

Stimulating Innovation in the New Anglia ICT Sector

Nick Milner, Colin Mallett, Graham Tricker, Kay Sharpington, Cecilia Zhu
30th March 2016

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Executive summary

- This report was commissioned by Suffolk County Council (ITQ CD1104 'Stimulating Innovation in New Anglia ICT Sector') and was carried out between September and March 2016
- An audit was undertaken to identify the innovation active ICT companies based in New Anglia and how well these companies performed at accessing public funding to support their growth, compared to the rest of the UK. This showed that the New Anglia region underperformed the UK average in both volume and value of innovation grants won, and that the gap is widening
- The report also reviewed how successful companies had applied for grants in order to identify best practice which could be passed onto other companies. Sources of help that exists for businesses applying for grant funding in the form of mentors/advisors, Knowledge Transfer Networks and Special Interest Groups, was also reviewed. It showed that support mechanisms exist, but companies need to be encouraged to get involved
- Recommendations for the LEP and local businesses include; supporting the Councils in stimulating, leading, or part funding applications to get larger tech consortia 'off the ground', sharing lessons from companies that have previously won grants, and accessing the expertise that KTNs, SIGs and mentors already have

Stimulating Innovation consisted of 8 work packs

Work Package	WP Overview
WP 1: Baseline of innovation funding	Assesses the performance of innovation active companies in New Anglia using Innovate UK funded-project data
WP 2: List innovation active companies	A list of possible innovation active companies from Norfolk and Suffolk County Councils and the Suffolk Chamber of Commerce
WP 3: Pilot funding proposals	Lessons from 2 Innovate UK funding proposals helpful for new grant applicants (includes a Proxama case study)
WP 4: Funding sustainability	Analyses feedback from successful and unsuccessful applications. Issues, resource and timescale lessons are summarised
WP 5: Ecosystem players	Maps the location of 40 organisations which make up the Tech Innovation Ecosystem in New Anglia
WP 6: Special Interest Groups (SIGs)	Highlights the work of Knowledge Transfer Networks and Special Interest Groups which provide Innovate UK competition support
WP 7: Technology calls radar	Describes the ways that innovation active companies can be alerted to relevant grant funding opportunities
WP 8: Mentor/advisor delivery plan	Lists experienced people who can provide innovation active ICT companies with support as they apply for grant funding

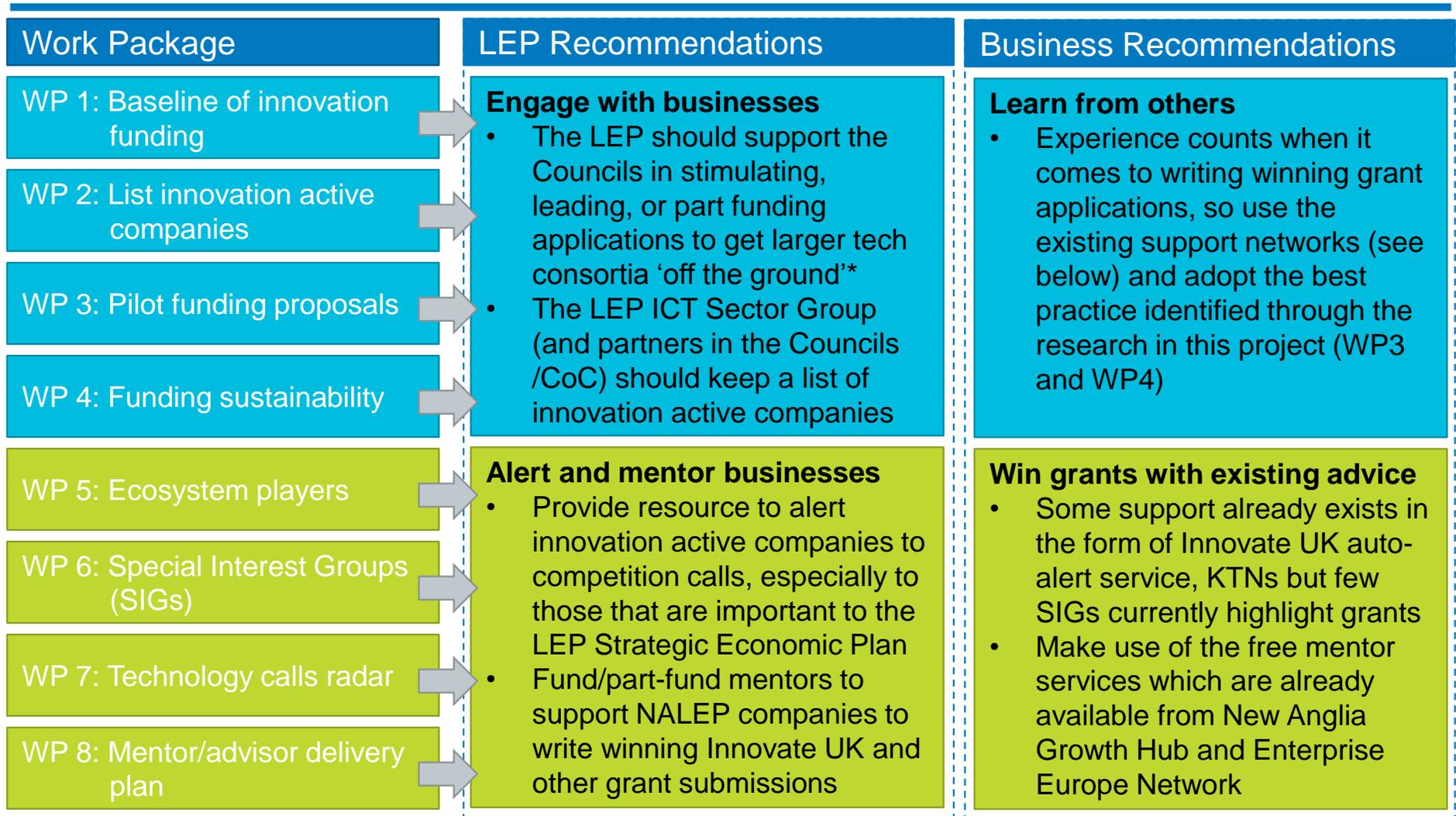
Overall there were TWO main findings:

Work Package	Main findings
WP 1: Baseline of innovation funding	Current innovation grant levels are low but could be improved <ul style="list-style-type: none">• New Anglia region underperformed the UK average in both volume and value of innovation grants won, and the gap is widening• Drivers of low performance include; an overall lack of applications, insufficient number of large companies and academic institutions winning grants, and the general low value of grants being won• Innovation active companies in the region could be more successful if they knew more about the opportunities available and knew more about how to write winning applications
WP 2: List innovation active companies	
WP 3: Pilot funding proposals	
WP 4: Funding sustainability	
WP 5: Ecosystem players	Help already exists <ul style="list-style-type: none">• Innovation active companies need to:<ul style="list-style-type: none">• Participate in Knowledge Transfer Networks and Special Interest Groups. These are fundamental to understanding Innovate UK priority areas and competitions and can translate into consortia who win Innovate UK competitions• Subscribe to Innovate UK's auto-alert service to sign-up and "self manage" funding call information• Use experts in New Anglia (and outside) who are willing to act as advisors and mentors
WP 6: Special Interest Groups (SIGs)	
WP 7: Technology calls radar	
WP 8: Mentor/advisor delivery plan	

There are TWO overarching conclusions

Work Package	Conclusions
WP 1: Baseline of innovation funding	Companies need better information and support <ul style="list-style-type: none">• Success is fundamentally tied to domain expertise and great technical ideas in priority areas identified by Innovate UK• However, to increase the number of successful applications from this region, innovation active companies need to be:<ul style="list-style-type: none">• Better informed about the application process and the assessment requirements for the available grants• Encouraged and stimulated to form technology partnerships and collaborations to enter competitions and, for first-time applicants, some 'hand holding' may be required
WP 2: List innovation active companies	
WP 3: Pilot funding proposals	
WP 4: Funding sustainability	
WP 5: Ecosystem players	Once aware of grant innovation opportunities, some support exists <ul style="list-style-type: none">• Support mechanisms exist, so companies need to be encouraged to sign up to Innovate UK's auto-alert service and get involved in Innovate UK, KTN/SIG brokering and peer-to-peer networking sessions to refine thinking and find like-minded partners for collaborative projects
WP 6: Special Interest Groups (SIGs)	
WP 7: Technology calls radar	
WP 8: Mentor/advisor delivery plan	

There are TWO recommendations each for the LEP and for innovation active businesses:

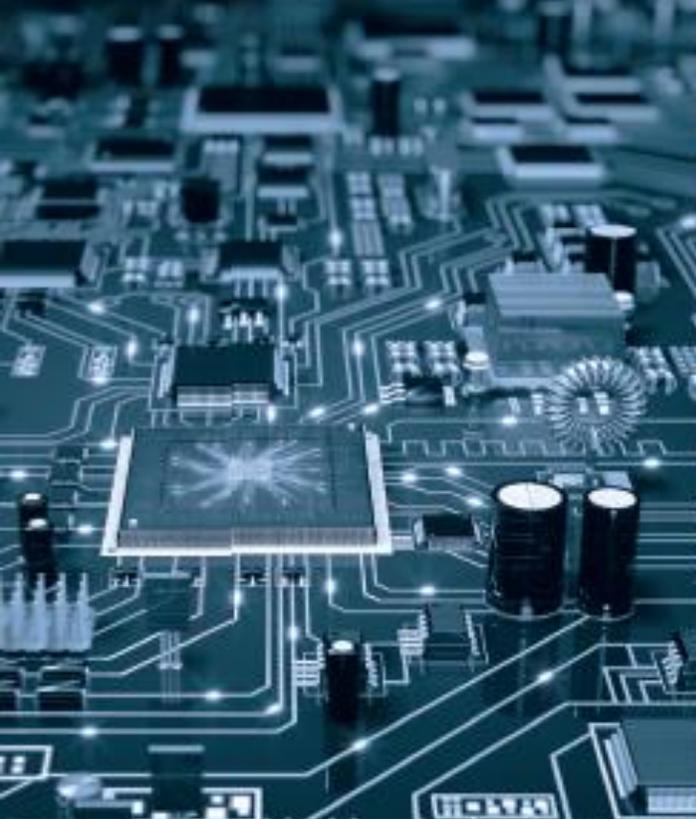


What gets measured gets done – draft innovation growth targets to measure progress in NALEP

Measures	Growth targets
Value of grant funding per thousand inhabitants (this allows comparison against other UK regions)	UK average value of grants 2014 equals c.£11k per thousand inhabitants, and New Anglia c.£1.3k per thousand inhabitants. Target 2016 = £2k per thousand inhabitants or 20% of the UK average funding whichever is the larger
Annual volume and value of grants won in New Anglia (this allows measurement of progress of the region year on year)	During 2011-2014, compound annual growth of volume of grants won in New Anglia was 31% and compound annual growth of value of grants won was 14%. Target 2016 = 35% increase in volume and 20% increase in value
Average grant value won per academic institution	The 2011-2014 average grant value won per academic institution in New Anglia was approximately a quarter of the national average grant value. Target 2018 = 100% national average grant value
Average grant value won per large company	The 2011-2014 average grant value won per large company in New Anglia was approximately a quarter of the national average grant value. Target 2018 = 100% national average grant value

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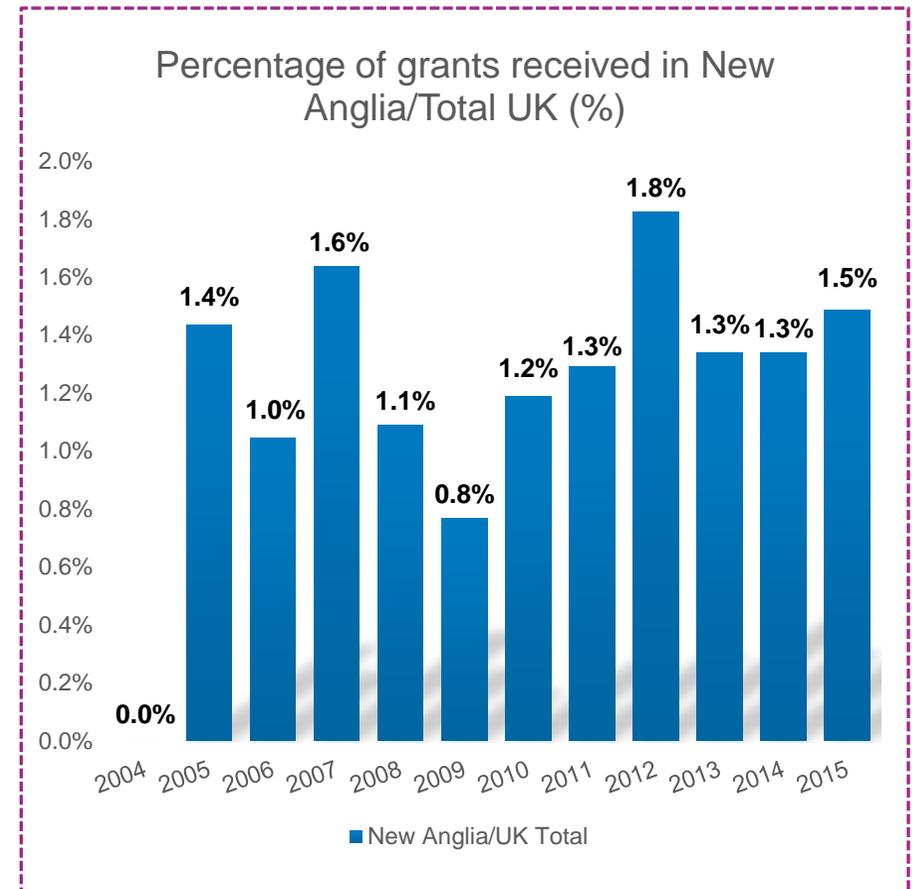
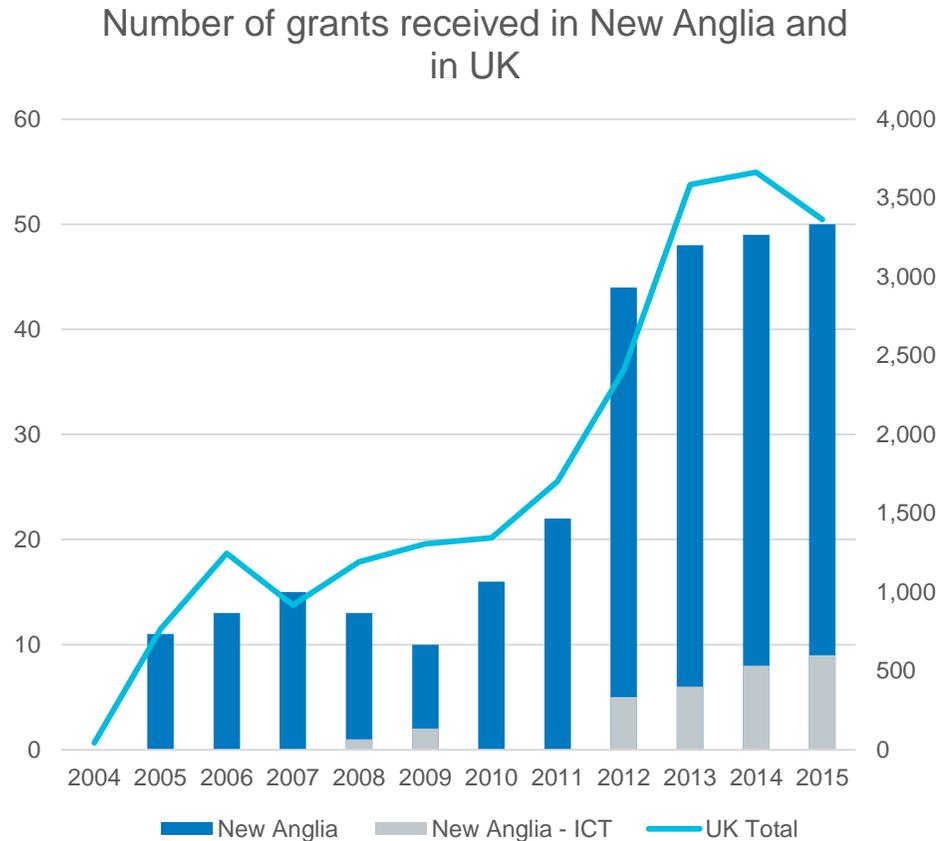
Baseline of Innovation Funding: Key Data and Analysis

Nick Milner and Cecilia Zhu

Executive summary

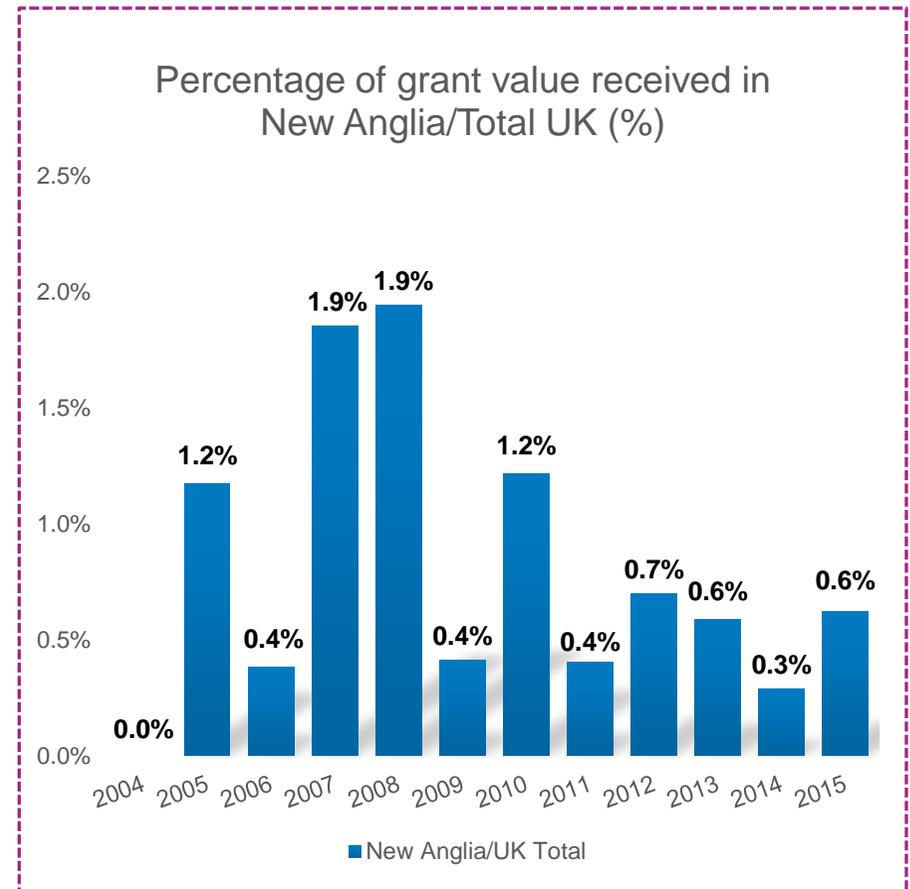
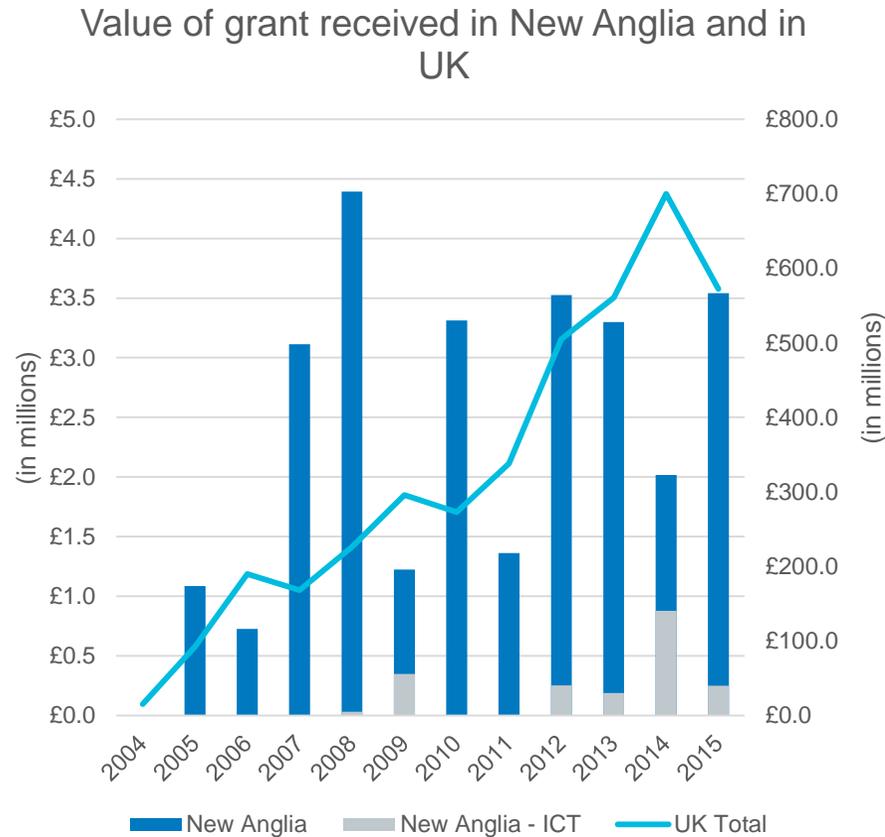
- The data from this report comes from Innovate UK funded-project catalogue 2004-Oct 2015. Our main findings are:
- New Anglia underperformed the UK average in both volume and value of grants that have been won, and the gap is widening
- Drivers of low performance are: lack of large companies and academic institutions winning grants, the types of grants won in New Anglia being low-value grants
- We offer the following measures and targets (to inform and drive ICT sector grant funding) for discussion:
 - Measure value of grant funding per thousand inhabitants. Target 2016 = £2k per thousand inhabitants or 20% of the UK average funding whichever is the larger
 - Measure annual volume and value of grants won in New Anglia. Target 2016 = 35% increase in volume and 20% increase in value
 - Measure average grant value won per academic institution. Target 2018 = 100% national average grant value
 - Measure average grant value won per large company. Target 2018 = 100% national average grant value

In 2014, the percentage of grants received in New Anglia was 1.3% (49 out of 3663)



