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Technical Assistance for Turkey in Horizon 2020 Phase-II  
EuropeAid/139098/IH/SER/TR

# Project Writing Training 1

Ankara, 15<sup>th</sup> April 2019



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# Philip Sowden

SME Expert, Turkey in Horizon 2020 Phase II Project



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# Group Exercise

# Who goes in the lifeboat?



# Who goes in the lifeboat?



## Doctor TOLGA

Practised for 30 years  
Worked all over the world  
Likes the colour green



## Cemile

Olympic rower; won silver medal  
In 2012 Olympics. Has her own  
fashion company



## Emre

Tax inspector. Won a national  
award for stopping tax evasion  
by the medical profession



## Captain Hakan

Captain of the ship – steered it  
into rocks. Worked in  
submarines in the Navy.



## Ece

Wife of Mustafa; Pregnant. Tendency to  
Panic. Has marriage problems.  
Likes dogs.



## Mustafa

Husband of Ece. Has a prison record  
– just came out of jail after 1 year.  
Previously worked in a bank



## Sevil

Recently retired. Came on cruise to  
celebrate. Has difficulty walking.

## Osman

Also recently retired; came on cruise to  
celebrate. Has an eye problem.

# Your task...

- The last remaining lifeboat is licensed for only 6 passengers, but there are 8 stranded on the sinking ship
- As a group, who will you choose?
- Why?
- Why not?
- Which information is key to your decision and which is not?
- What extra information will help?
- **We shall be circulating with more information if needed**
- **ASK US!**



# Who would be my choice?

The lifeboat is **licenced** for 6 people, but could easily take 2 more before being overloaded. I would save all 8!

...and then!

- Ask Osman to organise rowing and Emre to navigate
- Watch out for the ladies with Dr Tolga on board
- Stop the fighting between Emre and Mustafa and Dr Tolga
- Stop them attacking Captain Hakan
- Ask Sevil to calm down Ece and fix Cemile's arm....

# So, today's event is about...

- Not always taking things at face value
- Not pre-deciding on first impressions
- Questioning claims made by SMEs
- Seeing how claims match needs
- Testing the truth about depth of knowledge, expertise, etc.
- Signposting alternatives where this would be the better solution
- Look out for contradictions and/or gaps
- Look at SMEs, their projects and proposals through evaluator's eyes



# Let's look at suitability for the SME Instrument...

# Lots of pointers in SMEI text...

- ‘Revolutionary business ideas’
- ‘Business Plan for rolling out a marketable innovation solution’
- ‘Market creating innovations’
- ‘Breakthrough products, services, processes or business models’
- ‘Open up new markets with the potential for rapid growth at both European and Global levels’
- ‘Clearly satisfying market needs’
- ‘Has a WOW factor’

# Six main criteria...

Product, service or business model is:

- Close to market
- Cross-border
- High growth
- Disruptive
- Scalable
- At the prototype stage

# SMEI – 3 Phases

## **Phase 1 – Concept & Feasibility Assessment**

- Develop feasibility study to verify technological and economic viability of an innovative idea/concept **€50k**

## **Phase 2 – Demonstration, Market Replication, R&D**

- Projects that address specific challenges identified and demonstrate high potential – competitiveness, sales, jobs, etc.

## **Phase 3 – Commercialisation**

- Coaching during and after Phases 1 & 2

## **Access to Risk Finance**

# So, in practice what does this mean?

- Before taking a decision to apply, SMEs should look carefully at the contents of **Work Programme 2018-20** and assess whether their project is in line with them

And then, SMEs will need to propose...

- A breakthrough innovation with the potential to create entirely new markets or revolutionise existing ones
- A clear ambition to grow at international level
- A demonstrated knowledge of target market(s)
- Convincing business plan, including commercialisation
- Convincing work plan

**It is crucial to be as convincing and well balanced across all these aspects!**

# ...and our questions focus on....

- Demonstrating that projects will generate revenues and create jobs
- Sufficiently explain market conditions and evolution of competition
- Provide concrete and realistic figures on market size, market share, sales price
- Project sales volumes, turnover and number of jobs likely to be created
- Describe commercialisation plan
- Demonstrate European/International dimension
- Show how IPR is/will be protected

# Basis of Evaluation

- 3 main criteria: **IMPACT**, **EXCELLENCE** and **IMPLEMENTATION**:
- **IMPACT** has 8 sets of scores
- **EXCELLENCE** has 6 sets
- **IMPLEMENTATION** has 4 sets
- Each set of scores has 5 individual values:
  - *'Insufficient'* (0 – 1.49)
  - *'Insufficient to Fair'* (1.5 – 2.49)
  - *'Fair to Good'* (2.5 – 3.49)
  - *'Good to Very Good'* (3.5 – 4.49)
  - *'VG to Excellent'* (4.5 – 5.00)

# Impact!



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# Impact?

