda for Sustainable Development. <https://sdgs.un.org/2030agenda>

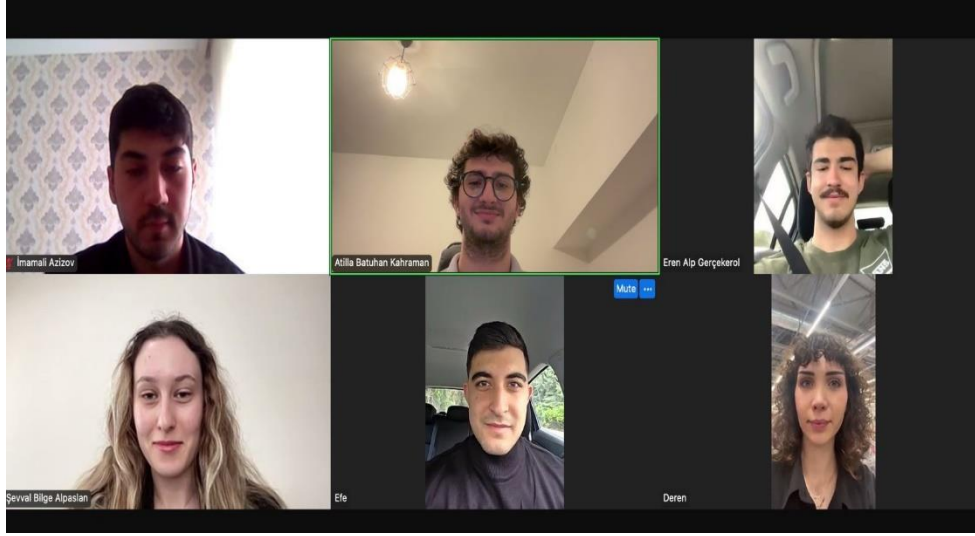
YK Enerji. (2024). Sustainability targets and SDG alignment page.

<https://www.ykenerji.com.tr/sustainability-targets>

YK Enerji. (2025). Corporate facts-local employment and tree planting statistics.

<https://www.ykenerji.com.tr>

LAYERMARK, Finance Problem



Proje Ekibi: GeoSync

Grup Üyeleri: Atilla Batuhan Kahraman, Şevval Bilge Alpaslan, Eren Alp Gerçekerol, Serdar Efe Özsoy, Deren Çil, İmamali Azizov

Şirket Danışmanları: Yücel Tepeköy

Akademik Danışman: Gözde Esen

Koordinatör Danışman: Ö. Tolga Baycan

ÖZET

Bu proje, Layermark'ın kurumsal finans yapı eksikliklerini tespit edip çözüm yolları geliştirmeyi amaçlamaktadır. Şirket, coğrafi bilgi sistemlerine odaklanan SaaS tabanlı ürünleriyle büyüyen bir müşteri portföyüne sahip olmasına rağmen bugüne kadar dış finansman kullanmamış ve standart muhasebe uygulamalarını hayata geçirmemiştir. Bu durum Layermark'ın değerlemesini sağlıklı şekilde yapmasını ve stratejik büyüme kararları almasını engellemektedir. Proje kapsamında önce mevcut finansal veriler yeniden yapılandırılmış ve benzer şirketlerden alınan oranlara dayalı bir gelir tablosu oluşturulmuştur. Bu temel üzerine inşaa edilen indirgenmiş nakit akımı (DCF) modeli, şirketin gelecekteki nakit akışlarını tahmin ederek içsel firma değerini ortaya koymuştur. Ayrıca model, çeşitli borçlanma seviyeleri altında şirket değerinin nasıl değiştiğini analiz ederek orta düzeydeki borçlanmanın değer yaratıcı etkilerini göstermektedir. Finansal modelleme süreci, Python dili kullanılarak ileri düzey senaryo analizleri ve Monte Carlo simülasyonlarıyla desteklenmiş; gelir artış oranları ile borçlanma düzeyleri arasındaki ilişki derinlemesine incelenmiştir. Sonuç olarak, Layermark'ın yapısal finansal düzenlemelere gitmesi, sürdürülebilir büyüme için borçlanmayı dikkatli bir şekilde değerlendirmesi ve uzun vadede yatırımcıya hazır hale gelmesi önerilmiştir. Bu proje, yalnızca niteliksel bir değerlendirme çalışması sunmakla kalmamış, aynı zamanda şirketin kurumsal yapısını geliştirmesine yönelik stratejik önerilerle de bütünsel bir yol haritası oluşturulmuştur.

Anahtar Kelimeler: Layermark, DCF Modeli, Borçlanma Stratejisi, Sermaye Yapısı, SaaS, Senaryo Analizi, Monte Carlo Simülasyonu, Büyüme Stratejisi, Kurumsal Finans.

1- Company Background

Layermark is a privately held SaaS company in the geospatial technology sector. Its services include Catch Basin Management, EMS, and Water Meter Tracking, focusing on municipal and utility management. Despite increasing demand and technical success, Layermark lacks standardized financial reporting and operates without external financing. These deficiencies hinder its valuation accuracy and ability to secure investments. Layermark's mission is to transform into a scalable, financially structured firm capable of sustainable growth.

2- Problem Definition

Layermark faces two interrelated problems:

Lack of Structured Financial Reporting: No balance sheet, income, or cash flow statements are available using standard accounting principles. *(See Appendix 2: Financial Assumptions Table)*

Zero Debt Utilization: The firm has never explored debt financing, missing opportunities for tax shields and financial leverage. *(See Appendix 3: DCF Valuation Charts)*

Without these, Layermark cannot properly assess its value, attract funding, or plan sustainable growth. This project aims to introduce financial modeling and simulate debt usage to explore strategic options for valuation enhancement. *(See Appendix 5: Monte Carlo Simulation Results)*

Data Limitations and Modeling Rationale

Layermark's absence of structured financial data made traditional modeling impossible. Instead, a reconstructed income statement was developed based on internal cost reports and SaaS benchmarks. Revenue was the most reliable metric, so modeling focused on projecting Free Cash Flows (FCF) through revenue-based assumptions. Comparable firms such as Trimble, Hexagon, and IQGeo were used to infer cost ratios and capital structures. *(See Appendix 6: Benchmark Company Data)*

3- Possible Solutions

To resolve Layermark's financial constraints and institutional voids, a two-pronged solution is proposed:

Short-Term Solutions:

Institutional Financial Reporting

Launch a formal financial reporting structure based on the reconstructed income statement from the DCF model. This should start with quarterly reports for internal use, eventually aligning with investor expectations. This foundational reporting will improve internal transparency, reinforce strategic planning, and prepare the company for potential audits and external scrutiny. *(Supported by Appendix 2 & Appendix 3)*

Debt Feasibility and Capital Strategy

Evaluate 25–40% debt-to-value scenarios by running simulations on their impact on Layermark’s valuation. *(See Appendix 3: DCF Valuation Charts).* This balance allows the firm to benefit from tax shields without overexposing itself to financial risk. Simulation results show optimal value uplift in this range. *(Appendix 5 further details valuation distribution)*

ERP Implementation

Deploy a lightweight and cost-efficient ERP solution that automates the collection of data on revenue, costs, and KPIs. This move ensures consistent input streams for the valuation model and sets the stage for long-term scalability. ERP systems also improve internal controls and operational accountability.

Internal Governance and Financial Committees

Form a financial review committee responsible for monitoring forecasts, validating DCF inputs, and stress-testing capital strategies. This committee serves as a key governance instrument to improve decision-making and prepare for future investment rounds or loan applications. *(Linked to governance best practices seen in peer companies in Appendix 6)*

Long-Term Solutions:

Sustainability and ESG Strategy

Benchmark Trimble, Hexagon, and Bentley Systems to define environmental KPIs that match Layermark’s capabilities (e.g., water saved, emissions reduced). Track and report sustainability outcomes via ESG dashboards, increasing stakeholder trust and future valuation. *(See Sustainability section for roadmap; related metrics can be derived from Appendix 6)*

Valuation Simulation Tools

Institutionalize the Python-based DCF model (see Appendix 4) as an internal forecasting engine. Train finance staff to run forward-looking valuation scenarios and use the model as a tool for investor conversations and capital strategy workshops.

Monte Carlo Modeling for Uncertainty Management

Embed the Monte Carlo simulation methodology into quarterly financial planning processes. This method prepares the firm to handle uncertainty, especially in high-growth, early-stage markets, offering probabilistic funding expectations for internal and external use. *(See Appendix 5)*

External Readiness and Compliance Program

Create an internal audit process that documents financial forecasts, debt simulations, and sustainability metrics. This process should align with the due diligence checklists typically required by venture capital firms or financial institutions, increasing Layermark’s funding readiness and credibility.

4- Conclusion

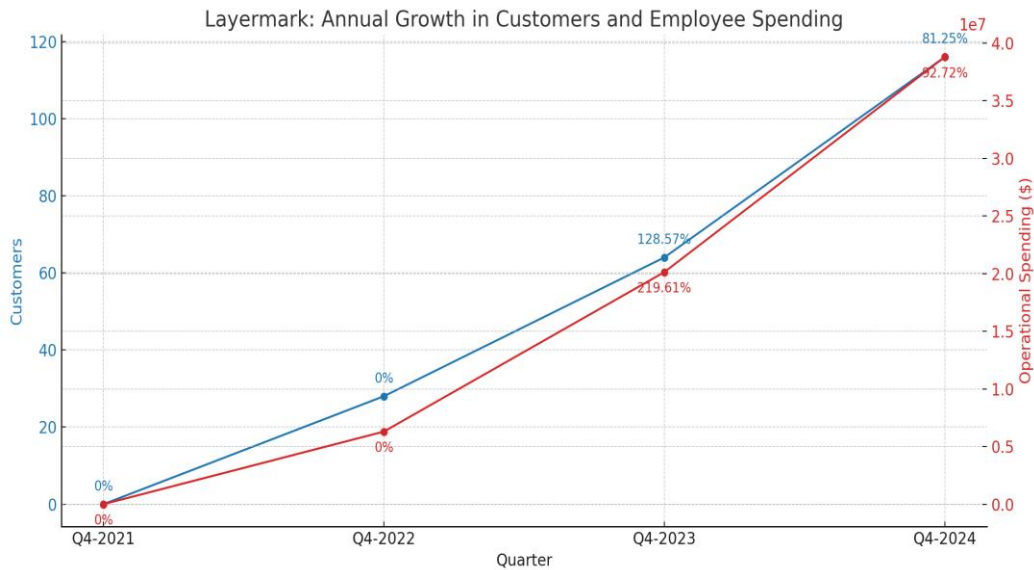
Layermark's primary strategic gap lies not in product quality, but in financial infrastructure. To scale sustainably, it must transition from intuition-driven management to data-centric governance.

This requires embedding institutional practices: structured reports, debt evaluation, simulation-based forecasting, and ESG initiatives. The DCF and Monte Carlo outputs validate that moderate leverage can elevate firm value without overexposing risk. Furthermore, Python automation enables scalable analytics for future decision-making.

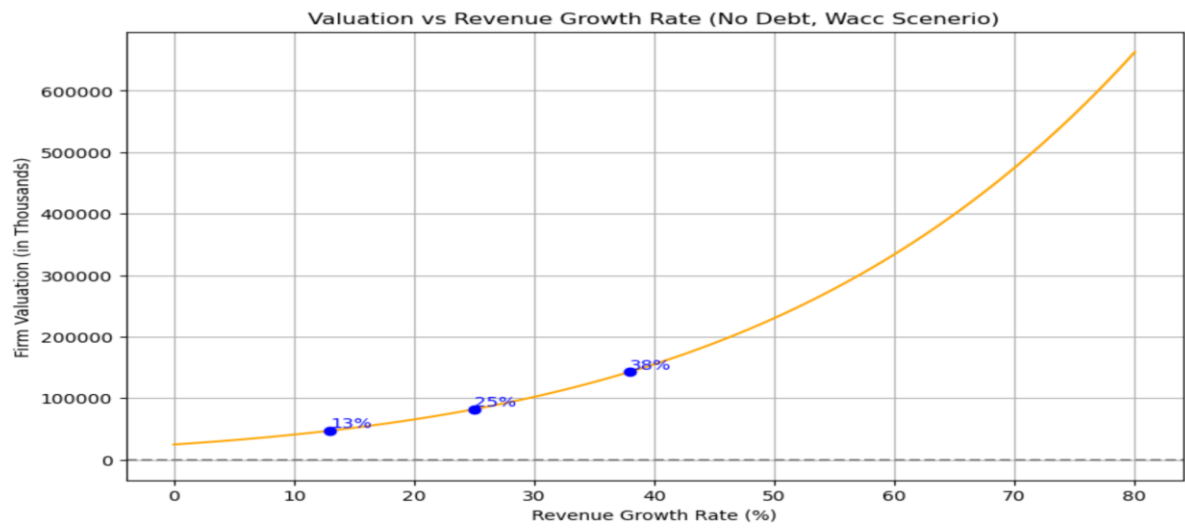
In conclusion, by aligning its operations with investor standards and best practices in SaaS, Layermark can secure growth capital, enhance valuation credibility, and achieve long-term sustainability.

Appendices

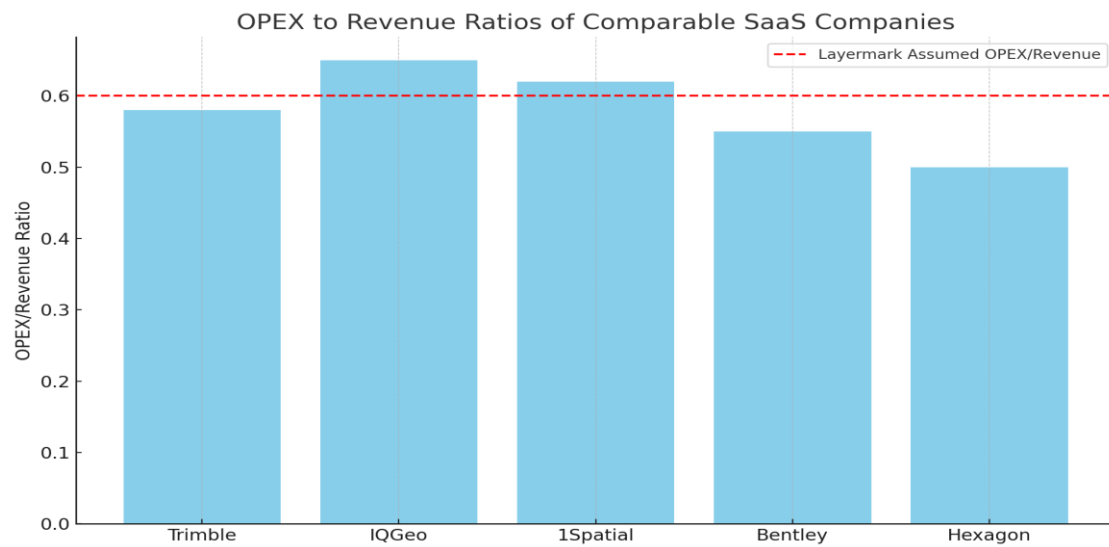
Appendix1



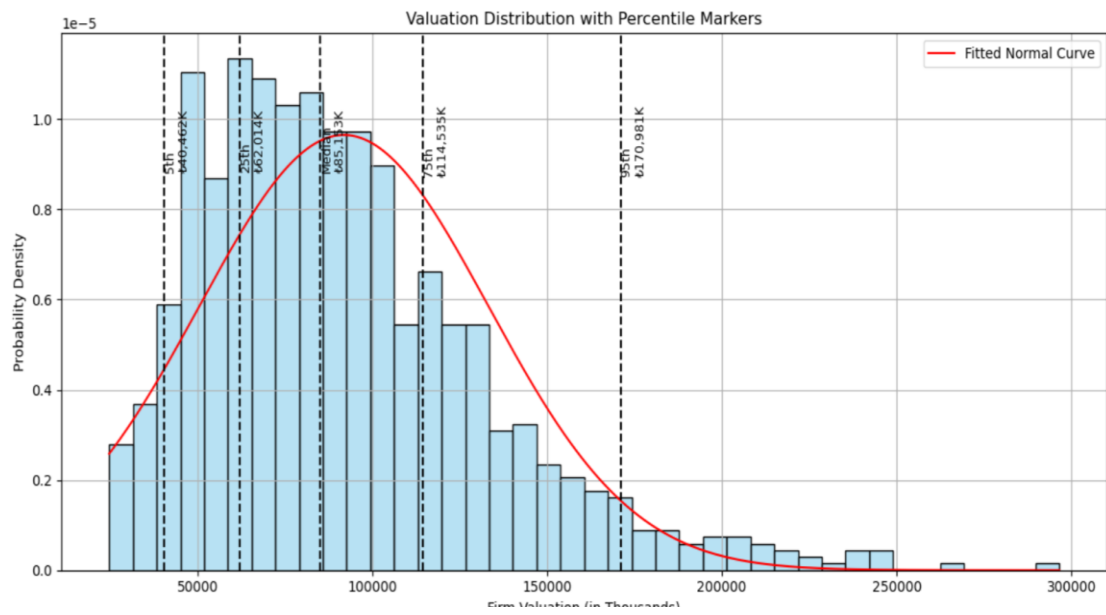
Appendix2



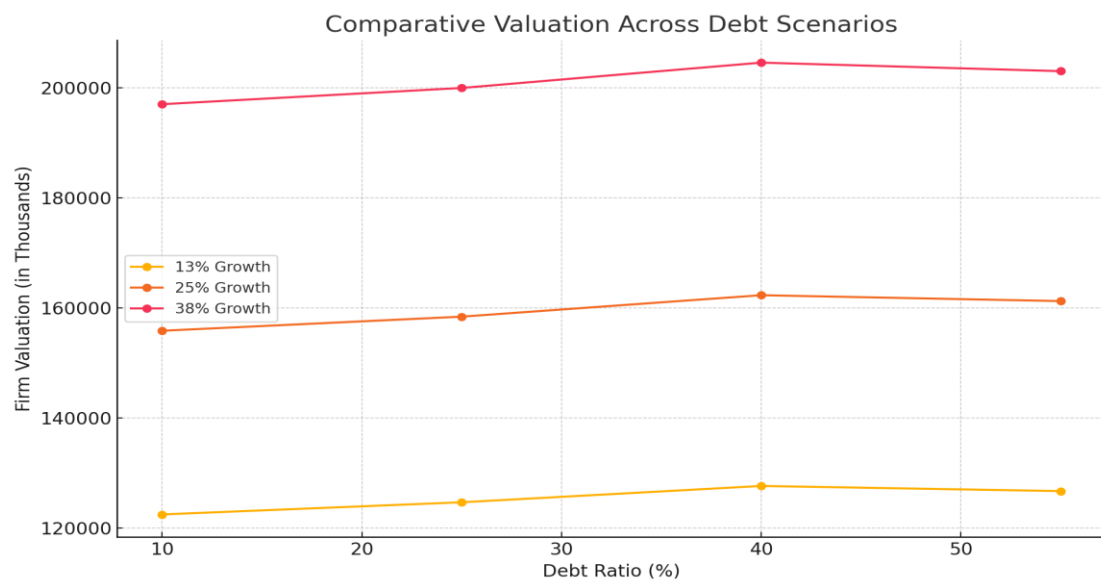
Appendix3



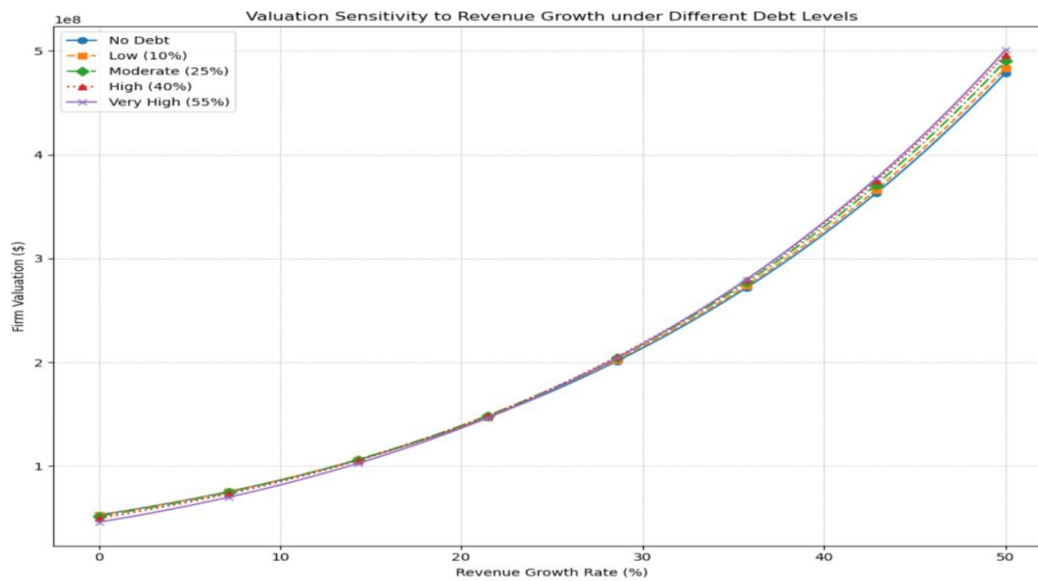
Appendix4



Appendix5



Appendix6



Appendix7

Income Statements Under Different Capital Structures												
Debt Ratio: 0%				Debt Ratio: 10%				Debt Ratio: 25%				
	2022	2023	2024		2022	2023	2024		2022	2023	2024	
Revenue				Revenue				Revenue				
Subscription	2,102,400	7,608,300	11,021,100	Subscription	2,102,400	7,608,300	11,021,100	Subscription	2,102,400	7,608,300	11,021,100	
Initial Configuration	4,196,574	10,009,148	17,242,197	Initial Configuration	4,196,574	10,009,148	17,242,197	Initial Configuration	4,196,574	10,009,148	17,242,197	
Total Revenue	6,298,974	17,617,448	28,263,297	Total Revenue	6,298,974	17,617,448	28,263,297	Total Revenue	6,298,974	17,617,448	28,263,297	
Cost Of Sales	85,175	149,560	149,960	Cost Of Sales	85,175	149,560	149,960	Cost Of Sales	85,175	149,560	149,960	
Gross Profit	6,213,799	17,467,888	28,113,337	Gross Profit	6,213,799	17,467,888	28,113,337	Gross Profit	6,213,799	17,467,888	28,113,337	
Operating Expense				Operating Expense				Operating Expense				
Marketing	455,000	660,000	1,060,000	Marketing	455,000	660,000	1,060,000	Marketing	455,000	660,000	1,060,000	
G&A	3,934,500	6,487,000	8,497,000	G&A	3,934,500	6,487,000	8,497,000	G&A	3,934,500	6,487,000	8,497,000	
Miscellaneous	1,575,925	2,556,520	3,066,580	Miscellaneous	1,575,925	2,556,520	3,066,580	Miscellaneous	1,575,925	2,556,520	3,066,580	
Total Opex	5,965,425	9,703,520	12,623,580	Total Opex	5,965,425	9,703,520	12,623,580	Total Opex	5,965,425	9,703,520	12,623,580	
EBIT	248,374	7,764,368	15,489,757	EBIT	248,374	7,764,368	15,489,757	EBIT	248,374	7,764,368	15,489,757	
Interest Expense		0	0	Interest Expense		0	920,000	Interest Expense		0	2,770,000	
EBT		0		EBT		0		EBT		0		
Tax Expense (0.25)	52,159	1,630,517	3,252,849	Tax Expense (0.25)	52,159	1,630,517	3,252,849	Tax Expense (0.25)	52,159	1,630,517	3,252,849	
Net Income	196,216	6,133,851	12,236,908	Net Income	196,216	6,133,851	11,316,908	Net Income	196,216	6,133,851	9,466,908	
Debt Ratio: 40%				Debt Ratio: 55%								
	2022	2023	2024		2022	2023	2024					
Revenue				Revenue								
Subscription	2,102,400	7,608,300	11,021,100	Subscription	2,102,400	7,608,300	11,021,100					
Initial Configuration	4,196,574	10,009,148	17,242,197	Initial Configuration	4,196,574	10,009,148	17,242,197					
Total Revenue	6,298,974	17,617,448	28,263,297	Total Revenue	6,298,974	17,617,448	28,263,297					
Cost Of Sales	85,175	149,560	149,960	Cost Of Sales	85,175	149,560	149,960					
Gross Profit	6,213,799	17,467,888	28,113,337	Gross Profit	6,213,799	17,467,888	28,113,337					
Operating Expense				Operating Expense								
Marketing	455,000	660,000	1,060,000	Marketing	455,000	660,000	1,060,000					
G&A	3,934,500	6,487,000	8,497,000	G&A	3,934,500	6,487,000	8,497,000					
Miscellaneous	1,575,925	2,556,520	3,066,580	Miscellaneous	1,575,925	2,556,520	3,066,580					
Total Opex	5,965,425	9,703,520	12,623,580	Total Opex	5,965,425	9,703,520	12,623,580					
EBIT	248,374	7,764,368	15,489,757	EBIT	248,374	7,764,368	15,489,757					
Interest Expense		0	5,530,000	Interest Expense		0	10,140,000					
EBT		0		EBT		0						
Tax Expense (0.25)	52,159	1,630,517	3,252,849	Tax Expense (0.25)	52,159	1,630,517	3,252,849					
Net Income	196,216	6,133,851	6,706,908	Net Income	196,216	6,133,851	2,096,908					

Appendix8

$$\text{Combined Tax Rate} = 21\% + 8.25\% \times (1 - 21\%) = 27.52\%$$

Appendix9

$$\text{WACC} = \frac{E}{D + E} (r_e) + \frac{D}{D + E} (r_d)(1 - t)$$

Where:

E = market value of equity

D = market value of debt

r_e = cost of equity

r_d = cost of debt

t = corporate tax rate

Appendix10

$$R_i = R_f + \beta_i \times (R_m - R_f)$$

- R_i is the expected return on the investment;
- R_f is the risk-free rate;
- β_i is the beta of the investment;
- R_m is the expected return of the market.

