

# Annual ScaleUp Review Highlights 2019



## ACKNOWLEDGEMENTS

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The full ScaleUp Annual Review can be accessed at:  
[www.scaleupinstitute.org.uk/scaleup-review/](http://www.scaleupinstitute.org.uk/scaleup-review/)

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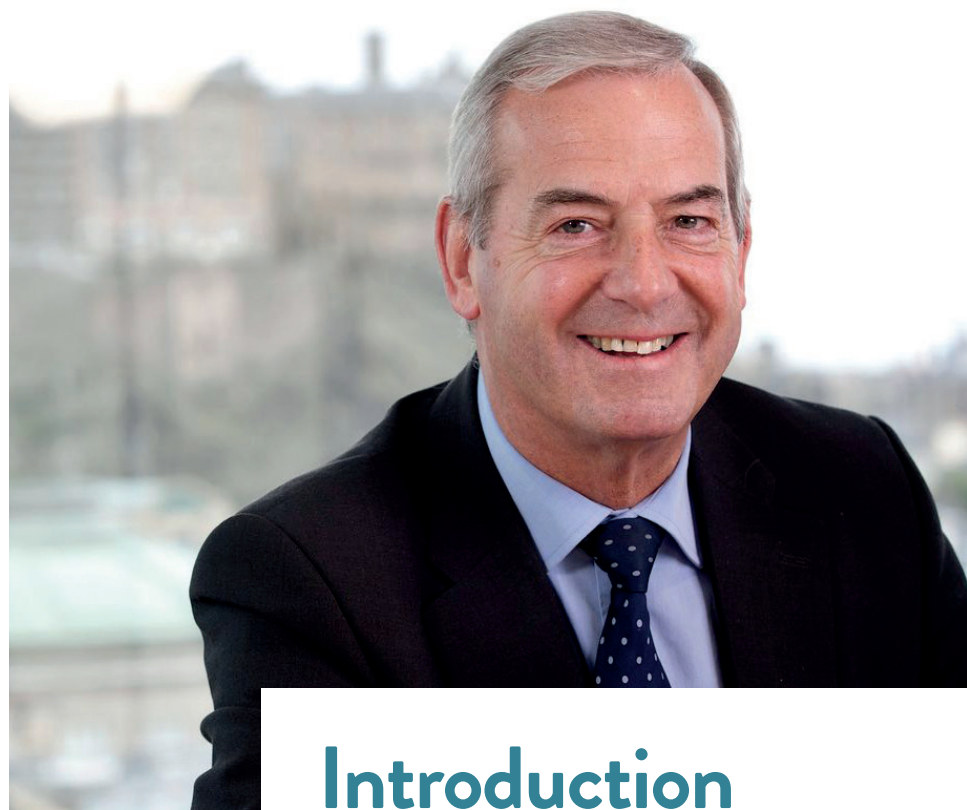
## The ScaleUp Institute's core purpose is to:

- **Ensure scaleups are a national priority** embedded into the local fabric of the communities in which they operate, with solutions delivered across the private and public sector to break down the barriers they face.
- **Engage as a national data observatory**, providing insight on the scaleup ecosystem across the UK, disseminating and analysing the most recent data, ensuring scaleup businesses are on the map and providing benchmarks for the landscape each year to see where more can be done. Acting also as an international barometer and assessor.
- **Educate** on what is needed to create and foster a local ecosystem 'match fit' for scaling businesses at every stage of their growth journey, and to highlight well- evidenced impactful programmes and practices from which others can learn, emulate and improve.
- **Enhance knowledge** of scaleups through research, data, policy and analysis, to understand their needs and which localities of the country have the greatest requirement for private and public sector engagement, resources and investment to propel scaleup business growth.

## 3 Key principles guide our work:

1. **Data and evidence** – building upon what works: We will rigorously assess interventions and programmes based on data and evidence of measurable impact.
2. **Segmentation**: Businesses are not homogeneous – scaling business must be treated as a separate segment with bespoke solutions.
3. **Client centric and local**: Scaleups value locally delivered solutions – even when a programme is national. In a growing company, time is a scarce commodity and community level engagement is essential, alongside active relationship management.

These principles we believe should be at the heart of efforts to overcome the challenges which scaleups have continually identified to their growth. We will continue to champion them.



## Introduction

**Lord Smith of Kelvin,  
Chair, British Business Bank**

**As this Review highlights, scaleup businesses are a critical part of driving growth and productivity across our economy.**

Over four years we have seen a 35% rise in the number of high growth businesses, up to 36,510 in 2017. Collectively scaleups generate 20% of all turnover, and 20% of employment growth amongst all existing businesses.

This Review highlights the strong progress made, and some of the crucial opportunities and challenges to address moving forward to help businesses unlock their potential and scale up.

The British Business Bank takes this challenge very seriously, and over the course of the past 5 years has put in place a series of initiatives to address the scaleup finance challenge. This includes our Finance Hub, providing clear information to scaleup businesses on growth capital, our UK Network engaging with local areas to boost demand, and the launch of British Patient Capital boosting the supply of long term finance for innovative, fast growing firms.

The ScaleUp Institute continues to make a real impact on scaleups across the country through their research and education programmes.



## Introduction

**Simon Edmonds, Deputy Executive Chair  
& Chief Business Officer, Innovate UK**

**High growth and scaling businesses are core to future economic growth. At Innovate UK, part of UK Research and Innovation (UKRI), we remain resolutely committed to making the UK one of the very best places in the world for such businesses to innovate and scale, at pace. To us, this matters because business-led innovation is how we will maximise the economic and societal benefits of new ideas over the long term.**

To best support those businesses we focus on creating an enabling environment that encourages innovation in all businesses with the potential to grow and scale, right across the country. We are placing more emphasis on identifying and investing in high-growth SMEs with the potential and ambition to grow through innovation. This is reflected in the way we assess and fund innovation projects and the wider support delivered, including for high potential scaleups.

In this year's ScaleUp Index it is pleasing to see that grant funding made by Innovate UK of £205m has leveraged a further £2.8 billion from the private sector thus enabling 642 scaling businesses to break through the £10 million turnover barrier to visible scale and on-going growth.

Alongside the significant efforts of the regional offerings in this space, mapped previously by the ScaleUp Institute, our own national scaleup service has just passed £25m in funding rounds for previous cohorts (28 companies) and is creating over 300 jobs, while the 2019 cohort (another 20 companies) are poised to receive support from our scaleup director team, with further funding rounds of £8m in progress.

By working together with expert partners we can continue to help ambitious businesses to grow their revenues and employees, penetrate new markets at home and overseas, connect with potential investors and customers and overcome their barriers to growth. Within UKRI this is our key specialism and focus.

We look forward to continuing our partnership with the ScaleUp Institute, our joint events with the London Stock Exchange and other activities in the scaleup ecosystem over the next year, including greater involvement with our Catapult Centres.





# Foreword

**Sherry Coutu**  
Chair, ScaleUp Institute

**This Review marks three major milestones in the UK's scaleup journey. It is six years since the Government asked me to write the Scaleup Report on UK Economic Growth, five years since I made 12 recommendations to pave the way for the UK to become a scaleup economy and four years on from when I co-founded the ScaleUp Institute to work with ecosystem stakeholders to increase the proportion of businesses that scaleup in the UK.**

With the publication of this 2019 Annual Review, I complete my term of office as pro-bono Chair of the ScaleUp Institute. The moment is right to take stock of the progress we have made together since 2014 and set down some markers for the future journey.

When I was commissioned to write the Scaleup Report on how to stimulate UK economic growth, I reflected that: "Competitive advantage doesn't go to nations that focus on creating companies, it goes to nations that focus on scaling companies."

The evidence was stark: the UK economy was lagging behind the US and other leading economies in the extent to which our companies scale. It was a major issue for the UK, because scaleup companies are crucial to national competitive advantage in that they drive economic growth, job creation, and productivity in the longer term. I identified three pillars that should be the focus of future efforts to sustain scaling companies: the need to share data and evidence, the vital role of education and the ability to create an enabling ecosystem – both local and national.

Five years on, it is pleasing to bear witness to the total number of scaleups having increased by 35% today in the UK compared

to 2013. Our reach has extended further into the political and global arena. Year on year, more organisations are stepping to focus on scaleups to help realise their potential as engines of growth. At our urging, we have seen the creation of a Ministerial Champion for Scaleups and scaling up has been a significant element in Government reports, announcements and Budgets.

We have forged valuable partnerships with ONS and HMRC to develop innovative ways of using data to identify businesses that need specific scaleup support. We are working closely with Innovate UK and the British Business Bank to deal with the fundamental challenges of scaling businesses.

Looking back, a lot has been achieved. Looking forward, it is clear that there is still more to do. Across the UK, regional disparities remain and there are too many areas stubbornly lagging in scaleup growth. If they have not already done so regions must build scaleups into their local economic strategies. The guiding principle should be to build on what exists and is effective rather than spend time and energy reinventing new schemes.

I continue to believe that the power of data is the key to unlocking scaleup potential and the accompanying economic growth that results from it. Releasing and harnessing available data will be vital to monitor the efficacy of the scaleup interventions and policies across the private and public sectors that have sprung up to address this national crisis, as well as to connect scaling businesses to the resources they need.

In the UK economy, there are talented entrepreneurs who are scaling multiple times. Let's find them and ensure they get the finance to sustain their businesses and build the momentum that will create the UK giants of the future as well as the networking opportunities that allow them to grow and spread their influence to other ambitious business leaders. That's the glittering prize for the UK economy.

Working together we have the power, the ambition and the commitment to achieve our goal of making the UK the global leader for scaleups.





## Executive overview

**Irene Graham**  
CEO, ScaleUp Institute

**Scaleups are making an immense contribution to the UK economy but we cannot be complacent. The race is on to meet the challenge set by our international competitors and climb to the top of the OECD rankings.**

While we can be heartened by the progress made over the past five years we need to focus on maturing the scaleup system to ensure it is sustained and can meet the demands of scaleup companies and the core challenges that they face. Scaleups remain our most ambitious, innovative and international firms. Determined to grow even further in 2020 despite uncertain headwinds. Scaleups are giving us a very strong signal that the ecosystem is failing to make enough headway to close the talent and markets gaps. These two challenges will be a priority focus for us in the coming 12 months.

As we progress our mission to drive forward awareness of scaleup challenges and the action needed we will put better collaboration with government, universities and big business at the top of the agenda. Along with continuing to make progress to close the finance and export gaps. While ensuring no gap emerges with EU dynamics still in the mix.

We will continue to focus action at a local level. We will work to ensure that programmes specifically designed to support scaleups are provided equally across the country, further collaborating with Innovate UK and British Business Bank. Leveraging and evidencing what works. We will encourage the further development of peer networks as well as helping link up more talented, experienced non-executive directors with fast growing companies.










We are delighted this year to launch our ScaleUp Programme Finder, supported by Innovate UK, to meet the request of scaleups to have a single source of information on what is available and equally also allowing these businesses to register for consideration to take part in programmes.

All those who want to see the UK take its place in this new era as the best nation in which to scale a business are invited to join us in driving this exciting agenda forward. We thank those already committed to that journey, including our founding Chair Sherry Coutu who has been a formidable force in putting scaleups on the map and look forward to collaborating with Adam Hale as our scaleup leader incoming Chair.

