

# ANALYSIS OF ENVIRONMENTAL FIRMS

Report for the Environmental Industries Unit  
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March 2006

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## **PART 1- ANALYSIS OF EIU DATABASE OF ENVIRONMENTAL FIRMS**

### **Objectives**

The EIU has compiled a cross-sectoral database of firms that are pursuing innovations within the environmental domain. This investigation analyses a subset of this database in an attempt to provide insight into some of the common challenges faced by firms within particular sectors. The importance of new ventures in the generation of diversity and the speciation of technological innovations is well recognised and as such this investigation focuses on small and medium sized enterprises (SMEs). Such enterprises have fewer resources than established organisations and this investigation also sets out to explore whether these commercialisation challenges are predominated by factors internal or external to the firm.

### **Methodology**

Following a preliminary analysis of the database we decided that it was necessary to create a subset of SMEs for analysis, to categorise these firms according to JEMU classification, and to categorise the challenges facing each firm using the information contained in the database. The next two sections describe the processes that we followed to achieve this.

### **Firm Selection**

1. Categorise each firm according to the JEMU classification:
  - Cleaner Technologies and Processes
  - Renewable and Low Carbon Energy
  - Recovery and Recycling
  - Water and Wastewater Treatment
2. Purge the selection of large firms
3. Remove those firms that had brief or no descriptive information in the database

Following this process, a sample of 73 firms was created. The JEMU category of Renewable and Low Carbon Energy was found to be a dominant group of 30 firms. So as to gain more specific insight into the challenges facing firms in this category, the selection was further divided to distinguish between stationary and transportation applications, and hence comprise the following five categories:

- Cleaner Technologies and Processes
- Renewable and Low Carbon Energy – Stationary
- Renewable and Low Carbon Energy – Transport
- Recovery and Recycling
- Water and Wastewater Treatment

Figure 1 shows the numerical breakdown of this categorisation process, with the list of selection of firms and their category found in Appendix A.

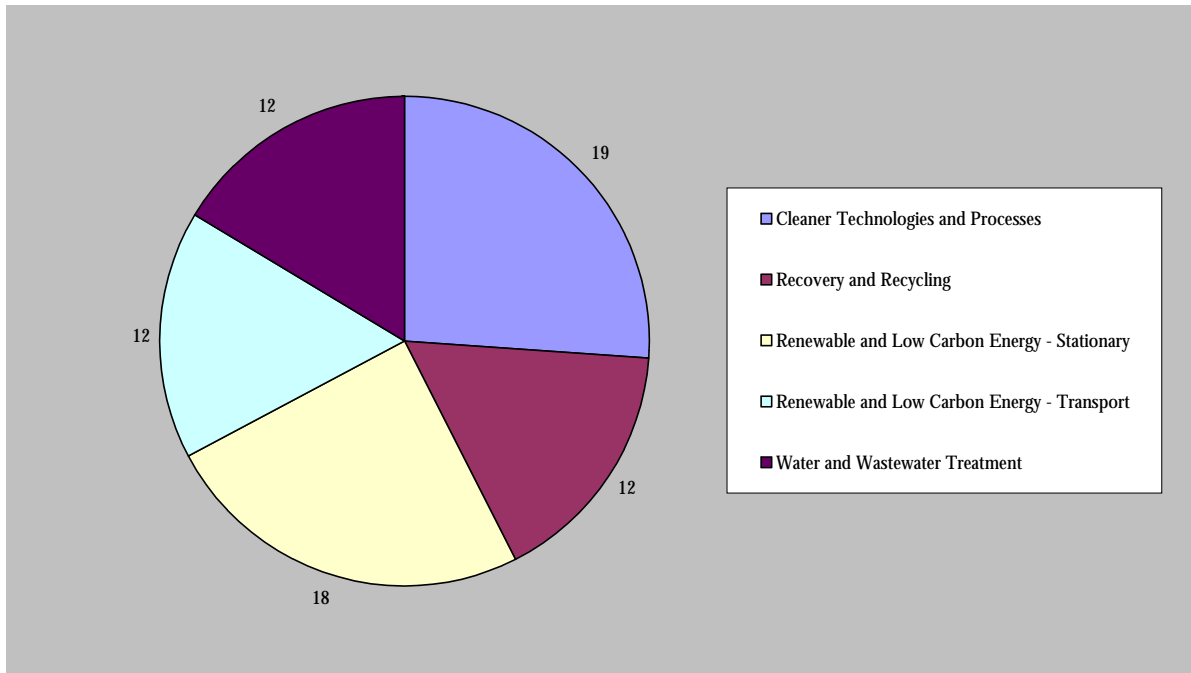


Figure 1 : The selection of firms by JEMU categorisation (N=73)

### Barrier Selection

The preliminary analysis revealed that financial issues were co-dependent and interconnected to a broad range of barriers to successful technological development and commercialisation process. While obtaining finance was a prevalent theme, the context in which the funds were required varied greatly. It was thus recognised that our analysis required a distinction to be drawn between the basic need for finance and the reason for that need.

These needs, in combination with the other internal and external factors affecting the firms in the development and commercialisation of environmental technologies, led to ten 'barriers' being selected. These comprise seven barriers internal to the firm and three barriers external to the firm, as in Table 1 below.

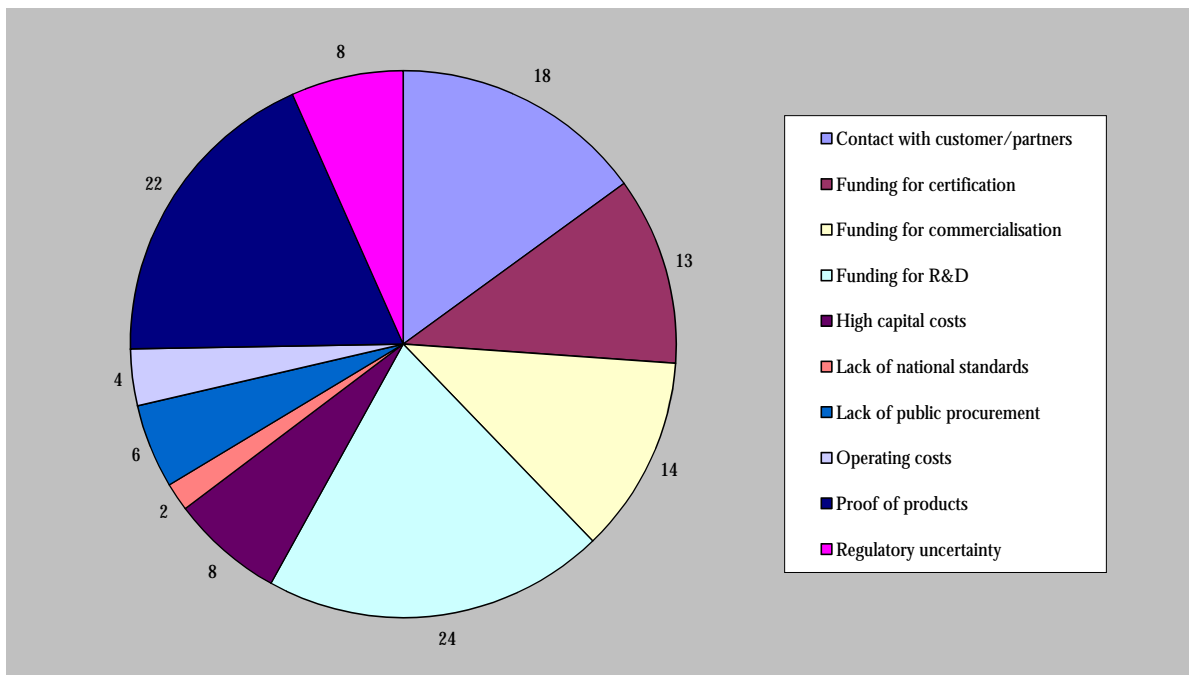
Table 1 : Internal and external factors affecting the financial position of the firm

