



Department
for Business
Innovation & Skills

**BIS RESEARCH PAPER NUMBER
189**

**Formative Evaluation of
GrowthAccelerator**

JANUARY 2015

RESEARCH

Authors: **Paul Braidford, Maxine Houston, Gordon Allinson and Professor Ian Stone**
*Policy Research Group, Durham Business School/St Chad's College,
Durham University*
Steve Lomax and Elizabeth Davies
BMG

The views and interpretations expressed are the authors' and do not necessarily reflect those of the Department for Business, Innovation and Skills.

Acknowledgments

The Policy Research Group and BMG would like to extend our thanks for their co-operation to all the businesses and organisations interviewed, and to the team of interviewees and administrators who contributed to the project. We would also like to thank BIS officials, the team at Grant Thornton and the other members of the steering group for their helpful advice and comments.

Contents

1	Executive Summary	1
1.1	Research findings	2
1.2	Suggestions for improvement	4
2	Introduction	6
2.1	Structure of the report	7
3	Outline of GrowthAccelerator offer	8
4	Customer acquisition	12
4.1	Awareness and pipeline of clients	12
4.2	Pricing	14
4.3	Initial appeal of GrowthAccelerator	15
4.4	Centralised signposting	15
4.5	Partnerships and communication with stakeholders	15
4.6	Opt-outs	17
5	Delivery	18
5.1	Accuracy and comprehensiveness of information	18
5.2	Stakeholder perceptions	19
5.3	Diagnostic process	20
5.4	Coach selection	21
5.5	Scope of support	22
5.6	Coaching	23
5.7	Account management	23
5.8	Non-coaching support	24
5.9	Referrals to external support	25
5.10	Investor referrals	26
6	Effectiveness	28

6.1	Client outcomes and impacts	28
6.2	Specific workstreams	29
6.3	Masterclasses/workshops and L&M	30
6.4	Addressing market failures	31
7	Suggestions for improvement.....	32
	Annex 1 – Methodology	34

1 Executive Summary

The Business Growth Service consolidates GrowthAccelerator and the Manufacturing Advisory Service and schemes from the Intellectual Property Office (IP Audits) and the Design Council (Designing Mentoring) into a single service. Export support is provided by UK Trade and Investment (UKTI) and UK Export Finance (UKEF). The service is closely linked to InnovateUK and the British Business Bank.

Within the Business Growth Service, GrowthAccelerator aims to increase the stock of high growth businesses by helping high growth potential small and medium sized enterprises in England to overcome the barriers they face to growing. It is focused on areas that we know such businesses tend to struggle and which can have a big impact on growth, such as:

- Raising finance
- Leadership and Management
- Commercialising innovation
- Strategy development and execution

The service provides a holistic package of support that includes:

- specialist business coaching tailored to addressing their specific needs (raising finance, securing new customers etc);
- grants to contribute to the cost of leadership and management development;
- fast access to external sources of help such as: trusted providers of business advice (e.g. UK Trade & Investment, TSB and private providers); business and investor networks (e.g. Angels); and business incubators.
- Master-classes and an alumni network to facilitate peer to peer learning.

This research consists of a formative evaluation of the GrowthAccelerator service, through the analysis of 140 in-depth interviews with:

- Business clients of the service (including those which opted out early)
- Growth Managers (including Leadership & Management specialists), who are responsible for identifying specific challenges faced by clients and developing bespoke packages of support.
- Growth Coaches, who provide the primary support to the business clients. They are matched with business clients by the Growth Manager, based on their experience and skillset.
- Stakeholders (LEPs, local authorities, Business Schools, Chambers of Commerce etc)
- Investors, organisations providing finance or introductions to potential funders

GrowthAccelerator was regarded positively by the majority of interviewees across the full range of interviewed groups, gaining a high level of praise. The first part of this summary lists the key findings to identify the good practice and challenges reported by interviewees. The second part lists some specific suggestions for improvement of the service.

It is important to note that the findings are often based on views of a limited number of respondents and may not always be representative of the views of the wider population.

1.1 Research findings

1.1.1 Targeting and customer acquisition

- Businesses are primarily targeted for engagement by Growth Managers, Growth Coaches, stakeholders and intermediaries – through attendance at events, using their own network and/or recruiting businesses which approach them in their normal line of business. Evidence suggests this is working well and that appropriate clients are being targeted and most unsuitable ones are filtered out by referrers. Relatively few are rejected as unsuitable after the referral, and the majority realise positive impacts.
- Awareness of GrowthAccelerator was generally low among businesses before accessing the service, but high among stakeholders who perform an important engagement role. They know the broad outlines of the service, but not all the details, meaning they may under-refer due to not realising specific services are available.
- The coaching element was clearly the key draw for the majority of clients. The main reported attractions were gaining an external perspective on the business, and being able to work with a high quality support provider (especially if the Coach was already known to them).
- The Leadership and Management match funding is an important attraction to some businesses, but only a small minority of clients regard it as the *most* important part of the service. In particular, it is regarded as highly attractive by medium sized businesses, which are more likely to be targeted through L&M than small businesses, and can be considered an important draw of the offer for such businesses.
- Deadweight is considered to be fairly small by Managers and Coaches, as GrowthAccelerator funding enabled clients to access more coaching support than would have otherwise been possible. The service also provides additional benefits via the diagnostic process and Leadership & Management funding.

1.1.2 Pricing

- The relatively low cost of GrowthAccelerator, compared to the market value of benefits received, was the main draw of the programme for most clients. Many could not remember the exact price only that it was within their budget. The price was largely deemed appropriate or, at the very least, affordable. It was perceived as high enough to attract the more committed clients and filter out those who would gain less from the support. Most clients reported the service had represented good value for money; only 5 out of 60 reported otherwise.
- When clients were dissatisfied with pricing, it was largely in cases when the level of VAT was not well-communicated, or where they unexpectedly could not reclaim VAT (e.g. those on flat-rate schemes).
- Several stakeholders noted that some non-VAT-registered businesses may be deterred from applying by the relatively high cost to them, compared to VAT-registered businesses, especially since it must be paid in a single lump sum. The lack of an option to spread the cost may also deter businesses with tight cashflow.

1.1.3 Delivery – experience and impacts

- The majority of clients had already experienced an increase in turnover or employment, or were expecting to do so in the near future, wholly or partly

attributable to GrowthAccelerator through the development of skills, knowledge and capability in the business.

- GrowthAccelerator was judged to be effective in its support, even in most cases where improvements in turnover and employment had not been achieved, due to improvements to skills and knowledge within the business, which laid a good foundation for future growth.
- Delivery was generally praised by clients. It was perceived to be of good quality, effective in its aims and producing positive outcomes by the vast majority.
- Approximately three-quarters of business clients were satisfied with all aspects of the service they received. Clients highlighted the ease of application, the appropriate matching between their need and the skills of the Coach, the quality of the coaching and the (anticipated) level of impacts.
- Among the clients interviewed, take up of workshops and masterclasses was low. Reasons cited included logistical difficulties (lack of time; a small number of sessions or none in the locality); lack of information (both generally, in relation to their likely benefits and their integration with the rest of the programme); and lack of appeal of the topics. Around half of those who attended the sessions thought they were relevant and useful, and around a fifth reported mixed, but generally positive views.
- Satisfaction with L&M is generally high. Clients valued the flexibility to choose their own provider. Those who did not access the offer quoted lack of time and funds to pay their share of the costs. Suggestions for improvement include the offer more prominent, communicating its benefits more clearly to clients and setting up a database of potential training providers.

1.1.4 Addressing market failures

- The main market failure that GrowthAccelerator aims to tackle is a less than optimal utilisation of business support among small and medium sized enterprises, due to incomplete information about the quality or impact of support, and financial constraints.
- The evidence suggests it has succeeded in this aim, as the majority of clients would not have used support (or used less support) in the absence of the service. In addition, most clients have already achieved or anticipate achieving positive outcomes in terms of skill development and/or increases in turnover or employment.
- There is also evidence of an attitudinal shift, with many clients more willing to use business support, as a result of their positive experience on GrowthAccelerator. Around a third of clients subsequently maintained contact with their Coach – mostly on an informal basis. However, there is a lower level of impact on clients' ability to navigate the support landscape.

1.1.5 Implementation according to guidance

- For the most part, GrowthAccelerator appears to be delivered according to the operational guidance. Concentrating on issues and areas deemed important by interviewees:
 - The diagnostic process (which includes discussions with the Growth Manager, gathering of qualitative and quantitative information and the option for clients to utilise the GrowthMapper tool), was generally praised and is regarded as crucial to the success of the programme. However, GROWTHmapper was not always completed with the management team, mainly because of logistical reasons (i.e. finding time for the whole team to complete it before moving on). On the

whole, this did not appear to be an issue, as the discussions with the Growth Manager were rated more highly.

- The Scope of Support is regarded as useful by all groups of interviewees. Coaches and clients often regard it more as an outline for action than a document to be followed to the letter, albeit that any significant changes to the Scope of Support need to be agreed with the Growth Manager.
- Coaches who refer clients usually get that client back to coach. This is permitted by the guidance, as long as the Manager examines whether the match is suitable. This did indeed happen, with a small number of referring coaches not getting the referred client. In virtually all cases where the referring coach did get the business, the latter was satisfied and received appropriate coaching. In a small number of cases, especially where the client had highly specific needs or was in a niche sector, finding the right match may be more complicated.
- A coach database is available to help ensure the right match, but this is not used in all cases. Growth Managers preferred to recommend Coaches known to them. This may limit the pool of coaches considered, or the choice which can be offered to clients. However, virtually all clients praised the quality and skills of their Coach, even if they felt that the match by the Growth Manager to their needs could have been closer, or if they felt that the coaching had been too standardised for their needs.
- Guidance states that the Growth Manager should have contact with the client at the start of coaching and regularly thereafter. In practice there was often relatively little contact, partly because of the pressures of the Manager's workload, and partly because clients generally did not want or request it, except if an issue arose. However, more proactive contact may expose issues earlier, allowing intervention; it would facilitate reminding clients about non-coaching elements of the programme and help Managers identify if external referrals would be of benefit.

