Engaging with Business
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Foreword

Lancaster University is celebrating after attaining the Small Business Charter Gold Award in recognition of the role it has played in helping to support British enterprise.

At Lancaster University we have long recognised the important contribution that engagement with business and other communities can make. This engagement, along with research and teaching, forms one of the key priorities in our strategy. Whilst we work with large organisations such as IBM and Unilever, we also recognised early on the great importance of small to medium sized enterprises (SMEs) to the UK economy.

As a research-based university, Lancaster is focused on ensuring that our research delivers genuine impact on society and the economy. Working alongside SMEs is increasingly important in meeting these objectives. We have made a succession of significant investments in facilities with business interactions at the forefront of planning. These include the Lancaster Leadership Centre in Lancaster University Management School, Lancaster Institute of Contemporary Arts, InfoLab21, and the Lancaster Environment Centre. Through these facilities the University offers a portfolio of programmes for SMEs as well as co-location space that allows businesses to be based within academic departments. We have also recently announced plans for a new Health Innovation Campus at Lancaster that will have a broad focus on the theme of ageing.

The Small Business Charter was developed as a result of recommendations in the ‘Growing Your Business’ report by Lord Young, the Prime Minister’s Enterprise Advisor. The Association of Business Schools worked with the Department of Business, Innovation and Skills to develop these awards for Business Schools. Lancaster University Management School is proud to be one of only three Business Schools to receive the Small Business Charter Gold Award.

The work we do acts as a catalyst to economic prosperity, and also feeds back into our research and enhances our teaching. Initiatives such as our guild of Entrepreneurs in Residence distinguish us amongst our peers, and our leadership of the Wave 2 Growth Hub programme paves the way for extending our work further nationally.

Lancaster University Management School is a triple-accredited, world-ranked management school, consistently among the UK’s top five. We are notable among leading Business Schools in that we combine excellence in research with a comprehensive suite of support for SMEs. Over 99% of the 4.9 million businesses in the UK are SMEs and they employ 14,424,000 people (BIS, 2013). The European Commission’s SME Performance Review estimates the Gross Value Added of SMEs as €473 billion or 49.8% of the UK economy.

We are committed to building on the work that led to our receiving the Gold Award and look forward to strengthening our SME engagement even further in the future.

Please contact us at iedprojects@lancaster.ac.uk or visit our website for further information www.lancaster.ac.uk/lums

Professor Andrew Atherton
Deputy Vice-Chancellor

Professor Sue Cox
Dean of Lancaster University Management School
These projects have led to the creation of over 250 new businesses and 4,300 new jobs in SMEs. Projects deliver Knowledge Exchange (KE) activities in leadership development, management innovation, eco innovation, information and communications technologies, advanced manufacturing, design and enterprise. For 15 years Lancaster University has embraced business engagement as a strategic priority. The University has a dedicated central department which oversees contracting, financial reporting and quality. Faculties have dedicated KE staff who engage with businesses in various ways to ensure that the full range of research and innovation across the University’s research community is accessible. Our award-winning facilities for businesses in the Environment Centre and InfoLab21 are the best of their kind; office spaces were highlighted as an exemplar in a government report on university-business interactions.

At the national level, evidence for our standing is abundant. Our research and KE activities with SMEs have received several rounds of competitive funding from the Economic and Social Research Council (ESRC). Most recently, we were awarded £32m from the Regional Growth Fund (RGF) for the Wave 2 Growth Hubs programme, overseeing and managing funds disbursed across 16 English city regions. Collectively these RGF projects will benefit thousands of businesses and create over 2,500 jobs by mid-2015.

Lancaster University has expertise in delivery of multiple partner projects. Examples include the European Regional Development Fund (ERDF) part-financed Centre for Global Eco-Innovation, which unites the expertise, resources and global contacts of Lancaster University, the University of Liverpool and the international commercialisation consultancy of Inventya Ltd. The Leading Enterprise & Development (LEAD) programme has been rolled out across the North West of England. The London Creative and Digital Fusion project, part-financed by the ERDF, financed and led by the Institute for Entrepreneurship and Enterprise Development (IEED) in Lancaster University Management School (LUMS) and supported by design centre ImaginationLancaster, involves a network of universities and colleges supporting 526 creative and digital sector SMEs across London. Lancaster University is a delivery partner in both the Lancashire and Cumbria Growth Hubs and a member of the Greater Manchester Business Growth Hub, as well as supporting 15 further Local Enterprise Partnerships (LEPs) through the Wave 2 Growth Hubs programme.

Internationally our EU-funded projects have involved numerous links in Europe through, for example, Knowledge Acceleration and Responsible Innovation Meta-network (KARIM) and the Nano Regions Alliance (NANORA). The Lancaster China Catalyst Programme takes our work to China, providing a bridge for Lancashire businesses. Through membership of the US-based Berkeley (University) Innovation Forum (BIF), we link to a network of global leaders in open innovation, and our Lancashire Giants project recently took a group of Lancashire business owners on an innovation journey to Silicon Valley.

Collectively these examples and more provide evidence of our standing at local, national and international levels. They illustrate how policy makers, research funders, government, independent reviewers and prize-awarding committees assess our work. Most importantly, we can demonstrate a large client base of business owners and managers who provide us with repeat business and many new referrals. Their support for our work is the litmus test of our standing in the SME community.

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1. Executive Summary

Lancaster University is one of the leading UK academic institutions in terms of the volume and scope of its partnerships with SMEs. Lancaster University has delivered over 50 projects supported through EU, national and regional funds with a combined total value in excess of £100m since 2001; working with over 5,000 companies since 1999.
2. Institutional Context and Strategy

Lancaster University has a long and successful track record in publicly-funded projects to support SMEs. Lancaster University’s Strategic Plan for 2020 articulates the aim of active engagement with businesses which is met by the wide range of business engagement activities within its faculties - Lancaster University Management School, Faculty of Science and Technology, Faculty of Arts and Social Sciences and Faculty of Health and Medicine.

Engagement with SMEs has been recognised by a series of awards including: THE Business School of the Year, EFMD’s Excellence in Practice Award 2013, the ESRC Outstanding Impact on Business Award, finalist in the PraxisUnico Impact Awards, the Judges’ Commendation in the Best Business Partner category of the Prospects Postgraduate Awards (for engagement with InfoLab21 resident SME DemoPad Software Ltd.), winner of the Best Business Partner category of the Prospects Postgraduate Awards (for engagement with LEC resident company The REACH Centre) and most recently the Small Business Charter Gold Award (see Case Study).

