Manufacturing Innovation
Digital Advancement Services Hub

STAKEHOLDER MAPPING

Co-funded by the European Union

Grant Agreement no :101191003]
Project name : Manufacturing Innovation Digital Advancement Services Hub
Project acronym : MIDAS
Version : V1

Manufacturing Innovation Digital Advancement Services Hub

Deliverable ID	4.1. Stakeholder Mapping
WP number	WP 4
Lead Partner	TIM
Due date (month)	M13-M24
Date of submission	30.12.2025
Type of deliverable	Report
Dissemination level	Public

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REVISION HISTORY

Version	**Date**	**Author**	**Document History/approvals**
V1	22.12.2025	Metin YÜKSEK (MU)	Publication of the first draft report

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1. INTRODUCTION

2. PROJECT SUMMARY

The major goal of the project is to contribute to the digital and green transformation of SMEs in the manufacturing sector. The program addresses the demand for fresh approaches and increased digital maturity, in keeping with the wider goal of the Digital Europe Programme of broadening digital capabilities across sectors.

Green transformation is closely linked with digital transformation because digital technologies provide the tools and data necessary for environmental optimization. They enable precise monitoring and control of resources, energy, and waste, leading to more sustainable and efficient processes. Additionally, digital transformation facilitates innovation and development of new, more environmentally friendly products and practices, reinforcing green initiatives across various industries. Thus, our project aims to contribute in the green transformation process of SMEs in Türkiye by enabling access to latest available digital infrastructure and boosting organizational and human resources capacity.

Encourage the use of modern digital technologies such as AI, big data, machine learning, web 3.0, etc. to improve the organisational efficiency, marketing strategies, R&D activities, product development and, the quality of the manufactured goods in terms of production efficiency and reduce costs.

Improve the innovation ecosystem by bringing together certain key industries, organisations, and regulatory bodies with ready-to-market solutions from start-ups and SMEs as well as carrying out lobbying activities to enable facilitated access to incentive mechanisms and producing policy recommendation papers for macro and micro policy makers based on the empirical evidence that will be collected throughout the project.

Contribute to labour readiness for digital transformation by improving human capital through organising digital literacy and competency development training programs.

To mobilise EDIH and SMEs in view of discovering innovation experiments that will bring to the market new solutions and services based on latest technological offerings such as AI, big data, machine learning, web 3.0, etc.

Our services

- Test Before Invest
- Capacity Building
- Networking and Access to Finance

2.1. Stakeholder Mapping

Work Package 4 endeavors to map and engage with key stakeholders integral to innovation and digital transformation across various sectors, including exporter associations, public institutions, SMEs, and academic and research institutions. The task employs a multifaceted approach to data collection through public databases, surveys, and direct interactions, with ISTKA contributing its expansive network and insights to enrich the stakeholder mapping process. This work package also includes strategic study visits to established European Digital Innovation Hubs (EDIHs), aiming to provide consortium members and SMEs with direct exposure to successful models and collaborative ecosystems. These visits are designed to offer practical insights and inspiration by demonstrating effective strategies that have led to the success of these hubs. In addition to fostering direct engagement and learning, the work package places a significant emphasis on policy advocacy. The goal is to influence digital transformation policies by leveraging the consortium members' strong connections with government authorities. This involves participating in policy dialogues and lobbying for the development of supportive regulatory frameworks and financial mechanisms that facilitate digital transformation.
WP4 – Stakeholder Mapping – forms a critical part of the MIDAS project aimed at fostering sustainable innovation in manufacturing ecosystems. The objective of this deliverable is to identify and map key stakeholders across textile and aluminium manufacturing sectors, analyze their interactions, and develop a thematic visual representation of the rural innovation networks.

The methodology employed in this report leverages tools and frameworks from the EIT Climate-KIC "Visual toolbox for system innovation" and smart specialization strategies (S3) to enhance regional competitiveness and sustainability. The stakeholder mapping process utilizes a combination of desk research, discussions, stakeholder engagement and networks to ensure comprehensive coverage and accurate representation of all relevant actors.

This report not only maps the current state manufacturing ecosystem but also provides strategic insights and recommendations for enhancing these ecosystems through targeted stakeholder engagement and network building. By creating a thematic visual map, we aim to offer a dynamic, living document that evolves with ongoing stakeholder input and ecosystem developments. The subsequent sections will detail the findings, methodologies, and analyses conducted to achieve the objectives of this deliverable, ensuring a clear pathway for the development and implementation of digital and green transformation strategies in manufacturing.

