



**Regeneration through Innovation
International and Institutional Instruments**

**Atlas House, Smethwick, West Midlands
Wednesday 16th October, 2002**

Speakers' Synopses and Biographies

Chairman - Ed Straw, PWC Consulting

Ed Straw wants the world to change, is dissatisfied with today's pace of improvement and believes our institutions of all forms are stuck. The democratisation of control and change are pervasive trends running well ahead of the way things are done round here.

He started life in a family with five children, a political heritage and strong set of values. Divorce and boarding at a 'public' school dented his emotional development. University, late 60s student politics and the excellent Manchester Business School followed along with a career as a real management consultant. A chance project in 1986 for the National Marriage Guidance Council led to the chairmanship of Relate (1994-2000) and then Vice-President. He researched and wrote *Relative Values* in 1997 for *Demos* which proposed a comprehensive relationship and parenting service, and jointly founded the National Family and Parenting Institute and is now a board member.

He has contributed to a wide range of broadcasts, reports, seminars and conferences. He has also contributed to reform of government and political process, notably a wall-to-wall review of the Labour Party for John Smith in 1993.

He is a partner in PwC Consulting where he leads consulting for entertainment and media companies. He has spent 20 years working with the full range of public sector organisations on strategy, restructuring, development and change projects.

Regional Competitiveness - World Best Practice in Economic Development

Speaker: David Waterstone, formerly Chief Executive of WDA, Author of IWA Report on Regional Competitiveness

David Waterstone was formerly Chief Executive of the Welsh Development Agency and is the author of the Institute of Welsh Affairs "Report on Regional Competitiveness". He gained his MA at St Catherine's College, Cambridge and was awarded the CBE in 1991. He has extensive background in the field of Regional Competitiveness, and he had held many major positions including UK Chairman, Ansaldo Ltd, Chairman, ADAS Holdings Ltd, Senior Executive of IRC, Board Member of BSC, Managing Director and subsequently Executive Chairman of BSC Chemicals and Redpath Dorman Long, Chief Executive, Energy and Technical Services of Gp plc, Director of Portsmouth and Sunderland Newspaper.

International Technology Development

The Role of Universities in a Modern Economy

Speaker: Professor Gerald Bennett, Wolverhampton, University

Professor's Bennett's presentation will cover the Role of Universities in a Modern Economy. He will present the concepts surrounding moving to a knowledge economy and will outline some of the basic facts about the West Midlands Higher Education Institutions. He will then explain what Universities do, which will lead to consideration of their markets, impact and influence. He will consider teaching and widening participation, as well as research and the 3rd stream.

Gerald Bennett is Pro-Vice-Chancellor at the University of Wolverhampton responsible for research, external development and graduate programmes. Additionally he has been Co-ordinator for the West Midlands Higher Education Association over the past two years.

He was educated at Oldbury Grammar School in Sandwell and gained a Bachelor's degree in Engineering at the University of Birmingham before gaining a Masters and Doctorate from Manchester Business School, University of Manchester. His Doctorate focused on the business strategies of high-technology industries in the UK, Europe and the USA - an interest he retains to this day.

Having worked in industry and at Salford and Manchester Metropolitan Universities he returned to the West Midlands in 1986 as Head and then Dean of Faculty in Wolverhampton Business School before taking up his present post.

USA Experiences

Speaker: Loren A. Schultz. TEC Centres International and Prya Partnerships USA

TEC CONCEPT

Mr. Schultz's schedule prevents him from being here with us for this conference and he sends his best wishes for its success. He hopes his presentation on CD ROM will be effective.

Mr. Schultz presents the importance of entrepreneurship and its effect on business development. He will relate his experiences in implementing and operating over a dozen business incubators/Technology Enterprise Centers. He currently is an active owner in five TEC centers which total over 1/2 million square feet.

He will present some of his experiences with centers and center companies over the last 25 years and will discuss what is required to make an exciting business development environment in a community.

An advocate of international small business partnering, he will present a concept of American and European companies with compatible or complimentary products and marketing skills, to work together. This permits companies to reach new markets as well as to grow their markets with new products. He plans to work with Prya in this area using each organization's growing network of businesses.

