

# "1000 by 2000"



## National Quality Movement



***KalDer***



***National Quality Movement***



## Foreword

We believe that Total Quality Management (TQM) is not only a set of tools to improve the effectiveness of an organisation and the quality of products and services it provides, but also is a philosophy that has the potential to influence every aspect of human interactions.

This understanding takes TQM as an umbrella concept that promotes customer-focused value chains, which continually improve their performance through transparency and full participation of all those involved for balanced satisfaction of all stakeholders.

The viability of TQM is supported by the technological developments of our age. Unlike classical production factors such as labour, capital and land, now there is a new production factor, knowledge, which grows when shared. Phenomenal developments in information and communication technologies enable knowledge sharing, transparency and participation in decision making at unprecedented levels. Hence, TQM is the leading thought of management of the current era.

Since 1991, KalDer the Society of Quality, Turkey, a non-governmental organisation has successfully promoted TQM in Turkey. This success is evidenced by the fact that Turkey has become the country with one of the largest number of EFQM award winners, and has been the home of the largest national quality congress in Europe.

However, we are not content with the success of a limited number of companies and wish to promote TQM on a much wider scale. This document introduces a new initiative by KalDer, called the National Quality Movement (NQM), which aims to spread the utilisation of European Model for Business Excellence throughout the country. Our target is to promote utilisation of TQM by having 1000 example organisations by the year 2000. As the key word is "example", we wish to reach not only this quantitative target, but also a dispersion geographically as well as in organisation types; private and public sectors as well as non-governmental organisations of different magnitudes and industries.

As such, NQM is a unique effort to deploy TQM on a national basis. Therefore it deserves the attention and support of the theoreticians, practitioners, and believers of TQM.

Dr. Yilmaz Argüden  
Chairman



## About KalDer

KalDer was formed in Istanbul in 1991 as a non-governmental organisation for the development and promotion of Total Quality. It sees TQM as "a major prerequisite for national institutions and corporations to strengthen their international competitive position in a changing and transforming world."

In its mission "to develop the quality practices necessary to contribute to the targeted economic growth of the country," KalDer primarily focuses on training programmes. To date, it has delivered more than 2.500 open and in-company training programmes attended by more than 20.000 people.

Since 1992, KalDer has organised the "National Quality Awards," using the framework of the European Model for Business Excellence. Former award winners are Brisa, Tusas, Netas, Kordsa and Arçelik. In 1997 there was also a prize winner for the first time, Ipek Kağıt.

The Awards are presented at the annual National Quality Congress, which was started in the same year to disseminate quality awareness to a broad range of social groups and sectors. Total Quality Practices in all areas including law and education are discussed by leading experts in what has become one of the country's most prominent economic platforms.

KalDer publishes three 3 regular periodicals plus books covering new and original national topics plus translations of international quality theory and practice. A TQM Essay Competition was initiated in 1996 which has brought significant contributions to the accumulation of theoretical knowledge on quality.

An ongoing programme of "Quality Days" in various Anatolian cities is designed to spread awareness to businesses of all types and size across the country. KalDer also organises several exhibitions of products and services such as the "Quality Fair" and holds meetings all over the country for sharing experience and best practice. It has branch offices in Ankara, Izmir and Bursa. A new office in Eskisehir will shortly open.

The National Quality Movement (NQM) is a training and transformation project of vital and capital importance. 1000 corporations plan to undertake a program of self-assessment. The aim is to ensure that Turkey 'improves its competitive position in a changing and transforming world.' Leading industry and government figures, expert consultants and employees of participating corporations will participate directly or indirectly.

KalDer believes that the next century will witness a new era of international economic restructuring and reconstruction, the beginnings of which we are already seeing. Only the most powerful countries will thrive in this new environment. To prepare for intensified international competition, it is essential to stimulate the best national quality principles and practices through all segments of society.

Paradoxically, at the same time the rapid developments in mass media and telecommunications technologies are acting to make the world an integrated single market. These changes have created a new class of person, who is no longer content with what is at hand, but demands a better life. Developing consumer consciousness is one of the most striking examples of this phenomenon. KalDer thus



promotes increased understanding and empathy with common international consumer trends and opinions.

The underlying NQM goal is to bring enhanced "quality of life", implying continuous enrichment and improvement of the individual, to all citizens. The main factor of this is "the contributions of public-spirited citizens to society". NQM will facilitate the co-operation of all types of institutions and corporations from every region and segment within a common framework of national responsibility.

