



Infrastructure

NEW CASE STUDIES FOR 2018



Alderley Park
Babraham Research Campus
Barclays Eagle Labs

Scaleups are by their very nature fast-growing and agile companies and they have a huge appetite for high-quality infrastructure that is flexible and can help them expand.

Access to the right locally based infrastructure is consistently ranked as a significant barrier to scaling businesses, alongside the need in that environment for connection to peer networks, talent, expertise and investors.

CURRENTLY ENDORSED CASE STUDIES



Cambridge Cluster Map
Engine Shed
Google Campus

A striking characteristic of this year's endorsed exemplar programmes is the ongoing emergence of innovative hubs, some of which are sector specific, to meet scaleup needs at a local level that go beyond just a premises solution. They harness access to research facilities, technical expertise, mentorship and peer-to-peer groups.

We also this year draw attention to the way in which the banking sector, **Barclays Eagle Labs**, and **Natwest Entrepreneur Accelerator** (one to watch) is stepping up to address the challenges the scaleup community face with bespoke infrastructure that provides a range of interconnected services to foster scaleup growth. Barclays Eagle Labs – our third endorsed initiative – offers scaling businesses offices and co-working spaces alongside a mix of facilities, workshops and events with experts to help them grow. Support includes mentors and wider connections through the Barclays network enabling introductions to suppliers and buyers within the UK market. Barclays also importantly has as part of this a dedicated **high-growth relationship management team** who work with these businesses across their finance, international and day-to-day cash management/treasury needs.

ONES TO WATCH



FCA Regulatory Sandbox
Level39
NatWest Entrepreneur Accelerator

In the 2018 Review we highlight the work of two hubs Alderley Park and Babraham Research Campus that are pioneering this approach in the field of life sciences. **Alderley Park**, based at the former AstraZeneca R&D facility, offers over one million square feet of state-of-art office and lab space to businesses in the life sciences sector. It provides end-to-end support for companies, from startup to scaleup, supporting the challenge of developing products for universities, hospitals and institutes as well as corporates including connecting businesses to an investor base. The **Babraham Research Campus** is co-located with the Babraham Institute, a world-leading research institute in life sciences, in order to bring research and business together. Funded by the Biotechnology and Biological Sciences Research Council, the site provides laboratory and office facilities, with a supportive and well networked community to new and scaling companies. This again includes connections to investors, buyers, peers and mentors.

Finally, we turn attention to the public sector and the role of a regulator in fostering innovation as we watch with interest the evolution of the **FCA Sandbox** and the role it is playing in providing an infrastructure to help growing financial services firms break down regulatory barriers and test out their business models. We believe this model would work in other regulatory sectors and is one others should seek to emulate.

Alongside these initiatives we continue to see previously endorsed programmes evolving their offerings with:

- **Google Campus London** now offering a **four-month Residency Programme** with personalised support and access to Google resources for globally-minded growth-stage companies.
- **Engine Shed**, Bristol, now planning to expand to two new sites and further embedding a ScaleUp Enabler role to facilitate connections and opportunities across the city and beyond.
- the **Cambridge Cluster Map** continuing to harness data from national and local sources to provide details of all local scaleups enabling potential employees, customers and investors to identify growth opportunities.

Much can be learnt from each of these endorsed and ones to watch initiatives as other localities build their industrial strategies, seek to put scaleups on the map and corporates, financiers, institutes, science parks, etc., consider further how they can repurpose and evolve space to build a comprehensive infrastructure for scaling firms that offers end to end solutions to their challenges.

BARCLAYS EAGLE LABS

DEVELOPING SKILLS FACTORIES TO AID
PRODUCTIVITY AND ECONOMIC GROWTH



IMPACT
FOR
SCALEUPS



1,200

ENTREPRENEURS
SUPPORTED



205

JOBES CREATED
IN 2017



474

LAB
RESIDENTS



18

SITES



£18m

REVENUE RAISED
IN 2017

Barclays Eagle Labs aim to become skills factories for the UK. Now running for more than two years, they offer scaling businesses offices and co-working spaces alongside a mix of facilities, workshops and events with experts to help them scale. Support includes mentors and wider connections through the Barclays network enabling introductions to suppliers and buyers within the UK market.

