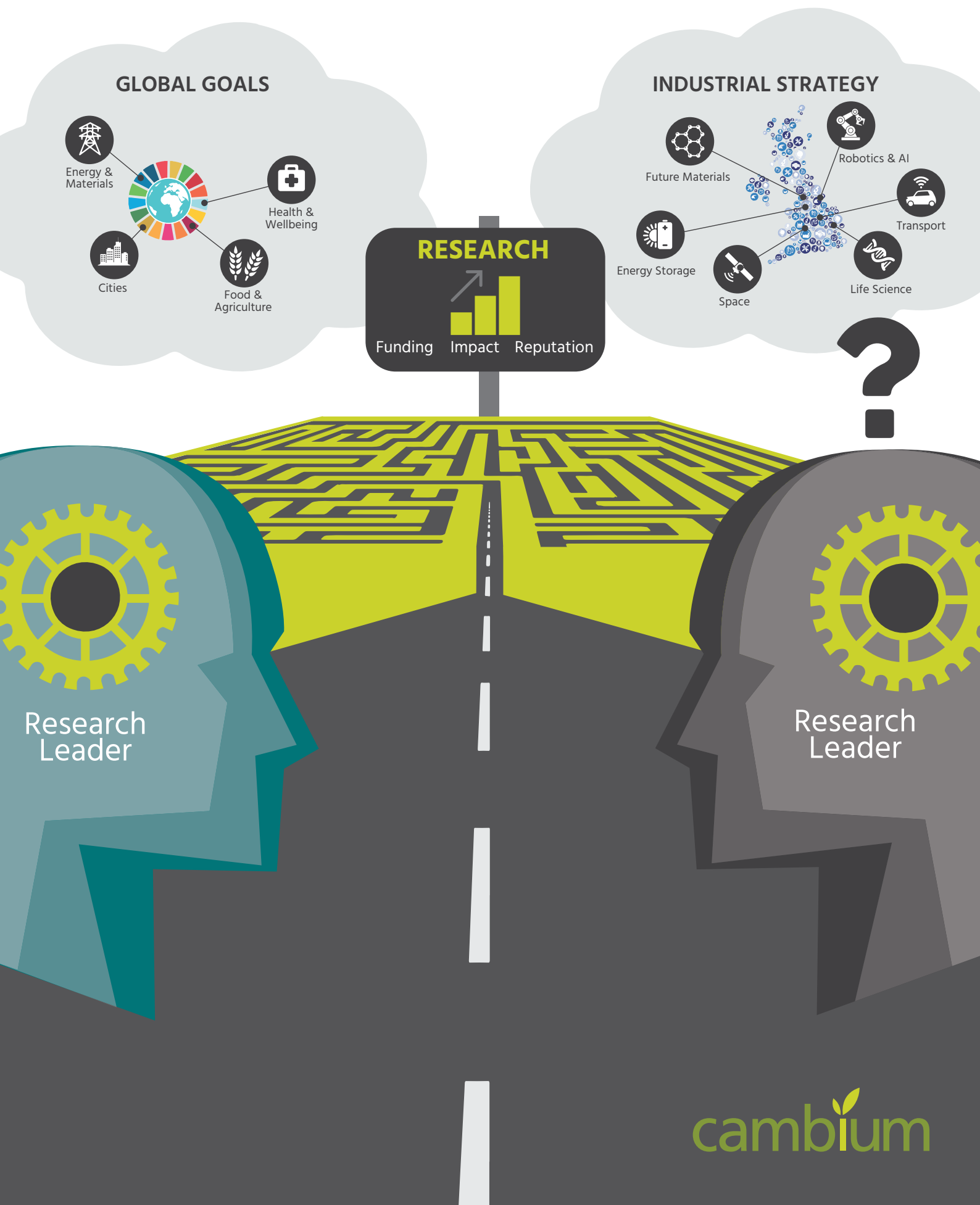


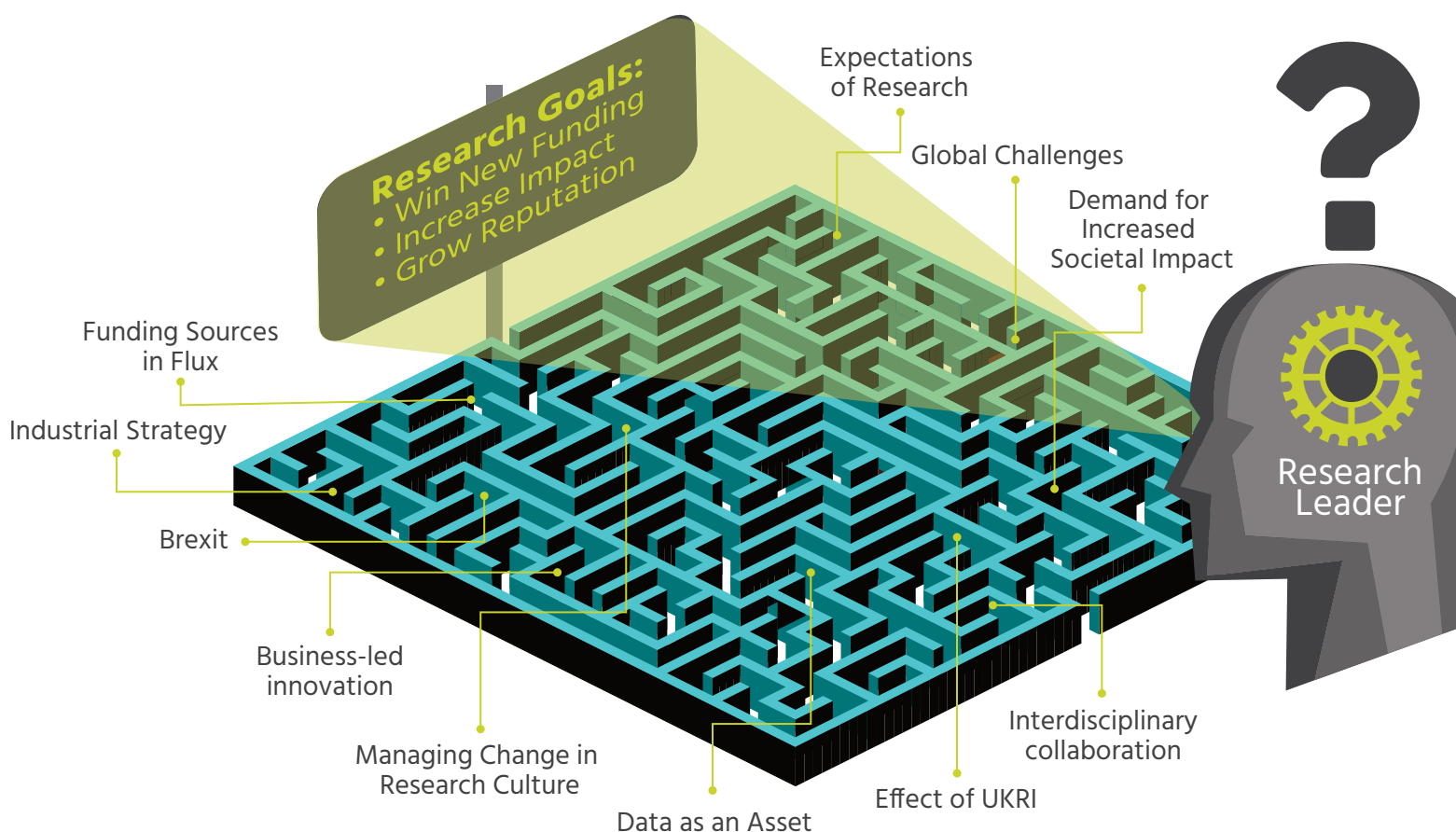
# **MORE™** – Navigating a safe pathway to improved research funding, impact and reputation



## Uncertainty creates big challenges for research organisations

Research organisations face a period of significant change, not least heightened uncertainty in relation to sources of funding.

Forward looking organisations recognise that a combination of Brexit and a renewed focus on research translation and impact in new funding calls from UKRI will accelerate major operational and cultural changes within their own organisations.



In the new environment, research institutions are expected to capitalise on organisational strengths from across multiple disciplines. They must compete effectively for major new challenge-led funding relating to both the UK's Industrial Strategy and Global Challenges. Established collaborations between long standing research partners are being scrutinised and new public – private research collaborations are also being encouraged by policy makers.

