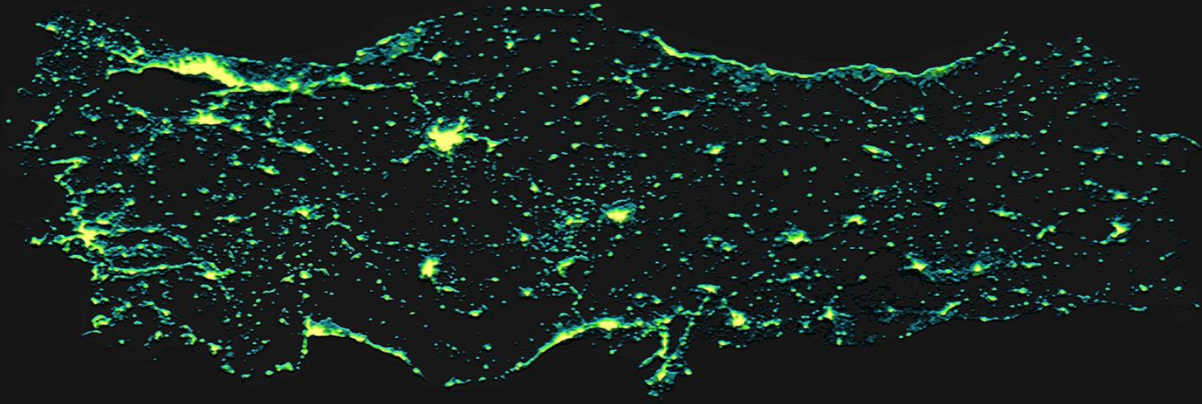
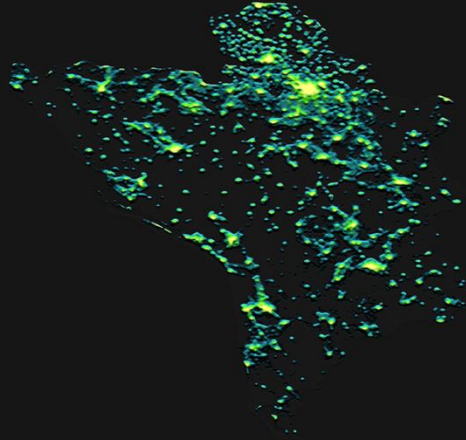




Regional Cooperation Council



**tepav**

# Strengthening Economic Cooperation between South East Europe and Turkey

---

*Diagnostics*

*Business Ideas*

*Project Recommendations*

Ankara, 4 September 2015  
Report Launch at B20 Conference

# Framework

## ■ Diagnostics

- Historical trends, demographics, institutions

## ■ Economic Relations

- Bilateral trade, investment flows

## ■ Business Ideas

- Cooperation models, sectoral opportunity analyses

## ■ Ways Forward

- Policy recommendations, project ideas

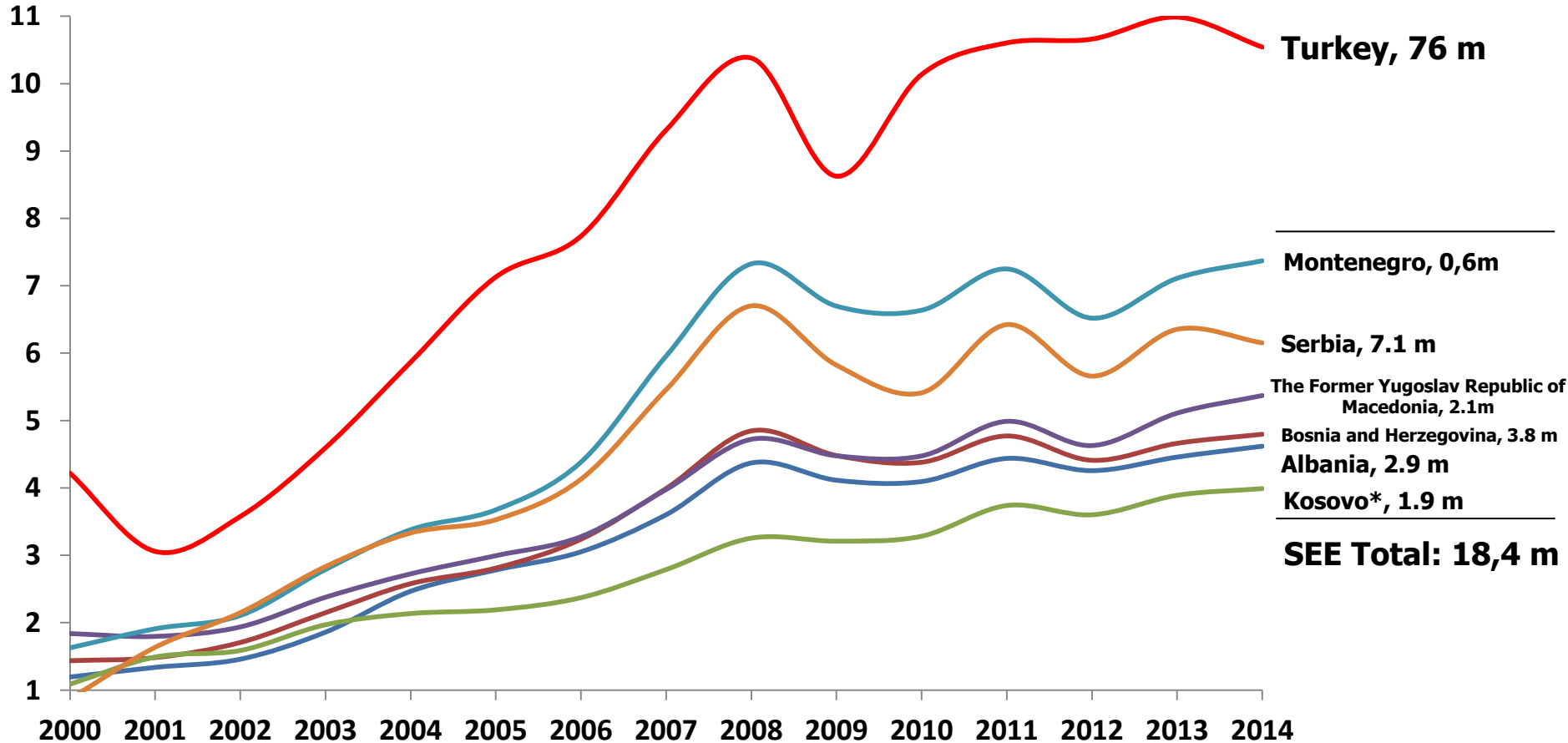


# Our main question – how to enhance..

Economic cooperation between two different regions, in terms of size, income and, partly, economic performance.

**GDP per capita, 2000-2014, thousand current US \$**

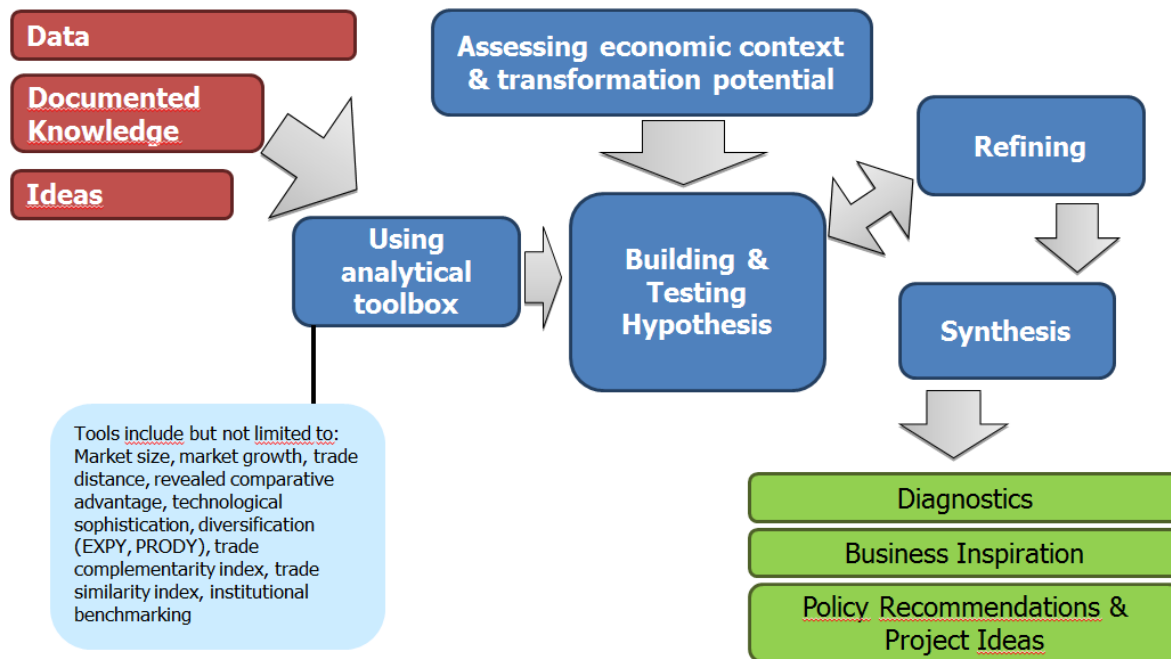
**Population**



Source: World Bank, World Development Indicators

# Methodology

## Overview of our thinking process



## Three key features

- ❖ Data driven
- ❖ Bottom-up
- ❖ Non-linear

Aim: Finding analytical ways to connect the reality on the ground with actors who can change that reality.

Ideas of government officials, businesspeople, NGOs and experts.

---

# SECTION 1

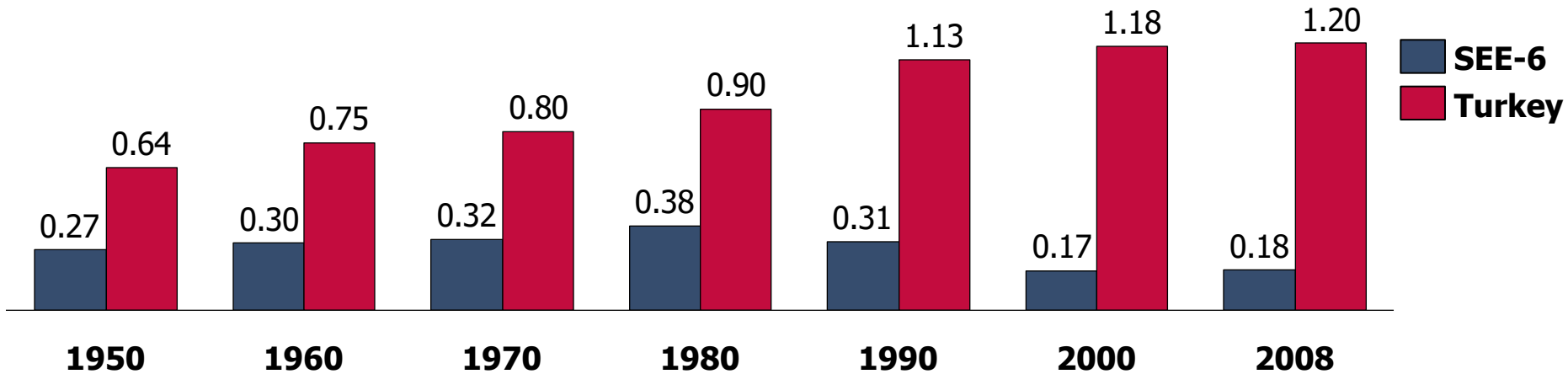
## DIAGNOSTICS

---

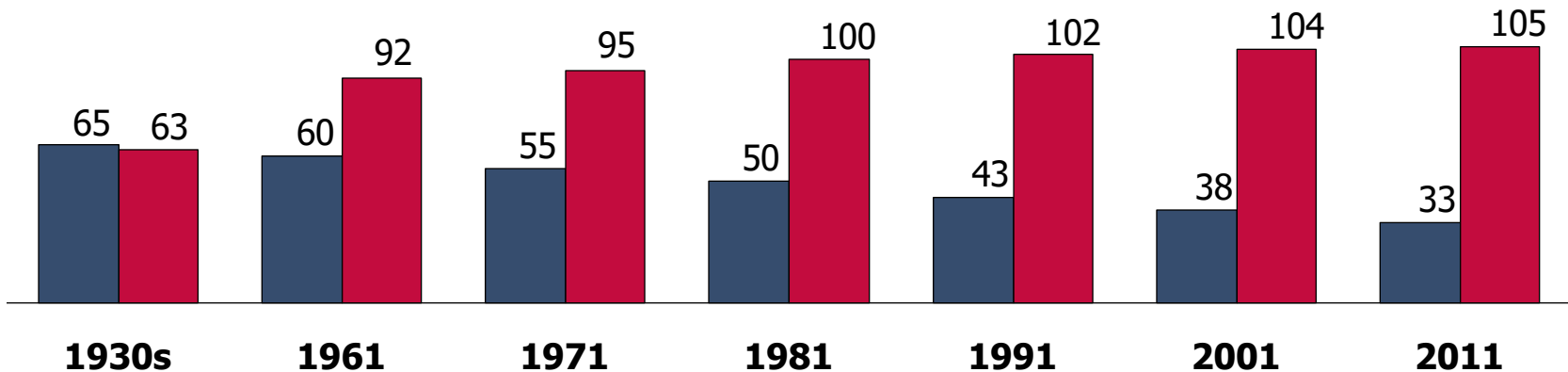
# SEE is not currently a growth region.