During 2017 Eagle Labs reached 65,000 individuals, including corporates, schools and businesses and more than 130 businesses attended an accelerator activity hosted or run by a Lab.

There are currently 18 Labs spread across the country, including sites in Wales, Scotland, Northern Ireland, London, the South, the Midlands, the North, the East of England – with two venues within Cambridge – and the Channel Islands. The Notting Hill Lab is a partnership with the Law Society to support emerging Law and RegTech businesses develop new products. Member businesses have access to and licence to use the entire Lab Network.

Each Eagle Lab has:

- An in-house Engineer with the role and capability to support businesses develop physical and digital prototypes;
- High Growth Business Managers who can provide scaling businesses with access to financing options; and,

- Local specialist partners such as the Judge Business School in Cambridge and Edinburgh's CodeBase to build capability.

The aim is to have at least 22 UK Eagle Labs by the end of 2018 and there are plans to develop an international presence, to support scaleups access international markets, talent, supply chains and capital.

A significant element of the approach is to encourage collaborative innovation through peer-to-peer networking and to support this the Labs organise structured workshops. By the end of 2018 Eagle Labs will have an online connector platform allowing easy and in-time access to all residents. The Labs also help develop the skills of the wider community providing skills sessions for young people and training in cyber security.

“I don't think we could have scaled our team successfully without Eagle Labs' support and we are very proud to be the first graduates of Chesterton Road, Cambridge.”

VISHAL CHATRATH, CEO,
PROWLER.IO

“Where the Eagle Lab has really helped is the support from people who really understand our business and what we're trying to achieve. Because Barclays understands where we are trying to get to, the process is much more collaborative.”

JERRY KRYLOVE, CORNER
WEARABLES, SALFORD LAB

“Sure Chill is a fast-growing company with a groundbreaking technology that is changing the way people cool around the world. Currently in a state of rapid growth, we needed a location that was agile enough to suit our expansion with state of the art facilities to continue our innovative product development.”

NIGEL SAUNDERS, CEO, SURE
CHILL, CARDIFF LAB.

For further information about the programme: scaleupinstitute.org.uk/scale-up-programmes/



CALL TO
ACTION

The power of hubs and connected scaleup space that places scaling businesses together allowing collaboration; peer networking and connections to investors, mentors and talent has impactful results. Other corporates can learn from the models deployed in endorsed case studies and consider how they adopt such strategies and practical solutions.

NatWest Entrepreneur Accelerator



More than money – the finance industry providing space and guidance at the scaling phase

Launched in March 2018, this initiative builds upon a previous three-year partnership with Entrepreneurial Sparks and is defined by three key features: community, coaching and networks.

The target is to reach 5,000 entrepreneurs in 2018. Founders from all sectors are offered a personalised journey, working with their Entrepreneurial Acceleration Manager to identify areas of the Accelerator that offer the most value to them. The Accelerator is based on two programmes:

- **Pre-Acceleration** – a 3-month series of physical and digital content and workshops for early stage entrepreneurs; and,

- **Acceleration** – this core programme offers up to 18 months of fully-funded office space in 12 Accelerator Hubs, a tailored learning journey with 12 learning topics, one-to-one coaching and access to partners and mentors. As part of this a bespoke Fintech Accelerator has been launched at the Edinburgh, Bristol, Manchester and London Hubs.

The Hubs host a monthly 'Meet Up' with specific learning content and the opportunity to network with fellow

founders and key players in the local ecosystem. A local Development Manager in each Hub works to coordinate with local stakeholders to provide expertise and support to the businesses. Each hub has strong working relationships with their local universities and higher education bodies, including the Universities of Sussex, Brighton, Birmingham, Aston, Ulster and Queen's University Belfast.