Established in 2002, the Institute for Entrepreneurship and Enterprise Development (IEED) recognised the growing prominence of the academic study of entrepreneurship. Since its inception the focus has been on three key elements - research, education and business support. A unique academic department within a business school, the IEED offers a comprehensive suite of support to SMEs which is constantly developed to meet the changing demands of the sector and informed by ten years of world-class research and engagement with entrepreneurs. This leads to a sophisticated understanding of SME engagement and learning processes. Through projects part-financed by the European Union, Northwest Regional Development Agency (NWDA) and Higher Education Innovation Fund (HEIF), the IEED has assisted more than 2,500 SMEs during the last 10 years, resulting in significant performance improvements and business growth in the SMEs supported. The IEED’s recent award of £32m from the RGF to lead the Wave 2 Growth Hub Programme involves a collaborative, cross-government SME growth initiative with 16 UK cities.

Case Study: Small Business Charter - GOLD Award

- Lancaster University attained the Small Business Charter Gold Award - one of only three business schools in the UK
- The Award recognises the University’s work to support small businesses and student enterprise
- The publication of Sir Andrew Witty’s report in 2013 ‘Encouraging a British Invention Revolution’ identified Lancaster as a top university in terms of the number of interactions with SMEs

The Small Business Charter awards were presented in a ceremony on 5 June 2014 at 10 Downing Street by Lord Young, the Prime Minister’s Enterprise Adviser and Sir Peter Bonfield, Chair of The Small Business Charter Management Board and former Chairman of BT.

“With this award, our Management School has been recognised as a real national asset to the economy.”

Professor Mark E. Smith
Vice-Chancellor of Lancaster University
Case Study: Lancaster Environment Centre (LEC)

“Being based on the campus is of immeasurable value to my business. At any one time there are usually several collaborations going on, commercial and research based. Above all we value the continuous exchange of ideas.”

Mike Berners-Lee, Director, Small World Consulting Limited

- A facility for the co-location of environmental technology and service-based companies alongside a vibrant community of 450+ university and government scientists
- Co-financed by ERDF, NWDA and Lancaster University
- More than 50 spin-in and spin-out companies housed since 2007
- Worked with over 1,000 SMEs since 2005, supporting them with ERDF funding in excess of £18.5m

LEC is a major collaborative development on Lancaster’s campus bringing together a 450+ community of university environmental researchers, government scientists from the Natural Environment Research Council’s (NERC) Centre for Ecology and Hydrology and a growing number of commercial enterprises in a dedicated co-location facility. LEC research draws expertise together from strong core disciplines to address global challenges across plant and crop sciences, ecology and conservation, earth sciences, atmospheric sciences, water and soil sciences, environmental chemistry and society and environment.
The Faculty of Arts and Social Science
The Faculty of Arts and Social Science-Enterprise Centre (FASS-EC) fosters the great potential for enterprise, impact and partnership that exists in the faculty across the arts, humanities and social sciences. Campus in the City (CITC) brings research that takes place on campus to Lancaster City Centre to engage the public and local businesses. A key part of the FASS-EC’s programme are the annual rounds of KE Fellowship grants that seek to provide seedcorn funding for new knowledge exchange initiatives alongside longer term support for ongoing engagement activities. The FASS-EC has also been working to develop and grow the range of placement opportunities with local SMEs and other organisations to ensure students have business experience in the creative sector. Located in the Lancaster Institute of Contemporary Arts (LICA), ImaginationLancaster is an open and exploratory research lab that investigates emerging issues, technologies and practices to advance knowledge and develop solutions that contribute to SME growth. The Faculty of Arts and Social Science has also led the development of a new multi-faculty KE School model, bringing together research students with SMEs to help develop innovative solutions to real world challenges confronted by these partners.

The Faculty of Health and Medicine
The Faculty of Health and Medicine has established a strategic partnership, known as Lancaster Health Hub, between Lancaster University and local NHS Trusts to support knowledge exchange in Health and Medicine. Lancaster Health Hub provides a platform for collaboration between the University, the NHS and industry. The University is a partner in the North West Coast Academic Health Science Network (NW AHSN). The primary purpose of the AHSN is to implement clinically proven healthcare innovations more quickly and more widely than is currently the case. The AHSN brokers new working relationships between the NHS, academia, industry and other key players.

Case Study: Lancaster Health Hub
Established in 2010, Lancaster Health Hub is a strategic University-NHS partnership which includes five NHS Trusts across Cumbria and Lancashire. Lancaster Health Hub drives locally-led collaborative research, innovation and professional development and provides a focus for engagement with the business sector in health. The Hub also links its partner organisations to large regional, national and international networks.

Lancaster Health Hub Partners:
- Blackpool Teaching Hospitals NHS Foundation Trust
- Calderstones Partnership NHS Foundation Trust
- Lancashire Care NHS Foundation Trust
- Lancashire Teaching Hospitals NHS Foundation Trust
- University Hospitals of Morecambe Bay NHS Foundation Trust
- University of Cumbria
- Lancaster University
2.1. Specialist expertise

Within each faculty, experienced KE staff ensure that each SME accesses the expertise it needs, bringing in contacts and expertise from across the university and its global networks.

2.2. Organisational infrastructure

Lancaster University’s facilities enable businesses to work alongside cutting-edge researchers in a unique collaborative environment. Lancaster University Management School’s Lancaster Leadership Centre (LLC), co-funded by the Northwest Regional Development Agency (NWDA), provides a centre of excellence for business engagement. Targets for the use of the space in relation to this funding were exceeded in the case of businesses assisted (1,715 versus a target of 1,194) and individuals assisted (6,289 versus a target of 3,110). In the Faculty of Science and Technology up to 60 technology and environmental businesses are accommodated in bespoke hot desks and office space, LEC and InfoLab21, which won the national British Council for Offices Best Corporate Workplace prize. Led by the Faculty of Arts and Social Science, the Campus in the City (CITC), which brings research into the heart of the city, opened in Lancaster in 2014. Some office space is also offered on a competitive basis to students through Furness College’s annual ‘Mind Your Own Business’ competition.

In the Faculty of Science and Technology businesses are also able to make use of a wide variety of specialist equipment. A recent £9m award from ERDF for the Core Technology Access Programme will be used to provide SME access to collaborative R&D facilities, technologies and expertise across our science and technology base. The Lancaster Health Innovation Campus is a new £80m project which has secured £17m through Lancashire’s deal with Government via the Lancashire Enterprise Partnership, which will provide an integrated approach to healthcare and services for people who are growing older, developing solutions to problems caused by ageing populations.

