E-Business in Turkey

Purpose

The purpose of this document is to give information regarding e-business in Turkey and identify possible areas that might prove to be business opportunities. The ideas expressed are generally based on author's experience and thoughts except where other sources have been cited.

E-Business

The term e-business has been widely abused and now has turned into a buzzword. Therefore it is necessary to broadly define what we mean by e-business.

Companies have always tried to streamline and to automate their operations as much as possible. Such efforts have generally leaded to cost savings, more efficient working and increased customer satisfaction. Some examples of streamlining attempts include Henry Ford's assembly line, computerized accounting systems, MRP, ERP packages, EDI applications.

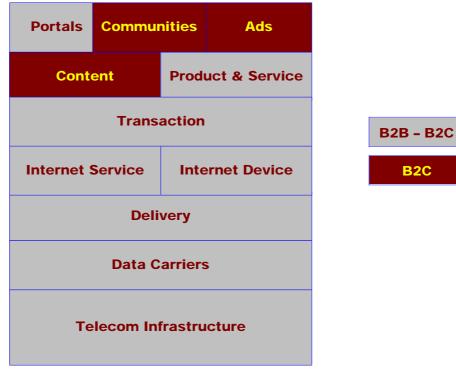
Of late, the focus has been on streamlining all operations, this required integration of ERP, EDI, payment, and transaction operations. The efforts for complete integration did not have global acceptance, as solutions were brand specific and required companies to commit themselves to a specific company or technology. Global availability was also a major concern.

With the widespread usage of Internet starting in the mid-1990s, Internet technologies started to be considered as the alternative to previous integration efforts. By 1995, web browsers were capable of accepting any kind of data and displaying it, and their open architecture allowed for customization.

Later, following on the static web presence, companies started to utilize the Internet as a WAN and considered offering services that are available in their LAN to the Internet when sufficient security levels could be reached.

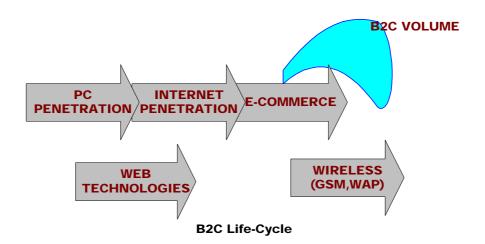
So first companies started to take orders from their web pages, then came the integration of payment, transaction processing. Later some companies saw that these open technologies (Internet, TCP/IP, WWW, and SSL) offer a way of streamlining operations. Some companies like Amazon.com built totally integrated systems from order taking to shipment tracking, and hence reached very high levels of operational cost savings compared to their traditional competitors. Their only problem was building awareness and some of them realized this by word of mouth and extensive off-web advertising. This brand making helped very much to build the association of brands with Internet and high valuation of companies in the stock exchange markets.

In summary, e-business can be defined as the changes imposed or made possible on the way business is conducted. These changes are fuelled by developments in information technology and at the moment especially by the Internet, which is the fastest developing IT practice today. These changes will continue to affect business and they will not be limited to Internet. Currently the most probable domain after the Internet seems to be mobile computing, fuelled by the developments in GSM technology and the convergence of PDAs (personal digital assistants) such as Palm, Cassiopea devices and mobile phones.



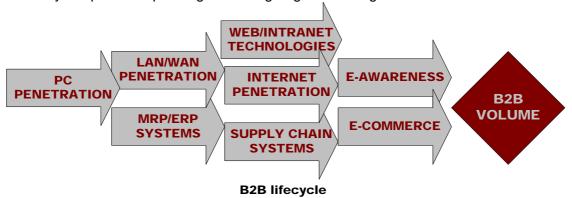
E-business landscape

The basic building blocks for the B2C or B2B e-commerce are the telecom infrastructure, which includes the range of telecomm services. The next block is the data carrying services, followed by delivery of the telecomm to the clients. The next two building blocks are the Internet access service and the devices used for access including the software. Upon these services the transaction services can be built, on top of which services and products can be offered. Besides the for-sale content, Internet has also allowed the development of free content like TV stations building on the media power (political and social) and advertisement revenues. At the very top there are portals, communities and advertising systems.