Internal factors	External factors
Contacts with customers/partners	Lack of national standards
Funding for certification	Lack of public procurement
Funding for commercialisation	Regulatory uncertainty
Funding for R&D	
High capital costs	
Operating costs	
Proof of product	

### Analysis

The overall result of this analysis across the ten factors is presented in Figure 2. It is clear from this figure that internal factors far outweigh the external factors; 16 out of 119 stated problems (13.4%) concern factors external to the firm. Of these internal factors, Contact with customers/partners, Funding for R&D, and Proof of product emerge as the dominant challenges facing those firms in the sample. However, while this aggregate analysis highlights these problem areas as ones in which firms could be offered capacity building assistance, it disguises those challenges that are of greater importance in particular sectors. Using the JEMU categorisation described in Section 2.1 yields the results displayed in Table 2.

Figure 2 : The aggregate set of factors facing firms (N=73)



The figures in Table 2 reveal that, for firms in this sample, the factors affecting the ability to develop and commercialise environmental innovations differed significantly

between the JEMU categories. For those firms developing cleaner technologies and processes, Contacts with customers/partners, Funding for certification and High capital costs emerged as the key challenges. It is significant that for this category, Funding for R&D was of little concern. In this sample, firms in this sector had market or near-market ready technologies but were having difficulties in the early-stages of the commercialisation process.

In the recovery and recycling category, establishing Proof of product is the dominant challenge. For firms in this sector, demonstrable working prototypes or pilot plants appear necessary to convince prospective customers, partners and funding bodies of the value of the technology, as evidenced by the other significant emerging themes, Contacts with customers/partners and Funding for R&D.

The profiles for firms in the stationary and transport renewable and low carbon energy categories are very similar. In each, Funding for R&D is of primary concern. Other significant challenges, Contacts with customers/partners, Funding for commercialisation and Proof of product, highlight the need for firms to establish capabilities across a much broader range of skills and that resources might be stretched tighter as a result. The difference in attitudes towards Regulatory uncertainty provides the main distinction between the stationary and transport categories, as it is revealed to be of higher concern to those developing stationary technologies.

In the final category, water and wastewater treatment, Proof of product emerged as the most common challenge, with Funding for R&D, Contacts with customers/partners and Funding for certification also highly represented. The main challenge for firms in this sector would appear to be achieving a demonstrable technology that convinces conservative customers of the value of their technology.

Table 3 Analysis of the challenges facing firms developing and commercialising environmental innovation (N=73)

	Cleaner Technologies and Processes		Recovery and Recycling		Renewable and Low Carbon Energy – Stationary		Renewable and Low Carbon Energy – Transport		Water and Wastewater Treatment	
	Count	%	Count	%	Count	%	Count	%	Count	%
1. Contacts with customers/partners	7	19.4	3	14.3	3	12	3	16.7	3	15
2. Funding for certification	6	16.7	2	9.5	1	4	1	5.6	3	15
3. Funding for commercialisation	4	11.1	2	9.5	3	12	3	16.7	2	10
4. Funding for R&D	1	2.8	3	14.3	10	40	6	33.3	4	20
5. High capital costs	7	19.4	0	0	0	0	1	5.6	0	0
6. Operating costs	2	5.6	1	4.8	1	4	0	0	0	0
7. Proof of product	4	11.1	7	33.3	3	12	2	11.1	6	30
8. Lack of national standards	0	0	1	4.8	0	0	1	5.6	0	0
9. Lack of public procurement	4	11.1	1	4.8	1	4	0	0	0	0
10. Regulatory uncertainty	1	2.8	1	4.8	3	12	1	5.6	2	10
Internal factors □(1-7)	31	86.1	18	85.6	21	84	16	88.8	18	90
External factors □(8-10)	5	13.9	3	14.4	4	16	2	11.2	2	10
TOTALS	36	100	21	100	25	100	18	100	20	100

Colour	Sample %
Red	25+
Orange	20-24.9
Yellow	15.0-19.9
Light Yellow	10.0-14.9
Cyan	5.0-9.9
Blue	0-4.9

## Conclusions – Part I

A pragmatic methodology has been employed due to the type of data available for analysis and hence this investigation has been exploratory in nature. The analysis of a sample of 73 firms according to their JEMU classification reveals that entrepreneurial firms in the environmental industry face significantly different challenges according to the sector in which they operate. While the small sample size and limited dataset mean that the specific breakdown of the challenges facing firms cannot be considered conclusive for each sector, these findings are indicative of trends within and across these sectors.

The limitations of this exploratory analysis suggest the need for future research in which the development of a richer dataset could provide a greater degree of confidence as to these sector specific challenges. Due to the lack of suitable data, this study has also taken no account of the magnitude of importance that each firm attached to the various challenges it was facing at a given time and over time. Further research would seek to include this within the richer dataset and could also investigate the potential benefits of small business support services developing and providing sector specific assistance.

## **PART II- COMPARATIVE ANALYSIS OF CASE-PROFILES**

### **A. Introduction**

Following our earlier analysis, a number of companies were selected for a more in-depth inquiry into their activities relating to raising finance and accessing business support.

### **B. Methodology**

Case-study research enables in-depth research and micro-analysis into subject matter. This type of research was first developed for exploratory research though it has since been justified for use in theory testing and building (Eisenhardt 1989). This research is predominantly exploratory as there is little existing empirical research into the early-stage environmental technology venture.

#### **Selection of case-profiles**

Case-profiles were selected from the EIU cross-sectoral database of environmental firms. Early stage companies were chosen that had been founded between 1999 and 2003, across a variety of U.K. regions.