2.2. Methodology

The methodology employed in the deliverable WP4 – Stakeholder Mapping – is designed to systematically identify, analyze, and visualize the key stakeholders and networks within manufacturing ecosystems. The approach integrates both qualitative and quantitative methods, ensuring a comprehensive and robust analysis. The following sections outline the methodological steps undertaken:

Work Package 4. Stakeholder Mapping
The methodology for Stakeholder Mapping in WP4 will follow a systematic and structured approach. The key steps involved are as follows:

- **Identifying Stakeholders:** The initial step involves identifying all stakeholders who are involved in or affected by the MIDAS project. This includes individuals, groups, organizations, and institutions with a vested interest in the project outcomes and manufacturing ecosystems in Turkey and EU
- **Prioritizing Stakeholders**: Next, the identified stakeholders will be prioritized based on their level of influence, interest, and potential impact on the project. This prioritization helps to determine which stakeholders require more focused attention and resources during the engagement process.
- **Mapping Stakeholder Networks**: The third step involves mapping the relationships and networks of each stakeholder concerning their interest, relevance, and expertise. This process helps to identify key actors, those who need to be considered, and those who may be least interested in the project. The Relevance/Interest/Expertise Matrix from the Visual Toolbox for System Innovation by De Vicente Lopez and Matti (2016) will be employed for this purpose.

This methodology ensures that all stakeholders are comprehensively identified, prioritized, and understood. By doing so, it facilitates effective communication, builds trust, and fosters collaboration among stakeholders, ultimately contributing to the success of the MIDAS project.

The methodology employed in this project is designed to comprehensively map and analyze digital and manufacturing ecosystems across Turkey and Europe, focusing on sectors critical to sustainable development such as textile and aluminum manufacturing. This methodological approach has enabled the project to effectively identify and engage with key stakeholders, assess economic activities, and understand trade and investment dynamics among target countries.

2.3. Key Steps in the Methodology:

I. Data collection : Various sources have been utilized to identify stakeholders in the manufacturing, digitalization, and green transformation ecosystem. These resources;
   a. Exporters' associations data sources

b. Project partners' data
c. Manufacturers' associations data sources
d. Project partners' external stakeholders

II. Stakeholder classification: The collected stakeholder information has been grouped so that project beneficiaries and project partners can use it more efficiently. Lists have also been created according to this grouping in the stakeholder map output.

III. Encouraging Collaborations: The information and groupings obtained from the mapping process facilitate potential collaborations. Furthermore, these outputs form the key element that encourages stakeholders to find the right matches and collaborate.

2.4. Preparation of a stakeholder mapping

The stakeholder map serves as an important reference document for stakeholders in the manufacturing sector to form a community. The reference used in creating the stakeholder map is “De Vicente Lopez, J., & Matti, C. (2016). Visual toolbox for system innovation. A resource book for practitioners to map, analyze, and facilitate sustainability transitions. Transition Hub Series. EIT Climate KIC, Brussels. ISBN 978-2-9601874-1-0." The Visual Toolbox for System Innovation, developed by De Vicente Lopez and Matti, provides practitioners with accessible strategies to effectively identify, understand, and engage with stakeholders. *(Author: Rozela Franco – Principal Investigator (PI) InnovationGUIDE project and Researcher at MCAST*)

2.5. Identifying Stakeholders

Stakeholder identification constitutes the main activity of WP4. It will ensure the classification and identification of all stakeholders involved in the project. To this end, joint meetings will be held with various civil society organizations. In addition, the stakeholder memory database will be expanded by examining the existing data of project stakeholders and publicly available databases.
The following table shows the grouping and group names used in the Stakeholder Map.
Table 1.

