

## Catch the wind Technology Fast50 Turkey 2009



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# Foreword

We are glad to announce Fast50 Turkey 2009 Winners which are ranked according to their revenue performance over the last five years. In the fourth year of the program, more than hundred companies attended Deloitte Technology Fast50 Turkey and 50 of them achieved to be in the Winner list. Congratulations to those who performed outstanding growth performance.

Deloitte Turkey's Technology, Media and Telecommunications (TMT) professionals work with many technology companies across all sectors and all stages of development. We have successfully positioned new companies for growth, but perhaps more importantly, we have the experience and perspective to help them sustain it profitably over the long term.

Furthermore, you may also find growth performance analysis of Turkey's Fast50 companies together with these Company profiles.

We thank our main Sponsor, Turk Telekom, for their support in our program and their commitment to the growth of technology sector in Turkey. This year we are together presenting "Türk Telekom Technology Special Award" to the fastest growing company among Fast50 Turkey companies that managed to make the shortlist 3 times consecutively. The fastest growing company among Fast50 Turkey 2009 Winners, STM Savunma Teknolojileri, one again gained this special award which will be presented them during Fast50 Turkey 2009 Awards Ceremony.



We are also grateful to our Research Sponsor, Interpro for their contribution and help to introduce our program to TMT industry. We also thank our partners in 2009 Deloitte Technology Fast50 program, TTGV, TESID, TBD, TUBISAD, and TBV for their collaboration and support in making this program a success.

Deloitte Technology Fast50 Turkey Winners are nominated to be placed in Deloitte Technology Fast500 in EMEA, which will be announced in November 24, 2009; we wish luck to our Turkish nominees. Congratulates to all winning companies on their notable achievements.

**Oktay Aktolun**  
**Partner**  
**Deloitte Turkey**  
**TMT Leader**

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Deloitte Technology Fast50 Turkey, the local appreciation of high growing technology companies and part of the global celebration of fast-growing technology companies

# Overview

Welcome to 2009 Deloitte Technology Fast50 Turkey, the local appreciation of high growing technology companies and part of the global celebration of fast-growing technology companies.

We are pleased to announce the winners of the Deloitte Technology Fast50 Turkey 2009, which recognizes the 50 most dynamic and fastest growing technology companies based on their revenue performance over the last five years. The overall winner this year is Biotekno with a phenomenal growth of 42416 percent. Millenicom places the second rank with another phenomenal growth rate of 39484 percent in 2009 program, where the third winner is CEtech with 8192 percent growth. The results this year are so strong that the average of Top10 fast growing companies is about 11700 percent. The results are an important signal to the Turkish technology industry in such an economic downturn and we are thrilled by the performance of the winning companies

Most of the technology companies come from İstanbul and Ankara like in the previous years. Fast50 companies are mainly in software and telecommunications/networking sub-sector. Majority of these technology companies believe that research and development is a key factor in their growth. We are happy to see that companies which spent €1M-12M in R&D in 2008 significantly increased from 5% to 26% compared to last year. Technology Fast50 Turkey 2009 program's average growth is approximately 2720 percent which indicates that these technology companies are committed to growth.

We asked the CEOs of this year's Technology Fast50 Turkey firms about their hopes, challenges, and ambitions. The survey reveals full range of business challenges, from strategy and marketing to operations and finance. The questions also looked at the growth prospects for individual companies and the economy overall as well as personal issues of particular relevance to CEOs. Results are compared to Deloitte Technology Fast500 CEO Surveys conducted in Asia Pacific, EMEA, North America in 2008 and the results also portray four-years-trend in the answers of Fast50 CEOs in Turkey.



The current state of play in world financial markets will provide both challenges and opportunities to this year's top50. We think the following factors will be critical to the continued growth and success of these companies:

**Ebru Tuygun**  
**Technology Fast50**  
**Turkey Country**  
**Manager**

- Managing and forecasting cash flows and funding requirements
- Optimizing financial structure and managing internal structures with agility to maximize opportunities and adapt to changing market conditions
- Increase corporate governance
- Create sound business strategy
- Attract and retain highly skilled and motivated staff
- Develop new products and expand into new markets

It is inspiring to learn about the companies that participate in the Deloitte Technology Fast50 program and I hope reading about them encourages you in pursuit of business success.

We wish all of the participants in the Deloitte Fast 50 program continued success in 2009 and beyond.

# Technology Fast50 Turkey Program

## Deloitte Technology Fast50 is a program that recognizes and profiles fast growing technology companies

The program celebrates Turkey's fastest-growing high-technology companies. The awards identify the trends that are shaping the technology, media and telecommunications sectors today.

Based on percentage revenue growth over a five year period, the program includes all related industry sectors:

- software
- semiconductor/equipment
- communications/networking
- internet
- life sciences/biotech
- computer/peripherals
- media/entertainment

To be eligible for Deloitte Technology Fast50, companies must meet the following criteria:

- to be a technology company defined as:
  - develops proprietary technology which contributes to a significant portion of the company's operating revenues
  - manufactures a technology-related product
  - devotes a high percentage of effort to research and development of technology
- to be in business for a minimum of five years
- parent company must be Turkish owned and headquartered in Turkey
- operating revenues must be at least Euros 50,000 for 2004 and 800,000 Euros in 2008.

Deloitte Technology Fast50 is part of a global Fast500 program run in parallel with the USA, Canada, United Kingdom, France, Norway, Sweden, The Netherlands, Germany, Central Europe, Israel, South Africa, China, Australia, Hong Kong, India, Japan, Korea, Malaysia, New Zealand, Singapore, Taiwan, Thailand, South Korea and Finland.

For Further information please visit our websites:

[www.deloitte.com.tr/fast50](http://www.deloitte.com.tr/fast50) and  
[www.deloitte.com/fast500emea](http://www.deloitte.com/fast500emea)

# The benefits of entering the Fast50 Awards

Technology Fast50 winners receive exposure and recognition upon release of the rankings from both the media and business communities. The benefits are significant:

- Networking opportunity with other growing Turkish technology companies and business organizations at our awards ceremony.
- Networking opportunity with other growing technology companies and business organizations from around the world through Deloitte and the regional Fast500 programs.
- Access to leading edge industry research and commentary.
- Recognition from the business and financial community.
- Benchmarking against similar companies.
- Increased attention from the business and investment communities.
- Media coverage.
- Become exclusive member of Fast50 Club

In addition, all Turkish Deloitte Technology Fast50 winners are invited to Deloitte Technology Fast500 EMEA to network with other top-tier executives from the fastest-growing technology companies in EMEA.





# Fast50 Club

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## Join the fast network

### What is Fast50 Club?

- It is an exclusive community of the CEOs of Fast50 Turkey Winners.

### What do they do?

- Come together every three months, network and discuss hot topics in TMT sector.

Meetings we have conducted so far:

1. Deloitte - Republic of Turkey Prime Ministry Investment Support and Promotion Agency (ISPAT), February 22, 2009, Deloitte Ofis Istanbul



2. Deloitte - UK Trade Investment September 25, 2009, British Consulate General İstanbul



The presentations done in these meetings can be reached at [www.deloitte.com.tr/Fast50](http://www.deloitte.com.tr/Fast50)



# Technology Fast50 Turkey 2009

## Main Sponsor

Türk Telekom Group, provides integrated telecommunication services from PSTN and GSM to broadband internet. As of 30 June 2008, Türk Telekom group companies has 17.8 million fixed Access lines, 5.2 million ADSL connections and 11 million GSM subscribers. Group companies has a modern network infrastructure covering the whole country and offers a wide variety of services to residential and commercial customers all over Turkey. Apart from 81 % shares in Avea, one of the three GSM operators in Turkey, Türk Telekom owns 99.9 % of TTnet, Argela, Innova, Sebit A.Ş. and AssisTT companies. Türk Telekom also has a minority share in Albtelecom, the Albanian incumbent telecom operator. 55 % of Turk Telekom shares belong to Ojer Telekomünikasyon A.Ş. and 30 % belongs to Turkish Treasury. The remaining 15 % is publicly traded. Türk Telekom shares are listed in İstanbul Stock Exchange since May 2008. Türk Telekom will continuedelivering high speed, high quality and economical services to its customers anywhere, anytime through customer-focused integrated communication solutions.

### Türk Telekomünikasyon A.Ş.

<b>Address</b>	Aydınlıkevler 06103 Ankara
<b>Tel</b>	+90 (312) 313 11 21 - 555 10
<b>Fax</b>	+90 (312) 313 19 19
<b>Web address</b>	<a href="http://www.turktelekom.com.tr">www.turktelekom.com.tr</a>
<b>E-Mail</b>	<a href="mailto:bilgi@turktelekom.com.tr">bilgi@turktelekom.com.tr</a>



# Technology Fast50 Turkey 2009

## Partners



Interpro Holding, International Professional Partners for Investment and Management, is Turkey's new investment and management company which has a team of highly qualified experts and professionals with more than thirty years of executive experience.

Our mission is to support entrepreneurs who prioritize innovation, develop technologies and who transform genuine ideas to commercial products and services, to help them grow and flourish, and bring them together with local and foreign investors.

Information	
<b>Address</b>	Gazeteciler Mah. Saglam Fikir Sok. No: 23 Esentepe 34394 Şişli İstanbul
<b>Tel</b>	+90 (212) 212 31 22
<b>Web address</b>	<a href="http://www.interpro.com.tr">www.interpro.com.tr</a>



Supporting R&D and technological innovation projects of the private sector in Turkey since 1991, TTGV is a successful example that Turkey introduced in Europe; an innovative and dynamic intermediary mentioned in EU Lisbon Communiqué as an organization required to reach public R&D support to private sector. TTGV provides long-term credit that is repaid by the companies and that requires compulsory contribution of the companies to all costs incurred in the project. By this way, the public funds are directed to R&D projects more effectively through the "multiplier effect" of the revolving fund.

Information	
<b>Address</b>	Cyberplaza B-Blok Kat:5-6 Bilkent / Ankara
<b>Tel</b>	+90 (312) 265 02 72
<b>Web address</b>	<a href="http://www.ttg.org.tr">www.ttg.org.tr</a>



TESİD has completed its establishment in 1989 by 24 founder members upon the incitement of the authorities of the Ministry of Industry and Trade by the Representatives of Electronic Industry companies, Universities. Presently, TESİD has 158 members belonging 90 different industrial companies and its membership is open to all companies working in the field of electronic industry, information technologies and related service sector who produce good and/or implement R&D in Turkey.

The Electronic Industries in Turkey are organized in an independent association in order to deal with the common interests of the individual companies. It is our wish to develop TESİD into an organisation which is perceived as; reliable, innovative, independent, continuous, liberal and participative by its members and the community.

#### Information

<b>Address</b>	Bağdat cad. No:439/4 34740 Suadiye/İstanbul
<b>Tel</b>	+90 (216) 463 27 00
<b>Web address</b>	<a href="http://www.tesid.org.tr">www.tesid.org.tr</a>



## TÜRKİYE BİLİŞİM VAKFI

Aiming at "a Turkey that is transformed to information society", TBV, continuously works for accelerating the process of transforming Turkey into an information society. TBV also continues informing and making all the sections of the public conscious for disseminating the ICT culture to everyone, for increasing the computer literacy, and for providing the necessary infrastructure for information to be freely moved and shared. It is also aimed that the share of ICT investments in the general economy will reach the average EU member countries' and needed information and communication technologies support will be provided for restructuring the government.

Working for promoting usage of international quality standards and software development methodologies and tools among software producing companies, TBV also supports the establishment of technoparks in order to encourage R&D activities in the ICT sector besides creating models for academy-industry cooperation.

#### Information

<b>Address</b>	Halk sokak No: 35, Golden Plaza F Blok, Kat : 2 Daire 6 Sahrayıcedit Kadıköy / İstanbul
<b>Tel</b>	+ 90 (216) 467 04 99
<b>Web address</b>	<a href="http://www.tbv.org.tr">www.tbv.org.tr</a>



Turkish Informatics Industry Association (TUBISAD), established in 1979 dedicated to the growth of ICT Industry in Turkey, has a group of members comprising of nearly 180 very prestigious ICT companies of which are Software Developers, Hardware Manufacturers, Hardware and Software Distributors, Telecommunication Companies, System Integrators, Local Subsidiaries of IT and Communication multinational companies and/ or Consultants.

The primary objective of TUBISAD is to act for the growth of ICT industry in Turkey, to be the voice of ICT industry in Turkey and to develop and foster relations with counter parties globally. TUBISAD aim to encourage, inform and direct its members and the sector to keep up with current developments in the World and in Turkey, and thus promote investment and create business alternatives.

TUBISAD	
<b>Address</b>	Yıldız Posta Cad. Dedeman Ticaret Merkezi No:52 Kat 1. Gayrettepe 34340 İstanbul
<b>Tel</b>	+90 (212) 275 52 52
<b>Web address</b>	<a href="http://www.tubisad.org.tr">www.tubisad.org.tr</a>



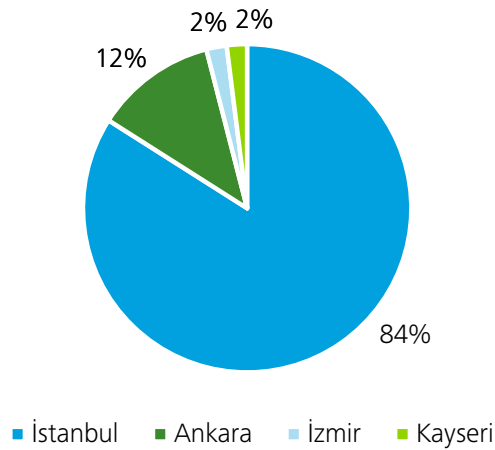
Informatics Associations of Turkey (IAT) has been established in 1971 and currently have reached to five thousand members. IAT which is the oldest ICT association, is also the only institution in Turkey, which intends to embrace all information systems professionals as well as those other professionals who benefit from and associate themselves with information systems in any manner when performing their respective professions. The principal goal of IAT is to help the advancement of theory and practice of computer science and related sciences and technologies in Turkey and to promote widespread utilization of information systems in the country in order to reach to the ideals of information society.

Türkiye Bilişim Derneği	
<b>Address</b>	Çetin Emeç Bulvarı 4.cadde No:3/11-12 A.Öveçler 6450 Ankara
<b>Tel</b>	+90 (312) 479 34 62
<b>Web address</b>	<a href="http://www.tbd.org.tr">www.tbd.org.tr</a>



# Introduction

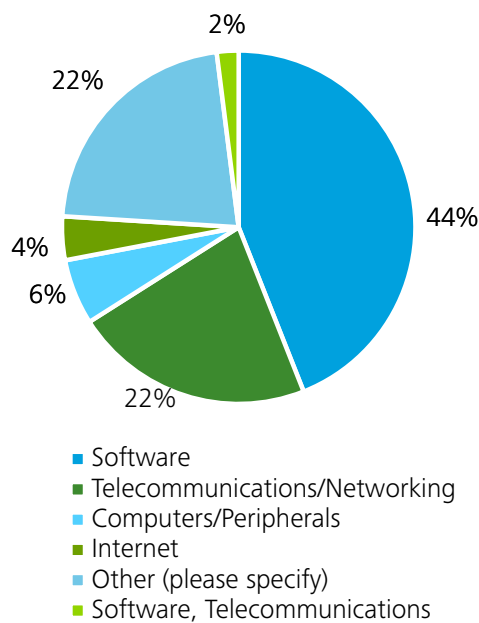
Fast50 Winners Geographical Distribution



## Fast50 Winners Geographical distribution

In the fourth year of the program, İstanbul continues to produce the highest number of fast growing companies with 84 percent. Ankara followed İstanbul with 12 percent. This year we witness for the first time some presence from Kayseri (2%).

