



Ready, Willing and Able

A review of the Investment and Contract Readiness Fund

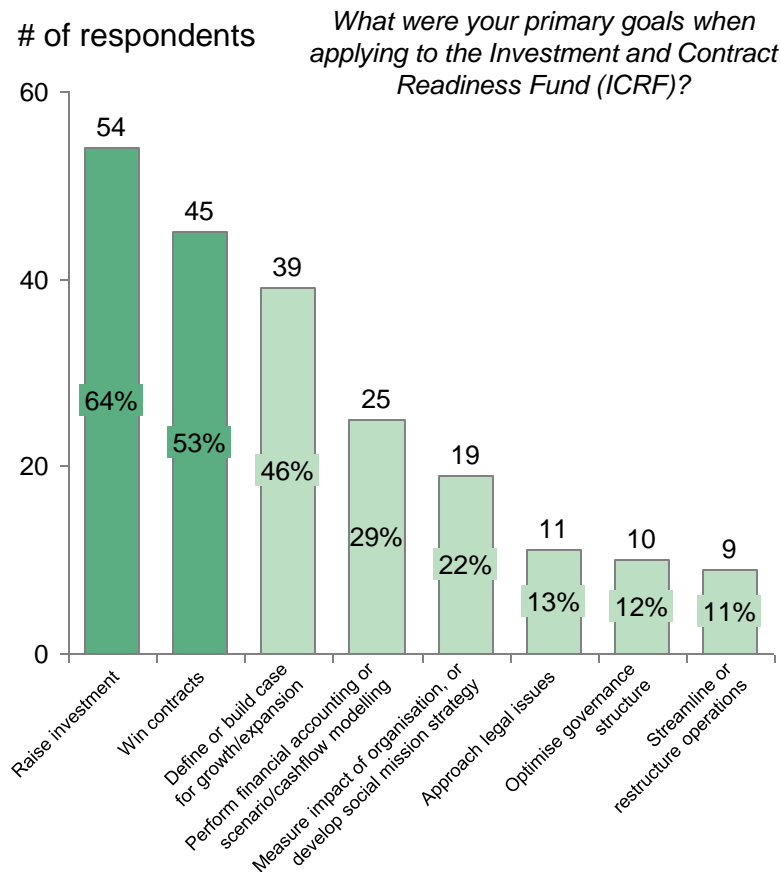
DATA PACK

March 2014

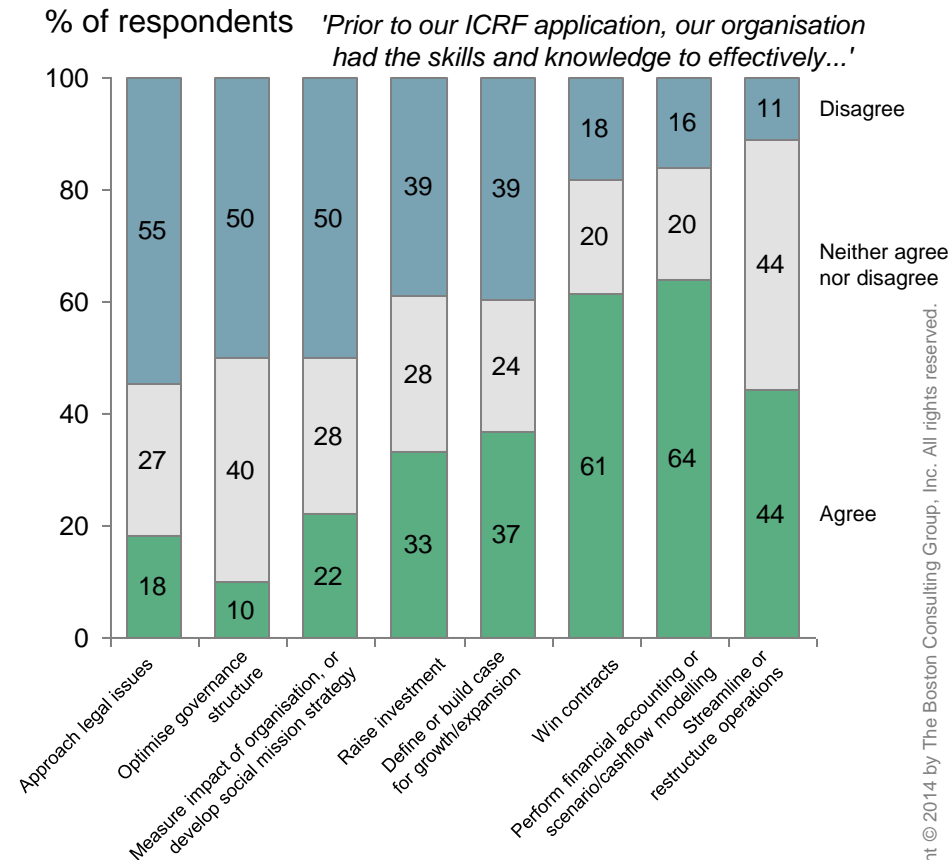
THE BOSTON CONSULTING GROUP

Ventures approached ICRF providers for support over a range of dimensions

64% of survey respondents were looking to raise investment



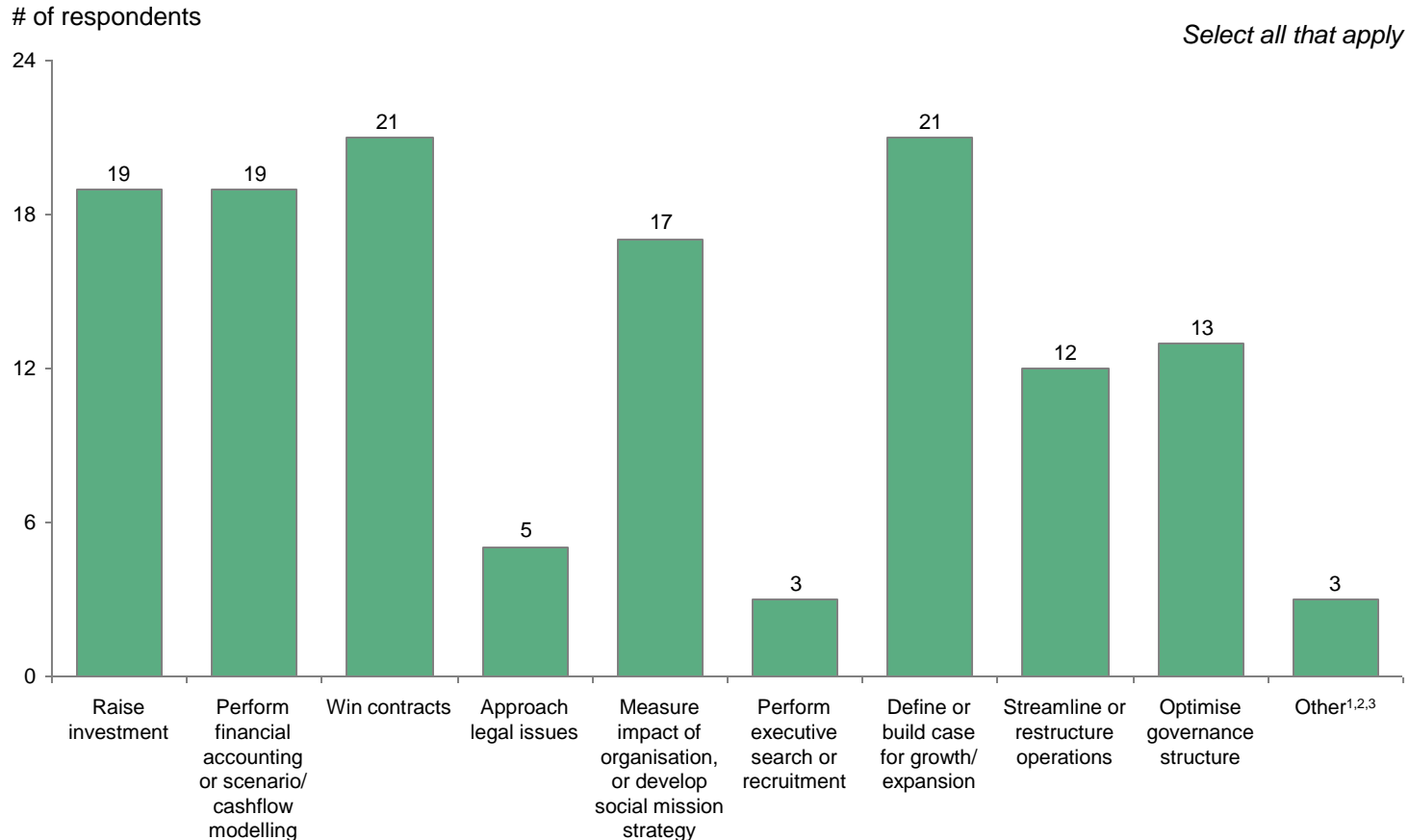
Ventures were less confident on technical issues (law, governance etc.)



Note: Left hand chart, n = 85, right hand chart n varies from 54 to 9
Source: BCG ICRF Feedback Survey

Providers offer support in a range of dimensions

What are the primary types of support you offer to ventures through the Investment and Contract Readiness Fund (ICRF)?



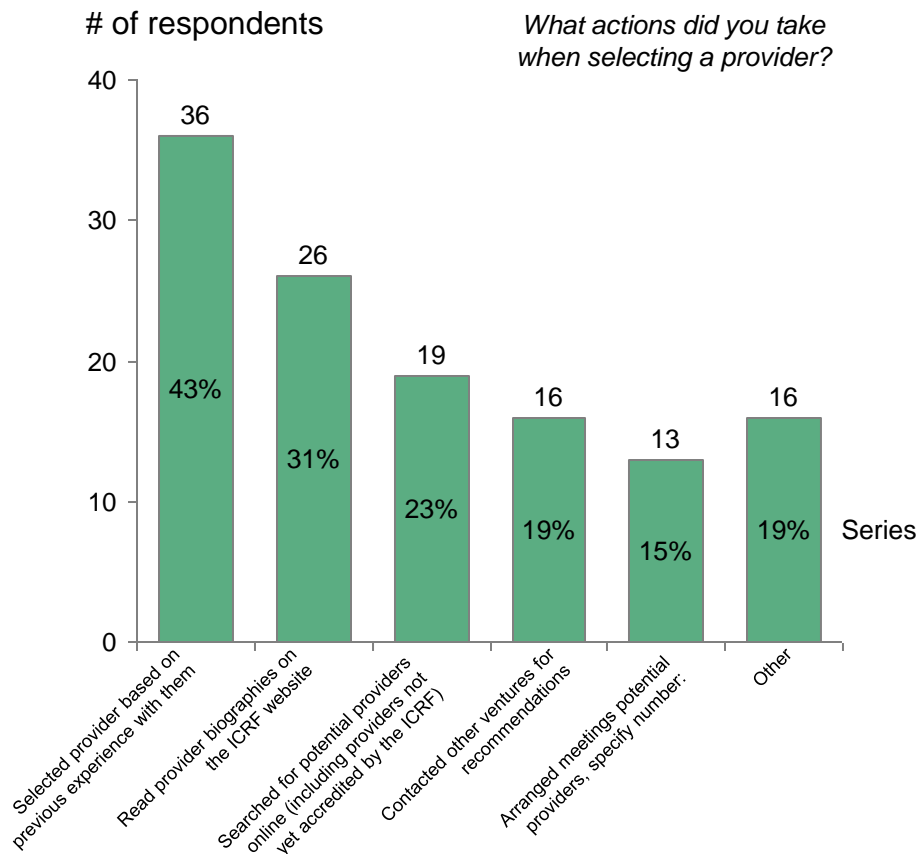
1. Merger and Acquisitions in non-profit sector 2. Stakeholder mgt 3. Develop services/new markets

Note: n = 26

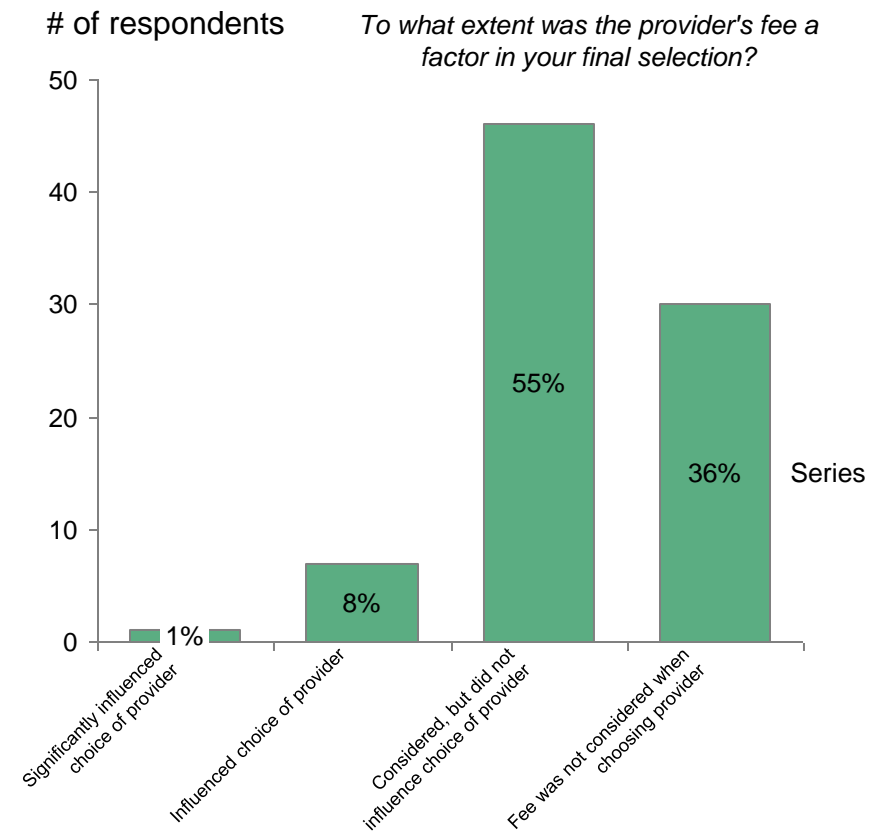
Source: BCG ICRF Feedback Survey

Previous experience the main reason for ventures choosing provider - fees generally not a factor

43% of ventures had prior experience with the provider



Fees were not a factor in selection, but 55% considered them

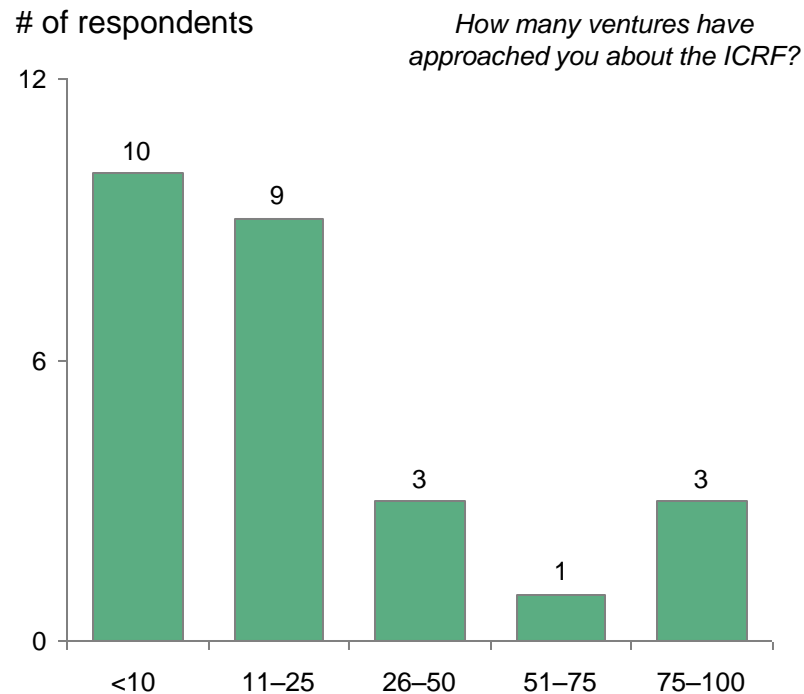


Note: n = 84
Source: BCG ICRF Feedback Survey

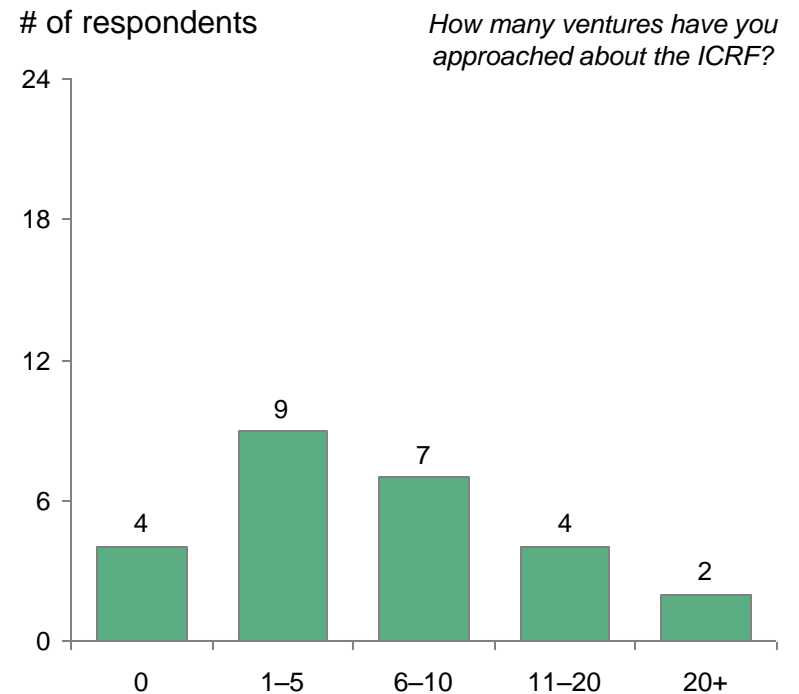
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Some providers have been approached by a large number of interested ventures