1) Policymakers – various ministries	As enablers of legal, regulatory, public funding framework
2) Policy implementers – authorities, agencies	
3) Civil society groups and professional bodies	As enablers and advocates of public opinion, professional standards
4) Education & research providers	As enablers of innovation and entrepreneurship
5) National and EU funding providers	As enablers of funding, financing and startup support availability and mechanisms
6) Private finance providers	
7) Incubators, accelerators	
8) Individuals – general public	As end-users of urban mobility infrastructure and services
9) Commercial community, industry, companies	
10) Companies in the green / circularity sectors	As providers of green products, services, solutions, technologies

- Policymakers – various ministries: Dijital üretim ve yeşil döngüsel ekonomi politikalarının oluşturulmasından sorumlu kurum ve kişileridir.
- Policy Implementers: This group includes authorities and agencies that execute policies developed by policymakers.
- Civil Society Groups: These stakeholders include non-governmental organizations and advocacy groups that represent public interests, particularly in advocating for green and circular economy and digitalization practices and innovations in manufacturing settings.
- Education & Research: Comprising universities, research institutions, and educational organizations, this cluster contributes to the generation of knowledge, innovation, digitalization and the development of new technologies and methods tailored to manufacturing needs.
- Providers of Funds: This group includes national and EU funding providers, private finance providers, and other financial entities.
- Commercial Community: An important stakeholder group that offers solutions and develops products for companies in the digitalization and green economy transformation.

An Excel template is used to visually represent and organize the collected data. An example of the Excel template is provided in Table 2.

	Stakeholder organisation	Organisation Website	Organisation Address	HQ (city)	Institution affiliated with (if any)	Interest/Relevance Quadrant	Expertise (High, Low Medium)	Sector	Description
Policy makers – various ministries									
Policy implementers – authorities, agencies									
Civil society groups and professional bodies									
Education & research providers									
National and EU funding providers									
Private finance providers									
Incubators, accelerators, business support entities									
Commercial community, industry, companies									
Companies in the green / circularity sectors									

Technopark companies									

3. STAKEHOLDERS MAPS

Table 3. Policy makers – various ministries

Stakeholder organisation	**Organisation Website**	**Organisation Address** (full address on their website)	**HQ** (city)	**Institution affiliated with** (if any):	**Interest/Relevance Quadrant**	**Expertise** (High, Low Medium)	**Sector**
Ministry of Industry and Technology	**https://www.sanayi.gov.tr/**	Dumlupınar Bulvarı İsmail Karakaya Cad. (Eski 2151. Cadde) No:154/A 06530 Çankaya/ANKARA	**Ankara**	**Republic of Turkey**		High	Public
Ministry of Trade	**https://www.trade.gov.tr/**	Dumlupınar Bulvarı No: 151 Eskisehir Yolu 9. Km. 06530 Çankaya / ANKARA	**Ankara**	**Republic of Turkey**		High	Public

Table 4. Policy implementers – authorities, agencies

Stakeholder organisation	**Organisation Website**	**Organisation Address** (full address on their website)	**HQ** (city)	**Institution affiliated with** (if any):	**Interest/ Relevance Quadrant**)	**Expertise** (High, Low Medium)	**Sector**
T.C. Küçük ve Orta Ölçekli İşletmeleri Geliştirme ve Destekleme İdaresi	https://www.kosgeb.gov.tr/	Hacı Bayram Mah. İstanbul Cad. No: 3206050 Ulus / Altındağ / ANKARA	**Ankara**	**Republic of Turkey**		High	Public

Başkanlığı KOSGEB							
KOSGEB İstanbul İMES Müdürlüğü	https://www.kosgeb.gov.tr/site/tr/genel/mudurlukler	İMES Sanayi Sitesi C-Blok 308. Sokak No:46 Yukarı Dudullu, 34776 İstanbul	**İstanbul**	**KOSGEB**		High	Public
KOSGEB İSTANBUL İKİTELLİ MÜDÜRLÜĞÜ	https://www.kosgeb.gov.tr/site/tr/genel/mudurlukler	İkitelli Organize Sanayi Bölgesi ESKOOP Sanayi Sitesi P.K.:34306 İkitelli/İSTANBUL	**İstanbul**	**KOSGEB**		High	Public
KOSGEB Tekirdağ Müdürlüğü	https://www.kosgeb.gov.tr/site/tr/genel/mudurlukler	Değirmenaltı, Hukukçular Sk. No:20, 59030 Süleymanpaşa/Tekirdağ	**Tekirdağ**	**KOSGEB**		High	Public

