



# TURKISH RED CRESCENT

## COMMUNITY-BASED MIGRATION PROGRAMS

### COORDINATORSHIP

Ankara  
July 2022

INCREASING THE RESILIENCE OF THE REFUGEES AND  
HOST COMMUNITY MEMBERS IN THE TURKISH  
LABOUR MARKET - IMPLEMENTATION OF THE  
LIVELIHOOD ACTIVITIES

**FINAL REPORT**

# SOCIOECONOMIC EMPOWERMENT PROGRAM INCREASING THE RESILIENCE OF THE REFUGEES AND HOST COMMUNITY MEMBERS IN THE TURKISH LABOUR MARKET IMPLEMENTATION OF THE LIVELIHOOD ACTIVITIES

## FINAL REPORT

Türk Kızılay Yayınları

Ankara, Türkiye

July 2022



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# FOREWORD

One of the most important dimensions of the migration crisis, which deeply affects all humanity, is to provide immigrant and asylum seeker populations with access to livelihoods, to achieve economic independence without the need for assistance and thus to establish social harmony with the local people.

One of the most valid methods of reducing or completely eliminating the economic-oriented negative perceptions and prejudices against immigrants and asylum seekers in the local society is that these people can participate in the production life and provide their own livelihoods and make an economic contribution to their relatives and even to the society they live in.

Starting with these sensitivities, Community Centers operating within the Turkish Red Crescent Community-Based Migration Programs aim to increase the employability of local people, Syrians under temporary protection and other foreigners under international protection within the scope of Socioeconomic Empowerment Program and to support the labor force policies of our country. For this purpose, activities are carried out in the focus of developing professional capacity and language skills, directing to employment and observing rights in working life for beneficiaries.

At this point, we are pleased to share with you the results reports including the implementation processes, concrete outputs, multiplier effects and general evaluations of the projects carried out with public institutions, non-governmental organizations, private sector representatives and international stakeholders and aimed at enabling beneficiaries to access sustainable livelihoods. We hope that this report, which includes the field results of long and detailed planning studies, will pave the way for similar studies and shed light on that path.

*Community-Based Migration Programs Coordinatorship*

*Socioeconomic Empowerment Program Team*



## ABBREVIATIONS

**CBMP :** Community-Based Migration Programs

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**SEP:** Socioeconomic Empowerment Program

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**BPRM:** Bureau of Population, Refugees and Migration

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**ILO:** International Labour Organization

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**MONE:** Ministry of National Education

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**Viveka:** Viveka Technology Investment and Consulting I.C.

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**Ankara TOMER:** Ankara University Turkish and Foreign Language Application and Research Center

## ABOUT TURKISH RED CRESCENT, CBMP AND SOCIOECONOMIC EMPOWERMENT PROGRAM

### ABOUT TURKISH RED CRESCENT

The Red Crescent is a voluntary social service organization with legal personality, subject to the provisions of private law, non-profit, free of charge and working for the public interest.

The Red Crescent, founded on June 11, 1868 under the name of "Ottoman Aid Society for Wounded and Sick Soldiers", was named as "Ottoman Red Crescent Association" in 1877, "Turkey Red Crescent Association" in 1923, "Turkey Red Crescent Association" in 1935 and "Turkey Red Crescent Society" in 1947. The organization was named "RED CRESCENT" by the great leader Atatürk.

The purpose of the Red Crescent is to try to prevent or alleviate the pain of a person without any discrimination, to protect the life and health of a person, to ensure that his personality is respected and to try to bring mutual understanding, friendship, respect, cooperation and constant peace between people. The Red Crescent is a symbol of solidarity in times of need, equality in times of suffering, humanity, neutrality and peace in the heat of war.

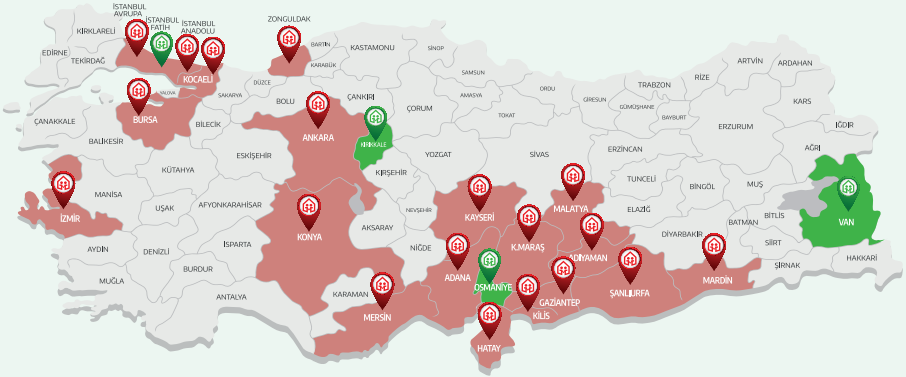
Turkish Red Crescent, one of the most respected and powerful institutions of the humanitarian sector in the international arena, shares the basic principles of the International Red Crescent-Red Cross Community. These are the principles of humanity, non-discriminatory, impartiality, independence, charity, unity and universality.

The organization of the Turkish Red Crescent consists of Headquarters and branches. The duties at all levels of the Red Crescent other than the General Directorate are carried out voluntarily.

Turkish Red Crescent, which carries out works at national and international level in the fields of disasters, safe blood supply, social services, migration services, education, youth and volunteering services, is developing its service range day by day.

### ABOUT COMMUNITY-BASED MIGRATION PROGRAMS AND COMMUNITY CENTERS

As a result of the political crisis and conflicts that started in Syria on March 15, 2011, millions of people were displaced and became in need of humanitarian aid. With this migration crisis, Turkey is home to around 4 million immigrants and refugees. Within the scope of the response to the Turkish Red Crescent migration crisis, the first Community Center was established in Şanlıurfa province on January 20, 2015 in line with the needs of migrants, refugees and local people living outside the camp. As of 2020, the services of Turkish Red Crescent Community-Based Migration Programs reach the beneficiaries with 17 community centers in 16 provinces across the country.



The key objective of Community-Based Migration Programs is to contribute to the community resilience and culture of peaceful co-existence by empowering the physical, psychological, social and economical of all vulnerable groups and individuals.

The priority audience of the services of our Community Centers, supported by many national and international non-governmental organizations, is vulnerable individuals from all age groups such as the disabled, the elderly and people exposed to violence. Our Community Centers aim to provide their services to all those in need who live in the region they serve, regardless of religion, language or race.

## ABOUT SOCIOECONOMIC EMPOWERMENT PROGRAM

In order to ensure the economic self-sufficiency of all vulnerable individuals, it aims to increase their professional capacity, to direct them to work and to support entrepreneurship. Three main sub-programmes are implemented under the Socioeconomic Empowerment Program.

### Guidance to Employment Subprogram

Within the scope of labor supply analysis, profiling, individual competence determination, Turkish level determination and personality inventory studies are carried out. Within the scope of labor demand analysis, workshops are organized with stakeholders and employers together with determination of positions and vacancies in employment, collection of employer demands and determination of competence needs. As a result of these analyses, beneficiaries participate in vocational trainings, Turkish language courses, Business and Vocational Turkish Trainings and Social Skills Development Trainings opened to meet market needs and appropriate beneficiaries are directed to employers and vacant positions. Beneficiaries who are referred to employment are informed about legal and cultural working conditions and consultancy services are provided for employers during the work permit application process. In addition, work permit fees are also paid under the program.

## **Entrepreneurship Subprogram**

Basic and advanced entrepreneurship trainings are provided through collaboration with universities, civil society organizations and techno-parks in line with the needs analysis performed about local entrepreneurship by Community Centers. Following the trainings, entrepreneurship camps are organized to create business and feasibility plans of the beneficiaries. The ones with sustainable business plans are designated and in-kind support is provided for them. In the meantime, mentorship and incubation assistance is provided on the areas of legal, marketing, finance and business management during the incorporation process.

Additionally, support for Homebased Production, Small-Scale Agricultural and Livestock Production including material, equipment and consumables are given for the beneficiaries who participated to the vocational trainings and agricultural and husbandry trainings carried out at Community Center and received certification to produce at home and create livelihoods.

## **Agriculture and Livestock Subprogram**

Theoretical and practical agriculture and livestock trainings are provided to the beneficiaries to meet local needs in line with the cooperation with local institutions, agricultural chambers, associations and universities affiliated to the Ministry of Agriculture and Forestry. Beneficiaries who successfully complete the trainings are directed to employment or beneficiaries who want to carry out production are given Home-Based Production, Small Scale Agriculture and Livestock Production supports.



## INCREASING THE RESILIENCE OF THE REFUGEES AND HOST COMMUNITY MEMBERS IN THE TURKISH LABOUR MARKET - IMPLEMENTATION OF THE LIVELIHOOD ACTIVITIES PROJECT

### Project Summary

In order to strengthen socio-economically local people and migrant individuals who are living in Adana, Ankara, Gaziantep, Hatay, Istanbul, Izmir, Mersin, and Şanlıurfa provinces, a needs analysis was conducted for a total of 286 beneficiaries -74 entrepreneurs and 212 home-based production beneficiaries- together with the funding support provided by the Bureau of Population, Refugees and Migration (BPRM) in collaboration with the International Labour Organization (ILO) and the Turkish Red Crescent Community-Based Migration Programs Coordination Unit where the Turkish Red Crescent provided material and equipment support in 2019-2020. As a result of the conducted analysis, entrepreneurship training has been given in cooperation with Viveka to a total of 69 beneficiaries who stated they needed such a training while material and equipment support has been provided to a total of 47 beneficiaries -20 entrepreneurs and 27 home-based production beneficiaries- in order to support their sustainability.

In addition, A2 level Business and Professional Turkish Language trainings were organized for a total of 305 beneficiaries consisting of apprentices who are currently studying at the Vocational Training Centres of the Ministry of Education and potential apprentice candidates that meet the criteria for receiving training in those centres. After that, a certificate exam was organized in cooperation with Ankara TÖMER for beneficiaries who have successfully completed this training, and Ankara Turkish Learning, Research and Application Centre (TÖMER) certificates with international validity were delivered to 119 successful beneficiaries.

### Purposes and Objectives of the Project

Especially with the impact of the pandemic process, individuals who started their own business and provided income through this business that they established have started to experience difficulties in continuing their initiatives and have come to a standstill. Within the scope of this project, a needs analysis/situational assessment has been realized for beneficiaries who benefit from training, business building, material/equipment, and mentoring supports in the framework of the Turkish Red Crescent Socio-Economic Empowerment Program in the years 2019-2020 in order to support the sustainability of individuals through activities based on the needs identified.



In addition, the project aims to prevent unregistered employment and strengthen the employability of individuals through A2 level Business and Professional Turkish Language trainings organized for the target audience consisting of apprentices and potential apprentice candidates.

A needs analysis has been conducted for the 286 beneficiaries in the light of the goals set, entrepreneurship training has been given to 69 beneficiaries; material/equipment support has been provided to 47 beneficiaries. A2 level Business and Professional Turkish Language training has been given to a total of 305 beneficiaries and certificates having international validity have been delivered to 119 successful beneficiaries.

### Project Preparation Processes

The need to support the needy segment in a socio-economic sense is the main starting point of the project as a result of the Syrian crisis that occurred in 2011 since people have been displaced, their socio-economic well-being has been severely damaged and they started living in Turkey. Improving the economic well-being of local people and migrants in need and developing a culture of living together are of high importance in terms of increasing social solidarity. In this context, since it is known that individuals who have currently established their own business thanks to the Turkish Red Crescent Socio-Economic Empowerment Program and are trying to maintain their socio-economic sustainability through this business are facing difficulties in continuing their commercial activities; the project, which has been prepared by also taking into consideration the situation and needs of the current business market that has been especially affected by the pandemic process, is intended to ensure that these individuals can continue their activities by providing them support in the areas they need (education, machinery-equipment, supplies, mentoring). It is also known that the Turkish language skills of foreign nationals currently studying for an apprenticeship at Vocational Education Centres affiliated to the Ministry of Education do not meet the expectations of the job market. On the other hand, potential apprentice candidates who work informally in companies and meet the necessary criteria are both exposed to labour exploitation due to their informal employment and cannot attend school because they have to work at a young age.

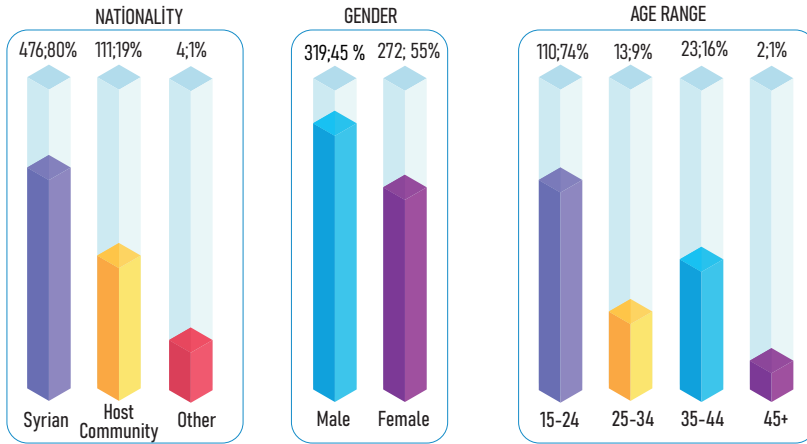
A2 level Business and Professional Turkish Language training organized for these individuals is intended to improve their language skills and include them in formal employment and training with the information they receive through the apprenticeship system at Vocational Education Centres.

### Target Audience of the Project

The target audience of the project consists of individuals who benefitted from entrepreneurship and home-based production supports in project provinces in the years 2019-2020 within the scope of entrepreneurship training, material- equipment supports, and



mentorship supports while Business and Professional Turkish Training covers individuals who are currently receiving apprenticeship training at Vocational Education Centres affiliated to the Ministry of National Education as well as individuals who are at the age range of 15-21, who work informally and/or who are looking for a job. When we look at the gender and nationality distribution of the total 591 people reached within the scope of the project, it is seen that 272 of them were male and 319 were female participants. While 480 of these participants were foreign nationals under Temporary and International Protection, the remaining 111 people were made up of local people.



### Project Beneficiary Identification Process

Based on the principle of the neutrality principle, the Turkish Red Crescent pays attention not to depend on a single source in the beneficiary identification process. The needs analysis studies made within the scope of the project have been carried out for individuals who have benefitted from entrepreneurship supports and home-based production supports currently provided under the Turkish Red Crescent Socio-Economic Empowerment Program. Individuals that will benefit from entrepreneurship training, material-equipment, and mentorship supports have been identified on the basis of the scoring charts set out below which have been established together with the International Labour Organization (ILO).

As it can also be seen from the scoring charts, the main purpose of the needs analysis studies was to obtain sustainable outputs by identifying the individuals who are able to continue their business activities with the supports that will be given within the scope of the project. In this context, those who do not need the support to be given and/or those who cannot continue their commercial activities despite the support to be given have not been included.

Furthermore, the list of individuals who need the A2 level Business and Professional Turkish Language training has been taken from the Vocational Training Centres affiliated

to the Ministry of National Education in order to determine the persons that can be included in the relevant training. Besides, individuals who have the potential to get enrolled in these centres (who are in the age range 15-21, are working informally and/or are looking for a job and have the capacity to work) have been identified through company visits organized at the local level.