***‘A powerful effect that something, especially something new, has on a situation or person’***



# IMPACT - Evaluation scores

- 1 Indicate convincingly there will be demand when introduced to market
- 2 Targeted end users and their needs are well defined, with realistic description why they will be interested, compared to existing products/solutions
- 3 Demonstrate very good understanding of need for realistic and relevant analysis of market conditions – total market size, growth rate, competitors and their products
- 4 Realistic and relevant description of how product will boost growth of company

# 8 Evaluation scores continued

- 5 Demonstrate alignment with business strategy; show understanding of need for commercial & management experience to commercialise results
- 6 Clear European dimension, with respect to commercialisation and competitor evaluation
- 7 Realistic and relevant description of status and strategy of knowledge protection; current IPR situation; relevant regulatory requirements
- 8 Overall perception

# So, IMPACT is all about...

- Revenue & Jobs
- Commercial success
  - Demand – user need
  - Company growth – strategic value
  - Markets
  - Sales
- European dimension
- Convincing case for funding

# IMPACT Exercise



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# Your Task - IMPACT

Imagine that you are meeting with the three businesses detailed in your information pack...

As a group, consider their potential IMPACT for an SME Instrument application and for each one, decide on;

1. The relevant and irrelevant information provided
2. What additional information is needed to inform you more
3. What additional work the SMEs may need to do before applying
4. Whether you think they have SMEI potential
5. Interview the company
6. Decide whether they should go for SMEI or alternatives

**ON-LINE EVALUATION:**

**[bitlylink.com/zWCnC](https://bitlylink.com/zWCnC)**



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# IMPACT Feedback



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# IMPACT Feedback

## TRAKALAMB

- Market assumptions - no knowledge of competition
- Guarded about discussing 'pet project'
- No commercial experience in the product area

## TURGLIDE

- Good resources
- Weak technical/managerial capabilities
- Need to define market for new product better

## KOLI-KLERE

- Potential high impact
- Good understanding of science – but market understanding?
- Transition from lab to production will need careful consideration to be convincing

inovasyon



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Excellence?

***‘The quality of being excellent’***

Excellent?

***‘Extremely good’***

# 6 Evaluation scores

- 1 Does it explore new market opportunities which address EU/Global challenges?
- 2 Realistic description of current stage of development and added value of its innovation; understanding of competing solutions; good comparison with state-of-the art
- 3 Objectives, approach and activities are consistent with expected impact
- 4 Expected performance of product is convincing and commercially relevant – better than alternatives
- 5 Proposal shows good understanding of commercial and technical risks and opportunities on commercialisation
- 6 Overall perception

# So, EXCELLENCE is all about...

- Technical excellence compared to competition
- Innovative solution to established needs
- Creating new markets
- Disrupting existing markets
- Approach is consistent with impact
- European dimension
- Convincing case for funding

# MEASURE YOUR TECHNOLOGY READINESS LEVELS - TRL

How technology ready is your service/product?



Technology Readiness Levels as adapted by the CloudWATCH2 project

Find out more about CloudWATCH2 TRL: [http://bit.ly/TRL\\_MRL](http://bit.ly/TRL_MRL)

# MEASURE YOUR TECHNOLOGY READINESS LEVELS - TRL

How technology ready is your service/product?



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# Innovation

- **INCREMENTAL**

Small changes which influence market share; the progressive advance of a product

- **STEP-CHANGE**

More significant changes by adding new technology to give a major market lead

- **DISRUPTIVE**

Creates new markets and value networks by disrupting the existing ones

# Innovation



# EXCELLENCE Exercise



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# Your Task - EXCELLENCE

Imagine that you are meeting with the three businesses detailed in your information pack...

