

UFUK 2030

**TURKISH CLOTHING INDUSTRY
ROAD MAP**

TURKISH
CLOTHING
MANUFACTURERS'
ASSOCIATION



TÜRKİYE
GIYİM
SANAYİCİLERİ
DERNEĞİ



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TÜRKİYE
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Thanks to İHKİB for their
contribution



Şeref Fayat
President of TGSD

The Turkish ready-made clothing industry continues its journey of long-term development and transformation. The industry has pioneered the international expansion of the Turkish economy and manufacturing, while also leading with its investment, manufacturing, employment, and export data.

In its 40th year, the Turkish Clothing Manufacturers' Association (TGSD) maintains its guiding role for the industry and its members with the same passion it had on its first day. The TGSD has carried out a myriad of programs and events in keeping with this guiding mission. Furthermore, UFUK studies set the long-term road map for the Turkish ready-made clothing industry.

The first of the UFUK 2010 studies was released at the beginning of 2003 with the objective of preparing the Turkish ready-made clothing industry for the World Trade Organization's non-tariff barriers to trade, which started in 2005. The UFUK 2010 study put forth change and transformation goals, paying particular attention to the threat from China, and established a road map for companies while making recommendations for support from the public sector.

UFUK 2015 was developed and announced at the outset of 2007. This study focused on the industry's transformation process and set out transformation priorities for the public sector, the industry, and related companies. It set a goal for the industry to export its own brands, with a focus on high value-added manufacturing, design, and collections, and suggested a shift toward price-quality competition with fast, flexible, and small-batch manufacturing.

Under the guiding light of the UFUK 2010 and UFUK 2015 studies, the Turkish ready-made clothing industry has gone through a significant transformation, achieving great feats in branding and organized domestic retail market areas

with higher added value, superior quality, and more expensive product manufacturing and exports.

Global and local developments constantly change economic conditions and put never-ending pressure on industries to transform.

Thus, in 2016, the TGSD developed a blueprint for the Turkish ready-made clothing industry in line with the UFUK 2030 perspective. The UFUK 2030 study places emphasis on global trends with a long-term outlook and revamps 2023 targets for the industry, as well as sets transformation objectives and provides guidelines for the industry and its companies.

The UFUK 2030 study concentrates on strategic objectives and implementation programs as much as it does on quantitative targets. It has identified four strategic goals for the Turkish ready-made clothing industry.

I hope that UFUK 2030 will provide guidance to the public sector and the industry, providing a roadmap for our companies and creating the foundation for Turkey's long term objectives.

Yours sincerely,

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EXECUTIVE SUMMARY DEVELOPMENTS IN THE READY-MADE CLOTHING INDUSTRY 2008-2015

Developments in the Turkish Ready-Made Clothing Industry

During the period from 2008 to 2015, the textile, ready-made clothing, and leather industries continued to account for one quarter of manufacturing initiatives. Employment was at its highest rate in Turkey within the manufacturing industry. These fields increased their share in the manufacturing industry in terms of revenue, production, and value-added services. Their contribution to total exports also rose.

Moreover, the Turkish ready-made clothing industry remained one of Turkey's leading industries according to indicators such as investment, production, employment, export, and value-added. Nevertheless, the industry is going through a significant transformation process, driven by global and domestic dynamics. The transformation process became more evident between 2008 and 2015.

The number of consolidations and initiatives in the ready-made clothing industry continued to decline gradually. Employment dropped, and revenue and production value increased at a limited rate. The field's share of revenue and production in the manufacturing industry also dropped somewhat. The

contribution of value-added to the manufacturing industry swelled to 6.8 percent, the most notable growth area in the industry.

The industry continued to be made up of high number of small-sized companies. The smallest companies, employing from 1 to 19 people, accounted for 90.7 percent of the initiatives and 28.5 percent of the employment in the industry.

Ready-made clothing industry production rose by only 2.6 percent from 2007 to when the assessment was made in 2015. The industry is gravitating towards creating value-added, rather than achieving higher volumes.

One of the most positive developments in the ready-made clothing industry between 2008 and 2015 was this upsurge of value-added. The rise accounted for most of the increase in the manufacturing industry's value. In the meantime, labor productivity went up by 8.9 percent.