Some providers approached by many more ventures than possible to work with

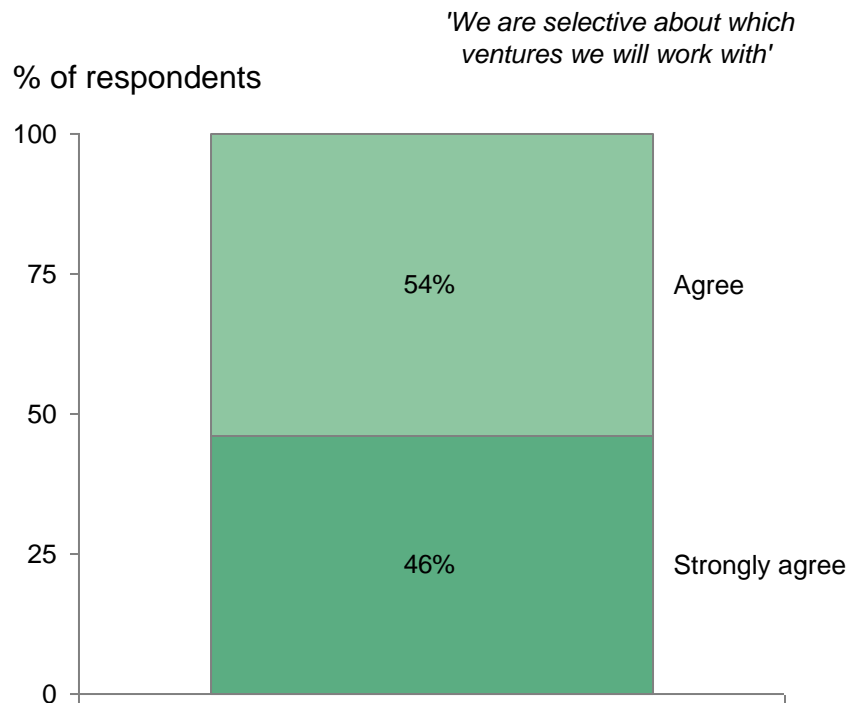


Providers vary in the extent to which they actively seek ventures

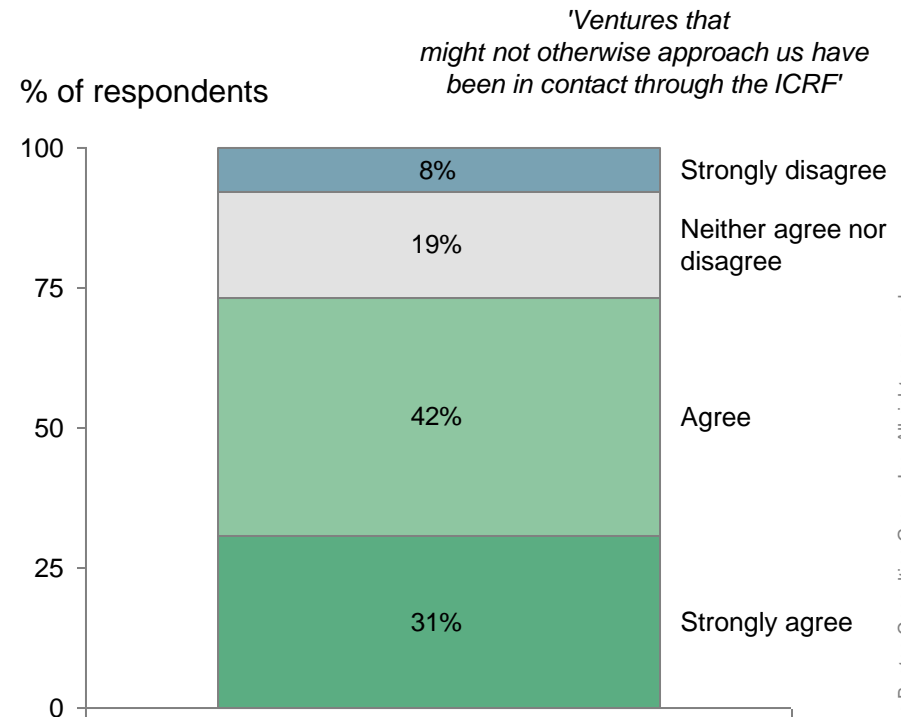


Ventures that might not otherwise approach approved providers have been in contact due to the ICRF

All providers consider themselves selective when choosing a venture

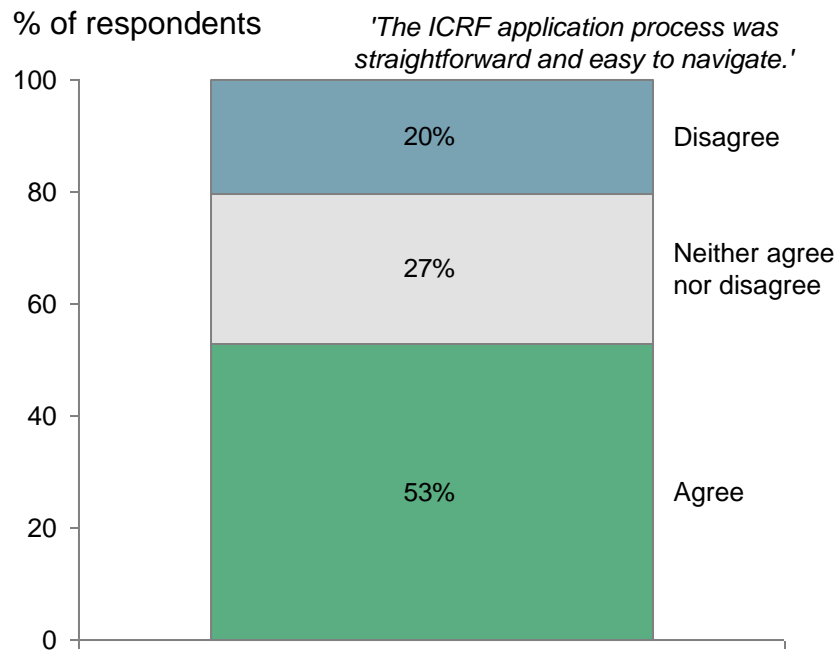


73% of providers agree the ICRF is connecting them with new ventures



ICRF application generally straightforward but with some difficulties (ventures' perspective)

53% of ventures found the application straightforward



Ventures looking for greater clarity on ICRF purpose and criteria

What could have improved the application process? (optional)

"ICRF should make their aims clearer"

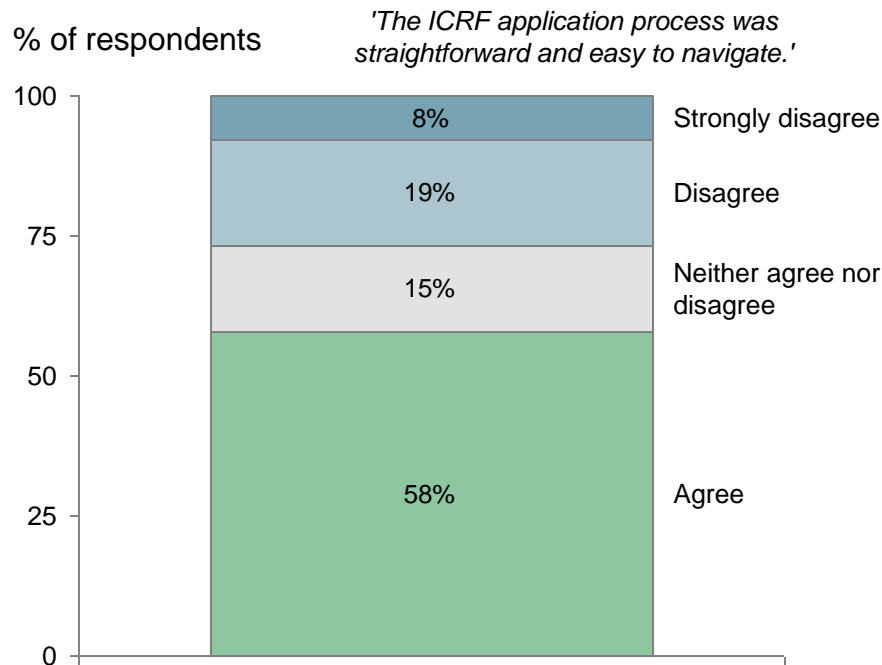
"Restrictions on grants should be clearer"

"Too much detail needed for a small grant"

"Clearer evaluation criteria"

Providers suggest a number of potential dimensions for improving the application process

58% of providers found the application straightforward



Providers looking for greater clarity on ICRF purpose and criteria

What could have improved the application process? (optional)

"Scoring guide or indication of how decisions are made"

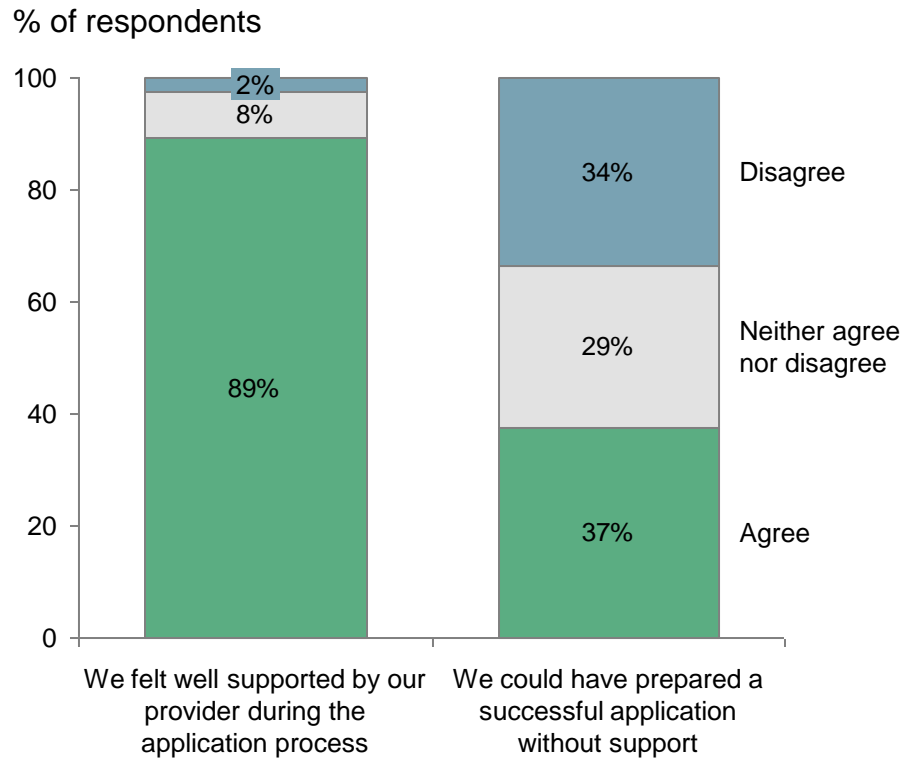
"Streamline application form and tailor for purpose of application"

"For early stage organisations it would be useful to clarify what is 'too early' "

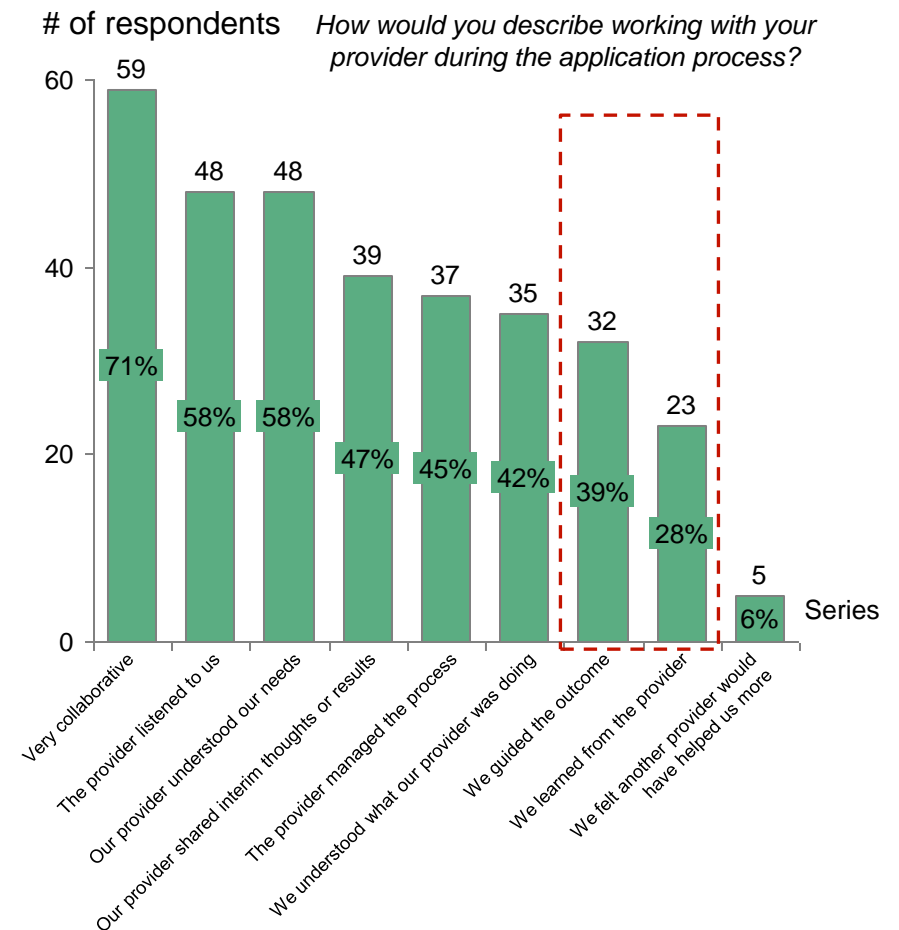
"A more formalised feedback process would be useful"

Ventures are well supported during application, but some believe they could have been successful without provider

37% of ventures believe they would have been successful without support



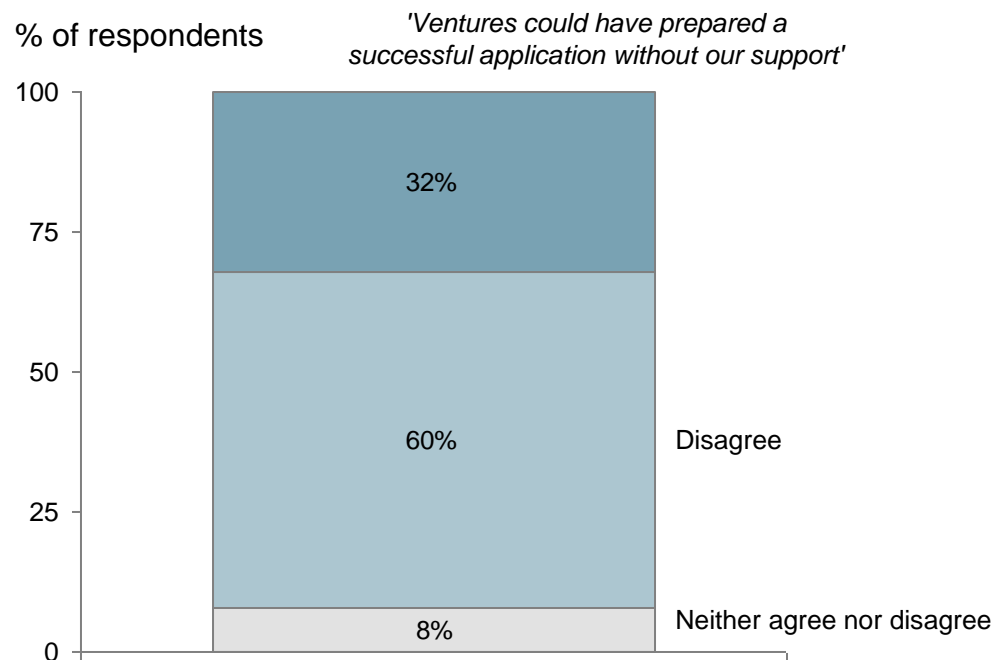
Only 39% felt they guided the outcome, only 28% learnt from the provider