To continue reading my full executive overview, visit the full online review at: <http://www.scaleupinstitute.org.uk/scaleup-review/>

WHY SCALEUPS MATTER

 <p><b>SCALEUPS ARE PRODUCTIVE</b></p> <p>Scaleups are more productive than their peers, generating an average of £328,000 turnover per employee.</p>	 <p><b>SCALEUPS ARE INNOVATIVE</b></p> <p>3 in 4 scaleups have introduced or improved a product/service/process in the last three years, twice the rate of large firms, and they are significant adopters of new technologies.</p>
 <p><b>SCALEUPS ARE INTERNATIONAL</b></p> <p>Two thirds of scaleups are involved in international trade, in a range of markets across the world. They are looking to expand further internationally despite Brexit.</p>	 <p><b>SCALEUPS ARE ACROSS ALL SECTORS</b></p> <p>Scaleups span the economy: the majority of them operate in sectors outside of technology.</p>
 <p><b>SCALEUPS CREATE HIGH QUALITY JOBS</b></p> <p>Scaleups help create high-quality jobs with more satisfied employees – employing 3.4m workers and creating c. 3,000 new jobs per week.</p>	 <p><b>SCALEUPS ARE DIVERSE</b></p> <p>38% of all scaleups have at least one female director.</p>
 <p><b>SCALEUPS ARE GOOD CORPORATE CITIZENS</b></p> <p>56% of scaleups offer opportunities to young people through work experience, internships or apprenticeships. They offer apprenticeships at twice the rate of typical firms.</p>	 <p><b>THEY PLAN TO GROW</b></p> <p>9 out of 10 scaleups expect to scale again in the coming year. 1 in 3 expect to achieve 50%+ turnover growth. 1 in 5 expect to achieve 50%+ employee growth.</p>

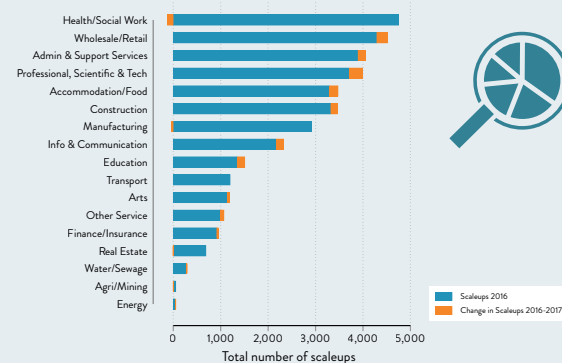
<b>KEY FINDINGS FROM ONS</b>	 <p><b>36,510</b></p> <p>The total number of scaleups in the UK. The figure has increased by 3.7% from 2016 - representing 1,300 additional scaleups.</p>	 <p><b>3.4m</b></p> <p>People employed by scaleups in 2017, across all sectors and local areas of the UK economy.</p>
 <p><b>£1.3trn</b></p> <p>The total amount of turnover generated by scaleups. This is up 34% on 2016, and compares to a turnover of £1.9 trillion by all SMEs combined.</p>	 <p><b>0</b></p> <p>There are now no scaleup 'cold spots' in the UK. There were nine such areas in 2015 - where growth of fewer than one additional scaleup per 100,000 of population was being achieved.</p>	 <p><b>4.6x</b></p> <p>Difference in growth of scaleup numbers between the fastest growing region and the slowest, highlighting the persisting regional disparities and need for more action at a local level.</p>
 <p><b>Wholesale/Retail Professional, Scientific and Tech Accommodation/Food</b></p> <p>Sectors which have seen the highest growth in scaleups.</p>	 <p><b>TOP LOCAL AUTHORITIES</b></p> <p><b>Craven, North Yorkshire. Stratford-upon-Avon. Welwyn Hatfield</b></p> <p>Have the highest scaleup growth outside of London</p>	 <p><b>35%</b></p> <p>More scaleups in the UK in 2017 compared to 2013. This has far outstripped GDP growth, which over the same time period rose 9%.</p>
		 <p><b>42%</b></p> <p>Productivity premium of scaleups compared to their peers in the same sector (on average). Scaleups continue to be more productive than their peers across virtually all sectors of the economy.</p>

Source: ONS IDBR 2010-2017

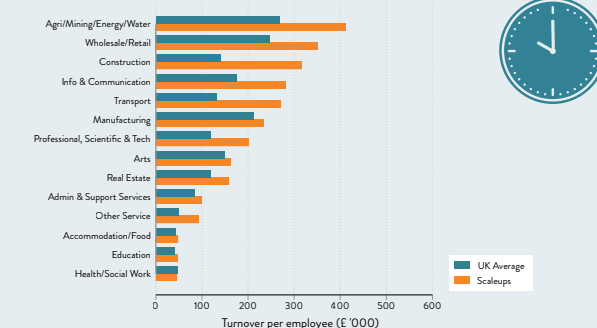


# THE SCALEUP LANDSCAPE

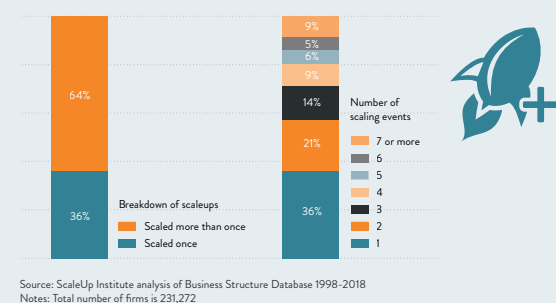
## SCALEUPS BY SECTOR



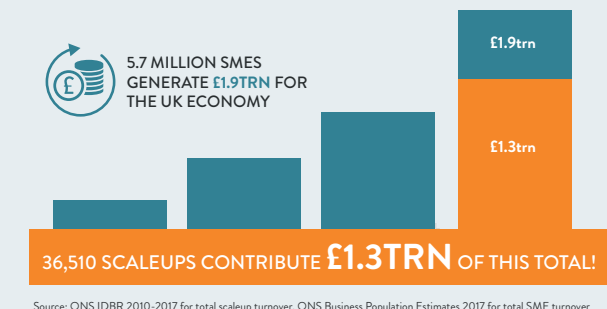
## SCALEUPS ARE MORE PRODUCTIVE THAN THEIR PEERS ACROSS ALMOST EVERY SECTOR



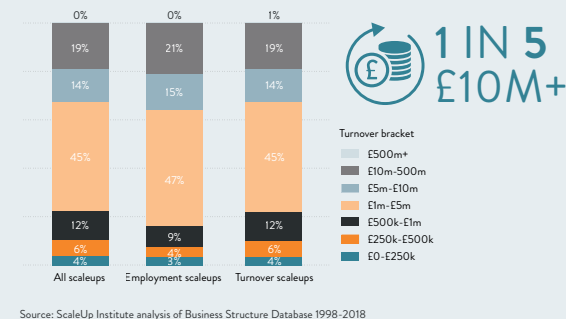
## SCALEUPS SCALE MULTIPLE TIMES



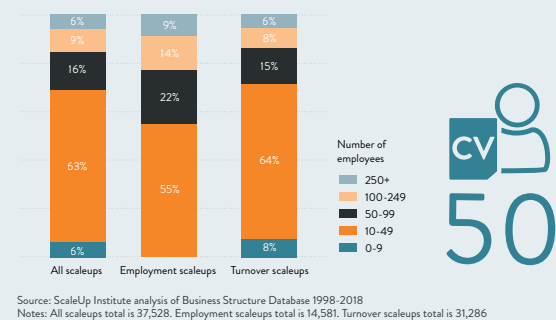
## SCALEUPS ARE THE GROWTH CHAMPIONS OF SMES



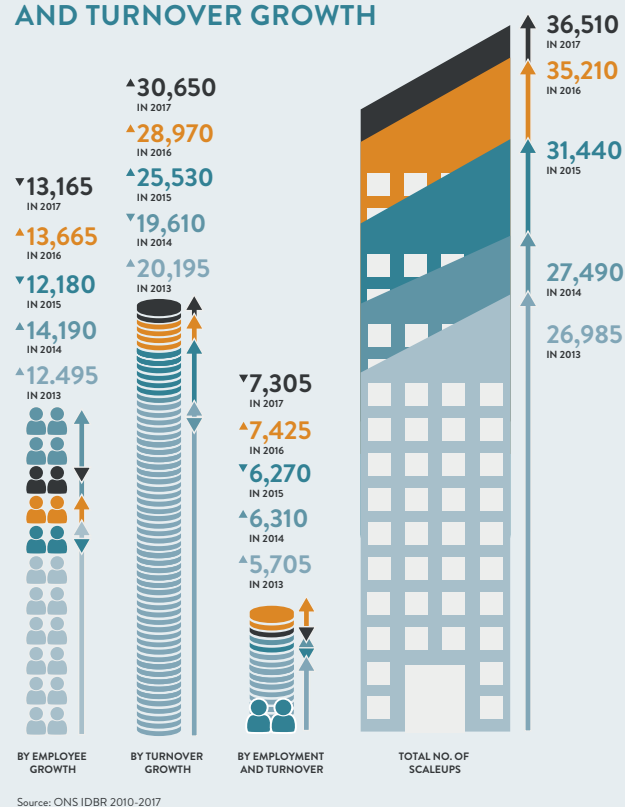
## A LARGE PROPORTION OF SCALEUPS HAVE ANNUAL TURNOVER OF £1 MILLION-£5 MILLION, WITH ONE IN FIVE HAVING TURNOVER IN EXCESS OF £10 MILLION



## MOST SCALEUPS HAVE LESS THAN 50 EMPLOYEES, 94% HAVE LESS THAN 250

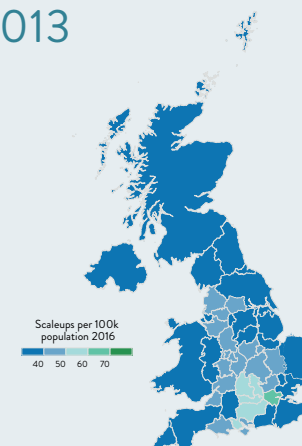


## UK SCALEUPS BY EMPLOYMENT GROWTH AND TURNOVER GROWTH



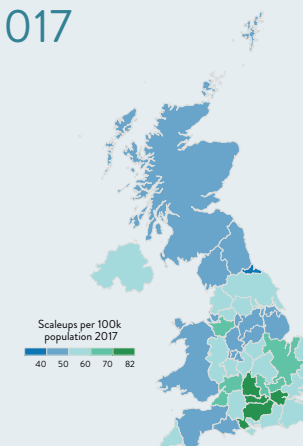
## SCALEUP DENSITY AROUND THE UK (NUMBERS BY 100K POPULATION) IS INCREASING

2013



SOURCE: ONS IDBR 2010-2017

2017



SOURCE: ONS IDBR 2010-2017

MEDIAN NUMBER OF SCALING COMPANIES PER 100,000 HAS INCREASED FROM 50 IN 2016 TO 52 IN 2017, AND SINCE 2013 FROM 45 TO 52

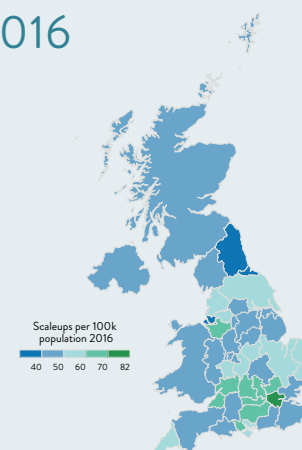
45 TO 52 since 2013

MEDIAN INCREASE PER ANNUM HAS INCREASED FROM 3.9/100,000 FROM 2013-16 TO 4.2/100,000 FROM 2014-2017

4.2 100,000

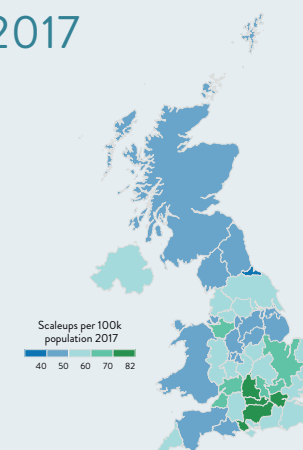
## EVEN IN BETWEEN 2016 TO 2017 WE SEE GOOD PROGRESS IN THE MIDLANDS, NORTH EAST AND SOUTH EAST

