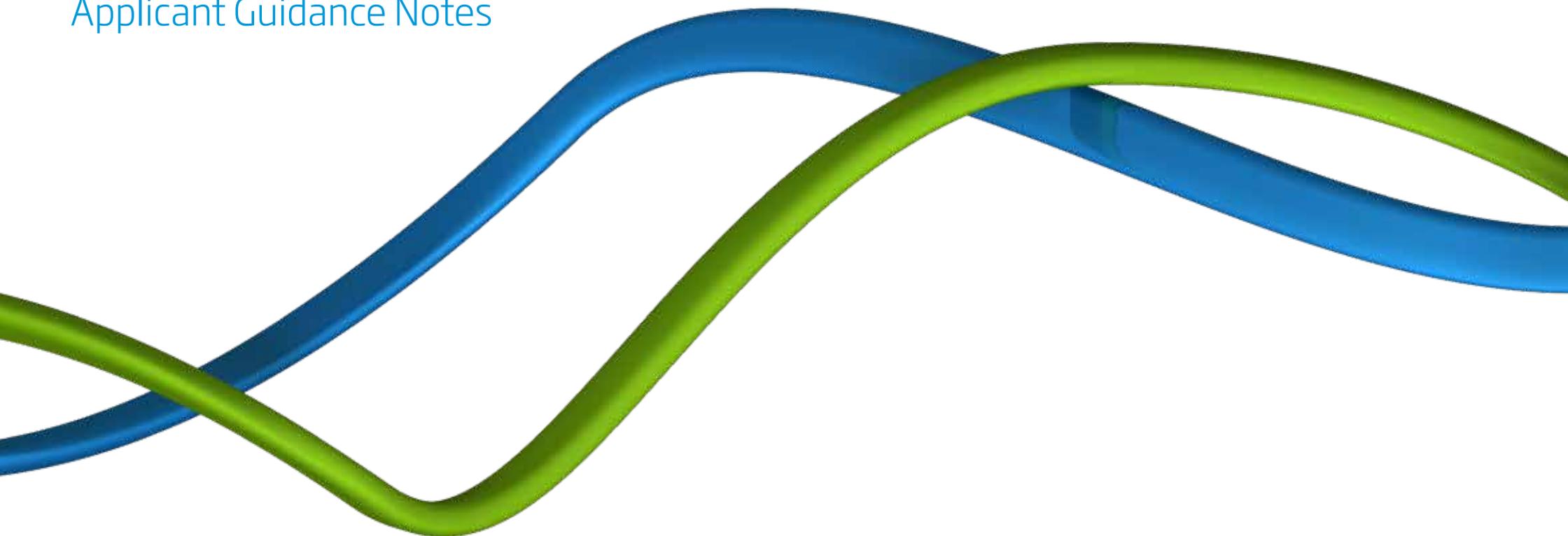


SME LEADERS PROGRAMME

Applicant Guidance Notes





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Background: The Enterprise Hub

The Royal Academy of Engineering's Enterprise Hub is a national resource for the UK's most promising engineering entrepreneurs.

The objectives of the Hub are to:

- **Accelerate** Innovation for the benefit of society by supporting founders of engineering and technology enterprises with funding and support from the Academy's extensive network.
- **Inspire** Inspire and encourage business minded UK- based engineers to pursue entrepreneurial endeavours by promoting and celebrating initiatives, opportunities and achievements.
- **Transform** the appetite and climate for UK engineering and technology entrepreneurs by promoting excitement and reward of a future in innovation and entrepreneurship.

Further information can be found here:

www.enterprisehub.raeng.org.uk



Introduction:

The SME Leaders Programme supports individuals in leadership roles in high-growth engineering and technology SMEs.

We support the development of leadership skills through the following channels:

- A grant of up to £10,000 towards training courses
- Masterclasses and workshops
- Mentoring by an industry leader from the Academy's Fellowship
- One-to-one coaching
- Public relations support
- Lifetime Hub Membership

The peer group of awardees within the programme also form an additional and valuable support network.

In addition, we also run thematic workshops and networking events for alumni and current awardees ([see Annex B](#)).



Who should apply?

We're looking for changemakers in engineering and technology SMEs that are experiencing scale-up 'growth pains'. Applications from engineers and non-engineers are welcome - if you're a founder, MD or C-Level executive and you have plans to scale your SME, then you should apply.