And its share in the world is shrinking

Share in world total GDP, %



Share in world total population, per 10,000

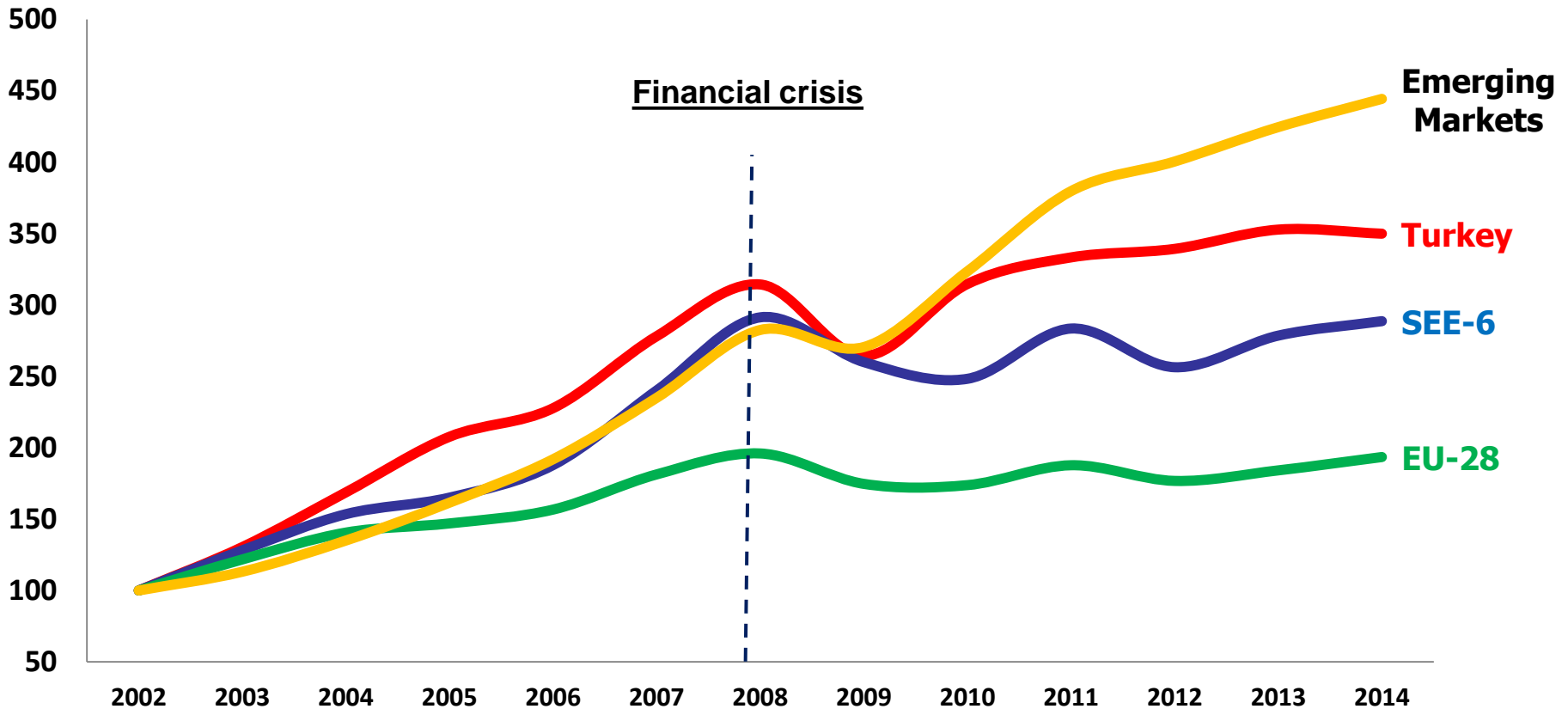


Source: Maddison Project, WDI, Turkstat, the Former Yugoslavia census

# Diverging from emerging markets?

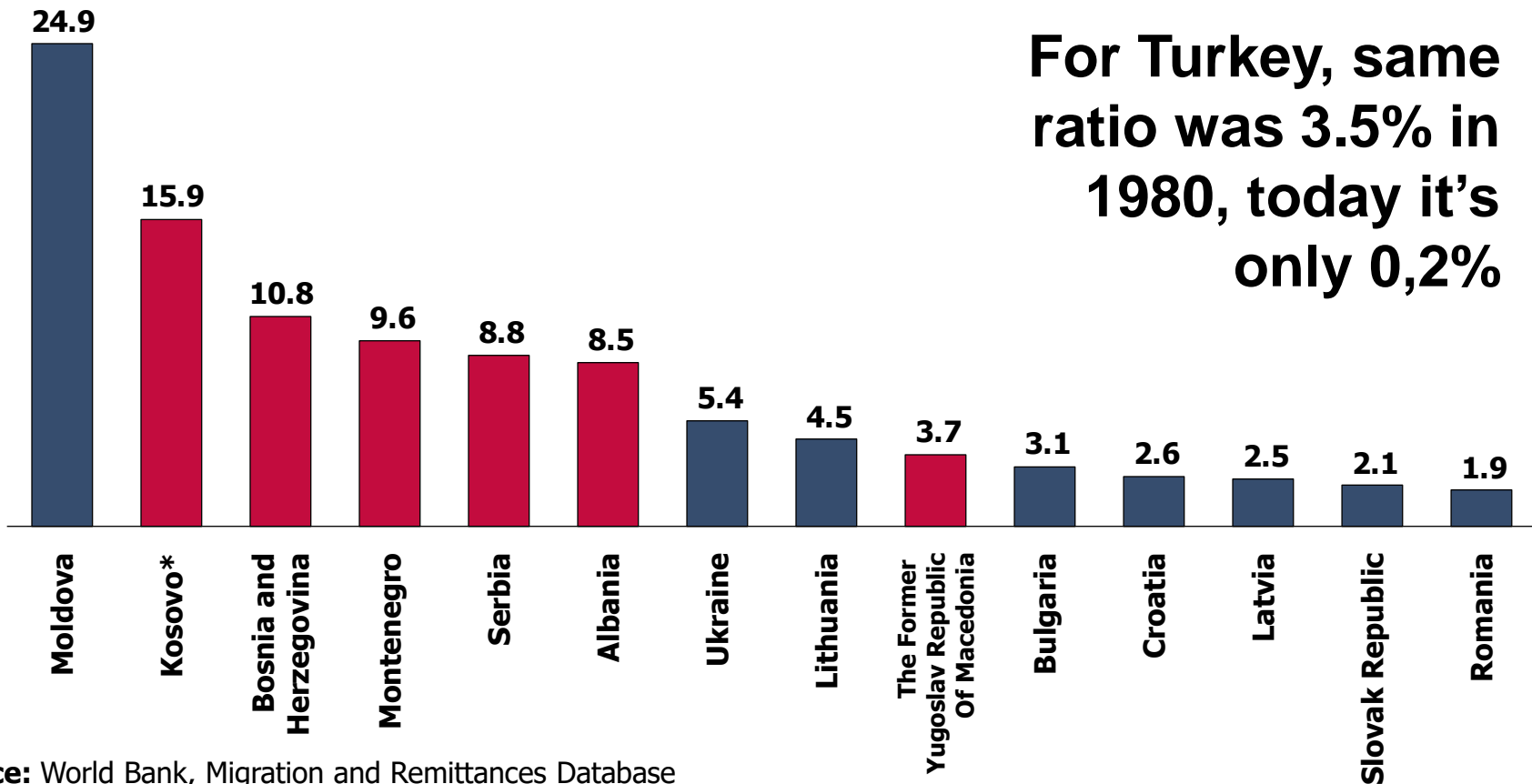
Pre-crisis growth trends are a long way off for Turkey and SEE-6

GDP growth in Turkey, SEE-6, EU-28 and Emerging markets, 2002 GDP=100



Today, instead of exporting sophisticated products, SEE region, unfortunately, exports young people...

Remittance inflows as % of GDP, 2013





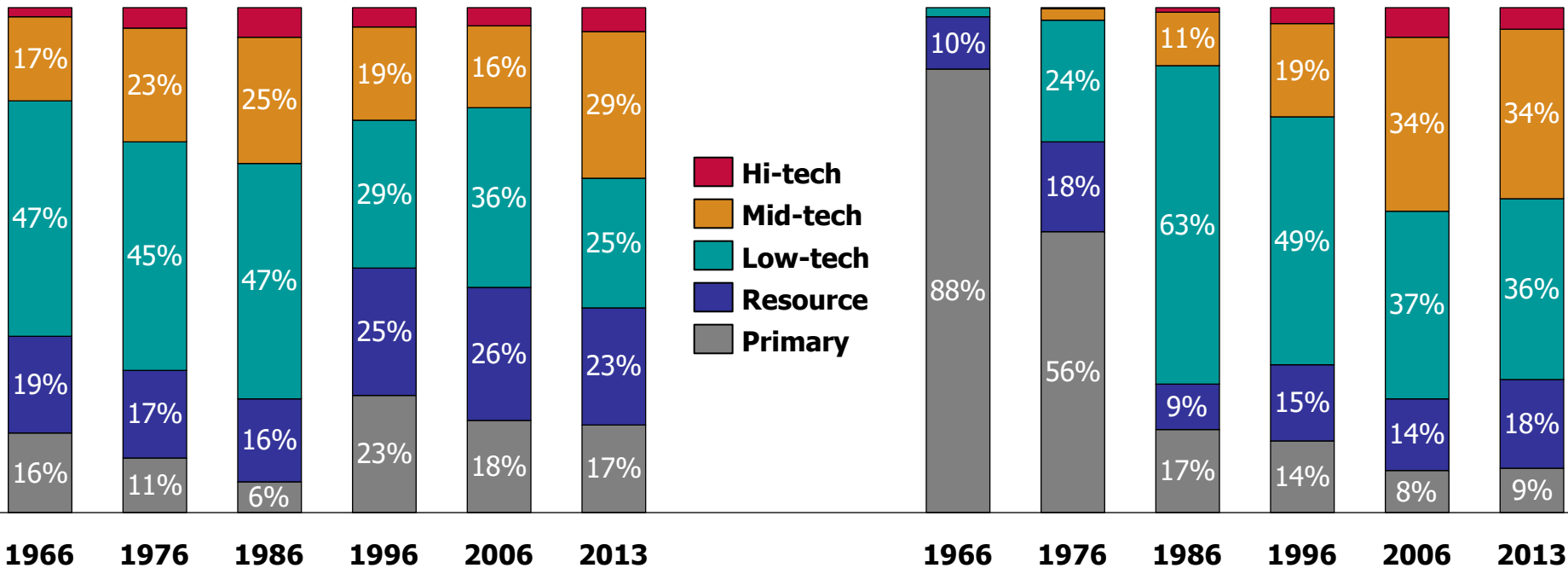
# Evolution of production capabilities

Tales of stagnation and transformation

Export sophistication of SEE-6 and Turkey, 1966-2013

## SEE-6

## Turkey

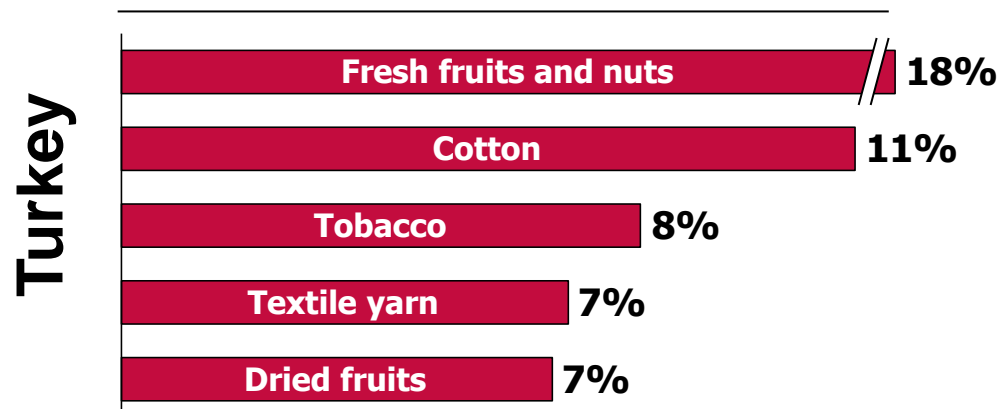


Source: UN Comtrade, Lall, TEPAV Calculations at SITC Rev. 1

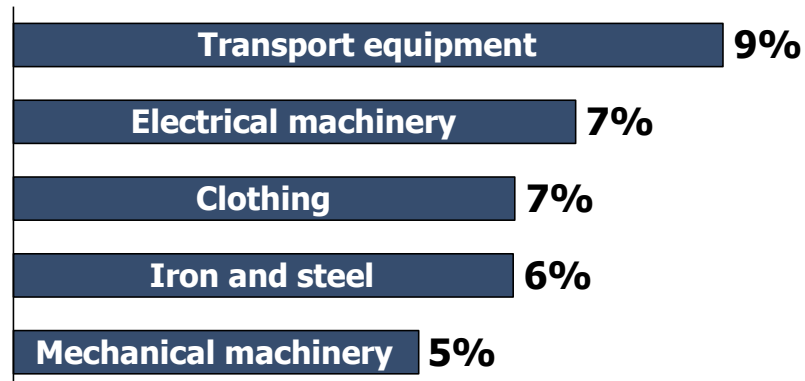
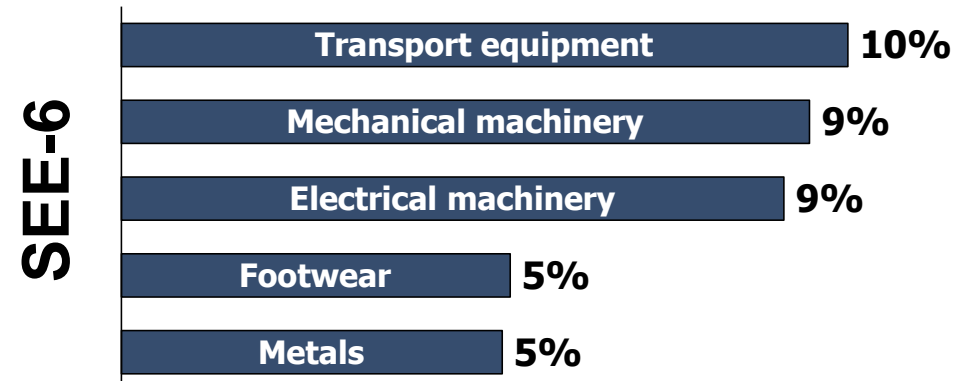
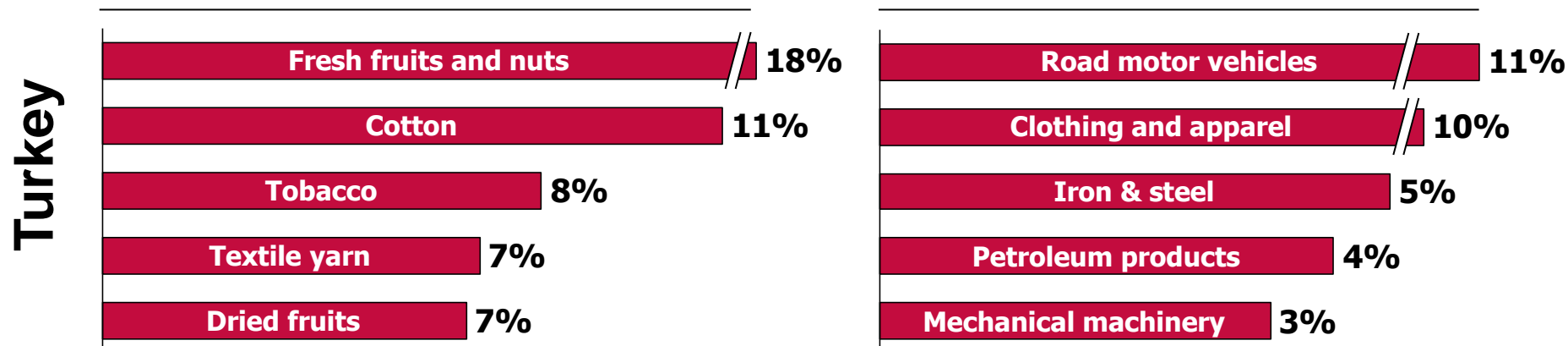
# Transformation in Turkey, recovery in SEE-6

