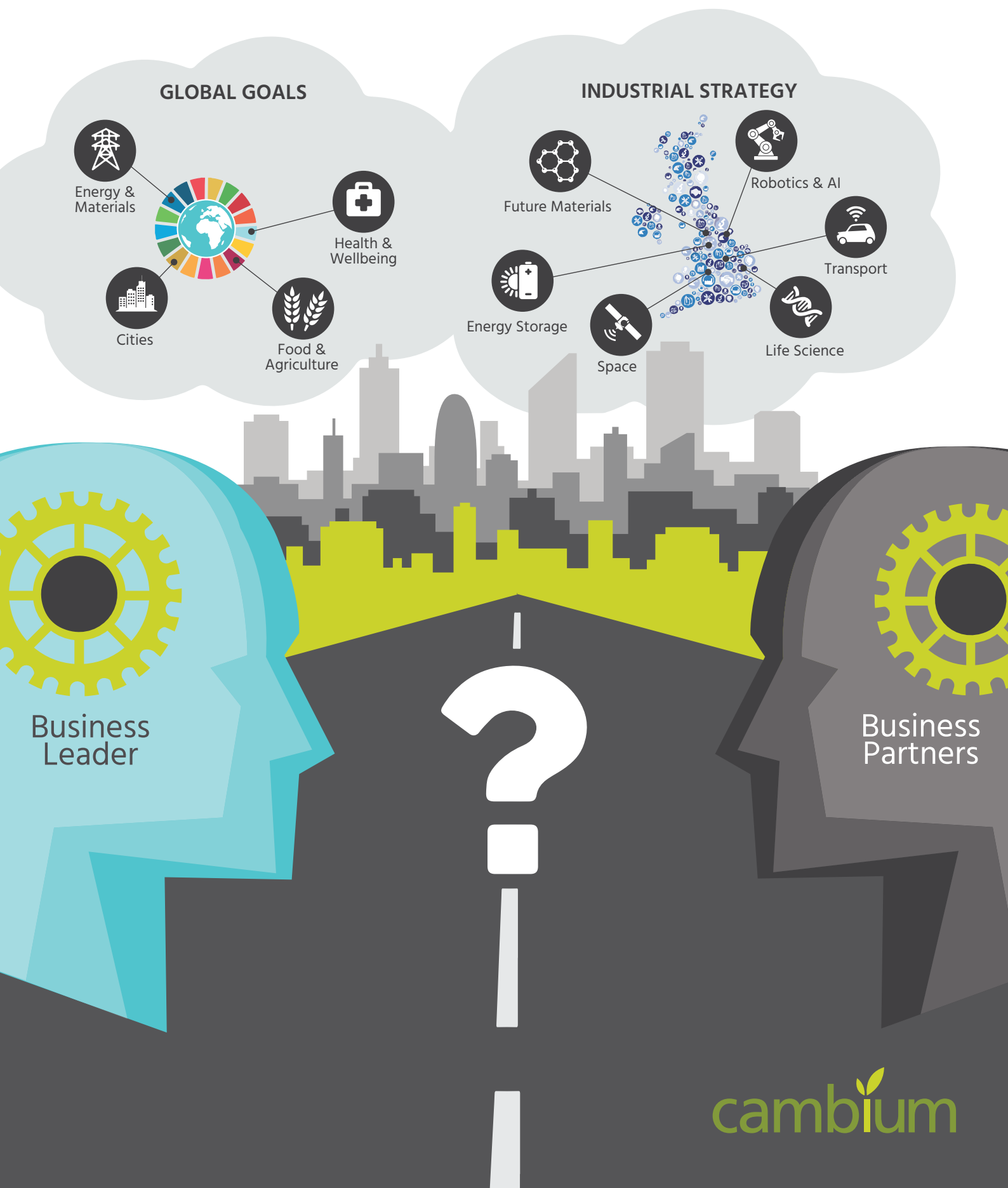


MORE™ – Enabling exploitation of emerging high growth markets to create sustainable competitive advantage



Uncertainty creates challenges for UK based businesses

UK businesses face a period of significant change. Political instability and the outcome of Brexit negotiations are set to be a persistent backdrop for at least the next two years. Even if your organisation is not directly affected, your customer's business or that of your key stakeholders is likely to be impacted, creating indirect effects for your operations.