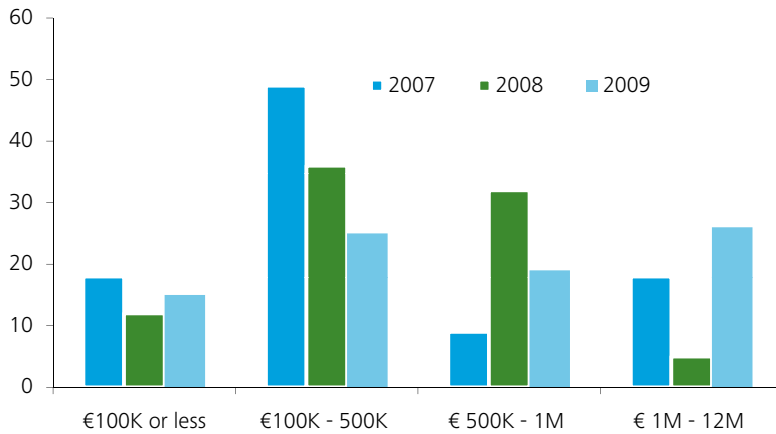
Industry Segments



## Fast50 Industry segmentation

Like previous years, Winners are mostly software companies (44%). Telecommunications/Networking firms follow Software companies with 22 percent. Share of "Computer/Peripherals" winners is 6 percent, slightly decreased from last years' results (8 percent).

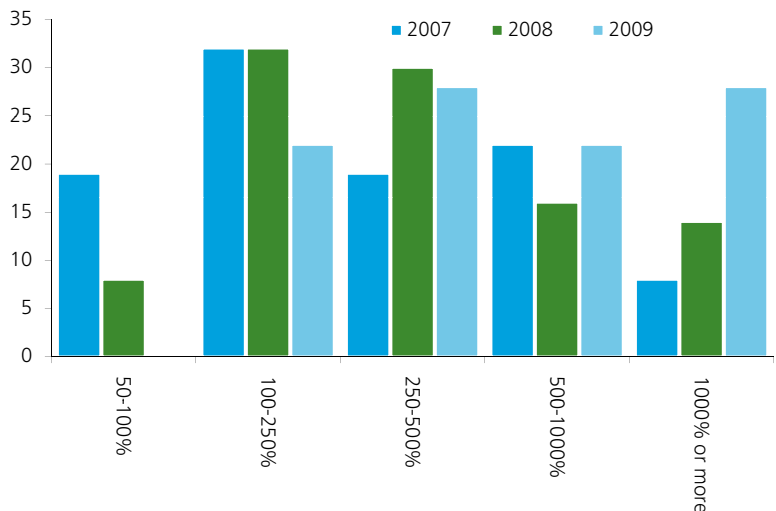
### Fast50 Winners R&D



### Research and Development

This year the number of companies which invest research and development €1M-12M significantly increased from 5% to 26% compared to last year. This is an important sign that shows technology companies gradually becoming more committed to innovation. On the other hand we see that companies spent €100K-500K or €500K-1M slightly decreased compared to previous years.

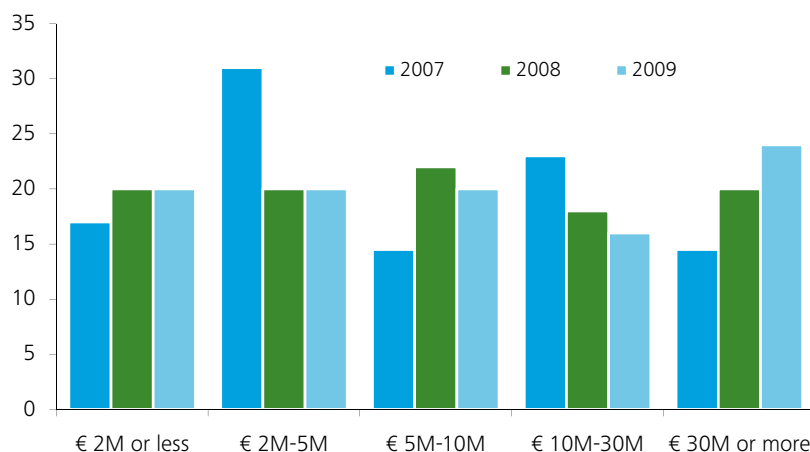
### Fast50 Winners Growth Rate Distribution



### Growth Rate

This year we witness significant increase in the number of companies which grew more than 1000 percent between the years 2004-2008 and doubled the number compared to last year results (28 percent in 2009, 14 percent in 2008). There is also increase in the number of the technology companies which grew between 500-1000 percent in 2009 (22 percent in 2009, 16 percent in 2008). In 2009, none of the companies' growth rate is in between 50-100%.

### Fast50 Winners Revenue



### Revenue Levels

The number of technology companies with revenues 30 Million Euros and more is gradually increasing in Technology Fast50 program; it was 14.5 percent in 2007, 20 percent of in 2008 and this year it is 24 percent of the winners. €10-30 million earners slightly decreased to 16%, where as companies that have revenues in between €5M-10M, €2M-5M and €2M or less are evenly distributed as 20%.



# Special Award by Türk Telekom



“Türk Telekom Technology Special Award” is presented to the fastest growing company among Fast50 Turkey companies that managed to make the shortlist 3 times consecutively.

## Winner



STM Savunma Teknolojileri Mühendislik ve Ticaret A.Ş. is the leading systems and software engineering & consultancy company in Turkey serving the defence, public and naval sectors through the innovative applications of technology and its accumulated field knowledge.

STM, which is a SEI Capability Maturity Model Integration (CMMI) Level 3 company, has also ISO 9001:2000, NATO AQAP-160 and TS ISO/IEC 27001 certificates.

STM employs around 340# specialized staff with expertise and education spanning over a wide spectrum of specialties, since STM’s basic objective is to bring solutions to the changing technological requirements of its customers.



<b>STM</b>	
<b>CEO</b>	Recep Barut
<b>Address</b>	Mecnun Sk. No:58 Beştepe, 06510 Ankara
<b>Tel</b>	+90 (312) 223 68 00
<b>Web address</b>	www.stm.com.tr
<b>Growth</b>	1365%



# Big Stars

This category is new to this year's program and recognizes companies that have achieved 50.000.000 € or more during fiscal year 2008 and a separate ranking will be announced for Big Stars based on their 5-year-growth, demonstrating that even large companies can remain nimble, posting impressive year-over-year growth. These companies have to devote a high percentage of effort and money to research and development of technology and develop or own proprietary technology that contributes to a significant portion of the company's operating revenues.

## 1. Aselsan



# aselsan

Information	
CEO	Mehmet Cavdaroglu
Address	M. Akif Ersoy Mah. 296. Cad. No:16 Ankara
Tel	+90 (312) 592 1000
Web address	www.aselsan.com.tr
Revenue	372.354.750
Growth	90%

Established in 1975; the mission of Aselsan is to enhance the value of national resources in its fields of operation to preserve peace; by developing genuine products reflecting the edge technologies in order to meet the requirements of the Armed Forces. Aselsan maximizes its efforts to provide the most favorable solutions in terms of price-time-quality and to expand the export portfolio and thus, to attain the ultimate goal of being one of the major defense establishments of the world.

Aselsan, provides high-tech system solutions globally competitive in terms of price/performance criteria for land, airborne, naval and aerospace applications in the fields of; Military & Professional Communications, Electronic Warfare Systems, Defense and Weapon Systems, Naval Combat Systems, Fire Support Automation Systems, Command-Control Systems, Electro Optic Systems, Navigation and Guidance, Avionic Systems and Traffic Management Systems

By 2008, Aselsan employs more than 3100 personnel half of which are engineers. More than 1000 engineers work on our R&D projects. By taking into consideration the vital importance of R&D activities, Aselsan allocates 7% of its annual turnover to R&D projects every year.

## 2. MULTINET



### Information

CEO	Uğur Yıldırım
Address	Fulya Mah. Mevlüt Pehlivan Sokak No:12 Multinet Plaza Şişli / İstanbul
Tel	+90 (212) 336 88 00
Web address	www.multinet.com.tr
Revenue	190.598.485
Growth	282%

Multinet Kurumsal Hizmetler A.Ş. is established in İstanbul, in 1999, with the idea to solve corporate needs with smart card technology, for the first time in the world. Initially, Multinet, turn vouchers system, which companies use to meet the food expenses of their employees, into electronic payment system. This service, which is called Restonet, formed the first step of "multiple network" meaning and "single card countless service" mission, which lies under the name of "Multinet".

Multinet, established the first giftcard system in Turkey, in 2004. Multinet Giftcard, offers alternatives such as Social Responsibility Card, Market Card and Brand Card, which can be used by both corporations (to reward employees) and individuals (to gift).

Multinet Smart Cards, that offer value-added services to both employers and employees, provides facility in payout, auditing, security, and accounting in these kind of expenses. Effective control is created in the usage of Multinet Smart Cards. If the card is lost or stolen, Multinet gives back the remaining balance to the card user.

Multinet has got 26.000 pos terminal in affiliated partners such as; restaurants, hotels, gas stations and stores all over Turkey. Multinet furnish services to 10.000 corporate customers, and Multinet Smart Cards are being used by 300.000 people every day.

### 3. Datateknik



## datateknik

#### Information

CEO	Mehmet Yolcu
Address	Çobançeşme Mah. Genç Osman Sk. No:14 Yenibosna / Istanbul
Tel	+90 (212) 496 00 00
Web address	www.datateknik.com.tr
Revenue	259.080.041
Growth	451%

Datateknik, one of Yıldız Holding's companies, was established in 1989.

With a total of 300 employees Datateknik is active in the sector with the Exper trademark which it also produces. Hardware, system integration, IT hardware integration, software, consultancy (ERP projects), mobile solutions, technical support and outsourcing services, Broadcasting solutions and solutions are other fields it provides services. Datateknik started the production of Exper PC in 1993. The company, whose production capacity was 100 PCs per day when it started production in the beginning of the 90s, is aiming to bring this number up to 100 laptop and 600 desktop computers per day as of 2008.

Datateknik has a market share of %15 its category. Being among the biggest 500 industrial establishments, the company has also been placed in first place in the Informatics 500 placements in 2006 and 2007, in the category of Personal Computer Product. Besides, Exper receiving the Computer of the Year award in 1995 has also been awarded the Personal Computer of the Year in 1996. Again in the same year it was the first trademark in the sector to receive the ISO9000 certificate. The company has won the Bill Gates Project of the Year award in the "2000 Solutions" project in 2000. And in 2005, Datateknik has become the fastest growing 21st company of Turkey. As of today, it has almost 800 distributors.

Datateknik is planning to become the most reliable and leading informatics solutions provider of Turkey. In this aspect it is aiming to increase its market share to 25 percent in 2012.

#### 4. HAVELSAN



HAVELSAN is the **informatics and systems house of Turkey**, serving IT and defense markets worldwide.

In Turkey, HAVELSAN leads the IT market with a remarkable share. Currently employing around 1232 employees and most of them are electronic and software engineers.

HAVELSAN was assessed and certified for ISO 9001, AS 9100, ISO 14001.

The vision of HAVELSAN is to develop integrated solutions for armed forces, reel sector and government institutions by utilizing state of the art technologies in Turkey and in the international market.



##### Information

<b>Chairman of the Board</b>	Hayrettin Uzun
<b>Address</b>	Mustafa Kemal Mah. Eskişehir yolu 7.km Ankara
<b>Tel</b>	+90 (312) 219 5787
<b>Web address</b>	<a href="http://www.havelsan.com.tr">www.havelsan.com.tr</a>
<b>Revenue</b>	109.798.477
<b>Growth</b>	314%

HAVELSAN develops its core capabilities in;

1. Command, Control, Communication, Computer, Intelligence, Surveillance, Reconnaissance (C4ISR) Systems
2. Training, Simulation, Test and Evaluation Systems
3. E-Government applications
4. Homeland Security System

## 5. Koç.net



Koç.net was founded in 1996 with the purpose of establishing a broadband network and the Internet infrastructure of Koç Group companies. The name of the company was changed to Koç.net Communication Technologies and Services in August 2000, as the company continued its rapid development in broadband network and the internet infrastructure area.

Koç.net provides access services, security services, hosting and ASP services, campus services, multimedia services, data services including VISP services with its high technology and nation-wide infrastructure and voice services to its corporate customers by the A type "Long Distance Telephone Services License" (UMTH) granted by the Telecommunications Authority in 2004.

Information	
CEO	Mehmet Ali Akarca
Address	Ünalan Mah. Ayazma Cad. Çamlıca İş Merkezi B3 Blok Üsküdar / İstanbul
Tel	+90 (216) 556 30 00
Web address	www.koc.net
Revenue	63.631.221
Growth	315%

Koç.net is especially focused on meeting local needs of international players within EMEA and Caspian countries with the expertise and in-depth knowledge of telecommunications infrastructure. [www.koc.net](http://www.koc.net)

Koç.net has been providing ADSL and telephone services to the individual market since August 2008 with its brand named BiRi. [www.biri.com.tr](http://www.biri.com.tr)

# Top Ten Winners in Fast50

## 1. BIOTEKNO



### Information

CEO	Ahmet İlhan Öney
Address	Küçükbakkalköy Mah. Kayışdağı Cad. No:119 / 3 Ataşehir / İstanbul
Tel	+90 (216) 576 38 48
Web address	www.biotekno.biz
Growth rate	42417%

BIOTEKNO is specialized in Value Added Services (VAS), which develops mobile business concepts, services, solutions, and technology to its clients.

JetKontör which is one of the brands, is a Vodafone Turkey Virtual Voucher Loading Platform based on B2B wholesale selling. JetKontör is the biggest virtual voucher loading platform of Turkey which is penetrated over Vodafone Shops and sub retailers over 11.500 sale points.

On the other hand, JetSMS which is second brand of BIOTEKNO, is a total mobile solution platform for SMS based solutions needs, as "Fastest, Easiest, Safest" for corporate and individual usage.

JetSMS, is a platform that has bulk SMS and interactive SMS capabilities in a wide range of usage, includes all services for sending and receiving SMS is centralized on this platform.

Since its foundation, BIOTEKNO has been a pioneering trademark of the national mobile communications sector. The Predominant driving factor for this success lies underneath the emphasis and faith in team spirit which allows it to make the best use of a wide spectrum of diverse opinions and give birth to a synergetic production environment.

## 2. Millenicom



Information	
CEO	Şevki Kuyulu
Address	4. Levent Sanayi Mahallesi Manolya Sokak, No: 3, Kat: 2 34416 Kağıthane / İstanbul
Tel	+90 (212) 385 03 00
Web address	www.milleni.com.tr
Growth rate	39484%

Millenicom, presenting economical and high quality service in telecommunication field, reflects its international experience achieved especially in Europe telecommunication market to its entire works in our country. Millenicom Turkey, which started its operations in 2004, has respectable brands like Alovatan and Mobi while protecting its market leadership in various European countries in different fields of telecommunication industry.

Millenicom Turkey, which has A Type Long Distance Phone Service (LDPS) and Internet Service Providing (ISP) licenses given by Telecommunication Foundation, presents very high quality and economical voice service with interconnection processes completed with Telekom, Turkcell, Vodafone and Avea as well as high speed and performance broadband internet access across the country.

