

# TURKISH BRANDS

Every  
country  
is as rich  
as its  
brands.

# TM



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Hacı Mehmet Sakir (1844-1928), who gave his name to the Hacı Sakir soap brand (G. Ö. Ocakoğlu and M. Koraltürk, Sabunun Hikayesi, Rota Yayınları, 2003, p. 23)

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# Honoring Core Brand Values: Hacı Şakir

## The Brand in Brief

When the Hacı Şakir brand first began production in 1889 on the Crimean Peninsula in the former Russian Empire, there were certain core brand values that it strictly adhered to: trustworthiness and honesty. Since that time, the brand has emigrated from its country of origin, increased its production, introduced quality standards, built new production plants, welcomed new owners, and become a brand of Colgate-Palmolive Turkey (CP Turkey), but throughout, Hacı Şakir has managed to stay loyal to these two fundamental brand intrinsics. Apart from some minor modifications, the brand logo today is the same as the original.

Although Hacı Şakir did not invest heavily in marketing communications before it became a Colgate-Palmolive Turkey brand, the quality of the soap it produced and the consumer satisfaction that this generated created a wide and loyal consumer base. Subsequent investments that CP Turkey made in the brand umbrella essentially highlighted the traditional values associated with Hacı Şakir. Most consumer research showed that everyone had a heartwarming story built around Hacı Şakir that made people smile and remember "the good old days." This valuable concept was used as the main theme in Hacı Şakir's brand communications over the years. Marketing teams took particular care to ensure that any new brand extensions did not damage the Hacı Şakir brand but instead added value to it: in other words, they made sure that new Hacı Şakir products did not conflict with the core values that shaped the brand. They also remarketed some products in the Hacı Şakir portfolio, such as Hacı Şakir Pure Granulated Soap, after revising the entire marketing mix. The aim was to have an ever-expanding product portfolio which would support the main Hacı Şakir brand. Later on, beauty soaps introduced to the market for the first time added new value to Hacı Şakir.

New types of bath soap containing glycerine, olive oil and milk were thoroughly researched with potential consumers, and once again marketed with care.

Hacı Şakir bath gels and shampoos were later launched with similar caution. At the end of 2005, Hacı Şakir soap dominated the Turkish soap market, holding a 32% share of 64,000 tons and 154 million USD in value. The brand's positioning is crystal clear in the consumer mind, and the brand is easily distinguishable from its competitors. Consumer research has indicated that Hacı Şakir's consumer liking and trust, and hence its brand loyalty, are twice international averages. Hacı Şakir remains visibly committed to pursuing innovation, enhancing positive consumer perception, and continuing its branding efforts "from generation to generation."

## The Beginnings of the Hacı Şakir Brand

The roots of the Hacı Şakir brand date back to 1889, to the time of Hacı Ali Sabuncuzade and the Kazan Tatar Turks who lived by the Volga River on the Crimean Peninsula. One year, after a disastrous flood, the Sabuncuzade family decided to emigrate to İstanbul. When they arrived, they settled in the city's Laleli district. Initially, Hacı Ali found it very hard to adapt to new market conditions. Competition was even fiercer in his new homeland. However, he still refused to compromise his basic principles. Hacı Ali's son, Mehmet Şakir (who gave the "Şakir" to the Hacı Şakir name), had to take over the business at the age of 14, after his father died. Hacı Ali's last request to his son was,

Always stay away from deceitful and devious business practices, and make sure that you hold the family members together in their new homeland, far away from the place where they were born. ♡

The family remained fiercely loyal to these two principles. Hacı Ali also asked for a favor from a close friend just before he passed away. He asked him to give his son a bag full of gold coins, telling his son that it was a loan. This way, he believed, Mehmet Şakir would treat the money as borrowed, and would be much more careful while spending it. Mehmet Şakir did not learn the real story until he had finished paying back the money to his father's friend! Mehmet Şakir and his first son, Ahmet Tefvik, were also very strict about product quality, and remained faithful to their word in every situation. For them, "Their word was their signed check, and the quality of the product their integrity and honor." (Sabunun Hikayesi, p.26)

In 1915 there were two soap factories in İstanbul, one of which belonged to Hacı Şakir. The combined annual production of these two plants was around 148 tons (Sabunun Hikayesi, p. 35). In 1920 the Hacı Şakir family moved to a larger house on Kantarcılar Yokuşu, and developed a production site next to it. (Production at the Kantarcılar site continued uninterrupted for fifty years, until Hacı Şakir moved to a modern plant in Ayazağa, İstanbul in 1970.)

Mehmet Şakir worked with other Muslim merchants on the organization of the first Economic Congress in İzmir, Turkey on February 17, 1923, shortly after the end of the Turkish War of Independence. (The Congress was initiated by Mustafa Kemal Atatürk, the founder of the Turkish Republic, with the aim of articulating the country's new economic policy after its military success. The Republic was declared on October 29, 1923, eight months after the Congress.) The family acquired the company name Sabuncuzade M. Şakir ve Mahdumu Müessesatı Ticari ve Sınai Türk A.Ş. ("Soap Producer M. Şakir and Sons, Trade and Industry PLC") in 1925. The company was approved by Mustafa Kemal Atatürk, and was listed in the trade register as the 91st company of the new Turkish Republic. Years later, in 1957, the son of Ahmet Tefvik played a critical role in the creation of the İstanbul Chamber of Industry, and Hacı Şakir became the first member of the Chamber.