KalDer sees training as the most important and necessary way to achieve its objectives. Corporate and general training needs are to be investigated, training process standards will be formulated, training locations and a trainers' evaluation system will be established.

Based upon on its experience obtained from open and internal training programmes plus knowledge accumulated elsewhere, KalDer has developed a twin phase NQM training programme.

The first phase is consultant training. They will supply participating corporations with direct evaluation and consulting support.

The second phase is a programme for ongoing group corporate training. The extent of this will be determined after initial consultation sessions.

#### **The Target of National Quality Movement for the year 2000**

- To increase quality awareness nationwide.
- To seek out and promote role model corporations in Business Excellence anywhere and in any sector.
- To create a snowball effect in Turkey with regard to Business Excellence practises.
- To secure the commitment of 1000 corporations to undertake "self-assessment" practises by the end of the year 2000.

#### **To attain these ends, NQM will establish:**

- Local quality centres such as public and private corporations.
- SME's (Small and Medium Size Enterprises) will be determined.
- Participating organisations will sign a goodwill agreement.
- Through the signature of the consultants in NQM determining the details of activities and responsibilities, corporations will select consultants by region and industry sector.
- Reporting and review systems will be established.
- Consultants and corporations will be supplied with relevant training.
- The conduct, review and as necessary revision of the process will be executed.

## How Will NQM Be Organised?



In practice, a circle of facilitators together with a corresponding circle of consultants will be gathered around the Executive Committee to constitute the operational body of the organisation. 1000 corporations will co-operate with their assigned consultants to achieve the target of 1000 "self-assessments".

### **KalDer Board and Advisory Council responsibilities and duties**

Commitment to the Mission and Vision of KalDer;

Continuous orientation, observation and support;  
Participation and ownership of the NQM;  
Encouragement of the corporate participation in the Benchmarking Club.  
Meeting the financial needs;  
Eliminating bureaucratic difficulties,

### **Executive Committee responsibilities and duties:**

Continuous promotion, control and improvement of the process;  
Giving support and methodological aid to facilitators and consultants;  
Securing co-ordination with other KalDer activities;  
Securing integration to benchmarking database.

### **Facilitators responsibilities and duties:**

Updating and supplying consultants with relevant information;  
Observing corporations through consultants and issuing reports;  
Controlling the convenience of quick assessment mechanism;  
Communicating with the Executive Committee and issuing reports;  
Holding meetings comprising the relevant consultants, the Executive Committee and Facilitators' Committee;  
Contributing the improvement of the process itself.

### **Consultants/Partners responsibilities and duties:**

Supplying evaluation and consultancy support for participating corporations;  
Supporting participants in determining and meeting their training needs;  
Holding review meetings with corporations, facilitators and other relevant bodies;  
Participating in the corporate self-assessment process;  
Participating in the Facilitators' Committee evaluation process.

### **Supporting Corporations responsibilities and duties**

Providing expert help as consultants and facilitators;  
Orienting their suppliers and fellow industries towards the NQM;  
Providing logistic support when needed.

The National Quality Movement aims to provide indispensable tools for our nation to reach its vision for the coming millennium. In the rapidly globalizing and highly competitive international arena, everyone should welcome this initiative, if we wish to be amongst the successful and prosperous nations of the future.



## The National Quality Movement Declaration

On behalf of our company and our country, in order to improve our international competitive position, we accept the National Quality Movement as an action plan.

As a Participating Organisation we declare our commitment to the National Quality Movement and we will do our best to carry out all the necessary steps required by the National Quality Movement.

We accept that the utilisation and deployment of Quality concepts on individual, institutional and national levels will benefit everyone in our country.

We declare that achieving Total Quality to the highest international standards will provide a national/economic consensus for all stakeholders.

We accept that 'institutional Quality implementations' are the basis for deployment of 'Quality concepts and philosophy' and we will provide the resources to adapt these to our company.

We agree to share our knowledge for the deployment of Quality with others, subject only to necessary legal constraints.

We accept the Business Excellence Model as valid for our country and will make the necessary preparations and implement self-assessment to realise its deployment.

We declare that we share the basic concepts of Total Quality Management and our main goal is Business Excellence.

We agree to initiate and continue the implementation of Total Quality Management in our organisation.

In the context of National Quality Movement we declare that we will strengthen our relations with KalDer and with organisations signing the 'National Quality Movement Goodwill Statement' in order to reach our mutual goals.