### Turkey's Telecommunication Expert

Millenicom Turkey is providing pre-selection telecommunications services to more than 30.000 corporate customers and expanding at a high rate within new customers. The Company, who realized Turkey's first Call by Call service in September 2007, gives all its users the opportunity to make calls with high sound quality with its advantageous tariffs.

1045, which scored a unique success with its over 2.000.000 users in a short time, keeps its leadership in the market. It is also the first company in Turkey who presented calling cards and call shop businesses. Millenicom Turkey has entered ADSL market in May, 2009 with "Doping ADSL2+" which has its own infrastructure. It has also started providing local calls since May 10th, 2009.

Millenicom Turkey, having interconnections with over 80 telecom operators worldwide, can present its unchallenged sound quality to all its customers thanks to its international experience and widespread operation network.

### 3. CETECH



CETECH (CE Data Processing and Technology Services Co.), the leading provider of value-added digital entertainment products & services in our market, successfully leverage on GSM operators' gearing up for a major push into the digital content sector which has rapidly emerged as a critical competitive flashpoint affecting the entire telecom supply chain.

CETECH, excelled at aggregating market appropriate content and blending technical expertise with real world experience, provides entertaining applications and services across current and third generation handsets and networks. Delivering service to more than 10 million people, CETECH achieved the leading place among competitive actors in the sector.



Information	
CEO	Oğuz Önel
Address	Büyükdere Caddesi, 61 USO Center Kat:17 Maslak İstanbul
Tel	+90 (212) 330 04 50
Web address	www.cetech.biz
Growth rate	8193%

The major actors we serve for are the ones in the communications sector. Internet is the core distribution channel of our service and products that can be grouped in four categories: Mobile content, game, social networks and information services. Mobil content includes successful services such as Ringofon and Cebin.de; social networks such as Garanti Arkadaş and Muzik.Net; information services such as "what is the secret of life?" and Astrozena; and game service such as The Last War.

Observing the needs and opportunities in the market, CETECH follows a programmed process while converting a new idea into a value-added service. CETECH team meticulously builds the stages of the process within the framework of both fundamental and CETECH's particular standards. The services developed by using cutting edge mobile-based and web-based technology, reflect the vast experience of CETECH team. The services are distributed over an interactive media marketing network.

#### 4. Mobiliz



Information	
CEO	Levent Aydoğan
Address	Mustafa Kemal Mah. 2127.Sok. No:38/1 MKM İş Merkezi Çankaya Ankara
Tel	+90 (312) 219 70 25
Web address	www.mobiliz.com.tr
Growth rate	7255%

Mobiliz Information and Communication Technologies Inc. was founded in 2004 by a technical staff whose experience in the sector is more than 20 years to develop integrated system solutions in telecommunications and information technology fields in parallel with the latest technological advances. Mobiliz provides web based high-tech system solutions basically in the telematics field to professional user groups to achieve e-business intelligence.

Mobiliz, the market leader in vehicle tracking and fleet management system in Turkey was preferred by more than 2.500 customers including BP, Shell, Petrol Ofisi, The Pepsi Bottling Group, Coca-Cola Almaty Bottlers LLP, Central Bank of the Republic of Turkey, Ziraat Bank, Renault-Mais, TNT, Fedex, Gefco, Ceva, Borusan, Demirören, Banvit, Erikli, Knauf, Ikea, Acibadem, Medicana, Medline and many more on more than 40.000 vehicles.

Strengthened by a staff of specialists, Mobiliz is the gold partner of Turkcell since 2006. Besides its Head Office and R&D Department located in Ankara, Mobiliz has a Branch Office in İstanbul. Mobiliz is capable of providing aftersales service throughout the whole Turkey.

Mobiliz Vehicle Tracking and Fleet Management System is an integrated system that satisfies the requirements of both individuals and enterprises for the detailed monitoring of the fleet in the mobile environment using Global Positioning System (GPS), mobile access of company database, provision of two-way real-time information transfer, job assignment and several e-business applications.

Mobiliz Vehicle Tracking and Fleet Management System besides standard vehicle tracking features allows businesses to improve specific solutions according to their needs. Applications include integration of temperature/humidity and door sensors to the the system to monitor temperature limits of the cold chain or receive alerts on violations.The system also allows to create special regions or stations categorized for job assignments on digital maps for real-time alerts of unauthorised driver activity - such as out of hours usage, or visiting restricted locations and many more.

## 5. AirTies



AirTies was formed in Feb 2004 by a management and technical team from the Silicon Valley, USA, with the strategic intent to become the leader in EMEA. Today, AirTies develops and markets broadband products for home consumers and SMEs all around the world, especially Europe, in five main categories: wired, wireless, VoIP, accessories and IPTV. AirTies has more than 4 million installed base worldwide and is aiming to expand into additional broadband markets. In contrast to their competitors who are dependant on chip companies to develop their products, AirTies designs and develops its own products and provides direct technical support to the end users 7 days a week, 24 hours a day.



Information	
CEO	Bülent Çelebi
Address	Gülbahar Mahallesi Avni Dilligil Sokak No:5 Çelik İş Merkezi Mecidiyeköy İstanbul
Tel	+90 (212) 318 62 00
Web address	<a href="http://www.airties.com">www.airties.com</a>
Growth rate	5951%

The Mesh Technology developed by AirTies engineers resolves the weak signal problem in wireless communications commonly seen in multi-story, concrete buildings. In addition to many patented AirTies technologies, AirTies now offers 11N, the latest in wireless technology. All AirTies products are offered with a 3 year warranty, 7/24 technical support, and easy setup feature. More information is available on their website at [www.airties.com](http://www.airties.com).

## 6. Digital PLANET



Information	
CEO	Adnan Vural
Address	Çiftevezler Gönen Sok 7/4 Şişli 34381 İstanbul
Tel	+90 (212) 220 6732
Web address	www.dtp.com.tr
Growth rate	4840%

Digital PLANET is the top leading company in the area of Customer Communication Management, Document Composition, Archiving and Presentment in Turkey.

Digital PLANET who introduced personalized documents concept into the market holds 85% market share.

Digital PLANET not only provides extensive and reliable solutions but also produces unique technologies. Our CCM solutions inherits a very powerful document archiving/presentment technology called NetVault. It can model one page document with only 0.5KB in an encrypted and compressed native format. This means 2 million pages can be stored in 1 Gb disk space and be presented on the fly in various formats such as PDF, GIF, TIFF. This unique technology also provides -first ever- high volume digitally signed PDF compression (between 90-99%) archival and presentment.

Digital PLANET also introduced and implemented the concept of e-fatura (e-bill) first time in Turkey partnering with Turkish Telecom. This revolutionary application saves millions of trees and helps protecting environment as well as huge cost benefits.

Finally enterprise content management platform NetECM introduced this year makes BPM and DMS "never been so easier" making it available from enterprise to midsize companies

## 7. Mobisis



Founded in 2003, Mobisis is the leader for Enterprise Mobility Solutions in Turkey as the only Premier Business Partner of Motorola. Focused on Auto ID and Data Capture solutions, Mobisis works directly with Motorola EMB, Zebra and Datamax to provide enterprise customers mobility, warehouse automation, mobile sales, manufacturing automation, RFID and barcode printing solutions. Mobisis has extensive experience on SAP, Oracle, AS/400 integrated solutions. Mobisis is the Professional Services Provider of Motorola, and provides the manufacturers warranty for Zebra and Datamax printers in Turkey. Mobisis has been the preferred partner of the top logistics, cargo and retail companies, supporting over 15.000 terminals and printers on the field.



Information	
CEO	Suat Eser
Address	Gazeteciler mah. Hikaye sk. Yapıt İş Mrkz. No:7 / 2 Şişli / İstanbul
Tel	+90 (212) 272 07 47
Web address	<a href="http://www.mobisis.com">www.mobisis.com</a>
Growth rate	3965%

## 8. Gittigidiyor



Information	
CEO	Cenk Angin
Address	Eskiüsküdar Cad. Çayır yolu Sok. Partaş Center No:1 İçerenköy / İstanbul
Tel	+90 (216) 575 01 00
Web address	www.gittigidiyor.com
Growth rate	2286%

GittiGidiyor.com is the most frequented Turkish shopping mall with more than 2 million registered users, over 450 thousand daily visitors and over 900 thousand listings at any given time.

No Risk System is a pay & approve system of GittiGidiyor which provides safety platform for e-trade was invented by GittiGidiyor in 2001. Through No Risk System buyers shop without taking any risk by testing the purchased product during 3 days. GittiGidiyor has undersigned more than 4 million transactions with No Risk System since its inception and e-trade habits are improved in Turkey.

Over 350 thousand sellers can reach hundred of thousand customers 7 days 24 hours non-stop all around in Turkey with GittiGidiyor's high technology infrastructure, services designed for different seller profiles and intense advertising activities.

GittiGidiyor signed in initiatives in Turkey as one of the leader e-trade firms like No Risk System (February 2001), Affiliate Program by paying per click (August 2005) and mass media campaigns in e-trade (November 2005).

The world's largest online marketplace eBay has become a minority shareholder of GittiGidiyor in May 2007.

As the 37th country where eBay has local presence, Turkey is highly attractive market in e-trade with more than 17 million internet users - one quarter of Turkey's population - and a strong affinity for online commerce.

## 9. STM Savunma Teknolojileri



STM Savunma Teknolojileri Mühendislik ve Ticaret A.Ş. is the leading systems and software engineering & consultancy company in Turkey serving the defence, public and naval sectors through the innovative applications of technology and its accumulated field knowledge.

STM operates basically in defence, public and naval sectors in the following three business areas;

- Engineering and Consultancy Services
- Product Development Projects
- Acquisition Services



### Information

<b>CEO</b>	Recep Barut
<b>Address</b>	Mecnun Sok. No:58 Beştepe, 06510 Ankara
<b>Tel</b>	+90 (312) 223 68 00
<b>Web address</b>	www.stm.com.tr
<b>Growth rate</b>	1365%

STM, which is a SEI Capability Maturity Model Integration (CMMI) Level 3 company, has also ISO 9001:2000, NATO AQAP-160 and TS ISO/IEC 27001 certificates.

STM employs around 340# specialized staff with expertise and education spanning over a wide spectrum of specialties, since STM's basic objective is to bring solutions to the changing technological requirements of its customers.

## 10. BIS



Founded in 1994, BIS is a leading technology and service provider delivering packaged application solutions as well as custom software development, frameworks, integration, migration and consulting services. The company provides industry-specific business solutions for financial, energy, and professional services companies to help them go beyond their competition. BIS' core businesses include banking, capital markets, lending, human capital management and infrastructure. Over the years, BIS has gathered the ability and scale to create innovative business solutions that address specific client needs for reliable, low-risk, high-performing, and stable solutions with reduced cost of ownership.



Information	
CEO	Ülkü Biyik Ünal
Address	Eski Üsküdar Cad., VIP Center, Kat: 2, Kozyatağı, 34752, İstanbul
Tel	+90 (216) 469 87 39
Web address	<a href="http://www.biscozum.com.tr">www.biscozum.com.tr</a>
Growth rate	1342%

BIS' talented pool of people who possess both on-the-job expertise and project management skills work closely with clients every step of the way to help projects be delivered on time and within budget. Today many leading enterprises rely on BIS for their mission-critical business solutions. The company was recognized as one of the top 10 fastest-growing software companies on the 2007 Interpromedya Top 500 ICT Companies Ranking of Turkey.

# Technology Fast50 Turkey 2009

## Winners\*

Company Name	Company Website	Country	Technology Sector
Airties	www.airties.com	İstanbul	Telecommunications/Networking
Anadolu Bilisim	www.abh.com.tr/	İstanbul	Other
ASIS	www.asis.com.tr	İstanbul	Other
Banksoft	www.banksoft.com.tr	İstanbul	Software
BIS	www.bisozum.com.tr	İstanbul	Software
Bilgi Sistemleri	www.bilgisistemleri.com.tr	İstanbul	Software
Biotekno	www.biotekno.biz	İstanbul	Software/Telecommunications
Bircom	www.bircom.com	İstanbul	Telecommunications/Networking
Birim Bilgi	www.birim.com.tr	izmir	Software
Bizitek	www.bizitek.com	İstanbul	Software
Borusan Telekom	www.borusantelekom.com	İstanbul	Telecommunications/Networking
Cetech	www.cetech.biz	İstanbul	Telecommunications/Networking
Çözüm Bilgisayar	www.cozumbil.com.tr	Ankara	Software
Data Market	www.datamarket.com.tr	İstanbul	Other
Datateknik	www.datateknik.com.tr	İstanbul	Computers/Peripherals
Defne	www.defne.com.tr	İstanbul	Software
Digital Planet	www.dtp.com.tr	İstanbul	Software
EES	www.ees.com.tr	Ankara	Software
ElkoteK	www.elkoteK.com.tr	İstanbul	Telecommunications/Networking
Elsys	www.elsys.com.tr	İstanbul	Software
Euromessage	www.euormsg.com	İstanbul	Software
Experteam	www.experteam.com.tr	İstanbul	Other
Figen Yazılım Evi	www.figensoft.com	İstanbul	Software
Gantek	www.gantek.com	İstanbul	Other
Gittigidiyor	www.gittigidiyor.com	İstanbul	Internet
Havelsan	www.havelsan.com.tr	Ankara	Software

\* in Alphabetical Order

Company Name	Company Website	Country	Technology Sector
Hitit Bilgisayar	www.hititcs.com	İstanbul	Software
Hitit Bilgisayar Hizmetleri Dış Ticaret	www.hititcs.com	İstanbul	Software
İdeal Teknoloji	www.idealteknoloji.com	İstanbul	Other
Innova Bilisim	www.innova.com.tr	İstanbul	Software
Intertech	www.intertech.com.tr	İstanbul	Software
Invenoa	www.invenoa.com	İstanbul	Software
İstanbul Pazarlama	www.istpaz.com.tr	İstanbul	Computers/Peripherals
Koc.Net	www.koc.net	İstanbul	Telecommunications/Networking
Magiclick	www.MagiClick.com	İstanbul	Internet
MCD Telecom	www.mcdtelecom.com	İstanbul	Telecommunications/Networking
Mega Bilgisayar	www.megabil.com	Kayseri	Computers/Peripherals
Millenicom	www.milleni.com.tr	İstanbul	Telecommunications/Networking
Mobiliz	www.mobiliz.com.tr	Ankara	Telecommunications/Networking
Mobisis	www.mobisis.com	İstanbul	Other (AI/DC)
Multinet	www.multinet.com.tr	İstanbul	Other (Smart Card Technology and Services)
NavTurk	www.navturk.com	İstanbul	Software
Obase	www.obase.com	İstanbul	Software
Ormas Ortadogu iletisim	www.bostancigroup.com	İstanbul	Telecommunications/Networking
Sekom	www.sekom.com.tr	Ankara	Telecommunications/Networking
Sestek	www.sestek.com.tr	İstanbul	Software
STM Savunma	www.stm.com.tr	Ankara	Other
Tradesoft	www.tradesoft.com.tr	İstanbul	Software
Tuncmatik	www.tuncmatik.com	İstanbul	Other
Vodasoft	www.vodasoft.com.tr	İstanbul	Other



**CEO:** Tayyar Bacak  
**Address:** M. Nezihi Özmen Mah. Kasım Sokak  
No:34 İstanbul  
**Tel:** +90 (212) 449 39 00  
**Web:** www.abh.com.tr

ABH offers project management, consulting, application development, support and training services in various fields from organizational IT planning, infrastructure design and custom application development to improving and optimization of business processes via ERP solutions. Custom applications can be developed either in cooperation with the customer's project team or entirely by ABH to be delivered to the customer as a turn key solution. Before starting a project, ABH discusses the potential return of that investment with its customer so that the end product would add value to the customer's business and the market as well.