The 1925 trade register entry for Soap Producer M. Şakir and Sons, Trade and Industry PLC, the 91st company of the new Turkish Republic. (In 1925, all official communications in Turkish still used Arabic script. This changed in 1928, when the Latin alphabet was adopted for Turkish as part of Atatürk's reforms.) (Sabunun Hikayesi, p. 35)

## Initial Brand Values

Analysis of the Hacı Şakir corporate culture shows clearly that there are certain brand values which have dominated the brand's essence over the years. Most of these values remain unchanged since Hacı

Ali Bey's last wishes. Clearly for the Sabuncuoğlu family (the name literally means "son of the soap maker" in Turkish), it was of utmost importance to be a decent trader and an honest person, and the family imparted these values to the brand which bore their name. As an example, published sources tell us that the family were meticulous in their purchases of raw materials. The olive oil that was purchased would be evaluated by tasters first for its acidity, consistency and regional origin. In addition, final approval of the soap's consistency could only be given by soap masters, who would taste the soap in the boilers and trust their tongues. Ahmet Tevfik Bey himself would also pick at random from soaps ready for delivery and cut them in half with a sharp knife, as a way of testing their glaze and gloss. Ali Akman, Technical Manager for New Products in the late seventies, gives the following example of what product quality meant for the company:



An early example of Hacı Şakir soap  
[Sabunun Hikayesi, p. 10]

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☛ In 1979 there were restrictions on oil imports. We had started purchasing from internal suppliers, and were using hydrogenated cotton oil, sunflower oil and rape (colza) oil instead. As a liquid oil, we preferred sunflower oil. Even though this meant higher manufacturing costs, we still refused to compromise on product quality. ▶

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[Sabunun Hikayesi, p. 90]

Another salient feature of Hacı Şakir is the trust and honesty created by the brand. It was not uncommon practice to use Hacı Şakir bar soaps as standard weights on beam balances in markets! Selahattin Sabuncuoğlu, a fourth-generation family member, gives one explanation why none of the traders objected to this practice in his memoirs:

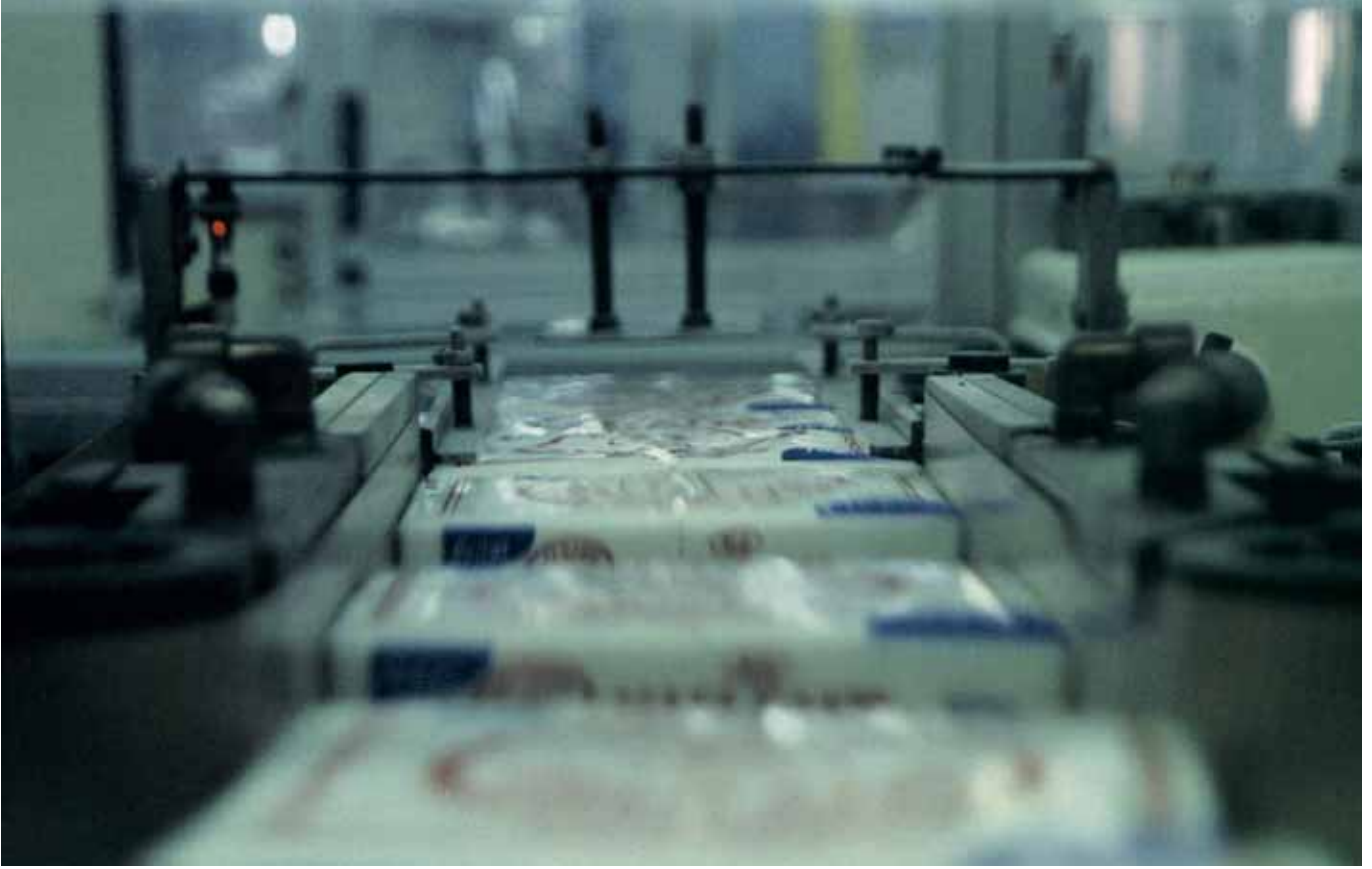
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☛ When I visited the factory at the age of 14 or 15, my father sent me to see the manager, Raif Bey. Raif Bey asked me to work in the packaging unit, where the soaps were put in bags. I watched very closely, trying to understand the business. They would put the soaps into bags first, weigh the bags, and then write roughly one kilogram less than the measurement. I really thought I had caught them. In the evening, when my father asked me what I had done, I told him what I had seen. His reply explained how the company had built up consumer trust over the years. 'Son,' he said, 'you have witnessed honesty today. You cannot sell the bag's weight as soap. This would be cheating the customers. Also, by the time the soap reaches the customer, it has dried out and weighs less. You have to allow for the humidity in the product. Therefore we write one kilogram less on the labels than the soap actually weighs when it is delivered. ▶

