

**MAKRO Management Development Consulting Ltd.**  
**Profile Information**

Contact Information	
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Profile	
Type of organisation	SME / Counselling body
Is your organisation a public body?	No
Is your organisation a non-profit?	No

## Background and Experience

MAKRO Management Development Consulting Company acts as a counselling body, providing research, strategy and planning services to local & regional bodies in Turkey and taking part in project work for personal and professional development of individuals in various communities incl. disadvantaged/vulnerable groups. Founded in 1984 and located in Ankara, MAKRO has a strong academic background on science, technology, innovation policy / management studies as well as migrant integration research / guidance in Turkey and EU level.

The activities in Turkey highly relies on collaborations with local & regional bodies (chambers of commerce and industry, regional development agencies, etc.) and comprise regional development services, such as; sectoral and innovation capacity assessments, innovation management consulting (via IMP<sup>3</sup>rove methodology) and strategic planning. To date, MAKRO has developed over 100 projects in this scope.

The company also has a track record on entrepreneurship training development and provision in various regions in Turkey. By relying on its expertise, MAKRO has developed a unique 'learning path' method for innovative entrepreneurship; step-by-step approach through self-assessment, eLearning and business idea development. Now the methodology is being used by several incubator & accelerator programs in Turkey.

In international scope, since 2007, MAKRO has been involved in 20 European projects, both as coordinators and partners, in the framework of various programmes (LLP, EuropeAid, Erasmus+). The projects have developed innovative training programmes for youth and adult individuals, mainly targeting social integration / inclusion, entrepreneurial development (incl. innovative, social and migrant entrepreneurship), vocational development and provided via the use of contemporary distance learning methods. Thanks to involvement in these actions, today, MAKRO has a large network of strategic partners from public and private sectors in Europe.

## Skills and Expertise of Key Staff

### **İ. Doğan İncesulu // Senior SME Consultant & Founder - Managing Partner of MAKRO**

Doğan is a Business Administration Graduate with over 30 years of experience in the provision of consulting services to Turkish SMEs, to contractors for international projects, industrial groups and foundations on SME development, project development and management, internationalization, mergers and acquisition, international trade and marketing, financial management, business planning and feasibility studies, budgeting, valuations. He is specialist in economic and financial analysis of investments, new business development and entrepreneurship, SME business services provision and SME finance. Prepared, conducted and instructed various training courses especially for strategic investment management, project development and analysis of business start-ups, entrepreneurship and SMEs. Undertaken various industry analysis projects, a number of sectoral and regional analyses and forecasts on Turkish Economy which helped accumulation of extensive networks with leading SME development agencies and financial institutions.

**Cihan Kızıltan // Associate Expert on Secure Societies**

Graduated from Military Collage as an electric and electronic engineer and received his Master of Science degree in Maryland University. He worked in various military R&D programs as a team leader and project manager in the field of communication and information systems. He has also worked in many cyber security projects and activities both nationally and internationally, and has led working groups.

With the participation of Turkey in the EU Framework Programs, Cihan has taken a position of Senior Program Manager in The Scientific and Technological Research Council of Turkey (TÜBİTAK) and assumed the responsibility of Turkish representative to EU Commission Security Research Program Committee, ICT Program Committee and National Coordinator for EU Framework Programmes, Cihan has a deep knowledge on implementation of EU Framework programs. During this period, he conducted and instructed various training courses especially on Legal / IPR issues, negotiation effectively and consultants for companies and SMEs. At his professional career, he has worked at one of the leading software companies in Ankara and finalized two EU funded projects on cyber security.

**Dr. İ. Semih Akçomak // Associate Expert on Economics of Technology & Innovation**

Dr. Akçomak studied economics at the Middle East Technical University (METU) in Ankara, Turkey. After completing his PhD dissertation in 2009 at UNU-MERIT, the Netherlands he worked at the Department of Economics, Maastricht University and Centraal Planbureau – Netherlands Bureau for Economic Policy Analysis. Currently he is an associate professor at the Science and Technology Policy Studies, METU. He has a strong academic research profile which consists of about 10 national and more than 20 international academic publications and project reports. His research has appeared in various outlets including the *Economic Journal*, *European Economic Review* and *Regional Science and Urban Economics*. As of 2014 he serves as a member of the board of management of the International Schumpeter Society. He has been involved in 7 research projects in the last five year on various topics related with economics of technology and innovation and science and technology policies which are funded by national bodies such as TÜBİTAK and international bodies such as European Commission and European Bank of Restructuring and Development (EBRD).

**İpek İncesulu // Senior Researcher & Economist**

Graduated from Middle East Technical University, Business Administration and has Master's degree from Colorado University, Economics. Excellent experience in development economics, regional development, business startups, and internationalization of SMEs. Ms. İncesulu has a considerable work experience and knowledge on regional development projects with special interest in human resources development. She has worked for 27 years in government and been responsible of regional development, encouragement of investments and foreign investment policies in Turkey. She has also outstanding experience in the management of EU funded projects. She worked as the beneficiary country team leader in one of the EU Twinning projects on promoting investment environment for 19 months. After her government service, she managed 8 EU funded projects. She has been working for MAKRO since 2007.

