

Technology Strategy Board

Driving Innovation

**Knowledge
Transfer
Partnerships**

Achievements and outcomes

2012-13



Knowledge Transfer Partnerships (KTPs) build sustainable capacity and capability to innovate in businesses which do not already have the ability to engage in successful open innovation with academia. These include those developing their capability to transform for new growth opportunities; are new to open innovation, have the potential to innovate but currently lack the necessary managerial expertise; or lack the technical knowledge to exploit external resources from the UK knowledge base.

About KTP and its funders

A KTP is a three-way partnership between a business, UK university or college and a recently qualified graduate, known as the associate. It offers a company the chance to collaborate on a business opportunity, idea or innovation. We part-fund the cost of the project, including the KTP associate, who helps the business gain the knowledge and capability it needs to innovate and grow. KTPs can come from any sector or industry – from satellite technology and the creative industries through to high-value manufacturing and environmental technologies. Partnerships can last from six months to three years.

Partners within a KTP can generally be classified in the following way:

- knowledge base partners include higher and further education institutions, research and technology organisations, and public sector research institutions
- associates can be recently qualified university graduates (bachelors, masters or PhD), people who have completed post-doctoral research or individuals recently qualified to at least NVQ level 4 or equivalent
- businesses or organisations, including public and third sector organisations, can be any size, from any sector and from any region of the UK.

Knowledge Transfer Partnerships is Europe's leading programme helping businesses to improve their competitiveness, productivity and performance through the better use of the knowledge, technology and skills that are available within the UK knowledge base.

The programme is UK-wide, headed by the Technology Strategy Board and supported by 12 other public sector funding organisations on an ongoing basis. The eligibility of any individual organisation to participate in KTPs is determined by the funding organisations' criteria for support.



Contents

Introduction	04
Overview of the year	05
KTP across the UK	06
Outcomes and benefits for businesses	08
Projects by company size	10
Outcomes and benefits for the knowledge base	12
Outcomes and benefits for the associate	14
Funding	16
KTP 'Best of the Best' awards – November 2012	17
Our assessors	18

The Knowledge Transfer Partnership programme has been operating for more than 37 years, enabling UK businesses of all sizes to take advantage of the expertise available throughout the UK knowledge base of education and research institutions. After all this time, the KTP programme continues to be the leading knowledge transfer programme in Europe.

Introduction



In 2012-13 KTP supported UK business by drawing on the expertise of 98 higher education institutions across nearly 350 departments.

As a result of government money invested in KTP in 2012-13, UK businesses stand to benefit by:

- rise in anticipated annual profits of £87m
- employment of over 800 new staff
- increases of £88m in annual exports
- investments of £50m in plant and machinery / research and development.

All of this demonstrates the ongoing benefits to the UK of the KTP programme.

KTP continued to evolve in 2012-13. KTP themed competitions, originally launched in late 2011-12, continued apace in 2012-13, with three competitions opened in the year, and a fourth announced for opening in April 2013. Funders of competitions included the Technology Strategy Board's innovation programme, NERC, EPSRC, ESRC and the Welsh Government, and we also welcomed the Nuclear Decommissioning Authority for the first time.

A Council for Industry and Higher Education (CIHE) study of the attributes of successful KTPs was commissioned and published, confirming the focus of KTP on encouraging businesses new to open innovation, and how the KTP model supports and enables this.

In summary, during 2012-13, nearly £82m was committed to new KTP partnerships in the shape of grant support and company contributions. At the end of the year, our portfolio comprised 743 KTP projects facilitating the exchange of knowledge between the UK knowledge base and businesses of many differing sizes and from various sectors.

The Technology Strategy Board is continuing its strong commitment to the KTP Programme as an integral part of its portfolio of programmes to help and support business innovation. Once again, I must thank our funding partners for their continued support and commitment to the programme.

A handwritten signature in black ink, appearing to read 'Iain Gray'.

Iain Gray, Chief Executive

Technology Strategy Board

As a result of government money supporting **Knowledge Transfer Partnerships** during 2012-13, UK businesses looked to benefit from a projected **£87m increase** in their annual profit, with over **780 new jobs created** and **6,700 company staff trained**.

Overview of the year

For every £1m of government money invested:

- 32 new jobs were created (including associates employed after their project completed)
- 269 staff were trained
- £840k was invested in plant and machinery
- £1.15m was invested in R&D

The one-off increase in profit before tax achieved during the course of KTP projects reduced slightly to £440k from £480k last year.

The anticipated annual increase in profit after project completion reduced to £3.46m (from a peak of £4.79m in 2011/12).

Benefits for the Business partner

With such a wide range of KTP projects the business outputs can vary considerably, but the average business benefits for a project (for which the average cost to an SME is £51k towards eligible project costs) may include:

- an increase of more than £260k in annual profits before tax
- the creation of two new jobs, in addition to recruitment of the associate
- an additional 20 staff trained.

