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Board Chairman



I was born in 1952 in Mahkemeağcin village, Kızılcahamam. I studied in my village until the 4th grade. Our family moved to Yenidoğan Hıdırlıktepe, a shantytown in Ankara. Conditions there were actually worse than in the village, but city life is different, of course. My father, along with my uncle, worked in the sign and illuminated advertising business. Therefore, a part of our lives was spent both studying and working in my father's and family's business. Later, I attended middle school and then Gazi High School. During that time, my father's business, Osman Reklam, grew a bit. He opened a place in the new industrial area. We used to go there. We would come to the workshop with our father, then go to school, then back to the workshop, and from the workshop home. Some days, we even turned our house into a workshop, working together as a family to contribute to the household economy. Because, to overcome the hardship and poverty we faced, to sustain our lives, we were forced to do it. It's not easy for someone who hasn't experienced what hardship is to understand this. But thank God we got through those times. Thank God.

After that, I studied at Gazi University, formerly known as the Yükseliş Engineering and Architecture School.

I graduated from there in 1975. Our professor was then the head of a department at the Ministry of Industry and Technology. So, we started working at the Ministry of Industry and Technology following him. In 1975, during the government

in which the National Salvation Party was a partner, there was a heavy industry drive, a industrialization excitement. I was in the midst of that excitement. I had the opportunity to work with that group.

It was a motivation that Türkiye should produce its own engines, its own tanks, its own cannons, its own planes—a philosophy of heavy industry that Türkiye didn't realize much about, but which I believe is behind many of the things being done today. And they wrote the book on that at that time. At that time, the construction of many industrial facilities had begun. For example, Taksan, a factory that makes machine tools. TŪMOS, the factory in Konya, which makes engines, tractors, and components for all of Türkiye. At that time, the goal was to establish and expand these glorious factories—TUSAŞ (Turkish Aircraft Industry), Temsan (Turkish Electromechanical Industry), Testaş (Turkish Electronics Industry), and chip manufacturing—throughout the entire country. And I feel that what we experienced, learned, and were motivated back then has a huge impact on many of the things we do today. I'm so glad I was part of such an endeavor.

In 1975, around the time I graduated from school, the Akıncılar Association was founded in Ankara. We, our engineering friends who studied at Yükseliş, along with the people we prayed with in the same mosque, founded an association called the Akıncılar Association. There was a left-wing structure, and also a nationalist structure. We wanted to create

something new, something new, outside of these two, something that would remain connected to the Anatolian wisdom, Anatolian civilization, and our ancient values. Neither right nor left, and therefore,

this was born as a youth movement that valued and prioritized national and spiritual values. Before this, I was also involved in the youth branches of the National Salvation Party during my school years.

I worked at the ministry until the end of 1978. After that, I went to the army. Of course, after 1978, after returning from military service, in 1980, there was an event in Türkiye, whether we should call it a revolution or a coup, and as a result of this event, we were tried in martial law courts from 1980 to 1991 because we had founded the Akıncılar Association and the activities seen there. Some of my friends were arrested, some were not. We spent 10 years going back and forth to the Mamak martial law courts. We couldn't maintain a stable work schedule. That is, we always had to do intermittent, day-to-day jobs, fearing that one day we would be thrown in jail. We had to go into commercial businesses. At that time, my brother and I had established a business in OSTİM selling electrical materials, electrical machinery, and motors. Later, we became a dealer for LASSA tires. Then we established a Renault sales and service center. In 1990, with Özal coming to power, there was a constitutional amendment in Türkiye. After this change, the penal article under which we were being tried, which had been a sentence of no less than

20 years for the past 10 years, was removed from the constitution. With the removal of Articles 1412 from the constitution, that punishment automatically disappeared completely, and we were able to breathe a sigh of relief and continue with our lives. It was as if we started from scratch again after 10 years.

Meanwhile, I was involved in the construction of a couple of cooperatives.

