

5th IMS Workshop,

Ankara, March 2017

Workshop 1 - SME Case Studies

Shared Experience on Turkey in Horizon 2020

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Purpose of the session

We have looked at the analytical tool as a basis for a review of the company, so...

- How do we assess the direction(s) they should take to start the process of business planning?
- Some areas to consider
- Some examples
- Then it is your turn!

Most companies are lacking any strategic views

- Blinkered on what they are capable of
- Not fully aware of their potential
- Sometimes there is poor 'absorptive capacity'
- Too easily satisfied with 'more of the same' – but some don't want to grow!
- Little awareness of what competitors are doing
- Short-sighted on markets and what influences them
- Little investment in marketing, product development or R&D – prefer things they can get hold of!
- Many businesses still do very well despite these issues – but they could do so much better!

Areas which contribute to innovative capacity

- Finance – enough resources?
- Co-operation – networks to keep informed?
- Technology – product and manufacturing
- Process- project management
- Market – awareness and data
- Risks – financial, technical, market, etc.
- Management – overall approach to innovation and associated expertise

Some examples

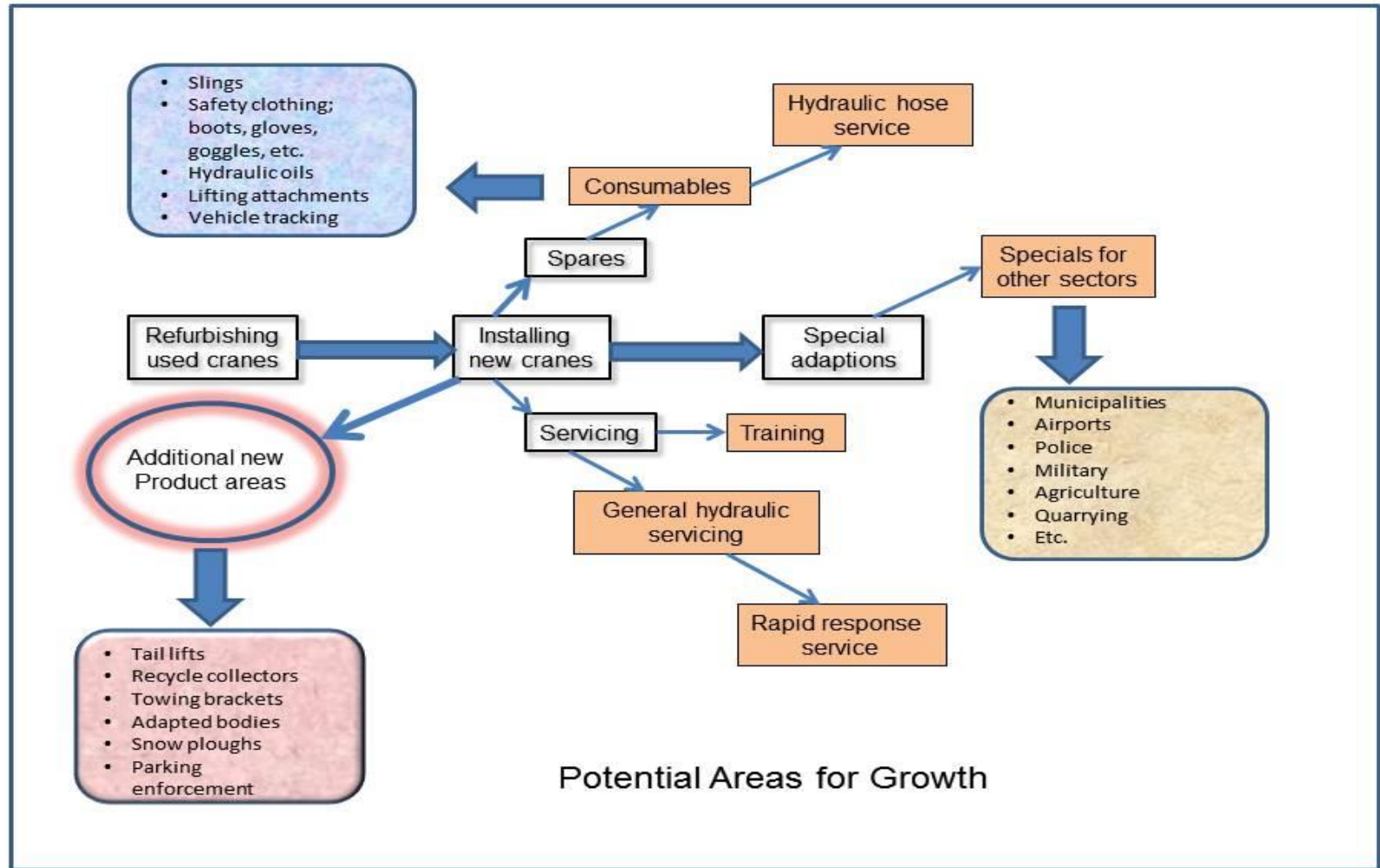
- None of these businesses had any formal strategy
- None had business plans
- Each could lose considerable sums if they carry on in the directions they have taken
- Some will not be capitalising on good talent, resources and ideas
- Much of this is 'common sense' stuff in business terms but didn't happen for reasons of time, tradition, lack of expertise, etc.