Appendix11

$$\beta_{unlevered} = \frac{\beta_{levered}}{1 + (1 - t) \cdot \frac{D}{E}}$$

Appendix12

```
import numpy as np
import pandas as pd
import matplotlib.pyplot as plt

initial_revenue = 11021
projection_years = 6
cogs_pct = 0.0136
opex_pct = 0.6
capex_pct = 0.094877
nwc_pct = 0.041352
dep_pct = 0.015
tax_rate = 0.2752
discount_rate = 0.087755
terminal_growth = 0.025

def calculate_dcf(growth_rate):
    revenues = [initial_revenue]
    fcf_list = []

    for _ in range(projection_years):
        new_revenue = revenues[-1] * (1 + growth_rate)
        revenues.append(new_revenue)

        cogs = new_revenue * cogs_pct
        opex = new_revenue * opex_pct
        dep = new_revenue * dep_pct
        ebit = new_revenue - cogs - opex
        ebit_after_tax = ebit * (1 - tax_rate)
        capex = new_revenue * capex_pct
        nwc_change = new_revenue * nwc_pct

        fcf = ebit_after_tax + dep - capex - nwc_change
        fcf_list.append(fcf)

    terminal_value = fcf_list[-1] * (1 + terminal_growth) / (discount_rate - terminal_growth)

    dcf_value = sum(fcf / (1 + discount_rate) ** (t + 1) for t, fcf in enumerate(fcf_list))
    dcf_value += terminal_value / (1 + discount_rate) ** projection_years

    return dcf_value

growth_rates = np.linspace(0.0, 0.8, 100)
valuations = [calculate_dcf(g) for g in growth_rates]

plt.figure(figsize=(10, 6))
plt.plot(growth_rates * 100, valuations, color='orange')
plt.title('Valuation vs Revenue Growth Rate (No Debt, Wacc Scenerio)')
plt.xlabel('Revenue Growth Rate (%)')
plt.ylabel('Firm Valuation (in Thousands)')
plt.grid(True)
plt.axhline(0, color='gray', linestyle='--')
plt.autoscale()

reference_growth = [0.13, 0.25, 0.38]
reference_labels = ['13%', '25%', '38%']
reference_vals = [calculate_dcf(g) for g in reference_growth]

for g, v, label in zip(reference_growth, reference_vals, reference_labels):
    plt.scatter(g * 100, v, color='blue', zorder=5)
    plt.text(g * 100, v, f'{label}', color='blue', fontsize=10, ha='left', va='bottom')

y_min, y_max = plt.ylim()
plt.yticks(np.arange(0, y_max, 100000))
```

Appendix13

```
mean_growth = 0.25
std_growth = 0.10
num_samples = 1000
simulated_growth_rates = np.random.normal(loc=mean_growth, scale=std_growth, size=num_samples)
simulated_growth_rates = np.clip(simulated_growth_rates, 0, 0.8)
simulated_valuations = [calculate_dcf(g) for g in simulated_growth_rates]

percentiles = np.percentile(simulated_valuations, [5, 25, 50, 75, 95])
val_mean = np.mean(simulated_valuations)
val_std = np.std(simulated_valuations)
val_min = np.min(simulated_valuations)
val_max = np.max(simulated_valuations)

plt.figure(figsize=(12, 6))
sns.histplot(simulated_valuations, bins=40, kde=False, stat='density', color='skyblue', edgecolor='black', alpha=0.6)
x_vals = np.linspace(val_min, val_max, 500)
pdf = norm.pdf(x_vals, val_mean, val_std)
plt.plot(x_vals, pdf, 'r', label='Fitted Normal Curve')

labels = ['5th', '25th', 'Median', '75th', '95th']
for p, label in zip(percentiles, labels):
    plt.axvline(p, color='black', linestyle='--')
    plt.text(p, plt.ylim()[1]*0.8, f'{label}\n{p:.0f}K', rotation=90, verticalalignment='center', color='black', fontsize=9)

plt.title('Valuation Distribution with Percentile Markers')
plt.xlabel('Firm Valuation (in Thousands)')
plt.ylabel('Probability Density')
plt.legend()
plt.grid(True)
plt.tight_layout()
plt.show()

summary_stats = pd.DataFrame({
    'Statistic': ['Mean', 'Std Dev', 'Min', '5th %ile', '25th %ile', 'Median (50%)', '75th %ile', '95th %ile', 'Max'],
    'Valuation (K)': [val_mean, val_std, val_min, *percentiles, val_max]
})

import ace_tools as tools; tools.display_dataframe_to_user(name="Valuation Percentile Summary", dataframe=summary_stats)
```

References

District of Columbia Code § 47–1807.02. (n.d.). *Tax on corporations — Levy and rates*. D.C. Law Library. <https://code.dccouncil.gov/us/dc/council/code/sections/47-1807.02>

Mosaic. (n.d.). *Venture debt financing for SaaS: Strategies & insights*. Mosaic. <https://www.mosaic.tech/post/venture-debt>

PricewaterhouseCoopers. (n.d.). *United States - Corporate - Taxes on corporate income*. PwC Tax Summaries. <https://taxsummaries.pwc.com/united-states/corporate/taxes-on-corporate-income>

Sharpe, W. F. (1964). *Capital asset prices: A theory of market equilibrium under conditions of risk*. *Journal of Finance*, 19(3), 425–442.

Internal Layermark Reports. (2025). *Layermark internal financial data and projections*. Unpublished manuscript.



JOTFORM, Strategy Problem
Proje Ekibi: The Endgame

Grup Üyeleri: İnci Nada Gökçen, Doğa Aslan, Zeynep Birol, Elif Karabulut, Dilara Aksoy, Hakan İlyas Korkmazıyrek

Şirket Danışmanı: Evren Bayraktar

Akademik Danışman: Gözde Esen

Koordinatör Danışman: Ö. Tolga Baycan

ÖZET

Jotform, müşteri hizmetleri alanında geliştirdiği AI chatbot ürününü farklılaştırarak pazarda öne çıkmayı ve uzun vadede müşteri memnuniyetini arttırmayı hedeflemektedir. Bu rapor, markanın karşılaştığı dört temel stratejik soruna; marka algısı, değişen kullanıcı beklentileri, abonelik sistemindeki değer algısı ve rekabetçi konumlandırmaya, yönelik çözüm önerilerimizi kapsamaktadır. Rekabet analizi ve kendi bulgularımız doğrultusunda geliştirdiğimiz sekiz özellik; chatbot sahipleri, son kullanıcılar ve her iki taraf için ortak fayda sağlayacak şekilde tasarlanmıştır. Analitik Gösterge Planı, Kendini Geliştiren Ekosistem, Kullanıcı Davranışı Takibi, Sosyal Medya Entegrasyonu gibi önerilen özellikler, kullanıcı deneyimini daha akıllı ve etkileşimli hale getirirken Jotform'un kendini yalnızca bir form aracı değil, kapsamlı ve bütüncül bir otomasyon platformu olarak konumlandırmasını desteklemektedir. Hazırlanan yol haritası, öncelik, teknik uygunluk ve kullanıcı ihtiyaçlarına göre şekillendirilmiştir. Önerilen çözümler mevcut altyapı ile uyumlu olup herhangi bir ek maliyet gerektirmeden uygulanabilir; bu sayede düşük riskle yüksek etki yaratmayı hedeflemektedir.

Anahtar kelimeler: Jotform, Yapay Zekâ, Customer Service Chatbot, Strateji, Kullanıcı Deneyimi, Otomasyon, Veri Tabanlı Karar Alma, Kullanıcı Memnuniyeti, Segment Bazlı Çözümleme.

1- Company Background

Founded in 2006 by Aytekin Tank, Jotform is one of the world's leading SaaS companies in online form creation and automation of workflows. Headquartered in San Francisco, the company created the first "What you see is what you get" form builder which allowed users to professionally design forms using intuitive drag-and-drop, no-code interfaces (Jotform, n.d.). Jotform started as an online form builder but has transformed into a sophisticated platform used by over twenty million people across different sectors including healthcare, education, e-commerce, and government institutions. Jotform gives its users advanced solutions like Jotform Tables, Smart PDF Forms, Jotform Sign, Jotform Apps, as well as enterprise-level grade systems for data management, teamwork, and secure digital workflows. Most recently, the company has also entered the Customer Service AI Chatbot market, aiming to offer intelligent, automated support tools that enhance user engagement and operational efficiency.

Jotform contains over 150 integrations, and also offers HIPAA compliant solutions, serving individuals, small and medium businesses, and large corporations (Jotform, n.d.). The company has a global workforce of over 770 and operates under a flat, innovation-focused structure. In a remarkable move, Jotform is still privately owned, which allows them to focus on product development and user satisfaction, and ethical data methods free from investor influence. To this day, they have a mission of easing data collection, while seeking to be a comprehensive digital productivity system. They strive to empower more users globally with simple, secure, and scalable systems.

2- Problem Definition

As Jotform continues to grow beyond its roots as a form-building tool, one of its key priorities is strategically positioning its newly launched Customer Service AI chatbots to stand out from competitors and stay aligned with evolving market trends. To support this goal, there is a clear need to make the chatbot experience more distinctive, relevant, and integrated within the broader Jotform platform. This need is shaped by several underlying factors. First, Jotform is aiming to strengthen its brand perception, not just as a form builder, but as a complete automation ecosystem, which makes it important to position the chatbot as a natural and valuable part of that broader identity. Second, user expectations for AI support are rapidly changing; people increasingly seek smarter, more personalized interactions. Third, delivering meaningful feature improvements will help reinforce the value of Jotform's subscription plans. Lastly, in a market filled with similar tools, positioning the chatbot as a thoughtfully designed and well-integrated solution can make it more visible and appealing. Addressing these areas will not only enhance Jotform's competitive positioning in the short term but also lay the foundation for long-term differentiation in the AI chatbot landscape. The stakeholders involved in this problem includes Jotform's leadership and product teams, current users, potential users, competitors, and the industry.

3- Possible Solutions

To effectively address Jotform's differentiation challenge in the competitive Customer Service AI Chatbot market, we began by conducting extensive competitive benchmarking to analyze what leading platforms offer that Jotform currently does not. This helped us identify clear gaps in the industry; features that are increasingly expected by users but are either underdeveloped

or absent in Jotform's current offering. The resulting features are not only shaped by what competitors do better, but also by our strategic assessment of where Jotform can lead. These solutions are carefully tailored to three key segments, which are chatbot owners, chatbot users, and mutual benefit, to ensure that each feature addresses concrete needs while positioning Jotform as a smarter, more complete, and more competitive platform.

Features for Chatbot Owners

1- Analytics Dashboard: This dashboard contains a set of key metrics that enables the owners of the chatbot to measure its effectiveness and gather important data that can be used to improve business operations in the future. The dashboard has five core modules, which are: From FAQ to Blog Content, Feedback Loop, Customer Segmentation, A/B Testing, and Chatbot Performance Metrics (*Appendix 2*).

1.1- FAQ to Blog Content: The chatbot uses user data to detect and recommend to the owners certain questions that it has been asked frequently, also known as Frequently Asked Questions. It presents them to the chatbot owner, who is then able to convert them into blog posts. This process enhances the generation of blogs automatically which helps in boosting traffic to the website. Moreover, the system calculates the proportion of users who visit the blog pages and leave after viewing only one page, referred to as the bounce rate, and provides insights on user engagement.

1.2- Feedback Loop: Upon closing each interaction, the chatbot's system initiates a conversation review survey starting with, "Are you satisfied with my service?" Based on the user's selection, the system synthesizes information from the dialogue and generates personalized insights into why the user may have been pleased or dissatisfied. The chat session specific follow up questions are tailored to each user's interaction. This dynamic feedback mechanism allows chatbot owners to have a deeper understanding of user disengagement problems. In addition, the report offers a CSAT score that highlights negative sentiments and outlines detailed reasons for both positive and negative feedback.

1.3- Customer Segmentation: As users engage in conversations, the chatbot gathers demographic information via age, gender, and marital status, which are all kept anonymous. The chatbot also keeps track of users' previous purchases to identify the demographic groups that are more likely to purchase certain items. Leveraging this information, users are clustered into segments, and their buying habits are provided to show the total distribution of each segment.

1.4- A/B Testing: The AI chatbot A/B tests users when interacting to compare different messages and determine which ones and which interaction design results in better Customer Satisfaction Scores (CSAT). This part of the dashboard summarizes all the relevant information, such as: conversion rate by variant, which version of the interaction achieved the highest CSAT score, as well as the retention and drop-off rate related to response time.

1.5- Chatbot Performance Metrics: With this module, the owners of the chatbot have access to KPIs such as average response time, participant drop-off at every stage of the chat, and overall resolution rate on first contact. In addition, the indicators include the number of instances the chat was escalated to a human participant, as well as the total users who exited the chat in a satisfied or unsatisfied state. Together, these metrics provide a chatbot operational performance baseline.

Features for Mutual Benefit

2- Behavior Tracking: Behavior monitoring allows the chatbot to customize its conversation in accordance to how the user engages with the interface. This responsiveness improves page functioning and user satisfaction. This system uses two main interaction-triggering methods: Click Trigger and Time Trigger, both of which enhance user interaction.

The Click Trigger method registers clicks on passive components like images and texts, which do not offer interactions (*Appendix 3*). Each time users click these non-interactive portions, contextual help from the chatbot is provided related to the item clicked. By streamlining the information retrieval process, users are able to access answers more efficiently. For chatbot administrators, this helps to determine what non-interactive components are noticed and improves automation interactivity design so that static components become more dynamic. It also identifies areas of the webpage with high interaction usage, which helps in reducing exit rates.

On the other hand, Time Trigger activates after a user becomes inactive for a period of time, usually two minutes (*Appendix 4*). At this point, the chatbot engages proactively to provide assistance, presuming the user is stuck or confused. This proactive help can enhance user experience by delivering assistance at the critical moments. From the owner's side, this function shows which content pieces are more likely to cause users to stop engaging with the content, aiding in content structure refinement to reduce bounce rate and user drop off. All of these smart triggers, powered by automation, allow the chatbot to respond intelligently and appropriately based on the user's activity around them. With this method, users and businesses will benefit the most out of the interaction with the chatbot.

3- Self Learning Ecosystem: The Self Learning Ecosystem helps the chatbot improve its functions over time by training on interactions that are handed over to human agents. During escalated conversations, the chatbot pays attention to how the human resolves the problem and captures this information in its database. This additional knowledge helps refine the logic of the chatbot so that it can better address similar interactions in the future all without needing further adjustments. This offers reduced response times and wait times for users as answers become more accurate and quicker because the chatbot is better trained to address common problems. For owners, there are clear benefits such as lessened instances of repetitive inquiries, greater chatbot efficiency and accuracy, reduced need for one or more support personnel, and overall reduced support expenditure. As every escalation is converted to learning moments, this closed-loop system constantly reinforces the intelligence of the chatbot. The end result is greater ease-of-use and reliability, and the automation becomes more effective the more frequently it is used.

4- Social Media Integration: With the integration of platforms like Instagram, owners of chatbots can now link their chatbots to social media. For example, if a customer inquires about the price of a product in the comments section of an Instagram post, the chatbot is able to respond automatically in the comments section. Similarly, after a user cheers for a story, the chatbot can privately respond through direct messages. This functionality benefits both the chatbot owner and user. Customers receive faster responses and easily resolve their queries which improves their experience. From the business perspective, the chatbot assists in converting inquiries to actual sales and helps in improving customer retention by responding to queries immediately, thereby enhancing loyalty. After our meetings with Jotform's executives, the team decided to implement the feature. It's in development right now and will officially launch next summer.

Features for Chatbot Users

5- Follow-Up Option: With Follow-Up Option, users can obtain a summary, the complete transcript, or selected portions of their conversation with the chatbot (*Appendix 5*). To receive this information, users must have registered through email or WhatsApp. This feature allows users to follow up beyond the chat window, attend to timelines, and perform relevant actions at their own convenience. It is useful for sophisticated queries involving multi-step instruction sequencings, transactional details, or exchanges that require backward reference.

6- Click-to-Copy Function: This function enables users to automatically copy vital confirmation numbers, instructions, or step documents through a single click. The enhancement of user experience is most evident during support or business-related tasks where efficiency and clarity are of utmost importance (*Appendix 6*).

7- “Seen” Status After Escalation: When a chat is assigned to a human representative, this functionality marks the messages with “seen” indicating the agent has read the user’s message. This form of responsive feedback improves user engagement and, during support escalations which may be urgent or highly sensitive, makes the users feel attended to.

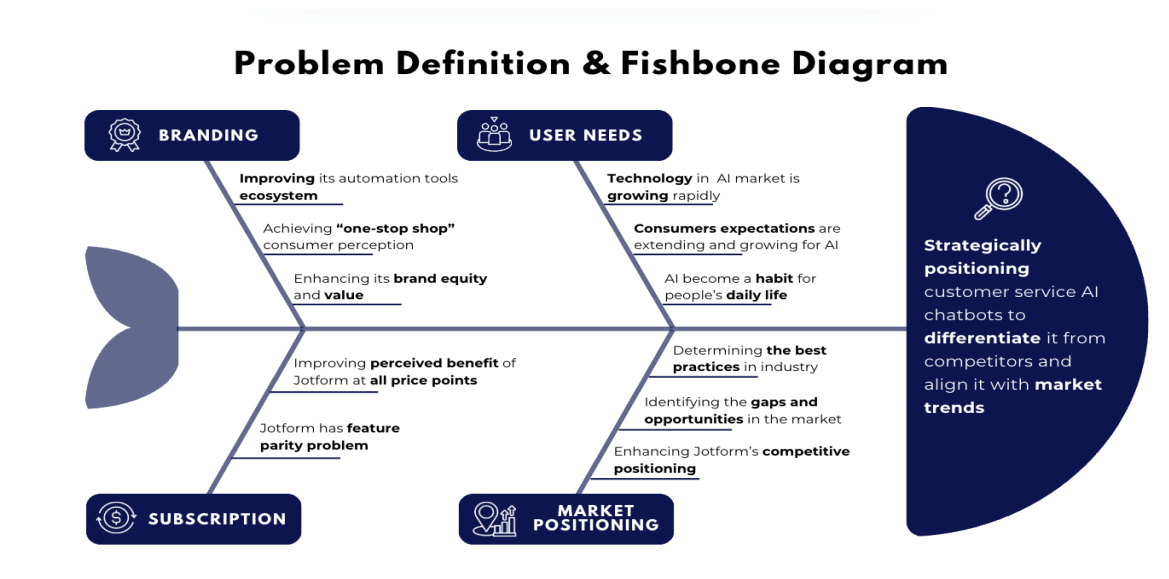
8- Grammar and Spelling Correction: This function checks the spelling and grammar inaccuracies present in the user's prompt, enabling the chatbot to understand and reply appropriately. This results in smoother conversations, less confusion, and clearer, more polished professional communication (*Appendix 7*).

4- Conclusion

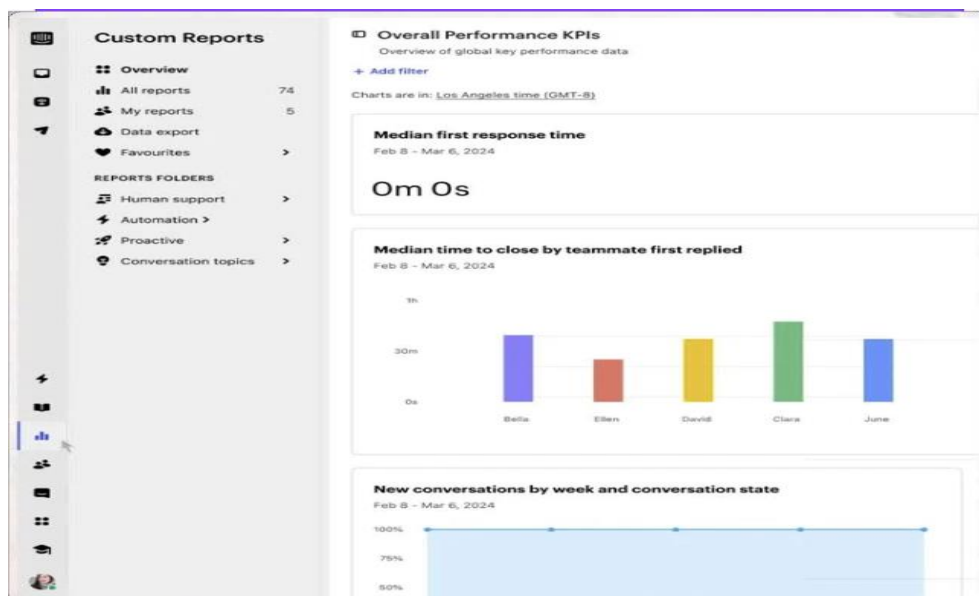
In a rapidly evolving digital landscape, Jotform’s expansion into the Customer Service AI Chatbot market represents both a strategic opportunity and a competitive necessity. As the company aims to position itself beyond form-building and toward being a holistic automation ecosystem, addressing differentiation challenges becomes critical. By introducing intelligent, user-centered, and owner-enabling features that range from advanced analytics dashboards and behavioral triggers to seamless social media integration and self-learning systems, Jotform is not only bridging current capability gaps but also setting a foundation for future leadership in AI-driven customer service. These proposed solutions align with emerging user expectations, enhance platform-wide value, and contribute to long-term brand differentiation. With these steps, Jotform moves closer to offering a smarter, more connected experience that better serves both its users and the businesses that rely on it.

Appendices

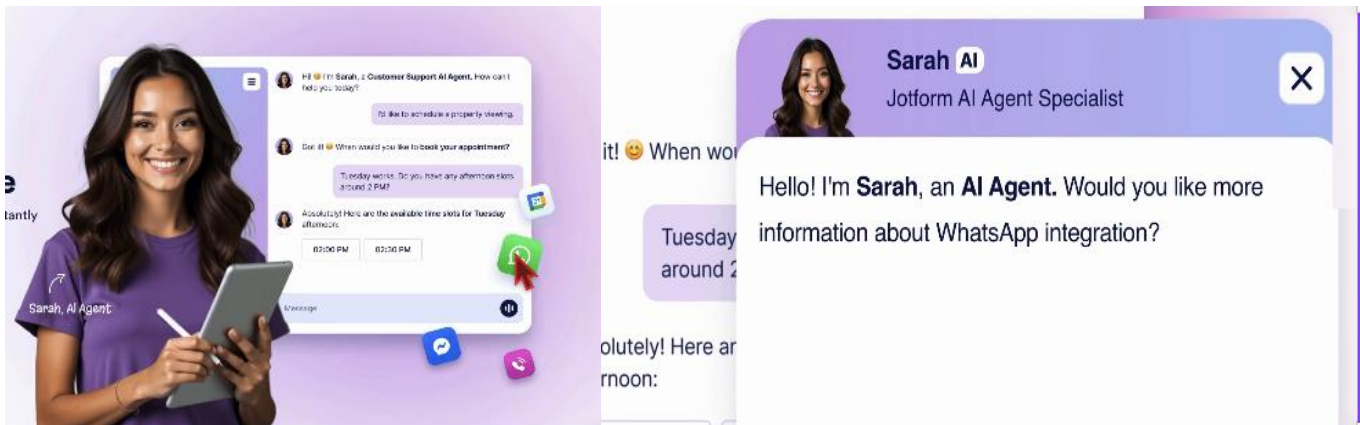
Appendix1 - Root Causes of the Problem Supported by Fishbone Analysis



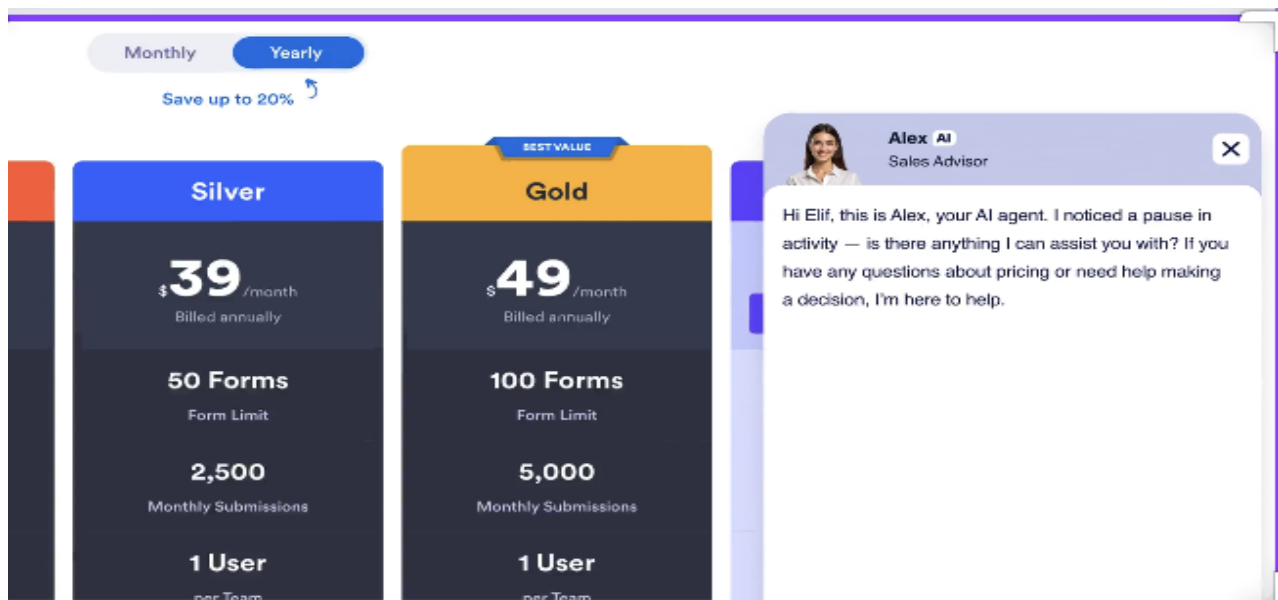
Appendix2 - Analytic Dashboard Solution Pack



