

The Art of Creating an Enduring Great Company in a Changing Environment

How do you turn key insights about
your **market, customers** and
competitors into a business that
grows profitably?

By Osman Erk



How will you
generate greater
profits in today's
dynamic
marketplace?

1)What are your **strategic choices**?

*What **to do** and **not to do**?*

2)To effectively execute your strategy, what are your **priorities, processes**, set of **capabilities** required and how do you best make use of your **resources**?

3)How effective are you in enabling and empowering your **human capital** to build an **adaptive, high performing organization**?

Here is a **Business Transformation Framework** to create an enduring great company:

- ✓ **Strategic Direction:** Strategic Thinking & Strategy Formulation
- ✓ **Effective Execution/Strategy Implementation**
- ✓ **Transformational Leadership**

Introduction to Osman Erk



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OSMAN ERK'S KEY QUALIFICATIONS:

Osman offers close to thirty years' strategy, leadership and change management experience in senior management roles in corporate and consumer banking, insurance, white-electronic consumer goods distribution, pay TV, digital broadcasting platform, telecom and gaming industries in Turkey.

Osman is specialized in strategy formulation and execution, start-up ventures and company restructuring. He is a qualified mentor and coach to senior executives, as well as author and keynote speaker.

Currently,

- conducts/facilitates **work-shops on strategy formulation** aimed at identifying **profitable growth areas**,
- provides **executive coaching & mentoring** services within the scope of International Coaching Erickson College 'solution focused' framework along with **leadership development programs**,
- delivers **mentoring** in the area of **execution/strategy implementation**,
- takes part as key note **speaker** at corporate senior meetings and dealers conventions **covering** themes on strategy, customer centricity, innovation, change management, leadership, emotional intelligence and personal development

PROFESSIONAL BACKGROUND:

Since 2007 Osman has been offering strategy formulation workshops and mentoring on strategy execution. He is also a solution-focused coach and mentor, key note speaker on strategy, innovation, change management, leadership, emotional intelligence and personal development.

From 1999 to 2006 Osman was on the board of Turkcell Bilisim Services, part of Turkcell, responsible for establishing and developing business in sectors outside of the telecom sector. He led corporate strategy formulation, business development and organizational re-structuring. He also served as Chairman of Digiturk (1999-2004), where established the business and grew it to 1 million subscribers within 5 years. He was Chairman of Inteltek and Libero (2002-2004), establishing JV's with Intralot of Greece to offer betting services through dealer network and on-line. During the same period he held board memberships with Superonline (fixed internet provider), ETH Telecom (fixed line carrier and calling card operator), Topaz (cable TV operator), Global (largest customer call center in Turkey), Mapco (mobile content portal), Tellcom (fiberline carrier).

From 1997 to 1998, Osman served on the board of Turkipetrol Holding, holding executive functional responsibility for the group's insurance business.

From 1993 to 1997, Osman was General Manager at Cine-5, the first pay TV operation in Turkey. He led growth from the initial operational stages to a subscriber base in excess of 340,000.

From 1992 to 1993, Osman was General Manager of Grunberg, engaged in distribution of white and electronics goods (AEG and Telefunken branded) through a network of 1600 agents.

From 1991 to 1992, Osman was CEO & Deputy Chairman at TOBANK, where he restructured this government-owned bank for a merger.

From 1989 to 1991, Osman was CEO of Basak Insurance, where he successfully implemented marketing initiatives leading to the increase of the company's domestic market share from 5.6% to 7.7%

From 1984 to 1988, Osman was Senior Vice President at Yapi Kredi Bank, directly reporting to the CEO. He established the Corporate Banking Unit, restructured the Capital Markets Group, introduced a commercial paper financing mechanism first time in Turkey, and instituted the platform to offer full fledged consumer banking services including ATMs and credit card operations.

Osman began his career with Citibank (1979 – 1984) where he headed the Public and Financial Institutions Sector, and established a branch in Ankara.

Education and qualifications

Osman holds an MBA from Columbia University, N.Y., USA,

He has a Bachelor of Arts degree in Economics from Claremont Men's College, California, USA,

He earned a Professional Coach Certificate from Erickson College International.

He is an Associated Certified Coach accredited by ICF, U.S.A.

Personal

Osman lives in Istanbul. His working languages are Turkish and English. Osman enjoys writing. His articles on strategy, execution and leadership are published in Finance World, a monthly Turkish magazine, and he also published travel articles.