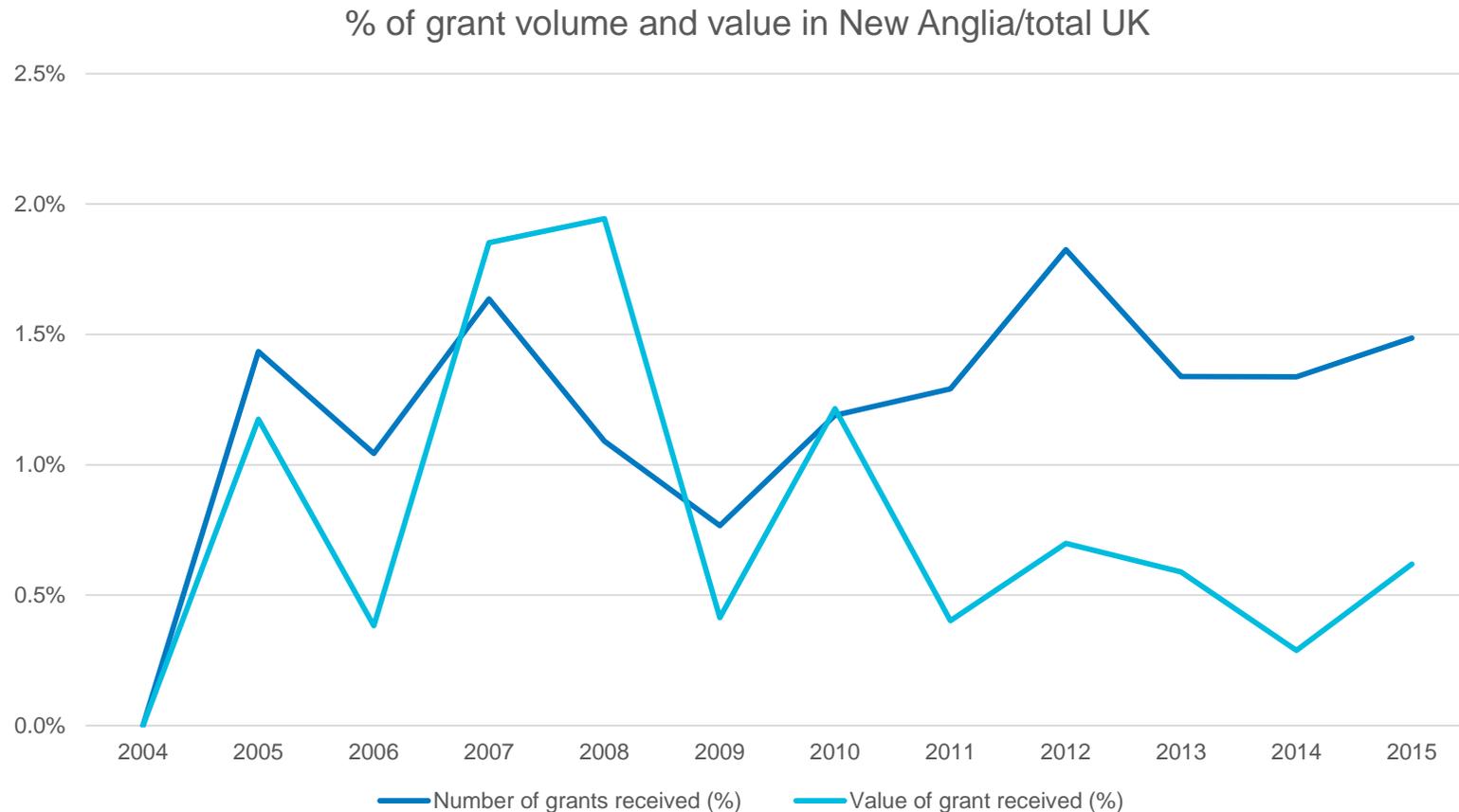
Source: Gov.uk (Funding data for 2015 is available till 6th October)

In 2014, the percentage of grant value received in New Anglia was 0.3% (£2m out of £700m)



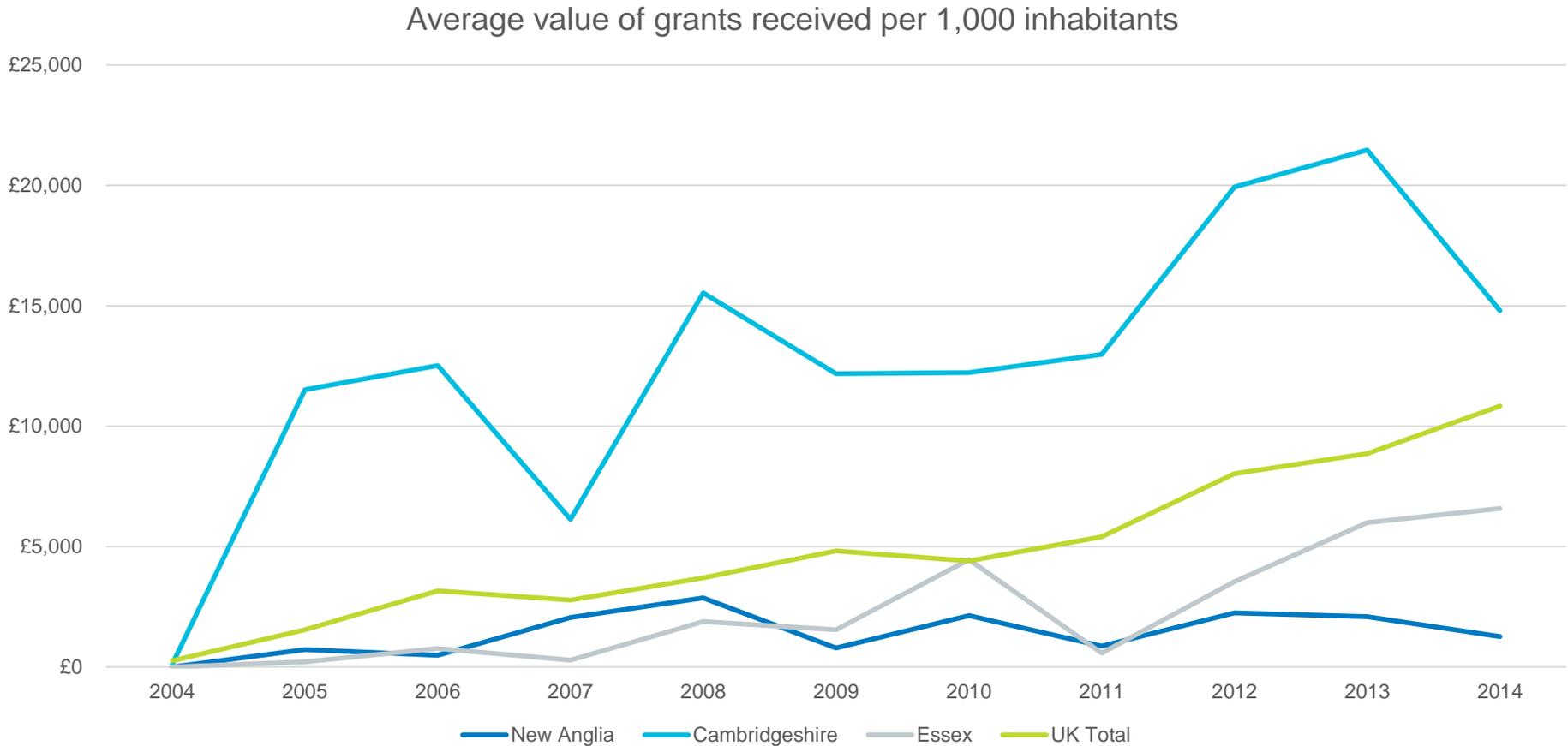
Source: Gov.uk (Funding data for 2015 is available till 6th October)

There's an increasing difference between the percentage of grants received in volume and value in New Anglia



Source: Gov.uk (Funding data for 2015 is available till 6th October)

In terms of the average value of grants received per 1,000 inhabitants, New Anglia lags behind Cambridgeshire, Essex and is below the UK average



Source: 1. Gov.uk (Funding data for 2015 is available till 6th October)

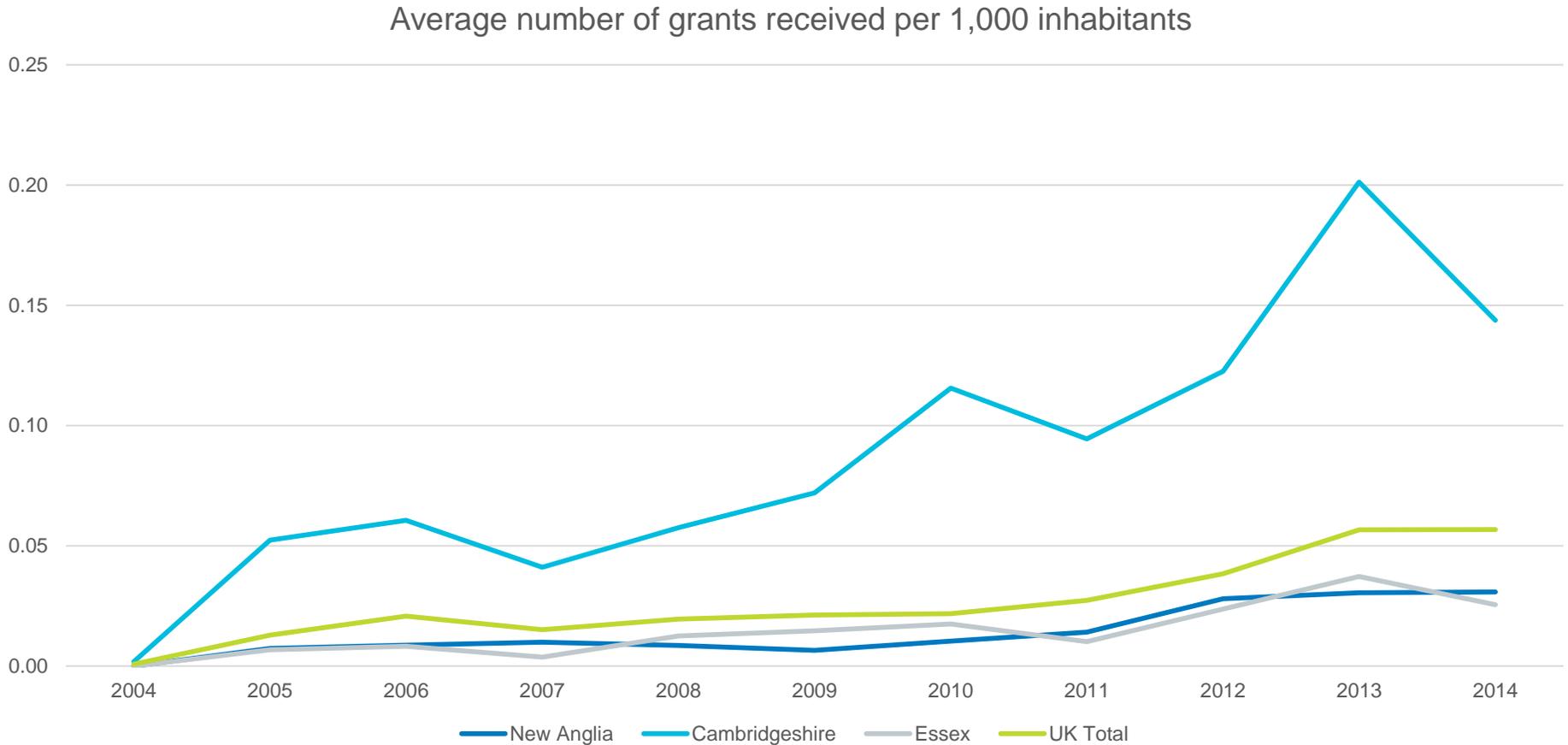
2. Ons.gov.uk (Latest population data available till mid 2014)

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WP 1:15



In terms of the average volume of grants received per 1,000 inhabitants, New Anglia lags behind Cambridgeshire and is below the UK average



Source: 1. Gov.uk (Funding data for 2015 is available till 6th October)

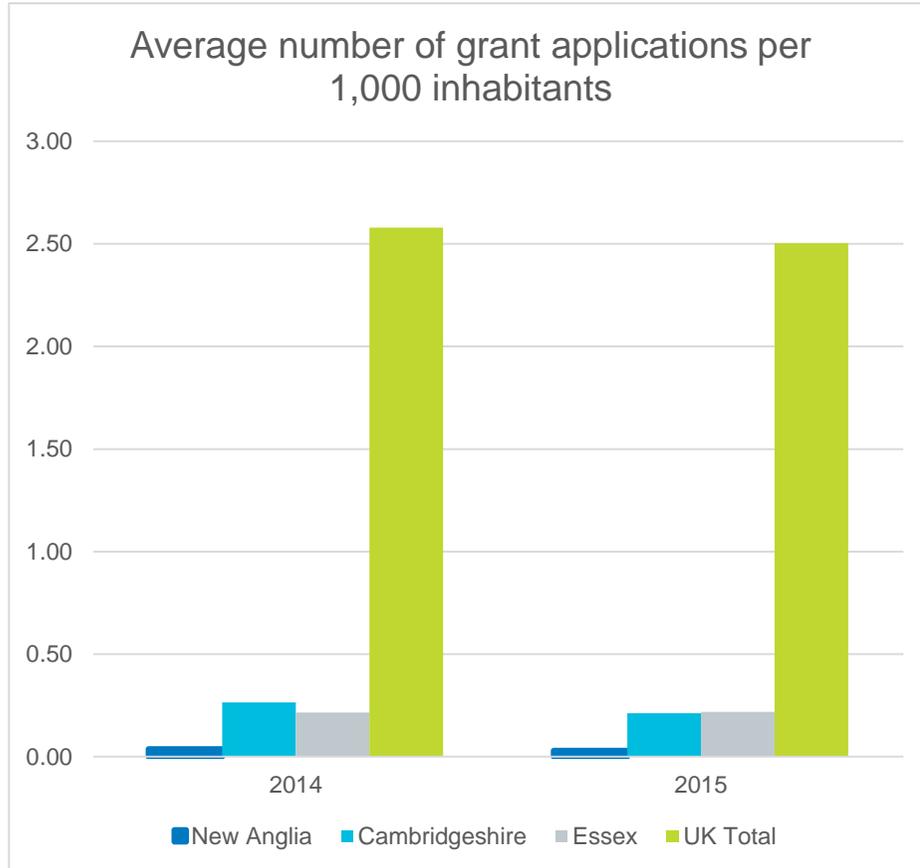
2. Ons.gov.uk (Latest population data available till mid 2014)

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WP 1:16



There is a lack of grant applications from New Anglia companies. Win rate is slightly below average for 2014-15

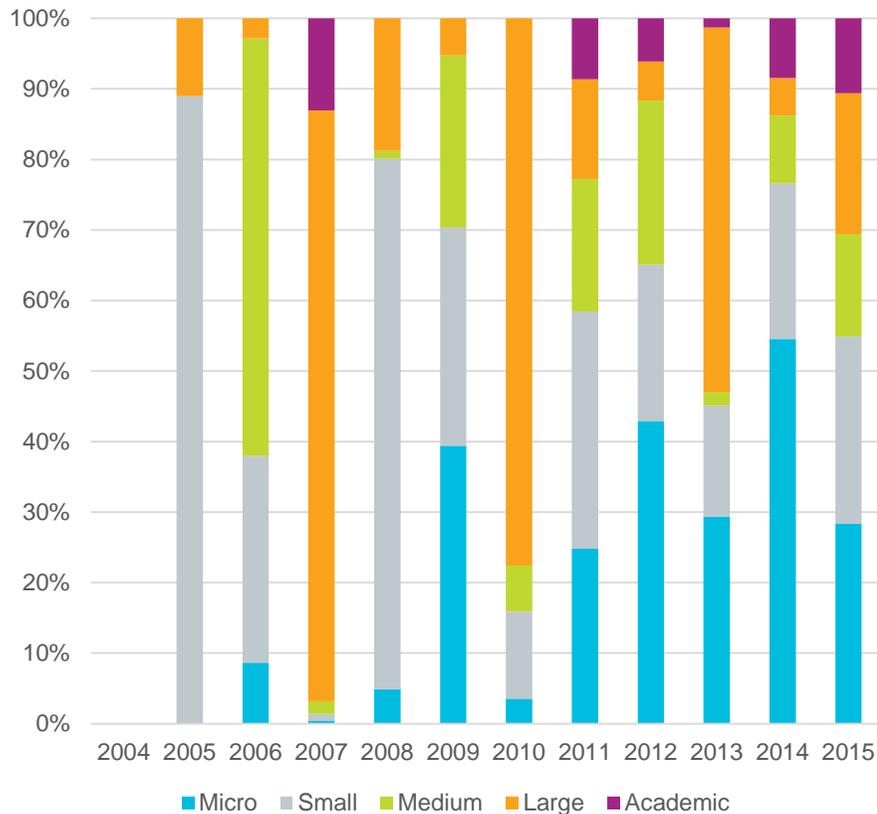


	Grant win rate - 2014	Grant win rate - 2015
New Anglia	20%	64%
Cambridgeshire	35%	40%
Essex	13%	11%
UK Total	55%	53%

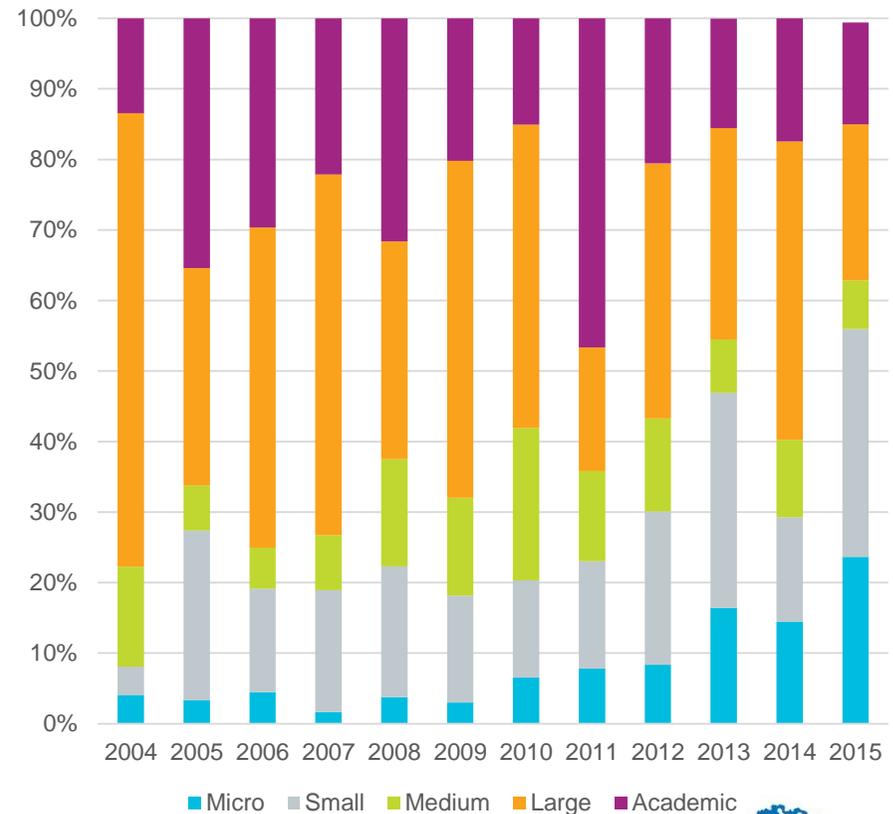
Source: FoI request to Innovate UK. Data does not include Smart, KTP competitions, EU competitions, Catapults or Innovation Vouchers

New Anglia has fewer large companies and academics organisations that have been awarded grant funding

New Anglia - % of grant value received by organisation size

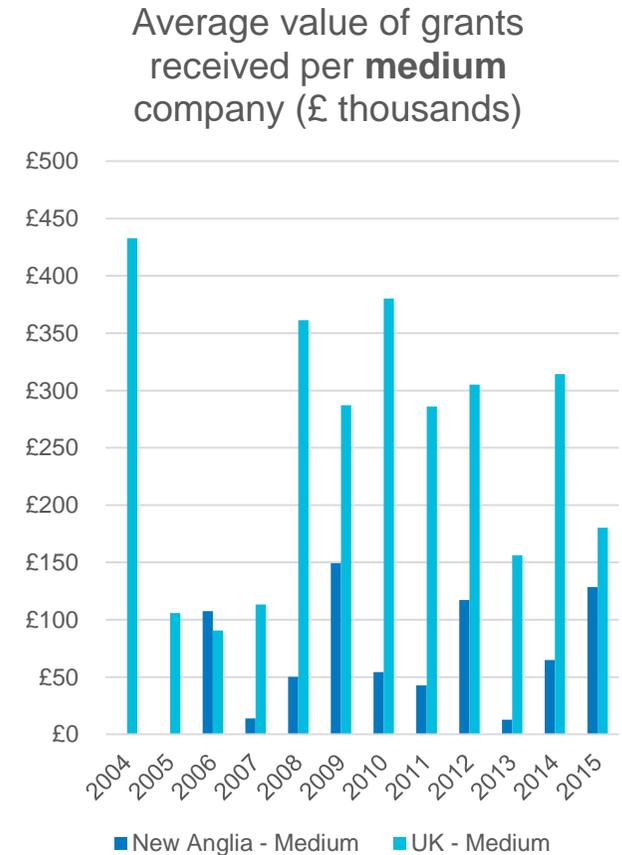
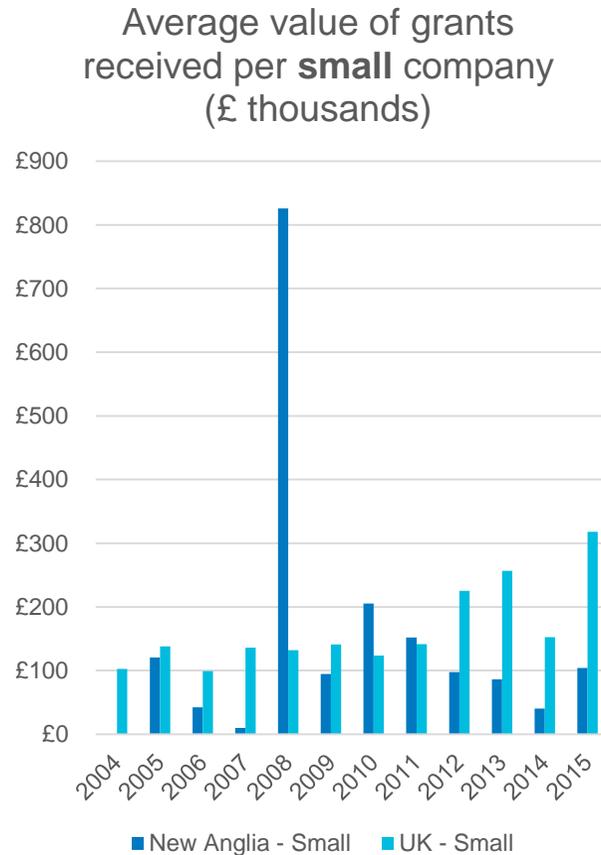
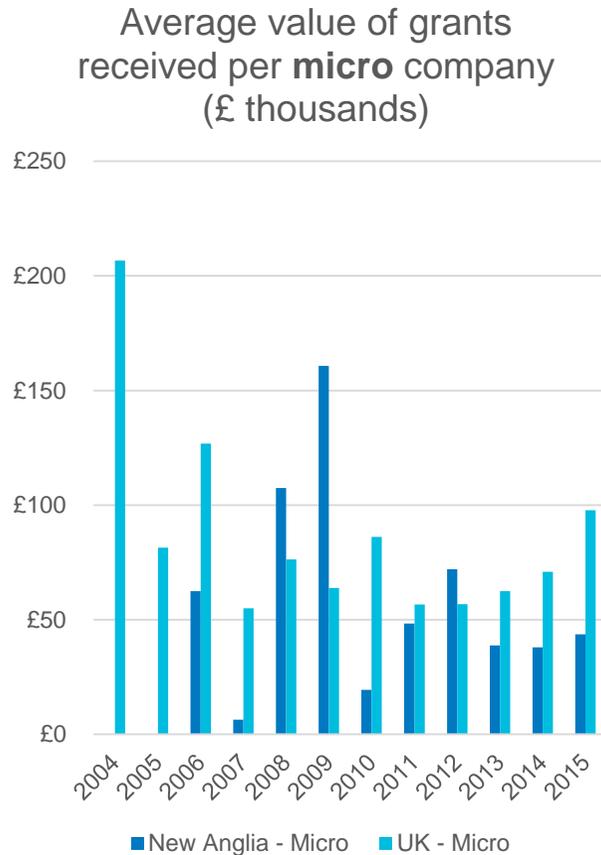


