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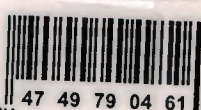
FACULTY OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

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NEAR EAST UNIVERSITY



FACULTY OF THE ECONOMICS
&
ADMINISTRATIVE SCIENCES
DEPT.OF BUSINESS ADMINISTRATION

MAN 400

COMPANY :C .T. COOPERATIVE CENTRAL
BANK LTD. MILK PRODUCTS
INDUSTRY (KOOP LTD.)

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ABSTARCT

Last years, milk industries live most developing time, in TRNC and Turkey as some statistical data , Turkish people less consume of the milk. For this reason some leading companies did more advertising & promotions about this sector.

On the other hand, milk and fruit juices are important for human health and a person must drink a glass of milk daily for human health. Especially, milk is important for Childs. Company's market segment is for all segments like as all sex and age groups, and this companies earn to habit for this products. They produce more kinds of product about milk like as, chocolate milk or fruity milk etc.

Finally, this sector have got good future projection because last years, many people work and which have not got more time for prepare food or meal. For this reason, people turn to frozen foods or prepare foods like as cheese, yogurt etc. In addition this people believe this kinds of product healthier.

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I. EXECUTIVE SUMMARY

In this project use some methods and analysis some compare to their competitors of the Koop ltd. As result of this issue Koop ltd is a leading company in TRNC about milk cheese yogurt etc. sectors. In addition to this there main target or mission's buying from domestic producer's milk and protect to them. Because they have got political or governmental board of director in Koop ltd. In this way they continue for developing in other countries and increase number market share this foreign countries. First target country is entry to Turkey's market about this sector.

II. INTRODUCTION

From birth till dead milk have an important role in our life. Human being use milk in many circumstances; in many eatable or drinkable foods. Milk is important for babies survival, is important for making yoghurt, is important for desserts, is important for margarine and so many others. These are the very little examples of milk's accomplishments.

Koop Ltd. on TRNC is a company that; seeks no profit and try to succeed on the processing the raw productions of local producers; maybe farmers and so on. The main product of Koop Ltd. is milk. Daily, children must drink 3 to 4 cups, teenagers 1 quart or more and adults 1 pint or more. When we look at this situation, we can easily understand how an important role Koop Ltd. has. They are the market leader in TRNC and gain most of the milk products share on the market. Koop Ltd. also produces fruit juice and Ice cream. But no other product than milk is important for Koop Ltd.

There must really be a strong courage and patience to catch up the success of Koop Ltd. When entering a new millennium, think a company that have many limitations like; less population, unrecognising and more. But near this, also think a product that in all houses in a nation has at least one. This is really success of believe.

Related on this *big* company, in this project we make a market research in a very *small* product: Homogenized Fruited Milk. We research if there is a market or not for that product in TRNC. This project is not an indicator to whole but gives a sense and opens a new page on minds.

II. TERMS OF REFERENCE

In this New Year, researched of the Koop. Ltd. Which is marketing strategy plan and their position for now and future projection with uses some methods and techniques.

This project researched under the lecture of MAN-400- given by Assoc.Prof.Dr. Erdal GÜRYAY and Hasan SARICAfor delivery at 09.February2001.

IV - METHODOLOGY

The following steps and methods were used during the work of Strategic Marketing Planing project :

Marketing Audit :

The first main section of the plan describes the target market and the company's position in it. In the current marketing situation section, I provide information about the market, product performance, competition and distribution. It includes a market description that defines the market, including chief market segments.(1)

Portfolio Analysis (Boston Matrix) :

In this method for categorizing SBUs for purposes of investment, development, or divestiture. To categorize the business efforts helps me to design an individual strategy for each business unit. With BCG Matrix (Boston Consulting Group Matrix), it analyzed up the relative market share held by an SBU and the rate at which the market is growing.(2)

Critical Success Factors (CSFs) :

This is necessary for this strategic marketing planning project. With finding this CSFs,It's found the strengths and weaknesses that most critically affect the success.It measure them relative to competition process.(3)

SWOT Analysis :

To find this factors, looked up at to Market audit. Which find the CSFs first and make a brief list of them. This is also necessary for this project. With SWOT analysis, the strengths, weaknesses, opportunities and threats of can be seen clearly.(4)

Marketing Strategy :

It is also necessary, because it presents the broad marketing approach that will be used to achieve the plan's objectives.(4)

Generic Strategies :

For analyzing this,in used a matrix (method) that looks at how might gain a competitive on the basis of its relative costs and/or the degree of which it can differentiate its products from those of its competitors (4)

(1) Marketing Management - Strategies & Programs,Fourth Edition,pg.21/432

(2) Marketing Management - Strategies & Programs,Fourth Edition,pg.29/432

(3) Marketing Management - Strategies & Programs,Fourth Edition,pg.33/432

(4) Marketing Management - Strategies & Programs,Fourth Edition,pg.42/432

V. COMPANY ANALYSIS & MANAGEMENT SUMMARY

V.1. OBJECTIVE OF THE RESEARCH

The aim of the project is; to find out If there is a market or demand to the new kinds of pasteurised fruited milk in TRNC. And If this demand rank is possible; then is Koop Milk Industry have a capacity to supply or satisfy these needs of the society.

This research is applied with the two parties; both consumers with questionnaire method, the producer with interviewing and Operation Process base investigation. The market research is applied in different locations to different occupations' people. In this way, we try to broad the research to more varied areas and social groups.

The research also aimed to find out the view of the society to likeness of fruited milk and to the Koop company. For doing this; the level of celebrity and confidence of Koop company measured.

V.2. BACKGROUND OF THE COMPANY

In 1958, Koop established in Eglence village. First start with 570 shepherd. In these years the aim is only to work up the sheep milk. In 1962, the building purchased and start the production. In these years the factory has 10 tons capacity. There is a target deviation because of the Cyprus phenomenon between the years 1963 and 1967. Then the Cyprus Turkish Cooperative Central Bank Ltd. purchased the factory. And the structure is then start to acquire a shape.

Koop Ltd. first start with producing milk products and with an improving strategy; develop its product variety on fruit juice, cheese, yoghurt and sugared beverage.

The factory has got a huge capacity but didn't use all of them. All workers are under collective agreement on government protection. All personnel get their salaries from Cooperative.

V.3. CURRENT SITUATION

Today Koop Ltd. is the biggest company in TRNC on milk products, fruit juice and Ice cream sectors. The company is full organised and the daily production capacity is 50 tons.

Whole of the year, Koop Ltd. takes the crude milk of sheep, cow and goat from producers. And this comprises averagely 45% of whole country production. Market share of Koop Ltd. in 1999 is 55%. In some products (like milk) is 100% and others are changed between 10% to 40%. The fruit juice sector's 60% is also in Koop's hand. The cheese market share of Koop Ltd. is 47%. And Koop Ltd. produces 600 tons of cheese in a year. The hourly production package quantity is 4,000.

Koop Ltd. is now exporting its products to Turkey and Arabian Emirates. Koop Ltd. has 122 personnel working in factory in year 1999. The above of all; Koop Ltd. development continues day by day.

V.4. COMPETITORS

There is no big competitor for Koop Ltd. in TRNC. Because Koop Ltd. has got a full organized factory. The other producers are local producers on small family base. They have a control on small scales like their own villages.

Also with government protection, the Turkish products which made in Turkey are sought limitedly in TRNC. This will also includes no threat to Koop Ltd. There are also some foreign labels imported from 3rd world countries, sought in TRNC. But Turkish Cypriot citizens buys the product that they have known.

To determine the competitors of Koop Ltd. in sectoral base;

Milk products : Özlem Cheese, Reha Cheese, Akgöl Cheese, Halis Köy Yoghurt, Pınar Milk (only sought in military markets).

Fruit Juice products : Pınar, Tamek, Aroma, Dimes, Don Simon, Chequita, Samba, Maaza, Del Monte, Fruppa.

Ice Cream products : Algida, Buzlaş.

V.5. LIMITATIONS

There are really serious limitations for Koop Ltd. and for this sector. Firstly, the population size is small. The capacity of Koop Ltd. is high but they forced to stop in a level for production.

The other factor is the unrecognition of TRNC. This will directly related with the Exporting. The countries to export are limited. Now, only to Turkey and to Arabian Emirates exporting is possible. This will also stop to produce more with existing capacity.

The last and one of the most important limitation is; TRNC is in the Island Economy. This will effect transportation to foreign countries. The transportation is only available by sea or by air. This causes to increase the cost of products. And obstruct to broad or for Globalisation.