**CEO:** Yusuf Kaya  
**Address:** Y.dudullu Akif İnan Sok. Tatlısu Mevkii  
No:20/A Ümraniye / İstanbul  
**Tel :**+90 (216) 540 64 64  
**Web:** www.asis.com.tr

Asis is specialized in development and production of end to end Fuel management systems for Oil & Gas downstream industry. Asis is the only Turkish company which provides turnkey solutions , develops and manufacture all Software and Hardware components of end to end fuel management systems by its own R&D Software developers and engineers with state of art technology in its field.

Our solutions include , Wired and Wireless Fore Court Automation, Automated Tank Automation system with Magnetostrictive Level Gauging Sensor, Self Service Station, Pump Operator and Customer identification System, Station C-Store dry stock management and back-office software, Vehicle Identification System with active and passive tags, RFID Contactless Card Readers for secure identification and loyalty applications ,Vehicle Tracking systems (hardware and software ) with GPS and Web based central management software.

## Banksoft

**CEO:** İsmet Yurtseven  
**Address:** Bulgurlu Mah. Aydınoğlu Sokak No:21  
Çamlıca-Üsküdar İstanbul  
**Tel:** +90 (216) 521 14 14  
**Web:** www.banksoft.com.tr

Founded in 1995 to develop card payment systems software and ensure system integration, Banksoft continuously improves its services with its professional team of 90 people. 31 banks in and outside Turkey choose Banksoft for their card payment software needs.

Banksoft offers turn-key services for the payment system software needs of the banks, and has completed important platform changes since its inception. While previously the payment systems were running on structures that were very complex and complicated to manage, today the so-called 'open platforms' are used and with much lower costs. This provides significant competition advantages to Banksoft's clients.



**CEO:** Bekir Sami Nalbantoğlu  
**Address:** Kavacık Mah. Ekinciler Cad. No:22  
34810 Beykoz / İSTANBUL/TÜRKİYE  
**Tel:** + 90 (216) 331 3590  
**Web:** www.bilgisistemleri.com.tr

Bilgi Sistemleri Ltd. is established in 2002 and focused on Software and IT system integration. Bilgi Sistemleri is a leading technology company who develops parallel solutions in respect of IT market needs. All of the company's which has the possession to be conscious and dynamic corporations, is in the Customer Portfolio of Bilgi Sistemleri. Solutions that we prepare in a project approach, includes packages that comprise technological integration as a whole. Software Solutions of Bilgi Sistemleri (BS) are specified on Utilities, Call-centers, Health care and Public Safety sectors. A broad range of hardware solutions are bundled with customized software solutions according to the needs of customers. With its solution developer team Bilgi develops software for business critical sectors. Software solutions are business specific and given as follows ;



**CEO:** Burçin Bircanoğlu  
**Address:** Sanayi Mahallesi Sultan Selim Caddesi  
Lale Sokak No:83/2 Kağıthane İstanbul  
**Tel:** +90 (212) 319 97 00  
**Web:** www.bircom.com

Based on its long experience in voice networks, Bircom has developed Call Accounting and Billing (CDR) solutions, compatible with both conventional and IP based PABX systems. The Callipso Analyzer CDR covers a complete range of professional needs with its Enterprise and Small & Medium Enterprises (SME) versions.

Due to its user-friendly interface, easy to use management tools and numerous dynamically generated reports, Callipso Analyzer CDR solutions has acquired asinificant customer base since its launch in 2003.

Callipso CallShop, that enables the management and sales of voice traffic to end users.



**CEO:** Ayhan Yıldırım  
**Address:** Atatürk Cd. No:380 Kat:7  
Alsancak / İzmir  
**Tel:** +90 (232) 464 77 33  
**Web:** www.birim.com.tr

Birim Information Technologies A.S. is a leading IT company in Healthcare Information Systems (HIS) industry with 18 years of experience. Its HQ is located in İzmir; has more than 3500 employees in 7 regional offices located in Adana, Ankara, Diyarbakır, Erzurum, İstanbul, Kayseri, and Trabzon. Birim is also the main contractor of "e-health Transformation Project" run by the Ministry of Health.

The infrastructure of the software is designed to meet all the requirements of "Digital Hospital Platform" where hospitals moves from a world dominated by hand-written notes and tedious data-entry tasks to an environment in which staff members use advanced information systems to document patient records, enter and process orders, interact with patients and access image files.



**CEO:** Murat Şahinoğlu  
**Address:** İTÜ Ayazağa Kampüsü, Koru Yolu, ARI 2  
Teknokent Binası, B Blok 4-1 İstanbul  
**Tel:** + 90 (212) 366 79 00  
**Web:** www.bizitek.com

Founded in 2000, Bizitek is a fast-growing enterprise software company, providing customers with end-to-end, process based software and consultancy services. Bizitek has successfully built solutions for a broad range of businesses both in Turkey and Europe, with a special focus on telecommunication and media industries. Being adaptive to market dynamics, global developments and industry standards, Bizitek offers cutting-edge products and services through continuous investments in R&D and innovation.



**CEO:** Mehmet Başer  
**Address:** Büyükdere cad. No:112 Esentepe  
Şişli / İstanbul  
**Tel:** + 90 (212) 355 51 00  
**Web:** www.borusantelekom.com

Borusan Telekom is Turkey's first one of the leading alternative telecommunications operators. It has been operational since 1996 and became the first operator with a Type A License to sign an interconnection agreement with Turk Telekom in 2004.

Borusan Telekom, with the aim of carrying its internet service provider leader position into corporate voice services, increased its revenue by more than 100% every year since 2005.

Borusan Telekom obtained Infrastructure License in August 2007 and signed Bitstream Access and Local Loop Unbundling Agreements in May 2008. The company has focused on making fiber infrastructure investments in year 2008 in order to provide higher quality services at more reasonable prices.



**CEO:** Ömer Siso  
**Address:** METU Technopolis Galium Blok Z K2  
Ankara  
**Tel:** + 90 (312) 210 19 20  
**Web:** www.cozumbil.com.tr

Çözüm Bilgisayar being established in 1987 for providing software solutions to health-care institutions, continues to Research&Development activities in collaboration with university and industry in Technopolis-METU-Ankara-TURKEY.Çözüm Bilgisayar develops Hospital software applications, Mobile Applications, Medical Clinical Assistant, Laboratory Information Systems,PACS/DICOM Software Solutions, RFID-Smart Card applications, Enterprise Business Intelligence solutions, Information Kiosk, Queue systems in fields of Medical, Software, Electronics,Information Technologies, Health Information Systems.

Having completed our first exportation with Hospital Information Management System to Turkish Republic of Northern Cyprus, our company delivers integrated solutions-that are developed in its own structure-to Government Hospitals which are responsible to Ministry of Health, Education and Research hospitals,University and Private Hospitals,Medical Centers and Polyclinics.

Having published its 11th. Edition in this June Çözüm Haber provides Health and Information news and developments to health and IT professionals.



**CEO:** Murat Boyla  
**Address:** Bestekar Şevki Bey Sk. No:31 Balmumcu-Beşiktaş İstanbul  
**Tel:** + 90 (212) 337 07 07  
**Web:** www.datamarket.com.tr

Holding HP Gold Preferred Partner and Microsoft Gold Certified Partner competencies, Data Market provides Symantec, Citrix, Vmware, Camouflage, SRS, Brocade, Imanami and Adobe solutions with national distributor and solution provider titles.

Data Market offers IT management and infrastructure solutions to the finance sector to conform regulations and compliance laws. With its IM - Information Management project, Data Market has participated in the HP ILM EMEA 2006 - 2007 Champions League as the only Turkish company and succeeded in the final four.

Data Market is pioneering the health technology market in Turkey with Medical Archiving Solutions, Digital Hospital IT Solutions and its integrated CRM application NervoSYS.



**CEO:** Oğuz Haliloğlu  
**Address:** Gülbahar Mah. Cemal Sururi Sok No:25 K:6 D:31 Mecidiyeköy Şişli İstanbul  
**Tel:** +90 (212) 275 00 75  
**Web:** www.defne.com.tr

Defne Bilgi İstem Ltd. is a premier supplier of a broad array of custom and packaged telecommunications solutions, including converged Interactive Voice and Video Response (IVVR) systems, messaging and IN solutions.

Established in 1996, Defne has evolved from a company providing custom voice solutions to enterprises, into a turnkey solution company in the field of telecommunications with the vast expertise accumulated in this era.

Defne provides superior turnkey communications solutions with its own framework, supporting all major telephony standards including ISDN and SS7 and IP. This framework enables development of a single integrated solution to all communication needs within both the public network and enterprises. Solutions created on this platform include: Contact and Call Centers, PC PBXs, unified messaging systems, alert and notification systems, IVR's and voice portals.



**CEO:** Haluk Safi  
**Address:** Cyberplaza A Blok Kat: 4 No: 402 06800 Bilkent / Ankara  
**Tel:** +90 (312) 265 04 03  
**Web:** www.ees.com.tr

ees is a software company that provides information management system technologies for public, healthcare and defense sectors. Its customized software solutions enable the enterprises in all sizes, to accelerate the processes leading to optimized workflow management.

It is the first launcher of %100 web-based Hospital Information System (HIS) as well as Document & Workflow Management System in Turkey. ees drives the industry standards in Turkish Healthcare Software Sector through its proprietary technology, which was assessed as "having national strategic importance" by TUBITAK (The Scientific and Technological Research Council of Turkey).

# ELKOTEK

**CEO:** Hakan Tahiroğlu  
**Address:** Gazeteciler Sitesi, Sağlam Fikir Sokak,  
No.3 Esentepe İstanbul  
**Tel:** +90 (212) 336 39 00  
**Web:** www.elkotek.com.tr

Elkotek is active in the telecommunication sector since 1982. Elkotek is the first and unique value added company in Turkish ICT market providing converged technologies solutions including access solutions such as TDM, xDSL, ISDN, Wi-Fi, WiMAX and voice solutions such as PBX and Intelix IP voice platform. Intelix is a specially branded IP voice platform, developed at the Elkotek R&D Center, located inside the special zone of KOSGEB at the Istanbul Technical University campus.

Elkotek has achieved big success especially in the past 10 years and continues to provide niche solutions and technologies in Turkey as a leading ICT company.



**CEO:** Savaş Komban  
**Address:** Sarıkanarya Sok. Yolbulan Plaza B Blok  
K:2 Kozyatağı İstanbul  
**Tel:** +90 (216) 410 40 34  
**Web:** www.elsys.com.tr

Elsys is one of the biggest solution providers in the SEME (South East Europe & Middle East) region, with offices in İstanbul and Dubai. Established in the year 2000. Elsys has 170 employees, 145 of which are SAP-certified consultants all being own company resources. As an SAP Services Partner, SAP Gold Channel Partner, and SAP Netweaver Special Expertise Partner, Elsys offers the widest coverage in terms of applications and industrial sectors. Highly specialized dedicated teams in all SAP Applications (ERP, SCM, CRM, BI, PLM, Solution Manager & SAP Netweaver) Elsys also carries out consultancy of various strategic projects in countries such as Germany, United States of America, England, Israel, Egypt, United Arab Emirates, Saudi Arabia, Thailand, Indonesia and South Africa. For more information, please visit [www.elsys.com.tr](http://www.elsys.com.tr)

# euro.message

**CEO:** Altuğ İnci  
**Address:** Zafer Sok 15/3 Uğur Apt.  
Nişantaşı İstanbul  
**Tel:** +90 (212) 343 07 38  
**Web:** www.euormsg.com

euro.message has been helping the most well-known brands achieve excellent e-marketing success with years of experience and it brings proven methods and industry-leading services to assist you take your multi channel marketing activities and outcomes to the next level.

To help you meet your exact needs, we offer you:

- Strategy, program design an automation
- Segmentation, contact optimization and analytics
- Campaign implementation
- Creative
- Deliverability
- Testing and ROI optimization
- Data integration and management
- Account management and support
- Education and knowledge transfer



**Chairman of the Board:** Özan Türe  
**Address:** Mahir İz Cad. No:12/6 34662  
Altunizade İş Merkezi Üsküdar İstanbul  
**Tel:** +90 (216) 651 33 05  
**Web:** www.experteam.com.tr

Experteam was established in 2000 by 6 partners who previously worked at Oracle ERP Consultancy Division of Ernst Young as consultants. Since then, Experteam has delivered approximately 100 Oracle ERP and technology based projects for the Turkish business community covering almost all industries.

As of June 2009, Experteam has more than 80 skilled consultants who are totally dedicated to Oracle Applications and Technologies.

Experteam is the first local Certified Advantage Partner -Oracle PartnerNetwork's highest membership level- in Turkey both for Oracle Technology and Oracle Applications fields.



**CEO:** İsmail Bayraktar  
**Address:** Ahi Evran Cad. No:21 Kat:15 Polaris  
Plaza, Maslak İstanbul  
**Tel:** +90 (212) 346 09 44  
**Web:** www.figensoft.com

Figensoft was established in 1997. In 2001, Figensoft entered mobile applications world by becoming Ericsson Mobility World partner. It became Turkcell partner in 2002.

Partners include:

- Turkcell
- Vodafone
- Avea
- Azercell,
- Ericsson Mobility World
- BlackBerry
- Mobile Marketing Association

Figensoft is a leading service provider in mobile services. Product categories include:

- Bulk SMS and MMS service,
- Two way (interactive) SMS services,
- Location based services,
- Mobile applications (Java, Microsoft Mobile, BlackBerry, Symbian and iPhone)
- Mobile signature,
- Mobile payment



**CEO:** Selda Bağdat Bahadır  
**Address:** Yeni Parseller Sok. No:20 K Binası Kat 4-5  
Kavacık İstanbul  
**Tel:** +90 (216) 538 80 00  
**Web:** www.gantek.com

Gantek Technologies dedicated to the principles of corporate governance along with 22 years of experience in Information and Communication Technologies (ICT). Gantek provides solutions in Turkey and the Region as the leading Systems Integrator. Gantek, investing continuously in R&D for the past 9 years, is positioned as one of the most innovative ICT companies in the Region. The company provides focused solutions such as, Number Portability, Revenue Maximization and Value Added Services (VAS) for telecommunications sector, Risk Management solutions for finance sector and various graphics applications for defense sector. Gantek is enabling effective solutions based on its long-term collaboration with all mobile and fixed-line operators and leading finance institutions in Turkey along with telecom operators in CIS countries.



**CEO:** Fatma Nur Gökman  
**Address:** İstanbul Atatürk Havalimanı Serbest Bölgesi Plaza Ofis No:724-726-738-739-741-743-744-745-746-830-83 İstanbul  
**Tel:** +90 (212) 465 01 75  
**Web:** www.hititcs.com

Hitit Bilgisayar Hizmetleri Dış Tic Ltd. Şti. is a developer of airline systems, providing solutions for all key areas of airline operations and loyalty management for clients globally. With the Crane FF Loyalty Management System, Hitit has set new standards in airline management solutions, establishing a respected brand name in the airline industry.

From Virgin Blue in Australia, to Icelandair in the North Atlantic, Hitit provides solutions and support for 17 airlines around the world on various projects.

Hitit holds ISO 9001:2000 and 27001 certification. Hitit's products are also sought after by companies in the banking, telecommunications and education sectors.