**Can Uludağ // Associate Expert on Corporate Finance & Smart Cities**

Can has B.Sc. in Civil Engineering and Master of Business Administration degrees. He has advanced management techniques and strong financial literacy. He is an expert on designing new age technology

ecosystems, and regarding information architectures. He is a futurist, strategist, social entrepreneur, writer and the member of World Future Society.

He is an associate expert of MAKRO working in the services that the company provides to SMEs and local/regional bodies. He is the founder of Smart Cities Innovation Lab based in Istanbul – a global think-tank organization having relationship 20+ countries to encourage shared wisdom. At SMART iLab, his main mission is to run “The Global Civil Diplomacy” program to promote intercountry sectoral relations.

He is one of the founders in Association of Futurists in Turkey, which is the first international branch of the world’s biggest futurist organization “World Future Society-WFS” founded in 1966 in USA. He is also the founding member and executive board member in Hello Tomorrow Turkey, which is an R&D based international deep-tech innovation ecosystem in 100+ countries and a global non-profit on a mission to accelerate the transfer of breakthrough technologies into real world solutions by highlighting, empowering and connecting the most promising deep-tech entrepreneurs across the globe with the right enablers.

At his professional career, he works as an international consultant and Assistant Manager at the department of Corporate Finance focusing on Mergers&Acquisitions (M&A), Debt Advisory (Financing), Firm Valuation, and so forth. Previously, he worked for another prominent global firm PricewaterhouseCoopers (“PwC”) for 6 years as a Finance Consultant.

#### **Merve Aksakal // Business Dev. & Marketing & Sales**

Merve is a graduate of The Department of Computer Education and Instructional Technologies, Faculty of Education, Middle East Technical University (METU, Ankara, Turkey, 2009). METU is the most reputable technical university -according to the national and international rankings- in Turkey with high educational standards and 100% English education. Besides completing her Bachelor in the first rank with a high GPA (3.85 out of 4.00), Merve won nationwide rewards in her field.

After her Bachelor in Department of Computer Education and Instructional Technologies, she decided to have an MBA degree in order to integrate business basics into technological aspects. At the end of a challenging competition in Combining Business & Technology, Merve was selected for the scholarship covering her MBA expenses by Turkcell, Turkey's leading GSM Technologies Corporation. Becoming a participant of Women in Sales Seminars by P&G and a finalist of Henkel Innovation Challenge were the milestones in her MBA (2011).

Today, Merve has work experience over 8 years in well-established corporations covering skills in Business Development, Marketing and Sales, International Trade, Import-Export and Business Intelligence.

#### **Efsa Sabit // Project Coordinator**

Graduated from Başkent University, Business Administration and has Master’s degree from Ankara University Finance Department. She has been working for MAKRO since July, 2017. She has 5 years’ experience in event management and coordinated many international congresses. She is coordinating networking, public relations and advertising activities of MAKRO, dissemination activities of EU financed projects and assisting consulting activities provided to SMEs and professional organizations

in Turkey.

<b>EU Granted Projects in the last 3 years</b>			
<b>EU Programme / Year</b>	<b>Name of the Project</b>	<b>Project Identification and Contract Number</b>	<b>Applicant /Beneficiary Name</b>
Erasmus+, Key Action 2: Strategic Partnerships 2017	MAV - Multidimensional Training of Adult Volunteers to Foster Migrants' Integration	2017-1-DE02-KA204-004284	IFA Academie, DE
Erasmus+, Key Action 2: Strategic Partnerships 2016	Migrapreneurs - Entrepreneurial and Intrapreneurial Mindset Development for Highly Skilled Migrants in Europe	2016-1-UK01-KA202-024286	The University of Sheffield, UK
Erasmus+, Key Action 2: Strategic Partnerships 2016	So-VET: Social entrepreneurship as an alternative for young unemployed	2016-1-MK01-KA202-021678	Fondacija Agro Centar za Edukacija, Fyrom/Macedonia
EuropeAid Turkey 2016	Technical Assistance for Gümüşhane Traditional and Organic Products Business Development Center (Gümüşhane İŞGEM)	EuropeAid/136687/IH/SER/TR	PLANET S.A., Greece
EuropeAid Turkey 2016	Technical Assistance for Bingöl Business Development Center (Bingöl İŞGEM)	EuropeAid/135337/IH/SER/TR	PLANET S.A., Greece
Erasmus+, Key Action 2: Strategic Partnerships 2015	INNOGROW: Innovative Entrepreneurship for Increased Employability, New Business Creation and Economic Growth	2015-1-TR01-KA202-022685	MAKRO Yönetim Geliştirme Danışmanlık Ltd.
Erasmus+, Key Action 2: Strategic Partnerships 2015	ECOLIVE - Training for the Production of Organic Olive Oil	2015-1-TR01-KA202-022526	Izmir ABIGEM Danışmanlık ve Özel Eğitim A.Ş., Turkey

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