2016



SOURCE: ONS IDBR 2010-2017

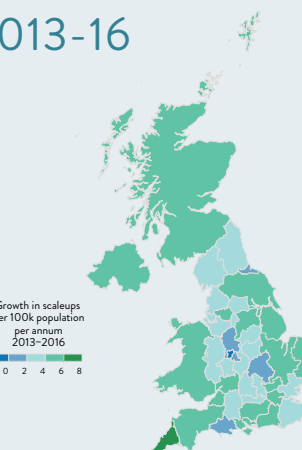
2017



SOURCE: ONS IDBR 2010-2017

## THE GROWTH IN THE NUMBER OF SCALEUPS (NUMBERS BY POPULATION) IS INCREASING

2013-16



SOURCE: ONS IDBR 2010-2017

2014-17



SOURCE: ONS IDBR 2010-2017

THERE ARE NO 'COLD SPOTS' IN THE UK

OXFORDSHIRE, YORK, NORTH YORKSHIRE AND EAST RIDING, AND THAMES VALLEY BERKSHIRE HAVE SEEN THE HIGHEST SCALEUP GROWTH RELATIVE TO THEIR POPULATION



0

# THERE ARE 5,456 'VISIBLE' SCALEUPS

(WHO FILE FULL ACCOUNTS AT COMPANIES HOUSE)

## METHODOLOGY

**13,746**

visible scaling legal entities  
examined

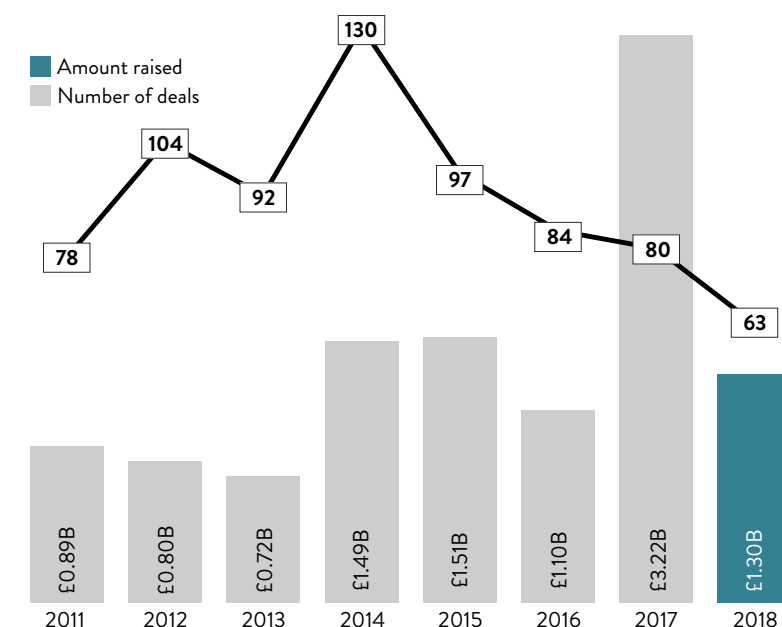
**8,290**

legal entities excluded  
(charities, PLCs, foreign HQ,  
duplicate subsidiaries)

**5,456**

unique scaleup businesses

## ANNOUNCED EQUITY INVESTMENT INTO VISIBLE SCALEUPS OVER TIME



## TOP SECTORS BY NUMBER OF VISIBLE SCALEUPS

Property/land development and construction	749
Other manufacturing and engineering	452
Distribution	377
Food and drink processors	319
Builders	282

## TOP LEPS BY NUMBER OF VISIBLE SCALEUPS (EXCLUDING LONDON)

South East	280
Greater Manchester	235
Leeds City Region	205
South East Midlands	144
North Eastern	143

## TOP VISIBLE SCALEUPS BY EMPLOYEE COUNT

OCS	79,117
Cordant Group	39,513
Bestway Wholesale	27,919
Home Bargains	22,816
The Staffing Group	18,087

## TOP VISIBLE SCALEUPS BY TURNOVER

Greenenergy	£16.8B
ED&F Man	£6.22B
A-Plant	£4.50B
BestWay Wholesale	£4.13B
Dyson	£3.54B

## KEY FIGURES 01/11/2011 – 31/08/2019

**5,456**

number of  
visible scaleups

**£205M**

Innovate UK  
grants

**57%**

scaling for  
2+ years

**235**

female-led  
visible scaleups

**899**

visible scaleups  
using equity

**28%**

scaling for  
3+ years

## TOP EQUITY INVESTORS BY DEALS INTO VISIBLE SCALEUPS 01/11/2011 – 31/08/2019

**85**

BGF

**24**

Draper Esprit

**17**

Crowdcube

**17**

Index Ventures

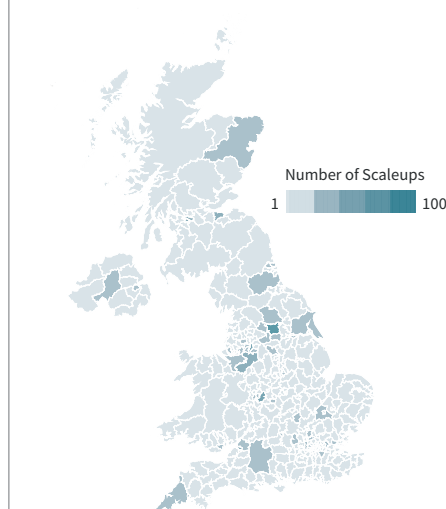
**16**

Lloyds  
Development Capital

## VISIBLE SCALEUPS IN LONDON BY LOCAL AUTHORITY



## VISIBLE SCALEUPS IN THE UK BY LOCAL AUTHORITY



**23%**

**INCREASE IN  
THE NUMBER  
OF VISIBLE  
SCALEUPS**

Based on Companies House  
data excluding charitable and  
third sector scaleups and listed  
companies, which will be subject  
to separate analysis.

Data Analysed by Beauhurst

**Beauhurst**



# SCALEUP PUBLIC PROCUREMENT

Based on visible scaleups from Companies House data, excluding charitable and third sector scaleups.

Data analysed by Tussell, based on the period Jan-Dec 2018.



**423**  
visible Scaleups won...



**...2,427**  
contracts issued by the wider public sector in 2018

This compares to 20,306 SME peers appearing on over 48.6k contracts and 10,243 large corporates on 46k contracts

## Visible scaleups won over 2% of all awards issued



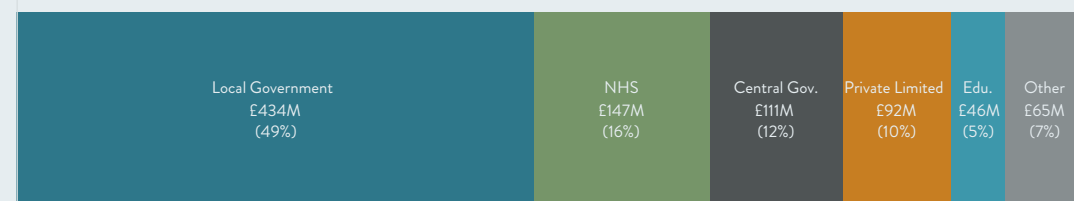
Local Government buyers were the most important for Visible Scaleups in 2018. Accounting for 38% of all contract awards, as well as 49% of the total value awarded.

Number of Scaleup Awards by Buyer Type\*



Other = Charities and Non-Profits, Housing Associations, Parish Councils, Public Limited Companies, Limited Liability Partnerships, Royal Charter Bodies and The Church of England

Value of Scaleup Awards by Buyer Type



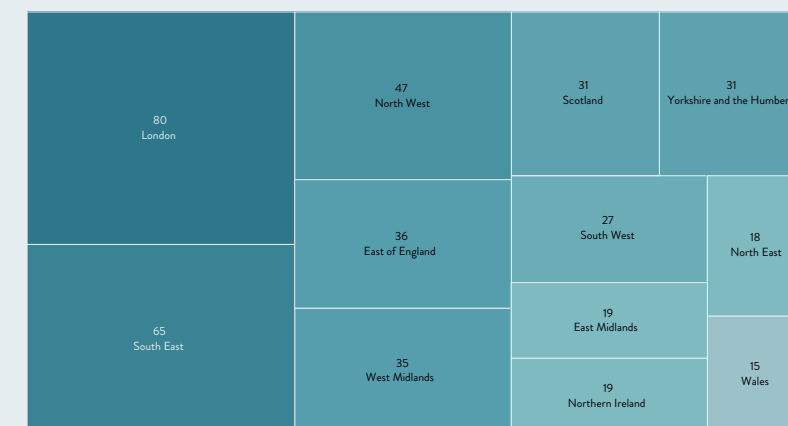
Edu. = Further and Higher Education and Schools

## IN 2018, THE TOP BUYERS FROM VISIBLE SCALEUPS WERE:

1. FCO Services
2. Opus LGSS People Solutions
3. London Borough of Waltham Forest
4. Birmingham City Council
5. University of the West of England, Bristol
6. NHS Midlands & Lancashire CSU

## SCALEUPS BY SECTOR AND REGION

Number of Scaleups winning Contracts by Region (Minimum 10 Visible Scaleups)



Scaleups across all sectors won contracts, those in the construction sector won the most winning 22% of all awards. Novosco Ltd, based in Northern Ireland, was the top visible scaleup by award value. Winning a contract for outsourced IT services issued by Cambridge University Hospitals NHS Trust worth £109m.

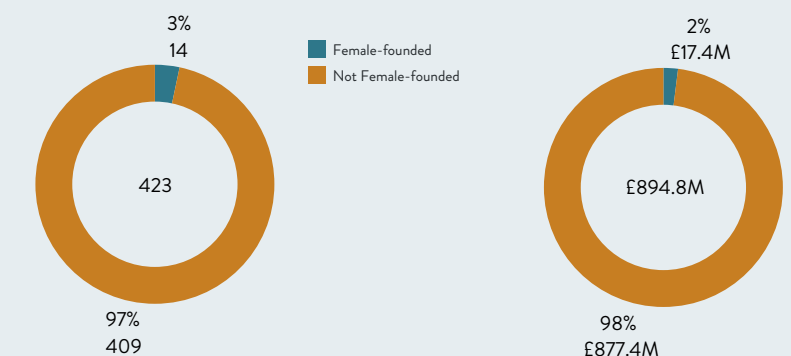
The visible Scaleups that won public sector contracts in 2018 were largely concentrated in London and the South East. Outside of London, the next most successful visible Scaleups came from Manchester.

Number of Female-Founded Scaleups winning Government Contracts

Value of Awards Issued to Female-founded Scaleups

## FEMALE FOUNDERS

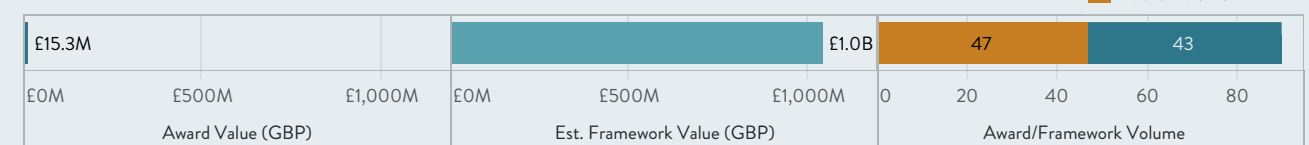
Only 14 contract winning visible Scaleups were founded by women. Similarly only 2% of the £895m worth of awards issued to Scaleups by the wider public sector went to ones founded by women.



## SCALEUPS LISTED ON AIM

Over the course of 2018, 24 Scaleups listed on AIM won a total of 90 contracts, awards and frameworks included. The awards had a combined lifetime value of £15m, and the frameworks had a potential value of up to £1bn.