UK - % of grant value received by organisation size



Source: Gov.uk (Funding data for 2015 is available till 6th October)

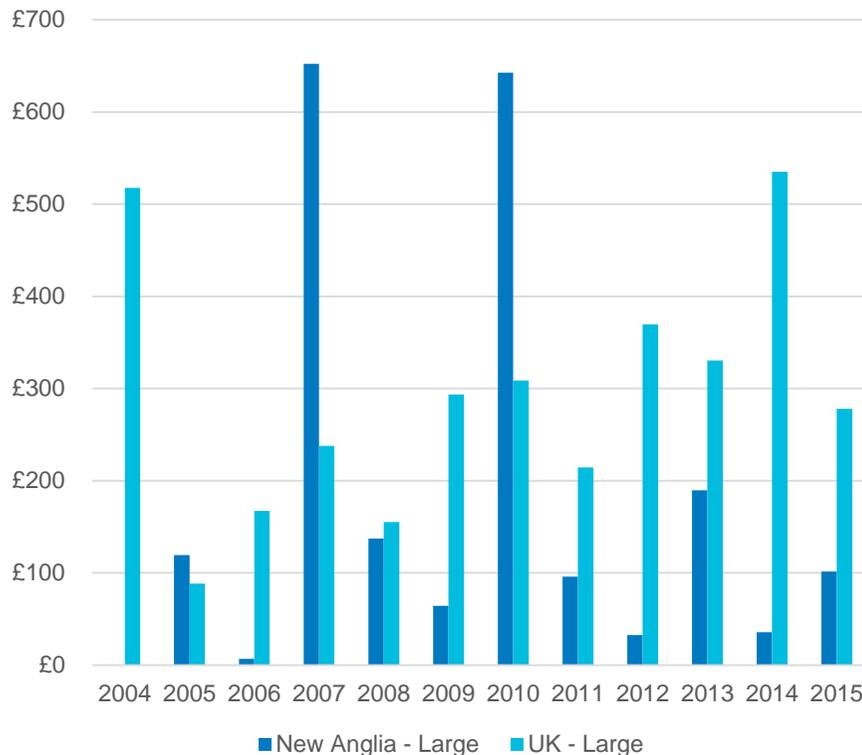
For every size of company, the New Anglia average grant value is below the UK average



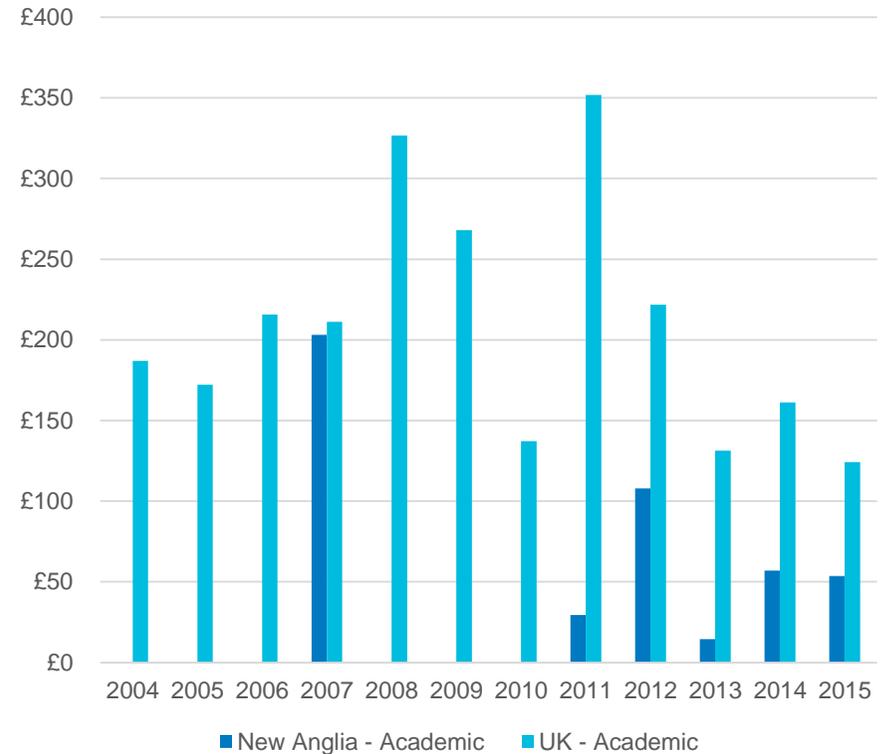
Source: Gov.uk (Funding data for 2015 is available till 6th October)

New Anglia large companies and Academia have received less funding than UK average since 2010

Average value of grants received per **large company** (£ thousands)



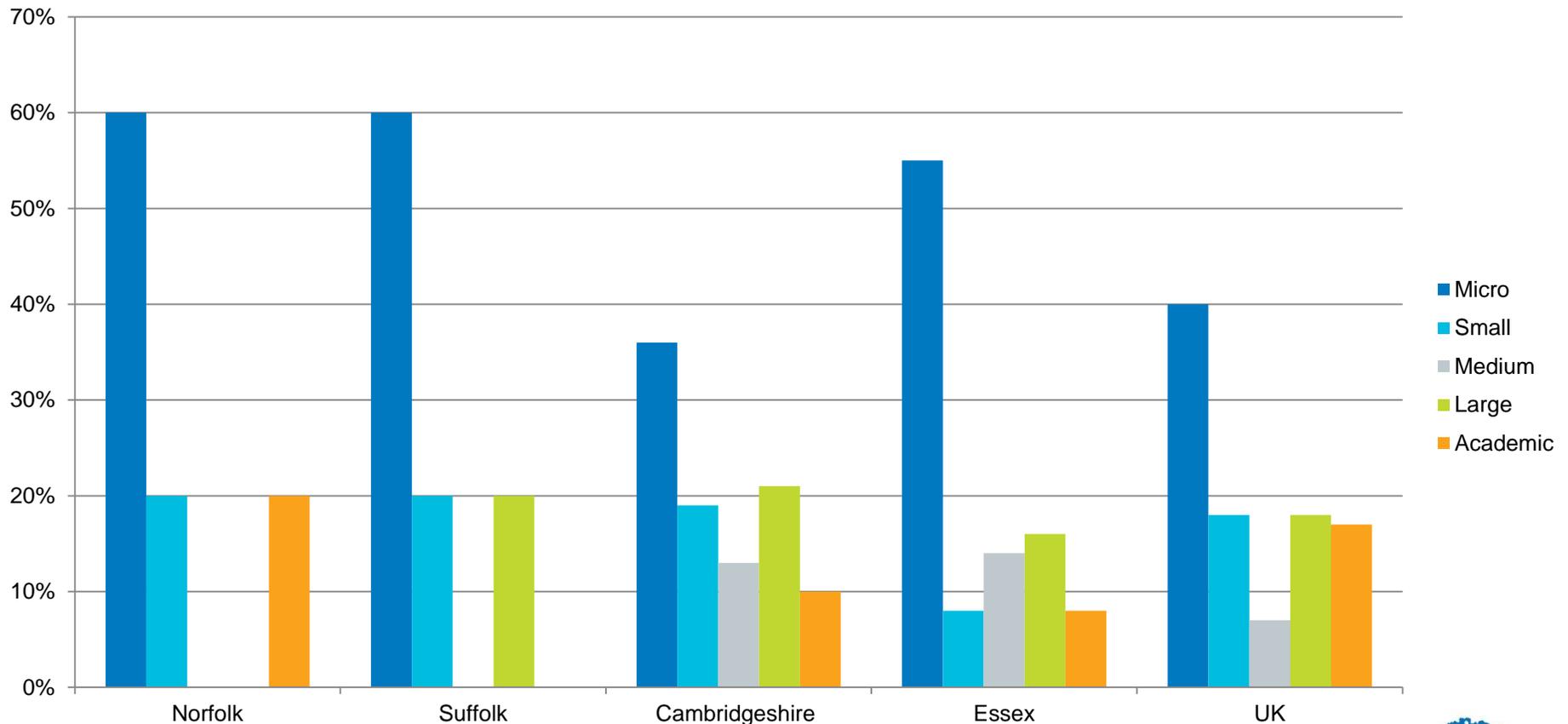
Average value of grants received per **academic organisation** (£ thousands)



Source: Gov.uk (Funding data for 2015 is available till 6th October)

There is a lack of applications from academic institutions and medium and large companies

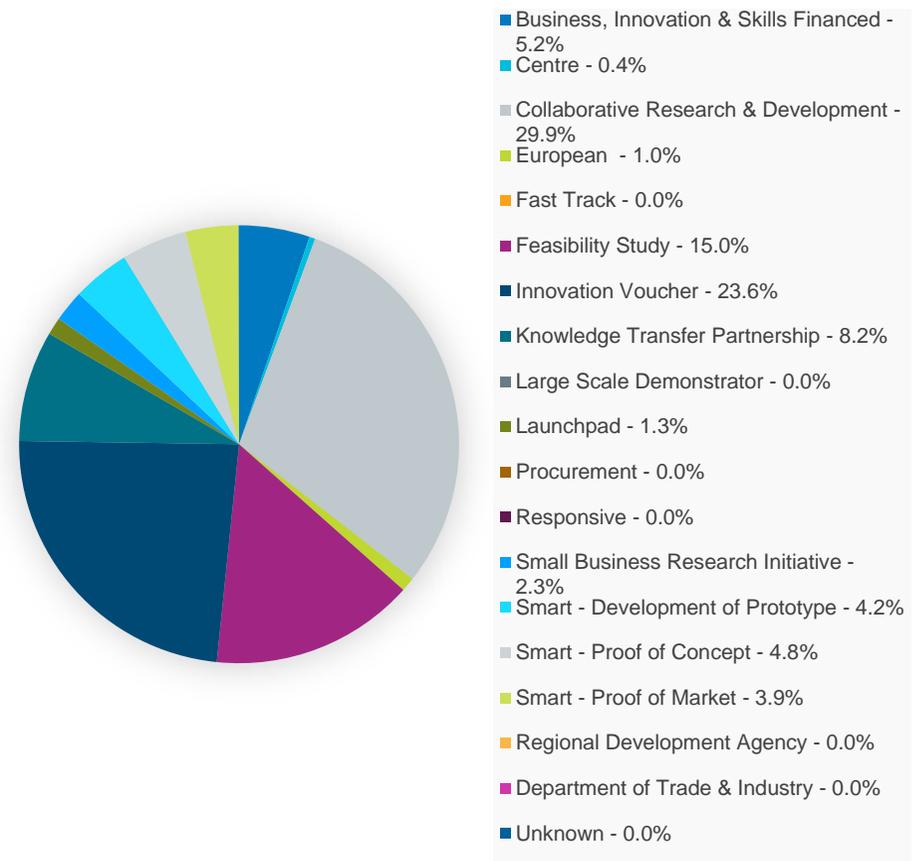
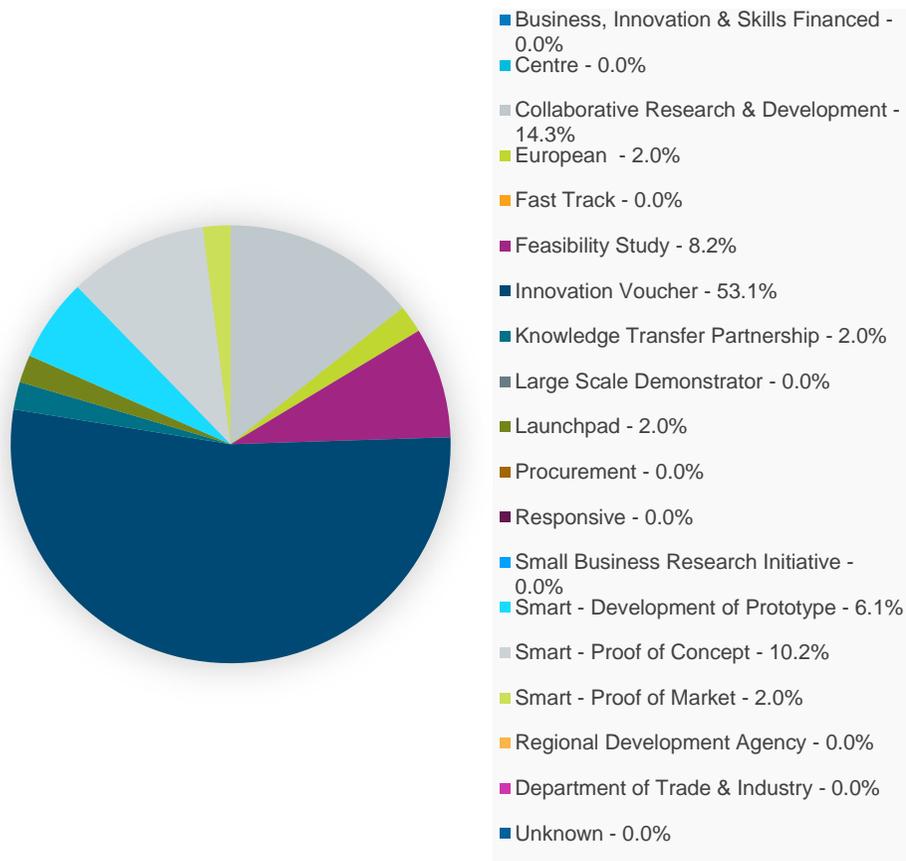
% of grant applications by organisation size (by region), 2015



53% of the grants received in New Anglia are “Innovation Voucher”, whereas “Collaborative Research & Development” is most popular across the UK

New Anglia - number of grants by type 2014

Total UK - number of grants by type 2014

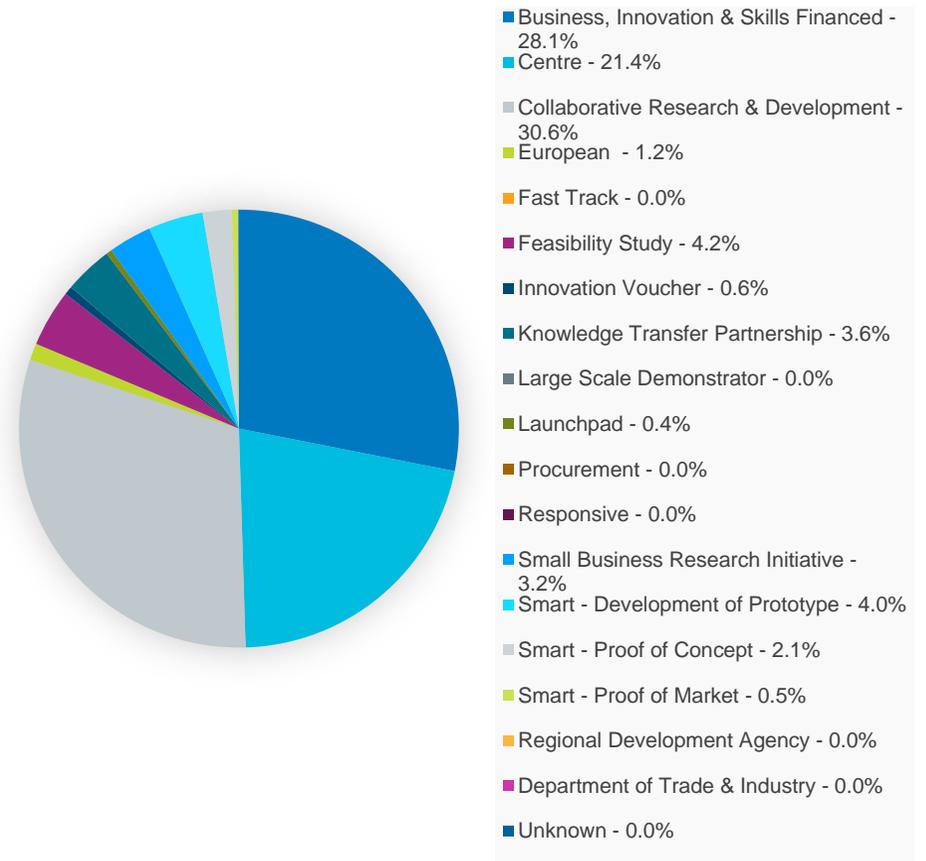
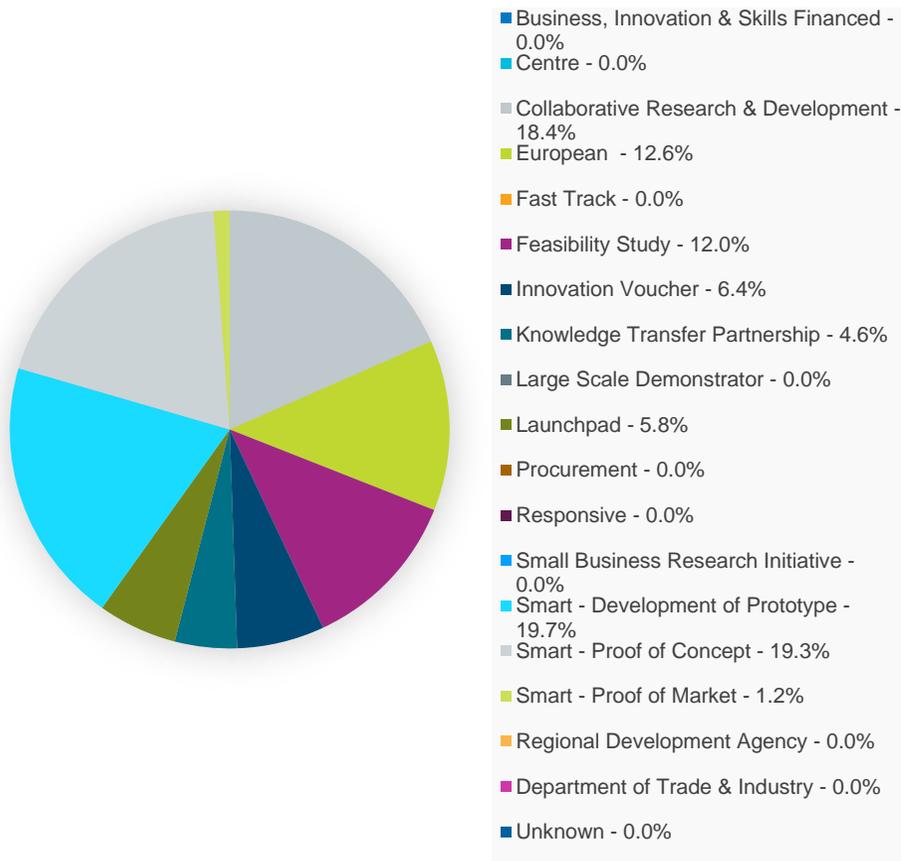


Source: Gov.uk (Funding data for 2015 is available till 6th October)

New Anglia did not win grants in the 2 largest areas of grant value (“Business, Innovation & Skills Financed” and “Centre”)

