



Application for the IRU Bus Excellence Award 2013

Buses and Coaches – The Smart Move:
Innovative Company Strategies and Best
Practices to Increase Substantially The Use Of
Bus On Interurban Lines



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1. Introduction

Since 1926, Kamil Koc Buses Inc, which the head office is in Bursa, has been a powerful transport service in Turkey. The founder of company, Kamil Koc, born in Pazarcik (Pazaryeri), a district of Bilecik in 1901. He worked as a farmer with his siblings until he joined the army. When he returned the army, he realized that nothing could be accomplished without vehicle and technology. He bought a Fiat chassis with the money gained from that year's harvest, and started to transport passengers (1926). Thus, Kamil Koc became the priority of transport passengers.



Figure 1: The first vehicle when Kamil Koc started to transport passenger

Not having stopped working even for a day for 87 years, Kamil Koc Buses Inc. serves in 30 cities, 111 districts and 440 points of sale with more than 4000 employees and with its modern fleet of 570 vehicles. It makes 700 main departures and offers service to 35,000 passengers daily. It makes approximately 250,000 trips and transports more than 12,5 million passengers annually.



Managed by family members since the founding year, the management board of Kamil Koc Buses Inc. has a female – dominated structure contrary to this sector. The management board has been comprised of third generation grandchildren of Kamil Koc and female – dominated family members since 1992. After the decision of institutionalizing the company in 2002, Kamil Koc family let the managerial staff be comprised of professionals, and now works only as a member of the management board.



Figure 2: Kamil Koc family and the members of the management board

Today, Kamil Koc Buses Inc. is among the 500 largest companies in Turkey. With a total turnover of 329,875,872 TL in 2011, Kamil Koc is the only road transportation company in that list.

2. Application For Safety and Efficient Drive

2.1. Drivers Training

Kamil Koc Buses Inc. services approximately half of Turkey. Kamil Koc Buses Inc.' s employees are spread in service area. Until 2013, drivers' training perform once a year, all the drivers called one of 5 main district (Bursa, Ankara, İzmir, Antalya, Isparta or Konya), which one was closer for them. These trainings has 3 steps. First step provide the trainings about effective communication, emphasis, body language. Second step provide the trainings about safety drive techniques, efficient drive, handling of extraordinary situations, traffic rules, driving in tough road situations. At third step, drivers to give the voice. The authorities listen the drivers' suggestions, complaints and answer their questions. The trainings has been worked out together with the experts.



Figure 3: Drivers' training

In 2013, Kamil Koc Buses Inc. started a new concept; "Training Film". The purpose of this concept is to ensure standardization in trainings. This film is about "How to be a good driver?". When this film ready, at first all the drivers will watch. Later, the new ones will. This film is the first step of new training concept. At the second step, with the application and consolidation training drivers will interiorize how to be a good driver. The purpose of this concept, to protect the corporate image, personnel to reinforce the sense of belonging and to ensure standardization in trainings.



Figure 4: Making the training film

2.2. Audit Department

Kamil Koc Buses Inc., makes audit to ensure to provide safety, clean and comfortable trip for the passengers. Audits make by the personnel who works at "Audit Department". This personnel ensures that all the points of sale where Kamil Koc' s tickets sold, buses and the rest houses which Kamil Koc Buses Inc.' s buses stop by, have the criteria.

The audit department personnel makes sure that points of sale are clean, have the criteria of Kamil Koc Buses Inc., the employee's dress are appropriate. In Kamil Koc Buses Inc., every passenger can watch movie or tv, play games with the seat back screen. The audit personnel make sure this seat back screens are working. The personnel make sure that buses' are clean, seats are steady, the wheels are appropriate for travel. If any of wheel is not appropriate, that bus can not work until the wheel renew. During the trip, Kamil Koc' Buses Inc.' s buses are stop by some rest houses on it' s road. The audit personnel make sure rest houses' cleaning, too.