In the Entrepreneurial Sparks format, the programme helped over 3,000 businesses in their scaling journey with participant businesses raising £255m in investment and creating 8,096 jobs.

ALDERLEY PARK

MAKING SCIENCE PARKS WORK FOR SCALEUPS



IMPACT
FOR
SCALEUPS



65

RESIDENT
COMPANIES



>1,200

EMPLOYEES



£21m

FINANCE RAISED
IN 2018



>200

SENIOR INDUSTRY
LEADERS



2

ONSITE
VENTURE FUNDS

Acquired by Bruntswood in 2014 and currently undergoing a £160m investment, Alderley Park is home to the internationally-recognised Mereside bioscience campus managed by Manchester Science Partnerships (MSP).

As well as providing over 1m sq ft of state-of-art office and lab space to businesses in the life sciences sector, the site provides support for companies, from startup to scaleup, supporting the development of products for universities, hospitals and institutes as well as corporates.

All companies on site have access to Alderley Park's flexible infrastructure and scientific services, which allows them to start small (such as a hot desk or single lab bench) and then to expand as their business develops and grows. There are now 65 physical companies on site, the number having grown from 16 in 2013 and over 1,200 employees compared to 47 in the first year.

Following participation in the DEG course in 2018, the Alderley Park biotech business support service – the Accelerator, powered by BioCity – developed a specific Scale-Up Programme to support rapid growth. Through bespoke one-to-one engagement and expertise both onsite and offsite, companies are supported with leadership skills and development, access to finance options and international markets. Other services available relate to raising company

profiles and acquiring the right talent and skills through the site's engagement with universities. Structured support is also available for biotech startups at Alderley Park with a focused Pre-Accelerator and Accelerator programme.

Early in its development, Alderley Park recognised the importance of mentoring and the significant impact a small number of entrepreneurs, business angels and venture capitalists could have on the growth of the site and the companies based there. In 2014 an Expert Mentor Network was established building on the links with senior industry leaders who wanted to contribute to the site's future success. Currently there are over 200 mentors within the network, all of whom are fully integrated into the programmes, providing unique access to global pharma leaders and their networks, as well as senior finance and business executives. Regular network events are also held during which companies can ask the mentors for support in specific areas of business. For scaleups access to markets and funding support have been particular asks.

SECTOR FOCUS



LIFE SCIENCES

“The three co-founding directors attended the first Bio-entrepreneur bootcamp before becoming one of the first tenants with a hot desk. Today, our niche contract clinical research organisation helps a growing portfolio of local, national and international life science clients to transform their promising molecules into valued medicines. This success has allowed us to expand to a team of 48 people and move into a 2,800sq foot office suite.”

STEVE MCCONCHIE,
CEO APTUSCLINICAL

“From a practical perspective, Alderley Park understands that small, lab-based, growing companies need to have space that they can grow into. Alderley Analytical has benefited from this approach on two occasions. Without this approach we would not have been able to attain our current level of growth and would have had to turn work away – letting down our customers and shareholders.”

ELIZABETH THOMAS, CEO
ALDERLEY ANALYTICAL

For further information about the programme: scaleupinstitute.org.uk/scale-up-programmes/



CALL TO
ACTION

Science parks and similar centres have tremendous opportunity to work across their local communities to step up engagement with scaling businesses. Alderley Park is a prime example of what can be achieved at a science park through effective collaboration from which others can learn. We look forward to seeing more exemplars in 2019.

BABRAHAM RESEARCH CAMPUS

PROVIDING A SUPPORTIVE COMMUNITY ENVIRONMENT FOR LIFE-SCIENCE SCALEUPS TO FLOURISH AND GROW



IMPACT FOR SCALEUPS



59
COMPANIES PARTICIPATING



1,027
STAFF EMPLOYED



339%
INCREASE SINCE 2011



£308m
ACCESS TO FINANCE SINCE 2017

The Babraham Research Campus is home to 59 life science companies, co-located with the Babraham Institute, a world-leading research institute in life sciences. World-class research and business come together in a campus environment to promote innovation and strengthen links between academia and the commercial world.

