



PRESIDENCY OF
THE REPUBLIC OF TÜRKİYE

**SECRETARIAT OF
DEFENCE INDUSTRIES**

2024 2028

STRATEGIC PLAN



PRESIDENT'S MESSAGE

The strategic work carried out by Secretariat of Defence Industries, under the strong leadership of the President Recep Tayyip Erdoğan, with the spirit of the National Technology Initiative, play a crucial role in country's defence industrial achievements. Within the scope of this purpose, the strategic plans we prepare for five-year periods reveal a vision for both our institution and our stakeholders, and serve as a guide and facilitator to achieve our goals and objectives as an ecosystem.

In this context, following the situational assessment carried out by our Strategic Planning Team, with a holistic perspective and participatory approach, strategy workshops were held with our internal stakeholders, Requirement Authorities, companies and relevant organizations, and taking into account the opinions presented and the 12th Development Plan, Secretariat of Defence's 2024-2028 Strategic Plan has been developed.

Our Strategic Plan is built on 3 objectives, 14 goals under these objectives and 55 performance indicators within the framework of these goals, which will serve our country's Turkey Century vision and support the sustainability of the development shown in the field of defence industry in the last 20 years.

As we enter 2024, the number of projects carried out by the Secretariat of Defence has reached approximately 1.000, the number of our sector employees has reached 90.000, and our exports have approached 6 billion dollars. For sustainability; exports, digital transformation and security, and dual-use will be among our primary goals in the coming period. Disruptive technologies, diversification and increase of financial resources, development of a human values approach, effective use of capabilities in our industry, including SMEs and new initiatives, and life cycle management will be among the other areas we will focus on. The studies prepared in line with this content are detailed in our Plan.

I believe that the realization of the goals set forth in the 2024-2028 Strategic Plan with our sense of national unity and solidarity, which has become stronger in the face of the political and economic conjuncture our country is in, will make great contributions to our defence and security capabilities and industrial progress, and I wish our plan to be beneficial.

Prof. Dr. Haluk Görgün
SECRETARY OF DEFENCE INDUSTRIES

STRATEGIC PLAN 2024-2028

AT A GLANCE



Strategic Plan was prepared with a participatory approach and in harmony with the 12th Development Plan and other top policy documents. The mission, vision, core values, objectives and goals of the 2024-2028 Strategic Plan, which was created in line with the data obtained within the scope of the situation analysis and the opinions and suggestions received from internal and external stakeholders, are determined as follows.

OUR MISSION

Ensuring the sustainability of the defence industry by meeting our defence and security requirements with solutions that holds technological superiority and global competitiveness.

OUR VISION

The Turkish Defence Industry, evolving into a global brand and asset, serving peace with innovative and competitive technologies.

OUR CORE VALUES

- Sustainable Change
- Expertise and Value-oriented Competency
- Innovative Leadership
- National and Home-grown Technological Development
- Transparent and Reliable Communication
- Inclusive and Active Collaboration



OBJECTIVES AND GOALS

OBJECTIVE 1: **Ensuring Competitiveness and Sustainability in Industrial Development**

- Goal (G.1.1): Strategies will be developed and measures will be taken to increase exports.
- Goal (G.1.2): Multi-stakeholder mechanisms will be developed for defence industry exports.
- Goal (G.1.3): Interaction between the defence industry and the civilian industries will be increased with respect to dual-use technologies.
- Goal (G.1.4): The financial structure of the defence industry will be enhanced.

For the sustainability of the Turkish defence and aerospace industry's development in the last 20 years, gaining competitive power on a global scale, evaluating opportunities in both foreign markets and the civilian market, and diversifying and increasing financial resources are the priority issues of the oncoming period.

Recent successes on the battlefield show that our companies have reached the competence to meet the requirements of friendly and allied countries in many areas. From our industry's air, land, sea and space platforms to electronic systems; A wide range of products and services, from modern weapon systems to cyber security solutions, attract interest and demand in foreign markets.

In the upcoming period, it is critical to focus on exports and international cooperation in corporate and sectoral activities. By closely monitoring potential opportunities in line with the strategies to be developed, it is among our primary goals to enable our sector companies to get a higher share from the foreign market and to strengthen our bilateral and multilateral collaborations.