V.6. SERVICE RELATED FEATURES

Koop Ltd. considered consumer care important. For Koop Ltd., the quality is very important. If any spoil occurs in products, the company undertakes to change the spoiled product with a new one.

There is a consumer care telephone service; (0392) 227 17 48 and an internet mail address; www.koopsut@koopbank.com, is available for consumers' complaints and recommendations.

This will shows that, Koop Ltd. try to increase the service quality with related to consumer expectations. New millennium is a service attack injector for Koop Ltd. to satisfy consumer needs more.

VI. THEORY ON STRATEGIC MARKETING PLANNING

Strategic planning involves developing a strategy for long-run survival and growth. Marketing helps in strategic planning, and the overall strategic plan defines marketing's role in the company. Not all companies use formal planning or use it well, yet formal planning offers several benefits. Companies develop three kinds of plans : annual plans, long-range plans, and strategic plans.

Each of the company's functional departments provides inputs for strategic planning. Each department has a different idea about which objectives and activities are most important. The marketing department stresses the consumer's point of view. Marketing managers must understand the point of view of the company's other functions and work with other functional managers to develop a system of plans that will best accomplish the firm's overall strategic objectives.

Strategic planning sets the stage for the rest of company planning. The strategic planning process consists of developing the company's mission, understanding a company's strengths and weaknesses, its environment, business portfolio, objectives and goals, and functional plans. Developing a sound mission statement is a challenging undertaking. The mission statement should be market-oriented, feasible, motivating, and specific, if it is to direct the firm to its best opportunities.

Companies have plans at many levels : global, regional, national, and so forth. The higher-level plans contain objectives and strategies that become part of subordinate plans. These strategic imperatives are objectives or defined practices. At each level a strategic audit reviews the company and its environment. A SWOT analysis summarizes the main elements of this audit into a statement of the company's strengths and weaknesses and the chief threats and opportunities that exist.

From here, strategic planning calls for analysing the company's business portfolio and deciding which businesses should receive more or fewer resources. The company might use a formal portfolio-planning method like the BCG growth-share matrix or the General Electric grid. However, most companies are now designing more customized portfolio-planning approaches that better suit their unique situations.

This analysis and mission lead to strategic objectives and goals. Management must decide how to achieve growth and profits objectives. The strategic focus shows how this depends upon increasing either productivity or volume. The product/market expansion grid shows four avenues for market growth : market penetration, market development, product development, and diversification.

Once strategic objectives and strategies are defined, management must prepare a set of functional plans that coordinates the activities of the marketing, finance, manufacturing, and other departments.

To fulfil their role in the organization, marketers engage in the marketing process. Consumers are at the center of the marketing process. The company divides the total market into smaller segments and selects the segments it can best serve. It then designs its marketing mix in order to differentiate its marketing offer in selected target segments. To find the best mix and put it in the action, the company engages in marketing analysis, marketing planning, marketing implementation, and marketing control.

Each business must prepare marketing plans for its products, brands, and markets. The main components of a marketing plan are the executive summary, current marketing situation, threats and opportunities, objectives and issues, marketing strategies, action programs, budgets, and controls. To plan good strategies is often easier than to carry them out. To be successful, companies must implement the strategies effectively. Implementation is the process that turns marketing strategies into marketing actions. The process consists of five key elements.

The action programme identifies crucial tasks and decisions needed to implement the marketing plan, assigns them to specific people, and establishes a timetable.

The organization structure defines tasks and assignments and coordinates the efforts of the company's people and units.

The company's decision-and-reward systems guide activities like planning, information, budgeting, training control and personnel evaluation and rewards. Well-designed action programmes, organization structures, and decision-and-reward systems can encourage good implementation.

Successful implementation also requires careful human resources planning. The company must recruit, allocate, develop and maintain good people.

The firm's company culture can also make or break implementation. Company culture guides people in the company ; good implementation relies on strong, clearly defined cultures that fit the chosen strategy.

Most of the responsibility for implementation goes to the company's marketing department. Modern marketing activities occur in a number of ways. The most common form is the functional marketing organization, in which marketing functions are directed by separate managers who report to the marketing director. The company might also use a geographic organization in which its sales force or other functions specialize by geographic area. The company may also use the product management organization, in which products are assigned to product managers who work with functional specialists to develop and achieve their plans. Another form is the market management organization, in which main markets are assigned to market managers who work with functional specialists.

Marketing organizations carry out marketing control. Operating control involves monitoring results to secure the achievement of annual sales and profit goals. It also calls for determining the profitability of the firm's products, territories, market segments, and channels. Strategic control makes sure that the company's marketing objectives, strategies, and systems fit with the current and forecast marketing environment. It uses the marketing audit to determine marketing opportunities and problems, and to recommend short-run and long-run actions to improve overall marketing performance. The company uses these resources to watch and adapt to the marketing environment. (1)

In that the succesfull marketing of good or service depends first of all on having a sound understanding of the market. Additionally, success depends on how many resources (human, technological and financial) are applied in developing a market offer and how effectively these resources are used.

VII. FINANCIAL STRATEGIES

A. Financial Settings

In small, highly specialized firm these decisions are relatively simple. However, in firms that offer an array of products serving a set of diverse markets, effective implementation of the market concept is complicated by two factors. First, some mechanism must be developed for allocating scarce resources across products. Second the organization's effectiveness in applying these resources is not likely to be equally effective meeting the needs of all markets they serve.

Corporate marketing planning is the process by which an organization sets its long term priorities regarding products and the market in order to enhance the value of the overall company.(2)

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(1)Marketing Management Strategies & Programs, Fourth Edition, pg.37/432

(2)Marketing Management Strategies & Programs, Fourth Edition, pg.29/432

VII . FINDINGS

VII.1.Objective Settings

VII.1.1.Corporate Mission & Vision

Mission of Koop Ltd : Koop ltd. Basically mission is produce against for the need of people products . When this business their objective no more profit because they establish and organized by the government. So, their objective is produce of cheap and healthy products for human. In addition to this their more important objective or goal of establishing is protect to domestic agriculture producers.

Vision of Koop Ltd : Koop ltd. Vision is increase number of market share and than to be powerful company in themselves sector in Turkey and other Middle East Countries and protect of the TRNC's domestic producer.

VII.1.2.Financial Summary

Koop. Ltd dont want to give me their financial information and data for this reason. I can not prepare of the Koop's financial summary but their sales are increase nearly to be 5000 packet milk annually.

VII.2.Situational Analysis

VII.2.1.Marketing Overview

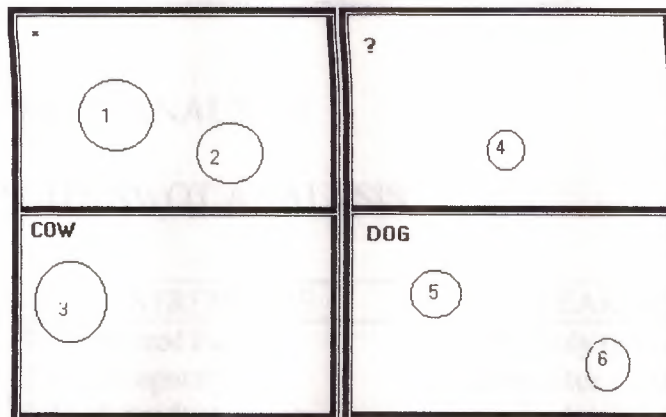
Koop ltd has got more market share in TRNC and milk and fruit juice on their monopoly. For this reason they dont work about market share problem , but they dont see only TRNC market which are interested to Turkey market. In this way they do new investment because entry Turkey market is difficult than the TRNC. Because there are many powerful competitors in Turkey.

They have got more advantages in TRNC market because, which establish by the government in 1958s , so they have got more experience than themselves competitors and which are developing from year by year. Their other power's source is establish by the government, which's top managers are political people. For this reasons , Koop is the biggest company in TRNC about milk , fruit juice and others. Now , about same topic of sectors on hand (monopoly) of Koop Ltd.

VII.2.2.Portfolio Analysis

1. Milk is the first and most successful in Boston Matrix because its sales are more than other products.
2. Fruit juice is the second product as sales rate.
3. Hellium is the third product in the cow of the Boston Matrix. It is sales not much as milk and fruit juice.
4. Yogurt is the fourth step is not good sales because, it is a new product.
5. Ice cream is the fifth step it hasn't got more sales because it is new product
6. Other products are fruity milks they have not got more sales because it is a new product too, for Koop Ltd.

