

Appendix A – 3 Examples of how we have influenced the national business support programme

Generic Manufacturing Advisory Service(MAS) Current Delivery Model

The generic MAS delivery model provides strategic and technical support to SME's to develop advanced manufacturing capabilities. Pera are delivery agents for MAS within Lincolnshire, with 2 advisers covering the area. The MAS offer supports to a business to develop through focussing on 1 of the following; low carbon improvements, supply chain initiatives, new product development, cost reduction strategies and operational improvements. Business can also access foundation project grants- up to £1000, 50% matched and Step Change grants – up to £3000/50% of total project costs.

MAS Enhancement negotiated by LCC

Following feedback and evaluation responses the ESIF funds will be used to devise a tailored programme to support the main supply chains across the Greater Lincolnshire areas eg manufacturing, engineering and renewables. There would be a sectorial focus on growth areas, collaboration, opportunity identification and research.

Therefore we have been able to influence and enhance the existing MAS core offer by;

1. *Support for Priority Sectors (including Rural)* –additional Business Growth Managers (BGMs) with sector specific experience to work within priority sectors of manufacturing, agri food and renewables, work will include *Sector landscaping and cluster development* to build understanding of sector opportunities, requirements and challenges.
2. *Supply Chain Initiative* – advisers will engage with major employers to understand their challenges with SMEs entering their supply chain chains. Via a gap analysis, they will develop individual and group Action Plans, which will be implemented via MAS projects.
3. *Manufacturing Innovation* – provision of specialist manufacturing innovation advisors to support innovation projects and masterclasses.

SMEs will receive a grant with which to purchase a suitable Advisor via the existing National Expert Register portal.

Growth Accelerator (GA) Core Service summary – Current Delivery Model

The Growth Accelerator programme provides businesses with new routes to investment, new ideas and strategy to help them grow. Within the GLLEP area Pera are delivery agents for GA with 2 Growth Managers covering the area.

GA Growth managers match a company's individual needs to expert business coaches. They work together to deliver a bespoke package of support which can include coaching, connectivity, workshops and leadership training.

Businesses have to show a 20% year on year growth potential for 3 years to access the programme. Prospective clients have to have a telephone interview with a Growth manager who assesses their ambition, capacity and opportunity to grow and decides if they are eligible to access the programme. If successful, the business can choose **one** route they wish to follow;

- Business Development
- Access to Finance
- Growth through innovation

There is also a grant of £2000 per senior manager (matched 50/50 by the business) for the business to engage in leadership and management development training.

Growth Accelerator Enhancement facilitated by LCC

Many businesses in the GL LEP area are currently not able to access the GA offer because they are not able to demonstrate the potential to grow by 20% year on year.

Furthermore following feedback and evaluation we recommended expanding the core programme by extending the route businesses wish to follow eg they can access support for more than one growth area eg Business Development, Access to Finance or Growth through innovation.

The ESIF enhancement will;

1. *Building Growth Capability* - providing tailored coaching and masterclasses to businesses with high growth potential but skills, strategy and behavioural barriers resulting in lower levels of confidence.
2. *Support for Priority Sectors (including Rural)* – additional Business Growth Managers (BGMs) with sector specific experience to work within priority sectors eg manufacturing, agri- food and renewables, *Sector landscaping, and cluster development* and *Supply Chain Initiatives* to help SMEs enter major supply chain chains.
3. *Enhanced leadership support* - delivering leadership and management support to a growing SME's wider management team, enabling more strategic growth management.

SMEs will receive a growth grant with which to purchase a suitable consultant via the existing National Expert Register portal.

Generic UKTI Provision

UKTI Core Service Summary- Current Delivery Model -until March 2015

UKTI contracts with EMB Ltd to deliver the regional international trade development service. There are currently 3.5 FTE general advisers currently operating in the Lincolnshire area. Lincolnshire clients also have access to an East Midlands pool consisting of a Language & Culture Specialist, 2 mid sized Business Advisers that support companies with £40m+ t/o, 4 High Growth Market Specialists, an Export Finance Specialist and a Rail Specialist.

Core Service Components

The UKTI core service has a number of product offerings comprising which Lincolnshire businesses have access to:

Online- gov.uk: Information, business opportunities, signposting, events, webinars etc

First time Exporter: mentoring and signposting

Passport to Export: A programme of one to one advice with supporting workshops to companies that are new to export – including e-exporting, export insight visits, events.