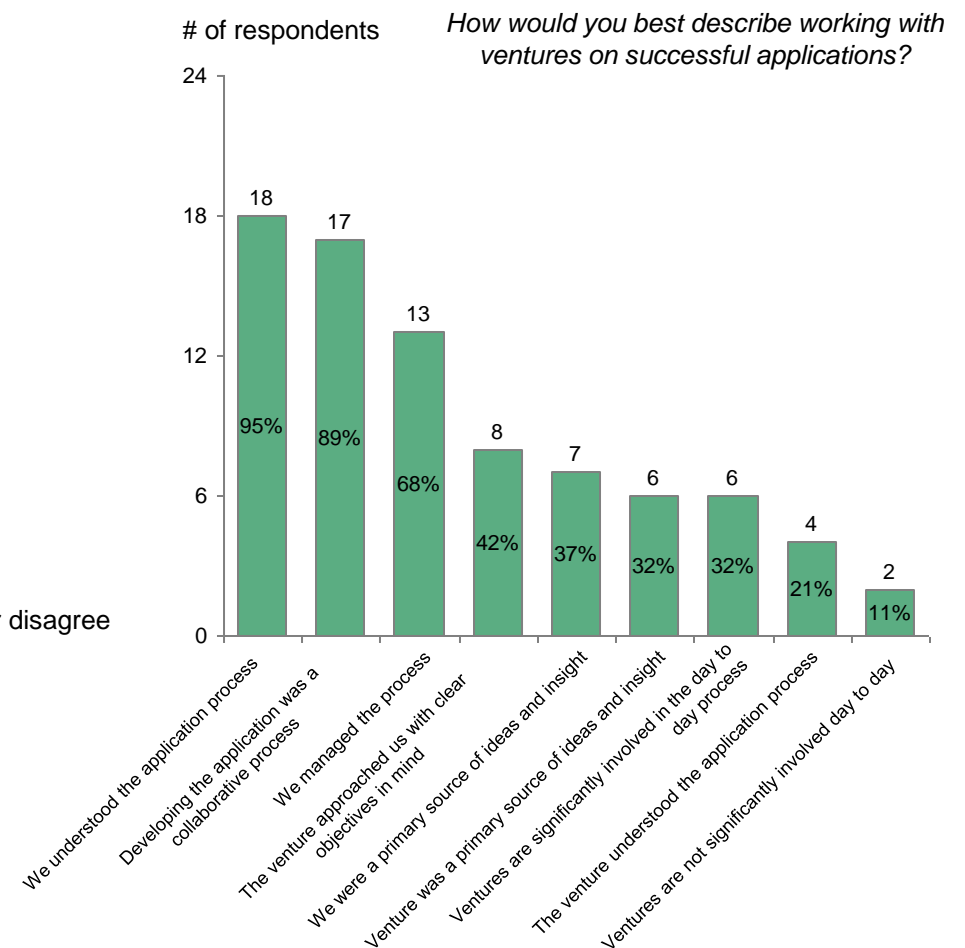
Note: n = 83
Source: BCG ICRF Feedback Survey
ICRF Datapack 040314.pptx

Providers believe their support is critical to developing a successful application

92% of providers do not believe ventures could successfully apply without support



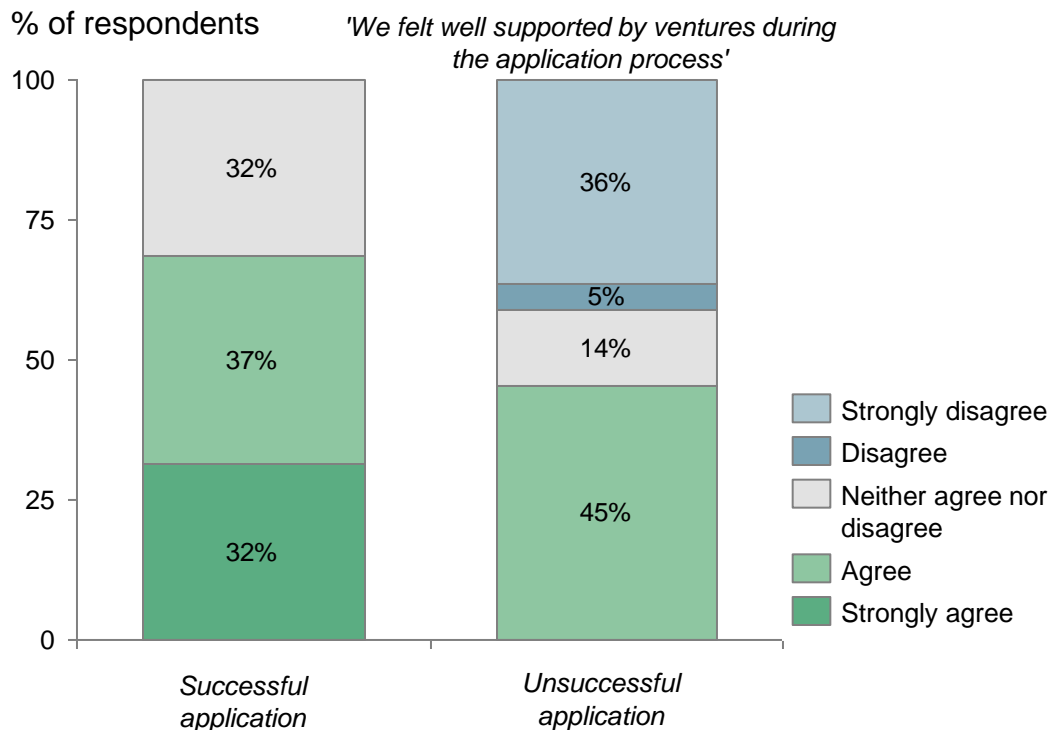
95% of providers describe the process of developing a successful application as collaborative



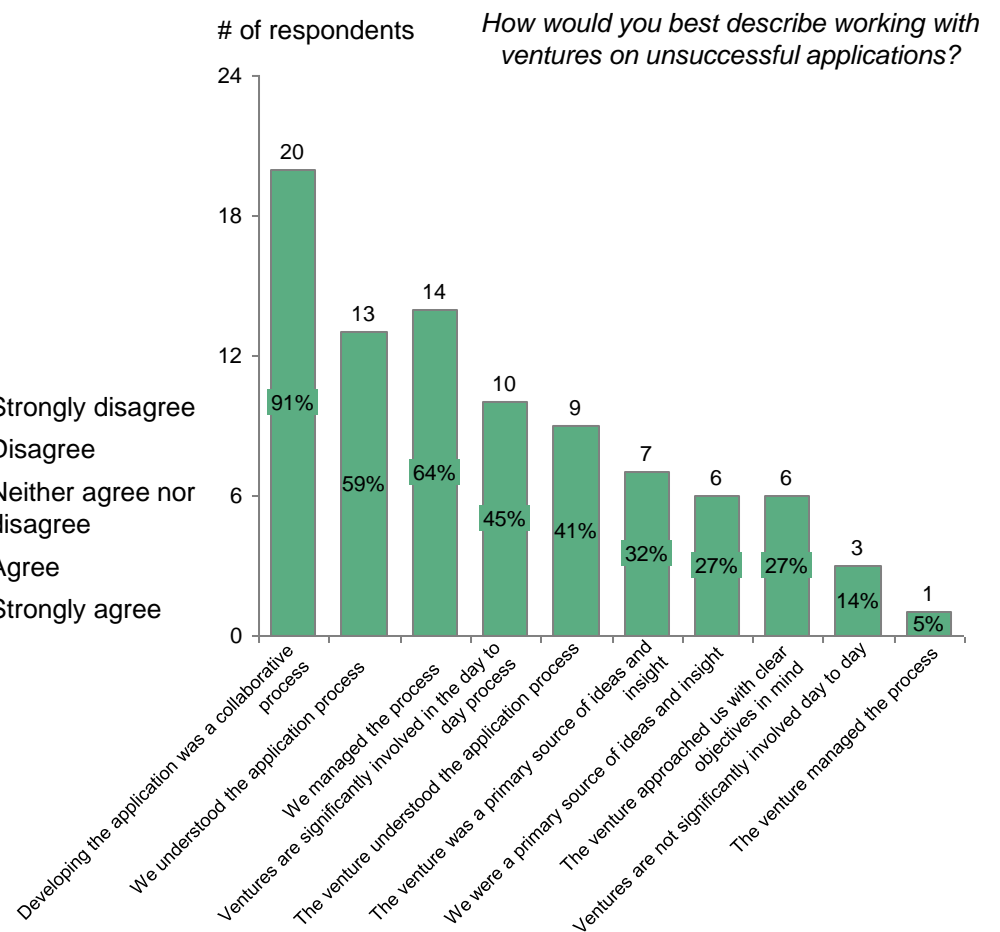
Note: n = 26 total; n=19 successful applications
Source: BCG ICRF Feedback Survey

Fewer providers report feeling well supported by ventures on unsuccessful applications, despite collaboration

Providers feelings of support from ventures varies



91% of providers describe the process of developing an unsuccessful application as collaborative



Note: n=19 successful; n = 22 unsuccessful
Source: BCG ICRF Feedback Survey

Providers comments on factors that may have led applications that were successful versus rejected

Successful applications

What other factors contribute to an application being successful? (optional)

" Having a discussion with the ICRF team about key factors that are considered by the panel"

" Securing a clear understanding with the venture of the approach to the project and the ways in which we will be working together including individual and joint responsibilities. "

" Feedback suggests that our applications were well set out with a clear breakdown of how the budget would be used, etc "

Unsuccessful applications

What other factors contribute to an application being unsuccessful? (optional)

"Ventures' financial reserves too high"

" Proposal was insufficiently developed and focused, with lack of clear and timed contract opportunities "

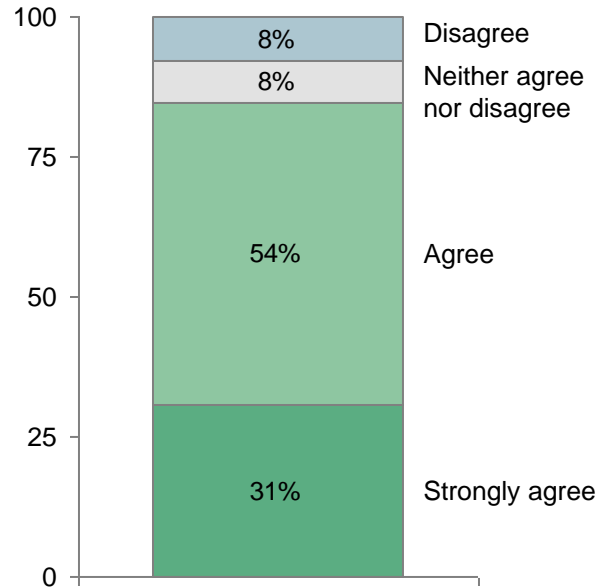
"It took us several applications to fully understand how applications were assessed. Once we understood we were able to tailor our applications"

" The stage of future developments of the ventures were too early or not sufficiently precise"

Providers feel most ventures would benefit from advice prior to the application process

Providers don't believe ventures understand amount of work required...

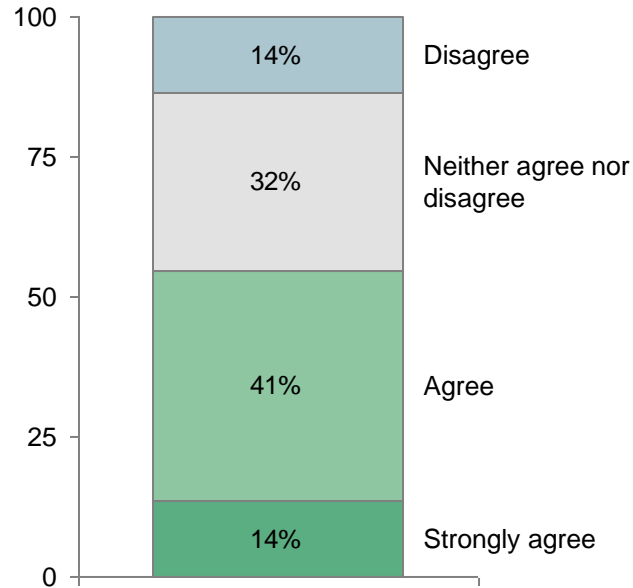
% of respondents



'Most ventures underestimate the amount of work required to become investment ready or win contracts'

...Making unsuccessful applications more likely

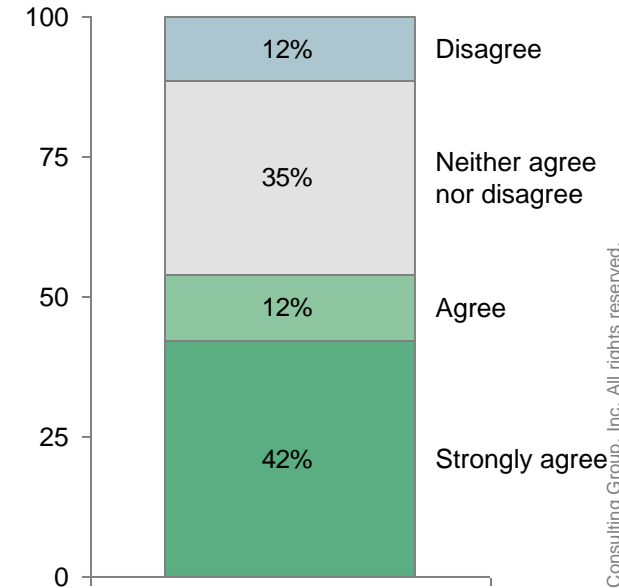
% of respondents



'Ventures that do not understand the amount of work required to become investment ready or prepare contracts are more likely to develop unsuccessful applications'

Generic baseline advice prior to application would be beneficial

% of respondents

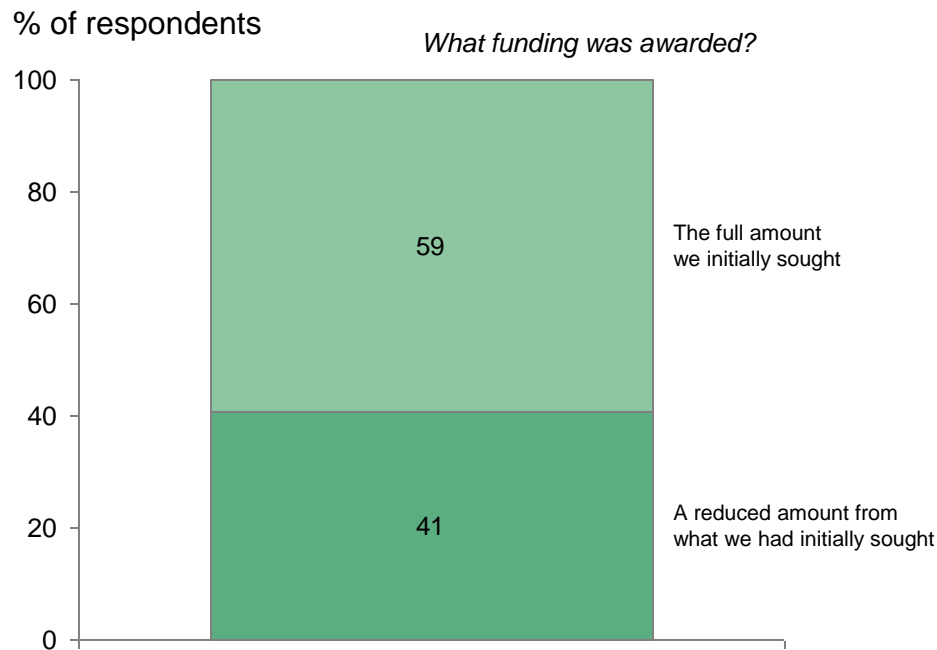


'Ventures would have benefitted from generic baseline advice prior to the application process'

