The Innovate UK Unlocking Potential Award
Innovate UK Unlocking Potential Award “BUILD & BEGIN” Application Guide

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Who are we?

Emma Fadlon

Mat Wasley
AIMS

1. Provide you with hints and tips on how to approach your application
2. Answer some of your common questions on what the assessors are looking for
3. Provide you with some tools and signpost to helpful resources
Who is the Innovate UK Unlocking Potential Award for?

For the purpose of this competition, Innovate UK considers the following groups of people as underrepresented in the innovation ecosystem:

- disabled, including and not limited to mental health conditions, learning disabilities, neurodiversity and physical disabilities
- ethnic minority groups
- LGBTQIA+
- non-binary and all marginalised genders
- people with primary caring responsibilities
- people from low socioeconomic backgrounds
- people from non-traditional educational routes into innovation
- women
- younger (aged 18 to 30) and older (aged 60+) people
What strands of support are available?

Innovate UK Unlocking Potential Award is composed of 2 strands and applicants can only apply for ONE:

**Begin**
- A £5,000 grant
- A £10,000 living allowance
- Tailored business support

**Build**
- A £50,000 grant
- Tailored business support

**Role Modelling**
Pledge to paying it forward and inspiring future innovators
WHERE TO START?
Introduction to Grant Writing

Scope
It’s an exam and a story…

Like all exams, the keywords and answers are contained in the questions.

A lot of technique for individual Qs but also requires a compelling narrative.
Handy Hint

Project Summary

Please provide a short summary of your project. We will not score this summary.

This is the first thing they read. They need to read it and say: ‘wow!, I get this and I like this’

Top tip
‘Economist’ editorial style.
9 word sentences, active tense.
Public Description

Please describe your project in a way that is understandable to the general public.

- This is only published if successful
- Mandatory, but the text will not be assessed
Gateway Question (Scope)

How does this application align with the specific competition scope?

- Read the scope first when looking to apply for a competition
- Avoid being rejected before assessment
### Key differences between the strands

<table>
<thead>
<tr>
<th><strong>Begin</strong></th>
<th><strong>Build</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ if you are ready to turn your idea into a business then this is the right opportunity for you</td>
<td>✓ if you are a founder, co-founder or senior decision maker within a UK registered micro or SME business</td>
</tr>
<tr>
<td>✓ if you have an innovative business idea within an existing business you are welcome to apply</td>
<td>✓ if your business has been active for at least 12 months by the closing date</td>
</tr>
<tr>
<td>✓ you must not have received any Innovate UK funding</td>
<td>✓ you may have received Innovate UK funding there are some exceptions, please consult the competition brief</td>
</tr>
<tr>
<td>✓ £5,000 grant plus £10,000 living allowance making a total of £15,000</td>
<td>✓ every award holder in this strand will get £50,000</td>
</tr>
<tr>
<td>✓ you must provide at least four days of role modelling activities to inspire others</td>
<td>✓ you must provide at least five days of role modelling activities to inspire others</td>
</tr>
</tbody>
</table>
BEGIN: SCORED QUESTIONS

Q10 Video - 30%

Q11- What is your value proposition? 300 words 17.5%

Q12- Your plan for the award. 500 words 17.5%
"Describe the five most important steps that you need to take in the 12 months duration of the project to turn your idea for business into a reality."

Q13- What difference will this award make to you personally and your business idea? (Explain how you will use the award) 500 words 17.5%

Q14- Risks 300 words 17.5% (Appendix Risk Register)
BUILD: SCORED QUESTIONS

Q7 Video - 25%

Q8- Need or challenge 600 words 15%

Q9- Your idea or business opportunity (including market) 600 words 15%

Q10- Plan for the award (including risks) 600 words 15% & Gantt Chart & Risk Register

Q11- Your vision for your business and timeliness of the award 600 words 15% appendix

Q12- Equality, diversity and inclusion 600 words 15%
("How is equality, diversity and inclusion (EDI) incorporated into your proposed project?")
Introduction to Grant Writing

Definitions
Definitions: What is your innovation?

IS IT - Goods, Product and/or Services?

Goods
- tangible items physical or IP/IPR, know-how

Product
- what is it that you are physically ‘making’ it’s a tangible item

Services
- an intangible asset, what you provide around the product or goods
Definitions: Who wants it?

Influencers - Customer, End User and Stakeholder?

Customer
the organisation/person who buys your goods/product/services

End User
the organisation/person who uses your product/services

Stakeholder
anyone who benefits from or influences the whole sales and adoption processes
Definitions: Who is going to pay?

