

WMG SME Programme

Coventry, UK

Empowering SMEs with cutting edge
science and capacity building





General Information

Title	WMG SME Programme	
Pitch	Empowering SMEs with cutting edge science and capacity building	
Organisation	Warwick University	
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Author	Dr Victoria Galán-Muros (Technopolis Group)	
Nature of interaction	<input checked="" type="checkbox"/> Collaboration in R&D <input type="checkbox"/> Commercialisation of R&D results <input type="checkbox"/> Mobility of staff <input type="checkbox"/> Academic entrepreneurship <input type="checkbox"/> Governance	<input checked="" type="checkbox"/> Lifelong learning <input type="checkbox"/> Joint curriculum design and delivery <input type="checkbox"/> Mobility of students <input type="checkbox"/> Student entrepreneurship <input type="checkbox"/> Shared resources
Supporting mechanism	<input type="checkbox"/> Strategic <input checked="" type="checkbox"/> Structural <input checked="" type="checkbox"/> Operational <input type="checkbox"/> Policy	
Summary	<p>At the core of the University of Warwick, WMG (formerly known as the Warwick Manufacturing Group) is a large department that supports many sectors with advanced and leading innovation and technologies. Within WMG, its dedicated SME Team offers a wide range of programmes to support manufacturing SMEs, which includes access to their state-of-the-art facilities and capability to support research development and innovation (RD&I) and enhance sustainable skills. In relation to R&D&I its support ranges from collaborative projects to application/bid writing while on skills. SME employees can also update their skill set undertaking a range of WMG educational programmes or through an internship programme access graduate level skills from the student community. The WMG SME Team, over the last 10years has successfully supported over 1,400 SMEs, created 190 jobs, safeguarded 330 jobs, developed 270 new products and processes, created 20 new business, added £55m (€65m) of value to the West Midlands economy in the context of an SME collaboration network of over 500 members.</p>	



Introduction & Overview

1. BACKGROUND

The University of Warwick was established in 1965 and located in Coventry (United Kingdom). With approximately 25,000 students, it is consistently ranked in the top 10 UK universities for highly recognized teaching and research.

In 1980, at the core of this research-oriented university, Professor Lord Kumar Bhattacharyya (advisor of the government about industrial strategy since 1980's) founded an academic department with an applied and practical focus on education and research, Warwick Manufacturing Group (WMG). Today, WMG is one of the largest academic departments within the University of Warwick, and one of the world's leading research groups with an £180m annual programme. It specifically aims to help reinvigorate UK manufacturing, 'bringing academic rigour to industrial and organisational practice' through value added innovation. At research level, this means to deliver improvements and solutions to industry by applying cutting-edge technologies, systems and processes. At educational level, WMG provides skills development through applied education at all higher education levels, internships and company training courses.

WMG works with companies in many sectors (i.e. automotive; aerospace and defence; digital; security; energy and utilities; food and drink; government; healthcare and pharmaceutical), some large ones such as Jaguar Land Rover, TATA, TVS, BAE Systems, AstraZeneca, Siemens, GlaxoSmithKline and Airbus, but also over 4,000 SMEs, which are also at the core of WMG's activities.



Within WMG, the International Institute for Product and Service Innovation (IIPSI) was established in 2010 specifically to support regional SMEs with world-leading technology and thus reduce the risk involved in the innovation process. The programme aimed to increase SMEs' R&D capacity, and competitiveness in key sectors focusing on: Internet of Industrial Things and Digital Systems, High Value Manufacturing, and Customer Insights. It was co-funded by the University of Warwick and the West Midlands European Regional Development Fund to the value of £12.4m (14.6€ m).

2. OBJECTIVES AND MOTIVATIONS

The main objective for the WMG SME Team's projects and programmes is to help manufacturing SMEs develop new products and processes through advanced technologies, value adding innovation and skills development.

For manufacturing SMEs, the main objective for their collaboration with WMG is the possibility to access cutting-edge capability, the best talent and the latest technologies. SMEs are an early test community, they are often early adopters and, unlike large companies can move at pace and if successful are happy to publicise.

The WMG academics that participate in the SME Programmes are motivated to see their technology and capability applied and making a positive impact, at the company, while also gaining useful insights for their research.