Turkish ready-made clothing industry exports climbed to \$15.13 billion in 2015, up from \$13.59 billion in 2008. The industry's share in total exports was 10.51 percent in 2015, up from 10.29 percent in 2008. Ready-made clothing exports surged by 7.5 percent in terms of quantity from 2007 to 2015. Export unit value increased by 1 percent. The industry has been exporting products with higher added and unit values since 2007. Exporting high-quality produ-

cts to the European Union maintains an important priority. Nearby markets are now added to ready-made clothing export destinations. Shuttle trading moved exports up to \$2.64 billion in 2015.

Exports continued to be important for big cities, and Adiyaman, Mardin, and Kırklareli became significant manufacturing and exporting centers as a result of new investment incentives. Ready-made clothing product imports were worth over \$3 billion. Among the countries Turkey imported ready-made clothing from, China and Bangladesh improved their market share considerably. The ready-made clothing industry continues to account for the highest number of net exports from Turkey. Clothing spending reached 54.62 billion Turkish lira in 2015. The share of modern retail market rose to 50 percent, recorded as 27.31 billion Turkish lira. Foreigners spent \$3.22 billion on Turkish ready-made clothing in 2015.

Ready-made clothing industry investments were mostly made in incentivized areas and for the purpose of reducing manufacturing costs. There were no investments that created new large-volume manufacturing capacity. Profitability dropped to 16,18 percent in the ready-made clothing industry in the 2007-2015 period. Foreign assets as a percentage of total assets rose, while the share of shareholders' equity fell. Weakened profitability in turn limited the industry's power to create shareholders' equity.

Global Developments in the Ready-Made Clothing Industry

New nations joined the world's ready-made clothing industry's manufacturers and exporters, and others increased their share. Asian countries appeared to gain strength among manufacturers and exporters from 2008 to 2015.

Global ready-made clothing spending rose above expectations from 2008 to 2015, ascending to \$1.71 trillion in 2015, up from \$1.33 trillion in 2007.

Ready-made clothing modern retail spending accounted for 73.4 percent of total spending in 2007 valued at \$987.6 billion, and climbing to 77.5 percent with \$1.33 trillion in 2015. European Union countries continue to make up the biggest market for ready-made clothing. The contribution of emerging countries is rising, with faster growth of ready-made clothing spending in these places.

Despite overall growth between 2008 and 2015, global ready-made clothing spending fluctuated in this period in parallel with developments in world trade. Global ready-made clothing exports reached \$451 billion in 2015, taking a 2.74 percent share in global merchandise trade.

The top 20 global ready-made clothing exporters maintained similar trends. China improved its export share to 38.6 percent. Bangladesh's, Vietnam's, and

India's proportions of exports surged quickly. Asian countries reinforced their dominance among the top 20 exporters.

Developed countries continued to be the biggest import markets for the ready-made clothing industry. There were 17 developed countries among the 20 highest importers. Among emerging countries, the shares of Russia and Poland rose, and China joined the top 20. The European Union and the U.S. are still the two largest markets. The price of export commodities in the global ready-made clothing trade also moved up.

Between 2008 and 2015, two important trends occurred in the use of fiber. The first was an upsurge in the use of artificial and synthetic fibers. The second was a rise in the use of polyester among these fibers.

While China was the biggest exporter with the largest manufacturing capacity from 2008 to 2015, it began shifting manufacturing operations and making investments in other countries due to manufacturing costs. India increasingly added fashion investments to the strong vertical integration it achieved with the textile industry, and to the cost advantages brought on as a result. Bangladesh, Pakistan, and Vietnam became three major players of this period. In Asia, Cambodia, Sri Lanka and the Philippines began turning into manufacturing-exporting countries by joining

the supply chain through inexpensive regional labor and by attracting Chinese investments. Egypt and Morocco continued to reap the fruits of relatively cheap labor costs and their free trade agreements with the U.S. and the European Union. In the new manufacturing area of Africa, efficiency remained low despite the inexpensiveness of labor. Free trade agreements with the U.S. and the European Union provided advantages, and Chinese investments rose.

Assessments of the UFUK 2015 Study Projections

Global modern retail spending was predicted to grow by an average of 2.5 percent annually between 2007 and 2015, reaching \$1.19 trillion by the latter. In this period, modern retail ready-made clothing spending actually increased by an annual average of 4 percent, reaching \$1.33 trillion in 2015.

The UFUK 2015 study had forecasted an average annual increase in global exports of 5.3 percent between 2007 and 2015, with an expected value of \$470 billion in 2015. In reality, global ready-made clothing exports rose by 2.75 percent in this time to reach \$451 billion.