Top 5 export items of Turkey and SEE-6, 1980 and 2013

1980

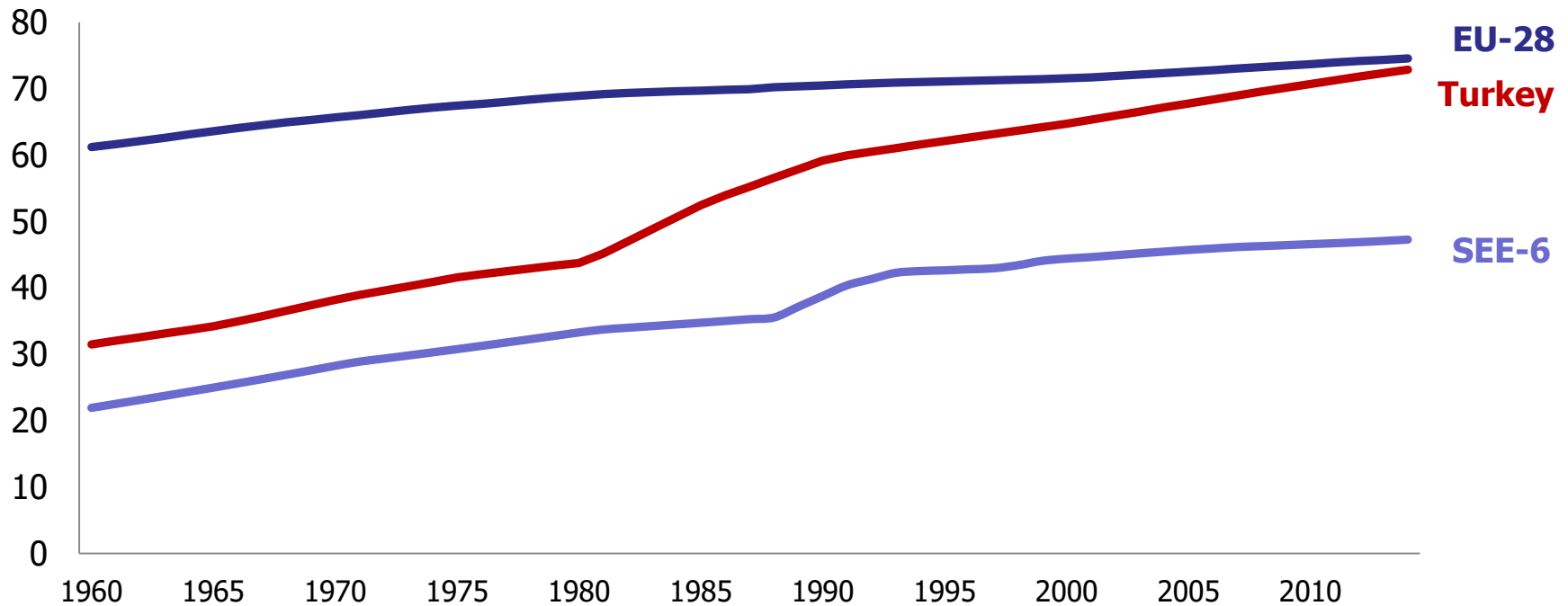


2013



# Urbanization is not a transformative dynamic in SEE, as it was in Turkey

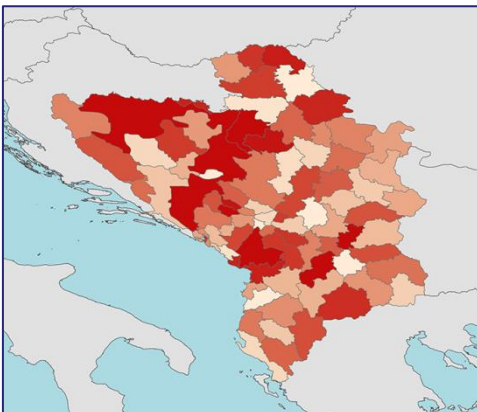
## Urban population, % of total, 1961-2013



## Levels and units of analysis

---

- **Macro Level // Region & Broad Sectors**
  - Regional performance, global interaction, main sectors' competitiveness...
  
- **Meso Level // Economies and Industries**
  - Economy-wise competitiveness differentiations, national priorities, performance outliers...
  
- **Micro Level // Cities and Products & Services**
  - Geographic clusters, pockets of excellence, competitive advantages...



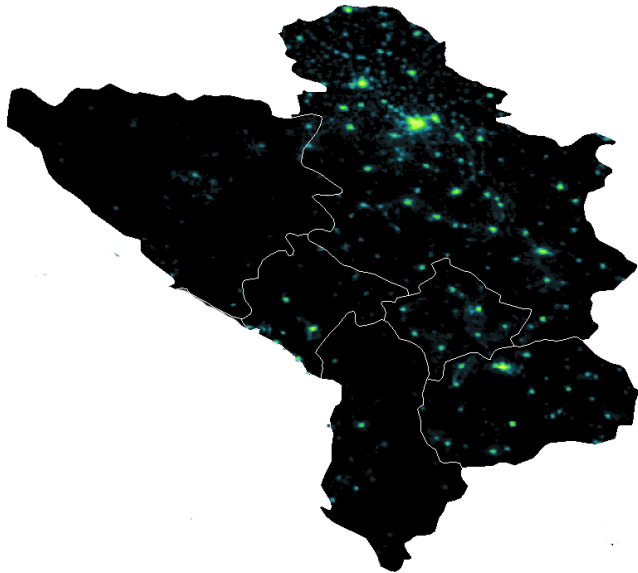
# Which cities have higher growth?

Where are the hubs?

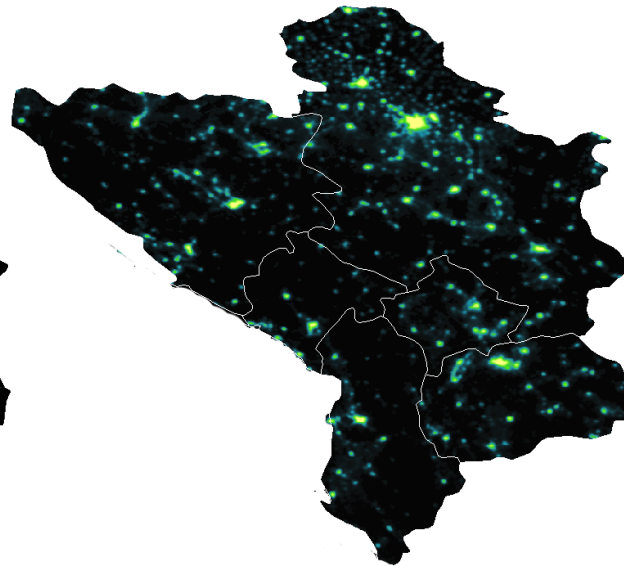
Are there any growth corridors?

Any cross-border corridors?

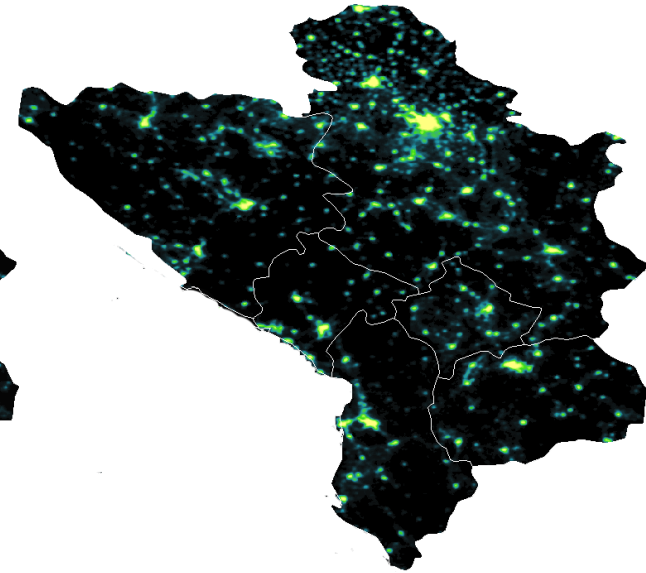
1992



2002



2012



# Turkey's spatial transformation story

1992



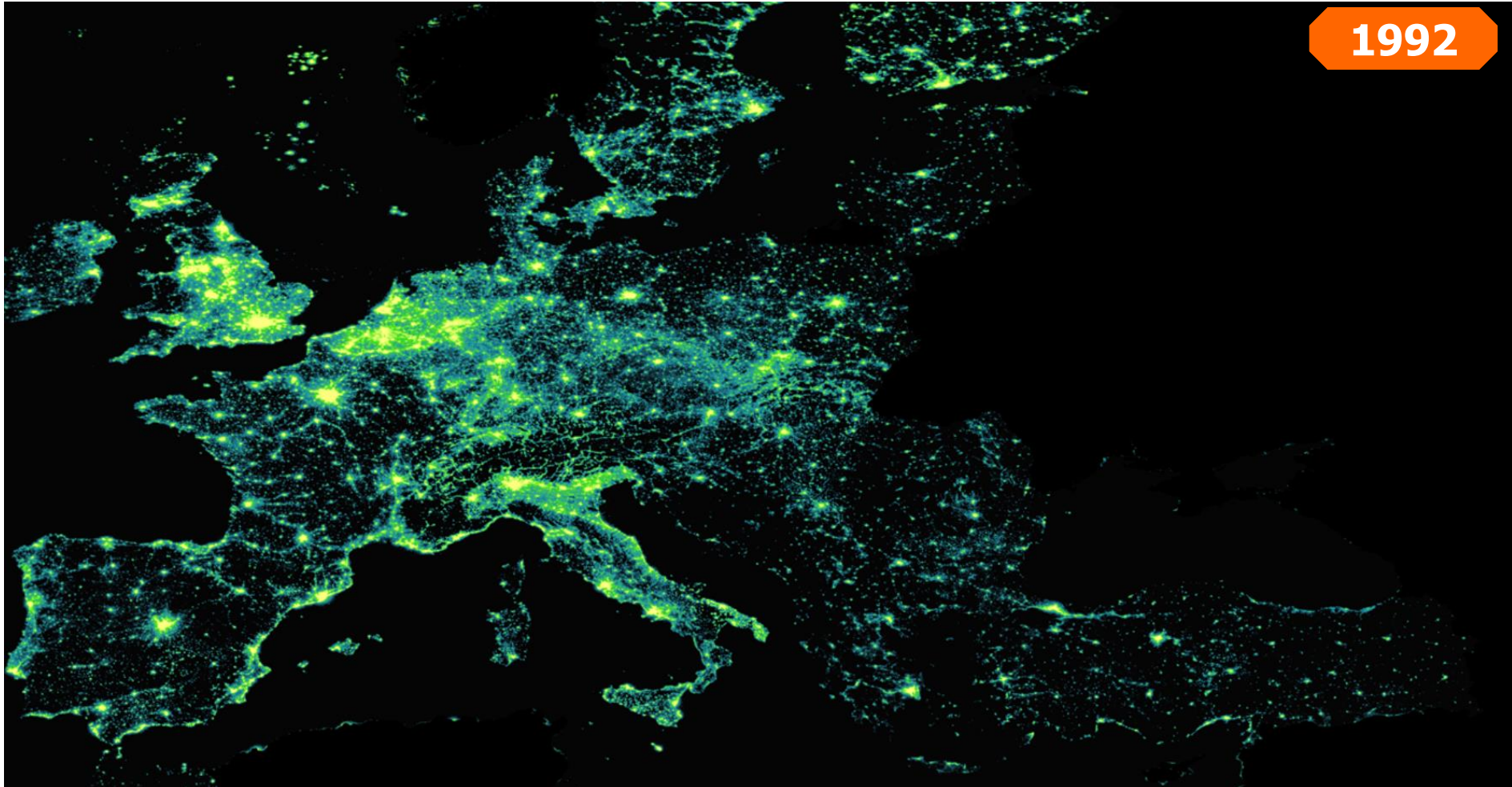
2013



# How about EU's enlargement story?

«EU as a convergence machine»