Many businesses also face an increasingly challenging economic environment, where ongoing uncertainties heighten risk and accelerate changes in market structure and rivalry, as competitors fight for survival. Symptoms of these risks include:

- Increased competition as growth markets slow resulting in erosion of differentiation and margins.
- Elevated expectations in key accounts, where important customers demand greater added value and innovation from suppliers.
- Greater difficulty to win new contracts, especially in markets, where your business has a strong historic track record

Change is also being catalysed by the pace of technological innovation. Low cost sensor networks combined with advanced analytics, augmented intelligence and machine learning are fueling new product and services which are revolutionising traditional business models. Similarly the resulting availability of new information is enabling customers to demand more competitive prices and higher quality expectations for suppliers' goods and services. Businesses are also exploiting the data that they acquire to enable new business models. It is now taken for granted that the world's biggest retailers own no high-street stores, the world's largest hospitality business owns no hotels and the world's largest taxi firm owns no cars.

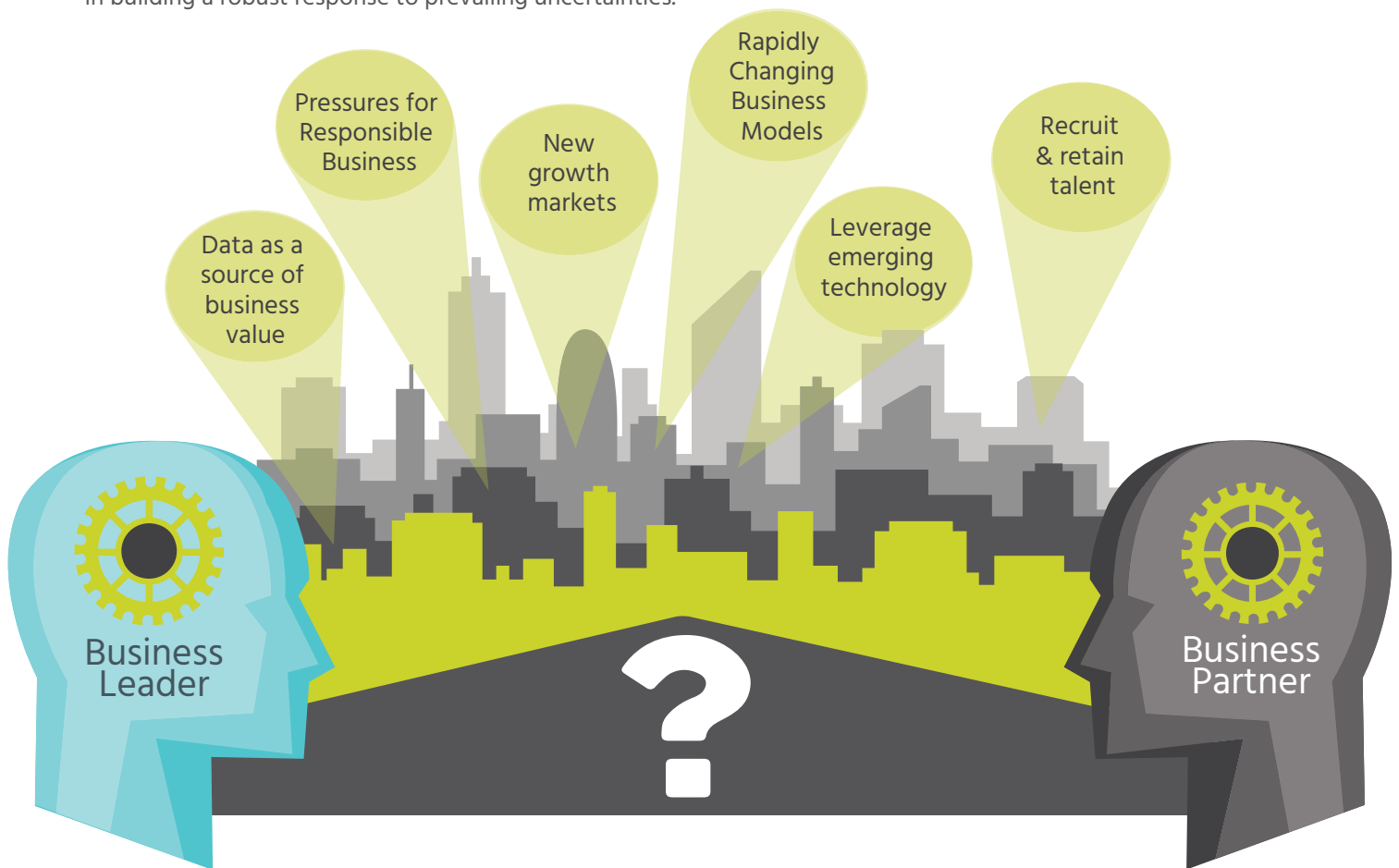
These drivers of business uncertainty and potential opportunities explain why many leaders of forward-looking businesses are re-evaluating their strategic priorities and to start to answer the question:

How can our business safely navigate uncertainty and align with the emerging high growth markets and develop new sustainable competitive advantage?

Aligning your business with tomorrow's big new growth opportunities

MORE™ helps business leaders align their organisations with major new high growth market opportunities. It delivers value by accelerating the rapid development of an evidence based, differentiated response to these new market demands.

It does this by providing a new perspective upon the existing core “assets” of the business. **MORE™** helps the business to understand how these strengths can be leveraged quickly to develop differentiated solutions to the specific demands of significant new markets. These corporate “assets” can be both tangible and intangible including intellectual property, products and services, as well as the underlying know-how that enables them. Business leaders looking to develop organisational capability to address new market opportunities will find MORE™ a powerful tool in building a robust response to prevailing uncertainties.



MORE™ is a three-stage approach that enables a commercial organisation to quickly identify and commence effective engagement with tomorrow's biggest high growth markets. **MORE™** provides:

- a rapid independent audit and appraisal of relevant organisational assets, which can include: skills, technologies, partnerships, private data sets. It then appraises the market relevance to these assets to the most important new application challenges in the UK and globally.
- an evidence-based decision framework to objectively assess the value of corporate assets with regard to capitalising upon these market opportunities.
- an innovation plan that considers the impact and opportunities of next generation information technology e.g. IoT, data science and machine learning.
- A route to scalable leverage of business strengths through identification and engagement of new collaborations with external partners

Cambium, sustainable innovation specialists offer a ten-year track record of accelerating innovation. This expertise draws on successful experiences with research organisations, multi-national enterprises (MNEs) and early stage businesses (SMEs). For more information on our clients – visit www.cambiumllp.com.

MORE™ helps navigate today's uncertainties and enables the building of the business's future success

The **MORE™** (Market Opportunities Review and Evaluation) process, provides a three-step framework for knowledge management that helps business leaders make the right strategic decisions as they navigate the changing business environment.



01

Find the new markets capable of big sustainable long-term growth, despite current uncertainties

Here Cambium's expertise in horizon scanning covering technology developments, wider market dynamics and global trends are key to providing evidence based insights to our clients. Currently we see the primary catalysts of impactful innovation for UK organisations in a post Brexit environment as being:

- **UK-Centric:** the implementation of the UK's Industrial Strategy, where the **UK Government is set to invest billions to develop** new supply chains related to strategically important technologies to ensure the success of the UK economy
- **Global in Scope:** the emergence of major **new global growth opportunities** arising from the deployment of new innovative solutions that address the challenges created by a rapidly growing global population, specifically: Cities, Energy and Materials, Food and Agriculture, Health and Well-Being. These market opportunities are estimated to be worth **\$12trn by 2030**.