In Kızılcahamam, there was another joint project of our businessmen from Ankara. We did a housing project there called Yaylakent as a cooperative. Later, we did another housing project with the same group in Ankara Etlik. So, I also had work in the field of cooperatives. We established the Öz Anadolu Cooperative in the İvedik Industrial Zone, and in the meantime, there was a search, an expectation in OSTİM during our work. Therefore, people insisted that we become the manager of the OSTİM cooperative as well. With a large group of supporters who argued that there should be a change, a renewal here, there was a change in management in 1992. I was nominated as the president of the industrial zone and I was elected as the president in 1992. The idea of establishing a businessmen's association in Ankara already existed. But the establishment of MÜSİAD, and its establishment in Istanbul, was a great convenience for us, exceeding our expectations. May his ears ring, Hüdaverdi Çakır, first and foremost, spearheaded this effort, leading the way and bringing together people with

shared values in Ankara, bringing together businessmen, and we established Ankara MÜSİAD. And we learned a great deal from Ankara MÜSİAD. It enriched us greatly, both in terms of our business knowledge and our worldview, and their guidance on economic projects and economic development served as a wonderful example for Ankara. For instance, it contributed to the management of Ankara's civil society organizations by people who uphold national and spiritual values, and as a result, almost all the people at the helm of institutions and organizations like the Ankara Chamber of Commerce, the Chamber of Industry, and TOP came from the school of thought nurtured by Ankara MÜSİAD. This was a great example of what a civil society organization, an organized movement, can change. Ankara MÜSİAD also made a significant contribution to this change. I can say that the establishment of Ankara MÜSİAD in Ankara caused a reshaping of the business world. Of course, we were both managers and students at Ankara MÜSİAD. We accomplished many great things. At that time, in Bosnia and Herzegovina, in the heart of Europe, people were being massacred and killed. The world witnessed what those people, whom they call civilization, Western civilization, which is presented to us so beautifully, were capable of. Ankara MÜSİAD again took the lead here. They organized campaigns, but one of the most important was Deniz Baykal and Ali Dinçer. They were also affected. How could the West, in such a world, in such a historical period, watch such savagery? They went to Bosnia and Herzegovina to

see these events firsthand, and upon their return, Ankara MÜSİAD organized a program at the Ankara Dedeman Hotel. It was very impressive. Deniz Baykal and Ali Dinçer were invited to share their feelings, what they saw, and what they experienced there. We encountered something that deeply upset us, and they honestly explained the true face of the situation, the true face of the West. They revealed the unseen, untold face of the people we perceive as the West. As a result, we reached this point: the war continues here. These people expect many things from us, but they told this group that they most needed a certain type of machinery – machinery for making weapons – which they couldn't find or solve during the war. They explained this to us. And there, as OSTİM, since the machinery they described was already being used in our region, we promised the group. We promised both MÜSİAD and the Deniz Baykal and Ali Dinçer team that we would acquire, find, and deliver this machinery to Bosnia and Herzegovina. This was exciting, and thank God, we accomplished it as OSTİM. Later, a delegation from Bosnia and Herzegovina visited Türkiye. They also visited our region and brought us a plaque. They said, "You are a group that fought alongside us in the field." We are very grateful to you. These things you sent were very meaningful to us. They were very useful, and we wanted to present you with this plaque to express our gratitude. A group from the Tuzla region came here with us and gave us this plaque. It was a plaque that truly moved us. This plaque was given to us in 1992. Thirty years

later, in 2022, we went to Tuzla, where we received the same plaque. We visited the municipality. The gentleman who signed the plaque was the mayor of that municipality, and he said, "This signature is mine. The signature on this plaque is mine." And we hugged each other. We experienced such interesting emotions. This is one of the most important documents we can be proud of, following the meeting we held at MÜSİAD and the subsequent handover of the equipment. Of course, it wasn't just me involved in these efforts, but as I said earlier, the people in our network greatly valued our management. We drew up a roadmap for ourselves with our own knowledge and vision. To transform this area into an industrial zone. To make it different from the existing industrial zones in the city. Beyond that, we determined a future strategy by designing institutions and organizations that would meet the training and technological needs of the industrialists here, not just industry. Similar cooperatives established in Ankara have disbanded after completing their work. Instead of dissolving it, we envisioned continuing this cooperation and created several structures from this cooperative.

