



This project is co-financed by the  
European Union and the Republic of Turkey

Bu proje Avrupa Birliđi ve Türkiye Cumhuriyeti tarafından  
finanse edilmektedir



TURKEY<sub>in</sub>  
**HORIZON 2020**  
COOPERATION. INNOVATION. COMPETITIVENESS

Technical Assistance for Turkey in Horizon 2020 Phase-II

EuropeAid/139098/IH/SER/TR

# Turkey in Horizon 2020 II

## 'Dos and Don'ts' of Bidding to EC

Project Writing Training 8, 10:00 – 13:00

28<sup>th</sup> April 2021



REPUBLIC OF TURKEY  
MINISTRY OF INDUSTRY  
AND TECHNOLOGY



COMPETITIVE  
AND INNOVATION  
PROGRAMME



TÜBİTAK

# Insight from over 130 Turkish SME proposal reviews

- General good and poor practice
- Turkish good and poor practice
- Plus wider experience



**TURKEY<sup>in</sup>**  
**HORIZON 2020**  
COOPERATION, INNOVATION, COMPETITIVENESS

# Let me begin by saying...

- Turkey has done an excellent job in building the national innovation infrastructure; science parks, grants, tax subsidies, etc.
- TÜBİTAK is very supportive in both technical and financial terms
- Consequently, there is good talent, clever engineers and scientists
- Increasing VC and private investment funds, which make tech companies more market focused

**BUT!**

# Most companies do not go through a strategic planning process

- Often no strategy or business plan
- Not fully aware of their potential
- Too easily satisfied with ‘more of the same’ – some don’t want to grow!
- Sometimes there is poor ‘absorptive capacity’ - not open to outsiders’ recommendations/ views/opinion
- Little awareness of what competitors are doing
- Short-sighted on markets and what influences them
- Little investment in marketing or product development – prefer spending on things they can get hold of!
- Many businesses still do very well despite these issues – but they could do so much better!

# Some examples from SME visits

- Proposed products often exist in other countries
- Often don't use company's main expertise to develop ideas
- Targeting outside their known market or customer base
- Greater investment will be needed in time and facilities than they can afford - *not sustainable!*
- Company too busy to bother with properly prepared bids
- Confusing business/revenue models
- Often managed wholly by technical/scientific people – lack of commercial, financial and market knowledge

# How does this bear on Horizon bids?

- Accelerator proposals are not research grant proposals - they must be clearly linked to the business plan of a company
- The mindsets of senior SME management need to change to 'tune in' to the different focus of Accelerator and how this reflects in the the application process
- There is a great deal of training, information days, etc. available for free – it is worth investing the time
- An Accelerator proposal must be driven top-down by senior management
- If professional consultants are involved, there needs to be close engagement from the top - no external person can know your business better than you!



## So – some key ‘Don’ts’ are....

- Don’t ignore the extensive guidance that the EC provide
- Don’t develop an idea without first establishing if it exists already
- Don’t develop an idea without establishing customer needs and market potential
- Don’t step outside your sphere of knowledge and waste cash in building expertise at the expense of developing your existing product range and customer base

## ...Key 'Don'ts' continued....

- Don't treat the bid as 'just another application for research funding'
- Don't leave it to juniors – or consultants – to come up with the goods
- Don't underestimate the time and investment needed to come up with a good proposal
- Don't pursue an idea beyond all reason without reviewing whether it is worth carrying on with the investment

# What should be done? – Some ‘Do’ essentials

- Do develop a 5-year rolling strategy and annual business plans
- Within these documents, set out the fields of research and allocate spend
- Before preparing a proposal, invest time and money in researching the product and its potential
- Have a marketing strategy - which target markets to aim for?, why?, who are the competition?, what is the market pricing like?, what is the potential volume of sales?, etc.

## ...Key 'Dos' continued...

- Carefully review EC documentation, work plans, calls, etc. so that your proposal will match what they are looking for at the time they want it
- Do scrutinise the bidding process and ensure that you meet all the criteria for documentation, financial information, etc.
- Do make sure you have a good balance between what you know well (technology & science) with what you may be weak on (commercial, marketing)
- Do make use of the excellent Europa web sites to gather information and intelligence on EC programmes

# ...and when you pitch to a panel of judges

- The most important aspect the judges evaluate will be the team
- Some examples from Team related questions:
  - Who is the CEO?
  - What is the task allocation among company shareholders? Is there a balanced team dynamic?
  - Who will sell the product?
  - Does the person in charge of sales have any practical selling experience in your specific target sector
  - What percentage of the team are women?
  - Will you all be working full time in the company?

# Pitching (Cont.)

- Do remember that technical people may be in the minority of judges – most will be business people/investors
- Do make sure you are familiar with your business and Revenue Model
- Do convince judges with well-researched data on markets, potential volumes, etc. Tell them about existing relationships with potential customers
- Be consistent and confident with your cash flow assumptions- judges may do calculation during your pitch and may tell you that your CF expectations are not realistic!
- Do practice your pitch and its timing – ideally with people who are not colleagues/employees
- Do try to make as many pitches as possible in front of VCs - even if you are not actually looking for one
- Agree well ahead of the meeting who will deal with which type of question and allow everyone a say – but don't take too long to present/answer and use up all your time!

Thank you!  
Any questions?

Contact:

Office Address

*Turkey in Horizon 2020 Project  
And Sokak 8/12 Akasya Apt. 06680 Çankaya/Ankara  
06520 Çankaya/Ankara,Turkey  
Tel: +90 312 467 61 40  
<http://www.turkeyinh2020.eu/>  
[info@TurkeyinH2020.eu](mailto:info@TurkeyinH2020.eu)*



REPUBLIC OF TURKEY  
MINISTRY OF INDUSTRY  
AND TECHNOLOGY



COMPETITIVE  
& INNOVATIVE  
GROWTH PROGRAMME



TÜBİTAK





This project is co-financed by the  
European Union and the Republic of Turkey

Bu proje Avrupa Birliđi ve Türkiye Cumhuriyeti tarafından  
finanse edilmektedir



TURKEY<sub>in</sub>  
**HORIZON 2020**  
COOPERATION. INNOVATION. COMPETITIVENESS

Technical Assistance for Turkey in Horizon 2020 Phase-II

EuropeAid/139098/IH/SER/TR

# Turkey in Horizon 2020 II

## EIC Accelerator – Making a Successful Application

Project Writing Training 8, 10:00 – 13:00

28<sup>th</sup> April 2021



REPUBLIC OF TURKEY  
MINISTRY OF INDUSTRY  
AND TECHNOLOGY



COMPETITIVE  
& COHESION  
PROGRAMME



TÜBİTAK