



This project is co-financed by the
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Bu proje Avrupa Birliđi ve Türkiye Cumhuriyeti tarafından
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Technical Assistance for Turkey in Horizon 2020 Phase-II
EuropeAid/139098/IH/SER/TR

Project Writing Camp 1

Ankara, 2nd May 2019



REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY





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

Çağrı Yıldırım

Operation Coordination Unit

TÜBİTAK



REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY





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Support for participation in Horizon 2020



REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY



SUPPORT and AWARD PROGRAMMES



Fundamentals

Quantity

New Actors

Quality

Better Projects

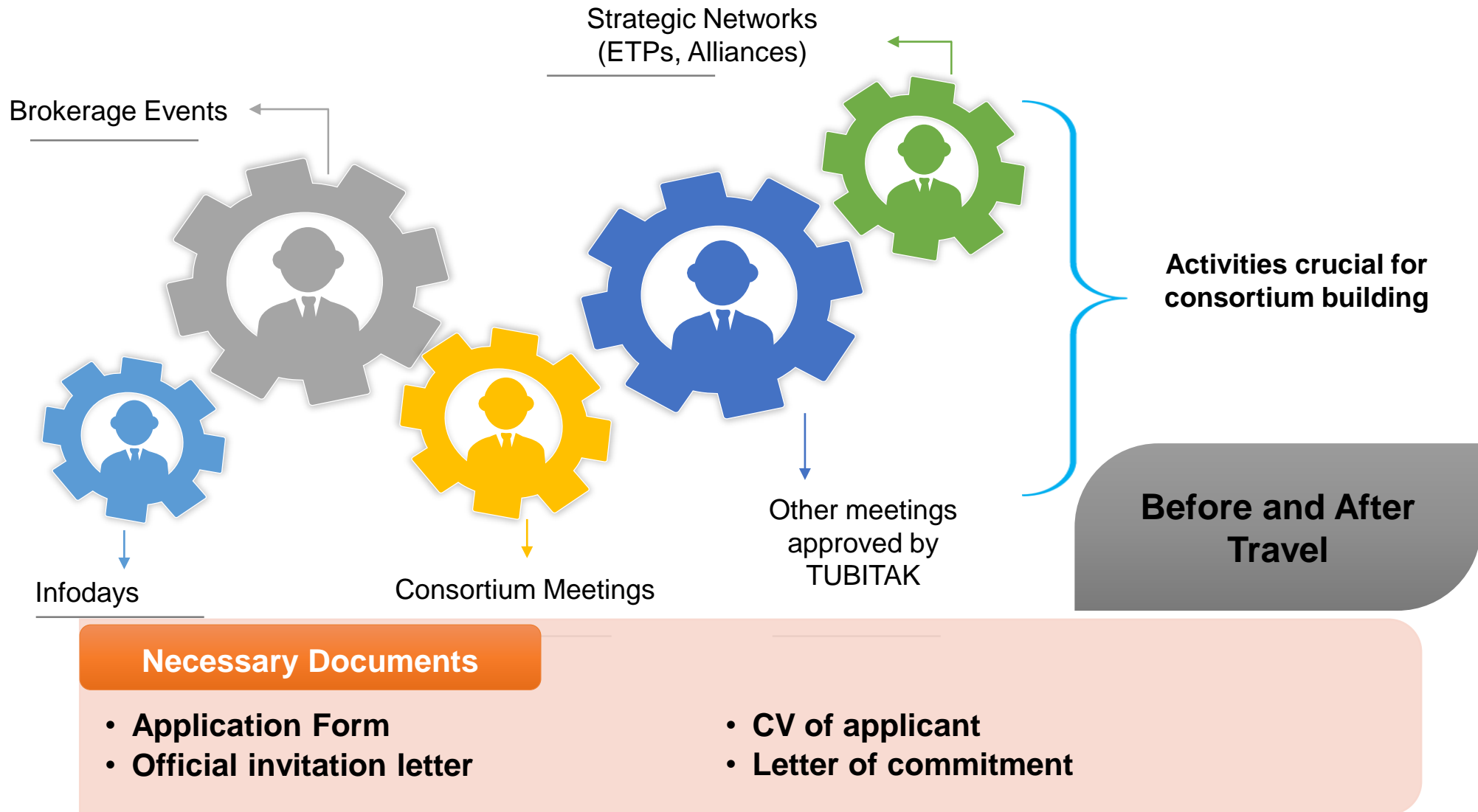
Leadership

More Coordinators

Promotion

Generous Awards

Support for H2020 Oriented TRAVELS



Support for H2020 Oriented TRAVELS

Up to 1.500 Euro for each approved application

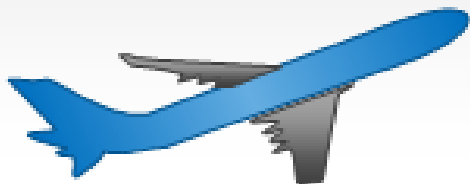
Eligible Costs

- Accomodation
- Domestic Transport
- Visa
- Flight tickets
- Participation fee
- Daily Allowance

**Travel
Support**

Important Issues

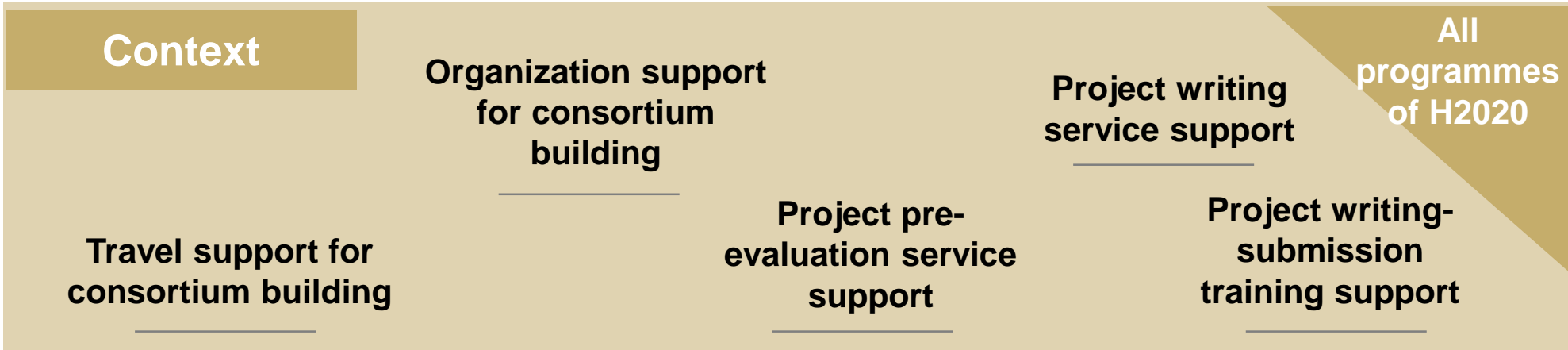
Report on the meetings
and events expected



Max. 4 travel per year

After 4 travel supports
new support is
granted in the same
area, if applicant
became partner in a
proposal

Support for H2020 COORDINATORS



Travel Support

- Potential coordinator/project team
- Travel and accomodation
- Participation to meetings/lobbying EC
- Up to 4 travels per projects

Up to 1.500 €



Organization Support

- Organizations in Turkey or abroad
- Max. 2 days
- Venue, catering, technical equipments, travel for two representatives from project team

Up to 30.000 TL



Support for H2020 COORDINATORS

Project Writing&Submission Training

- For Coordinator Candidate or a project team: up to 3 people
- Training fee, travel and accomodation costs (up to 1500 €)
- Participation to trainings (Financial Issues, IPR, Project idea compiling, etc.)
- Support depends on type of training (general or specialised) and location

**Participation fee:
Up to 2.000 €/day**



Project Writing Support

- Max. once for each project
- Converting ideas to project by professionals
- Support depends on project type, and location of evaluation expert

Up to 15.000 €

Project Pre-evaluation Support

- Evaluation of projects by professionals
- Max. once for each project
- Support depends on project type, and location of evaluation expert

Up to 8.000 €

Support for ERC CANDIDATES

ERC Principal Investigator Enhancement Programme

Project Writing – Submission Trainings

- Conceptualizing and writing project idea
- Participation to up to 2 trainings
- **Per training incl. travel costs up to 3.000€**

Project Pre-evaluation Support

- Evaluation by professionals before submission
- Evaluation of Project idea
- Written scientific evaluation: B Forms
- Via internet, telephone or meeting
- Travel support
- **Up to 7.500€**

Interview Trainings

- Participation to ERC interview trainings
- Participation at 1 training
- **Per training incl. travel costs up to 2.500€**

NO EXPERT EVALUATION:

- ERC applicants succeeded to pass the 1st stage
- MSCA IF grant holders
- TÜBİTAK Science Award Holders
- EMBO Settlement Support Programme, Young Researchers, Long-term fellowship holders
- COST action proposers

MSCA Support Programme

MSCA IF Project Pre-Evaluation



**Support for up to
€ 2.000 or € 3.000**

- **Candidates should be bearing the requirements of the MSCA Call**
- **1 year of the project should be performed in Turkey (Global Fellowships)**
- **Aplicant is going to move from any country to Turkey (European Fellowships)**
- **MSCA IF 2019 Project Pre-evaluation call deadline is 7 August 2019**
- **Part B of draft proposal**

AWARD for Above the Thresholds

Awards (2019 & 2020 Calls):

- Multipartner and Single Partner Projects (Coordinator) : 40.000 TL
- Multipartner and Single Partner Projects (Partner) : 20.000 TL
- Single partner SME Projects : 30.000 TL
- MSCA IF Projects (80-89 points) : 10.000 TL
- MSCA IF Projects (above 90 points) : 20.000 TL
- ERC Projects (Principal Investigator)
 - A Score : 50.000 TL
 - A Score Reserve List : 60.000 TL

- **To the team members listed in the official letter**

- **According to the threshold level in each call**



AWARD for Successful Applicants

Granted Projects

Programme	Partner	Coordinator
Multipartner Projects and JTI/JU Projects (Except SMEI)	20.000 TL + (Budget (TL) x % 20)	40.000 TL + (Budget (TL) x % 40)
SME Instrument		30.000 TL + (Budget (TL) x % 30)
MSCA IF Projects		20.000 TL + (Budget (TL) x % 50)
ERC Starting Grant (StG) Projects		90.000 TL + (Budget (TL) x % 60)
ERC Consolidator Grant (CoG) Projects		120.000 TL + (Budget (TL) x % 60)
ERC Advanced Grant (AdG) Projects		150.000 TL + (Budget (TL) x % 60)
ERC Proof of Concept (PoC) Projects		30.000 TL + (Budget (TL) x % 60)
ERC Synergy Grant (SyG) Projects		150.000 TL + (Budget (TL) x % 60)

TÜBİTAK National Coordination Office

One-to-One Consultancy and Mentorship

Mediation for Partnerships

Support in Project Execution

Award and Support Incentive Mechanisms

IPA Projects with EU Contributions



.....

<https://ufuk2020.org.tr/en/awards/success-awards/payment-process-success-award>

An aerial photograph of Ankara, Turkey, at dusk. The city is densely packed with buildings, and the lights of the city are beginning to glow. The Ankara Tower is visible in the distance. The text is overlaid on the center of the image.

Contact:

Mr. Çağrı YILDIRIM

Operation Coordination Unit

Turkey in Horizon 2020 - Phase II

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A glass of dark red Turkish tea (çay) is served in a traditional tulip-shaped glass on a silver tray. A silver sugar bowl with a lid is visible in the background. The image has a soft, warm tone.

Teşekkür ederim!

Thank you!