Loren A. Schultz, an active entrepreneur, has been working with small technology businesses for the past twenty five years and has traveled extensively, evaluating and lecturing on small business development programs. Founder of the Technology Enterprise Center Concept, an organized program for the development, growth and success of technology businesses, he established the first TEC Center in 1976 in Montgomeryville, Pennsylvania. This is believed to be the first private business incubator in the United States. In 1978 he formed Technology Centers International, Inc. which has helped establish over a dozen center programs including affiliations in Europe. He currently is an owner/participant in centers totaling over 1/2 million square feet. Tenants and graduates of these centers for business development number over 1000 companies.

Mr. Schultz has formed Technology Enterprise Capital Fund, Inc., a venture fund for investing in early stage, high growth potential, organizations it considers deserving. This TEC Fund is expected to be converted into a Business Development Corporation, a public venture capital organization, with approximately \$50 million of capital. It will operate in selected regions of the United States where Mr. Schultz has affiliates. He is also developing relationships with international organizations with similar objectives, such as the Prya Organization, to further international activities for small businesses.

Mr. Schultz co-authored The Ernst & Young Business Plan Guide, published by Wiley & Sons, and in 1996, was inducted into the Hall of Fame of The Association of Work Process Improvement (TAWPI) for his contribution to buffered data entry technology.

Mr. Schultz founded and has helped in the organization of many companies, and serves as a board member or advisor to a number of them. He was a founder, President and Chairman of Decision Data Computer Corporation from its beginning in 1969 to 1976. In five years, he led Decision Data to annual revenues of over \$40 million, and established a sales and service network throughout the major cities of the United States, Canada and Europe. Decision Data was a major supplier of 80 and 96 column punch card equipment, computer systems and peripheral products, and went on to become a 200 million dollar company.

From 1957-1969 Mr. Schultz worked with the Univac Division of Sperry Corporation in a number of technical and management positions including Chief Engineer and Plant Manager of its computer facility in Utica, NY and Chief Engineer, Advance Manufacturing Technology at Univac's corporate headquarters. He also directed the Program Management activity and was responsible for a number of special product task forces. One of these was the Univac VP-VIP program which took a disastrous product program and made it into one of the most successful products in the history of Univac.

Finland - Tampere's Technology and market drivers

Speaker: Jukka Maki, Media Tampere

New Zealand - Beachheads and soft landings for a small economy

Speaker: Chris Kirk, Massey University

Dr Chris Kirk has submitted a draft summary of a paper he is writing relating to a recent project - "NZ Zones" - and that he has completed on a project of interest to the New Zealand Trade Development Board. Whilst the Report itself is confidential, the summary paper is likely to be of interest to delegates.

The paper starts by saying that there are many challenging issues confronting small and medium companies (SMEs) seeking to make the transition from local firms to global entities. For SMEs in small countries like New Zealand, the US and UK/European markets represent huge export potential. With the exception of some import quotas and a few strategic industry ownership restrictions, there are few limitations on foreign firms seeking to do business in these markets. While offshore markets can be very attractive for SMEs, they are also very demanding and breaking into them is not easy.

New Zealand is a small, remote, modern nation but it has the potential to be among the most innovative and entrepreneurial countries in the world. With its ability to adapt rapidly to new technologies, a first world education/research infrastructure and a 'can do' attitude, the country has the potential to produce some of the most talented and diverse technology companies in the world.

The paper goes on to describe the Challenge and the Beachhead Project, including the Key Findings and Conclusions.

Dr Chris Kirk, Director of Research & Innovation at Massey University (New Zealand's second largest University). Extensive links and activities throughout New Zealand's science, technology and innovation base, running technology transfer mechanisms and setting up new ventures based on commercialising research technologies, membership of various Government groups and allocation panels.

Among recent and current major projects: building technology incubators in cities where Massey has a major campus: Auckland (an IT Enterprise Centre which opened March 2001), Palmerston North (a Bio-Commerce Technology Transfer and Incubation Centre due to open early 2003) and Wellington (a Creative Industries incubator which will open November 2002). All aimed at creating and nurturing early stage, smart technology companies. Also on Minister's National Advisory Group and the Government's Technology NZ Board. Currently also dealing with a major initiative with a large corporate about adaption of an i2b system for a university environment.