New Anglia - value of grants by type 2014

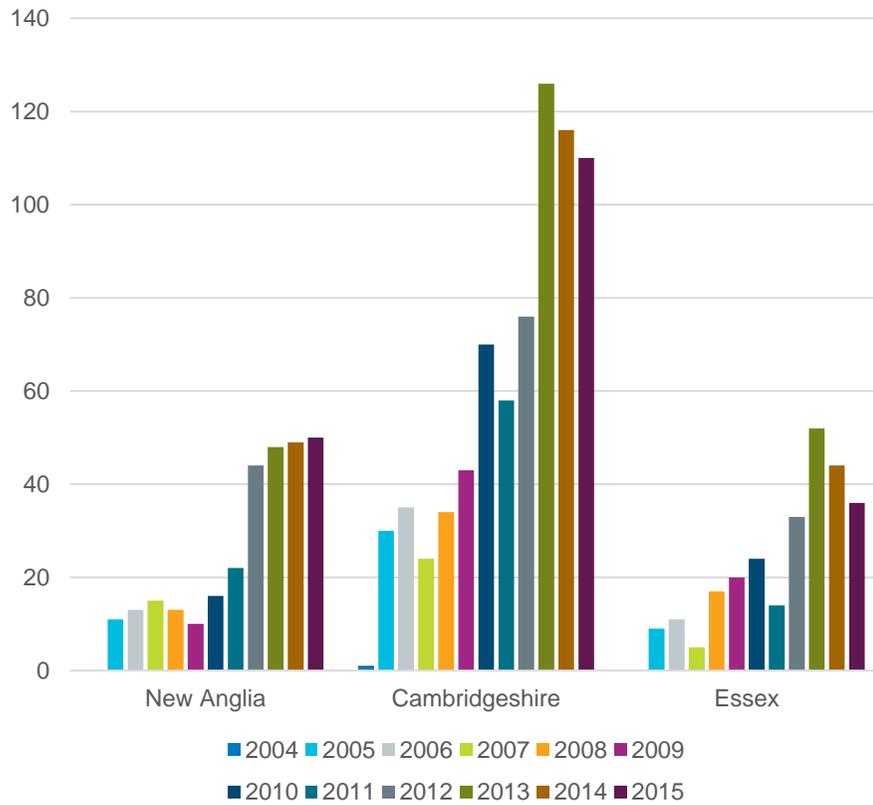
Total UK - value of grants by type 2014



Source: Gov.uk (Funding data for 2015 is available till 6th October)

New Anglia receives less grants compared to Cambridgeshire and less funding money compared to Cambridgeshire and Essex

Number of grants received in New Anglia and adjacent regions



Value of grants received in New Anglia and adjacent regions



Source: Gov.uk (Funding data for 2015 is available till 6th October)

Conclusions and recommendations

- Our analysis shows that New Anglia wins less grants and less grant value per grant, than the UK average
- This is due to a lack of grant applications from New Anglia companies
- As a result of the ICT funding analysis, we have provided four separate but interrelated conclusions and recommendations
- These are:
 - Lack of large companies winning grants
 - Low levels of academic grant wins from Innovate UK
 - The choice of grant type impacts grant value
 - Adjacent regions out perform New Anglia

Lack of large companies winning grants

Conclusion

- The analysis shows that grant performance is underwritten by large companies winning grants (Lotus Cars Limited won large grants in 2007, 2008, 2010 and 2013; SEACON (Europe) Limited won a large grant in 2013). We conclude without large companies being successful in the region, New Anglia could not achieve significant increases in total grant value

Recommendation

- We recommend New Anglia targets the large companies in the region to investigate why they are not applying for grant funding
- Ultimately, to raise the absolute value of grants won in the New Anglia region (per thousand inhabitants), the region needs to attract more large companies or help accelerate the growth of medium companies (as in Cambridge) and support them in their application for grant funding

Low levels of academic grant wins from Innovate UK

Conclusion

- Grants awarded to academic institutions makes up a significant percentage of national grants (see slide 8). The analysis shows that the academic institutions constitute a small percentage of grant funding in New Anglia, which means that the absolute value of funding is lower (see slide 10)

Recommendation

- We recommend New Anglia explores the opportunity for more grant-funded research projects among universities and academic institutions

The choice of grant type impacts grant value

Conclusion

- The type of grant competitions New Anglia companies win has a big impact on the total value of all grants won in the region. In New Anglia, 71.4% of the volume of funded projects are “Innovation vouchers” and “Smart” awards, and these only provide relatively small amounts of funding to SMEs (see slide 11)
- The majority of UK grant value is in “Business, Innovation & Skills Financed” and “Centre” awards (49.5%) and New Anglia does not win grants in this area. This means that New Anglia is missing out on funding (see slide 12)

Recommendation

- We recommend New Anglia researches the different grant schemes and implements a scheme to educate enterprises in New Anglia about the types of grant competitions available
- This needs to focus on the higher value grants and encouraging New Anglia companies to apply for larger grant amounts

Adjacent regions out perform New Anglia

Conclusion

- New Anglia is underperforming the rest of the UK in both number and value of grants. Meanwhile Cambridgeshire has outperformed the rest of UK in terms of gaining more grants and receiving more funding money (see slide 6 and 7). Essex had similar value of grants per 1000 inhabitants as Norfolk and Suffolk until 2011, but since then has grown its grant value year-on-year whilst New Anglia's grant value has remained flat (see slide 6)

Recommendation

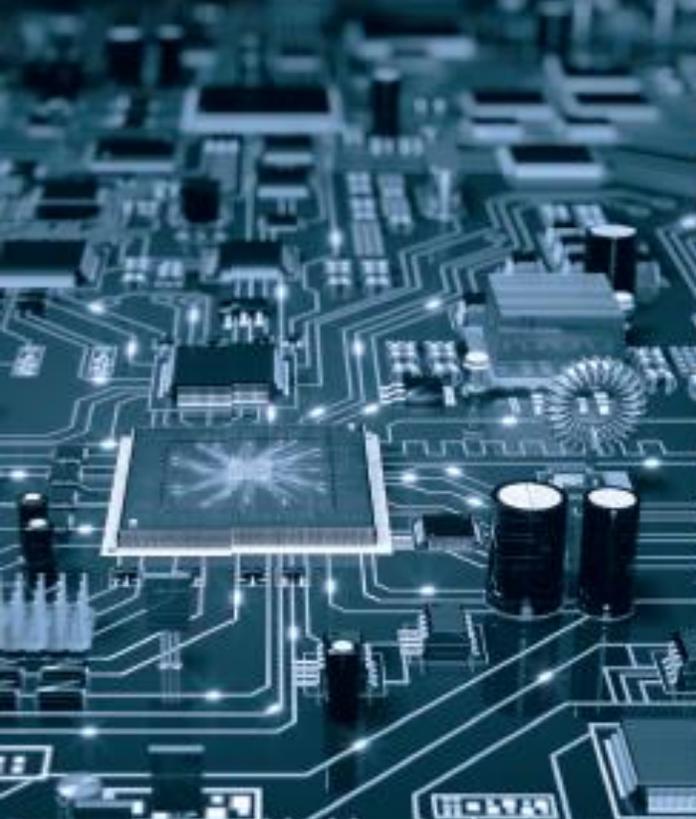
- We recommend New Anglia investigates what capabilities and resources are available for grant applications in Cambridgeshire and how they differ from those in New Anglia:
 - Expert advice on applications
 - Communications channel around grant funding (e.g. newsletters, websites)
 - Events and presentations about grants available

Measures and future growth targets – for discussion

Measures	Growth targets
Value of grant funding per thousand inhabitants (this allows comparison against other UK regions)	UK average value of grants 2014 equals c.£11k per thousand inhabitants, and New Anglia c.£1.3k per thousand inhabitants. Target 2016 = £2k per thousand inhabitants or 20% of the UK average funding whichever is the larger
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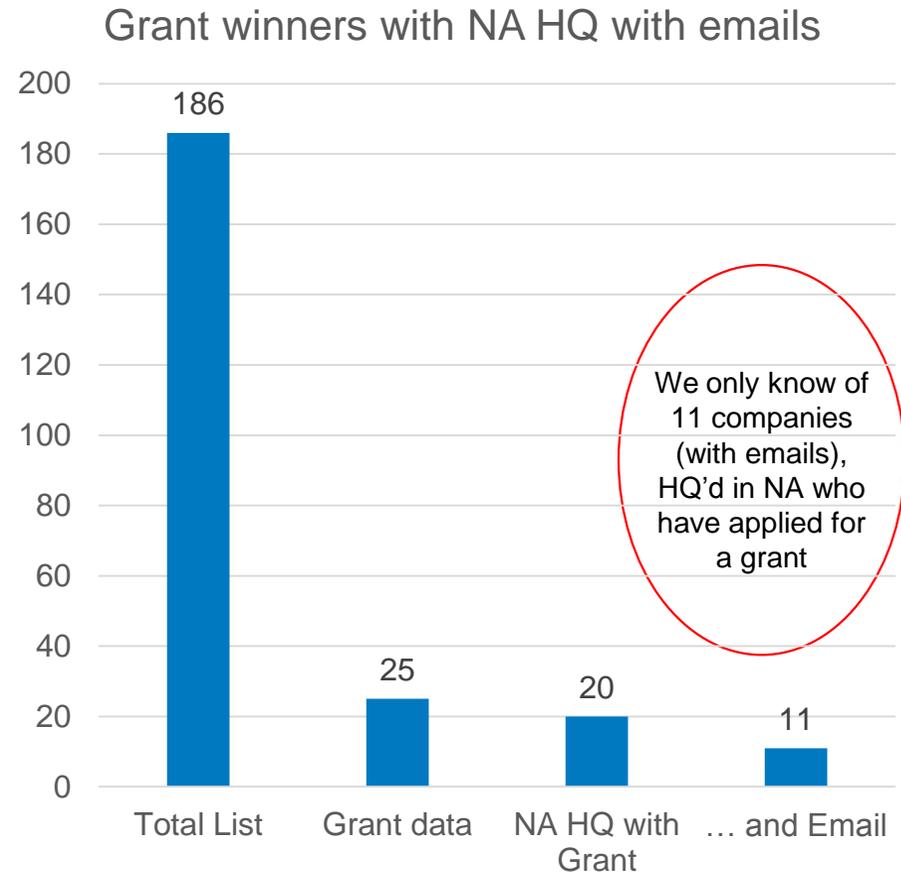
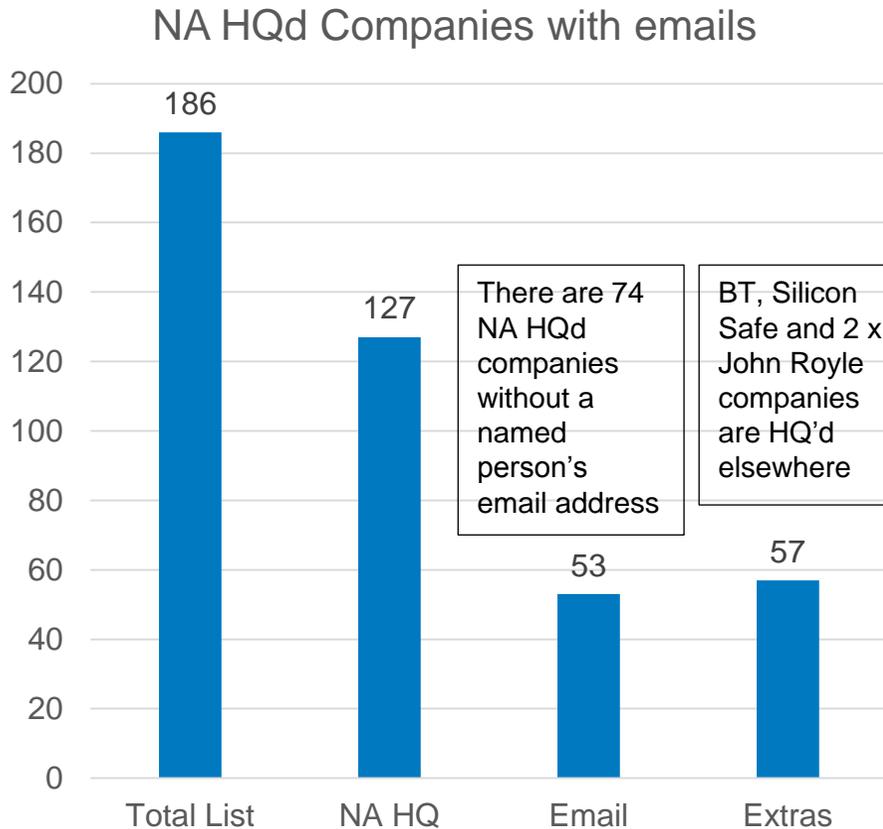
List of “Innovation Active” Companies

Nick Milner and Kay Sharpington

Executive summary

- A list of possible innovation active companies was collated from Norfolk and Suffolk County Council and the Suffolk Chamber of Commerce
- Milner reviewed and identified 186 of the most likely innovation active companies
- 127 of the 186 companies were head quartered in the New Anglia region
- Of the 127 companies, only 53 had the email address of named individuals (there were 74 New Anglia head quartered companies without a person's name/email address or where the email address was info@ or sales@)
- Further inspection showed that BT, Silicon Safe, Chronicle and LivePad 421 are based at Adstral Park but head quartered elsewhere, which makes the total potential New Anglia “innovation active” companies 57
- Milner collected Innovate UK data which showed that 25 of the original 186 companies had won a grant, 20 of these were head quartered in New Anglia and 11 had a named emailed address
- We conclude that we need (1) a complete set of contact details for the 127 New Anglia head quartered companies and (2) a reason/organisation to survey their grant activities over recent years to check that only 25 companies have won a grant

Innovation Active Company list has 186 companies: 53 have email addresses and 20 have won grants



Need 87 more "named" email addresses for NA HQd companies

Conclusions and recommendations

Conclusions

- There is no central view/intelligence of the number and success rate of grants won by tech companies in Norfolk and Suffolk. The lack of a centrally held view means that each company starts each award application “from scratch” or, if they are fortunate enough to know or be co-located with a company that has successfully applied for a grant with the support of a single supporter
- The information that has been analysed highlights the dual problem of no organisation that represents the tech companies in Norfolk and Suffolk and to the lack of database with the email addresses of key individuals in “innovation active” companies and the number of successful and unsuccessful award entries

Recommendations

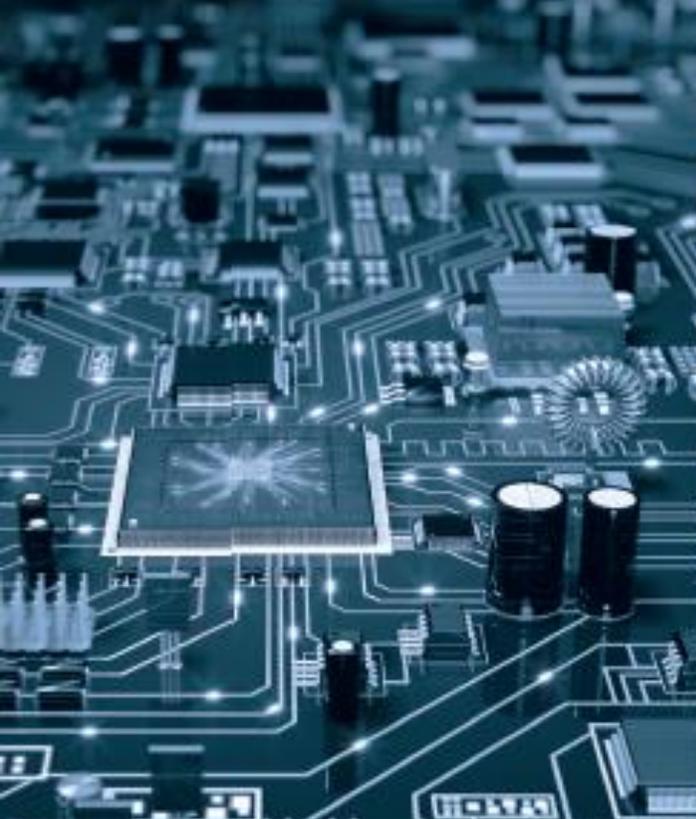
- The first challenge to address is the lack of any central organisation to represent tech companies in Norfolk and Suffolk which could hold contact information and a register of their innovation interests
- When the contact information is available and the respondents motivated to provide information, then these companies could be surveyed

Draft innovation on-line questionnaire

1. Would you describe your company as innovation active (i.e. carrying out research into new products and services)?
2. Which of the following sectors is your company in?
3. Have you **applied for** any grant funding during the last 10 years? Please tick all that apply
4. What was the total value (combined) of the grants you **applied for**?
5. Have you **won** any grant funding during the last 10 years? Please tick all that apply
6. What was the total value (combined) of the grants you **won**?
7. Have you received any help, advice or mentoring on your grant application?
8. If yes, who provided help, advice or mentoring on your grant application?
9. Are you prepared to give us the name of the person who helped you because we are looking for people to help other companies?

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Pilot Funding Proposals

Colin Mallett

WP3 Executive summary

- Work package centres round identifying suitable companies to pilot two Innovate UK (or other agency) funding proposals
- We identified a risk that timescales associated with funding proposals may extend beyond the end of project
- We mitigated this by selecting two contrasting companies we have an existing relationship with:
 - Trusted Renewables: R&D focussed Innovation Martlesham micro-company. Successfully applied for fast track 3 month feasibility study
 - Proxama: Growing m-commerce PLC based in Norwich. Successfully applied for two-stage SBRI project. Phase 2 runs till 2017
- The work package shows that there are transferable learnings which can be passed onto “innovation active” companies that are applying for grant funding. If companies use these learnings, it should increase the number of successful grant applications from this region
- We recommend that the New Anglia LEP use case studies that have been written and other means (see WP7) to share this best practice

Introduction

- Milner obtained information from two companies in order to understand the pressures faced by them when applying for Innovate UK competitions
- One challenge identified early in the project was grant application timescales extending beyond the end of project
- To mitigate this risk, Milner spoke with two organisations with which it had existing relationships:
 - Trusted Renewables: R&D focussed Innovation Martlesham micro-company. Successfully applied for fast track 3 month feasibility study (see slides 4-8)
 - Proxama: Growing m-commerce PLC based in Norwich. Successfully applied for two-stage SBRI project. Phase 2 runs till 2017 (see slides 9-15)
- A number of learnings were gathered about how to complete a grant application which include having a strong project team and positioning the project around wider benefits for the environment and economy
- These learnings have been put into a case study, to make them accessible to companies seeking grant funding

WP 3 Pilot 1

- Selected a “short sharp” fast track feasibility study grant to use as pilot
 - This grant was selected to ensure useful results were delivered during project study period
- Trusted Renewables was identified for pilot. It is well-established Innovation Martlesham operation
 - Previously used Milner as subcontractor for commercial market sizing
- Company consists of experienced researchers working at Adastral Park after leaving BT
 - International R&D standing
 - Expertise in Mobile, Wireless, M2M, IoT, Cyber Security, Smart Energy
- Company owns significant international IPRs including granted patents
- Fast track feasibility study provides benchmark to baseline learnings for other applications

WP 3 Pilot 1: Competition details

UK-Singapore: technologies for smart urbanisation

Project application title:

“Innovative 5G services for Smart Vertical Cities”

Technical Feasibility Study

Innovate UK Project Number 66250-4771300

Pilot 1: Competition scope

- Short feasibility studies for Individual UK SMEs
 - Develop ideas in the context of Singapore and Asia markets
 - Spending time in Singapore
- Technical studies needed to:
 - Demonstrate potential of an idea
 - Build collaborations and partnerships with Singapore organisations
- Projects needed to supported:
 - Broad area of smart urban solutions eg mobility; safety & security; water
 - Particularly interest in Internet of Things
- Give SME resources to:
 - Collaborate with other businesses, organisations; stakeholders
 - Further develop idea and the market opportunities
 - Accelerate commercialisation of UK's best ideas in rapidly growing markets
 - Access relevant testbeds and demonstrators



Application form questions

- A short feasibility study is a great pilot application use case
- Only four questions:-
 - Q1. The idea, how it aligns with the scope of the competition and potential market impact
 - Q2. What do you propose to do in the study?
 - Which other organisations or individuals do you intend to work/contract with?
 - What do you plan to do during the time you will spend in Singapore?
 - Q3. The deliverable – what will be the outputs of the project?
 - Q4. Why you need this grant; i.e. what is the added value of public sector support?
- Each answer carries equal weight
- Answers are evaluated by a panel of 3-5 anonymous experts
- Innovate UK may adopt a “portfolio” approach to final choice of successful applications

Application details (in commercial confidence)

- Study smart 5G mobile services in “Vertical Cities” such as Singapore
 - Investigate different business models and value-chain players
- Hold workshops with Singapore partners to investigate:
 - How the massive capacity of 5G will be cost-effective for M2M and IoT services?
 - Who pays for improved network infrastructure when operators are in danger of becoming commoditised “bit-transporters”?
 - Will different flavours of 5G emerge for EU and Asian markets?
 - Help understand how the Singapore Smart Nation Platform supports new ideas
- Eligible expenditure ~ £35K with 70% grant (£25K)
 - 60 man-days for team of 3-5 people
 - 20% overheads
 - ~ £10k match funds funded by director’s loan to company
 - “Match in kind” not allowed.

Pilot 1 results announced 13 Jan 2016: Success!



WP 3 Pilot 2

- Selected 2-phase Small Business Research Initiative (SBRI) study for Pilot 2
- Project title “Re-imagining the High Street”
- SBRI competitions provide R&D for government departments facing particular ‘challenges’.
- Usually consist of 10-20 stage one studies followed by second stage for most commercially promising projects.
- 100% funding so competition is fierce
- Pilot company is Proxama, a growing m-commerce PLC based in Norwich

Phase 1 grant information:

- 6 month R&D contract
- ~ £100k eligible expenditure
100% funded; 20 companies

Phase 2 grant information:

- 24 month R&D contract
- ~ £1 m eligible expenditure
100% funded; 3 companies

WP 3 Pilot 2 Competition details



Re-imagining the high street.