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Dr. Aleksander Bakowski

Team Leader, Turkey in Horizon 2020 Phase II Project



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Turkey in Horizon2020: Phase II Support to Turkish participation in the EU Framework Programmes for Research and Innovation

Aleksander Bakowski, Team Leader

Ankara, 15th April 2019

Project objectives

- **Turkey in Horizon2020 Phase II:**

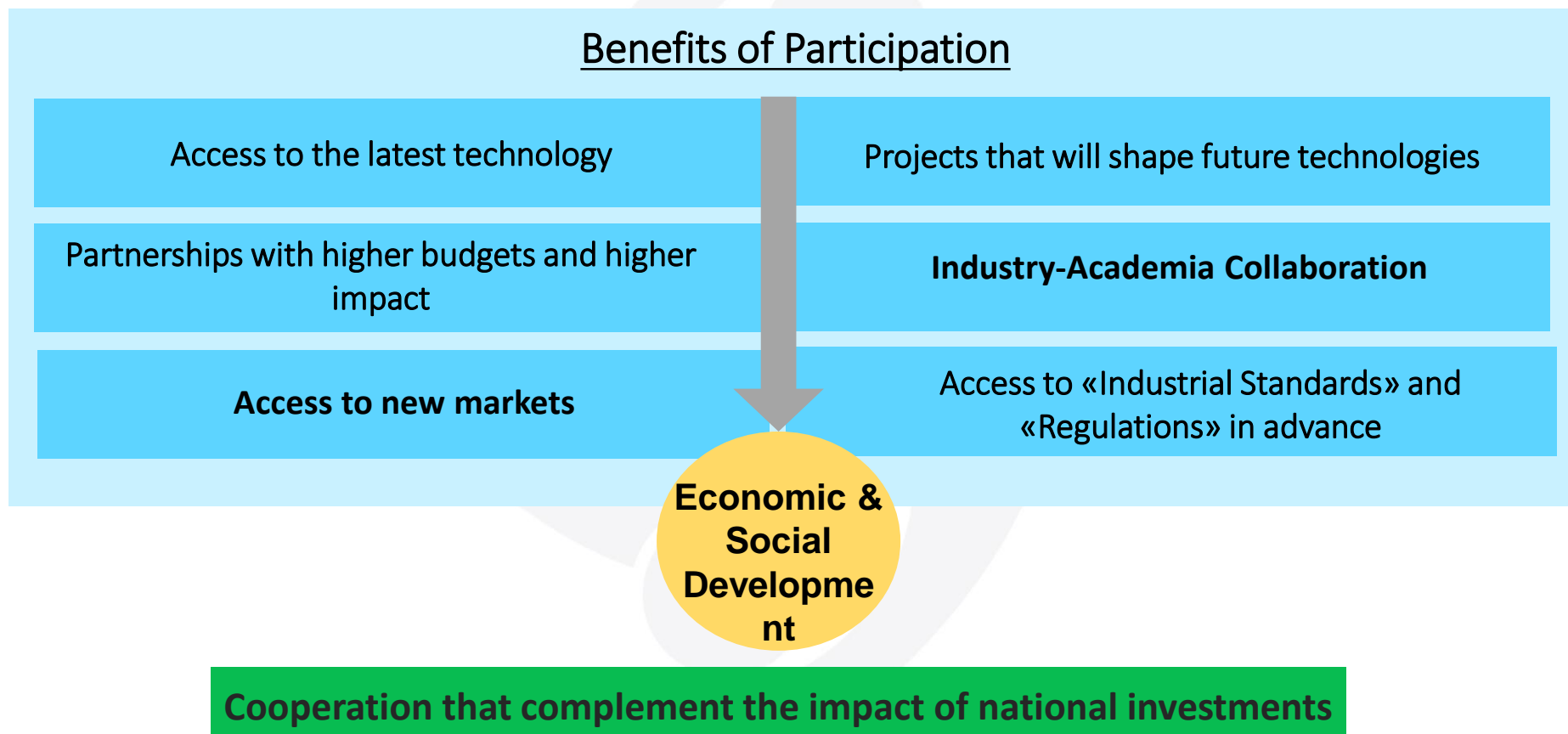
- Support to Turkish Participation in Horizon2020**

- **Strengthen the capacity of Turkey in STI and facilitate integration of Turkish Research Area to ERA through increasing its participation to Horizon2020**

- **Knowledge Diffusion | Raising Awareness | Networking
Variety of Trainings | Project Documents | Online Tools**

- ***Commencement date: 07.01.2019 Closure date: 07.01.2022***

EU Framework Programmes and Turkey



Turkey in Horizon2020

Total Contribution: 436 Million €, Return Amount: 145 Million

€



679 Turkish participants (0,63%)
145,1 MEuro EU Contribution
(0,36%)

99 SMEs in funded projects
26 MEuro EU Contribution

479 projects with Turkish participation (2,2%)

121 Coordinators
43 MEuro EU Contribution

Currently

51,2%



Academy

17,9%



SME

18,6%



Industry

Target

40%



SME

20%



Industry

Specific Results

- ✓ **Increased awareness and attractiveness of the Horizon 2020 and Horizon Europe** through efficient Information Multipliers System, Trainings and Project Writing Camps, and SMEs Support Package
- ✓ **Rate of Turkey participation in Horizon2020 increased** through International Brokerage Events, Award Ceremonies, Study Visits, and National Advisory Group Meetings
- ✓ **Knowledge diffusion on Horizon Europe** realized through launch conference and info-days
- ✓ **Sustainability and dissemination of project results achieved** through preparation and printing of project documents and web site

Activities & Outcomes

- Trainings (in total 32 with 1870 participants)

No of trainings	Type of training	Year	No of participants	Content
12	Focused Group	2019, 2020	360	proposals development in specific thematic priorities
3	Project Writing Camps	2019, 2020	60	proposal writing
9	General & Information on Horizon 2020 & Horizon Europe	2020, 2021	900	awareness raising
3	Intellectual Property Rights (IPR)	2020, 2021	150	exploitation of results
3	Access to Risk Finance	2019, 2020, 2021	300	funding opportunities
2	On Lobbying	2020	100	lobbying of proposals

Activities & Outcomes

- Workshops for Information Multipliers (in total 6 with 100 participants)

No	Type of training	Year	No of participants	Content
6	Workshops and Training Sessions (IMS)	2019, 2020, 2021	100	Leveraging the Information Multipliers System

Activities & Outcomes

■ Networking

No	Activity	Year	No of participants	Content
2	Brokerage Event	2019	600	new proposals and partnerships
3	Annual Award Ceremony	2019, 2020, 2021	450	awarding best participants and organizations
2	International Study Visits to EU Coordinators	2019	12	NCO visits to experienced EU organizations
20	International Study Visits from TARAL to EU key players	2019, 2020, 2021	200	networking and projects partnership
20	National Advisory Group Meetings	2019, 2020, 2021	300	strategic approach to Framework Programmes

Activities & Outcomes

■ Project Documents and Online Tools

Activity	Year	No	Content
Printing of Training Materials	2020	1000	General & Information trainings materials
Printing of Promotion Booklets	2020	1000	Info on Horizon Europe, Legal & Financial Guide, IPR Guide, SME Instruments Guide
Web site	2019	1	updated
IMS Platform	2019	1	updated and improved
Helpdesk Facility	2019	1	Updated and improved

Activities & Outcomes

- Horizon Europe Launch Conference

No	Type of event	Year	No of participants	Content
1	Launch Conference on Horizon Europe	2021	300	international conference for launching Horizon Europe in Turkey

Activities & Outcomes

■ SME's Full Support Package

No	Activity	Year	No of participants	Content
50	1-to-1 Project Writing on the job support	2019, 2020	50	consultations to increase of the quality of project proposals preferably among applicants of SMEI
6	Project Writing Camps	2019, 2020	120	proposal preparation workshop for addressed to selected SMEs
12	Project Writing Trainings	2019, 2020, 2021	600	SMEI proposal writing trainings
9	Webinars	2019, 2020, 2021	225	for the beginners in SMEI
1	Pitching Workshop	2019	30	for high growth potential start-ups
10	Feasibility Reports	2019, 2020	10	SMEs having „Seal of Excellence”
1	Investment Readiness Training	2019	30	preferably SMEI participants and national funds beneficiaries

Our Team



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COMPETITIVE
SECTORS
PROGRAMME



TÜBİTAK



Teşekkür ederim!

Thank you!



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MINISTRY OF INDUSTRY
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COMPETITIVE
SECTORS
PROGRAMME



TÜBİTAK



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Odysseas Spyroglu

Key Expert, Turkey in Horizon 2020 Legal & Financial Issues



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TURKEYⁱⁿ
HORIZON 2020
COOPERATION. INNOVATION. COMPETITIVENESS

Turkey in Horizon 2020 II

What can we do for you?

SME Project Writing Training (PWT-SME-1) Workshop

Odysseas SPYROGLOU

H2020 Legal & Financial Key Expert

Ankara, 15 April 2019



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MINISTRY OF INDUSTRY
AND TECHNOLOGY



Overview. (Here we are again)

- Pillars of Horizon 2020
- H2020 for SMEs
- TH2020 II Outline
- Our project for SMEs



The 3 Pillars



Pillar 1 Open Science

European Research Council

Marie Skłodowska-Curie Actions

Infrastructures



Pillar 2 Global Challenges and Industrial Competitiveness

Clusters

- Health
- Inclusive and Secure Society
- Digital and Industry
- Climate, Energy and Mobility
- Food and natural resources

Joint Research Centre



Pillar 3 Open Innovation

European Innovation Council

European innovation ecosystems

European Institute
of Innovation and Technology

Strengthening the European Research Area

Sharing excellence

Reforming and Enhancing the European R&I system

Proposed Structure for Horizon Europe
Image Credit: European Commission

European Innovation Council Pilot

The EIC pilot supports top-class innovators, entrepreneurs, small companies and scientists with bright ideas and the ambition to scale up internationally.

It brings together the parts of Horizon 2020 that provide funding, advice and networking opportunities for those at cutting edge of innovation.

What does EIC offer?

Instrument →	SME-Instrument		FTI	FET-Open	EIC prizes
	Phase 1	Phase 2			
For whom	One or more European ¹ SMEs		From 3 to 5 European ¹ entities (mostly industrial ²)	At least 3 entities ³	At least one entity (which must be European ¹ for some of the prizes)
Maximum funding⁴	50,000 €	2.5 M€	3 M€	3 M€ (RIAs) 0.5 M€ (CSAs)	Varies for each prize
Total budget 2018-20	163 M€	1421 M€	300 M€	705 M€ (RIAs) 10 M€ (CSAs)	40 M€
Focus	Exploring the feasibility of a business idea (~ 6 months)	Breakthrough innovation & international growth (12-24 months)	Close-to-market innovation	Radically new technologies	6 different topics (major societal issues)

PHASES



The instrument is structured in three phases, with the aim of transforming **disruptive ideas** into concrete, innovative solutions with a European and global impact. SMEs are recommended to apply for Phase 1, but may also apply directly for subsequent phases:

PHASE1

Concept & Feasibility Assessment
Idea to concept (6 months)

The SME will draft an initial **business proposal**.

The European Union will provide
€50 000 in funding
and business coaching.

PHASE2

Demonstration, Market Replication, R&D
Concept to Market-Maturity (1-2 years)

The SME will further develop its proposal through **innovation activities**, and draft a more developed **business plan**.

The EU may contribute between
€0.5 million and **€2.5 million***
and provide business coaching.

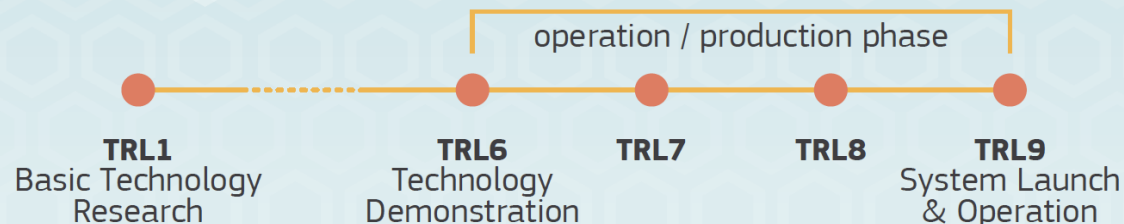
PHASE3

Commercialisation
Prepare for Market Launch

The SME will receive extensive support to help polish its concept into a marketable product, and have access to **networking opportunities**.

The EU will not provide funding in this phase.

Projects sought
Projects at the **technology readiness level 6 or higher** (technology demonstration) have the best chances to receive funding.



SME Inst: Evaluation process

Submission of Proposals



Remote Evaluation



Ranking of Proposals



Interview



Grant Agreement



SME Inst: Evaluation process

Jury Interview

Six Juries composed of at least 5 experts

Panel Review

All experts from all juries



15'

Jury briefing



30'

Interview of
Applicants



15'