Appendix3 - Behavioral Tracking Solution, Click Trigger Function



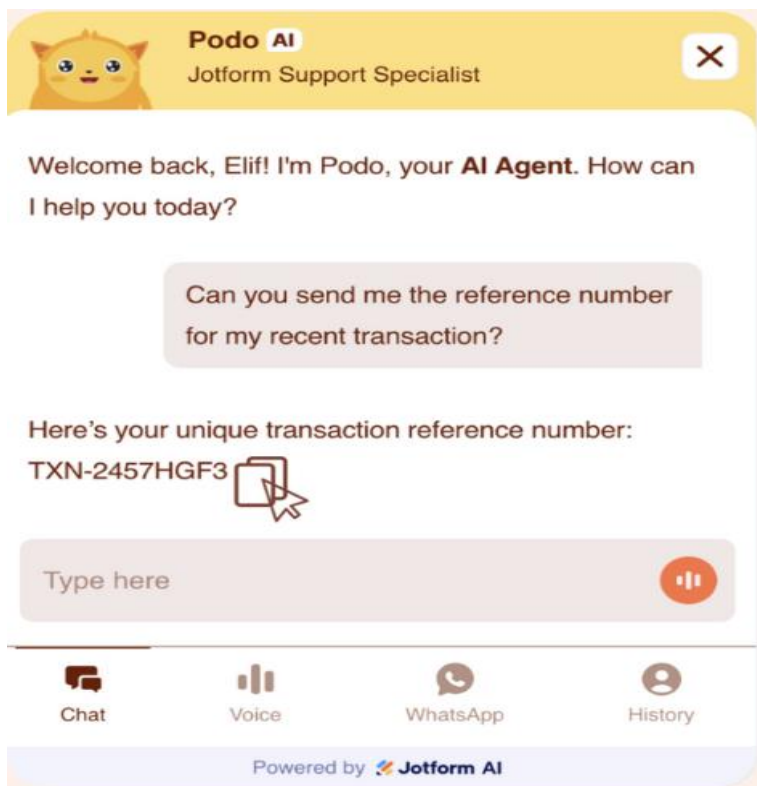
Appendix4 - Behavioral Tracking Solution, Time Trigger Function



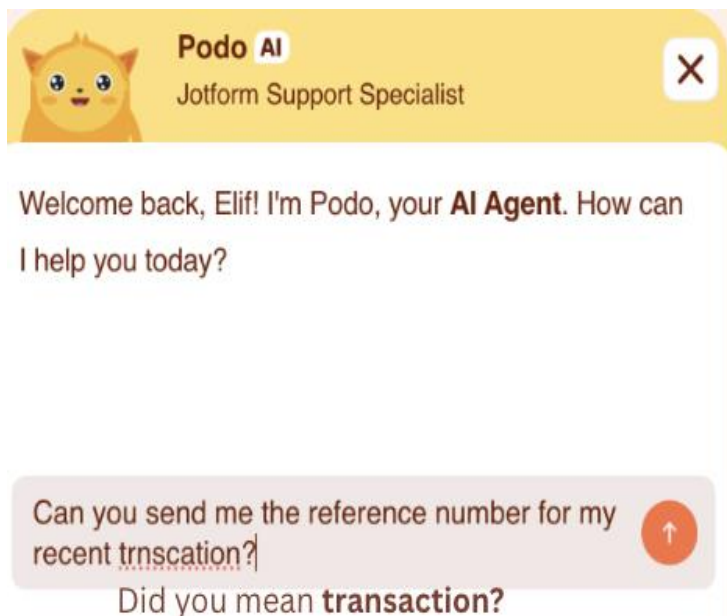
Appendix5 - Follow-Up Option Solution



Appendix6 – Click-to-Copy Function Solution



Appendix7 - Grammar and Spelling Correction Solution



References

Jotform. (n.d.). *About us*. <https://www.jotform.com/about/>

TEPE İNŞAAT, Business Development Problem



Proje Ekibi: Blue Ocean

Grup Üyeleri: İrem Topaktaş, Sude Deren Balaban, Sıla Özkoçer, Berk Yılmaz, Aylin Taner, Beril Ünsal, Başak Karlı

Şirket Danışmanı: Boran Başeğmez

Akademik Danışman: Zeynep Önder

Koordinatör Danışman: Ö. Tolga Baycan

ÖZET

Bu stratejik analiz, Tepe İnşaat'ın Berlin gayrimenkul pazarına girişinde karşılaştığı zorluklara odaklanarak, kısa vadeli getiri ve uzun vadeli büyümeyi dengeleyen bütüncül bir çözüm önerir. En uygun çözüm olarak Treptow-Köpenick bölgesinde uygulanacak “yap-sat” modeli öne çıkar; bu model yüksek yatırım geri dönüşü (IRR %51,08) ve düşük risk profiliyle dikkat çeker. Alternatif olarak sunulan Pankow ve Treptow-Köpenick'teki “yap-kirala” modelleri, sürdürülebilir gelir ve portföy çeşitliliği açısından güçlü uzun vadeli fırsatlar sunar. 48 aylık detaylı uygulama planı; arsa seçimi, hukuki ve finansal inceleme, proje planlaması ve aşamalı satış sürecini kapsamlı bir şekilde tanımlar. ESG kriterlerine ve enerji verimli projelere odaklanması, Tepe İnşaat'ın sadece kârlı değil, aynı zamanda sorumlu ve sürdürülebilir bir geliştirici olarak Almanya pazarına başarılı bir geçiş yapmasını sağlar.

Anahtar Kelimeler: İş Geliştirme, Gayrimenkul Yatırımı, Berlin Pazar Girişi, Yap-Sat Stratejisi, Yap-Kirala Modeli, Finansal Modelleme, Sürdürülebilirlik, Pazar Analizi, Sermaye Geri Dönüşü, Stratejik Planlama, Uluslararası Genişleme.

1- Company Background

Tepe Construction was established in 1969 as a subsidiary of Bilkent Holding. Since 1969, Tepe Construction has been one of the leading Turkish construction companies, ranked in the ENR's top international contractors since 2011 (Tepe Construction, 2023). Tepe Construction provides construction and contracting, investment and development, and program management services. Tepe Construction has operated in four segments: building, transportation, infrastructure and industrial developments. Tepe Construction specializes in industrial projects and residential complexes. In addition to ongoing operations in Türkiye, Tepe Construction has a presence in Romania, Turkmenistan, Iraq, and Ukraine.

Tepe Construction's vision is to meet their customers' needs in their main business areas on a global scale from a single source and develop different concept projects with an investor identity. Tepe Construction has five guiding principles: awareness of responsibility, adherence to ethical values and laws, customer satisfaction focus, creating value globally, and sharing success (Tepe Construction, 2025). The mission of Tepe Construction is to contribute to the future of Türkiye by creating resources that will enable Bilkent University to maintain and enlarge its entity (Tepe Construction, 2025).

Tepe Construction's organizational structure is functional and hierarchically departmentalized (Boran Başeğmez, personal communication, March 5, 2025). Organizational design is divided into multiple directorates responsible for specific tasks. Organizational structure enables centralized decision-making and operational control with deputy directorates. Additionally, Tepe Construction uses functional departmentalization, grouping activities based on specialized responsibilities. The company has a formal culture that is in line with Tepe Construction's organizational design and structure. The formal culture reflects the traditional corporate environment with a clear chain of command. Quality control, HSE, and integrated management system departments create a culture of strategic development, quality, and safety (see *Appendix I*).

Tepe Construction is a private company operating as a subsidiary of Bilkent Holding. Tepe Construction is not listed on any public stock exchange, holding its status as a privately held company. The ownership structure of Tepe Construction is composed of 86% Bilkent Holding and 14% others (Boran Başeğmez, personal communication, March 5, 2025). The total size of Tepe Construction is 66 employees, with project personnel 181 (Boran Başeğmez, personal communication, February 5, 2025). Almost 115 employees are employed in domestic and international projects.

Services of Tepe Construction are in sections of construction & contracting, investment & development, and program development (Tepe Construction, 2025). Tepe Construction provides control and coordination in design and offers global-scale contracting services. Secondly, Tepe Construction also provides investment planning, land development, market research, feasibility studies, architectural and technical project design, service and facility management, and marketing. Lastly, Tepe Construction's program management handles the entire process after signing framework agreements, such as zoning applications, feasibility reports, etc. The product and services capacity of Tepe Construction is 13 million square meters of construction over 55 years. On the other hand, the market share of Tepe Construction is 0.04% according to the Turkish residential real estate market construction (Boran Başeğmez, personal communication, March 5, 2025). Tepe Construction's competitive advantage lies in its strong financial foundation with substantial equity capital and financing power. Thus Tepe Construction can operate independently without the reliance on credit. Tepe Construction has established a reputable brand image known for its commitment to excellence and sectoral expertise. Tepe Construction's strong market presence and well-regarded reputation reinforce its position as a reliable player in the construction sector.

2- Problem Definition

Tepe Construction is evaluating an investment opportunity in Berlin, Germany. The company requires reliable data on district-level demand trends, construction and development activity, and long-term investment potential to ensure a strategic market entry. The project focuses on identifying high-growth residential areas where supply is less than market demand to maximize returns. Additionally, Tepe Construction aims to determine the optimal investment model, whether a make-and-sell or make-and-rent strategy would yield the highest profitability. The objective of this project is to identify the most profitable location within Berlin while assessing the financial viability of make-and-sell versus make-and-rent strategies in the selected districts.

3- Possible Solutions

Tepe Construction's entry into the Berlin real estate market represents a pivotal step in the company's global expansion. To ensure a successful and sustainable market launch, a detailed feasibility study was conducted, assessing multiple districts and strategic approaches using financial modeling, market research, and risk analysis. The objective was to identify the most viable path that balances profitability, risk, and long-term growth potential. This part presents the recommended solution based on rigorous analysis, along with alternative strategies that provide flexibility under different investment scenarios.

3.1 Best Solution

Given the uncertainty of entering a foreign real estate market for the first time, Tepe Construction must adopt a strategy that minimizes risk while maximizing early returns. The make-and-sell model in Treptow-Köpenick emerges as the most strategic and effective solution. It aligns with the company's initial objective of achieving rapid capital recovery and low-risk market entry, while leveraging favorable financial and market conditions. This approach allows the company to validate its capabilities in a new market without overextending financially, making it particularly suitable as a first-step investment.

Financially, this model delivers the highest Internal Rate of Return (IRR) at 51.08%, alongside a strong NPV of €14.93 million, a profit of €15.72 million, and a relatively low initial investment of €9.1 million. Key cost advantages include land priced at €658/m² and construction costs at €1.128 million, well below district averages, contributing to a cost-efficient investment with exceptional short-term return potential (see *Appendix 2*). These cost efficiencies reduce the financial burden and improve margins, allowing Tepe Construction to allocate resources efficiently and avoid unnecessary exposure in a highly regulated and competitive market.

Market fundamentals further validate this choice. Treptow-Köpenick offers a solid combination of rent growth (+31.8%), high tenancy turnover (6.5%), and low vacancy rates (1.6%), supported by steady construction activity (3,450 completions). The median property price of €6,900/m² makes it affordable for both developers and buyers. These factors indicate strong absorption potential, reduced holding risk, and excellent exit opportunities, all of which enhance liquidity and investor confidence (see *Appendix 3-4*). Moreover, the district's relative insulation from oversaturation, compared to central boroughs, strengthens its position as a low-risk, high-yield target for initial investment.

This strategy also provides operational advantages: lower competition, strong housing demand, and a regulatory environment conducive to sales-focused development. For a pilot project, the make-and-sell model offers Tepe Construction an optimal mix of speed, scalability, and financial control, allowing it to test the Berlin market, gather localized market knowledge, and build credibility for future expansion. The ability to generate quick returns while gaining operational insight creates a strong foundation for scaling into more complex or higher-risk projects later on.

In summary, Treptow-Köpenick is not only the most financially attractive option, but also the most practical and risk-conscious solution for Tepe Construction's successful entry into the Berlin real estate market. It serves as a launchpad for strategic growth, offering clear short-term gains while enabling informed long-term positioning in one of Europe's most dynamic housing markets.

3.2 First Alternative Solution

The first ideal alternative is implementing a make-and-rent strategy in Pankow, which offers strong long-term value creation. While it does not provide the immediate returns of a make-and-sell model, it is well-suited for investors focused on stable income and capital preservation.

Financially, this model yields the highest Net Present Value (NPV) at €97.93 million and profit of €75.5 million, along with a 29.44% ROI and 21.31% IRR, the strongest financial indicators among all options. These figures highlight the model's viability and operational efficiency for rental-based investments, delivering reliable cash flow and strong returns over time (see *Appendix 5*)

Market fundamentals in Pankow further reinforce its appeal. The district boasts Berlin's highest population (424,307), lowest vacancy rate (1.3%), and strongest rent growth (+80.0%), suggesting sustained demand and significant pricing power. Additionally, land (€817/m²) and construction costs (€797.8k/building) are lower than in Friedrichshain-Kreuzberg and Treptow-Köpenick, allowing more cost-effective capital allocation. (see *Appendix 6-7*)

With a moderate median property price (€5,240/m²) and ongoing construction activity (1,844 completions), Pankow supports scalable portfolio growth. The district's demographic profile, dominated by young professionals and families, ensures consistent tenant turnover and long-term occupancy (see *Appendix 7*)

However, this model requires accepting trade-offs. Capital recovery is slower, and the rental model demands more active operational management, leasing, maintenance, tenant relations, and is more susceptible to market regulations affecting rental policies.

Still, for Tepe Construction's long-term strategic vision—especially in transitioning to a build-to-hold model, Pankow offers a resilient and future-focused solution. It enables participation in Berlin's growing rental market with less exposure to volatility, supporting a scalable and sustainable growth path, even if it is not the most liquidity-efficient approach.

3.3 Second Alternative Solution

A second viable alternative for Tepe Construction is adopting a make-and-rent strategy in Treptow-Köpenick. This model offers a balanced entry point for investors seeking affordable, long-term rental income with low capital exposure. Its strength lies in providing steady returns with reduced financial and operational risk, ideal for cautious expansion into a new market.

From a financial perspective, this model delivers an NPV of €53.9 million, ROI of 25.75%, and an IRR of 19.14%, all with a modest initial investment of €8.4 million. These figures point to solid value creation, efficient capital use, and reliable long-term income generation, making it a sound option for a rental-focused strategy (see *Appendix 5*).

The market fundamentals of Treptow-Köpenick further support its appeal. The district is developing rapidly, supported by ongoing construction activity, stable tenant demand, and affordable land and construction costs compared to more central areas like Friedrichshain-Kreuzberg. The average asking rent (€19.45/m²) and +31.8% rent growth forecast (2020–2024) reflect an upward market trajectory. Combined with low population density and high building growth, the area offers long-term portfolio scalability and flexibility for asset management (see *Appendix 3*).

However, this strategy is not without trade-offs. As with all rental models, capital recovery is slower, and continued asset management is required, including tenant relations, compliance, and operational upkeep. The returns, while stable, are also lower than Pankow's, and the strategy may demand more localized knowledge and administrative input, especially for an international firm.

Nevertheless, the affordability, accessibility, and manageable risk profile of Treptow-Köpenick make this an attractive alternative for investors prioritizing income stability and low-cost growth. It's particularly suited for scenarios where liquidity constraints or timing issues prevent immediate entry into higher-performing or more competitive districts.

4- Conclusion

Tepe Construction is strongly positioned to enter Berlin's real estate market, leveraging its solid financial foundation, technical expertise, and growing focus on sustainability. Despite potential challenges such as high operating costs and limited local experience, the company's global reputation and capital strength provide a secure basis for international expansion.

Based on in-depth financial modeling and market analysis, the make-and-sell model in Treptow-Köpenick stands out as the most strategic entry path. With the highest IRR (51.08%), rapid capital recovery, and low investment risk, this model aligns perfectly with Tepe Construction's short-term market penetration goals. The district's favorable fundamentals, low vacancy, strong demand, and moderate costs further enhance its attractiveness for a first-time project in Germany. In addition, make-and-rent strategies in Pankow and Treptow-Köpenick offer robust long-term value creation, supporting future diversification through stable rental income and capital appreciation. These alternatives are particularly relevant if the company shifts toward a build-to-hold strategy in later phases.

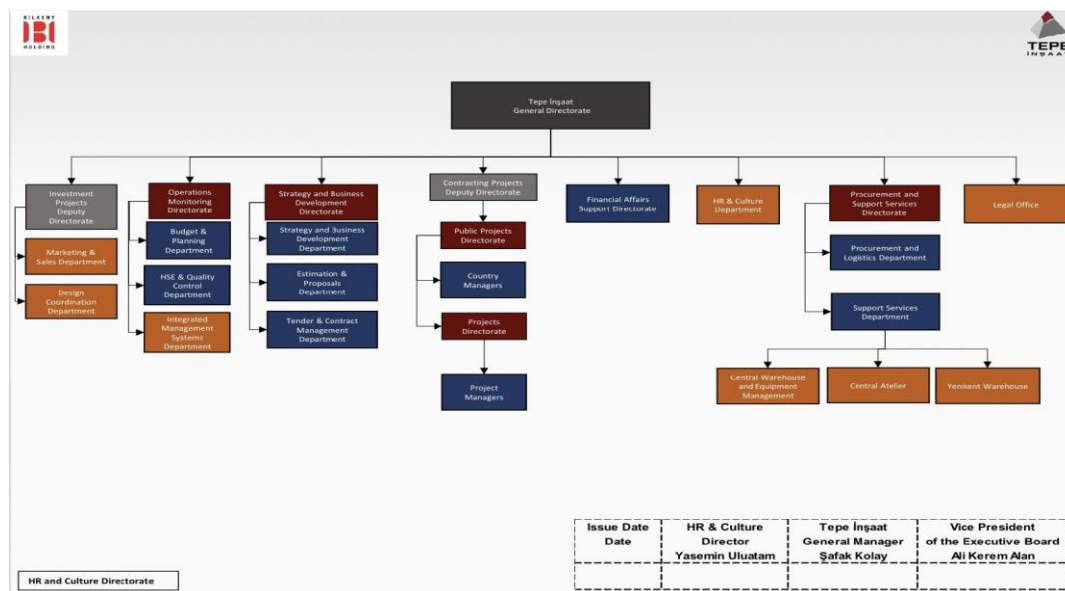
The proposed solutions are backed by a comprehensive 48-month implementation plan, covering every phase from site selection to financial monitoring, supported by clear responsibilities and risk mitigation strategies. Emphasis on ESG integration and energy-

efficient development also positions Tepe Construction as a forward-looking and responsible market entrant.

In conclusion, the strategic roadmap outlined in this report offers Tepe Construction a well-calibrated, financially sound, and future-ready approach to entering Berlin's real estate market. By balancing short-term profitability through a make-and-sell approach with long-term scalability via rental strategies, and by embedding sustainability and innovation into its development model, the company is poised not only to succeed in this expansion but to set a standard for responsible and strategic growth in international markets.

Appendices

Appendix1



Appendix2

SELL			
Calculations	Köpenick	Pankow	Kreuzberg
Net Area (usable)	3610	3650	3440
Gross Area (construction)	4813.33	4866.67	4586.67
Construction Cost	€1,128,000.00	€797,800.00	€3,115,200.00
Land Acquisition Cost	€3,167,173.33	€3,976,553.33	€16,872,053.33
Total Cost (Land+Construction)	€4,295,173.33	€4,774,353.33	€19,987,253.33
Sales Revenue	€24,909,000.00	€19,126,000.00	€35,500,800.00
Profit	€15,724,730.63	€10,625,448.67	€8,206,488.00
ROI	8.42%	6.33%	-2.02%
NPV	€14,927,066.59	€9,813,352.13	€4,820,997.15
IRR	51.08%	35.08%	9.89%

Appendix3

Treptow-Köpenick Parameters

Demand Parameters	
Population	Residents: 294,081 people
	Population Density: 1,753 (Inhabitants/km ²)
People per Household	1.9
Average Living Space per Apartment	72.2 m ²
Income	Net Household Income per Month (median): 2,850 EUR
Tenancy Turnover	6.5% (2023)
Supply Parameters	
Apartments	156,747
Vacancy Rate	1.6% (2023)
Average Asking Rent (New Buildings)	19,45 EUR/m ² (29.04.2025)
Median Sale Price/Property Price	6,900 EUR/m ² (29.04.2025)
Land Acquisition Cost (average)	658 EUR/m ² (2025)
Construction Costs per New Building(1,000 EUR)	1,128
Construction Growth Rate (Constructions Completed)	3,450 apts
Rent Growth Rate (New Building)	+31.8% (2020-2024)



Appendix4

NAME	Köpenick	Pankow	Kreuzberg
# of units	50	50	50
Size per unit (m ²)	72.2	73	68.8
Efficiency Ratio	0.75	0.75	0.75
Cost per m ²	234.35	163.93	679.19
Selling price per m ²	€6,900.00	€5,240.00	€10,320.00
Vacancy rate	1.6	1.3	1.7
Occupancy Rate	98.4	98.7	98.3
Cap Rate	4.99	7.11	5.88%
Year 1-3 yrs	3.5	3.5	3.5
Land acquisition cost (m ² /€)	658	817.1	3678.5
10Y Government Rate	2.5	2.5	2.5
Market Risk Premium	5.6	5.6	5.6
Beta	1.27	1.27	1.27
Discount Rate	9.61	9.61	9.61

Appendix5

RENT			
Calculations	Köpenick	Pankow	Kreuzberg
Net Area (rentable)	3610	3650	3440
Gross Area (construction)	4813.33	4866.67	4586.67
Construction Cost	€1,128,000.00	€1,460,000.00	€1,582,400.00
Land Acquisition Cost	€3,167,173.33	€3,976,553.33	€16,872,053.33
Total Cost (Land+construction)	€4,295,173.33	€5,436,553.33	€18,454,453.33
Profit	€41,220,086.39	€75,504,972.55	€37,337,991.63
ROI	25.75%	29.44%	16.56%
NPV	€53,926,771	€97,928,527	€53,795,154
IRR	19.14%	21.31%	11.35%

Appendix6

NAME	Köpenick	Pankow	Kreuzberg
# of units	50	50	50
Size per unit	72.2	73	68.8
Efficiency Ratio	0.75	0.75	0.75
Gross Area	4813.33	4866.67	4586.67
Cost per m²	234.35	163.93	679.15
Rent per m²/month	€19.45	€25.00	€28.75
Rent per m² annualy	€233.40	€300.00	€345.00
Vacancy Rate	1.60%	1.30%	1.70%
Occupancy rate	99.984	99.987	99.983
Annual operating expense per m2	€277,248.00	€280,320.00	€264,192.00
Discounted rent incomes	€76,125,656.29	€141,937,172.90	€109,409,414.46
Cap Rate	0.0499	0.0711	0.0588
Exit Value	€367,043,411.50	€678,817,722.44	€461,632,869.24
Discount Rate	9.61%	9.61%	9.61%
Year 1-3 yrs	2	2	2
Operating Expense (€ per m²)	6.4	6.4	6.4
Purchase Price (€ per m²)	€4,680.00	€4,220.00	€5,870.00

Appendix7

Pankow Parameters

Demand Parameters	
Population	Residents: 424,307 people
	Population Density: 4,111 (Inhabitants/km ²)
People per Household	1.9
Average Living Space per Apartment	73 m ²
Income	Net Household Income per Month (median): 2,850 EUR
Tenancy Turnover	6.4% (2023)
Supply Parameters	
Apartments	227,197
Vacancy Rate	1.3% (2023)
Average Asking Rent (New Buildings)	25.00 EUR/m ² (29.04.2025)
Median Sale Price/Property Price	5,240 EUR/m ² (29.04.2025)
Land Acquisition Cost (average)	817.1 EUR/m ² (2025)
Construction Costs per New Building (1,000 EUR)	797.8
Construction Growth Rate (Constructions Completed)	1,844 apts
Rent Growth Rate (New Building)	+80.0% (2020-2024)

References

Amt für Statistik Berlin-Brandenburg. (2023). Statistischer Bericht F II 2 – j/23: Baufertigstellungen, Bauüberhang und Bauabgang in Berlin 2023.

https://download.statistik-berlin-brandenburg.de/f04eff1e90cba9fe/699a13505dba/SB_F02-02-00_2023j01_BE.pdf

BBU. (2024). BBU-Jahresstatistik 2023: Fluktuation bei den BBU-Mitgliedsunternehmen Berlin. <https://bbu.de/beitraege/bbu-jahresstatistik-2023-fluktuation-bei-den-bbu-mitgliedsunternehmen-berlin>

BNP Paribas Real Estate. (n.d.). Districts dashboard – Berlin. <https://www.realestate.bnpparibas.de/en/dashboards/districts#berli>

Bodenrichtwerte & Grundstückspreise Berlin 2025 (Boris Berlin). (2025, May 12). Bodenrichtwerte & Grundstückspreise Berlin 2025. <https://www.bodenrichtwerte-deutschland.de/bodenrichtwert/berlin#sec4>

Guthmann Estate. (n.d.). Berlin real estate market report. <https://guthmann.estate/en/market-report/>

Investitionsbank Berlin. (2025). 2024 IBB housing market report: Summary.
https://www.ibb.de/media/dokumente/publikationen/berliner-wohnungsmarkt/wohnungsmarktbericht/2024/ibb-wohnungsmarktbericht-2024_barrierefrei.pdf

Investitionsbank Berlin. (2025). IBB Wohnungsmarktbericht 2024 [PDF].
https://www.ibb.de/media/dokumente/publikationen/berliner-wohnungsmarkt/wohnungsmarktbericht/2024/ibb-wohnungsmarktbericht-2024_barrierefrei.pdf

TEPE Construction Ind. Inc. Catalogue. (2024). Company Profile and Project History.
Tepe Construction.