TOPLUM TEMELLİ GÖÇ PROGRAMLARI KOORDİNATÖRLÜĞÜ					
SOSYOEKONOMİK GÜÇLENDİRME PROGRAMI					
GİRİŞİMCİLİK KAPASİTE GELİŞTİRME AYNI DESTEKLERİ FAYDALANICI PUANLAMA ÇİZELGESİ					
(Bu form Girişimcilik Aynı Desteklerinden yararlanmak isteyen başvuru sahibi faydalancılarının puanlama bilgilerinin içermektedir.)					
Seçim Kriterleri					Proje:
Faydalancı Adı-Soyadı:					ILO
Faydalancı Kimlik Numarası:					
Seçim Kriterleri					
Nitelik	Kriter	Puan	Kat Sayı	Cevap	Sonuç
Zorunlu Kriterler	Geçerli kimlik belgesi var mıdır?	1	10		0
	Şirket resmi olarak faaliyette devam etmekte midir?	1	10		0
	Şirket proje hedef illerinden (Adana, Ankara, Gaziantep, Hatay, İstanbul, İzmir, Mersin, Şanlıurfa) birinde faaliyet göstermekte midir?	1	10		0
	Geçerli çalışma izni veya çalışma izni başvurusu var mıdır? (T.C. Vatandaş İse -Evet Seçilecektir)	1	10		0
	Kızılay tarafından daha önce sağlanan malzeme ve ekipman muhafaza edilmekte midir?	1	10		0
	Üretim / Satış kapasitesinin artırılması için aynı desteklere ihtiyacı beyan edilmiş midir?	1	10		0
Puanlama (Yalnızca Zorunlu Kriterleri Sağlayan Başvurular için doldurulacaktır)	Destek sağlanan alanda beyan edilen son 3 aya ait aylık ortalama net kazancı 10.000,00 TL'nin altında mıdır?	1	10		0
	Cinsiyet	1	3		0
Kriterleri Sağlayan Başvurular için doldurulacaktır	Faydalancı 35 yaşında ve/veya 35 yaşın altında mıdır?	1	2		0
	Yapılan işin büyümesine destek olacak bir gelişme oldu mu? (Özel Sipariş, İşbirliği vb.)	1	5		0
	Faydalancı, Proje Kapsamında Verilecek Aynı Desteklerden Faydalanmalı mı? (Saha Ekibi)	1	5		0
	Faydalancı, Proje Kapsamında Verilecek Aynı Desteklerden Faydalanmalı mı? (Merkez Ofis Ekibi)	1	5		0
Faydalancı Kısa Liste İçin Uygun Mu?					Uygun Değil
					0
Görüşmeyi Sağlayan Personelin Görüşü:					

TOPLUM TEMELLİ GÖÇ PROGRAMLARI KOORDİNATÖRLÜĞÜSOSYOEKONOMİK GÜÇLENDİRME PROGRAMIHANE İÇİ ÜRETİM KAPASİTE GELİŞTİRME AYNI DESTEKLERİ FAYDALANICI PUANLAMA ÇİZELGESİ					
(Bu form Hane İçi Üretim Desteklerinden yararlanmak isteyen başvuru sahibi faydalancılarının puanlama bilgilerinin içermektedir.)					
Seçim Kriterleri					Proje:
Faydalancı Adı-Soyadı:					ILO
Faydalancı Kimlik Numarası:					
Seçim Kriterleri					
Nitelik	Kriter	Puan	Kat Sayı	Cevap	Sonuç
Zorunlu Kriterler	Geçerli kimlik belgesi var mıdır?	1	10		0
	Ticari faaliyetlerine devam etmekte midir?	1	10		0
	Faydalancı proje hedef illerinden (Adana, Ankara, Gaziantep, Hatay, İstanbul, İzmir, Mersin, Şanlıurfa) birinde faaliyet göstermekte midir?	1	10		0
	Kızılay tarafından daha önce sağlanan malzeme ve ekipman muhafaza edilmekte midir?	1	10		0
	Üretim / Satış kapasitesinin artırılması için aynı desteklere ihtiyacı beyan edilmiş midir?	1	10		0
	Destek sağlanan alanda beyan edilen son 3 aya ait ortalama net kazancı 2.000,00 TL'nin altında mıdır?	1	10		0
Puanlama (Yalnızca Zorunlu Kriterleri Sağlayan Başvurular için doldurulacaktır)	Cinsiyet	1	3		0
	Faydalancı 45 yaşında ve/veya 45 yaşın altında mıdır?	1	2		0
Kriterleri Sağlayan Başvurular için doldurulacaktır	Yapılan işin kapasitesini Arttıracak Bir Gelişme Oldu mu? (Özel Sipariş, İşbirliği vb.)	1	5		0
	Faydalancı, Proje Kapsamında Verilecek Aynı Desteklerden Faydalanmalı mı? (Saha Ekibi)	1	5		0
	Faydalancı, Proje Kapsamında Verilecek Aynı Desteklerden Faydalanmalı mı? (Merkez Ofis Ekibi)	1	5		0
	Faydalancı, Proje Kapsamında Verilecek Aynı Desteklerden Faydalanmalı mı? (Merkez Ofis Ekibi)	1	5		0
Faydalancı Kısa Liste İçin Uygun Mu?					Uygun Değil
					0
Görüşmeyi Sağlayan Personelin Görüşü:					



## Project Schedule and Duration

The project, which started with the cooperation agreement signed between the Turkish Red Crescent and the ILO on 01.10.2021, was completed on 30.12.2021.

Name of Activity	Start Date	End Date
Need Assessment for Beneficiaries Supported by the Entrepreneurship Support Project	01.10.2021	08.10.2021
Need Assessment for Beneficiaries Who Benefitted from Home-based Production Support	11.10.2021	22.10.2021
A2 Level Business and Professional Turkish Training	1.10.2021	31.12.2021
Entrepreneurship Training	1.11.2021	30.11.2021
Entrepreneurship In-kind Supports	18.10.2021	29.10.2021
Mentoring Support for Entrepreneurs	1.11.2021	24.12.2021
Home-based Production In-kind Supports	1.11.2021	30.11.2021
Follow-Up Visits	24.12.2021	31.12.2021

## Location of the Project Implementation

All studies performed within the scope of the project have been realized by the program team working in project provinces. Needs analysis studies have been carried out through home/workplace visits devoted to the target audience while entrepreneurship trainings, mentoring supports, and A2 level Business and Professional Turkish Language trainings have been conducted online. Again, the in-kind supports provided within the scope of the project have been delivered to the areas of activity (home, workplace) of the beneficiaries who are eligible for support.

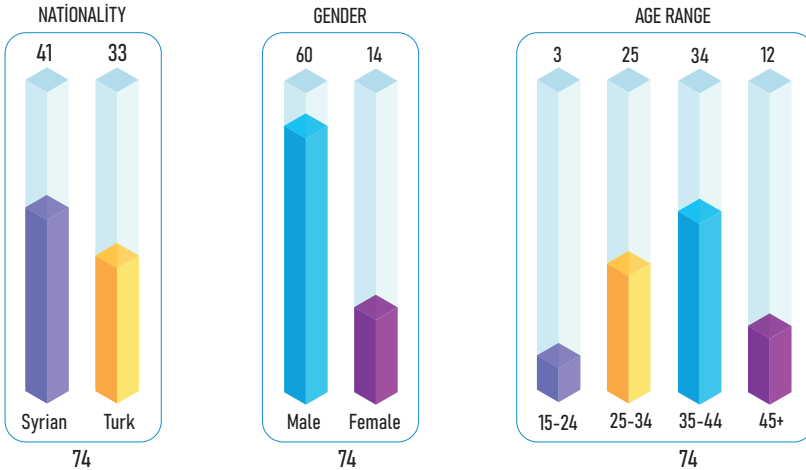
## The Main Activities of the Project

### A-) Need Assessment for Beneficiaries Supported by the Entrepreneurship Support Project

Workplace visits were organized for the beneficiaries provided with workplace setting up, machine-equipment and consumables support, and mentoring support within the scope of the Entrepreneurship Support Project organized by the Turkish Red Crescent Socio-Economic Empowerment Program in 2019-2020, and the current situation was determined in accordance with the criteria taking place in the scoring charts established together with the ILO. A total of 76 entrepreneurs were contacted within the scope of the related activity, and 74 entrepreneurs were paid face-to-face visits due to the fact that 2 entrepreneurs did not want to be involved in the project. As a result of these visits, the beneficiaries who will be included in the "Entrepreneurship Training", "Entrepreneurship In-Kind Supports" and "Mentoring Supports for

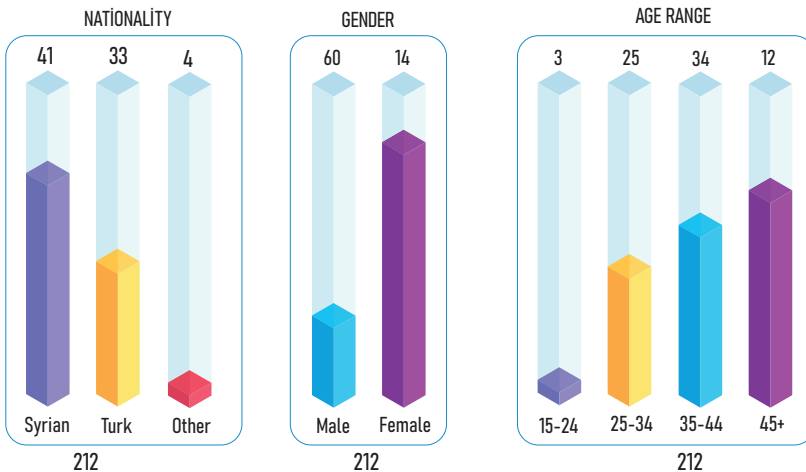
Entrepreneurs”, which are the ongoing activities of the project, were identified. While determining the beneficiaries to be included in the continuation activities, the scoring tools prepared in the scope of the project were filled out and evaluated separately for each beneficiary.

**Need Assessment for Beneficiaries Supported by the Entrepreneurship Support Project**

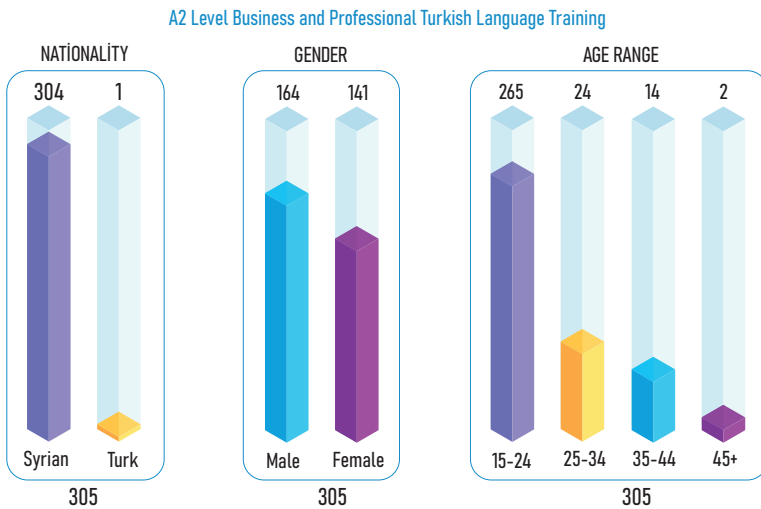


**B-) Need Assessment for Beneficiaries Who Benefit from Homebased Production Support**

**Need Assessment for Beneficiaries Who Benefit from Homebased Production Support**



Workplace visits were organized for the beneficiaries who benefitted from machinery-equipment and consumables support within the scope of the Home-based Production Supports provided by the Turkish Red Crescent Socio-Economic Empowerment Program in 2019-2020, and the current situation was determined in accordance with the criteria taking place in the scoring charts established together with the ILO. A total of 226 home-based production beneficiaries were contacted within the scope of the related activity, and 212 home-based production beneficiaries were visited face-to-face due to the fact that 14 beneficiaries did not want to be involved in the project. As a result of these visits, the beneficiaries who will be included in the 'Entrepreneurship Training' and 'Home-based Production In-kind Supports', which are the ongoing activities of the project, have been identified. While determining the beneficiaries to be included in the continuation activities, the scoring tools prepared in the scope of the project were filled out and evaluated separately for each beneficiary.



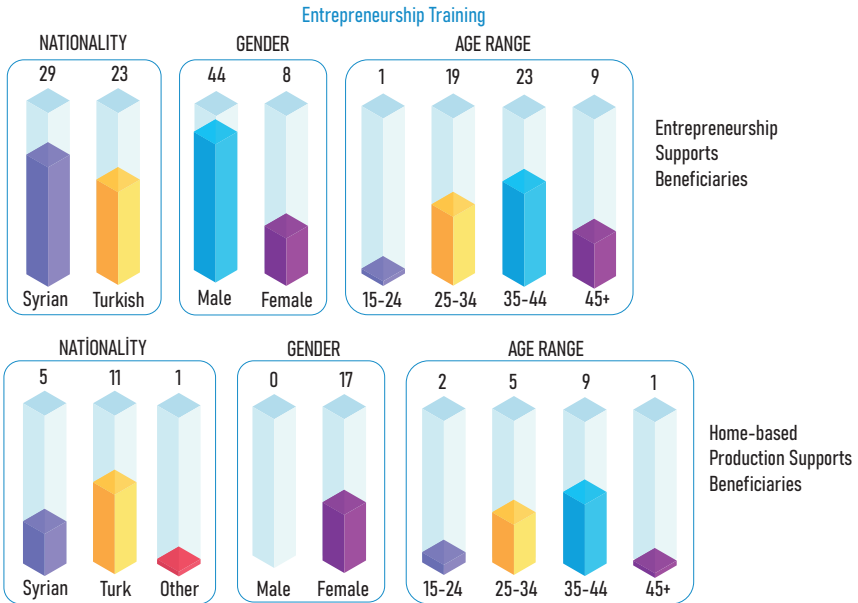
### C-) A2 Level Business and Professional Turkish Language Training

A2 level Business and Professional Turkish Language training has been organized for a total of 305 persons as currently, the Turkish language skills of foreign nationals receiving apprenticeship training in the Vocational Training Centres of the Ministry of National Education do not meet the expectations of the job market and at the same time, potential apprenticeship candidates who are presently working informally at companies and/or who are at the age range of 15-21, who are looking for a job are being subject to labour exploitation due to their informal status and cannot attend school since they have to start working at an early age. Furthermore, information has been given on the apprenticeship system at Vo-

ational Training Centres in order to include individuals in formal employment and training.

### D-) Entrepreneurship Training

A total of 240 hours of training has been organized under the titles Customer Discovery, Value Proposition Design and Business Model Development, Customer Acquisition, Sales Presentation and Negotiation Techniques, Market Analysis, Pricing and Branding, Customer-Focused Design, Electronic Commerce and Digital Marketing to 69 beneficiaries who declared that they needed such training during the needs analysis studies conducted within the scope of the project. The related training has been organized online by experts tasked by Viveka and detailed information about the contents is given in ANNEX-1. While it was planned to include only the beneficiaries of

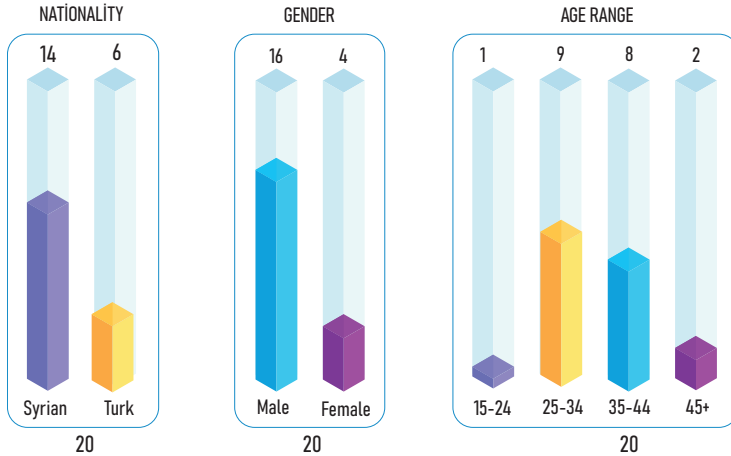


the Entrepreneurship Support Project in these training in the first place, the beneficiaries of home-based production were also included upon their demands.

### E-) Entrepreneurship In-Kind Supports and Mentoring Support for Entrepreneurs

Based on the needs analysis studies organized within the scope of the project, machine-equipment and consumables supports up to 15.000,00 TL were provided for the determined 20 beneficiaries in the direction they requested. In order to sup-

### Entrepreneurship In-Kind Supports and Mentoring Support for Entrepreneurs

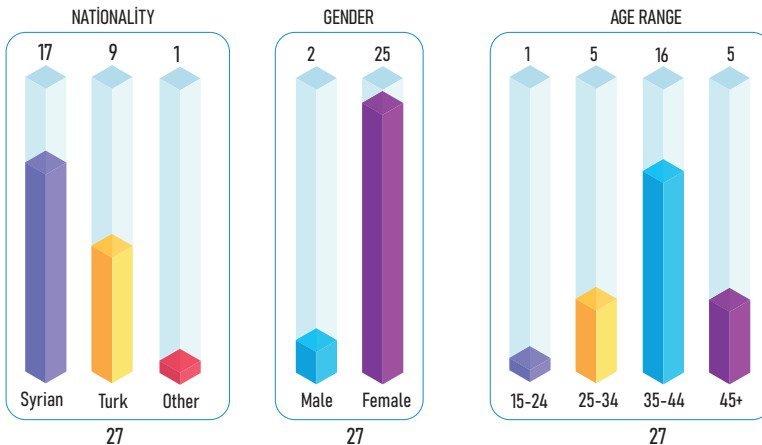


port the sustainability of beneficiaries who have been provided with in-kind support, mentoring sessions consisting of 6 sessions have been organized. For details about these mentoring sessions held, please see ANNEX-1.