Value of Awards/Est Framework Value/ Volume



# 2019 SCALEUP SURVEY

## AT A GLANCE

**509**  
ScaleUp businesses generating

**£5.6bn**  
in turnover and seeking to grow this to £9.4bn in 2020

**£328k**  
revenue per employee  
They are highly productive averaging

THESE SCALEUPS CAME FROM ACROSS ALL REGIONS AND SECTORS  
THEY VARY CONSIDERABLY IN AGE, AND MANY ARE LONG ESTABLISHED BUSINESSES



### THEY REMAIN AMBITIOUS

9 IN 10 EXPECT TO GROW IN 2020 WITH

**6 IN 10**  
expect to achieve  
20%+ turnover growth next year

**1 IN 3**  
expect to achieve  
50%+ turnover growth

**5 IN 10**  
expect to achieve  
20%+ employee growth next year

**1 IN 5**  
expect to achieve  
50%+ employee growth

### THEY ARE HIGHLY INNOVATIVE

**3 IN 4**  
have introduced a new/improved product,  
service or process in the last three years

**OVER 2x**  
the innovation rate  
of typical firms

**71%**  
of scaleups use software to  
facilitate collaborative work

**65%**  
of scaleups use software to monitor  
business activities or productivity

IN THE COMING YEAR 4 IN 10 EXPECT TO LEVERAGE BIG DATA AND AI OPTIONS

### THEY ARE GOOD CORPORATE CITIZENS

**56%**  
offer opportunities to young people through:  
WORK EXPERIENCE (5 IN 10)  
APPRENTICESHIPS/INTERNSHIPS (3 IN 10)

**2x**  
as many scaleups  
offer apprenticeships  
as typical firms

**36%**  
of scaleups consider  
themselves to be  
social businesses

**6 IN 10**  
employ staff from  
the EU and

**3 IN 10**  
employ staff from  
outside the EU

### THEY ARE INTERNATIONAL

**53%**  
export

**46%**  
are engaged in  
trade with the EU

**36%**  
are engaged in trade  
outside the EU

### THEY HAVE (OR ASPIRE TO HAVE) LARGE CORPORATES AND GOVERNMENT AS CLIENTS

**5 IN 10**  
scaleups sell to large  
corporates with

**3 IN 10**  
collaborating with  
them to develop a new  
product or service in  
the last 3 years

**2 IN 10**  
sell into local or  
national government  
with

**1 IN 10**  
collaborating with  
Government to  
develop a new product  
or service in the last  
3 years

**3 IN 10**  
of those not currently selling into  
government have aspirations to do so

**4 IN 10**  
of those not currently selling into large  
corporates have aspirations to do so

## LOOKING FORWARD

High ambitions to grow but concern it will become harder to scale in the UK with limited support and barriers to be addressed

### THE KEY FACTORS THAT WILL ALLOW SCALEUPS TO CONTINUE TO GROW ARE:

**82%**  
Access to UK (74%)  
and international  
(42%) markets

**72%**  
Access to talent

**55%**  
Access to infrastructure  
/ premises

**50%**  
Access to right bank  
/ equity finance

**47%**  
Leadership development  
and training

When picking their top priority, access to talent and access to UK markets remain by far the most important factors.

### KEY SOURCES OF FUTURE HELP TO GROW ARE LOCAL:

**57%**  
Access to NEDs and  
mentors

**43%**  
Peer networks

**30%**  
Access to hubs;  
universities and  
financiers

**7 IN 10**  
would like a single point  
of contact to act as a relationship  
manager for them. They want to be  
identified as a scaleup.

### SCALEUPS WOULD LIKE EASIER ACCESS TO GOVERNMENT RESOURCES OF:

**48%**  
Growth Hubs and LEPs

**47%**  
Public sector funding for  
innovation and R&D

**40%**  
General business support  
from government

**38%**  
Innovate UK

### SCALEUPS KNOW THEY ARE DOING WELL

59% agree that they are outperforming their peers. But four out of ten feel there is little support for businesses like them (41%) and half have concerns about whether the UK will continue to be a good place to do business (45%).

## KEY CHALLENGES



#### TALENT

Key future skills for scaleup employees are critical thinking (79%) and service orientation (61%). 6 out of 10 employ staff from overseas which they believe is vital/very important they can continue to do so.



#### MARKETS

Only 1 in 10 scaleups collaborate with government while 2 in 10 sell to government; 2 in 10 collaborate with universities; and 3 in 10 collaborate with corporates while 5 in 10 sell to them. Scaleup leaders cite selling into both government and large corporates is made more complicated by complex processes (49%), being able to spot relevant contracts to bid for (41%) and the time it takes to win a contract (40%). They value a relationship management approach and are keen to do much more with the private and public sectors.



#### INTERNATIONAL MARKETS

Scaleups are already doing business across the world, and want to do more in regions such as North America, Australasia, the Middle East, China and India. Key barriers to exporting are limited access to overseas customers, not having the talent to make overseas sales, uncertainty over Brexit and difficulties finding overseas partners. A dedicated export relationship management approach is valued.



#### LEADERSHIP

Scaleups are looking for support from a network of peers (43%) and non-executive directors (34%) - both of which are dialling up in importance. They also want to develop their existing leadership team by training (47%) and / or by recruiting (42%) experience growth leaders into the executive team. Access to effective mentoring is also recognised as valuable (36%).



#### FINANCE

Three quarters of scaleups are using external finance (75%). Of those, six out of ten feel they do not have the right finance in place for their business. One in five scaleups are using equity finance and one in ten plan on using it in the near future. Many cite a fear of losing control (16%) or thinking it is not suitable (12%) as their reasons for not using this form of finance. The knowledge gap about equity finance appears to be closing - the percentage of scaleups who do not know anything about equity finance has fallen from 17% to 10%.



#### INFRASTRUCTURE

Infrastructure remains a critical component to get right for our scaleups, with 55% saying it was vital or very important. Scaleups are also seeking greater support from universities and R&D facilities.



# LOCAL PROGRAMMES

✓ SUI ENDORSED / ONE TO WATCH

## NORTHERN IRELAND

12

HALO BUSINESS ANGEL NETWORK (HBAN)  
IOD ACADEMY  
KERNEL CAPITAL  
SCALING FOR GROWTH  
TECHSTART NI  
WAY TO SCALE

ACCESS TO FINANCE  
AMBITION TO SCALE  
BOOST 2020  
VENTURE FOR SUCCESS  
CORPORATE VENTURES  
MSC STRATEGIC GROWTH

## YORKSHIRE AND THE HUMBER

9

ENRG2  
BUSINESS LOAN FUND  
GROWTH PROGRAMME  
INVESTOR READINESS  
LEADER - COAST, WOLDS, WETLANDS AND WATERWAYS

MANUFACTURING GROWTH PROGRAMME  
NORTHERN POWERHOUSE INVESTMENT FUND  
STRATEGIC BUSINESS GROWTH PROGRAMME  
SPARK FUND

## EAST MIDLANDS

30

DIGITAL GROWTH PROGRAMME  
EAST MIDLANDS TRADE ASSOCIATION  
HIGH PERFORMANCE LEADERSHIP PROGRAMME  
SCALE UP MANAGEMENT AND LEADERSHIP PROGRAMME  
BUILDING BETTER SUPPLY CHAINS IN GREATER LINCOLNSHIRE  
BUSINESS GATEWAY  
COLLABORATE GROWING BUSINESS TOGETHER  
D2N2 GROWTH HUB SCALEUP  
DIGITAL DEVELOPMENT PROGRAMME  
DIGITAL GROWTH PROGRAMME  
EM3 GROWTH HUB  
GAIN ENTERPRISE GROWTH PROGRAMME  
GRANTS4GROWTH  
GREEN BELLE  
LEADER - NORTHERN LINCOLNSHIRE  
LEICESTER CREATIVE BUSINESS DEPOT  
LORIC1 & BUSINESS INSPIRATION

PROGRAMME  
MANUFACTURING GROWTH PROGRAMME  
MIDLANDS ENGINE INVESTMENT FUND  
READY2GROW  
SKILLS SUPPORT TO THE GREATER LINCOLNSHIRE WORKFORCE  
SOLSTICE  
BUSINESS LEADERS PEER SUPPORT AND MENTORING PROGRAMME  
ENABLING INNOVATION  
EXECUTIVE LEADERSHIP AND MANAGEMENT  
GREATER LINCOLNSHIRE AGRI-FOOD INNOVATION PLATFORM (GLAFIP)  
INVEST TO GROW  
LEADING AND MANAGING EFFECTIVELY  
LEICESTER INNOVATION HUB  
PACE  
SING  
THE BIG HOUSE ESCALATOR AND ACCELERATOR

## WEST MIDLANDS

22

AIM PROGRAMME  
SME INTERNATIONAL GROWTH PROJECT  
THE PLATINUM GROUP  
BUILDING BUSINESS CONFIDENCE - START2GREAT  
BUSINESS BROADBAND GRANT SCHEME  
BUSINESS ENERGY EFFICIENCY PROGRAMME  
BUSINESS GROWTH PROGRAMME  
MANUFACTURING GROWTH PROGRAMME  
MARCHES BUILDING INVESTMENT GRANT  
MIDLANDS ENGINE INVESTMENT FUND  
SMARTER GROWTH  
AGRI-TECH GROWTH AND RESOURCES

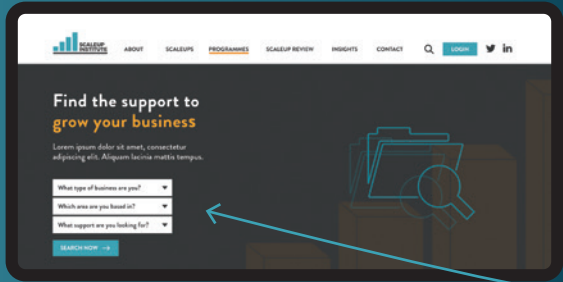
FOR INNOVATION  
AMCASH BUSINESS SUPPORT SERVICES  
ASTON SMALL BUSINESS GROWTH PROGRAMME  
BUILT ENVIRONMENT CLIMATE CHANGE INNOVATION (BECCI)  
CONNECT2GROW  
CREST  
FOCUS DIGITAL PROJECT  
INNOVATION VOUCHERS  
IPSS  
KEEN  
✓ **PRODUCTIVITY THROUGH PEOPLE**  
SMART CONCEPT FUND  
SYSTEM ANALYTICS FOR INNOVATION

## SOUTH WEST

10

ENTERPRISING WEST OF ENGLAND  
HIGH IMPACT SCALE-UP COACHING GRANTS  
SCALE UP COACHING GRANTS TRANSFORM  
✓ **ENGINE SHED**

HEART OF THE SOUTH WEST GROWTH SUPPORT PROGRAMME  
ENTERPRISE SOLUTIONS  
✓ **PRODUCTIVITY THROUGH PEOPLE**  
SCALE-UP PROGRAMME



Use the SUI website search tool to find programmes



## SCOTLAND

14

YOUNG PRESIDENTS ORGANISATION  
EXECUTIVE ENTREPRENEURSHIP - MASTERCLASS  
LEADERSHIP ESSENTIALS  
LEADERSHIP FOR GROWTH MENTOR FOR GROWTH  
MIT ENTREPRENEURSHIP DEVELOPMENT PROGRAMME  
PRINCIPALLY WOMEN  
RURAL LEADERSHIP PROGRAMME