Nine companies that were still in operation in 2006 were selected from four different sectors:

1. Renewable and low carbon energy (stationary) – 3 firms
2. Water and wastewater treatment – 3 firms
3. Cleaner Technologies and Processes – 2 firms
4. Environmental monitoring – 1 firm

#### **Data collection protocol**

Case-profiles were issued with a questionnaire consisting of a series of open and closed questions (see Appendix). This enabled an in-depth inquiry into each case-profile, which focused on issues associated with raising finance and accessing business support, and facilitated a comparative analysis between case-profiles. A summary of these case-profiles is shown in Table 4.

Table 4 : Introductory case-profile summaries

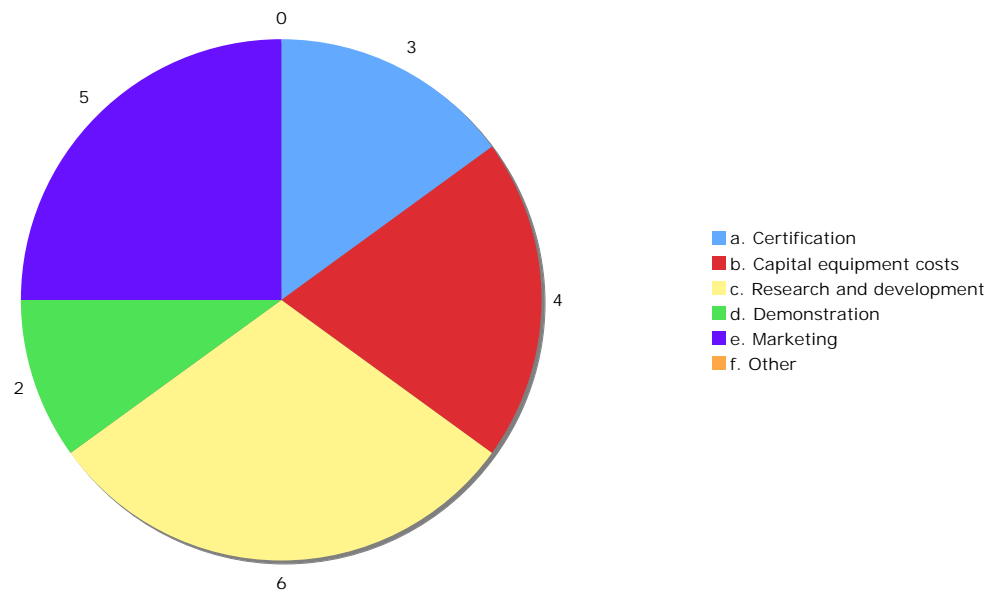
Sector	Formed	Full time employees	Part time employees	Manufacturing capabilities	Description
Cleaner Technologies and Processes	Late 1999	12	3	Sub-contracted manufacturing	Supplier of alternative building technologies
Cleaner Technologies and Processes	2002	2	0	In-house and sub-contracted	Environmental board & moulded products from wastepaper recycling plant residues.
Low carbon-stationary	2002 March	15	5	In-house manufacturing	Manufacturer of portable fuel cell systems, battery chargers and generators.
Low carbon-stationary	2003 Jan	2 (soon to be 3)	3	Sub-contracted	Cost optimised solar hot water system for inclusion into new build dwellings.
Low carbon-stationary	2001 October	5	3	Some in-house and sub-contracted	Solar concentrator which can provide heat and power.
Water and waste water treatment	2002	4	1	Sub-contracted	Electrochemical treatment of wastewater
Water and waste water treatment	1999	7	3	In-house manufacturing	Core technology is a living yeast biosensor which can be used to detect toxic and specifically genotoxic chemicals
Water and waste water treatment	2002 Sept	1	As and when needed	Sub-license manufacturing agreements with company in South Yorkshire and company in Romania.	"High-Speed Bio Tech" Wastewater Treatment
Environmental monitoring	1999	2	0	N/A	Services to the offshore oil and gas industry, mainly subsea pipelines leak detection.

\* N.B. profit / loss figures have been deleted from this table by EIU

## Results – Part II

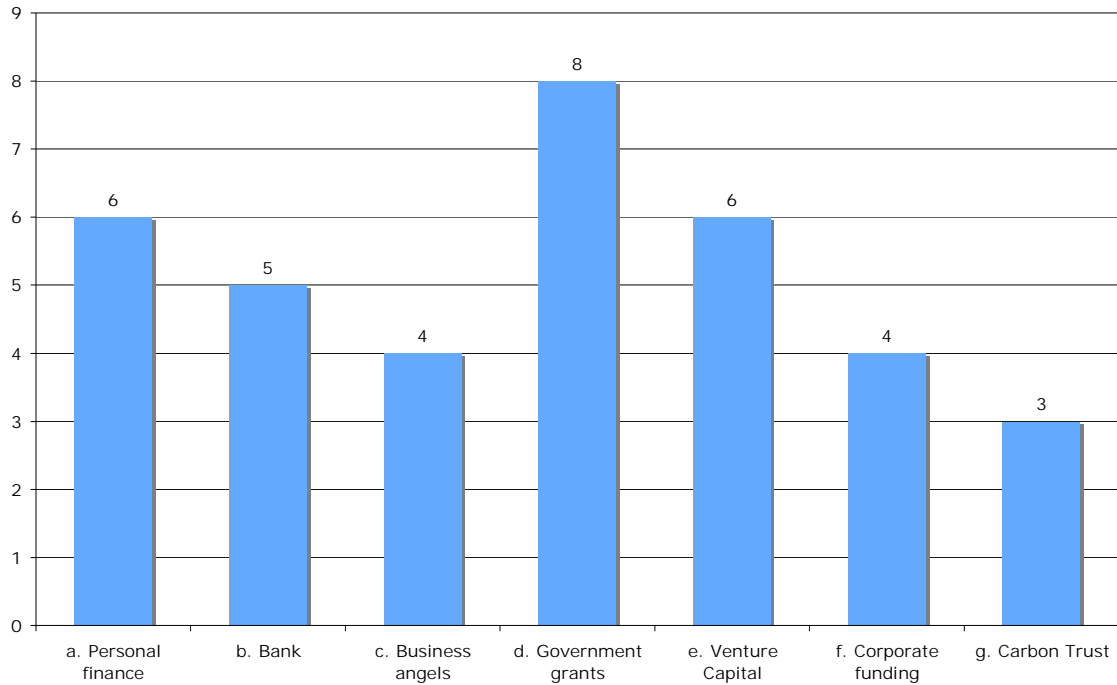
### Finance

All of the companies contacted required finance from outside their firms to develop their businesses. The results summarised below do not differentiate companies' responses according to sector. However as the first part of this study shows, this external factor affects company development.