The OSTİM Cooperative, which is a very valuable organization in Ankara, was founded in 1967. The late Cevat Dünder, a tradesman and craftsman from Kırşehir, founded it. Turan Çiğdem, another elder, also contributed greatly to it. But during our time, we envisioned a future-oriented approach, not just a region consisting of businesses, but also different



structures. Instead of dissolving the cooperative, we created new organizations. One of these was transforming it into an organized industrial zone, essentially a municipality for industrial purposes. We also established a foundation in 1993. The most important goals of this foundation are to establish a technology zone and two universities for educational purposes. Another significant outcome of this foundation is the creation of an investment company. This company will act as a mentor and supporter to the small businesses here. This will enable them to undertake large projects, and bring large projects to OSTİM. OSTİM Organized Industrial Zone does far more than all other organized industrial zones. By bringing together clusters and sectoral firms within its own structure, we have created clusters that operate internationally and serve as better examples than those in the European Union. Seven clusters in total. Of course, for these firms to produce value-added products, research and development and university-

industry collaboration are crucial.

Therefore, we created a structure called OSTİM Technopark. We designed OSTİM Technopark with a different concept. Unlike other known technoparks in Türkiye, it's a structure where production and design can take place, located within an organized industrial zone, and housing not just one university, but seven universities. Many well-known universities in Ankara have become our partners. But that wasn't enough. We also located Gazi University's vocational school in our region. We have vocational high schools under the Ministry of National Education. We also created our own private vocational high school. In order to secure the human resources here, and finally, after all of this, we crowned this place with our ultimate goal: a university. We have brought a technical university to OSTİM, a structure positioned, established, and designed as a technical university that is not among the foundation universities. Of course, while being in OSTİM, it is also an industrial university, within the industry and in real life, with people

who are hands-on, capable, and knowledgeable in the field. We started operating with the identity of an entrepreneurial university that enables graduates to start their own businesses after graduation. As of this year, we have around 9,000 students. Approximately 3,000 of them are from 81 countries around the world. We are also evaluating these students. By connecting them with companies here, we are transforming them into technology ambassadors, enabling them to do business with their own countries, collaborate, and contribute to companies. We are creating a network for them, enabling them to do international business with our students. We are building a network. We have students from almost all provinces of Türkiye, and we attach great importance to serving them. They are our young people. We are trying to educate them with a different kind of motivation, a principle of working with intellect, morality, justice, manners, and passion. This excites us. Because it is a more inclusive structure that touches everyone, it is currently the structure that satisfies us the most, excites us the most, gives us the most hope, and creates the most added value, the highest multiplier effect, and transforms us into an international network; therefore, we also attach great importance to our university.



The institutions and organizations that we refer to as the OSTİM ecosystem have their logos here. They all have their own premises

here. In this administrative building where we are, there is the OSTİM Organized Industrial Zone, the OSTİM Foundation, and the OSTİM air defense and aviation cluster.

There are. The logos of the institutions and organizations in our ecosystem – including construction and industrial machinery, medical equipment, OSTİM Project, OSTİM Technopark and OSTİM Energy, rail systems, rubber technologies, HTK cluster, communication technologies, and OSTİM Radio – are displayed in this building, representing their common ground. OSTİM has a unique feature. It's not just a place for businesses to get work done; it's more like a solution center, a supply center – an environment where all kinds of problems, technical tasks, and issues can be addressed. You can get a job done in many places, but if you have a complex job or a complex problem, you have to come to OSTİM.

And of course, there's the capacity here to do high-quality work, which our country needs. How has this been achieved? It's due to the presence of major industrial companies like TAI, Aselsan, Roketsan, Makine Kimya, FNSS (a defense industry company), and Türk Traktör – structures that demand quality and expertise, where the quality of the work done is paramount. So you can't just accept random production here. Therefore, to do business here, you need to have a certain education, a certain experience, a certain work culture. You need to be able to meet certain standards. This is one of the things that makes OSTİM so

attractive, though it's not always visible. For example, there's a certificate called the A9100 certificate. If you don't have this certificate, you can't do business in the aviation industry. The company with the most of this certificate is in this region. So right now, the plane you're flying in, the construction machinery, tanks, cannons, rifles you see on the screen, the spare parts inside them are all made here. They are made in OSTİM. In other words, all the tools, equipment, machines, vehicles, and hardware you see in your daily life are made in OSTİM.