Whilst most research organisations recognise the shift in funding priorities to support translational, challenge-led programmes, the funding bodies continue to flag the high level of bid submissions that fall short in providing compelling cases for evidence based pathways to impact.

In addition, the accelerating pace of technological innovation is transforming all aspects of our life. Growing availability of low cost sensor networks combined with advanced analytics are spawning a massive growth in data and information. Next generation computing incorporating augmented intelligence and machine learning will revolutionise business models and offer the potential for solving humanities most pressing global challenges in new innovative ways.

How can you lead your organisation through this significant period of change and ensure the sustained impact, value and reputation of your research?

## MORE™ Maximising the impact and value of your research

For research leaders, **MORE™** provides a way respond to this changing landscape by driving more impact and value from their research. It achieves this through a structured, fact-based approach that enables a research organisation to engage more effectively with challenge-led impact opportunities and in doing so to secure sources of new research funding.

The **MORE™** process provides a three-step framework for knowledge management that helps research leaders optimise decisions as they navigate the changing research landscape.

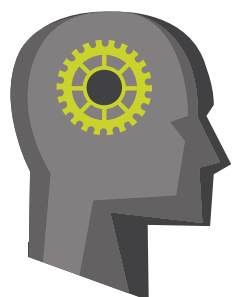
**MORE™** provides real value by accelerating the rapid development of an impact-focused, evidence based, differentiated response to these new funding calls.

**MORE™** helps your bid teams understand what their existing assets are and how they can be brought together quickly to produce candidate solutions to the specific challenges cited in each bid. 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.

This overview describes the three-stage **MORE™** process that helps research leadership teams develop and execute a strategy that ensures efficient use of resources in targeting and winning competitive funding bids.

**MORE™** provides:

- an evidence-based decision framework to objectively assess the value of these assets against potential impact and future market opportunities.
- a rapid independent audit of your organisational assets, including: skills, technologies, partnerships, and an appraisal of their relevance to the most important new application challenges in the UK and globally.
- support for planning asset and capability development that leverages next generation information technology e.g. IoT, data science and machine learning.
- a solid foundation of knowledge to stimulate complementary collaborations between faculties and / or disciplines to extend research value and impact.
- a platform to scale research strengths and potential impacts through faster identification of new collaborations with external partners from other research institutions and / or industry



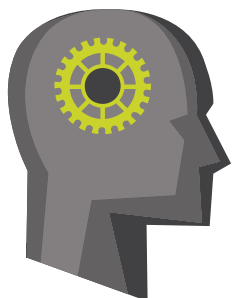
### MORE™ Optimising Research Value and Impact

**01** Identify Biggest Potential Impacts

**02** Assess Strengths And Assets

**03** Appraise Best Opportunities

## MORE™ helps you navigate current uncertainty to secure your organisation's future success



### MORE™ Optimising Research Value and Impact

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## 01 Identify the biggest potential impact areas for your research that offer long-term growth despite current uncertainties

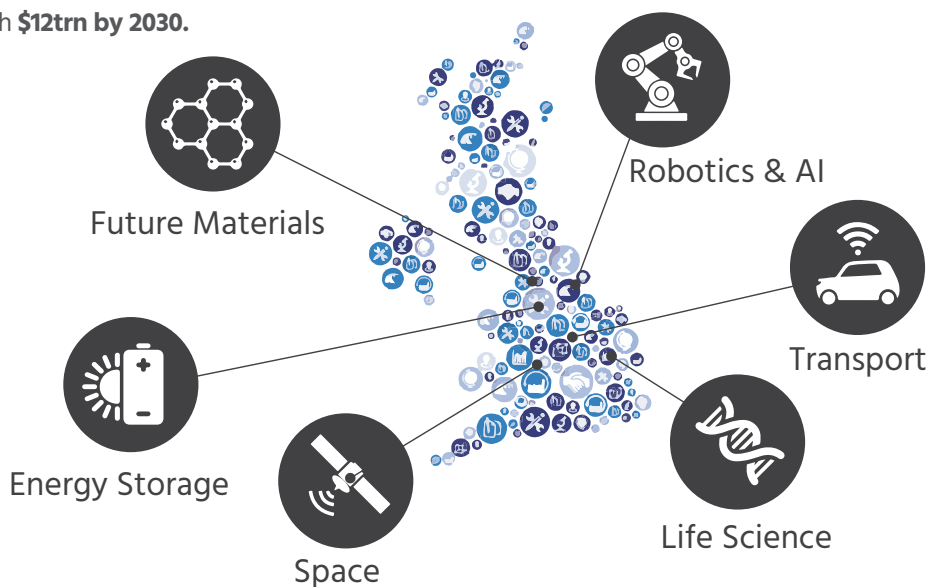
Here Cambium's expertise in horizon scanning covering technology developments, wider market dynamics and global trends are key to providing evidence based insights to our clients. Currently we see the primary catalysts of impactful innovation for UK organisations in a post Brexit environment as being:

- **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**.

### 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 below):



<sup>1</sup>Better Business, Better World; available at: [http://report.businesscommission.org/uploads/BetterBiz-BetterWorld\\_170215\\_012417.pdf](http://report.businesscommission.org/uploads/BetterBiz-BetterWorld_170215_012417.pdf)

<sup>2</sup>Industrial Strategy Challenge Fund: [www.gov.uk/government/collections/industrial-strategy-challenge-fund-joint-research-and-innovation](http://www.gov.uk/government/collections/industrial-strategy-challenge-fund-joint-research-and-innovation)

## 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.

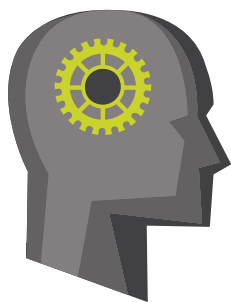
In terms of opportunities, the Business and Sustainable Development Commission's Better Business, Better World report<sup>3</sup> in January 2017 estimates that the 60 fastest growing markets opened by the SDGs could be worth up to **\$12 trillion per year**.

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. This fund incentivises research collaboration between institutions, industry and commerce and the OECD Development Assistance Committee's designated countries for economic development and welfare. It defines the development agenda through to 2030, signaling priorities that will outlive individual UK governments and the outcome of the Brexit settlement. Success in bidding for these challenges led funds will clearly depend on well-articulated knowledge of the impact areas.



No shortage of opportunities for research impact; but how do you target the best fit with your organisation's research strengths?

<sup>3</sup>Better Business, Better World; available at: [http://report.businesscommission.org/uploads/BetterBiz-BetterWorld\\_170215\\_012417.pdf](http://report.businesscommission.org/uploads/BetterBiz-BetterWorld_170215_012417.pdf)