- **Funder**
- **Customer**
- **Value chain partner**

**Value Chain**
Describes all the elements that you need in place to develop your offer and to reach your customers and/or end users

- It may not be a direct route
- do you need suppliers, collaborators or intermediaries e.g. a manufacturer to make “it” and a customer to integrate your solution into their goods/products
Why are you here?

Fantastic idea or innovation

Goods, product or service

But who really wants this?
What makes people buy?

Gains:
Improvement to business process and income/cost

Pains:
Size of the problem and impact

Inertia (10x):
Ease & cost of change
Introduction to Grant Writing

Value Proposition
Definition of a Value Proposition

• The value proposition is what **benefits you offer** your customers at what **relative price**
• How you will **create value** for your customer
• Framework around **how to design** products and services for your customers
Customer Perspective

It tells me:

- Your unique selling point (USP)
- What you can offer me
- Why you
- Why not someone else’s product
Q11 Begin: Handy hint when answering the questions

Technology led companies often fall into the trap of describing their technology and NOT the problems they solve. Think about:-

- How will you add value to the customer/end user
- Why it is better than the competition
- Why would I buy your product
Tool to build a value proposition
Start off by answering these questions:

1. Who are you
2. What do you do
3. How do you do it

Then by customer, end user and/or stakeholder

4. What is the benefit to the individual/company?
5. What is the benefit to the wider stakeholders?
Benefits: how will you quantify these?

- What are the needs and issues in the marketplace?
- How does each feature and benefit of your solution solve the problem?
VALUE PROPOSITION: SKOK MODEL

1. FOR target customers
2. WHO ARE DISSATISFIED WITH the current alternative
3. OUR PRODUCT IS A new product
4. THAT PROVIDES key problem solving capability
5. UNLIKE the product alternative

Harvard Innovation Lab (startupsecrets.com)
A weak example…..

The product is a novel touch screen coating

1. **FOR:** Apple, Dell and Samsung mobile phone and computer divisions

2. **WHO ARE DISSATISFIED WITH:** poor performance and lack of reliability of their current screens

3. **OUR PRODUCT IS A:** unique transparent coating that you can put on a range of large and small surfaces

4. **THAT PROVIDES:** the coating is environmentally friendly

5. **UNLIKE:** Competitor Co our technology is cheaper to manufacture and the coating and can be applied to all surfaces
Lets unpick this example.....

The product is a novel touch screen coating

1. **FOR:** touch screen manufacturers companies globally

2. **WHO ARE DISSATISFIED WITH:** poor conductivity, lack of flexibility, limited transparency of Indium Tin Oxide and the manufacturing limitations of silver nanowires and graphene

3. **OUR PRODUCT IS A:** patented transparent sub-micron width metal mesh conductor that can be placed on films, glass and other substrates and manufacture has been proven in sheets of up to 20m²

4. **THAT PROVIDES:** high quality fast prototyping and evaluation in a range of use environments including considerations around circular economy and environmental legislation

5. **UNLIKE:** Competitor Co our technology can be fabricated with almost any metal using our bespoke methodology allowing low cost high throughput of large sheets that have been proven in a wider range of extreme environments as well as consumer goods
What makes a good value proposition?

- It is clear to understand
- Identifies the specific results the customer will get
- Explains how it is different & **BETTER**
- Can be read and understood quickly
Introduction to Grant Writing

BUILD

Building on the Value Proposition
BUILD 600words 15%

Q8: Need or challenge

What pressing societal, environmental, or economic challenge are you trying to solve through your innovation and what is the expected impact?

• the overall societal, environmental, or economic challenges you are focussing on
• the expected impacts on society, the economy, and the environment
• what potential negative impacts you have considered and how you plan to mitigate them
• any links to current government priorities where relevant, including the Government’s Innovation Strategy
Q8: Need or challenge

Evidence & Impact

Is it a business need, citizen challenge, technological challenge or market opportunity behind your innovation?

“Here’s an unmet business need that is costing or denying (John/s) value. We can develop the tech/service/product to fix this challenge and when we do, (John/s) will buy it.”

“Here’s some stuff that shows we understand the wider context, too.”

"Here’s an unmet business need that is costing or denying (John/s) value. We can develop the tech/service/product to fix this challenge and when we do, (John/s) will buy it.”