1.2 Suggestions for improvement

1.2.1 Communications with clients

- Growth Managers noted that they would like more opportunity to manage the client journey and give clients a better experience. Greater and more regular contact between Growth Manager and client, and taking particular account of non-coaching elements of support in communications, would be of benefit. This may involve shifting some of the administrative and acquisition burden from Growth Managers to free up some of their time.
- Clients reported communications were least effective with regards to workshops/masterclasses and L&M provision, in terms of imparting accurate and comprehensive information early in the programme, and providing regular reminders. As a result, there was some confusion about these elements, and their value.

1.2.2 Communication/integration with external support and stakeholders

- Providing clear and comprehensive information to clients also implies ensuring that there is some mechanism to keep stakeholders, other referrers and Coaches well-informed. Given that there was some confusion or lack of clarity about some elements of GrowthAccelerator, there should be efforts to ensure that information is cascaded where necessary to fully inform them of the service. The opposite is also

true, so that Growth Managers have good knowledge of other support and can cross-refer as appropriate – especially as Coaches noted that they were not necessarily well-placed to refer to external support.

- Many stakeholders would like to see more detailed information than is available at present about local impacts. This would improve engagement and communications and would facilitate engagement of businesses and referrals.
- Investors were also open to referring potential clients to the service, but most did not as they did not feel they sufficiently understood the aims, operating methods and impacts of GrowthAccelerator.
- This implies the need for engagement with stakeholders, support providers and investors; Growth Managers being aware of the business support landscape; and fostering good relations and effective communication strategies with and between stakeholders.
- Also widely suggested was the more extensive and effective use of case studies of success stories, focused on a local area, a sector etc, which stakeholders felt they could make use of, especially in terms of promoting the service.

1.2.3 Coach matching

- It is beneficial that GrowthAccelerator has access to a wide and diverse range of Coaches and Growth Managers, and that Managers do not hesitate to refer clients to other Managers, or to outside sources of support, if they feel that they, personally, or the service as a whole, do not offer the best solution for those clients' needs.
- While Growth Managers often prefer to use their own network and knowledge of Coaches to recommend matches, a minority appear to be basing their lack of use of computerised matching tools on out-of-date information about their functionality. Communicating the enhanced effectiveness of these tools to Managers may lead to greater usage rates.
- A 'feeder' programme was advocated widely by stakeholders: (i) to prepare businesses for GrowthAccelerator support, especially those at or close to the qualifying criteria but not quite ready to engage; and (ii) ensure that there is a pipeline of businesses ready to access GrowthAccelerator support in the future.
- Clients in niche sectors or certain types of businesses may have highly specific challenges which GrowthAccelerator may be less well-placed to address; this included, for example, third sector organisations, pre-revenue businesses, and some start-ups, especially high-tech businesses. Some respondents felt that such businesses may benefit from accessing more specialist support schemes (e.g. TSB) to deal with these challenges, before going on to access (or alongside accessing) GrowthAccelerator support.

1.2.4 Workshops/masterclasses and L&M

- The role of masterclasses, workshops and L&M should be considered in terms of how they integrate with the rest of the programme, and how to communicate that integration to clients. In addition, logistical barriers could be addressed through the use of online content as a supplement or replacement for some physical delivery.
- A national database of training providers would facilitate appropriate recommendations for Leadership & Management clients.

2 Introduction

Evidence suggests that the job growth among high growth firms has fallen in recent years, while research by Experian¹ indicates that a high number of businesses with the potential to achieve high growth do not achieve it. This suggests a need to make the business environment more conducive to growth, and stimulate sustained growth performance among a greater number of businesses. This entails not only setting the right framework conditions for growth, but also providing appropriate support to overcome market failures². However, there are limited resources available for this purpose, implying that support needs to be concentrated on those businesses where interventions are likely to have the greatest impacts – i.e. on businesses which are most likely to create employment and/or additional sales and profits.

In terms of market failures, there is a substantial amount of evidence that growth is more likely, and likely to be higher, among businesses that seek external advice and support³, but also that there are informational and financial barriers which lead to businesses being reluctant to seek support in the first place⁴. These include, among others, not knowing where to find support, being unaware of what is available⁵ or which support providers to trust, and a reluctance to pay for support services, especially where the return is uncertain (i.e. assessing value for money is difficult)⁶. Furthermore, research suggests that intensive support is more effective than, for example, arms-length supply of advice or information.⁷

Within the Business Growth Service, GrowthAccelerator is intended to address these failures by targeting bespoke support for SMEs which have the potential to achieve high growth, covering the diagnosis of need, the identification of an appropriate source of intensive support, and subsidising the cost of accessing that support.⁸

This research consists of a formative evaluation of GrowthAccelerator, through the analysis of in-depth interviews with business clients of the service, Growth Managers (including L&M specialists) and Growth Coaches, Stakeholders (LEPs, local authorities, Business Schools, Chambers of Commerce etc) and Investors (organisations providing finance or introductions to potential funders to A2F clients). The aim is to identify which areas of delivery are working well, and those where improvement may be needed. It also covers, among other areas, how users initially became aware of the service, an

¹ Experian (2010) *The Insight Report: Tomorrow's champions: finding the small business engines for economic growth*, Experian, Nottingham

² As outlined in the 2010 Local Growth White Paper: HM Government (2010) *Local growth: realising every place's potential*, White Paper, CM 7961, Norwich: The Stationery Office

³ Atherton, A, Kim, JY and Kim, H (2010). 'Who's driving take-up?: an examination of patterns of small business engagement with Business Link' *Environment and Planning C: Government and Policy*, 28:2, pp257-275

⁴ CEEDR (2011) *Research to understand the barriers to take up and use of business support*; BIS (2013) *SMEs: The key enablers of business success and rationale for Government intervention*

⁵ Johnson, S., Webber, D.J. & Thomas, W. (2007). Which SMEs use external business advice? A multivariate subregional study. *Environment and Planning*, 39(8), 1981-1997

⁶ Carey P, Simnett R and Tanewski G (2000) 'Voluntary Demand for Internal and External Auditing by Family Businesses', *Auditing: A Journal of Practice & Theory: Supplement 2000*, 19:1, pp37-51

⁷ Mole, K, Hart, M, Roper, S and Saal, D (2008) 'Differential gains from Business Link support and advice: a treatment effects approach' *Environment and planning. C, Government & policy*, 26:2, pp315-334

⁸ GrowthAccelerator (2013) *Where High Growth Happens: Annual Report 2013*

assessment of the types of impacts on client businesses, and the effectiveness of signposting to other sources of support.

2.1 Structure of the report

The following chapter briefly provides some contextual information about GrowthAccelerator. Chapters 4-6 bring together the key findings of the report. Finally, chapter 7 summarises the suggestions on how the service might be improved, based on the findings presented.

3 Outline of GrowthAccelerator offer

This section explains how GrowthAccelerator is designed and operated as set out in the service operations manual.

3.1.1 The service

GrowthAccelerator is part of the Government-backed Business Growth Service. Its aim over three years is to help up to 26,000 of England's brightest businesses realise their ambitions and potential. It was launched in May 2012 to provide a comprehensive business support package to Small and Medium Enterprises (SMEs) with the potential for achieving high growth. It is delivered by a consortium of private sector companies led by Grant Thornton UK LLP, and provides expert business coaching, tailored to addressing each business's needs.

GrowthAccelerator involves a rigorous selection process used to identify a company's potential to achieve high growth, by assessing their ambition, opportunity and capacity for growth. Clients complete a bespoke diagnostic tool which assesses the businesses needs to inform the coaching process. A Growth Manager then works with the firm to identify the scope of the coaching required, develop a detailed Scope of Support (action plan) and recommend a Growth Coach suitable for achieving the business's objectives.

The coaching offer is split into three main strands – Access to Finance, Growth through Innovation and Business Development. Assisted companies can also access up to £2,000 of matched funding for Leadership and Management (L&M) training for each senior manager. As well as coaching, GrowthAccelerator provides comprehensive support by connecting businesses to other trusted providers of business advice that might be better suited to help them achieve their growth ambitions, such as UKTI, incubators and professional advisors. Directors of the assisted firms are also referred to GrowthCommunity – a network that allows them to connect to their peers, gain access to cutting-edge business intelligence and learn from business experts. As of July 2014, over 16,000 SMEs had joined the service.

3.1.2 Customer acquisition

The customer acquisition process is targeted at companies with high growth potential who have the potential to benefit from the service. GrowthAccelerator relies on a range of activity to engage companies including: the national website, digital marketing, social media, awareness-raising events, public relations, partnership & channel marketing. Potential clients come through three main routes:

1. **Local intermediary and direct engagement** – potential clients are proactively identified by Growth Managers, regional delivery partners and L&M specialists. Companies that attend events and potentially suitable firms may also be contacted.
2. **Introducers** – many potential clients are referred to the service by Growth Coaches, GrowthAccelerator alumni or local partners. These companies either apply to the service directly via the website, or are fast-tracked to suitability assessment by a Growth Manager.