He is also a fan of photography and organizes personal exhibitions.

OSMAN ERK'S INSPIRATIONS:

“**Microsoft** is always two years away from failure.”, Bill Gates

“Definition of **Insanity**. Doing the same thing over and over again and expecting different results.”, Albert Einstein

“It is not how many ideas you have. It is how many you make **happen**.”

“Your business is as big as your **imagination**.”

“The only way to grow a business is to get customers to **come back for more** and **tell their friends**.” Peter Drucker

“In a world where everyone is after your business, you must give your customers a **reason to buy you** instead of your competitor. If you don't offer that reason, then you'd better offer a very good price.”, J. Trout

“What lies behind us and what lies before us are tiny matters compared to **what lies within us**”, Ralph Waldo Emerson

“ The people are **okay** as they are,
People already have all the **resources** they need within them,
A person always makes the **best choice** he or she can at the time,
Every behavior has a **positive** intention,
Change is inevitable”, Milton Erickson's fundamental principles

OPERATING ENVIRONMENT:

YESTERDAY:

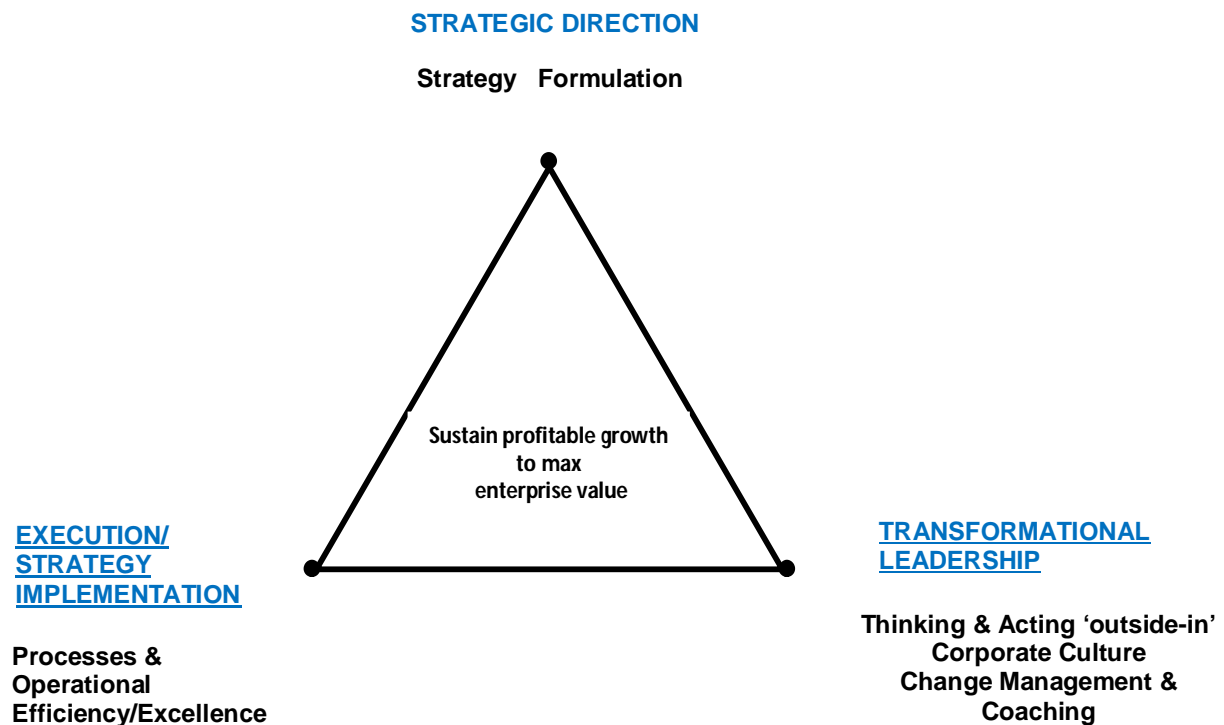


TODAY AND NOW: Dynamic Marketplace



SERVICES OFFERED BY OSMAN ERK:

The scope of the framework for services is comprised of three components as depicted in the following figure:



- (i) **strategy formulation** to identify growth areas and re-structuring the company for innovation,
- (ii) maximizing operational efficiency through successful **execution/implementation** of strategy,
- (ii) **leadership** development and 'solution focused' executive coaching & mentoring.