RELATIVE MARKET SHARE

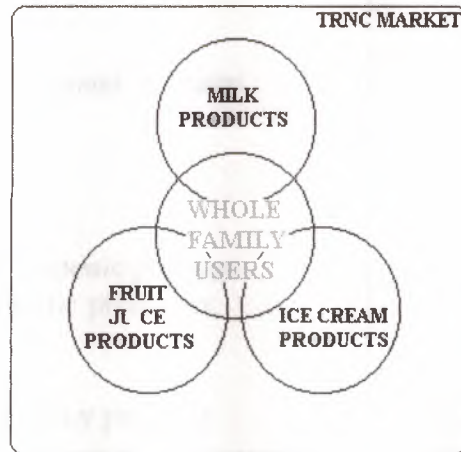


VII.2.3.Critical Success Factors (CSF's)

- A. Hygen in their products
- B. Produce to quality products
- C. Low price
- D. More kinds of products
- E. Reliable a brand
- F. Create a good brand and mark with promations and advertising

VII.2.4. MARKET SEGMENTS

KOOP LTD. MARKET SEGMENTS



VII.2.5. SWOT ANALYSIS

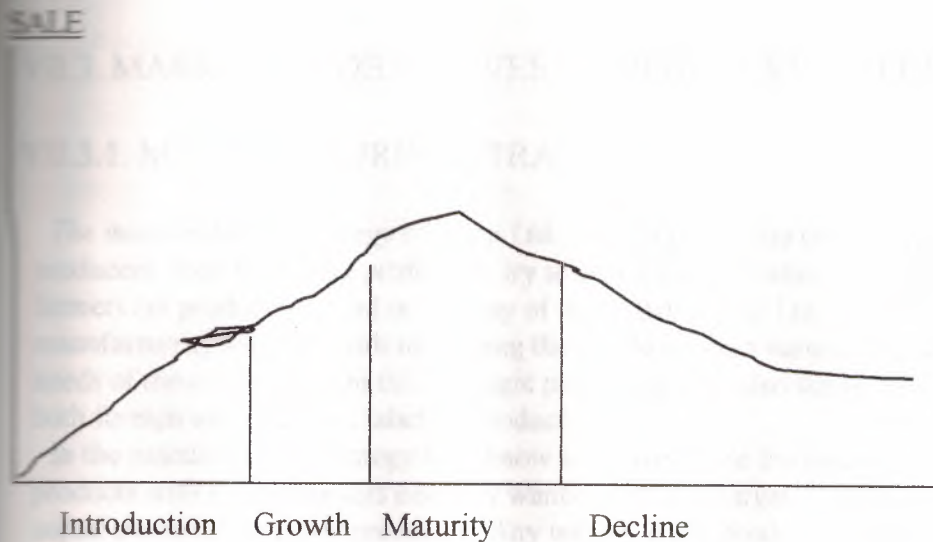
KOOP LTD. SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">1. Organized Factory2. High capacity3. High product variety4. Known label5. High technology6. Government protection (limited foreign products)7. High purchasing power citizens	<ul style="list-style-type: none">1. Monopoly (no serious competitor – service standard)2. No effect on local villages
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">1. Opportunity to recognition (then Exporting is possible)2. Growing new Ice cream sector3. New homogenized fruited milk market occurs4. Government incitement to use milk more by public	<ul style="list-style-type: none">1. New products produced in Turkey (more of them try to come to TRNC)2. The veto of Greece to recognition of TRNC3. The Turkish students which come from Turkey much more prefer Turkish labelled products

VII.2.6. BUSINESS ENVIROMENT

FACTS / FAVOURABLES	UNFAVOURABLES
<p>Competition:</p> <ul style="list-style-type: none"> - Koop have good brand & image. <p>Publics:</p> <ul style="list-style-type: none"> - They produce hygienic products. - Protect to domestic producers. <p>Suppliers:</p> <ul style="list-style-type: none"> - More kinds of milky products <p>Customer:</p> <ul style="list-style-type: none"> - Suitable products for healthy 	<ul style="list-style-type: none"> - Increasing number of competitors. - Less promotional sales & acts. - High price than competitors.
<p>Political / Legal:</p> <ul style="list-style-type: none"> - Their mgmt. Is political so, more power <p>Economic / Demographic:</p> <ul style="list-style-type: none"> - Provide capital by the government. <p>Social / Cultural:</p> <p>Technological / Natural:</p> <ul style="list-style-type: none"> - new investment for production 	<ul style="list-style-type: none"> - Dependence organizational structure - More economic crisis in country. - No social activities - High expenditure for new investments

VII.2.7. PRODUCT LIFE CYCLE



INTRODUCTION: In 1968 , Koop ltd. Started establishing after the conflict this introduction started with milk , yogurt , and helium.

GROWTH: In1984,Koop ltd entry to developing with their new products likes fruit juices.

MATURITY: In 1995, Koop ltd. Growth is continue until this year with ice cream.

DECLINE: Last years they live a low trade by the economical crisis of the TRNC.

VII.2.8. KEY ASSUMPTIONS

- Koop ltd. Do new investments for develop to machinery equipments so, they decrease to expenditure.
- They can increase number of kinds of products.
- They can do more advertisement for other countries market.
- Koop ltd. Can establish a new factory in Turkey and which's market, so they have been less expenditures.
- They can entry to new sectors likes frozen foods.

VII.3. MARKETING OBJECTIVES & GROWTH STRATEGIES

VII.3.1. MANUFACTURING STRATEGY

The manufacturing strategy of Koop Ltd.; is with taking the crude (raw) products from producers, with having no profit aim, try to utilise these products to protect the domestic farmers (or producers). And in the way of doing that, Koop Ltd. applies a developing manufacturing strategy with increasing the whole product varieties to catch up the most recent needs of the customers. On this strategic plan Koop Ltd. also succeeds to balance the prices of both foreign and domestic labelled products.

In the manufacturing strategy they know that; to provide the balance of raw (crude) produced products with the consumers needs or wants is the first target. With providing this they prevent unjust treatment of crude producers. Any wasted crude product is their unsucccess.

VII.3.2. PLAN FOR 2001 YEAR

The Company entirely try to catch up the technology and develop with investments. These investments are with purchasing new machines to new products and broad the product variety. Koop Ltd. have lots of new century plans. One of them is changing their products' packages with new ones and enter new millennium with a new face.

Their one of the product was born 1.5 years before; this is *Ice cream* and they are new in the market. But they have some targets related with this new growing market. The customers discovered that also in winter it is possible to eat Ice cream. This was showed Koop Ltd. a new segment. In year 2000, the new product; Icy Ice cream with named FRESH will planned to start to produced by Koop Ltd.

And in the light of the Fruited Homogenized Milk Researches, may be Koop Ltd. start to produce other kinds of products. Why not ?

VIII. CONCLUSION

Because of Koop Ltd. is the biggest milk company of TRNC, the responsibilities and tasks of it becomes bigger. Koop Ltd. is not seeking any profit and probably limiting their investment speed. This will affect Koop Ltd.'s product variety in a broad sense. The development of Koop Ltd. is limited by internal and external factors. Internally, the small producers that aren't legal and externally, the unrecognized of TRNC by other world countries except Turkey. This will also affect Koop Ltd. to enter into new foreign markets.

TRNC population is low. Because of this, Koop Ltd.'s product variety is low. In this condition their one of the biggest threat is limited population for less needed fruited milk market.

Also the small producers in local villages prevent Koop Ltd. to enter to these markets. The solution of this problem is on the government. Government must specify them a legal status and demand tax from these small-scaled producers.

The other unfair competition condition is the free Import to TRNC. The markets that enter to TRNC market seek profit and for achieving that they are competing cruelly. To stop this unfair competition, the government must apply a quota to new comers. And this quota must apply by looking up the conditions of TRNC's economical and political benefits.

Because of the transportation of Exporting is high, again the government must give incitement to producers like Koop Ltd.

The spare parts and helping production materials are expensive in this sector. The government must help to spare part producers in service, industry and production sectors. Government must decrease the tax tariffs of importing in spare parts.

IX. RECOMMADATION

Finally, In this research It's seen that there is a market for homogenized fruited milk. And the new task of Koop Ltd. will be extending the fruited milk kinds. The cocoa and strawberry kinds aren't enough for TRNC society. So, their development can continence with more exports to other countries because, TRNC market is full need of Koop's products for now.

In the new millennium; with the new expectations; on the right service principle: Everything is for *human being*.