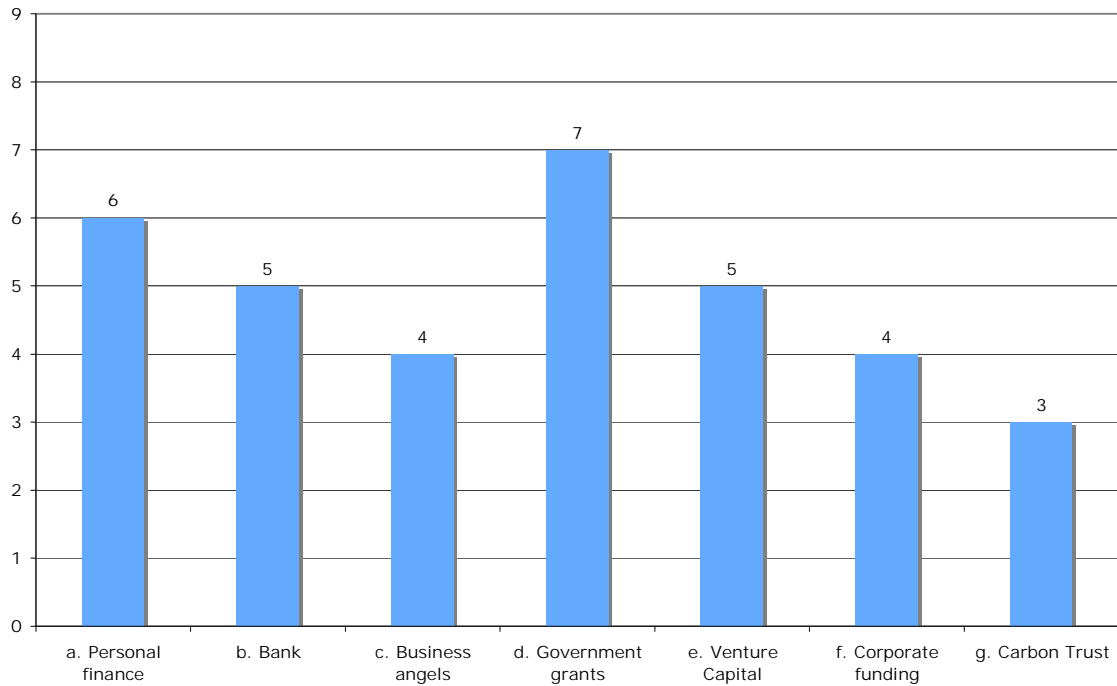


*Figure 2 The predominant use of finance in case-profiles.*

**Table 5 Q15 (8/9 respondents)** Please underline which sources of finance you are aware of which are available for your business.



**Table 6 Q16 (8/9 respondents)** Please underline which sources of finance you have approached to fund your business.



**Table 7 Q17 (8/9 respondents)** Please underline any source of finance which you have been unsuccessful at gaining.

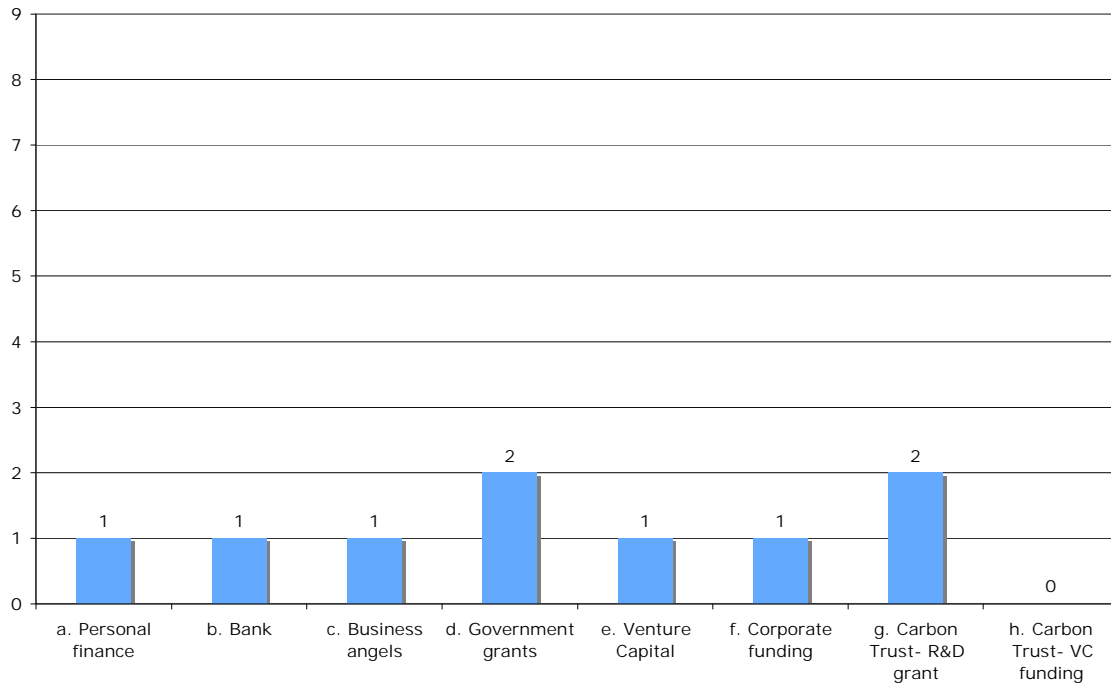


Table 8 Summary of finance successfully gained and avoided

Sector	Finance successfully gained	Finance avoided
Wastewater	<p>Smart Grant for DTI Project of £50k at 75% funding. Built first wastewater treatment plant during 2004.</p> <p>DTI Technical Programme – Waste Minimisation – one of 80 companies selected from 966 applications for £370,500 grant. This financed a project launched in January 2006 for Advanced Wastewater Treatment Plant. The project ends in November 2006.</p>	Bank loans; founder is not a homeowner and therefore has no assets for security to borrow.
Wastewater	<p>Angels, Regional VCs, Government grants, directors' personal funds</p> <p>UMIST Ventures Limited, an institutional EIS fund and a group of private investors closed a further round of funding in April 2005, based on investment by North West Business Investment Scheme (YFM Private Equity Limited) and Manchester Technology Fund Limited plus additional private investors and directors for whom EIS relief is being sought.</p>	Not aware of the Carbon Trust as this is not perceived as relevant to our technology.
Wastewater	Small Firms Loan Guarantee Scheme - £100k gained because they had been operating for less than 2 years at the time of application. A grant of up to £250k is allowed for older companies which they would have preferred. VC finance of £250k from Finance Cornwall.	Risk averse VCs
Cleaner Technology	Government grants.	None tried
Cleaner Technology	Personal finance, family and friends, business angels, Venture Capital Trust, Corporate investor, Carbon Trust.	No comment
Monitoring	Bank & DTI Smart Award.	None
Low carbon	Angel finance (approx £350k), founders funds (approx £100k), DTI £50k, Carbon Trust £85k.	No comment
Low carbon	DTI grant R&D £75k, Carbon Trust RD&D £213k, Angels (the rest).	Vcs and Angels outside the company.
Low carbon	Two DTI Smart Awards, February 2005 listed on London Stock Exchange.	No comment

The case-profiles have all accessed government grants with success. In addition, two of the Cambridge based companies have accessed Angel finance. In one firm, the Angel finance came from the company founders who had raised money from a previous successful venture. Three firms have raised Venture Capital finance.