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[Sabunun Hikayesi, p. 95]

The Sabuncuoğlu family chose to work with experts who were passionate about the soap business, many of whom made major contributions to the Hacı Şakir brand. Examples include Cahit Şamlı, still known as "Mr Soap" in the sector, who gained experience in glycerine and detergents while abroad, and "Master İlhan" (İlhan Ortaç), who came from another family of soap makers, and who would check the soap's consistency by squeezing it first and then tasting it (Sabunun Hikayesi, pp. 65, 75). Family members also invested themselves in the business. People who worked with Hacı Şakir at this time still remember the company principle "the workday is over when the tasks are completed," and add that they worked with great enthusiasm. The Sabuncuoğlu family did not let this devotion go unnoticed, and shared some of their profits with their workforce (Sabunun Hikayesi, p. 42).



## The Family Withdraw from Hacı Şakir Management

The Sabuncuoğlu family decided to build a new factory in Ayazağa, İstanbul in the 1970s. At that time, shareholders in the company included forty family members. For many years the company had distributed its profits and not increased its capital, following the decisions of its shareholders, even though the company was in need of a new injection of capital.

Ahmet Pura was Managing Director of Hacı Şakir between January 1988 and December 1991, and Sales Director and Managing Director of Colgate-Palmolive Turkey from December 1991 to October 1999, and remains a board member at CP Turkey today. Pura told us that Hacı Şakir was always liked, respected and appreciated by the sector (as he was General Sales Manager at Komili from 1979 to 1987, and later Komili's Managing Director, he had the chance to observe Hacı Şakir as a competitor over a long period of time).

Ahmet Pura explains that the Sabuncuoğlus' landlords, the Özsüer family, were close friends of the Sabuncuoğlu family and wanted to help them. Consequently, İlyas and Nuri Özsüer, who were partners in a company called Maya Construction, bought 75% of Hacı Şakir's shares in July 1987. They had not been active in any field other than the construction business, and they did not invest in any other fast-moving consumer goods after this date. Following this, Selahattin Sabuncuoğlu sold the remaining 25% of the family's shares in Hacı Şakir in 1990, meaning that by the end of the company's 101st year, the family had withdrawn completely from the management.

## The 1990s: Market Success and International Partnership Possibilities

Beginning in 1987, the Özsüer family accelerated investments in new equipment and technology, and made improvements to the packaging unit. In 1990 the company started selling abroad, especially to Russia and Albania, and exports reached an all-time high of 20 million USD. Market share figures also rose from 23% to 36%.

It was now time for two neighbors to play an important role in the destiny of the brand. As a result of their investments, the Özsüer family began looking for new business partners. There were also some foreign companies who were interested in Hacı Şakir shares, and other developments were also taking place in the detergents sector in Turkey. Colgate-Palmolive had begun the Başer Colgate partnership, in which it owned a 45% share. Başer Colgate produced and marketed detergents and house cleaning products in Turkey between 1985 and 1995 (at 2006, Colgate-Palmolive Turkey has been active in the Turkish market in the personal care, oral care and household cleaning product categories with 100% foreign direct investment since 1995). Similar to other Colgate-Palmolive subsidiaries, CP was trying to extend its personal care categories and was therefore evaluating new local partnership opportunities in Turkey. Karel F. van Brink was Başer Colgate's Managing Director between 1985 and 1995, and went on to be Managing Director of CP Turkey and a senior executive for Colgate-Palmolive in the Turkic States until 2000. He happened to be neighbors with a top bank executive whose bank had, by coincidence, granted loans to Hacı Şakir. As this executive was aware of both Hacı Şakir's search for a new partner and Başer Colgate's expansion plans, he set up the first contacts between the two parties.

Following discussions, Colgate-Palmolive bought 67% of Hacı Şakir shares from the Özsüer family in 1991, and the remaining shares were transferred to CP Turkey in 1999.