3. **National service communication** – national awareness raising via case studies, public relations etc.

When a potential client is identified, an assessment is made of their eligibility for the service.⁹

The value of the service per business is estimated at £3,500 + £700 Value Added Tax. The Department for Business, Innovation and Skills subsidises a part of the cost, but since larger companies are less likely to face financial barriers to support, their support is subsidised less. The price of the service by firm size is:

- 0-4 employees - £600 + £700 VAT
- 5-49 employees - £1,500 + £700 VAT
- 50-249 employees - £3,000 + £700 VAT

3.1.3 Suitability

Once a company is deemed eligible for the service it is allocated a Growth Manager, who is primarily responsible for the account management throughout the customer journey. To begin with, the client's suitability, in terms of the company's potential to achieve high growth¹⁰ and benefit from GrowthAccelerator, is assessed. The assessment is based on three main criteria:

- Ambition measures how committed the firm is to grow and whether the company has a strong vision for growth.
- Opportunity measures whether the market environment is conducive to growth and whether the company has the competitive advantage it can use to grow.
- Capacity measures the company's capability to overcome the barriers to growth in terms of skills, finance and resources.

Each of the criteria is assessed on a three point scale from 1 – low growth potential which is unlikely to be enhanced by the service – to 3 – high growth potential, likely to be enhanced by GrowthAccelerator. Companies with a combined score of more than 6 out of 9 are automatically considered suitable for the service. If their score is 5 or lower, they can still be deemed suitable following further discussion.

Based on the interview the Growth Manager allocates the companies to the most appropriate service strand – Business Development Coaching, Access to Finance or Growth through Innovation.

⁹ A business is eligible if it is:

1. Based in England
2. Registered in the UK
3. Has fewer than 250 employees
4. Has turnover below €50 million (~£41 million) OR balance sheet below €43 million (~£35 million), following the official European Union definition of an SME.
5. Not more than 25% owned by another company or companies, which are not SMEs.

¹⁰ High growth firm is defined by OECD as a firm that achieved at least 20 per cent average yearly employment growth over 3-year period, excluding the firms with less than 10 employees. For GrowthAccelerator, the definition is extended to all SME employers.

3.1.4 Diagnostic

The next step is for members of the participating company's senior management team to complete the *GROWTHmapper*® questionnaire. *GROWTHmapper*®, developed by Oxford Innovation, is a bespoke self-assessment tool that draws out the perceived strengths and weaknesses of the business, as well as needs for improvement.

The Growth Manager then meets with the company's management team to identify its Scope of Support. The Scope of Support is designed to identify the growth opportunities that the client is not currently realising, causes of that unrealised growth and ways to address them. In addition to agreeing the scope of coaching, the Growth Manager signposts the business to other relevant sources of support, including workshops and masterclasses, local networks and courses, and offers the Leadership and Management grant, if suitable.

3.1.5 Coaching

The principal purpose of GrowthAccelerator is the coaching support, which focuses on the development of managerial and organisational capabilities of the company. The coaching service is delivered by independent Growth Coaches in a way that is tailored to the specific needs of the client, identified through the diagnostic process.

Coaches are contracted to deliver specific outcomes for the clients, which are presented as a range of work packages.

Growth Coaches are recruited on the basis of:

- Strong personal record in business –a strong track record of senior management positions in growing businesses;
- Previous coaching experience.

To ensure that the clients are matched to the most appropriate Growth Coach, an automated system is available to select a shortlist of potential coaches that are then interviewed by the Growth Manager.

The three coaching work streams

Business Development Coaching (BDC). Business Development Coaching provides tailored support to develop the business capabilities and help remove the barriers to growth. Typically, the Growth Coach is tasked with facilitating the creation and implementation of a growth strategy using two structured tools.

- Visioning Orbit helps the company formulate its strategic growth plan. It involves articulating the steps needed to get to where the company aims to be in terms of its performance measures in three years' time.
- Single Page Plan involves identifying the projects needed to achieve the key growth goals over the next 12 months.

Growth Coaches help to change behaviours and improve business performance by transferring skills and knowledge into the business. BDC concentrates on factors like strategic planning, marketing, service implementation and more to inspire enhanced growth performance.

Access to Finance (A2F). Access to Finance helps businesses improve their investment readiness. The intervention is split into three phases:

- Funding requirements. Full assessment of the company's suitability and potential for raising finance.
- Investment/finance readiness. Support to develop and consolidate the building blocks to attract investment.
- Fund-raising. Help to secure suitable finance to enable business growth/expansion.

The A2F service provides a bespoke approach integrating specialist 1:1 coaching, access to four unique masterclasses and close interaction with a dedicated investor relations team.

Growth Through Innovation (GTI). This strand focuses on addressing client's needs related to their innovation capabilities. It is provided by innovation specialists over several months to enable the company to implement lasting changes within the organisation. The service is built around five key business needs:

- Creating competitive products and services;
- Understanding unmet customer needs;
- Collaboration and partnering for innovation;
- Developing an innovative organisation;
- Understanding, protecting and exploiting IP.

Leadership and Management Grants

Leadership & Management (L&M) training, available to all GrowthAccelerator clients, is aimed at improving the skills and capabilities of managers in assisted firms. Skill gaps in management teams are identified and then addressed with training that will help the management team to realise the business's maximum growth potential. A grant of up to £2,000, to be matched on a £ for £ basis, is available for each senior manager of participating companies.

4 Customer acquisition

This chapter deals with issues related to the first stage of the customer journey – customer acquisition. This includes issues of awareness of the service, recruitment, pricing and partnerships with stakeholders. Key findings:

- **Awareness of the service amongst businesses is low – which is to be expected given the targeted customer acquisition and restrictions on marketing. Stakeholders and intermediaries, on the other hand, have a high level of awareness and effectively refer businesses to GrowthAccelerator.**
- **Deadweight losses are thought to be low by all groups of respondents – even when the clients would have used coaching anyway, GrowthAccelerator allowed them to afford and access more coaching than they would have otherwise accessed.**
- **A range of respondents suggested that there was potential for a ‘feeder’ programme for the businesses that are close to being suitable for the service.**
- **The price was largely deemed appropriate or, at the very least, affordable by most. It was perceived as high enough to attract the more committed clients, as well as high enough to filter out those who would gain less from the support. The coaching was regarded as representing good value.**
- **For all groups of interviewees, the key attraction of the service is the coaching support - in particular, the way it gives an outside perspective on the business, forces the owner to reflect on the business’s strengths and challenges, and thereby focuses attention on the appropriate challenges to address.**
- **Value of GrowthAccelerator has been become generally recognised amongst a range of stakeholders, and there is concomitant and growing willingness to engage with the service. Many of them, however, noted that there is a need for more information about the service.**
- **Few of the businesses that complete the diagnostic and sign the contract drop out at a later stage. Those who did commonly mentioned ‘pushy’ or uninformative sellers as a reason for opting out.**

4.1 Awareness and pipeline of clients

4.1.1 Awareness and stakeholder referrals

All groups of interviewees broadly concurred that awareness of GrowthAccelerator is generally low among businesses, including those which match the target group characteristics. The exception may be business owners who are already engaged with business support networks – e.g. regular attendees at events and meetings. However, stakeholders, Growth Managers and Coaches generally considered that awareness among businesses was less important than awareness among stakeholders and intermediaries. Organisations such as Chambers of Commerce; intermediaries such as accountants, training providers, and other business support organisations; and other support schemes (both publicly-funded and private) all make referrals. Information on the service may be received directly from GrowthAccelerator, or cascaded down through membership organisations.

As such, awareness of the broad details and eligibility criteria of the service is high among potential referrers, but the grasp of details among stakeholders and intermediaries can often be partial. A small number of stakeholders reported that they knew the programme well, only to be surprised by an aspect mentioned in the interview, noting regret that they had not learned of it earlier. This lack of knowledge does not deter referrals, but may lead to a small amount of under-referral or mis-referral if knowledge of a particular element of the service is lacking.

Nonetheless, together with Coaches (the most significant source of referrals), stakeholders and intermediaries are perceived by Growth Managers to perform effectively at generating referrals of potential client. These referrals are, largely, appropriate for the service. This contributes to a lower burden for the service in reviewing unsuitable businesses, and a lower rate of frustration among businesses in terms of seeing applications rejected. As such, the service is reaching its target market without substantial national marketing (which is subject to heavy restrictions).

Furthermore, as well as their filtering role, the use of multiple sources of referrals eases the workload of Growth Managers, who have 'stretching' targets for sign-up. Referrals are thus a necessary part of the recruitment process, as had always been envisaged. Nonetheless, Growth Managers did highlight the effectiveness of their attendance at networking events as a means of generating interest, as well as cultivating a network of specific referrers for specific types of businesses. For the most part, therefore, the referrals process appears to be working effectively: appropriate businesses are being targeted, and unsuitable ones being filtered out, such that there are few rejections at the stage of discussions with the Growth Manager. The large majority of businesses report that they benefit significantly from coaching support which they would not have accessed so intensively, or not accessed at all in the absence of subsidy.

However, there remain some areas where improvements could be investigated. First, stakeholder communication could be improved, so that it is more structured, and stakeholders are fully aware of all aspects of the service.

