

# TURKISH BRANDS

Every  
country  
is as rich  
as its  
brands.

# TM

 **YapıKredi**

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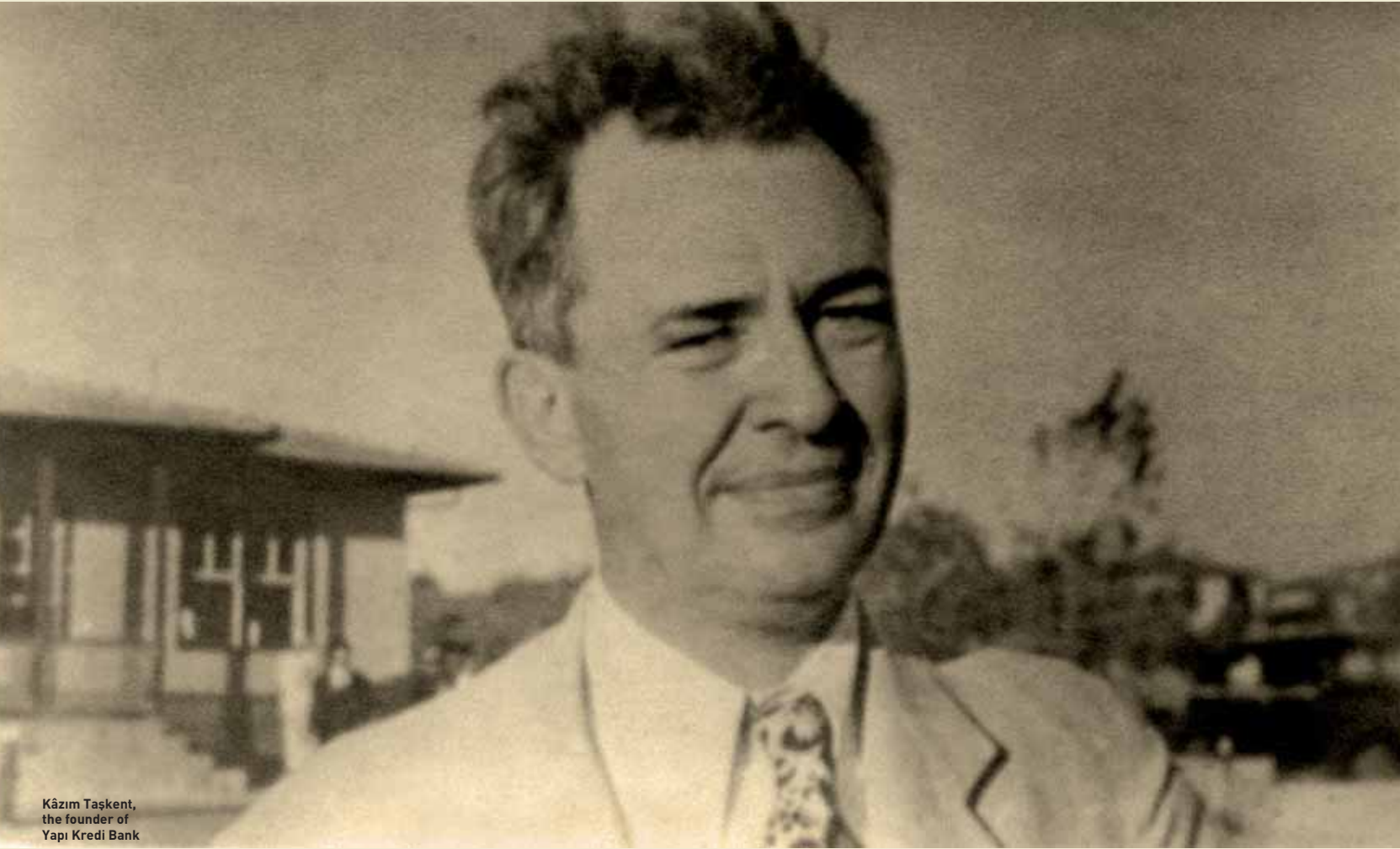


FOUNDATION OF ADVERTISING

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Kâzım Taşkent,  
the founder of  
Yapı Kredi Bank

"In every achievement, the value of labor is great. However, if you put your soul into your work, then that creation ceases to be made of rock and iron and becomes like a child. That is what Yapı Kredi Bank is to me."

Kâzım Taşkent - October 23, 1949

(Kâzım Taşkent, *Duygularım, Düşüncelerim, İnançlarım*, 1989, p. 34)

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# Sustainable "Limitless" Service: Yapı Kredi Bank

## The Brand in Brief

Following the Second World War, the Turkish Republic had to contend with harsh conditions. However, one thing that was not lacking was the idealism of Turkish intellectuals, their patriotism and self-confidence. It was they who made the impossible possible. There were many things to be done for their country, however relentless the economic, political and social conditions, and everyone had to shoulder their share of the burden.

With these thoughts in mind, after nineteen years of civil service Kâzım Taşkent resigned from his position and decided to establish Yapı Kredi Bank (YKB) on September 9, 1944. His aim was to provide mortgage services to meet the Turkish public's acute housing shortage, while also introducing a new banking concept of easily accessible services in an approachable environment. It was in this way that YKB set the first examples of "neighborhood banking" in Turkey. The Bank offered longer opening hours. Back in 1944, when the "customer" concept was not widely used, YKB introduced a brand-new customer philosophy. This understanding was coined as "There are no limits to customer service and to the attention we pay to the customer." The motto of "service comes first" enlightened the Bank's path for years and was passed down from one General Manager to the next, each of whom carried this flag with the utmost care and transferred it to his successor.

Yapı Kredi made many advances between 1980 and 1990 in introducing new retail banking products in Turkey, a reflection of their commitment to providing "always the best service" which they had started back in 1944. Furthermore, YKB took pioneering steps in securing necessary changes to the law so that these new retail banking products could be used in the marketplace. It was again YKB that helped to remove restrictions on bank advertising budgets, mainly because YKB had attached great importance to communication since its initial days, establishing a long list of "firsts" in the Turkish advertising sector. In the 1990s it started the "technology drive" when it built a new high-tech center for providing better customer service. The Bank became much more competitive with the help of a series of training programs held for the Bank's personnel, already a very devoted workforce. The banking revolution first began in their mindset. Years later, Yapı Kredi Bank joined Koç Financial Services on September 28, 2005, and later merged with Koçbank on October 2, 2006. As a result of this merger, Yapı Kredi, without moving away from founder Kâzım Taşkent's motto of "There are no limits to customer service and to the attention we pay to the customer" introduced in 1944, and strengthened by its Koç and UniCredit Group characteristics, is prepared to meet the higher expectations of its over 13 million customers with a new understanding of "dedication to deliver".

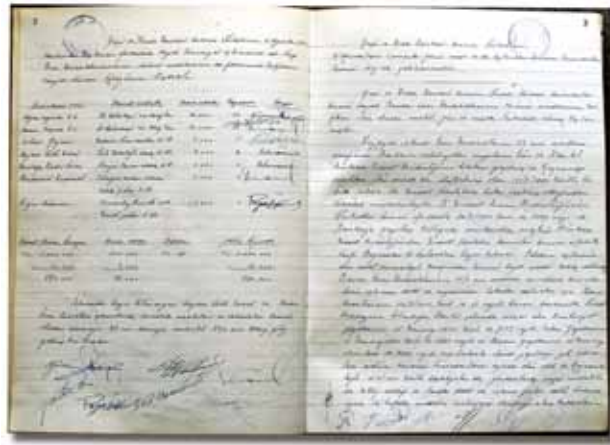
## Why the Bank Was Created

In 1925, Kâzım Taşkent returned to Turkey after studying chemical engineering in West Germany and began working for various state-run enterprises, including the Alpıllu Sugar Manufacturing Company. He made a promise to Mustafa Kemal Atatürk in 1933 to set up Eskişehir Sugar Manufacturing Company in six months, and kept this promise, much to everyone's astonishment (Sadi Aba, Kâzım Taşkent ve Yapı Kredi Bankası, Yapı Kredi Yayınları, 1999, pp. 18-19). Later on, Taşkent was appointed Managing Director of Turkish Sugar Companies PLC. There was a change in the company's social security system and the personnel were paid a lump indemnity sum. Taşkent established the Doğan Sigorta insurance company with his personnel and introduced many new applications in the field. Subsequently, he founded Demir Toprak PLC, a firm providing housing solutions.