“Loka -- High Street and Merchant Loyalty Service”

Phase 1 and 2 SBRI competition

Innovate UK Competition code: 1401_SBRI2_RIHS

Pilot 2 Competition Scope

Re-invigorating the High Street – Feasibility phase 1

- A £100k 6 month feasibility study with another 20 projects securing funding. The grant was awarded to develop innovative technology solutions to address the challenges facing the high street by exploring innovative approaches to retailing, service provision, logistics and travel management
- Proxama scoped the project with the objective of delivering a live scaled Proof of Concept service demonstrating the use of Proximity Services to engage local consumers and validate the demand for both outdoor proximity and retail proximity marketing services to drive more city centre footfall, uplift sales and consumer engagement
- Proxama partnered with the Norwich BID who secured 20 local pilot retailers and Foolproof a user experience business to run consumer research. The funding enabled Proxama to customise its Proximity Marketing capabilities to create a mobile application called Loka which was successfully deployed in market across the 20 retailers, 110 First Group buses and achieved over 1,000 downloads before the project completed

Phase 1 outputs

- The feasibility monitoring process itself was lightweight
- Interim report produced after 3 months,
- 21 page detailed report was created on final submission outlining the project's success and business case for taking the Loka service forwards

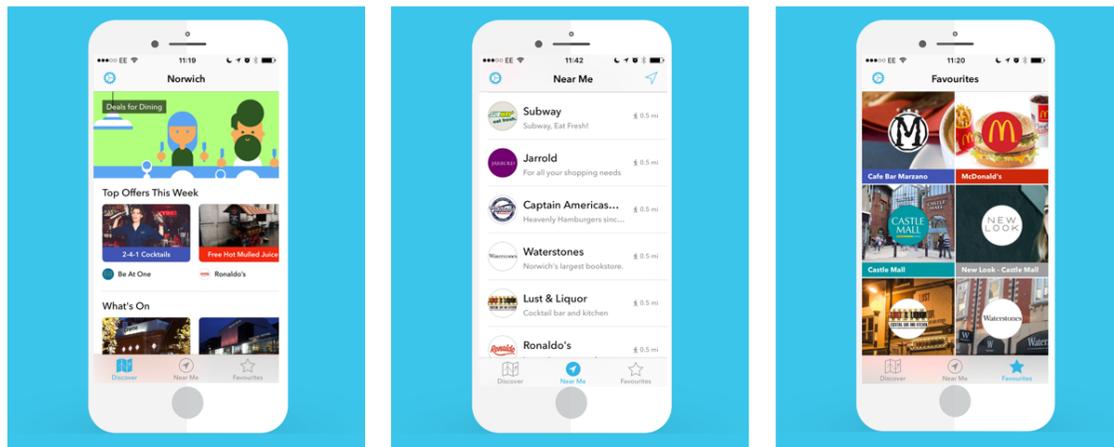


Re-invigorating the High Street – Phase 2

- Following the success of Phase 1 and after building a solid business case, Proxama applied for the second round of funding in this call
- This round was only open to Phase 1 participants with Innovate UK funding 3 of the 21 original projects
- Proxama was successful in this application securing a further £1m of investment over two years
- The consortium partners were reviewed and modified to meet the different set of challenges for phase 2 with Proxama engaging the UEA business school and UCS science department to provide academic research and knowledge in the areas of consumer engagement and behavioural insights
- Proxama has also engaged a local marketing agency to run and develop the Loka service in Norwich, which in Dec 2015 is currently supporting c. 90 merchants with over 5,500 user downloads

Building on the success of the Norwich pilot

- Proxama plans to extend and validate the service model in Norwich and then replicate within other towns, cities and regions in the UK
- Proxama is partnered with Ipswich Borough Council to rollout Loka services in the Town to build on the success of the Norwich pilot



Proxama case study

Case Study: Using public sector funding to support growth



Grant success

Proxama has actively sought grant funding in order to fund innovation and the development of new products and capabilities. This has enabled it to access new markets and build a sustainable business.

Between 2008 and 2015, Proxama secured £2.2m in public sector funding. In all five of the grants that Proxama applied for, it used consortia partners. Each of the partner organisations brought complimentary skills to add credibility to the grant application and strengthened the project delivery outputs.

About Proxama

Proxama specialise in transport based mobile proximity services, using Bluetooth beacon-led technology, to deliver the most accurate and reliable mobile location and behavioural data for digital advertisers and agencies.

Proxama's award-winning mobile technology platform, TapPoint®, enables brands to connect physical and digital assets via mobile to increase consumer engagement, retail sales and loyalty, across transport networks and high footfall destinations such as shopping malls, stadiums, city centres and events.

Proxama is listed on the AIM stock exchange.

Grants applied for:

Year	Grant Title	Value	Outcome
2008	Global Proximity Marketing Solution GPMS	£1.1m	Successful
2009	Feasibility Study	£25k	Successful
2012	Internet of Things Eco-System Demonstrator	£1.0m	Unsuccessful
2014	Feasibility Study – Phase 1	£100k	Successful
2015	Feasibility Study – Phase 2	£1.0m	Successful

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Case Study: Grant application best practice

Grant application best practice

Identifying relevant grants

Regularly review up-coming funding calls and identify which grants align with your business strategy. Allow plenty of time to define your project and identify partners.

Preparing the response

Your proposal will require a number of iterations to reach the final submission, so allow time for this. Ask a third party (such as friendly partners or board members) to review the submission, to provide different perspectives.

Writing like an assessor

Assessors are only human and the quality of the writing needs to be clear and concise. Technical jargon should be avoided, use good grammar and double check for spelling mistakes. Format of forms is very rigid, but using bullet points and key points aids clarity. Also ensure complete answers are given using all available space, reviewers do not like white space.

4. Communication effectively

Businesses need to be able to articulate a strong business plan both technical and commercially. Support and mentoring to increase these skills are crucial and can be accessed through SIGs.

5. Benefits of a consortium

Where appropriate, build a strong consortium of commercial partners, who can carry out specific activities such as sharing market insights and deploying prototypes.

6. Using academic partners

Academic partners can also strengthen bids for research and technically demanding areas of the project.

7. Bridging the funding gap

Understanding how to correctly calculate the true costs of undertaking a grant supported is important. This should take into account not only time, but also overheads and travel expenses. These costs can often be used to cover the matched funding element of the total project costs, which can help bridge the gap between the grant and the businesses' financial contribution.

8. Supporting the 'greater good'

It is good to position projects as supporting a 'greater good', either local economic development, employing more staff or positioning UK plc at the forefront on the next big global market. These statements need to be backed up by market insights and where possible, quantified.

"Working collaboratively with local businesses, Proxama has won four grants amounting to over £2m. This public sector support has helped us develop a market-leading product and grow our company, whilst investing in the local economy and employing local people.

Our experience of working with Innovate UK has been very positive. I hope the lessons that we have learnt through this process will help your company as it applies for grant funding."

Graham Tricker
Business Development Director, Proxama



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Results overview (1)

- The two companies examined as part of this study highlight the fact that there are learnings and best practice which can be captured and shared, which should help businesses as they apply for grant funding. These include:
 - Regularly review up-coming funding calls and qualify which grants align with your business strategy, allow plenty of time to define your scope, project and identify partners
 - Allow time to write the proposal, it will require a number of iterations to create the final submission and allow plenty of time for 3rd party review, include friendly partners and board members to provide different perspectives
 - The quality of the answers needs to be very high, clear concise answers, no technical jargon, good grammar, no spelling mistakes. The format of forms is very rigid, but using numbers to bullet key points helps aid clarity, also ensure complete answers are given using all available space.
- Securing matched funding can be challenging, so any education and support for SME's about how to secure external funding would help

Results overview (2)

- Innovate UK offer two options with overhead calculations:
 - Flat rate of 20% overheads on manpower expenditure. Useful for micro SMEs
 - Self calculated overheads pre-agreed with Innovate UK and then subject to audit
- To successfully apply for funding a strong technical and commercial business plan is required:
 - Support and mentoring to increase these skills are beneficial
- Build a strong consortium of commercial and academic partners to strengthen bids:
 - Academic partners can research technically demanding areas of the project
 - Commercial partners who can bring market insight and help deploy prototypes to market
- Public sector funding makes it important that projects support communities:
 - Local economic development, employing more staff
 - Positioning UK plc at the forefront on the next big global market
 - These statements need to be backed up by strong market insights and quantification

Deliverable 3.1: Summary of learnings about the application process

Having spoken to two organisations that have successfully applied for grant applications, a number of transferable learnings were identified:

1. Regularly review up-coming funding calls and qualify which grants align with business strategy
2. Allow plenty of time to define scope, project and identify partners
3. Academic and commercial partners strengthen bids
4. Need clear concise answers, no technical jargon, good grammar, no spelling mistakes
5. The format of forms is very rigid - numbering key points aids clarity
6. Producing a strong technical & commercial business plan is important
7. The proposal will require many iterations
8. Position projects as supporting economic development with UK plc at the forefront on the next big global market
9. Support and mentoring helps along with 3rd party review for different perspectives
10. Finding matched funding and cash flow can be challenging
11. Help to secure external funding and low cost unsecured loans would be beneficial

Deliverable D3.2: Produce short case study suitable for sharing with other companies

Case Study: Stimulating ICT Innovation with Government Grant Funding

Stimulating Innovation

The New Anglia Local Enterprise Partnership (NALEP) would like to encourage 'Innovation Active' companies who have not previously won any Innovate UK grants to enter grant competitions.

Milner Strategic Marketing was commissioned by NALEP to understand how New Anglia companies performed against national averages in getting access to accelerate their R&D journey from concept to commercialisation. Milner was supported by two companies; a PLC based in Norwich and the other a micro-company who is part of the Innovation Martlesham project, both with deep technical skills in the ICT sector and experience of winning grants.

This project sort to capture national best practice for winning grants and use this to identify practical activities that local business could utilise to increase both the number of grants that companies applied for and the success rate of applicants.



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Innovate UK Grant Competitions

Innovate UK funds R&D projects for 'Innovation Active' companies, with a variety of competitions for grants ranging from £25,000 for a technical feasibility study to several million pounds for large Collaborative R&D projects. Companies have to find 30-50% of the total project costs in cash to match the grants.

100% funding for projects are available through the Small Business Research Initiative (SBRI) competitions. These help provide R&D for government departments who face a particular 'challenge'.

Sharing Experiences

One way to help companies win Innovate UK competitions, is to share best practice of grant application experiences. Innovate UK funds the KTN (Knowledge Transfer Network), which is a useful vehicle to support knowledge sharing. The KTN is a stand-alone organisation charged with nurturing innovation opportunities and interfaces between different sectors and communities, which runs Special Interest Groups (SIGs). These KTNs complement incubators such as Innovation Martlesham and White Space in Norwich.

Independent SIGs also exist, run by organisation such as Cambridge Wireless which support companies interested in solving business problems with wireless and mobile technologies and the Smart Homes and Buildings Association (SH&BA) which aims to improve understanding of the Internet of Things and Future Internet. Both have a national/international coverage and are active in the NALEP region. Their influence spreads much wider than simply 'wireless' or 'smart homes'. Both are highly relevant for innovation active ICT companies.



Case Study: Stimulating ICT Innovation with Government Grant Funding

Grant Applications

Application Process

Successfully apply for Innovate UK funding, businesses need to articulate a strong technical and commercial business plan on the application form and in the dices. The forms normally consist of 10 questions:

- 1 – The business proposition (4 questions);
- 2 – Project details (4 questions);
- 3 – Funding and added value (2 questions).

Answers have an equal weighting of 10 marks and typically only five assessors review the application. These can be academic and business leaders.

Innovate UK provide an explanation of what is required for each question and emphasise the importance of responding to each question clearly. All applications receive feedback which includes assessor comments. Generally speaking, applicants have to be more than 70% to be successful, which is challenging to achieve without help.

Grant Consortia

Innovate UK strongly encourage collaboration and 'Innovation Active' companies who have not previously applied for an Innovate UK proposal should link up with suitable partners. Joining a SIG such as SH&BA is not essential but makes it easier than going it alone on the first application.

Innovate UK regard the associations such as SH&BA as a Research and Technology Organisation, meaning they are eligible for 100% funding, up to 30% of the eligible expenditure. To help members gain a deep understanding of specific market sectors SH&BA operate development and policy panel sessions covering topics that map directly onto Innovate UK priority areas. This will help grant applications.

Hints and Tips

Here are a number of hints and tips to consider when applying for a grant:

- Regularly review up-coming funding calls and quality which grants align with your business strategy. Allow plenty of time to define your scope, project and identify partners
- The proposal will require a number of iterations to create the final submission, so allow time for this. Also ask a third party (such as friendly partners and/or board members) to review the submission, to provide different perspectives
- Assessors are only human and the quality of the answers needs to be clear and concise. Technical jargon should be avoided, use good grammar and double check for spelling mistakes. The format of forms is very rigid, but using bullets to draw out key points aids clarity. Also ensure complete answers are given using all available space, reviewers do not like white space
- Businesses need to be able to articulate a strong business plan both technical and commercially. Support and mentoring to increase these skills are crucial and can be accessed through SIGs
- Where appropriate, build a strong consortium of commercial partners, who can carry out specific activities such as sharing market insights and deploying prototypes
- Academic partners can also strengthen bids for research and technically demanding areas of the project
- It is good to position projects as supporting a greater good, either local economic development, employing more staff or positioning UK plc at the forefront on the next big global market. These statements need to be backed up by strong market insights and quantification
- Consider carefully how to manage your cash as this often causes a challenge for SMEs. The ability to maximise overhead calculations and secure external funding will help with matched funding

- 2-sided A4 document.
- Pilot company information anonymised to protect commercial confidentiality
- Subject to customer review



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Two companies selected to provide contrasting experiences...

Case Study 1:

An R&D focussed Innovation Martlesham micro-company applied for fast track 3 month feasibility study.

Grant information:

- £35K eligible expenditure; 70% funded
- £250K grant available > 10 companies

Case Study 2:

Growing m-commerce PLC based in Norwich. Two-stage SBRI project

Phase 1 grant information:

- 6 month R&D contract
- ~ £100k eligible expenditure 100% funded; 20 companies

Phase 2 grant information:

- 24 month R&D contract
- ~ £1m eligible expenditure 100% funded; 3 companies

Conclusion and recommendation

- This research has shown that transferable learnings exist, which could increase the likelihood of companies being successful when applying for grant resources

Conclusion

- It can be concluded that if companies in New Anglia were better informed about the grants available, the application process and assessment requirements it would increase the number of successful applications from this region. However success is still fundamentally about having the correct level of domain expertise themselves or within a consortium

Recommendation

- It is recommended that the New Anglia LEP maximises the competitive advantage of its “innovation active” companies by using the case studies that have been written and other means (see WP7) to share this best practice

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Funding Sustainability

Colin Mallett

Executive summary

WP 4 considers issues and sustainability

Deliverable D4: a free standing word document

- Includes analysis of successful and unsuccessful application feedback
- Logs issues, resources and timescales
- Draft available for comment and discussion
- Final version available at project close

Issues

Biggest issue: writing successful grant application!

- Good answers require expert inputs
- Credible business plan for commercial exploitation essential
- Proposals require many iterations
- Feedback can be useful but sometimes “very powerful”

Sustainability

Biggest issue: changes in BIS following 2015 Autumn Statement

- Budgets frozen; Innovate UK announcements in purdah....
- Loans replace Innovate UK grants? Innovate UK and research councils merged?

Funding sustainability report overview

Report includes...

- Privileged access to successful and unsuccessful application feedback across seven competitions
 - Valuable input data for analysis.
 - Information is commercially sensitive so has been anonymised
- Logged issues, resources and timescales
 - Matters have been discussed with experienced bid practitioners
 - Opinions & comments from stakeholders and other interested parties.
- Commentary on Innovate UK competition guidance notes etc.

Issues log

Writing grant application

- Success?.....

Feedback

- Useful?.....

Project funding

- Challenging?...

Writing a successful grant application...

Application form has 10 questions...

1. Business proposition – (4 questions)
2. Project Details – (4 questions)
3. Funding & added value – (2 questions)

Issues...

- Choose suitable competition
- Need strong technical innovation;
- Risky project OK but risks must be managed
- Credible commercial exploitation business plan essential
- High-scoring answers require expert inputs...
- Proposals require many iterations
- Format very rigid: numbering key points with clear concise answers, good grammar & spelling

Feedback from previous applications helps.....

Narrow margin between success & failure



7 competitions

....luck!

Negative feedback can be useful....

- “The proposal is weak in terms of the business opportunity, the work plan and more details on the tasks need to be defined for it to be executed successfully.”
- “The focus of the proposed project is product development rather than feasibility. Much of the technology needed appears to be already present within the consortium.”
- “There is a lack of clarity on what the project delivers that is not already provided by the company given that it claims it has systems installed in the sector. The innovation is not well explained and is not evidenced at all. There is very little project plan detail, the risk analysis is missing and there is a poor explanation of the project costs.”
- “The proposal is weak in too many areas particularly in describing what will be done and how the money is to be spent. In addition the business opportunity and route to exploitation are just too weakly described.”

....but upsetting

Project funding

- SBRI is 100% funded priced at “fair market value”
 - Very desirable (and hard to get) – Proxama pilot 2
- SME grants vary from 70-50%
 - Early Stage Feasibility Studies 70%
 - Mid stage 60%
 - Late stage 50%
 - Academic/RTO partners 100% capped at 30% of total eligible expenditure.
- Innovate UK check financial viability and may require director guarantees
- Grant is eligible expenditure incurred and defrayed in 3 month period
 - Large projects audited, small ones self-certified
- PAYE required for salaries - “match in kind” not allowed
 - Director’s solution: work for nothing....
 - Run PAYE on gross salary, pay tax and NI
 - Lend net salary back to company as match funding
- Solution: seek external income - consulting...?

Resources Log

Much unpaid effort required from many resources...

- Academic and commercial partners strengthen bids...
 - Innovate UK and KTN free-to-attend scoping and consortium building workshops
 - Networking events, SIGs and industry associations
 - International technical conferences
- Academic partners encouraged to publish findings
- Support, mentoring, and 3rd party review for different perspectives helps
- Expert people who can deliver project must be found, paid for and retained
- Eligible expenditure only allowed after start date in grant offer letter

Spending time to define projects and identify partners and resources becomes way of life!

Timescales Log

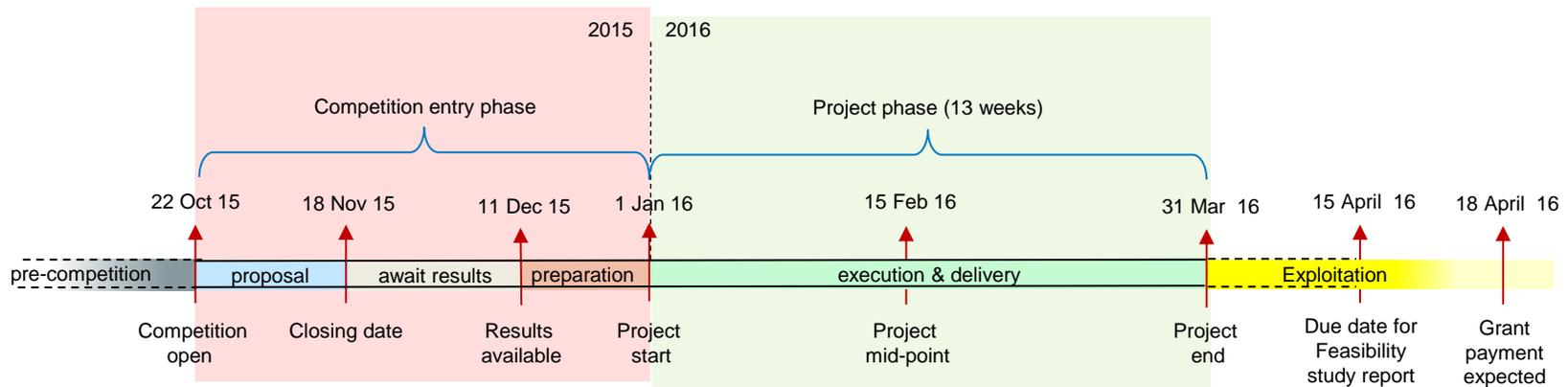
Timescales for applications can vary significantly

- Large projects can take 18 months to set up then 2 years to deliver
- Failed submissions take time but generate useful feedback
- Innovate UK recognise that applications take long time so fund short feasibility studies followed by collaborative demonstrators at scale
- Successful phase 1 feasibility studies fund preparation and de-risk later stage projects
- Writing applications can take significant time; registration ends 1 week before competition closes
- Only work carried out after Grant Confirmation Letter (GCL) eligible for claims.
- Claims submitted quarterly in arrears

Pilot Feasibility Study Timetable

Competition entry phase

- Write application, submit entry, await results!
- If successful, Innovate UK issue conditional offer letter and carry out financial viability checks
- Before project can start, second level project plan prepared and agreed with project monitoring officer



Project phase

- Only work carried out in this phase is eligible for grant support.
- Single grant payment following project completion

Making the Process Sustainable

Biggest issue is changes in BIS following 2015 Autumn Statement

Loans:

- “The government will introduce new finance products to support companies to innovate following best practice in countries such as France, Finland and the Netherlands”
- “These will replace some existing Innovate UK grants....so that total Innovate UK support is maintained in cash terms”
 - Entrepreneurs in the Netherlands can apply for early-stage financing for prototype development, market research or devise a business plan
- This loan will enable a concept or product to be marketed sooner once it is in the phase just after market research and before market introduction

Departmental Administration:

- “BIS will reduce departmental administration spending by a further £100 million...including further reducing the number of Arm’s Length Bodies (ALBs)”
 - Merging of Innovate UK and Research Councils?