STRATEGIC PLAN 2024-2028 AT A GLANCE



As stated in the 12th Development Plan, a significant part of the skills gained in the field of defence and aerospace industry can also create added value in the civilian field. In order to contribute to the sustainability of our sector, our country's industrialization move, the foreign trade balance in the economy and our country's disaster preparedness efforts, it is among our priorities in the upcoming period to provide the capabilities in our ecosystem to institutions and organizations in the civilian field.

In addition, due to the value created in the field of defence and security by some technologies developed in the civilian field in recent years, it is important to closely monitor the civilian market in relevant fields and bring capabilities into our ecosystem.

In recent years, inflation and recession expectations all over the world have brought financial difficulties in many areas, from input costs to resources allocated for defence. In order to contribute to the sustainability of our sector, in addition to the resources planned to be obtained through exports and dual-use, the effective use of the resources allocated by our country to the defence industry and the creation of new resources by increasing the diversity of resources are among our priority goals in the upcoming period.



OBJECTIVE 2: **Cultivating Future Technologies and Capacities through National Endeavours**

- Goal (G.2.1): Upholding inclusive and consistent progress in current and prospective technologies.
- Goal (G.2.2): Ensuring development of defence industry products in a way which enables cost-effective support throughout their lifecycle.
- Goal (G.2.3): Building capacity in disruptive technological domains.
- Goal (G.2.4): Undertaking projects aimed at maximizing the utilization of national resources in developing platforms and systems to enhance the capabilities of our defence and security forces.
- Goal (G.2.5): Empowering the supply ecosystem.

As of 2023, Secretariat of Defence Industry carries out nearly 1000 projects to develop today's and future technologies in line with the requirements of our defence and security forces. It is among our priorities to develop platforms and systems that will make a critical contribution to the defence and security of our country in the upcoming period, to the maximum extent with national resources and taking into account the cost of life cycle, and to make a breakthrough in disruptive technologies that will provide superiority in the combat and security environment of the future with effective technology management.

In order to achieve the maximum localization rate in the projects and to use the resources effectively, it is important to monitor and manage our defence industry capabilities from the main contractors which are among the top 100 companies in the world to potential subcontractors at the SME level. Furthermore, increasing the number of SMEs and new enterprises (start-ups) in the ecosystem in technology-intensive areas is considered valuable for the competitive power and sustainability of our sector. In this context, strengthening the supply ecosystem from a holistic perspective is among our strategic goals.



OBJECTIVE 3: **Enhancing Institutional and Industrial Capacity**

- Goal (G.3.1): Strengthening communication between stakeholders to increase the effectiveness of planning-programming activities.
- Goal (G.3.2): Institutional and industrial cyber maturity/digital security level will be enhanced.
- Goal (G.3.3): Institutional and industrial digital transformation awareness and maturity will be enhanced.
- Goal (G.3.4): Human Values approach will be developed.
- Goal (G.3.5): Attracting the qualified work force.

In the upcoming period, it is considered that the main determinants of institutional and sectoral capacity are communication between stakeholders, digital transformation in a cyber-secure manner and human values approach. Pioneering digital transformation and digital security is among our primary goals, considering cyber security maturity across the ecosystem in this period where digital transformation brought by technologies such as artificial intelligence, virtual/augmented reality, digital twin, internet of things, big data, 6G has changed the way of doing business in almost every field from design to logistics support, from project management to employment. It is critical to identify the areas where digital transformation, which is inevitable in terms of competitiveness on a global scale, will create value institutional and sectoral, and to ensure the relevant transformations. It is aimed to address these transformations in a multidimensional manner, from maturity analysis to technological infrastructure, from corporate culture to legislation. In this context, it is considered indispensable to consider digital transformation and cyber security simultaneously and to raise digital security to a level that can support the relevant transformations.

Behind our corporate and sectoral success to date is our human value, who is an expert in her field, seeks continuous improvement and does business with the spirit of the National Technology Initiative. In order to contribute to the development of institutional and sectoral capacity in the coming period, it is among our strategic goals to develop a human values approach and to increase the presence of qualified human resources in our ecosystem.



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