Kâzım Taşkent, as a patriotic Turkish intellectual, opened Yapı Kredi's doors in Bahçekapı, İstanbul on September 9, the day İzmir won its independence after the First World War in 1922. The Bank began operating at 10 a.m. that day with 17 personnel, becoming Turkey's first commercial bank with a total of 72 shareholders. The year was 1944. In 1968, Kâzım Taşkent summarized his feelings on the Bank's establishment as follows:

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- Sometimes I ask myself why I set up the Bank...I really did not know anything about banking, therefore I was not thinking of introducing anything new in this area. However I had noticed that there were so many barren areas in Turkey waiting to be tackled. To create dynamism and set good examples, we needed capital and the accumulation of wealth. If one was not wealthy, the only alternative where the power of money could be used in a positive way was with a bank. Therefore I set up the Bank and became a banker. ▶
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(Duyularım, Düşüncelerim, İnançlarım, p. 52).



Handwritten meeting minutes of Yapı Kredi's first Extraordinary General Assembly, held on August 2, 1944, prior to the Bank's establishment

The points Kâzım Taşkent raised in his opening speech concerning communication are worthy of note:

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- As one can see from our name [Yapı Kredi means 'building loan' in Turkish], our primary concern is the need for housing. In countries that have been devastated by wars, reconstruction has always been important. However, in Turkey it is even more crucial, as a result of our social development and as a manifestation of civilized standards of living. ▶
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(Kâzım Taşkent ve Yapı Kredi Bankası, pp. 26-7) Although in those days business owners were not particularly careful to ensure that their brand names reflected the content of their business, as a man who lived ahead of his time Kâzım Taşkent took special care in this respect when naming his bank.

## A Change to the Bank's Initial Function

In 1946 the Turkish Estate Credit Bank was founded with a new law passed in Turkey. Its functions were to provide mortgage credit for homes and any other buildings, and build and sell property. After this law came into force, Yapı Kredi had to cease building new housing complexes and instead began concentrating on encouraging small investors to invest more, trying different ways to bring unutilized capital into the Turkish economy. For instance, account holders received a lottery number for maintaining a minimum balance in their accounts. The top prize would be a house and winners were determined with the help of a draw in the presence of a notary public. Also, even non-deposit accounts received 2.5% interest. These were all new banking applications in Turkey at the time, and at first they were met with astonishment and even some disparagement. However, later on other banks also began implementing similar practices. Turkish banks continued to organize lotteries until 1976, when a new law was passed which banned the practice.

Drawing the winners at a Yapı Kredi house lottery. Kâzım Taşkent is among the audience.



Winners of the house in YKB's first lottery, held on September 9, 1947

Yapı Kredi

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## The Importance of Communication from the Outset

It can be seen that Yapı Kredi Bank was committed to communication from its early days. For instance, the Bank announced its position very clearly in an advertisement which appeared on the fifth page of Cumhuriyet newspaper on September 9, 1944 with the words, "Opened today to help potential homeowners," and a reminder to readers to "Follow our future ads."

Unlike other banks, Yapı Kredi started placing advertisements in the center of the third page of newspapers, which caught readers' attention, and stated that the Bank's priority was "to provide service to the public in banking." (Şevket Rado, preface to 25. Yılında Yapı Kredi Bankası, 1944-1969, 1969)

Yapı Kredi advertisement from the September 9, 1944 edition of Cumhuriyet newspaper

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Eli Acıman, a pioneer in the Turkish advertising industry, also noted the powerful and historic role that Kâzım Taşkent played in the development of Turkish advertising (Nil Baransel, Eli Acıman, Doğan Kitapçılık, 2003, p. 32). Acıman's memoirs mention:

In those days, the streets of İstanbul were full of Yapı Kredi Bank's outdoor advertisements. The Bank was heavily engaged in advertising, which was unprecedented, and they were getting good results. ▶

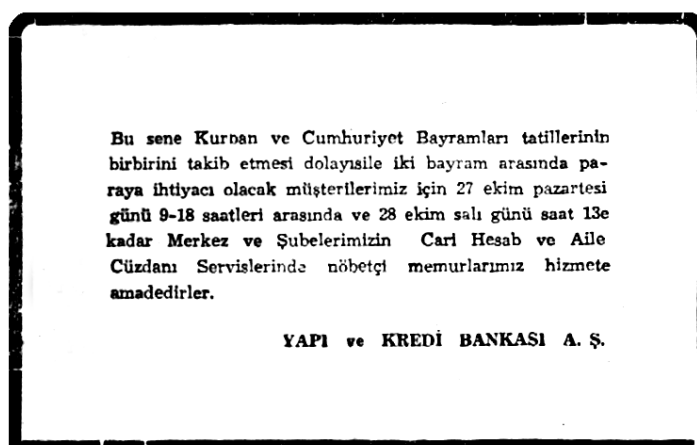
(Eli Acıman, p. 37). Yapı Kredi also introduced wall advertising, neon-lit panels and advertisements on theater and cinema curtains, and was the pioneer in radio and TV advertising in Turkey.

## The Customer Understanding: "No Limit to Service!"

Yapı Kredi developed an original "customer" concept unique to the Bank itself back in 1944, when the word "customer" was not the cliché it has now become. For instance, from published sources we learn that on its opening day the bank swarmed with people. Potential customers were met at the door by bank personnel, greeted individually and offered sweets, and the eventual farewells were accompanied by "come again" wishes (preface to 25. Yılında Yapı Kredi Bankası, 1944-1969).

Yapı Kredi had very flexible opening hours compared to other banks, so that it could give better service to customers. Whereas banks were generally open from 10 a.m. to noon and from 2 to 4 p.m., Yapı Kredi delivered uninterrupted service between 8 a.m. and 6 p.m. Yapı Kredi was also open for one or two days during long public holidays (25. Yılında Yapı Kredi Bankası, 1944-1969).

Advertisement  
announcing  
bank  
opening  
hours  
between  
two public  
holidays  
(1947)



Branches worked through lunchtime to be able to attract small business owners, and YKB quickly earned the title of "the father of the small business"! Yapı Kredi's first General Manager Sermet Çifter and his efforts were credited for the fact that YKB was so favorably met by the public and became so well liked within such a short space of time (Kâzım Taşkent ve Yapı Kredi Bankası, p. 87). Çifter was known to be an excellent orator, and was also amicable and easy to communicate with.

## From Multiple Branches to Neighborhood Banking

YKB soon started having multiple branches in order to be closer to customers and collect more savings. The idea was that "Our citizens will not come to the bank. The bank will go where the customers are!" The first branch outside İstanbul was opened on July 3, 1945 in Kordon, İzmir, and the second on July 15, 1945 in Karşıyaka, İzmir. In its seventh year, Yapı Kredi became the third largest bank in Turkey (Kâzım Taşkent ve Yapı Kredi Bankası, p. 20). YKB therefore played a leading role in coining the term "neighborhood banking" in Turkey.

## 1964: Yapı Kredi's Twentieth Anniversary

The advertising copy written for the Bank's 20th anniversary celebrations actually listed the attributes that set YKB apart from its competitors.