1992



# Can Turkey and SEE be the next Eastern Europe?



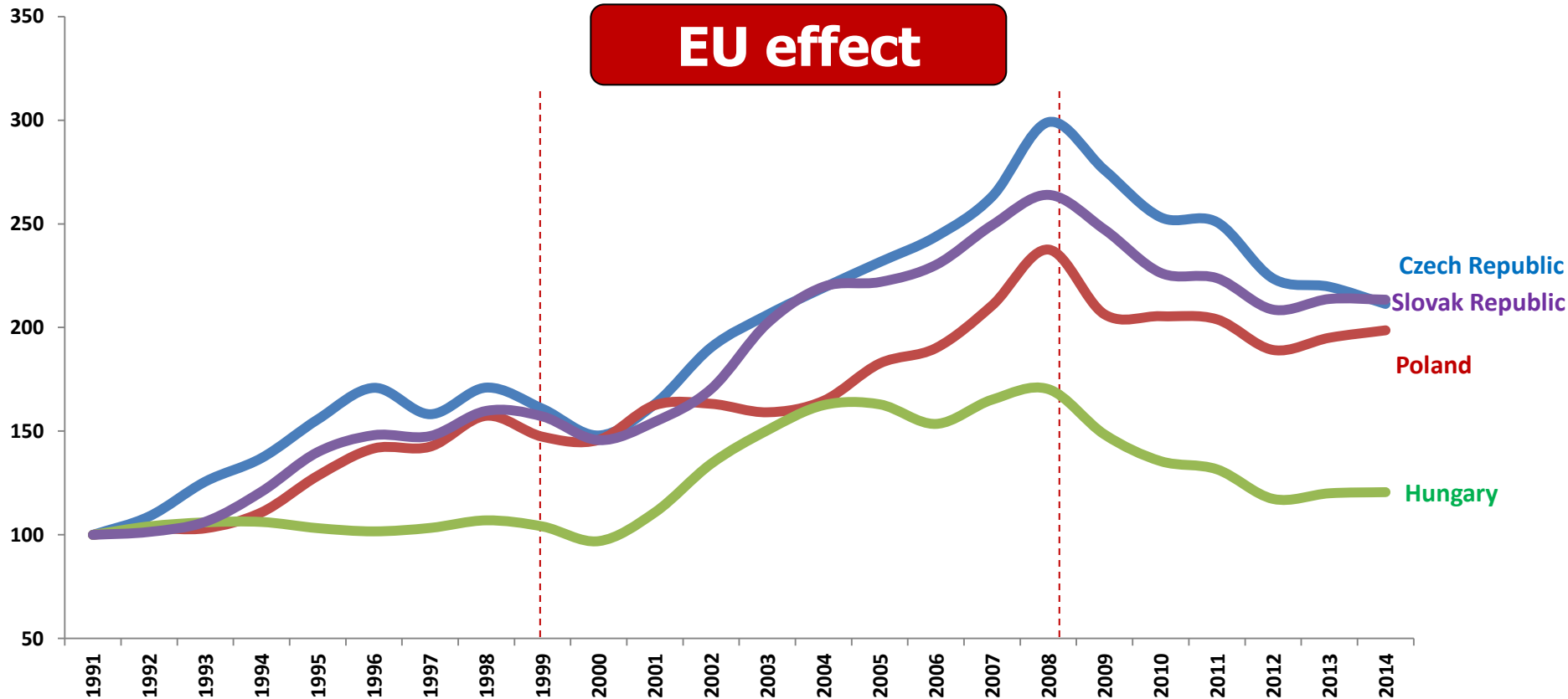
2013



# Can the EU membership be a game changer?

FDI inflows as a critical engine of growth?

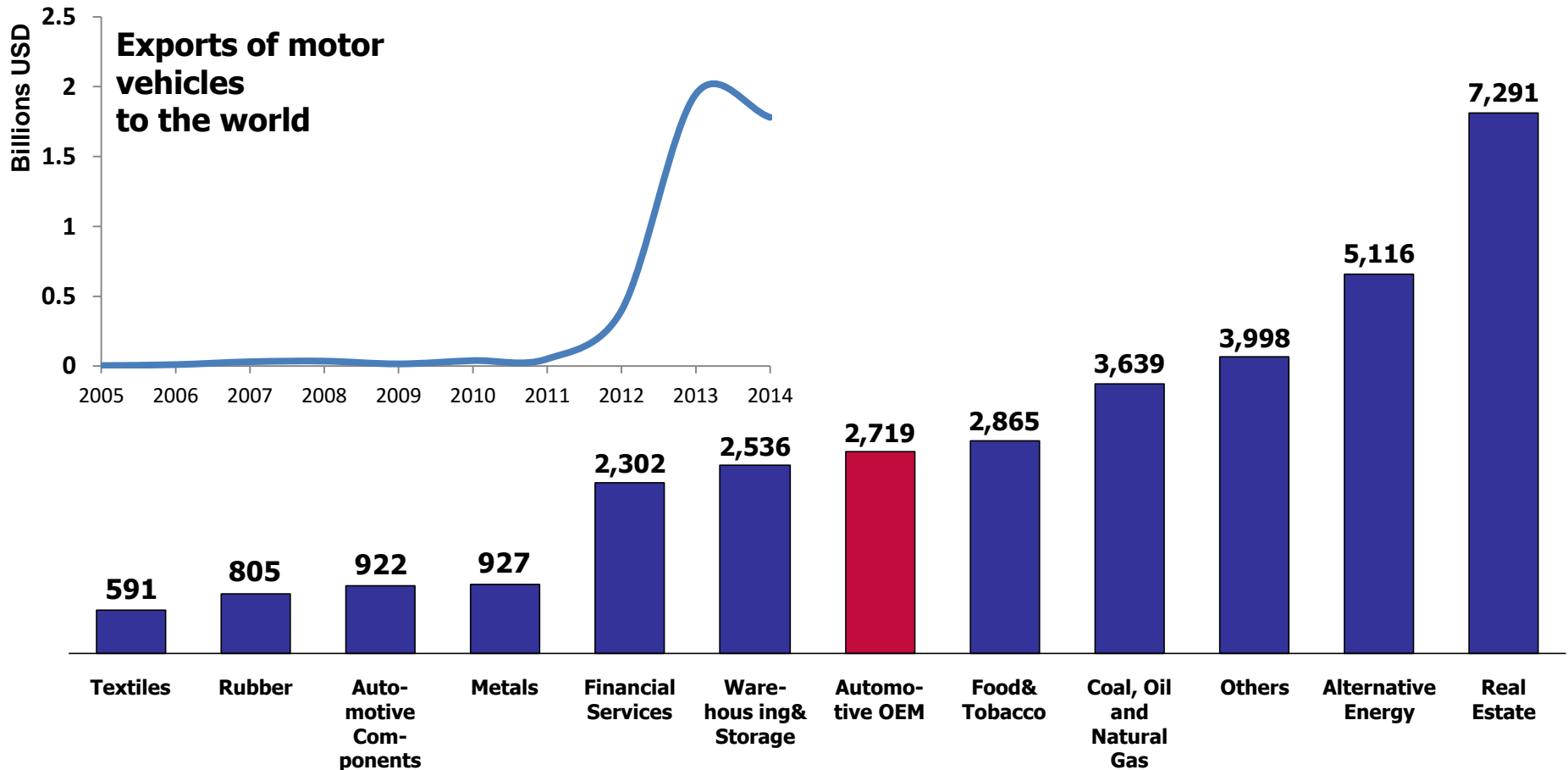
Countries' share in world GDP, 1991=100



# FDI's triggering effects on exports

## The case of Fiat in Serbia

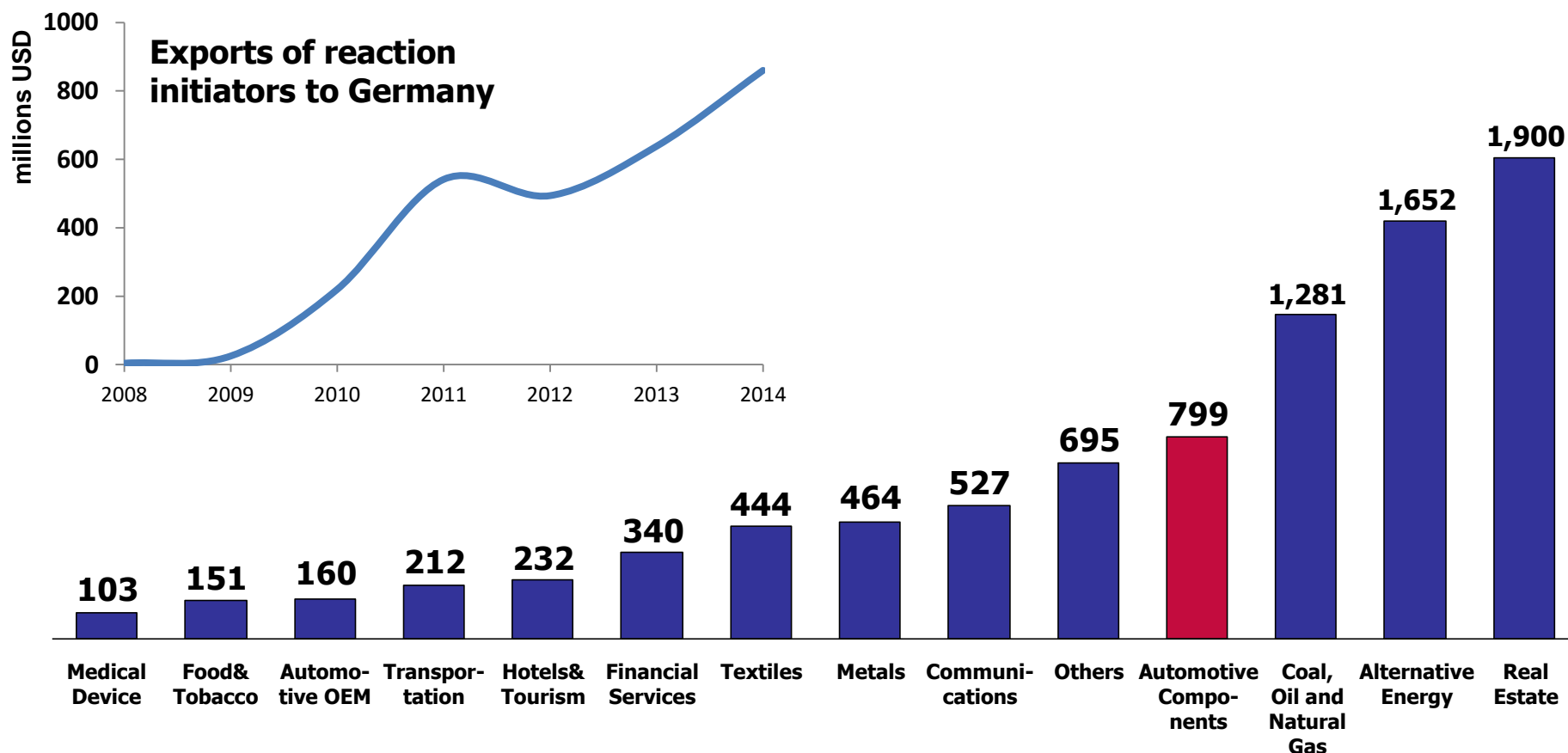
FDI Inflows to Serbia (Million US \$) (2003-2014)



# FDI's triggering effects on exports

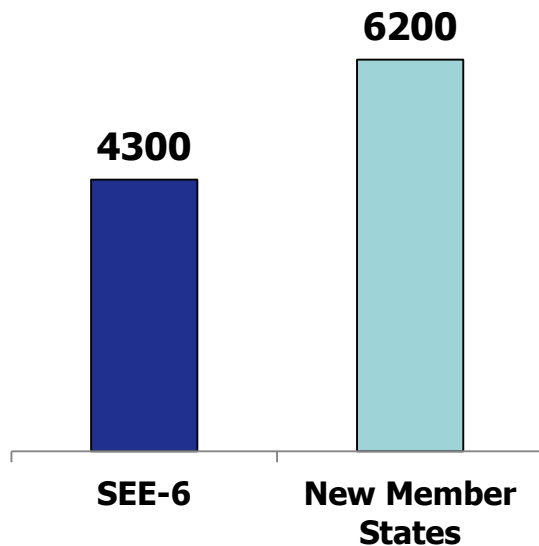
## Case of automotive parts industry in The Former Yugoslav Republic of Macedonia

### FDI Inflows to The Former Yugoslav Republic of Macedonia (Million US \$) (2003-2014)

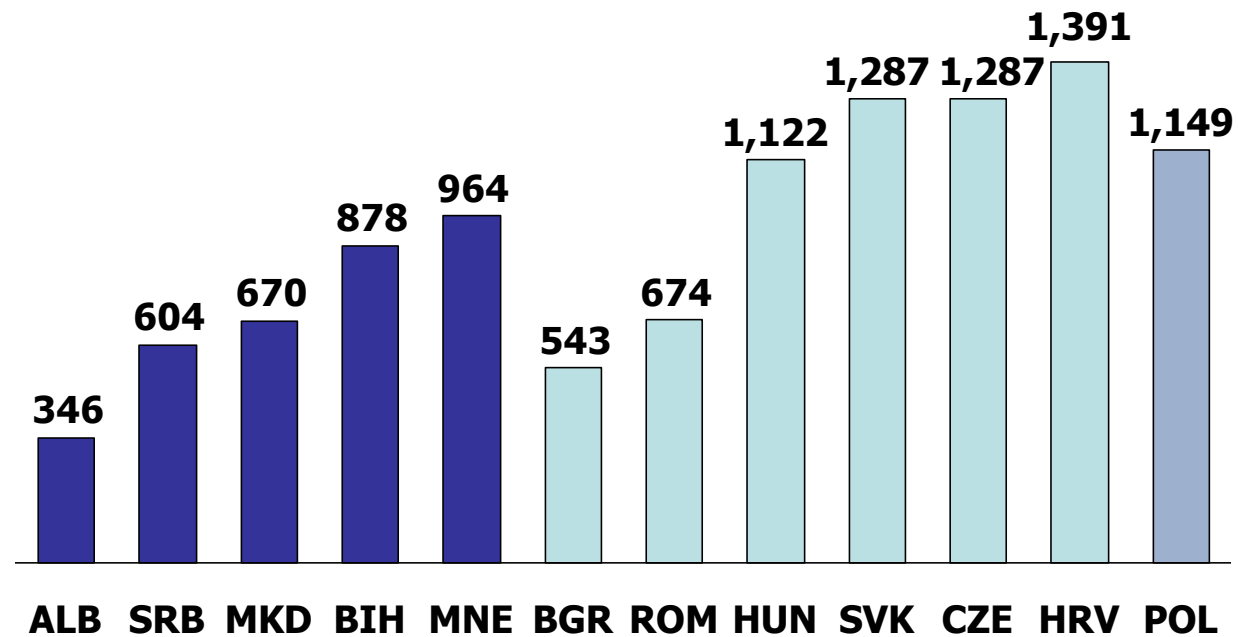


# Time for the neighborhood to move up, and SEE-6 to take over?

Average FDI inflows per capita USD, 2003-2014 cumulative



Gross Average Monthly Wages USD, 2013



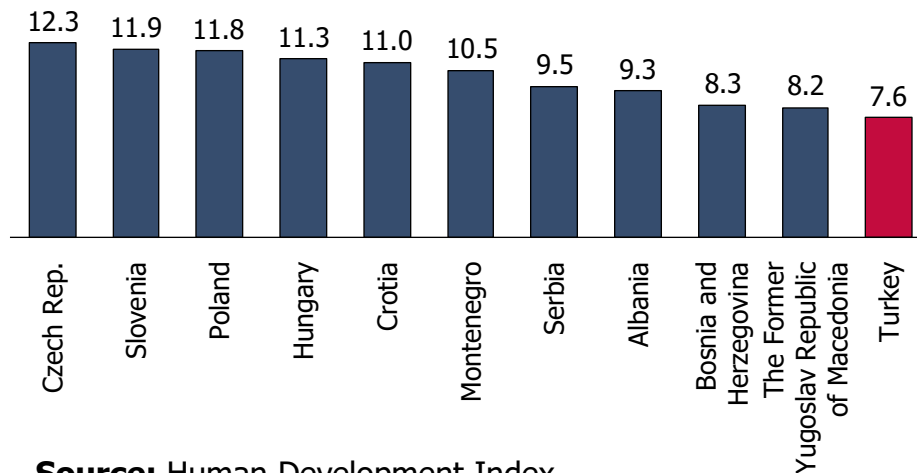
Note: Latest available data for Serbia and Albania are respectively 2010 and 2012.  
 Source: United Nations Economic Commission for Europe (UNECE) Statistical Database, TEPAV calculations