The audit personnel have some audit criteria. According the criteria scores the places where they control. After the audit, if they have high score they will award (i.e. If a bus has 100 score at 4 times, given wheels to the owner of the bus), if they have low score they will punish (i.e. If a bus has less that 70 score, that bus can not work).



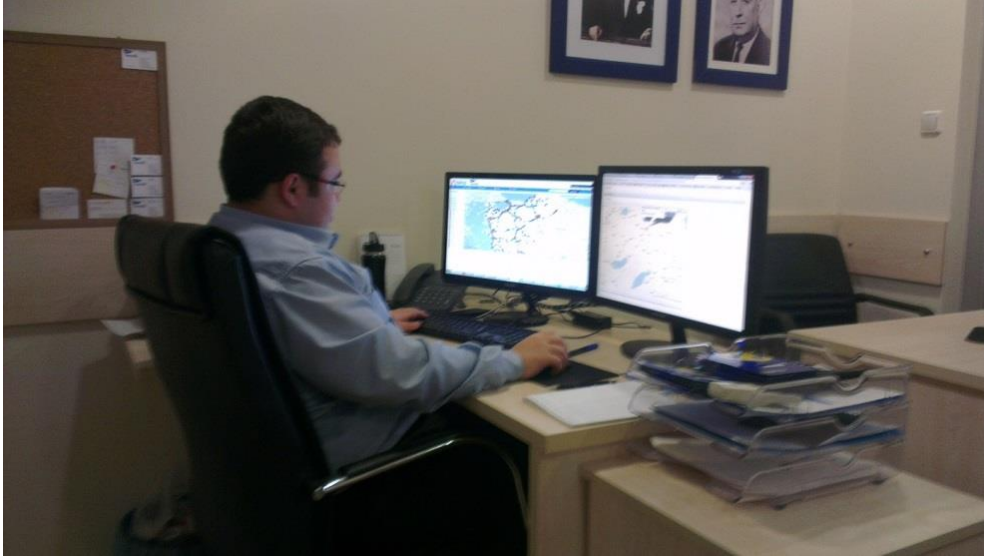
Figure 5: The audit of seat back screen and wheels



Figure 6: Some part of bus' s audit

2.3. Operation Center

The operation center constituted in 2011 August, for GPRS vehicle tracking. Today, the operation center makes more than GPRS vehicle tracking, also they control vehicles' speed, unplanned stop, breakdown and accident. They can step in when needed.



Besides all these, the operation center report daily weather and road condition and send it to the interested units. Besides in winter, they send road whether condition to the interested units at 3 times a day.

All the operational news, change (i.e. unused bus station, change of landing/boarding stop, road conditions) report by e-mail and SMS.

If any passenger get sick during the trip or get hurt, operation center take the passenger' s information and report to the interested units. For accident reports they work out together with the association of interested government organizations. Every end of the year, they compare their accident reports with Ankara Head Of Traffic Department. If there is any missing accident report, the operation center update their own accident archive.

The operation center work out together with the association of interested government organizations to raise awareness of drivers. Government prepared some brochures and movie about traffic rules. The operation center ensure that all the drivers will see them. They hang on to the rest houses' wall, play the movie on rest houses' screen.



Figure 7: Brochures and movie in rest house

2.4. Ground Service Department

“Ground service”, in particular district, make sure that drivers do not exceed the speed limit, use their tachographies lawfully by control tachographies. If ground service unit find a vehicle which exceed the speed limit by vehicles’ speed from operation centre and vehicles’ tachography

and if it is the first time, that driver will be fined. If it happened more than one, that driver will be exported; unable to operate in Kamil Koc Buses Inc. in a more.



Figure 8: Tachography control

Otherwise, in Turkish law there are very strength rules about commercial vehicle drivers. The drivers' alcohol control result must be "0,00" promile. Thus, Kamil Koc Buses Inc. make own alcohol control except Turkish policemen. The ground service personnel make the alcohol control while making tachograpy control. If any driver' s result is more than "0,00", even if it is "0,01" than that driver will be exported; unable to operate in Kamil Koc Buses Inc. in a more. For Kamil Koc Buses Inc., passengers safety is the priority. Thus, drivers' control make in studiously and regularly.