Area Delivery and Impacts

Implementing the Regional Innovation Strategy

Speaker: Hillary Chilton, Head of Innovation, Advantage West Midlands

The West Midlands Regional Innovation Strategy was developed in 1999 to bring together the key partners involved in delivering innovation support to companies. The RIS aimed to coordinate regional actions, build an effective infrastructure of specialist advice and facilities, and improve understanding of the need to innovate. Much has been achieved over the past few years. In her presentation, Hilary Chilton will highlight some of the successes of the RIS, introduce the new Making Innovation Real regional promotional campaign and share early thinking on the next phase of Innovation Strategy Development.

The role of the Innovation Team within AWM is to develop and implement the Regional Innovation Strategy as a cross-cutting theme across all of the Regional Development Agency's activities. The team also delivers a number of projects including the regional Innovation Awards the Lord Stafford awards, the Innovation Networks product development grants and the SAIL European thematic network exploring best practice in HE/business interaction.

With over 15 years experience in the Higher Education sector, in diverse roles managing widening participation, strategic planning, quality assurance and e-learning, Hilary's most recent University role was as Director of Regional and Business Development for Staffordshire University. She was responsible within the University for encouraging HE/business collaborations, technology transfer and IP management. Her Regional Office team was the 'first stop shop' for business contacts for the University and represented the University in regional projects such as CONTACT, Mercia Institute of Enterprise and Mercia Spinner. She also chaired the Enterprise and Innovation group within the North Staffordshire Regeneration Zone and was a member of the Regional ICT Group and Innovation Operations Group.

Soho Technology Park - large site, larger vision

Speaker: Nirmla Devi, Smethwick Regeneration

Smethwick Regeneration Partnership's regeneration manager Nirmla Devi has spearheaded the SRB4-funded programme, in the historic Black Country town, since its launch in 1998. It is an area she knows well, having been born and raised in Sandwell.

After graduating with a Masters degree in economic development and policy at Birmingham University, Nirmla spent 10 years gaining valuable experience in Birmingham City Council's economic development department, where she focused largely on community and business regeneration. Nirmla and the Partnership are now driving efforts to bring to fruition an ambitious 20-year Master Plan to revitalise the fortunes of Smethwick.

North Smethwick Canalside and Soho Technology Park are exciting development opportunities that could transform Smethwick for businesses and residents alike. These visionary proposals form a key element in the regeneration of Smethwick over the next 20 years and have the potential to attract millions of pounds of inward investment.

A core team of consultants including national experts in regeneration, planning, development and engineering has been appointed and is carrying out detailed research and analysis to identify the best routes for transport, how the canal network can be brought back into use, how to build better housing, how to provide better accommodation for companies, attract new businesses and support existing ones.

Business Cluster Development - market research, targets and product development

Speaker: Grant Seeley, Black County Investment

Grant will be speaking about the Investment and Development strategy for the Black Country developed by Black County Investment to achieve a step change in investment activity. He will focus on the difficulty of using traditional marketing techniques with the Black Country product and the need to focus on the services that are provided in support of investors and the development of the property portfolio. This will lead onto more focused marketing activity in support of the cluster agenda and the activity of outreach incubator services joint ventures and the like.

Grant Seeley has been the Director of the Black Country Investment since December 2000. He leads a team of 13 towards a single culture with clear focus and aims. BCI focuses on business service advice and supports the expansion and relocation of existing businesses. Grant holds qualifications in Urban & Regional Planning, Town and Country Planning, Economic Development is currently studying for the Company Direction Programme. His previous background include working as Manager for Sandwell Investment Bureau and as Investment Co-ordinator for Locate in Birmingham.

Property and services based incubators

Speaker: Tony Davis, ACL and Medlink

International and outreach incubators

Speaker: Bert Nicholson, PRYA Academy

Bert Nicholson has been a freelance consultant in economic development for seven years. Recent projects include a marketing plan for Wolverhampton and Access to Finance for AWM in the West Midlands. Specific interests include business development support, management development, marketing and finance for business.