Jury debriefing



Agreement on **the list
of projects** proposed
for **funding**

A few statistics

SME Instrument in numbers



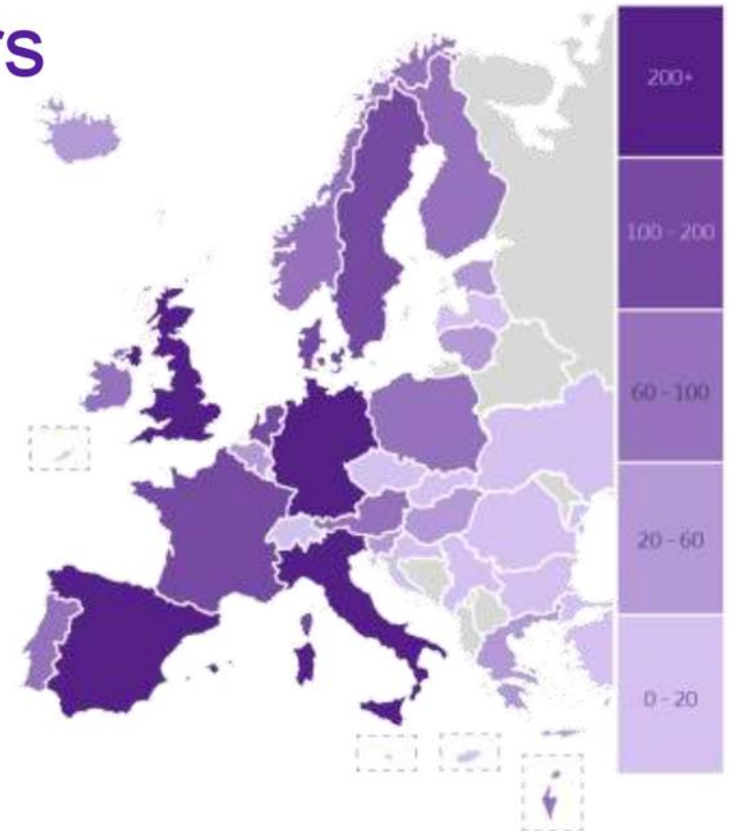
3018 companies



1.3 billion

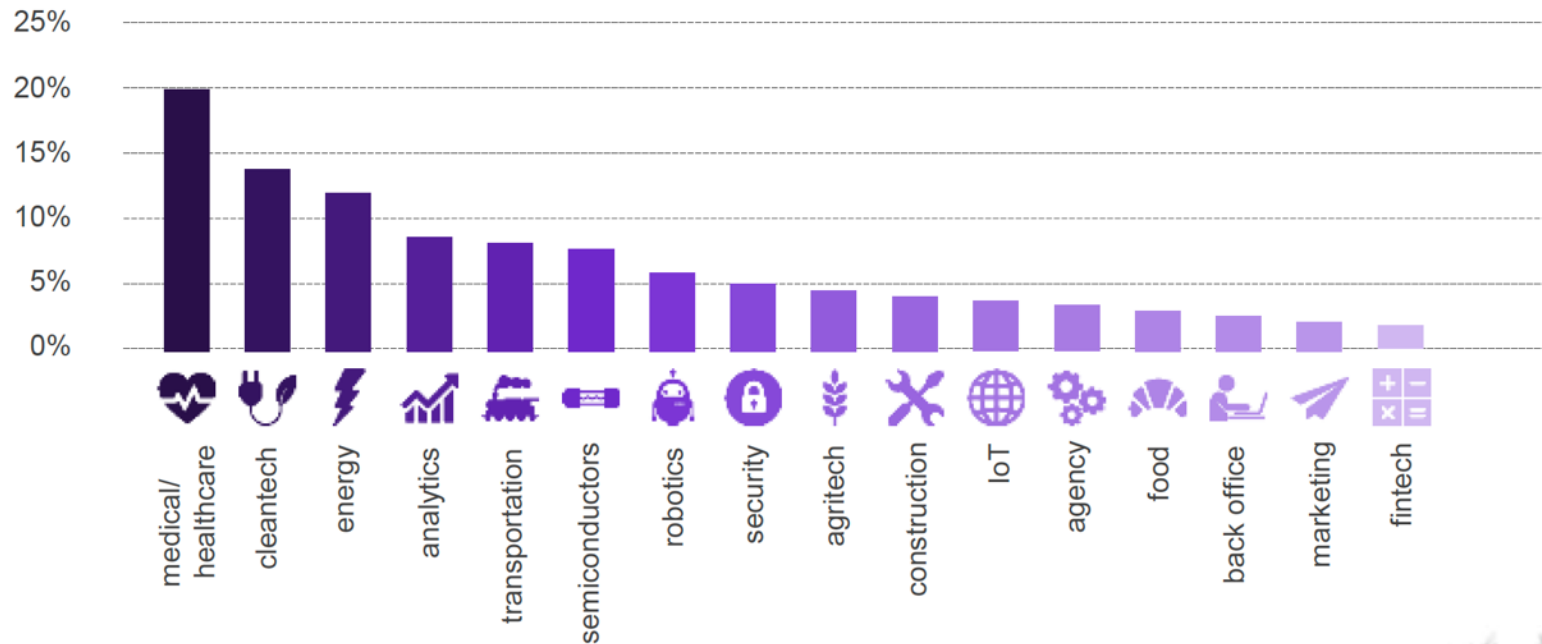


5% - 8% success rate



A few statistics

Companies by industry



Success Stories





OPEN CALL

4 cut-offs per year
for each Phase



FAST & EASY

10-30 page
application.
Results in around
1 month



ACROSS THE BOARD

Small businesses
from all industries



TRANSPARENT

Independent experts,
clear selection criteria,
constructive feedback



HIGHLY COMPETITIVE

Acceptance rate:
8% for Phase 1
4.8% for Phase 2



MARKET- ORIENTED SELECTION

Focused on impact,
unique ideas,
team's capacity



HIGH-RISK

20% of funded SMEs
are pre-revenue
companies



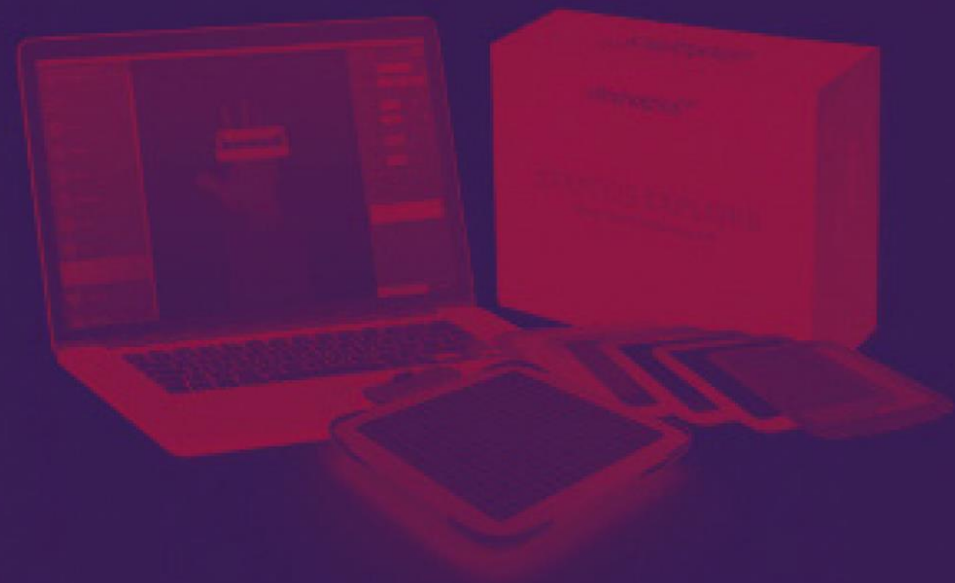
LEARNING EFFECT

Coaching in Phase
1 boosts market
readiness and
doubles chances for
Phase 2



CONNECTING BUSINESSES

More than 100
events linking
entrepreneurs,
investors, large
companies and more

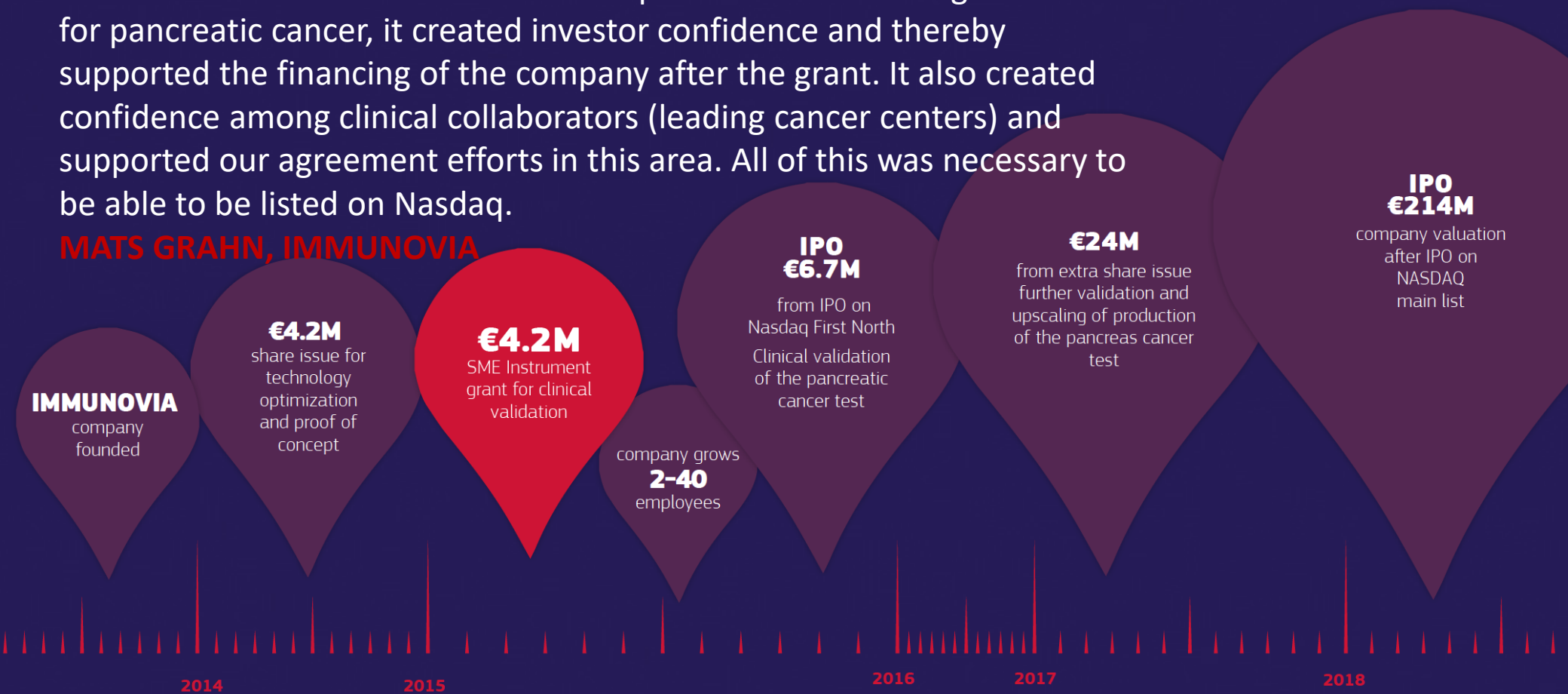


UltraHaptics is a company that is now four years old. We produce feeling and sensations in mid-air, using focused ultrasonics, which we use us to create buttons, sliders, switches and so on that allows us to create machines and creating objects in virtual and augmented reality. The company received a Horizon 2020 SME Instrument grant 3 years ago which was instrumental in transforming the company from a small technology university spin-out into a commercial business that now employs 80 people

STEVE CLIFFE, ULTRAHAPTICS

SME Instrument accelerated the development of our first diagnostic test for pancreatic cancer, it created investor confidence and thereby supported the financing of the company after the grant. It also created confidence among clinical collaborators (leading cancer centers) and supported our agreement efforts in this area. All of this was necessary to be able to be listed on Nasdaq.

MATS GRAHN, IMMUNOVIA





Fast Track to Innovation Pilot

THE ULTIMATE BOOST FOR OUTSTANDING BUSINESS INNOVATORS WITH A NEED FOR SPEED...

PREPARE YOUR PROPOSAL

Build your industry-intensive consortium*
minimum 3 partners - maximum 5 partners
(all based in the EU and / or in Horizon 2020
associated countries)

Proposal



Outstanding Business Innovation Concept
(high-readiness level / TRL 6, meaning
demonstrated in a relevant environment)

Continuous open call
until end 2016

6 months time-to-grant

DEVELOP YOUR INNOVATION

Receive an EU grant of EUR 1 million to 3 million
(70% of funding, 100% of funding for non-profit entities)

From Mature R&D
Demonstration
Market-Oriented
R&D
to Market-Mature Innovation

12-24 months for implementation

HIT THE MARKET!

Start your commercial activities



The Market
Market-Maturity to Market
Launch



Market-ready result
(finished product, service,
process/ TRL 9)

At most 36 months from grant to market

NEXT CALLS:

21 February 2019
23 May 2019
22 October 2019

19 February 2020
09 June 2020
27 October 2020

FET Open: Future Emerging Technologies

- Novel ideas for radically new technologies
- Radical vision
- Breakthrough technological target
- Ambitious interdisciplinary research

NEXT CALLS:

FETOPEN-01-2019-2020

18 September 2019

13 May 2020

FETOPEN-03-2019-2020 (CSA)

08 October 2019

14 October 2020

One more thing: Eurostars



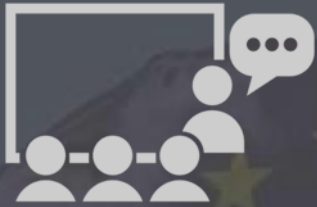
- Project Leader: R&D SME from Eurostars country (36)
- 3 – 4 participants (Min=2)
- 2 – 3 Countries
- Project Duration: 3 years
- Average Project 1,4m
- 75% Funding (TR SMEs)



Co-funded by EUREKA member
countries and the European Union
Horizon 2020 Framework Programme

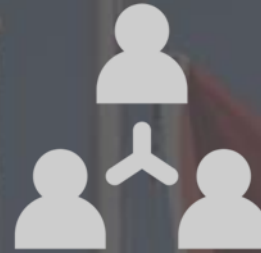
<https://www.eurostars-eureka.eu/>

What we offer in this project



Training Events

- Introductory
- Focus Groups
- IPR
- Access to Risk Finance
- Webinars
- Lobbying
- Project Writing Camps



SMEs Support

- 1-to-1 Support
- Project Writing Training
- Pitching Workshop
- Feasibility Reports
- Investment Readiness



Networking

- Brokerage Events
- International Study Visits
- Award Ceremonies
- Conferences
- Info Days



Tools

- Website
- Helpdesk
- Training Guides

Especially for SMEs

- 50 SMEs x 20h one-to-one Project Writing Support
- 12 Project Writing Trainings for SMEs (1-day)
- 6 Project Writing Camps for SMEs (1-day)
- 9 SME Instrument Webinars
- 1 Pitching Workshop for SMEs
- 10 Feasibility Reports for Innovative SMEs
- 1 Investment Readiness Training

An aerial photograph of Ankara, Turkey, at dusk. The city is densely packed with buildings, and the lights of the city are beginning to glow. In the background, the Ankara Tower is visible. The foreground shows the rooftops of residential buildings.