The development of B2C e-commerce is thought to have taken place as shown in the graph above. PC penetration followed by a phenomenal Internet penetration is accompanied by developments in web technologies such as SSL, efficient browsers, JAVA, which led to the possibility of an online market, and which are supposed to be fuelled by wireless technologies in the near future. The Turkish market is widely

distributed throughout the lifecycle. The PC penetration is low but at the same time the early adopters are pushing for cutting edge technologies such as WAP.



The Turkish market is in the very early phases of B2B e-commerce. Even if it is possible to have B2B e-commerce, the early phases such as supply chain automation are lacking. The real value comes only after the first phases. The earlier phases offer more direct savings and should be the priorities. The Turkish market is considered to be in LAN/WAN and MRP/ERP penetration phases, accompanied by Internet penetration.

E-business in Turkey

Internet Infrastructure

Turkey has always been a few steps behind in adopting new technologies and this was also the case in e-business practices.

As stated before, Internet has been a starter for the e-business as it made possible the use of the same technologies for internal and external communication.

Government regulation and some other factors such as lack of VC in Turkey slowed down the developments.

Universities realized the first Internet connections in the early 1990's with METU being the first and acting as the controller. Later other universities connected to Internet via METU. In 1994, universities were the only institutions that had Internet access. Some of the universities started selling dial-up access to individuals and companies. Due to the lack of legal and technical infrastructure, private companies could not offer Internet services. There was no defined way of connecting to the Internet. The telecommunication law asserted that Turk—Telecom was the sole authority for carrying information between two parties. Hence even the companies that wished to install expensive communication systems for direct connection to the Internet could not do this legally. Turk-Telecom threatened such companies with legal prosecution. Some companies, which had established connections to TUBITAK or METU, were offering Internet services at that time.

Turk Telekom announced that a national backbone would be formed and ISP's would have to connect via this backbone. The bidding and evaluation took about two years and TURNET became operational in 1996. TURNET was a joint venture between METU, GlobalOne and SATKO. The agreement between TURNET and Turk Telekom was based on revenue sharing and the consortium had agreed to give 70% of the revenue to Turk Telekom. That resulted in very high fees for Internet connection and there was little room left for ISP's to differentiate themselves, as one

of the main concerns especially among the early adopters was the connection speed. It was more or less the same for all ISP's.

Later Turk Telecom allowed private Internet connections but charged very high fees, which resulted in some companies establishing pirate, illegal connections.

TURNET proved to be a limiting factor. The capacity was really low, the owning companies did not have any intention of upgrading as it was not profitable, and one by one the participating companies dropped out, first METU followed by SATKO.

In 1998, Turk Telekom opened a second bid process for a national backbone. The new backbone, TTNet, was installed by Alcatel. It was made operational in late 1999. TTNet also absorbed TURNET. The transition from TURNET to TTNET is in progress and this new backbone is also addressing some technical shortcomings of the first one. But Turk Telekom owns it and the future is not clear.

Currently, the policies regulating Internet access are not well defined. The emerging technologies such as VOIP (Voice Over IP) and Fax Over IP are also threatening traditional Turk Telecom revenue sources from voice and fax communication.

The understanding is that the pressure for privatization of telecoms and lack of solid legal foundation will force Turk Telecom to stay in that vague position and continue acting with double standards. The laws will be enforced when Turk Telecom wills it.

The situation will be cleared, at least partially it is hoped, when privatization is realized for data communication. In that situation Alcatel will have the lead as the current operator and implementor of TTNET. Currently the market for data communication services is ripe.