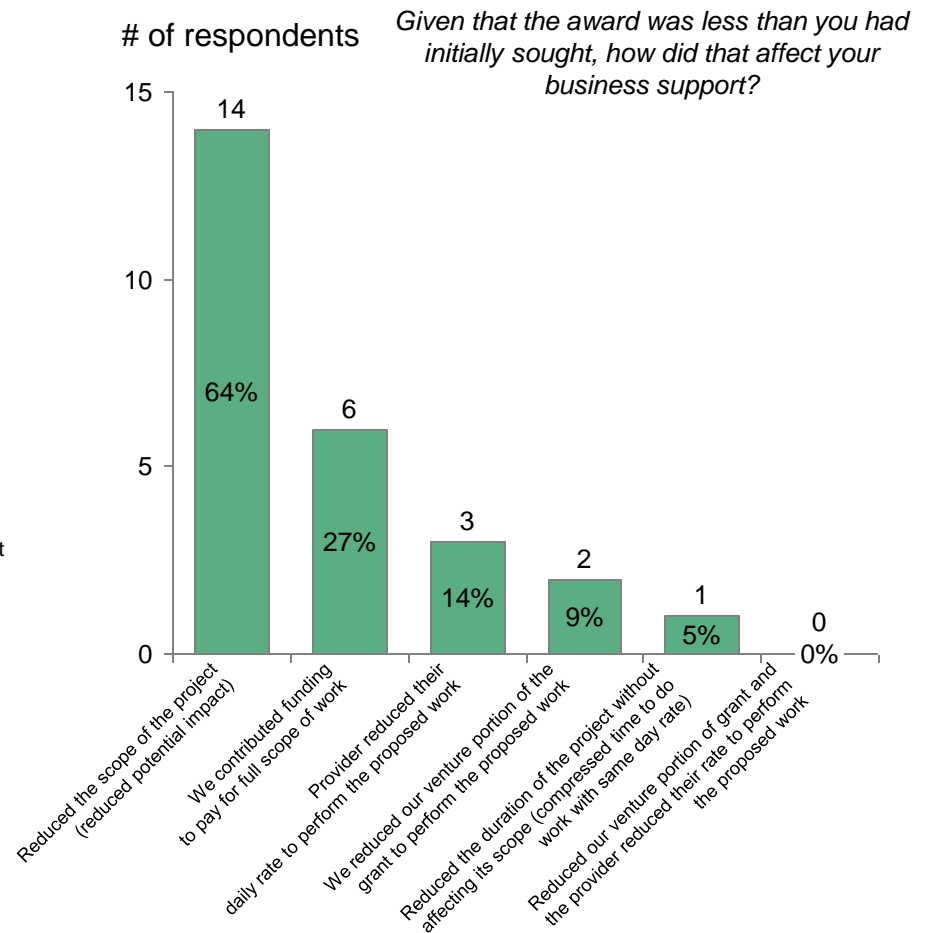
59% of successful applications received full amount sought

Ventures reduced scope of project if awarded less

59% of respondents receive the full amount



Reduced scope the most common effect of not receiving full grant



Note: Left hand chart n = 54, right hand chart n = 22
Source: BCG ICRF Feedback Survey

More clarity and feedback could improve application process

Clarity on ICRF scope and criteria may lead to more full grants

Why do you believe the amount awarded was less than you had applied for? (optional)

"Request was out of scope"

"Original application was too ambitious"

"Board believed that we would gain more from the bids and would not need as much further support"

"ICRF wanted to reduce risk"

Those who received less than full amount had mixed views

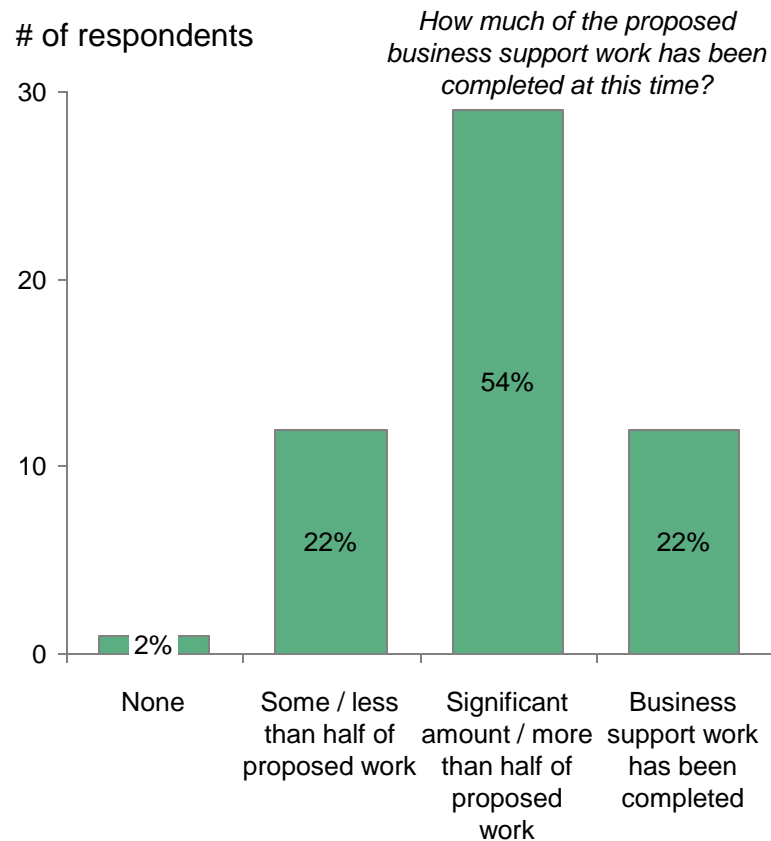
Any other comments on amount awarded? (optional)

"Would've been useful to get more feedback on why the reward was reduced"

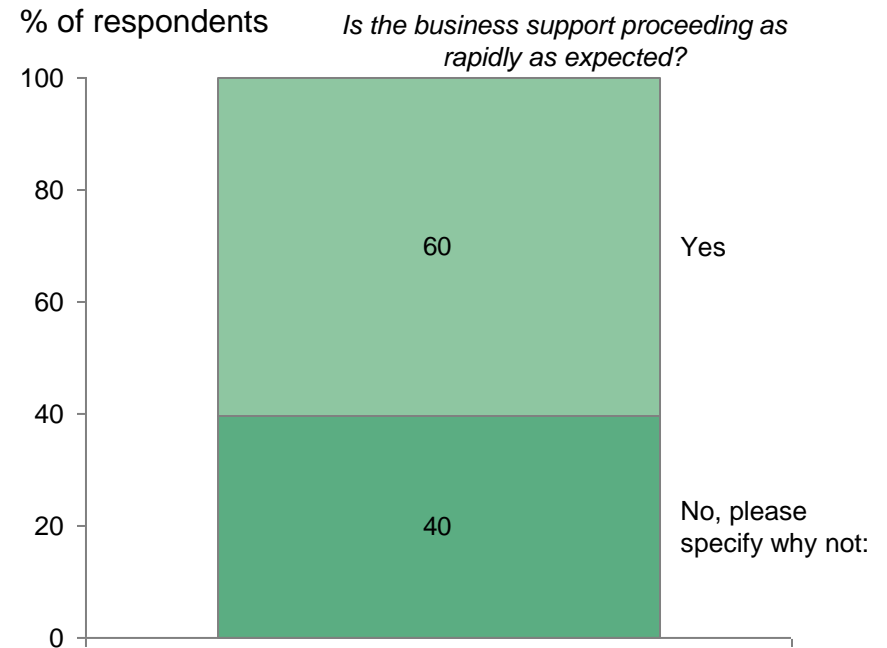
"Happy with the award...but question why so much goes to the provider given the time spent and work done by our organisation"

Business support phase is well underway for many ventures

76% of ventures surveyed have received significant amounts of support so far...



... but only 60% are proceeding as expected

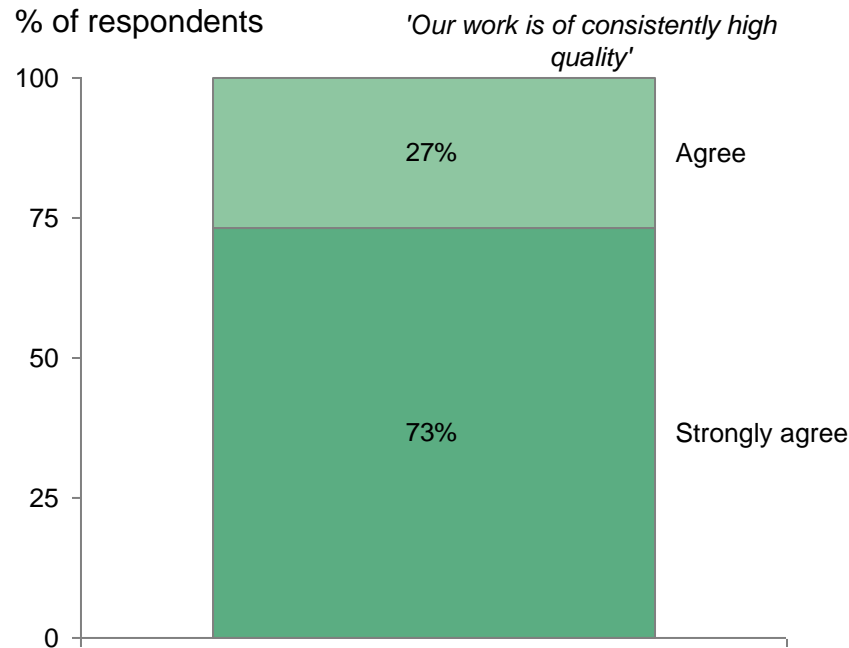


Most common reasons for slower progress are external factors and change in plans

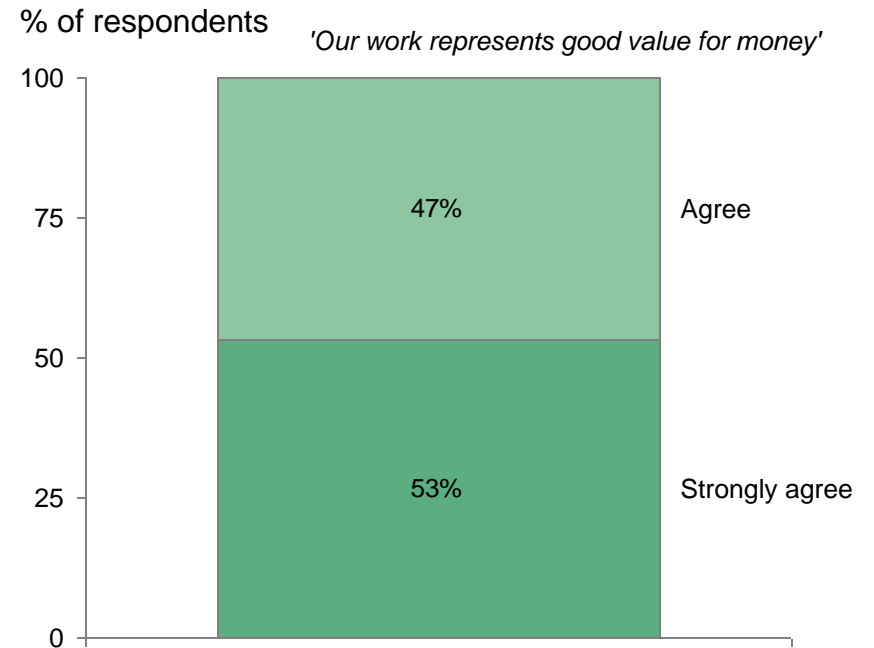
Note: n = 54
Source: BCG ICRF Feedback Survey

Providers believe the business support they provide through the ICRF is of high quality and good value for money

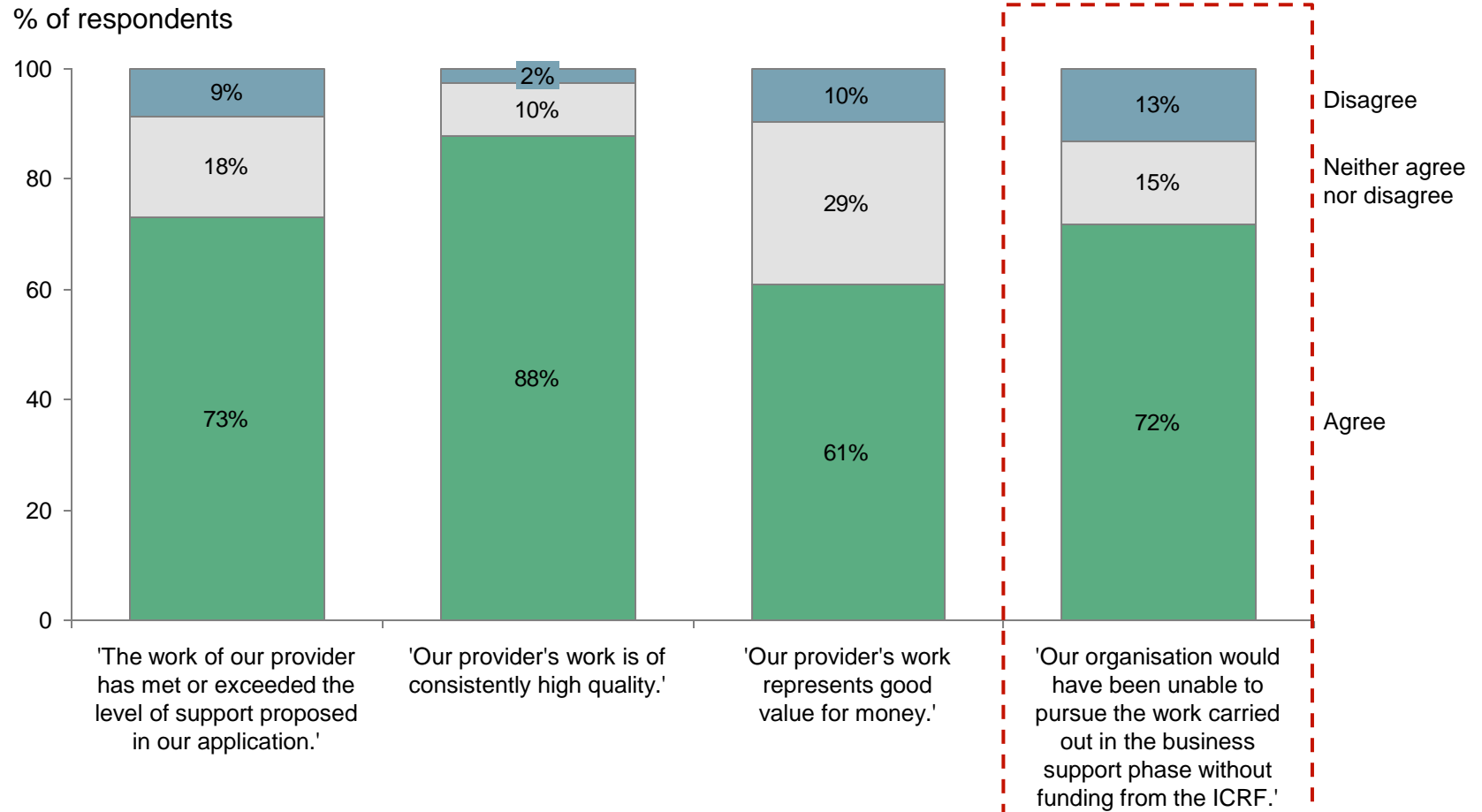
All respondents believe they have produced high quality work...



..And all believe their work represents good value for money



Half of ventures 'Strongly agree' that they would have been unable to carry out the work without the ICRF



Note: n = 82
Source: BCG ICRF Feedback Survey

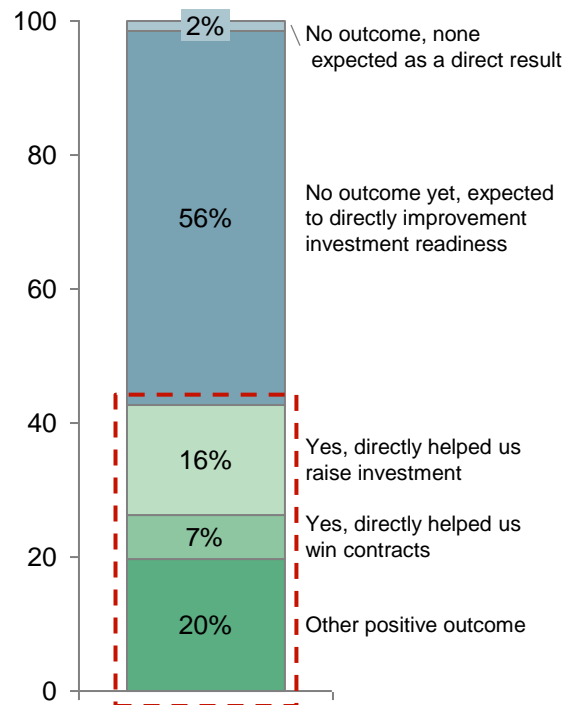
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Ventures are already benefitting from support, with some looking for more support in the future

40% have already had clear impact

What is the quantifiable outcome of the business support provided to date?