* http://www.lancaster.ac.uk/sci-tech/business/working_in_partnership/facilities.php
2.3. Enterprise, start-ups and SME engagement and development

Lancaster University’s engagement with SMEs is long-standing and we offer a comprehensive ecosystem of support for entrepreneurs and new enterprises from initial idea to successful business across all faculties.

Our engagement and development of SMEs is a strategic priority. As such our regional, national and international engagement with SMEs is wide-ranging and has attracted extensive funding. Interaction with SMEs is two-way and multi-faceted, examples of which include:

**SME community** - Lancaster University Management School’s Advisory Board membership⁵ emphasises the importance of the SME community and includes SME and alumni membership. Students also engage with our Advisory Board through drop-in sessions and SME masterclasses⁶. Faculty of Arts and Social Science young entrepreneurs receive bespoke support via the FASS-EC and have benefitted from the provision of free social enterprise workshops with our partner Latent Promise, to explore the appeal and value of this emerging business model for new enterprises. The Faculty of Science and Technology’s Small and Medium Enterprise Strategic Advisory Board reviews the progression of the Faculty’s strategy with respect to the development of large scale, programmes of business collaboration, most recently the development of new collaborative programmes in Quantum Technology and Cyber Security. The advisory board group for the Faculty of Health and Medicine also includes business representation.

**Academic community** - Entrepreneurship and innovation research developed in Lancaster University Management School since the late 1990s was included in the 2008 Research Assessment Exercise (RAE) and 2013 Research Excellence Framework (REF) and contributed to impact case studies. SME engagement informs and enhances our world-class research. The Centre for Family Business is one of the largest interdisciplinary groupings of family business researchers in the UK. The Faculty of Arts and Social Science’s Knowledge Exchange Fellowships Programme was created to encourage researchers to develop relationships with external organisations⁷. The Faculty of Science and Technology ensures research demonstrates significant economic returns, societal impact and significant benefits to our SME partners and includes interdisciplinary research and individual collaborative projects.

**Masterclasses** - The Lancashire Forum, part of Boost Business Lancashire⁸, has at its heart a series of inspirational masterclasses from world business leaders delivered to a network of SMEs, advisers and academics. Speakers have included Baroness Tanni Grey-Thompson, DBE, and Sahar Hashemi, co-founder of Coffee Republic.

**Entrepreneurs in Residence (EIRs)** - In 2008 Ian Gordon became the Institute for Entrepreneurship and Enterprise Development’s (IEED’s) founding ‘EIR’, funded by the ESRC. His remit was to act as a ‘cultural irritant’, challenging assumptions, and informing SME programme delivery. Lancaster University’s experience is summarised in “What is (the point of) an entrepreneur in residence?”⁹. Spring 2012 saw the induction of 29 further EIRs who are active across our teaching and business engagement, making diverse contributions as ambassadors and advocates¹⁰. Inspired by this innovative scheme, and demonstrating knowledge exchange within the institution, the Faculty of Arts and Social Science is in the early stages of developing its own scheme, with its small cohort already offering advice to start-ups and helping to inform the strategic direction of the FASS-EC.

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⁵ http://www.lums.lancs.ac.uk/about/advisory-board/
⁶ http://www.lums.lancs.ac.uk/events/alumni/28277/
⁷ http://www.lancaster.ac.uk/fass/enterprise-centre/academia/exchange.htm
⁸ http://www.boostbusinesslancashire.co.uk/programmes/lancashire-forum.aspx
¹⁰ http://www.lums.lancs.ac.uk/departments/Entrep/Projects/EIR/
2.4. Connectivity

Lancaster University’s experience enables us to develop relationships with organisations based on shared strategic goals to meet current and future challenges.

Knowledge Transfer Partnerships (KTPs) - KTPs with SMEs with a commercial impact of around £500K include: JBA, Business Safety Systems, Plant Impact, REACT Eng, WSi and Energy Efficiency Company.

The Manufacturing Institute - Delivery of the MSc in Manufacturing Leadership has been through collaboration with The Manufacturing Institute. Since 2006, 62 students have graduated.

Collaborative Doctoral Awards - Sustaining and building the Institute for Entrepreneurship and Enterprise Development’s (IEED’s) distinctive research led to funding under the ESRC AIM initiative for three ESRC Business Placement Fellowships- Entrepreneur in Residence (ER), Innovator in Residence and Service Innovation. The award of a CASE PhD studentship with an SME partner further reinforces this approach. The Faculty of Science and Technology’s Centre for Global Eco-Innovation is working with 50 local SMEs on doctoral projects (see Case Study, p.19). In 2012-2013, the Faculty of Science and Technology progressed 43 CASE studentships including sponsorship by QinetiQ, Shell International Ltd. and Unilever UK Ltd.

Graphene NOWNANO is a joint Centre for Doctoral Training (CDT) run by the Universities of Lancaster and Manchester. It builds on the two partners’ world-leading expertise in the science and technology of graphene and other two-dimensional (2D) materials. HighWire offers a doctoral training programme which emphasises digital innovation through technologies, products and processes and through close involvement with organisational end-users, producing career-related transferable skills that will make students valuable in a wide range of organisations.

Intellectual Property - Through collaborative partnerships we pursue the commercialisation of Intellectual Property (IP) and its early transfer to the commercial sector. Lancaster University commercially licenses IP through its wholly owned subsidiary Lancaster University Business Enterprises Ltd (LUBEL) and we also commercialise our IP through spin-out companies.

Alongside commercial agreements, Lancaster University offers access to selected technologies such as “Easy Access IP”. These technologies are offered royalty-free and licensed via a short and simple (one page) agreement.

Business Vouchers - Lancaster University historically supported the Innovation Voucher scheme via the NWDA and now coordinates the national targeted pilots with Research and Enterprise Services performing a coordinating function between SMEs and Lancaster University. A voucher scheme is currently delivered via the Fusion project.

Case Study: InfoLab21

“VisionsLive is located at InfoLab21 because of the vibrancy of the business community and the excellent business facilities. This, coupled with our ability to establish and develop relationships with relevant faculties at Lancaster University, makes it an integral part of how we develop and support our growing international business.”

Andrew Hall, VisionsLive Limited

- A facility for co-location of ICT businesses alongside our School of Computing and Communications
- Co-financed by ERDF, NWDA and Lancaster University
- More than 50 spin-in and spin-out companies housed since 2004
- In-depth support delivered to 1,000+ regional SMEs
- Over 2,000 new jobs created in the local economy

Building on its strengths in ICT and a history of working with international ICT companies, including: Microsoft, BT Labs, Orange, Cisco, Nokia and Ford, the School of Computing and Communication Systems and its experienced business partnerships team, are located in one building in order to encourage the commercial exploitation of research. InfoLab21 provides dedicated business facilities for technology companies who wish to work alongside academic colleagues and benefit from collaborative programmes of research and development.
2.5. Stakeholder engagement in the growth agenda

Lancaster University works within complex partnerships nationally, regionally and with stakeholders from the public and private sector.