### F-) Home-based Production In-kind Supports

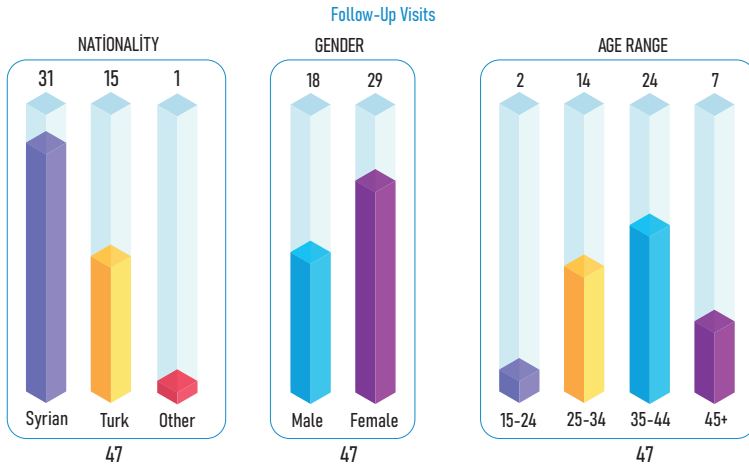
Based on the needs analysis studies made within the scope of the project, machine-equipment and consumables support up to 5.000,00 TL was provided for the determined 27 beneficiaries in the direction they requested.

### Home-based Production In-kind Supports



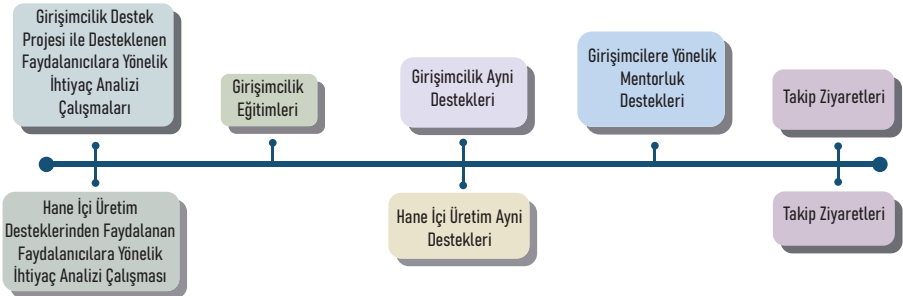
## G-) Follow-Up Visits

Follow-up visits have been organized to a total of 47 beneficiaries who benefitted from entrepreneurship and home-based production support and an impact analysis study has been conducted in order to make an impact analysis after the in-kind support provided for entrepreneurs and home-based production beneficiaries within the scope of the project. The forms taking place in ANNEX-2 and ANNEX-3 have been used during follow-up visits and as a result of the visits, it was observed that the beneficiaries who were provided with support were correctly identified during the needs analysis studies and that each beneficiary continued to earn income through their business activities.



## H-)Project Budget

PROJECT COST	
PROJECT BUDGET	177.748,26 USD
COST PER PERSON	300,75 USD





## GENERAL ASSESSMENT AND CONCLUSION

Due to the ongoing conflicts in Syria, Turkey is home to about 4 million Syrian migrants living in urban areas under Temporary Protection Status. Ensuring social cohesion between persons under Temporary Protection and International Protection and the host community, as well as supporting their socio-economic empowerment by increasing their employability, is of high importance for migrants affected by the Syrian humanitarian crisis who have been forced to leave their homeland and are in the process of recovery. In this context, increasing professional skills in the direction of opportunities and needs of the Turkish labour market by developing cooperation with local stakeholders in terms of humanitarian assistance will facilitate the access of these people to livelihoods and enable them to develop their social cohesion processes with local people and dynamics by being present in the labour market. At the same time, the inclusion of local people in these programs will ensure that these programs become sustainable by providing that those migrant people and the host community in need have access to livelihoods and by developing social integration in the framework of equal opportunities.

This report reflects a summary of the experiences obtained during the studies of "Increasing the Resilience of Refugees and Host Community Members in the Turkish Labour Market - Implementation of Livelihood Development Activities Project" carried out by the Socio-Economic Empowerment Program under the Community-Based Migration Programs Coordination Unit.

Considering the above-mentioned requirements and expected outcomes, within the scope of the project carried out by the Socio-Economic Empowerment Program of the Turkish Red Crescent Community-Based Migration Programs Coordination Unit, needs analysis was carried out for 286 beneficiaries, entrepreneurship training was given to 69 beneficiaries, material and equipment support was provided to 47 beneficiaries and A2 level Business and Professional Turkish Language training was provided to a total of 305 beneficiaries and the certificates with international validity were delivered to 119 beneficiaries who were successful. At the same time, during follow-up visits for beneficiaries provided with material and equipment support, it has been observed that each beneficiary receiving support has access to sustainable income opportunities in the area where they are supported and they maintain their lives with the income they earn from here.



## ANNEXES

### ANNEX-1) Entrepreneurship Trainings & Mentoring Supports Final Report

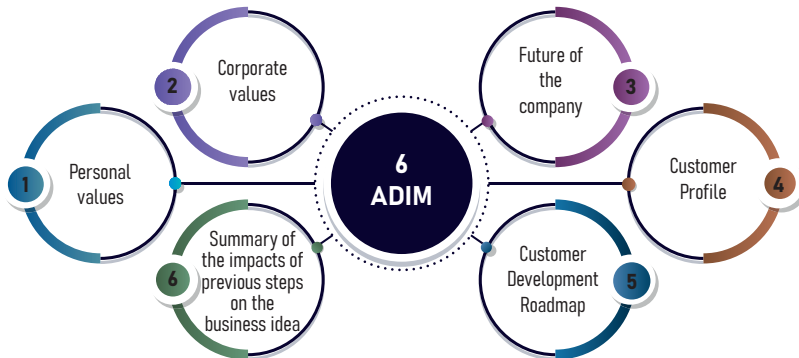
#### Week 1: Customer Discovery Training

It is essential for entrepreneurs to clarify their value proposition in order to identify their go-to-market strategies and the steps they need to take for customer discovery. In this context, in the first part of the training, detailed information was provided on the definition and design of the value proposition in order to help participants create their own value proposition to be used in their way to customers. Lean enterprise and lean business model concepts were explained in detail in order to help them design their value propositions. Following this, topics such as customer verification, customer identification, customer profiles, and understanding the customer's needs were discussed.

A total of 51 people attended the training and workshop held on 10 November. Two facilitators and two trainers were involved during the sessions, where one session was organised in Arabic and the other one in Turkish.

In the workshop, a detailed exercise was given on Miro for the participants to put into practice what they learned this week. Two separate Miro boards were prepared in order to enable participants to choose the language they prefer: Arabic and Turkish.

The exercise consisted of 6 main steps, where participants were guided through some solid steps to develop their value proposition. The steps of this exercise are as follows:

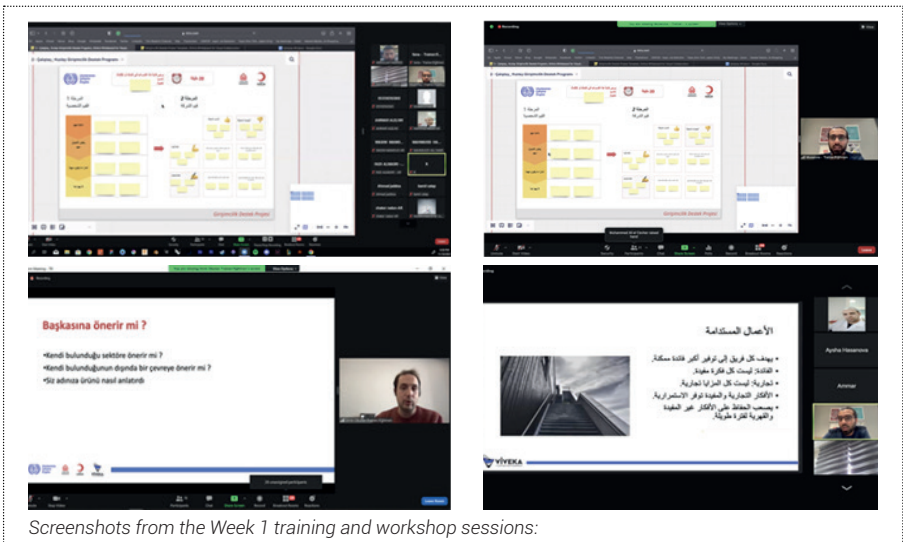


In the first 5 steps, we helped them realize the values they prioritize while realizing their business ideas. First, they have looked at their own values, followed by the detailed analysis of their corporate values with regard to SWOT (strengths, weaknesses, opportunities and threats) analysis. Following that, participants made an analysis of

possible new business areas, existing areas to be revised or withdrawn from and possible response needs to the competitors in the markets. In step 4, they defined their customer profile and in step 5, they tried to develop a roadmap for their customer development processes. In the last stage, we enabled them to see the effects of these values on their business ideas.

Project team shared this exercise with all participants via Zoom and WhatsApp, in different forms such as Miro link, Word document, PDF document and Form link in order to ensure that digital literacy of the participants does not create any problems in filling out their assignments.

During the first week, participants were supported through different channels in case they needed further assistance regarding the training topics and they were given some time to complete their assignments. Our trainers were in continuous contact with the participants to ensure that they understood the expectations of the assignment and completed it in a timely manner.



Screenshots from the Week 1 training and workshop sessions:

### Assignments & Continuous Tutoring Support

As a first activity in the program, we created a WhatsApp group with the program participants who use this application (68 participants in total), where all the announcements and information sharing about the program takes place. In this respect, the participants have a chance to share their questions and challenges with the trainers and

other participants and get their respective answers and feedback. This group serves as a shared learning platform for the participants, as reading lists and other information about the weekly topics are shared. The participants also shared their questions through other channels (i.e. phone, mail, messages) with the trainers and program implementation team and respective support was given.

This online group has been used both as a peer learning and sharing platform and in addition, as a follow-up monitoring scheme to further understand and watch participant progress. All original training sessions include workshop sessions where individual assignments are given to the audience. The exercises, as they are very thorough and detailed, start during the workshop



but the participants are expected to continue to work on them throughout the week as well. In the first week's training session, participants were given an exercise about the value proposition during the workshop. Most of the participants required assistance in filling out these assignments and our trainers provided support during the whole week by guiding them in shaping their value proposition and answering the respective questions in the exercise.

During the first week, trainers focused on identifying and understanding the possible needs of the participants in their entrepreneurship journey. In this regard, trainers directed some questions to the participants during the week and collected their feedback.

- ◆ Our trainers identified the below challenges during the week:
- ◆ Keeping a full-time job while working on the current business,
- ◆ Reaching out to a wider group of customers other than just acquaintances,
- ◆ Changing their business sectors (pivoting),
- ◆ Lack/short of capital,

- ◆ Pandemic related problems,
- ◆ Developing and launching a new product,
- ◆ Lack of knowledge in reaching customers through online platforms,
- ◆ Lack of knowledge in expanding to big markets,
- ◆ Insufficient knowledge about the market,
- ◆ Lack of knowledge in understanding and identifying the needs of the customers,
- ◆ Insufficient knowledge of financial projections and costing,
- ◆ Need for machines, raw materials and other tools to develop their business.

In this regard, trainers provided information to detail the learning points from the training session, as well as guidance on how some of the future training topics of the program will benefit them in overcoming these challenges. The first week's information exchange was critical for identifying the needs and revising the training content in accordance with the needs of the program participants. Our trainers collected this feedback and incorporated some topics/notes about these challenges in the training content intended for the following weeks.

### Mentorluk

Entrepreneur Name	Meeting Notes	Action items
Beneficiary 1	He has difficulties in expanding to the market. His progress regarding this project is negatively affected by the high cost of raw materials. He needs financial support to maintain machinery and buy raw materials.	<ul style="list-style-type: none"><li>• Searching for cheaper materials in the market</li><li>• Boosting revenue by finding more customers</li></ul>
Beneficiary 2	He has the potential to expand his market and gain more customers.	<ul style="list-style-type: none"><li>• Searching for new distribution channels to sell his products via digital channels</li><li>• Searching for tenders that are offered online</li><li>• Developing a plan to expand in the market</li></ul>
Beneficiary 3	<ul style="list-style-type: none"><li>• The beneficiary was not available for the mentoring session and therefore, the session will be conducted next week.</li></ul>	



Beneficiary 4	He has good knowledge of the market, but he cannot develop and expand his business due to lack of capital. He also needs assistance in preparing a good business plan. He has customers and receives orders but most of the time, he is unable to cover these orders. He is reluctant in receiving feedback from the mentors.	<ul style="list-style-type: none"> <li>Working on finances (especially costs/expenses) to increase profitability</li> <li>Extending his business to online channels (e-commerce)</li> </ul>
Beneficiary 5	She has a good business idea. She has trouble dealing with the seasonal downturn and looks for new channels for marketing.	<ul style="list-style-type: none"> <li>Testing the sales process with the assigned mentor</li> </ul>
Beneficiary 6	She sells clothing designs and she also has good ideas for future plans in this market. She sells her products online and outside Turkey.	<ul style="list-style-type: none"> <li>Searching for exhibitions and competitions</li> <li>Strengthening company profile and visibility through updating company's website and posting pictures of designs on social media platforms</li> </ul>
Beneficiary 7	She has started an instagram business for selling accessories that she has crafted. She is facing a motivation problem. This line of work is not her full time commitment, therefore, she needs to work on managing her time and resources.	<ul style="list-style-type: none"> <li>Testing the sales process with the assigned mentor</li> </ul>
Beneficiary 8	The delay in receiving some machines, and machines that are not suitable for work, led to many problems when setting up his work. He tries to fix the machines that do not work to make his work successful.	<ul style="list-style-type: none"> <li>Searching for a legal way with the accountant to open a bank account for the company</li> <li>Attempting to attract more customers to sell and provide more profitable services</li> <li>Selling through online stores</li> </ul>
Beneficiary 9	He has weak access to a larger market and the high cost of raw materials affects the production process. He lacks sufficient knowledge of the market and needs to conduct more research.	<ul style="list-style-type: none"> <li>Studying how to sell and expand the market through different platforms in Turkey</li> <li>Conducting research to identify the cities that need his products (in addition to Istanbul) and examine the market and competitors</li> </ul>



Beneficiary 10	He has good knowledge of the ice cream market. He has partnerships with companies that need his products and he has a good number of customers. However, he faces challenges in selling his products in the winter season.	<ul style="list-style-type: none"><li>• Making research on potential competitors in the healthy pastries market (pastries for vegetarians, pastries with healthy vitamins etc.)</li><li>• Identifying new and distinctive ways of displaying, selling, and packaging products</li><li>• Working on how to enter e-commerce platforms</li><li>• Taking a questionnaire from customers or friends about possible new products</li></ul>
Beneficiary 11	He has good knowledge about the market. He already studies the production plan and raw materials he needs during the process.	<ul style="list-style-type: none"><li>• Identifying the distribution channels</li><li>• Conducting research on the competitors</li><li>• Conducting research on product licensing and patenting</li><li>• Finding out similar products in the market</li></ul>
Beneficiary 12	He has strong knowledge of the market and has a reasonable number of clients. He has the ability to develop his business and obtain more clients. He has a weakness in reaching more customers and he cannot expand the market properly. He needs to work on his business plan more.	<ul style="list-style-type: none"><li>• Working on his business to reach more customers</li><li>• Conducting research for other sources of income and finding other opportunities through the Internet</li><li>• Studying the introduction of various products into other markets and identify ways to enter the markets outside the Adana market</li></ul>
Beneficiary 13	He has experience in the market and has obtained a number of customers. He currently tries to expand his market and grow. He also faces challenges in traveling in other provinces and abroad, as he holds a temporary protection ID, which sometimes makes him lose opportunities to get profitable contracts.	<ul style="list-style-type: none"><li>• Studying the existence of long or short-term work contracts for the sustainability of the project</li><li>• Searching for other ways to generate more revenue and profit</li><li>• Developing social media pages and creating a business account on Google to communicate better with possible clients</li></ul>

