



The 'Discovering Start-Ups Project'

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Network • Collaborate • Innovate



agenda

- Cambridge Wireless
- 'Discovering Start-Ups' project
 - What is it?
 - Lessons learned and insights
- Personal view of key challenges facing start-ups
- Questions / discussion



Cambridge Wireless, our mission:

- To enable like-minded companies to network, debate the latest developments in the industry and find commercial opportunities for mutual collaboration.



*Exclusive networking ...
finding the right people
at the right time with the
right knowledge!*

*Nearly 300
companies and
still growing*

The fastest growing industry network in the UK

Cambridge Wireless, our aims:

- Promote business and marketing opportunities and technology communications through our Special Interest Group (SIG) activities
- Identify talent and aid recruitment
- Facilitate business development, especially at Founder's level

“Cambridge Wireless clearly succeeds at focusing the wireless communications sector as a whole by bringing together disparate markets under one roof.”

Founder members' benefits

- Business Introductions
- Access to Closed/VIP Meetings
- Support with business development activities
- Support for promotion of members' events
- Attendance at high-profile networking events (e.g. Founders' Dinner)



Founder members' dinner

- Introductions and meetings prior to the dinner event
- Informal dining and networking with VIP speakers and guests
- Distinguished after-dinner speakers from across the industry
- Inspirational setting!



“It is a great opportunity to meet the ‘who’s who’ within the sector, all in one venue!”

Special Interest Groups (SIGs)

- Keeping members up to date with latest developments
- Explore new business opportunities
- Create opportunities for influencing future developments
- Promote members' capabilities at local and international levels
- Encourage Networking

Academic and Industry
Making Wireless a Business
Digital Broadcasting and Multimedia
Future Wide Area Wireless
Handsets SIG
Legal
Location
Mobile Broadband

Semiconductor
Short Range Wireless
Software/Open Source
Testing
Wireless Defence
Wireless Healthcare
Wireless Sensing
Games



Cambridge Wireless Partners

- Cambridge Wireless has a number of **partnerships** with like-minded organisations around the world.

WirelessLAB

wip wireless industry partnership

CMAI

Knowledge Transfer Network
Digital Communications

Wireless Innovation Network
BC of British Columbia

INNOVATION LAB

SiliconSouthWest
Promoting the UK's South West electronics sector

CommNexus™
San Diego

ottawa wireless cluster

MCPC
モバイルコンピューティング推進コンソーシアム
Mobile Computing Promotion Consortium

wavefront™
ACCELERATED
COMMERCIALIZATION

OTANIEMI.FI
Bridging Innovation and Business

- Through our links with these organisations, CW members can get the **'inside track'** access to local partners and markets.

For more details see: www.cambridgewireless.co.uk or contact us via e-mail: admin@cambridgewireless.co.uk

Business SIG Feedback

What companies want:-

- Greater access to business models to aid overall growth in the technology sector
- Focused workshops to increase their business skills
- Support to understand how to engage with sources of funding to grow businesses locally and internationally
- Networking opportunities for smaller technology companies to meet bigger companies that can act as potential models, growth partners or that can buy or license technology

Led to a project “Discovering Start-Ups 2010” to stimulate and enable technology innovation

The process

- Competition leading to a small cash prize and an opportunity to pitch to panel of VCs, leading industry players and serial entrepreneurs in December
- Launch Event 'Show us the money' in July with lots of publicity promoting participation. Entries from East of England area or Cambridge Wireless Members
 - 5 award categories
 - Cognitive and/or green radio
 - Hot applications and services
 - Wireless health and wellness innovations
 - Technology design in wireless
 - Emerging and disruptive ideas
- Workshops on networking, pitching & presenting
- Master classes on fundraising, investment strategies & business models

Sorry – The 2010 competition entrance closed in October

Entrants

Good quality
& quantity of
sponsors, angels
and businesses
and attractive prizes

Good quality
& quantity of entrant
pitches with
investable potential

Angels, sponsors, judges etc

sponsors



ST JOHN'S INNOVATION CENTRE

InnovationMartlesham



NESTA Making Innovation Flourish



This project is supported by the East of England Development Agency



Judges

- David Singleton –**Google**
 - Simon Bond -**Silicon Southwest**
 - Tim Regan -**Microsoft**;
 - Ivan Boyd -**BTID Martlesham**
 - Carson Bradbury -**Cre8Ventures**
 - Nigel Brown-**Microlease**
 - Ibrahim Busheri -**Lime Micro**
 - Jonathan Coker -**MMC Ventures**
 - Clennel Collingwood -**TTP Ventures**

 - Glenn Collinson -**ex-CSR founder**

 - Bruno Dizengremel –**Innovacom**

 - JeanLouis Fucellaro -**Orange Labs UK**
- Clive Grinyer -**CISCO**
 - Libby Kinsey- **NESTA Investments**
 - Allan Maclean - **Amdeo**
 - David Roberts -**Ogma Solutions**
 - Wolfgang Schuster -**Vodafone Group R&D Germany**
 - Jamie Urquhart -**Pond Venture Partners**
 - Alex van Someren, **ex-nCipher founder**
 - Chris Winters -**New Venture Partners**
 - Andrew Matthews –**Nokia**
 - Frederic Rombaut - **Qualcomm.**

The hard work.....