For students participating in WMG SME internships or projects, they gain useful real world industrial experience, enriching their learning experience as well as the opportunity to work on industrially relevant projects, increase their professional networks and enhance their future employability.

3. STAKEHOLDERS

The main stakeholder groups of WMG are:

- ▶ WMG SME Team: Staff that support SMEs and bring the academic research teams on board when needed
- ▶ University of Warwick, academic research community: as this provides the technology base that is accessed by the supported SMEs
- ▶ SMEs access the latest technologies and capability, receive relevant training and provide input for the curriculum of education programmes. While some programmes are restricted to SMEs in the West Midlands or in the UK, others are open to any SME worldwide.
- ▶ The High Value Manufacturing Catapult, Collaborative research and technology centres: WMG is part of the High Value Manufacturing Catapult which are UK government funded RTOs that bridge the gap between industry and academia to advance the UK manufacturing sector



Implementation

4. INPUTS

WMG consists of over 500 academic and research staff. 20 of those people are based within the SME Team, whose primary job is to deliver the SME programmes. This multidisciplinary team, many possessing industry backgrounds, coupled with extensive experience of technology applied R&D, which allows them to relate with both SMEs and academics. The team can provide technical support directly and also tap into the extensive academic resources of the University of Warwick when required. In terms of funding, WMG has an annual programme of £180m (€212.7m) including both industry and in-kind support. The main sources of funding are UK funds, such as EPSRC, Innovate UK, EU funding, whether they are regional development funds or competitive projects, such as those in Horizon 2020 and through the Catapult initiative from Innovate UK.

WMG is located in seven buildings at the University of Warwick campus with a wide range of specialist equipment. Industry can use them for testing and validation in diverse fields (i.e. materials, manufacturing processes, energy storage and system characterisation, advanced propulsion systems and intelligent and autonomous vehicles). Constant investment in their facilities and equipment guarantee that capability remains cutting edge and relevant to industry needs

5. ACTIVITIES

The WMG SME Team collaborates with manufacturing SMEs, on both skills and with research development and innovation. Working collaboratively to help de-risk new product or process innovation and/or embed skills. Where possible, barriers to collaborative working are removed with, for example, initial levels of support being delivered without cost, lengthy application process or onerous intellectual property constraints. Activities fall into three main areas; awareness, research and education.

1- AWARENESS

There are some activities to help raise the awareness of SMEs, such as:

▶ Demonstrations and Workshops

Regular workshops and demonstrations are delivered at the IIPSI building using innovative technology and equipment. This increases SMEs awareness of the latest developments and helps introduce them to new technology and thinking.

▶ Collaboration Networks

WMG has a large network of SMEs with who they are in close contact. These collaboration-focused events provide the chance for SMEs to develop new contacts and create business opportunities. To support this community, two technology specific networks are run; one of

them in the area of polymers (The Polymer Innovation Network, PIN) and the other on the internet of things field (the IoT Midlands Meet-Up Group). Events in both of these areas usually take place three times a year. In making sure the businesses supported can keep abreast of new developments and sector advancements, the WMG SME Group is currently exploring the possibility of launching new collaborative networks in the areas of Connected Autonomous Vehicles and 4IR (Digital Manufacturing from a WMG perspective).

The organisation of events in WMG or the attendance at events organised by other stakeholders such as the local Chambers of Commerce, keep this network active. The events can be focussed on specific topics or sectors (e.g. smart connected products, transport, or skills) and typically take place outside working hours (either at breakfast time or early evenings), making it easier for SMEs to attend as these times are less disruptive to the working day.

2. RESEARCH

WMG supports business at different stages of their R&D process in the following ways:

- ▶ Support with collaborative funding applications

WMG includes interested SMEs in consortia, together with WMG research staff and large organisations, no matter who the lead partner is. These consortia are built to apply to funding opportunities from national (Innovate UK, EPSRC) and international (EU) organisations.

WMG also support SMEs that are applying for funding on their own.

- ▶ Collaborative R&D

WMG engages with manufacturing business, (including SMEs), in R&D activities to de-risk innovation and to develop improved products, services and processes, overcoming engineering, manufacturing and technological challenges.. Support ranges from initial specification and design to feasibility testing, R&D and validation testing from concept and laboratory to industrial scale.