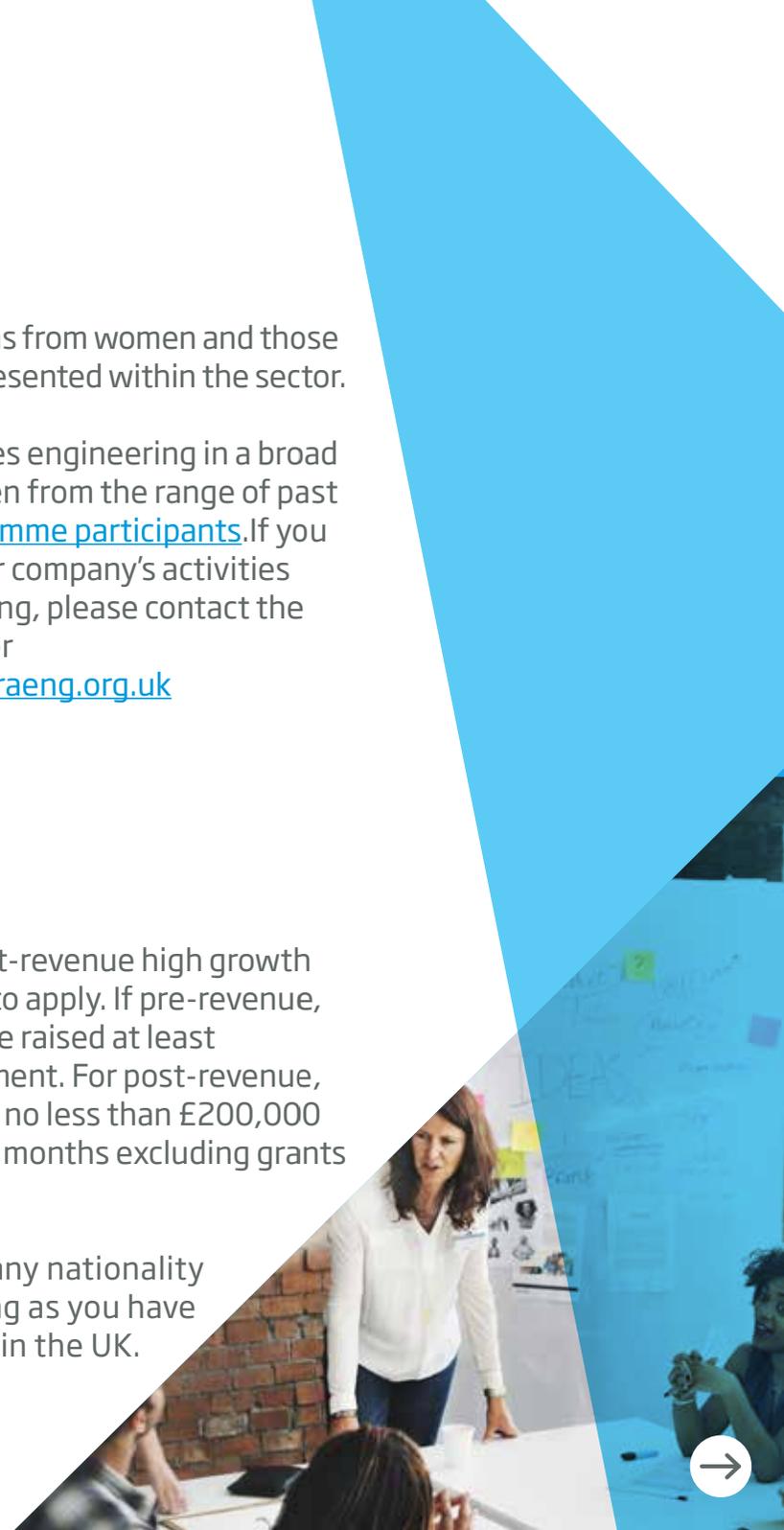
We are committed to improving diversity and inclusion in engineering, and we especially

welcome applications from women and those currently underrepresented within the sector.

The Academy defines engineering in a broad sense, as can be seen from the range of past [SME Leaders Programme participants](#). If you are unsure that your company's activities qualify as engineering, please contact the Programme Manager Catherine.capone@raeng.org.uk

Eligibility criteria:

- A maximum of two people per company can benefit from the grant.
- Only applicants from SMEs which aren't wholly or majority owned by another company are eligible. (SME as per the [EU definition](#)).
- Applicants must come from a company based in the UK and registered with Companies House. For multinational companies the Head-Office must be based in the UK.
- Both pre- and post-revenue high growth SMEs are eligible to apply. If pre-revenue, the SME must have raised at least £500,000 investment. For post-revenue, revenues must be no less than £200,000 in the previous 12 months excluding grants and consultancy.
- Applicants from any nationality are eligible as long as you have the right to work in the UK.