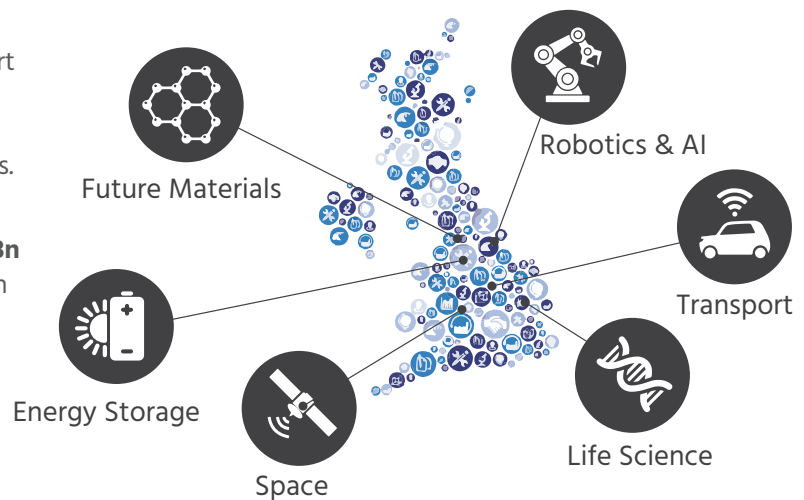
¹Better Business, Better World; available at: http://report.businesscommission.org/uploads/BetterBiz-BetterWorld_170215_012417.pdf

²Industrial Strategy Challenge Fund: www.gov.uk/government/collections/industrial-strategy-challenge-fund-joint-research-and-innovation

UK-centric Growth Markets

The UK Industrial Strategy will play a major role in informing domestic research priorities driven by strategic government intervention and investment. These new funds include a **£23Bn National Productivity Investment Fund** for technology, housing and transport infrastructure through to 2021-22. This points the way to market opportunities in several technology and science areas as well as housing, transport and IT infrastructures.

Additionally, the Department for Business, Energy and Industrial Strategy (BEIS) has announced funding of **£1Bn per year for the 6** thematic areas identified as crucial in supporting the UK Government's Industrial Strategy (see opposite):



Global Growth Opportunities

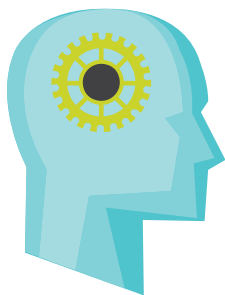
The Sustainable Development Goals (SDGs) officially came into force on 1 January 2016 and the UK along with another 192 countries is moving forward with implementing them. Backed by the United Nations these goals are driving the priorities of governments, NGOs and businesses all over the world.

In terms of opportunities, the Business and Sustainable Development Commission's Better Business, Better World report in January 2017 estimates that the 60 fastest growing markets opened by the SDGs could be worth up to **\$12 trillion per year**.

For the UK specifically, the Global Challenges Research Fund is a £1.5Bn fund that has been launched to support cutting edge research that addresses the challenges faced by developing countries. Although primarily designed to catalyse new research to address these global challenges, this fund also provides interesting collaboration opportunities for commercial business. Engagement in these projects offers early insight into new intellectual property that is relevant to big global markets, which are resilient to the UK political environment both now and post Brexit.



No shortage of new opportunity then; but how will your business make the most of these big investments and high growth markets?



MORE™ Maximising Business Value and Impact

01 Finding new markets

02 Assess Strengths And Assets

03 Select the best opportunities

02

Audit your business's key strengths and assets that can enable your success in emerging high growth markets?

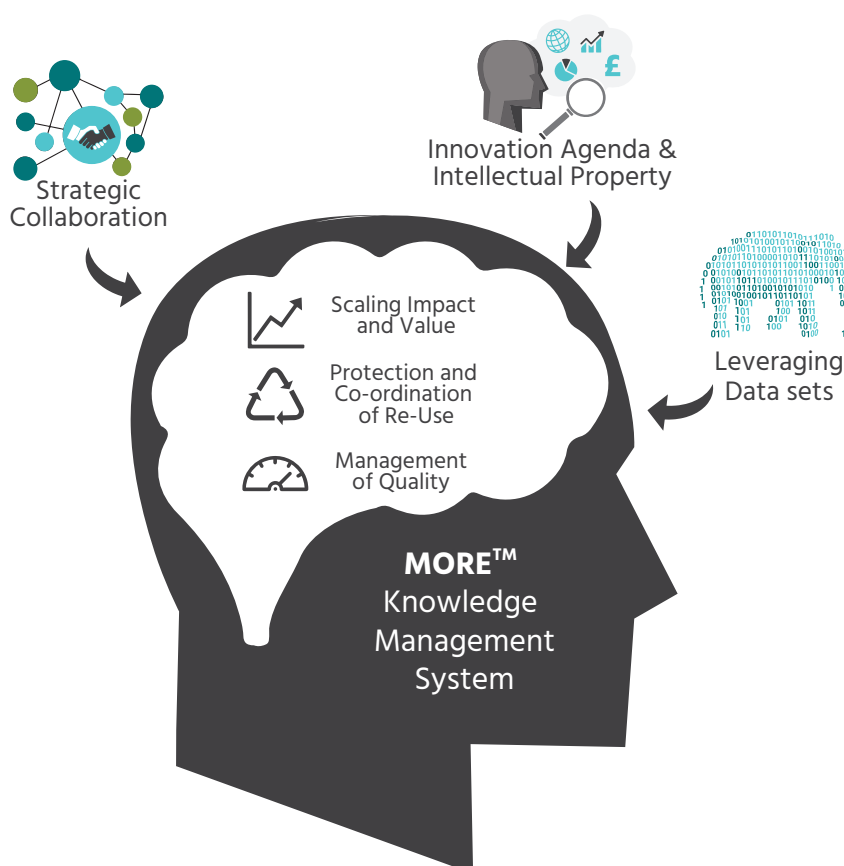
Having a clear, detailed and current picture of your organisation's assets is of course critical, but often difficult to achieve in practice.