Benefits for the Knowledge base

Academics working on KTP projects are typically able to:

- develop business-related teaching materials
- initiate at least four new research projects and publish high-quality research papers
- identify undergraduate or post-graduate projects
- contribute to the Research Excellence Framework exercise (REF).

Benefits for the Associate

As one of the country's largest graduate recruitment schemes, KTP continues to enhance associate career prospects in the following ways:

- it provides an opportunity to manage a challenging project that is core to the business's strategic development
- 70% of associates are offered employment by the host business on completion of their project
- KTP is a recognised route to fast-track career development.

845 total classic* projects – 1 April 2012

Since then:

- **439** projects completed
- **288** offer letters issued for classic KTPs
- **30** projects never established
- **664 total projects – March 2013**

(*classic projects are defined as projects of 12 months duration or longer)

KTP across the UK

The following map provides a useful visual breakdown of projects throughout the UK and shows how the numbers and distribution of projects has remained broadly consistent.

Size of portfolio

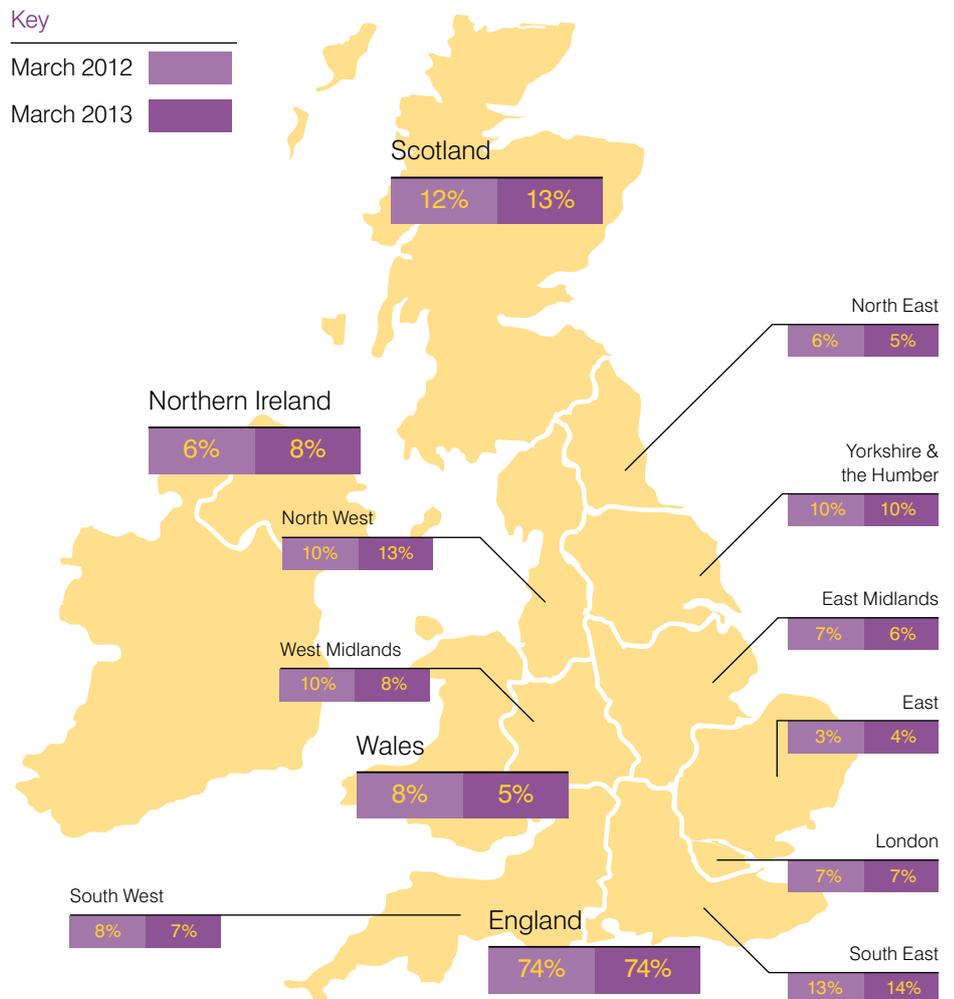
Following a peak in 2010 of 1,200 classic KTP projects, prior to the spending review, the size of the portfolio decreased over 2011-12 and 2012-13. Indications in 2013-14 are that the reduction has slowed and should turnaround in 2013-14, and should stabilise around the current target of 800 projects.

Funding commitment

Funding levels remained high, reflecting the positive level of commitment to KTPs already in existence from our funders. Funders spent a total of £26m in the year in terms of grant expenditure and committed a further £25m to new partnerships approved in the period 2012-13.