### **Comments regarding failure to raise some types of finance**

'We approached banks because we were looking to invest in capital equipment, so they might have something to secure loan against. Also thought we might apply for small firms loan guarantee, however banks won't invest unless there is already an income stream to repay their loan.'

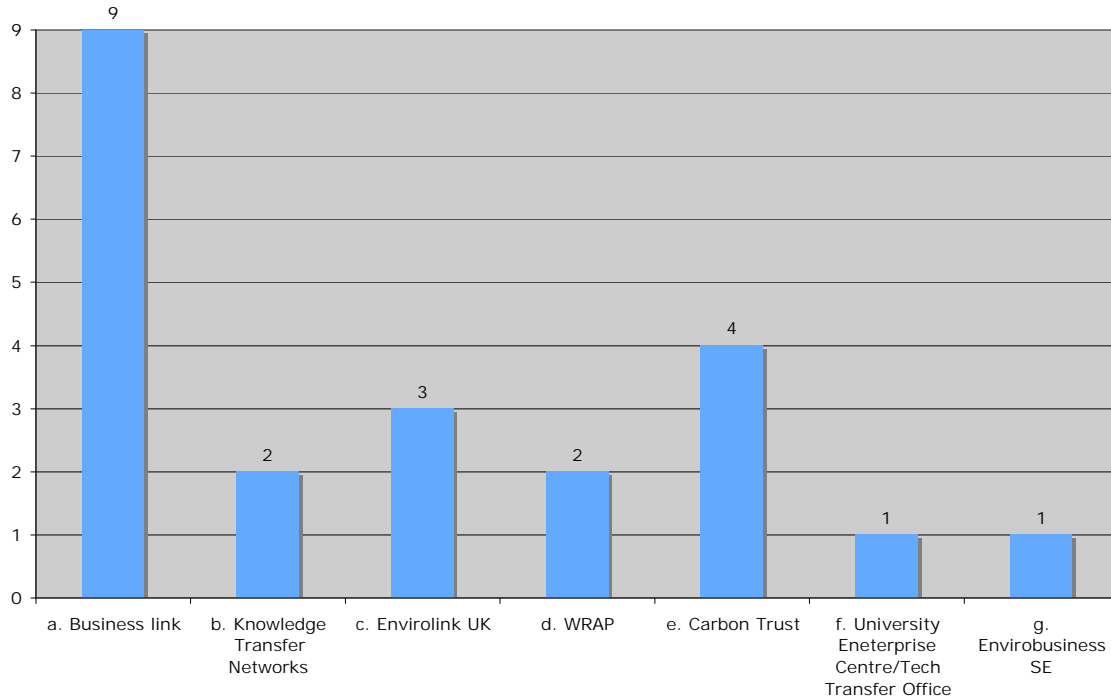
'I suspect the Business Plan has been sub-standard, despite expensive advice and professional consultancy re-writing. In addition, an engineering business is no in fashion: it does not meet nanotechnology-type criteria. Only in the last 12 months have a few select solar energy companies been seen to be successful (IPOs etc.) by normal fund manager standards.'

'The business has not yet sufficiently developed the ideal process to exploit its IPR and hence does not yet need large injections of cash for equipment. So far all expenditures have been contained with personal finance and Government grants and income from products produced and associated business.'

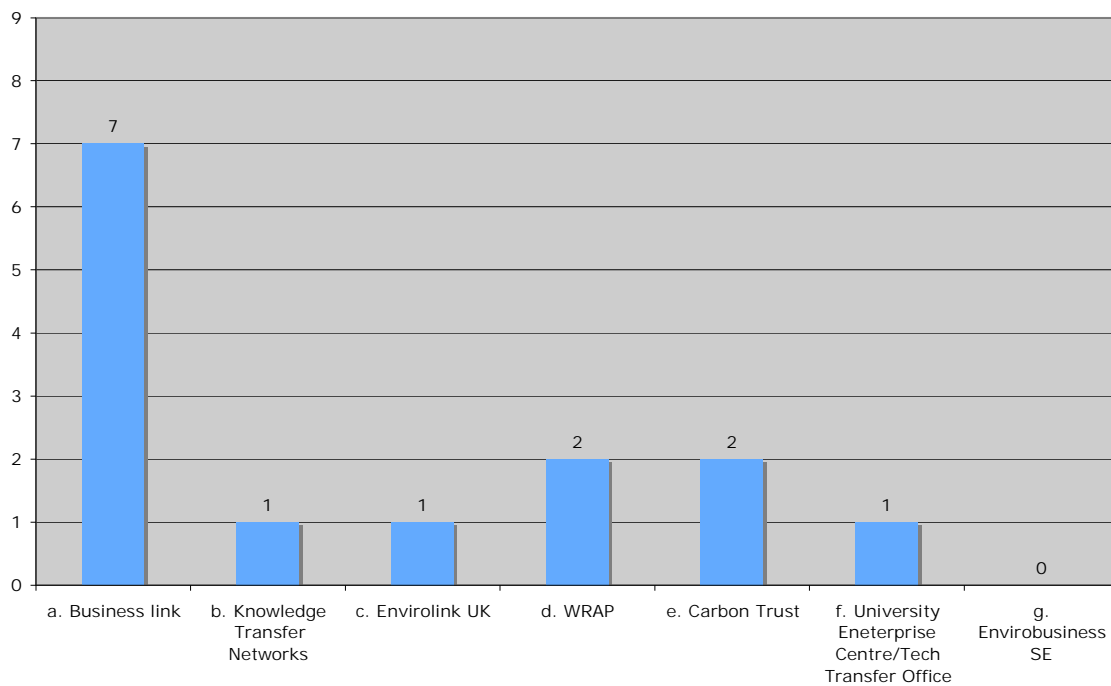
'To date any difficulties centred on too early stage, modest revenues and difficulty of some potential investors in supporting technology they don't understand. We are about to seek further funding having now established some revenues.'