“Here’s some stuff that shows we understand the wider context, too.”
## Example of an Assessor’s Crib Sheet

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-10</td>
<td>The <strong>social, environmental, or economic</strong> need or challenge(s) they intend to solve through their innovation are clearly <strong>articulated</strong> and <strong>evidenced</strong> and it is clear how their innovation will make a large <strong>positive</strong> impact. Potential <strong>negative</strong> impacts have been <strong>considered</strong> and <strong>clear steps</strong> outlined to <strong>mitigate</strong> the <strong>risk</strong> of these occurring.</td>
</tr>
<tr>
<td>7-8</td>
<td>The <strong>social, environmental, or economic</strong> need or challenge(s) they intend to solve through their innovation are <strong>stated</strong> and it is also <strong>mentioned</strong> how their innovation will <strong>positively</strong> impact. Potential <strong>negative</strong> impacts have been <strong>considered</strong> to an extent and <strong>some mitigations</strong> have been proposed.</td>
</tr>
<tr>
<td>5-6</td>
<td>The societal, environmental, or economic need or challenge(s) they intend to solve through their innovation are listed to an extent and it is likely that their innovation will positively impact. There may be potential negative impacts should the applicant be awarded and mitigations have not been proposed fully.</td>
</tr>
<tr>
<td>3-4</td>
<td>The societal, environmental, or economic need or challenge(s) they intend to solve through their innovation are not articulated and evidenced well and there is a low likelihood that their innovation will positively. There may be potential negative impacts should the applicant be awarded and mitigations have not been proposed fully.</td>
</tr>
<tr>
<td>1-2</td>
<td>The societal, environmental, or economic need or challenge(s) they intend to solve through their innovation have not been articulated or evidenced and it is unlikely that their innovation will positively impact. It is highly likely that there will be potential negative impacts and mitigations have not been proposed.</td>
</tr>
</tbody>
</table>
What new idea or business opportunity would you like to develop with the award, and why is this a critical next step for your business?

• how your new idea will respond to the challenge identified in Q8
• business need, technological challenge or market opportunity
• dynamics of the market/s you are targeting
• how you will improve on the nearest current competition (existing and emerging technologies)
• Any work you have already done to respond to this need, for example if the project focuses on developing an existing capability or building a new one
• whether the innovation will focus on the application of existing technologies in new areas, the development of new technologies for existing areas or a totally disruptive approach
• the freedom you have to operate
• how it will make you more competitive
Q9: Your idea or business opportunity

What approach will you take and where will the focus of the innovation be?

“We will technically solve the challenge by x, y, z. This is better than competitors a, b, c because … Based on earlier work (patent searches) we have freedom to operate. We will deliver (this/these) outputs.”

“wow factor”
Introduction to Grant Writing

Planning: where to begin
Starting Points

1. You have identified what your innovation is
2. Captured the tasks and activities around your proposed programme of work
3. You have identified your novel high risk research aim
   a. You may have used a tool such as Innovate UK KTN’s Innovation Canvas or the Strategyzer Business Model Canvas tools
   b. Reviewed the non-grant support available and understand how you will benefit from this
Q12: Your plan for the award

Describe the five most important steps that you need to take in the 12 months duration of the project to turn your idea for business into a reality.

- For each step identify the areas where you think you need the most support to make a success of your business idea.

Different ways to approach this – what works best for you?

Hint: Break it down into small packages of work and identify some success factors and make them into ‘milestones’
Begin 500 words 17.5%

Q13 What difference will this award make to you personally and your business idea?

- Provide information about the impact this award will deliver to you personally and your business idea.
- Explain how you will use the full package of support provided by the award.
- Describe the work that you have carried out already to develop your idea.
- If you have received other business support, outline how this award will add value.
Hint: Q13 What to Include
Use of the Grant & Non-Grant

Explain fully how you plan to use the non-grant package of support to add value to your work to date and to develop yourself as a leader in innovation.

- Refer to the information on the package of support in the funding section of Eligibility.
- What expert advice you are most interested in and why?
- If this gives you to access any additional support, facilities or equipment give us details
- Outline additionality – how you build on previous support
Introduction to Grant Writing

Planning: work package
What is a Work Package

A planning tool, set of tasks with an output that is linked to your project/research aim

1. The output may be a milestone or be a key component of a milestone
2. The activities should be costed (demonstrate value add)
3. Will have a time component (interdependencies)
4. Will include technical and commercial activities
5. Include the anticipated non-grant outputs too

They will be reviewed in context of your proposal and vision. Are they:
- ✔ Realistic
- ✔ Achievable
- ✔ Measurable
The Hierarchy of Project Work Packages

Title: brief and informative

Objective: how it links to the overall objectives

Tasks: a description of tasks and how they will be done

Outcome: what will happen when this research is completed

Deliverable: of the specific WP

Milestones: of specific WP

Collaborations or subcontracts

Specific Resources

Risks
Handy Hint: BEGIN Q12

- You may want to use this approach to build out your top 5 tasks?
- Don’t forget to add the steps that you think you need the most help/support and what this looks like?