Exceeding expectations

A total of 414 partnerships were completed in the year. Upon completion, the partnerships must submit a final report which is graded by an independent KTP assessor panel. To be awarded the highest grade, a partnership must have achieved the required outcomes (detailed in their final report) as well as demonstrating that

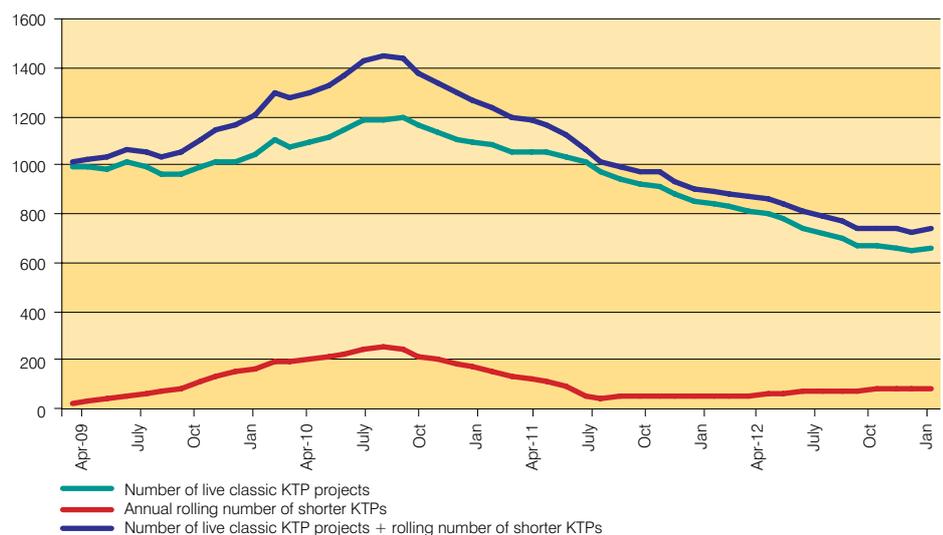


they have exceeded the original objectives of the project for all three partners. Of the partnerships whose final reports were graded by year end, 56% were graded as 'outstanding' or 'very good' (grades A and B). This figure is slightly higher compared to the previous year (54%), and is consistent with the five year average of 55%. This demonstrates that the majority of KTPs continue to deliver above and beyond the original project expectations – a very positive overall outcome for the KTP programme as a whole.

Ongoing relationships

A key aspect of Knowledge Transfer Partnerships is supporting the development of ongoing collaboration between UK business and the UK knowledge base. In 2012-13, 84% of partnerships completing a final report confirmed they had plans for further collaboration as an outcome of their KTP (up from 78% the previous year). Given the success rate of these KTP collaborations, which this report helps to demonstrate, this continues to make for a very positive prognosis for the KTP programme and the real impact it can make for all business, academia and recently qualified graduates going forwards.

Figure 1: Total KTP project numbers from 2009-10 to 2011-12



For a potential KTP to be approved, it must offer the potential to benefit all three partners within the partnership. For the business partner, these benefits typically include profits generated within the lifetime of the project but, more significantly, an annual increase in profits beyond the lifetime of the project – proving that, as the new skills are embedded and capability improves, they will be used to optimum effect.

Outcomes and benefits for businesses

How has KTP helped businesses grow?

In 2012-13, for every £1m of government money invested in KTPs:

- 32 new jobs were created
- 269 company staff were trained
- £0.84m was invested on average by companies in plant and machinery
- £1.15m was invested on average by companies in R&D
- businesses predicted a post-project increase in annual pre-tax profit of £3.46m.

Figure 2: Impact of participation in Knowledge Transfer Partnerships on the business partner per project.

	2009-10	2010-11	2011-12	2012-13
One-off increase in profit before tax	£55k	£70k	£37k	£33k
Anticipated increase in annual profit before tax after project completion	£288k	£240k	£366k	£261k
Investment in plant and machinery	£115k	£106k	£117k	£63k
Plans for further collaboration	75%	74%	78%	84%

Figure 2 provides a useful statistical overview of the impact of KTPs on the business partner over the project lifetime and beyond. The figures show an interesting picture for 2012-13 compared to previous years, with the average figure for a one-off increase in profit before tax consistent with last year, whilst the anticipated annual profit figure returned to pre-2011 figures. Plant and machinery investment almost halved in 2012-13 compared to previous years, with the potential opportunities for further collaboration continuing to increase to 84%.

In addition to the numbers shown in figure 2, a KTP project typically results in:

- three new staff being employed, including the associate
- 20 staff being trained
- over £86k being invested in research and development activity
- an anticipated increase in annual exports of £266k.

All of which are good indicators that businesses continue to invest in their futures.

Improving business performance

It was reported that 91% of businesses felt that the results they achieved through participating in a KTP would play a significant part in improving the future performance of their business. This is consistent with the 90% reported in the previous year, 2011-12.

