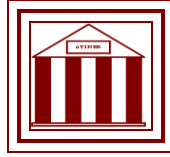


**Athens Institute for Education and Research**

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**ATINER's Conference Paper Series**

**BUS2013-0778**

**The History of Corporate Social  
Responsibility in Turkey: Analysis of  
Koç Holding and Turkcell's Social  
Responsibility Practices**

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Dr. Gregory T. Papanikos  
President  
Athens Institute for Education and Research

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**The History of Corporate Social Responsibility in Turkey:  
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Practices**

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**Abstract**

Corporate social responsibility (CSR) is one of the most controversial concepts in the literature. Since the beginning of the 20th century, the impact of businesses on the economical, political, social, and natural environment has been one of the main concerns for the society and scholars.

The economy in Turkey has progressed since 1990s. Turkey has signed certain international agreements, and has either operated or been a part of some international campaigns and events. All these interactions increased the awareness of social responsibility of government and corporations. The social responsibility practices in Turkey have no long-term background in terms of professionalism. From this point of view, in this study, the background of corporate social responsibility in Turkey will be discussed and the development of this concept will be elaborated on.

Koç Holding and Turkcell are two companies that are well known for their philanthropic activities and social responsibility campaigns since their foundations. By using the case study method, the corporate social responsibility practices of Turkey's two leading companies will be analyzed and examined.

**Keywords:**

**Corresponding Author:**

## **Introduction**

Corporate level crises and scandals which were experienced throughout the 80s and which also continued in the 90s, induced a new period in the business world in terms of strategies. Changing financial conditions, social developments and consumers becoming more conscious, have forced corporations to change the way they operate. The Corporate social responsibility concept that had a large place both in literature and application in 90s, has nowadays become a binding strategic decision for corporations. Corporations which adopt a socially responsible attitude and conduct strategic exercises accordingly, do not only fulfill their financial responsibilities but also fulfill their responsibilities to their employees, customers, stakeholders, competitors, and suppliers and most of all to the society and environment they live in.

Although the beginning of the application of the social responsibility concept in today's meaning and strategic approach, increased in the late 90s, the charity principle in Turkish culture and social structure dates back to the Ottoman period. Many family businesses or holdings in Turkey today have a charitable foundation as a tradition coming from the past. In this regard, many Turkish corporations conduct socially responsible practices providing significant contributions to the community.

## **Corporate Social Responsibility**

According to economic theory, the sole responsibility of business is to maximize profits. As long as companies obey the law, there are no requirements or duties beyond the financial imperatives of the corporation. But in today's global world, no companies, especially global companies, can ignore social responsibility towards stakeholders in terms of reputation, sustainability and also profit. Corporate social responsibility represents a high-profile notion that has strategic importance in many companies. Corporate Social Responsibility is the responsibility of businesses to contribute to building a better society. This responsibility is not only at the philosophical level, but also at the operational level. Furthermore, it is concerned with not only the role of businesses in society, but also the tangible response processes and evaluation of such behavior. (Shen, 2006, p.12)

One of the earlier academic definitions was by Bowen (1953), who defined corporate social responsibility as an obligation to pursue policies, to make decisions and to follow lines of action which are compatible with the objectives and values of society. Votaw and Sethi (1975) suggested that these extra responsibilities involved bringing corporate behavior up to a level where it is congruent with the prevailing social norms, values and expectations. Naylor (1999) defined social responsibility as the obligation of managers to choose and act in ways that benefit both the interests of the organization and those of society as a whole.

In his 1979 research, Carroll (1979, 1991) suggested that a corporation should not only be judged on its economic success but on non-economic criteria as well. Based on this idea, Carroll identified 4 different sets of responsibilities to assess corporate success and stated that corporations have responsibilities in four domains. These are; economic responsibilities, legal responsibilities, ethical responsibilities and discretionary or philanthropic responsibilities.