Internet Companies

In the early days of Internet the focus was Internet connectivity. Many small companies had been established, but their growth was limited by the low levels of computer literacy and PC penetration. And, as all companies connected were using TRNET, the connection speed was not a differentiating factor. Some of the early players were,

- Turk.Net
- Atlas Net
- DomiNet
- Doruk Net

In the second phase after private Internet connections were allowed some large groups also entered the market, the largest being SuperOnline:

- SuperOnline
- EscortNet
- RaksNet
- AlNet

Following this phase, the Internet reached significant masses. The market has become really huge especially in the US, and more and more companies got interested. The phenomenal success stories, revenues or market valuations of Amazon.com, AOL, Yahoo, caught the attention of other companies and there emerged:

- Garanti.Net
- VeezyGo Vestel
- Koc.Net

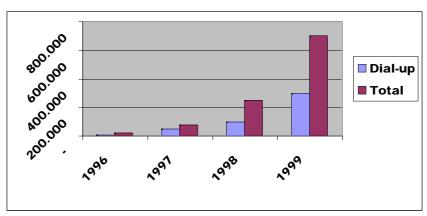
And the Turkish market did not reach very big numbers since its debut in 1995. Internet companies reached very high market valuations especially in US many new companies emerged and the hype increased everyday. The big holdings in Turkey considered being in the game of Internet. The most visible component of the Internet has been selling dial-up access as the other services are in the infancy stage, so many new ISP's started to form.

- IXIR
- · Web Bee

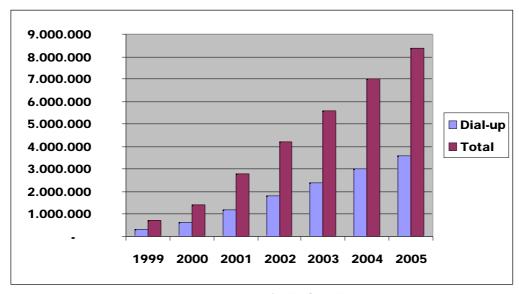
There are not many dimensions to compete on access. Price is the main dimension. So the companies started cutting prices dropping until \$1/month (as of 5/3/00 – Web Bee pricing was 12\$/year for unlimited access) for unlimited access. Which definitely is unprofitable with current telecom pricing for 0822 lines and satellite connections. In the UK and US market there are free ISP's and the revenues are generally based on revenue sharing with telephone companies. And e-commerce and advertisements are considered as revenue sources that will increase with time. Use of personal profile is also considered another asset. And lately tracking of online usage patterns and use of these profiles for better-targeted advertising is the newly emerging opportunity.

But the scene in Turkey is different. There seems to be a war in the ISP market to capture the market at all costs. Which we believe will be costly. If there is no reason other than the relatively small hassle of changing e-mail address users can switch their ISP's immediately. The war seems to be a lose-lose game for ISP's. If you are out of the price war, your brand will be eroded. And if you enter the war, there is no way to operate profitably at least in the short term.

The focus should be broadband access but the telecom regulations are the barrier.



Current Internet Users



Internet Users in Turkey Forecast

Content

The second focus after Internet access was providing content. The early users were keen on visiting foreign sites and downloading files, information etc. But if the Internet was to reach critical mass the Turkish content had to be present. And that was also seen as an opportunity. The first players were,

- Xn A digital only publication
- Aktüel

These sites were followed shortly by other conventional media companies:

- Hürriyet
- Milliyet
- Sabah
- Cumhuriyet

Portal

Taking as references both the Yahoo! and Hotmail type of sites which only supply interfaces to content available elsewhere, as well as services such as free-mail, has led to the development of service integration sites worldwide. This development also had effects in Turkey, demonstrated by sites such as

- Arabul
- Arama.com
- List2000
- MyNet
- Tebweb.net
- Netbul.com

E-Commerce

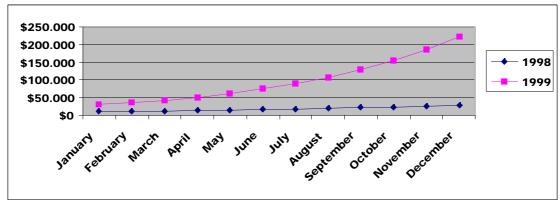
Almost every company wishes to be the Turkish Amazon.com. So many e-commerce sites have been developed but almost all of them had overlooked the driving principles behind e-business.