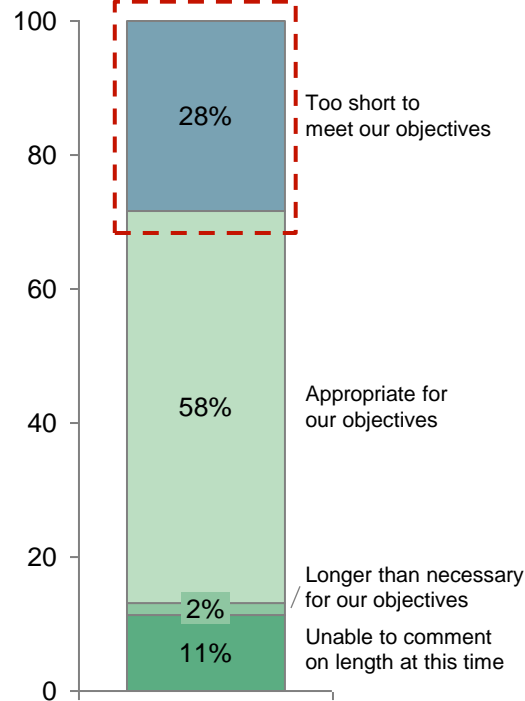
% of respondents



28% would prefer support for longer

In practice, the length of our business support phase is:

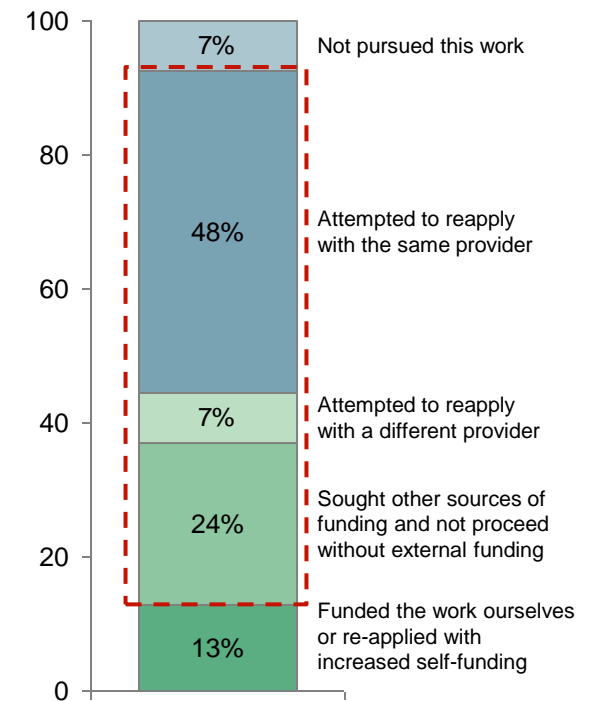
% of respondents



80% would have reapplied or found other funding

If our application had been unsuccessful, we would have most likely:

% of respondents



Note: Left hand chart n = 53, middle chart, n = 61, right hand chart n = 54
Source: BCG ICRF Feedback Survey

Some improvements could be made to the structure of the business support phase

Mixed views on the ICRF business support phase...

25. Other comments on business support phase? (optional)

"Excellent scheme...helped with both expertise and capacity"

"Application and grant process was a traumatising experience, rules and requirements kept changing"

"31 March financial year deadline causes problems for financial reasons...doesn't allow for delays"

...but views on providers overwhelmingly positive

28. Any other comments on your provider? (optional)

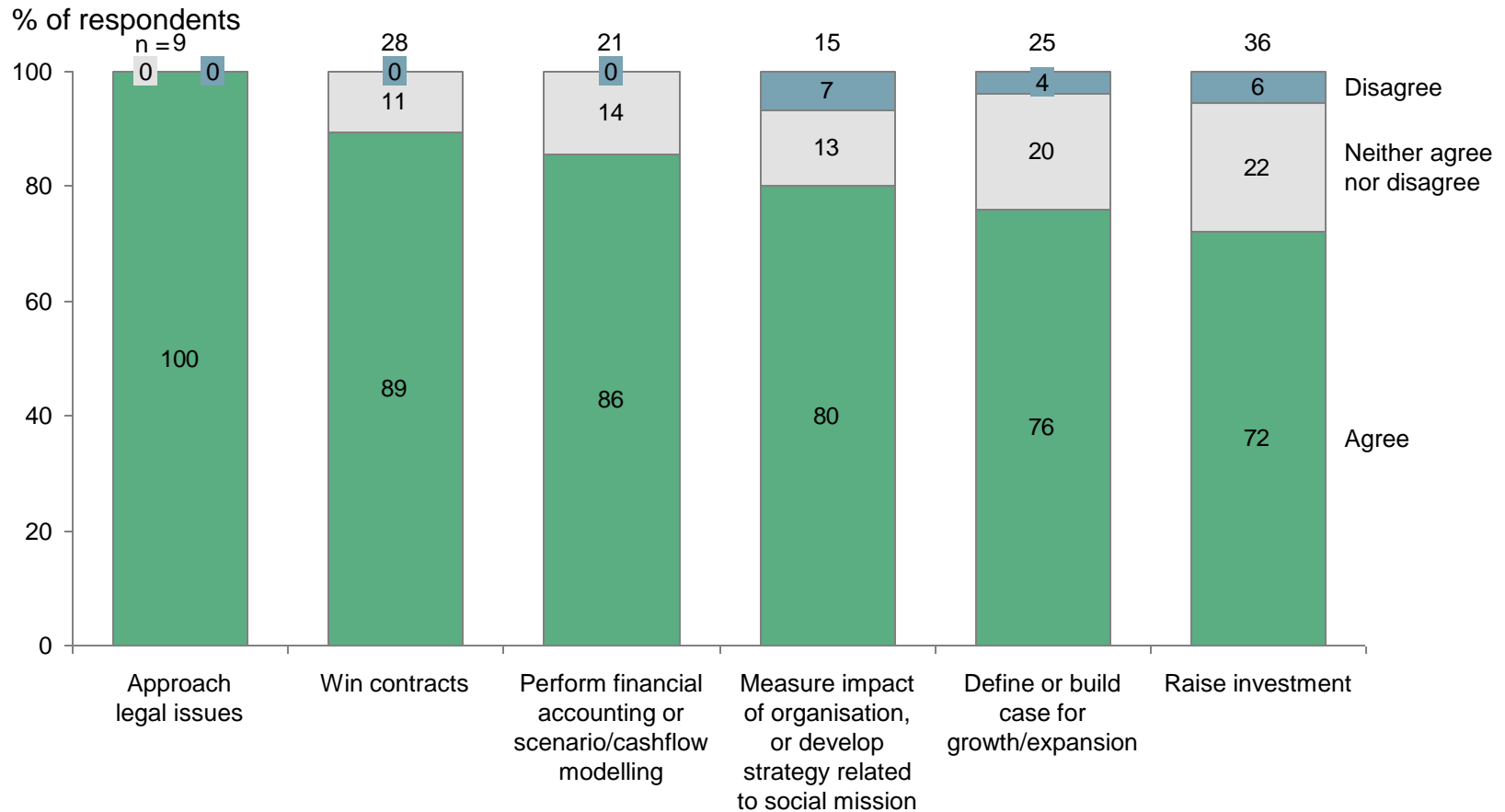
"We've already engaged our provider for another piece of work"

"Provider needs to learn about working with the third sector, our strengths and capabilities"

"Provided real insight and expertise"

Ventures agree that their organisation is better skilled following ICRF engagement

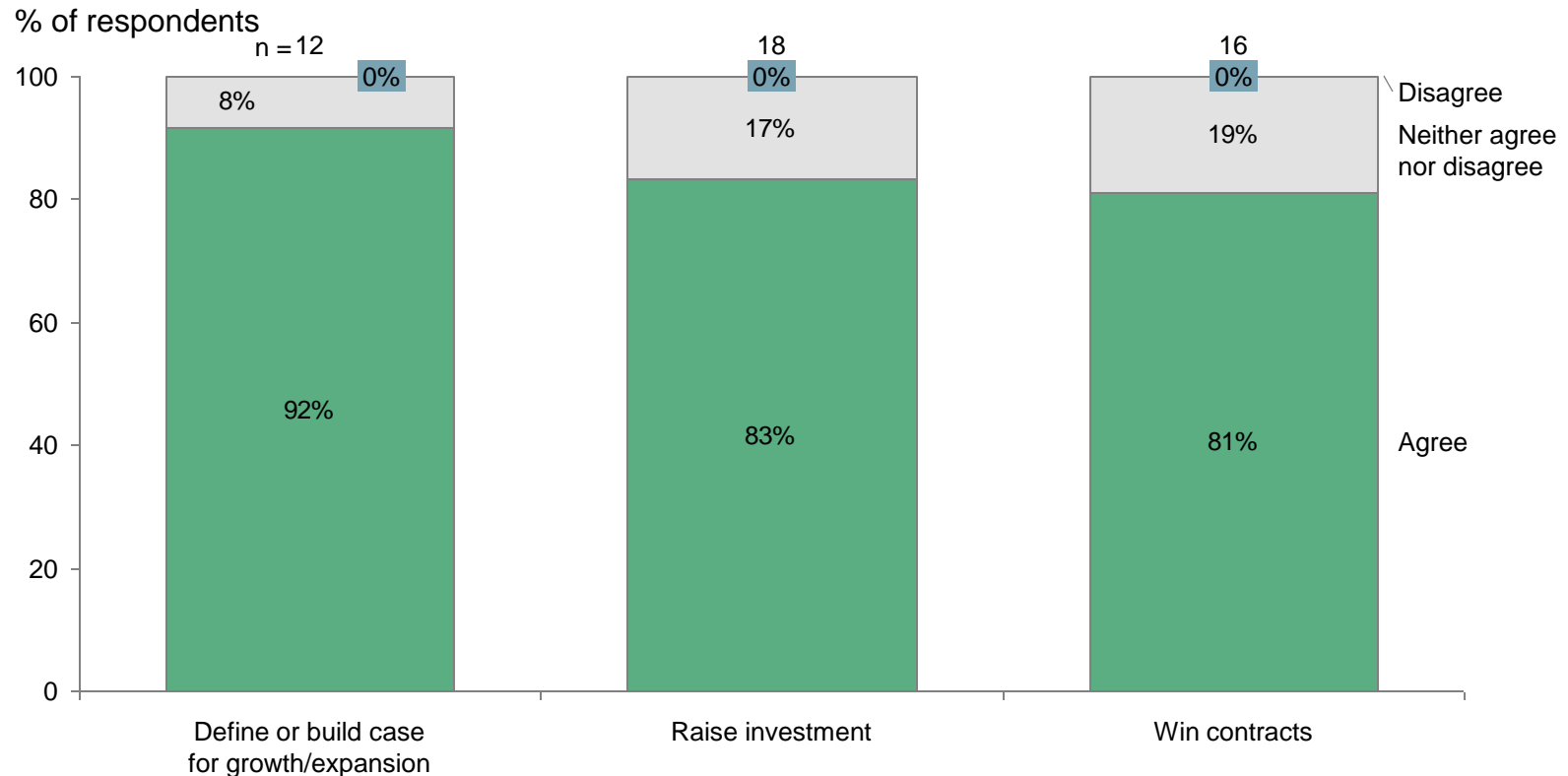
'Following our engagement with the ICRF to date, our organisation has the skills and knowledge to effectively...



Note: n shown on chart, from 36 to 9
Source: BCG ICRF Feedback Survey

Unsuccessful ventures expect that providers would have had a significant impact if the business support had taken place

If our application had been successful, our provider's expertise and understanding of our organisation would have significantly helped us to...

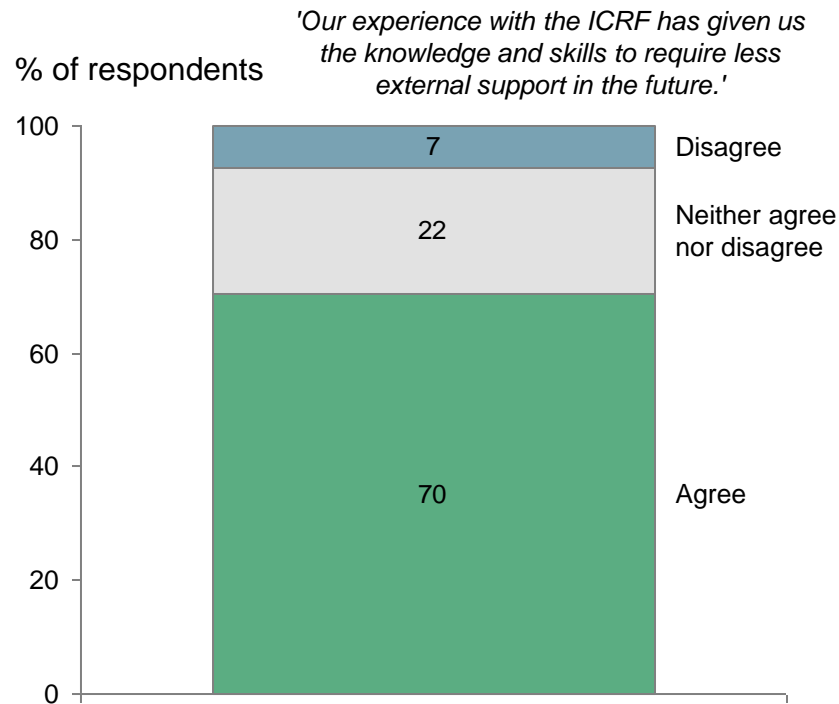


Note: n shown on chart, from 18 to 12
Source: BCG ICRF Feedback Survey

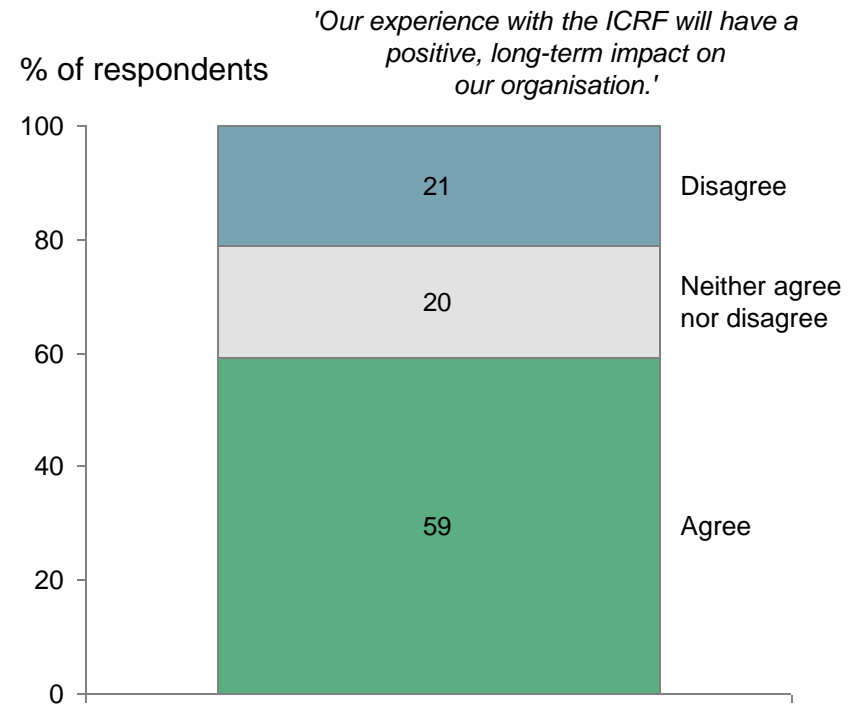
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ICRF engagement has left a positive impact on ventures, which are less likely to need further support

70% of ventures are more self-reliant



60% have had a lasting impact



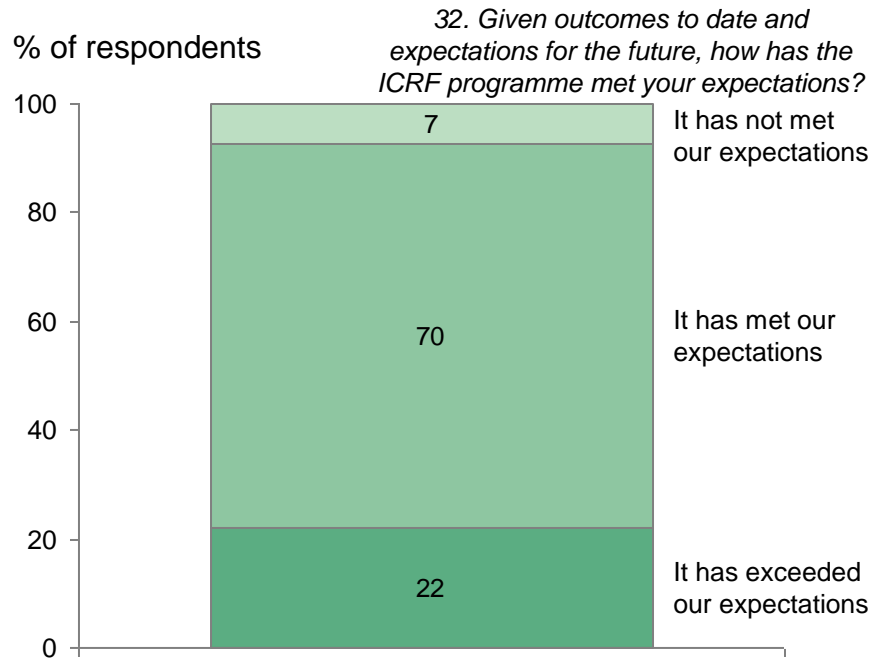
Note: Left hand chart n = 54, right hand chart n = 81