UFUK 2015 had outlined its 2015 projections within the scope of three scenarios regarding Turkish ready-made clothing exports. In the stagnant scenario, Turkey's proportion was envisaged to drop, with a value of \$14 billion in 2015. In the competitive scenario, the share

was calculated to increase, with exports reaching \$24.3 billion. In the most challenging scenario, dubbed the optimistic outlook, 2015 exports were projected to reach \$27.6 billion.

Turkey's ready-made clothing exports were recorded as \$15.13 billion in 2015. Its share of global ready-made clothing exports dropped to 3.35 percent. Two critical strategic objectives had been set for the transformation of the Turkish ready-made clothing industry in the 2007-2015 period.

To summarize, the Turkish ready-made clothing industry entered into the transformation process projected by the UFUK 2015 study and road map, however, the transformation failed to make adequate progress and its achievements were not sufficiently reflected in quantitative targets.

2030 TRENDS AND PROJECTIONS FOR THE READY-MADE CLOTHING INDUSTRY

The ready-made clothing industry is bound to be affected and shaped by global trends. Nevertheless, the industry displays crucial trends arising from its own internal dynamics as well. The use of cotton among raw materials and fibers will decrease, but it is likely there will be greater use of recycled materials. There will be a steady need for innovation in textile infrastructure and a rising need for innovation in fiber, yarn, and fabric technologies. The proportion

of transformable and multi-functional products will increase with the use of new materials. Technology will be utilized more in production and manufacturing, delivery times will be shortened, and personalized manufacturing will begin. Remarkable developments will occur with regards to products and product technologies. Sustainable product utilization will increase, as will smart and functional clothing, and innovation will become just as vital as design.

Designs and collections will become more original with gradually rising influence from local cultures. The number of local and regional brands will increase in emerging countries.

The importance of proximity to supply is on the rise once more. Supply from nearby countries will be preferred. Order delivery times will continue to decrease. Supply chains will be re-shaped through regional new-generation trade agreements. Cheaper manufacturing will come to an end, and supervision over supply processes will be intensified.

Four main trends will appear in markets. Consumption needs are changing and sensitivity towards sustainability is climbing in traditional main markets. Manufacturing and production will be shaped increasingly by the preferences and habits of fast developing emerging countries. All markets will see balanced growth and the share of the organized retail market will continue to increase.

Faster and flexible small-batch manufacturing will become prominent with rising tailor-made requests. Slow fashion trends will gain strength in the face of fast fashion, the current driving power of trends. Fashion hubs will be diversified and regionalized, but global fashion capitals will continue to be the main decisive players. Technological infrastructure and digital channels will be utilized more when reaching out to consumers. More technology will be used in all processes.

Three separate growth scenarios are applied to global ready-made clothing spending. Accordingly, three separate scenarios have been developed, based on 2-, 3- and 4-percent annual average growth rates in ready-made clothing spending by 2030. The 2015 total spending figure of \$1.17 trillion will, by 2030, reach \$2.30 trillion if it grows by an annual average of 2 percent, \$2.67 trillion if growth is on average 3 percent annually, and \$3.11 trillion if growth is at an average of 4 percent annually. The second possibility is regarded as the reference scenario.

The three different scenarios are used to make projections for global ready-made clothing exports in the period until 2030, based on a 3 percent average annual rise in global ready-made clothing spending and on other trends in the industry.

Hence various export projections have been made, based on predictions that

global ready-made clothing exports will grow by an average of 2-, 3- and 4-percent annually by 2030. Global ready-made clothing exports are predicted to be worth \$451 billion by 2015. By 2030, global ready-made clothing exports will reach either \$607 billion, \$702.6 billion, or \$812.2 billion, with a 2-, 3-, or 4-percent average annual increase respectively.

2030 PROJECTIONS AND RECOMMENDATIONS FOR THE TURKISH READY-MADE CLOTHING INDUSTRY

The Effects of Global Trends on the Turkish Ready-Made Clothing Industry

The Turkish ready-made clothing industry is affected by the trends and developments in the global environment. Of the 22 trends in the global ready-made clothing, 10 of them are forecast to affect the Turkish ready-made clothing industry positively. The rising importance of using suppliers from nearby countries should be beneficial due to the proximity of the European market. Nearby markets will be impacted positively since the rise in consumption is taking place mostly in emerging countries. The increasing influence of local culture on regional and local brands will be favorable for Turkish brands. With cheap manufacturing nearing its end, there will be less cost-price pressure and competition, with an overall positive effect. Turkey will benefit from rising supply chain supervision and transpa-

rency needs as it is in a better position in these areas than its competitors. The development of regionalized and diversified fashion hubs will have valuable consequences for Turkish ready-made clothing and particularly for Istanbul. Meanwhile, 10 of the projected trends in the global ready-made clothing industry are set to impact Turkey's position negatively due to present conditions and structures. The first of these is the decreasing use of cotton. Instead, textiles that are more durable, smart, functional, and recyclable, and products that rely more heavily on technology and innovation will be used. Another adverse effect will stem from the fact that most of the rise in consumption will take place in the Asia-Pacific region. Remaining out of regional trade agreements will also be detrimental. The shift in manufacturing from China to its nearby countries will create unfavorable conditions.