- Remzi Kitabevi
- Migros
- Megavizyon
- Pandora

These sites were developed without focusing on streamlining operations and increasing integration. Instead the focus was on order taking and transaction clearance. These functions are a must for an e-commerce site but they are not sufficient. These sites generally lacked inventory integration, prompt reply, fast delivery aspects. The general idea was they could sell it cheaper on the Internet and become Amazon.com. Convenience, availability, performance, ease of use, customer satisfaction - customer service dimensions that are at least as important as pricing - were overlooked.

Also some of the products had global appeal and reach for certain communities, such as books, CDs, videos. Users could access foreign B2C sites that had taken these other issues into consideration.

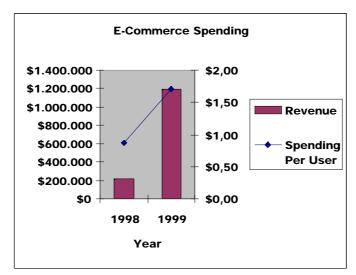
The e-commerce transactions realized via the Internet are estimated as follows:



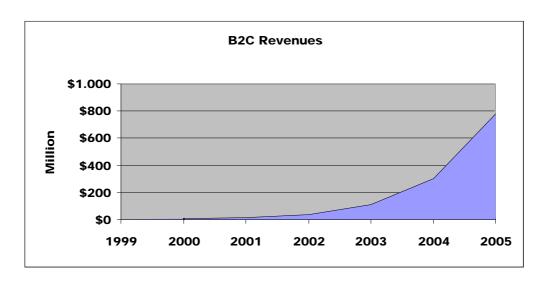
Educated Guess Sources: SuperOnline, Other e-commerce sites

B2C Revenues

E-Business In Turkey



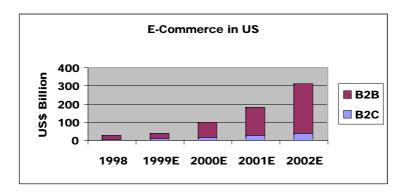
Yearly totals and per user revenues



B2C Revenue Forecast

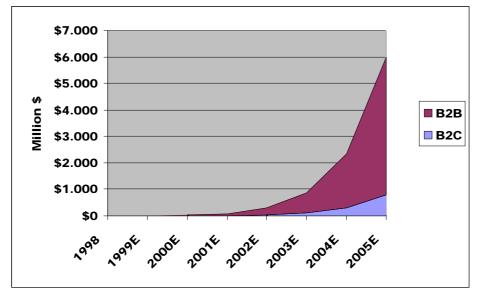
The above forecast is in line with other forecasts of \$700 million. The average spending per user is \$66 for year 2005 in the US, compared to the current value of around \$25.

The author of this document is unaware of any business to business Internet based practices. Currently the companies are assumed to be in the concept exploration phase. The US B2B market is forecasted as follows:



Source Forrester

Hence the total e-Commerce market in Turkey is expected to be as follows.



Total e-commerce in Turkey

The 2005 total of US\$ 6 billion will only be 2.5% of an expected GDP of US\$ 250 billion.

E-commerce revenue according to projections will total US\$ 10 billion.

E-banking

The concept of establishing a branch on the Internet has proved to be very popular as an Internet application. The costs of the physical branches are very high, and since the banks are in a race to differentiate themselves from each other and position themselves as consumer banks, Internet was seen as one of the most effective ways to achieve that. The cost of development was relatively low (US\$ 100,000-200,000) and the reach was global. Banks also realized that e-banking offered them an opportunity for integrating separate legacy systems. They were using different legacy systems for different operations, banking sw, investment sw, treasury sw. All were different systems and required manual operations in between. Interest rates should come from treasury, and investment should be done using investment sw, but the accounts were held in banking sw. Internet has become the first necessity for integration. That allows banks to have more control over their operations.