As a group, consider their potential EXCELLENCE for SME Instrument and for each one, decide on;

1. The relevant and irrelevant information provided
2. What additional information is needed to inform you more
3. What additional work the SMEs may need to do before applying
4. Whether you think they have SMEI potential
5. Interview the company
6. Decide whether they should go for SMEI or alternatives



# EXCELLENCE Feedback

## **TRAKALAMB**

- Unlikely to meet 'disruptive' criteria
- More complex than existing solutions

## **TURGLIDE**

- May achieve technical excellence – will depend on establishing need and commercial potential

## **KOLI-KLERE**

- Should meet excellence criteria
- Will need to concentrate on commercial viability

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# IMPLEMENTATION

# Implementation?

**‘The act of putting a plan into action or of starting to use something’**

# 4 Evaluation scores

1. Proposal has relevant resources to develop its activities
2. Taking project's ambition and objectives into account, proposal includes realistic time frame and a comprehensive description of the work
3. Team has relevant technical/managerial experience, including market aspects for their innovation
4. Overall perception

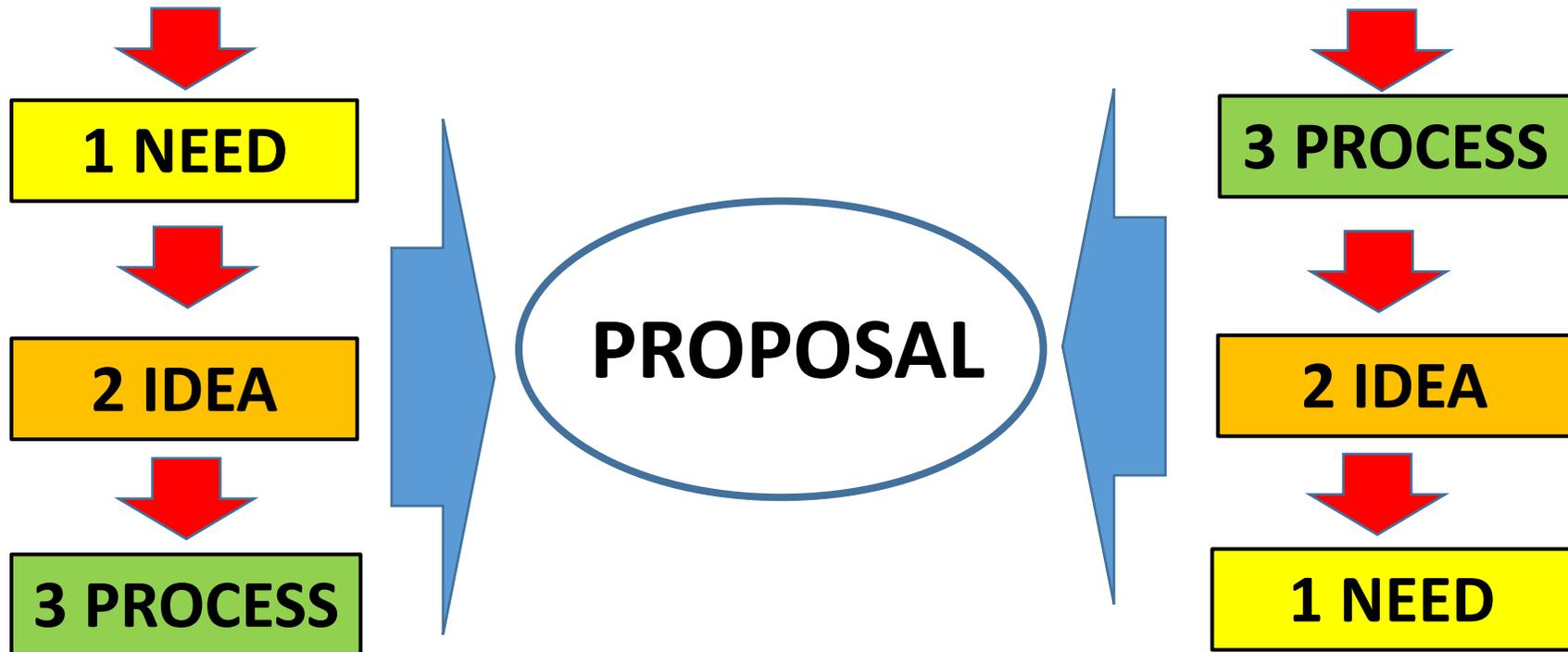
# So, IMPLEMENTATION is all about...

Convincing evaluators that the project will be done:

- Professionally
- With the right resources
- On time
- With proper management
- Fully describes work/timing