Conclusions and recommendations

We conclude:

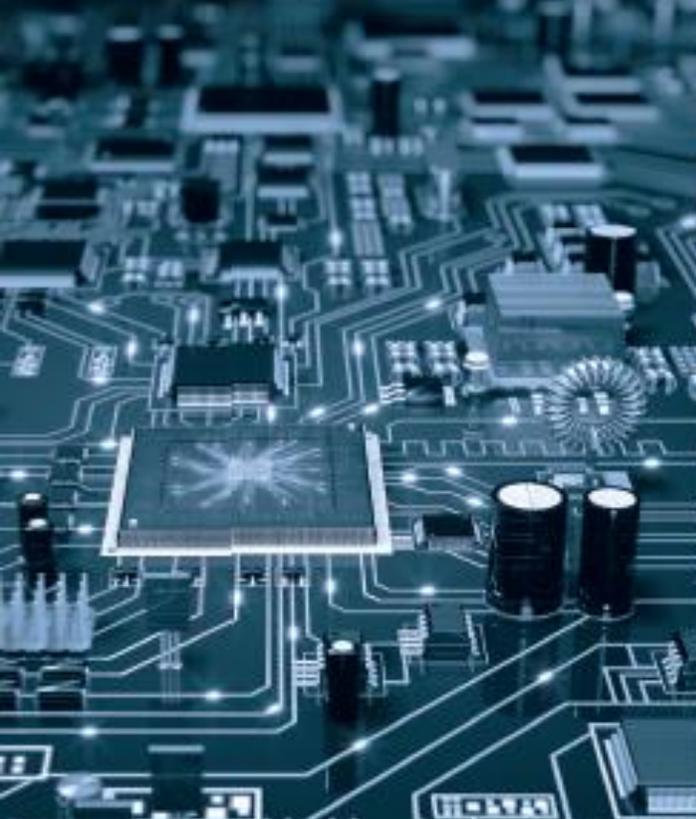
- With good applications, margin between success and failure still very narrow
- High quality domain expertise is essential to win bids
- Using feedback to improve subsequent applications is key
- Enduring sustainability depends on external factors such as government funding

We recommend:

- Being realistic about cost of preparing and delivering winning projects
- Not being discouraged by lack of success first time round
- Choosing competitions carefully
- Networking with potential partners long before competition calls come up
- Realising that it will be different with the BIS budget changes

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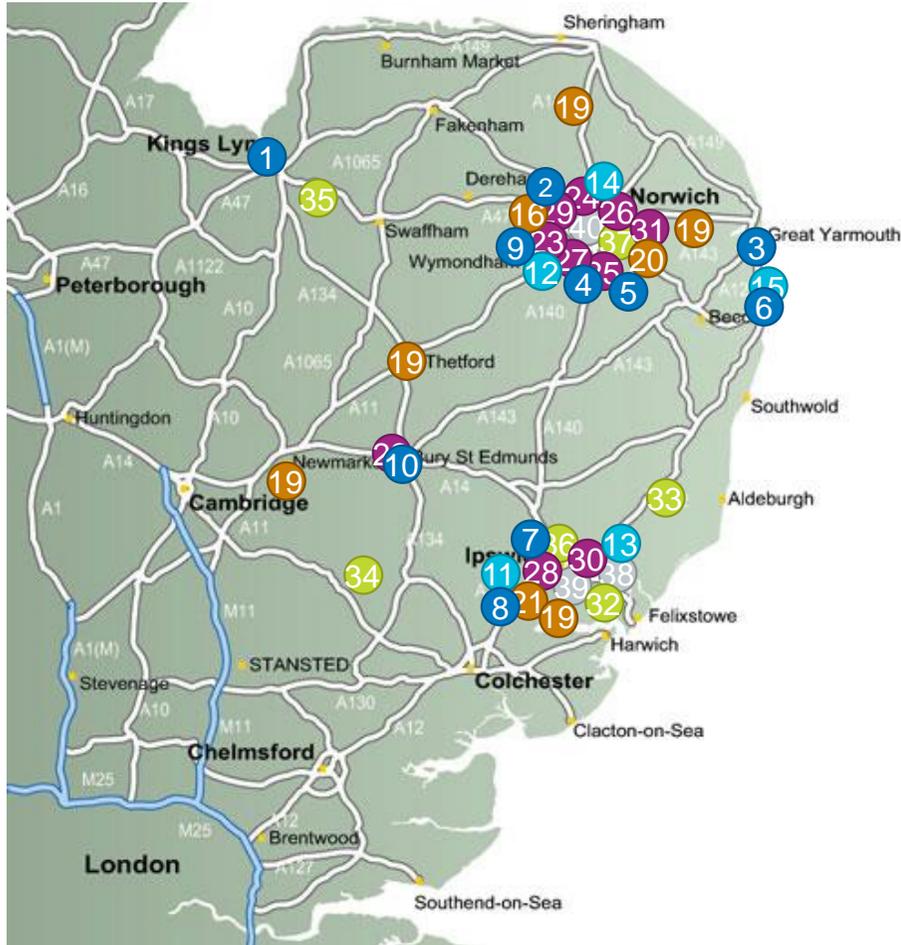
The Tech Innovation Ecosystem

Nick Milner, Kay Sharpington

Executive summary

- 40 organisations make up the Tech Innovation Ecosystem in New Anglia
- 21 of the organisations are based in Norfolk
- 19 of the organisations are based in Suffolk
- There are:
 - 10 Colleges and Universities
 - 5 Innovation Hubs
 - 6 Public Sector Organisations
 - 10 ICT Sector Groups
 - 6 Other Business Parks/Co-Working Spaces
 - 3 Incubators
- 70% of the organisations are tightly clustered around Norwich and Ipswich

The Innovation Ecosystem – All Organisations



- Colleges and Universities
- Innovation Hubs
- Public Sector Organisations
- ICT Sector Groups
- Other Business Parks/Co-Working Spaces
- Incubators

Colleges and Universities



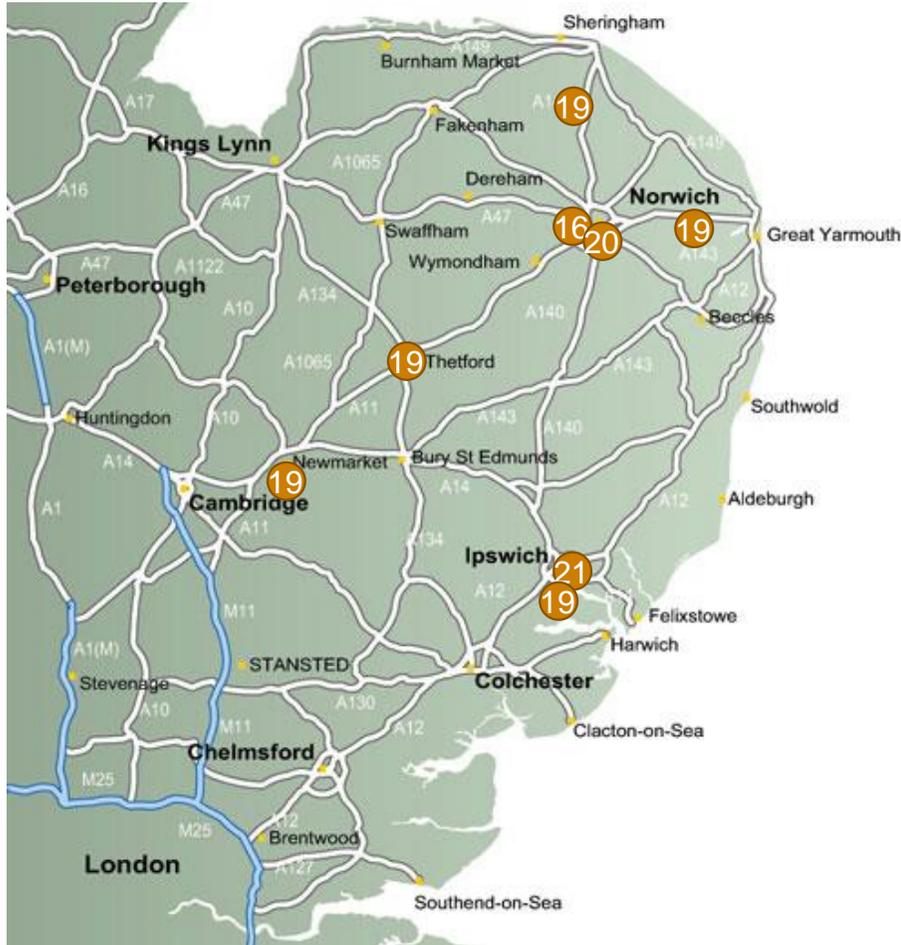
1. College of West Anglia
2. Easton and Otley College
3. Great Yarmouth College
4. Norwich City College
5. Norwich University of the Arts
6. Lowestoft College
7. Suffolk New College
8. University Campus Suffolk
9. University of East Anglia
10. West Suffolk College

Innovation Hubs



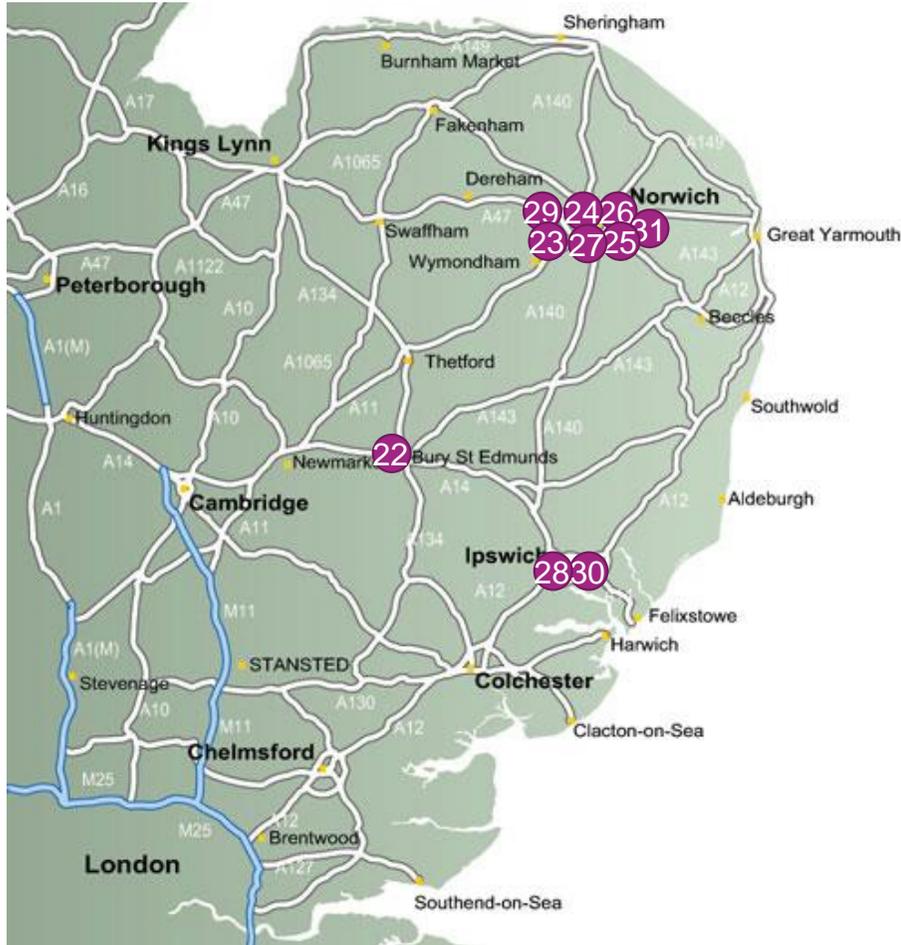
- 11. Eastern Enterprise Hub
- 12. Hethel Engineering Centre
- 13. Innovation Martlesham
- 14. Norwich Research Park
- 15. Orbis Energy Centre

Public Sector Organisations



- 16. New Anglia LEP
- 17. Norfolk County Council
- 18. Suffolk County Council
- 19. Federation of Small Businesses
- 20. Norfolk Chamber of Commerce
- 21. Suffolk Chamber of Commerce/IP Network

ICT Sector Groups



- 22. Anglia IT Community
- 23. Hot Source
- 24. Norfolk Developers (NorDev)
- 25. Norfolk Indie Games Network
- 26. Norfolk Network
- 27. Norfolk Tech Journal
- 28. Suffolk Developers
- 29. SyncDevelopHer
- 30. SyncIpswich
- 31. SyncNorwich

Other Business Parks/ Co-Working spaces



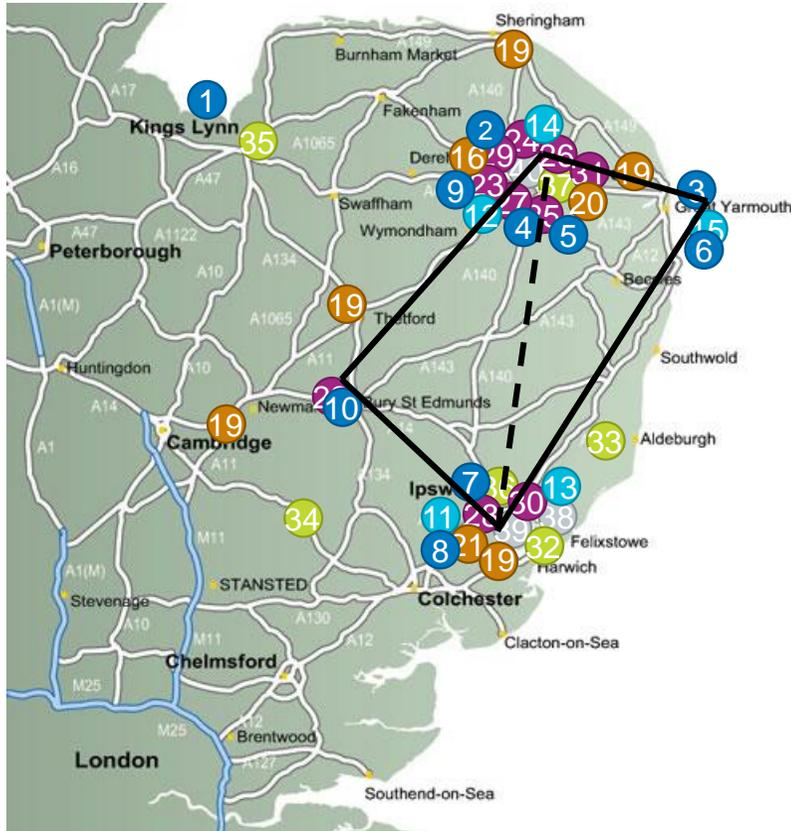
- 32. Felaw Maltings
- 33. Framlingham Technology Centre
- 34. Haverhill
- 35. Nar Ouse Business Park (under construction)
- 36. Stowmarket
- 37. White Space

Incubators

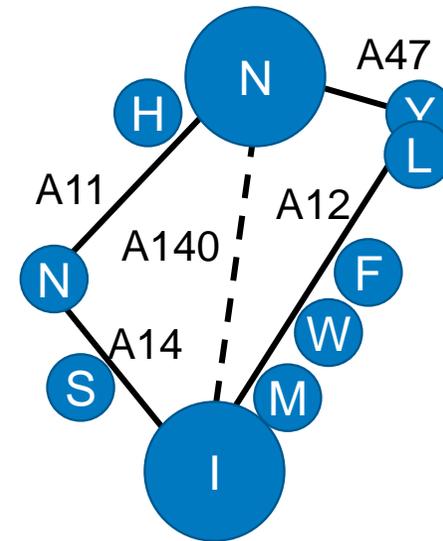


- 38. Innovation Martlesham
- 39. IWIC (under construction)
- 40. NUA Ideas Factory Centre (under construction)

Innovation ecosystem centres and transport

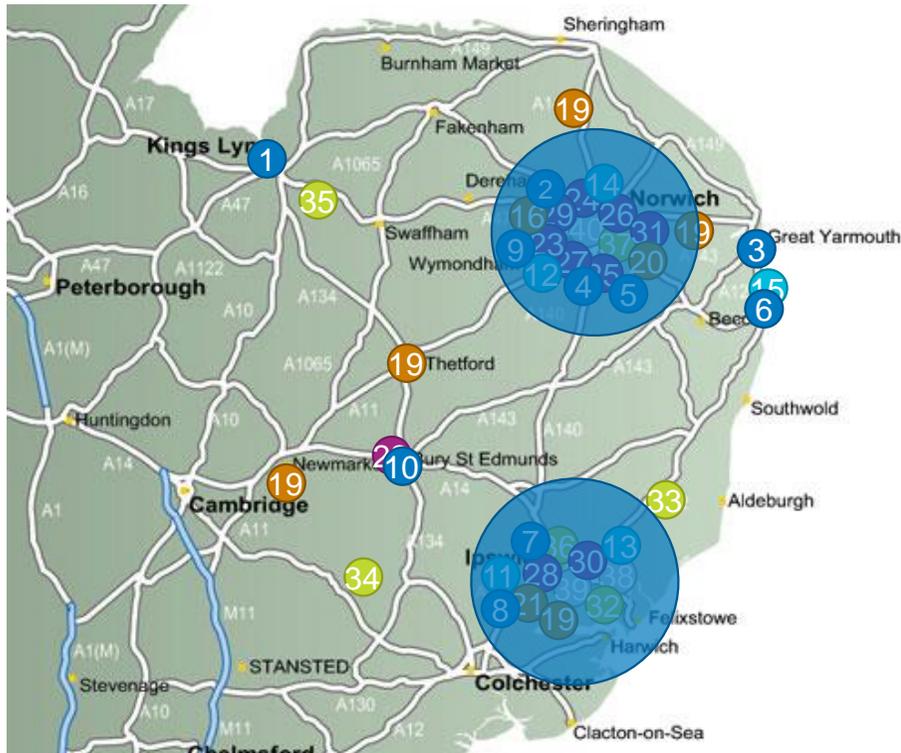


- The two main innovation centres have poor direct road communications



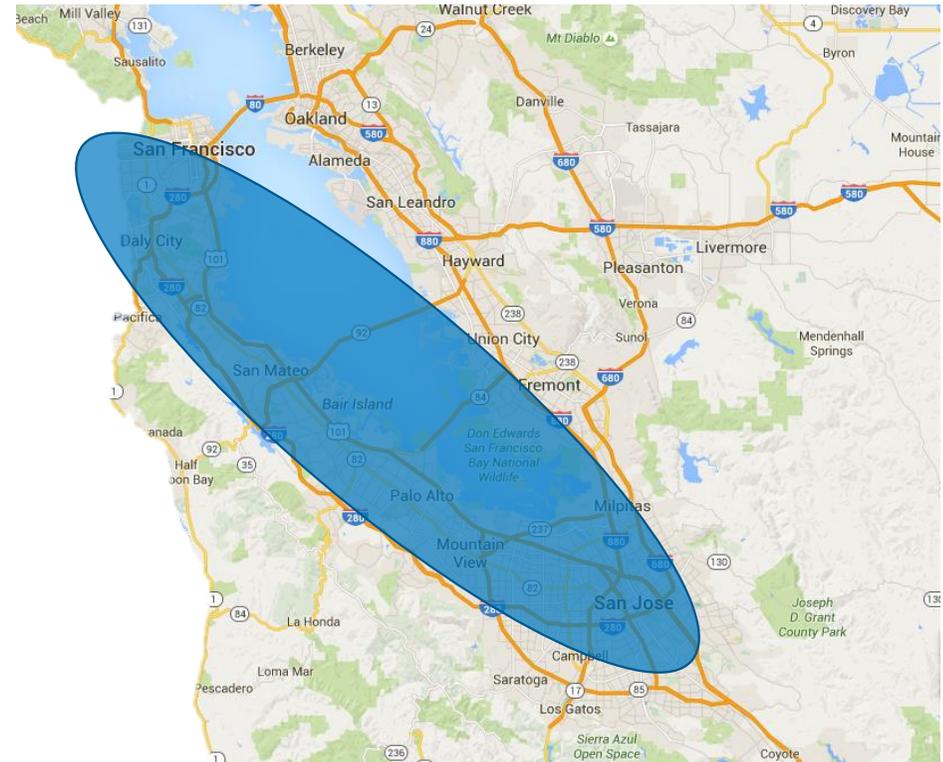
- The concentrations of ecosystem organisations outside Ipswich and Norwich are not based on the A140, but on the four main A roads in the two counties

Dispersal of ecosystem organisations: comparing New Anglia to Silicon Valley



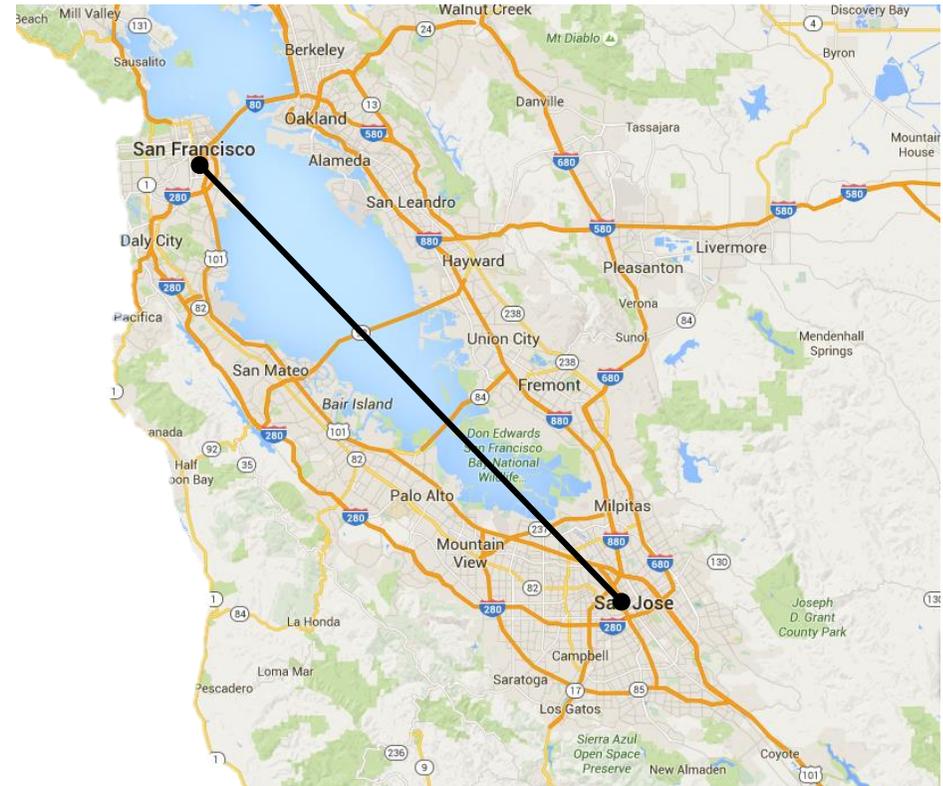
70% of organisations (n=28) that make up the Tech Innovation Ecosystem in New Anglia are tightly based around Ipswich and Norwich. No organisations are based north of Ipswich and south of Norwich along the A140.

N.B. Map scales are not directly comparable



High tech companies are dispersed throughout Silicon Valley which is made up of the Santa Clara Valley, the southern half of the Peninsula, and southern portions of the East Bay. Companies gravitate to the valley to co-locate with other high-tech companies, collaborate and get access to high skilled staff and investment.