Source: BCG ICRF Feedback Survey

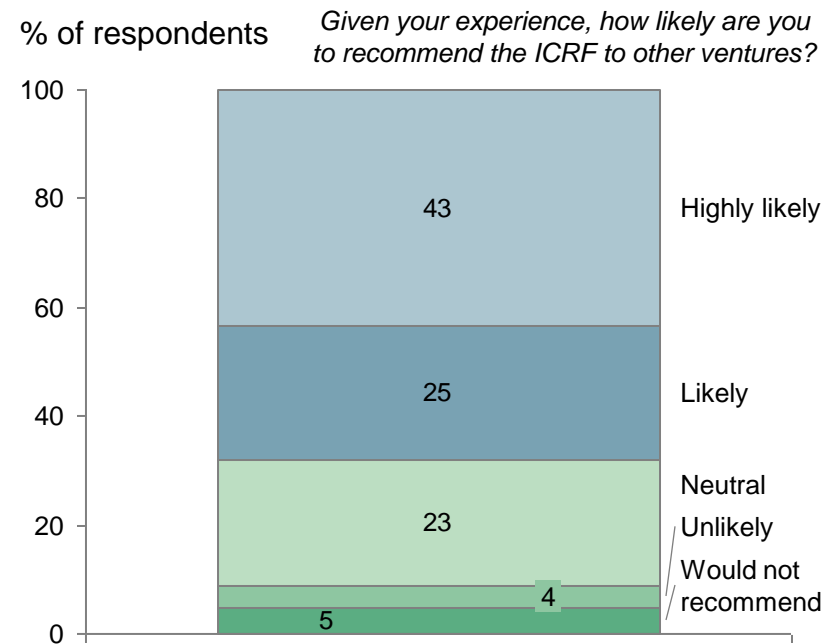
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ICRF programme meeting and exceeding expectations with high recommendation rate

93% of grants have had met or exceeded expectations



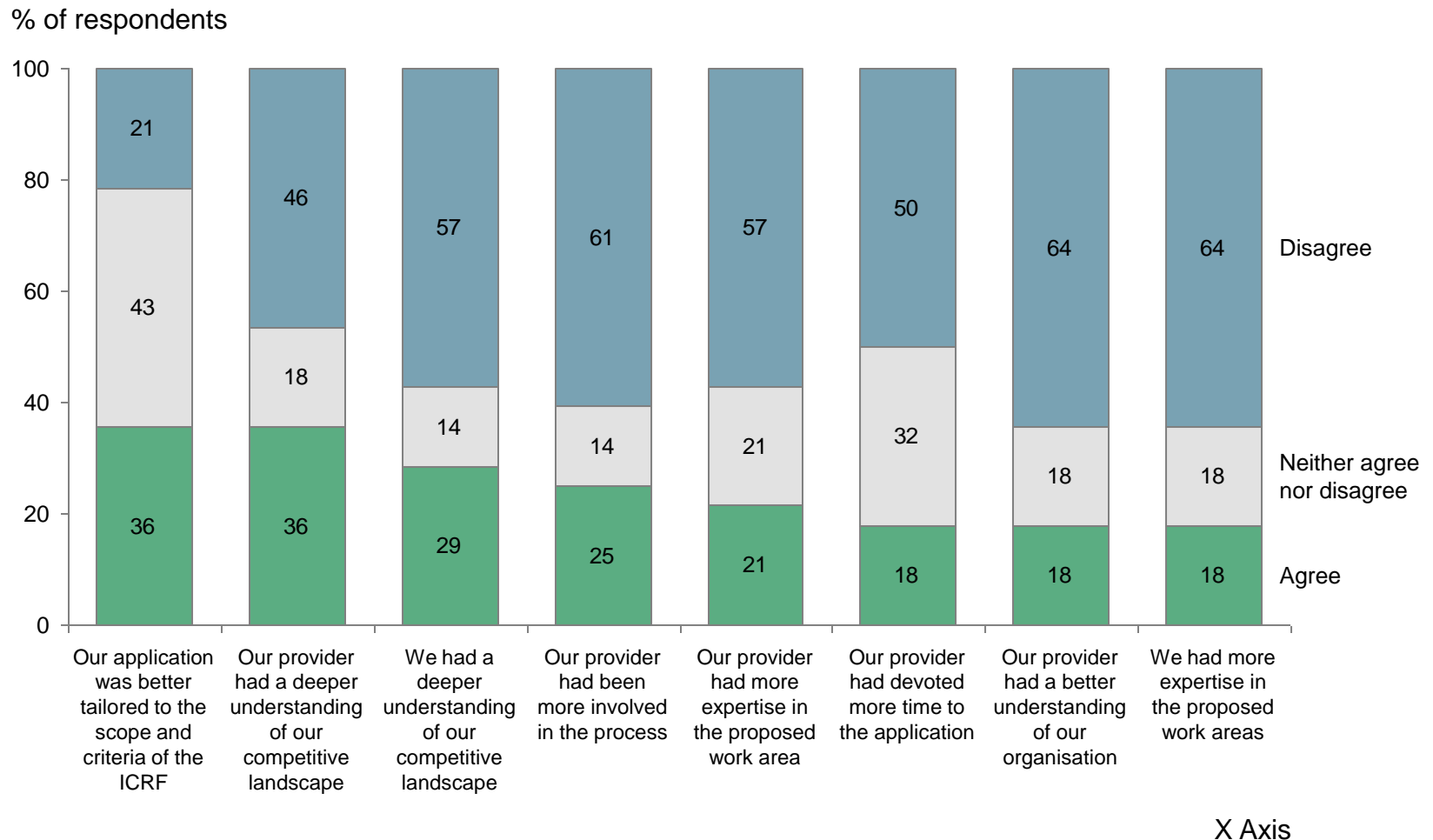
68% of ventures would recommend the ICRF



Note: Left hand chart n = 54, right hand chart n = 81
Source: BCG ICRF Feedback Survey

Ventures believe that scope and criteria of applications most common reason for rejection

'Our application would have been more likely to succeed if...'

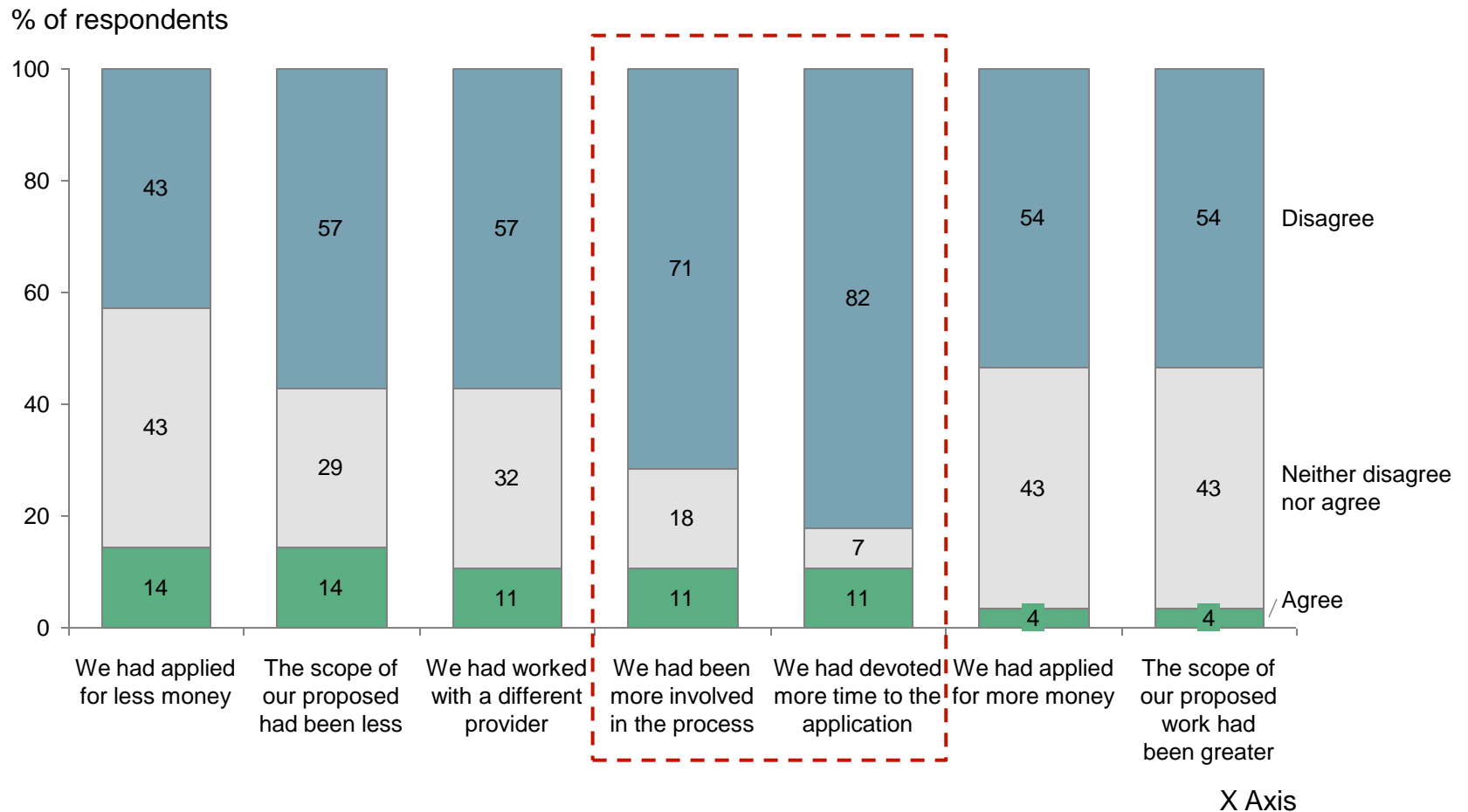


Note: n = 28
Source: BCG ICRF Feedback Survey

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Lack of time and involvement not the reason for failure

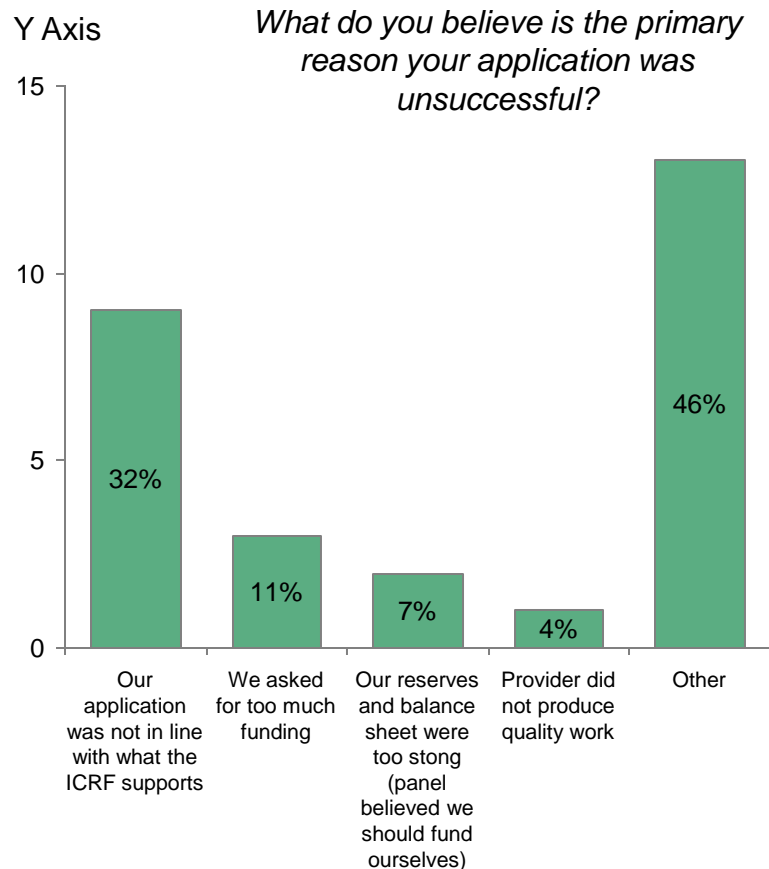
'Our application would have been more likely to succeed if...'



Note: n = 28
 Source: BCG ICRF Feedback Survey
 ICRF Datapack 040314.pptx

Many rejected applications were inappropriate for ICRF support

Applications rejected as they didn't match ICRF scope



Poor feedback discourages further applications

"If other, please specify:"

"Not enough feedback received"

"Not sure why we were unsuccessful, criteria kept changing"

"Our application lacked understanding of the voluntary sector"

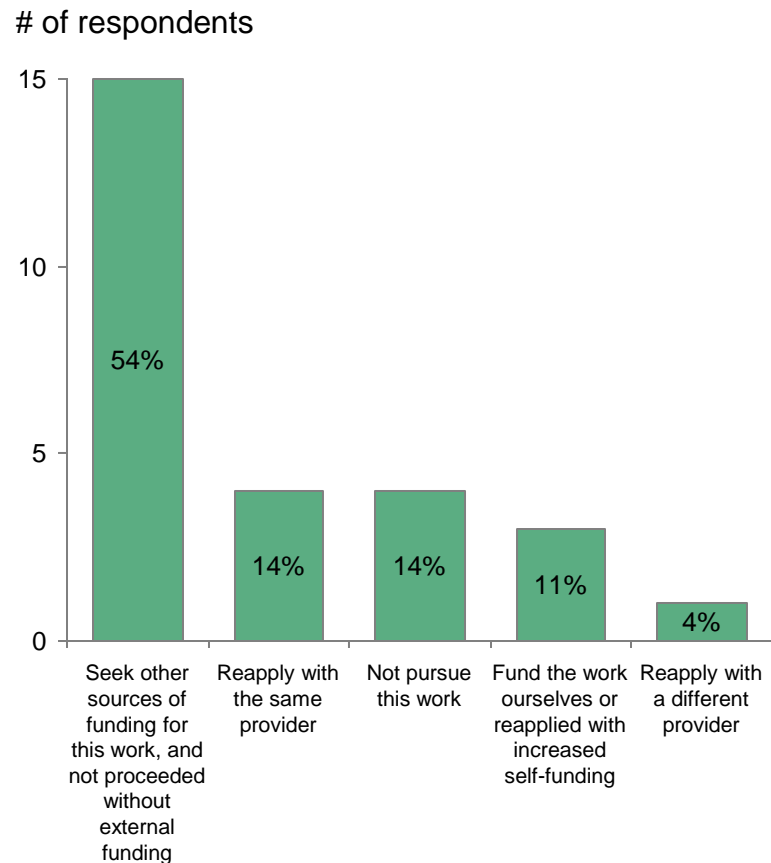
"Don't know"

Note: n = 28
Source: BCG ICRF Feedback Survey

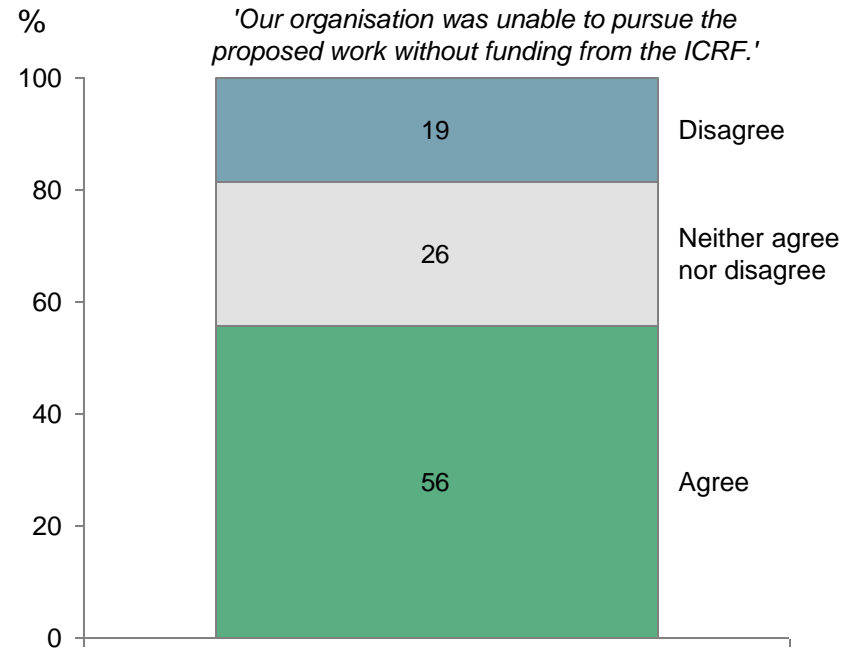
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Unsuccessful ventures look elsewhere for funding