X.1. PRODUCT VARIETY

MILK PRODUCTS

- Long Life Milk (Contains minimum 8.0% milk solids non fat and 3 % fat)
- 1 Liter
- 1/5 Liter (200 ml.)
- Cocoa milk
- Strawberry Fruited Milk
- Yogurt
- Normal yogurt
- Filtered yogurt
- Cheese
- Fullim Cheese
- White Cheese
- Honey Cheese
- Non Cheese
- Kross Melting Cheese

FRUIT JUICE PRODUCTS

- Fruit Juice
- 1 Liter
- 1/5 Liter
- Sour Cherry
- Apricot
- Peach
- Grapefruit
- Orange
- Pineapple
- Cocktail
- Sugared Beverage (Frosty)
- 1 Liter
- 1/5 Liter
- Sour Cherry
- Apricot
- Peach
- Grapefruit
- Orange
- Pineapple
- Cocktail

ICE CREAM PRODUCTS

- 1 Liter, Family Size
- Small Case (100 gr.)
- Cornet
- Vanilla
- Cocoa
- Strawberry
- Rose
- Teleli (The Best Quality Gum Mastic)
- Lemon
- Pistachio
- Cocktail

X.2. INTERVIEW – RÖPÖRTAJ

Muhabir : Koop ne zaman ve hangi amaçla kuruldu ?

M. Özdağ : Koop 1958 yılında Eğlence köyünde, 570 çobanla ilk işe başladı. Amaç bir yıl boyunca üreticinin ürettiği koyun sütünün alınıp işlenmesiydi. 1962 yılında bina satın alındı ve şimdiki yerinde üretime geçildi.

Muhabir : O yıllardaki hedef neydi ve o hedeflere ulaşıldı mı ?

M. Özdağ : O zamanki hedef; o günlerde 10 ton kapasite vardı. Ancak 1963 Kıbrıs olayları nedeniyle 1967'ye kadar, istenilen hedefe ulaşılamadı. Bunun üzerine Kıbrıs Türk Kooperatif Merkez Bankası Limited burayı satın alarak bugünkü konumuna getirdi. Şimdiki kapasitemiz fabrikanın fiilen günde 50 tondur. Koop bütün bir yıl boyunca üreticinin ürettiği inek, koyun ve keçi sütünün ülke genelinde % 40 ilâ % 50'sini alarak işlemektedir. İlk yıllardaki hedef süt sezonu içerisindeki koyun, keçi sütlerinin işlenip mamul hale getirilmesiydi. Fakat şimdiki hedefte bütün bir yıl işleyebilecek bir kapasiteye ulaşılmıştır.

Muhabir : Ürünleriniz nelerdir ?

M. Özdağ : Ürünlerimizi üç guruba ayırırsak; süt mamulleri, dondurma ve meyve suyudur. Süt mamullerinde uzun ömürlü süt yani dayanıklı tüketim süt, hellim peyniri, beyaz peynir, yoğurt ve çeşitleri, Kıbrıs'a özgü delikli peynirdir. Dondurmada dört yıllık bir geçmişimiz vardır. Dondurma yeni bir üründür ve gelişme aşamasındadır. Meyve suyu yedi çeşidiyle şu an piyasada bulunmaktadır. Yaklaşık piyasanın % 60 Pazar payı bize aittir.

Muhabir : Misyonunuz nedir ?

M. Özdağ : Kooperatifin görevi; ülke genelinde üreticinin ürettiği ürünlerin alınıp değerlendirilmesidir. Bunu yaparken de kâr düşünmez. Amaç burada fahiş fiyatı engellemektir, yani piyasadaki fiyat-denge unsurunun sağlanmasıdır.

Muhabir : 1998 yılı kâr marjınız ne kadardır ?

M. Özdağ : Biz kooperatif olarak kâr amacı gütmüyoruz, amaç burada üreticinin ürününün yani çiğ sütün üreticinin elinden alınıp, değerlendirilip pazara sunulmasıdır. Masraflar çıktıktan sonra % 10 gibi küçük bir kâr marjımız vardır.

Muhabir : 1999'un ilk yarısı Koop açısından nasıl geçti ?

M. Özdağ : 1999'un ilk yarısı Koop ürünleri açısından pek iyi değilse bile tatmin edici bir seviyede geçmiştir ve geçecektir de. Ancak KKTC'de bir ithâl serbestiyeti olduğundan ve diğer süt ürünlerinde yabancı ülkelere ithâli olduğundan Koop'a büyük bir rakip olarak karşımıza çıkar. (1)

(1) Interview with Mr. Mustafa ÖZDAĞ (General Manager, Account Director)Koop Ltd.

Muhabir : Koop'un sektördeki Pazar payı nedir ?

M. Özdağ : Koop'un Pazar payı ülke genelinde % 55'tir. Bazı mallarda % 100 olmamıza rağmen bazı ürünlerimizde % 10 ilâ % 40 seviyelerinde devam etmektedir. Bunun nedeni, örneğin bir yoğurt imalatı aile işletmeleri tarafından yapıldığından ve küçük küçük bölgelere dağıldığından bütün bir adaya pazarlama yapamayız. Ancak uzun ömürlü süt ve meyve suyunda tekel durumunda olduğumuzdan, uzun ömürlü süte Pazar payımız % 100, Meyve suyunda % 60'tır.

Muhabir : Ürünlerinizin kalitesi hakkında bilgi verebilirmisiniz ?

M. Özdağ : Ürünlerimizin kalitesi hijyeniklik açısından son derece sağlıklıdır ve bu konuda iddialıyız. Kalite yönündende iyiyiz. Son teknolojiyi her zaman takip ederiz. Makinalarımızı yenileriz, ambalajımızı yenileriz. Özel laboratuvarımız vardır. Ürünlerimizin gerek kalite açısından gerekte sağlık açısından kontrolü devamlı yapılmaktadır.

Muhabir : Hedeflediğiniz yeni pazarlar varmı, varsa nelerdir ?

M. Özdağ : Yeni pazarlara her zaman ihtiyacımız vardır ve hedefte alırız. Ancak bir ada ekonomisi olduğundan ve KKTC'nin tanınmamasından dolayı yurt dışında yeni pazarlar bulmakta zorlanırsınız.

Muhabir : Ürün yelpazenize katmak istediğiniz yeni ürün varmı ?

M. Özdağ : Yeni ürün projelerimiz vardır. Ancak ada ekonomisinde olmamızdan dolayı nüfus sayımızda kısıtlıdır ve bunlar bizi kapasite açısından engellemektedir.

Muhabir : Yeni yatırımlar yapıyor mu, varsa nelerdir ?

M. Özdağ : Yeni yatırımlar her zaman yapıyoruz. Sürekli olarak makinelerimizi yenilemekteyiz ve son teknoloji ne ise yenileriyle her zaman değiştiriyoruz.

Muhabir : Hangi sektörde büyümeyi amaçlıyorsunuz ?

M. Özdağ : Ürünlerimiz çeşidinde büyümeyi her zaman hedef alıyoruz. Ancak nüfusun azlığından dolayı, fazla kapasite imkanımız olmasından dolayı belli bir seviyede durmak zorundayız. Ne kadarda üretimi arttırsak büyüme bir yerde durur, dış Pazar açılmadığı müddetçe veya yeterli dış Pazar bulunmadığı müddetçe. Bulsakta bazı nedenlerden dolayı büyümemiz sınırlıdır. Yani biz bir taraftan engelleniyoruz, o da toplumun yapısından dolayıdır.

Muhabir : Meyveli süt ürünü hakkında ne düşünüyorsunuz ?

M. Özdağ : Meyveli süt ürünü piyasası olan bir üründür ancak demin bahsettiğim gibi, nüfus sayımızın azlığından dolayı, makinalarımızın kapasitesinin yüksek olmasından dolayı üretimi sürekli olarak arttırma imkânımız yoktur. Şu anda meyveli süt ürünleri çilekli süt ve kakaolu süt olarak piyasada bulunmaktadır. Geçmişte muzlu süt üretimimiz vardı ancak talebi az olduğu için üretiminden vazgeçtik. Biz bir saatte 4,000 paket üretiyoruz, 10 saat çalışsak 40,000 paket eder. Buda ancak bir ay onbeşgün veya iki ayda tüketilmektedir.(2)

(2)Interview with Mr Mustafa ÖZDAĞ (General Manager, Account Director)Koopl ltd.

Muhabir : Sizce halkın meyveli süt ürününe talebi varmı, eğer varsa bu talep hangi seviyeye gelirse üretim kararı alırsınız ?