National - The Wave 2 Growth Hub Programme led by Lancaster University, in conjunction with the Department for Business, Innovation and Skills (BIS) and the Cities Policy Unit, Cabinet Office and funded by £32m from the Regional Growth Fund (RGF), supports the launch of 15 growth hubs across the UK to promote economic growth. These cover the following areas: Black Country, Bournemouth, Brighton and Hove, Coventry and Warwickshire, Hull and Humber, Ipswich and Norwich (New Anglia), Milton Keynes (SEMLEP), Oxford and Central Oxfordshire, Reading, Plymouth, Southampton and Portsmouth, Southend, Stoke and Staffordshire, Swindon and Wiltshire and Tees Valley. The Institute for Entrepreneurship and Enterprise Development is overseeing and managing funds disbursed across 16 English city regions. Collectively, their projects will benefit thousands of businesses and lead to over 2,000 new jobs by mid-2015.

The Faculty of Science and Technology engages with SMEs through Knowledge Transfer Networks, created by the Technology Strategy Board, which connect the UK’s innovation communities across a range of disciplines. Science and Technology at Lancaster also works closely with BIS, the Forum of Private Businesses, Environment Agency, National Trust, DEFRA, Department for Transport, National Nuclear Laboratory, National Physical Laboratory, Nuclear Research Institute, Science and Technology Facilities Council, Department for Environment, Food and Rural Affairs, Department of Energy and Climate Change, Carbon Trust, RCUK Energy Programme, Royal Academy of Engineering, Nuclear Decommissioning Authority, Lloyds Register Foundation, Institute of Civil Engineers, UK Centre for Ecology.  

14https://www.innovateuk.org/-/knowledge-transfer-networks

Case Study: LEAD

- LEAD has supported 1,700 businesses across the UK; employing an estimated 30,000; and with a combined turnover estimated ~£1bn
- In an independent evaluation (Wren and Jones, 2012), participants reported post-LEAD mean annual turnover growth rates of 13.6%, and employment growth of 16.8%, with 70% reporting profit increase and 65% reporting productivity increase. LEAD companies employ an additional 3,315 staff each year.
- LEAD has informed policy initiatives and been identified in a House of Lords Report as exemplary in supporting small businesses

LEAD is a ten-month intensive leadership development programme derived by the IEED, derived from research into entrepreneurial learning, for owner-managers, MDs, and senior managers of SMEs. Participants are from all business sectors and exhibit a strong growth orientation. LEAD’s integrated learning model addresses varied learning styles. These include: an overnight experiential; coaching; masterclasses; action learning sets; shadowing and exchanges; and a LEAD forum. It provides a framework for the leader to innovate and grow their business through increased profitability, productivity and employment. LEAD helps develop a more strategic approach to business, using elements designed to challenge participants’ thinking and ways of working. LEAD has been reviewed and revised, based on learning from its widespread delivery, and has recently been re-launched as LEAD2Innovate.
Regional Local Enterprise Partnerships - Lancaster University engages with Local Enterprise Partnerships in relation to regional growth and SME support. Through the £32m Wave 2 Growth Hub programme Lancaster University collaborates with 15 LEPs nationally. We have strong regional partnerships with the Chambers of Commerce, Northwest Aerospace Alliance, North West Nanoscience Doctoral Training Centre and regional County Councils. Northwest Regional Development Agency - Following Business Link’s merger into the Northwest Regional Development Agency, funding was provided for the development of a management and leadership programme for SMEs drawing on our research - the renowned LEAD programme (see Case Study, p 11).

Northern Leadership Academy (NLA)\(^{15}\) - Lancaster University Management School, along with other leading higher education institutions (HEIs) in the North, was a founding partner of the NLA, an initiative for sharing best practice in business engagement research and programmes. Lancaster University is a member of the Northwest Universities European Unit Limited (NwUEU) which acts as a vehicle to facilitate the North West HEIs collective activity, engagement and representation in relation to European Structural Fund issues. Lancaster University is also part of the N8 Research Partnership, a collaboration of the eight most research intensive universities in the North of England.

Local - We engage with locally-based business forums: the North West Business Leaders Team\(^{16}\), Downtown in Business Lancashire\(^ {17}\), the Shout Network\(^ {18}\), BioNow\(^ {19}\), Business in the Community and Sci-Tech Daresbury\(^ {20}\). Lancaster University Management School chairs the Lancaster Business Support Network and the University is represented on the Lancaster Chamber of Commerce Board by the Faculty of Arts and Social Science Associate Dean for External Relations & Enterprise, who works closely with the board to develop an expanded set of relations between the Chamber and the four faculties. The Faculty of Arts and Social Science Associate Dean also chaired the Lattice Works Social Enterprise Reference group, which directed Lancaster City Council funding into the local social enterprise sector and was able to support a number of SMEs to develop new modes of business activity\(^ {21}\). The FASS-EC and LICA are working with the Chamber of Commerce, the Civic Society and the Lancaster Guardian to organise and facilitate the revived Lancaster Design Awards. After a five year hiatus the awards were successfully run in 2012 and in 2014 will again be hosted by the University. The awards recognise the work of a wide range of local design and architecture practices and have helped celebrate the role of urban design in the district.

Security Lancaster is supporting a cluster of North West firms committed to fighting against cybercrime. They have joined forces to highlight the region’s technical expertise and raise security standards. The founding members of the North West Cyber Security Cluster include 11 SMEs with a range of complementary strengths, with support from Lancaster University, the Engineering and Physical Sciences Research Council (EPSRC) and Government Communications Headquarters (GCHQ). The North West Cyber Security Cluster is one of only a few initiatives of its type in the UK.

We also promote our activities through the Federation of Small Businesses\(^ {22}\), the Institute of Directors\(^ {23}\) and North West Science Parks.