Senior executives we interviewed told us that the negotiations, begun in mid-1991, were finalized very quickly and smoothly, as Başer Colgate's familiarity with the Hacı Şakir brand in the Turkish market over the years helped to convince Colgate-Palmolive in New York. The most significant developments took place after the merger, since different corporate cultures had to come together, amalgamate and define a new CP culture. In Ahmet Pura's words,

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- There were no new titles or memos, but at that time everyone in the company was undertaking extra responsibilities voluntarily. It was very important that three cultures be able to live together under the same roof during this transition period. ▶
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## The Hacı Şakir Identity Under the CPT Roof

Executives from the time describe how although Hacı Şakir brand's biggest assets at the time of the partnership were its heritage, the traditional values it evoked, its product quality and closeness to its consumers, little investment was made in brand communications until 1991. Despite this, Hacı Şakir had somehow managed to compete under fierce market conditions and hold on to its high top-of-mind awareness in the bath soap category: according to consumer perception, the Hacı Şakir brand was synonymous with the soap category itself. This, then, was a valuable and traditional brand whose marketing mix had to be revised by the Colgate-Palmolive Turkey marketing team. In the words of one manager,

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- We had to be extra careful not to do anything which would harm the existing consumer perception of Hacı Şakir's image. Therefore, any changes made for the sake of marketing had to be made slowly, without surprising or alienating consumers or leading them to think that Hacı Şakir had completely changed. ▶
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Executives we talked to added that they took great care not to depart from the brand's traditional image or cause confusion in the consumer mind while making Hacı Şakir line extensions.

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◦ We had a very good marketing team. In general, our office environment was quite constructive and productive. In our monthly MMCMs (Marketing & Manufacturing Co-ordination Meetings) we would make joint decisions about future brand developments. The Marketing team would put forward their expectations, and the R&D and Production teams would explain what they could do. As the marketing people were very energetic and enthusiastic, they would always want to change the world! However, we could not make these changes so abruptly or radically. Whatever we were going to do, we had to do it by maintaining our existing consumer base, and at the same time deliver added value by moving into new categories. I always remember the respect and esteem I felt for the Hacı Şakir brand. ▶

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## The Turkish Soap Market

Hacı Şakir Brand Manager E. Bora Büyüknisan told us about the soap market in Turkey, which was severely affected by the country's 2001 economic crisis. Although the market was expanding every year until 2001, it shrank by 5% in 2002 compared to 2001, and by a further 8.5% in volume in 2003 versus 2002. In 2004, as the negative effects of the economic crisis began to diminish, the soap market grew by 1.5% in volume, and in 2005, the market grew by a further 3.7% in volume and 12% in value.

According to ACNielsen market data obtained from the Hacı Şakir brand group, the Turkish soap market amounted to 154 million USD and 64,000 tons in 2005. Household consumption data supplied by HTP Research also indicates that household penetration for soaps was around 92% at this time. Within this market, liquid soaps represented 30,000 tons and 57 million USD. Furthermore, the brand team explained that in 2005 the annual growth in liquid soaps was around 30%, with 44% household penetration. With this expansion rate, liquid soaps were growing faster than the total soap market average, creating a fresh market for liquid soaps, instead of cannibalizing the existing soap category.

## The Hacı Şakir Logo and the "Secret of the Keys"

Unfortunately there is little detailed information about how the Hacı Şakir logo evolved, although we can follow its development by examining company letterheads over the years. Through interviews, we learned that managers were especially careful not to make any major changes to the logo after the Colgate-Palmolive Turkey partnership. For a brand which was already over 100 years old, the logo was considered "untouchable." Some executives told us that the two keys in the logo were the "key to soap making" and that this information was passed on from one generation to the next. Other explanations were that the keys symbolized the soap factory, or that they meant that Hacı Şakir could enter every household. Unfortunately, it was not possible to learn the real story behind the logo from our interviews.

**SABUNCU ZADE M. ŞAKİR ve MAHTUMU  
MÜESSESATI**  
TİCARİ ve SANAYİ TÜRK ANONİM ŞİRKETİ  
Merkezi : İstanbul Kantarcılar Sabun Fabrikası  
Telefon : İstanbul 630 — Telgraf : SABUNCUZADE ŞAKİR



SABUNCUZADE M. ŞAKİR VE MAHTUMU MÜESSESATI TİCARİ VE SİNAYİ T. A. Ş.

KANTARCILAR YENİ KESTİÇİ HAŞA EMİNYÖLÜ-İSTANBUL  
MERKEZİ : İSTANBUL KANTARCIYI 24 30 31 - 24 30 32  
SABUN FABRİKASI : KANTARCIYI KANTARCIYI 24 30 31 - 24 30 32  
GÜZELYER FABRİKASI : POSTAĞA KÖYÜ 44 04 82  
TELGRAF : SABUNCUZADE İSTANBUL



SABUNCUZADE M. ŞAKİR VE MAHTUMU MÜESSESATI TİCARİ VE SİNAYİ T. A. Ş.

VERGİ : VERGİSİZ KURU — ÜSİSİ — İTİFAH  
TELEFON : 24 30 31 — 24 30 32  
TELEGRAF : SABUNCUZADE — İSTANBUL  
TELLEF : 24 30 31

  
**HACI ŞAKİR**

## From Hacı Şakir to a Colgate-Palmolive Turkey Brand

Among the accessible company archives are two TV commercials which were most probably shot in the late 1970s or early 1980s, and which announce the launch of a carnation-scented variant of bath soap. The commercials cast two well-known Turkish comedy actors, Müjdat Gezen and Perran Kutman. The first commercial introduces the new soap and its distinctive scent, and the second elaborates the concept of "Hacı Şakir pure white soap." At the end of the second commercial, Müjdat Gezen, cast as the owner of a grocery store, says, "Ladies, either ask for white soap, or just say Hacı Şakir. Yesterday, today and tomorrow."