In today's global, fast-changing economy, companies must keep making the **leap** over and over again. Because the environment in which companies operate is continuously **changing**, leaders-managers must respond by constantly **innovating** and **adapting** to it.

As the environment becomes more variable, **effective choice making** depends increasingly on an organization's ability to make sense of the changing environment through **learning, discovering and translating** superior insights into strategic actions and to do so continuously.

The main function of **strategy** is to make the **most intelligent choices**, those which provide the best means of successful adaptation to assure **maximization of shareholder value** through **sustainable profitable growth**.

Thus, the central challenge facing leaders-managers today is to create and lead an **enduring, adaptive enterprise**: an organization with the built-in ability to sense and rapidly adjust to **change** on a continuous basis to be able to offer **different solutions**.

Indeed, one of the biggest headaches facing leaders-managers is the struggle to repeatedly mobilize their companies behind **new ideas**.

For organizations to improve their ability to **adapt** and **survive** and **grow**, they have to be able **change** their ways of doing business.

All companies are confronted with **disruptive** technologies, high levels of **uncertainty** and a demand for **insight, speed** and **innovation** in the twenty-first century's global, **networked** economy.

Strategy is about change and is an art of differentiation. Until leaders-managers take the necessary actions, the key resources of organizations will remain aligned in support of **yesterday's strategy**. The essential task is to **realign them behind tomorrow's strategy**.

Leaders must mobilize their organization and stimulate success within their organizations to implement different-new ideas faster and better than their competitors by **bringing out the best of people in a creative learning environment with clear goals and priorities identified.**

"Either we obsolete ourselves, or the competition will." Bill Gates

"The person who figures out how to harness the collective genius of the people in his or her organization is going to blow the competition away" Walter Wriston

"In such a chaotic and complex environment, where changes and crises occur so rapidly, how can any organization hope to create a specific set of rules governing employee behavior? Most innovative organizations are rapidly replacing rules with roles, creating a strong sense of purpose and clear understanding of goals and mission and leaving employees to their own devices, absent rigidity" Richard W. Oliver

WHY PREFER OSMAN ERK ?

- I. Business Acumen: A deep understanding of business dynamics and a strong profit orientation.
Benefit: Build and sustain profitable growth in a highly competitive and challenging environment.
- II. People Acumen: Assessing, guiding leaders/teams, developing and coaching people.
Benefit: Institute the proper environment for demonstration of superior leadership skills.
- III. Organizational Acumen: Inducing trust, sharing information and listening expertly while diagnosing whether the organization is performing at full potential and delivering on commitments.
Benefit: Improvement and excellence in operational efficiency.
- IV. Personal dedication
Benefit: One to one relationship.
- V. Well connected within business networks
Benefit: Accessibility to various networks and resources

VISION:

To empower leaders to continuously change, innovate and implement to realize their potential at its highest level.

MISSION:

To be recognized as a trusted partner of the leaders and to provide them with the knowledge, tools and motivation to effectively manage their enterprises in a highly chaotic environment so as to assure sustainable value creation and thus maximize the enterprise value.

KEY PRIORITIES:

Ask for and listen to views and opinions.

Understand client expectations from the outset.

Share knowledge and expertise.

Provide honest and timely feedback; voice my opinion even if it may not be popular.

Ensure my clients' activities demonstrate exceptional and measureable value.

Help build a stronger, innovative and adaptive organization for the future.

CORE VALUES:

Integrity, confidence, trust, humility

Take responsibility for my actions and words

Meet my commitments

Recognize and value diversity

Change and adapt

Terminate the service if I do not feel I'm delivering the highest standard of quality

Protect client sensitive or confidential information

Simplicity,

ATTRIBUTES:

On alert, focused, result oriented, self-motivated

Life time learner, keen on personal development

Curious & skeptical

Good sense of humor, enjoy every moment, humane

Positive, energetic, sense of urgency

Good motivator: powerful motivation to grow and to convert learning into practice

Versatile with broad experience, awareness of best practices, unbiased analysis

Good communicator, creative, intellectual capacity, good judgment

Well disciplined & organized

Global mindset

OSMAN'S PHILOSOPHY:

"My beliefs, intentions and choices define how the world reacts to me. I get what I give."