Beneficiary 14	<p>He has expanded his market and obtained new customers. His business has a potential to generate more profit but currently, he has difficulty in procuring all the orders. This is mostly due to the lack of sufficient machines for the production process.</p>	<ul style="list-style-type: none"> <li>• Searching for further expansion in the market to increase profit</li> <li>• Trying to reach customers from companies through the Internet</li> <li>• Conducting more research and studying the online sales opportunities</li> </ul>
Beneficiary 15	<p>He has clear ideas and a future plan. He is knowledgeable about the market he operates in and has contact with some companies to sell his mushrooms. He needs to communicate with companies and agree with them to sell his products on a monthly basis to avoid the risk of damage to mushrooms and production.</p>	<ul style="list-style-type: none"> <li>• Doing more research in the market to identify more clients</li> <li>• Identifying ways to sell through social media platforms</li> <li>• Work on how to sell his products on a monthly basis, not on a daily basis</li> <li>• Conducting research on the competitors in Mersin and other provinces</li> </ul>
Beneficiary 16	<p>Has a clear business plan. He has some models of devices that he sells on-demand and there is a large demand for his devices. He has a competitive advantage and can generate really good profit.</p> <p>He is strong in developing new devices and ideas but he needs financial support to build prototypes and launch them into the market. He needs to access investors in Turkey.</p>	<ul style="list-style-type: none"> <li>• Access more customers via online channels/e-commerce</li> <li>• Creating a page for his business on LinkedIn and including the company location on Google maps</li> <li>• Communicating with industrial companies to attract investments</li> </ul>
Beneficiary 17	<p>He has good experience in beekeeping management, but he faced a problem in receiving the relevant equipment. He needs to find more profitable opportunities, strengthen the beehives and maintain them until the production season. He lost 25 apiaries out of 66 and seems like he needs financial support. He has difficulties in generating revenues. He will not have any production for the next period.</p>	<ul style="list-style-type: none"> <li>• Searching for partnerships to expand production and maintain beekeeping</li> </ul>



Beneficiary 18	He operates in a good market inside and outside Turkey. He needs to improve his Turkish to enter the market and attract more customers.	<ul style="list-style-type: none"> <li>• Studying the existence of tenders</li> <li>• Searching for similar companies and competition inside and outside Urfa,</li> <li>• Strengthening his digital knowledge, setting a company email, setting the company's location in Google Maps with company information etc.</li> <li>• Develop a business plan to reach more customers</li> </ul>
Beneficiary 19	<p>She has a slightly good market inside Turkey, however, her market and biggest sales are acquired through exporting her products outside of Turkey. She also understands the needs of customers from other countries and develops new and suitable products for them.</p> <p>She needs another squeezing machine and a water distillation machine, to be able to increase the profit. She has the capacity and well-thought-out business plan for the upcoming years.</p>	<ul style="list-style-type: none"> <li>• Getting support to buy more machines to strengthen the production line and cover a larger market to expand the market</li> <li>• Setting up a corporate email account for the company</li> <li>• Setting up the company's location on maps and adding important information and pictures about her business</li> </ul>
Beneficiary 20	He does not have a clear business plan specifying the next steps and he does not know how to expand the market. He needs to study the market more and search for companies that provide the lowest price raw materials.	<ul style="list-style-type: none"> <li>• Building an Instagram page</li> <li>• Communicating with companies, restaurants, and cafes that need packaging services</li> <li>• Conducting more research on the market and reach out to more B2B customers</li> </ul>

## Week 2: Customer Journey Training

In the second week, participants learned the steps of the customer journey and methods for developing and improving their business idea. The most important topic of this week was understanding the design thinking process, which helps them to identify the methods for interacting with their customers in different stages of their product development stages. They learned how to:

- ◆ empathize with their customers to observe their problems and needs,
- ◆ identify and define their wants, problems and needs according to the information collected in the previous stage,
- ◆ develop ideas and solutions tackling these needs and problems,

- ◆ prepare a prototype for the best solution,
- ◆ test their solutions.

The above mentioned process might seem obvious for already established businesses. This was why design thinking methodology was chosen specifically, as it is crucial just to reiterate the product/solution development process to pave for new ideas and reconcile existing ones. The training content also focused on how and why to conduct field research, the stages of the brainstorming and important issues to understand the customer experience. The emphatic process of drawing out a customer journey while using the respective product/service was informative in the sense that it enabled participants to rediscover their strengths and weaknesses.

A total of 49 people attended the training and workshop held on 18 November. Two facilitators and two trainers were involved during the sessions, where one session in Arabic and one in Turkish were held concurrently.

An exercise was given on Miro for the participants to put into practice what they learned this week during the workshop. Two separate Miro boards were prepared in order to enable participants to choose the language they prefer: Arabic and Turkish. In addition, for the participants who have difficulties in accessing or using Miro, the original exercise was simplified and transformed into a Google Form and shared with the respective participants during the workshop session.

The purpose of the workshop was to enable the participants to identify and understand their customers and to identify the possible improvement areas of their products by examining the steps that customers follow while using the product.

The assignment was based on a matrix showing the steps of the customer journey as follows:

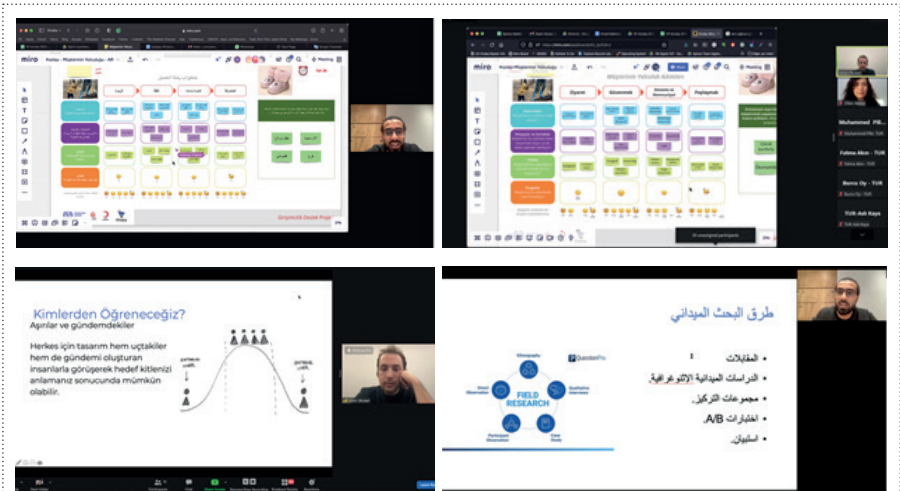
Journey Steps Which step of the experience are you describing?	Discovery Why do they even start the journey?	Registration Why would they trust us?	Onboarding and First Use How can they feel successful?	Sharing Why would they invite others?
<b>Actions</b> What does the customer do? What information do they look for? What is their context?				
<b>Needs and Pains</b> What does the customer want to achieve or avoid? Tip: Reduce ambiguity, e.g. by using the first person narrator.				
<b>Touchpoint</b> What part of the service do they interact with?				
<b>Customer Feeling</b> What is the customer feeling? Tip: Use the emoji app to express more emotions				

According to this matrix, participants evaluated the actions/behavior, needs and pains, touchpoints and customer feelings throughout their decision making process. In

this regard, they assessed the situation of customers during the discovery, registration, onboarding and first use and sharing stages. The trainers also provided an example in this regard, to help them understand the steps in detail.

During the exercise, participants learned how to prepare and review customer journey maps. In this regard, the exercise helped them to make decisions by taking into account the behaviors of the customers by using the customer roadmap.

The participants generally asked how they could increase their sales, how examining the decision steps of the customers will help them and what they could do in the field of digital marketing.



Screenshots from the Week 2 training and workshop sessions:

### Assignments & Continuous Tutoring Support

In the second week of the project, participants received information about the announcement and program agenda through the WhatsApp channel. In this regard, links to the assignments were shared with 68 participants in two forms, Miro and Google Forms, which were prepared in Arabic and Turkish.

While participants received the introduction about the assignment of the second week in the workshop session, they referred to the project team and trainers about the guidance via WhatsApp. Our trainers provided relevant assistance and information in filling out the assignments and guided the participants in reflecting the steps their customers take in their journey.

In addition, two separate sets of reading lists were shared with the participants via the group. These reading lists are critical for reinforcing the information participants learned during the training and workshops. Considering that these articles were prepared by different people from diverse backgrounds, these are also crucial for participants to understand different perspectives in preparing and reviewing customer journey maps.

For the participants who speak Turkish, the below reading list was shared:

- ◆ [https://ethnogram.com/ekitap/Ethogram\\_MusteriYolculuguHaritasi.pdf](https://ethnogram.com/ekitap/Ethogram_MusteriYolculuguHaritasi.pdf)
- ◆ <https://medium.com/@alicevik/jobs-to-be-done-framework-b62976bfda8>
- ◆ <https://uretimbandi.substack.com/p/jobs-to-be-done-jtbd>

For the participants who speak Arabic, the below reading list was shared:

- ◆ <https://www.unifonic.com/ar/blogs/-0>
- ◆ <https://motaber.com/product-development-strategy/>
- ◆ <https://tatha.design/2021/03/12/introduction-to-jtbd/>

These articles provide information about the below topics related to the customer journey map and customer journey steps:

What is and is not a customer journey map?

- ◆ Use of customer journey maps
- ◆ Steps of the customer journey
- ◆ Jobs to be done (JTBD) framework
- ◆ How to implement JTBD?
- ◆ Benefits and challenges of implementing JTBD
- ◆ Useful resources about the customer journey map and JTBD

The participants were encouraged to share what they have learned in these articles with their peers and to reflect their learning outcomes in their assignments. Participants directed their questions about the assignments and second week's topics during the week and received continuous feedback and support from the trainers to complete their assignments.





## Mentoring

Entrepreneur Name	Meeting Notes	Action items
Beneficiary 1	<p>He has benefited from the grant from the Turkish Red Crescent to buy parts for machinery, which is helpful for him to work sustainably.</p> <p>He needs to look for more companies to obtain raw materials. He needs to improve the performance of the company by expanding the business and increasing sales.</p>	<ul style="list-style-type: none"> <li>• Searching for new companies to cooperate with to get raw materials</li> <li>• Setting up his business location on the Google map</li> <li>• Setting a business plan for selling sawdust in winter</li> </ul>
Beneficiary 2	<p>He has a good potential and he is hard working. He generates a good amount of profit in the export and trade of vegetables and fruits. He just needs to expand his business.</p>	<ul style="list-style-type: none"> <li>• He should work on developing a business plan to develop and expand his business, interact with a new country, and study new needs and opportunities</li> </ul>
Beneficiary 3	<p>He has difficulty in accessing more clients. He must develop a business plan to develop his own ideas.</p>	<ul style="list-style-type: none"> <li>• Opening a business account on Google</li> <li>• Setting his online presence; setting his location and company information on the maps to attract customers and increase their trust</li> <li>• Creating pages on social media platforms and communicating with customers through these channels</li> </ul>
Beneficiary 4	<ul style="list-style-type: none"> <li>• The beneficiary was not available for the mentoring session and therefore, respective sessions will be conducted in the next weeks.</li> </ul>	
Beneficiary 5	<p>He has a fear of entering and expanding in the market. He should understand the market better and find appropriate opportunities for expansion. He also needs to learn how to use his business resources in a better way.</p> <p>He has the ability to grow and has some effective ideas, but is unable to implement them well.</p>	<ul style="list-style-type: none"> <li>• Setting his online presence: He still has not located the business on maps and not has opened the official email and Instagram accounts</li> <li>• Working to reach more distributors, wholesale shops, companies and sales platforms</li> </ul>

Beneficiary 6	<p>Customer journey assignment was discussed in detail. There are clear steps she can take to understand and incentivize her customer group better.</p>	<ul style="list-style-type: none"> <li>• Planning out ways of improving and scaling her marketing efforts</li> </ul>
Beneficiary 7	<p>She needs to develop her business plan to improve her business appropriately. She should create a checklist to accomplish her action items.</p> <p>The market she operates has the potential to expand and she makes a good number of sales. She works on her designs to have her brand as a fashion designer.</p>	<ul style="list-style-type: none"> <li>• Developing a plan to complete the web page of her business and adding company information on this website</li> <li>• Presenting her products and designs on social media platforms</li> <li>• Setting a long term plan with deadlines to achieve the company's goals and turning her company into a well-known brand in the market</li> </ul>
Beneficiary 8	<p>Discussion took place about the customer journey, especially in terms of capabilities and capacity of the entrepreneur. She is certainly facing a bottleneck before marketing aggressively.</p>	<ul style="list-style-type: none"> <li>• Taking steps in capacity planning</li> </ul>
Beneficiary 9	<p>He must make a plan to attract customers and companies to sell and expand his products in the market. He can offer a variety of good products in the market, including small figures and gifts.</p>	<ul style="list-style-type: none"> <li>• Trying again to create a bank account for his company, then he will be registered in the electronic selling platforms</li> </ul>
Beneficiary 10	<p>He is now working on developing his website and providing the option to purchase through his business website. He developed a good business plan.</p> <p>He can develop the business, he only needs to focus on attracting more customers, and he can introduce new products of his own.</p>	<ul style="list-style-type: none"> <li>• Opening an Instagram page, photographing the products professionally and posting them on his Facebook page</li> <li>• Studying market prices outside Istanbul and distribution methods</li> <li>• Providing good product models that are competitive in the market in terms of form and idea</li> </ul>



<p>Beneficiary 11</p>	<p>He studied and visited some restaurants that serve vegan pastries and cakes; he is trying to introduce new recipes by trying several products.</p> <p>He has a problem with selling during the winter period. He must market his work and products, deal with Turkish stores, and communicate with them. He is thinking of closing the store during the winter period.</p>	<ul style="list-style-type: none"> <li>• Studying selling ice cream to markets during the winter period</li> <li>• Finding suitable markets and communicating with them</li> <li>• Providing small samples to enable customers to try his products</li> <li>• Marketing and communicating through social media platforms and e-mail</li> <li>• Starting to sell his products to more restaurants or cafes to ensure profit during the winter period and to find greater opportunities in the market</li> </ul>
<p>Beneficiary 12</p>	<p>He has a new idea: using artificial intelligence to offer smartwatches that are linked with protection cameras, enabling the parents to look out for their children.</p> <p>He has a lot of ideas and needs to organize them well. He needs financial support to get the prototype done faster.</p>	<ul style="list-style-type: none"> <li>• Studying competitors,</li> <li>• Making an estimation and planning about the resources to build a prototype</li> <li>• Finding funding sources</li> <li>• Gathering information from customers and studying customer needs and problems</li> </ul>
<p>Beneficiary 13</p>	<p>He requested some equipment, materials, special paint used for clothes, and some moulds from the Turkish Red Crescent. He must develop an action plan to use these materials well, and improve his company accordingly.</p>	<ul style="list-style-type: none"> <li>• Clarifying what kind of information he should post about this company and creating files about the company, products, prices, and services that he can provide in the clothing market sector,</li> </ul>
<p>Beneficiary 14</p>	<p>There is a slowdown in the process due to the delay in the provision of equipment. He needs the machines, parts and tools he requested to cover the needs of the customers.</p>	<ul style="list-style-type: none"> <li>• Finding sources of raw materials to cover the customer orders</li> <li>• Developing a business plan for the upcoming period to avoid falling into market problems</li> </ul>

Beneficiary 15	<p>He seeks to develop his work through the grant that will be provided by the Turkish Red Crescent of some machines, materials and tools. He is now trying to start providing his services to large and medium companies.</p>	<ul style="list-style-type: none"> <li>• Trying to develop himself to provide services in the road advertisements sector and communicating with more companies</li> </ul>
Beneficiary 16	<p>By researching the market that was asked about in the last session, he was able to find two companies to sell his mushroom crop.</p> <p>He is working on developing his own agricultural field to protect mushrooms and the crop and obtain the best possible quality products.</p>	<ul style="list-style-type: none"> <li>• Setting a business page for his company on social media platforms</li> <li>• Setting his work location on the map</li> <li>• Creating an email for his company to communicate with companies, and building trust between him and the companies in the market</li> <li>• Learning how to build trust with companies</li> <li>• Looking for opportunities to better attract customers, and marketing his products</li> </ul>
Beneficiary 17	<p>He is now working on developing his relationships and building a good network in the market to increase the visibility of his work and products.</p> <p>He has promising potential in terms of market, product and customer base but he needs to reach out to more companies requiring his products and services. He also needs to utilize social media platforms to increase the visibility of his company and products.</p>	<ul style="list-style-type: none"> <li>• Collecting data about the companies that may require his services and products</li> <li>• Proving his presence on the Internet through social media platforms and displaying his business</li> <li>• Looking for opportunities to expand and access investors</li> <li>• Learning how to communicate with companies formally by creating an official corporate email</li> </ul>
Faydalanıcı 18	<p>He is now preparing to protect the beehives for the winter period. He will receive support from the Red Crescent to strengthen his project. He must develop a business plan for the coming period.</p> <p>He has been linked with some people working in the same sector in the honey sale sector and beekeeping</p>	<ul style="list-style-type: none"> <li>• Collecting information and data for companies to communicate with them to set up distribution channels to sell products in the honey-selling season</li> <li>• Creating a page on Instagram</li> <li>• Establishing his presence on the Internet</li> <li>• Studying the markets well to develop a good business plan</li> </ul>



Beneficiary 19	This participant was replaced with another beneficiary.	
Beneficiary 20	<p>She has a problem regarding the location of her company; the owner of the shop wants to get her out of the shop within a month, she must look for a new place.</p> <p>Due to the problem of changing the store, she may face difficulties in renting a new store and moving the machines due to the high cost of moving the machines.</p> <p>She has a lot of current orders for the coming months and she is now working to cover those orders.</p>	<ul style="list-style-type: none"> <li>• Finding a new store and making logistical planning for moving the machines</li> <li>• Planning how to use the machines when she receives the support from the Turkish Red Crescent</li> </ul>
Beneficiary 21	<p>He has a problem in dealing with shipping companies, he must search for selling platforms that suit his products.</p>	<ul style="list-style-type: none"> <li>• Studying the appropriate selling platforms, comparing the platforms, and choosing the best and least expensive platform to sell to increase the company's revenues</li> </ul>

### Week 3: Lead Generation Training

In the third week, participants learned how to establish effective systems to have a well-structured lead generation process in their business. In this regard, they gained detailed knowledge about the following topics:

- ◆ How to establish a sales system?
- ◆ What are the important points of market entry to be considered for lead generation?
- ◆ Where and how to find customers?
- ◆ How do customer profiles, desires and needs affect lead generation?
- ◆ Lead generation: The Bow Tie Funnel
- ◆ Planning the sales process
- ◆ Examples from e-commerce, social media, SEO etc.

