

UN Joint Programme on Decent Work for All:  
National Youth Employment Action Plan and Pilot Implementation in Antalya

**Design and Delivery of Capacity Building Program on  
Cluster-based Local Economic Development**

## **Business Plan for Clustering Activities of BAKA**

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## Contents

Business Plan for Clustering Activities of BAKA .....	0
Introduction .....	2
1. Establishing a support structure for clustering activities .....	3
2. Identifying and prioritizing Antalya's clusters .....	5
3. Cluster mapping and network analysis .....	6
4. Initiation of the cluster development activities and the development of the cluster-specific action plans.....	9
5. Developing a medium to long term agenda for the clusters.....	10
6. Internationalization of the clusters.....	10
7. Monitoring, evaluation and benchmarking the performance of the clusters .....	10
8. Short-term (12 months) Action Plan for BAKA .....	11
Appendices .....	13

## Introduction

### *i. Background information on the Project*

The UN Joint Programme on Decent Work for All: National Youth Employment Action Plan and Pilot Implementation in Antalya, is funded by the MDG-F and implemented by four UN Agencies namely UNDP, ILO, FAO and IOM in strong collaboration and cooperation with Turkish Employment Agency.

The overall objective of the Joint Program (JP) is adoption and implementation of employment policies benefiting the most vulnerable groups in the labor market within the context of Turkey's east-west migration. The Joint Programme aims to reduce youth unemployment among vulnerable young members of migrant families and increase the participation of young women in the labor force. This will be achieved through improved capacities at national and local levels to design and implement employment interventions for vulnerable communities and young women.

In line with the overall objective of the Joint Programme and as an integral part of the overall workplan, UNDP has been implementing sector development activities which would in medium to long term foster employment in Antalya. As such, tourism, yacht building, cut flower and seed processing sectors have been identified as the priority sectors for development through a strategic sector scan which was conducted by the UNDP in 2010.

### *ii. Background information on the Project*

Within the context of the Project, a capacity building program was designed and delivered on Cluster-based Local Economic Development including the preparation of a business plan to support Western Mediterranean Development Agency (BAKA) in Cluster Development Activities.

The Plan provides guidance on BAKA's clustering approach in general, and specifically on prioritization of local clusters and cluster mapping, initiation of the cluster development activities and the development of the cluster-specific action plans, including a 12 months activity plan. The Plan also provides information on performance monitoring methods and indicators for evaluating the progress of local clusters.

The plan draws on and should be read in conjunction with "A Practical Guide to Cluster Development" prepared by UNDP for the Ministry of Science, Industry and Technology in 2011<sup>1</sup> and the training material regarding The 12-step cluster development process that was covered during the Cluster Development Training held 22-24 February 2012 in Antalya within the scope of the UN Joint Programme.

Following the discussions held with BAKA, it is not expected that there will be any difficulty in the incorporation of the four prioritized sectors/clusters within the scope of BAKA's regional development plan. Indeed, cluster development should be among the focus areas of regional economic development agenda. An economy develops through building on its strengths. A region's strengths are highlighted by the economic activities that are already attracting wealth

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<sup>1</sup> The document was prepared within the context of "Industrial Restructuring of Şanlıurfa" Project funded by the EU and implemented by the UNDP for the Ministry of Science, Industry and Technology.

from outside the region, its clusters. Whilst most clusters are primarily natural occurrences, the development of a cluster does not need to be left to market forces. A cluster development project is a deliberate intervention to accelerate the upgrading of a cluster's competitiveness. Such interventions around the world are usually led by local economic development agencies, organizations such as BAKA.

A separate report has been prepared for ISKUR on strategies for mainstreaming employment generation policies as an integral part of the cluster-specific action plans.

### ***iii. Definitions***

A "cluster" is a geographic concentration of interconnected companies, specialized suppliers, service providers, firms in related industries, and associated institutions in a particular field<sup>2</sup>. The basic difference between a sector agglomeration and a cluster is that firms in a cluster compete but also cooperate with each other to increase their competitive advantage.

"Clustering initiatives" are organized efforts (usually under a structured entity) with practical actions to strengthen the competitive position of a cluster.

The term "cluster development" refers to organized efforts and action steps taken for the economic development of clusters through increasing their competitive power in global market.