Some examples....



- Family firm for over 30 years
- Began by repairing, now install lifting arms
- Specialist truck bodies
- Want R&D on greenhouse spray robots

Crane company



Crane company - conclusions

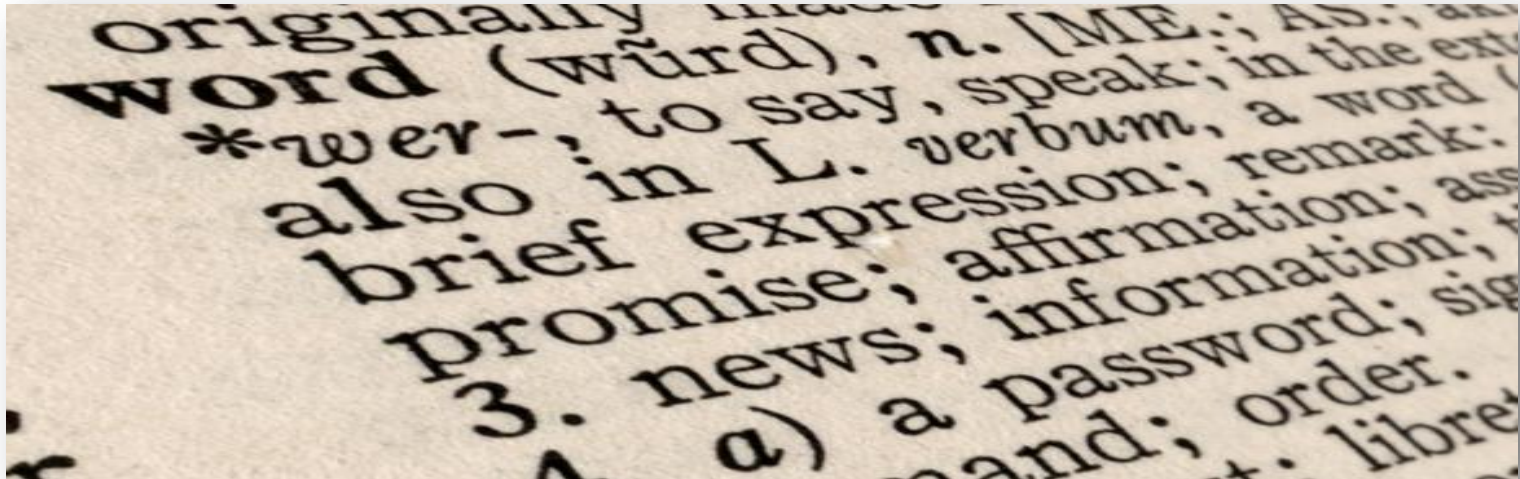


- Spray robots already exist in several countries
- They don't use crane company's main expertise
- Not their market or customer base
- Investment needed – time & money
- Focus on opportunities in own sector/market first?