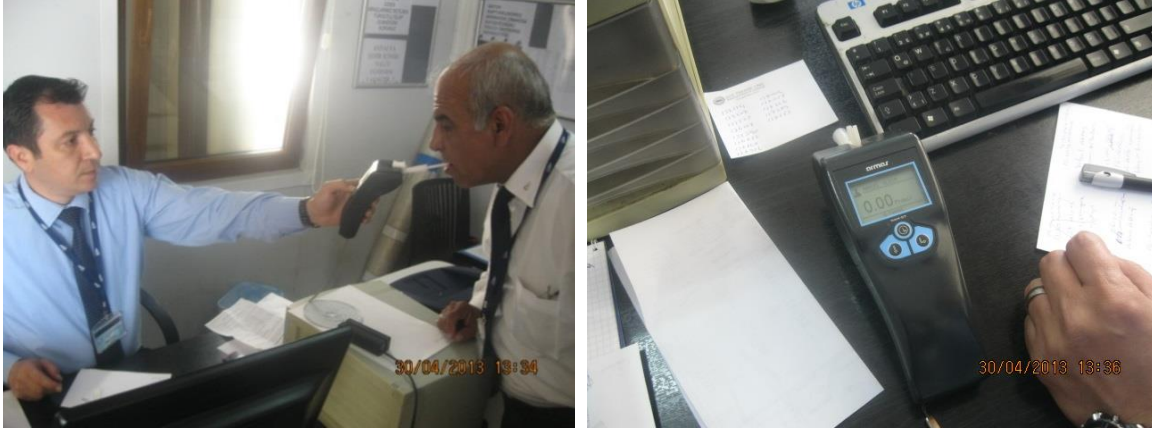


Figure 9: Alcohol control

3. The Applications Of Increasing Service Quality

3.1. Customer Relationship Department

Passengers can tell us their observation, opinion or suggestion about our points of sale or their trip. Customer relationship department listen passengers' experience and consider.

The customer relationship department personnel listen passengers' suggestions, opinions. If they have any unfavourable condition, the costumer relationship personnel listen the passenger and work for their satisfaction. The personnel step in and later feedback the passenger.

Kamil Koc Buses Inc. to stenghten the communication between the passengers, increase the number of customer relationship departments' number. By opening customer relationship department in rest houses and outside the particular districts, intend to support with out main districts and to intervene in events. Kamil Koc Buses Inc., intent bring together the information desks and desire – suggestion application, so increase the passenger satisfaction, ensure the continuity of the quality service.



Figure 10: Kamil Koc Customer Relationship Department' s structure of districts

3.2. Cabin Crew Training

Cabin crew, is working with take care with passengers; give catering products to the passengers during the trip. Cabin crew is communicate with passengers name on Kamil Koc Buses Inc. For corporate image and passengers' loyalty, cabin crew' s training very important.

Until 2013, cabin crew' s training made like drivers' training; in one of 5 main district, once a year. But in 2013, the new concept which one develop for drivers, prepare for cabin crew too.