\(^ {15}\) http://www.northernleadershipacademy.org.uk/
\(^ {16}\) http://www.nwblt.com/
\(^ {17}\) http://www.downtowninbusiness.com/lancashire/
\(^ {18}\) http://shoutnetwork.co.uk/
\(^ {19}\) http://www.bionow.co.uk/home.aspx
\(^ {20}\) http://www.sci-techdaresbury.com/
\(^ {21}\) http://www.lancaster-chamber.org.uk/
\(^ {22}\) http://www.fsb.org.uk/
\(^ {23}\) http://www.iod.com/
2.6. Impact

The over-arching theme for our impact is the enhancement of organisational performance in its broadest sense. Our impact generates economic, social and cultural changes. (Economic impact assessments are described in section 6. The Evaluation of Outcomes).

Policy Impact - A number of research related publications provide evidence of our outstanding impact. The Dean of Lancaster University Management School (LUMS) chairs a Task Force30 concerned with promoting links between mid-size businesses, business schools and students. The Institute for Entrepreneurship and Enterprise Development (IEED) supplied the All-Party Parliamentary Group (APPG) for Micro Businesses with a report explaining SME classification origins across Europe and recommending further divisions in these classifications31.

Impact Acceleration Account26 - In 2013 Lancaster University was awarded £600,000 by the Engineering and Physical Sciences Research Council (EPSRC) to support collaboration between researchers and SMEs to research and develop novel ideas and commercial propositions. The Impact Acceleration Account funding is designed to stimulate a collaborative culture between university researchers and industry (in particular SMEs) and ultimately support the early stages of converting research knowledge outputs into commercial propositions. It can support any scientific discipline that falls under the EPSRC remit (such as Chemistry, Computing & Communications, Engineering, Mathematics and Physics). Over 65 organisations have been helped so far.

Awards - In 2012 LUMS was named as inaugural Business School of the Year at the Times Higher Education awards. It was commended for its “demonstrable, consistent and considerable impact locally, regionally, nationally and internationally”27. In May 2013, the Centre for Global Eco-Innovation was announced as a finalist in the collaboration category of the PraxisUnico Impact Awards, which recognises collaborative working and innovation. In July 2013, the centre was also a finalist of the Green Gown Awards in the research and development category. LUMS and the Greater Manchester Chamber of Commerce were recognised by the EFMD panel in a special Network Partnership category for LEAD’s impact on SMEs28. The Institute for Entrepreneurship and Enterprise Development won an inaugural national award from the ESRC for its Outstanding Impact in Business. Also, the Small Business Charter Gold Award was recently presented to Lancaster University (see Case Study, p 5).

The BIBAs - The North and Western Lancashire Chamber of Commerce invited LUMS to revamp their annual business awards: the BIBAs29. The application and selection process has been overhauled to ensure the BIBAs become an even more assured indicator of business excellence. For 2014 Professor Ellie Hamilton was the head judge and LUMS was also a headline sponsor30.

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Case Study: The Be Inspired Business Awards - BIBAs

Lancaster University Management School overhauled the BIBAs via:

- Benchmarking against international, national and regional awards
- New sets of applicant questions
- New criteria for judging the awards
- Training events for applicants and judges
- The development of the BIBAs Academy for award winners

Lancaster University resident business The Reach Centre was shortlisted in the 2014 BIBA awards, NuBlue, SEO 24/7, BlackZest Solutions and TNP Limited were shortlisted for awards in the 2013 BIBA awards.

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27 http://www.the-awards.co.uk/
29 http://www.thebibas.co.uk/
3. Core Training Provision

Our SME training provision is derived from our research and our integrated learning model combines masterclasses, shadowing, exchanges, coaching and mentoring, action learning, peer support and experiential events.

3.1. General programmes

LEAD - is a ten-month leadership and management development intervention for SME owner-managers (see Case Study, p 11). Developed in 2003 by the Institute for Entrepreneurship and Enterprise Development (IEED), participants cover all business sectors and demonstrate strong growth orientation. The Graduates of LEAD Development (GOLD) programme gives participants a structured approach for experimenting with having a Non-Executive Director (NED) in their company, to practice being a NED in another company and focus on delivering strategic growth. Programme impact is demonstrated by six GOLD participants who have seen turnover increase from £23m (2010) to £41m (2012) with staff members increasing from 214 to 2511).

Top Team - recognises that LEAD alumni have senior managers working for them who have enormous technical expertise. These managers required a programme designed to make them better able to make a meaningful contribution to strategic debate within the company.

Innovation for Growth (IFG) - (see Case Study) part-funded by ERDF, offers a range of workshops and masterclasses to over 300 North West SMEs aimed at product and process development, diversification and ultimately business growth. Faculty experts and practitioners have facilitated a range of workshops including a two day workshop to help SMEs develop and retain customer focus.

Business Growth Hubs - The Institute for Entrepreneurship and Enterprise Development are delivery partners in both the ERDF-funded Lancashire and Cumbria Growth Hubs, LEP-led initiatives. The programme involves the establishment of a ‘forum’ - a facilitated network for a select group of successful and aspiring SME businesses to come together and cross-fertilise ideas and opportunities, and further be directed towards wider Lancaster University knowledge exchange programmes across the faculties.

Case Study: Innovation for Growth

- This £4.5m project, part-financed by ERDF, has supported over 400 North West businesses, to embed innovation within their business and management processes and practices
- To date the project has created over 200 jobs and safeguarded a further 340 jobs
- An external review of Lancaster’s ERDF projects revealed Lancaster boosted the economy by £15.80 for each pound received - almost double the national average of £8.70

This project has led to product, process and market development, diversification and ultimately business growth. It offers practical and interactive workshop programmes, masterclasses, access to student, academic and industry resource and expertise, facilitated reflection, action planning and peer to peer interaction.

3.2. Specialist programmes

Knowledge Exchange (KE) School Programme - Working with partners at Liverpool University and from a number of SMEs, the FASS-EC has developed a stand-alone KE School programme for postgraduate research students that seeks to expose them to real-world challenges as presented to them by SME mentors. After a highly successful School at the Work Foundation in Spring 2014, planning is already underway to expand the capacity of the Schools for 2015.

Sustainable Design for Rapid/Additive Manufacturing - The Engineering Design Academy has been devised to enable SMEs to access advanced design and additive manufacturing expertise at different levels of capability, dependent upon the existing knowledge of the business. The aim is for companies to develop new opportunities and embed the principles of sustainable manufacturing at the heart of product development.

InfoLab21 Strategic Innovation Support Programme - This aims to help North West SMEs identify and utilise digital technologies to develop innovative product and service offerings, increasing levels of investment in the region’s ICT sector. It is run by the School of Computing and Communications, based in InfoLab21. The project funds a team of recent graduates of IT disciplines to offer short term consultancy services around areas such as: research into new technologies; proof of concepts; ICT strategies & infrastructure development; and mobile and web technologies. This programme, established in 2009, has assisted 423 companies within the North West.