Unsuccessful ventures look for other sources of funding



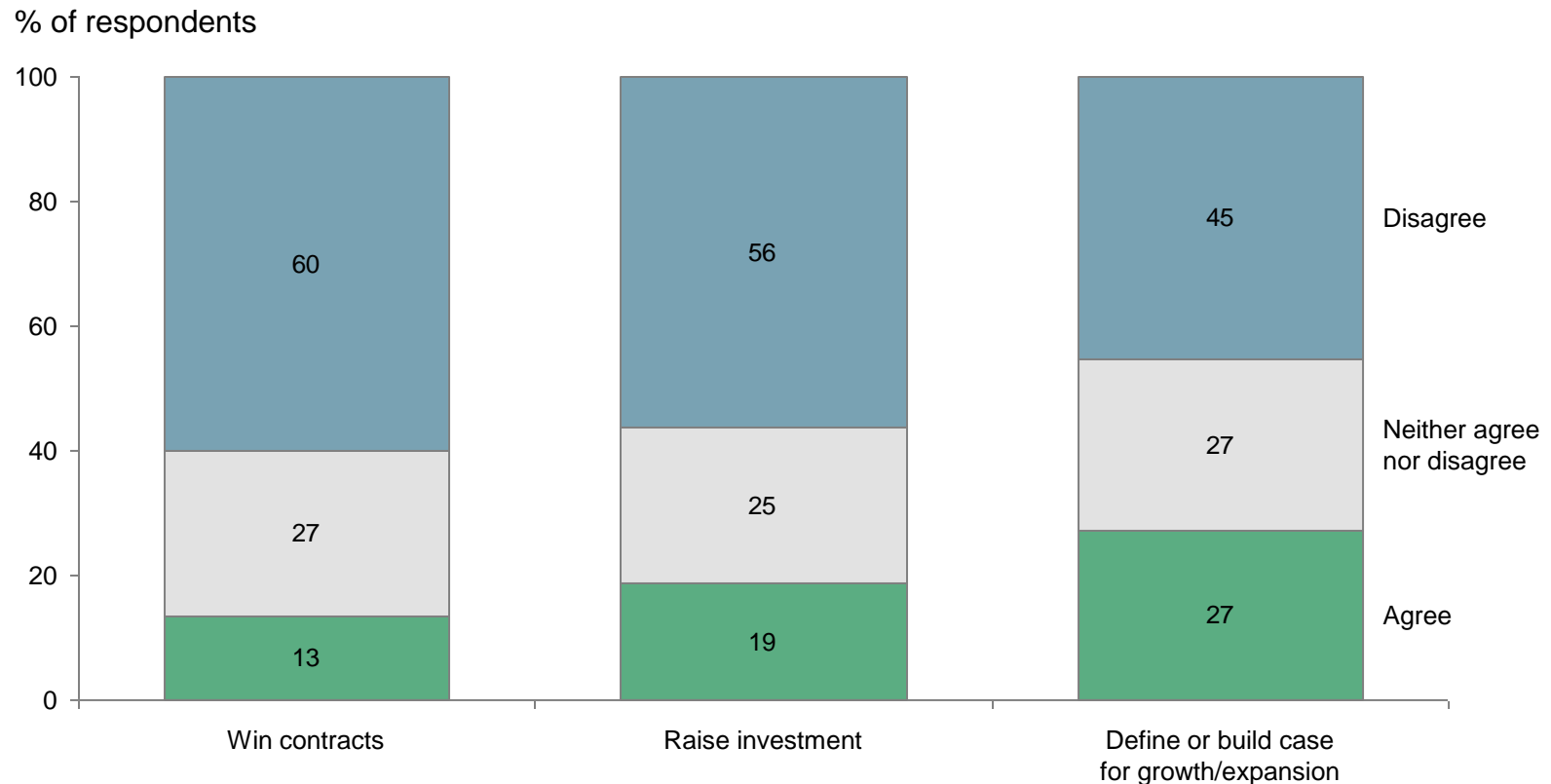
Most ventures reliant on external funding for proposed work



Note: n = 28
Source: BCG ICRF Feedback Survey

Application process itself does not leave most ventures with better knowledge or skills

'We gained knowledge and skills during the ICRF application process that will help us to effectively:

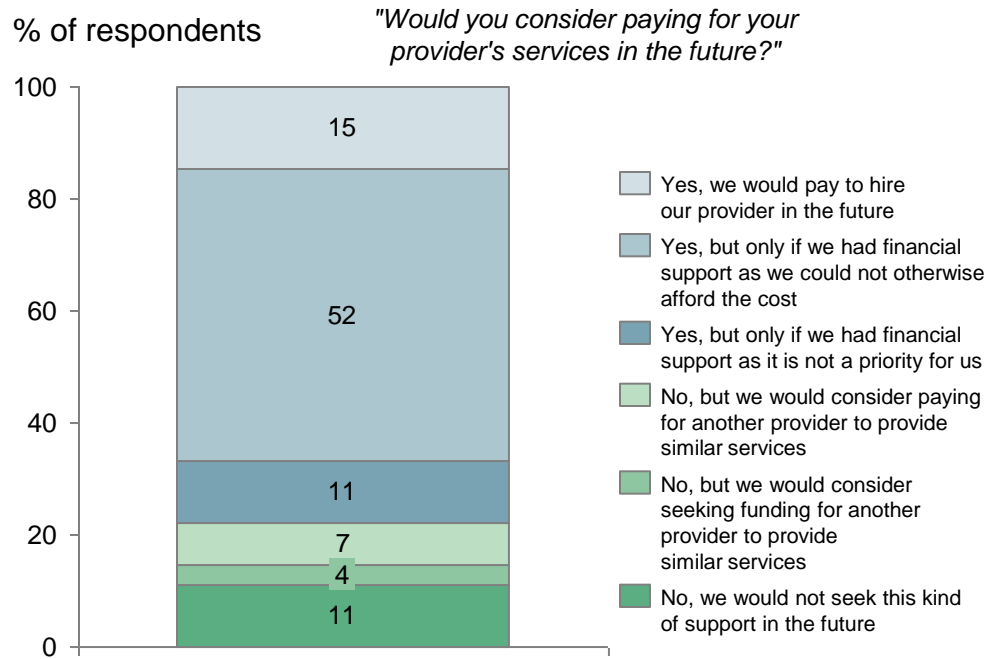


Note: n ranges from 16 to 11
Source: BCG ICRF Feedback Survey

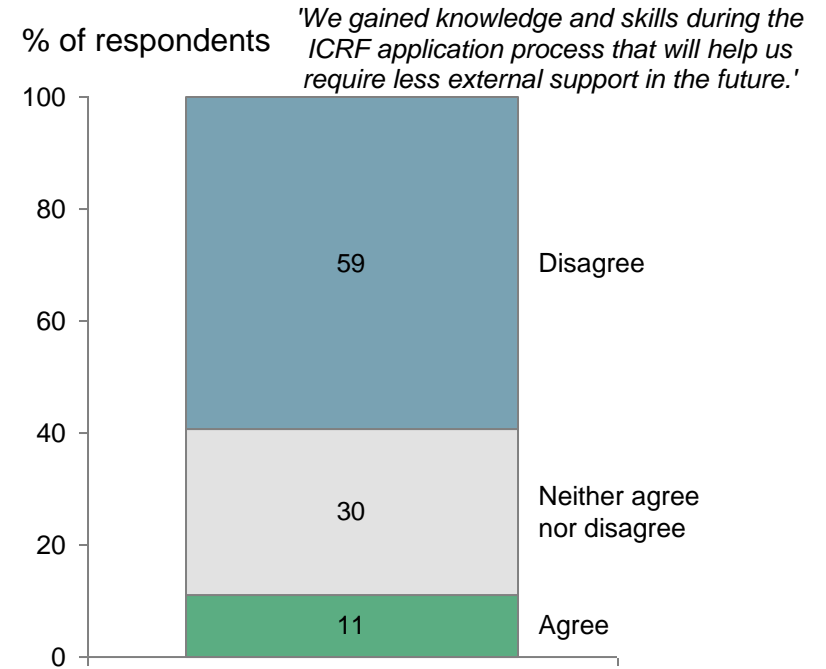
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15% of ventures would pay to hire provider in future

Ventures would hire provider again, but face financial constraints

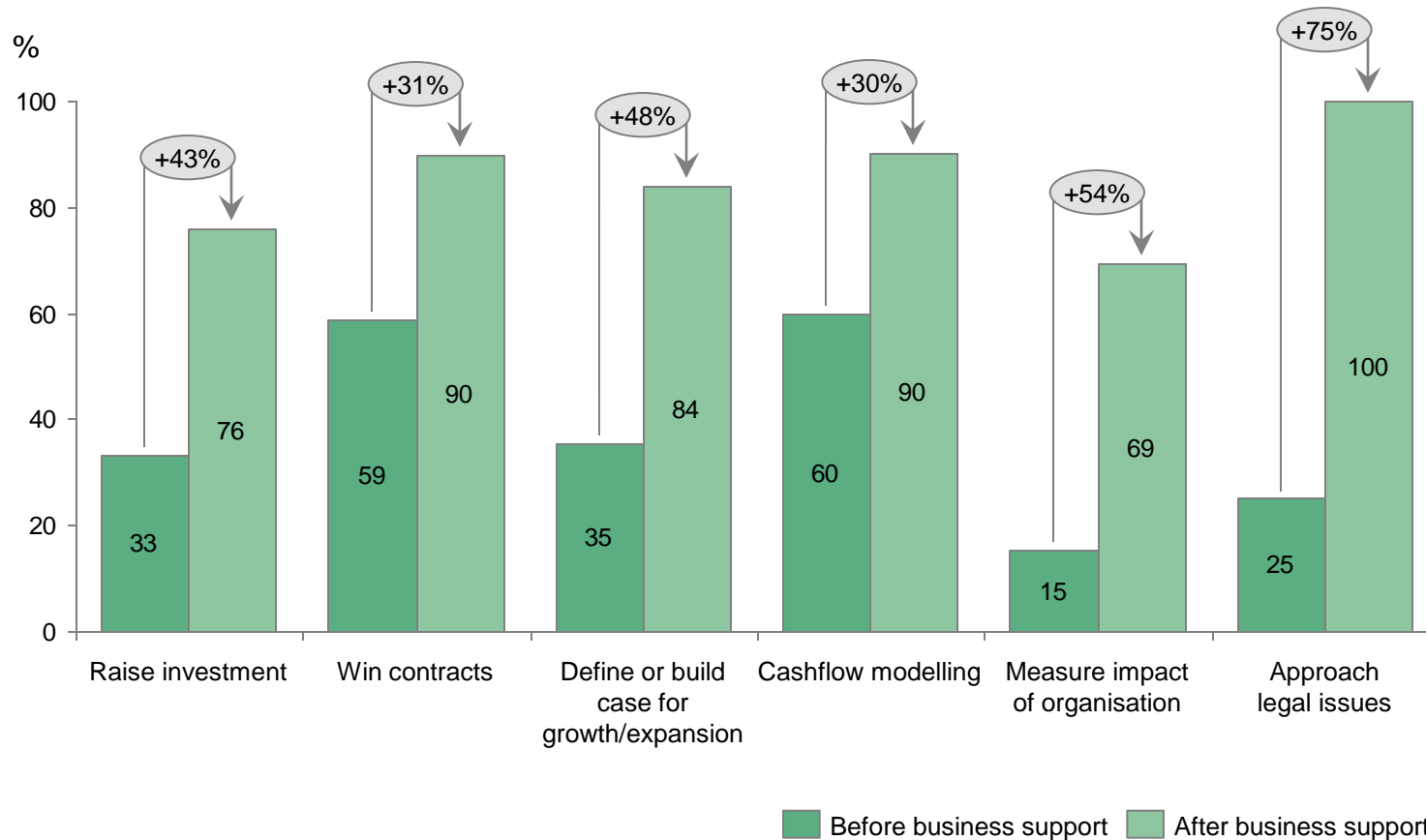


ICRF application process did not leave ventures more self sufficient



Business support has had a clear and immediate positive impact on ventures

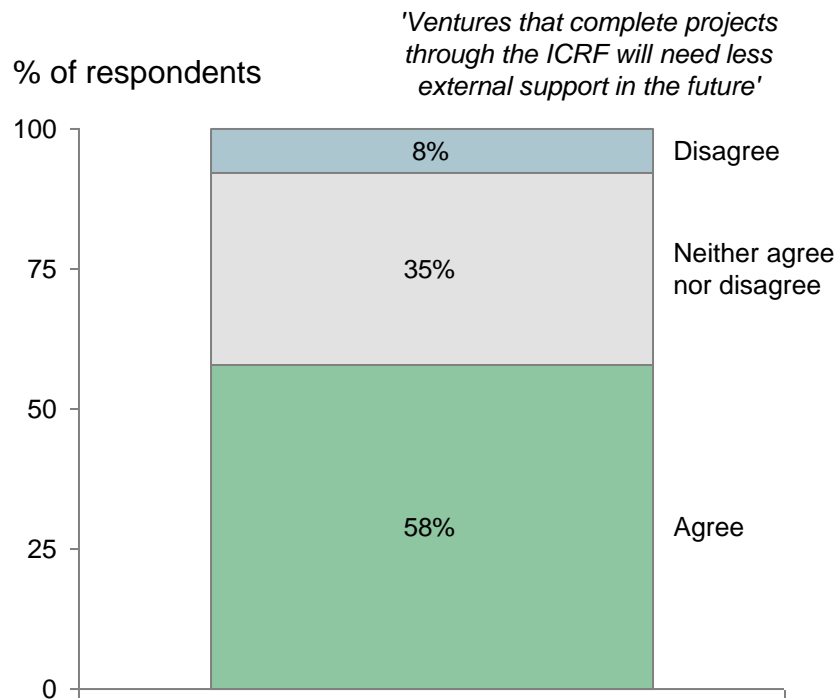
% of respondents who agreed with the statement
'Our organisation has the skills and knowledge to effectively...'
before business support and after support



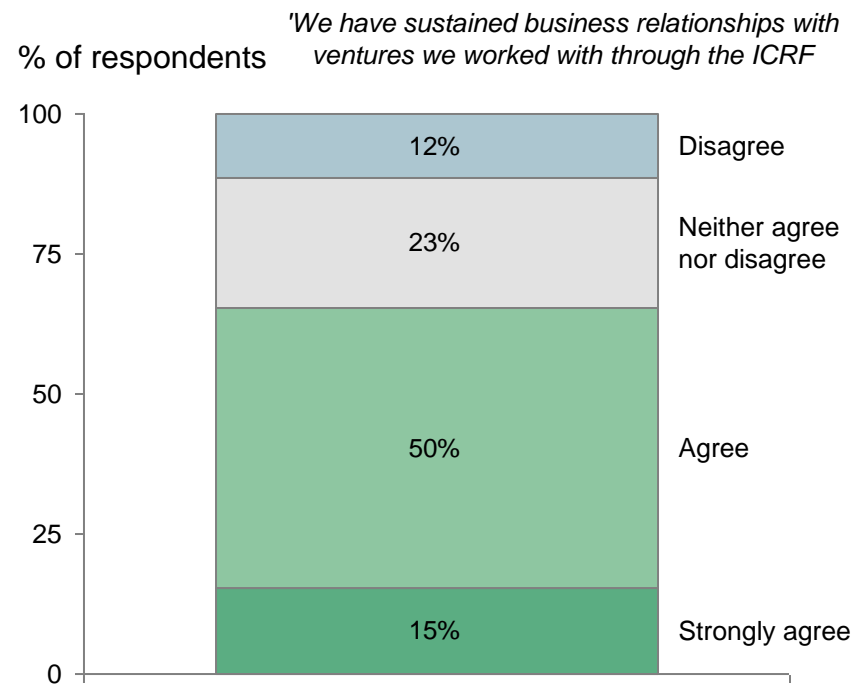
Note: n shown on chart, from 54 to 8
Source: BCG ICRF Feedback Survey

Providers describe the ICRF as enabling ventures to require less support, while also leading to sustained relationships

