

# "H2020 SME INSTRUMENT– Project Writing Camp"

## Interesting Insights from our SME Consultations

**Yasemin Eda Erdal**

Training Expert & Evaluator

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# 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

- Proposed product already exist in several countries
- They don't use company's main expertise
- Not their market or customer base
- Investment needed – time & money
- Focus on opportunities in own sector/market first?
- Company too busy to bother with strategy and H2020 bids
- Confusing business model
- Meanwhile, not enough manpower to market internationally

# 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

# Most companies lack a strategic view....

- Mainly trade in home market
- Often little awareness of what's out there
- Low investment in marketing, product development or R&D
- Often managed wholly by technical people
- See R&D programmes as a source of funding – not how to get new products into the market

# To sum up

- Not fully aware of their potential – facilities, expertise, etc.
- Too easily satisfied with ‘more of the same’
- Little awareness of what the competition are doing until it is too late
- Short-sighted on customer needs, markets and what influences them



# ....resulting in:

- No formal business strategy
- No product/service strategy
- No strategy for R&D
- Simply respond to customer requirements – the customer takes over the control
- Poor spread of management skills
- Technology and R&D is what really excites them!

## Contact:

### Office Address

*Turkey in Horizon 2020 Project*  
*No:6/2 Mustafa Kemal Mah. 2119. Sok.*  
*06520 Çankaya/Ankara, Turkey*  
*Tel: +90 312 219 69 80*  
*<http://www.turkeyinh2020.eu/>*

Teşekkür ederiz!

Thank you!



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