Crane company – overall conclusion

- They do not have the R&D resources to get very far with Horizon 2020 innovation
- It would be wrong for them to do so at present – opportunities lie in business expansion first
- They need to consider the market potential of the options on offer and develop a business plan to exploit them

Word/phrase recognition software

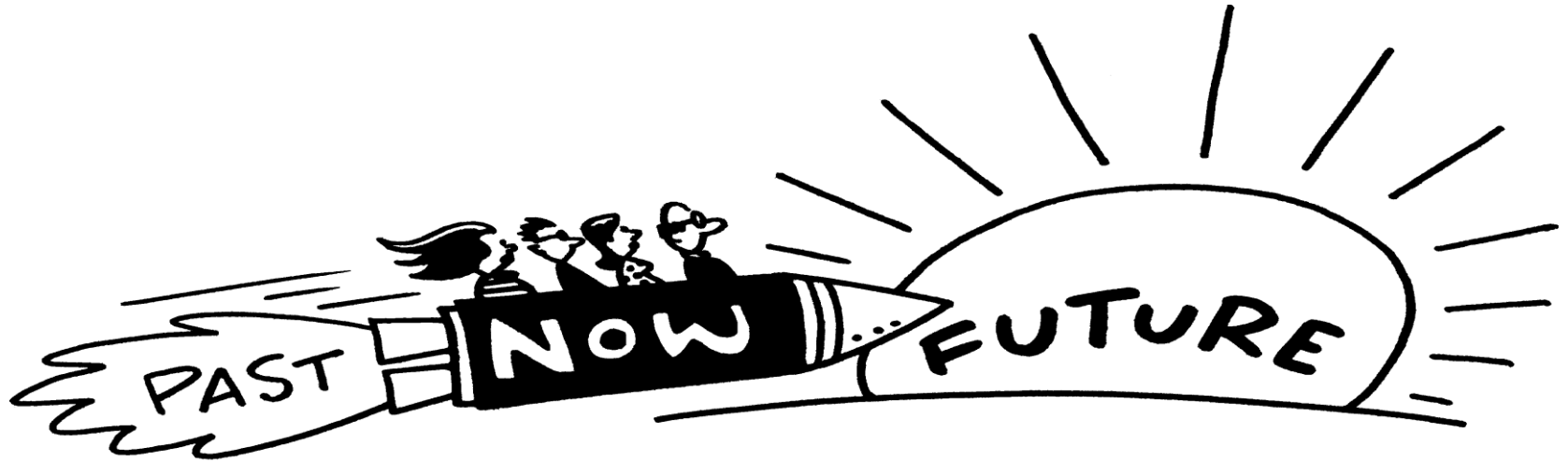


- Software identifies repetition of terms, words, sequences
- Can be used to identify common complaints, positives, etc.
- Can sense emotions and emotive patterns
- Very powerful marketing tool
- Security uses

[illegible]

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Word recognition software - conclusions



- Company too busy to bother with strategy and H2020 bids
- Confusing business model - selling software and analytics
- Time limited opportunities - may 'miss the boat' to capitalise
- May be bought out by bigger player
- Meanwhile, not enough manpower to market internationally

Word software – overall conclusions

- Business could benefit from H2020 involvement, but staff are too overloaded
- Strategy needed on what they want to do with the business in future
- Time to take action is limited, but it is unlikely they will take action

Fish farm equipment



- Well established business in fish farming technologies
- Industry loses millions through mites and diseases in intensive farming
- Difficult to clean cages
- Aggressive environment
- Company has developed innovative cleaning equipment
- Small business

Fish farm equipment



- Equipment at prototype stage
- Needs funds to develop
- Good market potential
- Farm owners interested
- International market – especially in Europe

Fish farm equipment – overall conclusions



- Could benefit from SMEI
- Fits with market needs, novelty, economic returns
- May not have the resources to see product through to market
- SMEI will at least take them further down the track

Blood component separation device



- Well established business in blood separation to produce plasma, etc.
- Identified a faster way to separate products
- Higher quality products
- Lower risk of contamination
- Working prototype developed
- Cash-rich company

Blood separation device – strategy?



- Field trials and approvals needed
- Although they have the funds, do they want to move from processing into device manufacture?
- Need to work out requirements, costs, timing
- Consider making device under licence, sale of idea

Blood separator – overall conclusions

- Business could benefit from H2020 involvement, ideal for SMEI Phase II
- Fits all criteria – innovative, fills a need, has global market potential, etc.
- Strategy needed on whether they want to make, make under licence or sell the concept

Review process

- Essential to go through this review process before attempting a formal SMEI application
- Needed so that essential data is gathered ahead of formal business plan – and to establish credibility and buy-in that it can be achieved
- Good foundation needed before building a bid!
- Danger is that without this process a bid simply becomes a form-filling exercise to win funding

Thank you for listening - any questions?

