

SME LEADERS PROGRAMME

Applicant Guidance Notes

Deadline 18 November 2019





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Background: The Enterprise Hub

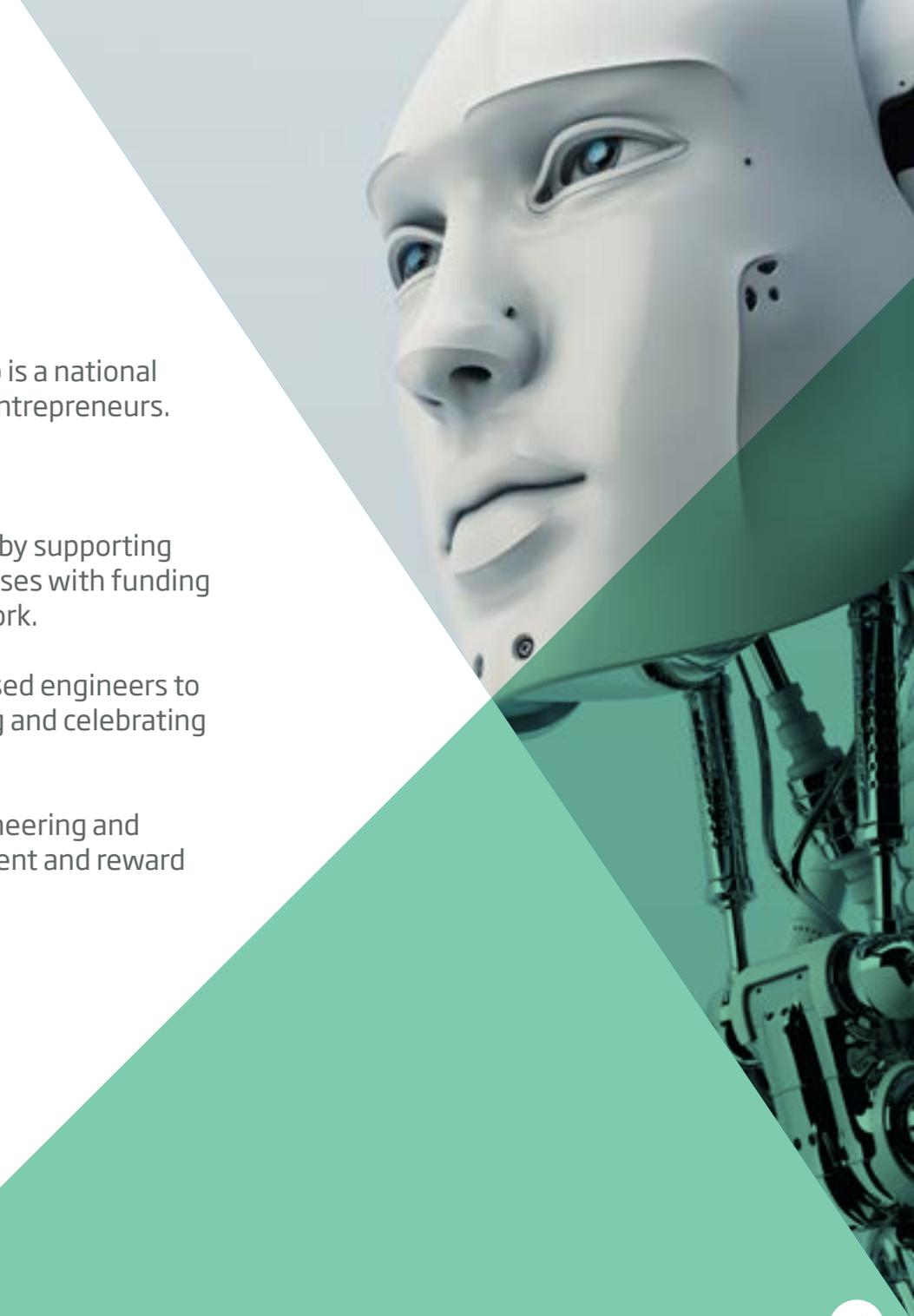
The Royal Academy of Engineering's Enterprise Hub is a national resource for the UK's most promising engineering entrepreneurs.

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** 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
- One-to-one coaching
- Masterclasses and workshops
- Mentoring by an industry leader from the Academy's Fellowship
- Connections within industry and investment
- Public relations support
- Access to the Taylor Centre, our Central London workspace and meeting rooms
- Lifetime Hub membership

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

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](#). We cover AI, robotics, space, medical, agriculture, clean energy and more.