## **1. Establishing a support structure for clustering activities**

Cluster development activities are intensively inter-related with region's economic development; therefore BAKA is seen as the main institution that will take the lead with the cluster development process in Antalya, and the potential actor which would sustain and further accelerate the momentum gained in developing priority sectors through the sector development activities of the UN Joint Programme.

**It is recommended** that a Technical Support Team (TST) with representatives from BAKA, other key public institutions and NGOs be established for each cluster, with this being led by the BAKA staff wherever possible. However, there are four pilot clusters identified in Antalya, and considering the current staff limitations of BAKA Antalya Investment Support Office, the TST leadership for some clusters can be undertaken by other institutions such as İŞKUR, SBİB, or FTZ. Regardless of the TST leadership, BAKA needs to be a key participant in each TST. The role of TSTs will include initiating the cluster's analysis and development activities and establishing the cluster's governance board.

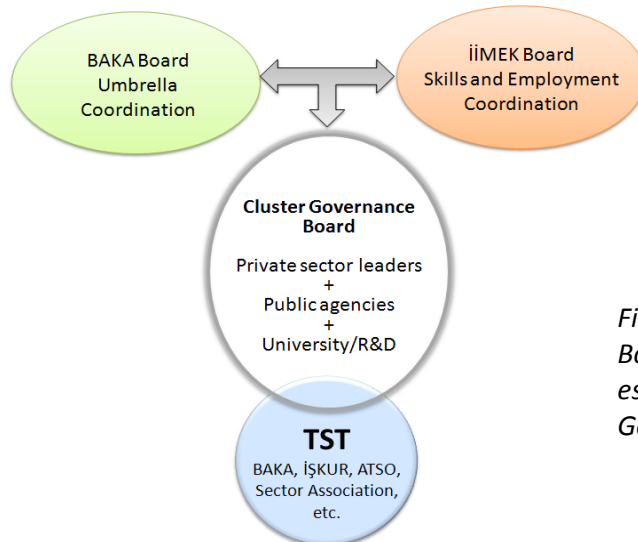
**It is also recommended** that BAKA assign one senior staff for each cluster, or one senior staff for each pair of pilot clusters (one staff for Seeds and Cut-flowers; another staff for Yachts and Medical Tourism). This is likely to be a full time role, and would provide the cluster's firms with information on the cluster development process and BAKA's services, while providing BAKA with regular updates on each cluster's evolving needs.

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<sup>2</sup> Porter, Michael. Location, Competition, and Economic Development: Local Clusters in a Global Economy (Economic Development Quarterly, vol 14, no.1, pp 15-34, 2000)

The assigned BAKA staff member will be participating in the informal meetings and discussions, ideas exchange and developing collaboration. This staff member would become personally familiar with the key firms within the cluster and the other cluster support organizations that could include İŞKUR, CCI (ATSO), TSÜAB, SBİB, OIZ and/or FTZ. This staff member would then be the prime knowledge and contact point in Antalya for potential investors.

As each cluster’s Governance Board is carefully selected by the TST, this Board then becomes the



*Figure 1: The roles of TST, BAKA Board and İİMEK Board after establishment of Cluster Governance Board*

driving force for the clustering initiative. International experience indicates that these Boards work best when they are led by businessmen, with public agency officials (such as from BAKA and possibly one other TST member) and academic leaders also participating. The majority of Board members should be from the private sector. With the establishment of the Board, the TST still has an active and ongoing role in ensuring coordination between the public agencies in support of the cluster’s development agenda.

The support of local governance institutions is a critical element for a successful cluster development process. There are examples for establishing a special “Cluster Development Platforms” or “Local Competitiveness Platforms - LCP” with higher-level representatives of institutions. Such platforms support cluster development activities at a higher level. The need for an LCP was explored during the initial stakeholder visits. Rather than setting up an additional high-level economic coordination structure in Antalya, it is recommended that the two senior current coordination mechanisms, the Provincial Employment and Vocational Training Board (İİMEK) and the BAKA Board build on their current roles to undertake this coordination. The two organizations have important and complementary roles. They already benefit from a common Chairperson (the Deputy Governor) and common Board members. It is recommended to bring cluster development into the agenda of the BAKA Board, and discuss the initial plan in the next BAKA Board meeting.