Funded by the Biotechnology and Biological Sciences Research Council, the site provides laboratory and office facilities, with a supportive and well networked community to both startup and scaleup companies.

Campus companies have varying funding streams and structures, from those funded by grants and customer revenues, to those funded by venture capital and larger pharma deals. Others are traded on the public markets. They are translating UK science from ideas into products, services and therapies, creating new jobs, and attracting inward investment.

Over £500m has been invested into these companies through equity and corporate deals post January 2015, and since 2017 campus companies have raised an additional £308m, most of which originating from outside the UK. Several of the companies on campus have grown rapidly and are expected to be among the leading life science companies of the future.

A central element of the success of Babraham Research Campus is that the site brings together like-minded organisations with a common culture, working in the

same industries and sharing experiences and resources. Members of the campus have access to the science laboratories and offices on short-term tenancies, with the opportunity to grow into larger space as the company evolves, and specialist scientific facilities via the Babraham Institute. In addition, companies can access consultancy, specialist equipment, skills training and leadership capacity-building through the Accelerate@Babraham programme which includes mentoring schemes.

The site hosts a number of Venture Capital investors and each year there is a Babraham Investor Conference which brings investors and companies seeking investment together. Campus companies are offered numerous networking events including “show and tell” sessions for major pharmaceutical companies and investors.

Increasingly, the challenge for the campus is to support companies that started on site, but which have grown and are in scaleup stage. The need to provide additional space for fast growing companies has led to the announcement of two investments to build scaleup space.

SECTOR FOCUS



LIFE SCIENCES

“Babraham is a unique bio-incubator environment, set in an inspiring landscape, that provides an immeasurable service to the Cambridge Biotechnology phenomenon”

CHRIS TORRANCE, PHD, CEO, PHOREMOST LTD

“Every company on site benefits enormously from the proximity of the cutting edge Institute and the efforts that the campus make to enable interaction between both academic and commercial groups.”

DR. PETER PACK, CEO, CRESCENDO

For further information about the programme: scaleupinstitute.org.uk/scale-up-programmes/



CALL TO ACTION

Babraham truly creates a space to grow with enablers on site in a coordinated and effective way – others can learn and emulate the practices here as you set up or develop a local hub – no matter the region, sector or facility. Valuable insights and lessons to be had.

Science lessons



The strategies being successfully adopted by Babraham Research Campus in Cambridge and Alderley Park in Cheshire hold lessons not just for the life sciences industry – but for all UK scaleup ecosystems.

Recognise that growth is not continuous

The particular challenges of how to scale up a business in the life sciences sector has been recognised by the Life Sciences Industrial Strategy, which has set a strategic goal of creating, in the next ten years, four UK companies with a market capitalisation of at least £20bn.

Their growth comes in jumps and leaps rather than in a neat linear fashion. The inflection points are decidedly non-trivial; to make the next step in its scaling path, a life sciences company will require fresh finance, larger facilities, additional clinical expertise and an infusion of new commercial talent – all at the same time. “In this industry, there are always ‘big gulp’ moments for the board,” says Andy Richards, biotech entrepreneur and investor and a board member of Babraham Research Campus, “but in a truly vibrant cluster, these discontinuities can be smoothed.”

Understand your tenants – and help curate their growth

One aspect that marks out these campuses is that they regularly review progress with their companies and this is linked to a suite of business growth services, primarily through an extensive events programme that can cover finance, talent acquisition, market access, organisational design and leadership.

“Most science parks focus on incubation and early-stage businesses,” says Anne Dornan, Head of Innovation at Manchester Science Partnerships (MSP). “Our model at MSP is to support businesses at every stage of the lifecycle, creating a very diverse and ever expanding portfolio. We know our companies’ business plans, their growth objectives, and target milestones, when they are going through a major fund-raise or recruitment round, or are about to land a big contract. Working closely with our customers in a proactive way ensures they can access the right support resources at the right time to help meet their growth ambitions.”