4.1.2 Deadweight

Growth Managers also addressed the issue of deadweight losses in the referral process. These are an inherent risk when Coaches referred clients they already know or had worked with. For the most part, though, Growth Managers considered that GrowthAccelerator allowed such clients to afford and access more coaching than would otherwise have been possible, reducing deadweight losses. Coaches were slightly more equivocal, admitting that in some cases there may be a deadweight loss involved, but for the most part, noting that they were careful to avoid this – which is at least partly in their own interest as GrowthAccelerator fees are lower than they could earn from commercial clients. Businesses which were working with Coaches already mostly agreed with these points. Given that some businesses could pay for coaching services at full commercial rates, many Coaches would select clients (or, more likely, *potential* clients) to put forward for GrowthAccelerator who were unable to afford commercial rates, or unable to afford a *full* course of the necessary coaching. This means that their portfolio of coaching clients contains a mix of those using GrowthAccelerator and others that were suitable, but able to pay full rates. This response helps assure the programme higher rates of additionality. At the same time, as noted above, if Coaches can charge their full rates to clients, they are likely to do so, as this earns substantially more than the subsidised service.

4.1.3 Suitability and “feeder” programme

Second, a wide range of interviewees noted that there was potential for a ‘feeder’ or ‘pre-GrowthAccelerator’ programme. Local stakeholders, in particular, reported a potentially large number of businesses in their area which would be suitable for GrowthAccelerator, but which may need a ‘final push’ to engage with the service. This may be due to uncertainty about whether their business would be able to realise their potential, or they may be in need of a small amount of other preparatory work to be ready to engage with the service i.e. they require only a minor ‘push’ to get to the point where they felt suitably prepared to access the GrowthAccelerator programme. Thus, rather than lacking ambition to grow, business may need convincing that they can benefit from the service. Several stakeholders reported a perception of lower than average *demand* for GrowthAccelerator in their localities, a situation which providers sometimes seemed resigned to, rather than attempting to tackle.

4.2 Pricing

Approximately three-quarters of respondents felt that the price of GrowthAccelerator was a major attraction – or, at the very least, not a major barrier - in choosing to access the service. Around half of the clients interviewed felt that it was a very important factor considering their current circumstances, while a small number of businesses reported that it was only just affordable, at the ‘top end of what they were prepared to pay’ or similar sentiments. Care should be taken in interpreting this, as businesses will have an incentive to keep business support costs as low as possible (e.g. for future use of either GrowthAccelerator or an alternative service).

The most attractive part of it was cost. For me the cost of my commitment was £600, I could afford to lose that. At that stage, when you're being asked to commit, you've not met the coach. You don't actually know that you can really work with him. So cost is a big factor. But I'm also thinking whoever's organised this should be reasonably careful. So I'm going to trust the process.’ (B7, GTI)

The cost of the service was largely thought to be pitched at roughly the right level to attract clients who would get the most from it, and demand a good service, while deterring those who are less committed. Coaches also see value in the fact that GrowthAccelerator is a fee-paying service, rather than free. This transforms the clients’ view of the service, as it means they value the service more highly. Paying helps ensure buy-in and commitment on the part of clients, especially in terms of justifying the client’s time commitment, as confirmed by businesses and stakeholders.

Managers generally believed that pricing did not deter clients from signing up, and was regarded as providing good value. To an extent, this accords with most groups of interviewees, who regarded the overall GrowthAccelerator package as good value; there were some concerns amongst Coaches and stakeholders about a small deterrent effect of pricing for micro businesses, and businesses in poorer areas. On the other hand, several Managers and Coaches also noted that it is a reasonable assumption that most growth businesses should be able to afford such relatively modest fees.

There remain some slight issues with VAT. There is often some confusion about the amount of VAT applied (it is charged on the full nominal value of the services, rather than the subsidised price paid by the client), but these issues are usually cleared up quickly by the Growth Manager. However, it was more of a hurdle for those who cannot reclaim VAT (e.g. due to being under the threshold or of charitable status). Flat-rate VAT schemes also

seemed to lead to issues. Two clients received an unexpected shock when they could not reclaim the VAT, after being told initially by GrowthAccelerator that they could

4.3 Initial appeal of GrowthAccelerator

For all groups of interviewees, the key attraction of the service is the coaching support - in particular, the way it gives an outside perspective on the business, forces the owner to reflect on the business's strengths and challenges, and thereby focuses attention on the appropriate challenges to address. For the most part, this comes across well to businesses from discussions with GrowthAccelerator personnel, and is the main message put forward by stakeholders. This message also works very effectively in combination with messages about price.

Leadership and Management is an important draw for a small number of businesses, but many noted that it was somewhat overlooked in initial discussions. This suggests that it may be worth emphasising and clarifying the L&M offer to a greater extent when engaging clients, as this may stimulate their interest, especially among larger businesses. Equally, a small number were most attracted by the possibility of being introduced to new sources of finance, which again may be overlooked in the initial selling of the programme (especially by external stakeholders who may not be fully aware of such specific elements of the service). The key consequence of the omission of information by sellers, or the potential for clients to fail to take account of information which is perceived to be unimportant compared to coaching, is that this colours businesses' perceptions and their demands from the programme. As such, they may overlook aspects or downgrade elements which would prove beneficial. This point extends into the actual delivery of the service, and is dealt with more fully in the following chapter.

4.4 Centralised signposting

The preceding discussion raises the important issue of signposting. Stakeholders commonly only hold partial knowledge of the full range of GrowthAccelerator provision (and, indeed, of other schemes). This leads to suboptimal signposting of businesses to the most appropriate support, and implies that a centralised source of signposting would be valuable. Many stakeholders mentioned that they were in the process of moving such activity into Growth Hubs, offering Information, Diagnosis and Brokerage (IDB) functions in a manner similar to Business Link, as well as delivery of some services.

4.5 Partnerships and communication with stakeholders

Many stakeholders readily acknowledged that there has been an inevitable learning curve and bedding-in period, as intermediaries acquired greater awareness of GrowthAccelerator, how it operates and what it can offer. The need for this has probably been intensified by a long history of new and changing initiatives, as many stakeholders made reference to. This has also contributed to some wariness in relation to new programmes. However, now that the value of GrowthAccelerator has become more generally recognised, there is a concomitant and growing willingness to engage with the service (both at national level and among local intermediaries) and to partner in joint working initiatives, which lead to increases in cross-referrals. As one local authority noted:

I think the brand has started to [raise its prominence] relatively recently, but it took quite a while. Not just the brand, but the values it stands for, and being able to understand it - that took quite a while, because it is more complex than a single solution service. The early tweaking made that a lot clearer: the fine-tuning of the

message, so it was a little bit clearer about the suitable client base, and what people could expect to receive. [LA 1]

There is thus an increasing commitment to include a GrowthAccelerator presence in a wide range of activities and events promoting business support. Furthermore, as LA 1 put it, that presence implies that events include a spectrum of support providers by default: *'this is where the 'impartiality' of GrowthAccelerator comes in, because we're not promoting one or two private sector providers at the expense of others'*; i.e. because GrowthAccelerator can refer into multiple other providers, and is not selling a service focused on a highly specific aim, having GrowthAccelerator at an event means referrals to a greater range of private sector providers are possible.

It is important for stakeholders to be as fully informed as possible about GrowthAccelerator, in order that they can pass on information and recommendations about the service both directly to businesses and to other intermediaries. This involves ensuring that all relevant stakeholders are fully informed about the programme, its delivery, the target characteristics of businesses and the benefits likely to be derived.

Fostering of a closer relationships with stakeholders should also lead to higher visibility for GrowthAccelerator, in terms of – for example – free content in newsletters, more invitations to present at or attend networking events, and more stakeholders willing and able to raise the possibility of engaging with GrowthAccelerator among their business members (e.g., as in the case of a Chamber), professional members (e.g. accountant representative organisations), training course attendees (e.g. a business school) or simply businesses they encounter in the course of their everyday activities.

Stakeholders reported that they received a good range of information from GrowthAccelerator, albeit often at a fairly wide geographical area, and with what they regarded as insufficient disaggregation. As such, the most common requests from stakeholders were for: (i) more detailed information than is available at present on aggregate impacts of the programme at a more local level, and/or relating to specific types of local businesses (e.g. those referred from particular organisations); and (b) a wider range of case studies than is currently the case. Case studies were requested both for the local area in general, and for particular types of business. This presents an opportunity for co-promotion – for example, providing a template which can be partly completed by GrowthAccelerator (in terms of the business and the impacts) and partly by the stakeholder (e.g. local commentary, contact details).

It should be noted that at the time the research was conducted such disaggregated information, especially at small geographical levels, was not available. As such, until the point at which the supply of such data is feasible, the recommendation here would be to keep stakeholders informed as to the reasons why requested information is not available, and the estimated date of its arrival.

Investors have also said that they would like more information about the help available so that they could make intelligent referrals to GrowthAccelerator. They felt that co-promotional activities may provide further opportunities for businesses to participate in GrowthAccelerator. However, GrowthAccelerator should take care to avoid conflicts of interest and deadweight so that investors are not encouraged to make use of subsidised GrowthAccelerator services to generate potential clients for their investment.

4.6 Opt-outs

The overall rate of opt-outs from GrowthAccelerator is relatively low, particularly once contracts have been signed and the client has progressed to more involved discussions with a Growth Manager and, especially, when a Growth Coach has been appointed. It should be noted that it is probable that the opt-out clients who agreed to be interviewed are more likely to have opted out because of a negative experience than for business reasons (for example, change in strategic direction, lack of time), as the interview provides an opportunity to voice complaints. Growth Managers and Growth Coaches confirmed that later opt-out is likely to be because of an unsatisfactory experience. As such, these interviews highlight possible lessons for improvement, but the incidence of the issues identified is difficult to assess. Analysing the reasons why some businesses dropped out early in their engagement with GrowthAccelerator may also indicate the reasons why others dropped out before they had signed up at all (this latter group were not interviewed).