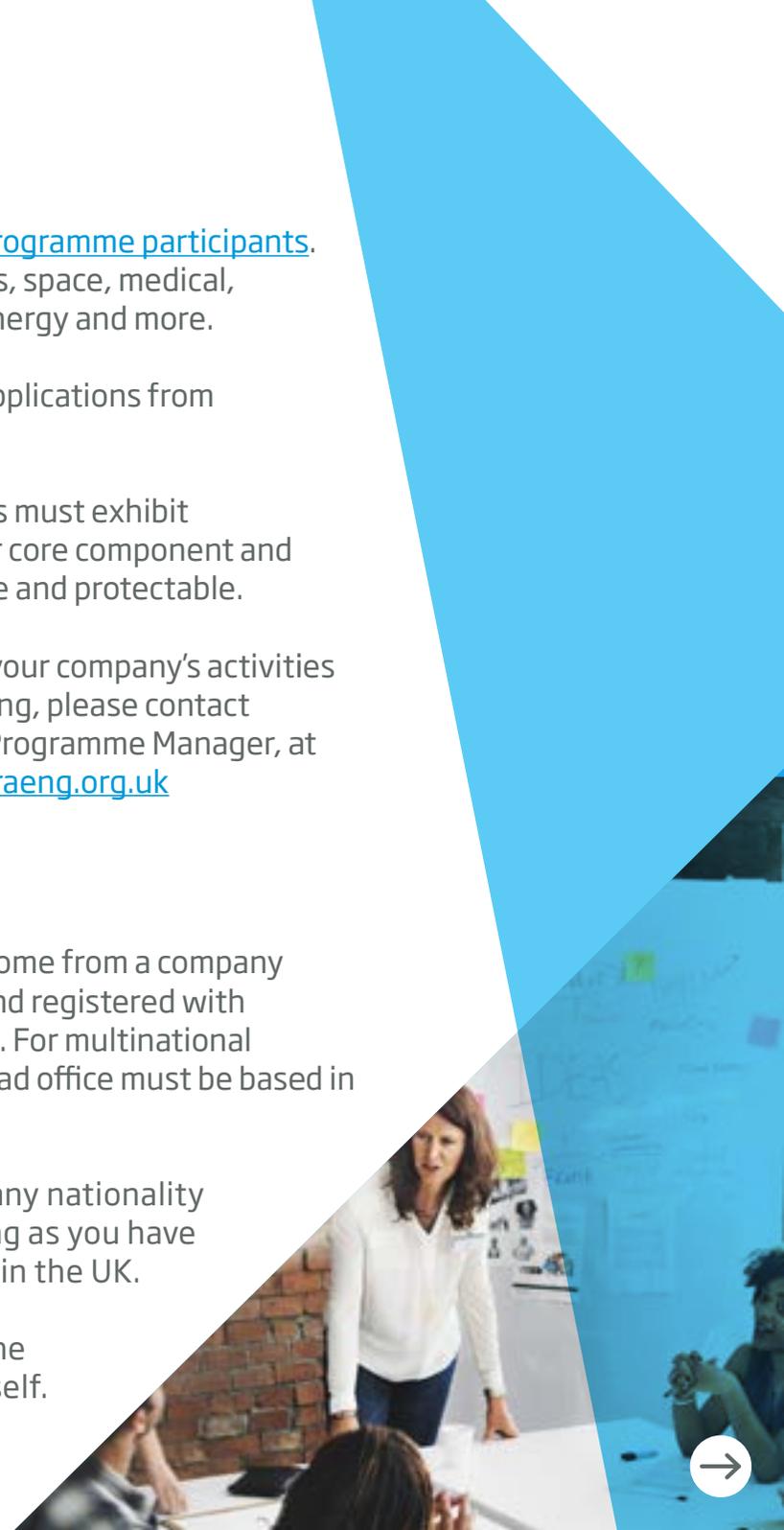
We cannot accept applications from consultancies.

Software companies must exhibit engineering as their core component and should be innovative and protectable.