Contact:

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Philip Sowden

SME Key Expert, Turkey in Horizon 2020



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Changes to the SME Instrument



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The SME Instrument gets a name...

The European Innovation Council (EIC) Pilot has created..

ACCELERATE

Same logic...

- Lack of finance for breakthrough & disruptive innovators – Start-ups, SMEs, Entrepreneurs
- Estimated total equity-funding gap = €70bn.
- Many SMEs can't find high-risk capital needed to get to private investor stage
- *ACCELERATE* bridges this gap in finance and risk-taking

Same basic focus...

- Three key aspects:
 - IMPACT
 - EXCELLENCE
 - Quality and efficiency of IMPLEMENTATION
- High growth potential, high-risk applicants
- Disruptive innovations
- Sound business plans

Major policy changes...

- Greater emphasis on COMMERCIALISATION
- ...even more emphasis on **IMPACT**
- **No** thematic areas
- Greater involvement in private sector financing
- EC will also invest
- Seen as supporting SMEs which need 'One last push' before scaling up to market-ready products
- Longer term - move from grants to equity investments

‘Blended Finance’

- A new development to get more engagement with private sector and better returns for the EC
- Grant plus loan and/or equity investment of up to **€15m.**
- EC will have a ‘Special Purpose Vehicle’ (**SPV**) to make investments where private sector consider risks too great
- Any income to EC from equity investment will be put back into programme to fund further projects

Why EC investment?

‘We are not in the logic of making money; what we want is to take risks where the private sector won’t.

For public investments, failure is the measure of success; if we were to succeed disproportionately, it would mean that we simply displaced private investment’

Julien Guerrier, Director of the Executive Agency for Small and Medium Enterprises, European Commission

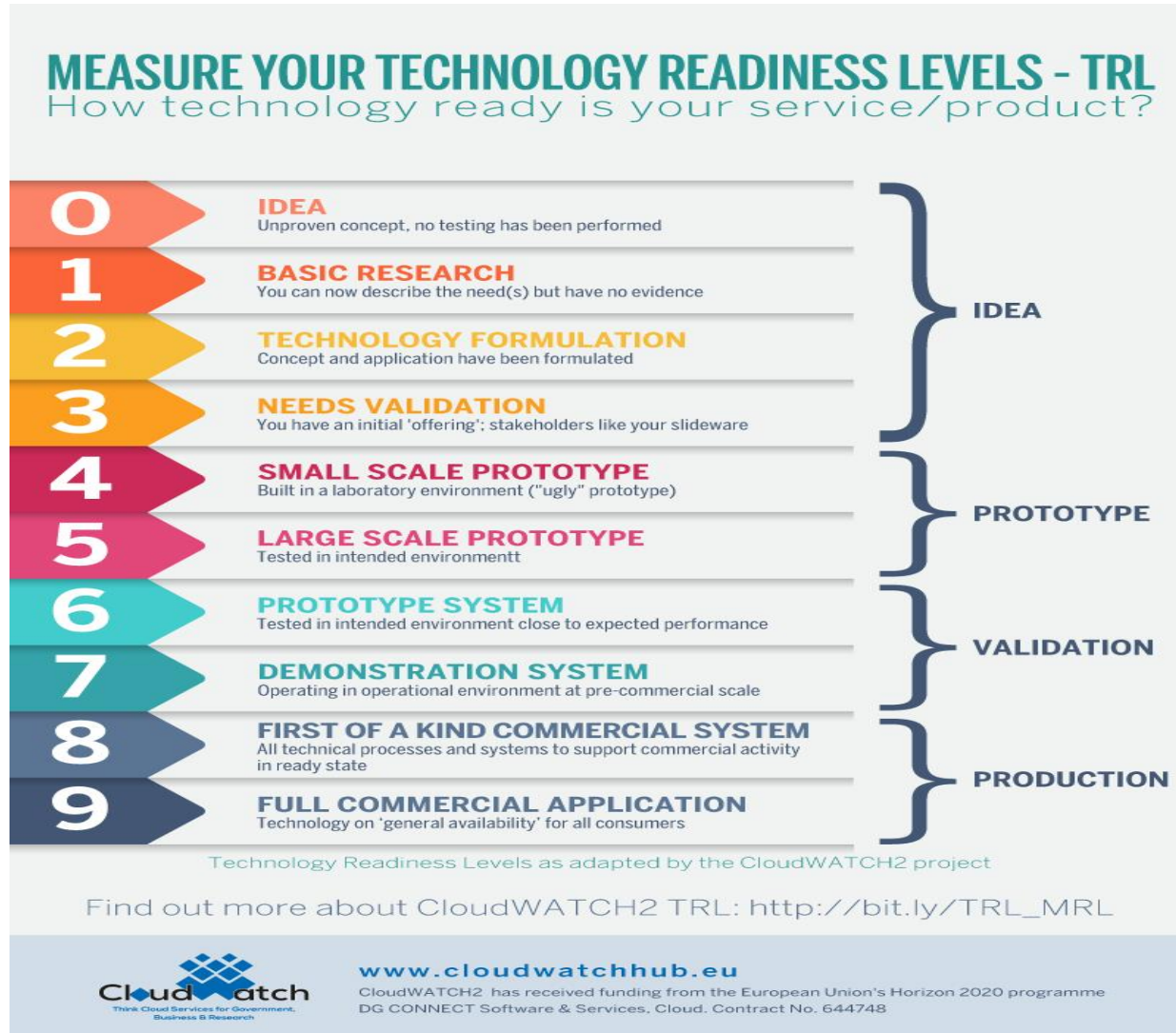
What does this mean to SMEs?...

- **Phase 1** grant support will disappear after **5th September** cut-off
- **Phase 2** grant support of up to **€2.5m** will be expanded to include 'Blended Finance' from **9th October** cut-off date and beyond (**5th June** cut-off will be the last grant only cut-off)
- **Phase 3** as before; coaching and mentoring, pitching to corporates, etc.

So who will be offered what?...

- **Phase 1** grant support will disappear after **5th September** cut-off
- **Phase 2** grant only support of up to **€2.5m** will only be available to projects at **TRL 6**
- 'Blended Finance' will be offered to projects at **TRL 7 & 8**
- Private sector/EC equity only will be offered to projects at **TRL 9**
- **Phase 3** as before; coaching and mentoring will be available to all

Technology Readiness Levels (TRL)



Current SMEI Coverage

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

TRL 6 – Phase 2 Grant Only

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

TRL 7 & 8 – Grant & Investment

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

TRL 9 – Private/EC Investment Only

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

So TRL will be far more important...

- Essential to correctly assess TRLs - this will be the key to the type of funding offered
- Grants only will apply at TRL 6
- Applicants agree to consider blended finance if evaluators conclude that project qualifies – if no agreement, no grant and project will be rejected
- Investment part will be subject to due diligence by SPV team – if this fails, no grant

‘Due diligence’ ...

Investigation taken before entering into an agreement or contract...

- Review of product, market, customers
- Assessment of accounts; debts, turnover, profits, assets
- Management team
- Patents
- Ownership
- Etc.

...gives confidence that investments will be safe and expectations will be realised.

Remember, if equity investors are involved...

More cash, but...

- Greater scrutiny
- Greater adherence to milestones and results
- Pressure for a good return, to be achieved quickly
- Involvement in management

But!

- Quicker to market
- Commercial approach
- More saleable company/product
- Possibility of more investment

Other elements of EIC Pilot...

EIC Pathfinder Pilot

- For Future and Emerging Technologies (FET)
- Grants of up to €4m.
- Collaborative, inter-disciplinary research
- Targeted calls
 - Artificial Intelligence
 - Zero emission energy generation
 - Implantable autonomous devices and materials
- Consortia of at least 3 entities from 3 countries

Other elements of EIC Pilot...

Fast Track to Innovation (FTI)

- For mature ground-breaking technologies, concepts and business models which are close to market
- Grants of up to €3m.
- Consortia of 3 to 5 entities from 3 different countries

Other elements of EIC Pilot...

Fast Track to Innovation (FTI)

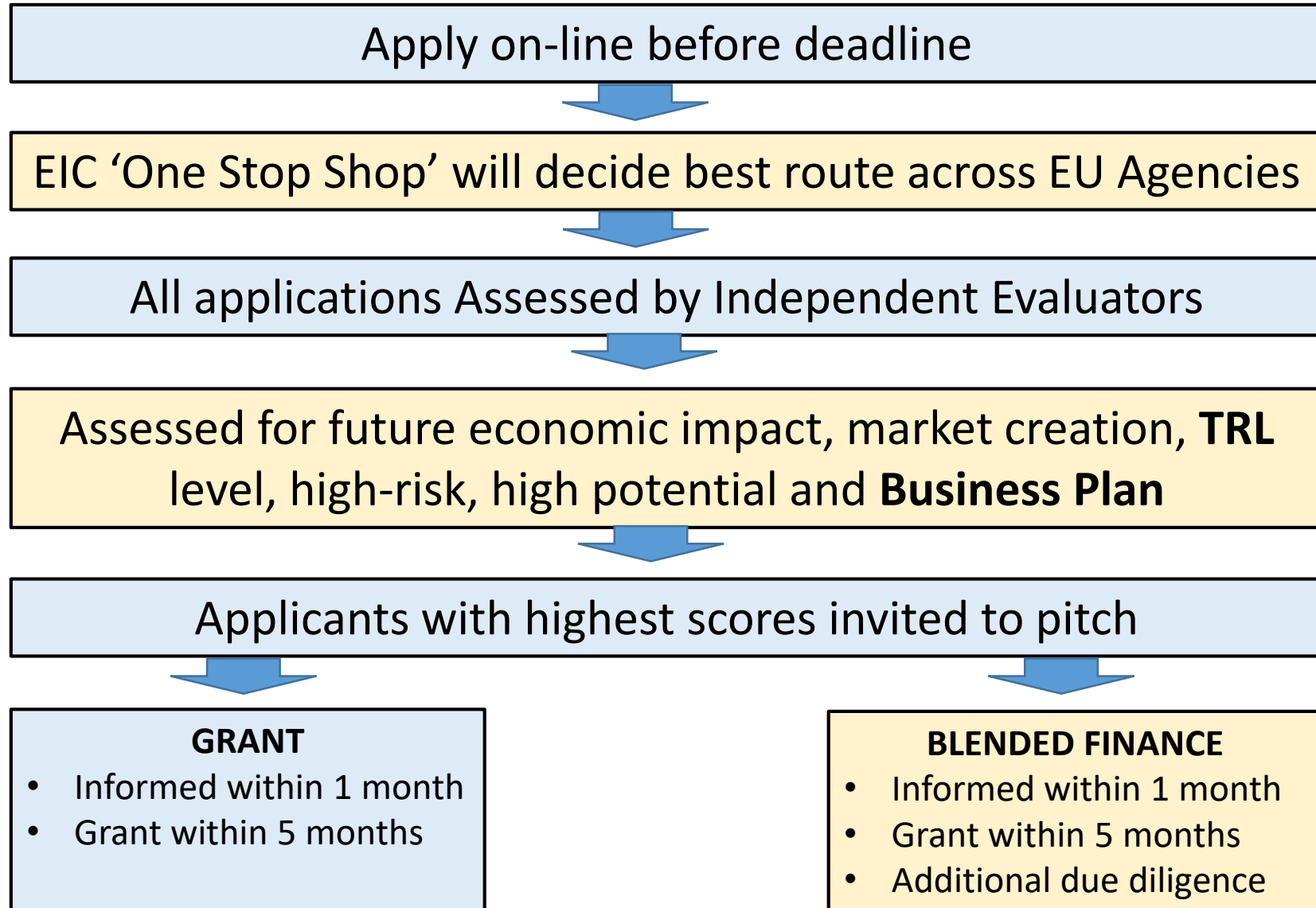
- For mature ground-breaking technologies, concepts and business models which are close to market
- Grants of up to €3m.
- Consortia of 3 to 5 entities from 3 different countries

Other elements of EIC Pilot...

EIC Horizon Prizes

- Winners meet defined challenges
- Boost breakthrough innovation across sectors
- Fosters cutting-edge solutions
- Bring major benefits to citizens and society
- Individual prizes of 5 or 10 million Euro

Accelerate Application Process



Health Warning!!