SABANCI HOLDİNG, Strategy Problem



Proje Ekibi: BilkentSA

Grup Üyeleri: Cansu Durkun, Elif Barca Pınar, Emir Sinan Altıntop, Melih Can Yakın, Mustafa Gül, Yunus Emre Karatay

Şirket Danışmanı: Emre Laleli

Akademik Danışman: Feray Tunçalp
Koordinatör Danışman: Ö.Tolga Baycan

ÖZET

Bu proje, Mannok Holdings DAC firmasının Birleşik Krallık ve İrlanda pazarlarında karşılaştığı büyüme engellerine sürdürülebilir ve yenilikçi çözümler sunmayı amaçlamaktadır. Sabancı Holding iştiraki olan Çimsa tarafından yakın zamanda satın alınan Mannok, sürdürülebilir ambalaj üretimi konusunda önemli bir potansiyele sahiptir. Bu analizde üç stratejik çözüm önerilmiştir: geri dönüştürülmüş PET'in yüksek ısıya dayanıklı C-PET'e dönüştürülmesi, kahve zincirlerine özel geri dönüştürülebilir PP tepsi üretimi ve ısıya dayanıklı kaplamalı karton ambalaj üretimi. Proje aynı zamanda çevresel etkiyi azaltmayı, AB sürdürülebilirlik standartlarıyla uyumlu olmayı ve farklı müşteri segmentlerine ulaşmayı hedeflemektedir. Sunulan çözümler, Mannok'un ambalaj sektöründe liderliğe yükselmesini destekleyecek altyapı, AR-GE ve pazarlama adımlarını içermektedir.

Anahtar Kelimeler: Sürdürülebilir Ambalaj, C-PET, rPET, Geri Dönüşüm, Kahve Zinciri Deneyimi, PP Kap, Karton Ambalaj.

1- Company Background

Mannok Holdings DAC has built a strong reputation over 25 years of expertise in thermoformed food packaging across the UK and Ireland. Operating from 15 manufacturing and logistics hubs and backed by a team of over 140 experts, the company produces rigid plastic trays and containers designed for sectors such as ready meals, dairy products, meats and fresh produce. Its customer base ranges from national supermarket brands and local food processors to large scale institutional purchasers. Throughout the food packaging supply chain, Mannok is widely recognized as a reliable partner because of its technical know-how and consistency.

From a strategic perspective, Mannok has a strong commitment to innovative development and environmentally sustainable operations. Its vision is to lead the way in environmentally friendly packaging by emphasizing features like complete recyclability, food grade safety and heat resistance. Mono-material forms and PET trays with a high percentage of recycled content are recent innovations that support the European Union's larger Circular Economy objectives as well as Extended Producer Responsibility (EPR) regulations. However, the company still has the chance to broaden its product line in low carbon packaging solutions in which market demand continues to accelerate.

Çimsa, a subsidiary of the Turkish industrial conglomerate Sabancı Holding, acquired Mannok in 2024. This acquisition signals a critical transition. This takeover provides Mannok with substantial long term funding, access to shared R&D and production technologies and enhanced supply chain coordination. They all support Çimsa's goal to deepen its presence in Europe through advanced manufacturing capabilities. Çimsa's support also provides Mannok with the strategic resources needed to scale innovation, enter new market verticals and streamline operations. Under its new ownership, Mannok has a prime opportunity to recast itself as a sustainability pioneer in rigid food packaging. By streamlining internal processes and steering product innovation toward evolving environmental standards and consumer preferences, the company can fully unleash its hidden capabilities. Backed by solid technical expertise and a refreshed strategic vision, Mannok is set to become the regional benchmark for the next generation of recyclable manufactured food packaging.

2- Problem Definition

Mannok Pack is grappling with a strategic bottleneck as its current line-up struggles to keep pace with fast moving market demands. Despite a long standing mastery of thermoformed tray production and notable advances in recyclability initiatives, the business still leans heavily on conventional PET designs and serves a relatively narrow group of grocery retail clients. This lack of diversification, both in materials and markets, exposes Mannok to margin pressure, stagnating innovation cycles and an inability to fully meet emerging ESG benchmarks. In order to solve this situation, we develop and implement actionable growth strategies that enhance Mannok's competitive positioning, boost operational efficiency and foster product and market innovation. These strategies must address internal production limitations, optimize pricing and customer segmentation and align with market dynamics to increase both revenue and profitability in the packaging segment. Ultimately, the goal is to help Çimsa maximize the value of its acquisition by transforming Mannok's packaging business into a market leader in sustainable and cost effective packaging solutions across Ireland and the UK.

Misalignment with Market and Regulatory Trends:

Throughout Europe, food producers, retailers and quick-service restaurants (QSRs) are rapidly shifting toward closed-loop packaging solutions to meet the UK's Plastic Packaging Tax and the EU's EPR requirements. There's growing demand for high levels of recycled content and mono-material formats that facilitate end-of-life recyclability. Competitors such as Faerch and KP are benefiting in-house recycling capabilities and agile product development to meet with this trend. In contrast, Mannok's longer development timelines leave it struggling to match demand particularly in high growth areas such as ready meals, take-away containers and fresh produce that require either heat-resistant or compostable packaging.

Operational Bottlenecks and Innovation Gaps:

Although Mannok owns thermoforming assets with multi-material capabilities, it lacks the modularity and tooling flexibility required to quickly pivot across PET, PP and fiber lines. Existing systems are not yet optimized for agile shifts and cross-functional R&D coordination remains fragmented. This has slowed the commercialization of new formats and undermined efforts to pilot next generation materials at speed.

Stakeholder and Competitive Pressures:

Foodservice buyers, ESG focused procurement leads and large retail clients are among the key stakeholders that are currently screening suppliers based on their material traceability, recyclability metrics, and environmental performance. Mannok runs the risk of becoming obsolete and losing its procurement status if it is unable to provide scalable packaging solutions. Profitability is also threatened by variable raw material costs especially for resins derived from fossil fuels which makes diversification or backward integration a critical strategic necessity. To put it briefly, Mannok needs to change from being a conventional packaging supplier to a sustainability focused innovation that can provide customized, legal and future-proof solutions to fragmented markets.

3- Possible Solutions

To unlock growth and align Mannok Pack's operations with evolving sustainability and compliance trends, three strategic solutions are proposed. These address critical barriers such as limited product diversification, operational inefficiency, and overdependence on a narrow customer base. All three leverage Mannok's existing thermoforming expertise while introducing new material innovations and market segments.

1. Best Solution: rPET to C-PET Conversion via Closed Loop Sourcing

Mannok's first and most foundational strategy involves transitioning its flagship PET product line to C-PET trays using high-purity recycled PET (rPET). This shift enables the company to meet the 30% recycled content requirement embedded in the UK Plastic Packaging Tax and comply with broader EPR (Extended Producer Responsibility) mandates. The core innovation lies in Mannok's planned acquisition of an enzymatic PET depolymerization startup, a move that will allow the company to vertically integrate food grade rPET sourcing, gain proprietary access to advanced recycling technology and reduce its reliance on volatile fossil based resin inputs.

C-PET trays, known for their microwave and oven compatibility, are a high value product format increasingly demanded by ready-meal manufacturers, private label food brands and

ESG conscious retailers. These trays also offer superior rigidity and functional performance while enhancing Mannok's brand equity as a supplier who prioritizes sustainability. The conversion leverages Mannok's existing thermoforming lines which require only moderate investment in tooling and extrusion upgrades. Compared to virgin PET, rPET production reduces energy consumption by up to 79% and greenhouse gas emissions by over 70% which positions the solution as both a cost mitigation and carbon reduction lever (WRAP, 2023).

Commercially, this move enhances Mannok's competitiveness against market incumbents such as Faerch and KP who are investing heavily in proprietary recycling infrastructure and closed-loop systems. By internalizing rPET access, Mannok not only improves margin resilience but also strengthens its innovation defensibility in a packaging segment where differentiation is increasingly driven by traceability and carbon impact transparency. This strategy also enables the development of a credible circularity narrative, one that appeals to institutional buyers seeking suppliers who can deliver ESG-compliant solutions at scale.

2. Alternative Solution I: Coffee Retail Expansion via Recyclable PP Trays

A second pillar for growth is to break into the rapidly expanding foodservice and coffee retail channel by offering recyclable polypropylene (PP) trays. As consumers increasingly seek convenient options that can withstand heat, quick service brands such as Costa Coffee and Pret A Manger are driving demand. Unlike standard grocery retail, this channel values adaptable designs, bespoke branding opportunities and clear sustainability credentials.

Mannok is well positioned to tap into this demand through minimal reconfiguration of its existing thermoforming assets. With modest investments in PP-compatible tooling and resin procurement, the company can rapidly prototype and produce mono-material and safe for food contact trays suitable for sandwiches, bakery items and salads. Crucially, PP is one of the most widely recycled plastics in Europe when designed without pigments or complex additives which allows Mannok to position its offering as a cleaner alternative to laminated board and expanded polystyrene both of which are facing phase-outs under upcoming legislation.

Strategically, this solution supports revenue diversification by reducing Mannok's dependency on supermarket chains which are increasingly driving down unit margins due to procurement centralization. By contrast, The food service segment offers higher value-per-unit, shorter design cycles and greater customer responsiveness. Mannok can deploy a co-development model in which it works directly with QSR procurement and sustainability teams to iterate tray formats through structured pilots to accelerate trust building and differentiation.

Moreover, regulatory alignment strengthens the solution's commercial appeal. By 2025, major UK foodservice brands must demonstrate progress on recyclability targets and plastic tax mitigation strategies. Mannok's recyclable PP trays fulfill these mandates which enable Mannok to offer not only physical packaging but also a value added ESG compliance proposition. This commercial edge is amplified by the fragmented nature of the food service packaging market where brand incumbents lack end-to-end recyclability credibility.

3. Alternative Solution II: Cardboard Expansion for Heat-Resistant Ready-Meal Trays

The third growth lever targets plastic substitution in bakery and fresh produce packaging through the development of heat resistant cardboard trays made from solid bleached sulfate (SBS) coated with biopolymer or hybrid barrier layers. This solution responds directly to the 2030 plastic phase-out goals set by major UK retailers and institutional food service buyers, many of whom have pledged to eliminate fossil based plastic from their packaging streams.

Cardboard-based trays offer two main sustainability advantages: compostability and recyclability within the paper stream. However, traditional SBS trays suffer from heat sensitivity and moisture degradation (barriers that Mannok can overcome through R&D investments in functional coatings). The goal is to develop a tray capable of withstanding microwave and light oven use without compromising recyclability or food safety. This material expansion allows Mannok to serve bakery chains, mushroom growers and produce distributors seeking to meet regulatory and plastic reduction KPIs.

Although this strategy requires higher upfront investment and operational shifts including new forming machinery and coating systems, it enables Mannok to enter a high margin packaging niche currently underserved by scalable solutions. The company could mitigate risk through a joint venture with a molded board or SBS packaging specialist, accelerating learning and reducing CapEx exposure. Success in this space would not only broaden Mannok's material portfolio but also reinforce its ESG leadership across packaging categories.

Importantly, this solution also positions Mannok to capture future demand from retailers piloting "no plastic" store formats and product lines. By being early to market with a compliant, tested and functionally superior cardboard tray, Mannok can win shelf space and brand loyalty in a segment expected to expand rapidly over the next five years.

4- Conclusion

Mannok Pack is well positioned to evolve from a reliable thermoformer to a sustainability driven packaging leader. The acquisition by Çimsa provides the capital and strategic runway to modernize operations, expand market reach and align with regulatory and customer ESG expectations.

The proposed strategy combines core optimization with diversification: rPET to C-PET conversion strengthens Mannok's compliance and innovation edge, recyclable PP trays unlock new coffee retail channels and cardboard based tray development prepares the company for a plastic-reduction future.

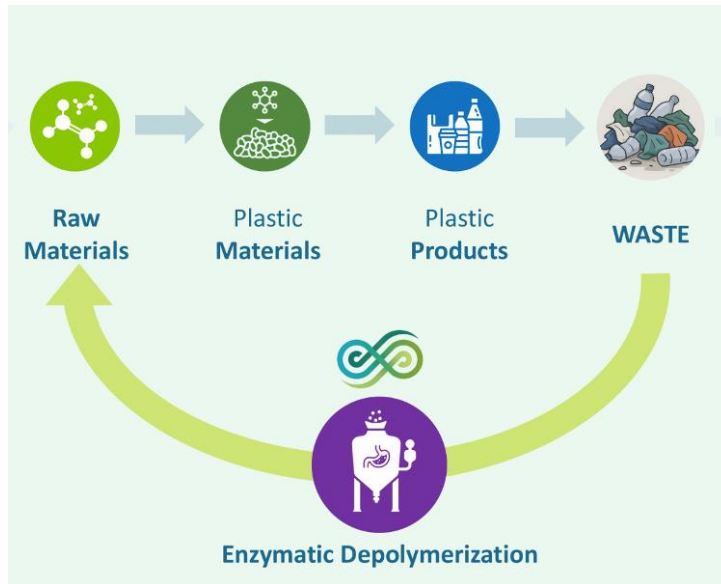
Together, these initiatives enable Mannok to reduce dependency on legacy formats, respond faster to shifting customer needs and capture market share in high growth segments. With targeted investment and disciplined execution, Mannok can position itself as a regional leader in the next generation of recyclable food packaging.

To ensure progress is measurable and outcome driven, clearly defined KPIs will be applied across each solution stream. These include achieving a minimum 5% market share in the UK C-PET segment by 2027, reducing defect rates in thermoformed trays to under 2% and launching at least three new product formats tailored to ESG conscious buyers. By embedding robust goal setting and continuous feedback loops, Mannok can translate strategic ambition into operational outcomes and build a defensible advantage in sustainability innovation.

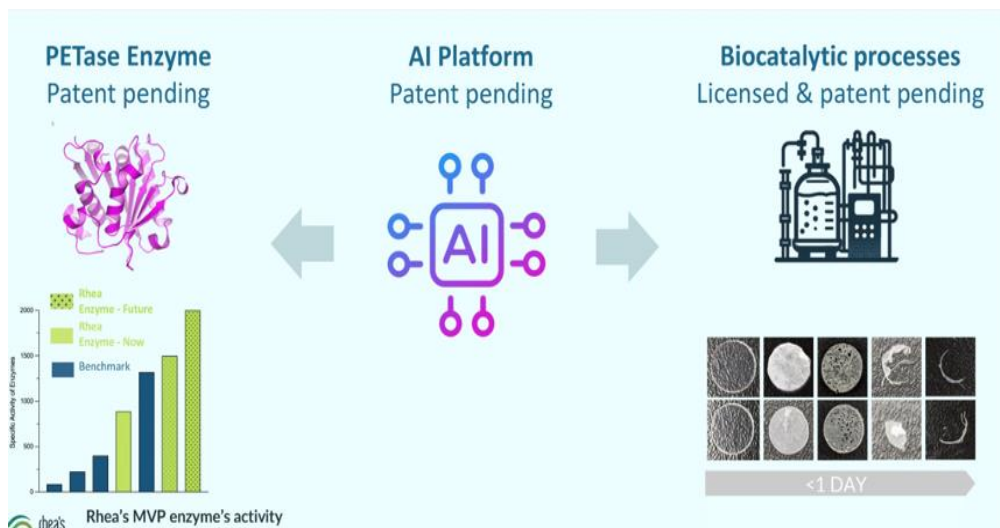
Therefore, we can say that by integrating advanced digital traceability systems, fostering strategic partnerships across the value chain and embedding continuous improvement practices, Mannok will enhance transparency and drive greater circularity. Empowering its workforce through upskilling in sustainable materials science and lean manufacturing will further accelerate innovation and operational excellence. Ultimately, this comprehensive approach will strengthen Mannok's competitive advantage and support long term growth.

Appendices

Appendix 1



Appendix 2



Appendix 3



Appendix 4



References

- Argus Media. (2022, May). *UK plastic packaging tax and PET tray market context*. Retrieved from <https://www.argusmedia.com/>
- BilkentSA. (2023). *Capstone report on Mannok Pack: Market share and strategic outlook*. Internal Report.
- British Plastics Federation. (2024). *UK PET market overview: Bottles and trays sector*. Retrieved from <https://www.bpf.co.uk/>
- Cirrec. (2023). *Faerch's closed-loop tray recycling infrastructure*. Retrieved from <https://www.faerch.com/>
- Defra UK. (2022). *Packaging Extended Producer Responsibility (EPR) Consultation Summary*. Retrieved from <https://www.gov.uk/>
- European Commission. (2023). *Packaging and Packaging Waste Regulation (PPWR): Proposal for a Regulation*. Retrieved from <https://ec.europa.eu/>
- Faerch Group. (2024, November). *40% recycled content in CPET trays*. Press Release. Retrieved from <https://www.bpf.co.uk/>
- Guillin Group. (2023). *Corporate Sustainability Highlights*. Retrieved from <https://www.groupeguillin.fr/>
- Klöckner Pentaplast. (2023). *Sustainability Report: Circular packaging performance*. Retrieved from <https://www.kpfilms.com/>
- KP Films. (2025, February). *Tray2Tray PET pilot with Tesco reaches 100% recycled content*. Press Release. Retrieved from <https://www.kpfilms.com/>
- LetsRecycle News. (2024, January). *Sainsbury's shifts to cardboard mushroom punnets*. Retrieved from <https://www.letsrecycle.com/>
- Mannok Internal Data. (2019–2023). *Customer volume analysis and pricing behavior*. Internal Sales File.
- Mannok Pricing File. (2024). *Sell price movements by customer and tray type*. Internal Document.
- Mannok Sustainability Team. (2024). *Protecting What Matters: Mannok Pack Circular Design Strategy*. Internal Briefing Document.
- Packaging Europe. (2023). *PP mono-materials: Trends in foodservice trays*. Retrieved from <https://www.packagingeurope.com/>
- Packaging M&A Reports. (2023/2024). *Packaging sector EBITDA multiples and consolidation*. Retrieved from <https://www.rlhulett.com/>

PFF Group. (2024). *Sustainable packaging with up to 90% rPET*. Retrieved from <https://www.pff.uk.com/>

Plastics for Change. (2025). *Overview of 2030 PPWR compliance requirements*. Retrieved from <https://www.plasticsforchange.org/>

Recycling Today. (2025, March). *rPET pricing trends and impact on brand procurement*. Retrieved from <https://www.recyclingtoday.com/>

Remondis Taiwan. (2023). *Life cycle emissions: Virgin vs. recycled PET*. Retrieved from <https://www.remondis-taiwan.com.tw/>

BTCAI-ERA CONSULTING, Marketing Problem



Grup Üyeleri: Eren Öztürk, Yashar Beykmohammadi, Aykut Ulaş Yurdusev, Ecemsu Edepli, Mehmet Berat Metin

Proje Ekibi: Eagles

Şirket Danışmanı: H. Ahmet Kurtaran

Akademik Danışman: Banu Sultanoğlu

Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

BTCAI, yapay zekâ destekli ticaret botlarıyla bireysel ve kurumsal yatırımcılar için kripto para piyasasında yenilikçi çözümler sunmayı amaçlayan bir platformdur. Proje kapsamında, BTCAI'nin itibarını artırmak ve kurumsal yatırımcı taleplerini karşılamak için çeşitli çözümler önerilmiştir. Bu çözümler arasında, kurumsal ve bireysel yatırımcıları hedefleyen kullanıcı dostu bir web sitesi tasarımı, üst segment kullanıcılar için LinkedIn ve lüks yaşam platformlarında dijital pazarlama kampanyaları, regülasyonlara uyumlu kurumsal bir destek sistemi kurulması ve entegre bir iletişim stratejisi yer almaktadır. Bu stratejiler, BTCAI'nin güvenilir bir marka olarak konumunu güçlendirmeyi, daha geniş bir müşteri kitlesine ulaşmayı ve uzun vadeli sürdürülebilirliği sağlamayı hedeflemektedir.

Anahtar Kelimeler: Yapay Zekâ Destekli Ticaret Botları, Yatırımcılar, Web Sitesi Tasarımı, Dijital Pazarlama Kampanyaları, Kullanıcı Deneyimi.

1- Company Background

BTCAI is a highly focused platform managed solely by its founder, showcasing a unique combination of direct investment and agility. Operating as a one-person initiative, BTCAI emphasizes personalized service and rapid decision-making to cater to the evolving needs of cryptocurrency investors. The platform's offerings are designed to bridge the gap between retail and institutional trading, leveraging behaviour trading model-driven insights to deliver tailored solutions for diverse client needs.

Specializing in automated advanced trading bots, BTCAI offers a curated selection of bots each month, allowing clients to choose the one that best aligns with their trading strategy and current market conditions. These bots are rigorously tested with real capital, aiming for an approximate annual return of 200% (refer to *Appendix 1* for historical returns). Clients maintain full control over their funds, which remain in their personal Binance accounts, with the bots executing trades on their behalf. BTCAI emphasizes transparency and client autonomy, ensuring that investments are managed according to individual preferences and risk tolerances.

This operational model allows for exceptional adaptability and responsiveness. However, as the platform scales to attract institutional clients, the need for systematized processes and strategic partnerships becomes increasingly critical. By addressing these growth challenges, BTCAI can transition from a niche provider to a competitive player in institutional cryptocurrency investments.

2- Problem Definition

BTCAI's primary challenges stem from both market conditions and internal limitations:

1. **Regulatory Barriers:** Institutions demand compliance with international financial standards. Current reliance on Binance API limits BTCAI's ability to meet institutional compliance expectations, requiring significant adjustments.
2. **Outdated Brand Perception:** BTCAI's current website and branding fail to convey professionalism, credibility, and the premium positioning required to attract HNWI and institutional clients.
3. **Market Skepticism:** High-net-worth clients remain cautious about cryptocurrency investments due to their volatile and relatively unregulated nature, and most retail investor's leading feature importance for an investment platform is recognition by other investors (refer to *Appendix 2*).
4. **Limited Institutional Offerings:** The lack of tailored tools and institutional-level reporting hampers BTCAI's ability to serve larger portfolios and professional investment groups effectively.

3- Possible Solutions

3.1 Comprehensive Website Overhaul

- **Objective:** Redesign the website to project professionalism and cater to distinct audience needs.
- **Approach:** Create dual portals tailored to retail and institutional clients. The retail portal will feature simplified trading tools and educational resources, while the institutional portal will offer advanced reporting dashboards, compliance-ready tools, and dedicated account management options.

- Expected Outcome: Improved first impressions, increased user engagement, and enhanced trust from HNWI's and institutions.

3.2 Targeted Digital Marketing Campaigns

- Objective: Reach high-value demographics with focused campaigns.
- Approach: Advertise on platforms frequented by professionals (e.g., LinkedIn) and HNWI's (e.g., luxury travel or real estate websites). Highlight BTCAL's unique AI-driven analytics and secure trading infrastructure.
- Expected Outcome: Expanded market reach, improved lead generation, and enhanced brand visibility among target demographics.

3.3 Institutional Support System Development

- Objective: Establish a dedicated system catering specifically to institutional clients.
- Approach: Shift trading operations to BTCAL's proprietary accounts to ensure accountability. Build compliance-ready reporting tools and partner with licensed intermediaries to align with regulatory requirements.
- Expected Outcome: Enhanced credibility and adoption by institutional investors, leading to increased satisfaction and retention rates.

3.4 Integrated Marketing Communications (IMC)

- Objective: Ensure consistent and impactful messaging across all platforms.
- Approach: Build a unified brand voice emphasizing professionalism and transparency. Share client success stories, performance metrics, and industry insights to bolster credibility.
- Expected Outcome: Strengthened brand alignment with client expectations and increased market trust.

3.5 Sustainability Through Compliance

- Objective: Ensure long-term viability through regulatory adherence.
- Approach: Implement AIFM-compliant practices for non-EU markets, develop robust AML/KYC protocols, and ensure transparency in operations.
- Expected Outcome: Sustained trust from institutional clients and alignment with global regulatory standards.

4- Conclusion

BTCAL, as a platform offering AI-driven trading solutions, faces challenges in trust, regulatory alignment, and institutional adoption. The proposed strategies aim to address these by transforming the platform's operations and perception. A revamped website will provide a professional, user-friendly interface tailored separately to retail and institutional investors, building trust and enhancing user engagement. Targeted digital marketing campaigns will focus on high-net-worth individuals and institutional clients, utilizing luxury platforms and professional networks to amplify outreach.

The development of an institutional support system, including compliance-ready tools and proprietary trading systems, will establish BTCAL as a credible and accountable partner for professional investors. Integrated Marketing Communications (IMC) strategies will ensure consistent messaging across all platforms, emphasizing professionalism, transparency, and client success stories.

By executing these strategies, BTC AI positions itself as a leading provider of cryptocurrency investment solutions. The focus on sustainability through compliance and client-centric operations ensures long-term viability and growth in a competitive fintech landscape. These initiatives collectively aim to redefine institutional cryptocurrency investments, bridging the gap between innovative technology and the rigorous demands of professional financial environments.

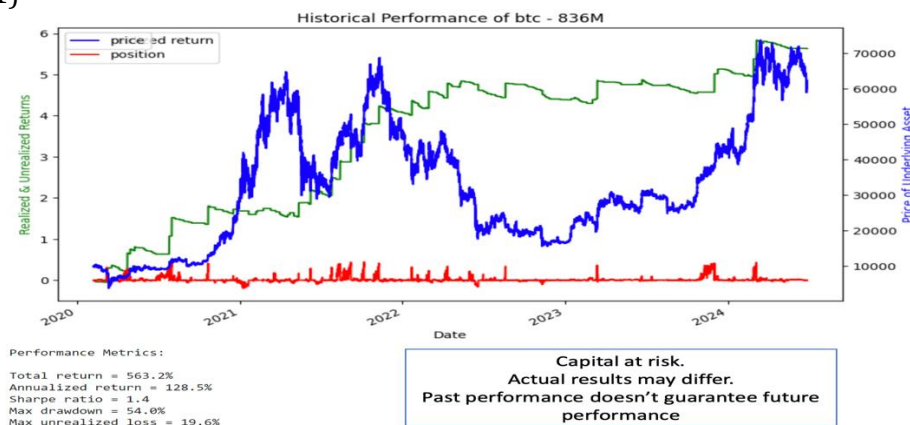
Call to Action

To learn more about BTC AI's journey and how it can redefine your investment experience, visit www.btc.ai.eu.