One reason, in particular, stands out: several opt-out businesses referred to 'pushy' or insufficiently informative sellers, who were perceived to be more concerned with getting the owner's signature or signing them up to additional, allegedly 'complementary' services, than fully explaining the benefits of the service. We cannot be certain who these sellers were, as the businesses themselves were not certain. For the most part, they were identified as suppliers of coaching services, who appeared to be using GrowthAccelerator as a means of attracting business – i.e. they hoped that the sign-ups would be assigned to their own coaches and (potentially) use other services they provide, and continue that use on a commercial basis. As such, there may be some implicit incentives to be somewhat 'over-sell' the service to businesses. Complaints often referred to organisations supplying coaching services rather than individuals; the majority of Coaches do not operate like this, according to both Coaches and businesses.

The situation described above led some sign-ups to have second thoughts, especially as the costs and affordability of the service in their current circumstances became clearer. This is a case where GrowthAccelerator guidelines should be followed carefully, not just because it is unfair to the businesses to gloss over details, but also because it has the potential to generate poor word of mouth publicity.

5 Delivery

This chapter deals with issues related to how the programme is delivered once a client starts working with the Manager and Coach. This includes issues of the diagnostic processes, matching with the Coach and receiving coaching as specified in the Scope of Support, liaising with the Manager, and opinions of workshops and masterclasses and Leadership & Management support. Key findings:

- The majority of clients – over four-fifths – considered that their Coaching was of a high standard. Very few, therefore, offered any suggestions for improvement beyond more accurate matching and ensuring the coaching is suitably tailored.
- The diagnostic was generally praised and is regarded as crucial to the success of the service, especially the face-to-face discussion with the Growth Manager.
- Coach selection process produced good matches and disputes between clients and coaches were rare. The issues arose when the client firm had highly specialised needs or was in a niche sector. In such cases, it needs to be considered whether the clients should be referred to a more specialist coach/manager or external support.
- Computerised coach matching tools were reported to be used to a relatively small extent. In many cases, Growth Managers more often make choices based on their knowledge of coaches available.
- The Scope of Support is regarded as useful by all groups of interviewees, especially if the Coach had also been involved in the process. Coaches and clients often regard it more as a general outline for action than a document to be followed to the letter.
- There seems to be widespread support for at least slightly increased contact between the client and Growth Manager, which would allow the Growth Manager to more effectively manage the client journey. The main issue here is high level of Growth Managers' workload.
- Workshops, offered as a part of the support, appear to be utilised infrequently, mainly due to lack of information and time constraints. Among those who did access the workshops, satisfaction was fairly low, due to them not being tailored enough.
- Leadership and Management support, on the other hand, has attracted highly positive comments from those who used it. Suggestions for improvement include making the offer more prominent and setting up a database of potential training providers.
- Most investors reported that the quality of referrals from GrowthAccelerator was generally similar to those from other sources. Most recommendations from investors focus on increased collaboration with GrowthAccelerator.

5.1 Accuracy and comprehensiveness of information

A substantial number of clients felt that, right from initial engagement (with GrowthAccelerator personnel, Coaches and other stakeholders) through to discussion with the Growth Manager and beyond, the information they received was accurate but partial,

in that it concentrated on the benefits of coaching to the exclusion of other parts of the service. This led to ignorance, misunderstanding or the downgrading of (elements of) the workshops/masterclasses and L&M by many. This contributed, among other factors, to low levels of usage. Around a quarter of clients felt that, with hindsight, they did not fully appreciate the offer as a whole. In particular, clients may have been aware of both workshops and L&M, but not necessarily how or why they could or should access them, leading to a feeling of missed opportunities in some cases.

This highlights the need to fully explain the GrowthAccelerator offer to clients, including each element in detail (although this may well be difficult, given the limited time available to clients). This should emphasise the point that the Growth Manager chooses the appropriate support package – i.e. clients may be entitled to access more of the service than they do, but it may have little impact on the business, if it is less relevant to their needs than other elements.

It also emphasises that clients should receive reminders throughout the support, either by e-mail or, preferably, in regular discussion with the Growth Manager, and the Growth Coach. However, the workload of the Manager often militates against this, and some Managers consider that clients do not want or need such regular contact (which was also the view of a minority of clients). Growth Managers generally reported that their interaction with clients was front-loaded, with high levels of contact during the diagnosis and coach assignment phases, followed by significantly less contact during the coaching.

5.1.1 CRM

On a similar topic, many Growth Managers suggested that the CRM system could be improved. Growth Managers would like changes to be made to:(a) allow the preparation of standard management reports showing the current situation, progress against targets (both overall and for individual clients), and longer term trends; and (b) make it easier to connect clients to customer service representatives at appropriate points. Any CRM redesign would need to take into account how GrowthAccelerator fits in to the wider business support landscape to support data sharing between organisations and facilitate cross-referrals of clients.

5.1.2 Connectivity

In terms of the role of Coaches, the evidence suggests that they do attempt to integrate coaching and other elements of GrowthAccelerator where feasible. Frequently, however, their knowledge of workshops and L&M can be insufficient to do so, or to allow them to recommend or promote attendance to their clients. This suggests that Coaches should receive more information about these other elements, and how they work in tandem with coaching. Such an approach could also entail further discussions on specific topics between the Coach and the Growth Manager. Several Coaches and Managers reported that it may be desirable for Coaches to have some input into the Scope of Support, even if informally. This process could be made more structured and extended to how the different elements of support could work together. Equally, Coaches could attend some workshops and masterclasses in order to raise their awareness, which some already do.

5.2 Stakeholder perceptions

All stakeholder groups are generally agreed about the high quality of GrowthAccelerator, and the benefits it provides to client businesses. They commonly noted

- the importance of flexibility and bespoke interventions; LEP C noted that the ‘blending’ of the various elements of the GrowthAccelerator offer was crucial to its success, while Membership 1 called it ‘*a defined journey, within which there is room for adapting to individual circumstances*’
- the recruitment of a large and diverse range of coaches to facilitate the tailoring of delivery
- the support includes elements of diagnosis and signposting to the most relevant support for the business. Support 2 noted that it was more broad-based than most support services, as its remit was ‘growth’ rather than specifically focused on a particular area (e.g. UKTI for exports). This means that the diagnosis of challenges is as important as the support provided to overcome them.
- the fact that coaches are independent of the government and assigned by the Growth Manager (or assessed for suitability, if the client has known them previously): this provides ‘*a third party voice to get some clarity in their thinking in terms of what they are planning,*’ [Chamber 1] or ‘*an opportunity for someone from outside to come in and give the management a new perspective*’ [Support 2]
- the importance of the subsidy in attracting businesses to make (greater) use of support;
- the explicit inclusion of leadership and management, as it was thought to provide an important underpinning for growth in the future, and that this has been ‘*a very hard message to convey to businesses and, indeed, to our members*’ [Membership 1]
- the skills and knowledge of Growth Managers are: ‘*well-thought-of, and that is down to the Growth Managers, who are very knowledgeable, well networked and have got great respect across the county - and that’s hard*’ [LEP 2]; and
- to a lesser extent, the reputational effects of using GrowthAccelerator: ‘*there’s a growing badge of, ‘I’m on the GrowthAccelerator programme’, which actually does help when you’re going for future funding*’ [Chamber 2]

5.3 Diagnostic process

Of those who had undergone it, most regarded the GROWTHmapper process and discussions with the Growth Manager at this stage highly positively. The conclusions the process produced were largely seen as accurate and/or as a good starting point for a support plan. Only a small number (under five) thought the process was not useful or worthwhile, as it did not illuminate or crystallise issues, or did not identify anything of which they were not already aware. It was more common that, even if it did not produce any new issues, the GROWTHmapper process was still perceived to be valuable as a confirmation of where the business’s challenges lay. Thus, the main perceived benefit of GROWTHmapper and the discussions with the Growth Manager were thought to be the reflectiveness provoked in the manager. This provided new ways of looking at the business, and/or confirming their own assessment of strengths, weaknesses and business support needs:

It’s reassuring to know that you’re on the right track and that helps take discussions forward. It gave me the confidence to think, ‘The things that I think I’m doing right, I am doing right, and the things I know I’m weak on I am weak on.’
(B1, A2F)

It just helped to have that kind of clarity, and that system of measurement, rather than just being endlessly optimistic that things were working. (B4, BDC)

While GROWTHmapper received generally positive feedback from clients who used it, clients generally rated discussions with Growth Managers more highly as the preferred means of diagnosis: the discussion focused attention on the key issues for that business and set out at least the broad outlines for support. Using a similar rationale, the small number of clients which were dissatisfied with the overall service, singled out this stage as crucial, since it led to the deficiencies in the identification of need. As such, it is clear that discussions with the Growth Manager must be comprehensive and nuanced, in order to recommend useful and relevant support.

5.4 Coach selection

5.4.1 Quality of coach selection

On the whole, coach selection worked well, producing good matches. There were minor issues in some cases, possibly due to a lack of choice of coaches, such that the client felt that, even if presented with more than one Coach to choose between, there was only one which came close to meeting their requirements. Overwhelmingly, though, the overall quality of the coaching support was rated highly, and disputes between clients and their coaches were relatively rare.