If you are unsure if your company's activities qualify as engineering, please contact Catherine Capone, Programme Manager, at catherine.capone@raeng.org.uk

Eligibility criteria

- Both pre- and post-revenue high-growth SMEs are eligible to apply. SMEs must have raised at least £500,000 in equity investment and/or have had a turnover of at least £200,000 in the previous 12 months excluding grants and consultancy.
- One person per application.
- One applicant per company per round.
- Only applicants from SMEs that 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.
- Applicants from any nationality are eligible as long as you have the right to work in the UK.
- You must write the application yourself.



Time commitment and key dates

- The programme will begin in February 2020 and applicants must be committed to the programme for six months.
- One-to-one coaching is a compulsory part of the programme. You will have one 1.5 hour session per month, over six months.
- You will be expected to complete a leadership course of your choice within the six months (some flexibility can apply).
- Successful applicants will be required to attend the induction day on 27 February 2020.
- Mentoring - we recommend seeing or speaking to your mentor once a month, but this depends on your commitment.
- On completion of the SME Leaders programme, we ask all 'alumni' to help support UK engineering 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 (or courses) that exceeds £10,000 but the enterprise must pay the excess.
- Courses must be paid for first by the enterprise, which will then be reimbursed in two instalments.
- First instalment of the grant (50%) 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.
- Courses can be booked anywhere in the world.
- For a full list of courses completed by Hub alumni, please email the Programme Manager. Some examples can be found in Annex A.

Submission deadline

The submission deadline for this round of applications is **4pm on 18 November 2019**.



Monitoring

- At the end of the programme, a final report and expenditure statement must be submitted.
- 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 18 November 2019.

How to apply

All applications must be submitted via the online system: <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. Your username will be in the format `firstname.lastname`

The application form has four main sections. A summary of the guidance notes are embedded 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 that 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 the interview stage.

If you have any questions concerning the application or the online system, please contact the Programme Manager, at 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 on 29 and 30 January 2020.
3. Applicants invited for interview will be required to deliver a 10-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 30 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:

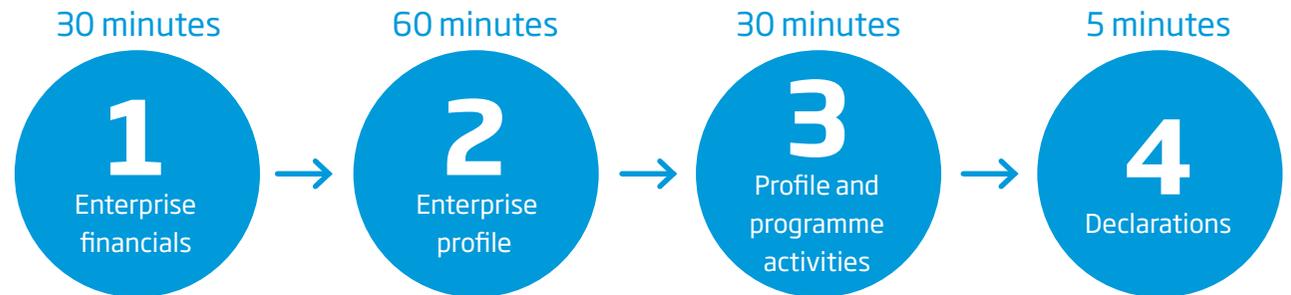
- Quality, ambition and vision of the applicant.
- Effectiveness and innovativeness of technology, product or service described by the applicant.
- Potential for that technology, product or service to grow in scale (evidenced in business model/plan or strategy document uploaded by the applicant).
- Applicant's enthusiasm to give back to the Royal Academy of Engineering and participate in events.
- 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 (such as job creation).
- 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 IN
JANUARY 2020**



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. Enterprise financials

Eligibility criteria

To be eligible for this programme, at least one of the below statements must apply:

- The turnover of my enterprise in the last financial year was at least £200,000.
- My enterprise has raised at least £500,000 in equity investment.

Contact details

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

Enterprise financials - 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.

When the enterprise was established

Please enter the year the enterprise was established.

Number of employees

Enter number of employees in FTE.

Turnover

Enter annual turnover last financial year.

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.

Grant funding received

Provide details of all Royal Academy of Engineering grants or any other grants that are relevant to the application and were received by the applicant in the last two years. This should only include awards that have actually been granted.

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.

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.

Cashflow

Please upload your 12-month cashflow forecast in Excel format.

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?

Sensitive information

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.



2. Enterprise profile

Enterprise summary

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

Scale-up vision

What is your scale-up vision of your enterprise in five years? We also want to know how you will achieve your plans.