The first players were

- Isbank
- Garantibank
- Pamukbank
- Denizbank
- BankKapital
- Esbank

Currently almost all of the banks have established or are in the process of establishing Internet branches, the main reason being the low cost of transaction. In brick and mortar branches a transaction costs \$1.20, which falls to \$0.50 for telephone banking and to around \$0.01 for Internet transactions. Hence Internet is

ideal for micropayments and large volume transactions. This is also endorsed by consumers. A very good indicator is the online securities transaction volume, which reached 28% of total securities trading in 1998, up from 0% in 1995.

B2C E-Business Enablers and Markets

The different domains of play in the e-business arena are

Backbone

Delivery

Device

Access

Content

Portal

Transaction

Service

Other Online Services

Backbone: The main player is Turk Telekom. The backbone will not see competition until Turk Telekom privatization is realized and competition is allowed. Alcatel is currently operating the national backbone on behalf of Turkish Telecom.

Delivery: The main player is Turk Telekom followed by KabloNet, Turkcell, and Telsim. Turk Telecom recently allowed cable companies to deliver Internet access. But as currently the cable TV market is also geographically distributed and highly regulated the chances of differentiation seems small. The GSM market is currently very small due to bandwidth limitations, high pricing and hardware requirements. There are some other delivery options offered by other companies such as Satellite access by Barracuda. But their legal status is to be examined.

Device: Currently the main device used is the PC. And the PC as an Internet device has seen big competition. All of the PC companies are operating in this area. But recent movements showed a tendency to bundle PC's with Internet access and offer long term payment options. In the coming years mobile devices are expected to enter into the device arena with the enabling technologies such as WAP.

Access: The main players are; Superonline, Turk.net, VeezyGo. Many other companies are trying to enter into the market generally by integration of other dimensions such as devices like VeezyGo, services like Isbank. The access market is currently the most competitive market. The mainstream access product, dial-up access, is getting cheaper and cheaper. But free ISP's like Freeserve in the UK are yet to be seen due to telecomm regulations. And until the connection costs drop, expecting increasing Internet usage patterns from the users is not possible as the prices paid to Delivery companies (Turk Telekom, Turkcell, Telsim...) are very high and limiting the time spent online. Combined delivery and access pricing structures are to be expected following telecomm deregulation.

Content: The main players are media groups such as Dogan Group and Sabah. Superonline is also trying to become a player by developing content. The traditional media companies have faced difficulties especially in the US where they were late to respond and therefore lost some of their revenues such as serial ads to Internet companies. The Turkish market has not seen such developments. The only major content provider was Xn and Xn is not in the market anymore.

Portal: Becoming a starting point for Internet users, directing them to other sites and offering services has become a very huge business, the largest example being Yahoo. The main players in the Turkish market are Arabul, Superonline, Turk.net, Mynet, Tebweb.net. The last two are very new players and their commitment is to be seen.

Transaction: The main means of transaction is the use of credit cards. Electronic cash applications are not being used in Turkey. The only open service provider is Garanti Bank with Pamukbank soon to follow. Superonline, Isbank are also processing transactions but only for their customers.

Services: This is the largest domain in e-business. It involves offering online products/services. Some of the players are Migros, Garanti Bank, Remzi Kitabevi. A more comprehensive list is included in Appendix I.

Other services: This domain includes online communities such as SuperOnline WorldClub, Turk.net chat rooms, or online auctions. The Turkish market does not have big players such as Geocities, e-bay, the reason being probably the useability of services of global firms. But when language becomes an issue local services will probably be needed.

Besides these, the Turkish market also lacks research and market intelligence firms, such as Jupiter Communications or Mediamatrix, to provide overall and marketing information on the market. Hence the data presented here are based on educated guesses.