SALTIRE FELLOWSHIP LEADERSHIP DEVELOPMENT PROGRAMME  
SCALE UP SCOTLAND LEADERSHIP PROGRAMME  
SCOTTISH ENTERPRISE EXECUTIVE EDUCATION STRATEGIC  
SCOTTISH ENTERPRISE LEADERSHIP MASTERCLASSES RETREAT PROGRAMME  
✓ **GROWTH ADVANTAGE PROGRAMME**  
✓ **PRODUCTIVITY THROUGH PEOPLE**

## NORTH EAST

10

ARCH  
ASPIRE  
BESPOKE BIDS LTD (BBL)  
BUSINESS SCALEUP SERVICE  
✓ **DIGITAL SCALE UP**  
✓ **SCALE-UP LEADERS ACADEMY**

HOLDERNESS COAST, FISHERIES LOCAL ACTION GROUP (FLAG) FUNDING  
LEAP 50  
NORTHERN POWERHOUSE INVESTMENT FUND  
SCALEUP NORTH EAST  
EXECUTIVE WOMEN LEADERS

## NORTH WEST

11

✓ **ALDERLEY PARK**  
CHESHIRE AND WARRINGTON GROWTH HUB  
GREATER CONNECTED  
NEW MARKETS 2  
NORTHERN POWERHOUSE INVESTMENT FUND

RECIPE4SUCCESS  
SPARK2SCALE  
STEP INTO HEALTHCARE  
GROWTH CATALYST  
MBA BUSINESS SCALE-UPS  
✓ **PRODUCTIVITY THROUGH PEOPLE**  
SCALE-UP FORUM

## EAST OF ENGLAND

23

CAMBRIDGE WIRELESS  
FUTURE BUSINESS CENTRES  
✓ **SCHOOL FOR SCALE-UPS**  
TRAINING COURSES  
APPRENTICESHIPS NORFOLK BUSINESS SUPPORT  
✓ **CAMBRIDGE CLUSTER MAP**  
CHINA AND UK PARTNERSHIP  
EOETFLS  
LEADER  
MANUFACTURING GROWTH PROGRAMME  
MANUFACTURING GROUPS  
SCALE UP NEW ANGLIA

SCALEUP ADVICE  
SCORE 2  
ACCELERATE CAMBRIDGE  
✓ **BABRAHAM RESEARCH CAMPUS**  
CONTRACT RESEARCH  
✓ **CRANFIELD BUSINESS GROWTH PROGRAMME**  
INNOVATION BRIDGE  
KEEP+  
KNOWLEDGE TRANSFER PARTNERS  
LOW CARBON INNOVATION FUND  
MEDBIC  
SCALE YOUR BUSINESS  
SME GROWTH CHALLENGE

## SOUTH EAST

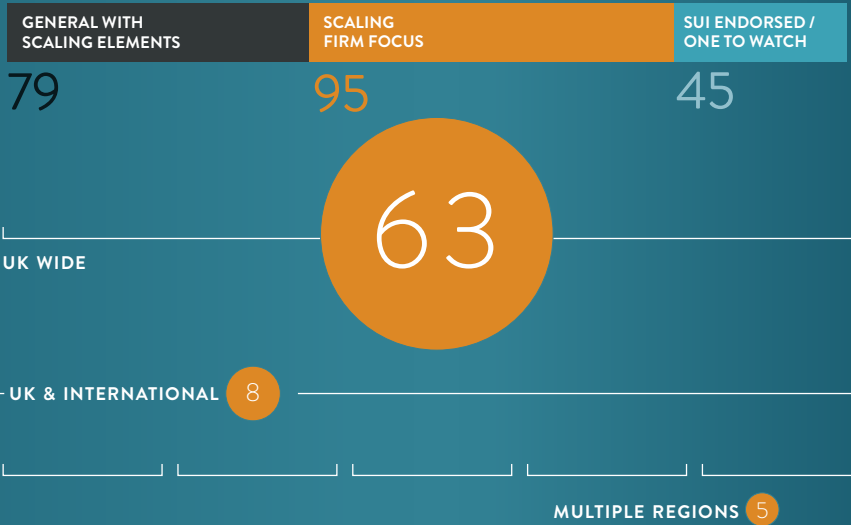
16

BUSINESS UNITED  
FINANCE SOUTH EAST  
FUTURE BUSINESS CENTRES  
✓ **GOOGLE FOR STARTUPS LONDON CAMPUS**  
GROW  
INNOVATION CATALYST  
✓ **LEVEL39**  
OCTOPUS TITAN VCT  
ESCALATOR PROGRAMME  
✓ **MAYOR OF LONDON'S INTERNATIONAL BUSINESS PROGRAMME**

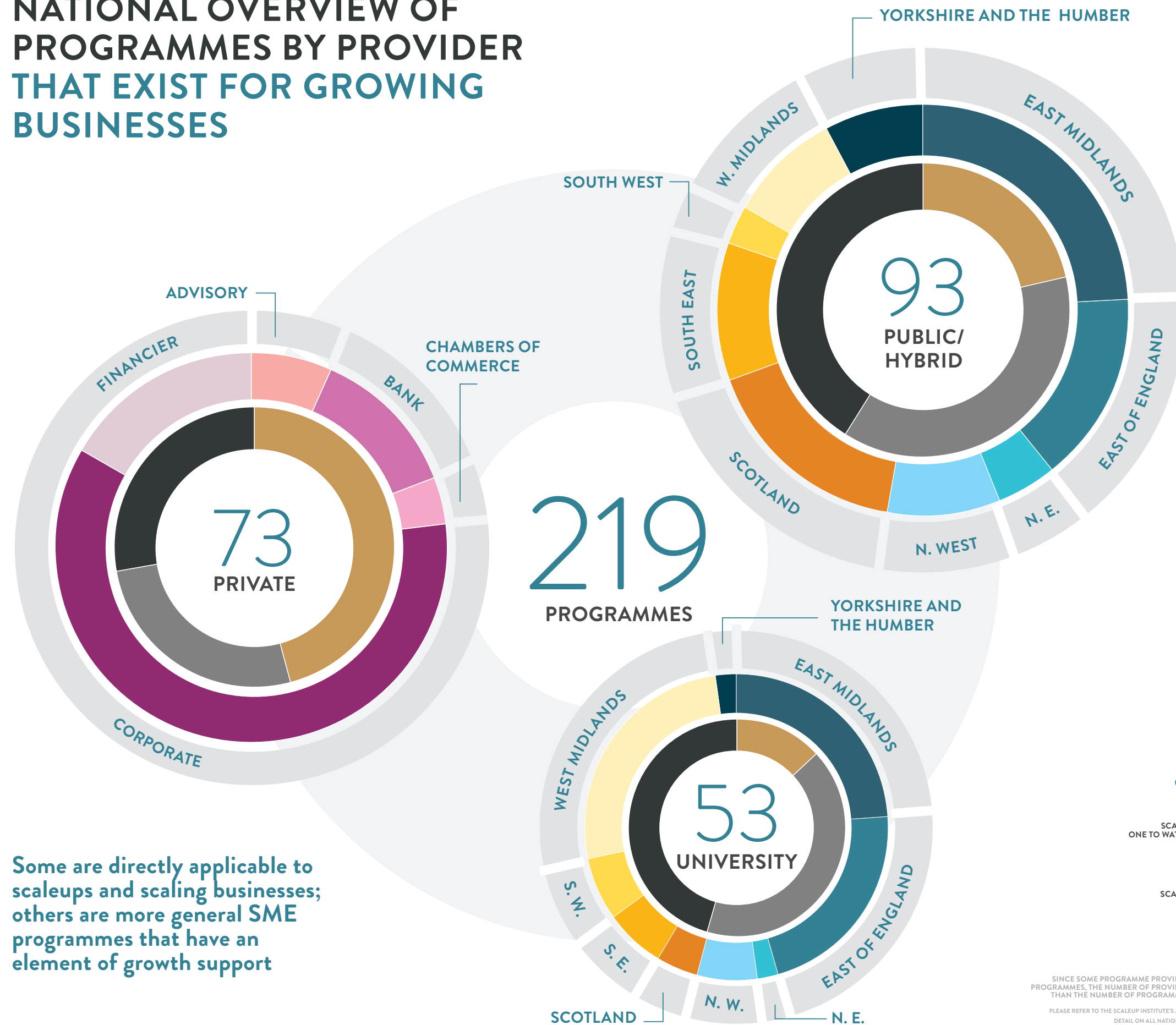
✓ **INNOVATING FOR GROWTH**  
MANUFACTURING GROWTH PROGRAMME  
SCALE UP ASHFORD  
SCALE UP THAMES VALLEY BERKSHIRE  
SOUTH EAST BUSINESS BOOST  
THAMES VALLEY INVESTMENT NETWORK  
HENLEY BUSINESS ANGELS  
HENLEY CENTRE FOR ENTREPRENEURSHIP  
KEEP+  
KNOWLEDGE TRANSFER CENTRE



TOTAL PROGRAMMES: 219



# NATIONAL OVERVIEW OF PROGRAMMES BY PROVIDER THAT EXIST FOR GROWING BUSINESSES



Some are directly applicable to scaleups and scaling businesses; others are more general SME programmes that have an element of growth support

10

## INNOVATE UK PROGRAMMES

H2020 ACCOUNT MANAGEMENT  
ENTERPRISE EUROPE NETWORK  
GLOBAL BUSINESS INNOVATION PROGRAMME  
GOVTECH  
INNOVATE2SUCCEED  
INNOVATION LOANS  
RESEARCH GRANTS  
SBRI  
SCALE UP  
WOMEN IN INNOVATION AWARD

45

## LOCAL AND NATIONAL PROGRAMMES ENDORSED/ONE-TO-WATCH BY THE SCALEUP INSTITUTE

### TALENT & SKILLS

BARCLAYS: LIFESKILLS  
CAREERS & ENTERPRISE COMPANY  
FOUNDERS4SCHOOLS  
FREEFORMERS  
GOOGLE: DIGITAL GARAGE

RISE: SHEFFIELD CITY REGION

### ACCESS TO MARKETS

ENDEAVOR PROGRAMME  
MAYOR OF LONDON'S INTERNATIONAL BUSINESS PROGRAMME  
SHARING IN GROWTH (SIG)

MATCHMAKER VENTURES

### LEADERSHIP

BRITISH LIBRARY: INNOVATING FOR GROWTH  
CRANFIELD BUSINESS GROWTH PROGRAMME  
GOLDMAN SACHS: 10,000 SMALL BUSINESSES UK  
LONDON STOCK EXCHANGE GROUP: ELITE  
THE SUPPER CLUB  
VISTAGE

CAMBRIDGE NETWORK: SCHOOL FOR SCALE-UPS  
ENTREPRENEURS FORUM: SCALE-UP LEADERS ACADEMY  
PRODUCTIVITY THROUGH PEOPLE  
STRATHCLYDE BUSINESS SCHOOL: GROWTH ADVANTAGE PROGRAMME  
TECH NATION: UPSCALE  
INSPIRE ELITE

### FINANCE

ACCEL  
BGF  
BALDERTON CAPITAL  
BARCLAYS: VENTURE DEBT  
BRITISH BUSINESS BANK: ENTERPRISE CAPITAL FUND  
CROWDCUBE  
DRAPER ESPRIT  
EIGHT ROADS  
IP GROUP  
INDEX VENTURES  
LDC  
NOTION  
OCTOPUS TITAN VCT  
PARTECH  
SANTANDER: BREAKTHROUGH  
BERINGEA  
LIVINGBRIDGE  
SCOTTISH EQUITY PARTNERS