OSMAN ERK

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Key Qualifications:

Worked as an executive with close to thirty years' experience in Digital Platform, Telecommunication, Retail Distribution and Financial Services Sectors; held senior positions in corporate and consumer banking, insurance, white-electronic consumer goods distribution, pay TV, digital broadcasting platform and gaming industries in Turkey; currently (i) conducting/facilitating workshops on strategy formulation, (ii) delivering mentoring on strategy execution, (iii) providing executive leadership coaching services and (iv) taking part as key note speaker at corporate senior meetings and dealers conventions.

Education:

ERICKSON COLLEGE INTERNATIONAL, Professional Coach Certificate, **2012**

COLUMBIA UNIVERSITY, MBA, School of Business Administration, New York, **1975-1977**

CLAREMONT MEN'S COLLEGE, Bachelor of Arts, California **1973-1974**

MIDDLE EAST TECHNICAL UNIVERSITY, Ankara, Turkey **1970 -1973**

TED HIGH SCHOOL, Science Diploma, Ankara, Turkey **1970**

Languages: English – fluent Turkish – native

Courses Attended in Coaching:

Powerful Negotiations, Erickson

Four Quadrant Thinking, Erickson

Team Coaching, Erickson

Fundamentals, ORSC

Introduction to Spiral Dynamics, Denge Merkezi

The neuroscience of Coaching and Consciousness, Ann Bets, BEabove Leadership

NLP Practitioner, Erickson

The Art & Science of Coaching, Erickson

Professional Experience:

Facilitation, Coaching and Mentoring, Istanbul, Turkey

Oct. 2006 –Present

Providing coaching and mentoring services to facilitate the clients to be different in their offerings to their target segments in a highly competitive environment.

Services include facilitation and mentoring on strategic direction, mentoring and consultancy on strategy execution and coaching for development of executive leadership-mindset.

The fundamental guiding principle is to innovate to be different.

Turktell Bilişim Servisleri, Istanbul ,Turkey

1999 –August 2006

Fully subsidiary of Turkcell (the largest mobile phone operator in Turkey and a major player among the European operators) Turktell's responsibility was to establish and develop business in sectors outside of the telecom sector.

Board Member with executive functional responsibility for corporate strategy formulation, business development and organizational re-structuring:

- Chairman of the Board of Digiturk for five years (1999-2004). Digiturk is engaged in direct-to-home satellite digital platform business encompassing TV broadcasting, pay-per-view, interactive gaming services. Assumed direct responsibility in establishment of the business. The number of subscribers reached 1 million at the end of 2004.
- Chairman of the Board of Inteltek and Libero engaged in the leisure gaming sector for two years (2002-2004). Assumed direct responsibility in establishment of the business in the form of a joint venture with Intralot of Greece. Inteltek offered fixed odds betting through a network of 2500 agencies. Libero offered on line betting services through fixed and mobile internet.
- Board Member of Superonline, ETH Telecom, Topaz Cable TV, Global Customer Care Center, Mapco- Mobile content portal, Tellcom (2000-2005).

Superonline was the leading internet service provider in Turkey serving both individuals and corporations.

ETH Telecom was engaged in international telecom carrier and calling card business in Germany and Austria.

Topaz was one of the six cable TV operators in Turkey with a market share of 9%.

Global, largest enterprise in the call/contact center business in Turkey mostly served the client base of Turkcell.

Mapco was founded for the purpose of facilitating creation of mobile content aimed at Turkcell client base.

Tellcom was established to offer telecom services on land lines to corporations.

Key responsibilities in the following corporate achievements:

- The foundation of Digiturk, Inteltek and Libero, SkyTurk (TV news broadcasting company), Mapco.
- Telecom –Infrastructure –Media -Entertainment (TIME) group re-structuring to realize synergy both on enhancement of revenue streams and efficient cost management within the Turkcell-Çukurova Group.
- Re-organization of Turkcell aimed at redefinition of strategy formulation, organization structure and redefinition of major roles & responsibilities.
- Establishing the Çukurova Group of Companies information system for the use by the Holding Board.
- Restructuring initiative of Çukurova Holding to facilitate efficiency in monitoring and management of the various businesses under the holding structure.
- Debt re-scheduling for Çukurova Holding with BDDK/TMSF, banking regulatory agencies pursuant to the takeover of Pamukbank, a commercial bank owned by the Çukurova Group.
- Preparation of various business plans regarding the feasibility of privatization of Milli Piyango (National Lottery)
- Market analysis and feasibility study for establishing gaming business in Azerbaijan, Kazakhstan and Ukraine

Turkpetrol Holding, Istanbul, Turkey

1997 – 1998

Member of the Board of Directors

- Executive functional responsibility for the insurance business of the group which had investments also in tourism, ship building, retailing, edible oil.