Legal Issues

E-business also put pressure on existing tax and legal systems. The government has formed some councils, but their effectiveness remains to be seen. These councils are Internet Ust Kurulu and Elektronik Ticaret Koordinasyon Kurulu.

The most urgent issue on the legal side is the status of digital signatures. Digital signature technology will form the basis for online agreements and identities. A draft law has been prepared but the process seems frozen.

Another important aspect following the digital signatures will be privacy. Currently there are no measures against the gathering and use of personal data, which is currently a big concern for EU countries and the US.

APPENDIX I - TURKISH E-BUSINESS SITES

Portals

Tebweb.net www.tebweb.net
Superonline

Arabul www.superonline.com
www.arabul.com

MyNet www.mynet.com
NetBul www.netbul.com

Malls

SuperonlineShopping shop.superonline.com shas.Net Online Shopping shop.ihlas.net.tr/ www.kangurum.com.tr

ISPs

AdaNet, Ankara www.ada.net.tr/
AntNet www.antnet.net.tr/
Arnil-Net, Bursa www.arnil.net.tr/
Art>-Net, <stanbul www.arti.net.tr/
AselNet Internet Hizmetleri www.asel.net.tr/
Atlas Online www.atlas.net.tr/

Atlas Online www.atlas.net.tr/
ATONET, Ankara Tabip Odas www.ato.net.tr
Aylan Internet Hizmetleri www.aylan.net/
AYS Bilgisayar www.ays.com.tr/

Baflar² Telekom San. ve Tic A.fi . www.basari.net.tr
Bi Net Internet Hizmetleri www.bi.net.tr/
Bimel www.bimel.com.tr/

BirNet, Ankara www.bir.net.tr/
Bistek Internet Hizmetleri, <stanbul www.bistek.net.tr/
BLine Internet Hizmetleri www.bline.net.tr/
BM-Net www.bm.net.tr/

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b-Net www.bnet.net.tr/
Bolnet Intenet Hizmetleri www.bolnet.com.tr/
Buton Net www.buton.net.tr

CC detiflim Hiz. Ltd. fiti., Ankara www.ccsite.com/
Comnet detiflim Hizmetleri ve Ticaret A.fi . www.comnet.com.tr/
Celiknet onternet Hiz. A.fi . www.celik.net.tr

Domi Biliflim Teknolojileri A.fi., Ankara www.dominet.com.tr/

DorukNet, stanbul www.doruk.net.tr/

Dut Bilgi Teknolojileri, <stanbul www.dut.com.tr/ EfesNet Internet Servis Sa¤lay>c>s>, <zmir www.efes.net.tr/

EscortNet www.escort.net.tr/

Farmanet detiflim Hiz. A.fi.

Fornet

ForsNet

FutureNet

Gediknet detiflim Teknoloji ve Ticaret A.fi.

www.farmanet.net.tr

www.fornet.net.tr/

www.forsnet.com.tr

www.future.net.tr/

www.gedik.net.tr

Garanti.net www.gedik.net.tr/

Garanti.net www.garanti.net
Gesnet www.ges.net.tr
HayNet (nternet Sistemleri Afi., Konya www.hay.net.tr/

HayNet onternet Sistemleri Afi., Konya www.hay.net.tr/
ohlas.Net www.ihlas.net.tr

KilimNet Biliflim ve detiflim Teknolojileri www.kilim.net.tr Koç Net www.koc.net

Koçkan.Net www.kockan.com.tr
MAM Internet Servisleri www.mam.gov.tr/
Market Web www.marketweb.net.tr/