Economic responsibilities are the basic unit of the pyramid and the business life. Companies are economic entities that are expected to maximize earnings per share, to be as profitable as possible and to maintain a strong competitive position in the market besides fulfilling the fundamental needs of stakeholders, in providing goods and services. Legal responsibilities are society's expectations from companies to fulfill their economic missions within the framework of legal requirements. These responsibilities can be listed as performing within the boundaries of law and regulations, and thus be law-abiding. Ethical responsibilities are additional behaviors and activities that are not necessarily codified into law but are expected by society. These responsibilities embody some standards, norms or expectations that reflect concerns for what stakeholders and society regard as fair or moral rights. Discretionary (philanthropic) responsibilities are social expectations of businesses to assume social roles over and above their obligations. These roles are voluntary and depend on the companies' initiatives. These responsibilities aim to improve the society's welfare. (Carroll, 1991)

### **Corporate Social Responsibility in Turkey**

The history of corporate social responsibility practices dates back to the Ottoman Empire, if the applications in that period are analysed. The charity concept formed a basic organizational mechanism for public services such as education, health and social security. This charity 'concept' was also traditionally part of many family businesses and holdings (Göçenoğlu and Onan 2008: 7). The help given and activities held by these charities were mostly philanthropic. Therefore, in Turkey, charitable practices were considered within the concept of social responsibility for a long time. Among these, business in nature, men such as Vehbi Koç and Hacı Ömer Sabancı who were the first industrialists of the republican period, were among the first leaders who acted upon the principle of "giving back to the society one takes from". The emergence of social responsibility as a strategy, and incorporating it into business processes was observed in the 2000s.

Coming to the last 50 years of the political and economic structure; the military coups and an unstable economy with phases of high inflation, with one can conclude that the economic and political background in Turkey was not very supportive for long-term planning and thus to concerns of sustainable development. In an attempt to liberalize the economy in the beginning of the 1980s, Turkey took steps to integrate its economy with developed countries.

However, this integration process brought new challenges such as competitiveness which certainly acted as an impediment for companies to set up CSR practices mainly due to the price pressure as well as profitability. The economic role of the state has been diminishing for the past 3 decades, but it is still high compared to other EU countries. Nevertheless, the stable inflation and growth rate in the last 5 years created an atmosphere for companies to be more involved with the social issues.

Turkey's increased integration with international bodies, developments, events and campaigns has also been an important element for the country's consciousness on CSR and related issues. The United Nations Conference on Human Settlements (Habitat II) in Istanbul in 1996, played an important role in that it enabled the citizens of Istanbul to observe people discussing issues of eradication of poverty and discrimination, promotion and protection of all human rights and fundamental freedoms for all, and provision of basic needs, such as education, nutrition and life-span health care services. This created an atmosphere for issues related to sustainable development to be discussed and debated in Turkey. Followed by those positive developments, comes another incident that affected most of the stakeholder groups, civil society organizations, businesses, government and others, namely the 1999 Izmit earthquake killing over 17,000 people in north-western Turkey (Corporate Social Responsibility Baseline Report) which was heavily felt in the industrialized and highly populated urban areas of the country. The state failure in the aftermath of the earthquake -characterized by ineffectiveness and an incapacity to provide relief services- was filled by immediate civic mobilization procedures, both individual and corporate. After the earthquake, many NGOs and volunteer groups were actively involved in the rescue processes as well as the reconstruction and rehabilitation of the destroyed areas. Search and Rescue Association (AKUT), a small voluntary search and rescue association, became the most prominent element of this civic mobilization. In fact, it was pronounced as the second most trusted institution in the country, after the armed forces (Adaman, Carkoglu, and Senatalar 2000). The earthquake, in this respect, had a crucial impact on values of volunteerism and participation among Turkish citizens, highlighting the need of activism for development.

The economic crisis of 2001 dropped the annual growth rate to - 7.5 % and the GDP fell from 199.6 billion USD to 145.2 billion USD, leaving thousands unemployed, especially in the banking sector, and causing the bankruptcy of many small and medium size enterprises. This outcome highlighted the need for elaboration on corporate governance issues and the need for further steps towards more transparency and accountability. In recent years, the adjustments of Turkish Association Law to the European Union accelerated the change processes in non-governmental organizations and created a better environment for civil participation.

Consequently, both the international issues and the economic and social crises in Turkey created an environment for the discussion of CSR where business had the major role to play and civil society was to monitor and



benefit, from it. This analysis is supported by the research of a Canadian based GlobeScan. The research conducted an international survey named CSR Monitor in which the Turkish leg has been conducted by Yontem Research Company. According to the research, corporate citizenship is highly recognized in Turkey; however, companies are not expected to have operational presence in fields such as labor rights and environmental issues. The time schedule stated above is also supported by the findings of this research, as the research indicated that CSR as a component of corporate reputation in Turkey has been on the increase since 1999<sup>1</sup>.

### **Purpose and Research Questions**

The main purpose of this study is to thoroughly examine social responsibility practices of two leading companies, and to observe the development of their corporate social responsibility. By using, case study method, the corporate social responsibility practices of Turkey's two leading companies will be analyzed and examined.