Teamwork Session

Purpose of the session

- To conduct an initial innovation review of a business and prepare an outline for a business plan ahead of an SMEI Phase I application
- We will look in more detail at an SMEI application tomorrow

Case study

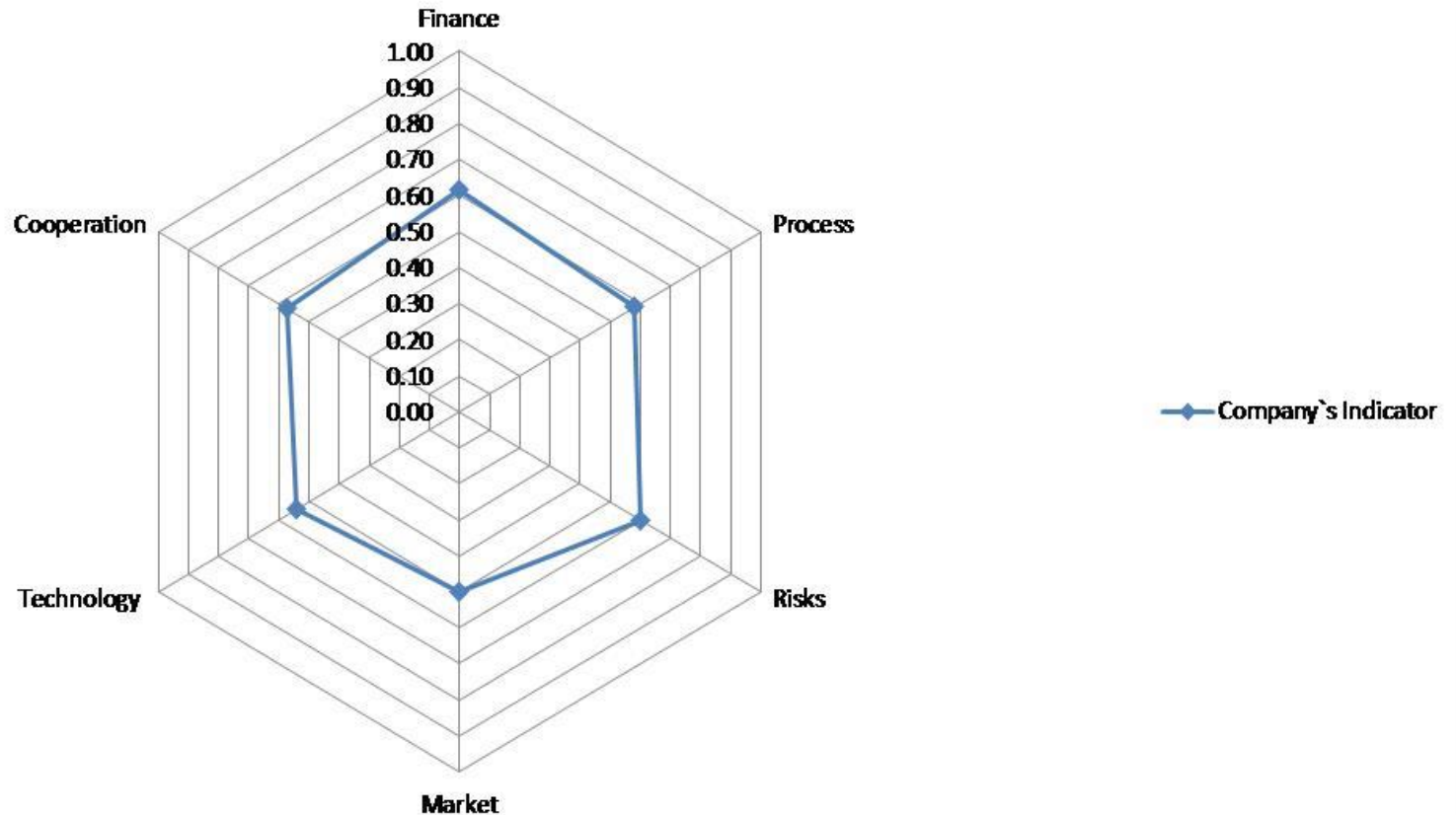