**CEO:** Fatma Nur Gökman  
**Address:** Büyükdere Cad. No:55 Noramin İş Merkezi Kat:2 Daire:204 Maslak İstanbul  
**Tel:** +90 (212)276 15 00  
**Web:** www.hititcs.com

Hitit Bilgisayar Hizmetleri Ltd. Şti. is a developer of airline systems, providing solutions for all key areas of airline operations and loyalty management for clients within Turkey. With the Crane FF Loyalty Management System, Hitit has set new standards in airline management solutions, establishing a respected brand name in the airline industry.

Turkey's flag carrier, Turkish Airlines, as well as Turkey's second largest airline, Pegasus Airways utilize Hitit's functional and user friendly systems, along with Sun Express, the carrier jointly owned by Lufthansa and Turkish Airlines.

Hitit's senior team has a solid background in airline operations and IT spanning 30 years. This experience combined with a large group of young and bright professionals, makes Hitit's products a unique blend of modern technology and established standards in the airline industry.

Hitit holds ISO 9001: 2000 and 27001 certification. Hitit's products are also sought after by companies in the banking, telecommunications and education sectors.



**CEO:** Dr. Ejder Varol  
**Address:** Cumhuriyet Cad. Yeni Parseller Sk. No 20 K Binası Kavacık / İstanbul  
**Tel:** +90 (216) 680 07 07  
**Web:** www.idealteknoloji.com

iDeal Technologies has been established in 2000 at Istanbul-Turkey as an engineering company.

The vision of the company is being one of the leading technology suppliers in Information Communication Technologies (ICT) and control arena by having their own know-how, engineering skills and eco-system. This is why, the company has fully concentrated on Research & Development activities and all the commercial transactions of the company are based on their own products & systems. Arvento, is the leading vehicle tracking and fleet management systems manufacturer in Turkey with more than 65.000 mobile terminals running on field.

iMarine is the first marine electronics manufacturer of Turkey. Starting with AIS transponder development on 2006, today iMarine has a wide marine electronics family including ship, shore and operation center layer devices.



**CEO:** Aydın Ersöz

**Address:** İTÜ Ayazağa Kampüsü Arı1 Teknokent Binası, Maslak Sarıyer İstanbul

**Tel:** +90 (212) 286 44 10

**Web:** www.innova.com.tr

iNNOVA Bilişim Çözümleri A.Ş. is a leading software developer and integrator in Turkey which provides innovative software solutions and services, covering the entire project lifecycle from consulting, design, application development and integration, to support. Established in September 1999, iNNOVA serves its bluechip client base from main offices in İstanbul and Ankara, a manufacturing facility for kiosks, a sales office in Dubai, as well as support centers in various cities.

Innova has delivered solutions to customers in 15 countries to date. Major customers of the company are fixed line and GSM operators in Turkey and abroad, banks, as well as other prominent organizations in the manufacturing, public and service industries.



**CEO:** Murat Çelik

**Address:** Büyükdere Cad. Kasap Sok. No:15 Şişli / İstanbul

**Tel:** +90 (212) 340 32 00

**Web:** www.intertech.com.tr

Intertech was established in 1991 primarily to serve the finance industry, and provides wide range of information technology services for many industry areas with a superior service quality.

Today, with its staff of more than 300 people, it continues to generate contemporary and effective solutions and offers superior quality services to financial services sector at CRM, BPM, Core Banking and Business Intelligence areas which it is specialized.

Intertech is highly specialised in the areas of banking software and applications, systems management and operation, portal technologies, process management systems, customer relationship management (CRM), data warehouse and information security. The company provides project management consultancy and turnkey services in all of these.



**CEO:** Oğuz Çalışkan

**Address:** İTÜ Ayazağa Kampüsü Arı Teknokent 2 A Blok No:3-2 Maslak İstanbul

**Tel:** +90 (212) 276 86 01

**Web:** www.invenoa.com

Invenoa is a dynamic company specializing in the development and marketing of innovative products and technologies that manage the revenue chain for traditional and next-generation communication service providers, retailers and distributors of digital media, and technology solutions providers. We build large-scale, complex software applications that deliver unique solutions integrated with standard product architectures and leverage open Internet technologies to enable providers to achieve peak operational efficiency while driving maximum revenue from their product and service offerings. We have also consistently delivered our clients robust solutions that differentiate their services, reduce their costs and increase their revenue potential. We believe passionately in our core values of technical excellence, adaptability, commitment and honesty.



**CEO:** Korhan Arabacıođlu  
**Address:** Otello Kamil Sok. Milo ıkmađı No:12  
Gayrettepe İstanbul  
**Tel:** +90 (212) 275 12 95  
**Web:** www.istpaz.com.tr

Istanbul Pazarlama A.S., incorporated 1983, is one of the oldest companies in the Turkish computer sector.

As the leading IBM pSeries, IBM Storage, Lotus and Tivoli Business Partner, Istanbul Pazarlama provides IT services and solutions such as systems integration, turn-key projects, hardware and software sales, installation and system support services and software development.

"TeamWork Management Software" developed by Istanbul Pazarlama Software Department are being used by many leading companies in Turkey. TeamWork solutions include CRM, Purchasing, Finance, Document Management, Quality Management, Forms Workflow, Job Scheduling, Project Management, Technical Service, Realtor Office CRM, Fair Organizer CRM, Property Sale CRM and LawOffice software.



**CEO:** Murat Kalaora  
**Address:** Siracı Sok. 18 Rumelihisari İstanbul  
**Tel:** +90 (212) 257 10 48  
**Web:** www.MagiClick.com

MagiClick Digital Solutions is an interactive technology, design & marketing services company that provides expertise and resources to help companies build stronger & more profitable relationships with their customers, employees and business partners.

MagiClick's works have received multiple recognitions at internationally acclaimed competitions such as NYF Global Awards, Midas Awards, One Show Rx, US Web Marketing Assc. Web Awards, Davey Awards and Horizon Interactive Awards. MagiClick also won numerous awards at national competitions, including Grand Interactive Awards, Crystal Apple and Golden Spider Awards.



**CEO:** Burak Özyiđit  
**Address:** Ayazađa Maslak Yolu No.5/A K.3  
Maslak - İstanbul  
**Tel:** +90 (212) 289 94 55  
**Web:** www.mcdtelecom.com

MCD Telekom was formed in 2001 as a know-how based technology company operating in mobile telecommunications sector in Turkey. Company currently offers successful unique services and innovative solutions to GSM operators, telecommunication companies, banks and insurance companies. Such services, among others, include CRM, telemarketing, telesales, e-commerce, telecom management consultancy, POS activation/verification network, POS payment solutions, application service providing, SMS gateway and premium SMS service providing, all of which are enabled over MCD's proprietary software and technology solutions.

MCD is a mobile top up and bulk SMS distributor and a mobile marketing agency for GSM operators. Company also provides top up service via its call center and IVR.



**CEO:** Halit Çağıl  
**Address:** İstasyon Cad. 61/A 38010 Kayseri  
**Tel:** +90 (352) 221 25 00  
**Web:** www.megabil.com

Mega Bilgisayar is an IT company that established for servicing in Anatolia territory with an over twenty years experience.

Also most of the companies prefers Mega Bilgisayar because his pioneered vision and reliable history. Within the years following the establishment of Mega Bilgisayar, the company became specialized in sectoral solutions such as business continuity, server and desktop virtualizations, Universities Campus IT solutions, desktop publishing.

**CEO:** Halit Cagil  
**Address:** İstasyon Cad. 61/A 38010 Kayseri  
**Tel:** +90 352 221 25 00  
www.megabil.com



**CEO:** Sefer Özhan  
**Address:** Uphill Towers B19  
Ataşehir İstanbul  
**Tel:** +90 (216) 688 64 44 - 444 0 NAV  
**Web:** www.navturk.com

NAV TURK is the first and only technology company on navigation in Turkey delivering service at international standards with its 15 year experience and 50 R&D employees working at Gebze Technopark, İstanbul.

NAV TURK has established in 2004 and become one of the three companies worldwide in navigation sector using its own technology. NAV TURK is a high performance company which has folded its revenue by 4 within 3 years and has sold over 50 thousands of navigation licenses in Turkey. NAV TURK is the leading digital map supplier in automotive, after market, consumer electronics and mobile market.



**CEO:** Bülent Dal  
**Address:** Yukarı Dudullu Mah. Bayraktar Blv.  
Hisar Sok.No:50/3 Ümraniye İstanbul  
**Tel:** +90 (216) 527 30 00  
**Web:** www.obase.com

Founded in 1995, OBASE has delivered Information Management Solutions including- data integration, business intelligence, corporate performance management, B2B/ CRM, data mining and operational system solutions with IT consultancy & services today.

OBASE industry knowledge includes retail, telecommunication, transporting, finance, pharmateciual, government.

OBASE is a leadership information management company and stand out from other consulting firms with its experienced team (85) in Turkey and abroad Russia, Romania, Kyrgyzstan, Cyprus, Kazakhstan, Azerbaijan, Makedonia, Egypt.



**CEO:** Güven Bostancı  
**Address:** Kore Şehitleri Cad. No 29  
Zincirlikuyu İstanbul  
**Tel:** +90 (212) 318 80 80  
**Web:** www.bostancigroup.com

Founded in 1990, Ormas has grown to become a successful value added services provider partner of all telecom operators in Turkey. Ormas is a value added services provider, telecommunications solutions provider, system integrator and software services company. Specialization areas of Ormas are IVR based systems, SMS-MMS and 3G based applications, call center setup and management, PBX and hosted PBX installations, show editing and setup services for television channels, value added service platforms development and custom telecommunications solutions consulting and development.

Ormas has the mission of enabling its customers to have better business processes, operational efficiency and competitive advantage by providing extremely customizable telecommunications solutions.



**CEO:** A. Sami Ezberci  
**Address:** Üsküp Caddesi No:21/9, Kavaklıdere,  
06680 Ankara  
**Tel:** +90 (312) 468 23 73  
**Web:** www.sekom.com.tr

Since its 1992 founding, Sekom İletişim Teknolojileri Sanayi ve Ticaret A.Ş. has grown to become a specialist networking solution provider and a systems integrator in delivering advanced communications capabilities. We help our customers plan, install and support their networks through high performance-reliable products and our service excellence. We also enable our customers to quickly upgrade and expand their networks to meet changing user needs.

Sekom differentiates from the competitors with a proven success in planning and building new technologies through unique in-house skills in consulting, integration and managed services to create customised customer solutions. Strong demand for telecom services will continue to shape our future with ongoing expansion of our business.



**CEO:** Levent Arslan  
**Address:** İTÜ Ayazağa Kampüsü Arı-1 Teknokent  
Binası Maslak İstanbul  
**Tel:** +90 (212) 286 25 45  
**Web:** www.sestek.com.tr

Sestek is a high-tech company active in business areas regarding speech and communication technologies, call center applications and customer services automation.

The company has proven its uniqueness by developing the world's first and only voice conversion product for commercial use as well as with its unrivalled Seamless Agents and Speech Analytics softwares. Sestek, which has acquired GVZ Ses Tanıma Teknolojileri company in 2007, has reached a broad diversity of individual and corporate customers with the solutions it offers to many different sectors from banking to healthcare services.



**CEO:** Erman Karaca  
**Address:** Emirhan Cad. No:109 Atakule Kat:9  
Balmumcu İstanbul  
**Tel:** +90 (212) 310 65 65  
**Web:** www.tradesoft.com.tr

Tradesoft's suite of in house developed financial services applications are the most widely used in Turkey. It is the leading supplier of software, consultancy and services to the capital markets industry. Tradesoft Business Services is a subsidiary of Ata Holding, has more than 120 employees and 300 clients.

Tradesoft is also a respected mortgage processing software component provider in the Dutch market in partnership with Ordina N.V. Over the years, Tradesoft has built-up domain expertise and implementation experience in a diverse set of industries such as financial services, automotive, food and FMCG distribution; continually invested in technological competence and delivered focused solutions to its customers which resulted in improved business processes, greater operational efficiency and sustainable competitive advantage.



**CEO:** Mehmet Özer  
**Address:** Yeni Çamlıca Mah. İmar İskan Caddesi  
No: 3 Ataşehir / İstanbul  
**Tel:** +90 (216) 314 51 51  
**Web:** www.tuncmatik.com  
www.powergie.com

Tunçmatik is the leading power products supplier of Turkey.

Tunçmatik has been established in 1969 with the purpose of manufacturing electric/electronic products in Turkey. Today TUNCMATİK offers a complete line of products in the field of electrical energy; our main products are UPS systems, AVRs, Surge Protectors, Maintenance free batteries, chargers, inverters, rectifiers and Solar energy solutions such as PV Panels, PV inverters etc.

Today Tunçmatik is also working in the solar power plant projects as a project developer and EPC contractor.



**CEO:** Zekeriya Arslan  
**Address:** Barbaros Mah. Nuhkuyusu Cad. No:32  
Kat:2-3-4-5 İstanbul  
**Tel:** +90 (216) 474 20 50  
**Web:** www.vodasoft.com.tr

Vodasoft Call Center Solutions (VCCS) is strategically focused on Call Center Technologies and Consultancy Services. Along with Call Center Outsourcing Services, Advanced Level Call Center Trainings, Call Center Implementation, Performance Management, Strategic Planning, Operational Management, Benchmarking and Strategic Consultancy Services are also provided. Vodasoft CCS has realized many call center projects in private and public sector.

More than 300 companies are using call center software systems developed by Vodasoft CCS. Call center software systems developed by Vodasoft CCS are addressing the most common operational issues of call center operational platforms; they are mainly telemarketing/telesales, performance management and reporting. Contact management and CTI integration software packages are also available in Vodasoft CCS's portfolio.



# Technology Fast50 Turkey CEO Survey 2009

## Introduction

Technology Fast50, which lists fast-growing technology companies in Turkey, is a world-wide program taking place in Turkey for the fourth time. Technology Fast50 CEO Survey is done by the CEOs of technology companies which achieved the highest rates of annual revenue growth during the past five years and are placed in Deloitte Turkey's 2009 Fast50 list.

The survey questions addresses the critical factors and operational challenges that drove or hampered their rates of success, how they feel about their future, where they think best opportunities lie and, importantly, are they still confident about future growth. The answers to these questions are revealed in this year's Technology Fast 50 Turkey CEO Survey.

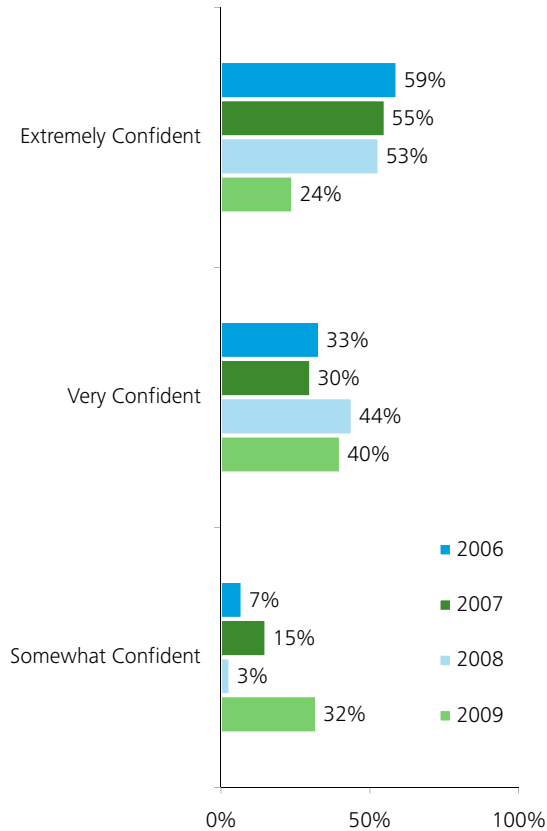
## About the survey

Deloitte Technology Fast50 Turkey 2009 CEO Survey is based on the feedback received from the CEOs of fast growing technology companies which are ranked Technology Fast50 Turkey 2009 program. The aim of this survey is to gain insight into the secrets of these companies' phenomenal growth and the survey seeks a first-hand understanding of the ambitions, challenges and industry threats that the sector's leadership are experiencing. Results of the survey are analyzed compared to Deloitte Technology Fast500 CEO Surveys which are conducted in Asia Pacific, EMEA and North America in 2008. This is the fourth year of the program, and the fourth time we are conducting this survey in Turkey, thus we compare and contrast the results in Turkish CEOs' perspectives on growth, challenges, and expectations changed in these four years.