# The National Quality Movement

## Goodwill Agreement

The National Quality Movement Goodwill Agreement is the main document for participating organizations and companies. It includes the basic rules and is signed by KalDer and Participating Organizations. Each party accepts and agrees to take the necessary actions relating to conditions outlined in this document.

### General Information

- The National Quality Movement (NQM) consist of two main phases:
  - Phase 1 : TQM - Introduction to Business Excellence - Presentation and Self-Assessment - Implementation.
  - Phase 2: TQM Implementation Process.
- The Goodwill Agreement will be signed by the CEO of the Participating Organization and KalDer.
- To carry out all the actions required by this agreement, the organization appoints a project manager and establishes a project group.
- The organization can use the NQM logo provided that the prescribed rules and conditions are fulfilled.
- In this document, the persons and institutions that provide TQM and Business Excellence consultancy services will be referred to as 'consultant;' those providing training services will be referred to as 'instructors.'

### Confidentiality

All parties taking part in NQM (KalDer, Participating Organizations, Consultants, Instructors, Facilitators) agree to obey the rules of confidentiality.

#### 1. Actions related to Participating Organizations

##### Responsibilities of Participating Organizations

- The Participating Organization develops an NQM Training Programme
- The CEO and senior management undergo TQM and Business Excellence Model training.
- The Participating Organization implement self-assessment
- Improvements are reviewed in periodical meetings. After these, NQM activities are reported to KalDer.
- A report is prepared by the NQM project manager and consultant.
- Self-assessment outcomes are periodically shared with KalDer.
- Self-assessment is carried out periodically, at least once a year.

#### Conditions relating to Participating Organizations.

- The Participating Organization must be a member of KalDer.



- The Participating Organization will choose a consultant that will provide NQM consultancy service in Phase 2 and sign a contract with him/her.
- The Participating Organization will provide a venue and equipment if necessary for NQM review meetings in their region.

## **2. Responsibilities of KalDer**

KalDer aims to realize its NQM co-ordination role effectively. In this context, the responsibilities of KalDer to the Participating Organization and the organization of the NQM process are as follows:

- KalDer will provide each Participating Organization with a detailed list of consultants with a defined level of knowledge on TQM and Business Excellence. These will be assigned an 'NQM Proficiency Symbol' as a form of accreditation.
- KalDer will ensure that necessary TQM and self-assessment training is supplied.
- KalDer will support the provision of necessary training to all NQM parties, either within KalDer or to other parties and institutions.
- KalDer will keep a list of Participating Organizations and promote the Participating Organization by quoting this list in the course of its activities.
- KalDer will promote Participating Organizations in local quality events.
- KalDer will provide a 'Benchmarking Good Practice Database' for a period of one year after it is generally available.
- KalDer will prepare and send an appraisal report about the level of Business Excellence achieved by the Participating Organization every year.
- Participant Organizations are offered 25% discount on KalDer trainings and publications.

## **3. Responsibilities of NQM Instructors**

KalDer appoints instructors to give training in Phase 1. Basic responsibilities are as follows:

- To train the Participating Organization in TQM and Self-assessment.
- To utilise KalDer's training documents package.
- To receive the training that is defined as necessary.
- To prepare and send NQM training reports to concerned parties.

## **4. Responsibilities of NQM Consultants**

Consultants will provide the basic service to NQM participant companies. The responsibilities of consultants whose proficiency in TQM and Business Excellence are defined by the NQM Proficiency Symbol are as follows:



- To provide consultancy service to Participating Organizations in line with the improvement plan. To organize periodical meetings with Participating Organizations to assess improvement.
- To make an action plan after each meeting with the management of the Participating Organization which includes areas for improvement.
- To send the action plan to the NQM representative at KalDer.
- To participate in meetings organized by KalDer to declare the improvements of the related organizations, and inform the organization in line with suggestions raised.
- To attend KalDer training for NQM consultants.
- To help the development of participating organizations' training programme.
- To assess the Participating Organization with quick assessment tools every year and compile a summary report for KalDer and the Participating Organization.

#### **4. Responsibilities of NQM Facilitators**

A key point of the NQM training and consultancy system is the continuation and improvement of the NQM process. Thus the relationship between Consultants, KalDer and participant organizations is vital and Facilitators take part to ensure that development of the Participant Organizations through the NQM is followed and progress is guaranteed. Monitoring the process provides necessary and timely intervention. Responsibilities of NQM facilitators are as follows:

- To prepare an action plan together using the self-assessment report prepared by the participating organization.
- To organize meetings to review important milestones and work done with participating organizations; also with consultants if necessary.
- To review implementation of the process with KalDer; take actions and give advice.
- To ensure the inclusion of Best Practices that arise in NQM databases.