“It is critical to have a 360-view of a company,” says Ned Wakeman, Director of Alderley Park Accelerator, powered by BioCity. “You have to understand the

company’s business when it arrives here. You need to help them understand with whom they might they collaborate, or sell their services. Each business has to know why their presence on the Park will be additive for them, the community and the ecosystem – and how they can better grow and develop their business by being here. Our job is to help attract, create, and scale those businesses here through direct support on a one-on-one level with domain and business experts, to structured programmes (early-stage and scaleup), boot camps, commercial workshops, on-site conferences, as well as providing access or introductions to the site’s scientific services.”

Babraham offers access to consultancy, specialist equipment, skills training and leadership capacity-building through its Accelerate@Babraham programme.

Be flexible about property

Facilities can be a real challenge for life sciences companies. Their growth requires constant changes to their infrastructure requirements, in terms of laboratories and offices. They may require access to specialist scientific facilities for short periods. It’s an ever-changing jigsaw puzzle. So flexibility is built into terms, license agreements and access to specialist scientific services and facilities; “we want to ensure that companies can move easily and seamlessly through our portfolio, with security of access to specialist services, so that we are always enabling their growth,” says Anne Dornan.

Alderley Park’s infrastructure allows companies to start as a hot desk or single lab bench and to expand as their business develops. There are now 65 companies on site, the number having grown from 16 in 2013, now with over 1,200 employees compared to 47 in the first year.

The 59 life science companies on the Babraham campus have access to the science laboratories and offices on short-term tenancies, with the opportunity to grow into larger space as the company evolves, and specialist scientific facilities.

Build a community that shares things

Both Babraham and Alderley Park work hard on community building. The co-location of companies can be hugely influential and additive but relationships between businesses have to be built. “Science parks can be sterile places,” observes Andy Richards. “You have to be very pro-active to get people to fit in and work together.”

“Building the buildings is easy,” says Anne Dornan. “It’s building a successful and sustainable business community that can be hard.”

So collaboration is built into the DNA of the campuses. “Collaboration is essential: it takes 100 skill-sets to develop a drug – but a biotech could have only three people,” Wakeman cites an oft-repeated saying, “and it is important to catalyse relationships both locally and nationally.”

Be a talent magnet

For Babraham, the proximity of Cambridge and its dense network of expertise is vital. It is an environment, Andy Richards notes, in which world-class specialists will have their portfolios of projects. “For example, you can secure a top clinical development person for one day per week, if they are excited by your project.”

Develop leaders

Access to finance may be a major challenge for companies but, says Anne Dornan, “the main thing that many need is talent.” Especially for companies with an academic and scientific background, this can often mean help with building an experienced business management team, and recruitment of key board members.

Provide mentors

The provision of mentors is “absolutely critical,” says Ned Wakeman. Soon after it started operations, Alderley Park established an Expert Mentor Network to build on the links with senior leaders within the industry who wanted to contribute to the Park’s future success. The Expert Mentor Network is based on a philosophy of giving something back. “This is not a route for people to seek out investments, non-executive directorships or consultancy assignments,” says Wakeman. “It is only for people who are interested in supporting the companies.”

Attract investors

More than £500m has been invested into Babraham Research Campus companies through equity and corporate deals since January 2015. From 2017, campus companies have raised an additional £308m, the majority of which originated from outside the UK. “There has been a noticeable shift in the quality of investors,” says Andy Richards. “They are more global, more patient and bigger ticket.”

Build strong corporate relationships

Babraham and Alderley Park represent two sides of the same corporate coin. The pharmaceuticals giant AstraZeneca departed from Alderley Park as part of its decision to relocate its global headquarters to Cambridge.

So Alderley Park is the site of numerous spin-outs from AstraZeneca, often started by experienced executives who did not want to move to Cambridge. Strong commercial relationships have been maintained with the pharma giant – according to Ned Wakeman, at least half a dozen companies on site have done commercial deals with AstraZeneca.