Bert has been helping to develop the Prya incubator concept with Sheila Bailey for the past four months, although they first met during Birmingham City Pride in the early 1990s.

Previously Bert was Senior Assistant Director of Economic Development at Birmingham, where he led City Pride and the economic aspects of City Challenge, and Industrial Development Director for Central Regional Council in Scotland.

Following research into manufacturing growth firms, Bert worked for both the Association of Independent Businesses and the Small Business Research Trust in London.

Bert has been responsible for planning and managing

- a Science Park

- the creation of a seedcorn fund
- a joint venture project for Scottish firms in European regions
- lending and equity investments in local businesses
- the establishment of Business Link and Local Enterprise Companies in Scotland.

He has been managing director of two start up businesses with widely varying outcomes!

Finance

Finance for growth - the need for mezzanine finance and financial packaging

Speaker: Richard Wyatt, SBS

The presentation will include comments on the equity gap - where it is and reasons for it, government initiatives to plug that gap - UK High Tech Fund, Regional Venture Capital Funds, Early Growth Funds, Small Firms Loan Guarantee Scheme, Investment Readiness etc., as well as the development of finance packages, including mezzanine forms of finance for businesses.

Richard Wyatt is an Assistant Director in the Investment Directorate of the Small Business Service: a Chartered Accountant by training and currently seconded to the SBS, working with Adrian Piper and his team to develop and implement solutions to the problems of financing SME's.

Early growth funding criteria and appraisal

Speaker: Kevin Caley, Birmingham Venture Capital Fund, Advantage Creative Fund

Why do investors invest? Kevin Caley explores the motivation behind investments and some of the many reasons why investors decide not back businesses. He will highlight the difference between equity and other types of business finance and the importance of getting the right mix of finance for every business situation.

Kevin is Chief Executive of Birmingham Venture Capital Ltd which manages the *Birmingham Enterprise Fund* and the *Creative Advantage Fund* making equity investments of up to £130,000 in businesses operating in the West Midlands. The investment portfolios include three TV Production companies, two magazine publishers, software development, design software consultancy, jewellery marketing, video conferencing and security lock manufacture. Kevin acts as Non Executive Director to eight of these companies.

Kevin has worked in venture capital for over 18 years (14 at MD/Chief Executive level) making over 130 investments. He played a key role in the creation of the national network of *Midland Enterprise Funds*, including establishing and managing the funds for both the East and West Midlands. Kevin is the author of several academic papers and a book on small business finance. He was also the editor and major contributor to "The Interactive Business Assistant" a CD ROM of business advice and information. He has managed (and spoken at) the National Community Development Finance Conference for the past two years and is now working with two Regional Development Agencies and an agency in Eastern Europe on plans for small equity funds.

Public Support - EU funds

Speakers: John Cornbill, EPI Centre, Coventry

John Cornbill (Director, The E P I Centre) has been involved with European issues for trade over 25 years. During the first ten years of his career he was employed by the British Overseas Trade Board in export promotion and gained an extensive knowledge on EEC countries. He was involved in the UK's Pre-Accession promotion campaign and in the late 1970s he worked as a Commercial Attaché at the British Embassy in Hague. He was Director of Staffordshire's European Festival in 1992 - organising two weeks of 200+ celebratory events in schools, universities and Chamber of Commerce & Business.

John was a regular speaker in the DTIs European Open for Business campaign in the late 1980s. Since joining Coventry University Enterprises Ltd in June 1999, he has helped develop and deliver ERDF and ESF Projects, represents the West Midlands in two trans national projects - The European Benchmarking Project Network and an Economic & Technological Intelligence programme and has worked with a large number of local firms to develop Framework 5 Proposals. The E P I Centre is located alongside the Innovation Relay Centre which is part funded by the European Commission.