In order to serve our purpose, we address the following research questions:

RQ1: What needs of the society are met by corporate social responsibility practices?

RQ2: What objectives were identified in corporate social responsibility practices?

RQ3: What kind of insight on corporate social responsibility do Koç Holding and Turkcell have?

RQ4: How were the social responsibility processes managed by Koç Holding and Turkcell?

### **Research Strategy**

Our study is exploratory since we are trying to gain a deeper understanding of these two companies' corporate social responsibility campaigns. Case studies aim to gain an extensive knowledge of a single case or a number of small cases. (Saunders et al, 2000) Case study research is presented as a strictly exploratory research strategy in which nothing can be proven, most often referring to the alleged impossibility to 'generalize'. Others such as Yin (1984, 1994, 2003), have claimed that the problem of 'generalization' can be solved and that, therefore, theories can also be tested in (preferably) 'multiple case studies'. (Dul and Hak, 2008, 3). Since we want to gain a deeper knowledge of our research area, case study is the most appropriate strategy to choose. The reason why these two companies have been chosen is that they are in the top 3

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<sup>1</sup>summarized from Ararat 2007 and Turkey Corporate Socail Responsibility: Baseline Report ([http://www.undp.org.tr/publicationsDocuments/CSR\\_Report\\_en.pdf](http://www.undp.org.tr/publicationsDocuments/CSR_Report_en.pdf))

of the “Turkish Leaders on Corporate Social Responsibility” survey conducted by Capital Business Magazine and GFK research company.

### **About Koç<sup>1</sup>**

Vehbi Koç who is the founder of Koç Group started off his career with his father's grocery store in Ankara at the age of 16. He listed it with the Ankara Chamber of Commerce under the name Koçzade Ahmet Vehbi on May 31, 1926, the date that symbolized the official foundation of Koç Group. Koç Trade Inc. established in 1938 and Koç was the first company in Turkey to make managers, shareholders. Foreign representations were acquired during this period and Ram Commercial Corporation, the first Turkish company in the U.S., was established. In the late 1940s, the Group entered the manufacturing sector. In the 1960s, a variety of industrial enterprises were established through cooperation, partnership and license agreements with international companies. Turkey's first automobile, tractor, refrigerator, washing machine, LPG canister and many other products were manufactured by the Koç Group during this period. In 1992, Koç Holding acquired all the shares in Koç-American Bank, which was established as a joint venture with American Express Company in 1986. The Bank was renamed Koçbank. A strong sense of corporate citizenship has been an inherent part of Koç Holding since its establishment. With the signing in 2006 of the United Nations Global Compact, this became an official policy of international dimension. Today, Koç Group is Turkey's largest industrial group in terms of revenue, exports, share in the Istanbul Stock Exchange and number of employees. Koç Holding, as the driving force of the Turkish economy and the world's 273th largest company, continues to fortify its strong position in the global league with the awards granted on domestic and international platforms.

### **Analyzing ‘Vocational Education: A Crucial Matter for the Nation’ Project’ (Meslek Lisesi Memleket Meselesi-MLMM)<sup>2</sup>**

Koç Holding has positioned itself as both a collaborator and a pioneer in public concerns since the day it was established. Until today, it has been involved in many social responsibility projects in the fields of education, culture and arts, environment and sports. Koç Holding has identified its social responsibility insight based on the corporate citizenship concept. The corporation expresses itself on this subject as follows: ‘Our perception of corporate citizenship is a proactive one focused on productivity, developing preventive approaches, having assessed the risks in advance. The way we operate, our view on all our resources, are formulated with reference to this

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<sup>1</sup>summarized from <http://www.koc.com.tr>

<sup>2</sup>Summarized from <http://www.koc.com.tr> and <http://www.mesleklikesimemleketmeselesi.com/tr>

perception. Our intention in all our operations is to make an efficient and prudent use of limited resources and to produce permanent values in a sustainability approach<sup>1</sup>.

Since the day Koç Holding was established, it conducted social responsibility practices having embraced education, culture-arts, healthcare and environment.

### **Purpose of the Project<sup>1</sup>**

One of the important problems in education in Turkey is vocational high schools. While vocational high schools were supposed to be important educational institutions which trained intermediate staff for Turkish industry, they have been widely ignored because of the education system in Turkey. Koç Holding, while trying to find solutions for important problems facing Turkey, launched this project to overcome this, problem and to provide the necessary support to teenagers attending this type of high school.

