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TURKEY_{in}
HORIZON 2020
COOPERATION. INNOVATION. COMPETITIVENESS

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

Turkey in Horizon 2020 II

Feedback from Turkish SME Proposals

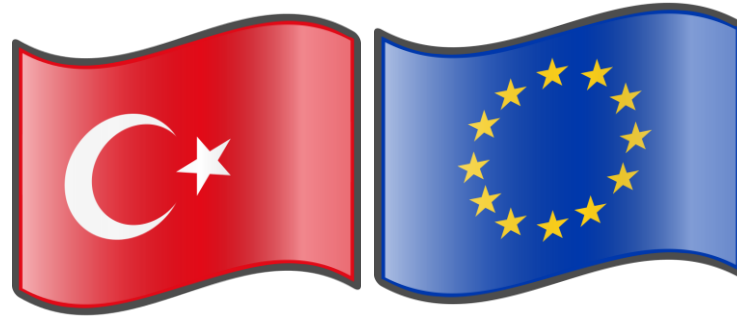
Project Writing Training 12,
Online, 14th December 2021



REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY



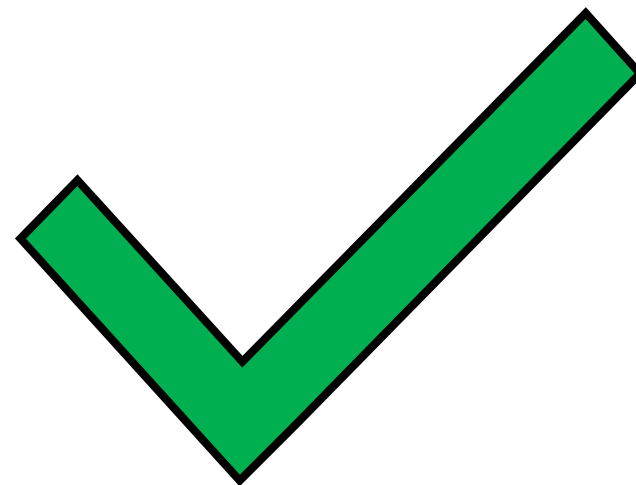
Insight from over 130 Turkish SME proposal reviews...



...and feedback from many more!

Turkey has done very well ...

- National innovation infrastructure; science parks, grants, tax subsidies, etc.
- TÜBİTAK support - technical and financial
- Excellent talent, clever engineers and scientists
- Innovative ideas/products with global potential
- Increasing VC and private investment funding



BUT!

...Turkish SMEs could do better!

- Often no strategy or business plan
- Not aware of full business potential
- Often 'more of the same' – no ambition to grow
- Suspicious of outsiders' advice
- Low awareness of competition
- Short-sighted on markets
- Low investment in marketing/product development



- Many businesses do very well despite these issues
– but have greater potential!



Key Problems with SME Proposals

- Markets
- Products
- Management
- Resources



Markets – *What is the need?*



- Don't assume there's a market for your product
- Don't assume that customers will want it
- Don't step outside of customer base you know well
- Don't neglect core business and customers



- Extensive research on any competitors
- Identify potential customers – and verify the need!
- Focus on particular markets and how you will serve them
- Stick to what you know and do best!

Application – Market questions

- *What is your targeted market?*
- *Who cares about your innovation?*
- *Why do you think it will be a market success?*
- *What are the pay-offs for your company in case of market success?*



Products – *What is the clever idea?*



- Don't forget to check extensively if product already exists
- Don't apply on the basis of incremental improvements, they stand a low chance of success
- Don't forget to clarify risks
- Don't forget that what may be innovative in one market may not be in others
- Don't assume success – try to prove it!



- Ensure product is disruptive – and prove why
- Identify 'Wow' factor
- Novelty appeals to evaluators
- Explain concept in simple terms
- Show niche in market for your product

Application - Products

- *Who cares about your innovation?*
- *Will your innovation have broader societal, economic, environmental or climate impacts?*
- *What are the existing solutions and what are their limits?*
- *Why do you think your innovation will be successful?*
- *Why now?*



Management - *How will you do it?*



- Don't proceed without a strategy and business plan
- Don't think Accelerator is just another grant application
- Don't assume – find out!
- Don't leave it all to others – management must be engaged
- Don't have any confusion on business model/finances
- Don't forget to check all documentation is correctly completed



- Strategy/business plan essential
- Take charge and manage!
- Give same priority as a customer of equal value
- Build enthusiasm and drive to move team forward
- Allow enough time and resources to achieve the best proposal possible
- If you think it is too complicated and bureaucratic, decide before, not after!

Resources – *What back-up is there?*



- Don't leave it all to a junior employee, technical person, accountant, consultant...
- Don't overemphasise on aspects of science/technology
- Don't overbalance academic achievement with commercial experience
- Don't ignore the help that's out there



- It has to be a team effort!
- EC are funding *commercial* prospects, not research projects
- Make use of EC and national resources – there is a lot of help out there!
- Ensure balanced team – technical/finance/markets, with one person clearly in charge

Application - Resources

- *Who are your team members?*
- *Do you have the team you need to implement the actions?*
- *What will you do to recruit?*
- *Will you need co-operation with other stakeholders of your value chain?*
- *Why can't you do the project without the EIC?*
- *Why not other funding sources?*
- *How much will it cost to develop your idea?*
- *How much grant do you need from the EIC?*



Summary

- Make sure that your innovation is needed and who needs it – and that it does not already exist
- 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
- Scrutinise the bidding process and ensure that you meet all the criteria for documentation, financial information, etc.
- Make sure you have a good balance between what you know well (technology & science) with what you may be weak on (commercial, marketing)
- Ensure rational and justifiable budgets

Thank you for participating
Please send us your
questions!

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