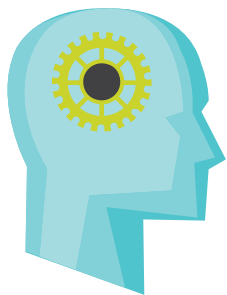
MORE™ provides our clients with a robust framework and process to build an asset inventory. Cataloguing and characterization of assets highlights areas where your organisation's strengths are relevant to new market opportunities. These assets can be material and virtual and can cover intellectual property, products and services, as well as the underlying know-how that enables them.

Our approach is flexible and accommodates data gathering from a wide range of sources. From structured data bases, spreadsheet, recurring and ad-hoc reports as well as what is often the most valuable but also the most difficult to capture – the information in people's heads.

The information gathering is carried out in a way that uncovers previously unrecognised capabilities and makes new linkages across the asset base and organisation that releases net new untapped innovation potential.

The approach has been specifically designed to deliver buy-in from the key stakeholders and contributors across your organisation. This not only helps building consensus around the 'big calls, but also creates internal champions, who ensure the framework and assets can be maintained and reused. The result is a faster and more effective approach to evidence-based decision making when making those 'big calls' on where to direct your resources.





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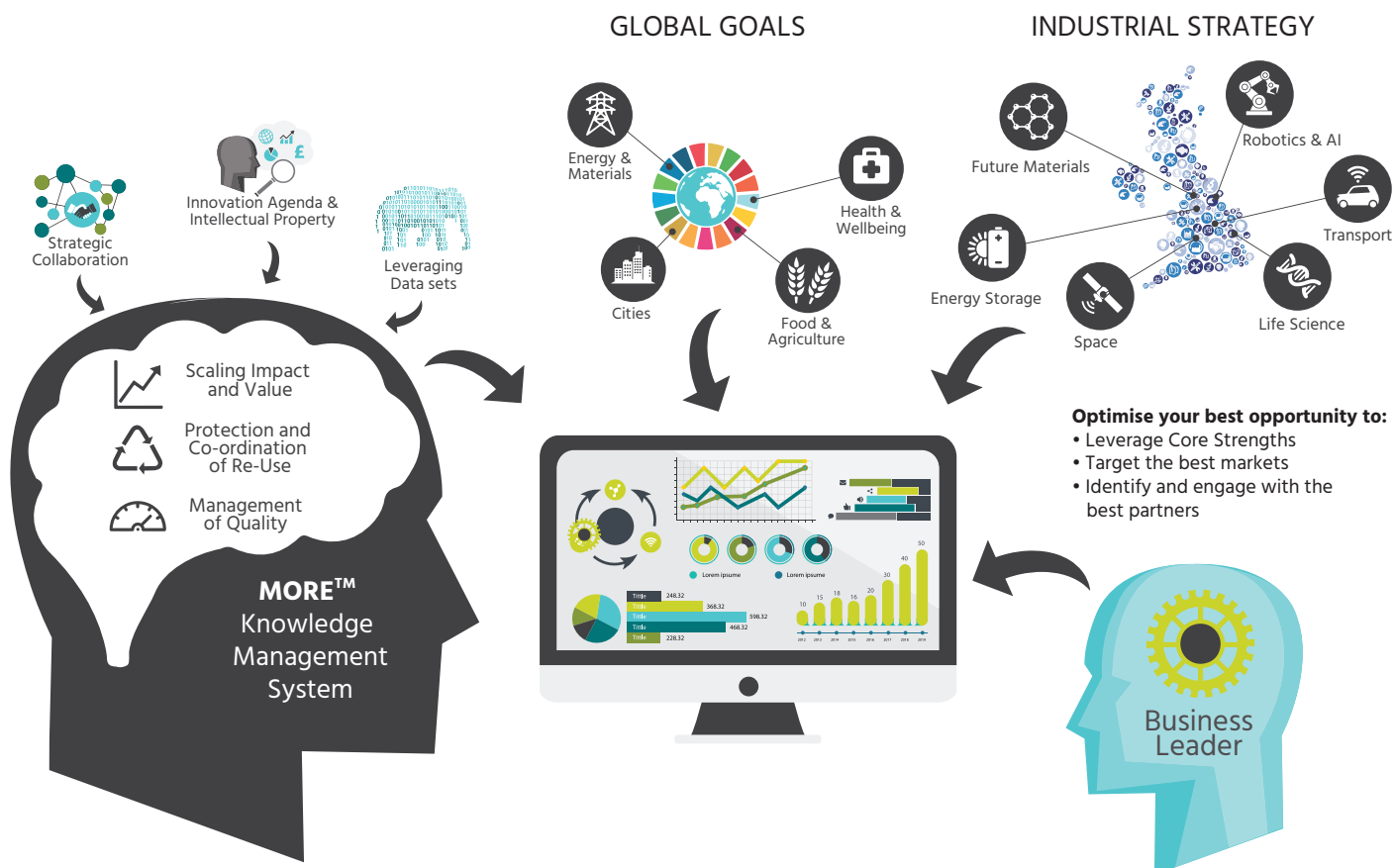
03

Select the best opportunities to secure your business's sustainable, successful future

Having accurate up to date information to enable solid insight-based decisions is vital to the development of an effective new market anticipation strategy. This third element of the **MORE™** process enables your business to develop a shared perspective and response to important questions such as:

1. Which of the wide range of large and sustaining opportunities provide the best fit with our strengths and longer-term plans?
2. Where could partnerships (existing and new) help reduce time-to-market? Equally, where might they increase it?
3. How can assets – tangible and intangible, material and virtual – be reused, improving profitability?