## Business Support

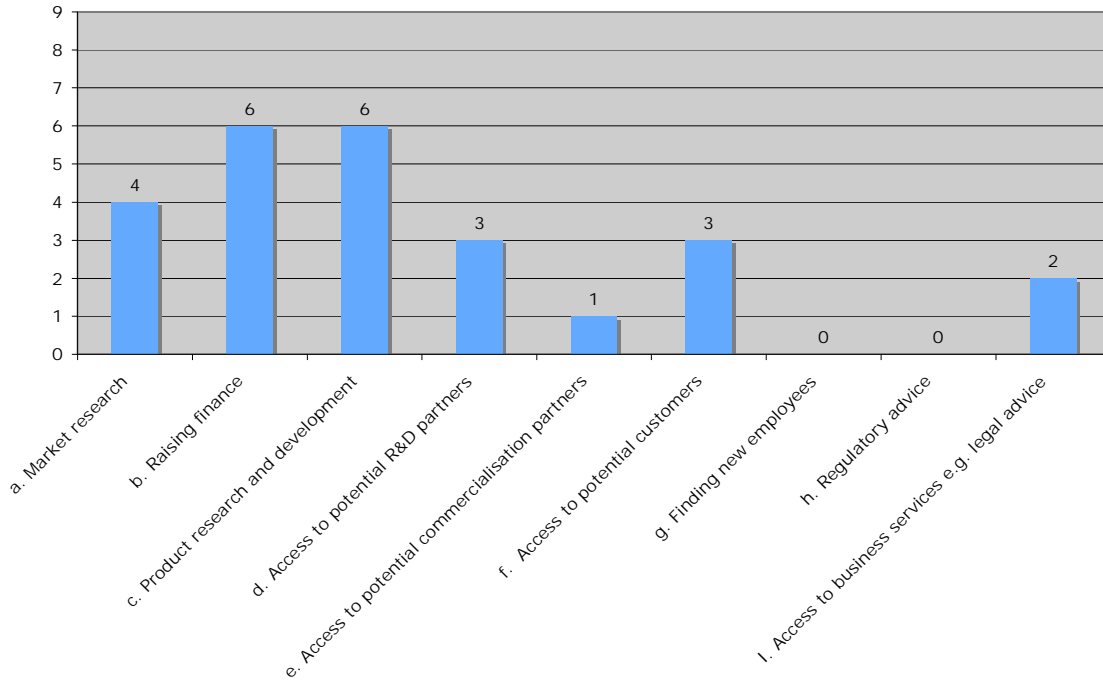
**Table 9 Q21 (9/9 respondents)** Please underline which business support services you are aware of:



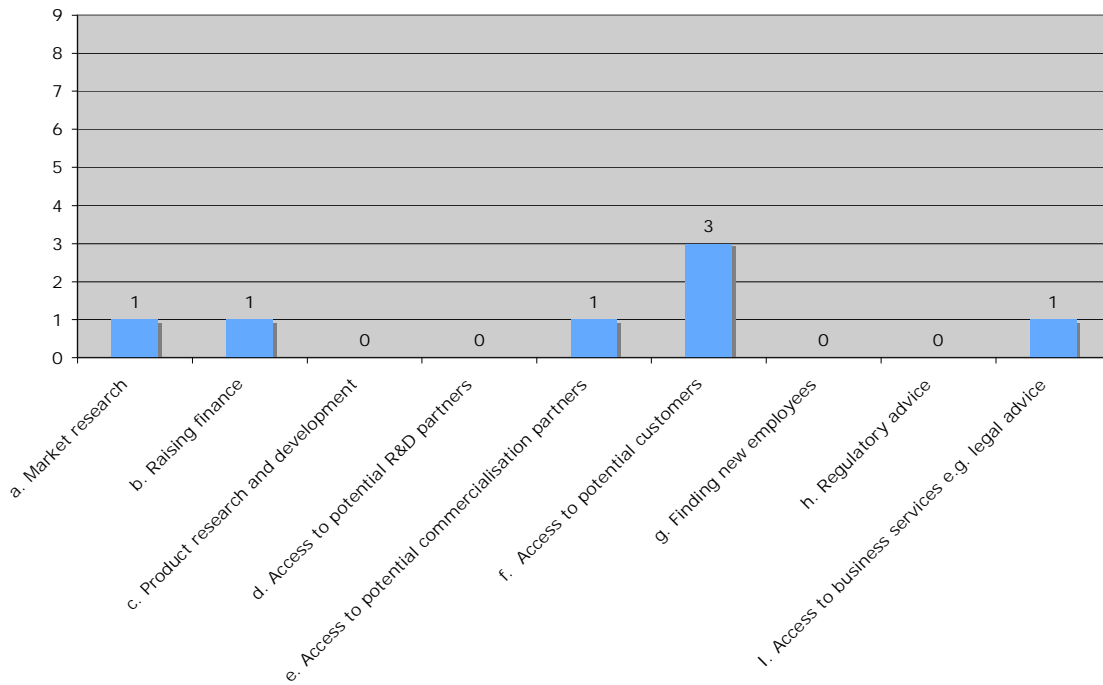
**Table 10 Q22 (9/9 respondents)** Which of these have you approached for support?



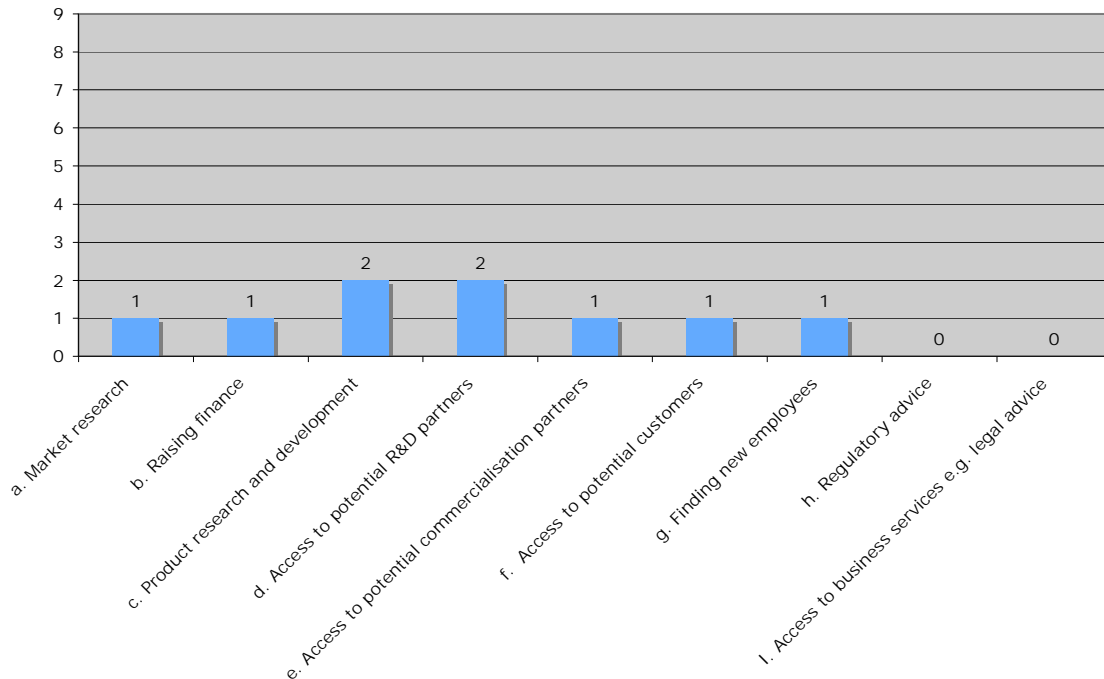
**Table 11 Q24 (9/9 respondents)** Please underline the aspects of your business for which you have sought business support.