Social Investment - Generating a Triple Return

Professional Business Support

Speaker: Steve Walker, ART

Pathfinder Service - advice on business models and tax

Speaker: Roger Carder, PWC

Roger Carder is a director in the Tax and Legal Services division of PricewaterhouseCoopers. Roger leads the Pathfinder team in the Midlands which specialises in assisting fledgling businesses setting up in the UK. Many of their clients are start up businesses such as university spin-outs and small scale inward investors to the UK. The team specialises in giving them "one stop shop" financial advice allowing them to concentrate on their business. This service is available globally throughout PwC and is ideal for smaller businesses making their first steps abroad.

Exploiting and managing IPR

Speaker: Michael Luckman, Intellectual Property Partner in the Technology Group of Wragge & Co

Michael worked for 12 years for Simmons & Simmons then Slaughter and May in the City of London before moving to Birmingham to head up the national IP practice of a large regional law firm. He joined Wragge & Co as a partner in the Technology Group in February 2001. Michael specialises in all commercial work involving intellectual property. This includes technology transfer and licensing contracts, R&D agreements and manufacturing and supply arrangements. He actively supports the corporate department on the IP/IT aspects of mergers and acquisitions, financing transactions and flotations. Clients include Medical Research Council, Catalyst Biomedica, University of Bath, Land Rover and QinetiQ.

Deals and Projects:

- ◆ advising H M Government on the IP/IT aspects of the electricity privatisation;
- ◆ advising QinetiQ on issues of IP ownership and clearance;

- ◆ advising **Catalyst Biomedica** on R&D collaboration agreement relating to crystalline structures;
- ◆ advising **University of Bath** on IP for shares deal with a spin-out research company.
- ◆ advising the **National Trust** on a review of its IP assets and making proposals for implementation of IP and database policies and documentation;

Financing technology investments

Speaker: James Hunt, Technology Banking Manager, HSBC Bank plc

In brief, James Hunt's presentation will consider Financing Technology Investments and will cover:

- The HSBC Group
- Banking Technology firms
 - The Empathy Gap
 - HSBC Solution
- Small Firms Loan Guarantee Scheme

James joined HSBC Bank plc 18 years ago in Loughborough, and has spent much of his time assisting SME's across the Midlands, from start-ups to large corporates. After many years in the Leicester Corporate Office, he spent several years concentrating on International Trade finance, before taking up his latest position as Technology Banking Manager. He is responsible for covering the West Midlands region, and manages his own portfolio of Technology based businesses, as well as assisting other Managers who have companies within the Technology Sector.

E-commerce - an international business platform

Speaker: Martin Levermore, Pintos Technology Ltd

Personal Perspective on B2B marketplaces

Of All eMarketplaces, Just The Neutral Survive

Up to a thousand online markets will emerge in the EU -- hoping to claim the **Eu900** billion that will flow through online markets in 2005. While many of these eMarketplaces will start off with a bias toward buyers or sellers, the winners will evolve into neutral venues that allow all participants to profit from their market reach and high efficiency.

Marketplaces are formed over time, requiring a multitude of nonlinear inter-reactions in-order to become successful.

Key issues to be covered

1. A 'Bottom-Up' approach rather than 'Top-Down' - momentum must initially be created via local alliances and spread to a wider audience. The 'Ripple' effect.
2. The environment must be product rich - but delivered at a low cost
3. All participants to a market must feel that they have ownership- 'Every body Wins'.

4. Liquidity must not just be said, but be shown to exist.
5. Authentication, validation, and security - 'Know your customer'

Market success will rely on selling to customers who are influenced by other customers.

Martin Levermore is a new breed of portfolio director currently holding the post as CEO of Knowledge Factory and CEO of Pintos Technology Limited - He is the originator of the Pintos SME's financial Electronic marketplace (www.pintos.com) that is considered to be the benchmark in the industry. After a short spell in the army as a Bomb Disposal Officer he spent 7 years working in the International Banking Sector. In 1995 he set up his own consultancy providing business planning and advisory services to SME's. He formed Pintos Global Services Limited in October 1997 to deliver the Pintos Exchange in a B2B market arena. In April 2001 he stepped down from the main board of Pintos Global services in order to lead the roll out of Qubris (a B2B secure electronic interface platform) through Pintos Technology.