This survey, undertaken in the fourth quarter of 2009, was completed by almost 85 percent Fast50 CEOs placed in Technology Fast 50 Turkey list and provides an insight into the issues that these CEOs expect will drive the industry forward in 2009 and beyond.

## Secrets of Success

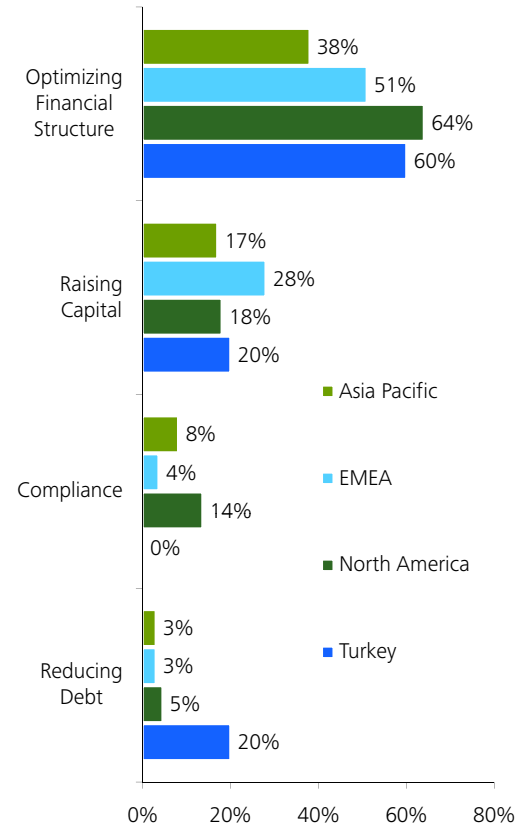
How confident are you that your company will sustain its high level of growth over the next 12 months?



### Confidence level

With current economic climate, it is not surprising to see the confidence level of the CEOs relatively decreased compared to previous years. According to the survey, 64 percent of respondent CEOs are either very or extremely confident in their ability to sustain the high level of their company's growth over the next year. This year's confidence level is 33 percent lower than the last year results, which at 97%, was the highest ever in the history of the Turkish survey; which reveals the fact that how the economic instability around the world affected Technology CEOs' confidence.

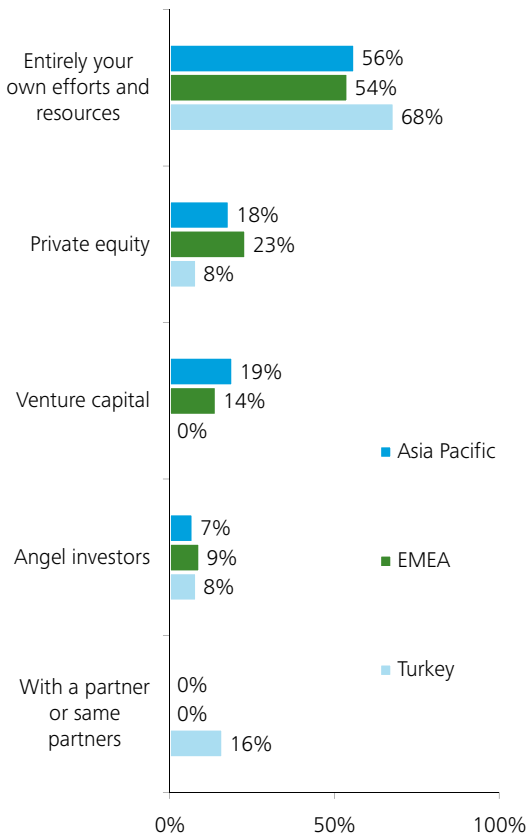
What is your biggest financial challenge?



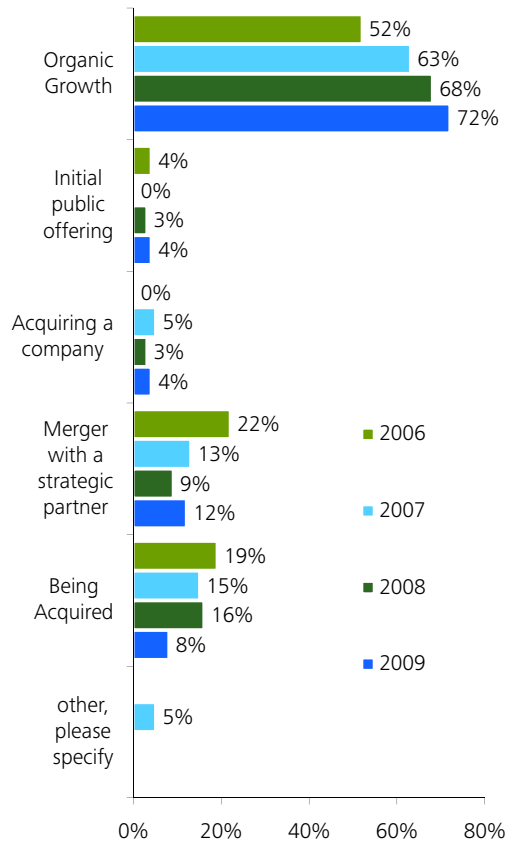
### Biggest challenges

While there is much speculation about how the economic downturn will be overcome, Turkish CEOs are mostly busy with optimizing financial structure (60 percent). While reducing debt is not a significant challenge in EMEA, North America and Asia Pacific, it has become an issue for Turkish CEOs with the current economic conditions. This is also an outcome of a big threat that technology CEOs state as "limited access to capital" where we will see this analysis in the coming charts. Raising capital became one of the big challenges that Turkish CEOs face with current liquidity issues in the market (2009: 20 percent; 2008: 8 percent).

**How was your company initially funded?**



**What do you consider the most likely scenario for your company within the next 12 months?**



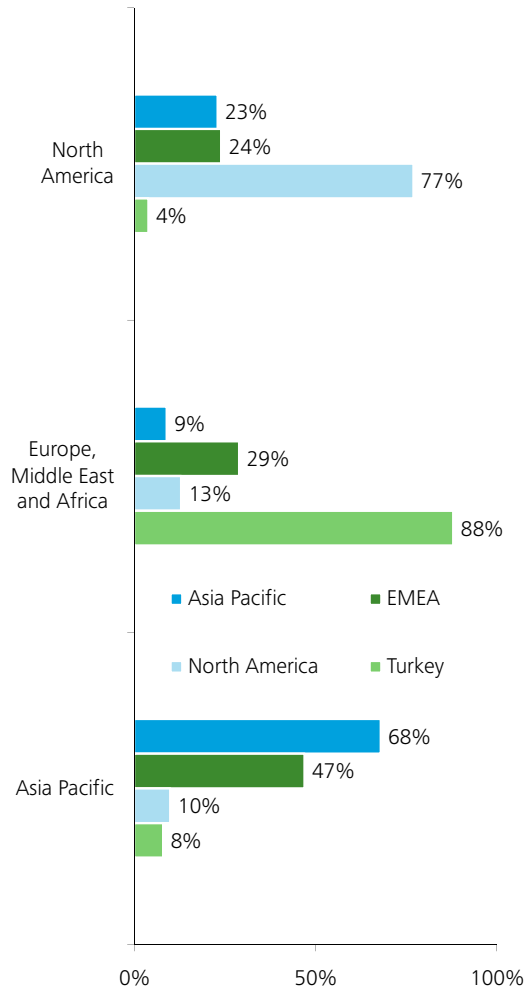
**Funding the old fashioned way**

Almost 70 percent of the Fast50 companies in Turkey, responded the survey as initially funded in the old fashioned way, through the CEOs’ own efforts and resources. Meanwhile, outside funding play a somewhat significant role in 32 percent of the companies’ start-up resources with 16 percent of the respondent CEOs having sought a partner or some partners and 8 percent private equity, while the remainder, (8 percent) used angel investment.

**Outlook on growth**

Further growth is expected to come once again from within organizations as an overwhelming 72 percent of CEOs named organic growth as the most likely scenario for the next 12 months, which is slightly higher than last year (68 percent). Merger with a strategic partner is also on the agenda with 12 percent of respondent CEOs expecting them to account for growth followed by being acquired, which came in at 8 percent. Not surprisingly, with the economic downturn acquiring a company and IPOs were lowest on the list with 4 percent each.

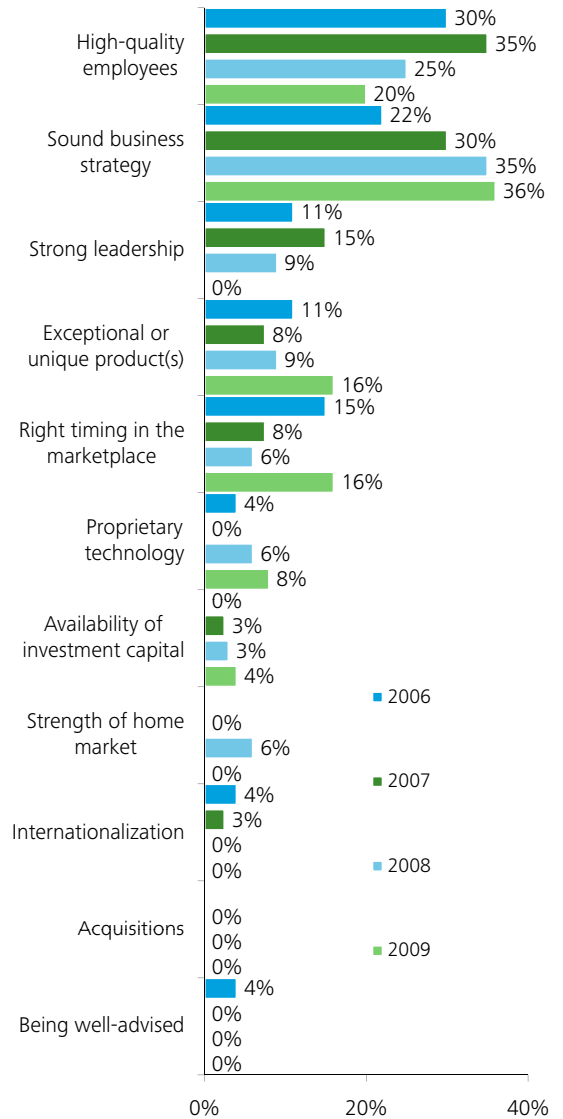
Which of the following geographic markets represent the best opportunity for significant growth for your company over the next five years?



**Location**

According to the survey 86 percent of respondent CEOs find EMEA to represent the best opportunity for growth, while Asia Pacific serves as the best opportunity for 8 percent of the firms. Perceived opportunity in North America, meanwhile, garnered only 4 percent.

Which factor has contributed most to the growth of your company?

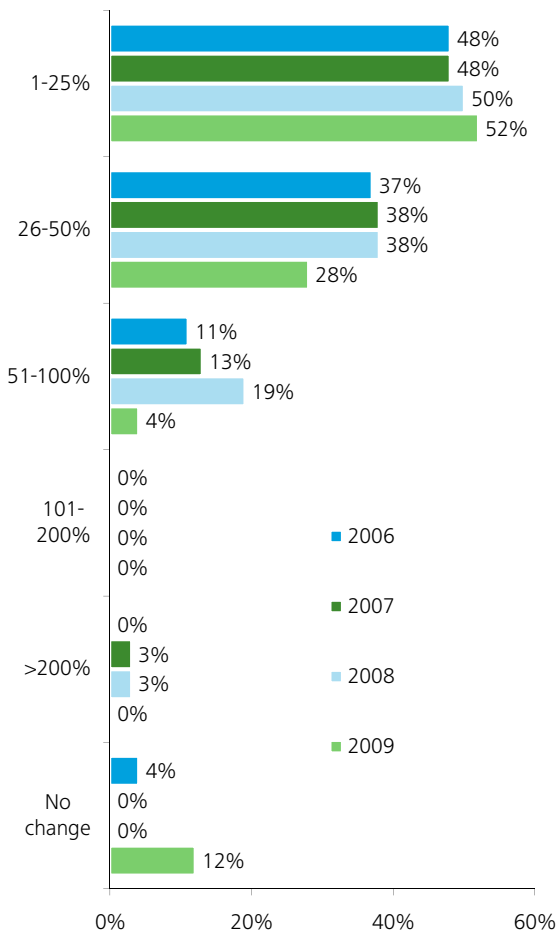


**Strategy versus talent**

This year sound business strategy is still the perceived key to success in Turkey (36 percent), but exceptional or unique product(s) and right timing in the marketplace significantly have grown in importance over last year increasing to 9 percent from 16 percent and 6 percent from 16 percent respectively. It is surprising to see the importance of high quality employees is gradually decreasing over the years. We will also witness the same fact in the significant decrease in finding, hiring and retaining qualified employees as one of the biggest operational challenge in managing company's rapid growth in the following charts.

## The Big Picture: Macro Economic Trends

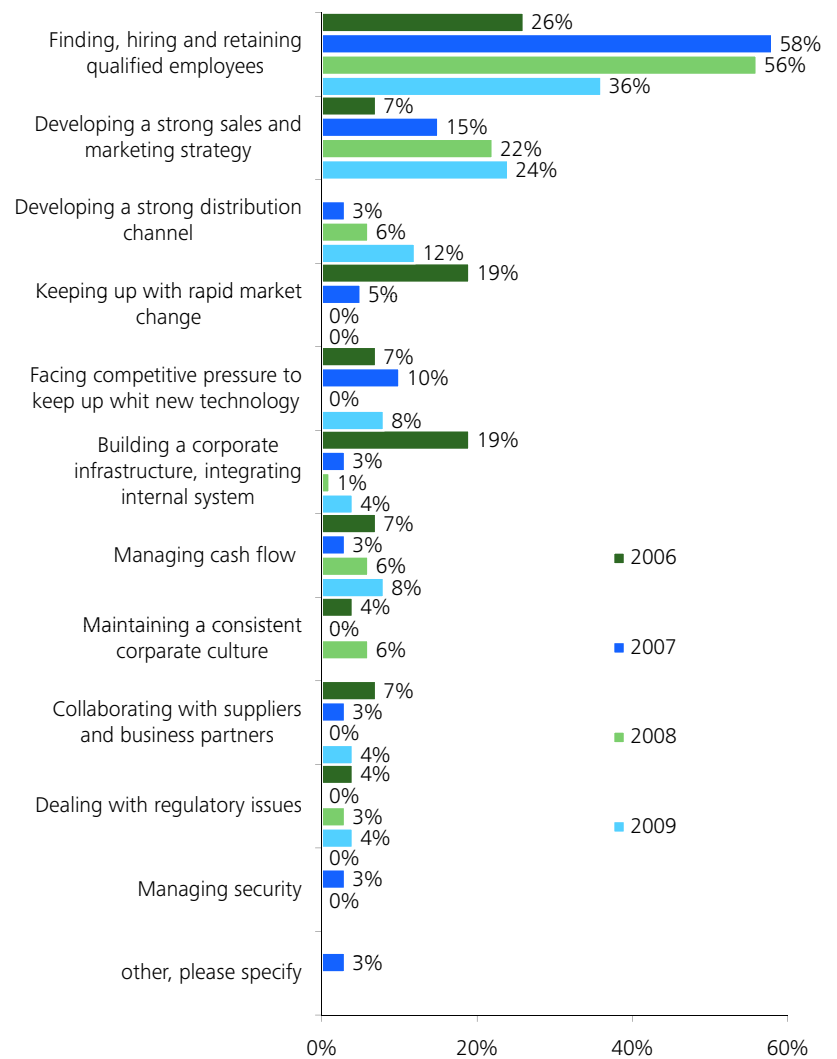
How much will your workforce grow in the next 12 months?



