



STATUS: Textile has been among the most important sectors for Turkmenistan, a state minister says.

Textile strengthens Turkmen

ASHGABAT
Anatolia News Agency

The Engin Group, a Turkish firm operating in Turkmenistan's textile sector, has opened the country's largest textile plant.

Speaking at the opening ceremony on Wednesday in Turkmenabad, Turkmen President Gurbanguly Berdimuhamedov said the textile industry has been among the most important sectors for the country during the years of independence.

One of the largest textile factories in Central Asia, the plant is expected to contribute significantly to Turkmenistan's textile exports, he said, expressing his satisfaction with seeing textile products made in Turkmenistan entering global markets.

The plant utilizes cutting-edge technologies, said Engin Group Chairman Engin Kale, adding that the yarn produced at the plant is capable of competing with products in world markets.

The plant, established on land of approximately 175,000 square meters in 18 months, cost \$75 million. To process around 20,000 tons of raw cotton annually, the factory has provided job opportunities for 520 people. It is predicted to make products worth \$31.7 million annually. Meanwhile, a training building for textile employees has also been established next to the plant.

Newspaper and Web titans duel at summit

The tension between 'old and new media' surfaces at the Web 2.0 panel held in San Francisco, as Robert Thomson of the Wall Street Journal accuses Internet giant Google of 'promiscuity'

SAN FRANCISCO
Agence France-Presse

Wall Street Journal managing editor Robert Thomson on Wednesday opened fire on Google, accusing the Internet giant of promoting online news reading "promiscuity."

Thomson's unabashed criticism of the Internet powerhouse came as he and Google vice president of search products Marissa Mayer took part in a Web 2.0 panel focused on the fate of journalism in a world of online news aggregation.

"Marissa unintentionally encourages promiscuity," Thomson said as discussion touched on whether Google providing links to news stories in response to search queries was bolstering or undermining traditional news operations.

"The whole model is about digital disloyalty. If people type 'Hamid Karzai' in a search, there is no intention on that results page to drive traffic (to news Web sites)."

Mayer counter that it is Google's intent to guide people hunting for stories to news Web sites that can then cash-in with advertising.

Transition in journalism

"Journalism is going through a transition right now," Mayer said. "There are a lot of things we do to help publishers."

Google pays publishers more than \$5 billion a year, and delivers "lots of traffic which is ideally



NEW MEDIA: A printer checks copies of the Wall Street Journal in Rainham, Essex, UK in this file photo. Newspapers are having trouble adopting to the digital age, in which new media such as blogs have made it into the scene.

monetized," Mayer said.

She noted that if news operations do not want their content to be found, there are tools to prevent links to stories from winding up in the Internet giant's indexes.

"I don't understand how you could not like Google," said Eric Hippeau, chief executive at popular online news Web site The Huffington Post. "Online publications have large online circulations, courtesy of Google."

The notion that newspapers are going to be vanquished by the Internet is "a cliché," argued panel member Martin Nisenholtz, senior vice president of digital operations at The New York Times.

New York Times circulation has been stable for the last couple of years, he said.

"The Web giveth and the Web taketh away," Nisenholtz said, maintaining it is a time of oppor-

tunity for news organizations.

"To put your hands up and say 'Stop' means you will be rolled over by the Internet. You have to innovate your way through it."

Aggregating the work of others

Thomson pressed a distinction between those that research and report stories presented online and those, like Google, that aggregate the work of others.

"Right now, the most burden falls on the originators," Thomson said, referring to costs such as having foreign correspondents reporting from hostile areas.

"Google and Huffington Post are clever at what they do, but they are reverberation; they are not creation."

Hippeau said that the Huffington Post has a staff of about 60 editors, all of them journalists, and

that they tell current event stories using digital tools along with creating original content.

"I'm not cool with theft of copyright," Nisenholtz said. "I think the Huffington Post is guilty of that on multiple occasions. I am cool with Google indexing us and sending us traffic."

Mayer sees direct payment models for online news in the near future. "There is a willingness to pay for quality journalism," Mayer said. "We need to build the right tools online. News is already engaging in print format, you can make it better with the Internet."

Hippeau predicted that increasing numbers of people will want online news, creating new options for journalists.

"We are in a golden age of journalism and people engaging with public events," Hippeau said. "We should be celebrating this."