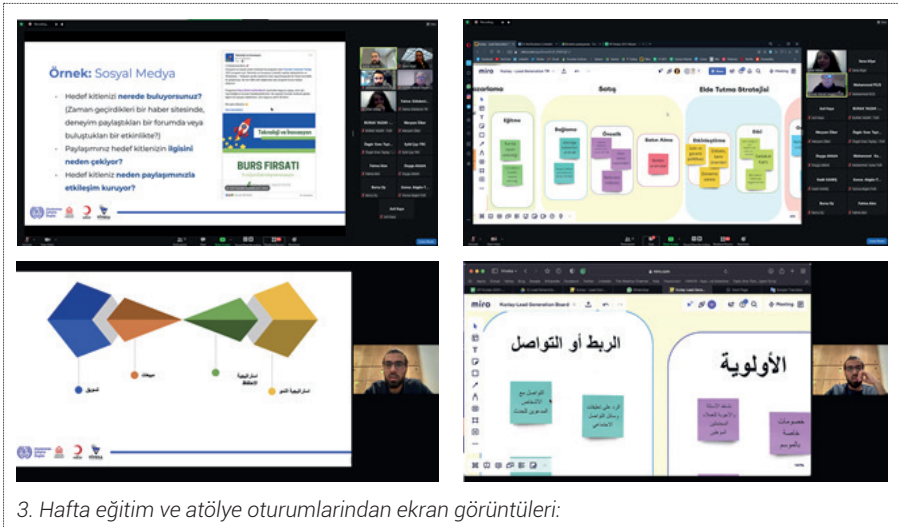
Participants gained a new perspective into lead generation through the introduction of The Bow Tie Model, since they learned the importance of determining success

criteria for the lead generation process. They created a link with the topics they have discussed in the previous link and learned how to create links with the customer profiles and lead generation process. In this regard, they gained knowledge about both marketing and sales and retention and growth strategies, as well as the factors affecting each.

A total of 48 people attended the training and workshop held on 24 November. Two facilitators and two trainers were involved during the sessions, where one session in Arabic and one in Turkish were held concurrently.

An exercise was given on Miro for the participants to put into practice what they learned this week during the workshop. Two separate Miro boards were prepared in order to enable participants to choose the language they prefer: Arabic and Turkish. In addition, for the participants who have difficulties in accessing or using Miro, the original exercise was simplified and transformed into a Google Form and shared with the respective participants during the workshop session in both languages.

The purpose of the workshop was to familiarize the participants with using the Bow Tie Model, where they learned how to conduct lead generation following marketing, sales, retention and growth strategies. In this respect, under the guidance of the trainers, they examined the following steps under



3. Hafta eğitim ve atölye oturumlarından ekran görüntüleri:

## Assignments & Continuous Tutoring Support

In the third week of the project, participants continued to receive information about the announcement and program agenda through the WhatsApp channel. In this regard, links to the assignments were shared with 68 participants in two forms, Miro and Google Forms, which were prepared in Arabic and Turkish.

While participants received the introduction about the assignment of the third week in the workshop session, they referred to the project team and trainers about the guidance via WhatsApp. Our trainers provided relevant assistance and information in filling out the assignments and guided the participants in lead generation process.

Considering that most of the participants have challenges in lead generation, they needed support from the trainers throughout the week. Mostly, trainers supported them in the following topics:

- ◆ Identifying and making lead segmentations
- ◆ Identifying the success criteria of the bow tie funnel for their own businesses
- ◆ Establishing relationships with the customers
- ◆ Developing methods to ensure customer retention
- ◆ Gaining the trust of customers and establishing loyal customer base
- ◆ Identifying methods to benefit from loyal customers for generating new leads

In addition, trainers showed some user-friendly tools that will help the participants to conduct search engine optimization related activities. Participants learned how to search for the most searched keywords in different areas, which will contribute to their lead generation activities.

In addition, participants learned how to assess the importance of competitors; setting up lead generation strategies; focusing on custo-



mer needs/desires; and collecting information about the opinion of customers in generating leads.

The participants were encouraged to share what they have learned in these articles with their peers and to reflect their learning outcomes in their assignments. They also shared examples from their own businesses via the channel, where they had a chance to receive feedback from the trainers and peers. Participants directed their questions about the assignments and third week's topics during the week and received continuous feedback and support from the trainers to complete their assignments.

### Mentoring

Entrepreneur Name	Meeting Notes	Action items
Beneficiary 1	<p>He needs raw materials and lacks sufficient financial resources to buy these materials. He will face a problem in getting sawdust in this way; he will have a weak production.</p> <p>He has problems related to the expenses, as he does not receive the company's expense bills and this results in increased taxes. He should also work more on purchasing raw materials on demand.</p>	<ul style="list-style-type: none"> <li>• Searching for sources to increase profits</li> <li>• Identifying the companies/competitors and their offers</li> <li>• Preparing a file detailing the services and products that his company offers including prices</li> <li>• Paying more attention to the invoices and expenses; taking invoices for all his expenses and giving them to the accountant</li> </ul>
Beneficiary 2	<p>He has the potential to be a successful company owner, since he has a good network that allows him to work permanently. Currently, he works with companies outside Turkey and sends them the products and orders they desire. In this regard, he is satisfied with the profits he earns from his work.</p>	<ul style="list-style-type: none"> <li>• Developing a list of current items with price tables to be presented to the customer</li> <li>• Investigating how to produce new items to expand, and generate more profit,</li> </ul>
Beneficiary 3	<p>He has good knowledge of the market and manages his operations appropriately. He does not have any problems in reaching customers. He just needs to expand his business outside Şanlıurfa more effectively.</p>	<ul style="list-style-type: none"> <li>• Preparing files about his company and about the company's offers, services, prices, and products</li> <li>• Investigating the pricing of materials better in correspondence with the increase in the market prices, to generate more revenue</li> </ul>
Beneficiary 4	<ul style="list-style-type: none"> <li>• Faydalanıcı mentorluk oturumu için müsait değildi ve bu nedenle ilgili oturumlar önümüzdeki haftalarda yapılacak.</li> </ul>	



<p>Beneficiary 5</p>	<p>He set his work location on the maps and added company information and communication contact. He is now working on designing a logo for the company and using it on the clothes he produces.</p> <p><a href="https://goo.gl/maps/gbp4bApaAB-CAAyv36">https://goo.gl/maps/gbp4bApaAB-CAAyv36</a></p> <p>He received the fabrics he ordered from the Turkish Red Crescent. He has a good business plan now. He is working to strengthen his presence on the Internet to gain more customers. He is now trying to work with someone who can manage the content of his business on the internet.</p>	<ul style="list-style-type: none"> <li>• Preparing files detailing his services, products, and prices to customers, which is also requested by the companies he works with</li> <li>• Taking appropriate photos of the clothes in high demand, to be used on the Instagram page that he is going to create</li> </ul>
<p>Beneficiary 6</p>	<p>This week, a detailed discussion took place about the product and customer satisfaction.</p>	<ul style="list-style-type: none"> <li>• Spending more time to understand her customer profiles and their preferences.</li> </ul>
<p>Beneficiary 7</p>	<p>She developed a business plan for the next 4 months, to introduce New Year's products, offers, and gifts, launch social media pages, make contracts with sales platforms as a fashion manufacturer, and enter fashion fairs in the New Year.</p> <p>She is well prepared to expand her business and attract new clients. She is now preparing a good collection of fashion items for exhibitions.</p>	<ul style="list-style-type: none"> <li>• Marketing for the new clothes and the company</li> <li>• Putting a small gift suitable for the orders this month</li> <li>• Making an on-page file about the company and about the services, fashion, fabrics, and prices offered</li> <li>• Preparing pictures and files of the company to start marketing and attracting customers through offers and fashion items</li> </ul>
<p>Beneficiary 8</p>	<p>Entrepreneur has trouble in balancing her part-time job and her business. It's high season and therefore, there are many bazaar events and online marketing opportunities but she seems to miss out. She is committed to focusing on identifying more opportunities around January, where she can actually focus on the product line.</p>	<ul style="list-style-type: none"> <li>• Working on the product pipeline and customer acquisition pl</li> <li>• Diversifying her product line and introducing complementary products</li> </ul>



<p>Beneficiary 9</p>	<p>Since he faced problems due to the supplier-related challenges and lack of necessary raw materials while setting up his business, he needs to plan the use of raw materials in detail to accelerate the process.</p> <p>He needs to gain more information about the customer and market needs and identify shipping companies.</p>	<ul style="list-style-type: none"> <li>• Developing a business plan detailing how he can use the raw materials that he will receive from the Turkish Red Crescent, including respective deadlines</li> <li>• Searching for shipping companies</li> <li>• Preparing a question form to understand the needs of the customer and the market</li> <li>• Identifying innovative ways to market his products and sell them to companies and shop owners</li> </ul>
<p>Beneficiary 10</p>	<p>He received the materials and items he requested from the Turkish Red Crescent. He is now working on a plan to attract more customers and retain his existing customers. He has a chance of succeeding in his business and achieving good revenues through the sale of advertising screens.</p> <p>Now he is working on updating the website for his business. After updating the website, he will prepare a plan to promote and e-market his products.</p>	<ul style="list-style-type: none"> <li>• Communicating with new companies and suppliers,</li> <li>• Identifying the prices of products in the market for advertising screens and ways to sell them outside his city.</li> <li>• Achieving more profit by acquiring new customers in the market</li> <li>• Surprising existing customers by providing after-sales and maintenance services to increase customer satisfaction</li> </ul>
<p>Beneficiary 11</p>	<p>He received an ice cream machine from the Turkish Red Crescent. He chose 7 flavors to put in the new machine. He worked to collect some information about the favourite flavors that he should use, by taking the opinion of the customers and friends.</p> <p>He has the ability to expand in the market and attract customers, he must increase his knowledge of the market and build relationships with Turkish shops that need the varieties and flavours he offers, such as vegan ice cream.</p>	<ul style="list-style-type: none"> <li>• Preparing a one-page file about his company and products</li> <li>• Preparing a file on products, their content, quantities, and prices</li> <li>• Identifying possible ways to get deals with Turkish stores, not only Syrian ones; to make sales and learn the flavours they offer and customers demand</li> <li>• Taking pictures of his products and posting them on the Instagram page of the company</li> </ul>

Beneficiary 12	<p>He works quickly on his ideas to build his prototype product, which is a security surveillance camera. He has lots of ideas for building this new device.</p> <p>He will determine the competitors in the security camera market. The materials that he will receive from the Red Crescent will help him start working on the prototype and then, improving the shape and outer cover of the product.</p> <p>He conducted a questionnaire to collect information about his product and took suggestions from the public to understand the needs and problems of customers.</p>	<ul style="list-style-type: none"><li>• Finding the companies that offer him good batteries for the product,</li><li>• Developing a plan with deadlines detailing the actions items to achieve his goals</li><li>• Working on his plan to achieve a final product, test it and launch it into the market within a specified period.</li></ul>
Beneficiary 13	<p>If he continues to deal with other companies by their orders, he may not have more profit and he cannot expand the business. Therefore, he should think about expanding and increasing the circle of his clients and building a strong brand in the market.</p>	<ul style="list-style-type: none"><li>• Develop a business plan for the coming period to increase his direct customers</li><li>• Creating his brand and dealing with clients for his company directly, rather than dealing with suppliers</li></ul>
Beneficiary 14	<p>He completed a study on competing companies and the companies which he could purchase raw materials from the minerals he needed for the manufacture of machinery. He is also working on a new machine for filling products to put them on the market, but he needs good support and investment to build this product.</p> <p>He has the idea of a filling machine for production lines, he has a chance to produce it here in Turkey instead of buying it from China at twice the price. He started making the machine. He has good experience which helps him with that, but he may need good financing to produce the first model of this machine.</p>	<ul style="list-style-type: none"><li>• Preparing a plan to achieve his goal and process to produce the new machine, getting to know more companies in the Turkish market and searching for investment for his products, participating in exhibitions and events related to industries, machines and industrial companies</li><li>• Creating a profile for his company, business and products, set a LinkedIn page for his business, communicate with companies to discuss investment opportunities and build partnerships</li></ul>
Beneficiary 15	<p>He completed the study on the market that was required from him in the last mentoring session.</p>	<ul style="list-style-type: none"><li>• Communicating with companies and institutions to obtain tenders for road advertising and other advertisements</li></ul>



<p>Beneficiary 16</p>	<p>He spent the week in cooperation with the Turkish Red Crescent to get the raw materials he needs to grow mushrooms. He is now working to protect the mushroom places for the winter period.</p> <p>He has taken measures and got prepared well to work and benefit from the grant. He is prepared well for the winter period and can expand in the market in a way that increases his profits better.</p>	<ul style="list-style-type: none"> <li>• Creating a one-page file for his company, detailing the product information, mushroom specifications, prices, and offers</li> <li>• Trying to get more profit and sell the product quickly</li> <li>• Studying market prices to keep pace and setting a good profit margin for the product that is suitable for the market</li> </ul>
<p>Beneficiary 17</p>	<p>He has a very profitable business and great opportunities in the market; therefore, he needs to grow and expand. He is now looking to hire someone in the field of marketing for solar panels.</p> <p>He has a weakness in time and resource management since he has a lot of customers and orders.</p>	<ul style="list-style-type: none"> <li>• Trying to produce a device that saves electricity</li> <li>• Marketing his company appropriately by preparing documents that provide detailed information about the company and services/products</li> <li>• Developing a marketing plan for products and services</li> <li>• Developing a plan for expansion and growth</li> </ul>
<p>Beneficiary 18</p>	<p>He did not work on the actions items of the last week and did not develop a clear plan for his business. He needs to improve his performance to sustain the business.</p>	<ul style="list-style-type: none"> <li>• Developing a clear business plan about the business and the goals</li> <li>• Preparing a file about the company and the products to support marketing initiatives throughout the winter period</li> <li>• Developing visibility documents detailing information about the products and specifications of the honey he produces</li> </ul>
<p>Beneficiary 19</p>	<p>She explores the festive and New Year seasons to market new products. She has a lot of orders outside Turkey. She can market new products by positioning them as gifts to customers.</p>	<ul style="list-style-type: none"> <li>• Preparing a file about the company; a table of offers, products and prices, and a form for the orders.</li> <li>• Clarifying the products and specifications</li> </ul>
<p>Beneficiary 20</p>	<p>He has promising opportunities to sell packaging products outside his state. There is a considerable demand for his products; he needs to expand in the market by using e-commerce platforms.</p>	<ul style="list-style-type: none"> <li>• Communicating with shipping companies through the company's financial advisor</li> <li>• Identifying possible ways to utilize e-commerce platforms</li> </ul>

## Week 4: Sales Pitch and Negotiation Techniques Training

One of the important challenges for entrepreneurs is introducing their ideas to their customers within a sales pitch and using negotiation techniques while dealing with investors, competitors and partners. This week's content focused on increasing their sales and negotiation techniques to help them improve their businesses. In this regard, the following topics were covered:

Sales Pitch:

- ◆ Using storytelling method to introduce the problem and need to the customers
- ◆ Persuasive techniques
- ◆ How to introduce your ideas to different audiences: customer, investor, public and press?
- ◆ Tips for developing an effective sales pitch
- ◆ Steps of sales pitch

Negotiation:

- ◆ Agreement models:
  - Intellectual Property-Based Collaboration
  - Production or Market Supplementary Agreement
  - Advanced Stage Strategic Growth Investment
- ◆ Negotiation techniques
- ◆ A view to negotiation techniques and agreement models in relationship with the expectations of stakeholders

A total of 44 people attended the training and workshop held on 1 December. Two facilitators and two trainers were involved during the sessions, where one session in Arabic and one in Turkish were held concurrently.