BİR BANKANIN 20 YILI		
Şey	Resim	Yazı
- Bundan 20 yıl önce, 9 Eylül 1944'de Yapı ve Kredi Bankası bu binada kuruldu.	Bahçekapı Şubesi	9 Eylül 1944 Yapı ve Kredi Bankası.
- O zaman özel teşebbüse dayanan millî bankalarımız yok denilecek kadar azdı. Yapı ve Kredi Bankası memleketimizin bankacılık hayatına birçok yenilikler getirdi: Banka hizmetlerini müşterilerinin ayağına götürmek için ilk defa semt şubeleri açtı.	Birçok semt şubelerimizin adları, ve binalarının resimleri ile birbir arkasına süratle gösterilecektir.	
- O zaman bankalar çokluk Galata'da Bankalarcaddesinde ve İstanbul tarafının belirli birkaç yerinde toplanmışlardı.	Bankalar caddesi.	
- Yapı ve Kredi Bankası tasarrufu teşvik için ev ikramiyeleri koyan ilk banka oldu.	Ev ikramiyelerinden örnekler.	
- Türkler izdivaç anlamını "ev'le" birleştirerek evlenmek demişler. Onun için bu ev ikramiyeleri fikri sandıkta, sepette saklanan paraların bankalara yatırılmasına yol açtı.	Bankada hesap açtıran müşteriler.	İzdivaç-evlenmek
- İkramiye evleri ve apartmanları zamanla ikramiye mahalleleri halini aldı.	İkramiye mahalleleri	
- Öyle ki, Yapı ve Kredi Bankası 20 yılda müşterilerine ev ve apartman daireleri ve ayrıca milyon lira para ikramiyeleri dağıttı.		.....ev .....apartman daireleri. ... ..... liralık para ikramiyeleri

Part of the script for the Bank's 20th anniversary advertisement

## Development of the Logo

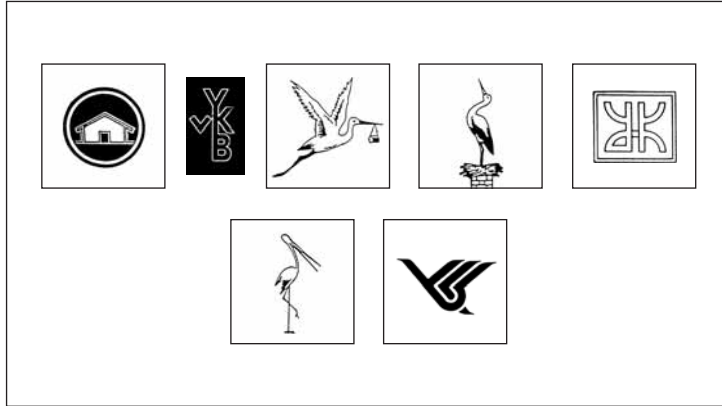
The logo used in 1944 was a house drawn in a circle. This reflected the brand's market positioning statement. The YKB acronym was also used from 1944 to 1964. The idea of a stork, and a stork carrying a house in its bill, was initially created by İhâp Hulusi Görey, a world-famous Turkish master graphic artist. Different storks have been used in the logo over time. For instance, the standing stork is known to have been created by Prof. Dr. Kemal Temizan in 1945 (Orhan Topçuoğlu, Belgeler ve Anılarla Yapı Kredi, p. 87). As different logos were used concurrently, it was not possible to establish a consistent visual identity.



A poster drawn by İhâp Hulusi for Yapı Kredi in 1967 [Tür Tanıtım Reklam Hizmetleri A.Ş. and Ender Merter, Müsellesten Üçgene, Tür Tanıtım Reklam Hizmetleri, 1998, p. 117]

Günay Enginöz, the Yapı Kredi Archives Museum Advisor, mentioned in our interview that a logo contest was organized in 1977 and that Nuray Vural won the first prize with a stylized drawing of a stork, which began to be used in red after that date. The drawing of the original stork underwent a minor modification during that same year. Furthermore, in 1987 a "Norms Booklet" was compiled which detailed alternative ways of using the logo with its dimensions explicitly stated.

Logos  
(YKB  
Archives  
Museum)



The  
stylized  
stork  
drawing  
used after  
1977  
(YKB  
Archives  
Museum)



The YKB  
logo used  
until  
October 2,  
2006



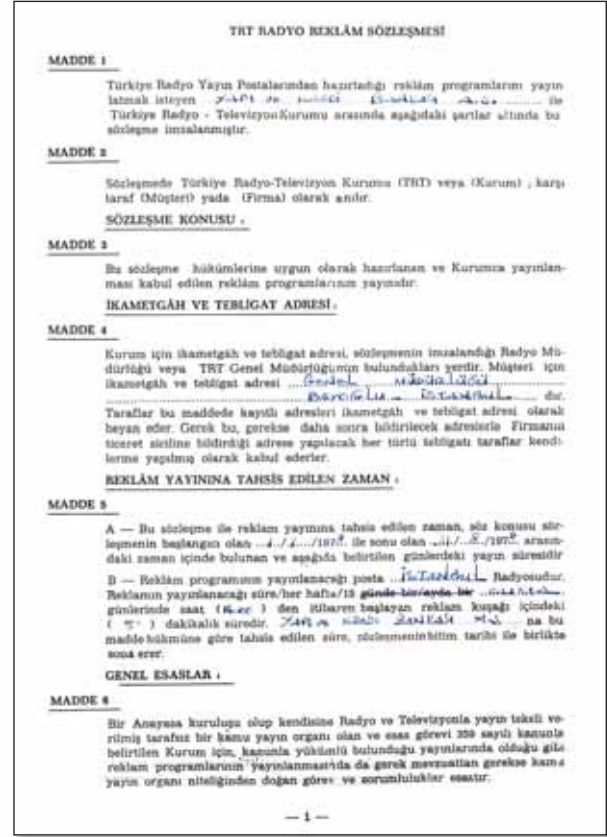
The YKB logo was revised again on October 2, 2006 after the Koçbank-YKB merger, this time with a design by Ivan Chermayeff. The new logo incorporates the silver-colored ram horns (The Turkish word for ram is "koç", and the ram's head is the symbol of Koç Holding) and the words "Yapı Kredi" in dark blue. The slogan is once again "Limitless service."

The  
current  
logo,  
introduced  
after the  
YKB-  
Koçbank  
merger on  
October 2,  
2006



## Contributors to Yapı Kredi's Communication Efforts

Reklam Moran was Yapı Kredi Bank's advertising agency between 1967 and 1980. These years were dominated by the Turkish Radio and Television Corporation (TRT) and radio advertisements were very popular. **An agreement drawn up between Yapı Kredi and İstanbul Radyo in 1978 tells us that within the station's advertising break which began at 4 p.m. every Friday, Yapı Kredi was allocated a five-minute slot.**



Extract of an agreement drawn up between YKB and İstanbul Radyo in 1978

Yapı Kredi

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## Limitations on Banking Sector Advertisements in 1977

The working committee appointed by the Board of Directors at the Banks Association of Turkey in 1977 suggested that banking sector advertisements "should not include any statements targeting competitor banks, in however disguised a manner they may be," and "should not convey messages implying that consumers can take advantage of higher interest rates." Furthermore, banks were required to submit copies of their advertisements to the board one week in advance and obtain approval prior to airing. In July 1982, an upper limit was introduced for bank advertisements and banks were allowed to set their advertisement budgets in a ratio of 1.5‰ for every 150 million TL increase in their total deposits. These serious limitations imposed on the banking sector were abandoned in 1990 with the help of pioneering steps taken by Yapı Kredi, although inspections of bank advertising copy continued into the 1990s.



1990 newspaper clipping stating that the removal of limitations in bank advertisements was initiated by Yapı Kredi

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In 1980 Yapı Kredi was bought by the Çukurova Group, and started working with Manajans as their ad agency. Manajans founder [Eli Acıman](#) said in an interview conducted by Münir Subarlas and published in Bizler (YKB's internal magazine) in October 1982:

- We asked our research department to conduct a scanning study listing competitor banks' consumer claims. And we saw that they were all saying the same thing. We realized that it was wrong to be a part of this chorus, so we suggested that Yapı Kredi should not try to echo its competitors and that it should only communicate a message to consumers if it is newsworthy. •

(Interview by Münir Subarlas with Eli Acıman, Bizler, October 1982). With these concerns in mind, the Bank created the "Limitless Service" campaign, which is still fresh in Turkish consumers' minds. The emphasis was again on the customer.

Yapı Kredi started working with Reklam Moran in November 1984 and this partnership continued until June 1987.



The 1981 "Limitless Service" campaign (YKB Archives Museum)

The "Limitless Service" newspaper advertisements began with the words, "A bank's customer is not money: It is a human being," and continued, "Yapı Kredi is a bank that has valued you since the day it was established." The advertising promise at the end was "Watch Yapı Kredi, expect from Yapı Kredi."