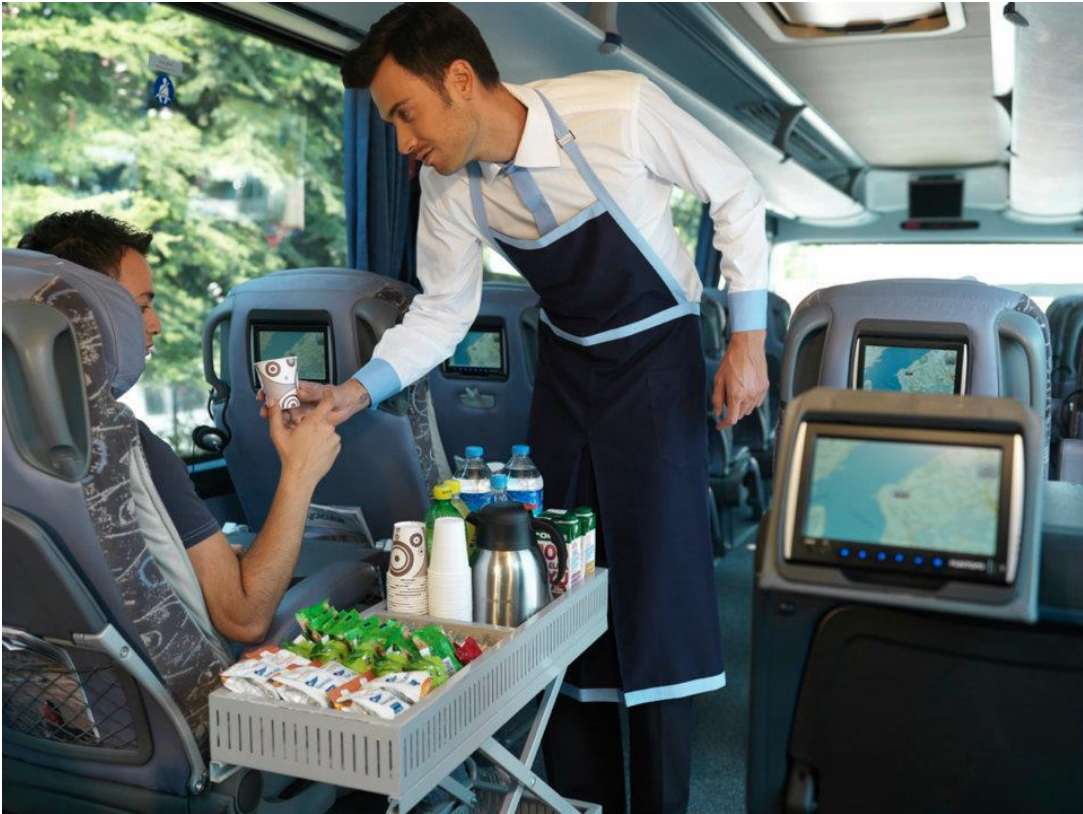


Figure 11: The Cabin crew, giving the catering product to the passenger

3.3. Professional Cabin Crew Training

Within the scope of Specialized Vocational Training Centers (SVTC) and through Bursa Chamber Of Commerce & Industry, in 2013 February we

sign a protocol with Turkey Employment Agency. (The person who needs a job can register in the Turkey Employment Agency, the corporate which needs an employee can register in. The Turkey Employment Agency, finds job and employees). With the protocol, The Turkey Employment Agency create a course for cabin crew. Everyone in the Turkey Employment Agency' s unemployment poor, who meet the criteria of Kamil Koc Buses Inc. can register in this course. In this course includes 480 hours theoretical, 400 hours practical training. During the course, The Turkey Employment Agency paid participants' insurance and give participants wage. At the end of the course, participants enter in an exam which Turkey Ministry Of Education and if they can pass the exam they have "travel service certificate" which proves that they have a job now. Kamil Koc Buses Inc. ensures the 100% employment guarantee to any person who deserve to take this certificate.





Figure 12: Professional Cabin Crew Training

This application is the first in Turkey. In this application Kamil Koc Buses Inc. work out together with the association of Turkey Employment Agency. Thanks to this application, Kamil Koc Buses Inc. can educate own cabin crew and increase the service quality.

3.4. Passenger Satisfaction Survey

For Kamil Koc Buses Inc., passengers' satisfaction is priority. In this context, at Kamil Koc Buses Inc.' s call center conduct survey to the passengers to measure their satisfaction about their trip, catering products, etc. The call center, call the passengers and ask a few questions. According to the survey, interested departments warned to increase their satisfaction points.