An exercise was given on Miro for the participants to put into practice what they learned this week during the workshop.



Two separate Miro boards were prepared in order to enable participants to choose the language they prefer: Arabic and Turkish. In addition, for the participants who have difficulties in accessing or using Miro, the original exercise was simplified and transformed into a Google Form and shared with the respective participants during the workshop session in both languages.

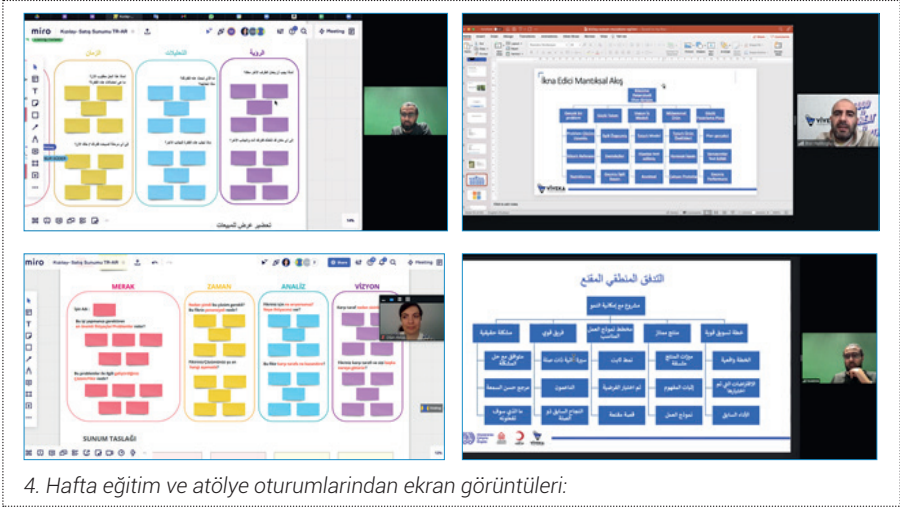
The workshop focused on strengthening the knowledge and skills of participants in developing their sales presentation, where they looked at four main dimensions to reflect in their sales pitch. This workshop was critical in explaining to the participants how to present their business to customers and other stakeholders, as they usually had difficulties in understanding their products from the eyes of their customers. In this regard, they learned how to:

- ◆ raise the interest of their customers (interest)
- ◆ explain why the solution is necessary now and what stage it is (time)
- ◆ explain what is required and why it is important (analysis)
- ◆ explain the benefits for their customers and business (vision).

In this regard, participants answered the following questions during the workshop:

- ◆ Interest:
  - The main needs and problems for doing this business
  - The solutions/ideas you propose for tackling these problems
- ◆ Time
  - Why this solution is important now?
  - The potential of this idea?
  - The stage of the idea/solution
- ◆ Analysis
  - What do you need for your idea right now?
  - The benefits of this idea for the customer
- ◆ Vision
  - Why should the customer work with you?
  - What will be the benefits of this solution for you and the customer?

After answering these questions, participants were asked to prepare their sales deck in accordance with their answers.



4. Hafta eğitim ve atölye oturumlarından ekran görüntüleri:

### Assignments & Continuous Tutoring Support

In the fourth week of the project, participants received information about the announcement and program agenda through the WhatsApp channel. In this regard, links to the assignments were shared with 68 participants in two forms, Miro and Google Forms, which were prepared in Arabic and Turkish.

While participants received the introduction about the assignment of the fourth week in the workshop session, they referred to the project team and trainers about the guidance via WhatsApp. Our trainers provided relevant assistance and information in filling out the assignments and guided the participants in preparing their sales deck.

During the week, trainers and facilitators identified that participants have difficulties in seeing their business and solutions from the viewpoint of the customers, which creates difficulty in preparing their sales decks. It was observed that they usually focus on the functionalities and qualities of their products/services but do not pay attention to the benefits of these products/services for the customers. Therefo-





re, the trainers and facilitators tried to increase their knowledge about the importance of understanding their customers and empathizing with them to reflect their pains/needs while promoting their products and services.

In addition, during the fourth week, participants stated that they would like to hear more about the businesses and ideas of other participants. This was a critical milestone for the project, as they showed ownership and interest in the program and other beneficiaries. Reflecting on this suggestion, the implementation team planned an online networking session among the participants, which also served as a peer learning session. The participants were asked to share their business ideas and contact information with other participants via Whatsapp.

During the event, it was observed that even the participants who did not participate in all the training sessions were eager to participate in this networking session. In addition, participants read the ideas of other participants and some of the participants who operate in similar or complementary business areas interacted with each other for future collaboration. This was a precious learning experience for the participants since they started to gain ownership of the program. One of the critical observations is, participants started to help each other with the assignments after this session, which shows that they started to develop a community identity within the program. In the next week, further steps were taken regarding this networking session in order to foster peer learning and collaboration among participants.

## Mentoring

Entrepreneur Name	Meeting Notes	Action items
Beneficiary 1	<p>He is now cooperating with a large furniture company, to use sawdust that results from the manufacture of wood and furniture. He is thinking of transferring his pressing machine to the workshop of the company that he will make contract with.</p> <p>He needs to study the partnership opportunity presented to him. He must find the best way to earn profit and reduce costs. Knowing his competitors is important to enter the market and expand further.</p>	<ul style="list-style-type: none"> <li>• Studying the agreement that will be concluded with the company and the benefit that will accrue to him from this agreement and partnership, putting the important points in the negotiating with the company and the profits</li> <li>• Studying the competitors in the market and identifying the competitors closest to him</li> <li>• Learning about the growth of the market for his business and identifying the advantages in developing his products.</li> </ul>

Beneficiary 2	<p>He is trying to expand to sell products but doesn't have a company sales development plan. He needs to expand outside of Turkey to increase his sales.</p>	<ul style="list-style-type: none"> <li>• Pricing his products in a way that suits the market and competitors</li> <li>• Making deals with partners from outside Turkey to market his company and products</li> </ul>
Beneficiary 3	<p>He should be marketing his business more in selling the tents that he makes for the shops and commercial cafes. There are great opportunities for him to expand outside Şanlı-urfa.</p> <p>He needs to promote and position his business well and prepare an action plan to expand and increase his revenues.</p> <p>He is planning to enter Eskişehir market. There are many customers requesting his products and services there, due to the city's demand for this type of business and the high orders for tents, installation, and maintenance services.</p>	<ul style="list-style-type: none"> <li>• Prepare a marketing plan for marketing his business in Eskişehir.</li> <li>• Expanding the marketing channels and activities in social media platforms</li> <li>• Communicating with customers in Eskişehir</li> </ul>
Beneficiary 4	<ul style="list-style-type: none"> <li>• The beneficiary did not take any mentoring sessions.</li> </ul>	
Beneficiary 5	<p>He must strengthen his information and technical knowledge to transform his business into digital and display it on online platforms.</p>	<ul style="list-style-type: none"> <li>• Developing financial estimates of costs and making an accurate evaluation of these costs</li> <li>• Strengthening his knowledge about digital and online platforms</li> </ul>
Beneficiary 6	<p>Viveka team received the ice cream and tested different flavours of the product. Majority of testers rated high for most of the products. The product obviously has a strong appeal. It has increasing demand and targets happy customers, which will become a priority.</p> <p>Due to technical reasons, it is not feasible for the entrepreneur to start working with a delivery company for other cities.</p>	<ul style="list-style-type: none"> <li>• Working on the visual side of her products according to the feedback of the testers</li> <li>• Decided to discuss more about the new sales channel options and prices</li> </ul>



<p>Beneficiary 7</p>	<p>She received collaboration offers from some clothing merchants, so she is working on studying the best offers. She marketed herself in a good way by doing an interview with one of the news TV channels.</p> <p>She is now working on launching her own Instagram page for her fashion and designs brand.</p> <p>She needs to prepare an appropriate marketing plan to achieve the company's goals and strengthen her brand. She has expansion opportunities that she must exploit to gain more profits and revenues.</p>	<ul style="list-style-type: none"> <li>• Marketing the new designs she is working on now on her brand's Instagram page (<a href="https://www.instagram.com/yocha____/">https://www.instagram.com/yocha____/</a>)</li> <li>• Study the competitors; making a comparison about market entry and expansion, knowing the competitive prices and designs of clothing required in the market.</li> <li>• Studying the offers of the merchants that were offered and working on concluding business agreements to promote the brand and her fashion designs</li> <li>• Studying the market situation and profits that she can generate through entering into these agreements</li> </ul>
<p>Beneficiary 8</p>	<p>Its getting harder to coordinate a meeting with Burcu as her freelance work has become intense with a lot of work and travelling. She is working on her plan to launch her product through different channels in January.</p> <p>It is high season and prices are fluctuating; its important to help with pricing.</p>	<ul style="list-style-type: none"> <li>• Working on product line and collections to get ready until January</li> </ul>
<p>Beneficiary 9</p>	<p>He is now working on introducing new products such as decorative watches and gifts that he manufactures through using different types of wood by his machines. He tries to enter this section of the market to expand his work and find a new source of revenue.</p> <p>He needs to generate new revenue streams for his business. Therefore, he tries to introduce new products and develop a wider product line by making designs for decorative products.</p>	<ul style="list-style-type: none"> <li>• Identifying the competitors in this market and who sell these products, and the opportunities available to him</li> <li>• Studying the competitors and the products that he could offer</li> <li>• Marketing new products</li> <li>• Developing a clear sales plan and marketing plan to enter the market and understanding the challenges and threats he may face</li> </ul>



Beneficiary 10	<p>He received many screen parts and tools from the Turkish Red Crescent and has already started producing and selling advertisement screens.</p> <p>He should try to market his business through customers by providing quality products, customer satisfaction and reputation.</p> <p>He has good experience in sales and he is currently working on strengthening customers' confidence in his products and providing after-sales services.</p>	<ul style="list-style-type: none"> <li>• Preparing necessary files for his business introducing the products, offers, information about his company, his experience, etc.</li> <li>• Searching for tenders for small companies that need advertising screens</li> </ul>
Beneficiary 11	<p>He has a weakness in introducing new products. He is afraid of the market and working in the winter period, which exposes his work to many problems. He needs to identify ways to increase his profits during the busy periods.</p> <p>He should present his products to the Turkish market and try to establish partnerships.</p>	<ul style="list-style-type: none"> <li>• Studying the production of hot and cold sweets with ice cream for the winter period</li> <li>• Communicating with Turkish companies that can buy his products during the winter period</li> </ul>
Beneficiary 12	<p>He has a weak point in forming the future vision of his business, and he has a fear of expansion and getting investment, financing, or grants.</p> <p>Now, he would like to focus on a protection system for homes and other places that are linked to cameras and help monitor children and animals inside and outside the places. As for the special wristwatches for children, it will be a future product.</p> <p>He must expand his research to get support from governmental or non-governmental institutions or organizations.</p>	<ul style="list-style-type: none"> <li>• Setting the necessary priorities that help him to make the first prototype, and de-termining the time required for its production</li> <li>• Searching for funding sources and support to develop and create his first pro-totype of cameras</li> <li>• Making research on the competitors and their products</li> </ul>
Beneficiary 13	<p>He did not work on the notes and files that were asked in the last session. He needs to develop his business and attract more customers and companies to his service. He will have a partner to support him in terms of the capital to expand the workshop into a larger place.</p> <p>He has not prepared a clear business plan and has weaknesses in marketing his business.</p>	<ul style="list-style-type: none"> <li>• Marketing his services, by selling more products (printing on clothes) for new companies</li> <li>• Developing an expansion and marketing plan</li> <li>• Making deals with one or two companies as suppliers</li> <li>• Making deals with larger and more companies to increase revenues</li> </ul>

Beneficiary 14	<p>Şimdi bir eylem ve iş planı geliştiriyor. Laboratuvarlar için üretim hatlarının hazırlanması amacıyla yeni çözümler ve ürünler bulmaya çalışıyor.</p>	<ul style="list-style-type: none"><li>• Daha büyük pazarı incelemek</li><li>• Ürün ve hizmetlerini konumlandırmak için en iyi fiyatlandırmayı bulmak</li><li>• Uluslararası ve iç piyasa fiyatlarını incelemek</li></ul>
Beneficiary 15	<p>Şu anda hizmetleri için çok fazla sipariş var ve şimdi hizmetlerini daha fazla sayıda alana sunarak genişliyor.</p> <p>Şimdi vitrinleri ve bunların kurulumunu satmak için toptan satış pazarına girmeye çalışıyor.</p>	<ul style="list-style-type: none"><li>• Toptan satış pazarı ve pazar dinamikleri hakkında araştırma yapmak</li><li>• Toptan satış pazarındaki rakipler hakkında araştırma yapmak</li></ul>
Beneficiary 16	<p>Mantar yetiştirmek ve bunları uygun araçlarla donatmak için ikinci bir çadır inşa etmeye çalışıyor.</p> <p>Mantar üretmesini isteyen ve başka bir şehirde bulunan bir şirketle sözleşme yapma sürecinde. Şimdi şirketi için bir logo yaratıyor.</p> <p>Sürdürülebilir bir işi var. İşini genişletmek, yeni müşteriler edinmek ve daha fazla kâr elde etmek üzere daha fazla fırsat yaratmak için deneyime ve net bir vizyona sahip.</p>	<ul style="list-style-type: none"><li>• Bilgi toplamak ve kendi ürünleri ile rakiplerin ürünleri arasında karşılaştırma yapmak</li><li>• Gelecek için bir iş ve pazarlama planı geliştirmek</li><li>• Ürünlerini ve şirketini tanıtmak için afiş ve broşürler hazırlamak ve dağıtmak</li><li>• İşini genişletmek için ürüne ihtiyaç duyan şirketler hakkında yeterli veri toplamak</li></ul>
Faydalanıcı 17	<p>Pazarlama alanında ve pazara girme ve genişleme yöntemi konusunda kendisini geliştirmeli. Piyasada rekabet edebilmek için bir plan oluşturmalı ve spesifik amaçlar belirleyip bunlara ulaşmak için bir eylem planı hazırlamalı.</p>	<ul style="list-style-type: none"><li>• Rakipler ve ürünleri/hizmetleri hakkında bir çalışma yürütmek</li><li>• Pazarın büyüklüğünü incelemek</li><li>• İşini, şirketinin büyüklüğüne ve kaynaklarına uygun bir şekilde büyütme</li></ul>
Faydalanıcı 18	<p>İşinde başarıya ulaşmasına yardımcı olması açısından işini pazarlamak ve fikirlerini güncelleyip geliştirmek konusunda daha fazla çalışmalı.</p> <p>Yavaşlığının ve yapısızlığının üstesinden gelmek için hedefler koyması ve bir eylem planı izlemesi gerekiyor.</p>	<ul style="list-style-type: none"><li>• Gelecek dönem için hedeflerini belirlemek</li><li>• Şirketini ve ürünlerini pazarlamak için kişisel dönemini kullanmak</li><li>• Önümüzdeki dönemde bal satın alabilecek yeni müşteriler ve firmalar aramak</li><li>• Şehrinde bal satan rakipleri incelemek, bunların işletmeleri ve ürünleri hakkında bilgi toplamak</li></ul>

Beneficiary 19	She is now working on introducing a variety of products in acceptable sizes to the market. She has prepared a file on products with quotations about each product.	<ul style="list-style-type: none"><li>• Preparing a marketing plan for her products by activating her Instagram account</li><li>• Sharing her ideas and promoting the products on social media platforms</li></ul>
Beneficiary 20	He has a problem in pricing the products in the market due to the intensity of competition in the prices of packaging products and services. He needs to conduct extensive market research.	<ul style="list-style-type: none"><li>• Searching for the closest competitors and studying their prices in the market</li><li>• Updating the prices of his products permanently to ensure sustainable sales</li></ul>

### Week 5: Market, Competitor Analysis and Pricing Training

This week's training focused on market analysis, competitor analysis and pricing to help beneficiaries increase their skills in positioning their products or services in a more sustainable and effective way. In this regard, participants learned more about the following headings:

- ◆ Strategies and tactics for extending the lifetime of the value?
- ◆ Market definition
- ◆ Market size
- ◆ Market growth rate
- ◆ Competitor analysis
- ◆ Market characteristics
- ◆ Pricing
- ◆ Pricing and risk management

Usually, the beneficiaries operating in traditional sectors have difficulties in identifying and understanding the needs of their target market and this was tackled during the training. In this context, while participants gained comprehensive knowledge about the above-mentioned topics, they learned how to conduct market research and which sources of information could be used for market and competitor analysis. Trainers also showed some ways to identify their market size and market growth rate by using simple tools such as Google, which was found helpful.