An example of a local platform in the USA is the New Carolina Council of Competitiveness ([www.newcarolina.org/](http://www.newcarolina.org/)). In Europe the Danish Cluster Academy, Reg-X, provides a similar platform ([www.regx.dk/en](http://www.regx.dk/en)). A Swedish example is Region Värmland’s SLIM project - System Management for Innovative Platforms and Cluster Organisations, building knowledge on, and taking advantage of, cluster organizations as a tool for enhanced regional development.

## 2. Identifying and prioritizing Antalya's clusters

The focus in cluster development is on the clusters that are already selling products or services outside of the region, i.e. drawing wealth from other regions. The clusters within a region can be identified through a combination of desk study (top-down) and field analysis (bottom-up) approaches.

As part of this UN Joint Programme<sup>3</sup> a comprehensive report (Sector Scan of potential sectors of Antalya) was prepared in 2010 that identifies the existing, emerging and potential sectors in Antalya that have the highest potential of growth, sustainable socio-economic development and creating decent employment opportunities (particularly for young men and women) for the region. The Sector Scan report identifies four priority sectors on the basis of their potential:

- Acclimatization equipment manufacturing
- Manufacture of building materials and hardware (e.g. pre-cast concrete products)
- Processed food manufacturing
- Manufacturing of luxury yachts >20 meters

The next grouping of priority sectors also has good prospects for job creation, including female employment:

- Vegetable seed processing
- Meetings, Incentive travel, Conferences, Exhibitions (MICE) tourism
- High value horticulture – cut flowers
- Retirement tourism

In this assessment the sector with the lowest potential was medical tourism despite this being an emerging, high value sector. The Sector Scan report provides initial analysis for these nine shortlisted sectors.

As a separate and less formal approach, a brainstorming exercise was held in the Cluster Development Training and the participants voted on which clusters they would like to work on to simulate the cluster development process during the workshop. The following came through voting:

- **Vegetable seed processing (and seedling as supporting industry)**
- **High value horticulture – Ornamental flowers and cut flowers**
- **Manufacturing of luxury yachts**
- **Medical Tourism**
- Congress Tourism
- Golf Tourism

The Sector Scan report also highlighted the first four as the priority clusters for economic growth and job creation in Antalya. **It is recommended** that these four sectors are accepted as the initial pilots for cluster development.

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<sup>3</sup>MDG-F UNJP Growth with Decent Work for All: National Youth Employment Program and Pilot Implementation in Antalya

Whilst these four merit BAKA's immediate support, the four are unlikely to be equal in importance in terms of job creation and the impact that BAKA can have. After 12 months of initial work with the four clusters and the accumulation of detailed knowledge within BAKA on each cluster's opportunities and issues, it would be appropriate for BAKA to review the comparative significance of each cluster. This is likely to lead to a scaling up of BAKA's support effort to the priority clusters, rather than a scaling down to the less significant clusters.

### 3. Cluster mapping and network analysis

The cluster map is a diagram that shows the existing stakeholders in different groups (mainly on the triple helix, but also includes other actors effecting the core sector)<sup>4</sup>. A draft cluster map will be developed for **each of the four pilot clusters** using the findings of the desk study, and can be discussed and completed during the stakeholder visits. The cluster map is an instant picture of the cluster, as it shows the cluster elements that are in place currently. The facilitator uses the map for identifying and prioritizing the actors that may take a role in various stages of cluster development process and may be revised together with the progress of the plan.

**E4 comment: I would be quite happy if this detail on network analysis is missed out. It is an unnecessary technical detail for this document. Network analysis**, explores in more detail the connections amongst a cluster's stakeholders and is a tool that could be useful later in a cluster's development. Unlike cluster map, network analysis can only be done through field search – i.e. interviews with stakeholders. Network analysis consists of a diagram presenting the existing connections among the cluster elements together with brief explanation on the quality, continuity and development potential of the relations. The following figure shows a sample diagram for existing network within a cluster. The intensity of connection lines shows the intensity of networking within the cluster.

Public agencies tend to have an over fascination with mapping, analysis and report writing. During the first year of a clustering process, this should take at the most 10% of available resources. Much more important is the early engagement on needs-driven projects and learning by actually doing.