Transport links: comparing New Anglia to Silicon Valley



	Straight Line Distance	Drive Time (Road Distance)	Rail Transfer
Ipswich to Norwich	37 miles	1h 22mins (45 miles)	38 mins
San Francisco to San Jose	40 miles	1h 14 mins (55 miles)	1h 3 mins

N.B. Map scales are not directly comparable

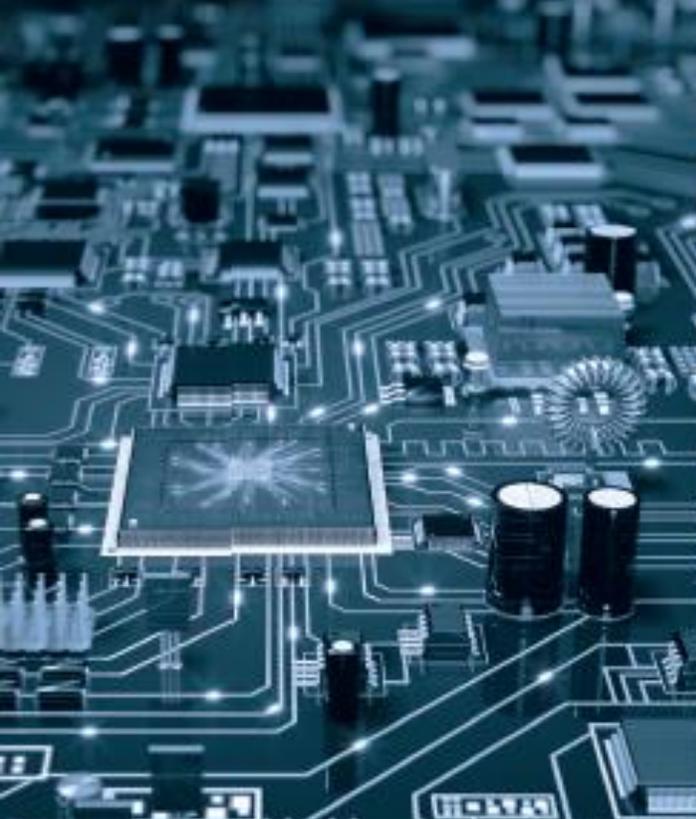
Conclusions

Conclusions

- 28 of the 40 Tech Innovation Ecosystem organisations (70%) are tightly clustered around Norwich and Ipswich, with no ecosystem players between the two on the A140 or around the rail stations at Stowmarket and Diss
- We conclude that, if local government wants to see more tech companies located between Ipswich and Norwich, then this will require actively locating ecosystem players (e.g. educational establishments) and encourage the building of suitable offices and incubators along the A140 or close to the rail stations
- Without this active intervention, we conclude that the dispersion of tech companies will remain concentrated in the two centres and along the four main A roads (A11, A12, A14, A47)
- Other successful tech clusters, such as Silicon Valley, have organisations located across the geographic area which supports sharing of ideas, easy movement of staff and a single identity. We conclude that the innovation eco system organisations will need to work harder in New Anglia to increase cohesion, sharing of ideas and reinforcing the idea that the other centre is not far away

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Special Interest Groups (SIG)

Colin Mallett

Executive summary

- WP6 reports on relevant SIGs that have an understanding of UK platforms, technologies and links to grant-supported programme calls
- Starting point is “the KTN” (Knowledge Transfer Network) funded by Innovate UK
- KTNs support Innovate UK competitions by brokering R&D collaborations and provide a platform where experiences can be shared
- Includes 16 Industry Communities & SIGs linked to Innovate UK priority areas
- The consortium has good contacts with the main SIGs which allows us to encourage and explain their benefits
- We include details of two SIGs who can help companies win grants:
 - Cambridge Wireless
 - Smart Home and Building Association (SH&BA)
- Deliverable D6 is list of SIGs with contact names and details

The role of Special Interest Groups

- Critical to winning Innovate UK competitions is to share experiences and transfer knowledge between fellow workers. Special Interest Groups (SIGs) definitely help
- Innovate UK funds the KTN (Knowledge Transfer Network) SIGs and ICT “cuts across” many SIG boundaries
- KTN activities map directly onto Innovate UK priority areas and competitions
 - But do not run projects
- KTNs broker R&D collaborations and complement incubators such as Innovation Martlesham and White Space
- KTNs also support independent SIGs:
 - Cambridge Wireless (CW)
 - Smart Homes and Buildings Association (SH&BA)
- Both have national/international coverage; influence spreads much wider than simply “wireless” or “smart homes”:
 - CW help companies solve business problems with wireless and mobile technologies
 - SH&BA aims to improve understanding of IoT and Future Internet

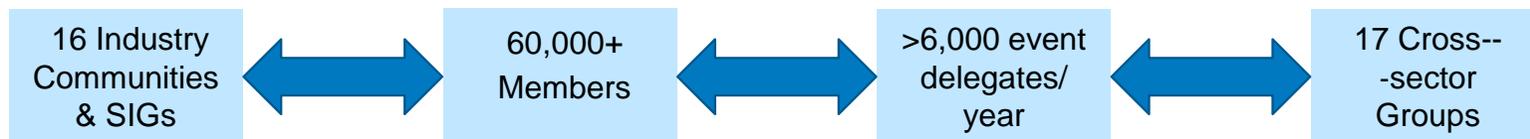
Our investigation

- ICT is a cross-cutting subject so we focussed on most relevant verticals:
 - Mobility; Future Cities; Assisted Living & Healthcare; Smart Energy; Security
- We met with stakeholders:
 - Two Innovate UK consortium and smart energy cohort meetings
 - Private meetings with innovation active companies (NDA signed)
 - Conference on smart home and energy security supported by KTN
- We interacted with the existing ICT organisations:
 - KTNs (important)
 - CW; SH&BA
 - Catapult; KTNs; LinkedIn
 - Industry and Parliament Trust, CTF; IET (Member);
- We evaluated existing SIGs:
 - Grant-supported programme calls
 - Understanding of UK platforms technologies

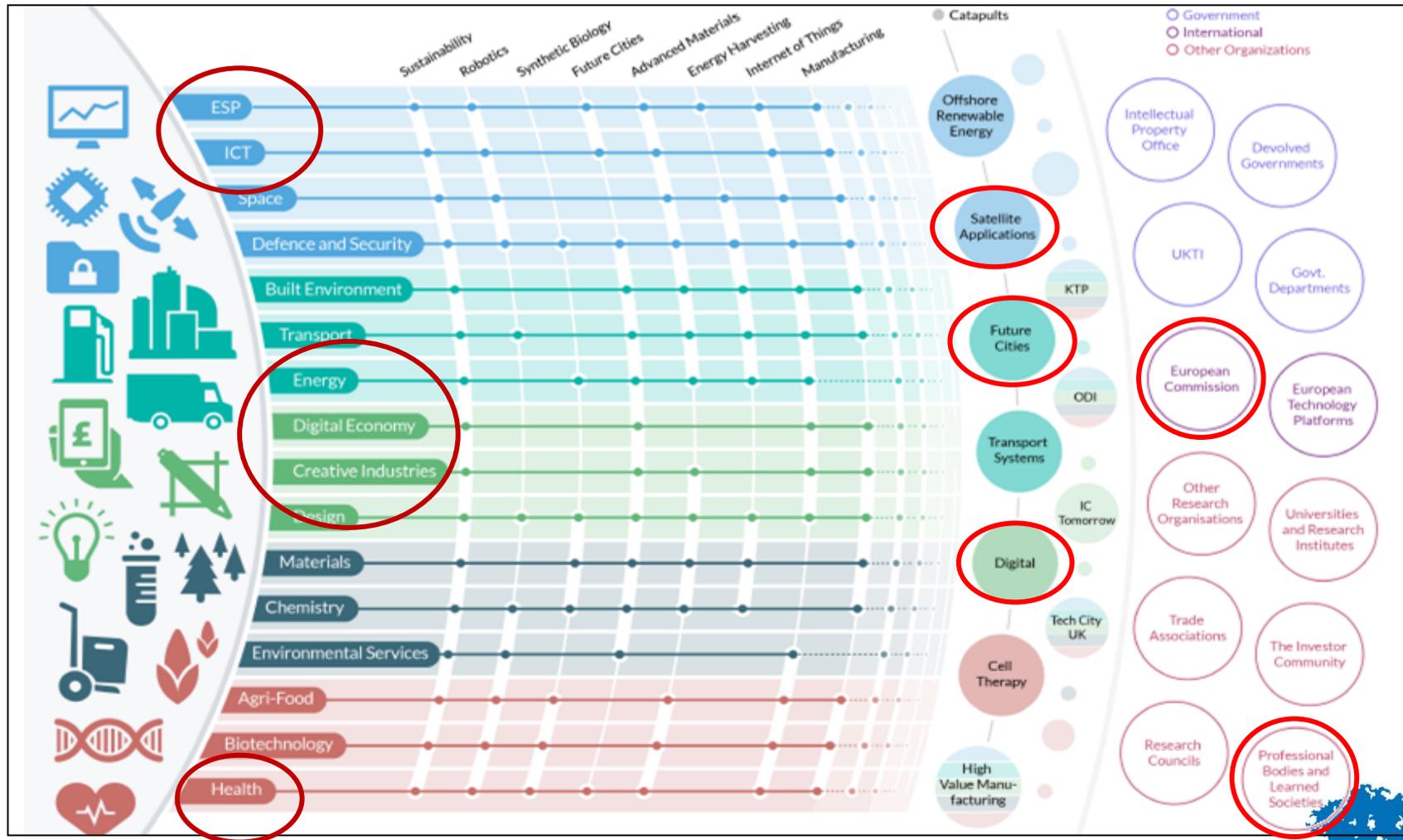
Evaluate existing SIGs: Overview of the role of KTN

The KTN is a stand alone organisation funded by Innovate UK

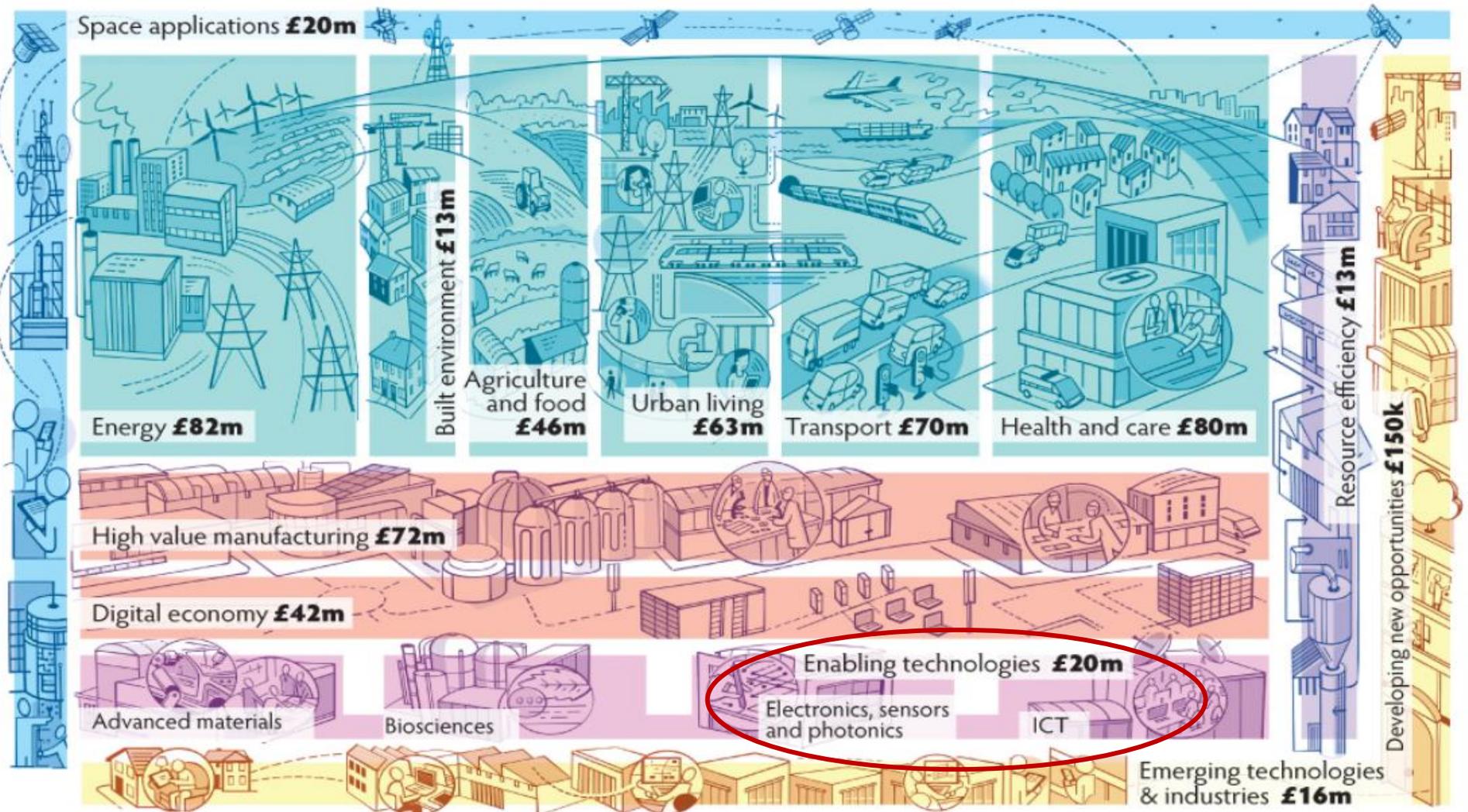
- Help business to grow the economy:
 - Maximise value from innovative ideas, scientific research and creativity
- Identify and nurture innovation opportunities
 - Focus on interfaces between different sectors/communities
- Support Innovate UK competitions;
 - Broker R&D collaborations but do not run projects
 - Work with other innovation networks and funding bodies including Horizon 2020 EU funding
- Provide Innovate UK with insights into industry needs, challenges & opportunities



KTNs include 16 Industry Communities & SIGs



KTN activities map directly onto Innovate UK priority areas



How companies engage with relevant KTNs (1)

Biosciences
Serving the Agriculture, Food and Industrial Bioscience Sectors

Built Environment
Our mission is to increase the exploitation of innovation in the built environment for

Chemistry
Driving Innovation and Value for the chemistry-using industries

Creative, Digital & Design.
We are the UK's knowledge transfer network for innovators in the creative industries...

Defence and Security
Seeking both to improve the flow of knowledge between UK's civil and defence

Energy at KTN
Together accelerating to a sustainable energy future

Food and Agriculture
For the primary importance of science, the FoSci SIG

HealthTech and Medicines
Building a Healthy Nation through Business Innovation

ICT
Creating a...
advant...
facili... change

Industrial Mathematics
Companies generally don't make the most of mathematics, even though it can illuminate almost

Materials
The Materials Community aims to bring together the materials supply chain to accelerate

Nanotechnology
The KTN Ltd's Nanotechnology Community

Space
Connecting the spectrum of activities across the Space Innovation and Growth Strategy

Sustainability & Resource Efficiency
Helping UK enterprises large & small to innovate and compete

Transport
Seeking innovative business opportunities from greater intermodal transport

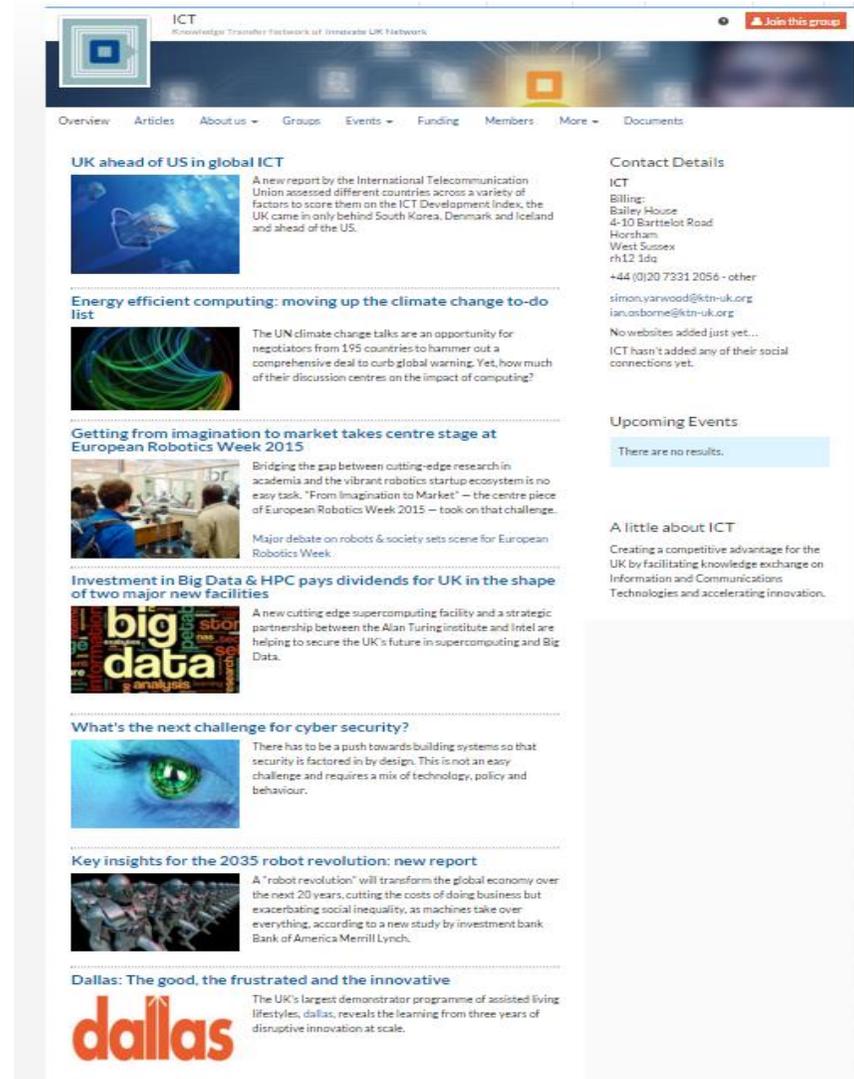
Create Network or Group

Logon to <https://connect.innovateuk.org>

**KTN Interfaces
on connect**

How companies engage with relevant KTNs (2)

Example of ICT KTN home page



The screenshot displays the ICT KTN website interface. At the top, the logo for ICT (Knowledge Transfer Network of Innovate UK Network) is visible, along with a navigation menu including Overview, Articles, About us, Groups, Events, Funding, Members, More, and Documents. A 'Join this group' button is also present.

The main content area features several article teasers:

- UK ahead of US in global ICT:** A new report by the International Telecommunication Union assessed different countries across a variety of factors to score them on the ICT Development Index, the UK came in only behind South Korea, Denmark and Iceland and ahead of the US.
- Energy efficient computing: moving up the climate change to-do list:** The UN climate change talks are an opportunity for negotiators from 195 countries to hammer out a comprehensive deal to curb global warming. Yet, how much of their discussion centres on the impact of computing?
- Getting from imagination to market takes centre stage at European Robotics Week 2015:** Bridging the gap between cutting-edge research in academia and the vibrant robotics startup ecosystem is no easy task. "From Imagination to Market" – the centre piece of European Robotics Week 2015 – took on that challenge. Major debate on robots & society sets scene for European Robotics Week.
- Investment in Big Data & HPC pays dividends for UK in the shape of two major new facilities:** A new cutting edge supercomputing facility and a strategic partnership between the Alan Turing Institute and Intel are helping to secure the UK's future in supercomputing and Big Data.
- What's the next challenge for cyber security?:** There has to be a push towards building systems so that security is factored in by design. This is not an easy challenge and requires a mix of technology, policy and behaviour.
- Key insights for the 2035 robot revolution: new report:** A "robot revolution" will transform the global economy over the next 20 years, cutting the costs of doing business but exacerbating social inequality, as machines take over everything, according to a new study by investment bank Bank of America Merrill Lynch.
- Dallas: The good, the frustrated and the innovative:** The UK's largest demonstrator programme of assisted living lifestyles, Dallas, reveals the learning from three years of disruptive innovation at scale.

On the right side, there is a 'Contact Details' section for ICT, including the address (Bailey House, 4-10 Barttelot Road, Horsham, West Sussex, RH12 1JQ), phone number (+44 (0)20 7331 2056), and email addresses (simon.yarwood@ktn-uk.org, janosborne@ktn-uk.org). It also notes that no websites have been added yet and that ICT hasn't added any of their social connections yet.

Below the contact details is an 'Upcoming Events' section which currently shows 'There are no results.'

At the bottom right, there is a section titled 'A little about ICT' which describes the organization's mission: 'Creating a competitive advantage for the UK by facilitating knowledge exchange on Information and Communications Technologies and accelerating innovation.'