Participants also found out the differences between three different concepts, which



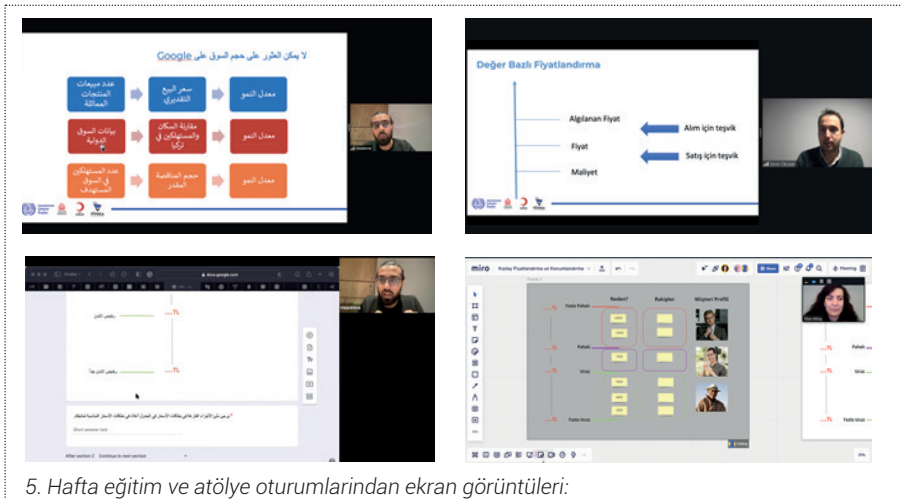
plays an important role in the market analysis: total available market (TAM), serviceable available market (SAM) and serviceable obtainable market (SOM). Training topics also included one of the important frameworks for market and competitor analysis, Porter's Five Forces, which analyzes the following forces for operating in a business environment:

- ◆ Customer bargaining power
- ◆ Threat of new entrants
- ◆ Supplier bargaining power
- ◆ Internal competition
- ◆ Threat of substitutes

A total of 45 people attended the training and workshop held on 8 December. Two facilitators and two trainers were involved during the sessions, where one session in Arabic and one in Turkish were held concurrently.

An exercise was given on Miro for the participants to put into practice what they learned this week during the workshop. Two separate Miro boards were prepared in order to enable participants to choose the language they prefer: Arabic and Turkish. In addition, for the participants who have difficulties in accessing or using Miro, the original exercise was simplified and transformed into a Google Form and shared with the respective participants during the workshop session in both languages.

In the workshop, participants created a matrix to show the positioning of their products/services in accordance with the pricing of the market and their competitors. They identified four main price scales for the products/services in the market and explained why and to which customer profiles each price positioning fits.



5. Hafta eğitim ve atölye oturumlarından ekran görüntüleri:

## Assignments & Continuous Tutoring Support

In the fifth week of the project, participants continued to receive information about the announcement and program agenda through the WhatsApp channel. In this regard, links to the assignments were shared with 68 participants in two forms, Miro and Google Forms, which were prepared in Arabic and Turkish.

While participants received the introduction about the assignment of the fifth week in the workshop session, they referred to the project team and trainers about the guidance via WhatsApp. Our trainers provided relevant assistance and information in filling out the assignments and guided the participants in understanding how to position their products/services in the market.

This week, one of the critical observations about the participants was that they are not well up on market and have difficulty in positioning their products/services in the market. From the training and continuous tutoring support, trainers deduced that participants do not have comprehensive knowledge about the pricing strategies of their competitors and the market. In addition, it is worth mentioning that participants did not understand the relationship between their and market prices and how to set their prices accordingly. During the week, trainers tried to increase this understanding via the training, assignments and reading list.

Following the previous week's networking sessions, the introductory information about the participants were reviewed in detail. Each participant was matched with at least one participant who operates in a similar field and the matchmaking list was shared with the participants if they would like to proceed with further networking. Some of the participants reported that they already started following the social media accounts of other participants. In addition, it was also observed that they started to interact with one another in the training sessions more and shared more information about their companies via WhatsApp with the interested participants.



## Mentoring

Entrepreneur Name	Meeting Notes	Action items
Beneficiary 1	<p>He could not work on the files that were asked from him due to work pressure. As the furniture companies had difficulties in the production, there was shortage of sawdust residue. Therefore, he is trying to collect and store some raw materials from other cities.</p> <p>He needs to work on himself and his business more by handling the market in a more flexible way. He needs to know the prices of competitors and sell his products according to the market and prices.</p>	<ul style="list-style-type: none"> <li>Studying the competition in the market and the companies that must be collaborated with to obtain raw materials from sawdust</li> <li>Collecting and storing many materials for the winter to operate his machines and sustain his business in the winter</li> </ul>
Beneficiary 2	<p>His work is stable; there is no current development. There is a stagnation in the market. There are some opportunities to sell products other than vegetables or fruits.</p>	<ul style="list-style-type: none"> <li>Pricing his products in a way that suits the market and competitors' positioning</li> <li>Making deals with partners from outside Turkey to market his company and products</li> <li>Providing a table of materials and prices in line with the international market movements and competitor prices</li> <li>Working on growing the vegetables himself rather than buying it from the suppliers</li> </ul>
Beneficiary 3	<p>He has a clear vision and plan now; he is able to grow, gain a lot of revenue and generate new profit lines for the company.</p> <p>He should study the potential competitors which want to enter the Eskişehir market. He should learn more about the level of competition and services features and offers and prices of competitors.</p>	<ul style="list-style-type: none"> <li>Setting goals for growth and expansion and following a clear plan to achieve them</li> <li>Creating social media accounts for his business</li> <li>Developing a plan with his acquaintances in Eskişehir to promote his work, products and services in the city, and distributing marketing flyers for his services</li> </ul>
Beneficiary 4	The beneficiary did not take any mentoring sessions.	



Beneficiary 5	<p>He needs to improve the presence of his digital business more. Weak relationships affect the expansion of his work, he should increase and strengthen his business network.</p>	<ul style="list-style-type: none"> <li>Reaching a bigger network to expand his business in the rest of the Turkish cities such as the Istanbul market</li> </ul>
Beneficiary 6	<p>Delivery and franchising options were discussed. She said that channels charge high commission rates. She doesn't want to be placed within other products; therefore, she is reluctant to build any partnership models and would like to focus on selling directly.</p>	<ul style="list-style-type: none"> <li>Thinking about product classification in terms of pricing</li> </ul>
Beneficiary 7	<p>She has studied the competitors which are present in her area and the city of Mersin. She needs to distribute brochures about her work and the fashion that she offers.</p> <p>Her work is successful, but she needs to improve it faster.</p>	<ul style="list-style-type: none"> <li>Preparing a brochure about her fashion and designs</li> <li>Conducting a study on the market opportunities that she may benefit from</li> <li>Studying the weaknesses of competitors to address them</li> </ul>
Beneficiary 8	<p>She is considering forming a collection thematic approach to her current line. She wants to do that by bundling her products so that she can increase the basket size per customers.</p> <p>It is a good product, relatively a new brand and Burcu has made good sales but operationally she needs a good backup in product design, operations and marketing for continuity in terms of marketing and customer development.</p>	<ul style="list-style-type: none"> <li>Setting more sessions with the mentor in January if her tasks allow</li> <li>Working more on the bundling option</li> </ul>
Beneficiary 9	<p>He is now trying to prepare brochures for his products. He needs to work on his marketing skills to improve his business.</p> <p>There is a lack of clarity in his ideas. Therefore, he must focus on his work, and make field visits to collect information about the products to be sold.</p>	<ul style="list-style-type: none"> <li>Searching for information about his competitors in the market, and making good offers/discounts for his products</li> <li>Studying the status of the new products that he will introduce to the market</li> <li>Studying the introduction of his products on Çiçeksepeti</li> </ul>

<p>Beneficiary 10</p>	<p>He needs to explain the offers of his products well to the market to gain new customers.</p> <p>He should set goals and a marketing plan to expand and gain new customers and know the closest competitors of his business.</p>	<ul style="list-style-type: none"> <li>• Conducting a comparative study of competitors in the area and setting prices of his products in proportion to the market and competitors' prices</li> <li>• Drafting a marketing plan to work on an annual or semi-annual basis to define business objectives, expansion and growth in the market</li> </ul>
<p>Beneficiary 11</p>	<p>He is investigating the process for transferring his work to another city, due to the poor selling of ice products in the city of Ankara in the winter seasons.</p> <p>He should set appropriate prices to generate more revenue.</p>	<ul style="list-style-type: none"> <li>• Conducting a study on the markets he should enter and how he could make deals with new suppliers</li> <li>• Studying his pricing system and how he can set appropriate prices</li> <li>• Searching for competitors' prices and taking customers' opinions on product prices</li> </ul>
<p>Beneficiary 12</p>	<p>He needs to search for customers who need his product to expand the market, build relationships with customers and take their feedback about the products and market.</p> <p>He has many ideas, but he must focus and make decisions faster to build the product and launch it into the market.</p>	<ul style="list-style-type: none"> <li>• Developing a marketing plan</li> <li>• Opening an Instagram page</li> <li>• Building a good customer base from now on to market the product and sell it when it is ready</li> <li>• Studying the company's growth</li> <li>• Establishing a brand for his company and product on social media platforms</li> </ul>
<p>Beneficiary 13</p>	<p>He attempts to find a good pricing system to compete in the market. Poor-selling strategy leads to problems in obtaining higher revenue for him.</p> <p>He has weakness in negotiating with corporate clients. He should have good negotiations by offering a good price for the quality that is appropriate for the customers' needs.</p>	<ul style="list-style-type: none"> <li>• Working on a pricing system for his own products by conducting a large market study, especially by analyzing the prices of competitors and the prices of high and low-quality products</li> <li>• Working on negotiating well with customers and owners of companies who request his services</li> </ul>

Beneficiary 14	He is trying to expand the market well by offering industrial production lines to the international market.	<ul style="list-style-type: none"> <li>• Conducting research on competitors, how they work, and the products, features, and prices they offer in the market</li> <li>• Updating prices in proportion to market prices</li> </ul>
Beneficiary 15	<ul style="list-style-type: none"> <li>• The beneficiary was sick this week and the session was compensated in the following week.</li> </ul>	
Beneficiary 16	He is working to increase mushroom production. He needs to study the appropriate pricing for products to compete in the market and expand.	<ul style="list-style-type: none"> <li>• Conducting research on the pricing and positioning of his products by studying the market and collecting information about the companies in Mersin and their prices</li> <li>• Follow up on the suppliers and distributors of mushrooms in and around Mersin</li> <li>• Collecting feedback from customers about the appropriate prices of mushrooms to provide a price that expands his business and revenues in the market</li> </ul>
Beneficiary 17	<p>He has prepared a file presenting his products, specifications, and prices, as discussed in the previous weeks.</p> <p>He needs to expand and understand competitors well, work on introducing new features to compete in the market.</p>	<ul style="list-style-type: none"> <li>• Working on the marketing plan for his business</li> <li>• Working on developing a plan for selling his products and his services</li> </ul>
Beneficiary 18	<p>He has put up a plan to introduce bee queens to beehives, and to introduce a product of royal jelly and more, he wants to diversify his sources of revenue</p> <p>He has studied the competitors' weaknesses and is trying to exploit the opportunities available to him by introducing good revenue methods for selling honey and royal jelly. He also works on selling bee queens after obtaining them and multiplying them during the next season.</p>	<ul style="list-style-type: none"> <li>• Launching his company's social media pages</li> <li>• Finding ways to attract customers and expand his knowledge base to sell honey in the next season</li> <li>• Conducting search on customers and competitors in the city of Hatay,</li> <li>• Developing a plan specifying his business goals</li> </ul>



Beneficiary 19	She exports most of her business products to Iraq. She is expanding her business, and she has a good business plan. She just needs to promote her products more.	<ul style="list-style-type: none"> <li>• Conducting research on competitors which export their products to Iraq</li> <li>• Making a comparison of the market in terms of foreign companies and local competitors and studying the size of the market</li> </ul>
Beneficiary 20	He should gain more experience in negotiating and obtaining successful deals. He also needs to increase his information about the supply and demand in the market.	<ul style="list-style-type: none"> <li>• Preparing prices plan and offers for his products</li> <li>• Conducting research on competitors</li> <li>• Preparing a one-page file about his company</li> </ul>

### Week 6: Customer Oriented Design Training

In the sixth week, the training aimed to help participants put a new complexion on the customers perspective to improve their products/services. This was not only critical for the visual side, but also for understanding how does the customer feel, read, see, get motivated, remember, pay attention and in the end, make decisions while making a purchase. For each dimension, they learned some tricks and techniques that would help get the attention of customers more and direct them into buying or using their products. With this training, participants got to know their customers and their way of thinking, comprehending, and behaving to be able to take necessary actions during the process of buying.

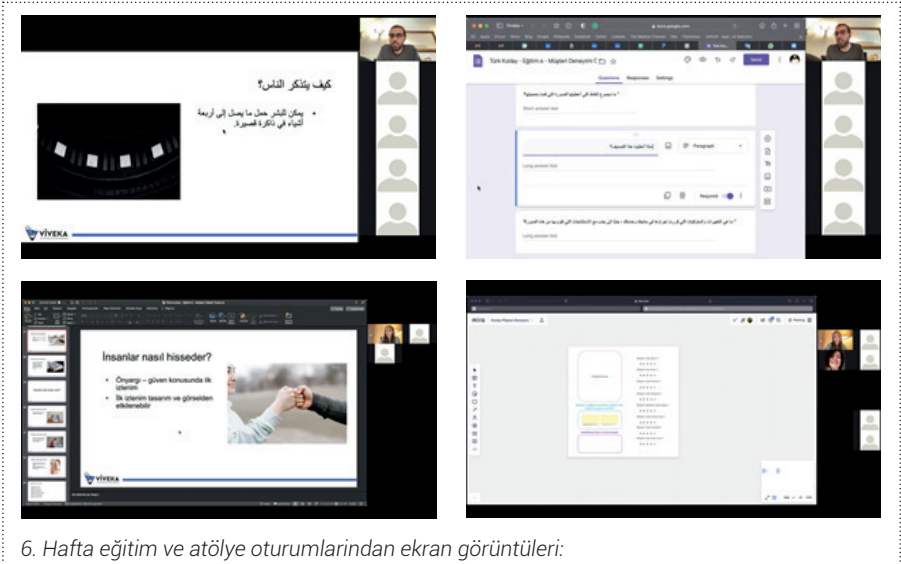
A total of 41 people attended the training and workshop held on 15 December. Two facilitators and two trainers were involved during the sessions, where one session in Arabic and one in Turkish were held concurrently.

An exercise was given on Miro for the participants to put into practice what they learned this week during the workshop. Although two separate Miro boards were prepared to enable participants to choose the language they prefer, Arabic and Turkish, in the previous weeks, starting from this week Arabic version was not prepared, as Syrian participants did not prefer using Miro boards in the previous weeks. In this regard, for the Syrian participants and Turkish participants who have difficulties in accessing or using Miro, the original exercise was simplified and transformed into a Google Form and shared with the respective participants during the workshop session in both languages.

During the workshop, trainers and facilitators tried to enable participants to understand the customers' points of view via a simple exercise. They were asked to analyze a photo from the customers' perspective by answering the following questions:

- ◆ How does the customer see?
- ◆ How does the customer read?
- ◆ How does the customer remember?
- ◆ How does the customer pay attention?
- ◆ How does the customer get motivated?
- ◆ How does the customer feel?
- ◆ How does the customer make decisions?

Following that, participants added the points they gave and explained the underlying reasons for giving these scores. They also examined the target decisions and behaviours of the customers in accordance with the points they gave for each question. This was a critical assignment for helping participants analyze their own products or other visual elements from the eyes of the customers and they took valuable lessons to reflect on their own businesses.



6. Hafta eğitim ve atölye oturumlarından ekran görüntüleri:

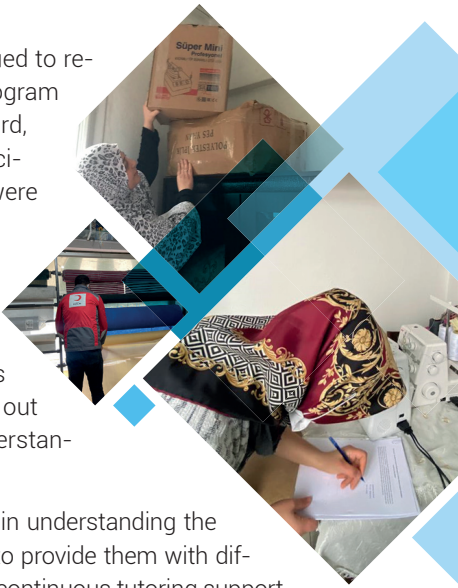
### Assignments & Continuous Tutoring Support

In the sixth week of the project, participants continued to receive information about the announcement and program agenda through the WhatsApp channel. In this regard, links to the assignments were shared with 68 participants in two forms, Miro and Google Forms, which were prepared in Arabic and Turkish.