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<sup>4</sup> The term 'Triple Helix' refers to the importance of coordination between private sector, education and research institutions and the public institutions in building strong clusters. For more detailed information and sample cluster maps, please see "A Practical Guide to Cluster Development" prepared by UNDP for the Ministry of Science, Industry and Technology in 2011.

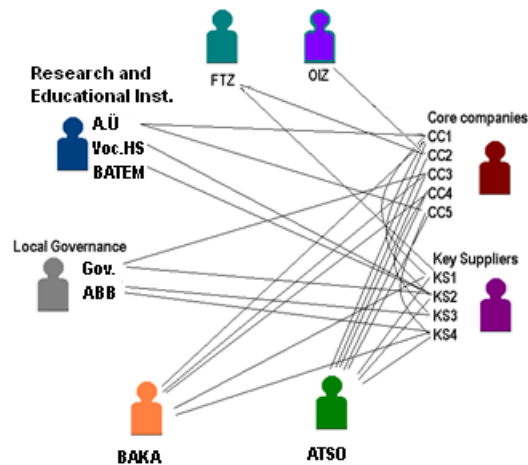


Figure 2: A sample diagram for the existing network within a cluster in Antalya.

### 3.1. Establishing the cooperation infrastructure

Antalya, in common with many other regions around the world, has many unconnected firms. Antalya also has support agencies that could work together more effectively. Cluster based economic development centers on building the connections amongst firms, and tighter alignment amongst support agencies.

The key Institutions and their possible role in cluster development are briefly explained below. Each of these organizations actively participated in the three day cluster training workshop held in February 2012, and the participants are ready to engage as teams to support the four cluster pilots (please see Appendix 2 for a list of participants).

**a) BAKA** can undertake the facilitator role at the kick-off phase until the cluster's leadership group is activated and private sector representatives take the lead. It can also coordinate the cluster actors, and sub-units such as technical support teams at this step. Yet, BAKA's central role in cluster development can be much wider in various areas that cannot be undertaken by any other institution. This includes carrying out cluster-based sector analysis and providing expertise in cluster roadmap development. Based on this, BAKA will then be in a position to;

- Facilitate collaboration, out sourcing and co-specialization amongst the cluster's firms
- Encourage domestic and foreign investment activities for the core sector and supporting industries, in particular filling out each cluster's competencies,
- Develop cluster-focused financial support schemes
- Provide support on overcoming bureaucratic obstacles
- Align cluster development activities within the NUTS 2 TR61 region (Isparta, Antalya, Burdur)
- Identify the cluster's requirements for closely targeted public institution support

BAKA staff based in each province should get involved with the clusters of that province. This is important for the frequent personal contacts and trust building within the cluster actors, and also for effective use of resources. Antalya Investment Support Office is presumed to undertake the roles foreseen for BAKA in cluster development efforts in Antalya. However, at this point, Antalya Investment Support Office is not adequately staffed to take the lead in technical support teams of four clusters. There is a clear need for more staff with seniority to engage with the clusters,



spending most (if not all) of their working time with cluster development activities and develop specialization.

**b) Antalya İŞKUR:** Employment, labor market, HR development, and vocational education are key issues for the regional economic development as well as for increasing the competitiveness of private sector; therefore, İŞKUR has a key role in the cluster development. İŞKUR recently employed 2000 Job Counselors nationwide and 70 of them will be employed at Antalya office upon completion of training and orientation program. The newly engaged Job Counselors are expected to increase the service capacity of İŞKUR Provincial Directorate. It is recommended to assign a job counselor for each cluster, to take part in the initial technical support team identified in *Section 1* to represent İŞKUR. These job counselors are expected to undertake the role of *communication channel* among the cluster, İŞKUR and İİMEK. They are also expected to develop specialization in the labor and employment areas related with the specific cluster that they are engaged with.

**c) Antalya Governorate:** Key role in coordinating public institutions, physical infrastructure, relations with other public institutions and central government.

**d) Antalya Metropolitan Municipality:** Physical infrastructure, consulting and guidance in permits, PR of cluster among local population, supporting other actors in events and training activities.

**e) Antalya Chamber of Commerce and Industry:** Proposed role as secretariat and leading facilitator role for Health Tourism cluster (after kick start phase of the cluster).

**f) OAİB (Exporters' Union - Cut Flowers):** Proposed role as secretariat and leading facilitator role for Cut Flowers cluster (after kick start phase of the cluster).