TurGlide

Industrial Chemicals

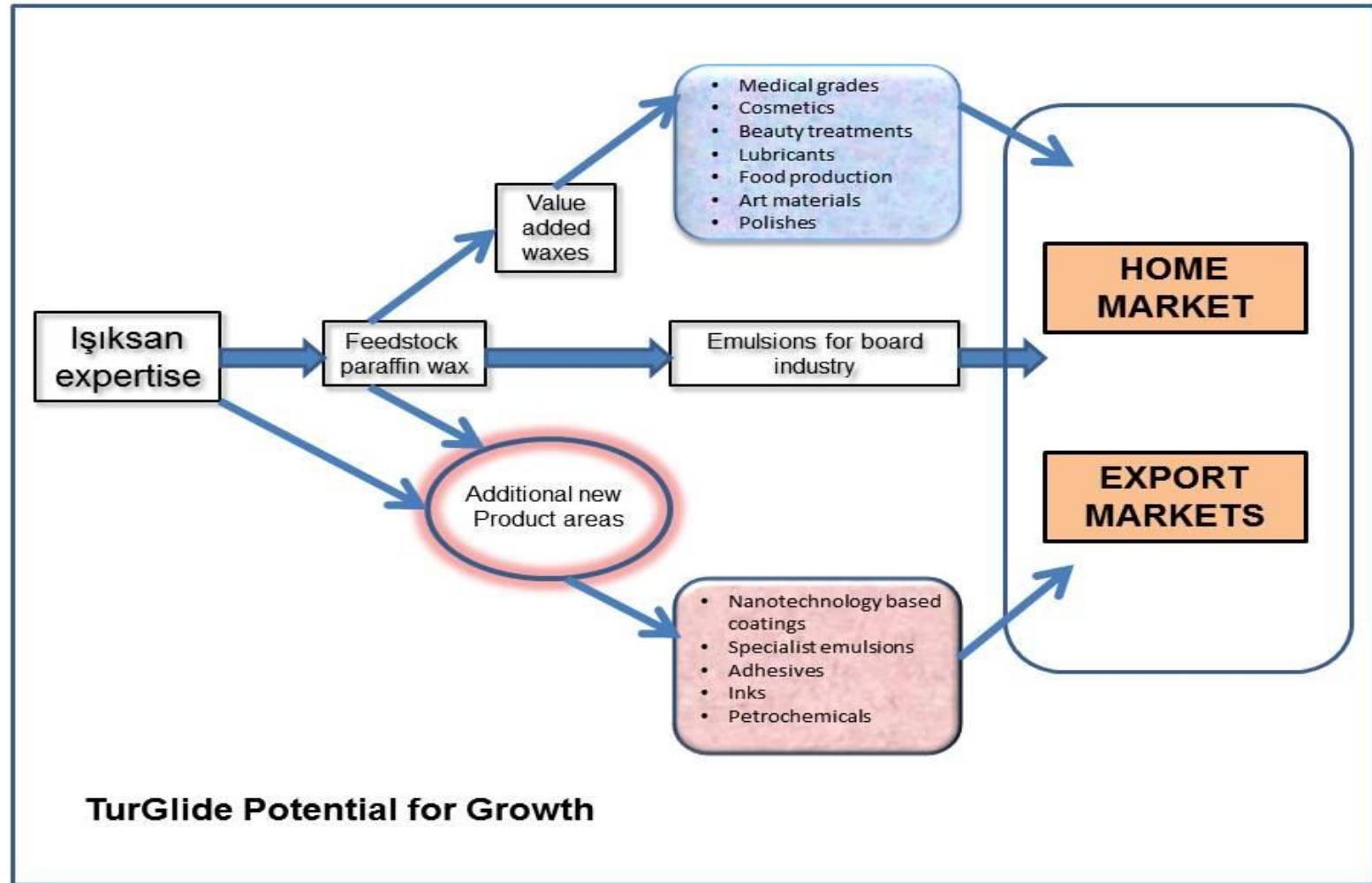
- Read description
- Complete the analysis sheet
- Compare notes
- Each table to give feedback
- Discuss

Turglide's own assessment

COMPANY'S PROJECT READINESS STRENGTHS AND WEAKNESSES



TurGlide



TurGlide