4. How can the business make more use of the data it collects?
5. How do I maintain awareness and respond to all the developments in data centric technology?
6. How do I embed all of this into my decision-making processes to make best use of the resources and build for the future?

MORE™ enables your business to systematically evaluates new multi-billion \$ markets being created both in the UK and globally. It delivers unique insight to help you engage quickly and effectively with the best opportunities to develop your business's future success.



Make MORE™ of tomorrow's high growth markets and create new sustainable competitive advantage

To help you meet this challenge Cambium have developed **MORE™** to accelerate objective identification and engagement with your best innovation opportunities.

Making a thorough organisation-wide assessment of these significant innovation opportunities is complex and time consuming and can detract from today's operational priorities. Working with an experienced partner that can act as a guide by providing a proven, objective, method and process to accelerate this work can deliver great value.

What's more you can leverage Cambium's understanding of these new market opportunities to accelerate your advantage. We can make available our expertise to help augment your resources. This means that you don't miss out on great new opportunities, whilst you are working hard to keep your organisation's current performance on track in tough market conditions.

Cambium has been accelerating strategic sustainable innovation for the last 10 years. In the process, we have learnt a thing or two about effective and profitable innovation. When possible, our engagements are conducted on a fixed price basis. This offers our clients clear transparency into deliverables and mitigates the risk of over running costs.

Get in touch and see whether we might be able to pass on some of that learning to the benefit of your organisation.

To arrange a no obligation discussion to explore how **MORE™** can improve your organisational effectiveness in facing the challenges of the new funding environment just email info@cambiumllp.com or contact us on **+44 (0) 845 638 3280**