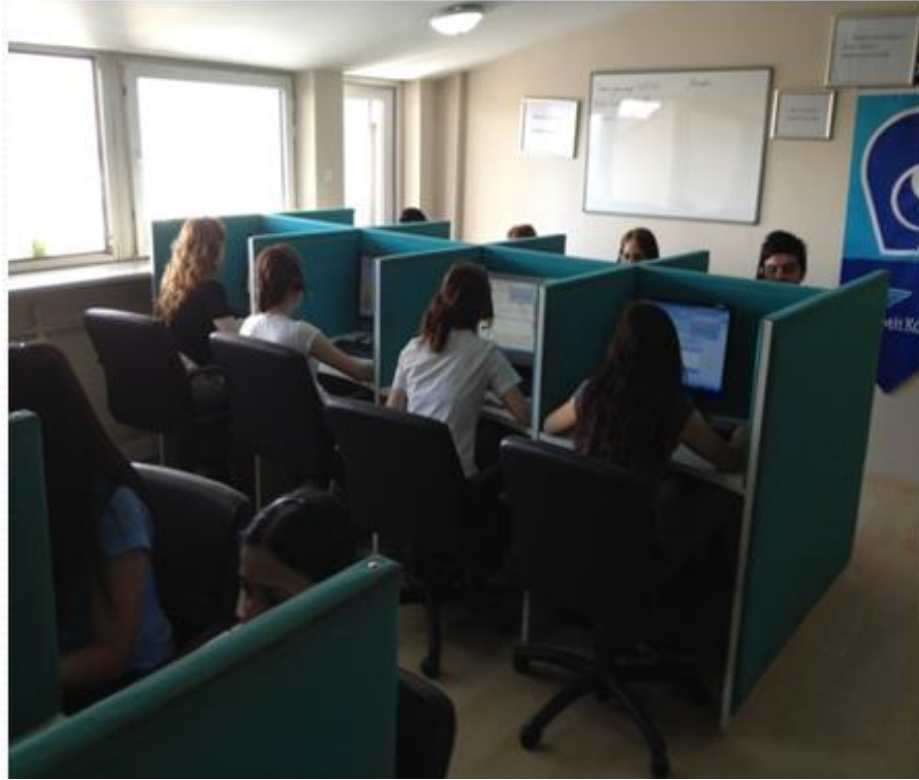


Figure 13: Kamil Koc Buses Inc.' s call center

4. Marketing Campaings

4.1. Vehicle-in Equipments

Kamil Koc Buses Inc., looking something new to ensure that passengers will have more comfortable and jolly trip. During their trip, passengers can watch movie, tv or play games with their own seat back screen. Movies in the screens are updating regularly.

Turkish people like to watch football match as much as watch movie or tv. Just for in football season, our passengers be capable of watch the matches, we made a deal with interested company, which shows the matches against payment. Last 2 years, our passengers can watch football matches at most of our vehicles. So, if any of passenger travel with this vehicle in football match' s hour, he can watch the match.



4.2. The World's Women Day

Every passenger is valuable, who prefers Kamil Koc Buses Inc. Kamil Koc Buses Inc., in some special days made something different from the competitors, to show how passengers are valuable.

In the world's women day, with the taught of "every woman is a flower", at some specific district, to women passenger, flowers are distributed.



Figure 14: World' s Women Day

4.3. 23 April Children' s Holiday

Above the world' s women day, one of the important day is 23 April Children' s Holiday, which Mustafa Kemal Atatürk present to children. Last 2 years, at some district, to children passenger, some gifts distributed. Last year, it was a child book. This year, a child book and some catering products for kids in a bus shaped box.



Figure 15: Children' s gift

5. Practices to Increase Substantially The Use Of Bus

Having been the leader with its innovative applications for 87 years, Kamil Koc Buses Inc. continues to determine the standards of the sector with its firsts. As a non – discriminatory, faithful, investigator and modern opinion leader that brings up problems in every area without losing its respect for the legal order, it has a say in making decisions that make the sector develop and advance. Its generosity gives priority to human, scientific systems and investment in brand, not to pomposity.