Innovation, Design, Entrepreneurship and Science (IDEAS) - at Daresbury was led by Lancaster University Management School in partnership with Manchester Business School and the University of Liverpool Management School. IDEAS supported high-tech SMEs through a series of practical, interactive workshops, seminars and one-to-one surgeries to allow new ideas to be put into practice. The programme aimed to help develop skills and expertise, offering businesses access to real time research and encouraging longer-term strategic relationships with companies.

3.3. Alumni support

Student community - SME alumni provide expertise and advice for students; recent events have included an afternoon of pitching ideas at a local marketing and media agency, Fat Media, who are an avid supporter of the Faculty of Science and Technology’s Internships Programme. Students have also taken part in a marketing and enterprise challenge posed by alumnus and entrepreneur Mitch Vidler at his Slingshot headquarters.

Career mentoring scheme - The Lancaster mentoring scheme gives students the opportunity to spend time with a working professional; notable SME mentors include DTCLTC and JMA Psychology.

32 http://www.lums.lancs.ac.uk/departments/Entrep/Projects/ideas/
33 http://www.fatmedia.co.uk/; http://www.lancaster.ac.uk/sci-tech/internships/case_studies/fat_media
3.4. Placement and internship opportunities

Internships - Lancaster University is one of six HEIs delivering the project Unite with Business, part-financed by the ERDF. The project provides short-term paid internship programmes to North West SMEs. Since 2010 Lancaster University has funded more than 300 internships (case studies are available). Recognising the value of our students to the economic growth and recovery of the country, the Faculty of Science and Technology provides organisations with a choice of flexible options to work in partnership with students in three ways: internships through their new internships programme, part-time research projects supervised by leading experts and industry-led collaborative PhDs. Sixty two percent of internship experiences led to further employment either with the organisation or another company and 100% of businesses would recommend the internships programme to other employers. The Faculty of Science and Technology and Lancaster University Management School also offer summer internships, 20 of which are part funded by Santander. The FASS-EC offers SME targeted internships. The InfoLab21 Graduate Academy (IGA) provides ICT assistance for ICT & Digital SMEs in the North West. Lancaster Product Development Unit (LPDU) in Engineering also offers additive manufacturing expertise through the Engineering Design Academy where students address problems and exploit opportunities for product development using new technologies.

Placements - Many of the Faculty of Science and Technology degree programmes include industry placements from two weeks to two years. Each year approximately 10% of Lancaster University Management School undergraduates, who take a year-long paid placement as part of their degree, do so with an SME.

3.5. Student projects

Student projects form a key element of our link with SMEs. We make the students’ expertise, time, and resources available under academic supervision, helping businesses address critical issues. The wide network created through these relationships acts on a reciprocal basis, whereby we provide a range of trusted student consultancy and management development services for companies and they, in turn, act as ambassadors to support our recruitment of students and new business clients. Since 2010, 3,584 students have delivered over 900 projects.

3.6. Workshops/seminars dedicated to SMEs

In addition to the workshops/seminars delivered as part of our programmes we also deliver conferences and seminars for SMEs focused on key policy issues including: Engage HEI Conference 2012 (The Impact of Engaging) – The Institute for Entrepreneurship and Enterprise Development organised the 2012 Engage HEI Conference at The Work Foundation. The Minister of State for Universities and Science, David Willetts, gave the opening speech which focused on the relationship between knowledge exchange, HEIs, government and industry. Managing for high growth - speakers included Lord Young of Graffham, Enterprise Advisor to the Prime Minister; Toby Perkins, MP, Shadow Minister for Small Business; Professor Ellie Hamilton, Lancaster University Management School; Mike Cherry, Federation of Small Businesses and Rajeeb Dey, Enternships. The Science and Technology Business and Industry Seminar Programme - invites senior representatives from commercial and allied organisations to talk about their science and innovation challenges at seminars which are open to partner businesses.

The Faculty of Science and Technology also hosts a wide range of bespoke events for SMEs. For example, each year Security Lancaster runs the Cyber Security Conference aimed at businesses to think about potential growth opportunities surrounding cyber-security rather than dwelling on the risks. Security Lancaster was opened in 2012 by the Rt Hon Baroness Neville Jones DCMG, the former Minister for State Security and Counter Terrorism.

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35  http://www.lancaster.ac.uk/sbs/ceec/unitewithbusiness/clients/examples.html; http://www.lancaster.ac.uk/fass/enterprise-centre/students/case-studies.htm; http://www.lancaster.ac.uk/sci-tech/internships/case_studies/
36  http://www.lancaster.ac.uk/sci-tech/internships/examples.php
37  http://www.lums.lancs.ac.uk/departments/Entrep/Projects/studentprojects/studentprojectscasestudystestimonials/
38  http://www.lancaster.ac.uk/sci-tech/business/events_programme/events_archive.php
39  http://www.security-centre.lancs.ac.uk/events/conferences/
3.7. Start-up programmes for students

The Lancaster University Enterprise Centre coordinates a series of support resources: North West Enterprise Champions, part-financed by the ERDF, provides students with support and advice to set up their own business including: a start-up boot camp, start-up funding, business skills workshops, 1-2-1 guidance and mentoring, specialist advice from accountants and solicitors, web hosting and networking.

Start-Up Boot Camps - Two-day interventions which are facilitated for those with a business idea, focusing on personal action planning and peer support and includes opportunities to meet Boot Camp alumni, plus a networking event with specialists including bank managers, solicitors, accountants, HM Revenue and Customs, Companies House, potential investors and business advisers.

Fast Forward to Business40 - a new programme of workshop and mentoring support specifically tailored for students, staff and graduates of Lancaster University who are looking to start a business.

Start-Up Case Studies - Student start-ups have been supported by access to funding, sector specific advisers, web support and various workshops and events41. Successful start-ups42 include: My Nutkase43, Sanitas Data Security44 and Don’t Burn the Turkey45.

3.8. Lancaster University Students Union (LUSU)

LUSU’s societies are long-established in this area, examples of which include: Lancaster Entrepreneurs (Creating Tomorrow) - the oldest society of its kind in the UK. Lancaster University’s Lancaster Entrepreneurs, established in 2002, aims to inspire students to see the potential in entrepreneurship. They coordinate events and competitions such as the Santander Universities Entrepreneurship Awards46. Enactus brings together student, academic and business leaders who are committed to using the power of entrepreneurial action to improve the quality of life and standard of living for people in need. Projects include: Forum Lancaster, aimed at levelling the playing field between national business and SMEs locally47. In 2013 the society won ‘Most Improved Enactus Group’ and its Vice President picked up the ‘Individual Achievement Award’. ‘How To’ - a week of events to give you an edge in life and your career aims to celebrate entrepreneurship and to raise the profile of the opportunities for innovative students on campus. Lancaster University has engaged the students union in the delivery of ERDF and ESF projects aimed at supporting local communities, social enterprises and wider third sector partners via a range of initiatives.