# NQM Supporting Organizations - as of 15.10.1998

## 12. HAVA ULAŞTIRMA

ANA US KÖR  
A.B. SERİGRAFI  
A.T.F. ANADOLU TÜKETİCİ  
FİNANSMAN  
ARCAR MÜHENDİSLİK  
ADANA ÖZEL YEMEKÇİLİK  
ADESAN ETİKET  
ADÖKSAN DÖKÜM  
AKASAN ADANA KAĞIT  
AKIM METAL  
AKMAN DÖKÜM  
AKYINAR İNŞAAT  
AKPLAS PLASTİK  
AKSA AKRİLİK  
AKSİSTEM ELEK-  
TROMEKANİK  
AKSU BOBİNAJ  
ALDEMİR ÇELİK  
ALEM REGENCY APART  
OTEL  
ALKO SANAYİ  
ALPAT DAYANIKLI TÜKETİM  
ALTUN PRES LIMITED  
ALTUN PRES MONTAJ  
ANADOLU BİRACILIK  
ANADOLU CAM  
AN-PA ANADOLU PAZ  
ANSEL METAL  
ANT EĞİTİM  
ARBETA TURİZM  
ARÇELİK  
ARDEM  
ARİND  
ARGE DANIŞMANLIK  
ARI GRUBU  
ARTI BİLGİSAYAR  
AS TEKNİK  
ASA KAYNAK  
ASKAYNAK  
ASLİM BOBİNAJ  
ASYA FİNANS  
ATA YATIRIM  
ATATEL  
ATILIM DAYANIKLI TÜKETİM  
ATIMAK LTD.  
AYDIN EMİNYET  
MÜDÜRLÜĞÜ  
AYGAZ  
BAŞOĞLU KABLO  
BATI ISI İŞLEM  
BAYCAN ELEKTRİK  
BEIERSDORF KİMYA  
BEKO ELEKTRONİK  
BEKO TİCARET  
BEKSA ÇELİKÖR  
BELDESAN OTOMOTİV  
BELTAN YEDEK PARÇA  
BERBEN EXPRESS  
BERSAY HALKLA İLİŞKİLER  
BETASAN BAHT  
BEYSAD  
BİÇAKÇILAR  
BİLEŞİM İNT. ARAŞTIRMA  
BİMED KABLO  
BIOMAR

BİRLİKSAN  
BOTEL BOBİN  
BOY ELEKTRİK ELEKTRONİK  
BRISA  
BURÇAK MAKİNE  
BURKUT ELEKTROVALF  
CAN ÇOĞATA  
CARBONE LORRAINE  
CEVHER DÖKÜM  
CHENETALL  
CONTASİL SILIKON ÇONTA  
ÇAKIRLAR MAKİNE  
ÇAKIRLAR MAKİNE  
ÇELİK MAKİNE  
ÇEMTAŞ  
ÇINARLAR ELEKTRİK  
ÇOMKAŞ KAĞIT  
DANIŞMENT MAKİNE  
DEĞİRMENDERE BELEDİYESİ  
DEKA ELEKTRONİK  
DEMİR EXPORT  
DEMİR SİGORTA  
DEMİR YATIRIM MENKUL  
DEĞERLER  
DEMİRBAK  
DEMİRHAZIR SİGORTA  
DEMİŞAŞ DÖKÜM  
DEMOKRASİDE BİRLİK VAKFI  
DENİZBANK  
DENTAS OLUKLU MUKAVVA  
DIŞ TİCARET FACTORİNG  
DİVAN OTELİ  
DOĞAN HASTANESİ  
DOĞAN SANAYİ  
DOĞANAK  
DOĞANLAR KERESE  
DOĞUŞ KIRTASIYE  
DOĞUŞ PLASTİK  
DSİ 3. BÖLGE  
DUSA ENDÜSTRİYEL İPLİK  
E.M.C. TEBİR BORU  
ECZACIBAŞI BANYO  
ECZACIBAŞI BAXTER  
ECZACIBAŞI BİLGİ İLETİŞİM  
ECZACIBAŞI GİRİŞİM  
ECZACIBAŞI HOLDİNG  
ECZACIBAŞI İLAÇ  
ECZACIBAŞI İNTEMA  
ECZACIBAŞI ÖZGÜN  
KİMYASAL  
ECZACIBAŞI YAPI  
EDAK ECZACIBAŞI KOOP  
EDİRNE KÖLER  
EFES İÇECEK GRUBU  
EFES PAZARLAMA  
EFES SİNAİ YATIRIM  
EGE BİRACILIK  
EGE FERRO KİMYA  
EGE LIMITED  
EGEMAK  
EKB END. KORUYUCU BOYA  
EKSER DANIŞMANLIK  
EKUR HOLDİNG  
ELPA ELEKTRİK  
ELTEK ÇELİK  
EMEK KAMA MAKİNE  
EMSAN EMAYE  
ERİŞE MAKİNE  
ENDİKSAN  
ENERJİSA ENERJİ  
ENES BOYA  
EPTA ELEKTRİK