While participants received the introduction about the assignment of the sixth week in the workshop session, they referred to the project team and trainers about the guidance via WhatsApp. Our trainers provided relevant assistance and information in filling out the assignments and guided the participants in understanding customers' points of view.

In the previous weeks, participants faced difficulties in understanding the point of view of their customers and the trainers tried to provide them with different perspectives to overcome these challenges. The continuous tutoring support and training content of this week were helpful in supporting this action, as it was observed that participants started to see their products from the eyes of their customers. In addition, considering that this week's content was more visual, and design-oriented, participants found it easier to understand and visualize their products as customers.

During the week, some of the participants shared their social media accounts and photos of their products with their peers and trainers via WhatsApp channel. This shows their eagerness to collect information about their products/services in terms of customer-oriented design and attractiveness, which was a valuable milestone in their progress.



### Mentoring

Entrepreneur Name	Meeting Notes	Action items
Beneficiary 1	<p>He is still trying to get sawdust from other states close to Ankara.</p> <p>He has a problem in finding raw materials, which is sawdust, because the furniture market has stopped working for a while.</p>	<ul style="list-style-type: none"> <li>• Searching for and communicating with more dealers from other cities and furniture factories which are able to secure raw materials for him</li> <li>• Expanding his business through social media platforms</li> <li>• Reaching customers, merchants, suppliers, and distributors faster</li> </ul>



Beneficiary 2	<p>He is waiting for the seeds he requested from the Red Crescent. He is trying to expand the market outside of Izmir and grow onions in Ankara as well.</p> <p>His business has a potential for expansion and big network that may help him expand further.</p>	<ul style="list-style-type: none"> <li>• Conducting a market analysis for Ankara to have his own vegetable product</li> </ul>
Beneficiary 3	<p>He is now preparing brochures to distribute in Eskişehir. He is in the process of making a deal with tent fabric merchants and he started selling them his products.</p> <p>His business is highly expandable, he expanded his business network well.</p>	<ul style="list-style-type: none"> <li>• Preparing a strategic plan for expansion in other cities, studying opportunities, and anticipating future threats and potential risks in the market</li> <li>• Focusing on new prices, taking into consideration the market changes</li> </ul>
Beneficiary 4	The beneficiary did not take any mentoring sessions.	
Beneficiary 5	He is now completing his work on winter clothing products.	<ul style="list-style-type: none"> <li>• Preparing a business plan for making spring and winter clothes</li> <li>• Getting more orders to speed up his business and develop it appropriately</li> </ul>
Beneficiary 6	<p>The price changes were discussed. She can start a differentiation tactic launching a premium brand and small portion packs for bundles. That way, she can work on price skimming.</p>	<ul style="list-style-type: none"> <li>• Sending new year's gift to few organizations (ice cream gifts)</li> <li>• Working on special packaging</li> </ul>
Beneficiary 7	<p>She must re-examine the financial structure of her business; there are incorrect financial accounts that may affect the profit. There are mistakes in determining costs and expenses, and thus, profits are affected.</p>	<ul style="list-style-type: none"> <li>• Including the expenses and costs within in an accurate way</li> <li>• Setting appropriate prices for her products by studying costs, and preparing an estimated revenue schedule</li> </ul>
Beneficiary 8	<ul style="list-style-type: none"> <li>• Due to her workload, mentoring sessions could not be organized.</li> </ul>	
Beneficiary 9	<p>He needs to open a bank account for his company to expand his work in the sales platforms. Most banks do not accept opening an account for his company. Mentor directed him to the Turkish Red Crescent's community centres for help.</p>	<ul style="list-style-type: none"> <li>• Studying the best-selling products in the market, identifying the strongest and best-rated competitors in the selling platforms</li> <li>• Determining the strengths of competitors, the cities they operate from, the prices of raw materials that they use, types of products, how they are made, and their market advantages</li> </ul>



<p>Beneficiary 10</p>	<p>He studied competitors' prices and product specifications. There are orders for his products and services outside Turkey in the Libyan market. He should expand the vicinity of his customers, study the Libyan market appropriately and make an estimation about the amount of revenue and profit in the Libyan market.</p> <p>He has an increase in his customers in the market inside and outside Turkey. He needs to develop an economic plan and expand his work to suit the requirements of the market.</p>	<ul style="list-style-type: none"> <li>• Studying the competitors, knowing where the competitors are in the market and where he can expand his business and sell his products more</li> <li>• Working on offering prices that suit the market in accordance with the above action item</li> </ul>
<p>Beneficiary 11</p>	<p>He will study the ice cream market in Mersin.</p> <p>He must evaluate his business and the brands in the Mersin market to establish a good business strategy to move on.</p>	<ul style="list-style-type: none"> <li>• Conduct a questionnaire to collect information,</li> <li>• Visiting famous places and stores in Mersin and determining the strengths and weaknesses of competitors</li> <li>• Working on the prices and preparing a financial study and a business plan, if he decides to transfer his business to Mersin</li> </ul>
<p>Beneficiary 12</p>	<p>He should speed up his work and develop a strategy to take action.</p> <p>He must develop an appropriate business strategy for the coming period and gather feedback from the customers who are interested in his products.</p>	<ul style="list-style-type: none"> <li>• Preparing a plan to speed up the work to reach the first product, and determining the appropriate price</li> <li>• Marketing the product idea on social media platforms, and trying to attract customers</li> </ul>
<p>Beneficiary 13</p>	<p>He needs to market his work a lot through social media platforms.</p> <p>He is now working to enlarge the place and employ more workers. He has poor performance and must develop new features and ways of working in order to expand.</p>	<ul style="list-style-type: none"> <li>• Developing a strategy to establish collaboration with major companies</li> <li>• Exploiting the market in this season to expand, reach more customers, and enlarge his network</li> </ul>



Beneficiary 14	<p>He must study the costs of the products and services he provides; he must correct the costs to get more profits.</p> <p>He must sit up a financial study and plan for his business to determine the goals for the coming year, and work on expanding the profit.</p>	<ul style="list-style-type: none"> <li>• Working on his financials; the profits and costs</li> <li>• Estimating the prices of competitors in the market and working to balance his position in the market in terms of competitive prices, products, and services</li> </ul>
Beneficiary 15	<p>He is working on his Instagram page to get more customers and his son will help him in writing a good content for the page and taking photos for his service and products.</p>	<ul style="list-style-type: none"> <li>• Preparing a social media plan for his Instagram page</li> <li>• Preparing content and pictures to be included on the Instagram page</li> </ul>
Beneficiary 16	<p>He studied competitors, market prices, product specifications and prices, and the types of mushrooms his competitors sell in the market.</p> <p>He may have a problem in obtaining sales revenue due to market related problems and high prices. He was asked to revise his prices according to the current market dynamics.</p>	<ul style="list-style-type: none"> <li>• Preparing a new pricing strategy and a plan that suits the economic conditions and changes in the currency</li> <li>• Using social media platforms more by targeting larger companies to sell mushrooms to</li> </ul>
Beneficiary 17	<p>He is now trying to open another branch for his business in the Iskenderun region.</p> <p>He has a weakness in utilizing digital tools and the Internet, but he has many customers and his job market is highly expandable.</p>	<ul style="list-style-type: none"> <li>• Working on changing his prices in accordance with market changes (he is trying to sell his products and services in dollars)</li> <li>• Developing a good marketing strategy and strengthening his presence on social media platforms and selling platforms</li> </ul>
Beneficiary 18	<p>He prepared a brochure file about his company and his products in a well-designed manner that suits the idea of selling honey and the products it offers. He also set up has an account on Instagram (<a href="https://www.instagram.com/amanos_bali/">https://www.instagram.com/amanos_bali/</a>)</p> <p>He created social media accounts for his company and studied his closest competitors. He is now developing himself in the marketing field.</p>	<ul style="list-style-type: none"> <li>• Setting up a good commercial plan for the customer segments and markets that he will target in the coming period</li> <li>• Trying to get more customers to sell honey as soon as the honey is produced</li> <li>• Revising his prices to expand</li> <li>• Preparing a financial study for the expenses of his company on a large scale</li> </ul>

Beneficiary 19	She is now expanding her business to export to the Iraqi market and tries to understand her potential competitors there. She has great opportunities to sell outside Turkey.	<ul style="list-style-type: none"> <li>• Hiring an employee to undertake e-marketing tasks for her business in social media platforms</li> </ul>
Beneficiary 20	He received many orders from different companies that need packaging products. He is now setting an account on one of the sales platforms in Turkey.	<ul style="list-style-type: none"> <li>• Setting up and finalizing his account on the e-commerce platform</li> <li>• Preparing a business plan to sell his products in Ramadan</li> </ul>

### Week 7: E-commerce and Digital Marketing Training

In the last week of the program, two critical topics were discussed: e-commerce and digital marketing. Since the beginning of the program, most of the participants asked many questions about these two topics and showed a continuous interest in the subject. These two fields are especially useful for business owners who operate in traditional entrepreneurship areas, like the beneficiaries benefiting from this program. Therefore, specific attention was given to developing tailor-made content that would be helpful for these beneficiaries to improve their businesses.

Usually, participants face difficulties in understanding how to use the practical knowledge they learned in the training to improve their businesses. This week’s training was really helpful in this regard, as trainers conducted interactive training sessions with life-based examples.

In the e-commerce training held on 20 December, participants learned the types of e-commerce platforms as well as the useful tricks about using and establishing e-commerce platforms. To be more specific, they gained extensive information about the following topics:

- ◆ What is e-commerce?
- ◆ E-commerce platforms and their differences
- ◆ Points to be considered when establishing an e-commerce platform
- ◆ Most common mistakes made in e-commerce platforms
- ◆ Operations and logistics

During the training, participants also learned how to establish an Instagram store, how to present their products in a better way in the e-commerce platforms, how to utilize search engine optimization for better sales and how to use offers and categories to help customers find their products easily.

In digital marketing training held on 21 December, participants learned comprehensive information about the digital marketing techniques, how to develop and implement digital marketing strategies and how to adapt to the changing market dynamics and trends. In this regard, the following topics were discussed during the training:

- ◆ How to sell products/services via digital channels?
- ◆ Whom to sell products/services via digital channels?
- ◆ How to create social media accounts and other digital platforms for digital marketing?
- ◆ Using high quality visuals, content and other tools in social media accounts
- ◆ How to establish and manage logistics and payment related services?
  - CRM
  - Payment infrastructure
  - Repayment procedures
  - Delivery and cargo management
  - Customer satisfaction system
- ◆ Advertising Plan Preparation
- ◆ Mailing
- ◆ Search Engine Optimization
- ◆ Trends in digital marketing
- ◆ Overview of top types of websites visited and apps used
- ◆ Overview of world's most used social media platform
- ◆ Overview of main reasons for using social media platforms
- ◆ Online purchase drivers

In the workshop, both training topics were discussed through Miro boards. Two separate Miro boards were prepared in Turkish and Arabic. In addition, Google Form Links were prepared in Arabic and Turkish for participants who wanted to share their answers via forms.

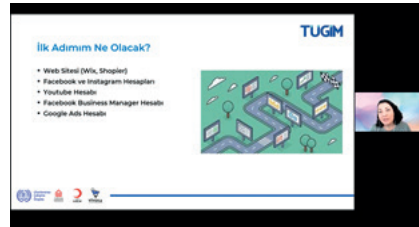
In the workshop, they were asked to evaluate their own social media accounts from the perspective of their customers. In this regard, they answered the following questions:

- ◆ Screenshots and some details about the social media account
- ◆ What are the shortcomings you see?
- ◆ What are the changes you will be making?

On the last day of the training, following the digital marketing training, participants were asked to share their observations about the training as well as the training. They stated that training were helpful for them in revising their marketing strategies as well as their future plans for increasing their visibility in the social media platforms. In addition, they stated that they would like to obtain more information about other training topics and they wished the program continued.



7. Haftanın ekran görüntüleri - E-ticaret eğitimi ve atölye oturumları:



7. Haftanın ekran görüntüleri - Dijital Pazarlama eğitimi ve atölye oturumları:

## Assignments & Continuous Tutoring Support

In the last week of the project, participants continued to receive information about the announcement and program agenda through the WhatsApp channel. In this regard, links to the assignments were shared with 68 participants in two forms, Miro and Google Forms, which were prepared in Arabic and Turkish.

While participants received the introduction about the assignment of the seventh week in the workshop session, they referred to the project team and trainers about the guidance via WhatsApp. Our trainers provided relevant assistance and information in



filling out the assignments and guided the participants in improving their business by using e-commerce and digital marketing.

This week, participants improved their understanding of difference between e-commerce and digital marketing, as most of them did not think of these two fields as different. In addition, they learned how to use these tools to attract more customers and increase customer satisfaction. They became aware of the fact that they need to plan their social media and marketing strategies before taking any actions in order to create an effective and sustainable model for their business.



## ANNEX-2) Entrepreneurship Supports Follow-Up Form

### Community-Based Migration Programs Socio-Economic Empowerment Program Turkish Red Crescent - International Labor Organization Entrepreneurship Machine-Equipment Support

#### Support Follow-Up Form

(This form contains information about the follow-up related to the benefit from entrepreneurship supports.)

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Personal Information About the Beneficiary	Date:																										
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Address	: .....																										
Company Name	: .....																										
Information about Support																											
(This section will be filled in by the Community Centre staff.)																											
Date of Support : .....	Support Area: .....																										
Follow-Up Date : .....	Name, Surname, Title of the Person Conducting the Follow-up : .....																										

List of Materials and Equipment Provided as Support within the Scope of the Project;

MATERIAL-EQUIPMENT NAME	QUANTITY	UNIT	IS IT BEING ACTIVELY USED? (YES-NO)



Are the materials and equipment provided for support maintained by the beneficiary?  
If it is not, what is the reason for their disposal?

Does the beneficiary continue his production activities? If not, what are the reasons?

Has the beneficiary engaged in any commercial activities in the last 3 months? (Sales,  
Cooperation, Partnership, etc.)

Indicate the average monthly income of the beneficiary and the audience (customers)  
reached;

In which area does the beneficiary find it most difficult to meet his needs due to the  
Covid-19 crisis?

What are the needs of the beneficiary to increase his production and sales capacity?

Are you satisfied with the support? Have you had any problems with the support  
processes (application, delivery)?

Photos/Photos Related to the Visit;



### ANNEX-3) Home-based Production Supports Follow-Up Form

#### Community-Based Migration Programsocio-Economic Empowerment Programturkish Red Crescent - International Labor Organization Home-Based Production Machinery-Equipment Support

#### Support Follow-Up Form

(This form contains information on the follow-up regarding the benefit from Home-based Production, Small-Scale Agriculture and Livestock Production Supports.)

..... COMMUNITY CENTER
Personal Information About the Beneficiary <span style="float: right;">Date:</span>

Nama and Surname : ..... Family/Personal Code : ..... Turkish Republic ID/ Temporary Protection Nr. / International Protection Nr: : ..... Nationality : ..... Date/Place of Birth : ..... Number of Individuals Living in the Household : .....	Education/Department : ..... Disability Status: No / Yes : ..... Gender : ..... Telephone No. : ..... Address : ..... Company Name : .....
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Information about Support (This section will be filled in by the Community Centre staff.)	
Date of Support : ..... Follow-Up Date : .....	Support Area (Hairdressing, Tailoring, Agriculture, Animal Husbandry, etc. ): ..... Name, Surname, Title of the Person Conducting the Follow-up : .....

List of Materials and Equipment Provided as Support within the Scope of the Project;

MATERIAL-EQUIPMENT NAME	QUANTITY	UNIT	IS IT BEING ACTIVELY USED? (YES-NO)



Are the materials and equipment provided for support maintained by the beneficiary?  
If it is not, what is the reason for their disposal?

Does the beneficiary continue his production activities? If not, what are the reasons?

What are the manufactured products?

Has the beneficiary engaged in any commercial activities in the last 3 months? (Sales,  
Cooperation, Partnership, etc.)

Indicate the average monthly income of the beneficiary and the audience (customers)  
reached;

In which area does the beneficiary find it most difficult to meet his needs due to the  
Covid-19 crisis?

What are the needs of the beneficiary to increase his production and sales capacity?

Are you satisfied with the support? Have you had any problems with the support  
processes (application, delivery)?

Photos/Photos Related to the Visit;



**Ankara**  
**July 2022**

    / KizilayTM