**Table 12 Q25 (6/9 respondents)** Please underline any areas of business support you have had difficulty obtaining.



**Table 13 Q26 (6/9 respondents)** Which areas of business support have been most readily available to your company?



### Good sources of business advice

Companies were asked an open question regarding their opinions of the best sources of business advice they had received. Eight companies responded citing a variety of sources. Despite the different sources of business advice, four firms all mention the value of receiving advice from experienced individuals who take on a type of mentoring role:

- ‘Non-executive directors (mentors)’
- ‘Industry finance experts known to Board members.’
- ‘Experience! Personal mentoring from WHEB Ventures’
- ‘Walter Herriot, St Johns Innovation Centre, Cowley Road, Cambridge CB4 0WS’ [Walter Herriot is renowned in Cambridgeshire for his expertise in supporting early-stage firms]
- ‘Accumulated experience which can give access to good contacts e.g. links to universities.’

It appears that companies receive enormous value in business support from experienced individuals who have the capacity to take on a type of mentoring role. Such individuals come from a variety of sources e.g. incubator, investor, company networks.

The majority of companies were not complimentary regarding Business Link: 'Business Link is notoriously useless. It is comprised of "so called consultants" who are incompetent, and they look inwards. They should be closed down, they are a waste of money.' One firm found exception noting it '...has been extremely helpful.' Another commented that they '...went to business link for specialised support in applying for R&D grant, don't especially rate their advice in other matters.' Business Links are regional and each run by different teams. This study was not designed to evaluate how these factors affect Business Link performance.

The other notable opinion was that of one firm's opinions of WRAP: 'WRAP have been extremely unhelpful and even a hindrance.' They also commented that working with Universities had been 'very fruitful'. Another found the incubator Life-IC in Sheffield to be of value even though the incubation period was terminated prematurely. The monitoring firm remarked that passport and export support for overseas exhibitions had been valued business support.

### **Sector-specific business support**

Companies were asked whether there were sector specific issues for which sector specific business support should be available. The case-profiles were drawn from three different sectors using the JEMU/DTI Environmental Industry categorisation. While the companies responded from three different sectors, it should be noted that this classification scheme categorises according to technology rather than target market. This is a problem particularly for the classification 'Renewable and low carbon' as these are predominantly generic technologies that can be applied to a variety of markets. Since business support is market oriented, the companies' responses reflect this.

Table 14 : Summary of responses

Sector	Sector-specific	Biggest Barrier 2006	Biggest Opportunity 2006
Wastewater	Export advice	Lack of finance to successful exploitation of company products including: - Securing Framework Agreement with major water plc company - Securing European Sales Agency Agreements - Securing Agreement with Military for our systems.	There are three major opportunities: - Exploitation of products to U.K. markets - Secure a framework agreement with major water plc - Securing a framework agreement with the military.
Wastewater		Industry lack of interest in step change technology and modest risk taking.	Implementation of the EU Water Framework Directive and REACH legislation and expansion of Integrated Pollution Prevention and Control legislation which all highlight 'mutagens and carcinogens' as key pollutants of concern, yet very few methods to analyse these species are readily accessible to industrial laboratories and regulators. Development of a human cell version of the GreenScreen genotoxicity assay for the early identification of potentially cancer causing chemicals.
Waste water	How to help companies take advantage of Government schemes; application process and how to submit for success; not necessarily the technology.	Finance: gestation period at a contract, optimistic entrepreneur, underestimate cashflow	New material, polycrystalline diamond diodes- reactors. Three market levels- pharmaceuticals, food, leachates.
Cleaner	More assistance could be given with IT and Website technology.	To quickly develop the most economic environmentally friendly production process and retain the confidence of the commercial partners in the current development project.	Managing the £2.5m project to develop the process.
Cleaner	Help with certification and insurance of products and systems, as this is particular issue in the construction industry, and present big barriers in terms of cost, time and market penetration.	The conservatism of the construction industry, leading to resistance to change and a very long and tortuous process between product specification and actual sales.	The legislative drive towards more ecological building combined with increased consumer demand and awareness are leading to huge large scale opportunities across the board. Large projects in new housing and schools are probably the biggest immediate opportunity.
Monitoring	Nothing specific.	Raising finance to bring development ideas to working systems e.g. patent for acoustic subsea leak detection requires some £100k to develop the system to completion.	Developing as in previous answer.
Low carbon	None	Still raising funding.	Surge in demand for clean and secure energy sources.
Low carbon	Sector specific issue: no one builds "prototype" houses; all experimentation is done on real products. NHBC has so far not been especially supportive to our demonstrating new products. Big companies can stand behind their innovative products and give housebuilders confidence. Housebuilders will not try out a product if it means their house doesn't qualify for NHBC or Zurich insurance.	Turning the high levels of interest that we are getting from building industry partners into real orders.	Getting orders for our products.
Low carbon	Tax incentives for business to purchase alternative energy products. Support for manufacturing, it seems sometimes that all government assumes that all manufacturing is dead in the U.K. It's not!	Bureaucracy. WEEE directive is nonsense.	Selling new alternative energy products.

## Final Comments - Part II

The companies contacted were aware of a variety of sources of finance available to them. This seemed not to be a limiting factor in their ability to raise finance. Problems in raising finance stemmed from a mixture of internal and external factors. Internal factors included criticisms of company management, sub-standard Business Plans, insufficient processes to exploit IPR and being an early-stage firm. External factors included the opinion that engineering businesses are 'no longer in fashion' with investors and that investors lack the knowledge to understand some types of environmental businesses. It was also commented that it can be difficult to access bank finance because of the bank's reluctance to invest in companies that have yet to generate an income stream or which lack assets to secure against borrowing (e.g. if the entrepreneur is not a house owner). All firms had accessed government grants, with this income playing a critical role in the early development of their businesses. Some firms had also raised finance from a variety of other sources, including Venture Capital finance, Carbon Trust R&D funding, and business angels.

All respondents were aware of Business Link as a source of business support. There was mixed awareness of other types of business support. It can be seen that companies were generally aware of more business support services than they accessed (compare Table 6 & 7). More research would be required to confirm and understand this trend.