In 1983 Hacı Şakir launched flower-scented bath soaps, a first in Turkey. At the time, Komili was the market leader in bath soaps and Hacı Şakir led in other soap categories. Ahmet Pura recalls that Cahit Şamlı fully believed in these bath soaps and supported the idea wholeheartedly. Following the launch, Hacı Şakir became the market leader in bath soaps. (Unfortunately, it has not been possible to obtain market shares for this period.) A4, Hacı Şakir's advertising agency in 1983, created the launch campaign for the six variants of scented soap. Three separate films presented the different varieties (rose; jasmine; lily and jasmine; gardenia; hyacinth and lilac; and hyacinth and honeysuckle), with the voice-over "A bouquet of dreams: the Hacı Şakir family," at the pack shot. Deniz Kunkut, a producer at Ali Tara Film Production at the time, explained that an extensive search was undertaken for the locations used in the commercial, which are all picturesque weekend leisure spots outside İstanbul.

Hacı Şakir worked with Cenajans for a short while, most probably between 1989 and 1990, after the Özsüer family became partners. This period saw the release of a new bath soap commercial.

Following its partnership with Colgate-Palmolive in 1991, Hacı Şakir began working with CP's international advertising agency, Young & Rubicam. Subsequently, Y&R/Reklamevi became Hacı Şakir's advertising agency. (Their collaboration was continuing at December 2005.)

# A Bouquet of Dreams

Three separate commercials introduced the different varieties of Hacı Şakir scented soap, with the voice-over "A bouquet of dreams: the Hacı Şakir family," at the pack shot. The commercials indeed had a strong dream-like quality, as if they had been shot from behind a net curtain, with soft images and slow movements. The lighting, sounds, muted colors and scenes all created a feeling of peace and calm and the impression of moving through a dream. The commercials were produced by Ali Tara.



Hacı Şakir

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Shots  
from the  
"Bouquet of  
Dreams" TV  
commercial  
(A4 Agency)

## Hacı Şakir's Communication Starts as an International Brand

The Colgate-Palmolive marketing team began their work by carrying out usage and attitude studies on soap consumers, and by analyzing other quantitative and qualitative research findings. All this research pointed to the single fact that the Hacı Şakir brand was a very powerful one. It had a deep-rooted heritage, and it was traditional. Research conducted with different focus groups gave the marketing team this insight into the brand. Another interesting observation was that most people had a heartwarming story built around Hacı Şakir that made them smile and remember "the good old days." This core discovery formed the backbone of Hacı Şakir's communication strategy for years to come.

Following these results, it was decided not to compromise the core brand values that the brand had embraced over the years. As Gülden Kayahan, who was Group Brand Manager at Colgate-Palmolive Hacı Şakir between 1992 and 1997, explains:

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◀ We always maintained Hacı Şakir's core values. Even as we were expanding the product portfolio, we were asking ourselves how we could modernize the brand and make it reach wider consumer target groups, without jeopardizing its core values. ▶

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## The Communications Platform

Under Colgate-Palmolive Turkey management, Hacı Şakir began implementing market segmentation in order to reach different target groups. The traditional segment meant sales volume and reaching the mass market. However, the new task was to expand the Hacı Şakir consumer base and reach new profiles, without losing existing customers. Furthermore, CP Turkey carried

another brand of soap called Fom in its soap portfolio, positioned as "a quality brand at an affordable price." It also launched Palmolive toilet soaps in a bid to reach consumers from higher socio-economic status groups. In summary, CP Turkey was also including a wider range of soap products in its portfolio, targeted at different market segments.

After this, Hacı Şakir started airing commercials which were inspired by consumers' true stories about Hacı Şakir, and which reflected the brand's core values. One example of such a story was mothers putting bars of Hacı Şakir soap in their daughters' dowry chests, which led to Hacı Şakir's first television commercial under CP Turkey. The 30" film, "Wedding," was based on a dowry chest story and aired in September 1992. The commercial begins with a young couple looking at their wedding photographs and the young woman saying, "This was our wedding day. My dear mother had put bars of Hacı Şakir Soap in my dowry chest, saying, 'You will understand its value in the future.'" The film ends with the young woman revealing, "My skin is as smooth and natural as the day I was married." At the pack shot, we see the words "Hacı Şakir pure soap" superimposed on the image as the voice-over says, "No other soap is purer or more natural than Hacı Şakir."

In February 1993 the brand aired the second film of the series, the 30-second "First Soap," which was based on another Hacı Şakir story. This time, we see a mother and her young daughter watching films and looking at clothes from the daughter's babyhood. The mother, looking at her daughter, says, "My dear, this was your first bootee and this is your first Hacı Şakir," and ends by saying, "Thanks to Hacı Şakir, your skin will always be smooth and natural."

Shots from  
the "First  
Soap" TV  
commercial  
[Y&R/Reklamcı]



Hacı Şakir

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# "Wedding"

Consumer research indicated that the target group generally had real stories built around Hacı Şakir. Mothers putting Hacı Şakir soap bars in their daughters' dowry chests were one such source of inspiration for the creative team, and Colgate-Palmolive Turkey used this story in their first Hacı Şakir TV commercial.

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In "Hat," the third 30" commercial of the series, a mother and her teenage daughter are talking about their skin being smooth, soft and natural. The daughter, exploring her mother's dowry chest, finds a hat which is back in fashion again. She is further surprised to find a bar of Hacı Şakir in the chest. The mother explains, "I was as conscious of my beauty as you are now." The voice-over reveals the reason why, as in the other two commercials, and the mother reassures her daughter, "Don't worry, your skin will also always be smooth and natural."