The objectives of this project are to support successful primary school graduates who have limited opportunities to get into Vocational High Schools, to enhance their knowledge, skills and competency by providing internship opportunities and to train qualified technical staff needed by the economy

This project, designed to meet the needs of both teenagers and the economy, made a tremendous impact in a very short time. Since the day this project was launched, after having attracted the attention of the media, it enjoyed large coverage in public spots broadcast on television, newspapers and social media. A variety of public figures ranging from leading businessmen to artists supported the project.

### **Planning<sup>2</sup>**

In 2006, Koç Holding launched ‘Vocational Education: a Crucial Matter for the Nation’ project within the framework of the Vocational-Technical Education Encouragement Program in cooperation with the Ministry of Education. With this project, the intention was to support students in the following manner:

- Supporting them by granting scholarships,
- Enhancing their knowledge, skills and competence by providing internship opportunities,
- Supporting their career development by coaching.

Communication Channels:

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<sup>1</sup>Summarized from <http://www.koc.com.tr> and <http://www.mesleklisesimemleketmeselesi.com/tr>

<sup>2</sup>Summarized from <http://www.koc.com.tr> and <http://www.mesleklisesimemleketmeselesi.com/tr>

- Media Relations
- Stakeholder Relations
- TV Advertising
- Vocational Education: a Crucial Matter for the Nation web site

## **Execution<sup>1</sup>**

“Vocational High School Scholarships with Internship Support” which was launched in the 2006-2007 school year, covered a period of seven years. Scholarship students were chosen in multiple stages. Starting from the 2006-2007 school year when the scholarships were initiated, 2 thousand new scholarship students were included in the program every year and in 4 years they would reach out to 8000 students. At the end of the 7<sup>th</sup> year, all of these students will have graduated. The scholarships would be given continuously to the students who meet the success criteria. In terms of equality of opportunity in education, “Vocational High School Scholarships with Internship Support” provide an important advantage for female students. Girls who apply for scholarship, having met the criteria, are granted scholarship as priority. In 2007, the MLMM portal started to become a communication and application field for the project. The portal acts as a common ground among company executives, vocational high school coaches, school managers, scholarship students, Vehbi Koç Foundation and the MLMM project coordination team in Koç Holding Corporate Communication Department. A monitoring and evaluation mechanism is also integrated through this portal’s channel. By this means, it will be possible to monitor the implementation of the project, schedule volunteering work hours and make assessments.

This Koç Group project conducted in collaboration with the Ministry of Education, have provided thousands of scholarship, internship and personal development opportunities, and it still does so to this very day. In this project, which accepts students from all parts of Turkey for career development, theoretical sharing and personal development programs, the students’ social development is not neglected. The students have attended various trips (some of which were to the Arçelik, Rahmi Koç Museum and Science Museum), as well as plays and panels with company representatives held by the Koç group.

## **Evaluation<sup>2</sup>**

With the launch of the project, an increase in the rate of vocational high schools’ preferability was recorded. It was seen that the applications to vocational high schools in 2007-2008 school year rose by 30%. In this project,

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<sup>1</sup>Summarized from <http://www.koc.com.tr> and <http://www.mesleklisesimemleketmeselesi.com/tr>

<sup>2</sup>Summarized from <http://www.koc.com.tr> and <http://www.mesleklisesimemleketmeselesi.com/tr>

more than 8 thousand students in 264 schools in 81 cities have received education grants supported by internship, employment priorities and coaching; therefore both education and employment have been supported and this support still continues. Vocational Education: a Crucial Matter for the Nation project, has been an example of industry and education collaboration with the support from a group of 21 companies, and 333 Koç group employees have volunteered to provide coaching support for scholarship students. Group employees providing coaching service to the scholarship students meet them regularly and give them support with personal development models prepared in subjects such as entrepreneurship, self-confidence, social awareness, responsible citizenship and team work. The project has received many national and international awards such as the “Corporate Social Responsibility” Award from ACTIVE Academy, the Magellan Award from the League of American Communications Professionals (LACP), “The Most Successful Volunteer Project” Award from the Corporate Volunteer Association, the Sabre Award in the Corporate Social Responsibility category from Sabre Awards and Stewie Awards. This project has contributed to the teenagers’ personal and professional development and helped vocational education earn its reputation back in the society. One of the reasons why this project was so successful was that it has sustainable aspects in the long-term, and another reason was that it was a project that prioritized the improvement of society in accordance with its founder, Vehbi Koç’s “I exist if my country exists” principle. New alternatives have been offered to the youth community being trained in Turkey in the fields of both profession and education.