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Keeping up with the times

According to UCLA neuroscientist Gary Small, those who use the Internet regularly in their everyday lives show twice as much activity in the brain regions responsible for decision-making and complex reasoning

For anyone with an entrepreneurial bent, it's important to keep up with the times. Technologies change quickly, and you should not just be aware of how they are evolving, but you should also be comfortable enough to integrate them into your own life. Being up on the latest trends puts you ahead of the competition. It helps you better understand the people you are managing and it equips you to design creative strategies that will fit today's needs. A great way to keep tabs on what's new is to surround yourself with people who are already out in front, learning about the latest developments and making them part of their own lives.

A corporate workplace might not be the best place to do this. Where an entrepreneurial-minded person would be fascinated by a seemingly unrelated development in another industry, many people in the ranks of corporate management would consider tracking it a waste of time. In an environment like that, where you are surrounded by people following the MBA knowledge they gained 20 years ago, your creative spirit is sure to suffocate.

Handling employee access to the Internet

One example of the corporate world's slowness to adapt is how it handles employee access to the Internet. Many companies ban or restrict access at work, because they still think the Internet is for wasting time "surfing." They don't realize that might have been true 10 years ago, but today they are simply closing themselves off to the innovation that comes from tapping into an extensive source of information, inspiration, and global connectedness.

Their intention might be to make their workforces more productive, but they are just shooting themselves in the foot, holding their company cultures back while the world passes them by. Technology is changing our lives, and there is even research suggesting it is changing our brains. For example, according to UCLA neuroscientist Gary Small, those who use the Internet regularly in their everyday lives show twice as much activity in the brain regions responsible for decision-making and complex reasoning, compared to those who have limited Internet exposure.

Studies are also showing the tech-savvy possess greater working memory, making them better able to store and retrieve information. They are also more adept at perceptual learning, fluidly adjusting their perception of the world in response to changing information.

Since we know technology is remapping our brain functions, we would have to be naive to still think we can continue to do business as usual. A manager whose brain is stuck in business school 20 years ago is going to be quickly overtaken by open-minded, creative entrepreneurs who can run circles around him, figuring out how to use today's new tools to tackle the problems that manager has been struggling with for years.

Revolutionary spirits, entrepreneurs at heart

So the world is being revolutionized by people like Jeff Bezos of Amazon, Mark Zuckerberg of Facebook, and Jack Dorsey of Twitter. If you are an entrepreneur at heart, if you enjoy experimenting with new tools and finding ways to put them to use in your own world, these are the kinds of people you need to surround yourself with.

Look for people who are already using the Internet for business or marketing. Look for people who are blogging, or who know how to use the Internet to keep in touch with like-minded communities spread around the globe.

You'll find that these sort of people tend to be creative, passionate, and open to new ideas. Their love of the adventurous search for knowledge will help you see your own ideas can make a difference, too, and that will inspire you to keep innovating. Your spirit will be refreshed and rejuvenated every day, and your entrepreneurial ventures will thank you for it.



Ahmet Arslan, the managing director of Turkey's Ayt Grup.

Company invests in solar panel factory

ANKARA
Anatolia News Agency

Ayt Grup Enerji, a solar and photovoltaic panel producer, is planning to open a solar panel factory in the Tavşanlı district of Kütahya, a western Anatolian city, in June next year.

The factory, a first in Turkey, will be a joint venture between Germany's Sitzen Group Holding and Ayt Grup Enerji, said Ahmet Arslan, the managing director of Ayt Grup.

Sitzen Group Holding, one of the world's largest producers of solar panels, previously planned to build the factory in Poland or Greece, said Arslan. "We have secured the building of the factory in Turkey as a result of months of lobbying," he said.

Noting that the factory will operate with a 280-megawatt capacity for the first stage, Arslan said 300 million euros of investment is being planned for 2013.

Thanks to the factory, Turkey will be able to buy and use solar panels that have convenient prices, said Arslan, adding that it will also contribute to improvement of the sector.

"The production will not be only focused domestically, since we aim for the global market," said Arslan. "Products used in Europe are generally manufactured in China. However, they cannot reach Europe before eight, or even 10 weeks. This factory will bring an advantage in this respect."

"Our partner, Sitzen Group, holds patents and licenses in solar technology," he said. "We have revealed plans to produce three different technologies in three factories under the same roof. Our factory will be the largest in Europe, Balkans and Middle East."

In the beginning, some 250 people will be employed in the facility.



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