The EU market's diversified and renewed demand as well as its proximity will be advantageous, however, stagnating and decreasing traditional demand will have an adverse impact. The continuity of fast fashion will have positive consequences, whereas its replacement by slow fashion will be unfavorable. Strategic Goals for the Ready-Made Clothing Industry

The UFUK 2030 study sets out four strategic goals for the Turkish Ready-Made clothing industry.

1. Smart, Sustainable and Innovative Fast Fashion Supplier

2. Exports of Accessible Regional Brands Based on Leading-Edge, Innovative, and Original Designs and Collections

3. Organization and Marketing Services that Meet Customer Needs through Innovative Products

4. Regional Fashion and Shopping Centers, with Turkey's Regional and Local Brands, an Advanced Organized Retail Market, and Fashion Events

2023 Projections for the Turkish Ready-Made Clothing Industry

The Turkish economy is predicted to grow an average of 4 percent until 2023. National income projections are based on this and are made in US dollars. According to this figure, national income will reach \$1.08 billion by 2023. Two different scenarios are applied to ready-made clothing spending; a standard scenario with 4 percent growth and a fast growth trend at 6 percent growth. If ready-made clothing spending growth is maintained at 4 percent, it will reach \$26.4 billion in 2023, whereas growth maintained at 6 percent will result in a total expenditure of \$30.8 billion that year. The share of the organized retail market in ready-made clothing spending is envisaged to increase to 70 percent by 2023, up from 50 percent in 2015. Based on this projection, by 2023 the organized retail market is predicted to reach either \$18.48 billion with eight percent growth, or \$21.56 billion with 10 percent growth.

TABLE.1 READY MADE CLOTHING SPENDING PROJECTION

YEARS	ECONOMIC GROWTH %	NATIONAL INCOME BILLION DOLLAR	READY MADE CLOTHING SPENDING BILLION DOLLAR		MODERN RETAIL MARKET VOLUME BILLION DOLLAR		THE SHARE OF MODERN RETAIL MARKET %
			% 6 GROWTH	% 4 GROWTH	% 10 GROWTH	% 8 GROWTH	
2015	4,0	720	19,3	19,3	9,65	9,65	50
2016	4,0	767	20,5	20,1	10,60	10,45	52
2017	4,0	805	21,7	20,9	11,72	11,29	54
2018	4,0	845	23,0	21,7	12,88	12,15	56
2019	4,0	887	24,4	22,6	14,15	13,10	58
2020	4,0	932	25,8	23,5	15,74	14,33	61
2021	4,0	978	27,4	24,4	17,54	15,62	64
2022	4,0	1.027	29,0	25,4	19,43	17,02	67
2023	4,0	1.080	30,8	26,4	21,56	18,48	70
COMPOUNDED GROWTH			% 60	% 37	% 113	%91,5	% 40

Exports projections for Turkish ready-made clothing are set in line with the expectations and predictions for global ready-made clothing exports. Accordingly, two possible scenarios are outlined, based on three and four percent average annual growth in the world's ready-made clothing exports.

Based on these two separate scenarios, four sub-scenarios are laid out for Turkish ready-made clothing exports. Two

of these predict the Turkish ready-made clothing industry to lose some of its share of global exports. However, the other two predict Turkey's share to rise to 4 or 5 percent by 2023.