Table 5. Civil society groups and professional bodies

Stakeholder organisation	Organisation Website	Organisation Address (full address on their website)	HQ (city)	Institution affiliated with (if any	Interest/Relevance Quadrant	Expertise (High, Low Medium)	Sector
Bilişim Sanayicileri Derneği	https://www.tubisad.org.tr/tr/	Büyükdere Cad. No: 102 Maya Akar Center B Blok K:18 D:71 34394 Esentepe,Şişli, İstanbul	İstanbul	TÜBİSAD		high	Public

Tekstil Makine ve Aksesuar Sanayicileri Derneği	https://www.temsad.com/	Merkez Mh. Doğu Sanayi Sitesi İdari Bina Kat: 2 Yenibosna / İstanbul - Türkiye	İstanbul	TEMSAD		High	STK
İstanbul Maden ve Metaller İhracatçılar Birliği (İMMİB)	https://immib.org.tr/tr/default	Yenibosna Merkez Mahallesi Sanayi Caddesi No:3 Dış Ticaret Kompleksi A Blok P.K.34197 Bahçelievler/İSTANBUL	İstanbul				
Ege Hazır Giyim ve Konfeksiyon İhrcatçıları Birliği	https://www.eib.org.tr	Atatürk Caddesi No: 382 Alsancak - İZMİR					

Table 6. Education & research providers

Stakeholder organisation	**Organisation Website**	**Organisation Address** (full address on their website)	**HQ** (city)	**Institution affiliated with** (if any):	**Interest/Relevance Quadrant**	**Expertise** (High, Low Medium)	**Sector**
İstanbul Moda Akademisi	www.istanbulmodaakademisi.com/	Teşvikiye Cad. No:10/1 Sadrazam Sait Paşa Konağı 34365 Nişantaşı - İstanbul	İstanbul	İMA		High	Education

Table 6. Incubators, accelerators, business support entities

Stakeholder organisation	Organisation Website	Organisation Address (full address on their website)	HQ (city)	Institution affiliate	Interest/Relevance Quadrant	Expertise (High, Low Medium)	Sector

				d with (if any):			
Bursa Teknik Üniversitesi Teknopark A.Ş.	https://bursateknopark.com/	Mimar Sinan Mahallesi Mimar Sinan Bulvarı Bursa Teknik Üniversitesi Mimar Sinan Yerleşkesi No:177 D Blok 16310 Yıldırım/BURSA	Bursa		Business Support Entities		
Bolu Teknoloji Geliştirme Bölgesi A.Ş.	https://boluteknokent.com.tr/	Kültür mah. Çakmaklar cad. No:2/1 Merkez-Bolu	Bolu	Bolu Teknokent	support entity		
Sivas Teknoloji Geliştirme Bölgesi Kurucu Ve İşletici A.Ş.	https://www.cumhuriyetteknokent.com/	Yenişehir Mahallesi Kardeşler Caddesi No: 7/2 (B Blok) Sivas, TÜRKİYE	Sivas		High-Technology Research and Development (R&D)		
Antalya OSB Teknopark	https://www.antalyaosbteknopark.com/tr	AOSB 3. Kısım Mah. 40. Cad. Antalya OSB Teknopark Hizmet Binası No:4 Kat:3/310 Döşemealtı- ANTALYA	Antalya	Ministry of Industry and Technology	Technopark		
Bilişim Vadisi	https://bilisimvadisi.com.tr/	Muallimköy Mh. Deniz Cd. No:143/5, 41400 Gebze/Kocaeli	İstanbul				
Boğaziçi üniv. TTO	https://tto.bogazici.edu.tr/		İstanbul				
ODTÜ TTO	https://tto.metu.edu.tr/hakkimizda/	Üniversiteler Mh., ODTÜ Teknokent 06800 Çankaya/Ankara	Ankara				
Medipol TTO	https://tto.medipol.edu.tr/	Kavacık Mah. Ekinciler Cad. Medipol Üniversitesi Kavacık Kuzey Kampüs No:19-1-1, Beykoz - İstanbul/Türkiye	İstanbul				
Yıldız TTO	https://www.yildiztto.com.tr/	YTÜ Yıldız Teknopark Çifte Havuzlar Mahallesi, Eski Londra Asfaltı Caddesi, İdari Bina Dış	İstanbul				

