

# Developing a Youth Inclusion Programme for the Tyre Manufacturing Industry in Turkey with EBRD



The tyre manufacturing sector in Turkey needs to recruit and train young people to create a stable, sustainable workforce for the future. Brisa is a key employer in this sector and needs practical ways of attracting and developing youth, and helping improve the transition from training into employment.

## Background

Brisa had skills development programmes targeted at management and engineers but limited progression opportunities for blue-collar workers. A skills mismatch at entry-level was restricting operations, with particular concerns about Brisa's new regional factory, and solutions were needed to ensure a smooth transition from training to employment. The tyre manufacturing sector is in competition with many other employers and struggling to attract young people.

## People 1st Skills

Our role was to: analyse workforce information on the tyre manufacturing sector; identify key priorities to ensure skills are relevant for the sector; develop and implement an entry-level programme offering progression. This needed to be delivered within the national policy context.

People 1st assembled and managed a project team that included skills specialists, researchers, local experts and international engineering experts, SEMTA. International experience and alignment with best practice was critical and the solutions developed offered alignment with national and international training.

## Outcomes and Impact

Both the factory and the tyre dealerships reported a skills mismatch and struggled to attract and retain young people. The key priority was for structured entry level programmes that offered progression, were accessible and relevant, and included soft skills, like team work. We developed high quality work place programmes aligned to national requirements and reflecting the impact of Industry 4.0 for the future. The first programme was for the new regional factory to develop basic level engineering skills; the second was a structured work placement programme for the tyre dealerships.

We developed a Youth Inclusion Action Plan for Brisa that recommended key activities required to develop and implement an effective partnership with education.

Our activity supported national standardisation requirements such as setting up a VocTest Centre; National Occupational Standards; professional pathways and the professional standards to support improved human resource practices. Brisa and the Turkish Vocational Qualification Authority can use this as the basis for the new approaches to occupationally specific training in tyre manufacturing.

## Turkey

Client:  
**BRISA**

“This EBRD loan is not only helping a tyre manufacturer expand its business and capture market growth. It is also enabling a leading global player and a local business giant to create jobs and opportunities in one of the developing regions of the country. The new plant will have a pivotal role for the city of Aksaray and the entire region. We are confident it will boost the wider local economy”

**Jean-Patrick Marquet**  
EBRD Director for Turkey



**Responsive VET System**

Shared assessment strategies

Shared diagnostic and learning methodologies

Teacher sector orientation

Soft skills training pre-employment

**Attracting Young People**

Careers information on professional pathways

CPD recognition through talent management

Skills champions identified in the workplace

Positive role models

**Quality Workplace Provision**

Youth/gender responsive programmes

Mentoring and coaching training

Alignment to national standards

In-house progression training

**About People 1st**

People 1st delivers consultancy that enables its clients to retain staff, increase productivity and create and implement effective people strategies. For more than 50 years, we have been working to help businesses to become more competitive, attract and retain people in the sector.

We are an impartial, trusted and effective strategic partner to our clients, working primarily across the hospitality, travel, tourism, passenger transport and retail industries. From apprenticeship consultancy to occupational standards development, world-renowned WorldHost customer service training, 'train the trainer' programmes, labour market intelligence and insights and talent management support, we are passionate about transforming skills development both internationally and across the UK's visitor economy.

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