### Growing the workforce

Another, perhaps surprising finding in this year's survey is the reported hiring numbers expected over the next 12 months. There is no sign of stopping as 88 percent of CEOs forecast workforce growth with the majority expecting increases of 1 to 25 percent (52 percent). Of these, 4 percent even expect growth as high as between 51 and 100 percent. There are also some cautious CEOs (12 percent) that seek no change in their workforce in the next 12 months.

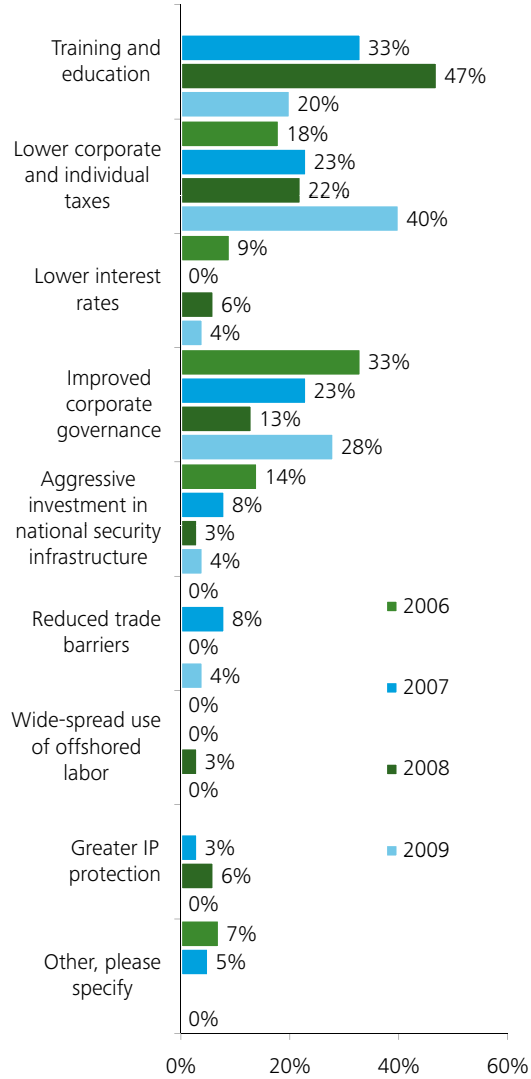
What is your biggest operational challenge in managing your company's rapid growth?



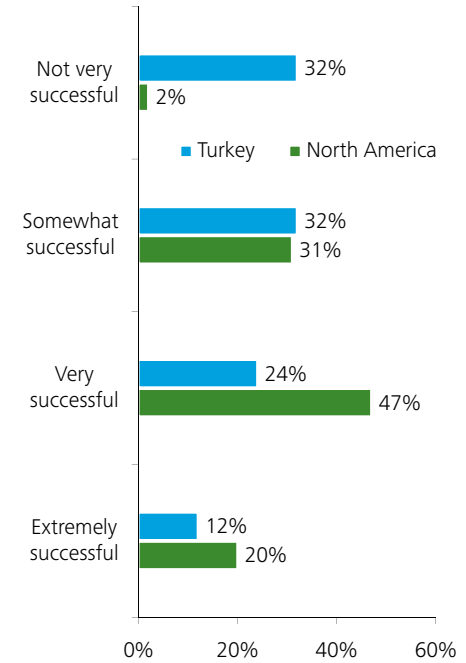
### Managing Growth

While there are other operational challenges in managing growth, the biggest one continued to be finding, hiring and retaining qualified employees with 36 percent of our respondent CEOs counting this as their biggest challenge although there is a significant decrease compared to last year results (56 percent). We see that other challenges get into picture with somewhat important increase. Developing strong sales and marketing strategy places as the second important challenge with 24 percent. The importance of developing a strong distribution channel doubles compared to previous year.

If you could prescribe only one thing, what would you prescribe to stimulate growth in the technology sector in the next 12 months?



How successful is your country's education system in producing individuals with the qualifications your company needs?



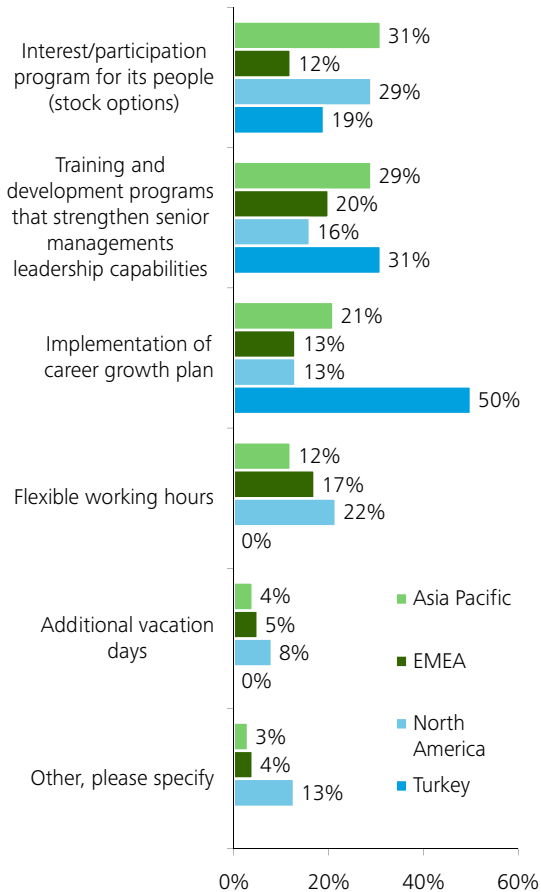
### Education system

North American CEOs surveyed consider that their education system is more successful in producing individuals with the qualifications their company needs, compared to survey results of Turkish Fast50 CEOs. 32 percent of Turkish CEOs states that their education system is not very successful in producing the individuals with their needs while this rate is only 2 percent in North America. This result shows that our education system has to be tailored to market or industry expectations.

### Stimulating growth

Fast growing companies' CEOs believe that if the government lowers the rates of the corporate and individual taxes and if they improve their corporate governance they will continue to grow even faster. There is a significant decrease in the number of the CEOs who believe that training education stimulates the growth compared to last year.

**What is the most important thing your company does to attract and retain talented employees?**



**What they want**

When it comes to winning over desired employees, higher pay leaves its dominant place to implementation of career and growth plan in Turkey with an outrages rate of 50 percent. With the economic turbulence, we see that technology companies in Turkey attract high qualified employees with promising to meet future expectations instead of current gains like payments or trainings compared to rates in other three regions. While flexible working hours and additional vacation days are gaining ground in EMEA, Asia Pacific and North America, they are not options in Turkey.

## CEO Personal Issues

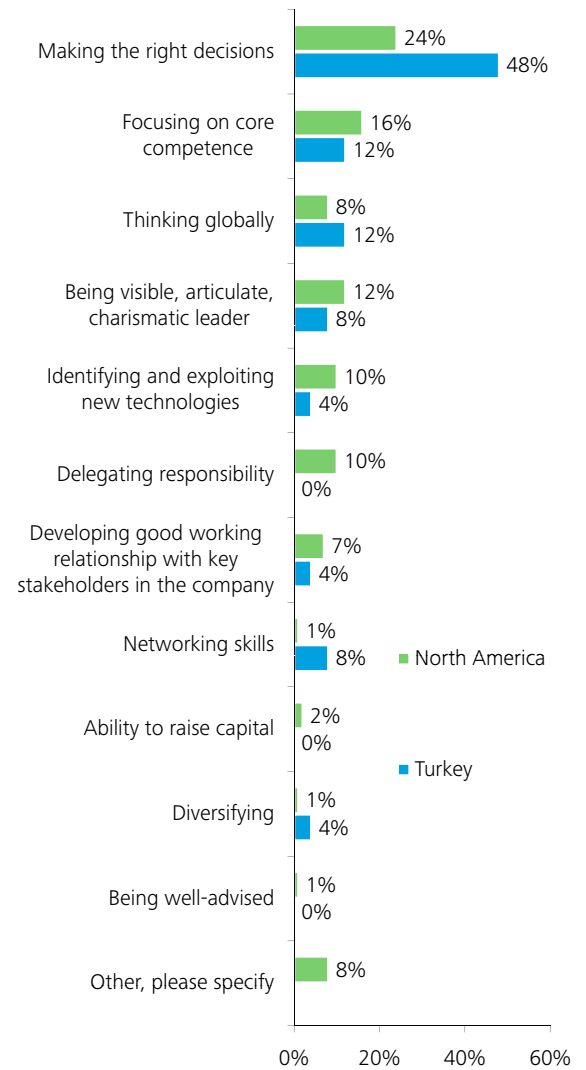
What is your most important personal challenge as a CEO?



### Personal challenges

It is not surprising to see that CEOs have hardship to delegate their responsibilities while we observe that these companies are mostly built by their own efforts and resources. On the other hand, although developing leaders and delegating responsibility still remains the top personal challenge the importance of achieving and sustaining profitability doubles compared to last year results. In this time of economic uncertainty it is reasonable to see that Fast50 CEOs have also challenges of managing risk and volatility (12 percent) and raising capital (8 percent).

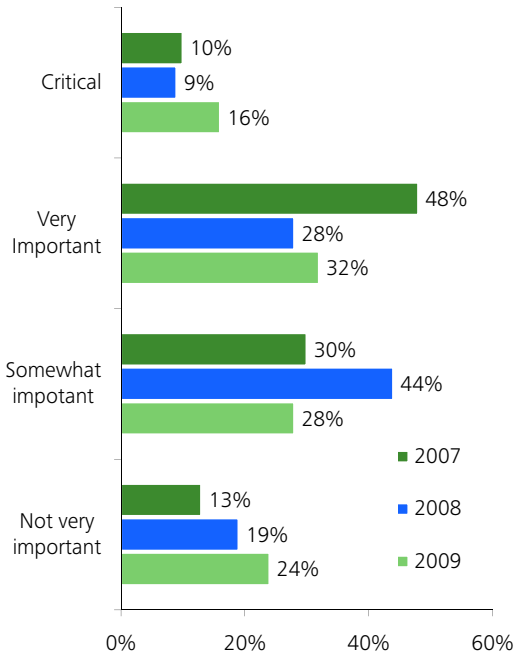
Which skill do you see as most important for a CEO of a fast-growing technology company?



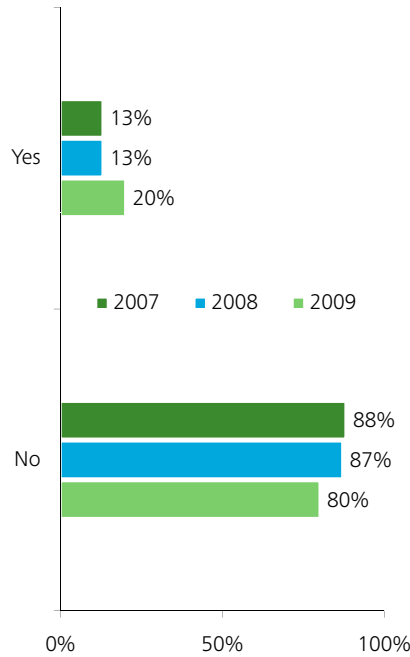
### Key skills

North American CEOs who are surveyed see making the right decisions as the most important skill for a CEO of a fast-growing technology company while Turkish CEOs who are surveyed doubles this rate with 48 percent. Focusing on core competence and thinking globally are also some what important skills for Turkish CEOs. Although North American CEOs don't mention much, Turkish CEOs consider networking skills have some significance for success.

How important is it to look overseas to obtain the talent and skill sets required to grow your business?



Do you currently offshore any of your operations?



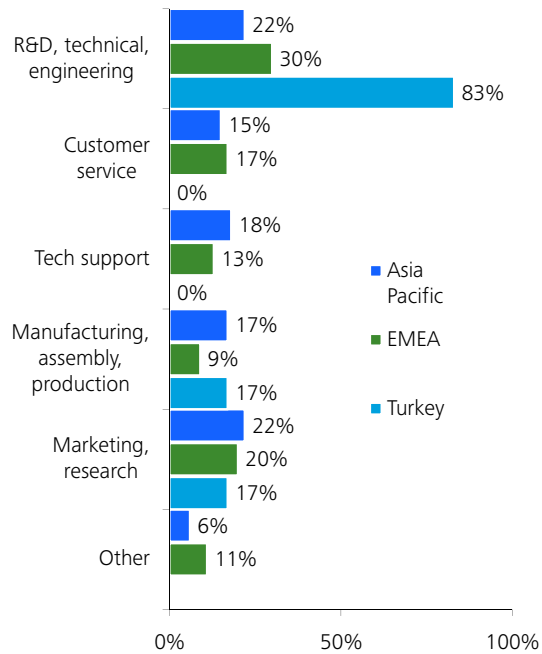
**Talent and skills in Overseas**

The rate of importance of obtaining skills and talent overseas is almost evenly distributed. CEOs who attribute various degree of importance (76 percent) is clearly higher than those who don't attribute any importance (24 percent). On the other hand, we see that CEOs who seek talent and skill at home is low but slowly increasing (13 percent in 2007, 19 percent in 2008 and 24 percent in 2009).

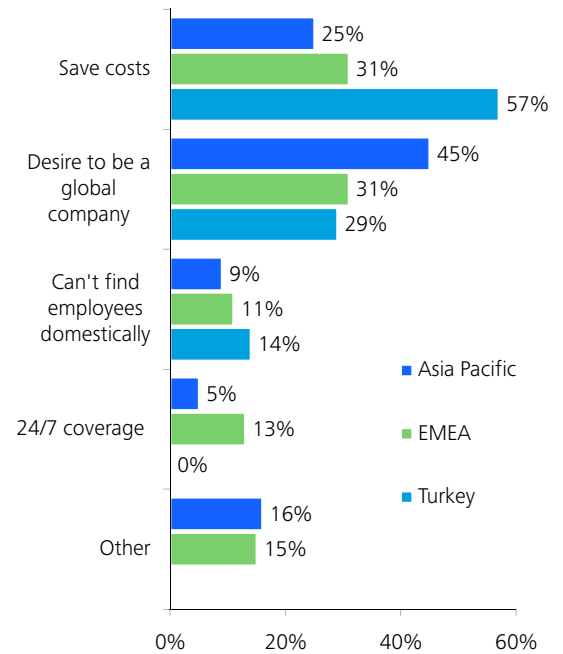
**Offshoring**

We see that there is slight increase in the number of companies who currently offshore.