DEVELOPMENT BANK OF WALES

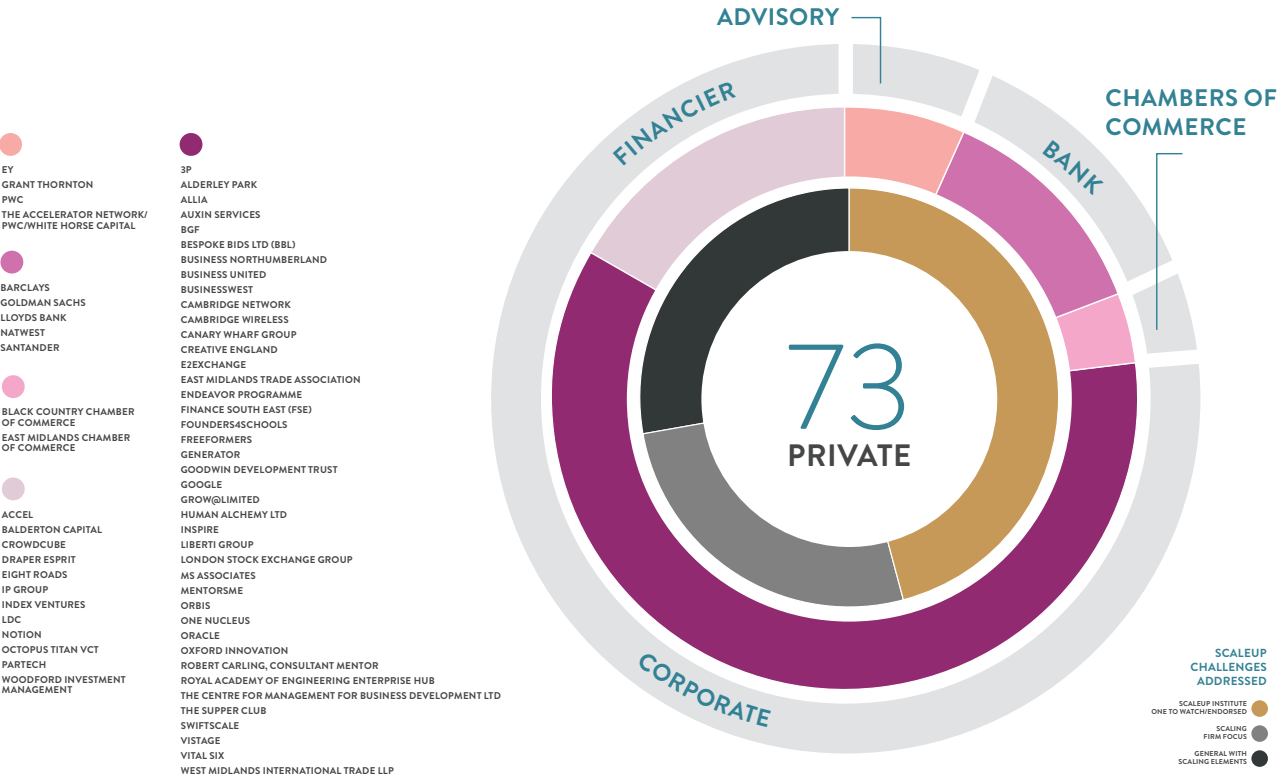
### INFRASTRUCTURE

ALDERLEY PARK  
BABRAHAM RESEARCH CAMPUS  
BARCLAYS: EAGLE LABS  
CAMBRIDGE CLUSTER MAP  
ENGINE SHED  
GOOGLE CAMPUS LONDON  
FCA SANDBOX  
NATWEST: ENTREPRENEUR ACCELERATOR

LEVEL39  
DIGITAL CATAPULT



PROGRAMMES BY PROVIDER: PRIVATE



NATIONAL PROGRAMMES FOCUSING ON CORE SCALEUP CHALLENGES

INITIAL MAPPING



There are another 45 local programmes focused on Access to Talent & Skills – details can be found on the local level infographics

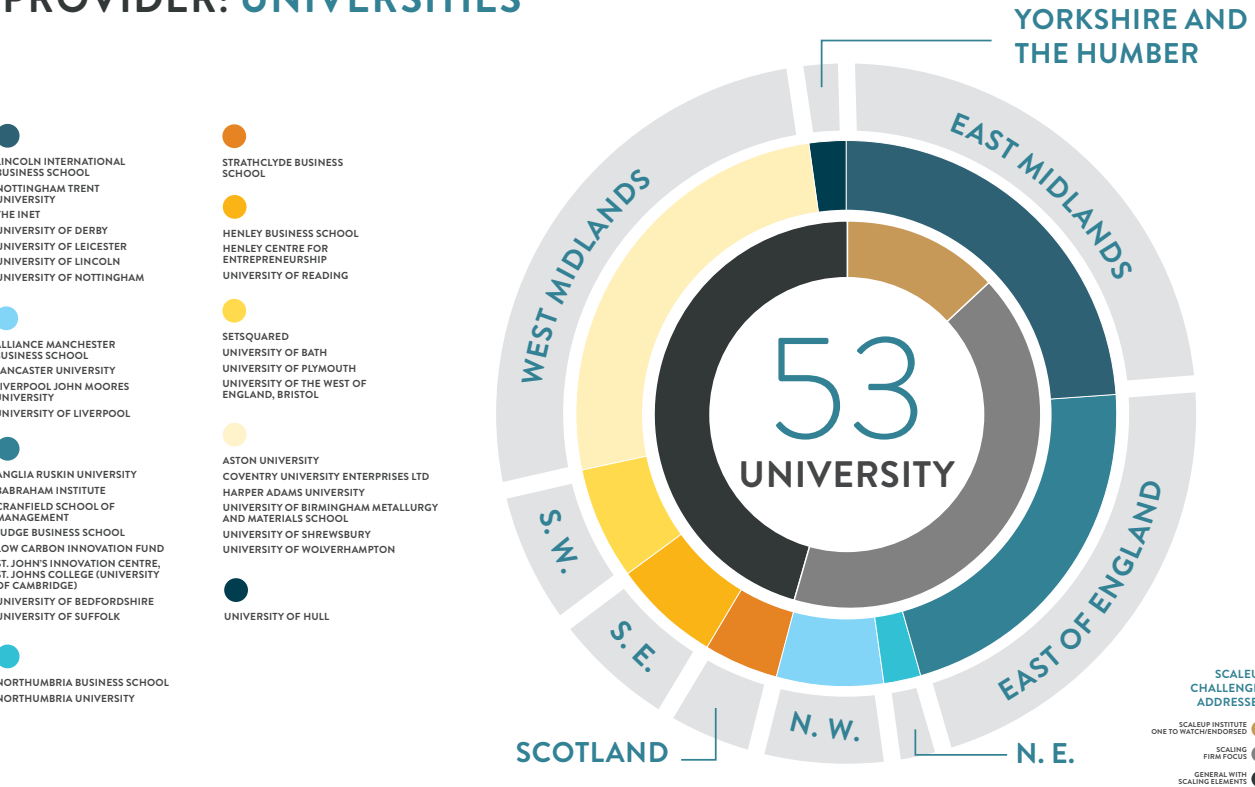
TARGET OF PROGRAMME: SCALING FIRM FOCUS GENERAL WITH SCALING ELEMENTS SCALEUP INSTITUTE ONE TO WATCH/ENDORSED

There are another 90 local programmes focused on Building Leadership Capacity – details can be found on the local level infographics



Some programmes offer support across a number of the scaleup challenges, these graphics show the primary focus of each programme

PROGRAMMES BY PROVIDER: UNIVERSITIES



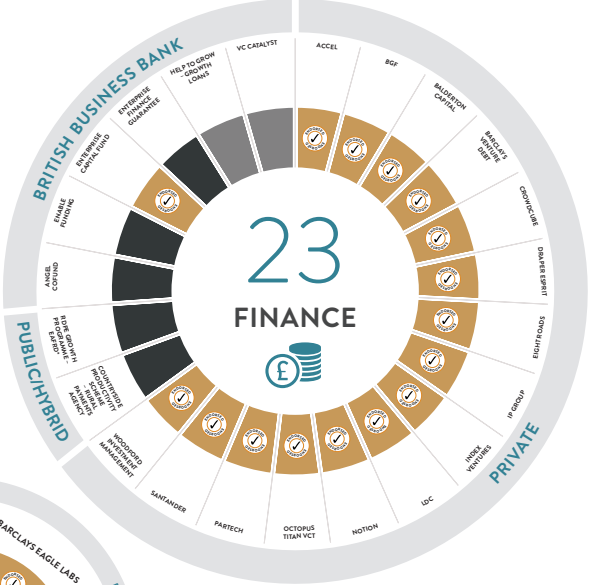
NATIONAL PROGRAMMES FOCUSING ON CORE SCALEUP CHALLENGES

INITIAL MAPPING



There are another 46 local programmes focused on Access to Markets – details can be found on the local level infographics

TARGET OF PROGRAMME: SCALING FIRM FOCUS GENERAL WITH SCALING ELEMENTS SCALEUP INSTITUTE ONE TO WATCH/ENDORSED



There are another 65 local programmes focused on Finance – details can be found on the local level infographics

\*European Agricultural Fund for Rural Development

Some programmes offer support across a number of the scaleup challenges, these graphics show the primary focus of each programme

## LEADING PROGRAMMES

 <b>Talent and Skills</b>	 <b>Founders4Schools</b>  <b>Google Digital Garage</b>  <b>THE CAREERS &amp; ENTERPRISE COMPANY</b>  <b>LifeSkills</b> <small>Created with BARCLAYS</small>	 <b>TeachFirst</b>  <b>RISE</b> <small>Sheffield City Region</small>
 <b>Leadership</b>	 <b>VISTAGE</b>  <b>ELITE</b>  <b>10,000 small businesses</b>  <b>LIBRARY HSLIB</b>  <b>THE SUPPER CLUB</b>  <b>LAZARIDIS INSTITUTE</b>  <b>ENTREPRENEURS' FORUM</b>  <b>Productivity through People</b>  <b>Strathclyde Business School</b>  <b>TECH NATION UPSCALE</b>  <b>Cambridge Network</b>  <b>inspire</b>	  <b>LAZARIDIS INSTITUTE</b>  <b>ENTREPRENEURS' FORUM</b>  <b>Productivity through People</b>  <b>Strathclyde Business School</b>  <b>TECH NATION UPSCALE</b>  <b>Cambridge Network</b>  <b>inspire</b>
 <b>Markets</b>	 <b>SHARING IN GROWTH</b>  <b>SILICON VALLEY COMES TO THE UK</b>  <b>MAYOR'S INTERNATIONAL BUSINESS PROGRAMME</b>	 <b>MATCH MAKER VENTURES</b>
 <b>Finance</b>	 <b>Accel</b>  <b>Balderton</b>  <b>crowdcube</b>  <b>bgrf</b>  <b>Droper Esprit</b>  <b>8th EIGHT ROADS</b>  <b>LDC</b>  <b>ipgroup</b>  <b>Notion Capital</b>  <b>BARCLAYS</b>  <b>partech</b>  <b>BERINGEA</b>  <b>BRITISH BUSINESS BANK</b>  <b>octopus ventures</b>  <b>Santander</b>  <b>LIVINGBRIDGE</b>	 <b>Banc</b> <small>BANC (BANK OF CYPRUS) DEVELOPMENT BANK OF WALES</small>
 <b>Infrastructure</b>	 <b>Babraham Research Campus</b>  <b>Eagle Labs</b>  <b>ALDERLEY PARK</b>  <b>Cambridge CLUSTER MAP</b>  <b>CAMPUS LONDON</b>  <b>ENGINE SHED</b>  <b>FCA</b> <small>FINANCIAL CONDUCT AUTHORITY</small>  <b>NatWest Entrepreneur Accelerator</b>	 <b>L39</b> <b>CATAPULT Digital</b>