## "Making the Impossible Possible"

Burhan Karaçam, General Manager of Yapı Kredi Bank between 1987 and 1999, told us that the Bank had two major five-year change programs, the first between 1987 and 1992 and the second from 1993 to 1999. Karaçam pointed out that during the first period between 1987 and 1992, **"Innovative and progressive steps were taken which were in line with Kâzım Taşkent's initial founding principles. This philosophy might have been become less prominent over the years, but it had the potential of being revitalized very quickly and very swiftly."** Yapı Kredi needed to show its differences to both its internal and external customers in order to set itself apart from the crowd.

## From Deposit Banking to Service Banking

[Burhan Karaçam](#) recalled:

- In those days, the entire focus was on attracting more and more savings. However, Yapı Kredi wanted to transform the banking concept from that of deposit banking to service banking. Therefore, starting in July 1988 we began introducing many innovative products to Turkish consumers. •

All these changes were expressed with the help of the term "active banking" at the time (Mehmet Çay, Abdül Çalışkan, Tolga Ertuna, Yapı Kredi ve İtkiler, YKB Arşiv Müzesi Araştırmalar Dizisi No:1, 1995, p. 44). The Bank's 1988 Annual Report notes that Tele24, personal loans, and "credit cards" (used like a debit card) were all introduced that year. Similarly, sub-brands such as Telecard and Alo Banka, introduced by YKB, were soon adopted by the entire banking sector and became generic names.

For instance, in those years credit cards existed, but they functioned like a modern-day debit card. Similarly, overdraft accounts did not exist in Turkey then. YKB introduced overdraft accounts for the first time, giving them the name "credited accounts," although the management encountered difficulty when they tried to make the necessary accounting adjustments, because in overdraft accounts both liability and asset accounts had to be transacted concurrently. **Burhan Karaçam** recalled:

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- Although we were talking about 7-day, 24-hour banking, even the number of branches open at lunchtime was still very small. Furthermore, banks' advertisement budgets were set according to increases in their total deposits and expressed in a ratio of thousandths. All of these archaic legal sanctions were major impediments to the further development of the Turkish banking system. This could only be overcome with a new law. Therefore all taboos needed to be broken and the impossible made possible. ▶
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## Changing the Personnel's Mindset

**Burhan Karaçam** continued:

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- We also had to alter the old way of banking. When personal loans were introduced, it was a prerequisite that these loans be controlled from the headquarters. However, decisions on loans had been made by branch managers up to then, and they were hesitant about this change. ▶
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For all these transformations to take place successfully, a new state of mind had to be reached. And this could only be achieved through extensive training.

## The Merkez Ajans Years: 1987-94

Yapı Kredi's advertising agency between 1987 and 1994 was Merkez Ajans. A more product-oriented approach was followed for the first five years of this partnership, because new products were being introduced to the marketplace. These new products needed to be fully explained to consumers. Two such campaigns for the implementation of the product-oriented strategy were "A New Life: Active Banking", which aired in 1988, and later the "World of Opportunities" campaign, broadcast in 1991.





The "World of Opportunities" ad opens with a businessman in a suit carrying a briefcase and walking across a playing field toward the goal area. Goals are being scored one after another, symbolizing mandatory expenses such as school fees and utility payments. The businessman, as goalkeeper, cannot cope with all of these shots from different angles, and falls down. However, after joining the world of Yapı Kredi, not only does he start saving the goals, but we also see him pulling off some aesthetic moves while sending the ball back into the other team's goal area!

Ali Taran, creative director of Merkez Ajans at this time, talked about the "World of Opportunities" campaign in one of his rare interviews:

- When we were working on this campaign, we asked ourselves, 'What was banking like six or seven years ago?' Banks were only setting interest rates. There were no services targeted for the consumer-not even personal loans were available. Now, we take retail banking for granted and have forgotten what life was like in its absence...When you visited Yapı Kredi, you saw new opportunities that you had not been aware of before. Therefore we called this campaign 'A World of Opportunities.' We wanted to show that these opportunities have the power to change people's and corporations' accustomed way of life. ▶

(Tansel Yılmaz, "İmkanlar Dünyasını Hâlâ Çakmadınız mı?", Para, 13 October 1991, pp. 46-7) Merkez Ajans received the Crystal Apple Award for television advertising as well as two distinctions at the 5th Crystal Apple Awards in 1993 (the Crystal Apple Awards are a Turkish creative advertising contest held annually since 1989).

### From a Product- to a Consumer-Oriented Approach: 1993-99

The Bank's second phase of transformation began in 1993 and continued until 1999. It needed to shift from being product-focused to being customer-oriented. The organization and the branch network were ready to take the transition to the second phase. The Bank already had a sound technological infrastructure set up, and it was now time to disseminate the philosophy of "the priority always lies with the customer" to all branches and implement it throughout the organization, in order to be able to increase branch effectiveness and efficiency.

M. Özalp Birol was Advertising, PR and Culture & Arts Head between 1994 and 1997. He served as the founding Managing Director of Yapı Kredi Cultural Activities, Arts and Publications (CAAP) from 1998 to 2000, and was then assigned as the Corporate Communication Director at YKB, while continuing his duties as a Board Member at CAAP from 2000 to 2001. He stressed that at that time all members of the YKB team considered themselves part of a winning team and were therefore all highly motivated. The vigor and vitality that would carry the Bank into the next millennium came from this. Most of the executives we interviewed pointed out the importance of branches and the attitude of branch personnel toward customers, and how the power of internal customers superseded the role of other forms of brand communication.

### "No Tolerance for Distrust!"

Burhan Karaçam explained the importance assigned to service quality and training as follows:

- While creating our new products, we considered consumer wants and needs. Although we were the pioneering brand in launching new products, within a short space of time our new products were being replicated by our competitors. Therefore in the mid-term all competitive products were becoming similar. The only attribute that could not be copied was our quality of service. Therefore we did not refrain from undertaking any investment to improve our service quality. In line with needs and without affecting the planned profitability levels, every manager could allocate a limitless budget for training.

The powerful workforce at Yapı Kredi was in a position to solve any problems they faced. They believed in what was to be accomplished. Karaçam continued:

- Turkish people would not hesitate to die for you once they trust you. To be trustworthy, you have to be clear, consistent, fair, and supportive of different ideas, whomever these ideas might come from.

All personnel were aware that the headquarters totally relied on the information delivered by branches in order to be able to react swiftly to market conditions. Burhan Karaçam added:

- The organization would never mislead me, because they knew that everything was based on mutual trust and that we had no tolerance for acts of distrust. This was how well we worked together within our organization.

### The Ali Taran Creative Workshop Period: 1994-99

Burhan Karaçam said the Bank underwent a transformation from being product-focused to service-oriented from 1991 to 1992, and that Ali Taran worked for the YKB brand over many years, first Merkez Ajans, and then at the Ali Taran Creative Workshop (ATCW) from 1994 to 1999.

In the summer of 1993, various consumer products were introduced with the help of a series of TV commercials in which actor Kaan Girgin held the leading role. The commercials all ended with the line "Isn't this Yapı Kredi? Sorry, sorry," which very quickly became a catchphrase. The campaign was created by Merkez Ajans. The first commercial in the series was an advertisement explaining the credit account, and it ran longer than one minute. This was the first time that Turkish consumers had been exposed to a TV commercial of such length. However as the number of product attributes needed to be explained increased, and as the advertising series was very well received, the commercials became even longer. In the last commercial, in which Mr Apology is involved in a car accident, the commercial length reached a peak at 2'49"! The lengthy commercials became synonymous with YKB and the bank reached a spontaneous recall of 39.9% (Up until then, a 15% score in spontaneous recall tests was considered to be "very good.") Among banks, Yapı Kredi attained a total recall rate of 57% ("Cesur Olan Kazanır", Aktüel, 10 August 1995). Through these soap opera-style commercials, consumers became heavily engaged in the love story between the lead character and his girlfriend. Everyone was anxiously awaiting the end of the story. Just as in its early days, Yapı Kredi continued to lead the way in introducing novelties in advertising style and setting examples for the sector, also in the 1990s (B. Karaçam, "Orası Yapı Kredi Fark Oradaydı", Yapı Kredi Yayınları, 2006, pp. 168-211).