In most (but not all) cases where a Coach had referred a client, the client wanted to work with that particular Coach. Managers noted that they always followed the guidance that the match should be investigated to ensure that it was suitable which – in the overwhelming majority of cases – it was, and the Coaching received was rated positively by the client. Some Coaches reported that they were not always allocated clients back in this way, suggesting the system is working appropriately.

As well as the process of diagnosis of need, the coach-matching process may be more complicated if clients are in a niche sector and/or have highly specific (especially technologically-specific) needs. Careful thought needs to be given to the matching process: i.e.

- whether there is a suitable coach available;
- whether a more appropriate Growth Manager (i.e. knowledgeable in a specific area) can be located and assigned;
- whether more appropriate provision may be found elsewhere – potentially with the option to return to GrowthAccelerator when the currently prevailing challenges have been addressed.

These circumstances were particularly found among high-tech businesses, especially start-ups and pre-revenue (also noted by stakeholders and coaches as more difficult to support within the GrowthAccelerator framework); social enterprises; and niche sectors with niche challenges. However, it should be noted that the sample also contained other examples of such businesses which had received highly satisfactory support. This indicates that supporting such businesses within the service is by no means impossible, but that it may require a degree of caution and careful diagnosis of their needs. As some noted, this may require referral to more appropriate, external specialist sources of support (e.g. TSB) to overcome immediate challenges, and to enable them to benefit more from GrowthAccelerator support.

5.4.2 Matching tools

This raises a more general issue, namely that the coach matching tools appear to be little used (and it is not obligatory that they are used in every case). Growth Managers prefer to rely on their own knowledge of Coaches, in order to assign somebody in whom they have trust; this is usually effective, and an appropriate coach is assigned in the majority of cases.

Two Managers had used the tool, mainly where they were not aware of a suitably matching Coach, and had found it useful. Three reported that they had never used the tool. However, comments from the remaining four interviewed Managers implied that they had used the tool and found that it was 'clunky'; that relatively few Coaches had completed the forms; and/or that it failed to produce a precise enough match. This had led to a preference of word-of-mouth Coach referrals over using the tool.

This attitude, however, was formed some time ago. Subsequently, the tool has been upgraded, although it appears that the Managers have not returned to using it, and are likely to be basing their opinion on out of date information. As such, while several Managers recommended upgrading the matching tool, it may be the case that it may need to be communicated more effectively to Managers that the functionality they requested is now available.

It is clear that some Coaches felt disappointed that they rarely, if ever, received clients who they have not referred themselves. This was, however, a minor matter. More problematic, given the concerns of a small minority of clients noted above, is that the coaching received may not be sufficiently specific to their needs, and/or the Growth Manager may not have selected the most appropriate coach. These instances may indicate that Coaches were drawn from a relatively shallow pool, and that the net may need to be spread wider than simply Coaches already known to a Manager, especially in the case of highly specific requirements. It is difficult to determine if the small number of difficulties were ultimately caused by a lack of coaches with specific skills/knowledge, Growth Managers not using the matching tool effectively (or at all) or the matching tool itself requiring enhancement; addressing all three possibilities seems a sensible course of action.

5.5 Scope of support

Opinions about the quality of Scopes of Support were varied; a small minority of Coaches were highly negative about their utility, but most saw them as useful.

A minority regarded the Scope as highly important and useful, and ensured that it was followed precisely. Many clients interviewed, however, were not particularly concerned if the Scope of Support was not followed precisely, as long as they obtained positive results. As long as the coaching they received was of good quality, many regarded the Scope as simply administrative paperwork to enable the Coach to receive payment.

One fifth of clients saw the Scope, at least initially, as a valuable document, setting out exactly what was expected of all parties. As coaching proceeded however, even many of this latter group of interviewees tended to admit that the Scope may be followed to a lesser degree: the coaching 'found its own direction', or the coach and client increasingly customised the support between themselves. As the coaching went on, therefore, the Scope often came to be regarded as paperwork designed more for Growth Accelerator's internal purposes than as a framework for support. For the majority on businesses, it was

used at best as an infrequently consulted reference. The actual initial discussions with the Growth Manager were seen as more useful and relevant, as, later, were the actual interactions with the Coach.

5.6 Coaching

All interviewees who expressed an opinion on the topic reported that the *format* of the coaching – one-to-one sessions between the senior manager and the Coach, including other members of the management team as needed – was both appropriate and useful, and matched their expectations.

The majority of interviewees – over four-fifths – thus considered that their Coaching was of a high standard; this often applied even where the coaching was not necessarily a good fit for their businesses. Very few, therefore, offered any suggestions for improvement beyond more accurate matching and ensuring the coaching is suitably tailored.

Three clients reported that their Coach had stuck to a template for support which was enforced by the organisations they belonged to, rather than working in a more bespoke way, as in intended in GrowthAccelerator. In a further three cases, the Coach was using tools which were too ‘high-level’ or too ‘theoretical’ for the client, rather than too basic. For example:

I just don't think he got to grips with what this company needed to grow. He was going far beyond where we actually are, he was talking about us getting 3D printers and that isn't what we do. It wasn't relevant to our company at all. (B50, GTI)

Indeed, virtually all businesses felt that the coaching was suitably tailored, with many noting that the Coach changed emphasis or direction in small ways as coaching progressed; as one said approvingly, ‘*the Coach was thinking on his feet*’. Important to this analysis was mutual respect and understanding, such that client and Coach felt there was an open atmosphere, in which opinions and disagreements could be aired and respected. Where clients had opted for L&M, most also praised the Coach for tailoring his support where relevant and feasible. The bespoke nature is thus seen as key to the way in which GrowthAccelerator operates:

My perception is that I wasn't following a GrowthAccelerator plan. It was very much the Coach coming in, and our experience if we'd gone with the other coach would have been very different. (B51, GTI)

5.7 Account management

Currently, Managers and clients report, on the whole, relatively little contact with clients during the support. The standard guidance is that the Manager should carry out a follow up call with the client ‘within a week of the first Coach visit; and after completion of the first work package’ and, less specifically, ‘maintain regular contact with the participant to obtain direct feedback and to develop a relationship that ensures continuing involvement in GrowthAccelerator and the Growth Community, either during or beyond the project. Individual circumstances will determine the frequency and nature of this contact, which in some cases may be supported by admin staff’. This leaves considerable leeway for the level of contact, dependent on the judgment of the Growth Manager. In practice, this translates, on the whole, to contact in the case of disputes or where the Coach asks specifically for a Manager’s support (e.g. in recommending external support).

Managers, in general, and many clients, supported at least slightly increased contact between the client and Growth Manager, to facilitate the effective management of the client journey. This may involve increasing support to reduce their administrative workload (which is likely to happen in the future).

5.8 Non-coaching support

5.8.1 Workshops/masterclasses

As noted previously, the awareness of workshops and masterclasses available was relatively low amongst the clients interviewed. However, there were also some perceived difficulties with workshops and masterclasses.

- Many clients found it hard to learn more about workshops and masterclasses: the topics; the benefits they were meant to achieve; how the masterclasses integrated with the coaching; and whether sessions were pitched at an appropriate level.
- Often, there was reported to be a lack of sessions which were readily accessible at convenient times, which exacerbated clients' lack of interest.
- Furthermore, of those clients that did attend, there was a relatively high level of dissatisfaction.

One possible change, as well as the more effective communication mentioned above, is to make greater use of online learning – e.g. podcasts of workshops, webinars or slides being hosted online

5.8.2 . Leadership and Management support

Leadership and Management support, by comparison, attracted highly positive comments from the clients who used it. Among the interviewees who had taken up the L&M offer, the majority were highly satisfied. In most cases, where possible, the Coach had tried to integrate L&M into the coaching support, or was at least aware that the business was undergoing or intending to undergo the training.

For most interviewees (including some of those which took up the match funding), L&M remained an optional, less important addition to coaching support. The reasons for not taking up the option were similar to those for not attending workshops. In particular, lack of time emerged as most important reason for non-use, followed by a lack of detailed information on what was available and how it could be of value to the business.

L&M specialists also reported that the current L&M system is superior to the previous (pre-GrowthAccelerator) Leadership and Management Advisory Service in terms of its flexibility: it is possible to receive L&M training over a longer period than previously (12 months or longer), to work on L&M alongside other elements of GrowthAccelerator and to revisit training needs during the process.

*It's not quite as it was with the old Leadership and Management Advisory Service, you would say 'You've got £1,000, it needs to be maxed, and then you're done' They are on a longer term basis here, they can still come back, they need to use the grant while they have the opportunity, closing down the ones that don't.
(L&M3)*

A large number of respondents also cited that they could not afford the match funding (especially when they did not know what benefits may result), and/or that it was not

relevant to their business – either because the management team had already had substantial L&M training or, in several cases, managers of micro businesses felt they were not ‘leading a team’ and therefore did not need to be trained to do so.

The main requests for changes from the L&M specialists were for a database listing all approved training providers and courses, to more easily facilitate the fulfilment of client need; and – similar to the situation among Growth Managers – a greater degree of administrative support to allow them more time to complete their core job role, rather than completing paperwork or CRM entries. Echoing the opinions of clients, L&M specialists also noted the low priority given to L&M in the client journey compared to the coaching support, despite the generally high level of appreciation from those clients which access it. As such, the use of more effective communication about L&M is reiterated.

L&M interviewees reported differences in terms of the types of training sought by different types of businesses, particularly in relation to their size. This should help Growth Managers and Coaches to better tailor how they sell the L&M offer in terms of explaining how it can benefit different businesses.