ERAL ELEKTROTEKNİK  
ERBAKIR ELEKTROLİK BAKIR  
ERCIYAS BİRACILIK  
ERDEMİR  
ERGÜLER PRES DÖKÜM  
ERSA AMBALAJ  
ESAN ECZACIBAŞI  
ESC CONSULTING  
ESKA KAÜÇÜK  
ESKİŞEHİR SERAMİK  
ETAY GİYİM  
EVAL FASDAT GIDA  
FEMSA ELEKTRONİK MODÜL  
FUTUREPRINTS BİLGİSAYAR  
GARANTİ KOZA İNŞAAT  
GAZAL  
GEDİK KAYNAK  
GİMSAN MADENİYAT  
GLOBAL GAYRİMENKUL  
GLOBAL TANTİM  
GÖLCÜK TERSANİYE KÖM.  
GÜRSEL TURİZM  
GÜLBAŞ MAKİNE  
GÜLDEN LTD.  
GÜNEY BİRACILIK  
GÜNEY DOĞAL GAZ  
GÜNPAŞ  
GÜRALP VİNC  
GÜRSAN DEMİR ÇELİK  
GÜRSAL TURİZM  
GÜVENAL PLASTİK  
HABAŞ  
HATKO A.Ş. RADE OTO  
HEDEF GRUP  
HEMA DIŞI  
HERTE SANAYİ  
HEWLETT PACKARD  
HİSAR ÇATAL KAŞIK  
HOECSA  
İBİMSA ULUSLARARASI  
YÖNETİM  
IBM TÜRK  
İDEA  
İDE YÖNETİM  
İHLAS BARTER  
İHLAS FİNANS  
İLERİ CIVATACILIK  
İLLER BANKASI  
İPEK KAĞIT  
İST. TİP FAK. GÖĞÜS HAST.  
A.B.D.  
İŞIKLAR HOLDİNG  
İŞMONT  
İZOCAM  
JET SERVICES  
K.D.S. KOKİL  
KALE OTO RADYATÖR  
KALİTE SİSTEM LAB.  
KARYER İŞİ TRANSFER  
KAY AMBALAJ  
KEMAL MATEBAACILIK  
KERİM ÇELİK  
KİEMPAŞ  
KOÇ ALLIANZ SİGORTA  
KOÇ FİNANSAL KİRALAMA  
KOÇLAR BOBİNAJ  
KAÇSİSTEM  
KONDAŞ KONDANSATÖR  
KONUR SAĞLIK HİZMETLERİ  
KONVEYÖR BEYAZ EŞYA  
KORDSA  
KOROZO AMBALAJ