Businesses were asked to give their main reasons for increased profitability. These are shown in Figure 3. Product sales (of either new or existing products) continued to be a major factor in increased profitability, with improved operations and quality also proving significant.

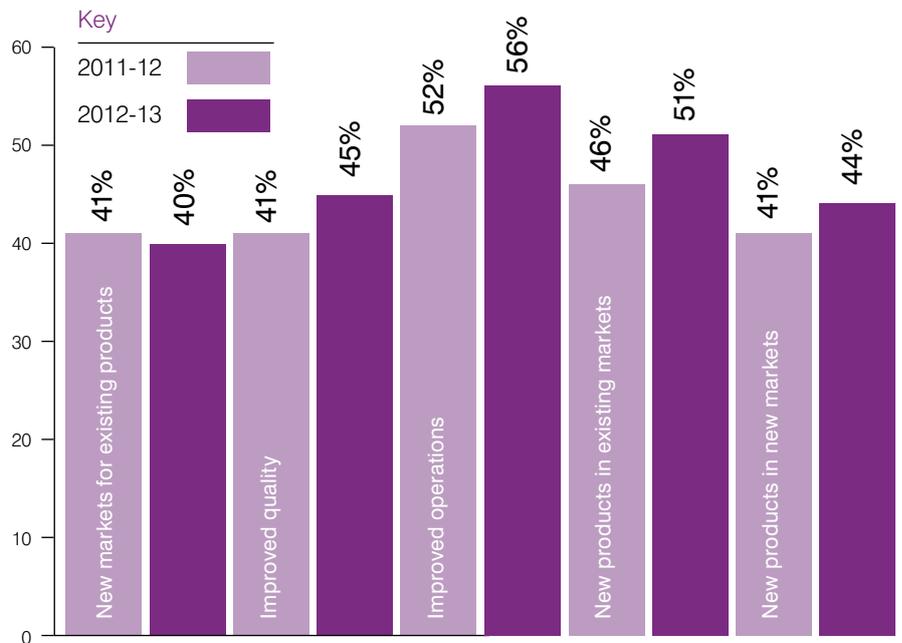


Figure 3: Reasons provided by participating businesses for increased profitability following a KTP – from graded KTP projects.

The split for classic KTP projects remains consistent with 2011-12, with **large organisations** accounting for under **one third** of the portfolio. Of projects involving large organisations, **79%** are with **private sector** companies.

Projects by company size

Information on the overall portfolio of KTP projects (defined by number of associate places) at the end of the year by size of business enterprise is given in Figure 4, including both classic and shorter KTP projects. KTP projects continue to average just over 26 months in duration, consistent with previous years.

The majority of shorter KTPs continue to be with micro or small enterprises, accounting for 62% of the total number of shorter KTPs. This compares with 47% for classic KTPs. The difference is most marked for micro businesses, which have

taken part in nearly one-third of the shorter KTPs compared to around 10% of classic KTPs. This is consistent with the aims of the shorter KTP scheme, which was implemented after the 'Sainsbury Review' to provide an opportunity for businesses who may not otherwise have the resources or capability to manage a larger KTP project.

Micro businesses have consistently accounted for 8-10% of the classic KTP portfolio over the last five years, reflecting the programme's ongoing commitment to attracting innovative, early stage companies into the scheme when possible.

Partnerships by sector and primary business function

The following table provides a current breakdown of the portfolio by industry sector. Whilst the number of partnerships has decreased compared to previous years, the percentages have remained relatively stable across most sectors. The service industry sector, which had fallen to 15% in March 2012 from 21% the previous year, rallied a little to 17%. Within the service sector, retail accounted for nine partnerships (from 0 in 2011-12), and wholesale reduced by a similar number.

Figure 4: Total number of KTP projects by size of enterprise (March 2012)

Year	Micro-businesses (under 10 employees)		Small enterprises (10 – 49 employees)		Medium-sized enterprises (50 –249 employees)		Large enterprises (250 or more employees)		Total	
	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13	11-12	12-13
Number of classic KTP projects	86	56	294	251	197	163	268	193	845	664
Proportion of portfolio	10%	9%	35%	38%	23%	25%	32%	29%	100%	100%
Number of shorter KTP projects*	120	141	139	162	77	92	77	97	413	492
Proportion of portfolio*	29%	29%	34%	33%	19%	19%	19%	20%	100%	100%

* The number of shorter partnerships at the end of 2012-13 represents all 492 supported projects – not just those in the current portfolio as expressed by the annual rolling number. The 'proportion of the portfolio' is also based on this figure.