M. Özdağ : Halkın meyveli süt ürününe talepleri çok kısıtlıdır. Ürettiğimiz miktar şu anda piyasada tüketilmektedir ve yeterli bir pazara sahiptir. Ancak eğer halkta bir talep olursa bizim için üretmek zor değildir.

Muhabir : Yeni çıkartacağınız ürünlerinize reklam ihtiyacı duyuyormusunuz ?

M. Özdağ : Ürünlerimizin reklam ihtiyacı pek yoktur, çünkü bilinen bir firmayız. Tanınmış ismimiz vardır. Yeni bir ürün çıktığı zaman reklam kullanıyoruz.

Muhabir : Pazar araştırmanızı hangi kesim üzerinde yoğunlaştırıyorsunuz ?

M. Özdağ : Pazar araştırmamız sürekli yapılmaktadır. İç piyasa içinde iki türlü pazarımız bulunmaktadır: bir normal halkımız yani KKTC’de yaşayan sivil toplum, birde ihaleler yoluyla toptan satış yöntemiyle askeri birlikler üzerinedir.

Muhabir : Türkiye’den isim yapmış firmaların KKTC’ye gelmesi sizce bir avantaj mı, yoksa rekabeti körükler mi ?

M. Özdağ : Türkiye’de isim yapmış firmaların KKTC’ye gelmesi bence bir avantaj değildir. Tamamen rekabeti yaratır, çünkü Türkiye’deki mevcut üretim kapasitesiyle KKTC’deki bir tesisin üretim kapasitesi çok farklıdır. Buda maliyet unsurunu çok yönlü etkiler. Ancak Türkiye firmalarının gelmesi yeniliklerin görülmesi açısından bir avantaj sayılabilir. Fiyat yönüyle, Pazar yönüyle tamamen bir rekabettir.

Muhabir : İhrâcat yaptığınız ülke varmı, KKTC’yi tanıyan ülkelere ihrâcat yapmayı düşünüyor musunuz ?

M. Özdağ : Şu anda ihrâcatlarımız Türkiye’ye ve Arap Emirliklerine yapılmaktadır. Ancak Ulaşım ve gümrükler nedeniyle fiyatlarımız biraz yüksek kalmaktadır. KKTC’yi tanıyan ülkelere ihrâcat yapmayı düşünüyoruz.

Muhabir : Sektörünüzdeki rekabet ve rakipler hakkındaki görüşleriniz nelerdir ?

M. Özdağ : Bizim süt ürünleri piyasasındaki diğer rakiplerimiz Koop Süt Ürünleri Sanayi kadar büyük birer kuruluş değildirler. Şu anda KKTC’de Koop’tan başka en sistemli, en rantable organize olmuş diğer bir firma yoktur. Çünkü çalışan personelin tümü toplu sözleşme kapsamında olup, devletin belirlediği tüm yasal hakların, özlük haklarının dışında sayı mefaatlerdende personel faydalanmaktadır. Diğer rakip firmalarımız yeterli personelle çalışmamakta, işlerini günübirlik götürmektedirler. Bizim için bu bir dezavantajdır. Bizim işletme olarak bir laboratuvarımız, bir atelyemiz, bir bakım ünitemiz, bir idari kadromuz mevcutken yani tüm organize mevcutken; rakip kuruluşlarımızda bu yoktur.(3)

(3)Interview with Mr.Mustafa ÖZDAĞ (General Manager, Account Director)Koop.ltd

Muhabir : Kendinize başlıca rakip olarak hangilerini görüyorsunuz ?

M. Özdağ : Koop süt kendine rakip olarak bir firma görmüyor ve böyle bir şeyde düşünülemez. Çünkü serbest bir ekonomiye sahibiz ancak aynı şartlarda çalışılmadığı için bizim için bir dezavantaj oluşmaktadır.

Muhabir : Müşteri hizmetleri servisiniz varmı, varsa hizmetleri hakkında bilgi verebilirmisiniz ?

M. Özdağ : Müşteri hizmetleri servisimiz vardır. Tüketici danışma hattımız 227 17 48 her zaman için müşterilerimizin, tüketicilerimizin olumlu veya olumsuz sorunlarına cevap vermeye çalışmaktadır. Ürünlerimizden herhangi biri bozulduğu takdirde anında yenisiyle değiştirilmektedir.

Muhabir : Sektörün sorunları hakkında bilgi verirmisiniz ?

M. Özdağ : Sektör olarak sorunlarımız çoktur. Başta bir ada ekonomisi, bir ada olmamızdan dolayı süt dışındaki girdiler olan yedek parça veya yardımcı malzemelerin temini kolay değildir, ancak ulaşım nakliye ve diğer masraflar maliyetlerdeki olumsuz faktörlerdir. Pazar küçük bir pazardır, kolayca büyüyemiyoruz. Nüfus kısıtlıdır. Pazar durumunda geliştikten sonra maliyetler kural olarak düşer. Bu gibi sorunlarımız vardır ve yaşamaktayız. (4)

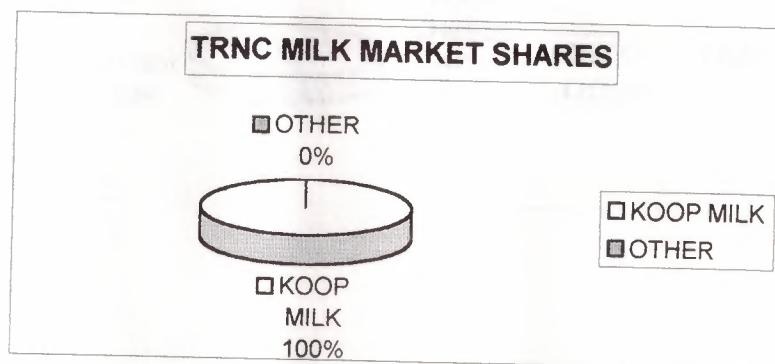
(4)Interview with Mr. Mustafa ÖZDAĞ (General Manager, Account Director)Koop ltd.

II – CURRENT OPERATIONAL DATAS & FIGURES

SALE RATES & MARKET SHARES OF KOOP LTD.

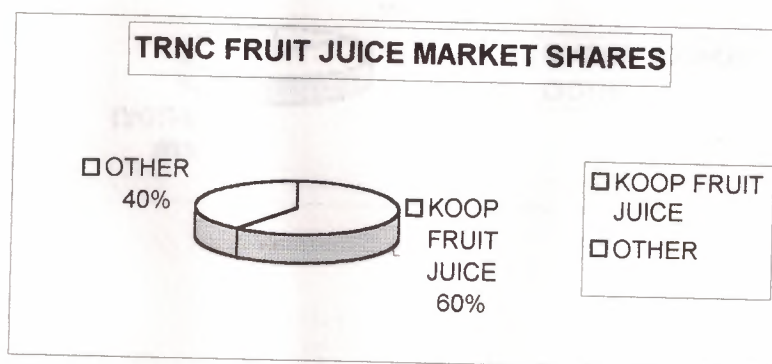
- *LONG LIFE MILK (u.h.t.)*

Sales : 7.5 million package in a year.



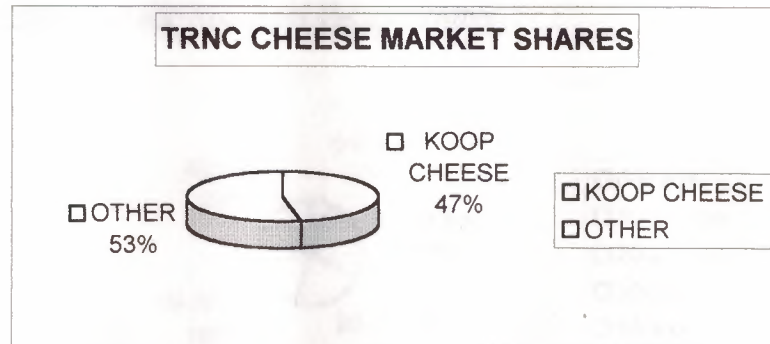
- *FRUIT JUICE*

Sales : 1.5 million Litres in a year.