27 Co Cobalt 58.933200	28 Ni Nickel 58.6934	29 Cu Copper 63.546	30 Zn Zinc 65.39	31 Ga Gallium 69.723	32 Ge Germanium 72.61	33 As Arsenic 74.92160
45 Rh Rhodium 102.90550	46 Pd Palladium 106.42	47 Ag Silver 107.8682	48 Cd Cadmium 112.411	49 In Indium 114.818	50 Sn Tin 118.710	51 Sb Antimony 121.760
77 Ir Iridium 192.217	78 Pt Platinum 195.078	79 Au Gold 196.96655	80 Hg Mercury 200.59	81 Tl Thallium 204.3833	82 Pb Lead 207.2	83 Bi Bismuth 208.98038

“ The problem for many high-tech start-ups is that they get hung up on their own technology. Knowing how to communicate clearly and simply to potential investors, business partners, customers, suppliers and supporters, is a vital skill that every successful entrepreneur needs to own.”

- Soraya Jones, CEO Cambridge Wireless.

Hermann Hauser- Amadeus Capital Partners

- Success indicators:-
 - Big, fast growing market
 - Star Team
 - Defensible Technology
- Miracles (ARM, CSR etc) happen through:-
 - People
 - Disruptive Technology
 - Clusters and Venture Capital
 - Community
- When is Innovation Successful?
 - When a defensible break-through connects with a large market.
- Clusters
 - World Class University
 - Entrepreneurial Spirit
 - Venture Capital
 - Supportive Government: CGT, R&D credits,
 - Immigration
 - Close Relationship with Lead Companies
 - Infrastructure: Legal, Accounting, Leasing
 - Real Estate: Availability, Short Leases
 - People Network!

Risk and Reward for Wireless Start-ups

Jack Lang

**Entrepreneur in Residence
Centre for Entrepreneurial Learning
Judge Institute of Management
University of Cambridge**

<http://www.entrepreneurs.jims.cam.ac.uk/>

An Entrepreneur takes risks...

- **Someone who starts a project without having the full resources or knowledge**
 - Estimate, guess and gut feel
 - Risk taking
 - Market risk
 - People risk
 - Technology risk
 - Financial risk
- **Value accrues as risk lessens**
 - Guesses replaced by justified facts
 - Balance sheet or P&L?

Investor Criteria reflect the risks

- **Market**
 - Global sustainable under-served market need
- **Technical**
 - Defensible technological advantage
- **People**
 - Strong management team
- **Financial**
 - Believable Plans
 - 60% IRR

Market: Who loves ya?

FAB: Features Advantages Benefits

– Feature:

- This chip uses a double super-helical fooglefarg

– Advantages:

- Less Power
- More speed

– Benefits:

- Cheaper
- Smaller
- Works better in marginal conditions
- Batteries last longer

Techie
Speak

Customer
Speak

Defensible technological advantage

- **IPR**

- Patent
 - Software patents
- Copyright
- Trademark
- Design right/ Registered Design

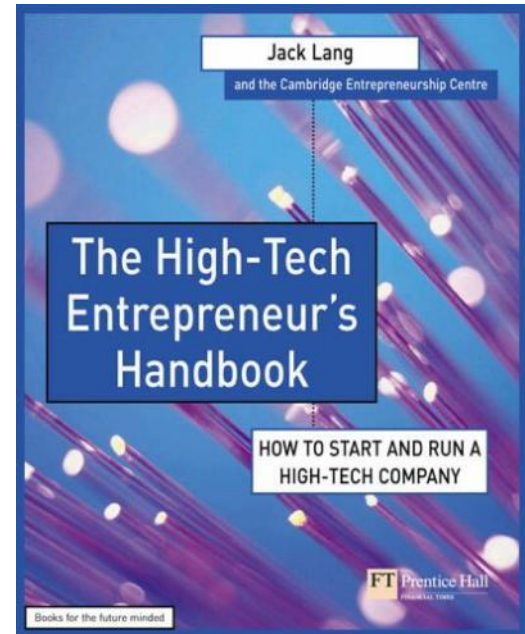
- **Defensible technological leadership**

- Against well-funded competition
- Niche Market share
- Brand
- Standards and regulation
- Alliances

- **Better Tools**

Believable Plans

- **Business Plan**
- **Development Plan**
 - Documentation
- **Marketing plan**
- **Sales Plans**
- **Quality Plans**
 - Test
- **Financial Plan**
 - Budget
 - **60% IRR**
 - Pay back financing in fourth year
 - \$40M/chip
 - Staged
 - Cash flow



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My innovation history

- ❑ In digital cellular since 1989
- ❑ Always in new product development or R&D roles
- ❑ Latterly was head of FT R&D UK / Orange Labs UK
- ❑ Now independent Telecoms and Innovation Consultant
BathCube Ltd. (www.BathCube.co.uk)



My observations (small/ start-ups)

- Communications are key
- It's the cash flow that gets you in the end
- Strategic Partnerships often lack strategy
- People make when they can buy
- Not enough time is spent searching whether someone has or is doing something similar
- Protection of ideas –Your IPR advisors may not always be acting in your best interests (even if they are well intentioned)?
- The first customer is important but start small
- The barriers to entry are harder each year. Got to find unexplored spaces / new pastures.



My observations (larger orgs.)

- Because you were innovative does not mean you are now.
- Disruptive innovations are not understood by established experts.
- Do you actually promote an innovation culture?
 - What are your networks of innovation– how and where are ideas generated and actioned?
 - Do you use open innovation tools and methodologies?
- Do you do strategic R&D portfolio management?
- Huge effort needs putting in so small and large companies can work together mutually successfully to introduce innovative products.



Questions / Discussion