**g) TSÜAB (Seed Producers Sub-union):** Proposed role as secretariat and leading facilitator role for Seed Production cluster (after kick start phase of the cluster).

**h) ASBİAD:** Proposed role as cluster leader representing the luxury yacht manufacturers.

**h) Free Trade Zone:** Proposed role as secretariat and facilitator role for yacht manufacturing cluster.

**h) KOSGEB:** Financial support (through Cooperation Support Program), support on awareness raising, information and coordination activities, developing cluster-focused financial support schemes.

**i) BATEM:** Agricultural R&D and laboratory / analysis support for the Cut-flowers and Seed Processing clusters.

**h) Teknokent:** Providing information and network support for the cluster SMEs' R&D projects by bridging the university and clusters / SMEs.

**Role of 'İİMEK Board'** (Provincial Employment and Vocational Training Board)

- Identifying and monitoring the status, needs and constraints of local labor force,
- Organizing vocational training courses in the areas where there is demand for labor force,
- Fostering entrepreneurship in areas that could add value to the cluster value chains, and
- Identifying and implementing new employment areas required for the effective functioning of clusters.

### Role of BAKA Board

- Ensuring long term senior staff support to the four pilots
- Ensuring that the other partners actively participate in each TST
- Coordinating as necessary resources from national ministries and others that support each cluster's road map
- Deciding which further clusters, beyond the pilots, merit support
- Addressing cross-cluster issues that arise and are common impediments. Such systemic issues are likely to have wide significance.
- Hosting an annual 'cluster summit' with the leaders of each clustering initiative

## 4. Initiation of the cluster development activities and the development of the cluster-specific action plans

The initial analysis will help the BAKA to choose a sound methodology to follow. The results will also be used through the implementation period at various stages (such as deciding on the leadership group, identifying short-term actions and long-term strategies, project management capacity of the group, stakeholders' expectations, etc). It is important to understand and manage the stakeholders' expectations when designing the cluster development activities. The sector's obstructive factors (factors that are currently stopping or limiting the sector's development) identified during the initial analysis should be taken into consideration when planning cluster-specific actions.

The cluster development process must be encompassing all key stakeholders (including but not limited to those identified in Section 3.1. Establishing a Cooperation Infrastructure in addition to the private sector representatives from core sector and supporting industries). The process should be carried out with their direct involvement. The activity steps should include a series of workshops to give them the opportunity to be informed and to become involved. The 12-step approach can be used for planning the cluster development phases<sup>5</sup>.

**It is recommended** to initiate cluster development activities with an open meeting for all cluster actors (an event similar to that held in ATSO on 21 February 2012, but specific for each cluster this time). An appropriate duration for this meeting would be two hours with an agenda that consists two main points: A summary of findings of the initial analysis (e.g. current state of the sector, international market trends and cluster map) and a brief explanation of the upcoming steps.

An **important aspect** of cluster development is to quickly engage in a portfolio of immediate projects, demonstrating that clustering is more than analysis and workshops. SMEs in particular will lose interest unless projects are soon underway. The immediate projects for each cluster are likely to include business development and training.

BAKA need to ensure that there is early action and early benefits for each of the clustering initiatives, rather than yet more analysis and research.

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<sup>5</sup> The 12-step approach has been explained in detail during the "Cluster Development Training" held in 22-24 February 2012 in Antalya. The readers are also encouraged to read the "A Practical Guide to Cluster Development" Section 3.

## 5. Developing a medium to long term agenda for the clusters

Developing the longer term, more strategic agenda should be underway during the first 12 months of a clustering initiative. Inputs into this agenda will come through the learning that develops through BAKA's senior staff engaging with each cluster. Inputs will also come through careful analysis of the cluster's competitive position relative to international benchmark clusters. Team visits will be required to those clusters.

## 6. Internationalization of the clusters

The internationalization of clusters is very much on the European Union's agenda and on the agenda of Ministry of Economy. In fact, many activities for the internationalization of clusters are financially supported under "*Developing the International Competitiveness*" support program launched by the Ministry of Economy. Cluster development is a combination of building the local links within a cluster and the external links.

'*Internationalization*' covers a broad range of activities, including export development, inwards investment attraction and outward investment, and the import of technology. The establishing of research and academic links with international knowledge centers that are relevant to each cluster is a further element. Much needs to be done in Antalya in building such links.