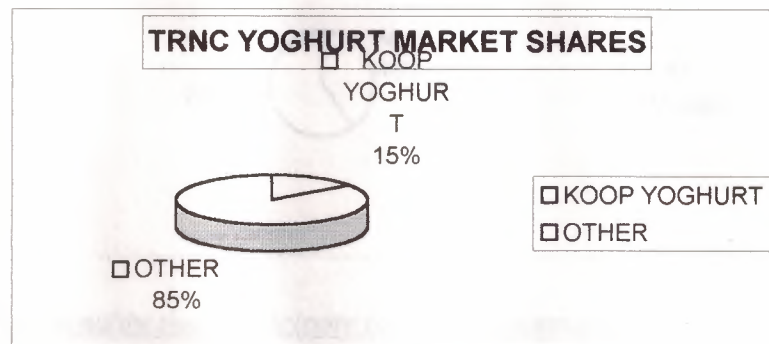
- CHEESE*

Sales : 600 Tons. (150 Tons belong to Hellim Cheese with 30% market share.)



- YOGHURT*

Sales : 465 Tons in a year.



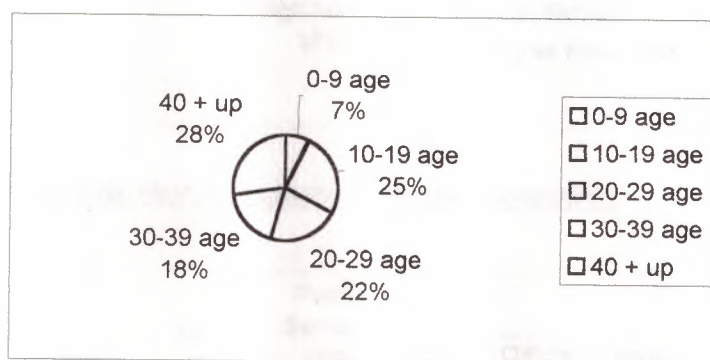
- PERSONNEL*

Years	Workers
1997	118
1998	116
1999	122

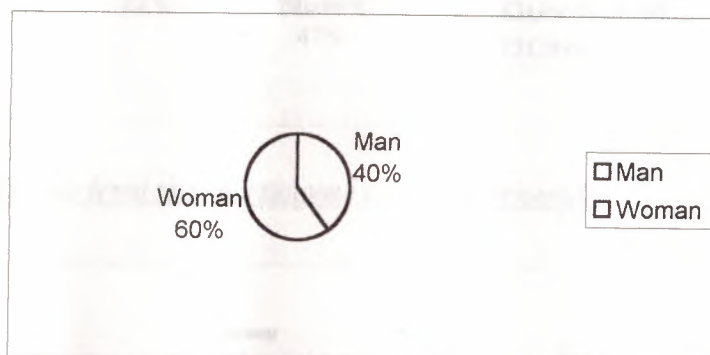
X.4. FIGURES RESULTS OF QUESTIONNAIRE FORMS

GENERAL RESULTS

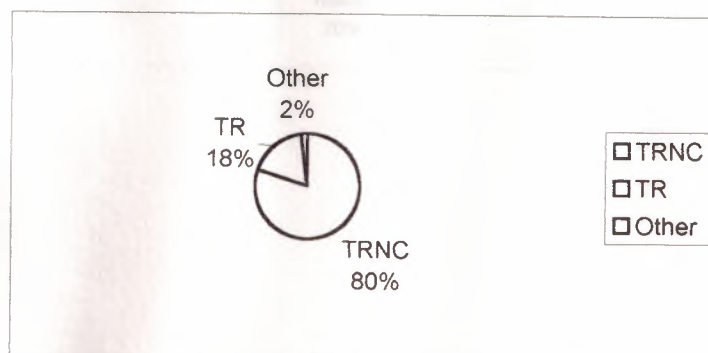
- Ratio by ages that participate to the questionnaire :



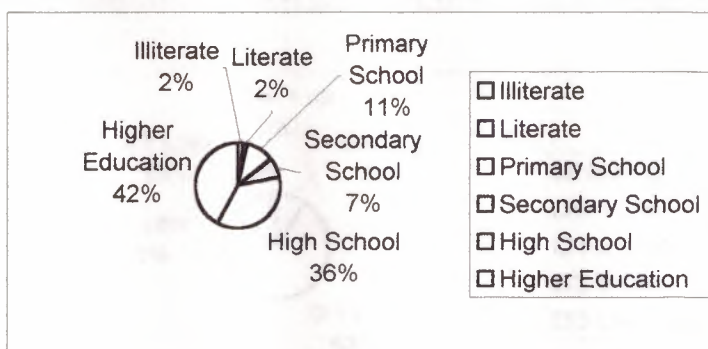
- Ratio by sexuality that participate to the questionnaire :



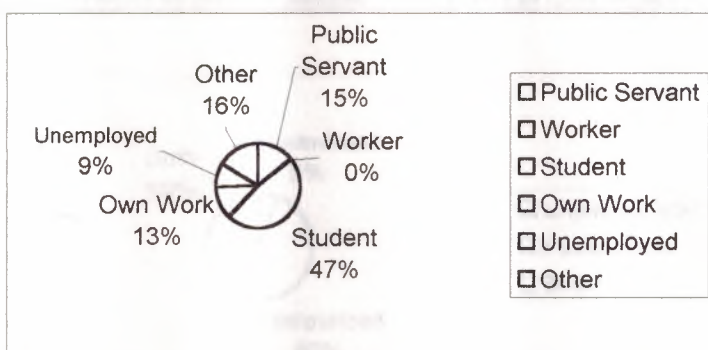
- Ratio by nationality that participate to the questionnaire :



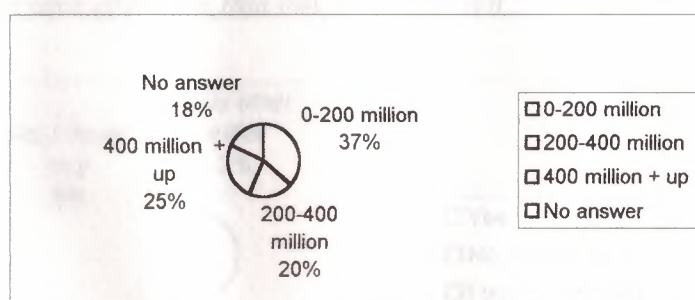
- Ratio by education level that participate to the questionnaire :



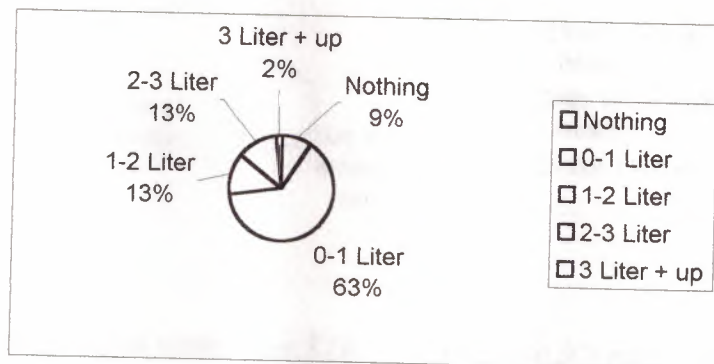
- Ratio by occupation that participate to the questionnaire :



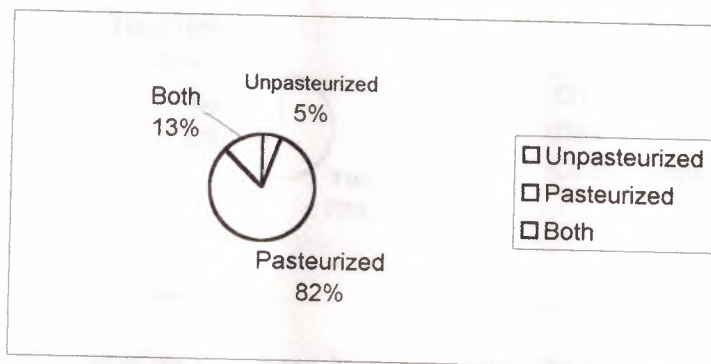
- Ratio by income level that participate to the questionnaire :



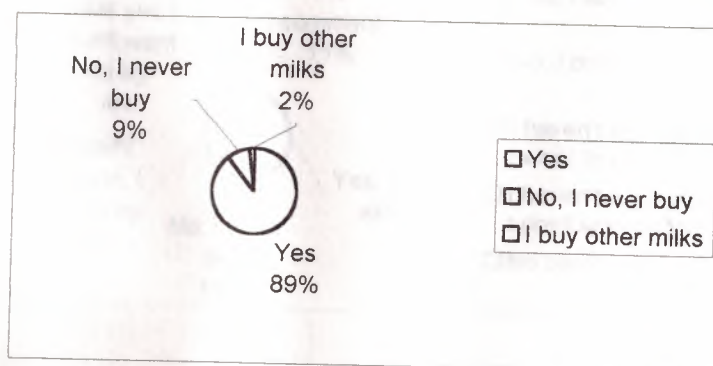
- Ratio by daily milk consumption of people that participate to the questionnaire :