KURDOĞLU HOLDİNG  
KURVEY TÜRK  
MAKO ELEKTRİK  
MAKTEL  
MARES OTEL  
MARMARA DENGE  
MARMARA GÜÇBİRLİĞİ  
HOLDİNG  
MARSA KJS  
MARSHALL BOYA  
MATASAN  
MATAY  
MAVİ TANTİM VE İLETİŞİM  
MEHMET FAKI YILMAZİPEK  
MEMBRA DANIŞMANLIK  
MERCAN KAÜÇÜK  
METPA TEMİZLİK  
MİHARİŞİ BİRLEŞİK ALAN  
MİLLİ EĞİTİM BAKANLIĞI  
MİPASAN  
MOSTEK MODERN  
OTOMASYON  
MOTOR TİCARET  
MUCİZELER DÜKKAN  
REKLAM  
NETAŞ  
NİGAR OKULLU KUTU  
NORDSTERN İMTAŞ  
SİGORTA  
NUR TİCARET PETROL  
NURALP KAÜÇÜK  
OUMUKSA AMBALAJ  
ONAT AMBALAJ  
ORIM CAM  
ORIONASYA DENİZCİLİK  
ORMAK  
ORSA  
ORTA ANADOLU TEKSTİL  
OTOKAR OTOBÜS KAROSERİ  
OTOYOL SANAYİ  
ÖNAYSAN METAL  
ÖZDEMİR ELEKTRİK  
ÖZEL GÖZTEPE HAST.  
ÖZEL PINOKYO ANADOLU  
ÖZEL YÜZYIL İŞL. OKULLARI  
ÖZGÜR LASTİK  
ÖZKAN TAŞIMACILIK  
ÖZKUDAL KAÜÇÜK  
PADETLAND MAĞAZACILIK  
PADOK İMALAT  
PAKDEMİR İNŞAAT  
PARTEKS  
POR INTERNATIONAL  
PEHLIVAN REKLAM  
PETKİM PETROKİMYA  
PETLAS LASTİK  
POLİPORT KİMYA  
POLİTRADE KİMYA  
PORAS MEKANİK  
PORCAN MODERN BÜRO  
MALZ.  
POZİTİF KAL. SİST.  
PROMET METAL  
PROSES DANIŞMANLIK  
PUNTEL METAL PARÇA  
REKSAN ELEKTRİK  
REŞAT HUZUR BOBİNAJ  
RONIMAR İNŞAAT  
ROTA YAYIN  
ROTA YÖNETİM  
SAGI MART  
SANİ REKLAM

SARGÖZOĞLU  
SARKUYSAN ELEKTRONİK  
SEK SÜT  
SERNAK MAKİNE  
SERPA BİTKİSEL YAĞ  
SERPORT YAĞ  
SEYHAN OTEL  
SEYHAN ÖZEL SAĞLIK HİZM.  
SANKO  
SINGER DİKS MAK.  
SİNER METAL  
SİSTEM YÖNETİM  
DANIŞMANLIK  
SKT  
SUNAR İNŞAAT  
SUPPORT YAZILIM  
SULPASAN MOTOR SUPAPLARI  
ŞAHİNLER MENÜCİAT  
ŞEN ELEKTRİK  
ŞİRKİREL KİMYA  
T.A.V. YATIRIM  
T.C. TURİZM BAKANLIĞI  
T.C. ZİRAAT BANK. İST. BÖL.  
DİŞ MUA. ŞUBESİ  
TAB GIDA  
TANATAR KALIP  
TANSEL ELEKTRİK  
TARAL TARIM MAKİNE  
TARİS TARIM ÜRÜNLERİ  
TAT KONSERVE  
TAYSAD  
TEKİZ İZOLASYON  
TELFORM KELEPÇE  
TEMPA PANO  
TERAS GIDA  
THERMAL SOĞUTMA  
TİRSAN  
TOZ METAL  
TRADENET İST. BİLGİSAYAR  
TRADESOFAT ATP  
TRAKYA DÖKÜM  
TRANSMAR DAĞITIM  
TRANSTÜRK HOLDİNG  
TÜRKCELL İLETİŞİM  
TÜZCÜOĞLU OTOMOTİV  
TÜBİTAK-ULNE  
TÜBİTAK MARMARA ARAŞ.  
MERK.  
TÜRBOSAN  
TÜRK ELEKTRİK ENDÜSTRİSİ  
TÜRK TRAKTÖR  
TÜROB  
TÜRSAB  
ULTRA TV.  
UZAY KALIP  
ÜSTAY İNŞAAT  
VAKIF DENİZ FİNANSAL  
VAKIF DENİZ LEASİNG  
VALESA  
VANASAN  
VİKİNG KAĞIT  
VÖLKSİNGEN  
Y.P.M. YAY PLASTİK  
YALÇIN MAKİNE  
YARDIMCI PREFABRİK  
YASED  
YASAR HOLDİNG  
YAVUZ MAKİNE  
YÜKSEL EKŞANTRİK  
YÜZYIL EĞİTİM KURUMLARI  
ZAFER FIK DÖKÜM





**KalDer**

Bagdat Caddesi 449/4 Suadiye 81070 İstanbul

Tel.: +90.216.411 00 31 (pbx)

Faks: +90.216.411 00 36

E-mail: [kalder@kalder.org](mailto:kalder@kalder.org)

<http://www.kalder.org>