There’s no real difference between sectors, but there is between business size. Larger businesses will be looking at how they lead the business, and how they manage people. The micros are looking at a short course that will help them develop, say, their digital marketing strategy. Small business will very often be looking at their leadership strength. (L&M3)

5.9 Referrals to external support

Some coaches perceived that GrowthAccelerator occupies a particular and important niche in the business support landscape. Several advocated potential clients receiving some support before participating in GrowthAccelerator to improve readiness to make the most of support – a theme also picked up by many stakeholders, and explored in that chapter. In terms of particular schemes, two Coaches specifically mentioned Growth Vouchers. Rather than support schemes per se, Coaches more likely to refer clients to other coaches whom they believe are best placed to deliver particular interventions in specialist areas, as opposed to the more generalist support that many perceived was more aligned to their skillset:

I know a coach who’s very good at export and I’m not going to shoehorn GrowthAccelerator into a skill that I don’t have. I just say, ‘Go and use X. You can trust him.’ (GC25)

Levels of awareness of provision outside the GrowthAccelerator service were good, in terms of both national and local schemes. Growth Managers knew the type of service provided, and often personally knew someone working in the services, such that they were able to make a referral. However, *actual* referrals to external provision were less frequent: there were, Growth Managers perceived, limits to businesses being involved with several programmes at once, and GrowthAccelerator came first in their priorities. Thus there was a commitment to refer elsewhere if needed in principle, but this a secondary concern to ensuring the coaching was delivered as needed.

Most Coaches stated that they would refer their clients to non-GrowthAccelerator support as appropriate; some were very active in this area, others less so. Approximately 10 clients stated that they had been referred to external support schemes, mainly MAS and UKTI or schemes specific to their sector or locality. A further 10 clients were given contact

names in businesses which the Coach recommended for marketing, financial advice, consultancy etc. Most found these referrals appropriate and useful, even if they could not immediately access the referred support. The remainder who were not referred to other support did not feel unduly dissatisfied, as they were (for the most part) satisfied with the coaching they had received, and/or would rather have had another coach than use outside support.

5.10 Investor referrals

There were four main categories of investor: equity funds, business angel networks, crowdfunders and organisations, which introduce client businesses to other investors. There was no requirement in the sample for any investment or introductions to have actually been made. However, all of the investors had received at least one referral from GrowthAccelerator (up to a maximum of around 12-15 in one case). In total, therefore, four of the nine investors had invested or referred businesses successfully on to sources of funding.

5.10.1 Access to finance

Several investors noted that a 'learning curve' was needed for Growth Coaches – that Coaches were either unaware that the particular investor was available to be introduced to clients, or unsure about (i) the sort of clients which fitted an investor's profile; and/or (ii) the information which needed to be presented to a particular investor. Giving an investor the opportunity to present more detailed information about requirements to Coaches, and/or make their presence and availability for clients better known tended to ameliorate these issues, and to lead to referred clients being a better fit with an investor. In several cases, this resulted in fewer than previous, but – crucially – more appropriate, clients being referred. In most cases, this dialogue with Coaches was thought to be best accomplished through presentations and face-to-face discussions.

All investors, bar one, noted that the GrowthAccelerator clients they had seen were generally well-prepared for seeking finance: their documentation was well-prepared, as were their business plans, for example. Clients of the A2F workstream confirmed that the support had been extremely useful in this regard, in particular in giving them the confidence to make pitches for a range of different types of finance.

Most investors reported that businesses they encountered through GrowthAccelerator are of the high standard expected. As such, it is clear that GrowthAccelerator is raising the standard of applications to the point that their applications will be examined and taken seriously by highly selective investors, and stand a good chance of being successful.

Investor 5 gave a fairly typical assessment, which applied to seven of the nine investors interviewed:

In the presentations we gave to coaches, we listed the documents we would need from the company; the coaches have been very useful in getting them investment ready.

Note that the investors would only see and be able to judge the end result of the support. It seems that GrowthAccelerator is helping to bring up the standard of clients who may have been less well-prepared, or less confident, in the first place.

Most recommendations centre on (further) improving communication links. Most investors interviewed liked to have opportunities to meet with coaches to explain their investment preferences. This was best achieved through regular meetings, briefing packs, and a web portal.

In particular, those investors who had engaged with Coaches were more likely to report receiving referrals that met their basic requirements or preferences. Investors who had not engaged with Coaches were more likely to report that, while they received good business plans from GrowthAccelerator clients, those plans tended to be less well targeted at the needs of that particular Investor. For example, Investor 5 noted that one way in which GrowthAccelerator could improve targeting was as follows:

Because most investors have their own criteria, most useful would be for GrowthAccelerator to have a website where one can put in 'I'm an investor. I'm looking for a company within this sector, looking to invest X amount of money'.

Several Investors felt there could be more mutual benefit if there was more publicity about GrowthAccelerator and investors working together, perhaps through case studies. This has the advantage of not only helping to inform Coaches, but could be useful as advertising for an investor, and, again, is similar to suggestions from stakeholders discussed in the previous chapter.

6 Effectiveness

This section examines the perceptions of clients on the impacts and benefits of the GrowthAccelerator service. Note that these results are not intended to be statistically significant, but indicate possible areas where the service may be able to improve its offering. As such, opinions on effectiveness may well be polarised – in particular, there may be a somewhat higher proportion of negative opinions than may appear in surveys of a more representative group of participants. Only a very small number of interviewees expressed dissatisfaction with the service as a whole. The negative evidence reported is constructive criticism aimed at particular components of the offering which interviewees felt could be improved, rather than evidence of high levels of dissatisfaction. Key findings include:

- Nearly three-quarters of clients interviewed have either achieved growth already, or established a solid foundation for growth in the future.
- Vast majority of Business Development Coaching and Access to Finance clients have achieved specific outcomes, relevant to the strand. Clients that used Growth Through Innovation, however, expected more technical support in some cases, which left some of them dissatisfied.
- Evidence shows that GrowthAccelerator is addressing a range of common market failures in business support.
 - In the absence of the service, majority of clients would either not use support or use support less intensively.
 - There is evidence of an attitudinal shift, with clients more likely to use support and pay for support in the future.
 - Clients report being able to identify their needs better.
- However, clients report that it is still challenging for them to find the appropriate support. This partially explains why about a third of them still maintain contact with their coach after the support ended.

6.1 Client outcomes and impacts

GrowthAccelerator was judged to be effective in its support, and had helped the overwhelming majority of interviewed businesses to achieve their aims. Three-quarters of clients interviewed have either achieved growth already, or strongly anticipated growth in employment and/or turnover in the near future. In a minority of cases, attributing this to GrowthAccelerator was difficult, but virtually all who had made progress acknowledged that the programme had at least played a highly important supportive role. In particular, this role was in terms of:

- focusing attention on the appropriate areas which needed addressing;
- persuading the client to spend more time *'on the business rather than in the business'*; and
- passing on specific knowledge, advice and skills (e.g. how best to market specific products).

Typical comments included:

We were wondering why we weren't selling more, and we hadn't understood what the problem was. That's the crux of it really. We thought our marketing and our website were as good as they could be, because we were paying a small fortune to web experts, who turned out not to be experts (B4, BDC)

Being able to focus and look at the business when you're so tied up in running it, you don't get a chance to step back and look at it. For me, that was the main benefit really, just to get a much better understanding of how we grow, and the tools that we needed to grow. (B12, GTI)

Of the remaining quarter of clients, 60 per cent anticipated growth at some point in the future, but it was, as yet, too soon to predict its extent or when the benefits might be realised. This applied, for example, to clients who were applying for finance or working on new technology, where it was difficult to make concrete predictions about a likely schedule. The remaining 10 per cent perceived that they were unlikely to increase employment and turnover as a result of the support.

Most of this small group reported that the coaching had not delivered the progress they felt they had been led to expect by the Growth Manager, because the Coach did not deliver a sufficiently bespoke service which focused on the appropriate areas. Several of this group praised the quality of the Coach but felt that the initial diagnosis was, with hindsight, incorrect or too basic (or too advanced) for their needs.

Nonetheless, around half of this group noted that they had benefited from developing their skills or knowledge as a result of working with the coach. This may, potentially, contribute towards unanticipated positive changes in the bottom line in the future or, at the very least, be likely to enhance the efficiency and effectiveness of the business. In total, therefore, only a very small number of clients (around five) perceived no impacts stemming from the GrowthAccelerator support.

It is clear that the fault in the majority of cases is not with the design of the service (i.e. the guidance set out in the Operations Manual), but rather individual misjudgements and errors in exploring client needs, especially in more niche or complex areas.

As such, the suggested course of action would be to ensure that GrowthAccelerator has access to as wide and diverse a range of Growth Managers and Coaches as possible, and mechanisms are in place that referrals are smooth, both internally and, if necessary, to external partners.

It is also worth reiterating the desirability of regular checks on client progress, in order to rectify issues as soon as possible, and if necessary change the Scope of Support and Coach assignment.

6.2 Specific workstreams

6.2.1 Access to finance

A2F clients were the most likely to self-report positive outcomes relating to the aims of the workstream, mostly in the area of investment-readiness. This often consisted of 'intangible' improvements in confidence, which could also have impacts on managing the business and interacting with customers, as well as with potential investors. Most of the clients interviewed have also learned of new sources of finance, and all of those were considered suitable for their business.