Figure 5: Knowledge transfer activity by industrial sector 2012-13 (Partnerships)

Industrial sector	March 2012		March 2013	
	No	(%)	No	(%)
Aerospace	0	(0)	0	(0)
Agriculture, forestry, fishery	13	(2)	7	(1)
Bricks, cement, glass manufacturing	6	(<1)	10	(2)
Chemical manufacturing	28	(5)	42	(7)
Construction	18	(2)	15	(2)
Education, administration	35	(4)	13	(2)
Energy, water	20	(3)	19	(3)
Finance	11	(1)	9	(1)
Food, drink, tobacco	18	(2)	16	(3)
Footwear, textile manufacturing	11	(1)	6	(1)
Furniture, games, jewellery	18	(2)	8	(1)
Instrument, electrical manufacturing	82	(10)	78	(12)
IT, multimedia	62	(8)	58	(9)
Medical (inc medical device manufacturing)	63	(8)	38	(6)
Membership professional orgs	23	(3)	15	(2)
Metal goods (inc vehicle manufacturing)	70	(9)	55	(9)
Metal manufacturing	67	(9)	37	(6)
Plastics, paper, printing industries	33	(4)	27	(4)
Publishing, media, sport	22	(3)	12	(2)
R&D	37	(5)	33	(5)
Service industry (inc distribution)	118	(15)	106	(17)
Sustainability	16	(2)	9	(1)
Transport	6	(<1)	7	(1)
Wood	2	(<1)	5	(1)
Other	2	(<1)	2	(<1)
Total	792	(100)	627	(100)

The following information gives a breakdown of the types of business function in which KTP projects have been undertaken. The biggest change from the previous year is an ongoing trend of an increase in the percentage of projects in the research and development function (up from 31 % to 40%), which is good news in a difficult economic environment. It should be noted that this information reflects the functions in which the projects are based, not necessarily what the project is about.

Figure 6: Primary business function for KTPs – 2011-2013

Business function	2011-12 %	2012-13 %
Business management	6	2
Finance	<1	1
Human resources	<1	<1
Information & communications technology	9	9
Logistics & distribution	<1	0
Manufacturing process & operations	12	12
Operations	8	6
Product development & design	23	25
Research & development	31	40
Sales & marketing	9	3
Supply chain	2	1
Unknown	0	<1
Total	100	100

In 2012-13 knowledge base partners continued to confirm that they were experiencing a **high level of benefits** from participating in a KTP – once again, these figures are consistent with previous years.

Outcomes and benefits for the knowledge base

How KTP helped the knowledge base:

- 96% benefiting through staff development
- 92% reporting benefits to teaching
- 90% reporting benefits to research.

In addition to these benefits, knowledge bases reported an average of:

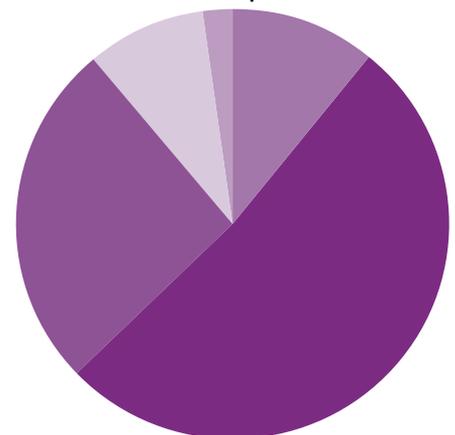
- 4 new research projects
- 1 research paper published in refereed journals and
- 2 other articles published as a result of participation in a KTP.

Participation by UK academic and research institutions

In total, 349 departments from 98 Higher Education Institutions (HEIs) were involved in classic Knowledge Transfer Partnerships: only six HEIs less than during the previous year (104) but 88 fewer departments, reflecting the lower number of partnerships in the portfolio. There were only two Further Education Institutions (FEIs) involved in classic KTPs (5 projects) in the year, compared with 15 FEIs the previous year, reflecting the impact of the change in quality standard introduced in 2011-12. Three knowledge base organisations which were neither HEIs or FEIs participated in the programme, the same as for 2011-12. There were 39 knowledge base departments which became involved in KTPs for the first time in 2012-13, compared with 32 the previous year.

As in previous years, the grade point average score, based on the national Research Assessment Exercise, was captured as a measure for participating university departments. The following table shows the research ratings of those university departments involved in KTPs newly established during 2012-13.

Figure 7: Proportion of KTPs established in 2012-13 by grade point average of academic department



Grade point average**	% of Partnerships (March 2013)
3.50 to 4.00	0
3.00 to 3.49	11
2.50 to 2.99	52
2.00 to 2.49	26
1.00 to 1.99	9
0.01 to 0.99	0
Not rated	2
Total	100

* The figures quoted on this page are derived from final reports produced at the end of KTPs: on average one further research project and one further paper are attributed to KTPs post-completion, above and beyond the numbers quoted above.