In general, awareness of available financial and business support seems fairly high, though some sources of both are met with cynicism from case-profiles. For example there were concerns regarding Venture Capital finance since this requires equity dilution and a loss of some control of founders over their companies. There was resistance by some companies against seeking commercial advice from Business Links due to the perception that they were unable to offer value in this service.

The areas of business activity for which firms sought business support can be seen in Table 11. This shows the companies' main needs for business support are 'raising finance' and 'product research and development'. However needs for business support are influenced by differences in sector and maturity as our earlier study showed.

The main barriers many of these businesses face during commercialisation are associated with the problems of selling innovative new products which includes persuading the customer that the product does what it needs to do. These problems are amplified when selling into conservative highly regulated industries such as construction and water. The companies studied all faced difficulties in achieving the transition between product development and product sales. The

areas of business support that companies had difficulty obtaining (Table 12) relate to this commercialisation process, including accessing potential customers. For example, a renewable energy firm commented on the difficulty of selling products to builders of new housing; there is little opportunity to test products on 'prototype' houses because most experimentation is done on 'real' housing developments. A fuel cell firm discussed introducing tax incentives to encourage the uptake of alternative energy technologies, and an alternative building technologies firm mentioned the importance of certification and standards to win customer confidence.

There is a contrast between the business support that companies seek and the areas of business support that they have difficulty acquiring. This may be because companies do not seek certain types of business support when they are not readily available. Alternatively it may reflect the growing maturity of the companies studied and their evolving needs. Further research is necessary to explore these themes.

When asked what business support was of most value to companies, a variety of individuals from various sources were cited. It appears that companies receive enormous value in business support from experienced individuals who have the capacity to take on a type of mentoring role. Less important seems the source of these individuals since they come from a variety of organisations e.g. incubator, investor, company networks.

In summary, technological innovations can only be commercially successful if there is a synchronicity between supply and demand. The innovative firms studied are seeking to provide the novel supply element, but despite there being an acknowledged need for new environmental technologies, this is not being implemented through proactive uptake in the customer supply chain. If this is to be successfully achieved, technological and market development need to occur concurrently, with Government policy designed to support these ventures through their formative stages of development and commercialisation

#### **Further recommended research**

- While awareness of Business Link ranks highly, there is much less awareness of other schemes. Why is this?
- Further in-depth studies of how sectoral and regional influences affect companies' experiences of finance and business support.
- Investigation into how companies overcome the barrier of selling an innovative product and how they demonstrate the need and value of their product to potential customers.

## Appendix B: DTI Questionnaire – Feb 2006

This questionnaire takes approximately 15 minutes to complete. The results will be used in a report to the DTI regarding financial and business support barriers to environmental firms, and how firms overcome these barriers.

### I. Company background questions

1. Name of company
2. Website of company
3. Location of company head office
4. Start date of company
5. Sector (options will be given)
6. Number of full time employees
7. Number of part time employees
8. Profit 2004/2005
9. Respondent's position in company
10. How many patents does your company hold?
11. What type of manufacturing capabilities do you currently have?
  - a. Not applicable to our business
  - b. None at this time
  - c. In-house manufacturing capabilities
  - d. Sub-contracted manufacturing capabilities
12. Brief description of main products and/or services

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## II. Finance

13. Do you need to raise finance from outside your firm to develop your business?  
(Please circle)

- Yes

- No

If you answered 'no', please proceed to question 21

14. What will be the predominant use of this finance?

- a. Certification
- b. Capital equipment costs
- c. Research and development
- d. Demonstration
- e. Marketing
- f. Other (please specify)

15. Please underline which sources of finance you are aware of which are available for your business?

- a. Personal finance
- b. Bank
- c. Business angels
- d. Government grants
- e. Venture Capital
- f. Corporate funding
- g. Carbon Trust
- h. Other

16. Please underline which sources of finance you have approached to fund your business

- a. Personal finance
- b. Bank
- c. Business angels
- d. Government grants
- e. Venture Capital
- f. Corporate funding
- g. Carbon Trust
- h. Other

17. Please underline any sources of finance which you have been unsuccessful at gaining.

- a. Personal finance
- b. Bank
- c. Business angels
- d. Government grants
- e. Venture Capital
- f. Corporate funding
- g. Carbon Trust- R&D grant
- h. Carbon Trust- VC funding

i. Other

18. If you have been unsuccessful at raising finance, why do you think this is?

- a. Not sure
- b. Financiers not willing to invest in sector
- c. Your company lacks IPR
- d. Insufficient growth projections for your company
- e. Inadequate exit options for your company
- f. Criticisms of company management
- g. Regulatory uncertainty wards off investors
- h. Difficulty communicating with financiers

Please add any additional comments below.

19. Please list any sources of finance you have successfully gained.

20. Please describe any sources of finance you have avoided, and why.

### III. Business support

21. Please underline which business support services you are aware of:

- a. Business Link
- b. Knowledge Transfer Networks
- c. Envirolink UK
- d. WRAP
- e. Carbon Trust
- f. University Enterprise Centre/Tech Transfer office

- g. Envirobusiness SE
- h. Other (please specify) \_\_\_\_\_

22. Which of these have you approached for support?

- a. Business Link
- b. Knowledge Transfer Networks
- c. Envirolink UK
- d. WRAP
- e. Carbon Trust
- f. University Enterprise Centre/Tech Transfer office
- g. Envirobusiness SE
- h. Other (please specify) \_\_\_\_\_

23. Please describe the best sources of business support and advice which you have received to date even if not included in the list above (e.g. mentor?).

24. Please underline the aspects of your business for which you have sought business support.

- a. Market research
- b. Raising finance
- c. Product research and development
- d. Access to potential R&D partners
- e. Access to potential commercialisation partners
- f. Access to potential customers
- g. Finding new employees
- h. Regulatory advice
- i. Access to business services e.g. legal advice
- j. Other (please specify)...

25. Please underline any areas of business support you have had difficulty obtaining.

- a. Market research
- b. Raising finance
- c. Product research and development
- d. Access to potential R&D partners
- e. Access to potential commercialisation partners
- f. Access to potential customers
- g. Finding new employees
- h. Regulatory advice
- i. Access to business services e.g. legal advice
- j. Other (please specify)...

26. Which areas of business support have been most readily available to your company?

- a. Market research
- b. Raising finance
- c. Product research and development
- d. Access to potential R&D partners
- e. Access to potential commercialisation partners
- f. Access to potential customers
- g. Finding new employees
- h. Regulatory advice
- i. Access to business services e.g. legal advice
- j. Other (please specify)...

27. Are there any issues you have faced in your sector for which sector-specific business support should be available? Please give details.

28. What is the biggest barrier your business faces in 2006?

29. What is the biggest opportunity your business faces in 2006?

30. Do you wish these results to remain anonymous?

YES                      NO    (Please circle)

**URN: 06/2102**