It just got us prepared for investment and probably in a quicker and more efficient way. It may have taken us a couple more iterations without any support. (B9, A2F)

Although only two out of 13 had so far succeeded in sourcing new funds, several more had applications in the pipeline, and were hopeful about eventual success. However, most considered that it was too early to report definitive outcomes in the area of raising finance.

6.2.2 Business Development Coaching

Vast majority (22 out of 28) of Business Development Coaching clients interviewed also reported achieving outcomes, relevant to the workstrand.

The largest proportion of those clients made changes to their internal systems or processes, which was generally seen as highly positive and directly attributable to the Coach. Similarly, many have made changes to organisational structures, e.g. restructuring workloads between teams or bringing in new layers of management to free up senior managers' time;

The coach got the system up and running so that we've got a management dashboard he put together for us. It enables me to run the place and [my partner] to input what's happening, day by day (B3)

Another common impact of BDC on assisted firms' business was improved understanding of how their clients view their business, and similarly, being better able to win new business. Areas where the Coach had supported improvements include pitching products to customers more effectively, improving the effectiveness of websites and improved relationships with customers.

6.2.3 Growth Through Innovation

GTI clients were least likely to report relevant impacts (10 out of 19). They were also more likely to be disappointed in outcomes to date. There is some evidence that clients may have been anticipating more technical support, or Coaches more knowledgeable in specific technical areas, reiterating that the purpose of the support, and what they will receive, must be clear to potential clients.

Several of the client firms had introduced new products or processes, or learnt about funding opportunities. Several other interviewees mentioned benefits related to innovation.

6.3 Masterclasses/workshops and L&M

Clients who accessed L&M training were highly satisfied with the provision, citing the development of skills of management team members in specific areas, although it was difficult to link this directly to changes in the bottom line. Clients' assessment of masterclasses and workshops was less positive, with fewer than a third attending, of which half perceived that they had derived little benefit from the session(s). The other half (around a sixth of the total sample) were positive about the sessions attended, although with little comment on their specific impact on the business, as it was regarded as secondary to the coaching.

6.4 Addressing market failures

The main market failure that GrowthAccelerator aims to tackle is a less than optimal utilisation of business support among SMEs, due to incomplete information about the quality or impact of support, and/or financial constraints. The service addresses these market failures through identification of growth potential and need for support, and provision of subsidised funding.

The evidence suggests that the majority of clients would either not have used support (or used support less intensively) in the absence of GrowthAccelerator funding, and that most clients have been accurately identified as having growth potential, given the positive growth impacts noted above.

There is also evidence of an attitudinal shift, with many clients more willing to use (or at least to consider using) business support more intensively, and in particular using paid/private sector business support, as a result of positive experiences and positive impacts. Many also reported that they had become more skilled users of support, better able to identify their needs, the general type of support needed to address those needs, and how to interact with support providers during use to benefit in terms of skill and knowledge development.

Around a third of clients maintained contact with their Coach – mostly on an informal basis, but with a possibility to convert to use at full commercial rates in the future. A small number had already used the Coach again on a commercial basis.

For many clients, however, there has been little impact from their use of GrowthAccelerator in terms of their knowledge or skills in *finding* (as opposed to using) business support, or in identifying the correct *specific* support for their needs. In other words, they may be aware of the general type of support they would need, but still find difficulty in knowing where to look, or who to ask, and in judging the quality of different providers, especially in terms of how well they may address their needs. This is mainly due to information asymmetries, in terms of the ready availability and accuracy of information on the full range of local provision of support i.e. the process of search may often be too lengthy to make it worth the effort, especially when the support is not subsidised. This latter point partially explains why a relatively high proportion of clients maintained a relationship with the Coach, allowing the costs of search (including the establishment of a good working relationship) to be reduced.

7 Suggestions for improvement

The summary in the previous three chapters suggests several main areas where changes to GrowthAccelerator may be worth investigating.

1. *Ensure clients are appropriately signposted.* Clients should be directed to the best possible source of support, either internal or external to GrowthAccelerator, as necessary. This entails referring to the most appropriate person to diagnose challenges, which - in certain niche areas - may not be an existing Growth Manager, and GrowthAccelerator may not have the appropriate Coaches to provide the required support. Growth Managers should be able to refer clients readily to other providers, but this requires a good knowledge of the local support landscape and - preferably - good relationships with other providers. In these niche areas, in particular, it may be more useful for the client to receive more specialist support, and return for GrowthAccelerator support at a later date. This necessitates effective cross-referral and client tracking systems to be in place (potentially facilitated by Growth Hubs). The encouragement of good relationships and communication would also aid referrals to GrowthAccelerator, helping to make out-referral easier during and after coaching.
2. *Consider the role which masterclasses and workshops play within the service, and how they are delivered.* Masterclasses and workshops were the least accessed and most poorly regarded (or ignored) part of GrowthAccelerator. Many clients were confused by their purpose, and knew little about them, having failed to absorb the information given at the start of the support. As well as logistical difficulties reported by clients, the small number who attended reported poor experiences. As such, the workshops and masterclasses are not well-integrated with coaching, and the added value is not clear. Suggestions for improvement included: the increased use of online learning tools, and to ensure that there is regular communication from Growth Managers and Coaches, at the start of and throughout the programme, making clear the reasons for using the workshops, and the relevant benefits.
3. *For L&M, consider introducing a database of providers.* This would help to facilitate recommendations to appropriate training, and may help increase uptake, given that those who use L&M report positive feedback. However, it is clear that this may be a difficult task, given the range and variety of training providers.
4. *Consider how best to use success stories to raise awareness and buy-in from stakeholders.* Stakeholders welcomed opportunities for co-promotion, and using it to increase referrals through greater appeal to businesses in a particular locality or sector, or through appeal to intermediaries. It was suggested that the use of a wider range of case studies would be a suitable way to accomplish this.
5. *Ensure that all referrers or potential referrers are appropriately briefed, and aware of the full range of GrowthAccelerator services.* Stakeholders requested a brief, easy to understand but comprehensive summary of GrowthAccelerator in order to ensure accurate referrals and to prevent misunderstandings through incomplete or inaccurate conveying of details.
6. *Consider ways in which the caseload and administrative burden of Growth Managers and L&M specialists can be reduced, allowing them greater focus on*

their core roles. This could also encompass a greater emphasis on managing the client journey, which was welcomed by many, although there is a lack of consensus on how desired this is by clients, and how useful it would prove.

Annex 1 – Methodology

The research made use of analysis of qualitative data generated by in-depth interviews, based on a semi-structured topic guide, which addresses the key questions specified by BIS, with a wide range of categories of people involved in GrowthAccelerator. A grounded theory approach was used, whereby all themes and findings reported against the key areas of interest will have emerged 'organically' through the in-depth interviews themselves rather than through hypothesis testing - thus making the overall findings more robust and grounded.

This made use of the NVivo software package, which allows rigorous, detailed and transparent analysis of large qualitative datasets, creating a coding framework by 'tagging' specific elements of responses to emerging themes (or 'nodes') and collapsing and grouping themes where necessary. This builds up a complete record of all the points and issues raised against each theme, and from these contributions to the report can be written which systematically addresses each key theme. This process allows the full range of experiences and views to be documented, as well as capturing explanatory variables. It also ensures that the analysis and interpretation is both transparent and replicable, in that the technique ensures that all generalisations and recommendations are directly rooted and are traceable back to the raw data.

A total of 144 interviews were undertaken in April-June 2014. The interview instruments (contained in the appendices) were designed to take around 45 minutes; in practice, most lasted 35-45 minutes.

- 21 with stakeholders (LEPs, local authorities, membership organisations, GrowthAccelerator partner organisations, Business Schools and delivery organisations)
- 9 with investors
- 9 with Growth Managers (three per workstream)
- 3 with Leadership & Management specialists
- 30 with Growth Coaches (at least 10 per workstream – note that Coaches are not restricted to a single workstream, but can provide support in any or all of the three in which they are qualified to do so). All Coaches interviewed had worked with at least one client.
- 72 with participant businesses (13 A2F, 28 BDC and 19 GTI), including 12 with business which opted out of the process before completion.

The number of interviews conducted face-to-face or by phone are shown in Table 1.1.

Table 1.1 Number of respondents by type

Respondent Type	Telephone	F2F	TOTAL
Business – total	55	17	72
<i>Business - A2F</i>	<i>10</i>	<i>3</i>	<i>13</i>
<i>Business - GTI</i>	<i>18</i>	<i>1</i>	<i>19</i>
<i>Business - BDC</i>	<i>15</i>	<i>13</i>	<i>28</i>
<i>Business - Opt Out</i>	<i>12</i>		<i>12</i>
Growth Manager	5	4	9
L&M Specialists	-	3	3
Growth Coach	27	3	30
Investor	4	5	9
Stakeholder	14	7	21

It is worth stressing that, throughout the findings, we are mainly reporting on the opinions and perceptions of the respondents, rather than objective facts *per se*. As such, the evidence will vary from interviewee to interviewee; the findings reported here are mainly those where at least five interviewees have expressed similar opinions, or where a suggested solution would be applicable to a diverse range of reported issues.

© Crown copyright 2015

You may re-use this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. Visit www.nationalarchives.gov.uk/doc/open-government-licence, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is also available on our website at www.gov.uk/bis

Any enquiries regarding this publication should be sent to:

Department for Business, Innovation and Skills
1 Victoria Street
London SW1H 0ET
Tel: 020 7215 5000

If you require this publication in an alternative format, email enquiries@bis.gsi.gov.uk, or call 020 7215 5000.

BIS/15/41/