Koç Holding CEO, Turgay Durak stated the following about the success of the project: ‘The actual impact of the project has gone beyond more than 8 thousand students in 264 schools in 81 cities that it reached. I can see that the model we established inspires many other companies in Turkey. Our efforts to spread this model have continued for the last 3 years.’ (Turgay Durak, Capital Aylık İş ve Ekonomi Dergisi, Vol. 2013\3, p.89).

### **About Turkcell<sup>1</sup>**

GSM-based mobile communication in Turkey began when Turkcell commenced operations in February 1994. Turkcell then signed a 25-year GSM licence contract with the Ministry of Transportation on April 27, 1998. Turkcell is a regional leader by being the market leader in five countries out of the nine that it operates in. Turkcell’s shares have been traded on the Istanbul (IMKB) and New York Stock Exchanges (NYSE) since July 11, 2000, and it is the first and only Turkish company ever to be listed on the NYSE. Turkcell also has investments abroad. Turkcell conducts its mobile operations in growing markets like Azerbaijan, Kazakhstan, Moldova and Georgia through its subsidiary Fintur, in which Turkcell holds a 41.45% stake. KKTCcell, a

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<sup>1</sup>Summarized from, <http://www.turkcell.com.tr>

100% owned subsidiary of Turkcell, was established in 1999 and operates within the framework of a revenue-sharing agreement with the Telecommunications Authority of the Turkish Republic of Northern Cyprus. In the first quarter of 2011, Turkcell expanded its operations into nine countries by initiating MVNO services in Germany through the wholesale traffic purchase agreement signed in 2010. Turkcell has signed 3G contracts in more than 110 countries, ranking it among the world's top operators in terms of the provision of international data services. Turkcell also ranks among the top operators in terms of GPRS roaming, where it has signed contracts with operators from more than 165 countries.

### **Analyzing the “Snowdrop” Project (Kardelenler)<sup>1</sup>**

From the day it was established, Turkcell has been seen as an organization which is sensitive about social issues and finding solutions for those. In their website, they identify the way they perceive corporate social responsibility as follows; ‘Corporate Social Responsibility for Turkcell is not the activities considered separate from our business but they are our business itself’. They have achieved many successful projects such as; ‘Turkcell Volunteers’, ‘Strong Women, Strong Country’ directed towards the empowerment of women, and ‘Snowdrops’ amongs’t others projects they conducted. Since the day Turkcell was established, it also conducted social responsibility practices having embraced education, culture-arts, healthcare and sport, as Koç Holding does.

### **Purpose of the Project<sup>2</sup>**

In many parts of Turkey children continue to be kept from school, and this is especially true for girls. Because there is an enrolment gap of 600,000 between boys and girls, Turkey is one of twenty-five countries which UNICEF has selected for extra attention in a drive to accelerate progress towards the goal of gender parity in basic education.

([http://www.unicef.org/turkey/dn/\\_ge29.html](http://www.unicef.org/turkey/dn/_ge29.html)). To address this problem, Çağdas Yaşamı Destekleme Derneği (CYDD-The Association in Support of Contemporary Living) launched a project in 1997, to educate 17 girls in Siirt.

CYDD which was established in 1989, is a civil society organization that provides facilities for underprivileged students from different parts of Turkey. In order to provide equal opportunities in education, ÇYDD has given grants to 54,650 female students in primary schools and high schools and 62,497 university students in collaboration with individual and corporate contributors.

In the ‘Snowdrops’ project, the goal is to provide equal educational opportunities to girls who could not continue their education because of their

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<sup>1</sup>Summarized from, <http://www.turkcell.com.tr>

<sup>2</sup>Summarized from, <http://www.turkcell.com.tr> and <http://www.cydd.org.tr>

families' financial inadequacy and to make them 'individuals' with a career and a vision. The 'Snowdrops' project is named after the Snowdrop flower which is found in Eastern Anatolia's cold climate and which blossoms before the snow melts.

### **Planning<sup>1</sup>**

The Kardelenler (Snowdrops) project which was introduced to the public in a press conference in 2000 held by Turkcell and The Association in Support of Contemporary Living, started by granting scholarships to 5,000 female students with eagerness and determination in their education all across Turkey. In 2007, Turkcell extended the scope of the project and increased the number of scholarship students to 10,000 per year. In the intention of the 'Snowdrops' project is to provide equal educational opportunities to girls who could not continue their education because of their families' financial inadequacy, and to make them 'individuals' with a career and a vision.