Source: World Bank, World Development Indicators, fdimarkets, TEPAV calculations

# A challenging reform process ahead.

But, «small economies, small problems...»

## Mean Years of Schooling, 2014



Source: Human Development Index

## Logistics Performance Index Scores, 2015

	BIH	MKD	MNE	SRB	TUR
Customs	2.4	2.4	2.8	2.4	3.2
Infrastructure	2.6	2.5	2.8	2.7	3.5
International shipments	2.8	2.4	3.1	3.1	3.2
Logistics quality and competence	2.7	2.5	2.5	3.0	3.6
Tracking and tracing	2.6	2.5	2.8	2.9	3.8
Timeliness	3.4	2.8	3.2	3.6	3.7

Source: World Bank, Logistic Performance Index

## Global Competitiveness Index Scores, 2015

	ALB	MKD	MNE	SRB	TUR
Institutions	3.4	4.3	4.0	3.2	3.9
Infrastructure	3.5	3.7	4.1	3.9	4.6
Macroeconomic env.	3.8	4.9	4.5	3.5	4.8
Health & primary educ.	5.8	5.6	6.3	5.8	5.8
Higher education	4.5	4.3	4.7	4.3	4.7
Goods market efficiency	4.2	4.6	4.3	3.8	4.6
Labor market efficiency	4.0	4.2	4.2	3.7	3.5
Financial markets	3.4	4.5	4.3	3.5	4.2
Technological readiness	3.3	4.0	4.3	4.4	4.3
Market size	2.9	2.9	2.2	3.7	5.3
Business sophistication	3.6	3.8	3.7	3.2	4.3
Innovation	2.7	3.3	3.4	2.9	3.4

Source: World Economic Forum, GCI.

## Doing Business rankings, 2015

	ALB	BIH	KSV*	MKD	MNE	SRB	TUR
Doing Business Rank	68	107	75	30	36	91	55
Starting Business	41	147	42	3	56	66	79
Dealing with Construction Permits	157	182	135	89	138	186	136
Getting Electricity	152	163	112	88	63	84	34
Registering Property	118	88	34	74	87	72	54
Getting Credit	36	36	23	36	4	52	89

Source: World Bank, Doing Business Index

---

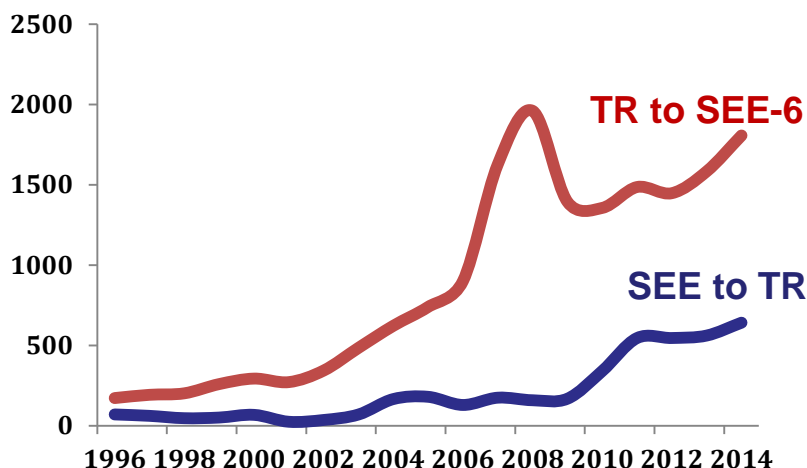
# SECTION 2

## BILATERAL ECONOMIC RELATIONS

---

# Trade integration is not at «desired» levels.

Trade flows between SEE-6 and Turkey, 2015, mln USD



Top 20 import partners of SEE-6, 2013

Rank		bln USD	Share
1	Italy	5.4	12%
2	Germany	4.5	10%
3	China	2.9	6%
4	Russia	2.8	6%
5	Serbia	2.5	6%
6	Croatia	2.3	5%
7	Greece	1.8	4%
8	Slovenia	1.7	4%
9	Hungary	1.7	4%
10	Turkey	1.6	4%
11	Poland	1.4	3%
12	Austria	1.3	3%
13	UK	1.1	3%
14	Bulgaria	1.0	2%
15	Romania	1.0	2%
16	France	1.0	2%
17	Kazakstan	0.8	2%
18	USA	0.8	2%
19	Czech R.	0.7	2%
20	MKD	0.7	2%

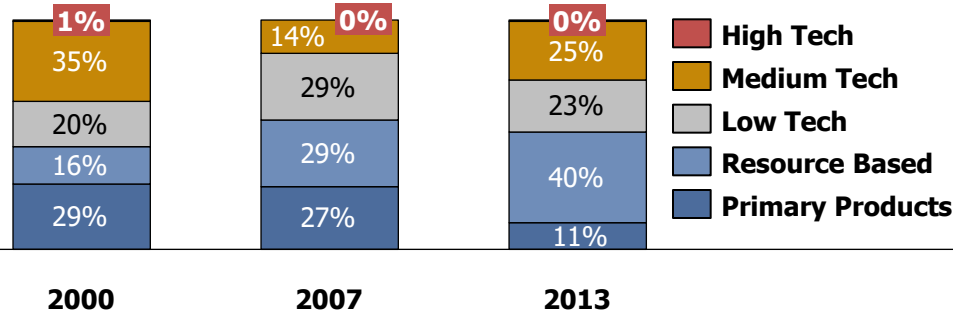
Top 20 export partners of SEE-6, 2013

Rank		bln USD	Share
1	Italy	4,4	16%
2	Germany	4,3	15%
3	Russia	1,2	4%
4	Croatia	1,2	4%
5	BIH	1,2	4%
6	Slovenia	1,1	4%
7	Serbia	1,1	4%
8	Austria	1,0	4%
9	Montenegro	1,0	3%
10	Romania	0,8	3%
11	Bulgaria	0,8	3%
12	USA	0,7	2%
13	Czech R.	0,7	2%
14	MKD	0,6	2%
15	France	0,6	2%
16	Greece	0,6	2%
17	Turkey	0,6	2%
18	China	0,5	2%
19	Hungary	0,5	2%
20	Spain	0,5	2%

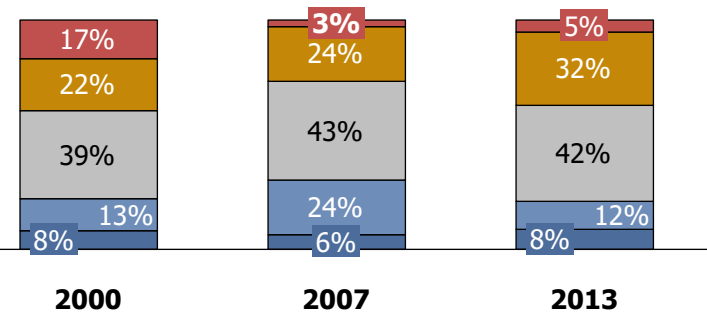
In the region, Albania is the only exception. Turkey ranks in top 5 for Albania's both exports and imports. (Largely due to Kürüm Holding's investments)