- EIC Accelerate Pilot is a **pilot** and may be subject to change ahead of full adoption under Horizon Europe in 2021
- Equity investment aspect has yet to be finalised on rules, ethos, levels of participation, private sector engagement, SPV, etc.
- Submission dates and budgets may change
- **Always check on line and/or with TÜBİTAK to get the current information**



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Yasemin Eda Erdal

SMEI Key Expert, Turkey in Horizon 2020



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Yasemin Eda Erdal

‘Turkish experience of SME needs in H2020 – an overview’



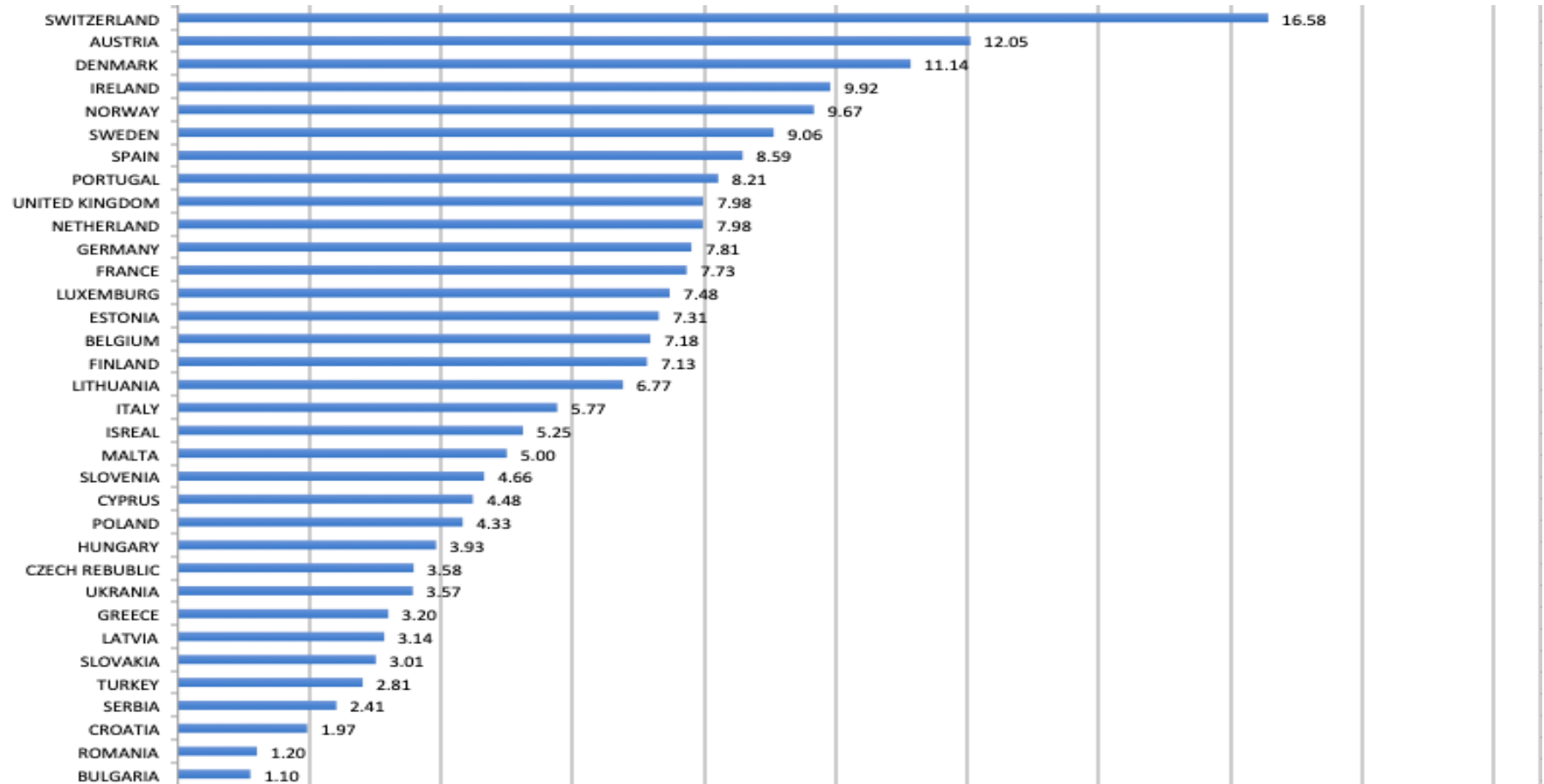
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Short Bio

- Deputy Project Director of Turkey in H2020 Project and Manager of IDI's Turkey Office;
- Over 13 years of professional experience in Technopark Management, Technology Transfer, Innovation Management, Proposal Evaluation, Entrepreneurship Support and Cluster Management;
- Worked for 9 years in largest technoparks in Turkey
- Between 2014-2018 acted as an External Evaluator for H2020 SME Instrument Programme and for H2020 Fast Track to Innovation Programme. Evaluated close to 300 proposals
- Has written 8 successful proposals (4 Phase 1 & 4 Phase 2) and 15 proposals above threshold (Seal of Excellence)

Success Rate of Turkey vs. EU Average



- ***What could be the reasons behind this low success rate?***

Most companies are lacking strategic views

- Not fully aware of their potential- less ambitious
- Sometimes there is poor 'absorptive capacity'- not open to outsiders' recommendations/ view/opinion
- Too easily satisfied with 'more of the same' –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 or product development– prefer 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 the SME visits in the previous project

- Most of these businesses didn't have any formal written strategy nor business plan
- Each could lose considerable sums if they carry on in the directions they have taken because they were not strategy driven
- Some didn't capitalise on good talent, resources and ideas

Some examples from the SME visits in the previous project

- Proposed product already exist in several countries
- They don't use company's main expertise
- Not their core target market or customer base
- Too much 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

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

What should be done?

- Essential to go through this review process before attempting a formal SMEI application
- Essential data is gathered ahead of formal business plan – and to establish credibility and
- Good foundation needed before building a bid!
- Danger is that without this process a bid simply becomes a time-consuming form-filling exercise to win funding

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
- Prefer to deal with national R&D grants

....resulting in:

- No formal business strategy
- No product strategy but project based
- 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!

But it is not desperate at all !

- Good talent, very smart engineers
- Very good technologic developments at Technoparks
- Increase of national VCs and private funds, which increase the motivation of tech companies to be more market oriented
- TUBITAK is very supportive during H2020 application process both in technical and financial terms; very motivating coordinator supports and awards

(<https://ufuk2020.org.tr/en/supports-and-awards>)

How could we improve it through trainings?

- SME Instrument proposal is not just a regular grant proposal it is the business plan of your company
- So the application process needs a change in the mindset of the SME founders/ managers
- It needs more than participating to a 1-2 days trainings. So be ready to commit more!
- Now be Honest! How many of you have a regularly updated 1-3-5 years BP/ strategy document of your company?
- You have to be fully involved in the preparation of your proposal even if you work with a professional consultant
- No external person can know your business strategy better than you. They can just guide you!

My experience with successful trainings

- Participation of a decision maker/ company owner in the trainings not a developer/IT person/ accountant
- Active involvement during the training
- Not just listening but implementing & collaborating and most importantly SHARING!
- Coming to the trainings prepared; having studied the proposal template, having prepared your draft answers for each question
- Sharing your project not only with the trainers but with other participants. Trying to get everyone's feedback on your project idea.
- If you can't commit 1 full day focused only in the training without being interrupted by emails, messages and other daily work you may not benefit.

An aerial photograph of Ankara, Turkey, taken at dusk. The city is densely packed with buildings, and the lights of the city are beginning to glow. In the center, a large mosque with a prominent dome and minarets is visible. The background shows a hilly landscape with more buildings and a few tall structures, including a tower. The overall scene is a panoramic view of the city from a high vantage point.

Contact:

Office Address

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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

A glass of dark tea with a straw, sitting on a saucer, next to a glass sugar bowl with a lid. The background is a soft, out-of-focus light color.

Teşekkür ederim!

Thank you!



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Philip Sowden

SME Key Expert



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Guidance on Proposal Preparation



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10 Easy (?) Steps to Proposal Writing



10 Easy (?) Steps to Proposal Writing

1. Finding opportunities
2. Planning
3. Mind Mapping
4. 'So, what's the Problem?'
5. '...and What's Your Solution?'
6. What work will be needed?
7. Team, Timing and Costs
8. Conclusion
9. Introduction
10. Appendixes/Annexes

1 Get on the Clients' Radar



1 Finding Opportunities

- Official sites
- Lists of tenderers
- Commercial sites
- Target and meet clients
- Networking
- Press articles
- Published tender opportunities
- Specialist firms
- Working in partnership

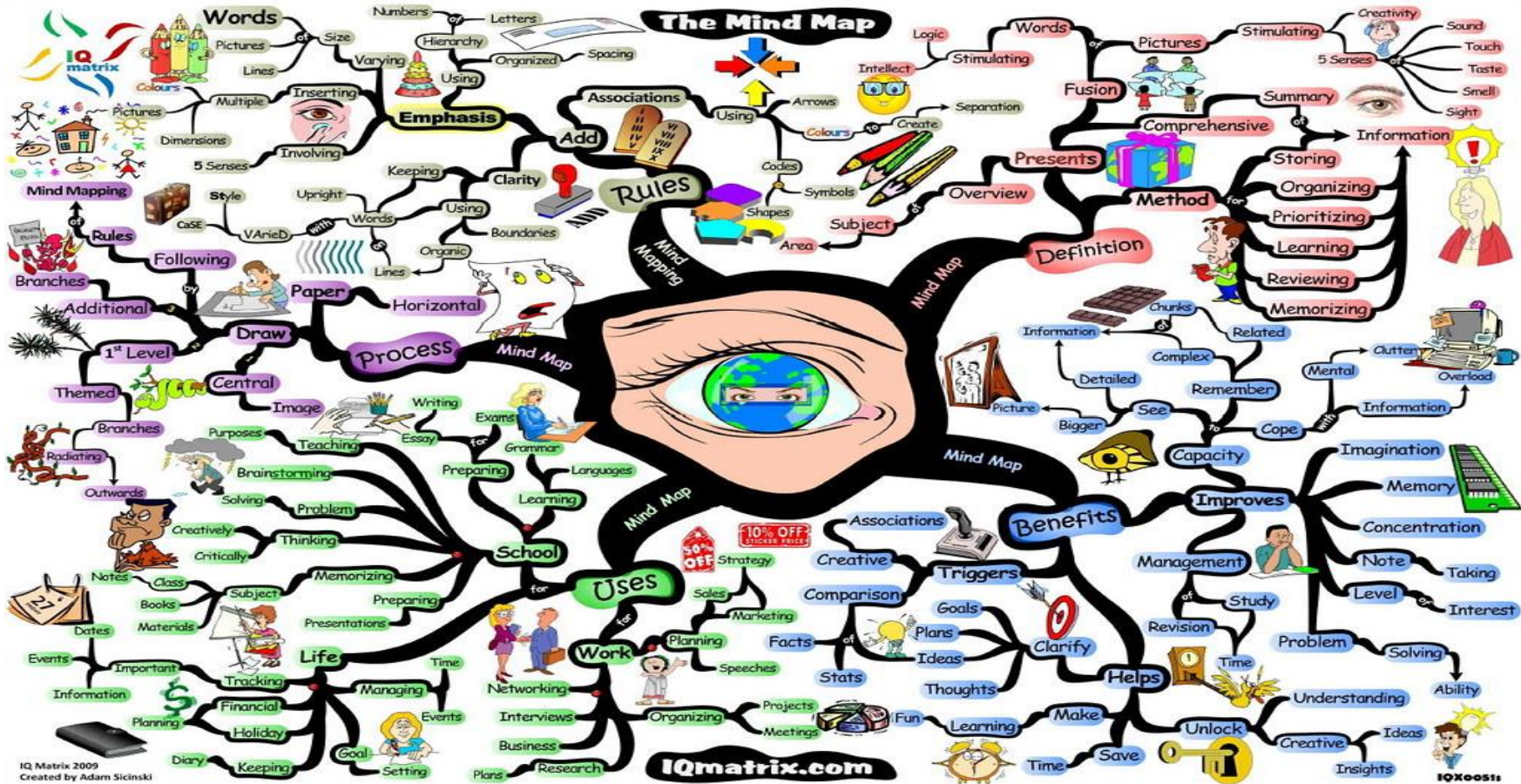
2 Research



2 Research

- Visit client?
- Budget?
- Competitors?
- Recent issues on line – PR, big wins or losses, competition, press comment, change of owner/management?
- Who will judge the outcome, what are their backgrounds and interests
- How does ToR for project relate to all of these?
- Likely competitors?

3 Mind Mapping



3 Mind Mapping

- Detailed analysis of the Terms of Reference/Specification – every word matters!
- Develop details of what the problem is
- How problem may reflect on a suitable Work Plan
- Which members of the team?
- Timing – does it fit with existing commitments?
- Likely cost – does it match budget? Can it be done profitably?
- Positives and Negatives of doing the work - SWOT Analysis?
- Decision to go ahead or not...

4 Define the Problem



4 Define the Problem

- Summarise the current state of affairs
- What's the problem?
- What's causing it?
- What effect does it have on the client or wider afield?
- Do others have similar problems?
- What benefits are there in overcoming the problem?
- Find statistics/commentary to back this up
- A picture says a thousand words – use graphics
- Scare them, then come in like the cavalry!!

5 Your Solution

- How you will go about resolving the problem
- Usually a 3-phase approach works – beginning, middle and end
- Understandable stages
- Define deliverables
- Don't overdo jargon
- Use graphics and pictures (one per page)
- What will need to be done along the way
- What are the milestones and decision points?
- Why are you the best organisation/individual to provide a solution?