Kamil Koc Buses Inc., continue to being leader in the sector, although aims to go to further the quality of service and serve more people in Turkey, expanding the range of going to zone.

Apart from these, by increasing the number of trip, prepare schedule according to passengers intensity, Kamil Koc Buses Inc. intend to increase number of passenger and use of bus.

The annual number of passengers with Kamil Koc Buses Inc.' s application is given at Figure 16.

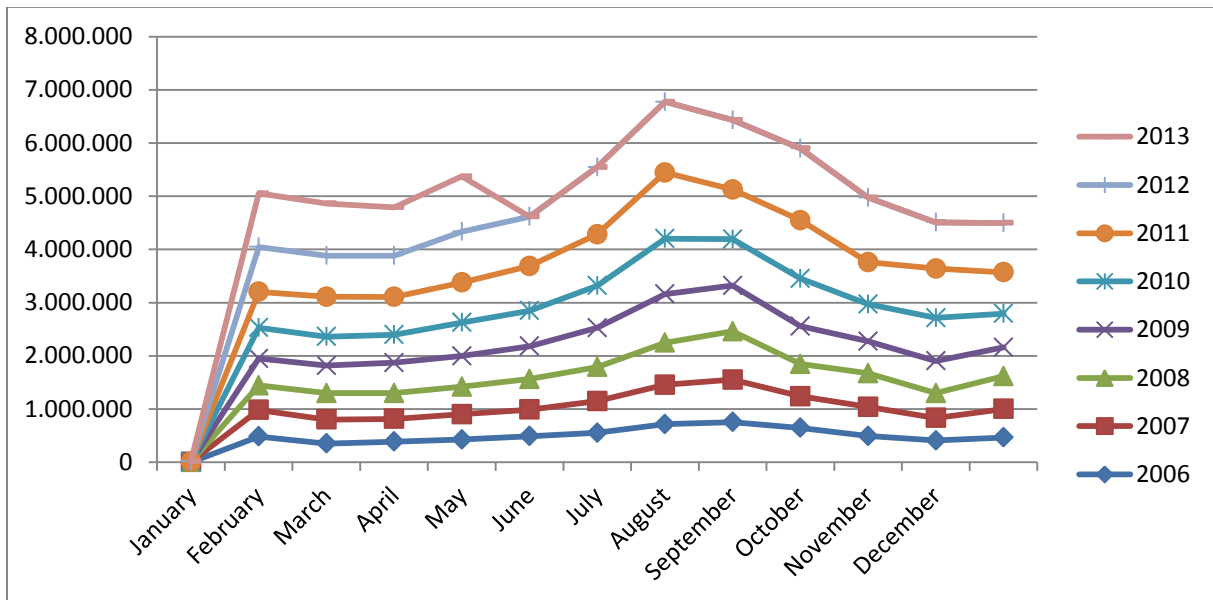


Figure 16: The Annual Number Of Passengers



5.1. “Yolkart”

Thanks to “Yolkart” system launched in 2005, today we serve 2,5 million passengers and include 2000 people to the system. 80% of the tickets bought from Kamil Koc Buses Inc. is bought by Yolkart members, and Yolkart points worth approximately 4 million TL are used annually. Yolkart members exclusively benefit from the campaigns and services of Kamil Koc Buses Inc.



5.2. “Comfortable Line”

Comfortable Line trips, whose pilot scheme was launched on 15 January 2005 on the route of Bursa – Ankara and which is practiced with a fleet of self – owned 82 vehicles celebrate its 8th anniversary. Reinforced with more vehicles day by day in accordance with the attention and demand it has taken, the fleet of Comfortable Line draws attention not only with its comfort and features but also with its reasonable price. Granting a privilege with highly trained staff and a rich variety of threads,