# Structural transformation and more investments will change trade patterns as well

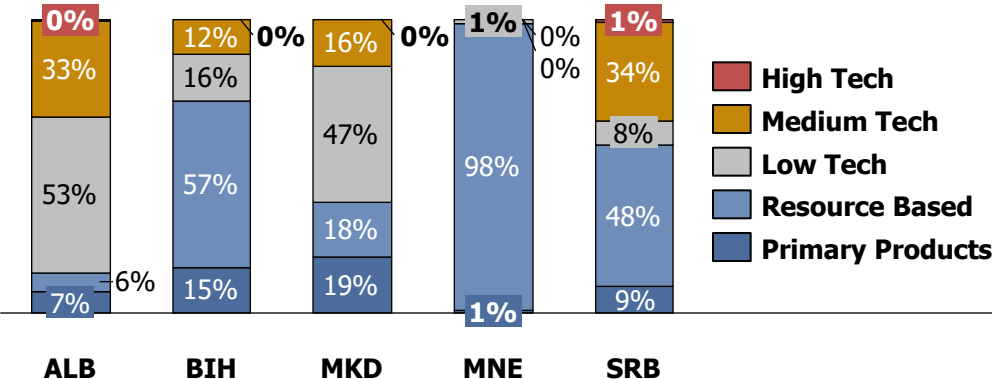
SEE-6's export to Turkey



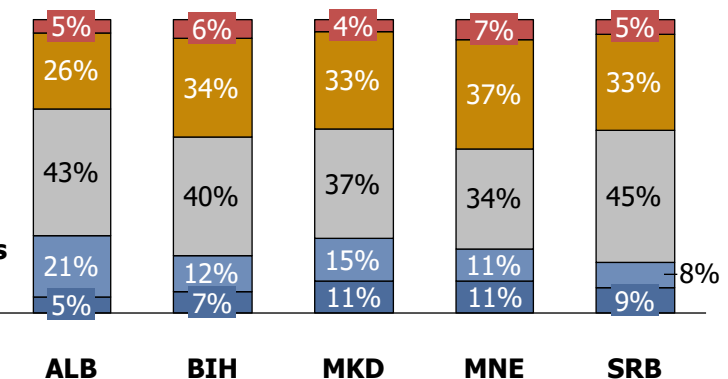
Turkey's export to SEE-6



SEE-6's export to Turkey



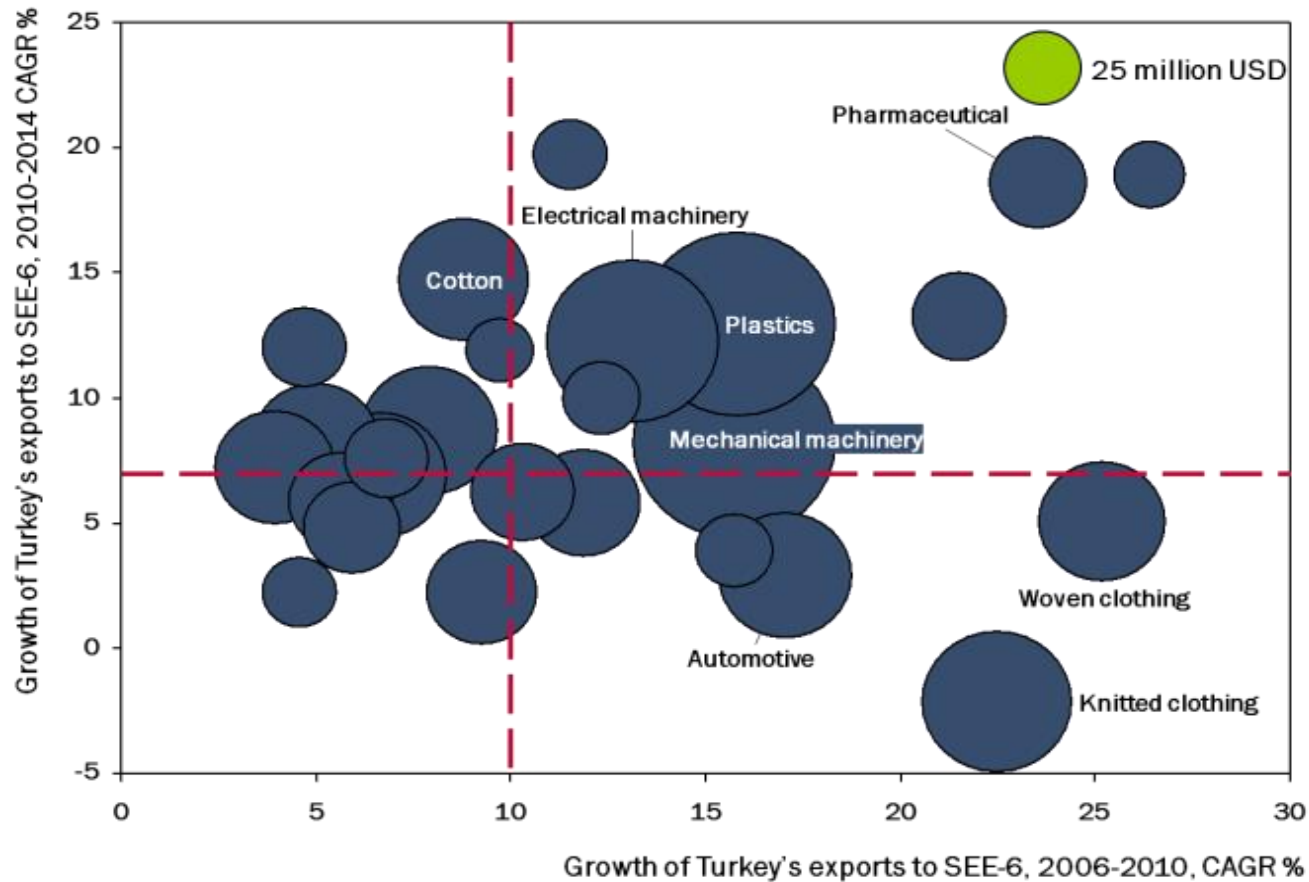
Turkey's export to SEE-6





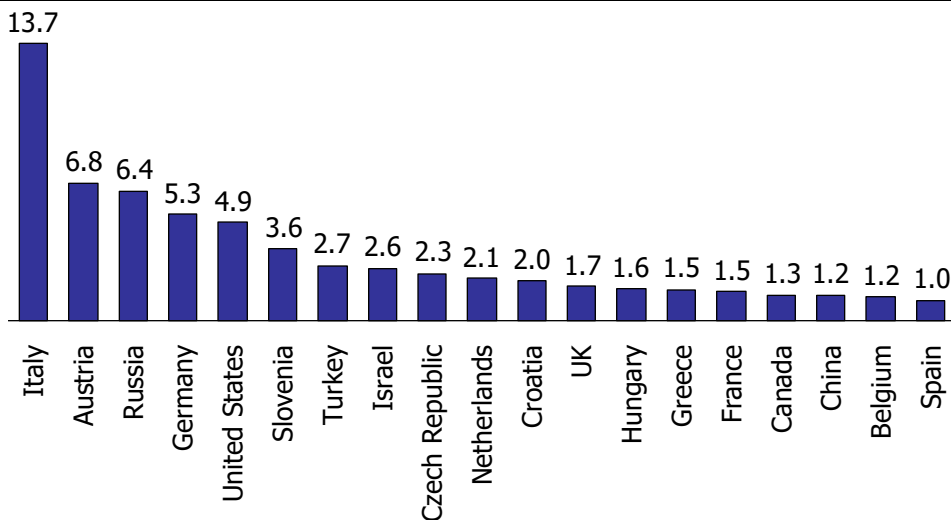
# What is Turkey exporting to SEE-6?

Turkey exported 1.6 billion USD of goods to the region in 2013



# Investment integration is stronger than trade integration. But is it below potential?

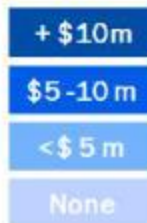
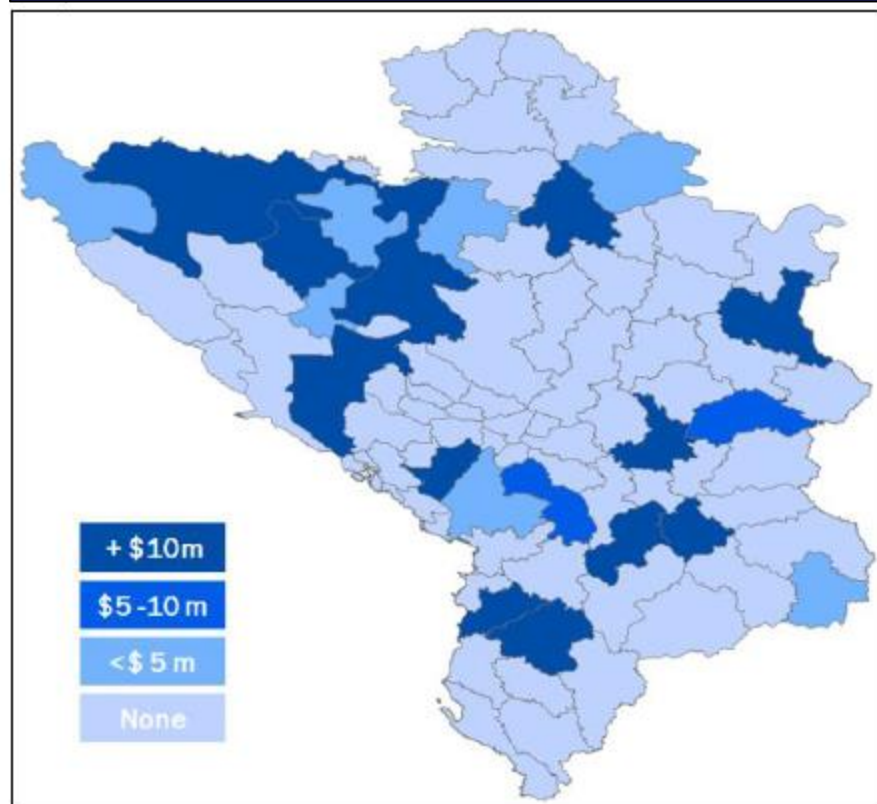
**Investments in SEE-6, by source economy, billion USD, 2003-2014 cumulative**



Turkey is one of the four countries to have more than 100 million USD of investments in each SEE-6 economy. Other three are Germany, Italy and the USA.

If SEE-6 was one country, it would be Turkey's second largest investment destination after Russia, which received USD 7,4 bln. Romania would be the third with USD 2,8 billion.

**Turkish investments in SEE-6, NUTS1 regions, million USD, 2003-2014 cumulative**





# Transformative impact of Turkish investments in SEE: Three cases

## ■ Kastamonu Entegre A.Ş.

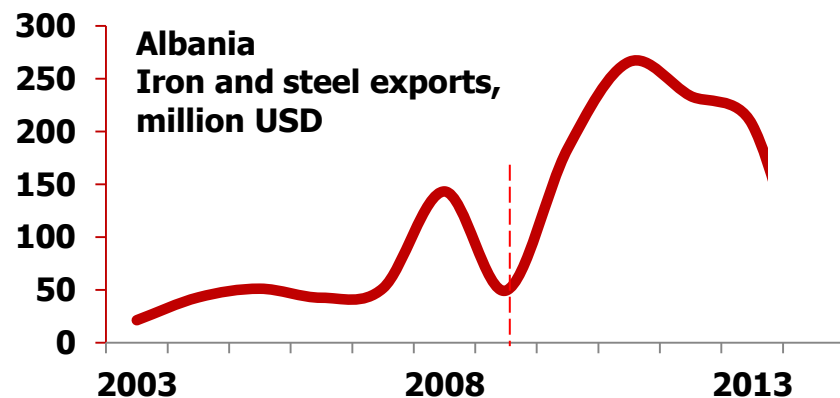
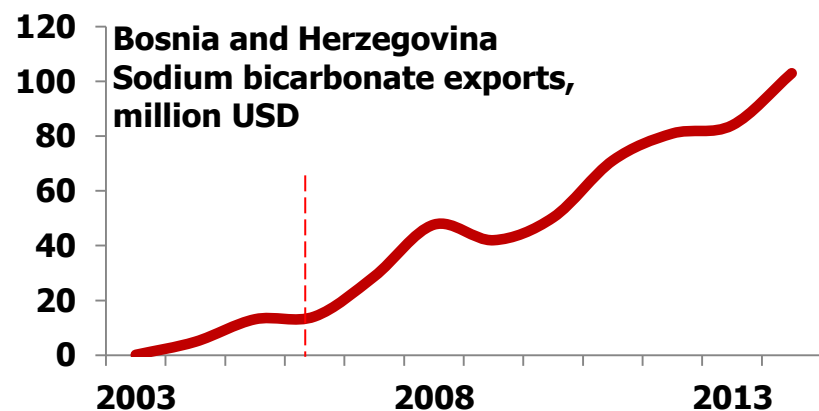
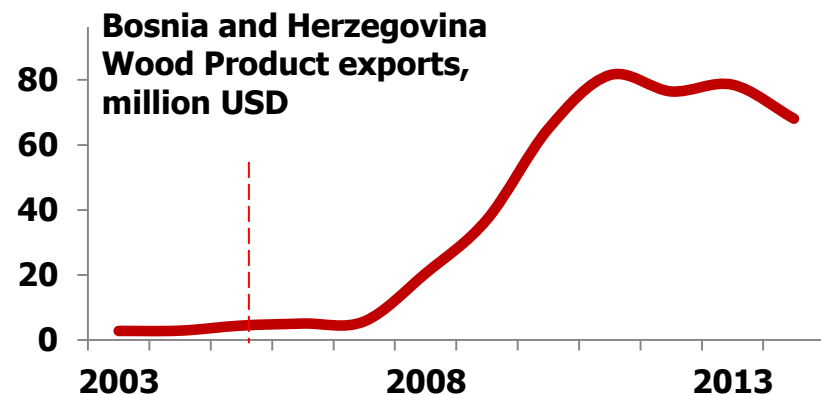
- Acquisition of paper plant in Maglaj through privatization in 2005.
- Currently employs over 800 workers.
- Top 10 exporter in Bosnia and Herzegovina.

## ■ Şişecam A.Ş.

- Acquisition of soda production plant in Tuzla through privatization in 2006.
- Currently employs over 700 workers.
- Top 10 exporter in Bosnia and Herzegovina.

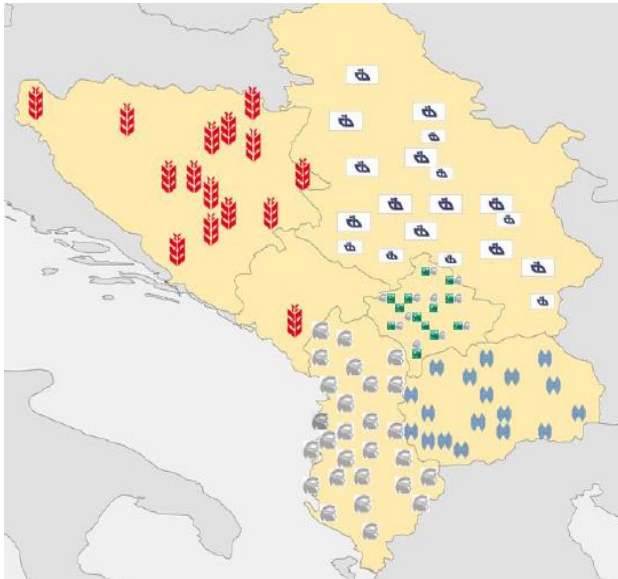
## ■ Kürüm Holding

- Acquisition of Elbasan Steel Production facilities through privatization in 2009.
- Currently employs over 600 workers.
- Top 10 exporter in Albania.



# Turkish investment patterns in SEE (1)

## Entry of Turkish banks



- ❖ Access to finance
- ❖ Market intelligence
- ❖ Growth plans (Halkbank, Ziraat Bankası, BTK, TEB)

## Brownfield investments



- ❖ Privatizations of SOEs or social enterprises
- ❖ Acquisitions or contracts
- ❖ Regulatory reforms can lead to more greenfield

## Family ties



- ❖ Many families in Marmara and Ege region migrated from SEE to Turkey
- ❖ Family - > business?

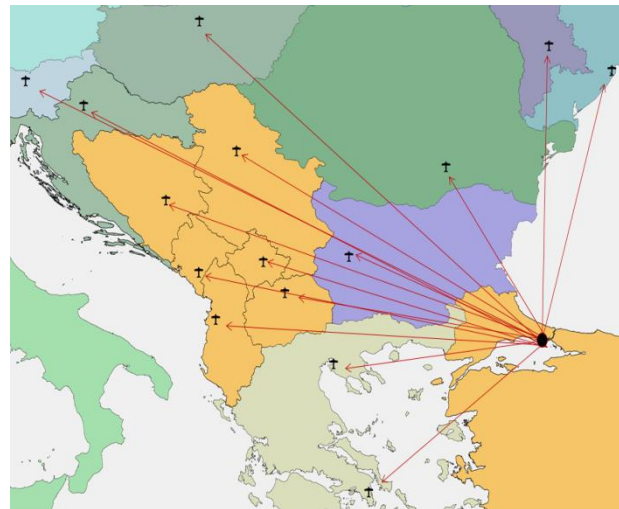
# Turkish investment patterns in SEE (2)

## SEE-6 as a springboard



- ❖ Most Turkish companies see region as a first step towards going regional and then global
- ❖ Relatively low risk and low cost for doing business.

## Easy connectivity



- ❖ Turkish airlines has 84 weekly flights to SEE-6 capitals – 10K passengers a week
- ❖ Visa free access a plus
- ❖ Though ecosystems not yet connected.