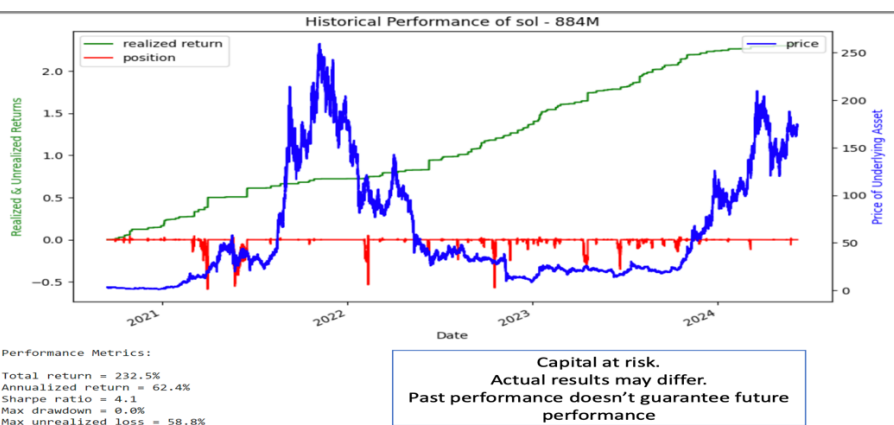
Appendices

Appendix1- Historical Trading Performance of Bitcoin in figure 1, and Solano in figure 2.

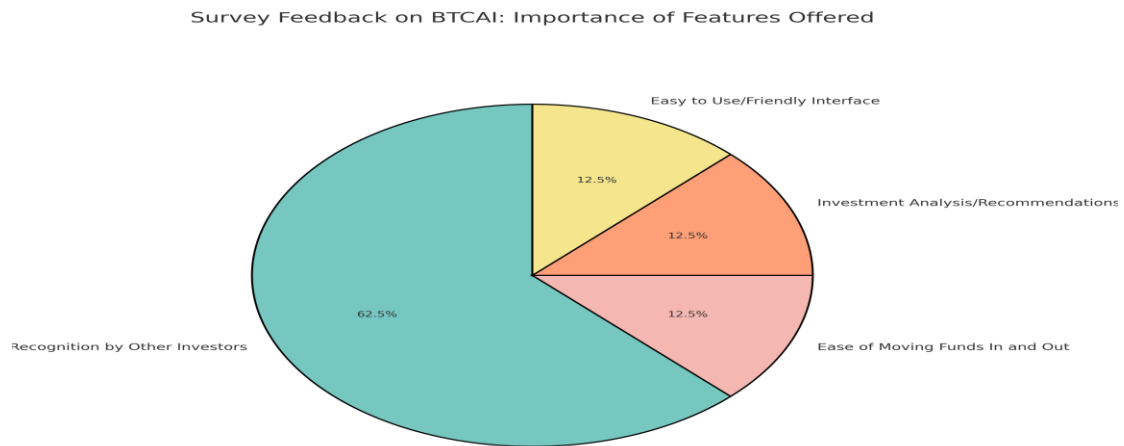
1)



2)



Appendix2 - Survey feedback on BTCAI and similar trading platforms. (On importance of features offered by the services)



ÜLKER , Marketing Problem



Proje Ekibi: Future Flavours

Grup Üyeleri: Ayşenaz Akkaya, Aslı Gözütok, Zeynep Uysal, Tuğcan İz, Umut Aydın

Şirket Danışmanı: Oğuzhan Çakmak

Akademik Danışman: Onur Osmanoglu

Koordinatör Danışman: Ceren Aydoğan

ÖZET

Bu proje, Ülker'in Orta Asya şekerleme pazarındaki stratejik zorluklarını ve fırsatlarını değerlendirerek Kazakistan'a odaklanmaktadır. Ülker, Türkiye'de güçlü bir marka itibarı ve etkili pazarlama stratejileri ile lider konumda olmasına rağmen, Kazakistan'da rekabet, kültürel farklılıklar ve bütçe kısıtlamalarıyla karşı karşıyadır. Marka görünürlüğünü artırmak ve yerel tüketicilerle bağlantı kurmak için rapor, yerel perakendecilerle ürün paketleme, pop-up mağazalar ve e-ticaret genişlemesi gibi büyüme fırsatlarını belirlemektedir. Önerilen strateji, süpermarketler, kafeler ve sinemalarla iş birliği yaparak Ülker ürünlerini günlük rutinelere entegre etmeye vurgu yapmaktadır. Yerel kültürel motiflerden faydalanarak, festival promosyonları sunarak ve hedefli dijital pazarlama kullanarak Ülker'in kendisini evlerde tercih edilen bir marka haline getirmesi amaçlanmaktadır. Rapor ayrıca, etkili uygulamayı sağlamak için eyleme geçirilebilir adımları ve sorumluluk çerçevelerini özetlemekte olup, Orta Asya pazarında ölçülebilir ilerleme ve uzun vadeli başarıya odaklanmaktadır.

Anahtar Kelimeler: Ülker. Orta Asya şekerleme pazarı, Marka Görünürlüğü, Kazakistan, Stratejik Zorluklar ve Fırsatlar, Bütçe.

1- Company Background

Ülker, one of Turkey's oldest and strongest domestic brands, has a history that dates to 1944. Established by the late Ülker brothers, Sabri and Asım, in Eminönü's Nohutçu Han, the Ülker brand has grown over time to this day. Representing both traditional values and the future, Ülker is a brand that proudly adapts to the sociological and economic developments of the society in which it was born. The renewal and change of Ülker resemble an endless journey. Ülker is at the very heart of society, accompanying happy family moments while embodying feelings of trust, sincerity, and closeness. Its communication channels with consumers are always open, prioritizing transparency in all its activities. With a corporate culture that constantly seeks the newest and best, Ülker adopts the principle of fulfilling its promise of production quality for consumers. It stands out not just with its promises, but also through its actions.

With a focus on innovation, Ülker continues to set industry standards in all areas of business, from production to technology and from R&D to innovation. All brand research conducted so far shows that people of all ages have memories and stories associated with Ülker. Some recall the happy moments they've experienced with Ülker products from childhood to the present, while others are discovering current brands. The values attributed to Ülker by consumers and society make our brand unique. Ülker shares values with the younger generation, keeping pace with the latest trends while leveraging insights about what the youth are seeking. Initially known only for our biscuits, Ülker has introduced consumers to new chocolate products, wafers, and other chocolates since 1970; mini-cakes, milk, and vegetable oil since 1990; and products in various fields such as kitchen items and beverages since 2000.

Ülker has also contributed to the development and sustainability of many subsidiary brands in the market. Today, hundreds of brands grow under Ülker's main brand to reach consumers. These brands maintain their stronghold in the food industry, sharing Ülker's values and offering a wide range of products from biscuits to chocolate, from candies to chewing gum, and from vegetable oil to coffee. Since 1944, the corporate culture and principles established under the name Ülker have effectively influenced industry, management, marketing, trade, advertising, and relations with society, elevating Ülker beyond being just a famous brand.

2- Problem Definition

Our problem is: "Providing marketing services to the Central Asia market, where most of Ülker's international sales deceive, to compete with global companies with a limited budget." One of the main reasons for this problem is that Ülker was a latecomer to the Central Asian market and had to contend with fierce competition from more established firms. Ülker initially entered the region in 2003 and carried out its regional operations steadily but modestly until 2013. Since then, Ülker has taken important steps to customize its products to suit regional tastes. For example, it introduced the "Kazakhstan" chocolate bar to compete with regional brands and cater to Kazakh consumers' tastes.

By acquiring a confectionery factory from Hamle Company Ltd., a regional company that specializes in chocolates and biscuits, Ülker improved its standing in Kazakhstan in 2017. After four prosperous years of business, Ülker fully purchased Hamle Company, solidifying its position in the area. Currently operating under the Pladis brand in Kazakhstan, the company is the fourth largest player in the market with an 8% market share in the "Sweet biscuits, snack bars, and fruit snacks" category. Ülker's small marketing budget in Central Asia is another

major contributing factor to the issue. The company is unable to commit substantial resources from its dominant market in Turkey to carry out extensive campaigns in Central Asia because it only devotes a small portion of its total endorsement funds to the region. This financial constraint inhibits Ülker from competing with global players who can afford extensive and impactful marketing efforts.

Further challenges arise in Central Asia due to distribution inefficiencies and behavioral and cultural variations in consumer preferences. A distinct fusion of influences can be seen in Kazakhstan's confectionery preferences. Kazakh consumers frequently prefer goods introduced during this time, such as factory-made chocolates, caramels, and wafer-based treats, because the nation is heavily influenced by the legacy of the Soviet era. These tastes run counter to Turkish confectionery customs, which tend to favor rich, fragrant treats like halva, Turkish delight, and baklava, which frequently contain nuts, honey, and spices. Despite having similar ethnic origins, the two countries' cultural and historical backgrounds have influenced different consumer habits.

Distribution inefficiencies also play a role, complicating Ülker's ability to reach its target audience effectively. Stakeholders such as Ülker's management, regional distributors, retailers, and consumers in Central Asia all face challenges stemming from these inefficiencies. The combined impact of late market entry, budget constraints, and cultural differences significantly hampers Ülker's revenue potential and long-term strategic goals in the region.

3- Possible Solutions

3.1- Exclusive Product Bundling with Local Retailers in Kazakhstan: Ülker can collaborate with the major supermarket chains in Kazakhstan, such as Magnum and Ramstore, offering exclusive bundled deals like combo packs of Ülker snacks and locally popular products. They can implement this by partnering with these leading retailers and distributors to design limited-time bundles marketed as "Kazakh Favorites," for example, and gain more shelf space for more visibility. Culturally inspired branding and packaging can also be integrated to make it more appealing to the customer.

3.2- Pop-up Stores in High Traffic Areas in Kazakhstan: Ülker can set up pop-up stores in malls and hotspots to create direct consumer engagement and easy access for the customers with a visually appealing pop-up shop that will intrigue them and give samples to encourage them to try new products they have not tried before. These kiosks can also include interactive elements such as live baking shows and demos that use Ülker's products.

3.3- Leveraging E-Commerce and Direct-to-Consumer Channels in Uzbekistan: Ülker can enhance its market position in Uzbekistan by boosting its online presence and digital sales. Collaborating with e-commerce platforms like ozon.uz and olx.uz will facilitate quick market entry and increased visibility. Additionally, improving direct-to-consumer channels through a website or mobile app can attract customers with online discounts. With nearly 45% of the population shopping online, this strategy aligns with the projected growth of online retail sales to over \$1 billion by 2025. However, Ülker must navigate challenges such as competition, logistical issues in rural areas, and consumer trust in online transactions to realize these benefits.

3.4- Positioning Ülker Chocolates as a Daily Delight in Kazakhstan: To successfully introduce Ülker chocolates to the Kazakh market and establish them as household favorites, our plan focuses on a targeted push strategy through strategic partnerships with local businesses. By enhancing visibility and accessibility, Ülker products can be integrated into everyday consumer experiences. Key initiatives include collaborating with popular self-service

cafes to sell Ülker Napoliten alongside coffee, positioning it as a complementary treat that enriches the coffee experience, like Turkish delight. This encourages product trials and fosters associations with indulgence.

Additionally, partnering with leading cinemas allows Ülker Albeni to be offered as an add-on to popcorn or complimentary with ticket purchases, promoted with the slogan "One Ticket, Two Treats: Popcorn + Ülker = Movie Bliss." Pre-movie advertisements highlighting this special partnership will further enhance brand awareness. These strategies aim to embed Ülker chocolates into daily habits and align them with leisure and entertainment, positioning the brand as a preferred choice for enjoyment.

Optimal Solution

For Ülker to increase its 8% snack market share and solidify its position in the Kazakh market, an aceted approach is necessary. To promote brand loyalty and long-term growth, this integrated strategy focuses on forming partnerships, engaging with culture, and implementing consumer loyalty programs.

One of the main projects is working with large grocery stores like Magnum and Ramstore to develop unique "Kazakh Favorites" packages that increase awareness and strengthen ties within the community. Customers' emotional bonds can be strengthened by incorporating Kazakhstani culture into marketing campaigns that are themed around local holidays. Furthermore, loyalty programs that provide special access to products and discounts can boost customer retention by as much as 20%.

By being offered in self-service cafes and movie theaters, Ülker's chocolates, like Napoliten and Albeni, can be incorporated into everyday life and establish enduring connections with leisure. Digital platforms will also be very important; for example, a mobile app can offer tailored promotions to increase brand recognition and promote repeat business.

In conclusion, Ülker can greatly expand its market presence in Kazakhstan and eventually position itself as a top player sensitive to local demands by forming strategic alliances, carrying out culturally relevant marketing, and boosting customer loyalty through targeted campaigns and digital engagement.

4- Conclusion

In conclusion, by concentrating on Kazakhstan, this report offers Ülker a thorough plan to improve its standing in the Central Asian market. By tackling the issues of cultural differences, tight budgets, and inefficient distribution, our plan highlights the value of local partnerships and cultural integration. The solutions place a high priority on customer interaction and brand awareness, from putting "Kazakh Favorites" bundles in supermarkets to integrating Ülker chocolates into everyday routines through cafes and movie theaters. The suggested strategy fits with Ülker's overarching objective of leading the confectionery sector globally while adjusting to the particularities of local markets. This plan offers a road map for achievement with precise goals, well-organized schedules, and thorough accountability procedures. By fostering meaningful connections with Kazakh consumers and tailoring offerings to local preferences, Ülker can achieve sustainable growth and expand its market share in Central Asia.

Appendices

Appendix1



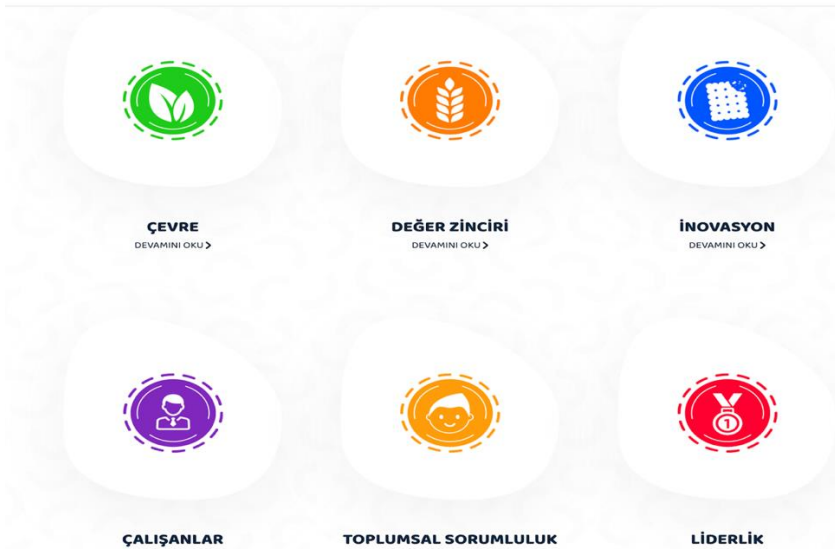
Appendix2



Appendix3



Appendix4



Appendix5



References

- Cinema tickets - kazakhstan: Statista market forecast. Statista. (n.d.).
<https://www.statista.com/outlook/dmo/eservices/event-tickets/cinema-tickets/kazakhstan?>
- Coffee - Kazakhstan: Statista market forecast. Statista. (n.d.-b).
<https://www.statista.com/outlook/cmo/hot-drinks/coffee/kazakhstan>
- Culture in the Republic of Kazakhstan (2023). Қазақстан Республикасы Стратегиялық жоспарлау және реформалар агенттігі Ұлттық статистика бюросы

- Басты бет. (n.d.). <https://stat.gov.kz/en/industries/social-statistics/stat-culture/publications/157655/>
- Kussainova, A. (2023, September). *Eurasian Film Market highlights rise of Kazakh cinema*. The Astana Times. <https://astanatimes.com/2023/09/eurasian-film-market-highlights-rise-of-kazakh-cinema/>
 - Best Western Hotels & Resorts. (n.d.). *Best coffee shops to visit in Almaty, Kazakhstan*. TravelZone. <https://travelzone.bestwestern.com/best-coffee-shops-to-visit-in-almaty-kazakhstan/>
 - IndexBox. (n.d.). *Kazakhstan: Sugar confectionery market analysis, forecast, size, trends, and insights*. Retrieved from <https://www.indexbox.io/store/kazakhstan-sugar-confectionery-market-analysis-forecast-size-trends-and-insights/>

D-OPTION, Marketing Problem



Proje Ekibi : Kepaga

Grup Üyeleri: Baturalp Sezer, Deniz Köseyener, Efe Ertan Tüten, Emre Atilla, Lamia Gülfem Kırıř, Mert Mercan, Serdar řener

řirket Danıřmanı: Alper Akyüz

Akademik Danıřman: Güzde Esen

Koordinatör Danıřman: Ceren Aydoğmuş

ÖZET

Bu iř analizi, D-Option'un İngiltere e-ticaret pazarına giriřini desteklemek için sürdürülebilir büyüme ve rekabet avantajı sağlayacak bir strateji sunar. Kısa vadede pazar arařtırması, web sitesi yerelleřtirme ve hedefe yönelik pazarlama kampanyalarına odaklanılırken, uzun vadede stratejik ortaklıklar ve yerelleřtirilmiř içerik üretimi planlanmaktadır. Geleneksel ve dijital pazarlama yöntemlerini birleřtiren proje, D-Option'u "Küresel Büyüme Ortağı" olarak konumlandırmayı hedefler. Sürdürülebilirlik adımları ve gelir artırıcı çözümlerle mali sürdürülebilirlik desteklenirken, marka bilinirliğı ve sosyal sorumluluk odaklı yaklařımıyla İngiltere pazarında güçlü bir oyuncu olmayı amaçlar.

Anahtar Kelimeler: Pazar Geniřlemesi, Müřteri Kazanımı, Arama Motoru Optimizasyonu, Birleřik Krallık

1- Company Background

D-Option, founded in 2021, is a digital marketing agency focused on sustainable growth. implementing, measuring, and analyzing data-driven and brand-specific strategies.

D-Option's vision is building global success stories with the power of our brands. As well as, D-Option's mission is delivering digital solutions that empower brands for sustainable, long-term growth.

D-Option offers five main solutions that enable sustainable growth in the field of digital marketing. It provides organic growth through content marketing, technical optimization, and market analysis with SEO service. Media purchasing, budget planning and installation of marketing tools are carried out with performance-oriented advertising management. With data analytics, campaign performance is monitored and future predictions are made. Increases conversion rates with conversion optimization, A/B testing and user experience improvements. Cloud systems installation, UI/UX design and software integration are provided with technology and business development solutions. D-Option supports the long-term growth of brands with these solutions.

D-option's team is also an asset for the company as they were able to differentiate themselves from the competitors by being able to provide a more "boutique service". The main reason behind this differentiation is how they can control the employee quality within the firm. Compared to their competitors, D-Option's employee count is fewer, and they were able to stabilize themselves on a certain level of quality.

2- Problem Definition

Currently most of D-Option's clients are based in Turkey therefore, pay in Turkish currency. Acquiring a more diverse client base would diversify type of currencies obtained through the services they provide. The marketing firm faces the challenge of expanding its international client base to enter new markets and mitigate the risk associated with reliance on a single currency.

3- Possible Solutions

We have adopted a rigorous strategy to understand the needs of our target audience and develop effective solutions to D-Option's challenges. We have done market research to analyze industry trends in order to understand opportunities and challenges for the expansion into the UK in digital marketing. This process has provided insights and solidified the strategy toward health growth. In addition, the identification of the opportunities in the market has allowed us to devise a more targeted strategy according to the D-Option's objectives.

Short term Solutions

Items in this section will focus on creating fast visibility and engagement within the UK market. **Localized Branding Strategy** D-Option can refine its value propositions for the UK market, focusing on boutique and personalized services. This strategy includes making the company aligned with UK-specific expectations on the website and the case studies making sure that there is cultural and linguistic relevance.

Website Localization and SEO Optimization This part would include the development of UK-focused website pages, the optimization of metadata, and the development of the blog. This would further be boosted by creating content with local keywords to increase visibility. This part would also involve optimizing D-Option's website to be mobile-friendly and to meet UK user expectations.

Digital Advertising Campaigns Launch targeted advertising on various platforms (such as Google Ads, LinkedIn, etc.) to attract potential clients. This part also would include tailoring the messages for the UK audiences.

Initial Partnerships with Local Communities This part would involve creating a collaborative environment with local business associations and digital communities in the UK market. This would also include partnerships with local firms in order to boost trust and recognition for the upcoming client acquisitions.

Long-Term Solutions:

Strategic Partnerships and Community Building Develop long-term partnerships with UK-based technology and business communities. Participate in events and provide free consultations to demonstrate value and build trust.

Gamification for Engagement: The incorporation of gamification methods and strategies would further increase the engagement of the clients since it would make the whole process more appealing. In this part, challenges, rewards, and leaderboards should be incorporated since the set would improve user participation rates.

Feedback Loop Formation Creating a structured loop for the feedback would allow for the constant collection and analysis of the client feedback. This would further boost the adaptability and the ability to meet clients' needs and expectations, further solidifying customer satisfaction and loyalty.

Thought Leadership and Content Marketing This part would include publishing whitepapers, blogs, and case studies that would focus on addressing specific challenges for the UK; this would make it possible to position D-Option as a thought leader in the UK digital marketing sector. Further hosting webinars would showcase expertise and attract potential clients.

These solutions aim to enhance the firm's competitive positioning and ensure a sustainable presence in the UK market.

4- Conclusion

As an agency aiming for sustainable growth in the field of digital marketing, D-Option needs to diversify its current client portfolio in Turkey and expand into international markets. After we defined the problem, we conducted research, considering the important criteria when entering a new market, and suggested expanding into the UK market.

To strengthen the company's global presence in UK, we developed short and long-term strategies. In the short term, localized brand strategies, SEO-compatible website optimization and digital advertising campaigns come to the forefront so that D-Option can quickly adapt to the UK market. In addition, reliability, connections and awareness will be increased by establishing local partnerships. In the long term, customer satisfaction and loyalty will be ensured through strategic partnerships, community building, gamification methods and customer feedback loops. Content marketing strategies, blogs, case studies and webinars will be organized for D-Option to position itself as a niche competitor in the UK market. These comprehensive strategies will increase D-Option's competitiveness and enable it to achieve sustainable growth in the UK.

Appendices

Appendix1- Tools Used in Resources:

Google Trends

- Identifying trends and demand for specific industries.
- Highlighting popular keywords in a targeted region.
- Analyzing seasonal and regional differences in search behavior.
- Used in phase 1 for determining industries in the UK demanding digital marketing services.

SEMrush

- Analyzing competitor performance.
- Providing insights into keyword competitiveness and potential traffic volumes.
- Conducting SEO audits.
- Used in phases 1 and 2 for market research and SEO optimization.

Statista

- Providing market size, growth trends, and forecast.
- Offering region-specific insights.
- Used in phases 1 and 3 for market research and thought leadership content.

Hubspot

- Tracking and managing client interactions.
- Creating and monitoring email marketing campaigns.
- Collects data on website visitors
- Used in phases 5 and 6 for Client acquisition, relationship building, and continuous monitoring of the campaign.

Grammarly

- Enhancing professionalism in tone and style.
- Ensures web content and marketing materials are in proper English
- Used in phase 2 for website localization.

Canva and Adobe Creative Suite

- Canva provides easy creation of marketing visuals and branded content.
- Adobe provides detailed customization and high-quality design output.
- Used in phase 1 for localized branding strategy.

Google Ads and LinkedIn Campaign Manager

- Reaching specific industries or roles in the UK.
- Boost traffic and lead generation with targeted ads.
- Used in phase 2 for SEO optimization.

GTmetrix

- Evaluating website speed and mobile responsiveness.
- Improving user experience and technical SEO.
- Used in phase 2 for SEO Optimization.