6 Work Plan



6 Work Plan

- Use Gantt Chart or similar
- Set out work packages against timing
- Make sure there is a logical flow
- Show key milestones and client decision points
- Keep it simple and understandable
- Ensure Work Plan fits with any ToR deliverables/dates or milestones

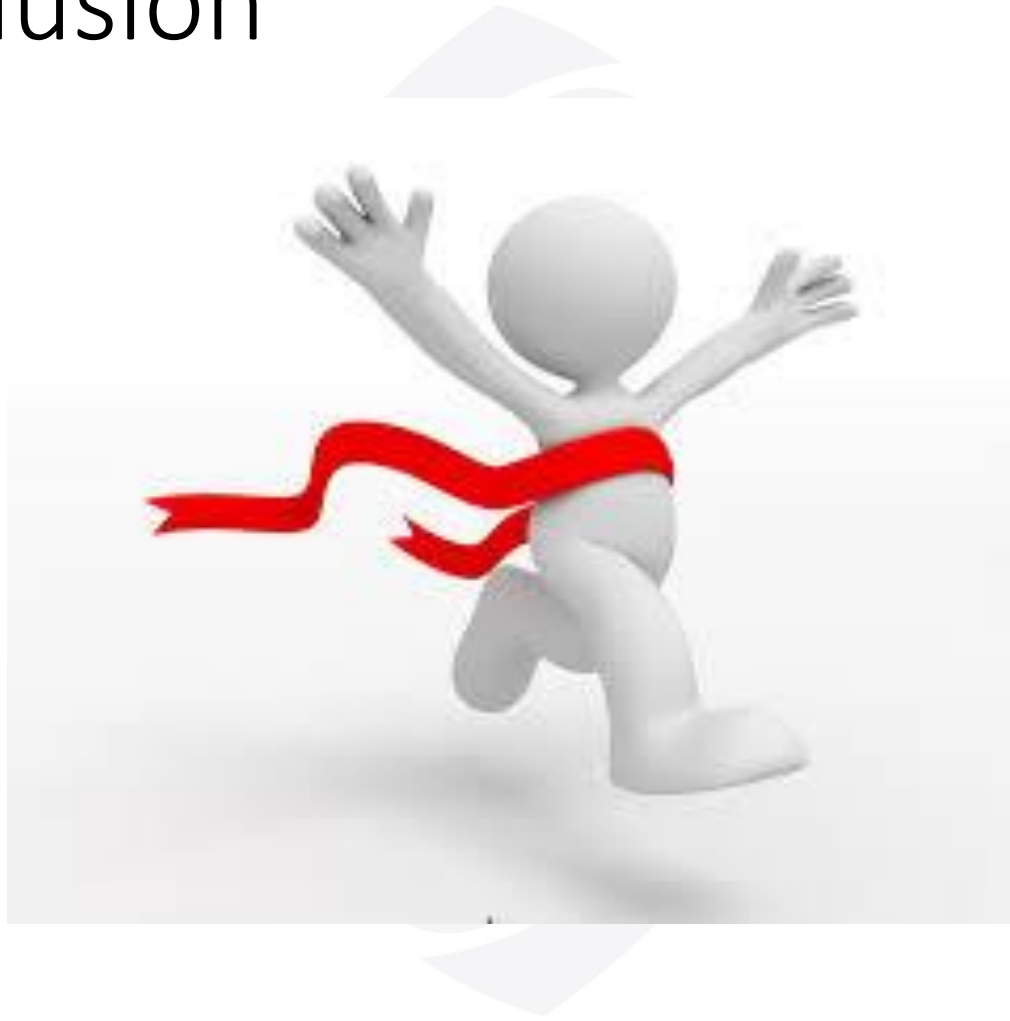
7 Team, Timing and Costs



7 Team, Timing and Costs

- Give a brief summary of key staff with best relevance, state their role and refer to full CV in Appendices
- Amend CVs for each proposal!
- Refer to Gantt chart on timing – assume start date if not given and show completion in months afterwards
- Show table of staff/activities with related rates
- Show any other costs; material, equipment, sub-contract, etc.
- If expenses not specified, state as a percentage (no more than 10%?)
- Ensure that timing and costs fit with ToR

8 Conclusion



8 Conclusion

- Brief summary of main points covering why you will be the best choice for the work
- Give final validity date of proposal
- Invite contact to clarify any points
- Offer to present the proposal (if this is not specified)
- Always try to present – it builds relationships

9 Introduction



9 Introduction

- Now you know what you will be doing, you can write the Introduction!
- Background to invitation
- How the proposal is set out
- Hope that it will meet with client's needs
- Sell, sell, sell!
- Language according to likely reader – if an accountant mention cost savings, if a scientist put in more science, Etc.
- Read and re-read proposal as if you are the client – get others to read it if possible

10 Appendices



10 Appendices/Annexes

- Any information requested in ToR and/or referred to in text
- CVs
- Promotional material
- List of clients/publications
- Terms and Conditions
- Etc.

**GOOD
LUCK!**



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Project Writing Camp 1

Ankara, 2nd May 2019



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Proposal Development Sessions



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The main purpose of today...

- To understand **requirements** of SMEI in detail
- To empower you to **present and promote** your idea & project
- To support you in **preparing key sections** of your proposal
- To bring you together with fellow entrepreneurs
- To address **technical details** and **questions** from participants.

Several of you sent us proposals for
summary evaluations –we shall be
arranging meetings during the course
of the day

So, which projects stand the best chance of funding?

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’

Take a long hard look at your project...

- Is it truly a '**Revolutionary business idea**' – do you have **proof**?
- 'Business Plan for rolling out a marketable innovation solution' – Do you have a **business strategy and plan**?
- 'Market creating innovations' – which **market** are you creating?
- 'Breakthrough products, services, processes or business models' – is yours truly a '**breakthrough**'? Proof?
- 'Open up **new markets** with the potential for rapid growth at both European and Global levels'. Any evidence?
- 'Clearly satisfying **market needs**'. Any evidence?
- 'Has a **WOW factor**'. Does it? Who thinks so?

Six main criteria...

Product, service or business model is:

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

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)

Objectives

- Describe the **specific objectives** for the project
- Objectives should be **clear, measurable, realistic and achievable** within the duration of the project.
- Objectives should be **consistent** with the **expected exploitation** and **impact** of the project
- The overall objective of the project in terms of the vision - **Action Plan** for the project including details on the **long-term innovation strategy**
- The specific objectives of the actions to be undertaken during the scope of the project should also be well explained.

Objectives

How will you verify that each objective has been met?
What measures will be used?

Objective	Success Indicator	Related WP/ Timing

What do Evaluators look for first?

Abstract

- Why this?, Why now?, why you?, why in this way?

Impact

- Solid business model and commercialisation strategy
- Sound financial Planning (phase 2)

Excellence

- Potential to create new market or significantly impact existing ones
- Right timing

Implementation

- Capability and motivation to bring the innovation to the market

SME profile

- Highly innovative SMEs with ground breaking concepts
- Capacity to shape new markets or disrupt existing ones
- High-growth potential with European and global ambitions

What do Evaluators look for first?

- Are the objectives clear?
- Am I impressed by reading the first page?
 - By end of first page, do I know what they want to do, why, and its impact?
- TRL status
 - What is the current TRL (is it min TRL 6?)
 - Is there a flow diagram of how WPs/phases will increase the TRL?
 - Are the increases of TRLs realistic?

What do Evaluators look for first?

- Resources to be committed
 - Is there a paragraph explaining the overall budget structure (Phase 2)?
 - Have they flagged up cheap/expensive consumables/equipment?
 - Is there any external funding?
 - Where relevant, is there an explanation on why partner X has low and partner Y high costs (very common among countries with low and high salaries)?
 - Are subcontracting costs well explained?

Tips to impress the evaluators in the limited time!



- ✓ *Use the previous three slides as a checklist for the minimum coverage*
- *Compose the proposal in the best possible way...*

The Abstract

- Abstract is first thing evaluators read
- Limited in number of words
- Concise and impressive content is needed, based on key information such as:
 1. Why this project?
 2. Who wants it?
 3. Why?
 4. Why you?
 5. Why use this methodology

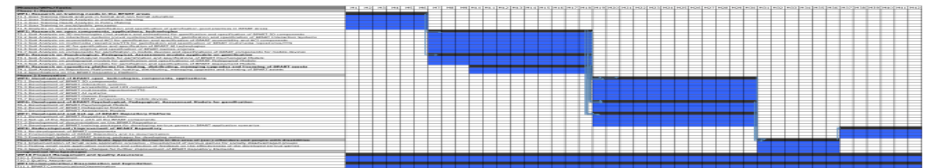
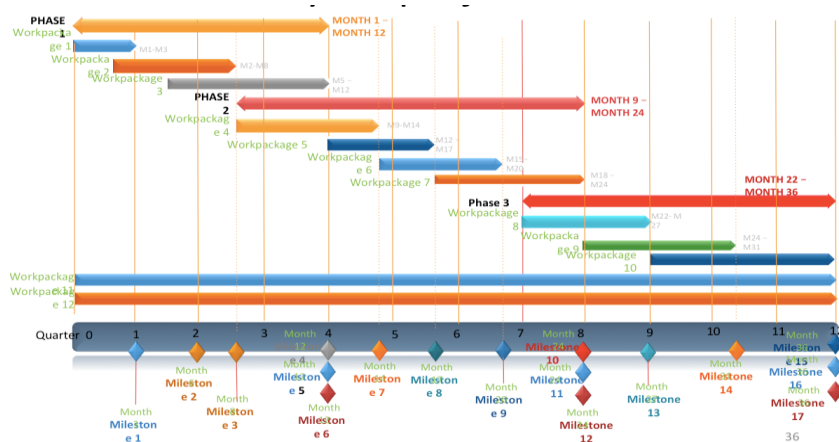
Avoid copy and paste from the proposal section!

Make it Interesting and Inspiring

- Use active, not passive voice...we will test the material; not; the material will be tested by us
- Avoid weak words that show hesitation ... *the project may achieve... it is expected that*
- Show confidence ... *the project will achieve*
- Avoid incremental objectives ... *to improve current..*
- Use strong words ... '*breakthrough*', '*pioneer*', '*innovation*'
- Avoid impossible terms ... '*unique*', '*world-beating*',
- Avoid impossible claims... '*the best in the world*'

Aesthetics

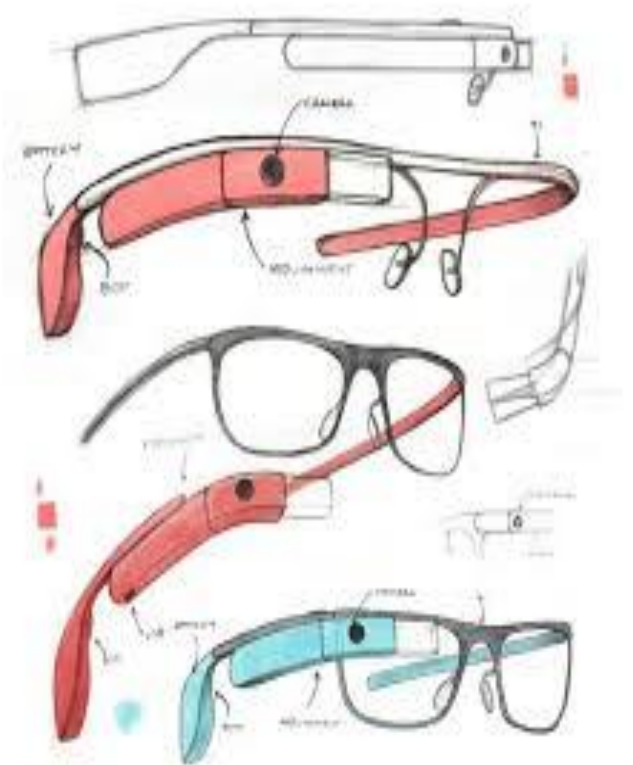
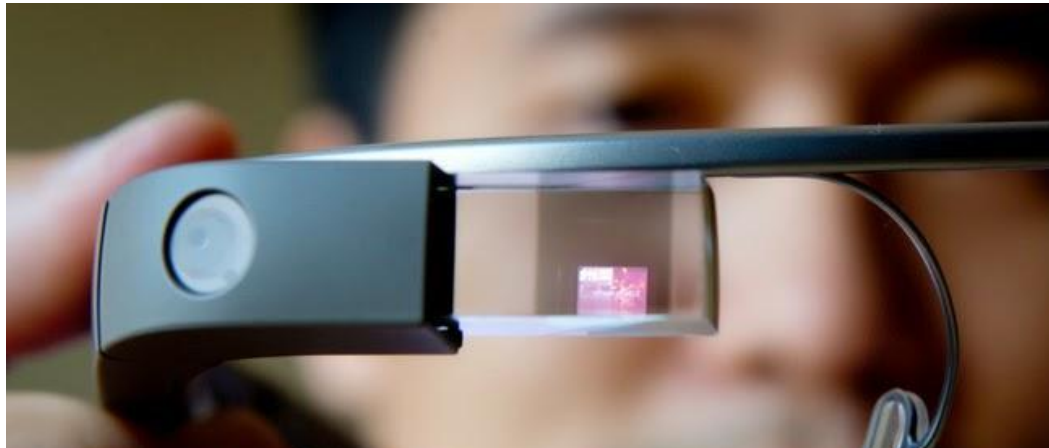
- Use of bold type, frames, colour or boxes for highlighting key information
- Use good design and layout...which looks best?