## Turkish universities



- ❖ Easy to find Turkish speaking, well educated human capital
- ❖ University – industry cooperation yet to flourish

# Lastly, dealing with perceptions...

## Perception in SEE-6

- Turkey's transformation well acknowledged;
- Soap operas; people-to-people connectivity
- Too many business delegations with little or negative impact

## Perception in Turkey

- Somewhere to visit, but to invest?
- Small and uncertain
- Not a cool tourist destination

## From noise to music?



---

# SECTION 3

## BUSINESS IDEAS

---



- Government Priority
- Growth Potential
- VC Connectedness

# Where to look for new stories?

	ALB	BIH	MKD	KOS*	MNE	SRB
<b>Agrofood</b>	● ● ●	● ● ●	● ● ●	● ● ○	● ● ●	● ● ●
<b>Automotive</b>		● ● ○	● ● ●			● ● ●
<b>Electronics</b>						● ● ●
<b>Metal Processing</b>	● ● ●	● ● ●	● ● ●	● ● ●		
<b>Textile</b>	● ● ●	● ● ●	● ● ●	● ● ●		
<b>Wood Processing</b>		● ● ●				● ● ●
<b>Construction</b>	○ ● ○					○ ● ●
<b>Energy</b>	● ● ○	● ● ○		● ● ●		
<b>ICT</b>		● ○ ○	● ● ●			● ● ●
<b>Tourism</b>	● ● ●				● ● ●	

# Criteria for shortlisting sectors

- Potential for regional cooperation
  - Connectivity with global value chains
  - Openness to SMEs
  - Turkish private sector's competitiveness
  - Government priority
- 

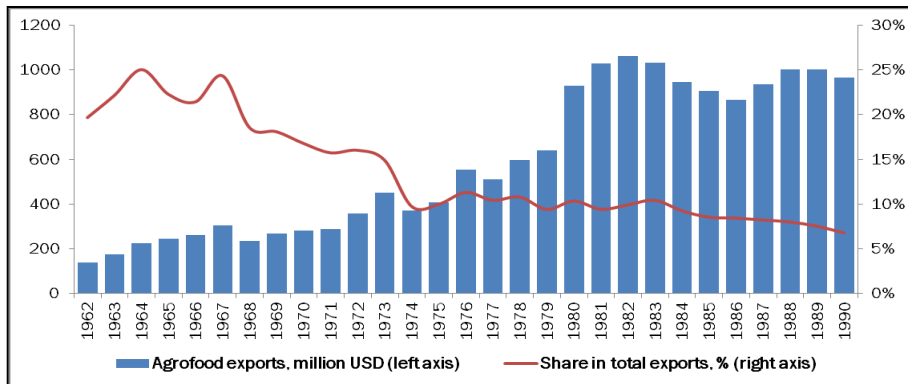
1. Agrofood industry
2. Automotive industry
3. Textile and apparel industry
4. ICT
5. Tourism

# Agrofood industry

One of the most resilient sectors globally

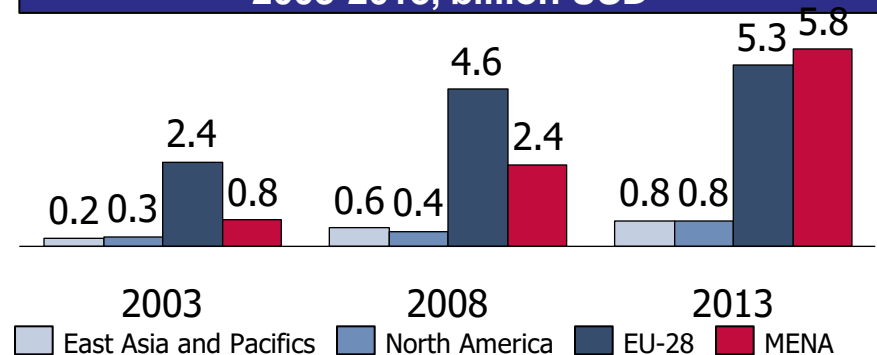
- Chosen as a key sector by each SEE-6 government
  - ➔ One of the two top priority sectors for SEE 2020
  - ➔ Huge potential for development, but need to remedy the bottlenecks
- Turkey's recent shift to MENA in agrofood exports

The Former Yugoslavia's agrofood exports, Billion USD and % GDP, 1962-1990



Source: BACI, TEPAV calculations at HS 1992

Turkey's agrofood exports by region, 2003-2013, billion USD

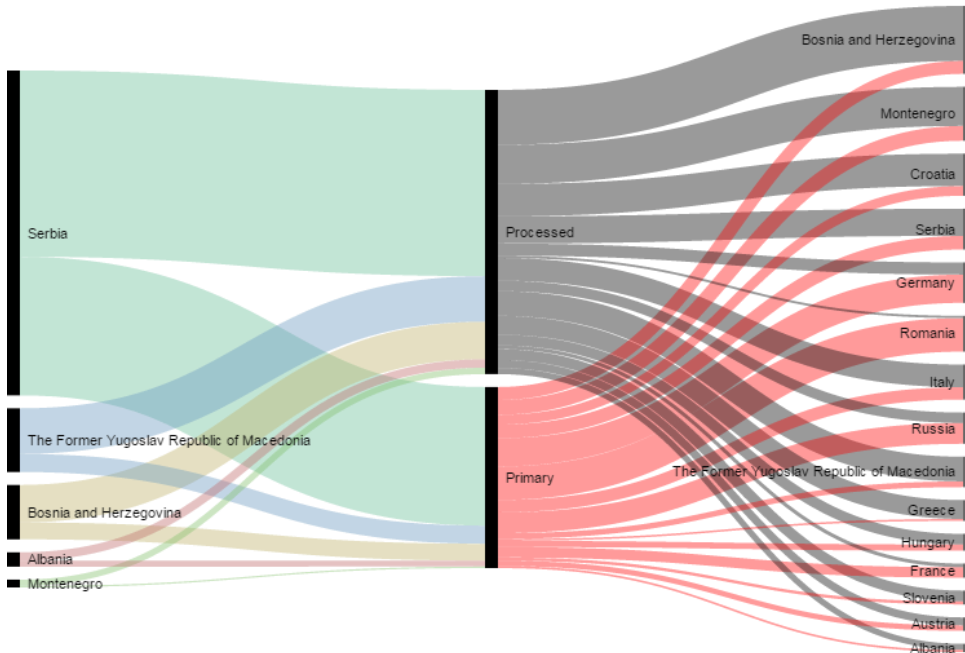


Source: BACI, World Bank, TEPAV calculations at HS 1992

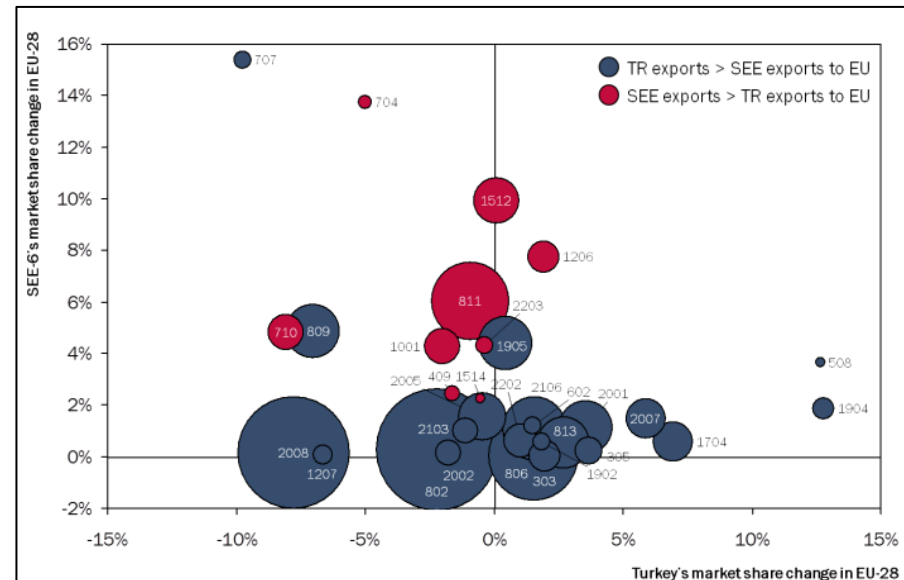
# Agrofood industry

SEE-6 and Turkey cooperation to target EU, MENA and Russian markets

SEE-6 agrofood exports, primary/processed, By destination economy



Potential products for collaboration for targeting the EU-28 market



Fermented beverages, frozen fruits  
sunflower seeds, fruit jams and marmalades

SEE-6 economies can export processed agrofood products predominantly to other SEE-6 economies

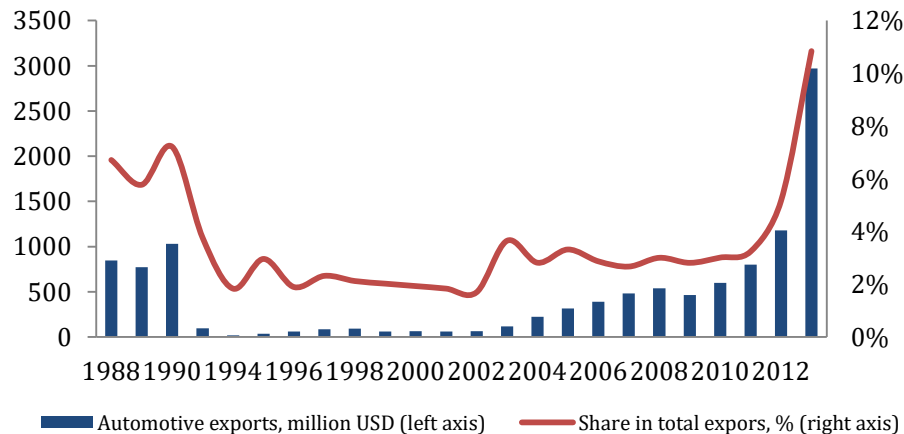
Source: UN Comtrade, TEPAV calculations at HS 1996 4 digit level  
Note: Bubble sizes represent Turkey's and SEE-6 combined exports to EU-28

Source: UN Comtrade, TEPAV calculations at BEC 2 digit level

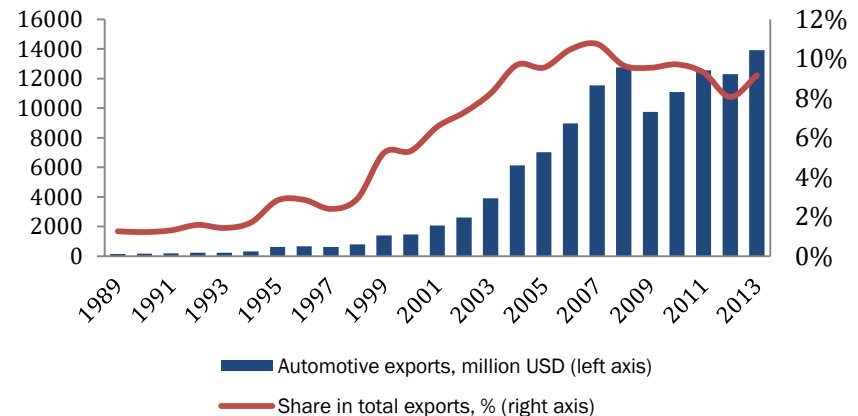
# Automotive industry

- Top export item of the region is cars
- However, significant imbalances in distribution of production capabilities in the region
  - Currently, only Serbia and The Former Yugoslav Republic of Macedonia export automotive goods
- Completely FDI driven value chain

SEE-6 automotive industry exports, % of exports and billion USD, 1988-2013



Turkey's automotive industry exports, % of exports and billion USD, 1990-2013



Source: UN Comtrade, UNIDO, TEPAV calculations

Note: Product list is in line with UNIDO. (2010). Mapping Global Value Chains: Intermediate goods trade and structural change in the world economy

# Europe's automotive industry

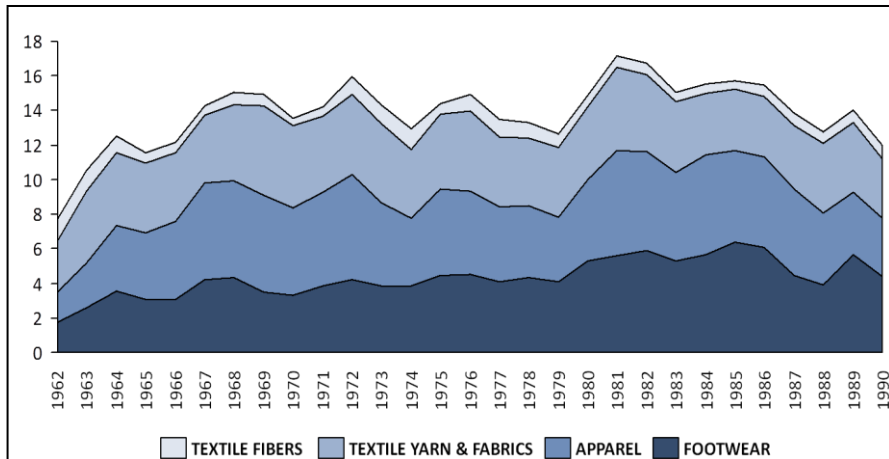
How can SEE-6 become the next hub?



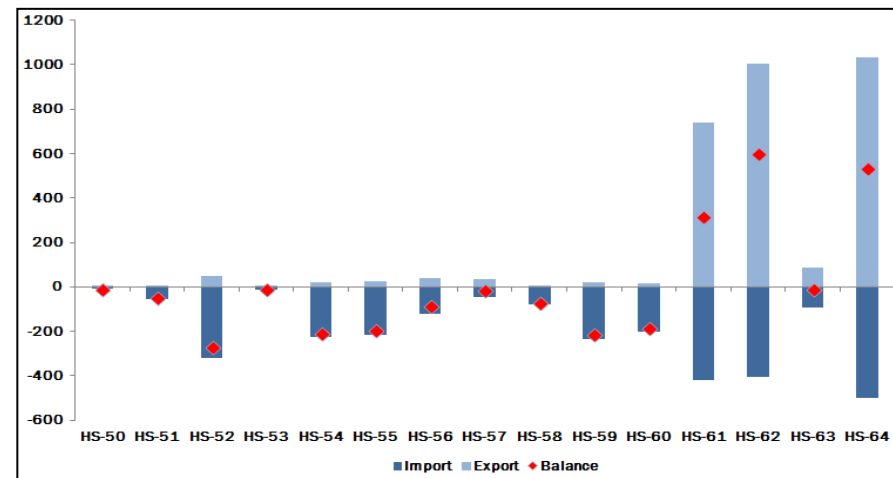
# Textile and apparel industry

- Historically important sector for the region
- Production capabilities distributed evenly
  - ➔ Each economy is integrated to different value chains
- The region imports raw material and intermediate goods and exports final products.