Pitch deck

Please upload your pitch deck in no more than 12 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?

3. Applicant profile and programme activities

CV

Please upload a pdf copy of your CV (three pages max.) that details your experience and any qualifications.

Personal goals

What are the personal goals you are hoping to achieve through this programme and how would you like the Academy to support you with these? Displaying a thorough understanding of the programme's components is important here.

Acting as a role model

We're looking for people who are willing to give back to the Academy, and engineering in general. 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 engineering entrepreneurs at the Academy, and promote engineering more generally?

4. Declaration

What is the proposed start and end date?

For the purposes of the Grant Management System (GMS) contract please enter the default dates, which are 27 February 2020 and 27 August 2020. Your leadership course(s) should be completed within these dates, but there will be some flexibility if your chosen course falls later than the end date.

Can you attend the induction event on 27 February 2020 at 4pm?

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

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 that 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 the Programme Manager Catherine Capone on:

catherine.capone@raeng.org.uk

020 7766 0615

This programme is made possible by funding from the UK government Department for 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.
- Project/programme leadership/management.
- People management and talent retention.

Courses that 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).

Your coach and mentor will support you in assessing your areas of development and will help identify suitable courses with you.

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 www.london.edu/programmes/executive-education/topic/leadership#.Wi_QJWi00Uk

3) Cambridge Judge Business School www.jbs.cam.ac.uk/execed/open-programmes/general-management-leadership/

4) Individual leadership consultancy.

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

6) Institute of Directors courses www.iod.com/training

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

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

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



Annex B

Provisional events and workshop schedule

27 February 2020 - compulsory

Induction day and speed mentoring

This compulsory event is aimed to kickstart you on the SME Leaders programme. The evening will include an introduction to the Enterprise Hub, a tour of the Taylor Centre space that will be available to you as Hub members, as well as speed mentoring throughout the evening, ending with dinner and drinks.

May 2020

Hub Showcase

An opportunity for our Hub members to showcase their company's innovations. Invited guests will include media, investors, corporate stakeholders and Hub members.

October 2020

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

This annual event gives entrepreneurs a chance to turn the tables and put the investors 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 and connect entrepreneurs into the various financing networks, as well as give investors the opportunity to explain their processes and target sectors.

Date TBC

Public speaking and pitching

Learn the techniques for public speaking and pitching to project your inner Steve Jobs or Obama. This interactive workshop will allow you to practice a presentation in front of your peers to hone your skills.

Quarterly dates TBC

Hub members Roundtable - sharing challenges and advice

Past roundtables have covered exporting, PR, and leadership. We run quarterly Roundtables for CTOs as well as medtech leaders. These roundtables allow each entrepreneur to discuss an individual challenge they are facing, with the rest of the group contributing ideas and solutions. A fantastic peer-to-peer learning opportunity. Chatham House rules apply.

Quarterly dates TBC

C*O Roundtable (for CTOs, CSOs and CMOs)

An opportunity for CTOs, CSOs and similar technical roles to convene on a quarterly basis to discuss the challenges they face, which can often be very different to those faced by CEOs and MDs. Chatham House rules apply.

Date TBC

Grant writing workshop

Ixion Innovation, one of Europe's most successful grant acquisition organisations, is delivering this 'Innovation Funding Workshop' to provide members with the latest information and guidance on grant funding. They will also be sharing knowledge on what funders look for and run optional 1-2-1 speed surgeries for members to talk in private about their project concepts. Grant competitions have becoming increasingly competitive so if you're thinking of applying now or potentially in the future, this event will help improve your chances of success.

Date TBC

Negotiations training

Run by Debra Sharron, an experienced negotiations trainer, this half-day workshop covers the principles of controlled and effective negotiation. Delegates will learn the key skills required for confident negotiation and the meaning of a 'win-win' outcome.

By the end of the session you will have a plan for preparing and executing negotiations and for identifying variables with which to trade. The course will be highly interactive and will end with a team role play exercise to embed the learning.



Annex C

Further information regarding mentoring and coaching

Mentoring

You will meet several mentors during your induction day, of which we recommend you choose one to see over the six months. Mentors are 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.

Coaching

Your coach will focus on your leadership skills rather than your business; you will have monthly one-to-one 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 and they will support you in choosing your leadership course.

We anticipate being able to support up to 12 applicants in this round.