“Enactus brings together student, academic and business leaders who are committed to using the power of entrepreneurial action to improve the quality of life and standard of living for people in need.”

3.9. Student conferences

The Faculty of Science and Technology hosts a range of conferences for students; for example, in 2013 Security Lancaster partnered with The Cyber Security Challenge UK to host an intensive five-day training camp for some of the UK’s most talented young cyber security enthusiasts.

The China UK Challenge - Lancaster University Management School and Norwich Business School co-founded the China UK Entrepreneurship Challenge48 in 2008 to promote the development of commercial collaboration. Enterprising students and start-up companies compete for up to £250,000.

40 http://www.lancaster.ac.uk/enterprisecentre/fastforward/
41 http://lusuco.uk/get-involved/start-a-business/
42 http://lusuco.uk/get-involved/innovation/case-studies/
43 http://mynutkase.com/
44 http://www.sanitasdatasecurity.co.uk/sanitas_about.htm
46 http://www.lancaster.ac.uk/enterprisecentre/santander-universities-entrepreneurship-awards/
47 https://www.facebook.com/lancaster.entrepreneurs
48 http://www.enactuslancaster.org/what-we-do.html
3.10. SME input into programme delivery

**Undergraduate** - Lancaster University’s flexible undergraduate programmes mean that students are not only exposed to entrepreneurship teaching through specialist undergraduate degree programmes (BA in Management and Entrepreneurship) but entrepreneurship modules are also available to all students. These modules are delivered with input from local SMEs and our Entrepreneurs in Residence network. In excess of 1,600 students have taken these modules from 2012-2014.

**Postgraduate** - At the heart of the Centre for Global Eco-Innovation are 50 PhD students working on research projects for 50 SMEs to develop new products, processes and services for the global marketplace, which by virtue of their use, manufacture, raw materials, reuse or disposal, deliver positive environmental impacts. IEED’s MSc in Entrepreneurship, Innovation and Practice provides students with many opportunities to interact with SMEs. IEED also delivers the MSc in Manufacturing Leadership.

Consultancy projects with SMEs feature on several programmes (e.g. MBA). In the past two academic sessions, 297 postgraduate students have undertaken such modules. Consultancy projects with SMEs have been undertaken by more than 3,500 students since academic year 2010-11.

3.11. Student provision of enterprise modules

The Mind Your Own Business competition involves students and societies designing and delivering a week’s programme of enterprise workshops to other students. Bright Futures, the UK’s largest career-focused student society, also runs its own enterprise initiative and contributed to its content.
4. Collaborative Research with SMEs

Collaborative research is at the heart of several large-scale, regional economic development projects which involve multiple departments, faculties and institutions. These include European Regional Development Funded (ERDF) projects (e.g. £1.7m Engineering Design Academy, £9.8m Centre for Global Eco-Innovation - a joint partnership with the University of Liverpool and commercialisation company Inventya Ltd.), HEFCE (£5.1m Lancaster China Catalyst Programme), EPSRC (e.g. £0.6m Impact Acceleration Account (IAA)) and INTERREG funded projects (e.g. £3m KARIM).

Case Study: The Centre for Global Eco-Innovation

• £9.8m HEI-SME collaborative R&D centre supported through ERDF delivered in partnership between Lancaster and Liverpool Universities and specialist consultancy business Inventya Ltd
• 50 international graduates recruited to develop new eco-innovative products, processes and services over three year collaborations with 50 partner SMEs whilst studying for PhDs
• Focus on export through leverage of the global reach of university partners
• A further 235 SMEs to be supported by the end of 2015

The aim of the centre is to form collaborative research and development partnerships with North West-based SMEs to enable and drive innovation in businesses and to support the development of new products, processes and services for the global marketplace that have positive environmental benefits.

Mike Cain, Director of DemoPad, said:
“Our relationship with Lancaster University and the Centre has been nothing short of transformational. The scheme provides a graduate researcher as the project lead but there is substantial added value in the involvement of the whole university team behind the student to guide and contribute as required.”
5. Collaborative Consortium Delivery

Our provision is both multi-disciplinary and multi-sectoral in its focus. In collaboration with Winning Pitch\textsuperscript{49}, a specialist provider of high growth coaching services, Lancaster University Management School (LUMS) delivered the Lancashire Giants programme\textsuperscript{50}; designed to facilitate the growth of medium sized businesses in Lancaster into future ‘Giants’.

LUMS has licensed its LEAD and GOLD programmes for delivery in the South West of England by private company QuoLux\textsuperscript{51}. Other examples include collaboration with the National Centre for Universities and Businesses (NCUB) in the delivery of London Fusion and the Centre for Global Eco-Innovation, in partnership with the University of Liverpool and private company, Inventya Ltd\textsuperscript{52}.

5.1. National collaborations

**Fusion** - LUMS is leading the London Creative and Digital Fusion\textsuperscript{53}, a £5.6m programme, part financed by ERDF, to support growth in creative and digital SMEs in London. Through The Work Foundation, The Institute for Entrepreneurship and Enterprise Development are working with multiple partners to deliver this programme for the Greater London Authority (see Case Study).

**Creative Exchange** - led by ImaginationLancaster and funded by the Arts and Humanities Research Council (AHRC) this project draws on design innovation labs at three HEIs. It connects businesses across sectors focusing on MediaCityUK.

**IDEAS** - promoted effective knowledge exchange at the interface of SMEs, universities and strategic government funded science and was supported by the ERDF, Science and Technology Facilities Council (STFC), NWDA and Daresbury Science and Innovation Campus (DSIC).

**LEAD** - has grown from provision within one region to a model widely promoted by other providers nationally thereby demonstrating the model’s transferability\textsuperscript{54}.

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Case Study: London Creative and Digital Fusion

- £5.6m project, led by the Institute for Entrepreneurship and Enterprise Development and part-financed by ERDF, aiming to drive sustainable innovation and growth into 500+ of London’s creative and digital SMEs
- To date more than 900 creative and digital SMEs have engaged with the Fusion project, receiving 5,000+ hours of business support
- Collaboration Award vouchers for up to £10,000 have been won by companies to work with London’s top universities and research institutions including Goldsmiths, Kingston University, and The Tate

Managed from the Work Foundation, this project is a collaborative partnership with the University of London, Royal College of Art, Queen Mary University of London and the National Centre for Universities and Business (NCUB). SMEs are able to leverage London’s world-class knowledge base creating new partnerships that lead to the development of new innovative products, technologies and services, and provide access to new markets and growth opportunities.