BAKA have a number of tools to use in supporting internationalization, including backing for international trade fairs; international trade missions; inward buyer and investor visits; benchmarking visits to related clusters; holding conferences and technical symposiums in Antalya; arranging visits by international technical experts; and the development of promotional materials for each cluster, including web sites.

## 7. Monitoring, evaluation and benchmarking the performance of the clusters

The overall aim of cluster development is to increase the competitiveness of individual firms. However, this can only be observed in the long term. More specific shorter-term indicators include increased revenue (especially export revenues) and employment; improved collaboration among local actors; improved recognition in the international market; and evidence of more needs-driven activities by public agencies, universities and vocational training institutions.

BAKA needs to ensure that baseline data is being gathered for each clustering initiative from the start, and then at regular intervals, usually annually or every second year. This data is needed to show change over time in the cluster's competitiveness and local impact.

Some of this baseline data needs to be common to all the clusters so that comparisons can be made. This can include total employment, total sales and % export. Other data will be cluster specific, and might include the number of new seed varieties; the value of forward orders for yachts; average expenditure per medical tourist; or new markets developed for cut flowers. The data will need to be gathered for each cluster through survey. The regular gathering of this baseline data should be kept simple.

The baseline data provides information on the current performance of the cluster and how it is progressing, but not necessarily on the impact of the clustering initiative. This insight can be obtained through independent interviewing of the cluster's stakeholders.

## 8. Short-term (12 months) Action Plan for BAKA

1. **Assign BAKA staff** for each of the four priority clusters

2. Form a **Technical Support Team (TST)** for each cluster with other relevant agencies and organizations. This could be a team of 5-6 people. The role of each TST is to develop the workplan for a coordinated approach to engage with the cluster, including the analysis process and workshops to establish to cluster's strategic priorities and roadmap for development. Each TST will need to:

- Develop a common understanding of the key issues facing the cluster
- Identify current public support schemes available for the clusters
- Identify the key players within the cluster: the core and support firms, and knowledge and cooperation infrastructure
- Build on the existing work that has already been undertaken, such as the initial roadmaps developed for seed processing, cut flowers and yacht building.

The longer-term role of each TST is to coordinate ongoing support to the cluster.

3. **Initial analysis**<sup>6</sup>:

- Desk study on international market trends and related cluster examples from other countries (such as France's Cosmetics Valley already being used by BAKA as an example for Isparta's rose cluster).
- Visits to stakeholders - detailed interview: BAKA staff, ideally in collaboration with İŞKUR or another member of the TST, visit key stakeholders (mainly private sector) identified by the technical support team at previous step. This will be the first visit to the cluster companies, therefore, the main aim will be meeting with companies in person and introducing the technical support team (especially the interviewer as the contact person). The interview should be designed in a way to gather information for;
  - understanding the sector and the local business environment,
  - understanding the needs of the companies,
  - identifying possible constraints and early actions, and
  - identifying the sector leaders and main cluster actors (critical players in the sector).

The interviewer should also briefly explain the workplan (of the technical support team) and invite the interviewee to the next event (please see "A Practical Guide to Cluster Development" for interview hints and checklist).

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<sup>6</sup> Please see "A Practical Guide to Cluster Development" for detailed information on the available analysis methods and guidance on how they should be used.

- The cluster map and a basic value chain will be developed by the technical support team according to the findings of the desk study and the visits. The cluster map and the value chain will identify existing and missing parts of the cluster.

4. **First cluster workshop** to present analysis. The main points of the agenda should include<sup>7</sup>;

- the findings of the initial analysis (international trends, relevant cluster examples, existing cluster map and basic value chain),
- agreeing on cluster needs identified by the technical support team,
- SWOT analysis of the cluster

5. **Second cluster workshop** to discuss the future of the cluster, i.e.;

- agreeing on the cluster's vision (preferred future),
- identifying main strategies (key stepping stones) for the cluster,
- developing an early action agenda for the cluster, the immediate projects.