Based on the scenario that predicts 4 percent growth for global ready-made clothing exports, the Turkish industry exports will reach a value of either \$18.52 billion or \$20.80 billion by 2023 if its share drops or remains the same, respectively. It will reach

TABLE.2 TURKISH READY MADE CLOTHING EXPORT PROJECTIONS BILLION DOLLAR

YEARS	WORLD EXPORT	TURKEY SHARE LOSE		TURKEY SAME SHARE		TURKEY SHARE RISE		TURKEY SHARE RISE RAPIDLY	
		TURKEY SHARE %	TURKEY	TURKEY SHARE %	TURKEY	TURKEY SHARE %	TURKEY	TURKEY SHARE %	TURKEY
2015	451,0	3,37	15,13	3,37	15,13	3,37	15,13	3,37	15,13
2016	469,0	3,32	15,57	3,37	15,81	3,40	15,95	3,45	16,18
2017	487,8	3,27	15,95	3,37	16,44	3,45	16,83	3,60	17,56
2018	507,3	3,22	16,34	3,37	17,10	3,50	17,76	3,80	19,28
2019	527,6	3,18	16,78	3,37	17,78	3,60	18,99	4,00	21,10
2020	548,7	3,13	17,17	3,37	18,49	3,70	20,30	4,25	23,32
2021	570,7	3,09	17,63	3,37	19,23	3,80	21,69	4,50	25,68
2022	593,5	3,05	18,10	3,37	20,00	3,90	23,15	4,75	28,19
2023	617,2	3,00	18,52	3,37	20,80	4,00	24,69	5,00	30,86

ch a size of either \$24.69 billion or \$30.86 billion if its share of global exports rises to 4 percent or 5 percent, respectively. Based on the scenario that predicts 3-percent growth for global ready-made clothing exports, by 2023 Turkish exports

will reach \$17.14 billion if its contribution drops, or \$19.25 billion if its contribution remains the same. It will reach a size of \$22.85 billion if its share rises to 4 percent, or \$28.57 billion if its share rises to 5 percent.

TABLE.3 TURKISH READY MADE CLOTHING EXPORT PROJECTIONS BILLION DOLLAR

YEARS	WORLD EXPORT	TURKEY SHARE LOSE		TURKEY SAME SHARE		TURKEY SHARE RISE		TURKEY SHARE RISE RAPIDLY	
		TURKEY SHARE %	TURKEY	TURKEY SHARE %	TURKEY	TURKEY SHARE %	TURKEY	TURKEY SHARE %	TURKEY
2015	451,0	3,37	15,13	3,37	15,13	3,37	15,13	3,37	15,13
2016	464,5	3,32	15,42	3,37	15,65	3,40	15,79	3,45	16,03
2017	478,5	3,27	15,65	3,37	16,12	3,45	16,51	3,60	17,22
2018	492,8	3,22	15,87	3,37	16,61	3,50	17,25	3,80	18,73
2019	507,6	3,18	16,14	3,37	17,11	3,60	18,27	4,00	20,30
2020	522,8	3,13	16,36	3,37	17,62	3,70	19,34	4,25	22,22
2021	538,5	3,09	16,64	3,37	18,15	3,80	20,46	4,50	24,23
2022	554,7	3,05	16,92	3,37	18,69	3,90	21,63	4,75	26,35
2023	571,3	3,00	17,14	3,37	19,25	4,00	22,85	5,00	28,57

If the strategic and quantitative targets set for the Turkish ready-made clothing industry are to be achieved, a serious transformation agenda is necessary for both the public and private sectors and related companies in the coming days. New program suggestions have been developed for public sector implemen-

tation. The Turkish ready-made clothing industry can achieve its strategic objectives and quantitative targets in the reference scenarios if these programs are implemented. Ten new program suggestions have been developed within this framework.

- Qualified Manufacturer Certificate Program
- New-Generation Investment Support Program
- Innovative Textile Products Manufacturing and Facilitation of Access to Inputs Program
- Technology Development Program
- Branding Support Program
- Education Quality and Employment Opportunities Improvement Program
- Renewed European Market Program
- Test Accreditation and Laboratory Infrastructure Development Program
- Sustainable Support Program
- New-Generation Trade and Partnership Agreements Participation Program

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Turkish Clothing Manufacturers Association (TGSD) has been founded in 1976 with the purpose of preparing the environment necessary for the development of clothing industry in Turkey, becoming a leader for the sector, promoting the sector abroad and achieving sectoral cooperation. Currently, TGSD has approximately 400 members, all of which are leaders in the Turkish apparel industry. TGSD has become an "Association for Public Benefit" with a Government Decree.

Since its foundation TGSD has been conducting many activities for development and progress of apparel and textile sectors, carrying out international lobbying for the sector to be on top ranks in the world platform, developing solutions for problems and working for apparel manufacturing to proceed from being subcontractor to own brand while it has aims to make

Anatolia the production centre and Istanbul one of the most important fashion centres

TGSD continues its presence in the Turkish clothing sector by successful representation abroad in international organizations. TGSD became a member of International Apparel Federation, IAF in 1988. TGSD took its place in the IAF Board in 1990; Hasan Arat became the IAF president in 1996, followed by Umut Oran in 2003. 12th and 19th IAF World Apparel Conventions were organized by TGSD and held in Istanbul.