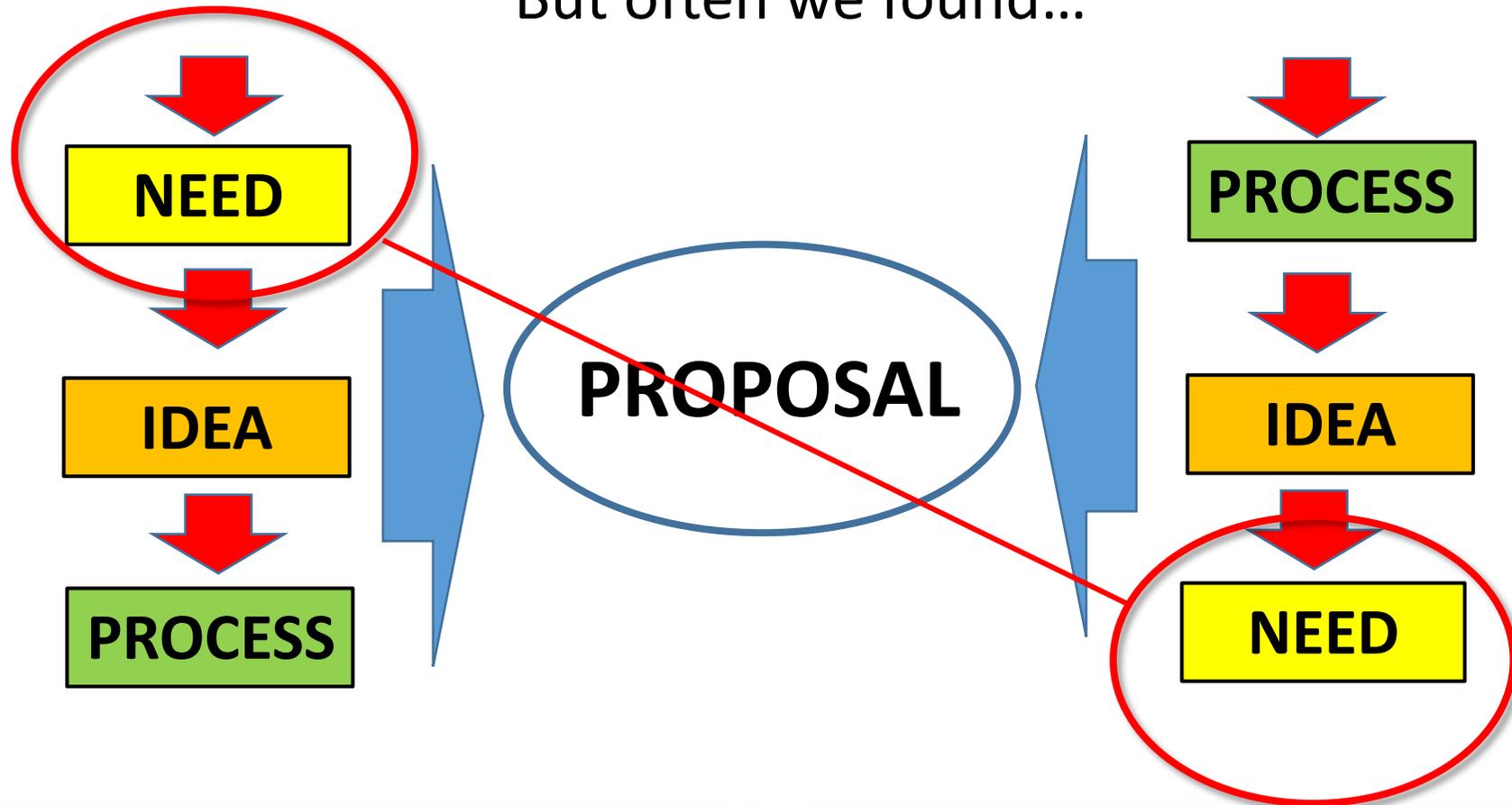
# Proposal process...

But often we found...



# Proposal problem

But often we found...



# Your Task - IMPLEMENTATION

Imagine that you are meeting with the three businesses detailed in your information pack...

As a group, consider their potential IMPLEMENTATION under SME Instrument and for each one, decide on;

1. The relevant and irrelevant information provided
2. What additional information is needed to inform you more
3. What additional work the SMEs may need to do before applying
4. Whether you think they have SMEI potential
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# IMPLEMENTATION Exercise



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# IMPLEMENTATION Feedback



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# IMPLEMENTATION Feedback

## **TRAKALAMB**

- Unlikely to have convincing capabilities
- Under-resourced?

## **TURGLIDE**

- Well resourced financially, but lacking in technical capabilities
- No clear project planning capability

## **KOLI-KLERE**

- Well used to technology project planning
- No commercial capability

# SMEI Potential?

## TRAKALAMB

- Possible Phase 1 – but unlikely to succeed; refer to TÜBİTAK?

## TURGLIDE

- Possible Phase 1 and 2, but need to define innovation potential – suggest go ahead with Phase 1

## KOLİ-KLERE

- Definite Phase 1 and 2; may go straight to Phase 2 depending on field trials
- High commercial potential, but need to establish competition better – is their product really as innovative as they think?

# Concluding Remarks



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thank  
thank  
you!



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