Cine-5, Istanbul, Turkey

1993 - 1997

General Manager

- Joined the company during the initial operational stages and spearheaded its growth to a subscriber base in excess of 340,000 in pay TV business.

Grunberg Inc., Istanbul, Turkey

1992 – 1993

- **General Manager** of the company engaged in distribution of white and electronics goods through a network of 1600 agents.

TOBANK Inc., Istanbul, Turkey **1991 - 1992**

CEO & Deputy Chairman of the Board

- Restructured the government owned bank for a merger

Başak Insurance Inc., Istanbul, Turkey **1989 - 1991**

CEO

- Restructured the first tier composite company from relying on captive business within the open market.
- Successfully implemented marketing initiatives leading to the increase of the company's domestic market share from 5.6% to 7.7%

Yapi Kredi Bank Inc., Istanbul, Turkey **1984 - 1988**

Senior Vice President directly reporting to the CEO.

- Established a Corporate Banking Unit targeting top 200 corporations in Turkey
- Restructured and managed the Capital Markets Group
- Introduced a commercial paper financing mechanism to the Turkish market
- Introduced ATMs to the consumer branch system
- Conceptualized and implemented the introduction of credit card operations

CITIBANK, Istanbul & Ankara, Turkey **1979 - 1984**

Resident VP directly reporting to FI/Public Sector Head

- Completed a credit /marketing –training program in Athens, Greece.
- Headed the Public and Financial Institutions Sector
- Established the Ankara branch in 1983

Responsibilities as board member in organizations and corporations:

- | | |
|--|-------------|
| • ASHOKA, Foundation to promote social entrepreneurs, a world of constantly innovating change makers, Turkey | 2006 - 2007 |
| • EREGLI IRON & STEEL MILL, Zonguldak, Turkey | 1992 - 1993 |
| • UNION OF INSURANCE & REINSURANCE COMPANIES, İstanbul | 1989 - 1991 |
| • PAMUKBANK A.S., İstanbul | 1989 - 1991 |
| • HALK INSURANCE COMPANY, İstanbul | 1984 – 1986 |

Published Articles

- A Future Back Approach to Formulating a Growth Strategy, Finans Dünyası, March 2014
- Those Who Kick up Dust and Those for the Moment Swallow it, Feb. 2013
- Sustainable Profitability: Finans Dünyası, January 2013
- Insurance Sector: Inter Spem et Metum: Finans Dünyası; May, 1993
- Success Story : Consumer Banking in Turkey: Economic Dialogue: IMF/World Bank Special Issue, Oct., 1991
- Turkish Insurance Sector / Invisible Becoming Visible; Economic Dialogue: IMF/World Bank Special Issue; Sept., 1990
- Turkish Insurance Sector/ Threats and Opportunities / Finans Dünyası; Jan,1990
- Financing Consumer Needs / Turkish Finance ; Sept., 1988

Teaching Experience

- Trakya University, Edirne, School of Banking: offered sessions on Marketing Management, 2009; instructed a 14 week course titled " Introduction to banking" to junior class, Oct 2009-Jan. 2010,
- TOBB University, Ankara: delivered a presentation to the MBA students on strategy and innovation, 2008
- Bilgi University, MBA Program: offered 16 week course titled Turkish Business Environment, Oct.07-Feb.2008

Other Activities

- Photography Exhibition in Datca , June 2013, Catalogue : Lines
- Photography Exhibition in Istanbul , September, 2001, Catalogue : Ordinary Forms
- Photography Exhibition in Ankara , December, 2000 , Catalogue : Directly Indirect
- Slide Show in İstanbul: India, June, 2005
- Participated in " 40 years , 40 works of art" exhibition along with the renowned Turkish photographers sponsored by the Turkish Education Foundation, November 2006
- Contributed one photograph to a book by Gültekin Cizgen " 101 Compositions, 101 Interpretations", Say Yayınları, December 2006
- Travel Articles published in monthly Chi Magazine, 2008