Export Growth Service: International Trade Advisers - Overseas market introduction service (OMIS) reports, e-exporting, export communication review, export market research scheme, event and missions

Medium Sized Business Programme: account management, tailored portfolio of services

Enhanced Provision required through the ESIF funding dedicated to Lincolnshire businesses facilitated by LCC

GLLEP business survey research and other sources have identified the following issues in Greater Lincolnshire:

- Lack of understanding of the export development support on offer
- Uncertainty about 'exportability', particularly in the service sector.
- A requirement for greater 'hand holding' for companies new to export, particularly in sourcing distributors, logistics, managing language & cultural issues and building confidence – to an extent companies are looking for 'part time export manager expertise' to help them build capacity
- A particular desire for specific sector knowledge

To meet these needs the new ESIF call has concentrated on both export development, helping companies take their first steps; and export expansion, helping companies increase the overall percentage of their business that is export related by selling more, developing new product lines or expanding their export activity into new markets. This would be achieved by layering additional support on top of the current UKTI trade development Offer outlined above.

The support below will complement the core UKTI offer;

Development - Increasing awareness, understanding, interest and capability

- Export Taster Programme – a targeted programme of events will be provided to encourage SMEs who want to grow their customer base, but may never have considered exporting as an option, to think about expanding into international market places through a series of 'export taster' workshops.
- Direct Engagement – a rolling telemarketing campaign will target SMEs in Greater Lincolnshire making appointments for them to discuss their export capacity with a UKTI Trade Adviser.
- Export Readiness -Those businesses that are identified from the export taster programme and the direct engagement activity but are not yet ready to benefit from the services of an International Trade Adviser will be connected with a

Trade Development Officer who will work with them on a remote basis via telephone and email to help them to become 'export ready'

Expansion – Co-investment in support of consultancy and other services and specific sector support.

- The GLLEP Export Co-Investment Fund – This fund will provide co-investment support at a 50% intervention rate (£1000-£5000). The following list provides examples of the types of activities to be supported via the grants programme.
 - language and cultural workshops;
 - consultancy support for early stage exporters - i.e. part time export manager expertise
 - legal advice around international commercial agreements;
 - assistance with international marketing and branding, including website development and marketing materials;
 - attendance at overseas conferences;
 - advice relating to international commerce and e-commerce protocols;
 - specialist support with IP protection and prototyping for overseas markets;
 - assistance in identifying and recruiting new staff to help enter international markets; and,
 - market research projects for new overseas market entry
- Sector Specialist Advisers – GLLEP has identified Food and Manufacturing as priority sectors and potentially want to support local SMEs with International Trade Advisers with specialist sector expertise and knowledge who would be connected to sector related growth hubs.

UKTI Trade Current Offer

The current offer consists of a Partnership manager (from PA Consulting Ltd) and access to the national trade enquiries. The Partnership Manager covers 3 LEP areas including GL LEP. The Partnership Manager also provides an Investor Development service on 73 FDI businesses in Lincolnshire.

Therefore there is a real need to enhance the capacity of the service to meet client requirement. An ESIF call will be developed to enhance the support.

UKTI Inward Investment Enhanced Provision

The key drivers for FDI support are;

- Access to markets
- Access to labour talent
- Access to R&D

Enhanced UKTI Inward Investment support need to provide a range of strategic and operational support;

Requirements include:

- Provision of an Investor Development Programme

- To provide aftercare/investor development support to foreign owned companies through an account management approach with the aim of retaining and increasing workforce and/or investment.
- Account managers and aftercare provision
- Strategic alignment of LAs, HEIs, Business Parks/Enterprise Centres around strategic showcase sectors for the purposes of high value inward investment
- Identification of supply chain gaps and articulation of that and translation into business opportunities for potential future FDI investors
- Supply chain development and diversification, including opportunities for local businesses to Joint Venture/collaborate with FDIs (including FDIs with propensity to export from UK)
- Developing focused sector propositions and comprehensive channel marketing and business development strategy for targeted prospects, posts and markets in conjunction with strategic partners, innovation centres, HEIs, business and technology parks
- Ensuring effective engagement in UKTI virtual teams related to UKTI managed key accounts for aftercare and developing additional investments, working with Business Lincolnshire Growth hub and partners
- Maintain strategic relationship with UKTI Investment Organisations relevant to showcase sectors and LEP potential
- Support updating and profiling of assets and capabilities for UKTI sector team awareness and to feed into propositions
- Liaise with UKTI and Investment organisations on inward investment missions and post events, supporting market visits where appropriate
- Oversee and manage enquiry management system (UKTI pipeline system) and analyse and track useful information to support proposition development and market intelligence arising from UKTI's CUBE
- Identify and target prospects with the support of UKTI
- Support marketing and positioning of support
- Develop the GL LEP ambassador envoy group

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