Communication Channels:

- Media Relations
- Internal Communications
- TV Advertising
- Book called Snowdrop
- Documentary
- Album called Snowdrop
- Special Events (concerts)

### **Execution<sup>2</sup>**

'Snowdrops' was formed as a project that unified the community and took its place in hearts. It is one of the most long lasting projects, and has itself become a brand in Turkey. The story of the change and expectations of the successful students who received grants within the scope of the project was published by Turkcell as a book with famous writer, Ayse Kulin's writings and photograph artist, Manuel Citak's pictures under the name of 'Kardelenler'. All the income from the sale rights of the book was donated to the 'Snowdrops' project. In order to support the project, Sezen Aksu composed a song called 'Kardelenler' and after having released her album, 'Kardelen', she performed a total of 21 concerts. 75,000 people attended these concerts where she called for the "sending of girls to schools. Our girls are our future". With the money collected from the sales of Ayşe Kulin's book "Kardelenler", and Sezen Aksu's album "Kardelen", the tickets for Sezen Aksu's concerts as well as

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<sup>1</sup>Summarized from, <http://www.turkcell.com.tr>

<sup>2</sup>Summarized from, <http://www.turkcell.com.tr>

other grants, 770 more ‘snowdrops’ had the opportunity to receive their 4 year high school education. The ‘Snowdrops’ project which also attracted the attention of National Geographic, became a documentary. In this way, and for the first time a social responsibility project from Turkey was broadcast on the National Geographic Channel as a documentary. The documentary broadcast on National Geographic Turkey between July 1<sup>st</sup> and September 30<sup>th</sup> was later broadcast by NTV on October 4<sup>th</sup>. An exhibition of the pictures taken by the National Geographic crew during the making of this documentary was on display in Galatasaray Square, Beyoğlu in last September.

### **Evaluation<sup>1</sup>**

Within the scope of its efforts and in association with the Foundation for Contemporary Life, Turkcell has been conducting the ‘Kardelenler (Snowdrops) projects, which is one of the biggest social responsibility project in the world.. Under the project, every year many school-age girls whose families cannot afford to send them to school, are granted a scholarship. The project which provided 95 thousand grants until now, has reached a total of 27,500 female students. Within the scope of this project, 10 thousand girls are still being granted scholarships. As of 2012, 13500 students graduated from the high school and 3450 of them were accepted at university. 1500 of those now have jobs as university graduates. The "Snowdrops" project won the Turkcell IPR Excellence Awards, the Foundation of Women Executives' Public Relations (WEPR) "Crystal Obelisk" and PR News CSR Awards as well as many other international accolades. In Turkey, it received the Platin Zirvedekiler Award in 2002, the “Most Successful Public Relations Campaign” Award in “The Fourth Communications Awards” held by Gazi University Communications Faculty in 2003, the “Most Successful Private Sector Service” Award in the field of girls’ education from the Volunteer Organizations’ National Commission on Women’s Health, KASAKOM which was formed by 19 associations and foundations in 2003, the “Zirvedekiler Social Responsibility” Award and the “Corporate Social Sponsorship” Award in Active Academy Awards in 2003.

The most important reason for its success was that it was concerned about education and specifically, girls who aren’t sent to schools, which is one of the biggest problems in Turkey. In this context Turkcell has been a good model for other subsequent campaigns. The project which was launched with accurate purpose and planning has created its own brand, since it was directed towards a specific concern and it was sustainable.

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<sup>1</sup>Summarized from, <http://www.turkcell.com.tr>



## Conclusion

Social responsibility practices meet important needs of society, such as providing careers for students, girl's education and equal opportunities for all students. These practices are intended to meet the needs of the youth and the economy, and provide professions for female students and make them 'individuals' with a vision.

The Koç group considers itself as a corporate 'citizen' and is a corporation that operates with a risk preventive approach, and adopted the principle of using limited resources in an efficient way. Turkcell does not consider CSR operations any different from its business. Both these corporations identify the social needs and conduct long-term practices accordingly. Corporate social responsibility projects have been supported by the government, artists, writers, and media and most important of all by the society. This support has been long lasting and has brought in many awards. Both Koç and Turkcell, positioned themselves as institutions that solve the problems of the society they function in. By so doing, they have carried out their practices as corporations able to produce permanent values with a sustainable approach.

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