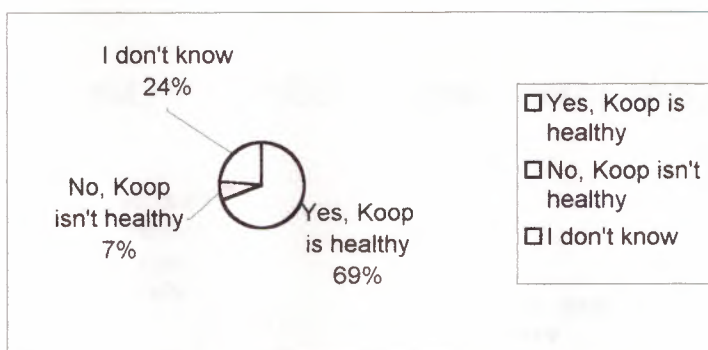
- Ratio by preferences of milk If people want pasteurized or not :



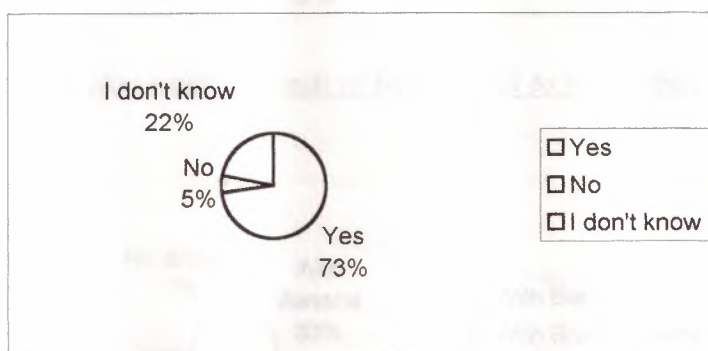
- Ratio by preference of people that buy KOOP or not :



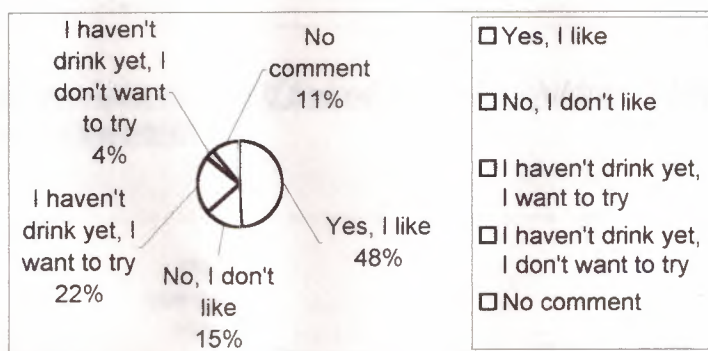
- Ratio by trust of people If KOOP milks are healthy or not :



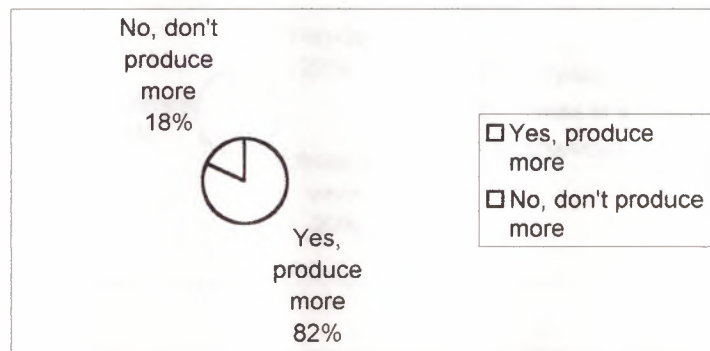
- Ratio of people that wants from KOOP to increase It's milk products variety :



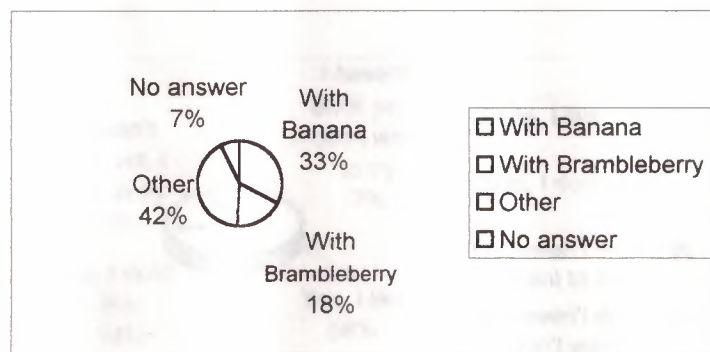
- Ratio of thoughts of people about homogenized fruited milk :



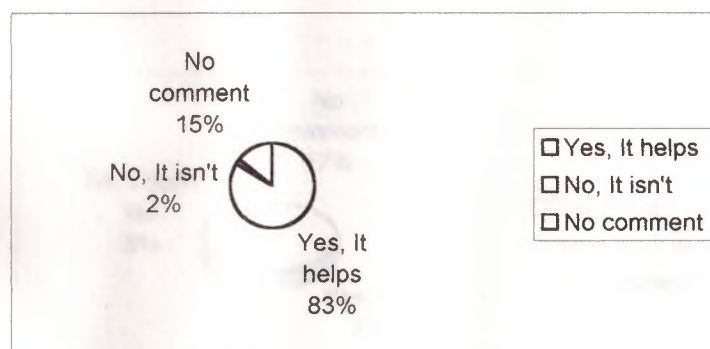
- Ratio of people that want from KOOP to produce more kinds of fruited milk :



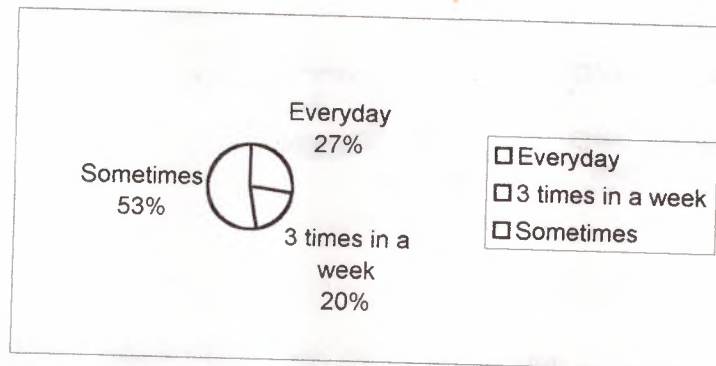
- Ratio of people that want the kinds of fruited milk to be produced :



- Ratio of people believes that If fruited milk helps children to like drinking milk more and increase consumption :

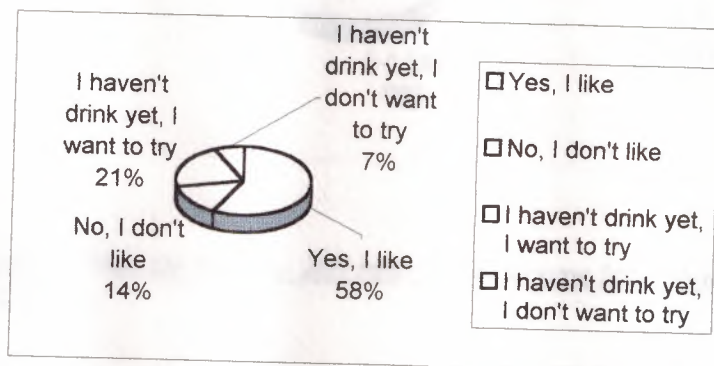


- Ratio of people that drinks fruited milk how rather frequently :