©Nükhet Vardar

Shots from  
the "Hat" TV  
commercial  
(Y&R/Reklamci)

## May 1993: The Rebirth of Hacı Şakir Pure Granulated Soap

Hacı Şakir Pure Granulated Soap had been in the brand's portfolio for some time, but was a low tonnage product. It was reborn under the Colgate-Palmolive Turkey roof in May 1993. Hacı Şakir Pure Granulated soap was pure, granulated soap with no additives, and reflected Hacı Şakir's consumer promise precisely. It was initially positioned as a product to be used for washing delicate garments by hand. However, under CP Turkey management and with the support of R&D, the fragrance was changed and the product was reformulated as a low-sud product for automatic washing machines. Furthermore, in order to encourage wider usage in Turkey, where the birth rate is quite high, brand communications emphasized that the soap was dermatologically tested and did not irritate the skin.



Retail sticker for Hacı Şakir Pure Granulated Soap, May 1993 (Y&R/Reklamevi)

Pure Granulated Soap was also relaunched with traditional rose and lavender fragrances. The soap's consumer promise was directly in line with Hacı Şakir's core brand values; in other words, as executives highlighted during interviews, this product was another example of development made without moving away from the assets of the brand.

The marketing team, believing that the product should be competing with other low-sud detergents, decided that the granulated soap needed to take up more shelf space and look more presentable in humidity-free boxes as opposed to plastic bags. They even convinced the management to buy a new carton folding machine for this purpose. The box was predominantly pink, and an illustration of a mother and baby was clearly visible on the packaging.

The first TV commercial for Pure Granulated Soap aired in May 1993, and like other detergent commercials was based on a side-by-side comparison. Hacı Şakir was mainly targeting detergents in both its advertising copy and the way visuals were used, as the aim was to increase the use of granulated soap in laundry as much as possible. As we hear the voice-over "Washing with Hacı Şakir Pure Granulated keeps clothes and diapers softer and healthier," we realize that only one of the two babies in the commercial is wearing clothes washed with Hacı Şakir. The female protagonist chooses the softer garment and checks the baby's clothing to see which brand was used as the Hacı Şakir name appears on the screen.

The commercial ends with the words "If it's going to touch your baby's skin, it has to be Hacı Şakir softness," at the pack shot.



Shots from the TV commercial for Hacı Şakir Pure Granulated Soap (Y&R/Reklamevi)





Special information leaflets showing the results of dermatological tests were also produced for doctors, with the aim of convincing doctors as well as mothers and other potential consumers. For example, a comparative product analysis chart showed that the total proportion of additives in detergents was 77%, whereas Hacı Şakir soap contained no additives at all. Similarly, while detergents contained 32% phosphate and 18% sodium perborate, Hacı Şakir contained neither of these supplements. In short, Hacı Şakir was providing quantitative data to support what it was claiming in its TV commercials.

KARŞILAŞTIRMALI ÜRÜN ANALİZİ			
	I. Nevi Granül Sabun Hacı Şakir	Piyasadaki Diğer II. Nevi Toz Sabun	Deterjan
SUSUZ SABUN	% 88	% 44.5	% 4
GLİSERİN	% 2	% 0.5	—
YOĞUNLUK	0.55	0.6	0.8
RÜTUBET	% 10	% 30	% 11
AKTİF MADDE	% 0	% 0	% 8
KATKI MADDELERİ TOPLAMI	% 0	% 25	% 77
FOSFAT	% 0	% 5	% 32
PERBORAT	% 0	% 10	% 18
KARBONAT	% 0	% 10	% 8
SİLİKAT	% 0	% 0	% 11
DİĞER	% 0	% 0	% 8

At this time, Colgate-Palmolive had a baby category called "Baby Magic" in its international portfolio. From interviews, we learned that baby shampoos are the driving force for any baby product range, and that if a company wants to market baby products, it needs to have a minimum of four different products on the shelves to meet consumer needs. Consequently, Hacı Şakir launched first shampoos, soaps and baby powder, and then rash cream for babies in the summer of 2000.



Product leaflet for the Hacı Şakir Baby range

Hacı Şakir 19

## Hacı Şakir Beauty Soaps

While consumers were automatically thinking of bath soaps at the mention of the Hacı Şakir name, the beauty soap category was expanding. As a result, in 1993, Hacı Şakir introduced white beauty soaps with three different fragrances, again without impairing the brand's core values. A new commercial was aired in June 1993 which mentioned that all other beauty soaps contained colorings, which contradicted the idea of skin's natural beauty and liveliness. In the commercial, dummy mannequins holding colored beauty soaps drop one by one to the floor as Hacı Şakir's new white beauty soap appears on the scene.

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Shots from the TV commercial for Hacı Şakir Milk Soaps, which earned its creators a Recognition Certificate at the 11th Crystal Apple Awards (the Crystal Apple is the Turkish Association of Advertising Agencies' annual creative award) (Y&R/Reklamevi)

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## New Directions: Expanding the Portfolio

The marketing team checked everything meticulously before taking any steps towards expanding the Hacı Şakir brand portfolio. It was no easy task to add value to an already valuable brand: it required a lot of care and detailed work. However, the team also believed that the brand was ready to move into new product categories. New expansion possibilities were discussed at length, and decisions were made at a marketing seminar that took place in Halki Palace on the island of Heybeliada on March 21, 1996. All subsequent brand expansion work followed the decisions taken at this seminar.

## The Transformation of Bath Soaps

Hacı Şakir had always been strong in bath soaps, but this positioning was built on traditional values. Turkey's young population, on the other hand, was looking for something different. Furthermore, Hacı Şakir's competitor, Komili Soaps, had developed glycerine-based bath soaps in 1995-96, and had gained an extra 10% market share with this new variant.