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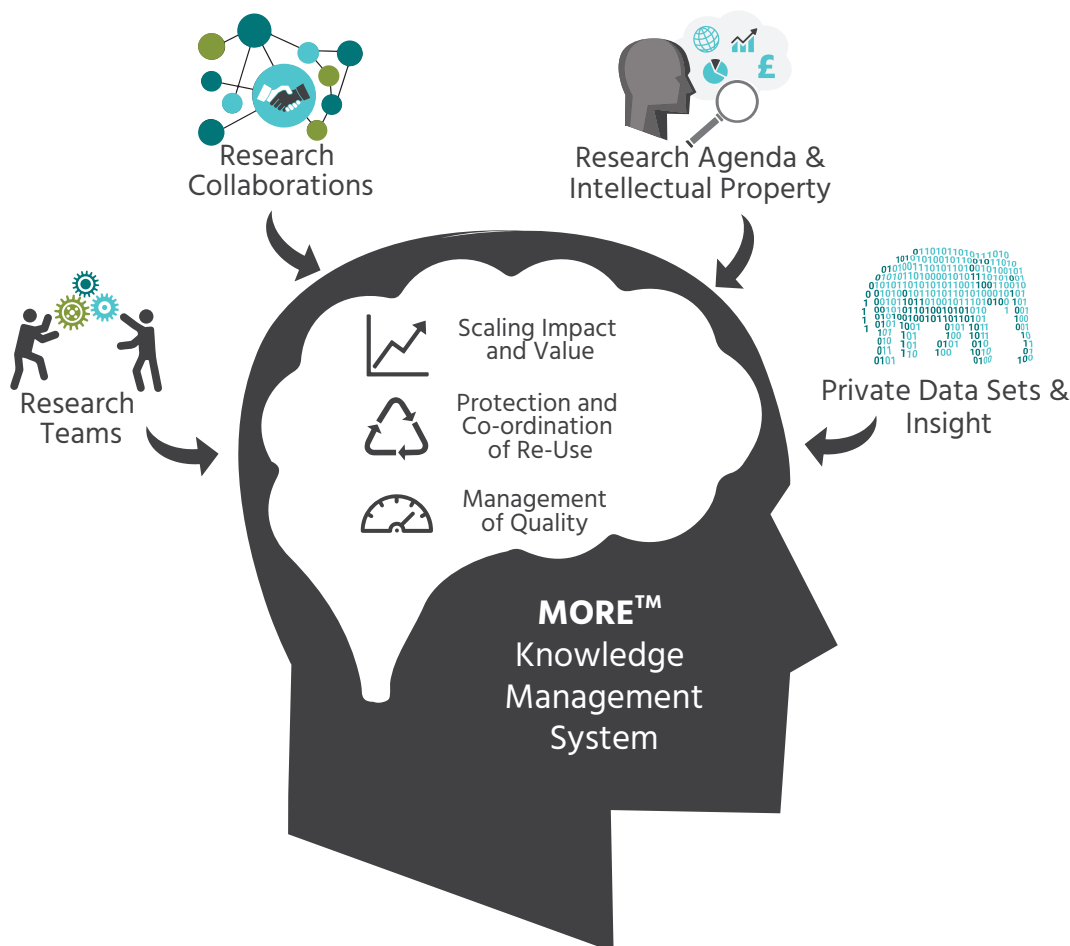
Assess your potential research strengths and assets that can be successfully (re)used to respond to these growing impact opportunities

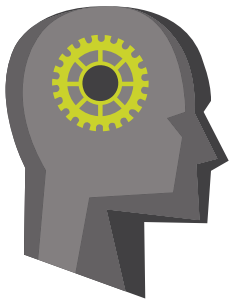
**MORE™** provides our clients with a robust framework and process to build an asset inventory. Cataloguing and characterization of assets highlights areas where co-Investigators from other parts of the organisation and/or externally to develop a credible bid. In any case, the result is a faster and more effective approach to evidence-based decision making when making those 'big calls' on where to direct your resources.

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 champions who ensure the framework and assets can be maintained and reused.





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### Appraise the best opportunities to secure the future success of your research

Managing by facts is well-recognised to be the best strategy for replicable success. **MORE™** provides a structured process and framework that enables organisations to develop a shared perspective and response to important questions such as:

1. Which of the myriad of opportunities are the best fit with our strengths and longer-term plans?
2. How do I objectively assess impact and gather data to support the business case for my bid submissions?
3. How can assets, tangible and intangible, material and virtual, be re-used to improve the impact, value of our research and as a result the reputation of our organisation?
4. How do I monitor the maturity and readiness of assets for re-use?

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 I have and build for the future?

**MORE™** offers a systematic approach to increase your organisational efficiency in responding to challenge-led bids. It enables increased transparency into all of your organisation's relevant research assets, so they can be used to create differentiated relevant high impact proposals. **MORE™** helps research leaders develop a research strategy that is resilient to current uncertainties and to create a differentiated foundation to ensure the organisation's future research success.





## Use MORE™ to ensure that your research has the greatest impact on tomorrow's biggest challenges

To help you achieve this Cambium have developed **MORE™** to accelerate of your best impact and innovation opportunities.

Making a thorough organisation-wide assessment of these significant innovation opportunities is complex and time consuming. It can detract from the day-to-day pressures and priorities. Working with an experienced partner, like Cambium, who understands these new opportunities can significantly increase your impact and improve your productivity.

What's more the availability of our expertise to help augment your resources means that you don't miss out on new opportunities, whilst your research teams are working hard to maintain progress on their current research activities.

Cambium has been supporting the translation of leading-edge, world-class research with academics and thought leaders in industry and commerce for the last 10 years. In the process, we have learnt a thing or two about effective and profitable challenge-relevant innovation.

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](mailto:info@cambiumllp.com) or contact us on **+44 (0) 845 638 3280**