**"Isn't this Yapı Kredi?  
Sorry, sorry..."**

The communication strategy for this series was that the product is the corporation–Yapı Kredi itself; in other words, "the product equals the corporation and the corporation equals YKB." Hence different product advertisements were brought together under a single roof, and the goal was that whichever product was being advertised, the consumer perception would be "Whatever my needs, YKB will definitely have a solution for me." The second major element in the advertisement was the phrase "the difference is here." These two elements would form the backbone of Yapı Kredi's communication strategy for years to come. The tone of the ads was friendly, warm, humorous, genuine, and a reflection of life.



Shots from the "Isn't this Yapı Kredi? Sorry, sorry" series of ads for overdraft accounts [Merkez Ajans]

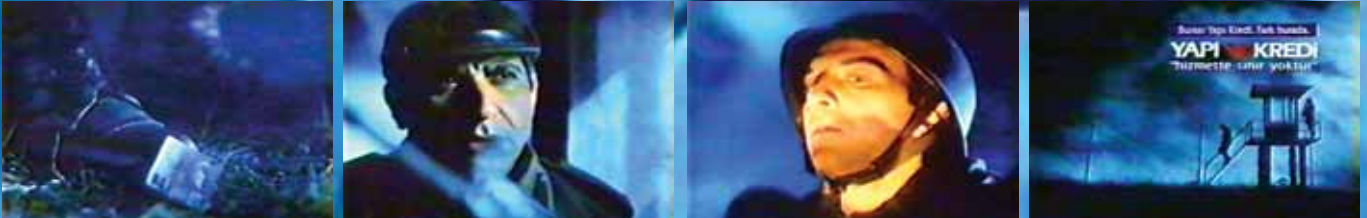
Burası Yapı Kredi. Fark burada.

"Sorry,  
Sergeant"  
(ATCW)

**YAPI KREDİ**  
"Hizmette sınır yoktur"

### "Sorry, Sergeant"

The launch of the Telecard was made with a commercial titled "Military Service." Our hero drops his Telecard while on duty at military service. In the commercial we overhear the conversation between the soldier and his superintendent. The commercial ends by saying, "The difference is here," while our main character this time says, "Sorry, Sergeant." This film received the top award at the 6th Crystal Apple Awards in 1994.



All the commercials end with the tagline "This is Yapı Kredi. There are no limit to Yapı Kredi's services." The series continued. Yapı Kredi communicated its advantages within a single framework, from car and housing loans and its difference from its competitors to its ease of use and products and services such as the Debit Card, Super Electronic Tele Transaction, Super Account, Super Check, Super Card, Real-Time Money Transfer, Telecard, Telephone Banking, Automatic Payments and Overnight Deposits.

Özalp Birol highlighted the fact that brave steps were taken during the introduction of consumer products such as ATM cards and credit cards, enabling the Bank to accumulate resources that would be necessary for future investments. All of these developments played crucial roles in increasing brand value and enhancing the corporate reputation.

The Mr Apology series continued until June 1995. The same concept was continued in the second half of 1995, but with a new set of actors and with a different story. This time we meet the manager of another bank, who, out of loyalty to his own bank, cannot accept the fact that his bank is delivering more restricted services than Yapı Kredi. Each time he hears a positive remark about Yapı Kredi from his family, relatives, friends and even from his own branch personnel, he is embarrassed, becomes very upset, and says, "Shame on you, shame on you!" in anger.



Shots from the "Deceit" film, from the "Shame On You" series

## "Shame On You" - "Deceit"

The "Deceit" film received two distinctions—one for production and one for the producer—at the 1996 Crystal Apple Awards. The film explained the transactions that could be performed with the help of the Telecard, highlighting Yapı Kredi's advantages in this area as well.

## The "Technology Center"

Tülay Güngen has worked in different departments at Yapı Kredi since 1994, actively participating in the structuring of alternative distribution channels within the Bank before becoming the Assistant General Manager responsible for corporate identity and

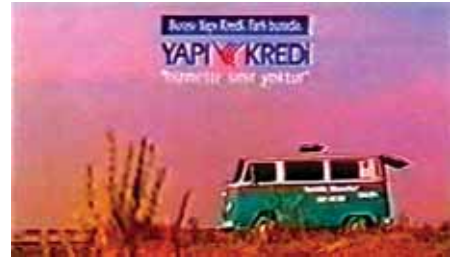
communications. She told us that Yapı Kredi introduced a very different call center concept in Turkey.

According to Gürgen, a brand-new infrastructure was established with the help of three factors: the human element, the system, and the telephone. This infrastructure was also new for Turkey. For instance, Yapı Kredi initiated the first contacts for toll-free calls with Türk Telekom, and as a result, Turkey's toll-free prefix was established as 444. The first call received at the Yapı Kredi Call Center was on May 18, 1998. Everybody was very excited. Call center personnel were asked to answer phones with a smiling face, to be genuine, and to be smartly dressed, even though customers were unable to see them. It was not easy to be the "voice of YKB"... The YKB Call Center was awarded an international "Certificate of Excellence" in 2003. Before YKB, only five other institutions had received this prestigious award.

After the new product launches, Yapı Kredi experienced an immense increase in consumer demand which the Bank's infrastructure was unable to cope with. Yapı Kredi personnel nevertheless did their best to minimize the problems and ensure the situation had minimal impact on customers; they did this mainly because they believed in their bank. All employees were called upon to give extra support to the Bank. During these turbulent times a new communication campaign helped to increase Yapı Kredi's power. A new "technology center" was being built in Gebze, İstanbul, and prior to its completion, the big transformation which would be experienced once the center was complete was explained to consumers through four different commercials. The year was 1998.

The first of these commercials begins in the boardroom of a competitor bank. We overhear board members talking about Yapı Kredi. "We hear they are going to create an upheaval in banking... It is a \$100-150 million investment. They are creating a technology center at Gebze. They are changing the bank's technological architecture. Their infrastructure and the way branches are operated are going to be completely altered..." The chairman, after listening to all these comments, bursts out: "They are going to do this, they are going to do that... Have you got any suggestions?" Then the bank's intelligence services manager intervenes by saying, "We are going to obtain the information from Yapı Kredi itself." We see all the board members seconding this suggestion happily. The voiceover says, "Understanding is different, culture is different, philosophy is different. This is the difference. This is Yapı Kredi." This tagline was the common element in all four films and appeared on the screen as a super at the end.

"Secret Mission"  
(ATCW)



## "Secret Mission"

The second film in the series was also created by Ali Taran Creative Workshop, earning the agency a Crystal Apple at the 10th Crystal Apple Awards for the 1997-98 period. We see the intelligence services manager, using "Fox" as a cover name, going into the Technology Center in disguise with his string shopping bag and successfully planting cameras.

The series continued. The intelligence services manager, "Fox," returns to his bank and prepares to show the board members the material he has filmed using a novel technique that he names the "sandwich camera," created by himself. As all the board members are anticipating the gathering of first-hand information about Yapı Kredi, they receive a shock. Yapı Kredi's maintenance men appear on the screen, dropping the cameras that they discover into coffee cups and saying "have a good day" to board members. This film received a distinction at the 10th Crystal Apple Awards.

Burhan Karaçam emphasized that the Ali Taran commercials were particularly effective in boosting the self-confidence of Yapı Kredi's workforce, with the result that personnel became much more attached to their bank, despite the technical difficulties they encountered. Similarly, [Özalp Birol](#) added:

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ATCW, represented by Ali Taran, were very aware of YKB's services. Our Client Services Director, Kaan Önal, knew as much about consumer products and services as the brand manager. ATCW really understood us. ▶

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Shots from  
"Knock,  
Knock.  
Have a  
good day..."  
film  
(ATCW)



### "Knock, Knock. Have a good day..."

The humor element was increased in the final ad of the series. This time, we hear the dialogue between two cleaning men. At the end of the film, the message "Understanding is different, culture is different, philosophy is different. This is the difference. This is Yapı Kredi," is repeated by the cleaners.