At Cambridge, Babraham is feeling the benefits of AstraZeneca’s arrival. “It is the marriage of growth within the environs of a global life sciences company,” says Andy Richards. One impact is on the breadth of available talent: geographical proximity means that AstraZeneca executives can take up board positions on local companies as well as bring their own networks of international talent into the ecosystem.

Measure the impact

“The success of MSP’s portfolio of companies – in terms of revenue and asset growth, employees, investment in R&D, numbers of new products taken to market and levels of internationalisation – are all vital economic performance indicators,” says Anne Dornan. “Our shareholders and wider stakeholders want to see economic impact.”

Multiple stakeholders are a source of strength for these ecosystems

A “triple helix” partnership of public, private and academic shareholders has always been “a key defining feature” of MSP. This combination includes universities, city and county councils, the NHS, and private sector property company Bruntwood. MSP has retained this broad partnership structure since its formation in 1984.

Babraham Research Campus is jointly owned by the Biotechnology and Biological Sciences Research Council (UKRI) and the Babraham Institute, which has the status of a postgraduate department within the University of Cambridge. “Ownership is important as it does drive motivation,” says Andy Richards. “For the Babraham Campus the motivation is the long term health of the bioscience cluster and the companies within it.”

FCA Regulatory Sandbox

Breaking down regulatory barriers



Located at the Financial Conduct Authority's London headquarters, the FCA Sandbox provides an environment for firms to test innovative products, services, business models and delivery mechanisms in the real market with real consumers.

The FCA Sandbox provides support to innovative firms regardless of their size or maturity and accepts applications from firms based internationally; however, the business must intend to operate within the UK financial services market.

Qualifying firms must be looking to deliver innovation that is either regulated business or supports regulated businesses in the UK financial services market.

Their innovation must offer benefits to consumers – either directly or through heightened competition – and be ready to test.

The FCA Sandbox's support to businesses includes the opportunity to test developed technologies, assess commercial viability and pricing strategy and develop their business models in response to the testing. Firms also have access to FCA regulatory expertise.

Launched in June 2016 the programme has had three cohorts, involving 60 firms, 70% London based. Most participants have a retail finance background with others in general insurance, pensions and retirement income, retail investments and lending and wholesale.

Initially the programme has attracted startups, however the FCA Sandbox has the potential to support scaling up by reducing the time and cost of getting innovative ideas to market (90% in cohort 1 are progressing towards a wide market launch) and helping to attract investment (40% in cohort 1 received investment during or following their test).



Others can learn from how this centralised regulatory and governing body is opening up to innovation and streamlining processes to reduce and remove barriers for scaling companies in financial services. We hope other industry, and public sector, regulatory bodies will learn from this and seek to evolve similar schemes to progress access to markets, so vital to scaling up.

Level39



Level39 is an innovation space in the heart of London's Canary Wharf with a focus on supporting early-stage businesses from fintech, cybersecurity, AI, data, blockchain, smart cities and retail technology sectors to grow and transitioning them into scaleup stage.

More than 200 companies have benefited from membership which includes a high-quality infrastructure as well as structured access to investors, mentors and business experts. Level39 has strong connections with executive education provided by Fintech Circle and CFTE (the Centre for Finance, Technology and Entrepreneurship) and informal support from the UCL

School of Management one floor below. Level39 has 200 mentors on its roster, formed of finance executives and former entrepreneurs providing regular advice. Mentors also connect members to procurement departments and leads within financial institutions.

Since Level39 opened in March 2013 it has hosted 1,500 events, provided 92 hours of seminars and workshops,

organised 520 hours of mentoring and 126 investor meetings. It has formal partnerships with China, Korea, Japan, Norway and the UK Government and informal partnerships with financial institutions and corporates globally. Members are encouraged to work with one another, buy from one another, and collaborate. Level39 members raised more than \$150m in finance in 2016 and almost \$100m in 2017.