- Use this to identify any risks – they can be technical, operational, personal and or commercial
- Link this to the support you can access – this feeds into Q13
**Handy Hint: BUILD Q10 & Q11**

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Provide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differentiate action from:</td>
<td>- Control points</td>
</tr>
<tr>
<td>▪ Outcome</td>
<td>- Check points</td>
</tr>
<tr>
<td>▪ Deliverable</td>
<td>- Way points</td>
</tr>
<tr>
<td>▪ Milestone</td>
<td>- Decision points</td>
</tr>
<tr>
<td>▪ Result</td>
<td>- Horizon points</td>
</tr>
<tr>
<td></td>
<td>- End point</td>
</tr>
</tbody>
</table>
Allocation of Resources & Time for each WP

People, equipment and money

- What you are doing, when, with who (collaborator or supplier?)
- What is the logical structure to complete the tasks?
- Highlight what is novel/high risk and the value (interdependence)

Number of WP?

- Depends on the complexity and time
- Remember you are on this programme for 12m
BUILD: Q10 Gantt Chart

- 600 words – 15% of Question (including Risk)

Hint – this needs to be detailed and include both the technical and commercial activities
**Gantt Chart**

**Visualisation of WPs**

**Link Tasks**

**Time Lines to show dependence**

**Use to build a Risk Matrix**

<table>
<thead>
<tr>
<th>Work Package</th>
<th>T1</th>
<th>T2</th>
<th>T3</th>
<th>T4</th>
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</thead>
<tbody>
<tr>
<td>WP1 Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T1.1 - Title</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T1.2 - Title</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP2 Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T2.1 - Title</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T2.2 - Title</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T2.3 - Title</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP3 Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T3.1 - Title</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T3.2 - Title</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>WP4 Name</td>
<td></td>
<td></td>
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<tr>
<td>T4.1 - Title</td>
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<tr>
<td>T4.2 - Title</td>
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</table>

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>D 1</th>
<th>D 2</th>
<th>D 3</th>
<th>D 4</th>
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</thead>
<tbody>
<tr>
<td>Milestone</td>
<td>M 1</td>
<td>M 2</td>
<td>M 3</td>
<td>M 4</td>
</tr>
<tr>
<td>Key Activity</td>
<td>A 1</td>
<td>A 2</td>
<td>A 3</td>
<td>A 4</td>
</tr>
</tbody>
</table>
Introduction to Grant Writing

Risks
WHAT IS RISK?
What is a Project Risk?

An uncertain event that may or may not occur during a project

Can have either a negative or a positive effect on progress towards project objectives
Risk Register Planning for Success
What is it?

It is a **table** that that lists:
- Risks by **category**

Ranks risks by:
- **Probability**
- **Impact**
- **Rating**

Has a **mitigation** plan
Identifies an **owner**

Categories: internal & external
- Technical
- Management
- Commercial
- Environmental
- Legal: IPR, Legislations,
- Political

Consider: Supply chain, HR, facilities
Rankings

- Probability & Impact
- Qualitative (H/M/L)
- Quantitative (Cost/Time)
What to Include:

What is going to keep you awake at night?

Execution Risks

- What will stop you from conducting and or completing the project?

Performance Risks

- What will stop the idea working?

What is going to keep you awake at night?
# Begin: Use 5 key tasks to build your Risk Register

<table>
<thead>
<tr>
<th>Title</th>
<th>Description</th>
<th>Type</th>
<th>Risk before Mitigation</th>
<th>Mitigation</th>
<th>Risk After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Package 1</td>
<td>Describe activity/task and what the associated risk is</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>e.g. delay in delivery of software from the subcontractor</td>
<td>External Technical?</td>
<td>M</td>
<td>Have a proof of concept as a back up</td>
<td>L</td>
</tr>
<tr>
<td>Work Package 2</td>
<td>Can not recruit technician by month 5</td>
<td>Management</td>
<td>H</td>
<td>Contract externally</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>Do not get UK Conformity Mark approval by month 12</td>
<td>Legal</td>
<td>H</td>
<td>Work with a RA consultant</td>
<td>L</td>
</tr>
</tbody>
</table>
# Begin: Simple “Ranked” Risk Register