Illustrations

- A picture says a thousand words
- Use illustrations (figures, charts, tables, diagrams, etc.) to substitute or complement text
- Rule of thumb: One illustration per page

Use images/figures related to the product

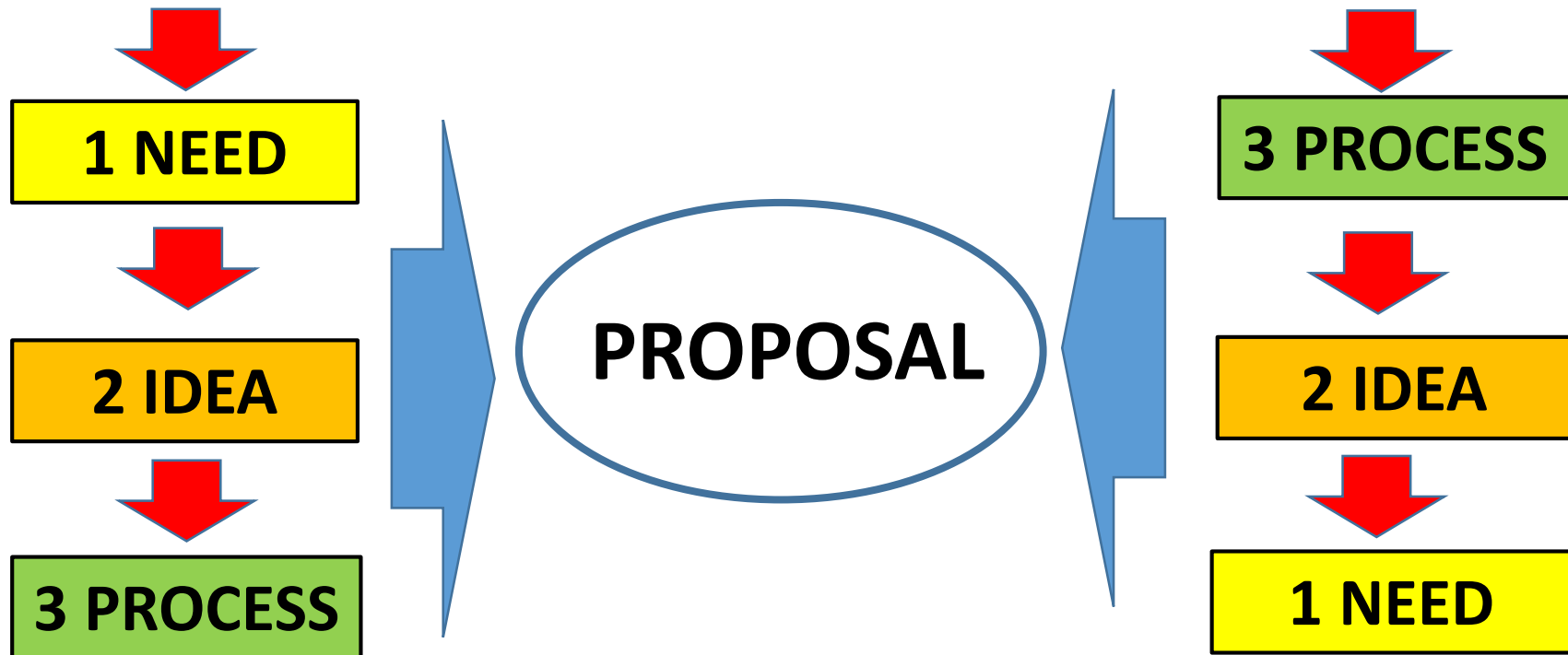


It's always about...

- **Customers:** Sales, satisfaction, loyalty
- **Justification:** How and Why?
- **Proof:** Data, measurement, analysis, evidence
- **Persuasion:** consistency, credibility, robustness

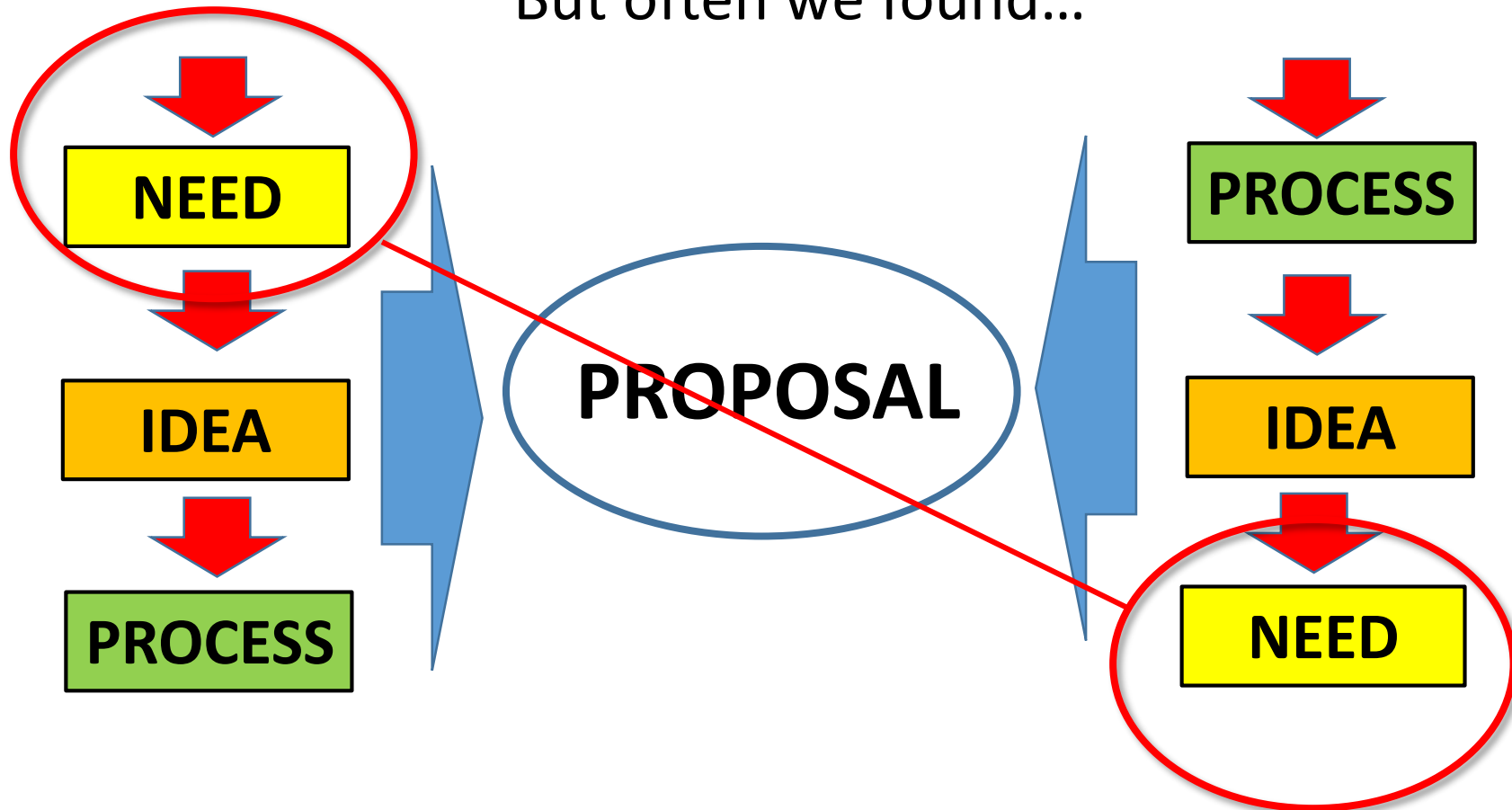
Proposal process...

But often we found...



Proposal problem

But often we found...



Impact!



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Impact?

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



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Analysing the Impact Section

Current Impact structure in template

2. Impact

- Entering the market
- Business Model
- Financing
- IPR and legal framework
- Communication and access to research data

Impact Evaluation Criteria in Evaluators' form

1. Impact

Note: The following aspects will be taken into account:

- Convincing description of substantial demand (including willingness to pay) for the innovation; demand generated by new ideas, with the potential to create new markets, is particularly sought after.
Total market size envisaged.
- Convincing description of targeted users or customers of the innovation, how their needs have been addressed, why the users or customers identified will want to use or buy the product, service or business model, including compared to what is currently available if anything at all.
- Good understanding of need for a realistic and relevant analysis of market conditions, total potential market size and growth-rate, competitors and competitive offerings, key stakeholders, clear identification of opportunities for market introduction; potential for market creation is particularly sought after.
- Realistic and relevant description of how the innovation has the potential to scale-up the applicant company (or companies). This should be underpinned by a convincing business plan with a clear timeline, and complemented, where possible, by a track-record that includes financial data.
- Alignment of proposal with overall strategy of applicant SME (or SMEs) and commitment of the team behind them. Demonstration of need for commercial and management experience, including understanding of the financial and organisational requirements for commercial exploitation and scaling up (and - Phase 2 only) as well as key third parties needed.
- Outline of initial commercialisation plan and how this will be developed further (in-house development, licensing strategy, etc.).
- European/global dimension of innovation with respect to both commercialisation and assessment of competitors and competitive offerings.
- Realistic and relevant description of knowledge protection status and strategy, need for 'freedom to operate' (i.e., possibility of commercial exploitation), and current IPR situation or a plan for obtaining this information. Where relevant, description of potential regulatory requirements.
- Taken as whole, to what extent the above elements are coherent and plausible.

Comments:

Expanded Impact Structure

2. IMPACT

2.1 Entering the market

2.1.1 Targeted Users and Customers

2.1.2 Evidence of substantial demand

2.1.3 Market Size – TAM

2.1.4 Our competitors

2.1.5 Barriers and conditions to enter EU/global markets

2.2 Business Model

2.2.1 Our overall business Strategy

2.2.2 Value chain and our relationship

2.2.3 Commercialisation Plan

2.2.4 Business / Revenue model

2.2.5 European/global dimension & scaleup

2.3 Financing

2.3.1 Company's own financial resources

2.3.2 Expected Company's growth

2.4 IPR and legal framework

2.4.1 Legal, regulatory and FTO requirements

2.4.2 IPR strategy

2.4.3 Standardisation

2.4.4 Communication and access to research data

2.1 Entering the Market

2.1.1 Targeted Users and Customers

- Understand here the difference between users and customers
- Identify and prioritize user needs and detail user profile(s)
- Identify and prioritize customer needs and detail their profile(s)

2.1.2 Evidence of substantial demand for the innovation

- Based on the user/customer needs, show how your solution answers these market needs.
- A table here to match market needs with your innovation solution is useful.
- Explain why you are so sure that the customers will be willing to pay for your innovation, given its competitive advantage
- Mention here any currently paying partners or market connections and relationships with potential customers and distributors.

2.1 Entering the Market

2.1.3 Market Size - Total Addressable Market (TAM)

- Identify and quantify user segments at EU or global level
- Identify and quantify client segments (if different than users data) at EU or global level
- Focus on global or EU marketplace and provide relevant market research data for that scale.
- Calculate your Total Addressable Market (TAM); two ways for doing so,
 - Top-down, using industry research and reports
 - Bottom-up, using data from early selling efforts or via market surveys.

2.1 Entering the Market

2.1.4 Your Competitors

- Table to summarise and indicate strong points of your competitors and how you are better
- Various tools are available, such as Porter's 5 forces of Competitive Position Analysis and Blue Ocean Strategy

2.1.5 Barriers and conditions to enter the EU or global market

Use tools such as PESTEL

- **Political** barriers and respective necessary conditions
- **Economical** barriers (e.g. capital costs, economies of scale, predatory pricing) and respective necessary conditions
- **Social** barriers (e.g. cultural refusals) and respective necessary conditions
- **Technological** barriers and respective necessary conditions
- **Environmental** barriers and respective necessary conditions
- **Legal** barriers and respective necessary conditions

2.2 Business Model

2.2.1 Overall business strategy and its relationship with your innovation

- Describe your overall business strategy, focusing on commercial exploitation and scaling up in EU and global markets
- Justify this overall business strategy with facts such as:
 - Current and/or planned investments in other countries
 - Current or planned partnerships with others
- Highlight that your overall business strategy is fully supported by the deployment of your proposed innovation through mechanisms in other countries that will establish you in these markets.

2.2.2 Value chain/stakeholders of our innovation and current relationships

- Describe here your value-chain for commercial exploitation; inbound and outbound logistics, marketing and sales, servicing, etc.

2.2 Business Model

2.2.3 Commercialisation Plan

- Your commercialisation plan should include your actions for your fully functional innovation to be customised (e.g. localised, translated, integrated with local systems and processes, etc) and introduced in the first targeted markets.

2.2.4 Business/Revenue Model

- Explain how you will make money; direct sales, sales via agents, franchising, consumables, etc. and how this compares with your current model

2.2.5 European/global dimension & scaling up strategy

- Outline your plans for scaling up at EU and/or global markets, not only in the first countries you have targeted

2.3 Financing

2.3.1 Company's own financial resources and capital structure

- Your current financial resources (P&L, BL) and expected investments (from shareholders or externals) should show that they are sufficient for covering the 30% of your own contribution
- Show that you know you will need to raise money and that you have experience in doing so. (Highlight any letters of potential investors such as Business Angels)
- Provide a table showing the company's funding requirements over the next 3-5 years and the milestones reached with that financing
- **2.3.2 Expected company's growth and Financials**
- What would be the impact of your innovation on the company financials (profit/loss, turnover and cash flows), jobs and efficiency/productivity improvement in the 3 years following the launch of your Phase-2 project?