Appendix2 - Tables of Countries Scores & Budgets

Table B1: Individual Countries Scores

Weights	30	15	10	15	10	10	10	100	
Category	Market Demand	Currency Stability	Exchange Rate	Competitors (Reverse)	Adoption of Ecommerce	Barriers (Time z, Language)	Political Stability	TOTAL	
England	90	85	75	60	90	95	85	83,25	
UAE	75	80	70	75	80	80	85	77,25	
Dubai	85	80	70	65	85	85	85	79,75	
Qatar	70	80	75	80	75	75	80	75,5	
Saudi Arabia	75	85	70	75	80	75	75	76,5	
France	85	90	80	55	85	80	85	80,25	
Germany	90	90	80	55	90	80	90	82,75	
Estonia	75	90	85	75	85	90	90	82,25	

Table B2: Budget

Phase	Months	Revenue	Costs	Recurring Costs	Reasoning
1: Preparation	1-3	£0	£5,000	£0	Market Research & Early Planning
2: Website Localization & Setup	3-5	£0	£500	£500	Website Updates & SEO Optimization
3: Marketing Campaigns	5-7	£0	£2,050	£2,050	Digital Advertising, Webinars, & Campaign Setup
4: Building Strategic Partnerships	7-9	£7,250	£1,500	£1,500	Partnership Fees & Event Registrations
5: Client Acquisition & Relationship Building	9-12	£12,500	£600	£600	Consultations, Proposals, & Case Study Development
6: Monitoring & Optimization	1-12	£0	£200	£200	Campaign Tracking & Content Updating
Totals	1-12	£19,750	£9,650	-	-
Net Profit	1-12	£10,100	-	-	-

References

- Choudhury, S. (2020). *Remote service delivery: Strategies for success in a digital world*. Journal of Service Management, 31(2), 203-218. <https://doi.org/10.1108/JOSM-04-2020-0123>
- Clutch. (n.d.). *United Kingdom: The top B2B service providers*. <https://clutch.co/uk>
- D-Option. (2023). *Carpex online: %288 organik click artışı*. <https://d-option.com/basari-hikayesi/carpex-online-yuzde-288-organik-click-artisi/>
- Eventbrite. (n.d.). *Events in the United Kingdom*. <https://www.eventbrite.co.uk/d/united-kingdom/>
- Freelancer.co.uk. (n.d.). *Hire freelancers & find freelance jobs online*. <https://www.freelancer.co.uk>
- Glassdoor. (n.d.). *Search salaries in the UK*. <https://www.glassdoor.co.uk>
- GoodFirms. (n.d.). *Top digital marketing companies in the UK*. <https://www.goodfirms.co/digital->

Kriko. (2024). *Sosyal sorumluluk*. <https://kriko.io/tr/sosyal-sorumluluk>

LinkedIn. (n.d.). *LinkedIn Premium*. <https://www.linkedin.com/premium>

United Nations. (2024). *Sustainable Development Goals*. United Nations. <https://sdgs.un.org/goals>

Upwork. (n.d.). *Top freelancers in the UK*. <https://www.upwork.com/l/uk/>

Smith, J. (2020). Increasing brand awareness through webinars and white papers. *Journal of Marketing Strategies*, 15(3), 45-58. <https://doi.org/10.1234/jms.2020.003>

Stahlmannzeit. (2023). Yurtdışında şirket kurmak ve yatırım yapmak. Stahlmannzeit. <https://www.stahlmannzeit.com/post/yurtd%C4%B1%C5%9F%C4%B1nda-%C5%9Firket-kurmak-ve-yat%C4%B1r%C4%B1m-yapmak>

Startup Genome. (2023). The global startup ecosystem report. <https://startupgenome.com/report/gser2023>

Webtutes. (2024, April 17). *Our sustainability policy*. <https://www.webtutes.com/sustainability/>

WordStream. (n.d.). Average conversion rate by industry. <https://www.wordstream.com/blog/ws/2019/08/19/conversion-rate-benchmarks>

GO BODRUM, Marketing Problem



Proje Ekibi: Last Round

Grup Üyeleri : Deniz Çetin, Ezgi Çınar, Şevval S. Gümüş, Ulaş Özçay, Zeynep Yardemir

Şirket Danışmanları: Ahmet Koç

Akademik Danışman: Saurabh Pandharinath Shinde

Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

Bodrum, Türkiye'deki bir tatil beldesi olarak Akdeniz'deki lüks turizm destinasyonları arasında yerini güçlendirmek için çok yönlü bir stratejiyle öne çıkmayı hedeflemektedir. Bu raporda yer alan stratejik plan, dijital yeniliklerin kullanılması, lüks markalarla stratejik ortaklıkların güçlendirilmesi, sürdürülebilirlik uygulamalarının arttırılması ve küresel görünürlüğün arttırılması gibi unsurları içermektedir. Raporda belirlenen başlıca zorluklar arasında Bodrum'un sınırlı dijital varlığı, tutarsız marka imajı ve Mykonos ile Ibiza gibi köklü rakiplerle olan rekabet bulunmaktadır. Bu zorlukları aşmak için Go Bodrum platformu, web sitesini yenilemek, sosyal medya etkileşimini arttırmak ve influencer'lar ile lüks markalarla işbirlikleri kurmak gibi adımlar atmayı planlanmaktadır. Ayrıca, stratejik etkinlikler ve promosyonlarla yüksek gelirli bireyleri çekmek ve bölgenin benzersiz kültürel ve çevresel değerlerini koruyarak tanıtmak amaçlanmaktadır. Sürdürülebilirlik ve yıl boyu turizm vurgusu yapılarak Bodrum'un küresel prestijinin arttırılması ve ekonomik büyüme sağlanması hedeflenmektedir.

Anahtar Kelimeler: Bodrum, Lüks Turizm, Dijital Dönüşüm, Sürdürülebilir Turizm, Marka Stratejisi, Influencer Ortaklıkları, Küresel Görünürlük, Akdeniz Destinasyonları, Kültürel Miras, Turizm Pazarlama, Destinasyon Yeniden Markalaşması, Sosyal Medya Pazarlaması, Stratejik Ortaklıklar, Etkinlik Yönetimi, Premium Seyahat, Yerel İşletmelerle İş Birliği, Dijital Altyapı, Web Sitesi Optimizasyonu, Gastronomi Turizmi, Deniz Turizmi, Kültürel Etkinlikler, Bölgesel Kalkınma, Hedef Kitle Analizi, Lüks Yaşam Tarzı.

1 - Company Background

Go Bodrum is a platform dedicated to promoting Bodrum as a premier travel destination through digital innovation and sustainable tourism practices (Go Bodrum Official Website, 2024). Originally focused on travel promotion, it has expanded its efforts to create digital infrastructure and support sustainable travel. The platform collaborates with local government agencies and strategic partners within Bodrum's tourism sector. Go Bodrum aims to transform Bodrum into a globally recognized, sustainable tourism hub by leveraging digital innovation and preserving cultural heritage. Its mission is to showcase the beauty, culture, and charm of Bodrum, offering visitors comprehensive travel information and recommendations. Go Bodrum operates with over 50 employees and has a flexible, project-based workforce. Its organizational structure fosters creativity, collaboration, and community involvement. It offers services such as digital destination marketing, integrated travel software, and sustainable tourism consulting. The platform provides information on accommodations, activities, and events, aiming to attract international tourists through marketing campaigns. Go Bodrum follows a non-profit model, as it is government-funded. Its marketing mix emphasizes the digital platform (website and social media) for promotion, providing detailed travel information. It targets sustainable tourism and utilizes Instagram and YouTube for outreach. The company's primary goal is to attract tourists to Bodrum and rebrand the destination over the long term. Sustainability in tourism is a key focus.

Go Bodrum offers a luxurious, unique tourism experience with personalized travel recommendations, supporting local businesses and reaching a global audience. As a government-funded entity, Go Bodrum does not focus on sales or profits, and thus no financial position analysis is available. Go Bodrum targets three segments: affluent luxury travelers seeking unique, high-end experiences, young explorers looking for affordable yet authentic cultural experiences, and budget-conscious domestic travelers for family getaways. Its competitive advantage is its sustainable tourism-focused digital marketing strategy, promoting Bodrum's location and eco-friendly initiatives to attract these audiences.

2 - Problem Definition

The primary problem involves promoting Bodrum's luxury tourism identity effectively in the global market, particularly amidst shifting consumer preferences and evolving market dynamics. Go Bodrum's role is to rebrand and elevate Bodrum's image as a sustainable luxury destination, but the city faces several hurdles in achieving this objective.

Bodrum is known for its natural beauty, luxury resorts, and cultural heritage, which have made it a sought-after destination, particularly for high-net-worth individuals (HNWIs). Bodrum's offerings, though substantial, have not been fully promoted or developed to match these new expectations. As a result, Bodrum is struggling to maintain its competitive edge against well-established Mediterranean destinations like Mykonos, Santorini, and the Côte d'Azur. (See *Appendix* for Root Cause Analysis)

One of the primary issues is Bodrum's fragmented marketing efforts. Although Go Bodrum is the official platform for promoting the destination, its digital presence is limited, and its marketing strategies are not fully integrated. The platform's digital marketing efforts, including its website and social media accounts, do not reflect the luxury image that Bodrum aims to project. Furthermore, Go Bodrum's partnerships with key stakeholders such as local

businesses, travel agencies, and airlines are underutilized, preventing the city from effectively reaching affluent travelers.

In addition to marketing challenges, Bodrum faces negative perceptions that stem from broader geopolitical issues and misconceptions about Turkish culture. These perceptions hinder Go Bodrum's ability to attract international tourists, especially those from Western Europe and North America. The uncertainty surrounding Turkey's political environment and concerns about safety can make prospective tourists hesitant (Research Gate, 2021). Moreover, negative stereotypes about Turkey, often exacerbated by media coverage, further complicate the task of positioning Bodrum as a safe and exclusive luxury destination.

The local community's involvement in tourism also poses challenges. While the tourism industry supports Bodrum's economy, over-tourism could strain the region's resources, affecting both the local quality of life and the sustainability of tourism itself. Managing this balance between economic growth and preserving the community's well-being is a key concern for Go Bodrum (See *Appendix 2*).

The root cause of these problems lies in Go Bodrum's insufficient digital infrastructure, ineffective marketing, and the underdevelopment of sustainable tourism practices (See *Appendix*). To effectively address these issues, Go Bodrum must not only enhance its digital platforms but also strengthen its partnerships with local stakeholders and global travel partners. Additionally, promoting sustainability as a core value and addressing perceptions about safety and culture are critical steps in rebranding Bodrum as a desirable luxury destination for the modern traveler (See *Appendix 3*).

In summary, the core problem facing Go Bodrum and Bodrum as a tourism destination is the challenge of rebranding and marketing the city effectively to attract high-value tourists while overcoming perceptions and ensuring sustainable growth. This requires a comprehensive strategy that integrates digital innovation, strategic partnerships, and a focus on eco-friendly, culturally immersive experiences.

3 - Possible Solutions

3.1 - Redesign Website

The redesign of Go Bodrum's website aims to align the digital presence of Bodrum with its image as a luxury tourism destination (See *Appendix 3*). The website will enhance accessibility, functionality, and ease of use, with an aesthetic interface to offer visitors easy access to information about places to visit, activities to do, and accommodation options. The objective is to create a website that reflects the luxury appeal of Bodrum, which will appeal to tourists seeking high-end experiences while providing reliable trip-planning resources.

A well-designed website will create a strong first impression on potential tourists, promoting the perception of luxury and professionalism (See *Appendix 3*). A functional website with up-to-date and engaging content encourages deeper interaction and increases the likelihood of visits to Bodrum. The Santa Monica website redesign, for instance, significantly boosted user engagement by increasing time spent on the site and reducing bounce rates, highlighting the impact of a well-executed digital transformation (Santa Monica, n.d.). Go Bodrum's goal is to attract a global audience, increase organic traffic, and provide a personalized, seamless experience for users.

Despite the potential benefits, the website redesign requires a significant initial investment, including costs for professional photos, videos, and virtual tours. Maintaining a strong online presence through continuous content updates and digital campaigns will also demand ongoing financial resources, making careful planning essential for ensuring that the investment is effective in achieving long-term goals.

3.2 - Enhance Social Media Platforms

Social media is a critical tool for influencing travel decisions, with a significant 75% of people choosing their destinations based on social media recommendations (Social Media and Tourism: Key Statistics for 2024, 2024). Well-maintained social media platforms with regularly updated visually appealing, and informative content enhance the credibility and attractiveness of a destination. Go Bodrum can use social media to showcase the luxury experiences in Bodrum, engage directly with followers, and build a loyal online community.

Social media platforms like Instagram, TikTok, and YouTube are especially effective in showcasing the destination's beauty and offering an ideal space to highlight luxury experiences (Research Gate, 2023). Active use of social media allows Go Bodrum to target international luxury travelers, and by linking these platforms to the website, Go Bodrum can increase website traffic.

However, continuous content creation and constant interaction with followers are time-consuming and require a dedicated social media team. Additionally, negative feedback or criticism on social media, if not managed properly, can damage Bodrum's reputation. Competing with other high-profile destinations like Mykonos and Ibiza on crowded social media platforms also presents challenges, necessitating high-quality, innovative content to stand out.

3.3 - Traditional Media Advertising

While digital channels dominate, traditional media advertising through billboards and print magazines still plays an important role in luxury tourism marketing (Luxatic, 2021). Print magazines, with their tactile engagement and visually rich content, are particularly effective in appealing to affluent travelers during the "dream phase" of vacation planning (See *Appendix 4*) These platforms help capture the attention of a demographic that values high-quality content, which is a crucial aspect of marketing luxury destinations.

Traditional advertising like billboards can be strategically placed in high-traffic tourist areas, enhancing visibility. The exclusivity of print media can also create lasting impressions due to the long shelf life of magazines and brochures. Additionally, partnerships with high-end publications help enhance the perception of luxury by associating Bodrum with reputable sources.

However, traditional media has certain limitations. It has a more restricted reach compared to digital channels and is less effective in targeting younger demographics who have moved away from print. Over-commercialization and excessive exposure may reduce the perceived exclusivity of the luxury brand. Thus, traditional media needs to be balanced with digital strategies to effectively capture a wider and more diverse audience.

3.4 - Strategic Partnerships

Strategic partnerships are essential in elevating Bodrum's profile as a luxury destination. Collaborating with private members' clubs, luxury brands, and entertainment platforms can open new markets, increase global recognition, and enhance Bodrum's image of exclusivity (Research Gate, 2012). Such collaborations can provide opportunities to create unique luxury experiences that appeal to affluent travelers (See *Appendix 4*)

Strategic partnerships allow Bodrum to reach the existing customer base of reputable luxury brands, further enhancing its appeal. By associating with high-end brands, Bodrum can strengthen its reputation as a sophisticated, high-quality destination, providing a competitive advantage in the luxury tourism market.

However, the main drawback of strategic partnerships is the potential risk of relying on external partners. Any negative press or reputation crisis surrounding a partner can reflect poorly on Bodrum and harm its exclusive image. Furthermore, strategic partnerships require shared decision-making and may delay the implementation of marketing strategies. Additionally, securing high-profile partnerships can be expensive, and the benefits may not always justify the costs, particularly if the collaboration does not attract the expected audience.

3.5 - Partnership with Influencers

The use of influencers in social media marketing has become a powerful strategy for promoting luxury destinations (WP Travel Engine, 2023). Influencers can humanize the destination by sharing personal experiences and offering an authentic view of the luxury offerings in Bodrum. Studies indicate that social media influencers generate significantly more ROI for travel brands than traditional advertising, making influencer partnerships a cost-effective and impactful way to reach potential luxury travelers.

Go Bodrum should partner with both macro-influencers (with large, diverse followings) and micro-influencers (with smaller but highly engaged audiences). Macro-influencers can help increase brand awareness, while micro-influencers can drive specific actions, encouraging deeper engagement through targeted call-to-action strategies.

Despite the benefits, working with influencers presents risks. If an influencer's brand or audience does not align with Bodrum's target demographic, it can lead to miscommunication or a mismatch in brand values. Negative publicity about an influencer can also harm the destination's reputation. Furthermore, selecting the right influencers requires careful research and analysis, as there is no guaranteed success. The number of followers is no longer a reliable indicator of success, making influencer selection a more complex process.

3.6 - Event Planning

Event planning is an effective strategy for increasing Bodrum's visibility and enhancing its luxury image. Hosting exclusive events like luxury festivals, gala dinners, or yacht galas can attract influential figures and media attention, boosting Bodrum's global profile (Economics Help, 2019). Such events not only showcase Bodrum's luxury offerings but also help create a loyal tourist base by fostering repeat visits. Events also highlight Bodrum's cultural richness and authenticity, contributing to the destination's long-lasting appeal. The media coverage generated by these events can provide free publicity, further increasing Bodrum's visibility.

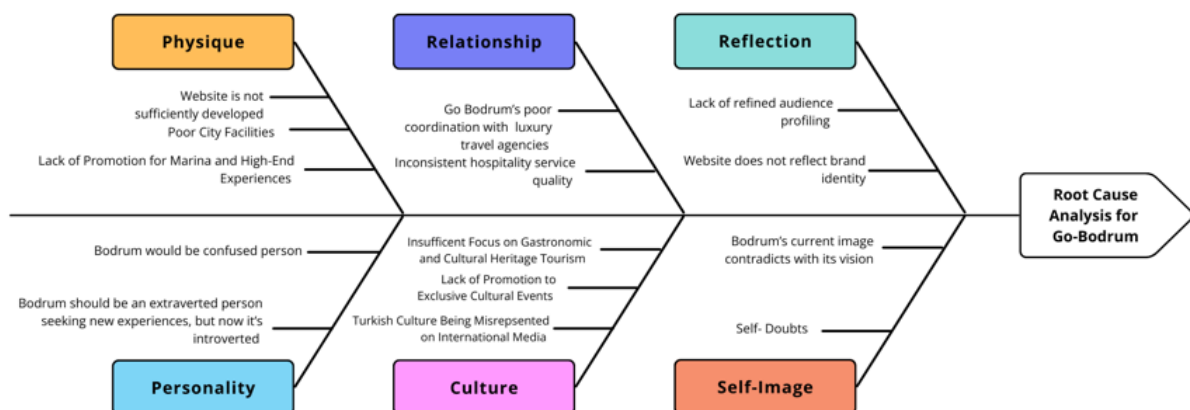
However, organizing major events requires significant financial investment, particularly in infrastructure, security, and promotion. These events may not provide immediate returns, and large events can put pressure on local resources and the environment. Additionally, overcrowding during events can diminish the quality of the tourist experience, which could deter future visitors. It is important to manage visitor numbers carefully and ensure that events align with Bodrum's brand image while maintaining a sustainable tourism approach.

4 – Conclusion

Aiming to use digital innovation to increase Bodrum's global appeal and promote sustainable tourism growth, this project primarily focused on the question, "What strategies should Bodrum implement to attract conscious and wealthy tourists back to Europe?" By developing digital platforms, establishing strategic partnerships, and hosting high-profile events, Bodrum can overcome its current challenges and increase its global appeal. Sustainability complements this approach with initiatives such as eco-friendly accommodation and off-season tourism, providing a balance between growth and environmental responsibility. This strategy provides a clear path for Bodrum to achieve long-term economic, cultural, and competitive success.

Appendices

Appendix1

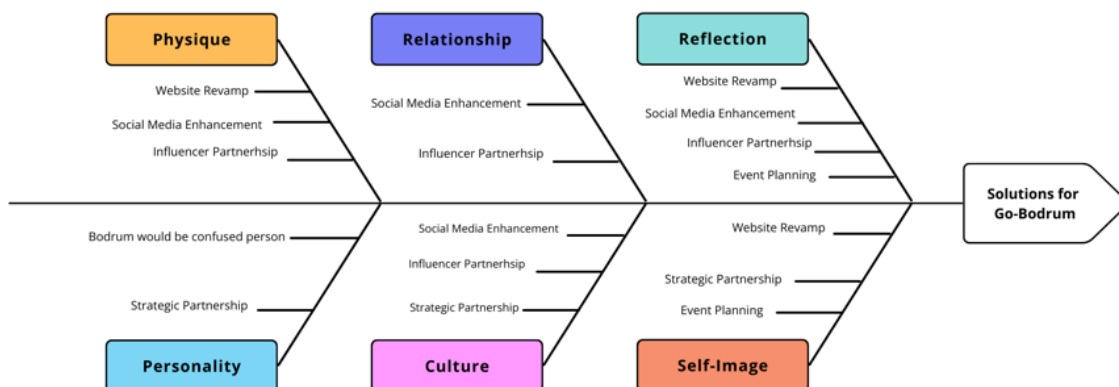


Appendix 2

PESTEL ANALYSIS



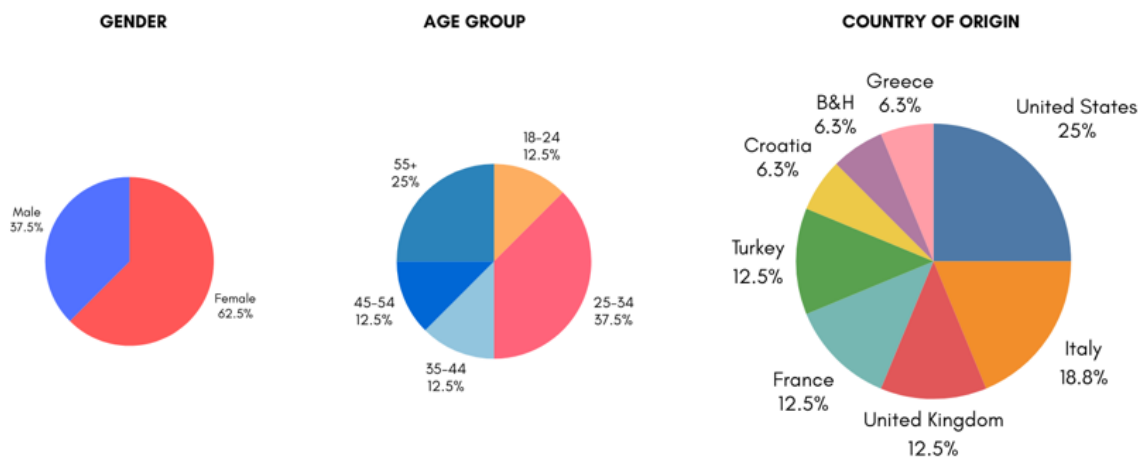
Appendix 3



Appendix 4 - Interviews conducted to get a grasp of European & American tourists' perceptions and expectations from a luxury travel

DATA COLLECTION & ANALYSIS

*Interviews were conducted avg. of 1 hr, n=15,
either face-to-face or via Zoom.*



Appendix 4 - The Buyer Personas have been created using the data collected during the interviews.

DATA ANALYSIS: BUYER PERSONA



"The Power Couple"

Interest: Exclusive Events, Fine Dining.
Activity: Yacht Tours, Wine Tasting.
Opinion: Private, Uniqueness.



"The Social Explorer"

Interest: Discovery, Fun.
Activity: Historical Tours, Festivals.
Opinion: Cultural Heritage, Night-Life.



"The Local Leisure Seeker"

Interest: Authentic Local Experiences, Scenic Views.
Activity: Local Market Tours, Camping.
Opinion: Affordable Luxury, Relaxation.

References

- Go Bodrum Official Website*. (2024). Retrieved from Go Bodrum Official Website: <https://www.gobodrum.com.tr/tr>
- Santa Monica*. (n.d.). Retrieved from Santa Monica: <https://www.santamonica.com>
- Research Gate*. (2023). Retrieved from Research Gate: https://www.researchgate.net/publication/371090456_Luxury_ecotourism_The_beneficial_of_the_social_media_platform
- Research Gate*. (2012). Retrieved from Research Gate: https://www.researchgate.net/publication/304197358_Luxury_Brand_Exclusivity_Strategies_-_An_Illustration_of_a_Cultural_Collaboration
- WP Travel Engine*. (2023). Retrieved from WP Travel Engine: <https://wptravelengine.com/travel-influencer-marketing/>
- Research Gate*. (2021). Retrieved from Research Gate: https://www.researchgate.net/publication/348132528_Influence_of_pull_factors_on_the_travel_motivation_of_foreign_tourists_towards_Bodrum-Turkey_destination
- Win Savy*. (2024). Retrieved from Win Savy: https://www.winsavvy.com/social-media-and-tourism-key-statistics/?utm_source=chatgpt.com#aioseo-social-media-influencers-generate-11-times-more-roi-for-travel-brands-compared-to-traditional-advertising
- Luxatic*. (2021). Retrieved from Luxatic: <https://luxatic.com/10-luxury-magazines-for-the-rich-and-famous/>
- Economics Help*. (2019). Retrieved from Economics Help: <https://www.economicshelp.org/blog/4909/economics/advantages-of-hosting-a-major-event/>

OKUMAN, HR Problem



Proje Ekibi: PathFounders

Grup Üyeleri: Zeynep Rana Gögebakan, Zeynep Öz, Tugay Eren Kangal, Ekin Oflaz, Muradcan Özgür

Şirket Danışmanı: Nazlı Akça

Akademik Danışman: Lale Tomruk Gümüşlüoğlu

Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

Bu çalışmanın amacı OKUMAN Medikal 'in atölye çalışma hayatından büyük bir fabrikaya taşınmasıyla insan kaynakları, finans ve muhasebe departmanlarında oluşan rol belirsizliği ve çalışanların sorumluluklarındaki karışıklıkların çözülmesidir. Problemin başlıca nedenleri iletişim problemleri ve çalışanların motivasyonlarının düşük olması olarak belirlenmiştir. Çalışanlarla yapılan birebir görüşmeler sonucunda sorunun çözümü için hibrit çalışma modeline geçilmesi, çalışma ortamının geliştirilmesi, şirket dışı sosyal aktiviteler düzenlenmesi, mentorluk ve ters mentorluk programlarının uygulanması, geribildirim mekanizmalarının kurulması ve şirket içinde oturma odası oluşturulması olarak 6 farklı öneri yapılmıştır. Bu önerilerin hayata geçirilmesi durumunda, çalışanların motivasyonlarında ve şirket içi iletişimde olumlu bir gelişme görülmesi beklenmektedir. Motivasyon ve iletişim konularının çözülmesiyle rol belirsizliği ve çalışan sorumluluklarındaki belirsizliğin ortadan kalkacağı ön görülmektedir.

Anahtar Kelimeler: Aile Şirketi, İletişim Problemleri, Motivasyon Düşüklüğü, Hibrit Çalışma Modeli, Çalışma Ortamı Geliştirme, Sosyal Aktiviteler, Mentorluk ve Ters Mentorluk, Kurumsal Kültür Değişimi

1- Company Background

Founded in 2010 in Ankara by Mustafa Uçak, OKUMAN Medikal A.Ş has emerged as a prominent player in the medical devices industry from a small workshop. Specializing in designing and manufacturing products such as patient monitors, neonatal care equipment, and anesthesia devices, the company acquired a unique position in the sector.

Building a strong export network that is well-established in over 120 countries and partnering with industry giants such as Mindray, OKUMAN has become a well-known and trusted name in the industry. The company's recent move to a large, state-of-the-art facility in the second Organized Industrial Zone in Ankara represents an essential milestone. The aspiration for innovation and further operational efficiency improvement drove this relocation.

Having a functional organizational structure and a passionate R&D team of over 30 engineers, OKUMAN targets to reduce import dependency by localizing production, contributing to the Turkish economy. Despite the general success of the transformation, some problems regarding motivation and communication arose from this expansion, which will be further explained in the problem definition section.