Programme duration and key dates:

- The programme duration will be six months.
- The programme will begin in February 2019 and applicants must be committed to the programme for six months.
- Successful applicants will be required to attend the induction day on 5 February 2019.

Expected future interaction with awardees

On completion of the SME Leaders Programme, we ask all 'alumni' to help support UK engineering in future by passing on the skills they have acquired during the programme, and taking part in events and/or media activity to help communicate the importance of engineering to the wider public.

Grant Details:

- The grant will be up to £10,000.
- Awardees can choose a course that exceeds £10,000 but the enterprise must pay the excess.
- Course must be paid for first by the enterprise and will then be reimbursed in two instalments.
- First instalment of the grant (usually around 40%) will be paid once the course is fully paid for and committed to. Final instalment will be paid upon receipt of a final report written by the awardee after the six month programme.
- Travel and accommodation costs within the UK for programme activities will be eligible if they follow the Academy's expenses policy (available upon request). International travel and accommodation costs will not be eligible.

Submission deadline

The submission deadline for this round of applications is **4pm on 26 November 2018**.



Monitoring

- At the end of the programme, a Final Report and expenditure statement must be submitted.
- Reports should follow the reporting guidelines, which will be provided by the Programme Manager post award.
- On request, the Awardee must provide a brief annual update for a minimum of five years after the completion of the Award to help us assess any ongoing impact.
- We regularly report back to our funders on the progress of the programme. Awardees will not be required to submit information they consider confidential or sensitive to the business. All information is aggregated for monitoring of KPIs; individual data is not identifiable unless featured in, for example, an agreed upon case study.
- We may commission an independent evaluation of the programme to assess impact. Awardees should be prepared to speak with the evaluators regarding the support they've received and the impact it has had on their own skills and on their business.



Submission deadline

The submission deadline for this round of applications is 4pm on 26 November 2018.

How to apply:

All applications must be submitted via the online system, available here: <https://grants.raeng.org.uk>. If they have not already done so, all applicants must first register with the system and provide some basic log-in details to create a profile.

The application form has three main sections. A summary of the guidance notes are imbedded within the system itself, however the guidance given below is more detailed so we recommend you keep this document to hand.

Many of the questions have prescribed word limits which are designed to keep your answers focused and to give you an indication of the level of detail we require. In such cases the number of words you have used will be displayed beneath the question and updated in real time.

You will have the option to download a pdf of your application after submission, which may be useful for future reference and for passing on to your colleagues.

If you have any questions concerning the application or the online system, please contact the Programme Manager, Catherine Capone, on Catherine.capone@raeng.org.uk or 020 7766 0615.



Assessment of Applications

The process summary is as follows:

1. All applications will be reviewed by the Selection Panel which includes Fellows of the Academy with entrepreneurial and industrial experience and representatives from the investment community. They will not necessarily have technical expertise in your particular engineering discipline so you should ensure the application is understandable to a non-specialist reader.
2. Those who meet the eligibility criteria and demonstrate closest alignment to the programme objectives will be invited to our London office for the interview
3. Applicants invited for interview will be required to deliver a 5-minute presentation detailing their vision and ambition for their company and how the award could help them reach these goals. There will then be a Q&A with the interview panel for up to 20 minutes.

Please note, we ask for limited sensitive information about your company to enable a thorough assessment as to whether your company is at the right stage for this programme. All sensitive information is kept confidential and not shared outside the review process.

Assessment Criteria

The Selection Panel will take into account a number of factors. These include the extent to which the application complies with the aims and objectives of the award, as well as:

- Quality, ambition and vision of the applicant.
- Effectiveness and innovativeness of technology, product or service described by the applicant.
- The potential for that technology, product or service to grow in scale (evidenced in business model/plan or strategy document uploaded by the applicant).
- Potential benefits to UK economy (such as job creation) and/or expected benefits to wider public.
- How the making of an award would contribute to excellence in engineering.
- Impact the award would have on success of the applicant, his or her company, and therefore potential impact on UK engineering sector and UK economic growth.
- The potential shown by the applicant to make valuable use of the award and implement learning points.