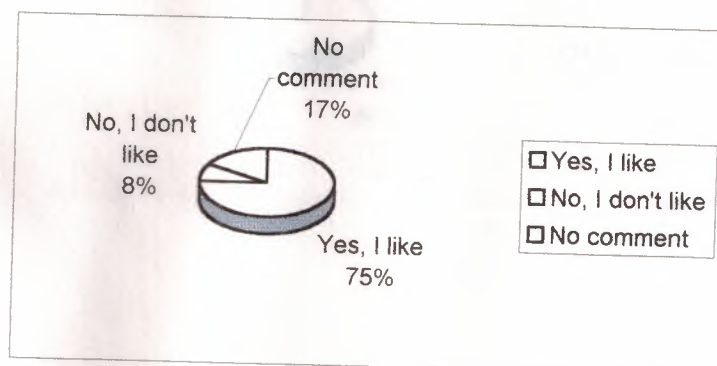


SECONDARY RESULTS

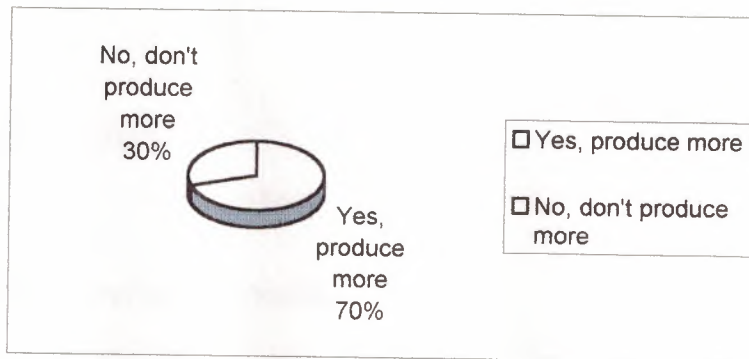
- Ratio by between 10 – 19 aged persons' that like fruited milk :



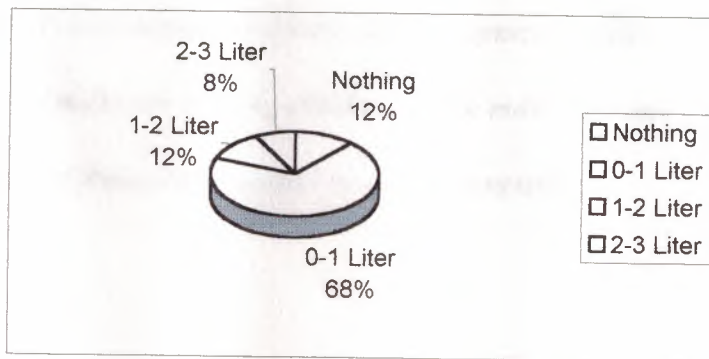
- Ratio by between 20 – 29 aged persons' that like fruited milk :



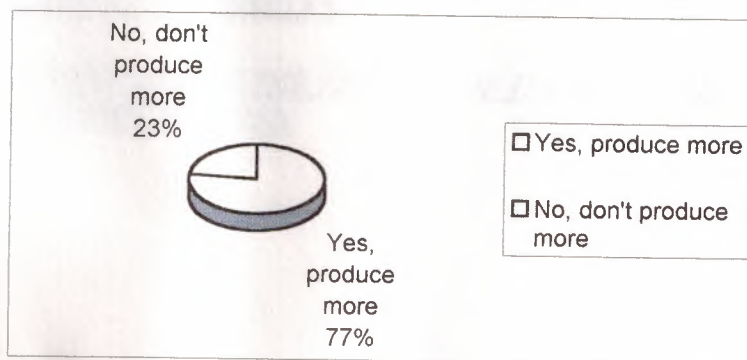
- Ratio of people between 10 – 19 aged that wants fruited milk production :



- Ratio of higher educated persons' milk consumption :



- to be Ratio of students with 0 – 200 million TL income level that wants fruited milk produced more :



FINAL RESULTS

People mostly :

- *drinks 1 Liter milk in a day*
- *uses pasteurized milk*
- *thinks that KOOP's products are healthy*
- *wants from KOOP to increase their product variety*
- *loves homogenized fruited milk*
- *wants from KOOP to produce more kinds of homogenized fruited milk*
- *thinks that fruited milks are helping children to like milk more and consume more*
- *thinks homogenized fruited milks could be drank sometimes*

And It indicates that :

- *THERE IS A HOMOGENIZED FRUITED MILK MARKET IN TRNC*
- *IT IS AVAILABLE FOR KOOP LTD. TO INCREASE THEIR VARIETY OF HOMOGENIZED FRUITED MILKS*
- *PARENTS IN TRNC KNOWS THE EFFECTS OF HOMOGENIZED FRUITED MILK OVER THEIR CHILDREN*

X.5. SOURCES AND PREFERENCES

SOURCES :

- *C.T. COOPERATIVE CENTRAL BANK LTD.
MILK PRODUCTS INDUSTRY
ACCOUNTING DEPARTMENT
Adress : P.O.B. 823 LEFKOŞA
Mersin 10 – TURKEY
Telephone : (0392) 227 17 48
Fax : (0392) 228 42 16*

*BOOKS: Marketing Management Strategies&Programs
Fourth Edition, Joseph P.GUILTINAN
Gordon W.PAUL*

PREFERENCES :

- *Mustafa C. Özdağ – General Manager and Responsible from Accounting Department*
- *Public with Questionnaire Forms*

X.6. QUESTIONNAIRE FORMS

KOOP MEYVALI SÜT PAZAR ARAŞTIRMASI ANKET FOR

YAŞ GURUBUNUZ AŞAĞIDAKİLERDEN HANGİSİDİR ?

- [a] [] 0 - 9 [b] [] 10 - 19 [c] [] 20 - 29
[d] [] 30 - 39 [e] [] 40 ve üstü

CİNSİYETİNİZ HANGİSİDİR ?

- [a] [] Erkek [b] [] Bayan

UYRUĞUNUZ AŞAĞIDAKİLERDEN HANGİSİDİR ?

- [a] [] KKTC [b] [] TC [c] [] Diğer

ÖĞRENİM DURUMUNUZ AŞAĞIDAKİLERDEN HANGİSİDİR ?

- [a] [] Okur yazar değil [b] [] Okur yazar [c] [] İlkokul
[d] [] Ortaokul [e] [] Lise [f] [] Yüksek okul

AŞAĞIDAKİ MESLEK GURUPLARINDAN HANGİSİNE GİRMEKTESİNİZ ?

- [a] [] Memur [b] [] İşçi [c] [] Öğrenci
[d] [] Kendi işi [e] [] İşsiz [f] [] Diğer

GELİR DURUMUNUZ AŞAĞIDAKİLERDEN HANGİSİNE GİRER ?

- [a] [] 0 - 200 Milyon [b] [] 200 - 400 Milyon [c] [] 400 Milyon ve üstü

GÜNLÜK TÜKETTİĞİNİZ SÜT MİKTARI AŞAĞIDAKİ GURUPLARDAN HANGİSİNİ KAPSAR ?

- [a] [] Yok [b] [] 0 - 1 Litre arası [c] [] 1 - 2 Litre arası
[d] [] 2 - 3 Litre arası [e] [] 3 Litre ve üstü

AÇIK SÜTÜMÜ YOKSA PASTÖRİZE SÜTÜMÜ TERCİH EDERSİNİZ ?

- [a] [] Açık [b] [] Pastörize [c] [] Her ikisinde

KOOP MARKA SÜTLERDEN SATIN ALIYORMUSUNUZ ?

- [a] [] Evet [b] [] Hayır, hiç süt satın almam [c] [] Diğer marka sütlerden

KOOP MARKA SÜTLERİN SAĞLIKLI OLDUĞUNA İNANIYORMUSUNUZ ?

- [a] [] Evet [b] [] Hayır [c] [] Bilmiyorum

KOOP MARKA SÜTLERİN ÜRÜN ÇEŞİDİNİ ARTTIRMASINI İSTİYORMUSUNUZ ?

- [a] [] Evet [b] [] Hayır [c] [] Bilmiyorum

MEYVALI SÜT HAKKINDAKİ GÖRÜŞLERİNİZ NELERDİR ?

- [a] [] Evet, severim [b] [] Hayır, sevmem [c] [] Hiç içmedim, denemem
[d] [] Hiç içmedim, denemek istemem [e] [] Yorum yok

SİZCE KOOP MARKASININ DAHA ÇOK ÇEŞİT MEYVALI SÜT ÜRETMESİNİ İSTERMİSİNİZ ?

- [a] [] Evet [b] [] Hayır

SİZCE KOOP MARKASININ HANGİ MEYVALI SÜTLERİ ÜRETMESİNİ İSTERSİNİZ ?

- [a] [] Muzlu [b] [] Böğürtlenli [c] [] Diğer

MEYVALI SÜTLER ÇOCUKLARA SÜTÜ SEVDİREBİLİRLİMİ VE TÜKETİMİ ARTTIRABİLİRLİMİ ?

- [a] [] Evet [b] [] Hayır [c] [] Yorum yok

SİZCE MEYVALI SÜT TÜKETİMİ AŞAĞIDAKİ GURUPLARDAN HANGİSİNE GİRER ?

- [a] [] Her gün [b] [] Haftada üç kere [c] [] Arada sırada