As a family-owned enterprise, OKUMAN perseveres in prioritizing quality, reliability, and customer satisfaction with its 131 hard-working employees. The company is dedicated to entrenching its competitive edge in a vibrant and demanding market through continuous learning and development.

2- Problem Definition

OKUMAN Medikal's problem definition was that the company's rapid growth into a large factory has caused a lack of communication, role clarity, and job descriptions of employees, creating confusion about where one person's responsibilities begin and another's end, especially within the Human Resources, Finance, and Accounting departments. In the current situation at OKUMAN Medikal, employees lack motivation and have internal miscommunication. This caused them to have low performance and inefficiencies. Root causes of this problem include insufficient feedback mechanisms, which further exacerbate these issues, preventing employees from receiving timely and actionable input to align their efforts with the company's objectives, and lack of motivation, mainly when the process is hindered by inadequate recognition of employee needs and expectations and an organizational culture that does not support open communication, relying instead on informal and verbal communication, which leads to misunderstandings and reduces transparency. In this regard, the stakeholders of the problem, top management, middle managers, and employees of the Human Resources, Finance, and Accounting departments, face challenges while adapting to the new corporate structure.

The neglect of top management to adequately communicate its expectations to mid-level managers and other employees also significantly affects communication problems and motivation. The inability of different groups to cooperate and share goals or processes, which hinders a unified corporate identity and culture, is at the core of this problem. Therefore, the real problem arises when two groups with different expectations cannot unite around the goals and way of doing business that common corporate identity and culture will bring due to communication issues and a lack of motivational tools. Relying on verbal feedback, informal communication, and lack of evaluation and motivation tools by the top management contribute

to the problem by limiting the company's overall process. All these potential causes contributing to the problem the company is currently experiencing are listed in the Fishbone Diagram (see *Appendix 1*), revealing the interconnected challenges, communication gaps, leadership deficiencies, and cultural misalignments in the company.

3- Possible Solutions

To enhance motivation and communication within OKUMAN Medikal, six distinct solutions have been proposed. To gain a deeper understanding of employee perspectives and to inform the development of these solutions, in-depth interviews (see *Appendix 2*) were conducted with the Human Resources, Finance, Purchasing, and Accounting departments.

- 1. Event Collaboration and Social Activities**
- 2. Implementing the Hybrid Work Model**
- 3. Improving the Work Environment**
 - a. Separating Each Department into Subspaces with Simple Paravanas**
 - b. Designing Quiet Working Place**
 - c. Expanding Lunch Time**
 - d. Expanding Leisure/Hobby Space**
- 4. Designating Lounge Rooms**
- 5. Mentorship and Reverse Mentorship Program**
- 6. Establish A Feedback Mechanism**

The first recommendation focuses on organizing events and social activities in collaboration with platforms like Biletix and Bubilet, under the theme “Bring Your Loved Ones,” to foster employee engagement and motivation. The second proposal suggests implementing a hybrid work model, particularly for departments such as Human Resources and Purchasing, grounded in Expectancy Theory to improve employee performance and satisfaction. The third alternative introduces multiple innovations to improve the work environment, including redesigning office spaces, creating quiet rooms, extending lunch and leisure breaks, and enhancing hobby areas, all aimed at boosting employee satisfaction, motivation, and productivity. Designated lounge rooms are proposed to increase motivation, creativity, and productivity by fostering interdepartmental communication and socialization. To facilitate knowledge transfer and bridge the generational gap among employees, both traditional and reverse mentorship programs are recommended. Finally, establishing a structured feedback mechanism is suggested to enhance communication, productivity, and task quality. All in all, these solutions collectively aim to create a more engaged, motivated, and productive workforce, contributing to the long-term success of the company.

In order to measure the impact of these solutions within the company, a survey will be conducted before the solutions are implemented and after all solutions have been implemented (at the end of 6 months). The company will customize the questionnaire according to its own expectations, but in the appendix, there is a sample for both the pre-questionnaire (see *Appendix 3*) and post-questionnaire (see *Appendix 4*).

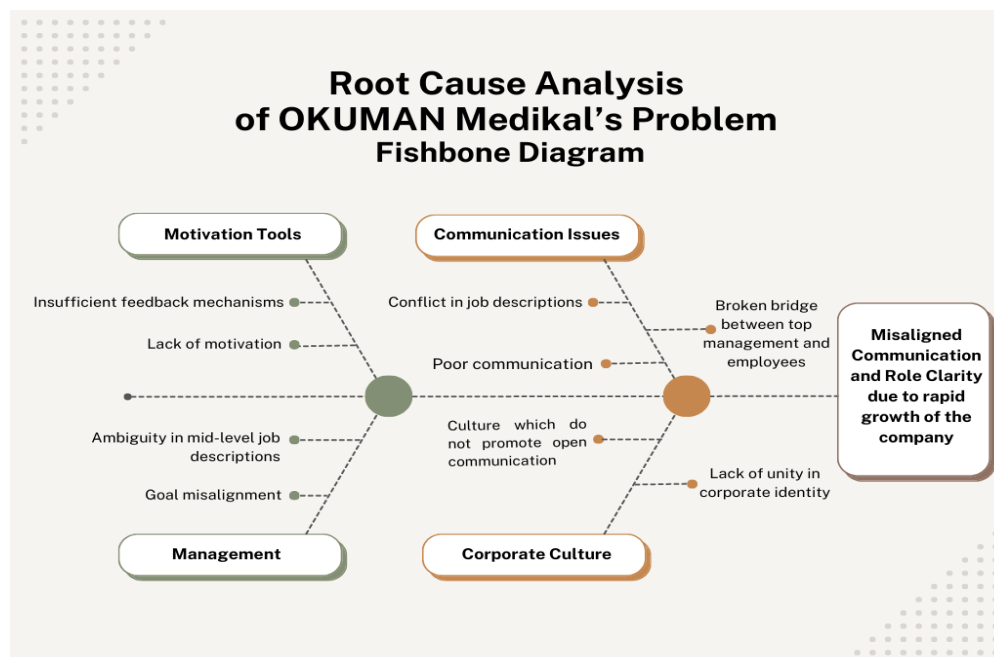
4- Conclusion

OKUMAN Medikal’s journey from a small workshop to a major player in the medical devices industry embodies innovation and ambition. However, the challenges arising from this transformation—role ambiguity, motivational barriers, and communication gaps—highlight the need for a shift in organizational practices. The proposed solutions, ranging from hybrid

work models and mentorship programs to enhanced workplace designs and structured feedback mechanisms, are not merely corrective measures but stepping stones toward a reimagined corporate culture. By fostering an environment of transparency, collaboration, and employee engagement, OKUMAN Medikal can address current inefficiencies while setting the stage for sustained growth. Incorporating social activities and innovative workspaces introduces a human-centric approach that prioritizes employee well-being and creativity. The integration of mentorship programs bridges generational divides, nurturing a culture of mutual learning and shared vision. Moreover, the feedback mechanisms ensure that all voices are heard, empowering employees to contribute meaningfully to the company's evolution. These measures will not only resolve immediate challenges but also transform the organization into a dynamic workplace that attracts and retains top talent. In doing so, OKUMAN Medikal will continue to excel in the competitive medical devices industry, driving impactful change and solidifying its position as a global leader.

Appendices

Appendix1



Appendix2 - In-Depth Interview Questions:

1. Do you think motivational activities should be held more frequently? What kind of new activities would you like to see in addition to the existing ones?
2. How is your communication with other departments?
3. How is your communication with your managers and supervisors?
4. Have you ever experienced communication breakdowns? If so, how could they be improved?
5. Do you think your job description is clear? Have you ever experienced role ambiguity?
6. How does sharing the same space with a different department affect you?
7. What kind of activities can be organized to improve interdepartmental teamwork?
8. What kind of training and development opportunities would you like the company to offer you?

9. What are your thoughts on the hybrid working model?
10. Do you think your current job is suitable for a hybrid working arrangement?

Appendix3 - Pre-Questionnaire

1. How satisfied are you with your job overall?
2. What do you like most about your job?
3. What do you like least about your job?
4. What motivates you to come to work every day?
5. Are there any specific challenges or barriers that prevent you from feeling motivated and engaged in your work?
6. How satisfied are you with the company's internal communication?
7. How likely would you be to recommend the company's communication system to friends and colleagues?
8. Do you think the internal communication reflects our values and strong company culture?

Appendix4 - Post-Questionnaire

1. How satisfied are you with your job overall?
2. What do you like most about your job?
3. What do you like least about your job?
4. What motivates you to come to work every day?
5. Are there any specific challenges or barriers that prevent you from feeling motivated and engaged in your work?
6. How satisfied are you with the company's internal communication?
7. How likely would you be to recommend the company's communication system to friends and colleagues?
8. Do you think the internal communication reflects our values and strong company culture?
9. How did you find the improvements during the period?
10. Do you recommend working in OKUMAN Medikal?

References

- By, Nickerson, C., on, U., 28, S., & Charlotte Nickerson Research Assistant at Harvard University Undergraduate at Harvard University Charlotte Nickerson is a student at Harvard University obsessed with the intersection of mental health. (2023, September 28). Herzberg's two-factor theory of motivation-hygiene. Simply Psychology. <https://www.simplypsychology.org/herzbergs-two-factor-theory.html>
- Lawler, E. E., & Suttle, J. L. (1973). Expectancy theory and job behavior. *Organizational Behavior and Human Performance*, 9(4), 482-503. <https://www.sciencedirect.com/science/article/abs/pii/0030507373900664?via%3Dihub>
- Maslow's hierarchy of needs. Corporate Finance Institute. (2023, October 15). <https://corporatefinanceinstitute.com/resources/management/maslows-hierarchy-of-needs/>

ONB TÜRKİYE, Marketing Problem



Proje Ekibi: Prestige Pioneers

Grup Üyeleri: Dilara Alıcı, Dorukhan Çalışkan, Filiz Kubat, Rabia Kayalı, Turgut Can Ceylan, Eren Aytun

Şirket Danışmanı: Eslem Nur Kırıcı

Akademik Danışman: Süheyla Özyıldırım
Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

Bu projede QNB'nin daha fazla ayrıcalık sağlaması ve pazardaki pozisyonunu güçlendirip, premium bankacılık segmentinde karşılaştığı engelleri aşması adına yardımcı olması için stratejik bir plan geliştirilmiştir. QNB'de hedeflenen müşterilerin düşük ayırt edicilik, görünürlük ve uygun müşteri hizmetlerinin eksikliği durumunu önlemek üzere ayarlamalar yapması gerekiyor. Bu konudaki en önemli girişimler, Qatar Hava Yolları, premium süpermarketler, lüks restoranlar ve spalarla özel ortaklıklar oluşturarak kişiye özel hizmetler sunmak. Ayrıca ÇYS odaklı portfolyolar ve NFT ticareti platformu entegre etmek gibi inovatif dijital hizmetler QNB'nin sunduğu hizmetleri çeşitlendiriyor. Aynı zamanda rapor Bank of America'nın sürdürülebilirlik çalışmalarından ilham alarak QNB'nin rekabetçiliğini arttırmak amacıyla gerçek zamanlı hizmetler, yeşil finans ve müşteri odaklı pazarlama stratejileri gibi çözümleri de karşılaştırıyor. Sonuç olarak bu girişimler detaylandırılmış bir strateji, kilometre taşları ve hedef bütçelerle özel segment bankacılıkta uzun süreli büyüme, görünürlüğü artırma, daha derin ve sadık müşteri ilişkileri geliştirmeyi amaçlıyor.

Anahtar Kelimeler: Premium Bankacılık, Ayrıcalık, Sürdürülebilirlik, dijital Yenilik, varlıklı Müşteriler, İş Birlikleri, Müşteri Sadakati, Yeşil Finans, Rekabet Avantajı, Görünürlük, Farklılaşma, Hedefli Pazarlama, Müşteri Memnuniyeti, Lüks Hizmetler.

1- Company Background

QNB (Qatar National Bank) is one of the leading financial institutions in the Middle East and Africa, with a legacy dating back to its establishment in 1964 in Qatar. Headquartered in Doha, QNB has grown to become a globally recognized banking group, operating in over 30 countries across three continents. It serves a diverse clientele through an extensive network of branches and a comprehensive range of financial services.

QNB's commitment to excellence and innovation has positioned it as a trusted partner for individuals, businesses, and governments. The bank offers a wide spectrum of banking solutions, including retail, corporate, and investment banking, as well as wealth management and financial advisory services. QNB is also a pioneer in adopting cutting-edge technologies to enhance customer experience, streamline operations, and deliver tailored solutions that meet the dynamic needs of its clients.

A key element of QNB's strategy is its emphasis on sustainability and corporate social responsibility. The bank integrates Environmental, Social, and Governance (ESG) principles into its operations, aiming to contribute to global sustainable development goals. Through green financing initiatives and support for community development projects, QNB demonstrates its dedication to creating a positive impact beyond the financial sector.

As the largest bank in the Middle East and Africa in terms of assets, QNB maintains a strong financial foundation and a reputation for reliability. It continues to expand its global footprint, leveraging strategic partnerships and investments to strengthen its presence in emerging and established markets alike. Guided by its vision to become a leading bank in the Middle East, Africa, and Southeast Asia, QNB remains focused on innovation, client satisfaction, and sustainable growth.

2- Problem Definition

QNB aims to enhance its premium services and strengthen its market position by focusing on improving exclusive offerings, increasing visibility, and distinguishing itself in a competitive private banking market. The bank is dedicated to catering to its First, First Plus, and Private Banking customers by delivering tailored, high-value services designed to meet their unique needs and preferences. By leveraging innovative marketing strategies, QNB seeks to effectively highlight the exclusivity and value of its premium services, making them more appealing to high-net-worth clients. This approach involves creating targeted campaigns that resonate with affluent customers, fostering stronger client relationships, and increasing the assets deposited by these segments. Additionally, QNB intends to refine its offerings by incorporating feedback from its clients, ensuring continuous improvement and alignment with market expectations. Through these efforts, QNB aims to set a new standard in private banking, building loyalty and achieving sustainable growth in an increasingly crowded and competitive landscape.

3- Possible Solutions

Establishing Exclusive Partnership with Qatar Airways

QNB and Qatar Airways will establish an exclusive partnership offering premium travel benefits premium segment clients. The benefits will be integrated into the QNB mobile application, with advanced CRM tools for easy access, optimization, and analysis of client feedback. This collaboration will strengthen QNB's competitive edge by meeting the high expectations of its clients.

Sole Beachfront Partnerships

QNB will establish exclusive partnerships with prominent beachfront locations in Çeşme and Bodrum to enhance its brand presence in popular tourist destinations. Branded events and items such as, umbrellas and towels with QNB logo, will increase visibility and engagement, connecting the bank with an affluent audience in a luxurious environment. This strategy will enhance QNB's position as a leading financial organization while offering satisfying experiences to customers.

Partnerships with Premium Supermarkets

QNB will establish exclusive partnerships with premium supermarkets such as Macro Center and Carrefour Gurme, offering customized privileges in stores and seamless payment through the QNB mobile app. Exclusive events will be organized to strengthen the connection between QNB and its clients, while technology integration ensures a smooth redemption experience. This targeted campaign will boost visibility, loyalty, and QNB's association with exclusivity in upscale retail settings.

Collaboration with Upscale Restaurants

QNB will become partners with five high-end restaurants to offer exclusive dining privileges, integrated into the QNB app for seamless access and redemption. By personalizing experiences using CRM tools, the strategy will enhance client satisfaction and loyalty. Long-term agreements with restaurants will ensure smooth implementation, aligning QNB's brand with luxury and premium experiences for its affluent clientele.

Partnership with Luxury Wellness and Spa Centers

QNB will partner with six premium spa and wellness brands to offer privileges such as reservation priority and discounts, with technology tools to identify QNB clients. Wellness-focused campaigns and events will promote these partnerships, enhancing client experiences. This initiative will increase brand engagement and loyalty while positioning QNB as a provider of top-tier customer service in a growing sector.

Maintaining and Enhancing Airport Services

QNB will enhance airport services by integrating real-time lounge availability and customer support into the QNB mobile app. Partnerships with major airports like Istanbul Airport will ensure access to premium services, while training programs for service providers will guarantee excellent delivery. Marketing strategies and real-time data integration will optimize the customer experience, reinforcing QNB's reputation as a premium financial institution.

Sustainable Investment Advisory

QNB are going to offer a sustainable investment advisory service focused on ESG investments, creating personalized portfolios with ESG-certified firms. Educational campaigns, including

conferences and seminars, will engage clients and highlight the benefits of ESG investments. Professional teams will manage these initiatives, while financial staff will be trained to guide clients in adopting sustainable strategies.

Digital Art Investment Platform

QNB will develop a digital art investment platform by integrating NFT trading and management into the QNB mobile app. Partnerships with NFT platforms and galleries will offer exclusive opportunities, while marketing campaigns and educational resources will attract tech-savvy investors. Art advisors will manage partnerships with digital art marketplaces, positioning QNB as a leader in digital art investments.

4- Conclusion

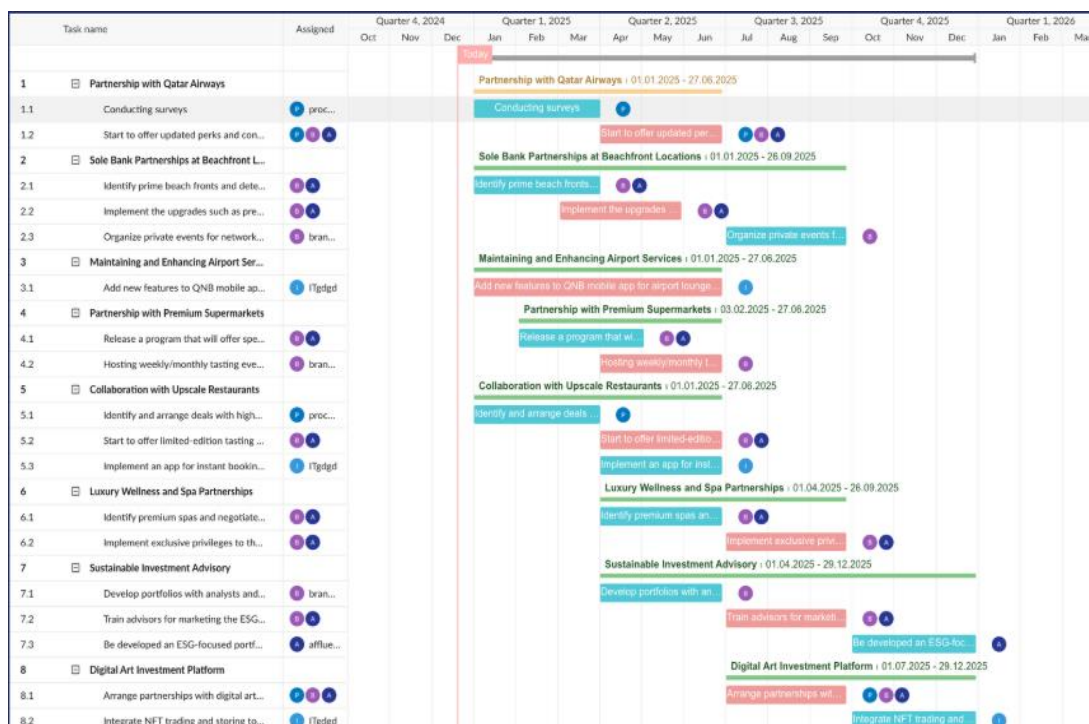
In conclusion this project provides a strategic framework for QNB to strengthen its premium banking segment and enhance its competitiveness. By addressing differentiation, visibility, and client engagement challenges, the outlined initiatives—such as exclusive partnerships, innovative services, and targeted marketing—aim to deliver exceptional value to high-net-worth clients. Inspired by Bank of America’s sustainability initiatives, QNB will integrate ESG principles into its offerings, fostering a more sustainable and client-focused approach. With clear goals, actionable steps, and measurable outcomes, these strategies position QNB for long-term growth, stronger client relationships, and enhanced market leadership. To sum up, the all evidences and perspectives shows how they can improve and differentiate their private banking segment. Aligned with QNB's vision of prioritizing customer satisfaction and asset growth over client volume, these strategies enhance exclusivity, loyalty, and engagement. By delivering tailored solutions, QNB strengthens its leadership in private banking, ensuring sustainable growth and exceptional value for its clients.

Appendices

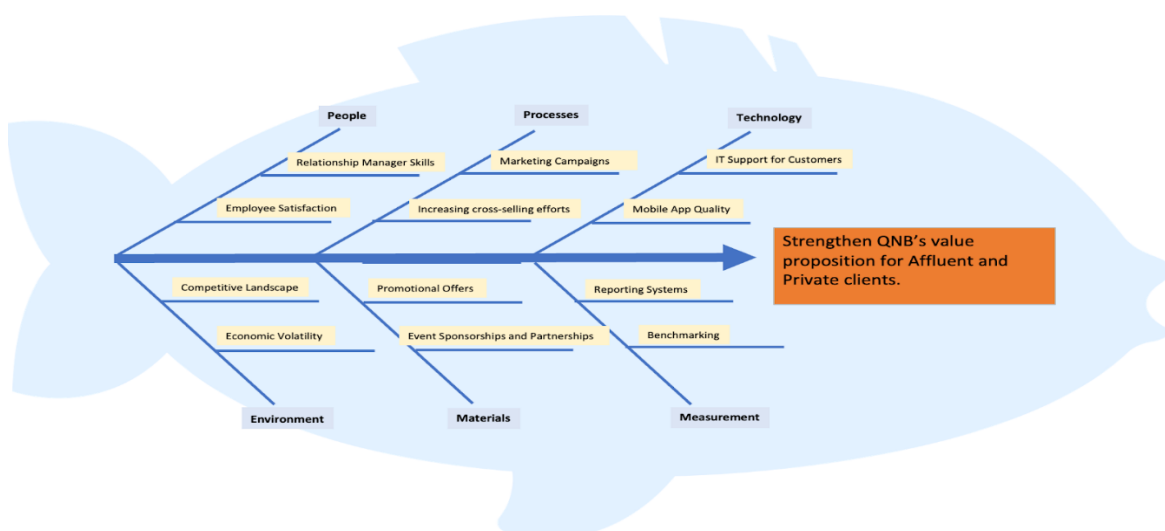
Appendix1 - Smart Goals Objective for QNB

S	M	A	R	T
<ul style="list-style-type: none"> • Introduce 5+ exclusive opportunities for high-net-worth clients. • Launch targeted marketing campaigns. • Host monthly events/webinars. • Partner with luxury brands. • Revise deposit limits for high-tier clients. 	<ul style="list-style-type: none"> • Increase client satisfaction by 15% (mid-2025). • Boost awareness by 20% (end-2025). • Achieve 30% client participation in events (mid-2025). • Increase private client deposits by 10% (end-2025). 	<ul style="list-style-type: none"> • Leverage QNB's expertise, resources, and brand in private banking. • Utilize data-driven strategies to reach target audiences • Partner with luxury brands for exclusivity. 	<ul style="list-style-type: none"> • Supports QNB's private banking growth and competitiveness. • Supports long-term client relationship building and financial growth. 	<ul style="list-style-type: none"> • Launch marketing campaigns by April 2025. • Implement revised deposit limits by March 2025. • Achieve all objectives (e.g., partnerships, satisfaction targets, deposit growth) by end-2025.

Appendix2 - Responsibilities and Timelines about Recommended Solutions



Appendix3 - Fishbone Diagram about “Key Factors Influencing QNB's Value Proposition for Affluent and Private Clients”



References

About Us. QNB. (n.d.). <https://www.qnb.com.tr/en/about-qnb/about-us#:~:text=About%20QNB%20T%C3%BCrkiye%20%E2%80%93%20Our%20History&text=Finansbank%20A.,and%20the%20Turkish%20Commercial%20Code.>

Global ayrıcalıklar: Ayrıcalıklar: Private banking. Ayrıcalıklar | QNB Private Banking. (n.d.-a). <https://www.qnb.com.tr/private/private-ayricaliklar/global-ayricaliklar>

Private banking. (n.d.-a). <https://www.qnb.com/sites/qnb/qnbprivate/page/en/enprivatebanking.html>

Private banking. QNB Bankacılık ve Finans Hizmetleri. (n.d.). <https://www.qnb.com.tr/private>

Private seyahat: Ayrıcalıklar: Private banking. Ayrıcalıklar | QNB Private Banking. (n.d.-b). <https://www.qnb.com.tr/private/private-ayricaliklar/private-seyahat>

Product and services. (n.d.-b). <https://www.qnb.com/sites/qnb/qnbprivate/page/en/enproductandservices.html>

TRENDYOL E-FATURAM, Marketing Problem



Proje Ekibi: The Brand New

Grup Üyeleri: Efe Ergincan, Gülin Saygılı, Ahmet Burak Aksu, Neslihan İrem Öncel, Burcu Özden, İrem Ünlü

Şirket Danışmanı: Öykü Dal

Akademik Danışman: R. Serdar Kurdoğlu
Koordinatör Danışman: Ceren Aydoğmuş

ÖZET

Bu proje, Trendyol e-Faturam'ın marka bilinirliğini artırmaya ve büyümesini desteklemeye yönelik, geleneksel ve dijital pazarlama kanallarını harmanlayan bir strateji önerisi sunmaktadır. Rapor, sektördeki ana rakiplerin detaylı bir analizine dayanıp çeşitli iletişim kanallarını uyumlu bir şekilde bir araya getirerek Trendyol e-Faturam'ın rakipleriyle olan farklarını kapatmayı ve pazardaki konumunu güçlendirmeyi amaçlamaktadır. Marka bilinirliğini artırmak için, YouTube içerikleri, SEO çalışmaları, Trendyol pazar yeri reklamları, blog önerileri, TÜRMOB ve İkas gibi dernekler ve şirketlerle iş birlikleri, LinkedIn aktiviteleri, ve FinTech etkinliklerine katılım sağlanması planlanmaktadır. 2025 yılına yönelik hazırlanan plan, çeyrek dönemler halinde SMART hedeflerle şekillendirilmiş ve kaynakların verimli şekilde kullanılmasına büyük önem verilmiştir. Plan, Türkiye'nin dijital dönüşümüne katkı sunacak ESG kriterlerine dayalı sürdürülebilir uygulamalar ile Trendyol e-Faturam'ın görünürlüğünü artırarak ve uzun vadeli etki yaratarak pazar lideri konumuna getirmeyi amaçlamaktadır.