** Based on the Research Assessment Exercise ratings, last conducted in 2008. Ratings around 1 reflect quality that is recognised nationally in terms of originality, significance and rigour; 2 reflects internationally recognised quality; 3 international excellence and 4 world-leading.

The subject range of participating academic departments is illustrated in figure 8, which also shows figures for the previous year, and includes all the non-HEI organisations in the category of 'Other'. Engineering continued to dominate in 2012-13 with 33% of all partnerships, slightly down from 35% in 2011-12. Management fell from 13% in 2011-12 to 7% in 2012-13: early indications are that this trend may be reversed in 2013-14. Departments of Medicine, having grown steadily over the last 5 years, remained static at a healthy 10% of the portfolio of partnerships in 2012-13. Computing remained relatively stable at 13%.

Figure 8: Knowledge Transfer Partnership by academic department 2012-2013

Academic department	% of 792 Partnerships (March 2012)	% of 627 Partnerships (March 2013)
Agriculture & Food	2	2
Biology	3	3
Chemistry	2	3
Chemical Engineering	2	1
Civil Engineering	3	4
Computing	14	13
Design	4	3
Electrical Engineering	5	7
Engineering & Technology	18	20
Management	13	7
Material Technology	2	3
Medicine	10	10
Mathematics	1	2
Mechanical Engineering	7	8
Physics	1	2
Other	13	11
Total	100	100

KTP continues to offer recently qualified people the opportunity to enhance their career prospects through managing a challenging project that is central to an organisation’s strategic development and long-term growth.

Outcomes and benefits for the associate

The following table (Figure 9) gives a summary of data relating to the 448 associates registered in March 2013, and corresponding groups registered at the end of the previous four years. The average age at which associates are recruited increased slightly to 30. The percentage of associates in 2012-13 that were women reduced slightly to 29% from 34% in the previous year.

Important associate trends in more detail

Employment

During the year, 350 associates completed the full term of their contract compared to 319 in 2011-12. Of those who provided feedback, 70% were offered employment by their host company (comparable with 73% in 2011-12) and 76% of these offers were accepted (73% in 2011-12). This means that over half of associates (53%), accepted employment with their host company upon project completion, the same percentage as for 2011-12.

New associates

Within the year, 215 new associates were recruited into the KTP programme, compared to 273 in 2011-12. This reflects the slightly reduced number of partnerships.

The types of qualifications and degrees held by associates recruited in 2012-13 are shown in figure 10. The proportion of associates recruited with first class or 2(i) degrees remained high during 2012-13. The category of ‘Other’ includes those associates who gained their qualification abroad within a grading system which cannot

easily be transposed or those who left the scheme without providing the required information. Engineering degrees continued a strong presence (39% compared to 40% in 2011-12) as did science degrees (29% compared with 27% the previous year). Business management degrees continued to reduce to 1%, compared to 5% in 2011-12.

Only 42% of associates recruited in 2012-13 were reported as already having a PhD or masters qualification. This compares with the details of registered Associates (Figure 9) which show the percentage recruited with a higher degree as remaining at around 60%. This may be to how data is input into the system by partnerships on associate registration rather than demonstrating a trend.

Figure 9: Numbers of associates registered on Knowledge Transfer Partnerships 2009-2013

	March 2009	March 2010	March 2011	March 2012	March 2013
No. of associates registered	672	721	926	702	448
No. with higher degrees on recruitment	358 (53%)	392 (54%)	543 (59%)	428 (61%)	274 (61%)
No. affiliated to professional institutions on recruitment	212 (32%)	203 (28%)	262 (28%)	196 (28%)	117 (26%)
Mean age	28.9	28.6	28.6	29.1	30.1
Female	31%	33%	35%	34%	29%

Figure 10: Degree qualifications of associates recruited in 2011-12

Discipline	Degree classification								Total	%
	PhD	Masters	1	2i	2ii	3	NVQ/HND	Other		
Agriculture	0	0	0	0	0	0	0	0	0	0%
Business Management	0	1	1	0	0	0	0	0	2	1%
Design	0	1	5	2	1	0	0	0	9	4%
Engineering	23	19	22	15	2	0	0	3	84	39%
Humanities	0	0	4	2	0	0	0	1	7	3%
Information Technology	5	2	9	10	1	0	0	1	28	13%
Materials/Metallurgy	0	1	1	1	1	0	0	0	4	2%
Mathematics	1	0	1	2	0	0	0	0	4	2%
Science	29	4	11	15	2	1	0	0	62	29%
Other	3	2	7	2	0	0	0	1	15	7%
Total	61	30	61	49	7	1	0	6	215	100%
%	28%	14%	28%	23%	3%	<1%	0%	3%	100%	

Key benefits highlighted by associates:

- Benefits cited as medium or high for 90%+ of associates included establishment of a career path; development of management and technical skills and exposure to a commercial environment
- 70% were offered employment by their host company.