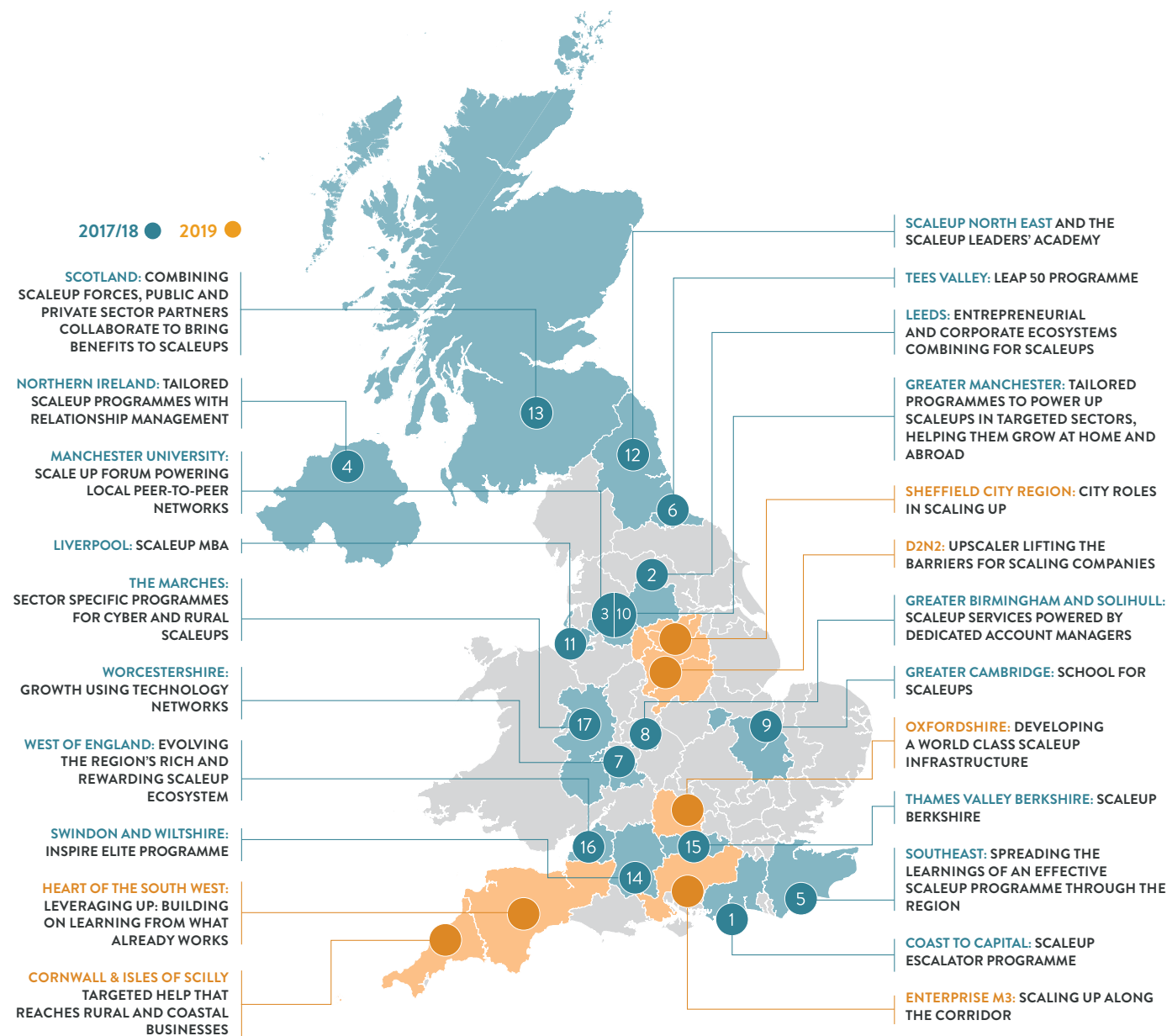
## NEW CASE STUDIES

 <b>Talent and Skills</b>	  <b>RISE</b> <small>Sheffield City Region</small>
 <b>Leadership</b>	  <b>TECH NATION UPSCALE</b>   <b>inspire</b> <small>ELITE</small>
 <b>Markets</b>	 <b>MATCH MAKER VENTURES</b>
 <b>Finance</b>	 <b>sep</b> <small>Scottish Equity Partners</small> <b>VC ASSET CLASSES</b> <b>BERINGEA</b>  <b>LIVINGBRIDGE</b> <b>DEVELOPMENT ASSET CLASSES</b>  <b>Banc</b> <small>BANC (BANK OF CYPRUS) DEVELOPMENT BANK OF WALES</small>
 <b>Infrastructure</b>	  <b>NatWest Entrepreneur Accelerator</b>   <b>FCA</b> <small>FINANCIAL CONDUCT AUTHORITY</small>  <b>CATAPULT Digital</b>

# LOCATION, LOCATION, LOCATION

Driving UK economic growth through scaleup ecosystems

## LOCAL EXEMPLARS:



## SOME OF THE PROGRAMMES EMERGING SINCE DEG



# THE IMPACT OF DEG

Goldman Sachs **10,000** small businesses

**50** LOCAL SCALEUP ORIENTED INITIATIVES RESULTING FROM DEG

ENGAGING TO DATE WITH OVER **2,500** SCALING BUSINESSES

AVERAGE BUSINESS GROWTH RESULTING: **21%-66%**

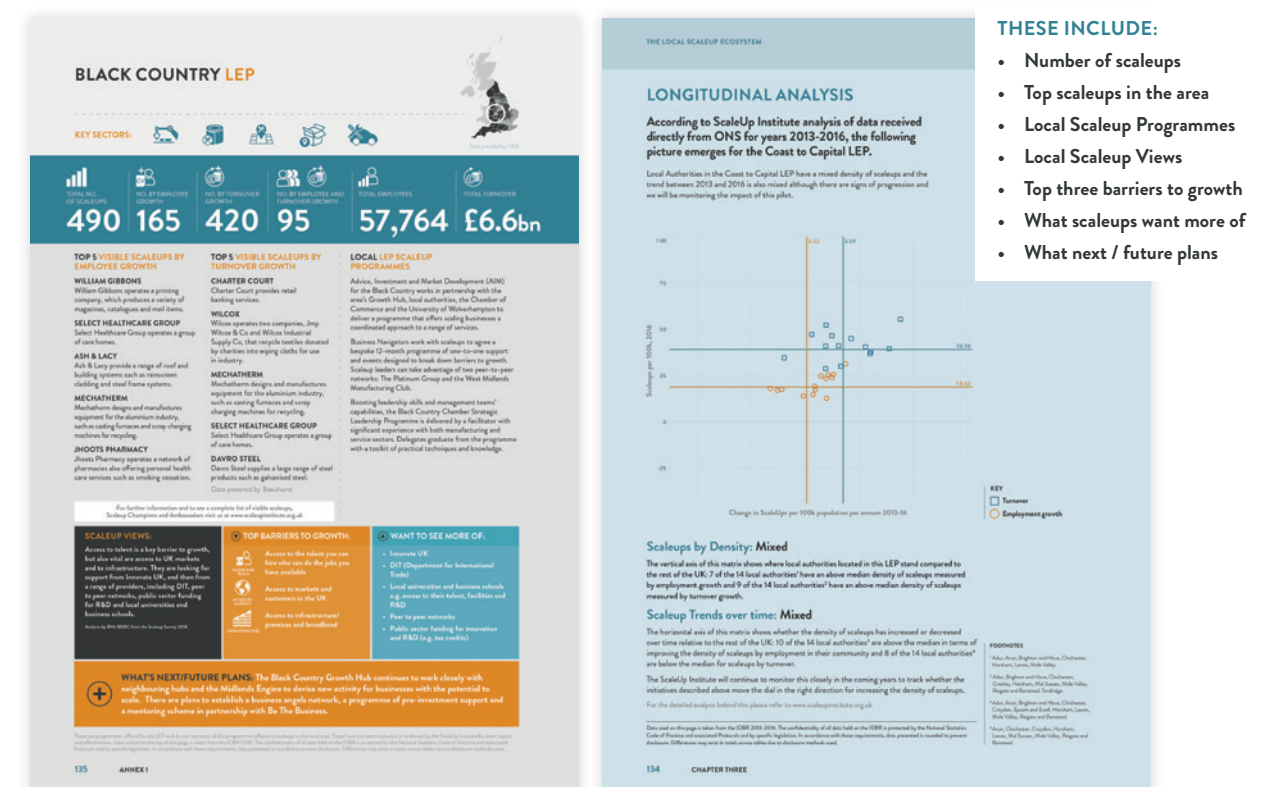
**10,057** NEW PUBLIC/PRIVATE SECTOR CONNECTIONS TO INVESTORS, DIT, IUK, UNIVERSITIES, MENTORS, INFRASTRUCTURE, CUSTOMERS ETC

**37** DIFFERENT BUSINESS SECTORS

**OVER 1,900** NEW JOBS CREATED TO DATE

## LOCAL TOOLS

Annexes detailing all LEP areas and each devolved administration are available on the SUI website





2018 RECOMMENDATIONS: **PROGRESS**

EVIDENCE GAP	
1	A verification process with Government should be created to allow for local and national stakeholders to verify the 'Scaleup status' of a business, building on the recent work of the ScaleUp Institute with Government. This should tap into datasets that combine ONS, Companies House and HMRC data points to enable stakeholders to fast track solutions to scaleup leaders. If necessary, legislation should be passed to introduce such an enquiry capability.
TALENT AND SKILLS	
2	A 'Scaleup Visa' should be made available in communities where there are 100+ scaleup companies to enable scaleup leaders, across all sectors, to recruit the staff they need to increase their capacity to grow. The Government should make the international skills needs of scaling businesses a priority. Local authorities, education establishments, advisory and finance companies should be able to be sponsors of such.
3	The Department for Education, Local Enterprise Partnerships and the Careers & Enterprise Company should use their convening and promotional power to ensure that students at schools, colleges and universities come into contact with business leaders and that APIs to the National Pupils database and the destinations database (with suitable protections) are made available so that the impact of these interventions can be measured. The public, private and education sector should continue to work together to close the gap on provision of high-quality flexible scaleup leadership programmes, including mentoring, peer networks and matchmaking of non-executive directors who have scaled businesses before. Better connections should also continue to be made between national programmes and local ecosystem leaders. The Small Business Charter, and other such mechanisms, should integrate an assessment of 'scaleup engagement' into their performance analysis.
LEADERSHIP GAP	
4	Funding for local communities should continue to be tied to the effective deployment of initiatives that close the scaleup gap as well as the results and impacts that they have on the number of scaleup businesses in their area. Every local Industrial Strategy should have a scaleup pillar, including a markets access strategy and a scaleup cluster map based on currently available datasets.
5	All local communities should appoint a Scaleup Champion and develop a relationship management structure for scaleup businesses.
6	The outcomes of the Productivity Review, Shared Prosperity Fund and Comprehensive Spending Review should ensure that funding for impactful business support (whether it be mentors, leadership or networks) has a significant focus and segmentation towards our scaleup businesses, which are generators of wealth, exports and productivity to the UK economy. These Reviews should collectively ensure no gap in scaleup support provision is allowed to arise in light of the UK's changing relationship with the EU.
ACCESS TO MARKETS	
7	Central Government when implementing its Export Strategy should allocate a significant portion of resources to scaleups, including supporting dedicated trade missions for scaleups. All local areas should be encouraged to set up a local exchange programme for scaling businesses, such as that developed by the Mayoral 'Go to Grow' campaign in London.
8	Public bodies should use the inaugural Visible Scaleup Public Procurement Index to further improve their understanding and reporting on the procurement involving UK scaleups, including scaling businesses not yet visible at Companies House. All public bodies should improve the way opportunities are promoted to scaleup companies by significantly raising the visibility of procurement champions and ensuring their roles have objectives and measurements. The Government should continue the evolution of Contracts Finder to become a smart platform and continue to develop more scaleup specific 'meet the buyer' events working with local areas and build on the current work underway as regards sandbox environments.
9	Large companies should report on the level of collaboration and procurement they source from scaleup companies. Any procurement contracts with Government should require an increase in the amount of business undertaken with scaleups as part of the contracting process which should be monitored.
FINANCE GAP	
10	Government and industry should ensure progress is made closing the finance gap for scaleup by continuing the work to implement the Patient Capital Review. Growth finance should be included as core curriculum in all local scaleup leadership programmes enabling them to seek out and secure the most appropriate funding at each stage of their company's growth. The status of current EU sources of funding needs to be monitored, and replaced as appropriate.