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\textsuperscript{49} http://www.winning-pitch.co.uk/
\textsuperscript{50} http://www.winning-pitch.co.uk/giants
\textsuperscript{51} http://www.quolux.co.uk/lead-training-programme/
\textsuperscript{52} http://www.cgeinnovation.org/
\textsuperscript{53} http://www.londonfusion.org.uk/About
\textsuperscript{54} http://www.leadwales.co.uk/en/index.htm
5.2. International collaborations

The Lancaster China Catalyst Programme (LCCP)\(^55\) is a £5.1m development, aiming to revitalise the UK's position in global export markets, create 240 jobs, help 400 domestic businesses and boost the economy by £40m. It supports the development of a significant number of partnerships between UK SMEs and Chinese companies. Business partnerships focus on the research, development and commercialisation of new products and services for major export markets. With funding from the Higher Education Funding Council for England (£3.5m), Lancashire County Council (£0.5m), and Guangdong Provincial Office for Science and Technology, key external partners include the Chinese Academy of Sciences, UK Trade and Investment, China-Britain Business Council and the Technology Strategy Board. LCCP will help SMEs gain networks within China's Guangdong Province through the University's link with the Guangdong Provincial Office of Science and Technology.

Knowledge Acceleration and Responsible Innovation Meta-network (KARIM)\(^56\) - the Faculty of Science and Technology and Lancaster University Management School led the development of a strategic initiative project of the INTERREG IVB programme of the EU in order to establish Europe's first network of centres collaborating on technology transfer to SMEs. The project is developing transnational models aimed at improving the effective transfer of knowledge and technology by bridging the gap between universities, research institutes and industry.

Berkeley Innovation Forum (BIF) - IEED is the first European member of BIF. Professor Solomon Darwin from BIF visited the Lancaster Management School in 2012 and made presentations to SMEs. The inaugural Lancashire Giants programme visited BIF and global high-tech companies in Silicon Valley\(^57\).

Nano Regions Alliance (NANORA)\(^58\) - the Faculty of Science and Technology leads collaboration for the UK in this transnational project for nanotechnology SMEs involving six countries (Germany, Netherlands, Belgium, France, UK, Ireland). NANORA provides facilitated market entrance for nanotechnology SMEs through a transnational linking of regional support schemes and the development of new, transnational support structures and competence pools. NANORA has strong international partnerships through The Cockcroft Institute, an international centre for Accelerator Science and Technology which Lancaster University co-founded.

FP7 Proficient aims to create business opportunities for SMEs in the construction sector and responds to the EU-wide trend of self-organised housing processes aimed at boosting the quality and scale of energy efficient buildings.

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\(^{56}\) http://www.lums.lancs.ac.uk/departments/Entrep/Projects/Karim/

\(^{57}\) http://www.lums.lancs.ac.uk/departments/Entrep/Projects/Karim/

\(^{58}\) http://www.nanora.eu/
6. The Evaluation of Outcomes

The University has a track record of conducting or commissioning rigorous evaluations of the impact of many of these programmes and projects. This includes both internal and independent external evaluations.

**ERDF-supported programmes** - The latest independent evaluation by EKOS estimates a return on investment of >£15 for every £1 of public investment made. In value for money terms, similar ‘science, R&D and innovation infrastructure’ interventions, are typically benchmarked to deliver c.£8-9 in return for every £1 invested. This performance reflects that all Lancaster University projects have either met or exceeded the delivery of key outcomes.

**LEAD** - LEAD alumni exceed 1,700 companies; employ an estimated 30,000 people; and turn over an estimated £1bn - equivalent to a major corporation. In an independent evaluation, participants reported post-LEAD mean annual turnover growth rates of 13.8%, and employment growth of 16.8%, with 70% reporting profit increase, and 65% reporting productivity increase. LEAD companies employ an additional 3,315 staff each year. LEAD has informed policy initiatives, and contributed to THE Business School of the Year Award. It has also been identified in a House of Lords report as exemplary.

**Student projects** - In 2013 EKOS Ltd. undertook an external evaluation of student project activity. All companies reported that they had benefited in some way from participation, concluding that student projects at Lancaster University Management School have contributed to stronger and deeper relationships with SMEs. Projects in Science and Technology using graduate and student academies and PhD/Masters placements were highlighted as bringing a unique, diverse and very skilled offering to businesses.

**North West Enterprise Champions Project** - A recent EKOS report found an estimated potential return on investment of the North West Enterprise Champions Project of 6:1, net additional GVA of £6,415,950 and the creation of 176 gross new businesses and 50 net additional jobs.

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59  http://www.ekos-consultants.co.uk/
7. Quality Assurance, Governance, Programme Design and Validation

Lancaster University business engagement is overseen by our cross-faculty Knowledge Exchange, Enterprise, Innovation and Commercialisation Committee and chaired by our Deputy Vice-Chancellor.

Structures include staff in each faculty responsible for business engagement, for example the Director of Business Partnerships and Enterprise in the Faculty of Science and Technology and the Associate Dean for Enterprise, Engagement and Impact in Lancaster University Management School. Lancaster University has significant experience of designing and delivering development programmes for a range of clients. Client needs are identified by following a rigorous diagnostic phase. Business support programmes involve continuous review, along with learning and reflection days.

External accreditation: Lancaster University Management School is one of the few business schools in the world to hold triple accreditation – recognition of the quality of everything we do from the three leading international accreditation bodies for the business school sector (AACSB, EQUIS and the Association of MBAs). Triple accreditation is confirmation of the international scope and standing of Lancaster University Management School.

8. Further Information

Lancaster University engages with business through a wide range of programmes and activities. This report has endeavoured to provide a sample of these.

Lancaster University Management School programmes for SMEs are outlined in more detail at http://www.lancaster.ac.uk/lums/business/business-growth/programmes/ and Executive Education at http://www.lancaster.ac.uk/lums/business/executive-education/

Business growth case studies may be seen at http://www.lancaster.ac.uk/lums/business/business-growth/video-gallery/

More information on the Faculty of Science and Technology including contact points, case studies and annual reports can be found at www.lancaster.ac.uk/sci-tech/business/

The programmes and services for business from across the wider university and contact points are provided on our website http://www.lancaster.ac.uk/business/