The plane you're flying in, the doors of the plane you're flying in are made here. So there's an ecosystem here. And there's a corporate structure that brings this ecosystem together. That's why, while people here do their jobs individually, they also cooperate, join forces, and work together to do business with the whole world. Manufacturing is a really difficult thing; it requires people to bring together many components. Manufacturing is a merciful but fruitful thing. It needs to be done. But what our companies most want is for someone who will be useful to their business to come along. Someone to train them, someone to prepare them. Then they immediately start complaining. They say, "He's from a vocational school, but he doesn't know anything. He's a university graduate, an engineer, but he's not useful to me." We've given a lot of thought to the concepts of university-industry collaboration. We need an applied university that can meet the needs of industry, that can train human resources, using

practices from around the world, separate from existing universities. An engineer, a businessman, a student who is equipped to do the job, to succeed, to start working immediately, who isn't afraid of work, who doesn't run away from the workshop, who isn't afraid to get their hands dirty.

How can we train them? Our model has emerged. Currently, in both our vocational schools and universities, as soon as students arrive, we start them with on-the-job training in an industrial facility or company. This means learning from the very beginning how to enter and exit a workshop, how to sit and stand, how to interact with someone, how to do the job, and how to manage relationships with the boss. We have designed a system to train students who, upon graduation, can quickly return to the environment they already work in and know. We have established a school that meets the needs of Türkiye, a school described in the strategy books of the Ministry of National Education and the Council of Higher Education, and in development plans. Now, young people are very important to us. In the ecosystem we have created, we have structures that provide answers to every question asked by young people, starting with "I have an idea, I have a thought. I want to bring this to life," from establishing a company, growing it, finding funding, and taking it public. Some of these are at the university, some in the Technopark, and some in the organized industrial zone. But in this ecosystem, there are all kinds of topics and structures that can respond to these questions, these

questions that young people might have. If they say, "I have an idea," we listen. If that idea has a potential, there are structures in our technopark that provide mentorship. If there is a need for a space, there is space in the incubation center. So, there is almost a topic in our ecosystem that produces solutions for every kind of problem that young people might ask about becoming entrepreneurs.

There is a platform called Üsimp, a university-industry collaboration platform in Türkiye. OSTİM is also a founding member of this. We maintain continuous relations with them. Therefore, this will also provide opportunities for young people, both for their work, competitions, and all kinds of things they will participate in. There is a technology workshop called Protas within OSTİM Technopark. You have a dream, a project. You have designed it, you have drawn it. You are looking for a place to produce it. This time, we have workshops that we can offer you, where you can do this. We have professors and masters who will advise you. Therefore, there are no limits. Just do something, think of something, create something.

When we talk about the OSTİM ecosystem in the world, there are countries that say, "Let's do this in our country too." In this sense, we have explained it to many countries. We have tried to provide service to the Islamic world, the D8 countries, the Organization of Islamic Cooperation, and many other countries, to the best of our ability. Currently, we are implementing a concrete example of an OSTİM

project in Uzbekistan. There will be a technopark, a school, a university, and an organized industrial zone. Furthermore, after that first project, we have received requests and demands from other cities. We are currently continuing our work to meet those demands as well. Of course, we have an ideal here. We have an idealistic side.

We believe that we are doing something for people, for humanity, for the world, even putting our own work and power somewhat in the background. Of course, worldly life is temporary. If you don't have a work that will save you in the hereafter, don't value the works you leave behind in this mortal world. That's a beautiful saying by the master Bediüzzaman. Therefore, we try to do these things as if they were an act of worship, thinking about our future. We do this voluntarily. We do it wholeheartedly. Now, along with these activities in OSTİM, I also served on the boards of directors of TUSAŞ, one of the most important institutions in Turkey, which are our pride and joy, at the invitation of our Minister of National Defense. I served on the board of directors of Aselsan. I also served on the board of directors of TÜBİTAK Sage, which works on defense projects. We try to share these efforts with those around us, hoping that they will contribute to the development of our region, our city, our country, and humanity. It would be enough if people said, "He was a good person," after we're gone. But what God will give us is more important. The label is more important. Let's work and strive to be worthy of it, God willing.