KTNs support our recommended SIGs



- Europe's "number one" university/business incubator
- Network of 400 companies interested in solving business problems with wireless and mobile technologies.
- Prestigious annual conference
- High-profile networking events stimulate collaborative innovation
 - 19 SIGs focus on specific technology and/or business areas.
- "Discovering startups" competition
 - Pitch technology and business plans to leading wireless industry investors
 - £500 prize



- Understand smart homes in the context of the Internet of Things & Future Internet
- Strong track record of managing collaborative R&D projects
 - Recognised by Innovate UK as non-profit "RTO" eligible for 100% funding
- "Development & Policy Panels" gain deep understanding of specific market sectors.
 - Energy and Sustainability, Assisted Living
 - Future Smart Cities, Local Authorities,
 - Consumers, Security and Technology
 - Produce ideas for services, products and projects; uncover unresolved issues

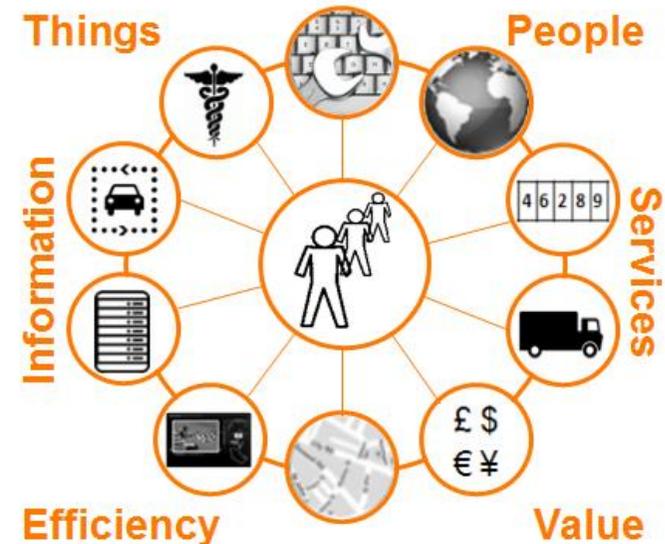
Example CW activity

Health & Social Care Technologies

IoT_{UK} | **Boost** South England

- CW delivers S. England IoTUK Boost programme
 - National programme to amplify UK IoT capability.
 - Support IoT innovation and adoption across business & public sector
- Local innovation challenges & incubation activities
 - 20 SME's selected to participate in a workshop and innovation contest
 - Address challenges and opportunities in the Health & Social care sector
 - Winners gain access to business, technical & mentoring support from the IoTUK team.
- IoTUK powered by the Digital Catapult & Future Cities Catapult

Health & Social Care Internet of Everything



SH&BA leads Innovate UK projects

- SH&BA-led consortia have won numerous Innovate UK R&D competitions
 - CR&D and SBRI
- For “Innovation Active” companies, joining a SIG such as SH&BA is not essential but may be easier than going it alone on the first Innovate UK application
 - Innovate UK regard the association as a Research and Technology Organisation eligible for 100% funding
 - Capped at 30% of the eligible expenditure
- SH&BA operate development & policy panel sessions, often supported by a KTN
 - Helps members to gain deep understanding of specific market sectors
- Panels cover: Energy and sustainability, assisted living, future smart cities, local authorities, consumers, security and technology,
 - Topic areas map directly onto Innovate UK priority areas
 - One of the reasons for SH&BA’s repeated success in competitions
- Non-profit industry association smooths relations between commercial partners

Example SH&BA activity

- Project managed by SH&BA
 - £600K 18 month CR&D collaboration
 - 6 Partners: corporate, academia, micro SMEs, Research and Technology Organisation
- Securely optimise interaction between microgeneration, local energy storage & grid
 - Local storage options; selling/buying back from grid
 - Enormous insight and thought leadership
- Representative set of houses to demonstrate systems
 - Measure energy inputs, outputs & store
 - Algorithms deliver stable loads despite intermittency
- Closely linked to Innovate UK and TSB energy teams

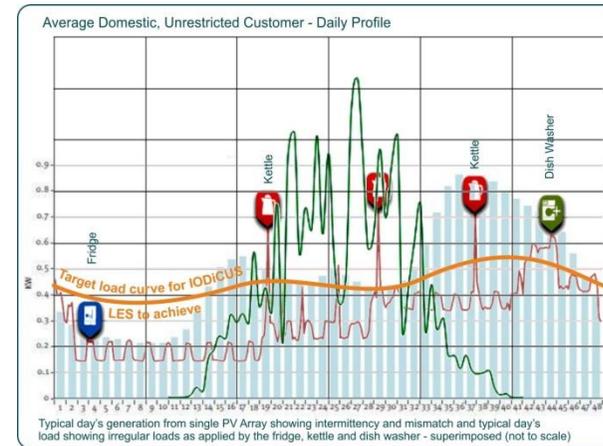


Image 3. Trial/Demonstration Sites: Merchant Venturers Building, Badock Wardens Lodge, Goldney Hall Student Residences



Deliverable D6: SIG list with contact names and details



Cambridge Wireless contact name:
Teresa Fagg: Administrator
Email: teresa.fagg@cambridgewireless.co.uk
<http://www.cambridgewireless.co.uk/>
(Chairman: Raj Gawera - VP and Managing Director of Samsung Cambridge)



SH&BA contact name:
Stephen Pattenden: Vice Chairman
Email: secretariat@shaba.eu
<http://www.shaba.eu>
(Chairman: Chris Amos, formerly Director of Future Cities, BT Global Services)

Conclusions and recommendations

Conclusions

- Participation in KTNs and SIGs are fundamental to understanding Innovate UK priority areas and competitions
- Special Interest Groups (SIGs) definitely help to share experiences and transfer knowledge between fellow workers
- This can translate into consortia who win Innovate UK competitions

Recommendations

- “Innovation active” companies should get involved!
- Use peer-to-peer networking to refine thinking and find like-minded collaborators
- Connect with free-to-join KTNs and SIGs
- Many use social media and blogging to exchange information and ideas
- CW and SH&BA organise useful meetings for members and provide introductions to competition calls

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Technology Calls Radar

Colin Mallett

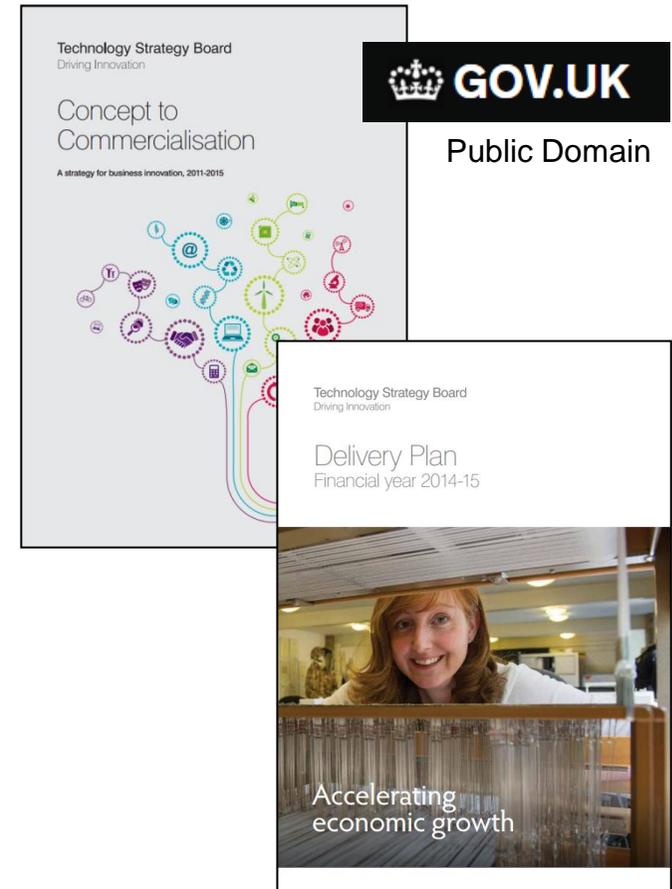
Executive summary

- WP7 centres round a ‘Technology calls radar’ to automatically alert interested companies about different funding competitions
- Deliverable D7 reports on how to link this function to “interested companies”
- Based on the research, Milner have concluded that:
 - Innovate UK has a good auto-alert service for interested parties to sign-up and “self manage” funding call information
 - Information can come via KTNs or recommended SIGs - CW & SH&BA (see WP6)
 - Personnel in “innovation active” companies can be busy, so an automatic ‘Technology Calls Radar’ function can be useful, especially if it is combined with a mentoring function
- As a result, Milner have recommended that:
 - NALEP add value to other Growth Hub activity by retaining someone (mentor?) to alert “innovation active” companies to calls in specific technical areas
 - Encourage companies to use email alerts themselves
 - Link mentoring with analysis of Innovate UK’s annual competition delivery plan

Innovate UK: “Concept to Commercialisation”

“Calls Radar” can be linked to Innovate UK strategy:

- Innovate UK publish 5 year strategy document called “Concept to Commercialisation”
- Then every year, the Innovate UK team prepare their annual delivery plan, this explains what they are doing over the coming year in more detail
- Both of these documents set the Innovate UK priority areas, which means that the NALEP “long range” radar will be able to identify the priority areas – such as smart energy – early on and predict the types of calls that are likely to arise
- This could provide an early warning for “Innovation active” companies who want to get grant funding
- As competition programme rolls out, Innovate UK feed information into dissemination channels.
- The “short range” calls radar could link into the _connect functions together with KTNs and other SIGs



Innovate UK's _connect portal is a key resource

- Provides desired auto-alert system; Innovate UK recommend users create profile and sign up to:
 - email alerts about funding opportunities in chosen priority areas
 - gov.uk email alerts. Includes news stories about new competitions
 - Innovate UK blog email alerts for posts on competitions that opened the month before
- Portal provides all information about forthcoming, active and historic calls
- Innovate UK grant recipients required to register on this portal to manage projects

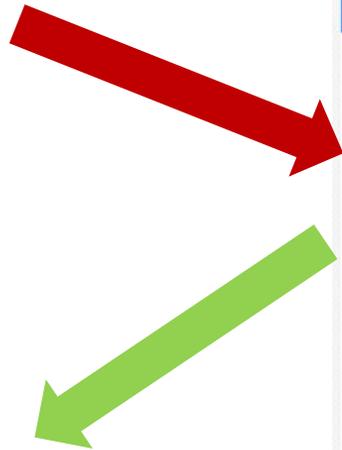
<https://connect.innovateuk.org/home>

The screenshot shows the homepage of the Innovate UK _connect portal. At the top, there is a navigation bar with the logo and links for Home, Networks, Organisations, and Events. Below the navigation bar is a row of icons representing various services and features. The main content area features a large banner for the 'Priority theme: ICT' with a blue mouse cursor icon. The banner text states: 'More than 116,000 companies with revenues totalling more than £137bn make up the UK's ICT sector. _connect is home to many of the high flyers, and the door is open for you to join them...' and includes a 'Discover ICT on _connect >' button. To the right of the banner are three statistics: '8 networks', '28 new articles', and '28 events this month'. Below the banner, there is a section titled 'Join networks, make connections; discover what effective knowledge transfer and open innovation can do for your business.' with a 'Learn more' button and a 'Register' button. To the right of this section, it says '_connect is free, and always will be' with a 'Learn more' button and a 'Register' button. At the bottom, there are three columns: 'Featured networks' with 'Defence and Security' and 'Seeking both to improve', 'New Events' with 'Physics in Food Manufacturing Summit', and 'Upcoming Events' with 'International Crime and Intelligence Analysis Conference' on Thursday, 25th, 'All Day'.

We recommend linking this function to “interested companies” (Deliverable D7)

Links to KTNs

_connect portal also provides links to KTN information pages



KTN information pages provide sign-up links to focused alert pages.....

<https://connect.innovateuk.org/networks>

The screenshot shows the 'Our networks' page on the _connect portal. The page features a grid of network categories, each with a header image, a title, a brief description, and a 'View all' link. The categories include:

- Our networks**: Introduction text stating that networks on _connect include the Knowledge Transfer Network, the UK's most effective Innovation Network.
- KTN**: The Knowledge Transfer Network. Description: 'The Knowledge Transfer Network (KTN) will bring you up-to-the minute news on innovation funding, events, articles and publications.' Link: 'View all KTN Communities'.
- Special interest groups**: Specialist areas of information that are run by the Knowledge Transfer Network. Link: 'View all Special interest groups'.
- Official groups**: Official groups belong to and include specific information relating to the Knowledge Transfer Network. Link: 'View all Official groups'.
- Community networks**: Networks run by volunteers and other organisations to promote Innovation. Link: 'View all Community networks'.
- CATAPULT**: Catapult networks are technology and innovation centres where UK businesses, scientists and engineers can work side by side on research and development. Link: 'View all Catapult networks'.
- Innovation platform networks**: Facilitating innovation and business development by bringing together businesses, entrepreneurs, academics, researchers and investors in one place. Link: 'View all Innovation platform networks'.
- _connect network**: Innovate UK network. The home of the Innovate UK network, hosting groups on all the strategic themes of the UK's innovation agency. Link: 'View the Innovate UK network'.
- Member groups**: These are independent groups set up by _connect members, they are a point of discussion for any area of interest. Link: 'View all Member groups'.
- Project groups**: Coming soon, project groups for all our funded projects for project teams to collaborate in and _connect members to follow and keep up to date with.

KTN Alert example

KTN information pages provide focussed alerts and networking opportunities

View in browser | Forward to a colleague

 **KTN**
the Knowledge Transfer Network

 
Events Calendar - 21 October 2015

Electronics, Sensors, Photonics

Dear Colin

Welcome to the Electronics, Sensors, Photonics Community Events Calendar



KTN Events

H2020 funding briefing event - photonics related calls
27 October, London
Briefing event about upcoming Photonics H2020 calls for 2016.

The guest speaker for the day is Ronan Burgess, Deputy Head of the Photonics and Plastic Electronics Unit at the EC. Ronan will introduce the thinking behind the calls and will be available for a question and answer session. Georgios Papadakis, (UK National Contact Point) will then explain the application process.

If you're unable to attend the event in London but don't want to miss out, we are running a live broadcast of the event. To sign up for the live broadcast, [please click here](#).

[More »](#)

Cyber Security KTP scheme - KTN Networking and briefing event
5 November, Coventry
Innovate UK and the Department for Culture, Media and Sport is jointly investing up to £0.5m to help UK companies establish new Knowledge Transfer Partnerships (KTPs) in the area of cyber security. The funding is aimed at supporting collaborations between HEIs and SMEs.

SIG Alert example

SIGs provide information to their membership base including:

- Personal email invites to attend workshops
- CW provide alert emails to members of their SIGs - see below

Cambridge Wireless Newsletter

Message from Cambridge Wireless CEO Bob Driver

“.....CW members may have noticed the [Innovate UK call out for up to £1 million in collaborative R&D projects to stimulate innovative 5G use cases](#). Projects should explore innovative applications or services that leverage the anticipated benefits of 5G, and must be collaborative and business led. The competition opens for applicants on **7 December 2015**. CW Board Member **Zahid Ghadialy** is interested in exploring whether some CW companies may wish to join together to pursue this opportunity. We'd like to gauge member interest – and then may pull together a meeting in early December to move this forward. Please e-mail 5GCompetition@cambridgewireless.co.uk to register your interest by **17th November**, and we'll take it from there.”

See WP 6 output for further information on SIGs

Business mentors and “Calls Radar” function

- NALEP sponsored mentors could add value by analysing Innovate UK’s annual competition delivery plan to see how key areas (e.g. security) can be linked to “interested companies”
- Personal contacts and networking by mentors to alert “innovation active” companies to calls in specific technical areas should be combined with encouraging people to sign up and use email alert services themselves!
- Mentors could use the auto-alert services to tip off their network as an intermediary. This could be important as many companies receive a high volume of emails each day. A tip off would help these companies, who otherwise might miss an alert about an important competition announcement
- Detailed discussion outside scope of this workpackage

Conclusions and recommendations

Conclusions

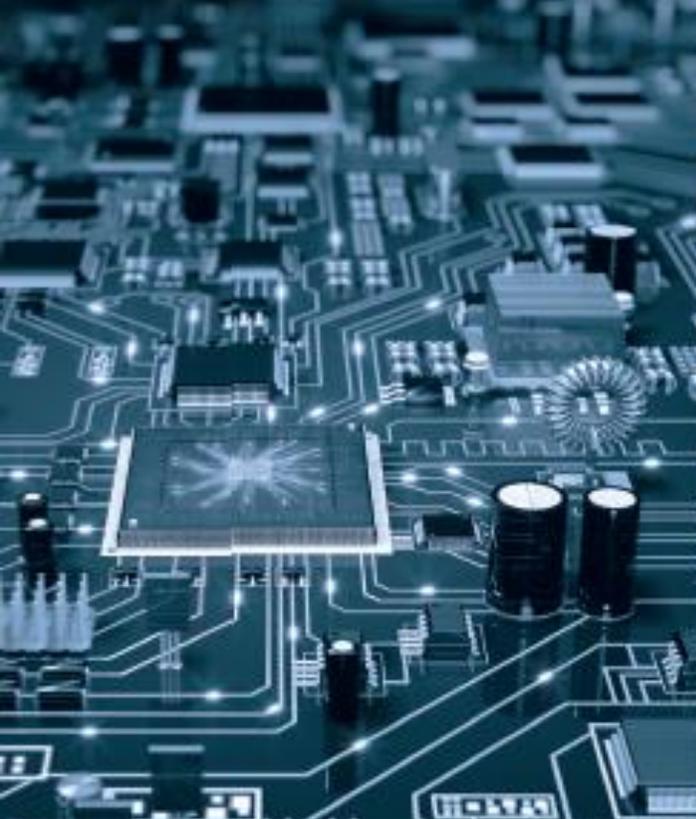
- Innovate UK has a good auto-alert service for interested parties to sign-up and “self manage” funding call information
- Information can also come via KTNs or recommended SIGs who publish on-line newsletters
- Companies can drown in emails, so mentors could use the auto-alert service to tip off their network of “innovation active” companies

Recommendations

- NALEP mentors analyse Innovate UK’s annual competition delivery plan to see how key areas (e.g. security) can be linked to “interested companies”
- Personal contacts and networking by mentors to alert “innovation active” companies to calls in specific technical areas should be combined with encouraging people to sign up and use email alert services themselves

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New Anglia Mentor and Advisors Network

Nick Milner, Jonathan Davenport

Executive summary

- 12 individuals were identified as potential mentors or advisors that could be called upon to help companies apply for grants
- From this list, 7 willing mentors or advisors were identified, who could support companies. These individuals had experience with six different types of grant:
 1. Smart Proof of Market
 2. Smart Proof of Concept
 3. SBRI
 4. Innovate UK feasibility studies
 5. Innovate UK CR&D projects
 6. EU Horizon 2020
- 3 different support mechanism were offered by the mentors/advisors:
 1. Pro bono advice
 2. Pro bono advice with payment through ongoing grant funded project work
 3. Day rate for any time spent advising/completing
- 3 people declined the opportunity to become a mentor, 1 did not respond and no contact details were available for 1 individual

Introduction

- Several company, contacted as part of this project have stated that when they applied for their first grant(s) they felt as though they were working out how to win a grant from first principles (without any external advice)
- In some cases (especially where they were co-located with other companies) there was some sharing of experience and best practice. However, experienced companies did express reservations about collaborating, especially if they were both applying for the same grant, because the two companies were competing against one another of the same pot of money
- To ensure that the largest number of New Anglia tech companies are expertly supported when applying for grant awards, a core group of mentors and advisors will be identified to avoid any feelings of competition between companies

Giving companies access to mentors and advisors has a variety of benefits

- Utilising an 'expert' who has been through the grant application process before and understands what examiners are looking for, should help improve the grant success rate for innovation active companies in the New Anglia region
- Mentors and advisors will share best practice (as outlined in WP 3) such as:
 - Providing a fresh perspective to ensure the application makes sense
 - Ensuring the answers are well structured so that examiners can find what they're looking for
 - Identifying weaknesses in the technical and commercial feasibility of the business plan to ensure a compelling application is made
 - Looking for suitable commercial and academic partners
 - Honing responses so that they answer the question posed and draw out areas important to examiners such as supporting local economic development or the environment
 - Encouraging companies to continue through the application process, despite challenges
 - Writing parts of grant applications on behalf of the company, who may be too busy focusing on running the core business to give up time for the grant application
- It is important to note, that no matter how experienced mentors and advisors are, they still can not guarantee an applicants' success

Draft delivery plan

Step	Overview
1	Company identifies grant opportunity
2	Company goes to awards page on Tech East
3	Company reviews mentor list based on expertise, location etc.
4	Company contacts one or more advisors
5	Company selects an advisor to work with and agrees commercial terms

Key Questions:

- Who agrees the initial list of mentors and advisors?
- Who adds and removes mentors over time and deals with changing contact details?
- Will Tech East provide a mentor rating and feedback system?
- Will the LEP/Councils/Chambers of Commerce provide any funding to help “hardship” cases with some financial to support to encourage them to apply for grants

Identified 8 willing mentors and advisors with a broad range of grant support experience

- 12 people were identified as potential mentors and advisors
- 8 were willing to take part with a broad range of grant support experience

#	Name	Organisation	Experience					
			Smart Proof of Market	Smart Proof of Concept	SBRI	Innovate UK feasibility studies	Innovate UK CR&D projects	EU Horizon 2020
1	Morgan Potter	New Anglia Growth Hub	x	x	x	x	x	x
2	William Millar	New Anglia Growth Hub	x	x	x	x	x	x
3	Nicky Whiting	Enterprise Europe Network East of England	x	x	x	x	x	x
4	Jonathan Davenport	Milner Strategic Marketing	x					
5	Chris Amos	SH&BA	x	x	x	x	x	x
6	Deepak Gupta	Black Kite	x	x	x	x	x	x
7	Colin Mallett	Fulvens Ltd		x	x	x	x	
8	Stephen Pattenden	SH&BA	x	x	x	x	x	

* Would also offer support on a day rate for any time spent advising/completing

** In exceptional circumstances might consider pro bono advice with payment through ongoing grant funded project work (on a sub-contract basis)

Mentors/advisors offered 3 different support mechanisms

5 mentors offered pro bono support and 3 required fees for their services. Commercial support costs varied depending on grant type – these ranged from £1.4k to £21.0k.

#	Name	Support Mechanism	Experience					
			Smart Proof of Market	Smart Proof of Concept	SBRI	Innovate UK feasibility studies	Innovate UK CR&D projects	EU Horizon 2020
1	Morgan Potter	Pro bono advice						
2	William Millar	Pro bono advice						
3	Nicky Whiting	Pro bono advice						
4	Jonathan Davenport	Pro bono advice with payment through ongoing grant funded project work						
5	Chris Amos	Pro bono advice with payment through ongoing grant funded project work*						
6	Deepak Gupta	Day rate for any time spent advising/completing	£2,500	£9,500	£10,000	£7,250	£17,500	£21,000
7	Colin Mallett	Day rate for any time spent advising/completing	£0	£7,000	£1,400 - £21,000	£1,400	£7,000	£0
8	Stephen Pattenden	Day rate for any time spent advising/completing**	£2,100	£10,500	£17,500	£2,100	£17,500	£0

3 people declined the opportunity to become a mentor and 1 did not respond

Of the 12 people identified as potential mentors and advisors, 3 did not want to take part, either because of work load or because they do not help companies with this work of activity. 1 did not respond to our email.

#	Name	Organisation	Notes
1	Linn Claburn	Low Carbon Innovation Fund	Experienced in developing and winning a different grants. She is not currently in a position to commit any time at the moment, but would like to keep in touch and reassess in a few months' time as most of her projects should be up and running by then
2	Andrew Wilson	NWES	This is not something that I think is suited to the Nwes advisor team as we have limited experience in this type of grant being focussed on more general subjects of marketing and finance. Whilst these grants would fit into the latter category we would not get involved in assisting with completing the applicants. If we were to have a client needing that type of support we would initially refer them to the Growth Hub to see if one of their innovation advisors would be able to help.
3	Chris Gare	Independent	No longer working in this area, but helps companies with this type of work, where he is an investor
4	Struan McDougall	Cambridge Angel Network	Did not respond

Conclusion and recommendation

Conclusion

- We conclude that there are advisors and mentors with a variety of commercial models and the skills and expertise to support companies who are applying for a range of grants

Recommendation

- We recommend that the LEP/Camber of Commerce provide some limited financial support (up to £2k per company) for companies applying for their first ever grant to engage an advisor/mentor. We believe that this will encourage their grants applications and increase their likelihood of success. This is a “pump priming” activity to increase the number and value of UK and European grants that are awarded to New Anglia LEP companies



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