Enterprise Tuesday – Leveraging the Value of Consulting
The start-ups (2002-2011) spawned from the technology consulting firms: Cambridge Consultants, PA Technology, Sagentia (Scientific Generics) and The Technology Partnership.
This week’s guest speakers

Leveraging the Value of Consulting
28th Feb 2012

Gerald Avison
Chairman of TTP Group

Claire Ruskin
PA Consulting and Interim CEO of Cambridge Network

Paul Seabright
Head of Consultancy Services at Cambridge Enterprise
The Technology Consultancies

Gerald Avison
28th February 2012

Centre for Entrepreneurial Learning

University of Cambridge Judge Business School
The Technology Consultancies

- Who are they?
- Where have they come from?
- What sort of things do they do?
- Why are they important to the region?
- Why might they be important to you?
Family of technology consulting companies, Cambridge

University of Cambridge

Cambridge Consultants (CCL) 1960

Patscentre (PA Technology) 1969

Scientific Generics (Sagentia) 1986

The Technology Partnership (TTP) 1987

ADL 1971

Altran 2002

Team

Plextek

Symbionics

Sentec

TAP

Syrris

CDP
Growth of the Technology Consultancies

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<th>Others</th>
<th>Sentec</th>
<th>TAP</th>
<th>Plextek</th>
<th>Team</th>
<th>TTP</th>
<th>Sagentia</th>
<th>PA Tech.</th>
<th>CCL</th>
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[Graph showing headcount growth for various consultancies]
Consumer Products
Instruments & Machines
Technology
Technology Consultancies by Numbers

- Number of employees: 1,500
- Combined Turnover: £200m
- Exports (60%): £120m
- Number of Spin-outs: c.50
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<tr>
<th>CCL</th>
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<th>Sagentia</th>
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<td>Alphamosaic</td>
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<td>Absolute Sensors</td>
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<td>Prelude</td>
<td>Primagraphics</td>
<td>Flying Null</td>
<td>TAP</td>
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<tr>
<td>Domino</td>
<td>Array Logic</td>
<td>Diomed</td>
<td>Myriad</td>
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<tr>
<td>Patscentre</td>
<td>Cambridge Life Sci.</td>
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<td>Wavedriver</td>
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<td>Camb. Elect. Workshop</td>
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<td>Prosser</td>
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<td>Signal Processors</td>
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Lavish Premises
Thank you
CONSULTANCY SERVICES

Enterprise Tuesday

28 February 2012
University of Cambridge and Consultancy

- Consultancy activity entirely outside any University of Cambridge employment contract
- Private matter with no time restriction provided there is no conflict of commitment

“Consultancy is one of the simplest ways for business to interact with universities and draw on their research. . .In particular increasing consultancy may be one way of bringing more companies into contact with universities”

(Lambert Report, 2004)
Benefits to University and faculty

- QR, HEIF, Impact, REF
- Chance to put research into practice with “real data”
- Real life examples for teaching
- Lead to other relationships (research collaboration, etc.)
- Additional departmental income for facilities
- Source of additional personal income
- Gift aid - additional research income: staff retention, travel, etc.
Consultancy – University of Cambridge Policy

Staff and research students may consult through two mechanisms:

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<th>Private</th>
<th>CE Consultancy Services</th>
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<tbody>
<tr>
<td>Home address and use of personal letterhead</td>
<td>Use University of Cambridge address and affiliation</td>
</tr>
<tr>
<td>Private insurance cover arranged individual</td>
<td>Cover from University’s professional indemnity and public liability insurance</td>
</tr>
<tr>
<td></td>
<td>Use of University of Cambridge facilities (FEC costing with departmental permission)</td>
</tr>
<tr>
<td></td>
<td>Profession contract negotiation and fee collection supported by legal and insurance services</td>
</tr>
<tr>
<td></td>
<td>Contract between client and University trading subsidiary not the individual academic</td>
</tr>
</tbody>
</table>
What we offer

• Consultancy Services review & draft contracts and negotiate terms with client
• Client’s contract is with University’s trading subsidiary
• Advise on costing and pricing
• UoC branding (letterhead)
• UoC facilities (FEC costing)
• Cover form University’s PI and PL insurance policies
• Finance group undertakes invoicing, manages international tax issues & chases late payment
• Disbursement of money to consultant or gift aid to research group
Costing and Pricing

• Avoid fixing a fee before talking to CE and understanding the commitment
• Do not break down costs but provide one price for the deliverables
• Departmental facilities (FEC - by agreement with HoD). University Financial Regulations
• Add-on management fee = 12.5% of consultant’s and facility fee
• Be aware, we need to add VAT
Fees

- Fees: students, post-docs, Profs – £250, £500, £1000 pd respectively
- Expert witness work - higher fees (£250-500ph)
- Scientific Advisory Board – £200-250 ph
- Overseas lecture - £1500 - £1900
- Don’t undervalue yourself or the brand [plumbers & mechanics >£75ph]
Not for profit

NFU
The Scottish Government
Forestry Commission
UN
Transport for London
Intellectual Property Office
NHS
Cambridgeshire
Pharma & Biotech clients

- Pfizer
- Shire
- AMGEN
- Genentech
- gsk
- Merck
- Unilever
- Novartis
- Roche
- Lilly
- Johnson Matthey
- UCB
- Novo Nordisk
Commercial clients

SKANSKA
BAE SYSTEMS
NORTHROP GRUMMAN
P&G
Reckitt Benckiser
TOKYO GAS
KRAFT
BBC
LEGO
SIEMENS
AIRBUS
Microsoft
Nokia
Microsoft
CDT
Cambridge Display Technology
Projects

- Hammersmith Flyover – concrete fatigue
- London Crossrail – tunnel monitoring
- Deepwater Horizon incident - oil flow modelling for the clean up operation
- Bang Goes the Theory – effect of imagery influencing risk perception
- New Papworth Hospital - low energy, low carbon, sustainable, specialist acute hospital
- UN Environmental Program – low emission strategy for Mexico
- COP 15 - CO₂ emission from international shipping
Case Study – recreating the Dambusters

Dr Hugh Hunt, Department of Engineering for Windfall Films Limited
- a recreation of the WWII Dambuster technology

Dambusters, Channel 4, May 2011
Thank you

Any Questions?
Entrepreneurship – Lessons……1

• Mindsets, Motivation – can lead to intention
• Circumstances – can govern motivation
• Luck, Serendipity
• Opportunity recognition – instinct and evidence
• Self belief and confidence – vision/values
• Entrepreneurship inside companies/organisations
• Business models – monetise the opportunity
• Risk taking, risk tolerance
• Processes – Planning, execution, start-up and growth
• Team formation
• Communication and getting buy-in from investors, customers and staff
• Contexts of technology, social enterprise, consulting ventures
Enterprise Tuesday – Lessons….2

Tolerate risks
Get great ideas
**Make things happen**
Refuse to take a no
Seek forgiveness rather than permission
They are socially skilled
Savvy
Possess deep domain expertise
Importance of experience
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cambridge enterprise commercialising University science
CUSEC Cambridge University Technology and Enterprise Club
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UNIVERSITY OF CAMBRIDGE CONSULTING SOCIETY
beyond* Profit