The Former Yugoslavia's textile exports, % GDP



SEE-6 textile sub-sector trade balances, 2013



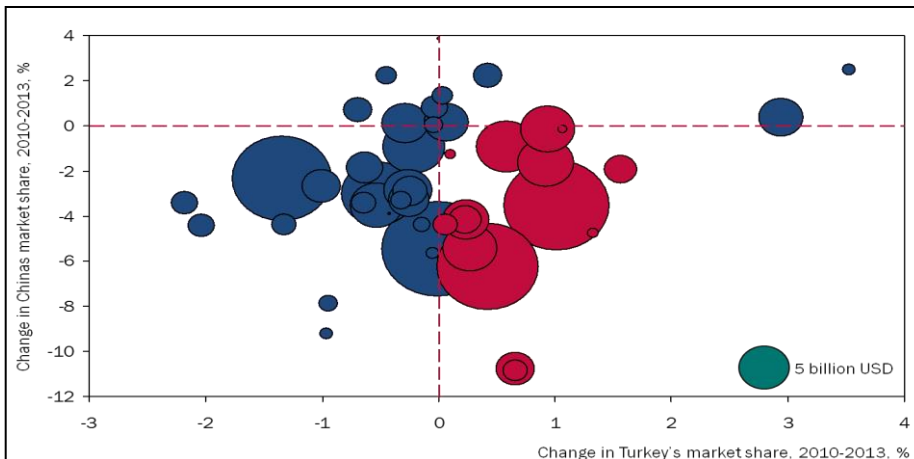
Source: UN Comtrade, TEPAV calculations at HS 1996 2 digit level

Source: UN Comtrade, TEPAV calculations at HS 1996 2 digit level

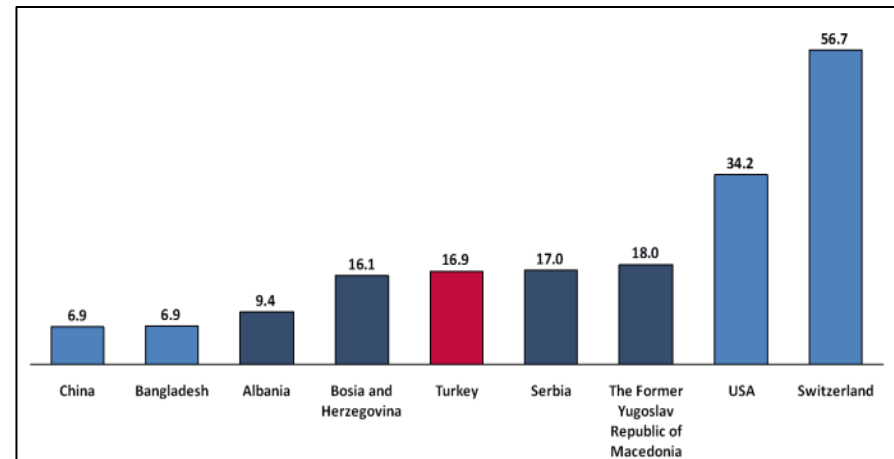
# Textile and apparel industry

- EU-28 is the largest textile market worldwide
  - SEE-6 economies cannot & should not compete with Asian products
  - How was Turkey able to maintain its market share?
  - In which products is China getting less relevant?

Change in China's and Turkey's market shares in EU imports, 2010-2013, % change



Unit price of an exported pair of jeans, USD, 2013



**Source:** UN Comtrade, TEPAV calculations at HS 1996 4 digit level  
Bubble sizes indicate EU-28 import volume in 2013

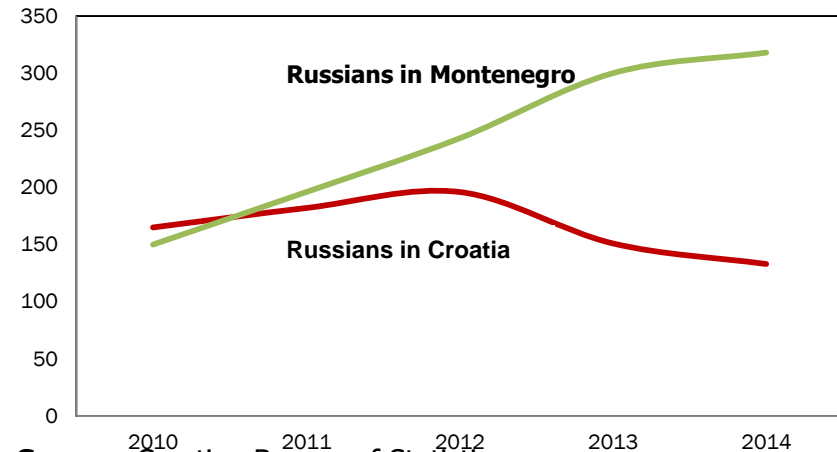
**Source:** UN Comtrade, TEPAV calculations at HS 1996 at 6 digit level  
620342



# Tourism

- Indirectly contributes over 15 percent of regional GDP and employment.
  - ➔ Especially important for Adriatic economies.
- Promising and attractive natural and cultural assets
  - ➔ The other top priority sector in line with SEE 2020
  - ➔ Significantly underutilized potential
  - ➔ Lack of regional marketing and branding
- Targeting the right audience
  - ➔ Turks and Russians is a good place to start
  - ➔ Develop high-value niches and increase competitiveness

## Number of Russian tourists in Montenegro and Croatia, 2010-2013



Source: Croatian Bureau of Statistics

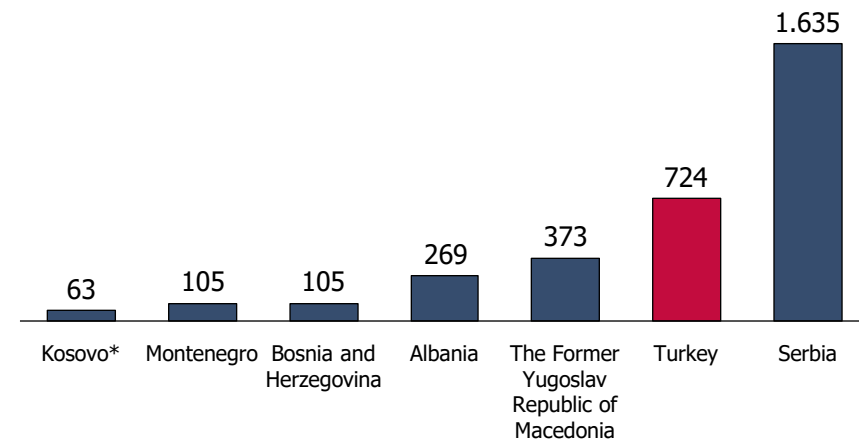
## Example of an Adriatic-Turkey cruise



# Information and Communication Technologies

- Horizontally interlinked sector with wide-ranging positive spillover effects
  - High impact on the future growth trajectory of SEE-6
- Already impressive capacity with numerous success stories
  - The region exported more than triple of Turkey's ICT service exports
  - Highly competent graduates from key universities
- Low connectivity with the İstanbul ecosystem
  - Combine SEE talent with Turkish market to create scalable products

ICT Services exports, 2013, million USD



Source: World Bank

---

# SECTION 4 WAYS FORWARD

---

# Six possible bussiness cooperation models

1

## Global Value Chain Integration

Push factors from Eastern Europe and Marmara region, cost advantage. EU accession process as the pull factor.

2

## Business Process Outsourcing

Product development & commercialization; Turkish market as a testing ground for SEE developers; niche services such as ICT, media, marketing, consulting

3

## Joint Ventures for third markets

Complementarities in export markets. Turkey can be SEE's gateway to MENA. Russia and Asia can be jointly targeted

4

## Tapping into existing trade routes

Logistics, packaging and especially manufacturing that requires rapid delivery. Turkey-Germany trade; 190.000 trucks in 2014.

5

## Tapping into domestic economic growth

EU convergence process; urbanization and modernization of domestic economies (energy, construction, tourism. PE/VC funds.

6

## EU-SEE-TR Trilateral cooperation models

Incorporating EU multinationals such as FIAT or multilaterals such as the EBRD and KfW into the picture. .

## Recommendation # 1: Targeted policy dialogue on economic transformation and diversification.

- Turkey's structural reform experience, (1980-1987 and 2001-2007) can illuminate current policy debates in the region
- RCC, the Turkish Ministry of Development and TEPAV could be the main facilitators of this policy dialogue.

### Key policy dialogue areas

- i. Industrial policy, SME and entrepreneurship development
- ii. Improving investment climate
- iii. PPP frameworks
- iv. Tourism strategy planning
- v. Agriculture policy and value chain upgrading

### Mechanisms

**Knowledge transfer programmes** (Task forces, study tours, policy reports)

**Policy exchange platforms**

(Policy workshop and conferences; Joint ministerial committees; Engagement of think-tanks)

## Recommendation # 2: Collaboratively utilizing EU pre-accession funds and resources

- Financial and technical support is available to SEE-6 and Turkey as 'enlargement countries' through a long list of international organizations and institutions.
- Pre-Accession, currently IPA II, covers period 2014-2020 with €12 billion in funds. Unlike IPA I, it also includes multi-country strategies that will address priorities for regional and territorial cooperation.
- The EU identified competitiveness and growth to be managed through regional cooperation.
- Consultation mechanism across Turkish and SEE-6 Regional Development Agencies and Chambers could be established to exchange ideas and collaborate for jointly targeting these funds.

IPA II funding allocations for EU candidates

	2014	2015	2016	2017	2018	2020
						-
<b>Albania</b>	83.7	86.9	89.7	92.9		296.3
<b>The Former Yugoslav Republic of Macedonia</b>	85.7	88.9	91.6	94.9		303.1
<b>Kosovo*</b>	83.8	85.9	88.7	91.9		295.2
<b>Montenegro</b>	39.6	35.6	37.4	39.5		118.4
<b>Serbia</b>	195.1	201.4	207.9	215.4		688.2
<b>Turkey</b>	620.4	626.4	630.7	636.4		1940

Source: European Commission, 2014

## Recommendation #3: Establishment of Special Economic Zones

### Piloting economic reforms

- ❖ SEE overall investment policy 2/5. Can we create zones that are 5/5?
- ❖ This is how Turkey, through Organized Industrial Zones, could trigger private sector development and attract FDI.
- ❖ One stop shop i.e. issuing licenses and permits much more effectively + superb infrastructure



Konya Industrial Zone

### We recommend instituting a brand new zone regime in SEE-6.

- ❖ This new regime should be undertaken at the regional level, i.e. having the same zone legal and regulatory framework in different economies of the region.
- ❖ Two potential sites: Subotica and Skopje. These are also two zones that can rapidly attract Turkish investments. Lower cost of production. €11/m<sup>2</sup> v. €450/m<sup>2</sup> Cheaper electricity, labor costs, logistics
- ❖ Targeted investment promotion in line with national industrial policy priorities; Links with SMEs + environmental sustainability
- ❖ Off-site infrastructure financing could be obtained through TIKA, EBRD, SRF..

# Recommendation #4: Integrating SEE entrepreneurship ecosystem with Turkey.

## Rationale

- ❖ SEE-6 has strong technical skills (i.e. Programming) + a cost advantage. Despite their competence, they lack marketable / scalable products
- ❖ There is a need to merge the technological capabilities of the ICT clusters with more conventional industries, especially in agrofood and healthcare.
- ❖ Turkey can play an important role, with its large domestic market; innovative products can be tested and then scaled up through the surrounding markets (Russia and MENA)



## Connecting entrepreneurs and ecosystems

- ❖ Networking events, startup weekends, and joint incubation centers that would lead to cooperation in development and commercialization stages.
- ❖ Events can take place in Turkey&SEE-6 hubs and bring together:
  - young startup enthusiasts, successful startup founders, venture capitalists, angel investors, accelerator and technology transfer office managers, and thought leaders
- ❖ Other initiatives include programs on incubation partnering, mentoring training , angel investment trainings



## Recommendation # 5: conducting targeted matchmaking programs across cities and chambers.

- ❖ We identified the need to deepen economic relations between Turkey and SEE-6 at the sub-national level, connecting not only the major hubs but also connecting cities and their relevant institutions such as chambers and development agencies.
- ❖ The chambers of these pairs could come together at the outset and formulate joint action plans:
- ❖ B-2-B events, capacity building and knowledge exchange programs and entrepreneurship development activities.

Based on analysis of economic structures (patterns on complementarities and similarities), we identified various country-city pairs..

### Trade similarities between Turkish cities and SEE-6,2013

	Export baskets of Turkey and SEE	Exports of Turkey and imports of SEE	Exports of SEE and import of Turkey
<b>ALB</b>	Kastamonu, Elazığ, Rize, Adıyaman, Bartın	Ağrı, İstanbul, Kocaeli, Manisa, Konya	Zonguldak, Karabük, Hatay, Osmaniye, Sivas
<b>BIH</b>	Kayseri, Şanlıurfa, Düzce, Ankara, İstanbul	Kocaeli, Ağrı, Konya, Manisa, Aksaray	Aksaray, Düzce, Kocaeli, İzmir, İstanbul
<b>MNE</b>	Osmaniye, Bilecik, Konya, Düzce, İstanbul	Kocaeli, Ağrı, Manisa, Konya, Bursa	Bilecik, Van, Kayseri, İzmir, Kütahya
<b>SRB</b>	Kocaeli, Bursa, Manisa, İstanbul, Ağrı	Kocaeli, Ağrı, Bursa, Manisa, Konya	Sakarya, Siirt, İzmir, Bursa, İstanbul
<b>MKD</b>	Karabük, Muş, İzmir, Şırnak, Iğdır	İstanbul, Çorum, Kocaeli, Ankara, Ağrı	Karabük, Hatay, Sivas, Osmaniye, Kocaeli

Source: BACI, TURKSTAT, TEPAV calculations

## **Recommendation #6: Developing a comprehensive research agenda**

- Igniting university-industry collaboration
- Enriching the economic content of bilateral relations
- Carrying out more in-depth research in five critical areas:
  - (i) In depth value chain analyses on Agrofood, Automotive, ICT and Tourism,
  - (ii) Content and coordination for policy dialogue,
  - (iii) special economic zone feasibility studies.

## **Recommendation #7: Identifying fast growth companies in SEE-6**

- SEE region needs fast growth companies that build new industries and disrupt traditional ones. Such companies create employment opportunities, focus on product and management innovation, create and supply new and more efficient products to the markets, and therefore are much more likely to attract new investments from abroad.
- A SEE-50 program would aim at single out top performing companies in the region and analyze their success stories to identify winning formulas and business patterns that can in turn provide inspiration for aspiring SMEs and entrepreneurs.
- Being identified as a SEE-50 company would increase a company's visibility, strengthening brand awareness, and facilitate internationalization through networking. SEE-50 companies may also be introduced with Turkey-100 companies through networking events.

## Time to go from noise to music...