Netone Internet Servisi www.netone.com.tr/ NetShip netship.ispro.net.tr/ Oksijen Küresel Bilgi Sistemleri www.oksijen.net OrionNet www.orion.net.tr/ Parsek www.parsek.com/ PrizmaNet, «stanbul www.prizma.net.tr RaksNet www.raksnet.com.tr/ Rumeli Telekom A.fi. www.rumeli.net SetraNet, stanbul www.setra.net.tr/ SimNet www.sim.net.tr/ Sistem Bilgisayar detiflim Ltd. www.sbi.com.tr/ SuperOnline www.superonline.net/ www.ixir.com **Ixir** Surf Biliflim www.surf.net.tr/ Tam Bilgi detiflim www.arboncuk@tam.com.tr/ TAM Bilgi detiflim A.fi. www.tam.net.tr/ Teklan Internet Eriflim Hizmetleri www.teklan.com.tr/ Trakya.Net Trakya Index www.trakya.net Tr-Net www.tr-net.net.tr/ Truve detiflim Ltd. fiti. www.tru.net.tr **Turktel Communication Services** www.turktel.com.tr/ **Turnet Home Page** www.turnet.net.tr/ Unimedya www.unimedya.net.tr/ Vestelnet www.vestelnet.com/ Wec-Net Internet Merkezi, Ankara www.wec-net.com.tr/ Yeflil Ege Biliflim ve Internet Hizmetleri A.fi., www.efes.net.tr/ Yöre Elektronik Yayımcılık www.yore.net.tr/ **Hosting** A&D-«stanbul A.fi. a-n-d.com/ **AjansNet** www.ajans.net/ **AresNet** www.aresnet.net/ Arkan Technical Solutions www.arkan.net ATAnet Internet, Elektronik, Danyflmanlyk ve www.atanet.net/ Komünikasyon fi irketi Avrasya Webhosting www.avrasya.com/ Basamak.Net www.basamak.net Interquide Biliflim ve detiflim Hizmetleri www.interguide.net/ **Internet Servis** www.internet-servis.com/ IstanbulNet Internet Hizmetleri www.istanbulnet.com.tr/ BilgisayarNet www.bilgisayar.net Kavra-NET www.kavra.net/ Kilavuz Elektronik Yayincilik ve Daniflmanlik www.kilavuz.com Hizmetleri Lidya.Net nternet Hizmetleri www.lidya.net/ Medyatext Internet & Multimedya A.fi. www.medyatext.com/ Pozitif Internet Servis Sa¤lay>c> www.pozitif.net Roman Net Türkiye www.romannet.net/tr/ Seçkin Net www.seckin.net/ SiberNet Ltd.

Sistem Platform Internet Servisi

Unicom Bilgi ve detiflim Sistemleri Afi.

Reklamcilik ve Pazarlama Ltd. fi ti. Web-Core Design & Hosting

Vom Bilgi (fllem ve Haberleflme Teknoloji

TWD Networks

www.huatki.com

www.sibernet.com.tr/

www.spis.com

www.twdnet.com/

www.unicom.com.tr/

www.sasain.com.tr/

www.web-core.com/

www.huatki.com/

Yedi24Online www.yedi24online.net

Web Design

ttp TASARIM www.mayweb.com.tr/

Network Computer Pazarlama ve Hizmetleri, ncp.com.tr/

Antalya

Simet detiflim & Bilgisayar www.simet.com.tr/

E-Commerce

botan cgarden shop.superonline.com/botanik/index.htm shop.superonline.com/bils/index.htm shop.superonline.com/bils/index.htm gözlük evi shop.superonline.com/gozlukevi megavizyon shop.superonline.com/megavizyon

john's coffee world shop.superonline.com/jcw

yeflil kundura shop.superonline.com/yesil_kundura özdilek shop.superonline.com/ozdilek/index.html

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turkshoponline databank.turkshoponline.com

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literaturkitabevi www.literaturkitabevi.com
officeland www.officeland.com.tr
turkmarket www.turkmarket.net
40 Ambar www.40ambar.com.tr
Açelya International Flower Shop www.acelyaflowers.com.tr

Azeplaza www.azeplaza.com Bulak Bilgi Hizmetleri www.bulak.com.tr

Cd Bazaar members.spree.com/shopping/areyhan/

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