### What types of operations are being off-shored?



### What made you decide to offshore?



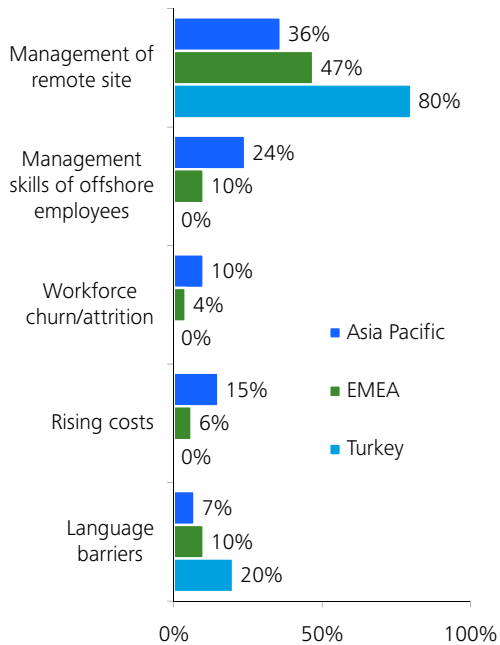
### Plans for offshoring

An increasing number of functions are being outsourced. According to survey responses in Turkey, R&D (83 percent) is the most off shored category followed by marketing & research and manufacturing, assembly & production with 17 percent each. Tech support and customer service have not yet been off-shored while they have some what significant place in offshoring at other 3 regions.

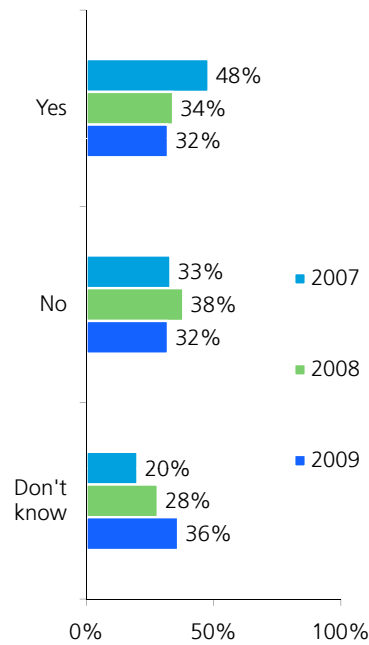
### Saving costs and competing globally

Technology firms in Turkey are ever more motivated to save costs (57 percent) and compete on a global scale (29 percent) and that is requiring a certain amount of offshore work. In other 3 regions we also see these same factors as the main stimulators for off-shoring. Not being able to find employees domestically has also a reasonable importance in off-shoring plans with 14 percent in Turkey.

**While offshoring, what is your most significant challenge?**



**Do you have plans to offshore any of your operations in the next five years?**



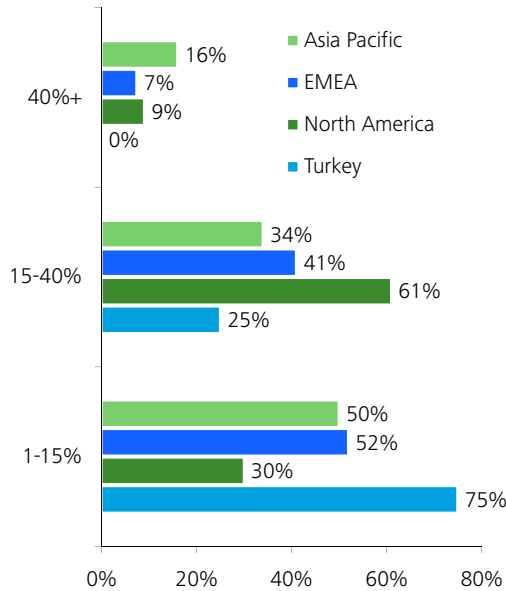
**Challenges**

The most significant offshoring challenge for 80 percent of Turkish CEOs is the management of remote sites. This is an increase from last year's 50 percent. Meanwhile, language barriers is another leading challenge accounting for 20 percent of the surveyed Turkish CEOs. Obviously, although the reasons may change, CEOs are continuing their commitment to outsourcing.

**Offshoring plans in 5 years**

Although small amount of Turkish companies currently off-shore some operations, when they are asked if they have plans to off-shore any of their operations in the next 5 years, 32 percent of them says yes. We also observe that the number of CEOs who rejected to off-shore their operations started to decrease and they started to think about it as we see a 10 percent increase in the responses stating "don't know".

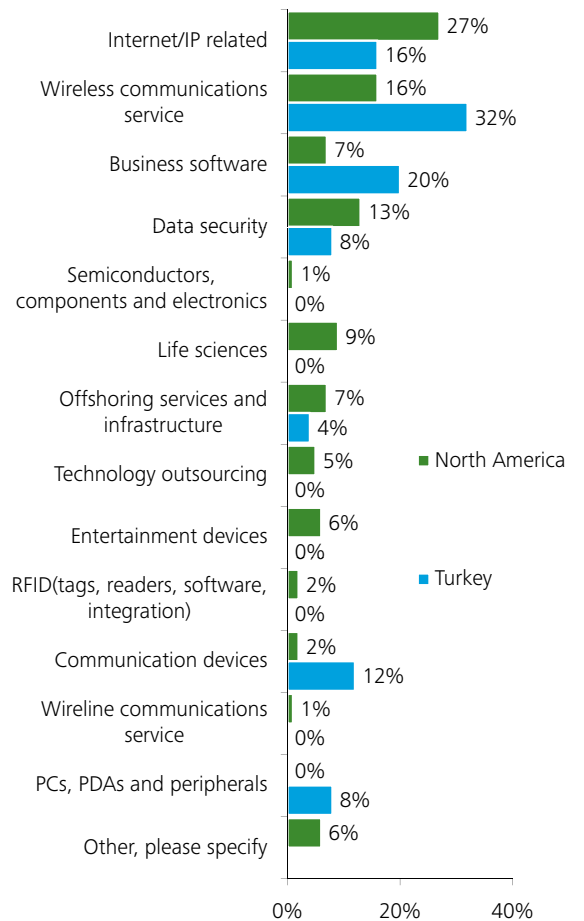
What percentage of your workforce do you expect to offshore in the next five years?



### Offshoring talent

Perhaps to quench this thirst for skilled labor, some Deloitte Technology Fast 500 EMEA companies are embracing offshore workers. About 75 percent of those surveyed are employing between one and 15 percent of workers offshore. 61 percent of North American CEOs who are surveyed state that they offshore their 15-40 percent of their workforce".

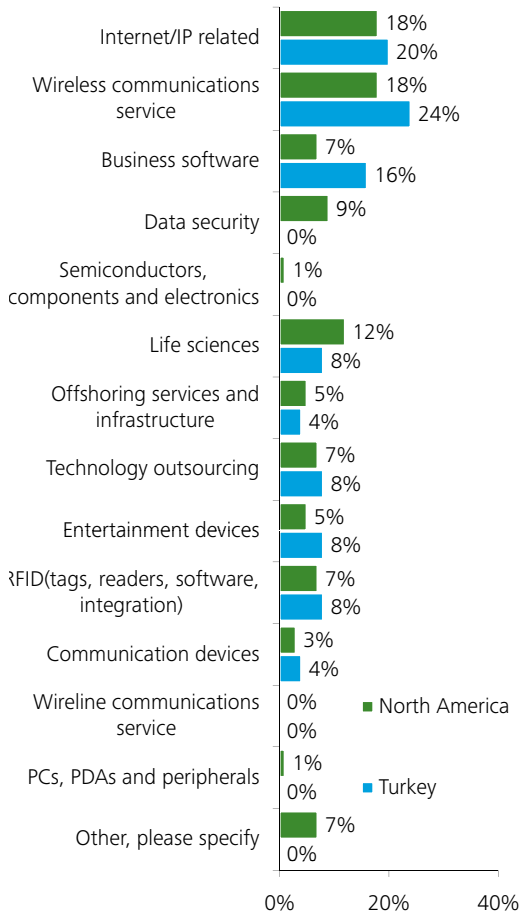
Which technology industry sub-segment has the greatest potential for growth over the next 12 months?



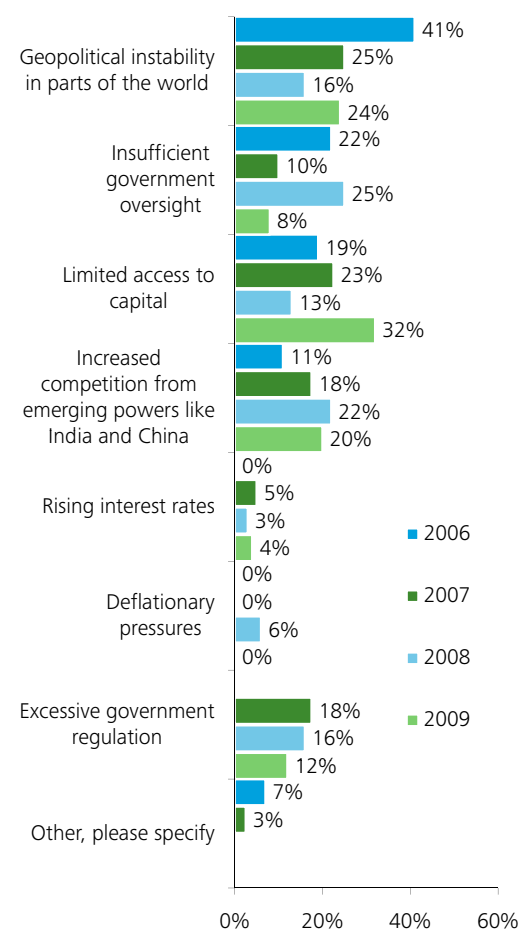
### Wireless communications leads the way

Technology CEOs in Turkey who are surveyed believe that wireless communication service will emerge as the leading sub-segment having the greatest potential for growth over the next 12 months. However, in USA technology CEOs think that Internet/IP related service will lead the way. In Turkey, 20 percent of the CEOs think that Business software also has chance to stimulate growth. Communication devices and Internet/IP related services will follow this with 12 percent each

**Which technology industry sub-segment has the greatest potential for growth over the next three years?**



**What is the biggest threat to growth in the technology sector over the next 12 months?**



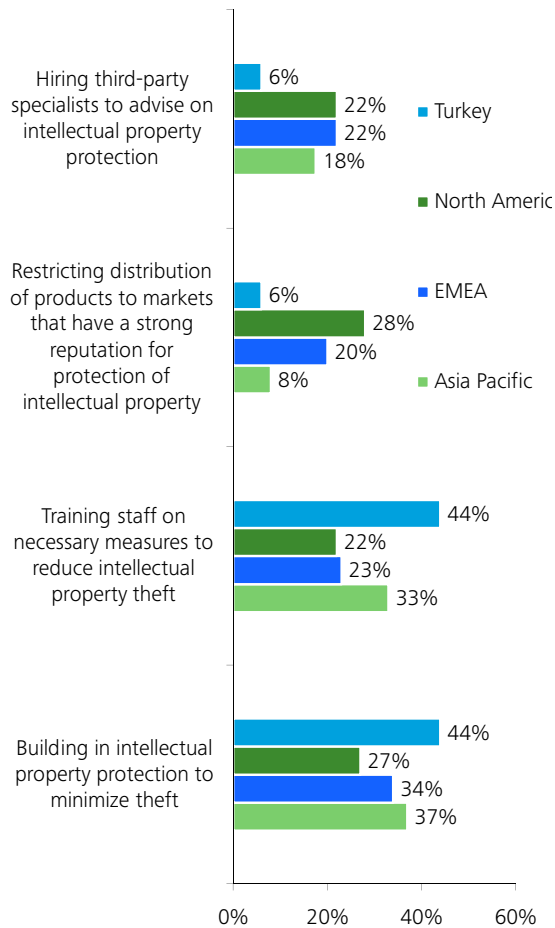
**Wireless communications lead the way**

When long term plans are asked to Turkish CEO's, wireless communication services continue to remain as the leading growth potential sub-segment. Internet/IP related services places in the second place according to 20 percent of Turkish CEOs while Business software moves one place back to 3rd stage with 16 percent of Turkish CEOs' opinions. According to North American CEOs who are surveyed Wireless communication services and Internet/IP related services will be at the top of growth potentials with the same rate of 18 percent in the next three years.

**Paying the price**

With the economic downturn, it is not surprising to see that limited access to capital emerges as the biggest threat to growth (32 percent). Geographical instability in parts of the world remains as one of the big threats to growth according to survey respondents. Once again increased competition from the emerging powers of India and China raised concerns about stunting growth as well, with 20 percent of CEOs citing it as a worry.

**What is the most important thing your company is doing to protect its intellectual property?**



**The threat of Intellectual Property theft**

Turkey counts intellectual property (IP) theft as a serious threat and protecting a company’s IP was once again high on the priority list of most CEOs. Building in protection (48 percent) and training staff on protective measures (36 percent) are the most popular ways for respondent CEOs to do this. Restricting distribution to markets with a reputation of intellectual property protection (12 percent) and third-party IP experts (4 percent) ranked further down the list.



# Conclusions

The CEOs we survey in Turkey have rarely had a problem with confidence and this year we see the impacts of economic downturn in confidence levels. This year's confidence level is not high as last year, but we still see impressive amount of rate in commitment to growth. With the fallout of the global economic recession still unknown, the 64 percent of the CEOs who said they were (extremely + very) confident they would achieve the same level of growth in 2009 is indeed promising for the sector. Although the future seems blurring for the CEOs, we are thrilled to see the average five-year revenue growth rates for this year's Technology Fast 50 Turkey companies impressively increased to 2.721 percent from approximately 500 percent in the previous years.

While there is much speculation about how the economic downturn will be overcome, reducing debt emerges as a significant challenge for Turkish CEOs. Majority of Turkish CEOs named organic growth as the most likely scenario for the next 12 months, confirming the fact that with the economic downturn the mergers and acquisitions activities deemed. This year, sound business strategy is still the perceived key to success in Turkey, but exceptional or unique product(s) and right timing in the marketplace significantly have grown in importance over last year while the importance of high quality employees is gradually decreasing over the years.

While there are other operational challenges in managing growth, the biggest one continued to be finding, hiring and retaining qualified employees with the most of the CEOs counting this as their biggest challenge. We see that other challenges get into picture with somewhat important increase. Developing strong sales and marketing strategy places as the second important challenge while the importance of developing a strong distribution channel doubles compared to previous year.

Although the economic downturn remains its effects to some degree, a great number of CEOs surveyed are looking to hire workers. Some stated that they will employ workers offshore. The main functions being outsourced are Research and Development, and technical jobs such as research and development or engineering, as well as commercial roles like marketing. The future is predicted to bring further offshoring as the number of CEOs who rejects to off-shore decreases and they start to consider it. While this offshoring helps address the problem of R&D and skilled worker shortages, it creates other problems. Managing remote workers is named to be one of their biggest challenges followed by dealing with language barriers.

Limited access to capital emerges as the biggest threat to growth as the hard times prevails. Geographical instability in parts of the world remains as one of the big threats to growth according to survey respondents. Parallel to this, increased competition from the emerging powers of India and China continues to be a worry for the Fast50 CEOs.

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For more information:

**Oktay Aktolun**

Partner  
oaktolun@deloitte.com

**Ebru Tuygun**

Supervisor  
etuygun@deloitte.com

Sun Plaza  
Maslak Mah. Bilim Sok. No:5  
34398 Şişli, İstanbul  
Tel: 90 (212) 366 60 00  
Fax: 90 (212) 366 60 30

Armada İş Merkezi  
A Blok Kat:7 No:8  
06510, Söğütözü, Ankara  
Tel: 90 (312) 295 47 00  
Fax: 90 (312) 295 47 47

Punta Plaza  
1456 Sok. No:10/1  
Kat:12 Daire: 14 – 15  
Alsancak, İzmir  
Tel: 90 (232) 464 70 64  
Fax: 90 (232) 464 71 94

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