6. Developing the **cluster roadmap** (or business plan). This should be simple and short roadmap reflecting the findings gathered up to this point. The roadmap will be implemented by the cluster; therefore it is crucial that the roadmap (as a whole) is agreed upon by the cluster actors. A sample outline can be as follows:

- Definition of the cluster - Cluster map
- Cluster vision
- Strategies (the initial action agenda)
- Governance structure
- Action plan
- Cluster's performance indicators and monitoring

7. Extending the **Technical Support Team** to include private sector leaders and where possible, academic leaders. At this point the emerging Governance Board takes over the leadership of the clustering initiative, with probably just one representative from the TST.

8. Support in **implementing the action plan** of the cluster roadmap. At this step, more fundamental analysis underway, possibly bench learning visits to related clusters and/or visiting technical experts.

This step will also provide information on identifying networking opportunities and other clusters to be linked with. As might be expected, the newly established cluster will not have the funds to attend networking events; therefore, BAKA's support will be critical at this step. The TCI Cluster Conference to be held in Izmir in June 2012 will be a low-cost networking opportunity for all clusters, therefore, attendance to the conference it is suggested to be included in the action plans of all four clusters, and be supported by BAKA.

9. Cluster **meetings for reviewing** the action plan and updating when necessary. These meetings will serve to the purpose of keeping the action plan alive and updated, as well as maintaining the cluster players' interest. The period between review meetings should be decided by the cluster actors, but in any case, it should not be more than 2 months.

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<sup>7</sup> Please see "A Practical Guide to Cluster Development" for hints on organizing cluster workshop and a sample agenda.

## Appendices

- App. 1: Indicative work plan and timeline for a cluster
- App. 2: List of participants at Cluster Development training course (22-24 Feb. 2012)
- App.3: A Practical Guide to Cluster Development









**Appendix 2: List of participants at Cluster Development training course  
(held in Antalya on 22-24 February 2012)**

	<b>NAME</b>	<b>INSTITUTION</b>
<b>1</b>	AİŞE ŞÜKRAN KARADAYI	BAKA
<b>2</b>	ASLI SAVURAN	UNDP
<b>3</b>	BAYRAM ALTINTAŞ	BAKA
<b>4</b>	BETÜL SAYIN	BATEM
<b>5</b>	BURCU ATILGAN	ATSO
<b>6</b>	BÜLENT AÇIKGÖZ	UN
<b>7</b>	CAN ALKAN	İŞKUR
<b>8</b>	ÇİĞDEM BAŞAR TÜR	ATSO
<b>9</b>	DENİZ BİRCAN	A.B.B
<b>10</b>	ELİF UÇAR	A.B.B
<b>11</b>	EMRULLAH ULUDAĞ	İŞKUR
<b>12</b>	ERDOĞDU ÖKSÜZ	VALİLİK İL PLANLAMA MÜDÜRLÜĞÜ
<b>13</b>	GONCA ÖZTEKİN	TSÜAB
<b>14</b>	GÖKHAN SAYIN	ATSO
<b>15</b>	GÖRKEM GÜNER	UNJP
<b>16</b>	GÜLŞEN BAY	SÜS BİTKİLERİ İHRACATÇILAR BİRLİĞİ
<b>17</b>	GÜNGÖR ABUSSUUTOĞLU	ANTALYA VALİLİĞİ
<b>18</b>	H.NUR ŞEKER	TEKNOKENT
<b>19</b>	H.ORAY KUŞ	İŞKUR
<b>20</b>	HANDAN YILMAZ	KOSGEB
<b>22</b>	İBRAHİM DURAN	FETTAH TAMİNCE DENİZCİLİK ANADOLU MESLEK LİSESİ
<b>23</b>	LOKMAN PEHLİVAN	BAKA
<b>24</b>	MEHMET FETHİ DÜNDAR	BAKA
<b>25</b>	MUKADDER TURGAY	A.B.B.
<b>26</b>	ÖZKAN ÖZTÜRK	İŞKUR
<b>27</b>	R.DEMET KOÇBAŞ	İŞKUR
<b>28</b>	SALİM YILDIZ	SERBEST BÖLGE MÜDÜRLÜĞÜ
<b>29</b>	SELİN ŞEN	BAKA
<b>30</b>	SERPİL KAÇAROĞLU	SERBEST BÖLGE MÜDÜRLÜĞÜ
<b>31</b>	TOLGA DUR	AGİD
<b>33</b>	ZÜBEYDE DURMUŞ	BAKA