Anahtar Kelimeler: e-Dönüşüm, e-Fatura, Geleneksel Pazarlama, Dijital Pazarlama, Konumlandırma, Dijital Dönüşüm.

1- Company Background

Trendyol e-Faturam, a digital invoicing solution provider, operates under Trendyol. Founded in 2010, Trendyol is the leading e-commerce marketplace in Türkiye and one of the top platforms in the world. Alongside its multi-category marketplace in Türkiye, it maintains one of the country's pioneering R&D centers, Trendyol Tech; Türkiye's fastest growing logistics network, Trendyol Express; instant grocery and meal delivery service, Trendyol Go and Türkiye's largest second-hand goods platform, Dolap. DSM E-Dönüşüm ve Bilişim Hizmetleri was founded on July 7, 2022, to provide e-invoicing services to meet the increasing need for digital transformation solutions and to comply with the regulatory standards set by The Revenue Administration. The service is designed to meet the various needs of companies, from small and medium-sized businesses to large corporations that produce a lot of digital invoices. It also complies with standards, guaranteeing that companies meet the legal requirements of the dynamic digital economy.

Trendyol e-Faturam first teamed with another multinational e-invoicing company to speed up its debut into the digital financial industry. The company promptly provided services that meet regulatory requirements and supported its users through said company's infrastructure and experience. The collaboration ended when Trendyol e-Faturam built its platform after maturing and gaining a greater understanding of the market. This allowed Trendyol e-Faturam to fully control its e-invoicing, e-archive, and e-dispatch services operations.

Its dedication to innovation and customer-focused mindset establish it as a reliable partner in Türkiye's digital economy. With a vision of simplifying financial procedures by offering an easy service and a commitment to empower companies with scalable solutions, Trendyol e-Faturam is a vital part of Türkiye's digital transition.

2- Problem Definition

In 2022, Trendyol launched its e-invoicing service, "Trendyol Faturam," utilizing Digital Planet's infrastructure. By 2024, the service transitioned to an internal system and was rebranded as "Trendyol e-Faturam." Currently housed on trendyolefaturam.com, it offers credit-based packages where each transaction deducts one credit. While the platform is currently limited to Trendyol retailers, plans are underway to expand to external users, who must register to access the system. This expansion requires a targeted communication strategy to enhance brand awareness and differentiate the service in a competitive market.

Trendyol e-Faturam enables users to issue e-invoices, e-archives, and other e-accounting documents integrated with the GİB (Revenue Administration). With a strong focus on operational excellence and customer satisfaction, the platform has performed well for a new entrant. However, intensifying competition demands a strategic communication mix to capture market share and unlock its full potential.

While evaluating the communication mix elements, we focused on existing marketing efforts and established benchmarks for each potential component. Additionally, we adjusted specific planned channel strategies to ensure they effectively conveyed messages that were aligned with and reinforced the desired brand image and positioning for Trendyol e-Faturam. This approach aimed to create a cohesive and impactful communication strategy.

3- Possible Solutions

We preferred to address this issue with an integrated communication marketing approach to deliver consistent, complementary, and connected messages among various communication channels (Belch & Belch, 2020). This allowed our solutions to be rigorously explained and delicately executed, signaling a consistent brand image without any overlaps to wear out the target customers. We have divided this approach (See *Appendix 1*) into 2 subgroups: Digital Marketing Channels consist of comprehensive YouTube video series, organic LinkedIn activity, and SEO (Trendyol marketplace ad as well), and Traditional Marketing Channels consist of blog recommendation, collaborations & partnerships with organizations as well as event marketing. While evaluating the communication mix elements, we focused on existing marketing efforts and established benchmarks for each potential component. Additionally, we adjusted certain planned channel strategies to ensure they effectively conveyed messages that were aligned with and reinforced the desired brand image and positioning for Trendyol e-Faturam. This approach aimed to create a cohesive and impactful communication strategy to enhance brand awareness and utilize the process to assist Trendyol e-Faturam in capturing the potential market share in the near future.

3.1 Digital Marketing Channels

Comprehensive YouTube Video Series

The absence of Trendyol e-Faturam on YouTube indicates a gap and sets it apart from competitors who have already established a presence with such material. Trendyol e-Faturam should center its integrated marketing strategy around a series of YouTube videos to address this issue. These videos should showcase the benefits and functionality of Trendyol e-Faturam while providing a user guide for e-invoicing. Additionally, they should focus on the Turkish e-invoice industry and incorporate the latest announcements and developments from the Revenue Administration. Videos in various forms, including YouTube Shorts for instant engagement, should include setup procedures, success stories, and regulatory updates. Frequent uploads and analytics tracking are expected to improve audience engagement, foster confidence, and establish Trendyol e-Faturam as a primary source for digital invoicing.

SEO and Trendyol (Owned Marketplace Ads)

To enhance brand awareness, Trendyol e-Faturam should prioritize investing time in SEO by leveraging its existing backend team without forming a separate SEO unit. Aligning SEO efforts with content and communication channels will optimize keyword relevance and visibility. Trendyol e-Faturam is competitive in Google search rankings, challenging strong competitors through organic search optimization (See *Appendix 2*). However, a more structured and strategic approach to operations can significantly improve its web presence and brand visibility.

Addressing technical issues such as broken links and load speeds should be prioritized before advancing to backlink acquisition and on-page optimization. Utilizing tools like Google Analytics will enable proactive monitoring, ensuring consistent improvements and maximizing the efficiency of these investments. Furthermore, Trendyol e-Faturam can capitalize on the extensive web presence of Trendyol Marketplace itself.

According to Google Trend data from the past year, Trendyol Marketplace has garnered significantly higher interest in Türkiye than competitors like Hepsiburada and Amazon Türkiye (See *Appendix 3*). Incorporating a free, embedded info session in the upper section of the marketplace (See *Appendix 4*), similar to the existing promotion of the QNB Trendyol credit

card, can further bolster organic search engine optimization efforts and positively contribute to the brand awareness process.

Organic LinkedIn Activity

Starting and managing a LinkedIn page for a regular consumer is simple and free, excluding premium accounts. Success on the platform hinges on consistent activity, timely posts, and user engagement to maintain a professional presence. While LinkedIn offers paid options like ads to boost visibility, many competitors aggressively share exclusive content to enhance their professional image. However, our initial analysis indicates that firms generating 200,000 to 500,000 views through exclusive LinkedIn content only achieve around 2,500 more followers than basic users, and they are not considered strong competitors (See *Appendix 5*).

On the other hand, the most formidable competitors do not prioritize LinkedIn, making organic activity a strategic opportunity. By signaling a "professional yet approachable" image, organic LinkedIn efforts can align with integrated marketing communication goals. Posts should adopt a specific tone and execution-style to ensure this alignment while addressing consumer complaints transparently and promptly to foster satisfaction and encourage word-of-mouth.

Despite its benefits, organic LinkedIn activity demands regular time and attention. Performance should be monitored using LinkedIn metrics such as engagement rates, follower growth, and audience reactions. If necessary, additional metrics can be utilized by the analytics or marketing teams to refine strategy and ensure alignment with broader business objectives.

3.2 Traditional Marketing Channels

Blog Recommendations

The blog page can work in harmony with YouTube and SEO channels, offers a wide range of content from a sectoral perspective, such as e-invoice guides, business management, SMEs, legislation, and entrepreneurship in both written and video formats. Videos should be designed to redirect to YouTube, thus positively increase the interaction on both channels. The blog can include games/tests that will keep users interested in a simple format. An example for this can be the test titled as "How much do you know about the e-invoice system?". In this way, users are expected to learn technical information without boredom and spend more time on the site. By employing keyword strategies like #SME, #tax, #e-invoice, and #e-commerce, the blog's interaction is expected to increase consistently, enhancing visibility as a dynamic and engaging platform that fosters reader connection. Since the blog interface is user-friendly, understandable, and practical, it should ensure accessibility for readers. As a result, the blog can effectively direct audiences to discover and engage with Trendyol e-Faturam, further solidifying its presence in the sector.

Collaborations & Partnerships with Other Associations and Companies

Collaboration with TÜRMOB, a Turkish-certified public accountants body, can allow for conducting Trendyol e-Faturam to speed up compliance, raise awareness, and promote digital transformation through co-branded campaigns, webinars, and workshops targeting accountants. These programs have the potential to improve industry reputation and confidence. Moreover, partnering with İkas, a next-generation e-commerce platform for SMEs, can highlight a strategic opportunity for Trendyol e-Faturam. İkas simplifies e-commerce management for over 7,000 users and collaborates with close competitors. By becoming an integrator on İkas' platform, Trendyol e-Faturam can expand its market reach significantly.

Both actions are anticipated to improve client satisfaction and strengthen Trendyol e-Faturam's position in Türkiye's changing digital transformation environment.

Event Marketing

Fintech events create an ideal platform for industry leaders and startups to exchange knowledge and collaborate. These gatherings typically focus on key aspects of financial digitalization, including artificial intelligence, digital payment systems, entrepreneurship, and digital marketing. The speakers at such events include representatives from SMEs, large corporations, banks, technology providers, telecom operators, and private integrators—stakeholders who Trendyol e-Faturam will directly impact. Therefore, attending the 2025 fintech events listed in the Appendix 6 can be an excellent opportunity for Trendyol e-Faturam to gain brand visibility by attending as a speaker or via sponsorships. The events that will be held in 2025 are “TechFin Tech 2025”, “İstanbul Fintech Week,” “Fintech İstanbul – B2B Connect Summit”, “Webrazzi Summit 2025,” and “Webrazzi Fintech 2025.”

3.3 Allocated Budget for the Recommended Solutions

A separate budget study was made for each Trendyol e-Faturam's integrated marketing project phase (see *Appendix 7*):

A production team, influencers, spokespersons, scriptwriters, and editors are all necessary for the YouTube video development process. Depending on their level of popularity, professional hosts in Turkey charge 1,000–17,000 TRY per video, whereas micro or mid-level influencers charge 1,500–10,000 TRY every post or video (Smup, 2023; *Sosyal Medya Fenomenleri Kaç Para Kazanıyor?*, 2022).

Although Trendyol already has a solid SEO team responsible for the marketplace and e-Fatura, they do not have much time to allocate to Trendyol e-Faturam. Hiring 2-3 SEO specialists would be beneficial to balance this process, where one worker's average salary in 2024 Fall is 48,400 TRY (Kariyer.net, 2024). Also, laptops with SEO-required capabilities would cost 20,000 TRY minimum in the Trendyol marketplace (Ranktracker, 2024).

Organic LinkedIn activity has no additional requirements besides relevant time allocation and 1-2 worker's power.

The estimated budget for the Trendyol e-Faturam blog page includes application subscription costs of approximately 380,000–400,000 TRY per year, covering essential platforms such as Adobe Premium, Semrush, Hootsuite, Yoast, and Canva Premium (*Pricing plans*, 2024). These tools are critical for the blog to produce high-quality content and provide effective SEO strategies and visually appealing designs. In addition, the planned monthly salary for the content producer is 37,300 TRY, the digital marketing specialist 44,200 TRY, and the designer 38,000 TRY, ensures that the blog will work with experts who can professionally create and optimize written and video content (*Kariyer.net*, 2024).

The expected expenses for the TÜRMOB Collaboration are 4,800–12,000 TRY for venues (*Eventflare*), 5,000 TRY for sound systems, and 65–550 TRY for food per guest (*Kervan Organizasyon*, 2024). Digital tools and promotional items are also required, such as 1,000 USB drives (150,000 TRY) and 3,000 branded notebooks (300,000 TRY) (*PromoZone*, 2024). A budget is also needed for user onboarding, partnership fees, and co-marketing campaigns when working with İkas.

An event marketing team needs to be formed for event marketing. Various sponsorship levels are available for fintech events, including gold, platinum, diamond, and primary sponsorships. The budget for sponsorships should range from 6,000€ to 60,000€, depending on the sponsorship level (see *Appendix 7*). A budget of 10,000 TRY should be allocated for each event's participation fees (*E-Ticaret ve E-İhracat Konferans Serisi*, 2024).

4- Conclusion

In conclusion, Trendyol e-Faturam, an e-invoicing solution provider, faces the challenge of capitalizing on its brand awareness. To enhance Trendyol e-Faturam's brand visibility and address challenges, an integrated marketing communications strategy combining traditional and digital methods is proposed. Key marketing channels include YouTube content creation, SEO, Trendyol marketplace ads, LinkedIn activities, blogs, partnerships with associations like TÜRMOB and İkas, and event marketing.

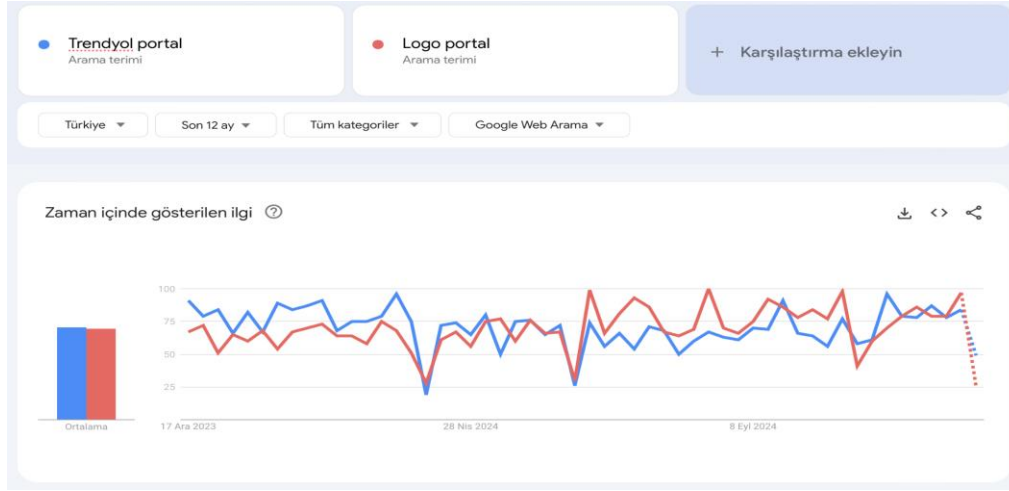
The proposed approach includes a well-crafted communication strategy rooted in SMART goals to achieve measurable outcomes aligned with the company's mission. Regular YouTube videos and blog updates enhance visibility and establish thought leadership, while LinkedIn supports the development of professional networks. Collaborations with TÜRMOB and İkas broaden the audience, and event marketing fosters stronger connections through direct interaction with stakeholders. Ongoing feedback and data analysis ensure performance improvements across all platforms. This holistic strategy leverages diverse marketing channels to distinguish Trendyol e-Faturam from competitors, drive its growth by attracting new customers, and reinforce its dedication to advancing Türkiye's digital transformation objectives.

Appendices

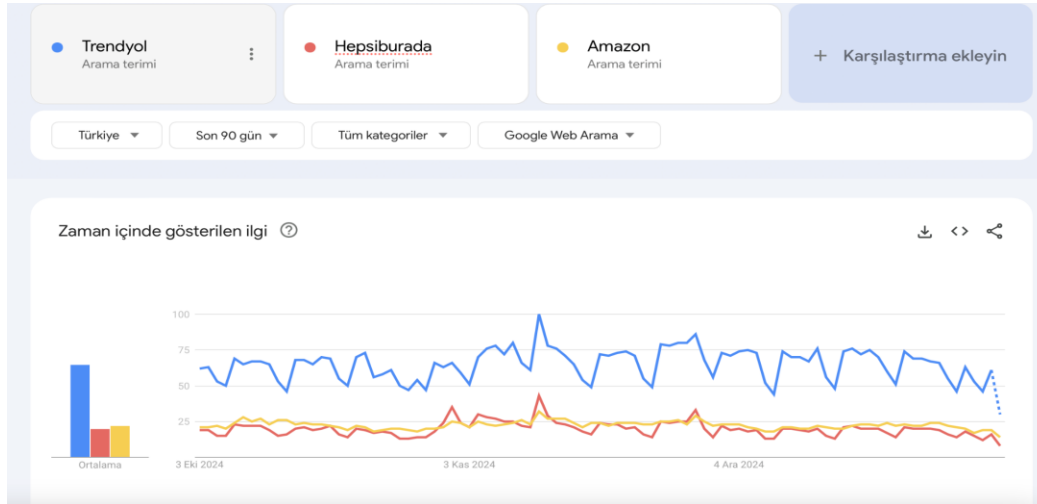
Appendix1 - Best Solution Mix



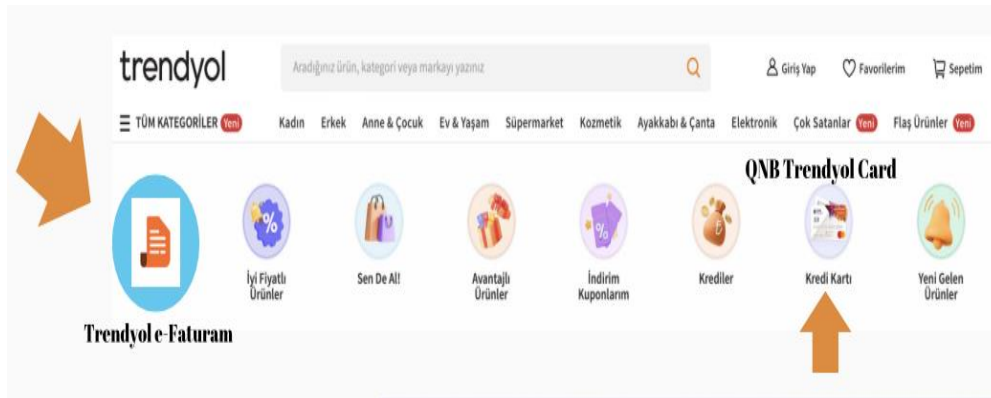
Appendix2 - Clicks for the search "Portal"



Appendix3 - Clicks for the search "Trendyol" vs "Hepsiburada" vs "Amazon Türkiye"



Appendix4 - Trendyol Marketplace



Appendix5 - Comparative Benchmarking Analysis for YouTube

	eLogo	Paraşüt	EDM Bilişim	Yengeç	QNB e-Finans
link	www.youtube.com/@eLogoBusiness	www.youtube.com/@Parasutcom	www.youtube.com/c/EDMBilisimAS	www.youtube.com/@yengecco	www.youtube.com/@QNBFinans
joined	September 27, 2019	March 28, 2015	December 3, 2014	November 13, 2020	January 28, 2015
# subscribers	5.79K subscribers	8.55K subscribers	1.66K subscribers	154 subscribers	1.96K subscribers
# videos	255 videos	128 videos	279 videos	83 videos	147 videos
# views	4,718,027 views	17,699,333 views	20,264,336 views	368,412 views	
avg. views	18502 views	138276 views	72632 views	4439 views	6,082,039 views
topics	e-Danışın e'li Başarı Hikâyeleri eLogo e-Cözümler eLogo Mevzuat Eğitimleri e-Fatura & e-Arşiv Fatura e-İrsaliye e-Mühürsıl Makbuzu & e-Serbest Meslek Makbuzu e-Defter Süreçleri Logo Connect İşlemleri Entegratörülük Portalı İşlemleri Satın Alma ve Hesap Açma İşlemleri eLogo Online Eğitimler	Paraşüt Kullanım Rehberi e-Fatura & e-Arşiv Eğitimi Paraşüt ile #KolayGelsin Paraşüt'ün Mutlu Patronları	e-Fatura e-Dönüşüm Müşteri Memnuniyeti Mail Fatura	Faturalama GİB e-Arşiv Portal ile e-Ticaret Faturalama	Sıkça Sorulan Sorular Eğitim İçerikleri e-Defter e-Mühürsıl Makbuzu & e-Serbest Meslek Makbuzu e-İrsaliye e-Fatura & e-Arşiv Fatura QNB eFinans KEP
notes					yenilikleri ve kampanyalarını YouTube community'den de paylaşıyorlar.

Appendix6 - Lists of Summits and Conferences Related to e-Invoicing

Platform	Global/ Local	Yıl	Ay	Tarih	Lokasyon
İstanbul Finans Kongresi	Local	2023	Aralık	21 Aralık 2023	İstanbul, Turkey
IFINTEC Finance Technologies Conference and Exhibition	Local	2024	Mayıs	6 May 2024	İstanbul, Turkey
Fintech İstanbul - B2B Connect Summit	Local	2024	Mayıs	9 May 2024	İstanbul, Turkey
UiPath Yapay Zeka ve Otomasyon Zirvesi	Local	2024	Mayıs	9 May 2024	İstanbul, Turkey
TechFinTech 2024	Local	2024	Haziran	11 Haziran 2024	İstanbul, Turkey
E-Ticaret ve E-İhracat Konferansı	Local	2024	Eylül	19 Eylül 2024	İstanbul, Turkey
Brand Week İstanbul	Local	2023	Eylül	11-14 September 2023	İstanbul, Turkey
Webrazzi Summit 2024	Local	2024	Ekim	23 Ekim 2024	İstanbul, Turkey
Agile Türkiye Summit 2024	Local	2024	Ekim	24 Ekim 2024	İstanbul, Turkey
EBINTEC Banking Innovation Conference and Exhibition	Local	2024	Kasım	12 November 2024	İstanbul, Turkey
Webrazzi Fintech 2024	Local	2024	Aralık	11 Aralık 2024	İstanbul, Turkey
Fintech 101 Eğitim Programı	Local	2024	Kasım	1 Kasım 2025	İstanbul, Turkey
İstanbul Fintech Week	Local	2025	Mayıs	6-7 Mayıs 2025	İstanbul, Turkey
Agora Fintech	Local	2025	Nisan	17-19 Nisan 2025	İstanbul, Turkey
TechFinTech 2025	Local	2025	Nisan	15 Nisan 2025	İstanbul, Turkey
Webrazzi XYZ 2025	Local	2025	Mayıs	7 Mayıs 2025	İstanbul, Turkey
Webrazzi Summit 2025	Local	2025	Ekim	22 Ekim 2025	İstanbul, Turkey
Webrazzi Fintech 2025	Local	2025	Aralık	10 Aralık 2025	İstanbul, Turkey
Fintech İstanbul - B2B Connect Summit	Local	2025	Mayıs	22 Mayıs 2025	İstanbul, Turkey
E-Ticaret ve E-İhracat Konferansı	Local	2025	Şubat	20 Şubat 2025	İzmir, Turkey
MTSO B2B Networking	Local	2025	Ocak	9 Ocak 2025	Mersin, Turkey
Mobilefest 2025	Local	2025	Nisan	17-19 Nisan 2025	İstanbul, Turkey

Appendix7 - Budget Table

Influencer fees*	29.147
Host fees*	9.000
Total Youtube Budget	38.147
Hired SEO workers*	121.000
New laptops	50.000
Total SEO Budget	171.000
Total LinkedIn Budget	-
Software Costs	382.167
Monthly Salaries*	119.500
Total Blog Budget	501.667
Venue Costs*	120.000
Notebooks & USBs	450.000
Total Collaboration Budget	570.000
Fintech participation fees*	50.000
Total Event Budget	50.000
Total Budget	1.330.814

References

Belch, George E., Belch, Michael A., Kerr, Gayle, Powell, Irene, Waller, David. (2020). *Advertising: An Integrated Marketing Communication Perspective* (4th ed. Pdf ed.). Sydney: McGraw-Hill Education.

E-Ticaret ve E-İhracat Konferans Serisi. (2024, October 11). oniki.net.
<https://www.canva.com/design/DAGHcQ-rJP0/InZNzQZWY5WU6j9Opsc4tw/edit>

Eventflare. (n.d.). *Event venues*. Eventflare. Retrieved December 22, 2024, from
<https://eventflare.io/venues.html>

Google. (n.d.). *Interest over time for "Trendyol" vs "Hepsiburada" vs "Amazon"* (Türkiye, December 2023–December 2024). Retrieved January 3, 2025, from
<https://trends.google.com>

Google. (n.d.). *Interest over time for "Trendyol portal" vs "eLogo portal"* (Türkiye, December 2023–December 2024). Retrieved December 20, 2024, from
<https://trends.google.com>

Kariyer.net. (n.d.). *Dijital içerik yöneticisi maaş*. Retrieved December 29, 2024, from
<https://www.kariyer.net/pozisyonlar/dijital+icerik+yoneticisi/maas>

Kariyer.net. (n.d.). *Dijital pazarlama uzmanı maaş*. Retrieved December 29, 2024, from
<https://www.kariyer.net/pozisyonlar/dijital+pazarlama+uzmani/maas>

Kariyer.net. (n.d.). *Tasarımcı maaş*. Retrieved December 29, 2024, from
<https://www.kariyer.net/pozisyonlar/tasarimci/maas>

Kervan Organizasyon. (n.d.). *Catering hizmeti*. Kervan Organizasyon. Retrieved December 22, 2024, from <https://kervanorganizasyon.com/catering-hizmeti.html>

Paradergi. (2022, July 25). *Sosyal medya fenomenleri kaç para kazanıyor?* Retrieved from <https://www.paradergi.com.tr/life-style/2022/07/26/sosyal-medya-fenomenleri-kac-para-kazaniyor>

PromoZone. (n.d.). *Promosyon ürünleri*. PromoZone. Retrieved December 22, 2024, from <https://promozone.com.tr>

Ranktracker. (2024, July 31). *Best PC configuration for SEO freelancers*. Retrieved December 26, 2024, from <https://www.ranktracker.com/tr/blog/best-pc-configuration-for-seo-freelancers/>

Semrush. (n.d.). Pricing plans. Retrieved December 29, 2024, from <https://www.semrush.com/pricing/>