With these things in mind, Hacı Şakir started developing two different concepts that would not damage its core brand values: soaps made with olive oil and glycerine, and soaps made with milk. As both concepts were well received by consumers, both variants were launched in 1998. The brand's creative strategy emphasized traditional values as well as the "bath soap with milk" promise. The result was a 32-second television commercial which earned Y&R/Reklamevi a Recognition Certificate at the 11th Crystal Apple Awards for 1998-99. (The Crystal Apple is the Turkish Association of Advertising Agencies' annual creative award.) In the commercial, the voice-over says, "Now there is a brand new way to attain the legendary beauty given by milk baths. New Hacı Şakir Milk Beauty Soaps. Hacı Şakir's milk soaps deeply nourish your skin, making it look healthier and feel baby-soft. The wonderful nutritious powers of milk are now in Hacı Şakir's new milk soaps. For you to rediscover your beauty." On the screen we see a bar of Hacı Şakir soap transform into a bathtub, ready for a milk bath. Thus Hacı Şakir promoted the idea of its new, milk-based soaps visually, too.

The milk concept was so successful that it was also adopted for beauty soaps and then for Hacı Şakir shower gels and Hacı Şakir shampoos in May 1999.

Market data for August 1998 indicates that over the 1995-98 period, Hacı Şakir beauty and bath soaps' share of advertising varied between 15 and 24%. Its unaided recall was 58%, and aided and unaided recall together totaled 100%. At the time, unaided recall of an average brand was between 19% and 28%. These results were therefore further proof of Hacı Şakir's market leadership.



Leaflet for  
Hacı Şakir  
Cream Body  
Shampoos

## Hacı Şakir Launches Colored Beauty Soaps

In the year 2000, new management took over at Colgate-Palmolive Turkey, and Hacı Şakir moved into a new era. Under the new management team, CP Turkey decided to increase their market presence with a wider product portfolio. In line with this decision, Hacı Şakir launched colored beauty and bath soaps for the first time in the brand's history. In addition, the company introduced new hand and face soaps and liquid soaps with its new Deniz ("Sea") range. They also began using a larger version of the Hacı Şakir logo at this time, with smaller keys.



Shots from a 2001 TV commercial for Hacı Şakir Liquid Hand Soaps (Y&R/Reklamevi)

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## A Return to Tradition Values: the 2003 "Saraylı" Range

Hacı Şakir returned to its traditional values in 2003 with the introduction of the Saraylı ("From the Palace") range. The brand reclaimed its long-established core values with a new campaign in which every element, from music and visuals to images of palaces and sultans, was a reminder of Hacı Şakir's ancestral ties.



Shots from the TV commercial for Hacı Şakir's Saraylı shampoo (Y&R/Reklamevi)

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# Reclaiming Brand Values with the Saraylı Range

The launch of Hacı Şakir's Saraylı ("From the Palace") product range heralded the company's return to its traditional image and its decision to re-invest in its long-established, esteemed brand values.

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Hacı Şakir

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Shots from  
the Saraylı TV  
campaign  
[Y&R/Reklamevi]



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## The 2005 Communications Strategy

Market research conducted in January 2005 indicated that the essence of the Hacı Şakir brand had remained intact over time. The marketing team renewed its decision to honor and maintain through its communications the brand values that had shown up repeatedly in consumer market research. As a result, a new 25" TV commercial and two other 10" cuts were aired in September 2005.

The message to consumers was simple and straightforward, and exactly matched what consumers had come to expect from Hacı Şakir. In three different parts of the film, the camera zooms in on the product, the brand and the Hacı Şakir seal and logo. The result was a higher "dose" of branding that emphasized Hacı Şakir's return to its roots.



Hacı Şakir  
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Shots from  
the Hacı Şakir  
TV  
commercial  
which  
aired in  
September  
2005  
[Y&R/Reklamevi]

# Back to Basics





Consumer research revealed that the essence and intrinsic of the Hacı Şakir brand remained intact in 2005. The marketing team therefore decided to reinstate these traditional values in its communications.

Y&R CENTER FOR CREATIVE EXCELLENCE : \_\_\_\_\_ REFERENCE : HACI ŞAKIR 100% PURE  
 CP LEAD COUNTRY : TURKEY LENGTH : 25"  
 BRAND : HACI ŞAKIR BAR SOAP DATE : 25/07/05  
 MEDIA : \_\_\_\_\_ REVISION # : \_\_\_\_\_

VIDEO		AUDIO
that has been going on for generations.		its pure, natural,
Close up on bubble on woman's shoulder with soap in hand.		cleaning ingredients.
Cut to mum cleaning her two kids.		Why give your family
making beards with foam.		( Music in ) anything less

Storyboard for the September 2005 TV commercial

Y&R CENTER FOR CREATIVE EXCELLENCE : \_\_\_\_\_ REFERENCE : HACI ŞAKIR 100% PURE  
 CP LEAD COUNTRY : TURKEY LENGTH : 25"  
 MEDIA : TV DATE : 25/07/05

VIDEO		AUDIO
The camera explores the special moments of joy and intimacy of a young family at bath time—splashing, laughing, lathering together, while mum kneels by the side of the tub.		Music in.
Meanwhile supers will appear over key scenes.		Splash SFX
As the two siblings splash in the water and soap suds, we super: 100% Pure Joy		V.O.: * 100% Pure Joy..
A mum tenderly lathers her infants, we super: 100% Pure Love.		...100% Pure love

## How Did Hacı Şakir Influence Colgate-Palmolive?

Managers we interviewed view Hacı Şakir's partnership with Colgate-Palmolive as a strategic decision for Colgate-Palmolive Turkey, mainly because the company was looking to increase its presence in the personal care product category. CP needed the Hacı Şakir brand in order to be able to achieve this goal, and so it would be correct to say that Hacı Şakir occupied an important position for CP Turkey. In this sense, in both the short and medium term, an international and national brand enjoyed the mutual benefit, that is characteristic of every successful partnership. Even speaking ten to fifteen years afterwards, managers we talked to described their memories of the company with great precision and passion. This, too, could be considered as proof of the brand's strength.