An immediate measurement of success is a member company outgrowing Level39 and taking commercial office space elsewhere in Canary Wharf and beyond. Companies that have done this include: Revolut, Digital Shadows, Motive Partners, Behavox and Loot.

Updates on currently endorsed case studies



Engine Shed: Infrastructure Hub



Engine Shed, launched in December 2013, is a collaboration between Bristol City Council and the University of Bristol designed to generate and encourage innovation through collaboration and networks. In the past year the hub, based in Brunel's historic building, has provided flexible accommodation for 300 companies and hosted around 29,000 visitors to events and meetings.

Engine Shed hosts the SETsquared Bristol Incubator which supports 83 fast-growth technology businesses and Oracle Startup Cloud Accelerator whose latest cohort had 50% female founders. Investors in Residence help scaleups explore investment options and an Angel Hub, in partnership with UK British Angels Association, brings them together with potential investors.

Supporting scaleups is a central part of the mission and in June 2017 the hub joined forces with West of England LEP piloting a 'Scale Up Enabler' role to develop the broader scaleup ecosystem. The appointment has been confirmed as a full-time Engine Shed post. In 2018 the Hub launched a new Entrepreneurial Outreach service with local partners to bring the established business support ecosystem into under-represented communities. Engine Shed also welcomes school pupils and staff to learn about current STEM careers.

Engine Shed 2 and 3 are both currently in the planning stages and delivery is on track for Engine Shed 2 in 2020 and Engine Shed 3 in 2022.

Google Campus



Campus London is Google's physical space for ambitious businesses. It is operated by Google for Entrepreneurs whose mission is to connect growing young global companies to resources and to each other to work on today's challenges.

The hub is based in a seven-storey building in East London and offers a diverse and connected community alongside world-class education for entrepreneurs, including weekly mentoring sessions.

Globally-minded growth-stage startups can now apply for a four-month Campus Residency that offers personalised support and access to Google resources. Campus Experts Summits bring together an experienced group of Google mentors from across the world for two weeks of hands-on problem solving.

Since opening in 2012, Campus London businesses have created over 4,189 jobs and raised more than £194m in funding. Campus London has over 90,000 registered members; 40% female and from more than 160 countries.

Campus was started in London but has now scaled to six cities – Tel Aviv, Seoul, Madrid, Warsaw, Berlin and São Paulo. On a global level, businesses from the Campus network have created over 15k new jobs and raised more than \$792m since 2012. Last year Google supported members of Campuses around the world to host more than 4,200 events for fellow entrepreneurs.

The power of place and space



Creating a physical environment in which scaleups can thrive is not just about the provision of property. It's about fostering a campus mentality, in which many ingredients are mixed to create a vibrant scaleup culture.

Space to grow

All too often, scaling companies have had to adapt to the physical space available. At places such as Babraham and Alderley Park, the physical space flexes to the growth of the enterprise: companies can start at a single desk, gain access to laboratories and offices on short-term tenancies, with the opportunity to grow into larger space and specialist scientific facilities as the company evolves.

An energetic environment

Thriving hubs are super-busy places. Engine Shed, based in Brunel's historic building in Bristol, provided flexible accommodation for 300 companies and hosted around 29,000 visitors to events and meetings in the past year.

A learning environment

Education is a key role of a successful hub; activities can range from international conferences to specialist workshops, seminars and peer group meet-ups. Barclays Eagle Labs describes itself as "a skills factory for UK businesses."

End-to-end support

Structured programmes for scaleups are becoming a central part of the offer at life sciences parks. At Babraham, companies can access consultancy, specialist equipment, skills training, leadership capacity-building and mentoring through the Accelerate@Babraham programme. Alderley Park has developed a structured scaleup programme.

At Google Campus, globally-minded growth-stage startups can apply for a four-month Campus Residency that offers personalised support and access to Google resources. Campus Experts Summits bring an experienced group of Google mentors from across the world for two weeks of hands-on problem solving. Barclays Eagle Labs provide a venue – as well as a source of participants – for the bank's scaleup programme.