		Kapı No:151/1L İç Kapı No:1 Esenler/İstanbul					
İstanbul Teknopark TTO	https://www.teknoparkistanbul.com.tr/teknoloji-transfer-ofisi	Teknopark İstanbul Genel Müdürlük, Sanayi Mah. Teknopark Bulvarı, No: 1 / 9A Pendik İstanbul	İstanbul				
İstanbul Kültür Üniv. TTO	https://tto.iku.edu.tr/	İstanbul Kültür Üniversitesi Bakırköy Yerleşkesi Ataköy Binası E5 Karayolu üzeri Bakırköy 34158 İstanbul	İstanbul				
Koç Üniv. TTO	https://research.ku.edu.tr/tr/arastirma-destegi/teknoloji-transfer-ofisi/	Rumelifeneri Yolu 34450 Sarıyer, İstanbul / TR	İstanbul				
Özyeğin Üniv. TTO	https://tto.ozyegin.edu.tr/tr	Özyeğin Üniversitesi Çekmeköy Kampüsü, Nişantepe Mah., Orman Sok., No:34- 36, 34794 Çekmeköy/İstanbul	İstanbul				
Yeni Yüzyıl Üniv. TTO	https://tto.yeniyuzyil.edu.tr/	Maltepe Mahallesi, Yılanlı Ayazma Caddesi, No: 26 P.K. 34010 Cevizlibağ / Zeytinburnu / İstanbul	İstanbul				
Bahçeşehir TTO	https://tto.bau.edu.tr/	Çırağan Cad. Osmanpaşa Mektebi Sok. No:4-6, İstanbul	İstanbul				
Ankara Üniv. TTO	https://tto.ankara.edu.tr/	Ankara Üniversitesi Teknoloji Transfer Ofisi Tandoğan Kampüsü Dögol Caddesi 06100 Beşevler/Ankara	Ankara				
Arel Üniv. TTO	https://tto.arel.edu.tr/	Türkoba Mahallesi, Erguvan Sokak, No:26, K 34537, Tepekent –	İstanbul				

		Büyükçekmece, İstanbul – Türkiye					
Samsun üniv. TTO	https://tto.samsun.edu.tr/	İstiklal Mahallesi Tekel Cad. No:2 Ballıca Kampüsü 19 Mayıs/SAMSUN	Samsun				
Ondokuz Mayıs Üniv. TTO	https://omutto.com/	Aksu Mah. Yurt Sk. OMÜ Teknopark No: 165 Atakum / Samsun	Samsun				
Beykent üniv TTO	https://tto.beykent.edu.tr/		İstanbul				
Cumhuriyet üniv. TTO	https://www.cutto.org/						
Ostim Teknik Üniv. TTO	https://tto.ostimteknik.edu.tr/	OSTİM Teknik Üniversitesi OSTİM, 100. Yıl Bulvarı, 55/F, 06374 Yenimahalle/ANKARA	Ankara				
Karabük Üniv. TTO	https://tto.karabuk.edu.tr/index.aspx	Karabük Üniversitesi Merkez Kampüsü Demir Çelik Enstitüsü Kat 2 A-235 Nolu Oda Merkez/KARABÜK Posta Kodu 78050	Karabük				
Karadeniz Teknik Üniv. TTO	https://www.ktu.edu.tr/tto	Karadeniz Teknik Üniversitesi Teknoloji Transferi Uygulama ve Araştırma Merkezi, Milli Egemenlik Cad. 46B , Mimarlık Fakültesi Zemin Kat, 61080 TRABZON	Trabzon				
Gedik Üniv. TTO	https://www.gedik.edu.tr/arastirma/merkezler-ve-projeler/teknoloji-transfer-ofisi	Cumhuriyet Mahallesi İlkbahar Sokak No: 1-3-5 Yakacık 34876 B-Blok Kat:5 No:400 Kartal/İSTANBUL	İstanbul				

Table 7. National and EU funding providers

Stakeholder organisation	**Organisation Website**	**Organisation Address** (full address on their website)	**HQ** (city)	**Institution affiliated with** (if any):	**Interest/Relevance Quadrant**	**Expertise** (High, Low Medium)	**Sector**
Tübitak	www.tubitak.gov.tr						
Trakya Kalkınma Ajansı	trakyaka.org.tr	Cumhuriyet Mah. Elif Hanım Sok. No:9 Süleymanpaşa TEKİRDAĞ	Tekirdağ				
İstanbul Kalkınma Ajansı	www.istka.org.tr		İstanbul				