**APPLICANTS WILL
BE NOTIFIED OF THE
OUTCOME OF THE
ASSESSMENT BY
THE PROGRAMME
MANAGER IN
JANUARY 2018**



Completing the Application Form

After logging in via the Academy website and selecting the application form for the SME Leaders programme you should be presented with the "Instructions" screen. Here you will see some general instructions on how to use the system as well as this list of the sections of the application form:



At any stage in the application process you can save your work and return to it at a later time. You can answer the questions in any order you like so you may freely skip some sections to return to later if you so wish. It is therefore worth viewing the application early on for an indication of what is required.



1. Applicant summary

The form should autocomplete your name and contact details, but it is worth checking the details are up to date.

Enterprise profile - complete the table with the following data:

Companies House registration number or similar UK registration number

This allows verification that your enterprise is established in the UK and therefore eligible to apply for this funding scheme.

Turnover

Enter annual turnover last financial year.

Number of employees

Enter number of employees in FTE.

When the enterprise was established?

Please enter the year the enterprise was established.

Equity funding raised to date and type of investment round

How much funding have you received, if any, in return for providing equity in the enterprise? Please provide details of size/type of recent investment.

Can you attend the induction event on 5 February 2019?

You should be able to attend the induction events to be eligible for a grant. The induction day will consist of welcome talks, tour of the Taylor Centre, speed mentoring sessions, and networking.

Equity funding raised to date

How much funding have you received, if any, in return for providing equity in the business. Please provide details of size/type of recent investment.

Grant funding received

Provide details of all Royal Academy of Engineering awards or any other awards which are relevant to the application and were received by the applicant in the last two years.

This should only include awards which have actually been granted or applications that are still being assessed; please indicate which are still being assessed and which were successful with the amount awarded.

Examples could include funding awarded by Innovate UK or from competitions. Enter 'n/a' if not applicable. Do not include grants for conducting basic research; you should only include grants aimed at bringing technology to market.



1. Applicant summary

Other funding raised to date

If you have raised other funding (non-grant, non-equity based - e.g. loans) to grow the enterprise, please provide details of size/type here.

CV

Please upload a pdf copy of your CV (3 pages max.) or provide a link to an online profile (such as LinkedIn) which details your experience and any qualifications.

Company Summary

Provide a brief description of the enterprise and the product/services offered.

Cash runway

Please detail your enterprise's financial plan here. The plan should aim to answer the following questions:

- Do you have 12 months of cash committed to your enterprise, and if not, how will you ensure that your enterprise will thrive?
- What is your burn rate, and where is your revenue or investment coming from?

Cashflow

Please upload your 12 month cashflow forecast in Excel format.

Personal goals

What are the personal goals you are hoping to achieve through this programme and how would you like the RAEng to support you with these?

Vision

What is your vision of your enterprise in five years?

Pitch deck

Please upload your pitch deck in no more than 10 slides. We'd expect to see the following in a good pitch deck, but this is not a strict criteria:

- Description of your product/service.
- Who is your team?
- Who are your target customers?
- What problem are you solving?
- Describe your addressable market, size and estimated growth.
- How is your enterprise disruptive?
- What are your barriers to entry?
- What is your business model?
- What is your go-to-market strategy (sales and marketing).
- What are your risks?
- What is the competitive landscape?

2. Programme and Activities

What is the proposed start and end date?

For the purposes of the Grant Management System (GMS) contract, please enter 5 February 2019 as the start date and 1 September 2019 as the end date. Your leadership course(s) should be completed within these dates, but there will be some flexibility if your chosen course falls outside these dates.

Contribution to excellence in engineering

How would this award contribute to engineering excellence?

Outline your goals/objectives for how the award will allow you to assist your company achieve excellence in engineering. Consider how the programme may also contribute to excellence in engineering more broadly outside your enterprise.

Acting as a role model

The Hub aims to help stimulate creativity and innovation in engineering across the UK, and awardees can assist in this aim by passing on the skills they have learned by acting as role models to inspire the next generation of engineering entrepreneurs. What ideas do you have about how you can help support the next generation of engineering entrepreneurs at the Academy?

3. Declaration

Declaration

The declaration is a required section, which seeks confirmation that the Applicant has provided accurate information and will update the Academy of any material changes which may affect the award, and also that the enterprise will support the Award. You must tick the box and enter your name to complete the declaration and confirming the information provided is correct.

Where did you hear about us?

The marketing question is optional and any information provided will help the Academy to understand which of our marketing materials and methods are most successful.





Contact

If you have any further queries, please contact Catherine Capone, Programme Manager, Enterprise, on:
Catherine.capone@raeng.org.uk

This programme is made possible by funding from the UK government Department of Business Energy and Industrial Strategy.