Numerous, committed, local mentors

The Expert Mentor Network at Alderley Park builds on its links with senior industry leaders who want to contribute to the site's future success. The mentors are not expected to invest, seek non-executive directorships

or consultancies with the businesses that they mentor, emphasising that this is a place in which successful individuals can give back.

Expertise on tap

The support service at Alderley Park – Accelerator, powered by BioCity – consists a team of eight with deep business and domain expertise (including M&A, capital raising, R&D leadership) who roll up their sleeves and work directly with companies on site.

Each Barclays Eagle Lab has an in-house engineer with the role and capability to support businesses develop physical and digital prototypes. They also use local specialist partners (e.g. Judge Business School in Cambridge and CodeBase in Edinburgh) to build capabilities.

Finance on the doorstep

Investor days and conferences, which bring companies and investors together, are regular fare for all hubs. More than £500m has been invested in Babraham's campus companies since 2015 – through equity and corporate deals.

Finance and advice can also be available on site. Alderley Park has two on-site venture funds and on-site financiers; Babraham also hosts a number of VC funds, such as Medicxi Ventures. Bristol's Engine Shed has Investors in Residence who help scaleups explore investment options and hosts an Angel Hub in partnership with UK Business Angels Association. Each Barclays Eagle Lab has a high-growth business manager to provide scaling businesses with access to financing options; members of the Cambridge Eagle Lab raised more than £108m in finance in 2017.

Strong peer networks

Successful hubs seek to support collaborative innovation by fostering peer-to-peer networks, workshops and seminars. Barclays Eagle Labs is building an online connector platform to enable easy, in-time access for all its resident companies.



Successful hubs seek to support collaborative innovation by fostering peer-to-peer networks, workshops and seminars

Direct market connections

The Financial Conduct Authority (FCA) Sandbox is located in its London headquarters and provides an environment for firms to test innovative products, services, business models and delivery mechanisms in the real market with real consumers. Support also includes the opportunity to test developed technologies, assess commercial viability and pricing strategy and develop their business models in response to the testing. Firms also have access to FCA regulatory expertise.

At Alderley Park, a former R&D site for AstraZeneca, dozens of companies have spun out of the pharmaceuticals giant and nearly every company on site has hired out of the corporation – demonstrating the value of a “leaky corporate.”

Close to academia....

Strong links to universities play a vital role. Babraham Research Campus is co-located with the world-leading life sciences research institute Babraham Institute. Engine Shed is a collaboration between Bristol City Council and the University of Bristol.

....and to schools

Alderley Park runs graduate events and provides sandwich student and work experience placements. As part of a wider programme of activity, the NatWest Entrepreneur Accelerator supports 12 all-girls state schools near to each of its Accelerator Hubs, providing access to its network of experienced mentors and entrepreneurs.

A key player in the local ecosystem...

Engine Shed and West of England LEP have created a full-time post of ‘Scale Up Enabler’ to develop the broader scaleup ecosystem. The hub has launched an Entrepreneurial Outreach service with local partners to bring the established business support ecosystem into under-represented communities.

...with a deep understanding of local environment

The Cambridge Cluster Map database now covers 14 local authorities, identifying 49,000 companies based in the wider Cambridge region with a combined employment of 458,000 and turnover at £77bn. Enhanced information showing the location of employment is being used to inform the modelling of local housing and transport infrastructure needs.

A window onto the world

The promotion of inward investment and developing opportunities for collaboration and access to international customers plays an important role. Places such as Alderley Park and Babraham exploit their growing international reputations by regularly hosting visits from biotech companies from Asia, Europe and North America.

Strong social connections

The campus mentality extends to services and benefits that are focused on individuals and their families. The site at Alderley Park has a full-service gym and a dedicated specialist company, ClubAZ, whose role is to run events and help build an on-site culture – from family fun days to film premieres to cycling weekends.