92% of providers believe ventures will need less support in the future

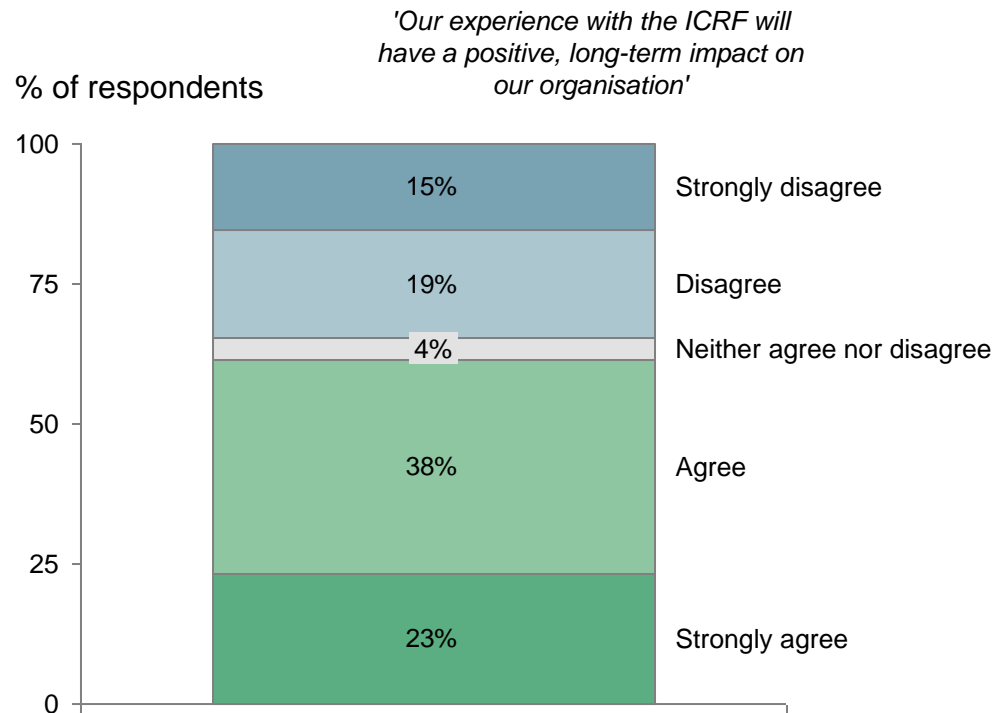


65% of providers agree that the ICRF has led to ongoing relationships

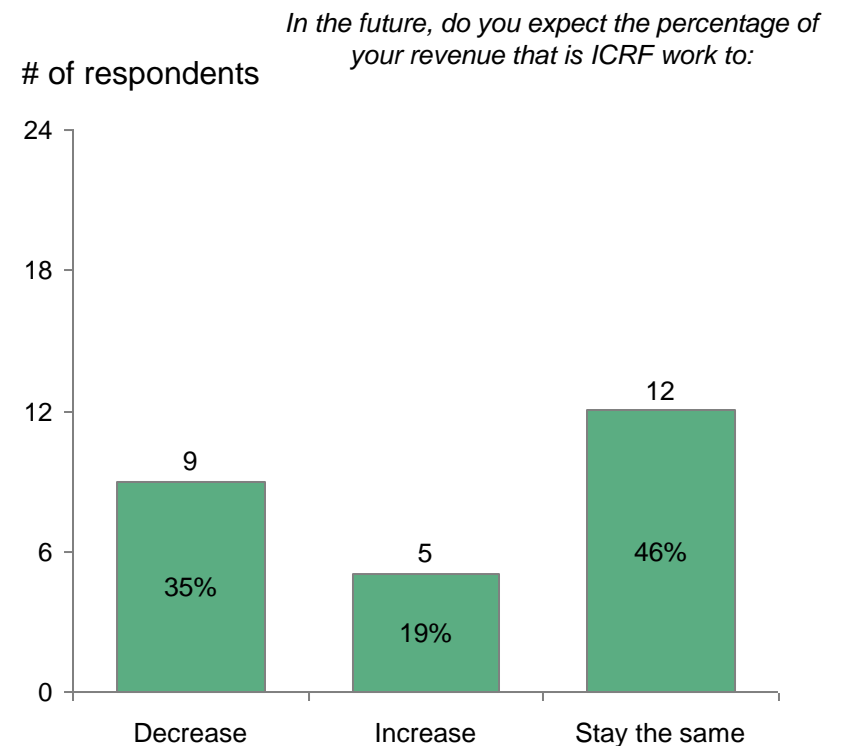


For many providers, the ICRF is described as having a positive, long-term impact on the organisation

61% of providers describe the ICRF as having a long-term, positive impact

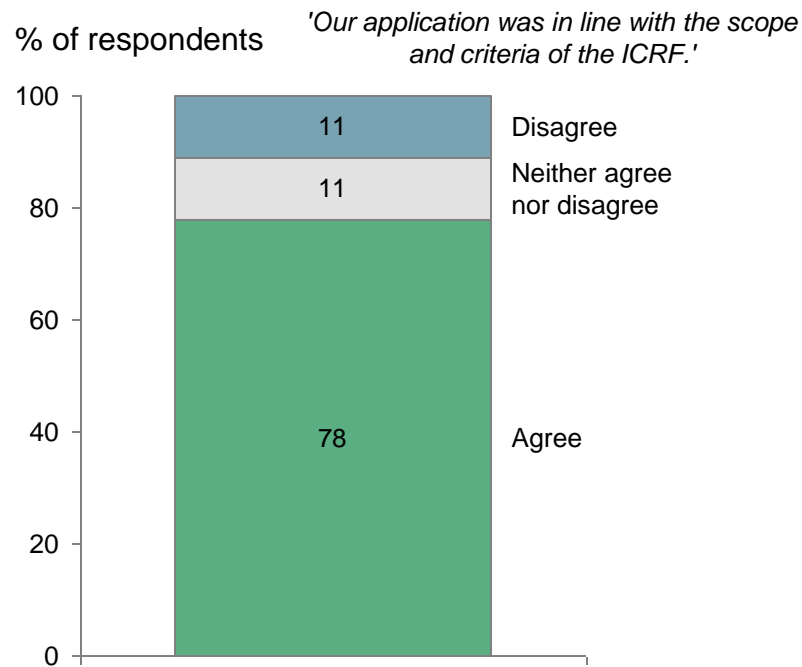


19% of providers expect proportion of revenue from the ICRF to increase in future

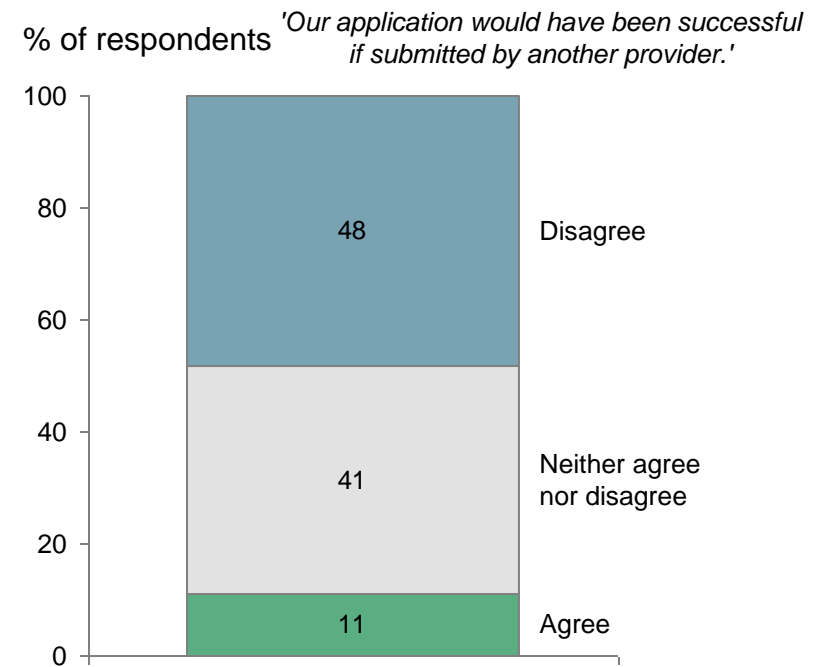


Unsuccessful applications unclear on reasons for rejection

Applications were thought to be in line with the ICRF criteria



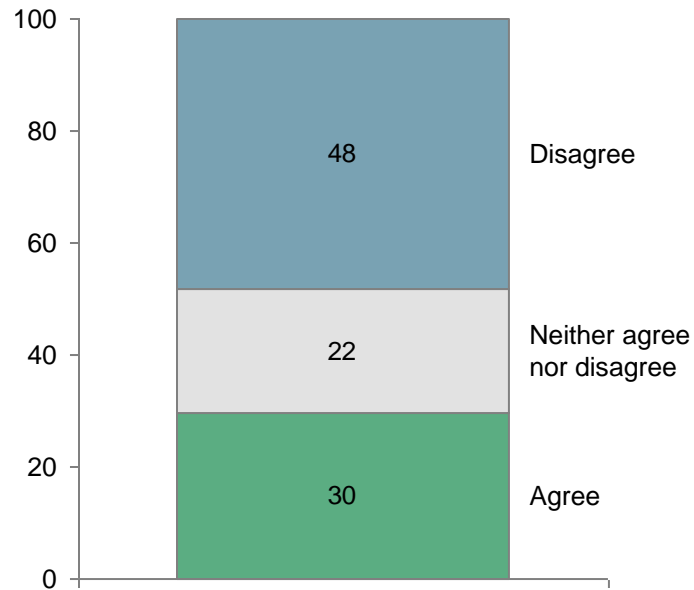
Ventures don't believe another provider would've been more successful



48% of ventures don't believe the feedback they received would help future applications

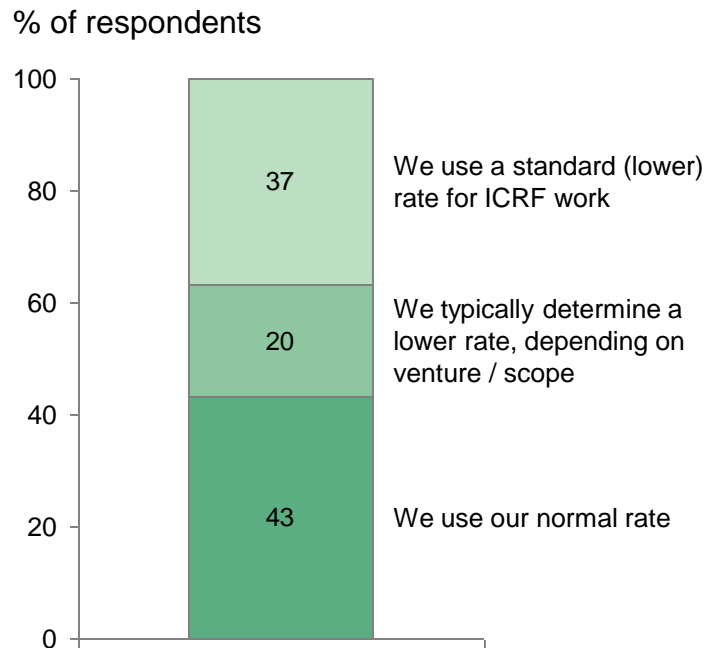
Feedback from the ICRF generally unhelpful for future applications

'Feedback provided by the ICRF will help us be successful in future funding applications.'

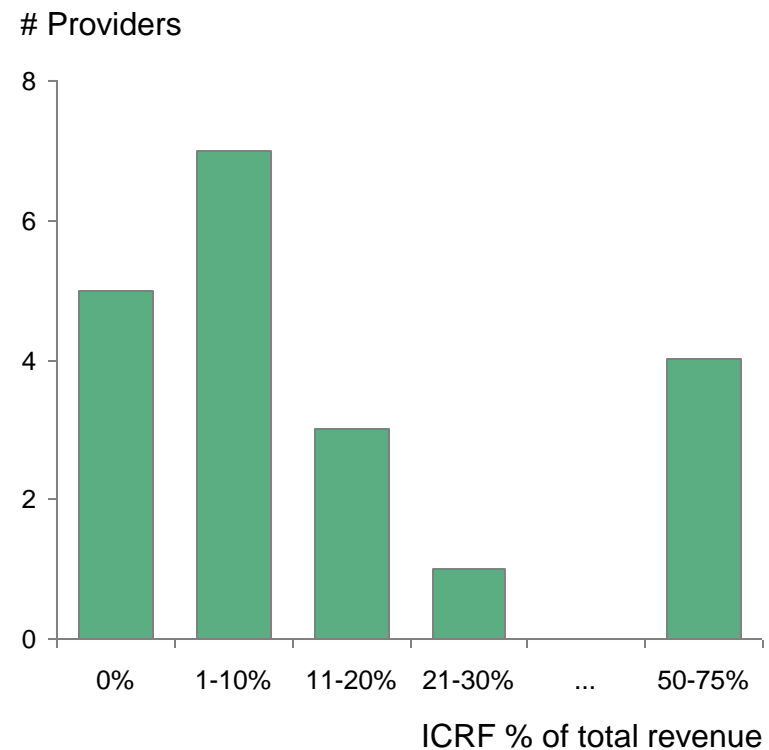


Most providers reduce their rates for ICRF work

Most providers reduce their rates to perform ICRF work

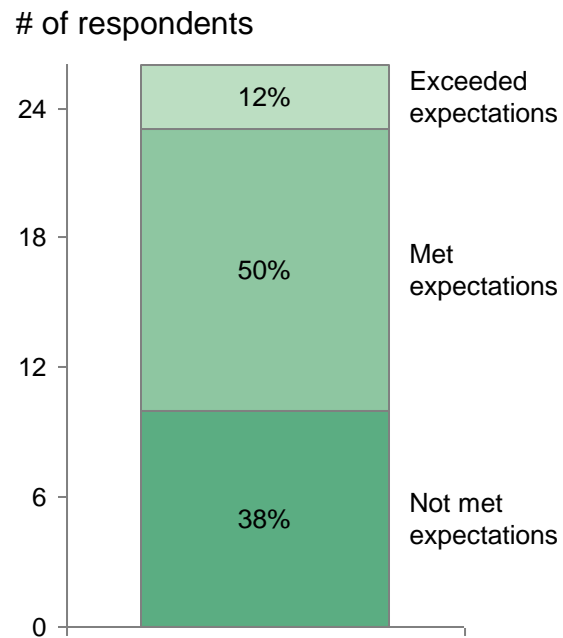


For some providers, ICRF grants represent more than 50% of revenue



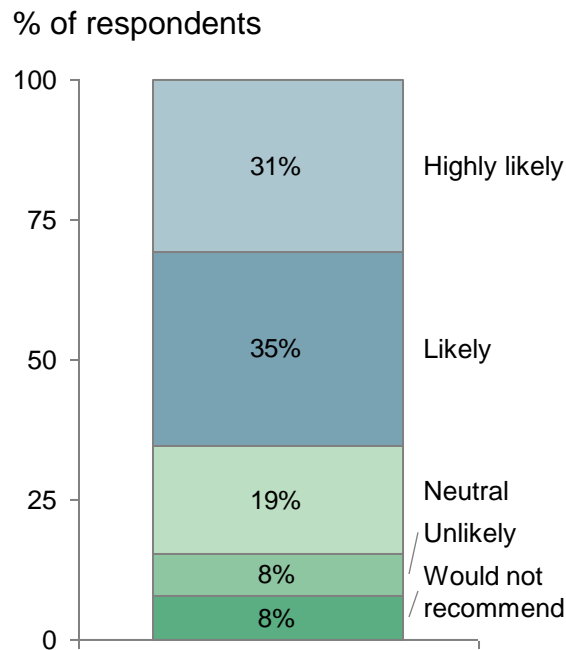
Providers are mixed on their likelihood of recommending the ICRF to other providers and ventures

ICRF ability to meet provider expectations



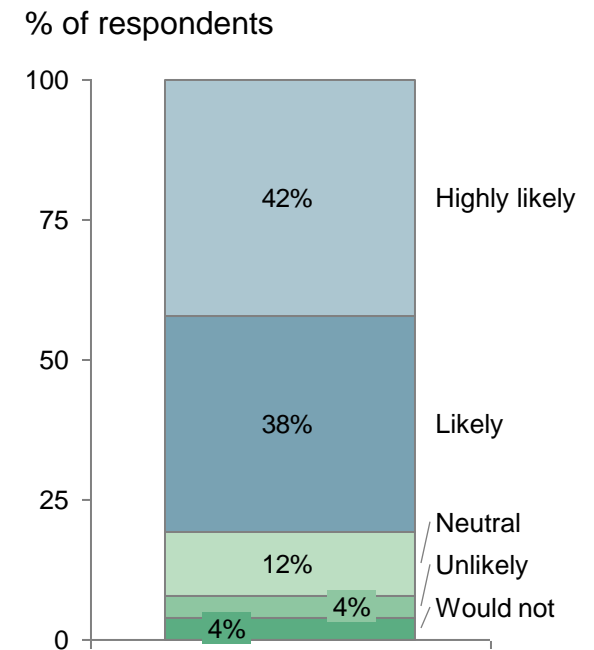
Given outcomes to date and expectations for the future, how has the ICRF programme met your expectations?

Likelihood to recommend to other providers



Given your experience, how likely are you to recommend the ICRF to other providers?

Likelihood to recommend to other ventures



Given your experience, how likely are you to recommend the ICRF to other ventures?