### From March 1999 to October 2004

Naci Sığın began working in Yapı Kredi's Treasury department in 1990 and was Managing Director of Yapı Kredi between March 1999 and October 2004. He started by explaining:

- Actually, managing the Bank was the same as managing 5 million customers and 3 million credit cards. ▶

He listed a number of unfortunate occurrences that the Bank had to go through during this period: the earthquake that struck north-western Turkey in August 1999; the economic crisis that was felt starting with the third quarter of 2000; and the handover of their sister company, Pamukbank, to the Banking Regulation and Supervision Agency (BRSA) in 2002. (The BRSA is an independent body established in June 1999 which protects the rights of savings deposit holders in Turkey, making sure that banks and private finance institutions operate within a market discipline and compete on a global scale.)

Naci Sığın emphasized that during this period he witnessed time and time again the brand's power and the workforce's loyalty to their corporation. He continued:

- Everything that we had been through made us more attached to each other. The dominant feeling in the company was, 'This bank is ours, and we have to move it forward.' When the Bank was going through rough times, the brand always protected us. We had all seen what the brand meant. ▶

All in all, after the Pamukbank incident, market research conducted on brand image in 2003 showed YKB as the second brand in the Turkish banking sector, with a spontaneous recall of 24%.

Similarly, Salih Başağa, who worked in various positions at Yapı Kredi beginning in 1993, eventually becoming Senior Advisor to the General Manager, said the brand always, in every circumstance, had independent power and a very good reputation. He noted that these attributes were tested over and over again, adding:

- Since its early days YKB had always positioned itself ahead of its time. This enabled us to have a unique corporate stature, which in turn gave us a strong reputation in the eyes of consumers. ▶

## The Alice BBDO Years

A major campaign to introduce telephone banking was started by Alice BBDO agency in February 2002. In the ad, an English language teacher asks her adult students, "What is this?", pointing to a telephone. A young man replies, "This is a bank." Probably due to the tone of the advertisement, this campaign was not received well.

As a result, YKB's upper management decided to stop the campaign and approach the issue from a slightly different angle. At this time, Sait Aytemur was appointed Managing Director of Alice BBDO; he held this position from 2000 to 2004. The new management team's first project was the "Limitless Banking" ads. Sait Aytemur noted that they emphasized the YKB difference when explaining telephone and internet banking, conveying this message with the words "Wherever you are, your bank is right there." The ad told consumers that they did not have to go to a bank in order to receive banking services, by using unexpected locations.

Shots from the "Limitless Banking" TVC - "YKB is wherever you are" (Alice BBDO)



## "Limitless Banking"

The "Limitless Banking" commercial was based on the idea that even places where you would not normally expect to receive banking service could easily be turned into a Yapı Kredi branch. Yapı Kredi was saying once again, "This is Yapı Kredi," albeit in a different way. The TV commercial was supported by a press campaign.

## Anniversaries at YKB

Anniversaries have always been important for YKB. Films for its 50th year featured well-known Turkish singers such as Nükhet Duru and Ahmet Özhan, and a similarly emotional campaign was aired in 2002, when YKB celebrated its 58th year. Celebrations of the Bank's 60th year began at Mecit Efendi Mansion in Bağlarbaşı Woods in İstanbul, a residence which had been restored by YKB. As part of the 60th anniversary celebrations and aided by technology, another well-known Turkish singer, Zuhal Olcay, "talked" to Kâzım Taşkent onstage, and then sang, "You Owe Me a Tango..."

Shots from a commercial for YKB's 58th anniversary (Alice BBDO)



### "One Should Leave Traces..."

While celebrating its 58th year Yapı Kredi also honored its founder, Kâzım Taşkent, by quoting him: "There are no limits to the services that can be given and the attention that can be paid to the customer. I believe that one should find traces in the path one treads, and leave traces as one passes along." The black-and-white photographs used in the film were taken with a special camera which gave a three-dimensional film effect.

## From Worldcard to World

Yapı Kredi's first credit card was launched in 1988. Worldcard, on the other hand, was first introduced in 1990 and then re-launched in February 2002 as World. Interbrand and Alice BBDO worked together with YKB on the project. Nazan Somer, Assistant General Manager responsible for Credit Cards and Consumer Lending at YKB since September 2000, said that they wanted to have a new brand in the credit card retail world, with YKB as the umbrella brand for all of World's communications.

The re-launch in 2002 was based on a "widest shopping platform" concept and emphasized that World users received more spending points, could spread their payments over more installments, and could use their card in more places. This was the first time that the "World" name had been used, with the aim of presenting tangible benefits and encompassing a new world of opportunities for cardholders. The credit card and the installment products were combined, enabling customers to collect points from all transactions they made. This was communicated visually with the help of purple points pouring down like rain. The campaign had a positive effect on the brand.

Market conditions were nevertheless very competitive. By 2003 there were nearly no differences left among competitive products, leading to a loss of brand loyalty in the credit card market. Nazan Somer emphasized that in the past customers had gained points separately from banking transactions and from their World credit card. However, in 2003 all the points gained from banking services and World were combined and previous gains were also converted to cash that was readily available to YKB customers. Therefore the customer benefit became more significant, adding to brand value.

Mehmet Duru, Advertising and PR Director from 2001 to 2004, said that the change resulting from the conversion of all points to the World pool was first communicated to retail cashiers. Customers paying with their World credit card were asked by cashiers whether they would like to pay with the cash they had collected on their card. This was a nice surprise for YKB customers.



## Collaboration with RPM/Radar

YKB started working with RPM/Radar in April 2003. Ayşegül Ögelman, Didem Erbatur from RPM/Radar's Strategic Planning Department, and Client Group Director Ali Ertuğrul Ersin explained the post-2003 communication strategy for YKB and World. Mehmet Duru mentioned that YKB were impressed by RPM/Radar's dynamism and Paul McMillen's personality. He added that although giving a good brief is the basis of an efficient advertiser-ad agency relationship, sometimes agencies need to manage brands "despite their clients." We learned that RPM/Radar used such an initiative at the launch of the "Vadaa!" campaign. Duru stated that the brief provided by YKB was to communicate the message, "Customers will gain points from all banking transactions." However, RPM/Radar took this idea to a new level, and in order to make World's benefit more tangible, decided to create animated "Worldpoints." The General Manager at that time, Naci Sığın, explained that while their market share was 24% at the launch of World, it reached 30% following the campaign. In addition, the brand was seen as being innovative due to its color and advertising tone, and became profitable once again. During this period, among YKB customers aged 18-35, the "brand I will definitely consider" attribute increased by 130%. Furthermore, among infrequent World users, statements acknowledging an acceptance of "the brand among the top three favorites" increased by 31%.

World was launched by RPM/Radar advertising agency. To make the brand seem much warmer and closer, a character was created and "Vadaa!" became the sole presenter of the World's purple surroundings. Physically, the "Vadaa!" characters are:

- Approximately 70 cm tall
- Sexless
- Purple

Emotionally, they have the following characteristics:

- Witty
- Somewhat childish but with a humorous side that appeals to adults
- Very dynamic and excited
- A strong sense of belonging
- Useful. Although they are aware of this, they do not brag about it.

The campaign's teaser and opening films were shot at the Istanbul Olympics Stadium in two days. The stadium was filmed empty, and afterwards, 400-500,000 Worldpoints were placed one by one in the seats. The film used a 3-D organic animation technique which was first created in Hollywood. The animation process took 60 days, with two animation artists and four different post-production units working concurrently. Original music by Amon Tobin was adapted by Ömer Ahunbay and effects were added.

## The TRİO Campaign

Erhan Özçelik held various posts at Yapı Kredi beginning in 1988, eventually becoming the Assistant General Manager responsible for corporate banking between 2001 and 2005. He noted that after 2003 Yapı Kredi took major steps regarding cash management, introducing products that minimized risk for corporate and commercial customers. TRİO was one of the first examples of these, and was introduced to the market as a practical way of making payments. TRİO comprised products with flexible maturity, checks and bills receivable, letters of guarantee, and even simple cash. In this way, YKB was undertaking the risk of giving credit to the sellers of goods. Campaigns targeted at commercial banking continued into 2004.