Nationality

Information on the nationality of associates registered at the end of the year is summarised in the following map, with the percentage split remaining reasonably consistent with the previous year. Of associates registered, 74% were from either the UK or the rest of Europe.

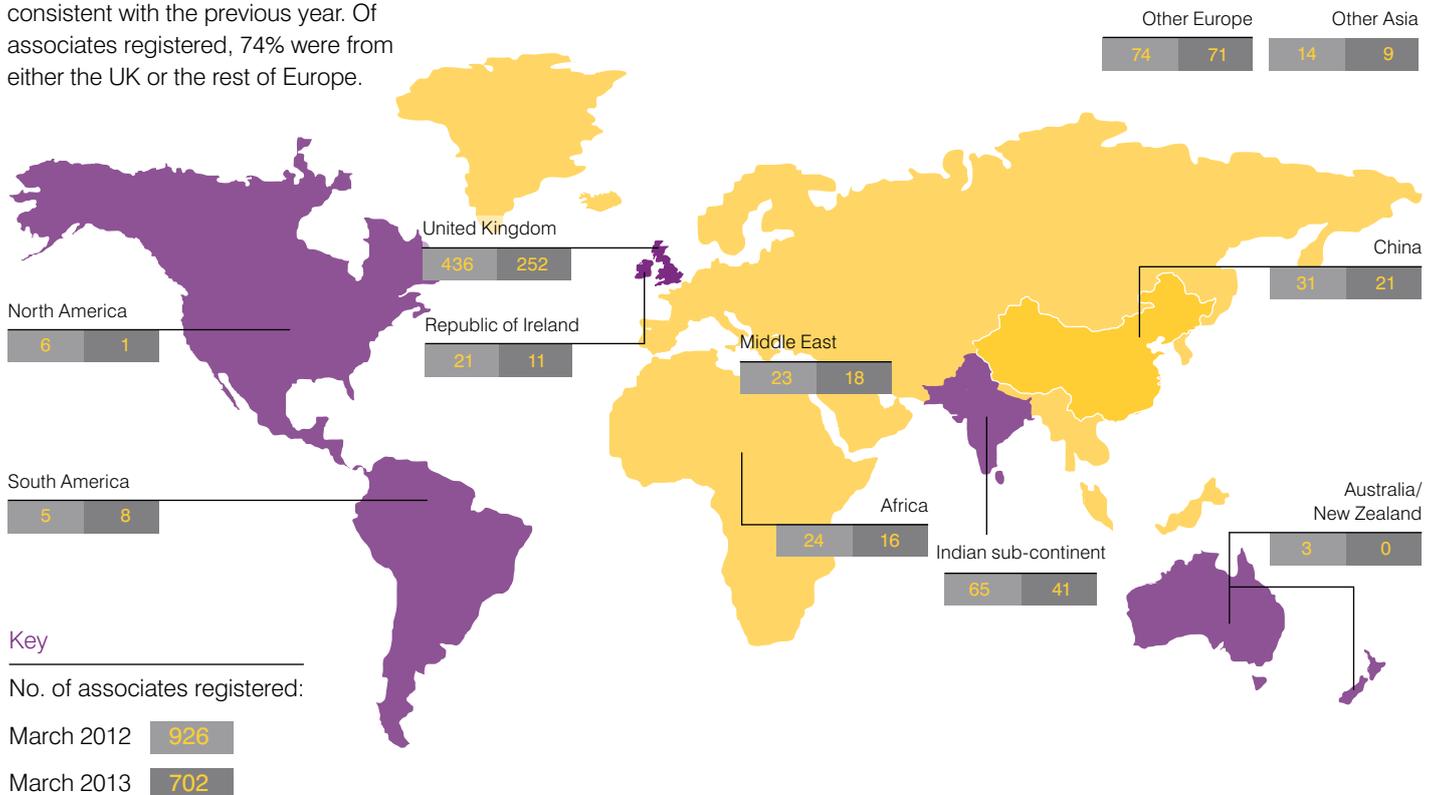


Figure11: Numbers of associates registered by region of nationality – March 2012-2013

Funding

The KTP programme had 13 main funders in 2012-13. Some of the partnerships completed were supported by the old regional development agencies, with some of the new projects approved in 2012-13 receiving support from dot.rural (the RCUK Digital Economy Hub focusing on the rural digital economy) and the Nuclear Decommissioning Authority.

The budget for the year for each of the funding organisations is shown in figure 12. The spend is primarily against existing KTP commitments, as opposed to new commitments made within the year.

Overall, during the year beginning in April 2012, grant offer letters were issued on behalf of funding organisations to establish 279 new classic Knowledge Transfer Partnerships (involving 288 individual associate projects).