2.4 IPR and Legal Framework

2.4.1 Legal and regulatory requirements and FTO (Freedom To Operate)

- Legal and regulatory requirements to be fulfilled for the exploitation of your innovation
- Describe your measures to allow commercial exploitation ('Freedom to Operate')

2.4.2 IPR Strategy

- Your IPR assets and who owns the key elements of your innovation

2.4.3 Standardisation

- Do you need to comply with standards such as CE marking?

2.4.4 Communication and Access to Research Data

- Outline your communication plan:
- Conferences/journals
- Communication channels
- Consider different audiences and how they will be served

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 - Evaluation questions

- 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

Impact Evaluation 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

IMPACT Exercise



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Your Task - IMPACT

Read through the Impact aspects of your proposal and make notes of any changes or areas for discussion in the document provided in your pack. Questions to ask yourself:

1. What additional information do I need to strengthen my proposal?
2. What additional work do I need to do to do before applying?
3. Are you still convinced that you have SMEI potential?
4. If not, why not?
5. What are the strengths and weakness of my Impact sections?

The project experts will circulate and discuss, then we shall discuss in open forum.



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EuropeAid/139098/IH/SER/TR

Project Writing Camp 1

Ankara, 2nd May 2019



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IMPACT Feedback



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excellence



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Excellence?

‘The quality of being excellent’

Excellent?

‘Extremely good’



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Analysing the Excellence Section

Excellence Evaluation Criteria in Evaluators' form

Current Excellence structure

1. Excellence

- Challenges and Solutions
- Approach

2. Excellence

Note: The following aspects will be taken into account:

- High-risk/high-potential innovation idea that has something that nobody else has. It should be better and/or significantly different to any alternative. Game-changing ideas or breakthrough innovations are particularly sought after.
Its high degree of novelty comes with a high chance of either success or failure.
- Realistic description of current stage of development (Phase 2 only: TRL 6, or something analogous for non-technological innovations), and clear outline of steps planned to take this innovation to market.
- Highly innovative solution that goes beyond the state of the art in comparison with existing or competing solutions, including on the basis of costs, ease of use and other relevant features as well as issues related to climate change or the environment, the gender dimension, any other benefits for society, or (Phase 1 only) includes plans for obtaining this information.
- Very good understanding of both risks and opportunities related to successful market introduction of the innovation from both technical and commercial points of view or

* Experts will also be asked to assess the operational capacity of applicants to carry out the proposed

** Experts will also be asked to assess 'best value for money' of the subcontracts for Phase 2.

(Phase 1 only) includes convincing plans for obtaining this information.

- Objectives for the feasibility study and the approach and activities to be developed are consistent with the expected impact of the innovation.
- Taken as whole, to what extent the above elements are coherent and plausible.

Comments:

Detailing Excellence Section

Detailed structure

1. Excellence

1.1 Global and EU Challenges

1.2 Your Innovation

1.2.1 Your breakthroughs

1.2.2 Current development stage

1.2.3 Steps to a full commercial innovation

1.3 Market's state of the art

1.4 SWOT analysis

1.4.1 Technical SWOT analysis

1.4.2 Commercial SWOT analysis

1.5 Technological and economic feasibility of your innovation

Excellence Evaluation Criteria in Evaluators' form

2. Excellence

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- Taken as whole, to what extent the above elements are coherent and plausible.

Comments:

1.2 Your Innovation

1.2.1 Your Innovation Breakthrough

- Describe your innovation; evidence that it is
 - high-risk/high-potential innovation - something that no-one else has
 - better/ significantly different to alternatives
 - Game-changing idea or breakthrough
- Describe current development stage of your innovation – SWOT Analysis
- Provide details and evidence on the technological, practical and economic feasibility of your innovation
- Outline the planned steps for taking your innovation to EU or global market (commercialisation steps)

1.2 Your Innovation

1.3 Market State of the Art

- Compare your innovation with existing or competing solutions at least based on
 - implied costs
 - ease of use
 - impact on climate change or the environment
 - impact on gender dimension
 - benefits to society

Excellence of your idea

Challenge and Solution

- Describe the identified customer pain point. What is the business need, technological challenge or market opportunity?
- What is your innovation?
- How does your innovation compare with available solutions, practices or products (e.g. performance, costs, ease-of-use, gender dimension, climate change or environmental aspects, benefits to society)?

Excellence of your idea

Approach

- What is unique in your approach, compared to those of other companies?
- Why now? Explain the historical evolution of your area of expertise and define recent trends that make your solution possible.
- What is the current development stage of your innovation? (e.g. prototype, early field trials, pilot studies)?
- Explain the methodology, distinguishing the activities to assess the technological/technical/practical feasibility and economic viability of your innovation.
- What are the further stages and activities needed to commercialize your innovation?

3 Degrees of 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



Verify viability of product

- **TECHNOLOGICAL**

Working prototype developed; shown to be faster and produces higher quality results.

- **PRACTICAL**

Working prototype and field trials prove practical use

- **ECONOMIC**

Savings in processing time, replaces 3 separate machines, saves wastage

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



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

Your Task - EXCELLENCE

Read through the Excellence aspects of your proposal and make notes of any changes or areas for discussion in the document provided in your pack. Questions to ask yourself:

1. What additional information do I need to strengthen my proposal?
2. What additional work do I need to do to do before applying?
3. Are you still convinced of the Excellence of your project?
4. If not, why not?
5. What are the strengths and weakness of my Excellence sections?

The project experts will circulate and discuss, then we shall discuss in open forum.



EXCELLENCE Exercise



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EXCELLENCE Feedback



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Ankara, 2nd May 2019



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IMPLEMENTATION



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Implementation?

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



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Analysing the Implementation Section

Current Implementation structure in template

3. Implementation

- Team
- Work packages, deliverables, milestones, risks
- Resources

Implementation Evaluation Criteria in Evaluators' form

3. Quality and efficiency of the implementation

Note: The following aspects will be taken into account:

- Technical/business experience of the team, including management capacity to lead a growing team
If relevant, the proposal includes a plan to acquire missing competences.
- Availability of resources required (personnel, facilities, networks, etc.) to develop project activities in the most suitable conditions.
Where relevant, complementarity of partners in a consortium.
- Realistic timeframe and comprehensive description of implementation (work-packages, major deliverables and milestones, risk management) taking the company's or applicant's innovation ambitions and objectives into account.
- Taken as whole, to what extent the above elements are coherent and plausible.

Comments:

Analysing the Implementation Section

Detailed Implementation structure

3. Implementation

3.1 Team experience

3.2 Work Plan

3.2.1 Work Packages, deliverables, milestones

3.2.2 Risk Analysis

3.3 Resources

Implementation Evaluation Criteria in Evaluators' form

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Note: The following aspects will be taken into account:

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- Taken as whole, to what extent the above elements are coherent and plausible.

Comments:

3.1 Team Experience

- Identify/specify the Team and their experience
 - Manager and Leader
 - Technical/Operational manager
 - Business and marketing manager
 - Innovation and IPR manager
 - Financial and fundraising manager
 - Human Resource manager
- Include photos of the people in addition to their CV paragraph along with their main strengths and achievements related to your approach
- Use a table for the above and detailed information can be provided in section 4 related to the operational capacity of your company
- For any missing competences (weaknesses in the current team), include a plan to acquire them
- Missing resources and expertise - you need to include a plan to acquire them via partnerships and subcontracting
- You can mention that you will use the coaching services of phase 3 of SME but you need to specify the expertise and the qualification of the coach that you need.

Management structure and procedures

- Describe the **organisational structure** and the decision-making including a list of milestones
- Explain why the organisational structure and decision-making mechanisms are **appropriate** to the complexity and scale of the project
- Describe, where relevant, how effective **innovation management** will be addressed in the management structure and work plan
- Describe any **critical risks**, relating to project implementation, that the stated project's objectives may not be achieved. Detail any **risk mitigation measures**.

Overall structure of the work plan

- What work will be **done**?
- How will the work be **organized**?
- How will it be **reported** and **verified**?
- What are the **risks** that something goes wrong?

3.2.1 Work Packages & Deliverables

- Overall **structure** of the Work Plan
- **Timing** of the different work packages and their **components** (Gantt chart or similar)
- Detailed **work description**:
 - a description of **each element of the work**
 - a list of **work packages**
 - a list of **major deliverables**
- **Graphical presentation** of the components showing how they **inter-relate** (Pert chart or similar)

3.2.1 Work Packages & Deliverables

- Give **full details**
- Base your account on the **logical structure** of the project and the stages in which it is to be carried out.
- Include details of the **resources** to be allocated to **each work package**.
- The number of work packages should be **proportionate** to the scale and complexity of the project.
- Resources assigned to work packages should be **in line** with their objectives and deliverables.

3.2.1 Work Packages & Deliverables

- You should give enough detail in each work package to justify the proposed resources to be allocated and also quantified information so that **progress can be monitored**, including by the Commission
- You are advised to include a distinct work package on **‘Management’** and to give due visibility in the work plan to **‘dissemination and exploitation’** and **‘communication activities’**, either with distinct tasks, or possibly distinct work packages.

3.2 Work Plan

3.2.2 Risk Analysis

- Identify what might go wrong
- Include a table with critical risks identified and mitigating actions
- Explain your approach to the proposed mitigation measures
- Consider the risks that could hinder your success
- Make sure to fill up the risk assessment table and make sure to address all relevant risks such as technological or business ones
- The Risk analysis section is very important since you show to the evaluator that you have given it a serious thought and that you analysed all the risks and prepared for them

List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	WP1 title e.g. Project Management	xx e.g. 1		e.g. 2.00	e.g. M01	e.g. M12
WP2	WP2 title					
WP3	WP3 title					
WP4	WP4 title					
WP5	WP5 title					
WPXX	WPXX title					
	Total months			XX		

Work package description

Work package number	WP1	Start Date or Starting Event	Mxx
Work package title	Project Management		
Participant number	1	2	
Short name of participant	XX	XX	
Person/months per participant:	2.00	0.00	

Objectives

- To ensure coordination and management of activities within the Project.
- ..

Description of work

Management of the Project will ensure the execution of the contract...

Task 1.1: Task title (Leader: XX, Duration: MXX-MXX)

Deliverables

[D1.1 Deliverable title]: (Leader: XX, MXX, Type, Dissemination level)

Gantt chart

Work packages/Tasks		Duration											
		Months											
	Duration	1	2	3	4	5	6	7	8	9	10	11	12
WP1	M01-M12												
T1.1	M01-M12												
T1.2	M01-M12												
WP2	M01-M08												
T2.1	M01-M04												
T2.2	M05-M08												
WP3	M01-M30												
T3.1	M01-M09												
T3.2	M01-M09												
T3.3	M01-M09												
WP4	M01-M30												
T4.1	M01-M03												
T4.2	M01-M03												
T4.3	M03-M12												

3.3 Resources

- Describe what are the resources, equipment and facilities required for the project and how will you access them
- Will you need additional resources for scaling-up your business?
- Provide the following:
 - a table showing number of person months required
 - a table showing 'other direct costs' (table 3.g) for participants where those costs exceed 15% of personnel costs
 - Describe how you will involve key partners/stakeholders as well as subcontractors
- For subcontractors, describe the criteria how you have selected them or you will select them and justify your choice.

List of milestones

MS number	Milestone name	Related WP(s)	Estimated date	Means of verification
MS 1.1				

Resources to be committed

- table showing number of person/months required

Participant number	Participant short name	WP1	WP2	WP3	WP4	WP5	WP6	Total Person Months
1								
2								
3								
Total P/M								

Resources to be committed

- table showing 'other direct costs' for participants where those costs exceed 15% of the personnel costs

Participant Number/Short Name	Cost (€)	Justification
Travel		
Equipment		
Other goods and services		
Total		

Typical Business Plan



Business planning

- It should not simply be seen as a paper exercise to satisfy funding bodies
- Requires in-depth look at business, products, markets, resources
- Should be achievable
- Should be widely discussed to ensure buy-in
- Should be regularly re-visited and changed if necessary – monthly monitoring; quarterly review
- 5 year rolling plan with 1 year detailed plan is recommended

Growth Projections

	<u>Current</u>	<u>Phase 1</u>		<u>Phase 2</u>		<u>After the Project</u>		
		start	end	start	end	1.year	2.year	3.year
Revenue €								
Profit €								
Job creation								
# of customers								
# of products sold								
# of markets served								
... (indicators of your choice)								

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



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

Your Task - IMPLEMENTATION

Read through the Implementation aspects of your proposal and make notes of any changes or areas for discussion in the notes document provided in your pack. Questions to ask yourself:

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IMPLEMENTATION Exercise



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Additional Sections



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Additional Information

Company

- Legal entity
- Relevant products & services
- Infrastructure to be used

Ethics and Security

- Ethical issues
- Security sensitivities



Concluding Remarks



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thank
you!

GOOD
LUCK!



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