<table>
<thead>
<tr>
<th>Risk Description</th>
<th>Probability 1-5</th>
<th>Impact 1-5</th>
<th>Mitigation</th>
<th>Status Open/Closed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delay in delivery of software from the subcontractor</td>
<td>1 = Unlikely</td>
<td>1 = No impact</td>
<td>Have a proof of concept as a back up</td>
<td></td>
</tr>
<tr>
<td>Can not recruit technician by month 5</td>
<td>2 = Possible -</td>
<td>2 = Limited</td>
<td>Contract externally</td>
<td></td>
</tr>
<tr>
<td>Do not get UK Conformity Mark approval by month 12</td>
<td>3 = Possible +</td>
<td>3 = Noticeable</td>
<td>Work with a RA consultant</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4 = Probable</td>
<td>4 = Significant</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 = Certain</td>
<td>5 = Critical</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Build: “Detailed” Risk Register  
- Part 1 Categorising Risk “Red, Amber Green”

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>PROBABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

**“RAG STATUS”**

- **Red**: Impact 5, Probability 25
- **Amber**: Impact 4, Probability 16
- **Green**: Impact 3, Probability 9
- **Low**: Impact 2, Probability 4
- **Very Low**: Impact 1, Probability 1

Colors represent risk status:
- **Green** for very low
- **Yellow** for low
- **Red** for high or critical

Note: IMPACT and PROBABILITY values are placeholders and should be replaced with actual risk assessment data.
## Build: “Detailed” Risk Register - Part 2 Features

<table>
<thead>
<tr>
<th>ID</th>
<th>Risk Description</th>
<th>Impact</th>
<th>Impact Level</th>
<th>Probability</th>
<th>Priority Level</th>
<th>Mitigation</th>
<th>Owner</th>
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<tbody>
<tr>
<td>1</td>
<td>T1.1 Commercial</td>
<td>Description</td>
<td>1-5</td>
<td>1-5</td>
<td>Impact x Probability</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>T1.4 Management</td>
<td></td>
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<td>5</td>
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<td></td>
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<td>T2.4 Environmental Societal</td>
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<td>2</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>T3.5 Legal (IP/National)</td>
<td></td>
<td>3</td>
<td>3</td>
<td>9</td>
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</table>
## Build: “Detailed” Risk Register
- Part 3 Monitoring

<table>
<thead>
<tr>
<th>ID</th>
<th>Risk Description</th>
<th>Impact</th>
<th>Impact Level</th>
<th>Probability</th>
<th>Priority Level</th>
<th>Mitigation</th>
<th>Owner</th>
<th>Status</th>
<th>Open/Closed</th>
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<tr>
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<td>Commercial</td>
<td>1-5</td>
<td>1-5</td>
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<td>Impact x Probability</td>
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</tr>
<tr>
<td>2 T1.4</td>
<td>Management</td>
<td>5</td>
<td>5</td>
<td></td>
<td>25</td>
<td></td>
<td></td>
<td></td>
<td>O</td>
</tr>
<tr>
<td>3 T2.1</td>
<td>Technical</td>
<td>5</td>
<td>1</td>
<td></td>
<td>5</td>
<td></td>
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ANTICIPATE ....
THE KNOWN UNKNOWNS
Introduction to Grant Writing

BUILD: EDI
EDI: BUILD Q12 600 words 15%

How is equality, diversity and inclusion (EDI) incorporated into your proposed project?

Innovation

• Design, development, and delivery of your innovation: involvement and applicability to diverse range of end users

• Risks or negative EDI outcomes of your project? Can you avoid exclusion of specific groups? Cultural, environmental, technological settings

• Project outputs are inclusive and accessible? link to commercialisation, who is it for and how you will reach customers and end users, price points, is the user interface accessible, can it be easily deployed in the setting?
EDI: BUILD Q12
How is equality, diversity and inclusion (EDI) incorporated into your proposed project?

Work Place

• Composition of the project leaders, team, partners, and sub-contractors
  what challenges are there in your sector? where do you recruit and what can you do to develop staff, training and development opportunities

• Culture any policies and principles of your organisation (work from home, flexible working, accessibility of work spaces etc)
Grant Writing

Resources
Top Tips

1. Fit Scope
2. Agree key points with partners
3. Be clear and concise
4. Make a realistic plan
5. Be convincing

6. Remember risk and innovation
7. Quantify and justify assertions
8. Check all deadlines
9. Get advice and feedback
10. Don’t leave it too late to ask Q and submit
Good Application Guide

This guide will help you procure the best application you can for innovative UK competitions.

https://iuk.ktn-uk.org/investment/good-application-guide/
USEFUL TOOLS

Innovate UK KTN Innovation Canvas and resource library
https://ktn-uk.org/programme/innovation-canvas/
https://www.innovationcanvas.ktn-uk.org
https://www.innovationcanvas.ktn-uk.org/resources/

The Business Model Canvas
https://www.strategyzer.com/canvas/business-model-canvas

Excel (and many others)
You Tube https://youtu.be/un8j6QqpYa0
Any Questions?