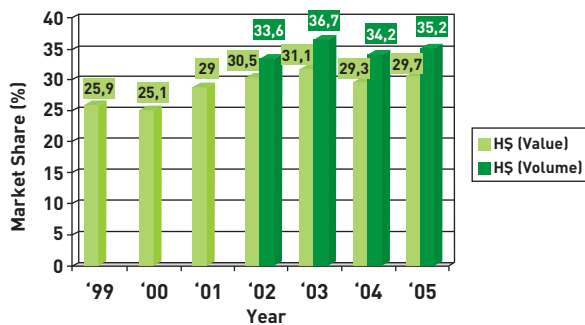
## Hacı Şakir in 2006

According to ACNielsen's year-to-date results for January/February 2006, Colgate-Palmolive was leader in the bar soap market, occupying 36.3% of the total market share with its three brands, Hacı Şakir, Palmolive and Protex. Hacı Şakir's sole market share in value was 32.5%.

As mentioned earlier, in 2005, household penetration for soaps in Turkey was 92%. According to HTP Research data for December 2005, Hacı Şakir had penetrated 49% of households. Approximately half of all Turkish households therefore owned at least one Hacı Şakir product, a fact which constitutes yet more proof of the brand's power.

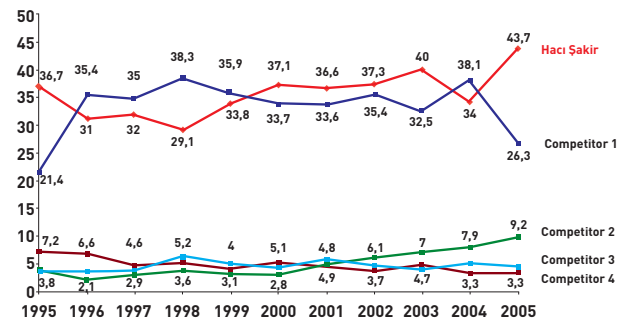
Hacı Şakir's market share development in the Turkish soap market

### Hacı Şakir's Market Share Development in the Turkish Soap Market (in value and volume)



After 2002, the ACNielsen panel introduced a change in its sample structure. Therefore, comparisons of data from before and after 2002 should be made with caution.  
Source: ACNielsen data obtained from Colgate-Palmolive Turkey

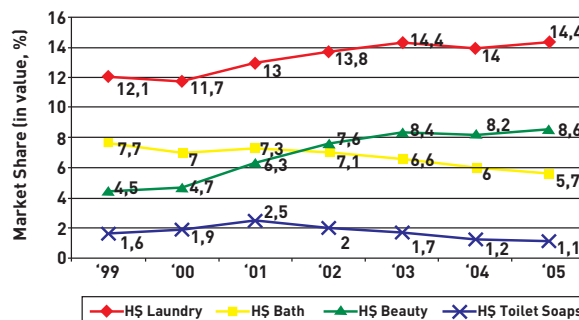
### Brand Awareness of Turkish Soap Brands (%)



Research conducted on females and males aged 10+ (n=14111).  
Source: ACNielsen data obtained from Colgate-Palmolive Turkey

Brand awareness of Turkish soap brands

### Market Share of Hacı Şakir Soap Brands (Percentage, as value)



After 2002, the ACNielsen panel introduced a change in its sample structure. Therefore, comparisons of data from before and after 2002 should be made with caution.  
Source: ACNielsen data obtained from Colgate-Palmolive Turkey

Market share of Hacı Şakir soap brands

According to ACNielsen data, following the 2005 television campaign Hacı Şakir's top-of-mind awareness increased by 9.7 points compared to the previous year, and was at its highest since 1995.

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When we observe Hacı Şakir's development in different soap subcategories, we can see that it made a major jump in 2001 in laundry soaps, and in 2003 in beauty soaps with its Saraylı communication campaign. In fact, we can consider the 2003 Saraylı campaign as a turning point at which the brand's management decided to return to the fundamental and deep-seated intrinsic values of the Hacı Şakir brand. With this decision, Colgate-Palmolive Turkey has brought the essence of Hacı Ali Sabuncuzade's business and brand practices, embraced by Hacı Şakir since 1889, into the present day.

December 2005  
Updated April 2006

## **HACI ŞAKIR HOUSEHOLD CLEANING PRODUCTS**

- Hacı Şakir Granül  
(for hand-washing)
- Hacı Şakir Granül Matik
- Hacı Şakir Fabric Softener

## **HACI ŞAKIR PERSONAL CARE PRODUCTS**

- Hacı Şakir Cologne
- Hacı Şakir Liquid Hand Soaps
- Hacı Şakir Soaps
  - Hacı Şakir Bar Soap (4-pack)
  - Hacı Şakir Bath Soap
  - Hacı Şakir Floral-Scented Soap
  - Hacı Şakir Soap with Glycerine
  - Hacı Şakir Classic Beauty Soaps
  - Hacı Şakir Beauty Soaps  
with Cream
  - Hacı Şakir Beauty Soaps  
with Milk
- Hacı Şakir Shampoos
- Hacı Şakir Shower Gels

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