TGSD became a full member of EURATEX, European Textile and Apparel Federation which brings the European textile and clothing industries together under a single roof, on 6 June 1997. This membership has enabled Turkish clothing industrialists' rights to be discussed on the same table as European industrialists and has completed the

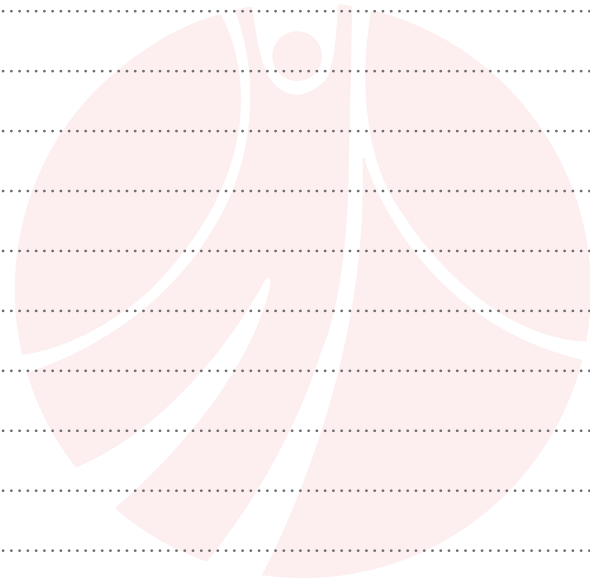
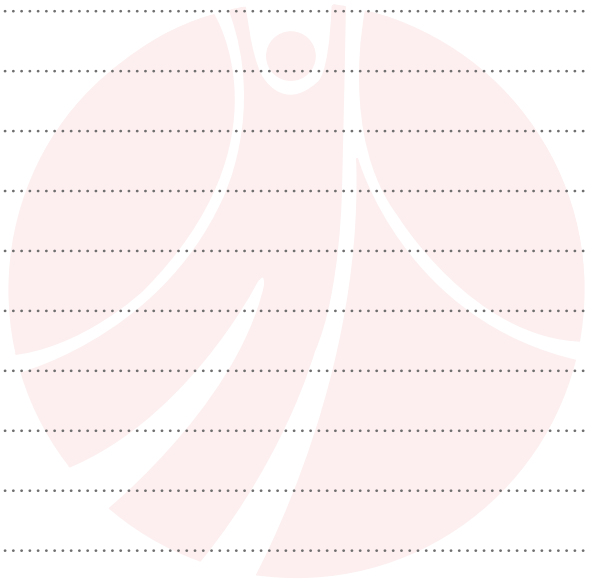
integration process with European Economic Cooperation.

TGSD started HORIZON 2030 Turkish Clothing Industry Roadmap work, contained predictions about the vision 2023 and further 2030 Sectoral Roadmap, as a pioneer in the development of the National Strategy, Textile Garment and Leather Sector Strategic Action Plan for Change, formed the basis of the rotation of the supporting studies.

In HORIZON 2023 Sectoral Roadmap, included the development of the internal market; such as the rapid development of organized retailing, with neighboring countries and market depth is given in the active marketing initiatives not yet entered the northern European countries and in other potential markets. In local production chapter, moving factories from large cities to Anatolia, in other words, "Combination of Apparel Industry in Special Industrial

Areas" is included in our forecasts. The Turkish Clothing Manufacturers' Association (TGSD), a leading NGO of the industry, organized its first international conference titled , "Istanbul Fashion Conference" with the theme of "Bridges of Fashion, where design and production meet" on June 26-27th, 2008, in Istanbul, Turkey. 6th Fashion Conference was held at Shangri-La Bosphorus Hotel between 09 – 10 May 2013. The seventh conference is held on 08 -09 May 2014 in Istanbul, Turkey. TGSD has organized the conference in co-operation with International Apparel Federation (IAF), titled "the 8th TGSD Istanbul Fashion Conference & 31st IAF World Fashion Convention" on October 14th – 15th 2015 at Hilton Convention Center, Istanbul, Turkey. TGSD will organize the 9th Istanbul Fashion Conference on October 12th – 13th 2016 at Four Seasons Bosphorus Hotel, Istanbul, Turkey.

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