Annex A

Training and executive education

The following types of training course may be eligible for grant reimbursement under this award:

- Leadership skills, negotiation skills, influencing skills.
- Scale-up related skills.
- Strategy development.
- Design thinking.
- Governance structures, management structures.
- Financial management.
- Financing value creation.
- Project/programme leadership/management.

Courses which may promote personal development, but are without a business aspect, are not eligible.

International travel and accommodation costs will not be eligible. Travel and accommodation costs within the UK will be eligible if they follow the Academy's expenses policy (available upon request).

Examples of executive education courses our delegates have chosen in the past are:

- 1) Cranfield leadership courses <https://www.cranfield.ac.uk/som/open-executive-programmes/leadership>
- 2) London Business School leadership courses https://www.london.edu/programmes/executive-education/topic/leadership#.Wi_QJWi0OUk
- 3) Cambridge Judge Business School <https://www.jbs.cam.ac.uk/execed/open-programmes/general-management-leadership/>

4) Individual leadership consultancy such as The Final Twenty.

5) CASS business school <https://www.cass.city.ac.uk/study/executive-education/our-programmes>

6) Institute of Directors courses <https://www.iod.com/training>

7) Oxford's Said Business School executive education courses <https://www.sbs.ox.ac.uk/programmes/execed>

8) Harvard leadership courses <https://www.extension.harvard.edu/professional-development/leadership-management-programs>.

9) MIT leadership courses <https://executive.mit.edu/openenrollment>



Annex B

Provisional Masterclass and workshop schedule

Please ensure that you are free on 5 February 2019

Induction day - Why the UK needs scale-ups with ambition.

Led by Norman Apsley OBE FREng, Catalyst Inc (formerly Northern Ireland Science Park) Norman will introduce the day briefly by discussing why scale ups are needed in the UK. We will then invite each awardee to share their personal vision for themselves and their company, and their challenges. Everyone gets a chance to learn about each other. Followed by a 'speed mentoring' session where each awardee will have the opportunity to meet with Fellows of the Academy and Hub Partners, who can share stories from the same industry or perhaps from when they were at the same stage of personal and professional growth. The day will close with an informal networking reception.

2 November 2018

Reverse pitching - *Turn the tables and put the investor in the hot seat*

Investors and funders from various stages of raising capital take the stage to deliver a 'reverse pitch'. The aim of the event is to demystify the process of fundraising, to connect entrepreneurs into the various financing networks, as well as give investors the opportunity to explain their processes and target sectors.

Confirmed pitchers include: Cambridge Angels, Rainbow Seed Fund, Barclays, Innovate UK, LSE Elite, Q Ventures and Newable.

DATE TBC

Scaling up - *How to prepare for rapid growth*

Fellows will discuss the challenges of scale up and solutions to overcome these challenges. This will be followed by a workshop on practical ideas on how you can prepare yourself and your company to be ready to scale up, including strategies for sales and marketing.

DATE TBC

Recruitment and retention - *How to create the company culture you need for growth*

From personnel, to HR, to 'talent acquisition': employees want more than just a paycheck and companies want more than a disengaged '9-5er'. Fellows will share their own experiences of when company culture has fostered talent and grown, and also when it hasn't worked. This will be followed by a practical workshop on steps you can take to identify the culture you want to develop, and how to achieve it.

DATE TBC

SME Leaders Roundtable - *sharing challenges and advice*

An opportunity to discuss challenges faced as leaders of SMEs along with other SME awardees from past and present cohorts. Chatham House rules apply during these roundtable events to enable honest and fruitful discussion.



Annex C

Further information regarding mentoring and coaching

The Mentor will be selected by the Academy, drawn from the Academy Fellowship and wider network.

The mentor will not make or take business decisions, perform the functions of a consultant, take the role of an executive or non-executive director of the company, or make investments in the company. The mentor will take no stake or interest in the venture of any kind, so they remain independent and able to offer impartial advice to both the Academy and the mentee.

Your coach will focus on your leadership skills rather than your business; you will have at least three 1-2-1 sessions to focus on the skills you want to improve, such as communication, public speaking, presenting, conflict management, delegation, negotiation, how to lead a team, decision making, delivering a vision, motivating, providing feedback, enacting change and relationship building.

Both you and your mentor/coach will put in place a plan to achieve your desired goals.

We anticipate being able to support up to 10 applicants in this round.