STRONG PROGRESS

PROGRESS

FURTHER PROGRESS NEEDED

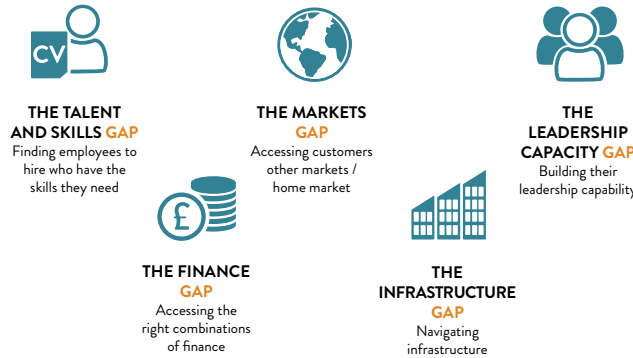
SIGNIFICANT PROGRESS NEEDED

2019 RECOMMENDATIONS

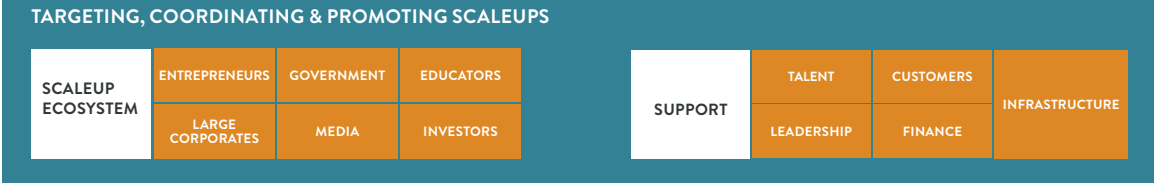
01	<p>A verification process with Government should be created to allow for local and national stakeholders to verify the 'Scaleup status' of a business, building on the recent work of the ScaleUp Institute with Government. This should tap into datasets that combine ONS, Companies House and HMRC datapoints to enable stakeholders to fast track solutions to scaleup leaders.</p> <p>If necessary, legislation should be passed to enable this strategy to be implemented effectively and be factored into any future data strategy. In the meantime, the scaleup data pilots initiated with Government should be continued.</p>	06	<p>We recommend that Central Government implements its export strategy and ensures a significant portion of resources to scaleups, including the EITA service and trade missions for scaleups. All local areas should be encouraged to set up a local exchange programme for scaling businesses, such as that developed by the Mayoral 'Go to Grow' campaign in London.</p>
02	<p>A 'Scaleup Visa' should be made available in communities where there are 100+ scaleup companies to enable scaleup leaders, across all sectors, to recruit the staff they need to increase their capacity to grow. The Government should make the international skills needs of scaling businesses a priority. Local authorities, education establishments, advisory and finance companies should be able to be sponsors of such.</p>	07	<p>We recommend that Public bodies use the Visible Scaleup Public Procurement Index to further improve their understanding and reporting on the procurement from UK scaleups, including scaling businesses not yet visible at Companies House. All public bodies should improve the way opportunities are promoted to scaleup companies by significantly raising the visibility of procurement champions and ensuring their roles have objectives and measurements. The Government should continue the evolution of Contracts Finder to become a smart platform and continue to develop more scaleup specific 'meet the buyer' events working with local areas and build on the current work underway as regards sandbox environments.</p>
03	<p>Funding for local communities should continue to be tied to the effective deployment of initiatives that close the scaleup gap as well as the results and impacts that they have on the number of scaleup businesses in their area. Every local area should have a scaleup strategy, including an access to markets strategy for scaling businesses. A scaleup cluster map should be developed based on currently available datasets.</p>	08	<p>Large companies should report on the level of collaboration and procurement they source from scaleup companies. Any procurement contracts with Government should require an increase in the amount of business undertaken with scaleups as part of the contracting process which should be monitored.</p>
04	<p>All local communities should appoint a Scaleup Champion and develop a relationship management structure for scaleup businesses.</p>	09	<p>The Department for Education, Local Enterprise Partnerships and the Careers &amp; Enterprise Company should use their convening and promotional power to ensure that students at schools, colleges and universities come into contact with business leaders and that APIs to the National Pupils database and the destinations database (with suitable protections) are made available so that the impact of these interventions can be measured. The public, private and education sector should continue to work together to close the gap on provision of high-quality flexible scaleup leadership programmes, including mentoring, peer networks and matchmaking of non-executive directors who have scaled businesses before. Better connections should also continue to be made between national programmes and local ecosystem leaders.</p>
05	<p>The next Government – in any initiatives and Comprehensive Spending Review – should ensure that funding for impactful business support (whether it be mentors, leadership or networks) has a significant focus and segmentation towards our scaleup businesses, which are generators of wealth, exports and productivity to the UK economy. No gap in scaleup support provision is allowed to arise in light of the UK's changing relationship with the EU.</p>	10	<p>Government and industry ensure progress is made closing the finance gap for scaleup by continuing the work to implement the Patient Capital Review. Growth finance to be included as core curriculum in all local scaleup leadership programmes enabling them to seek out and secure the most appropriate funding at each stage of their company's growth. The status of current EU sources of funding needs to be monitored, and replaced as appropriate.</p>

THE 5 KEY SCALEUP CHALLENGES REMAIN WITH ACCESS TO UK AND INTERNATIONAL MARKETS DIALLING UP

THE 5 KEY GAPS



WE HAVE TO HARNESS AND ALIGN RESOURCES TO ADDRESS OUR SCALEUP CHALLENGES

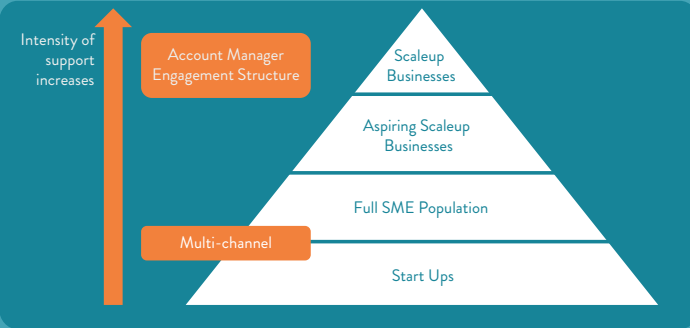


WE NEED TO USE DATA TO ENABLE TARGETED SCALEUP SUPPORT, INCLUDING VERIFICATION OF THE 'SCALEUP STATUS' OF A BUSINESS TO FAST TRACK SOLUTIONS TO SCALEUP LEADERS

WE HAVE TO JOIN UP TAILORED SOLUTIONS AND BE ACCESSIBLE: THE SCALEUP ESCALATOR



WE NEED TO SEGMENT BUSINESSES ACCORDING TO GROWTH, ASPIRATION AND POTENTIAL



Account Managers will actively engage with Scaleup Businesses within local areas, working with them to understand their developing needs as they grow. They will provide appropriate suggestions, and make sensible introductions both within the local ecosystem and relevant national programmes across the public and private sector.

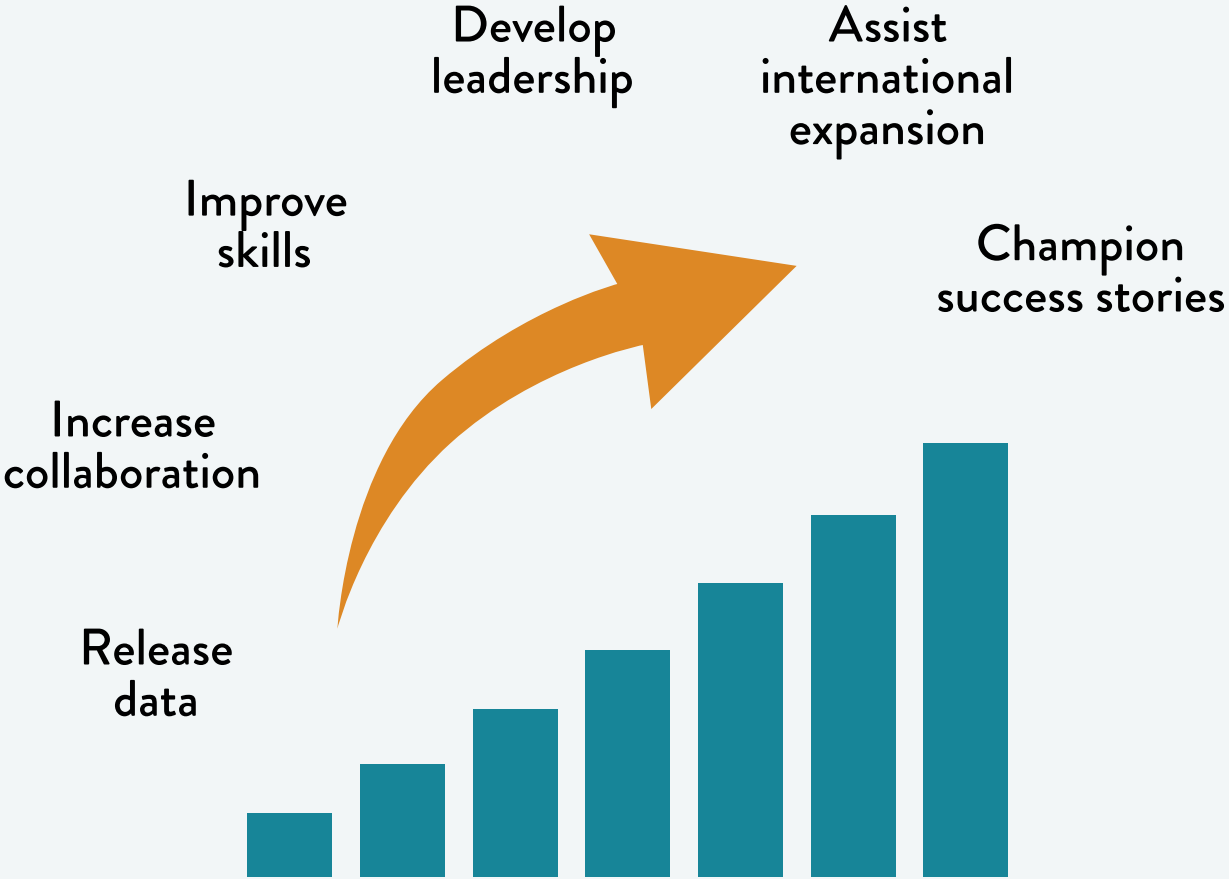


WE NEED TO LEVERAGE BETTER WHAT WORKS THROUGH SUI INSIGHTS, KNOWLEDGE EXCHANGE AND GOOD PRACTICE



WE NEED TO CHAMPION SCALEUPS - THEIR SUCCESS STORIES AND ROLE MODELS







## THE SCALEUP INSTITUTE

The ScaleUp Institute is a private sector-led, not-for-profit organisation focused on collaborating with policy makers, corporates, finance players, educators and government at a local and national level.

Our mission is to help the UK to become the best place in the world to grow a business as well as start one, and enable our existing high-growth businesses to scale up even further.



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