A total of £25m was committed to new classic partnerships in 2012-13 – up from £17m the previous year. This reflects the higher number of proposals received and projects approved in the year.

Figure 12: Budgeted expenditure levels by funding organisation for Knowledge Transfer Partnerships in 2012-13

Sponsor	Budget
Arts and Humanities Research Council (AHRC)	£550,000
Biotechnology and Biological Sciences Research Council (BBSRC)	£400,000
Department for Environment, Food and Rural Affairs (Defra)	£350,000
Department of Health	£186,000
Engineering and Physical Sciences Research Council (EPSRC)	£1,933,000
Economic and Social Research Councils (ESRC)	£1,500,000
Invest Northern Ireland	£1,420,000
Medical Research Council (MRC)	£720,000
Natural Environment Research Council (NERC)	£400,000
Scottish Funding Council	£1,500,000
Science and Technology Facilities Council (STFC)	£250,000
Technology Strategy Board	£21,882,000
Welsh Government	£1,200,000
Total	£32,756,000

Only those that are considered by the independent assessors to have **achieved above** the original expectations of the project for all three partners are eligible for nomination, and the finalists truly represent the **best of the best**.

KTP Best of the Best Awards – November 2012

The 2012 KTP Awards were held at Westminster Park, Plaza Hotel on 22 November to honour the best Knowledge Transfer Partnerships.

Recognising excellence

Ultimately, these awards are about celebrating success – the best of our success.

Our award winners come from the public and private sector and are engaged in fields ranging from space satellite technology and public health care through to high-value manufacturing and environmental technologies. Despite the continuing challenges of the current economic environment, KTP continues to support innovation and the application of new ideas for UK businesses, helping them to thrive in increasingly competitive global markets.

The finalists, as ever, represent just a handful of the many outstanding projects undertaken and completed every year in a diverse range of sectors and industries. We believe that KTP truly demonstrates how British talent and ingenuity can work at an impressive and effective level.



Winner of the Best UK Partnership – Heltune, with University of Bristol and associates Richard Hunt and Steve Pollard, pictured with Phil Smith, Chairman of the Technology Strategy Board

The awards categories we recognised in 2012 were:

- Best UK Partnership – recognising the partnership that has excelled in the level of benefits achieved by all three participants and that best exemplifies the benefits of collaboration for innovation. The overall winner was selected from eight outstanding finalists from across the UK
- Business Leaders of Tomorrow – recognising the achievements of associates who, while working on their KTP project, have demonstrated the potential to become a future business leader. There were 5 winners of this award in 2012.

- Engineering Excellence – sponsored by the Royal Academy of Engineering, this award recognises partnerships that have demonstrated excellence in the application of engineering skills.

For more information on the winners and finalists from last year, please visit the awards page on our website www.ktponline.org.uk

KTP assessor panel

Upon completion of the KTP, participants prepare a final report, which is reviewed by two members of an independent grading panel. The current members of the KTP final report assessment panel are as follows:

Mr R Andrews, previously Managing Director, Fulcrum Systems Ltd

Professor F Arthur, previously Deputy Vice-Chancellor, The University of Huddersfield

Mrs S Bird, previously Partner, Bird Acoustics

Dr T J S Brain, previously General Manager of the United Kingdom's National Engineering Laboratory

Dr D K Brown, previously Manager, West of Scotland KTP Centre

Dr J Davies, Academia Engagement Senior Manager, Welsh Government

Professor C Dennis (CBE), Director-General, Campden & Chorleywood Food Research Association

Professor C Edwards, Head of HR Management, Kingston University

Mr I Ferguson, previously Director, Photek Limited

Dr I Harrison, previously Director, Knowledge Transfer Services Directorate, DTI

Professor R H Hollier, Emeritus Professor of Operations Management, Manchester Business School, University of Manchester

Mr C H How, previously Managing Director for European Operations, DRS

Mr M Jones, former KTP Adviser

Mr T Mitchell, former KTP Adviser

Mr R Robertson, previously International Marketing Manager and Product Development Manager, Spirax Sarco Ltd

Mr J Vautier, Senior Partner, The Ferndale Enterprise

Dr R Whitcutt, previously Director, Industry in Education

Professor M Wright, previously Vice-Chancellor, Aston University

Knowledge Transfer Partnerships is a UK-wide programme overseen by the Technology Strategy Board and supported by 12 other public sector funding organisations. For more information on the KTP programme, visit **www.ktponline.org.uk**

Technology Strategy Board is the UK's innovation agency. We accelerate UK economic growth by stimulating and supporting business-led innovation.

We are a business-led executive non-departmental public body, sponsored and funded by the Department for Business, Innovation and Skills.

The Technology Strategy Board
North Star House
North Star Avenue
Swindon SN2 1UE

Telephone: 01793 442700

**For more information please
visit www.innovateuk.org**