Shots from  
the TRİO ad  
(RPM/Radar)

## "My Money"

June 2004 saw the birth of the "My Money" idea, which bundled different services according to customer needs. Tülay Güngen, responsible for retail banking at the time, told us that while the banking sector was introducing fewer new products, the importance of cross-selling was increasing as a means of ensuring customer loyalty. "My Money" was introduced by well-known Turkish actor Mehmet Aslantuğ, who announced that all transactions were being gathered under the "My Money" concept. With this new concept, consumers received more benefits with every transaction they made. The campaign continued into 2005. In essence the campaign message was "Those who work with YKB more win more." This has also been one of the leading applications in the sector.



## October 2, 2006: Pushing Back Boundaries in Banking

Yapı Kredi announced its new logo on October 2, 2006. The work on the creation of the new logo began in spring 2005 and was completed over a period of roughly a year and a half. During this time, qualitative research along with personal interviews conducted with customers by the Bank's upper management helped with the planning of new strategies. It was anticipated that the new logo would also reflect these new strategies. In the new logo, the ram's head symbolizes the element of trust and the color gray presents a powerful, modern look. Furthermore, the dark navy blue that was used in the Yapı Kredi logo was an indication that the brand had kept its heritage. It was also decided that in all branches, in all communications and in all printed material, the Koç Group and UniCredit Group logos were to be used side by side. By October 2, 2006, the logos had been changed in 588 branches and at 600 ATMs ("Yapı Kredi Birleşme ile '5. Büyük' Koltuğunda", *Hürriyet*, 3 October 2006, p.8). The announcement of this mega-merger was accomplished with the help of concurrent TV and press campaigns.

In newspaper advertising, the new logo was used as the title and the following explanation was provided in the copy:

"The biggest and most important merger in Turkish banking history has taken place. Yapı Kredi and Koçbank have combined their power and experience in the new Yapı Kredi. Yapı Kredi, which has never set any limits to its vision and targets, now puts its signature under the 'limitless service' slogan more powerfully... With the new Yapı Kredi, a new era is starting which removes all boundaries in banking."

In the ad's lower left corner were the Koç and UniCredit logos, and in the lower right corner, the new Yapı Kredi logo and the "dedication to deliver" slogan. The ad's background colors were chosen as blue, navy blue, and gray in different layouts and were used in gradation.

In the TV commercial, three different situations are the setting for three extraordinary events. First of all we see a father and son fishing, and all of a sudden a dolphin appears and almost starts dancing on the sea. Following this we see people running around in heavy rain, and in an instant, seven rainbows almost light up the entire sky. Lastly we see a couple sitting outdoors at night watching the stars. When they embrace, the woman catches a glimpse of dozens of falling stars in the night sky. At the end of the film the voice-over says,

"It is time to get used to extraordinary events. A brand-new era has started which pushes back all boundaries in banking. The new Yapı Kredi."



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The  
"Limitless  
Banking"  
TVC, which  
aired on  
October 2,  
2006  
(RPM/Radar)

Yapı Kredi

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## "A Very Valuable Legacy"

From its early days and even during World War II, Yapı Kredi has always attached a special importance to culture and the arts. This is mainly because in the early days of the Turkish Republic, Kâzım Taşkent, as a young intellectual, observed Turkey's shortcomings in this area and became a pioneer investor in culture and the arts. On April 23, 1945, the children's magazine Doğan Kardeş was launched. (Every year April 23 is celebrated as Children's Day in Turkey, to commemorate the opening of the Turkish Parliament on April 23, 1920. This day was dedicated to children as the future of the nation by Mustafa Kemal Atatürk, founder of the Turkish Republic.) The gravure (intaglio) printing technique, which gives better quality color in mass printing, was also introduced to Turkey by Yapı Kredi. In addition, Yapı Kredi has organized many cinema and theater events for children over the years.



Cover of the first issue of Doğan Kardeş, published on April 23, 1945

Şevket Rado, who had had articles published in various newspapers over the years, was appointed Press Advisor on September 1, 1946. The Bank established a separate culture and arts advisory on January 26, 1945, and gave this important position to Vedat Nedim Tör, General Manager of Ankara Radyo at the time.

In 1953, at a time when sponsorships were unheard of, YKB fully financed the first color Turkish film, "The Weaving Girl," directed by Muhsin Ertuğrul. The motivation was again most probably "to complete what was missing in the country." In those days, color films were five to ten times more expensive to produce than black-and-white ones.



The invitation for the press conference for "The Weaving Girl," held many years later to honor the first colored Turkish film

Yapı Kredi's list of contributions to culture and the arts is endless. The cultural events that began under Yapı Kredi in 1946 became part of an independent entity in 1996 with the creation of Yapı Kredi Cultural Activities, Arts and Publishing (CAAP). In most market research, Turkish consumers recall the Bank's contributions to culture and the arts at the mention of Yapı Kredi. Therefore the non-profit-oriented, alternative communication platform that was CAAP was essential for continuing the dialogue with consumers. During an interview, Özalp Birol gave particular credit to the efforts of Burhan Karaçam and Ömer Kayalıoğlu in establishing this company, and also noted the immense contributions of Yapı Kredi Culture and Arts Festival Advisor Aydın Gün, adding:

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He led the way in his usual modest and unpretentious style, helping us both in organizational issues and with cultural events. We had also inherited a very valuable legacy. In a corporation in which names such as Kâzım Taşkent, Şevket Rado and Vedat Nedim Tör had organized explanatory classical Turkish music concerts and had decided to sponsor Küçük Sahne (one of the traditional theater houses in İstanbul), the least we could do was protect their vision and ensure that it was carried into the future. ▶

Salih Başağa also pointed out that these arts and culture activities contributed to the brand immensely by bringing it closer to the hearts of the public.

Yapı Kredi Cultural Activities, Arts and Publishing organized many cultural events. For instance, the biannual "Leyla Gencer Voice Contest" was first organized by CAAP and received the IPRA (International Public Relations Association) Golden World Award in the "Culture and Arts Organizations" category in May 1995. The Yapı Kredi Culture and Arts Festival also hosted more than 350 events during its lifetime.

Yapı Kredi Cultural Activities, Arts and Publishing also incorporates Yapı Kredi Publications (YKY), which continues to introduce many famous national and international writers and poets to Turkish readers. City monographs are also published. Magazines such as Sanat Dünyamız, kitap-lık and Cogito all have a unique reputation in the Turkish publication world. At the end of 2005, YKY had reached a total annual publication figure of 907,440, possibly one of the highest annual publication figures in Turkey after textbooks. Furthermore, at 2006 YKY has published a total of 2,200 titles, accounting for more than 15 million readers.

In addition, the Yapı Kredi Cultural Center organizes a wide range of exhibitions, meetings and gatherings in the areas of art, sculpture, photography, archeology and other arts and culture fields, hosting nearly 250 events annually. Almost 1,000 exhibitions have traveled to different cities in Anatolia and have been visited by a total of 150,000 art lovers. The Cultural Center encompasses the Vedat Nedim Tör Museum, the Kâzım Taşkent Art Gallery, and Sermet Çifter Hall.

Yapı Kredi Cultural Activities, Arts and Publications advanced a step further with the construction of the Yapı Kredi Historical Archives Museum. Özalp Birol told us that Ömer Kayalıoğlu, the Assistant General Manager responsible for Corporate Communications with whom he has collaborated for many years, gave his total support to the project. The archives, which were gathered together during Günay Enginöz's leadership at Yapı Kredi, were then converted into an electronic format. At 2006, more than 400,000 items showing Yapı Kredi's contributions to Turkish banking as well as culture and the arts have found their place in this museum. Özalp Birol reflected on the importance of the archives with these words:



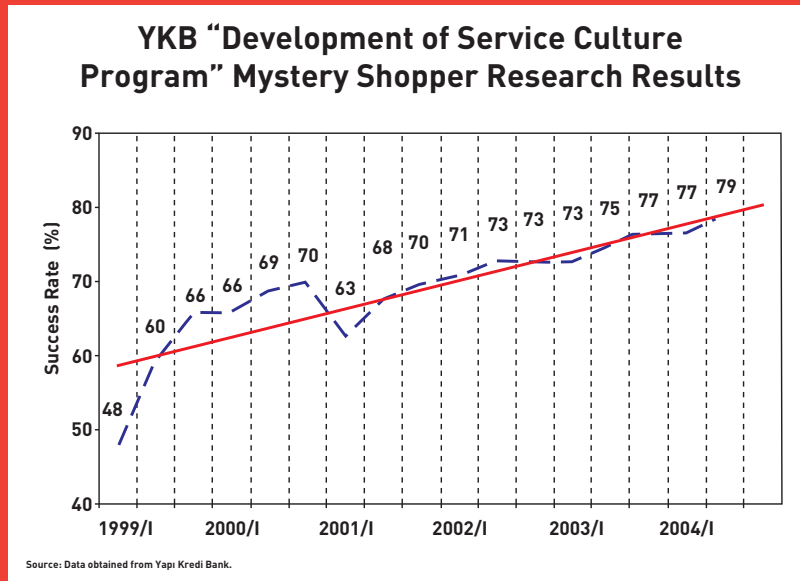
The IPRA Golden Award Certificate awarded to Yapı Kredi in 1995 for organizing the "Leyla Gencer Voice Competition"

It is of utmost importance to know your starting point and to grasp what has been done before you. The archives also set the standard for the things to be done in the future. ▶

## “Dedication to Deliver”

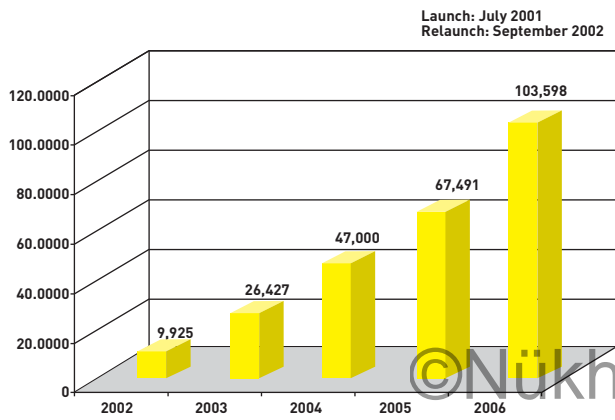
The understanding that "there are no limits to customer service," set by Kâzım Taşkent in Yapı Kredi's early days, continued to determine the brand's route over the course of many years and has evolved into the slogan of "dedication to deliver". The three General Managers whom we interviewed emphasized that quality of service was harder to imitate than products, and therefore they focused on assigning higher levels of importance to service quality. For instance, the "Development of Service Culture Program" devised in 1999 was also "customer service-oriented" and emphasized investment in the workforce. More than 12,000 people were trained as part of this program. Mystery shopper research conducted to measure the success rate of the program indicated that this had risen from 48% in 1999 to 79% in 2004.

Mystery  
shopper  
research  
results



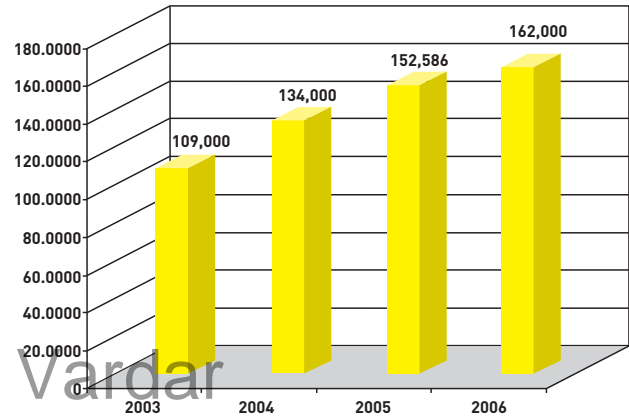
At 2006, Yapı Kredi, with 595 branches and over 13,000 personnel, has a 10% market share in total accounts and 9.9% in total loans in the Turkish banking system. YKB is also the leading card provider, with 4.9 million World credit cards representing a 26% market share in value. We can also see that since 2000, Yapı Kredi has been taking major steps on the commercial banking side as well.

### Development of Commercial Banking with Teleweb at YKB (number of users)



The  
development  
of commercial  
banking with  
Teleweb  
at YKB

### Development of the Commercial Telecard at YKB (number of cards)



The  
development  
of the  
commercial  
Telecard  
at YKB

On September 28, 2005, 57.4% of Yapı Kredi shares and its equivalent equity participations, held at the time by the Savings Deposit Insurance Fund (SDIF) and the Çukurova Group, were transferred to Koçbank PLC for 1,160 billion Euros. The calculations made based on this transaction pinned Yapı Kredi's total value at 2,021 billion Euros ["Koç, Yapı Kredi'yi Aldı", www.hurriyetim.com.tr, 5 September 2005, website accessed on 1 March 2006]. Executives we interviewed indicated on the existence of the Yapı Kredi brand within Koç Group would bring together different corporate cultures. The aim was to combine the powerful "limitless service" concept at Yapı Kredi with Koçbank's growth-yielding "performance-oriented services systems" understanding, leading to a major synergy for the Yapı Kredi brand. While taking this route, it was emphasized that Yapı Kredi's well-trained, experienced, loyal personnel who have a high aptitude and are open to new happenings will be partnered with Koçbank's young, dynamic workforce, in effect developing the best of both corporations, adding,

• In this endeavor, the most effective tool will be communication. •

In accordance with a decision reached by Koçbank and the Yapı Kredi Board of Directors in April 2006, the merger process under the Yapı Kredi name was begun and it was formally announced that the merger would be completed by fall 2006 ["Koçbank Tarihe Karışıyor Yapı Kredi 4'üncü Oluyor", Hürriyet, 21 April 2006, p. 17]. This decision was put into practice on October 2, 2006 and the merger was finally legalized by then. Following the merger, Yapı Kredi became the fifth biggest in the Turkish banking sector and the fourth largest commercial bank, with a workforce of over 16,000, 598 branches, and 45.7 billion YTL in total assets ["Yapı Kredi Birleşme ile '5. Büyük' Kottuğunda", p. 8]. With these numbers, Yapı Kredi has a 10.3% market share in total accounts. It also has 5.3 million credit cards, yielding a 26.3% market share ["Yapı Kredi: Yeni bir Banka Doğuyor" [merger presentation given on 2 October 2006], www.ykb.com.tr, website accessed on 4 October 2006]. Yapı Kredi aims to continue with its mystery shopper research, measuring customer satisfaction and loyalty on an ongoing basis. The managers also emphasize that in the near future they aim to conduct cultural activities on a much wider scale, and further improve quality of service. They add that the market research results will also help in determining new directions for YKB. In other words, Yapı Kredi, without moving away from founder Kâzım Taşkent's motto of "There are no limits to customer service and to the attention we pay to the customer" introduced in 1944, and strengthened by its Koç and UniCredit Group characteristics, is prepared to meet the higher expectations of its over 13 million customers with a new understanding of "dedication to deliver".

May 2006  
Updated December 2006

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## RETAIL BANKING

- My Money
- Consumer Loans
- Car Loans
- House Loans
- Housing Development Loans
- PC Loans
- Education Loans
- Travel Loans
- Marriage Loans
- Insurance Products
- Pension Fund
- Payments
- MoneyGram
- Saving Deposits
- University Banking
- Youth Banking

## CREDIT CARDS

- Credit Cards
- Bank Cards
- Credited Accounts
- Commercial Cards
- Retailer Services

## PRIVATE BANKING

### CORPORATE/COMMERCIAL BANKING

- Cash Management
- Project Finance
- Cash Loans
- Non-Cash Loans
- Foreign Trade Finance

### INVESTMENT PRODUCTS

- Investment Funds
- Pioneer Funds
- Overnight Deposits/Government Bonds/Treasury Bonds
- Eurobonds
- Stocks
- "Çalışan Hesap"
- "Pusula"
- Foreign Exchange Derivative Products

### LIMITLESS BANKING

- Yapı Kredi Internet Banking
- Yapı Kredi Telephone Banking
- Tele24
- Limitless Banking Corners
- Yapı Kredi Mobile Banking
- Yapı Kredi TV Banking
- E-Mail Banking

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- Ali Ertuğrul Ersin
- Tülay Güngen
- Burhan Karaçam
- Ayşegül Ögelman
- Erhan Özçelik
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- Yasmin Safrati
- Naci Sığın
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