Table 8. Commercial community, industry, companies

Stakeholder organisation	**Organisation Website**	**Organisation Address** (full address on their website)	**HQ** (city)	**Institution affiliated with** (if any)	**Interest/Relevance Quadrant**	**Expertise** (High, Low Medium)	**Sector**
Binclusive	https://binclusive.io/tr	Esentepe Mah. Büyükdere Cad. Levent 199 No:199/ 6 Şişli/ İstanbul	İstanbul				Private
ENOCSI	https://www.enocsi.com	Fenerbahçe Mah. İğrip Sk. No: 13 İç Kapı No: 1 Kadıköy İstanbul	İstanbul				Private

FlowMaster	https://flowmaster.io	İlkadım mah. Yeşilvadi cad. kapı no:41 daire no:36 Çankaya/Ankara	Ankara				Private
JobOrbit	https://www.job-orbit.com/	Reşitpaşa mah. Katar cad. İTÜ Arı Teknokent 3 Binası İstanbul/Türkiye	İstanbul				Private
Nodify Bilişim Teknoloji Limited Şirketi	https://nodify.tech/	Head Quarter / Technical Excellence Center Izmir Technology Park R&D Center 1/17/51 Gulbahce Urla / Izmir / TURKEY	İzmir, İstanbul				Private
OneNewOne	https://onenewone.com/tr/	Reşitpaşa mah. Katar cad. İTÜ Arı Teknokent 3 Binası İstanbul/Türkiye	İstanbul				Private
Rotamen	https://rotamen.com	İTÜ Teknokent ARI 2 Binası Reşitpaşa Mh. Katar Cd. No.4 Maslak Sarıyer İstanbul	İstanbul				Private
Çaçan Enerji	www.cacangroup.com	Çaçan Enerji ve Tarım Teknolojileri Sanayi, Teknopark, Teknopark Blv No:1, 34906 Pendik/İstanbul	İstanbul				Private
UnoPro Consulting	www.unopro.com.tr	Dijitalpark Teknokent Barbaros mah. Şebboy Sokak No:4/1 İç Kapı No:: 2 Ataşehir İstanbul Türkiye	İstanbul				Private
VidInsight	https://vidinsight.com.tr/	Muallimköy, Deniz Cd. No:143-5, 41400 Gebze/Kocaeli	Kocaeli				Private
YanHak	https://www.yanhak.com/	İTÜ Teknopark, Ayazağa Kampüsü Reşitpaşa, Katar Cd No: 2 D:41 K:1 34467 Sarıyer, İstanbul, Türkiye	İstanbul				Private
Kartelam	https://kartelam.com/tr/	Fatih Mah. 830. Sok. No:11/B Küçükçekmece/İSTANBUL	İstanbul				
MYTH AI	https://myth-ai.com/	Reşit Paşa Mah. Katar Cad. Teknokent Arı 4 Sarıyer, İstanbul, Turkey	İstanbul				

Table 9. Companies in the green / circularity sectors

Stakeholder organisation	**Organisation Website**	**Organisation Address** (full address on their website)	**HQ** (city)	**Institution affiliated with** (if any):	**Interest/Relevance Quadrant**	**Expertise** (High, Low Medium)	**Sector**
Atık Nakit	www.atiknakit.com	Biruni Teknopark; Kazlıçeşme Mah. 245. Sok. No: 5 Kat: 3/316, 34025 Zeytinburnu / İstanbul	İstanbul				Private
CarbonEmit	https://www.carbonemit.com	Bilişim Vadisi İzmir, Gülbahçe Mh. İçmeler Cad. No: 14/1 İç Kapı No: B05 Urla - İZMİR/TÜRKİYE	İzmir				Private
Optimimax	https://www.optimimax.com/	Dokuz Eylül University Technopark DEPARK Tınaztepe Campus Alpha Building Office Z07 Buca / Izmir	İzmir				Private
Waste Log	https://wastelog.co/	Reşitpaşa mah. Katar cad. İTÜ Arı Teknokent 3 Binası İstanbul/Türkiye	İstanbul				Private
Step4	https://step4.life/home	SİNANPAŞA MAH. SÜLEYMAN SEBA CAD. NO: 14 İÇ KAPI NO: 5 BEŞİKTAŞ/ İSTANBUL	İstanbul				Private
EKOTEKS A.Ş.	https://www.ekoteks.com/						

Table 10. Technopark company