Each year, WMG works on over 50 collaborative intensive projects with SMEs. The options for business engagement include; Knowledge Transfer Partnerships, collaborative business-led R&D Projects and company-specific research projects. The support is provided by the WMG SME Team, directly, but they often bring relevant academic research team from the University of Warwick. They undertake industry applied research, which answers industry questions to have an impact in the marketplace. A project team of scientists, engineers and technologists is formed to better address the SME challenges and increase success. Additionally, the collaboration includes the access of SMEs to state of the art manufacturing equipment and facilities.

▶ Shared R&D facilities

Some of WMG's facilities are shared with companies. A great example of this is the soon to be opened National Automotive Innovation Centre. Collaboration and knowledge cross-pollinate between academic and R&D teams in the automotive sector will occur in a 33,000m² environment with state-of-the-art facilities and equipment. The centre (£150 m – €177.3m) is funded by WMG, the University of Warwick, Higher Education Funding Council England, Jaguar Land Rover and Tata Motors European Technical Centre.

3. EDUCATION

WMG also engages with SMEs through education in three different ways; either through taking part in some educational programmes to update and improve their skills, or by contributing inputs into the curriculum.

WMG's education programmes are not only delivered at the University of Warwick, but internationally through seven collaborative centres in India, China, Malaysia, Cyprus, Singapore, Thailand and Turkey. The main topics are cyber security, engineering, healthcare, manufacturing systems, service design, supply chain and logistics and trade strategy and operation. All the programmes are continually updated to maintain their relevance for industry and take opportunities of globalisation. Additionally, WMG leverages its knowledge on their excellent research to offer innovative programmes focused on finding solutions to real industry problems.

▶ Professional Executive Programmes:

For professionals in engineering, manufacturing and technology-led companies that want to elevate their careers to a higher level and continue to add value to their companies, WMG offers flexible programmes at different levels that combine practical experience and academic excellence.

Whilst skills programmes are usually developed around the needs of the larger businesses, WMG programmes consider the needs of SMEs and requirements, including the option to undertake the programmes part-time. The courses, facilitated by teaching staff with business backgrounds, includes pertinent theory, tools and processes that can be then directly applied to the business since the courses are focused on delivering assignments based on the specific company. Using innovative practical methods, apart from the technical skills, students also

learn a series of soft skills such as problem solving. Some of the options for professional programmes at WMG are:

- **Postgraduate Award:** For those with limited time or aiming to address specific skills, Postgraduate modules can be offered as 4.5-day standalone short courses. Taking three of the modules of the postgraduate students' choice will result in a Postgraduate Award in their chosen area of study.

A Postgraduate Award, mainly aimed at fast moving SMEs, is our hugely successful and practical Innovation Business Leadership course. Staff of SMEs that rely on innovation to gain competitive advantage will be able to access the latest management thinking and business knowledge, and easily apply the practical learning to their companies via projects, network with other SMEs and use the credits towards a Master's degree. This programme is based on a learning-by-doing concept and includes industry lecturers, group work and simulations in its five individual three-day modules. These are: Strategic Innovation, Leading, Managing and Building Skills for your People, Operational Effectiveness and Supply Chain Strategy, Financial and Commercial Awareness and Funding, Sales, Marketing and Reputation Leadership.

- **Part-Time Bachelor's Degree:** For those employees that want to benefit from higher level engineering qualifications whilst working, a pioneering four-year BEng Applied Engineering Programme is also delivered by WMG. Students are present for a week at a time for six or seven times a year, and while the first two years are more general in content, the third and fourth are applied.

- **Part-Time Master's Degree:** For those employees with level six education who want to specialise in a specific management, technical or engineering area (i.e. cybersecurity, project management, logistics, etc.) and study flexibly, part-time Master's degrees are offered to connect students to leading industry figures and researchers in their areas.

- ▶ **Student Education in Collaboration With Business**

There are many other impact-driven programmes that, may not be specifically aimed at SME employees, but may involve SME businesses at different stages.

The first WMG Academy for Young Engineers opened in 2014, the second Academy opened in 2016. Led by the University of Warwick, these University Technical Colleges involve engineering businesses (including SMEs) throughout the West Midlands, the Academy aims to provide students with a career-based education focused around STEM subjects (Science, Technology, Engineering and Mathematics). The Academy provides student with a valuable experience that positively impacts their future as apprentices within further or higher education.

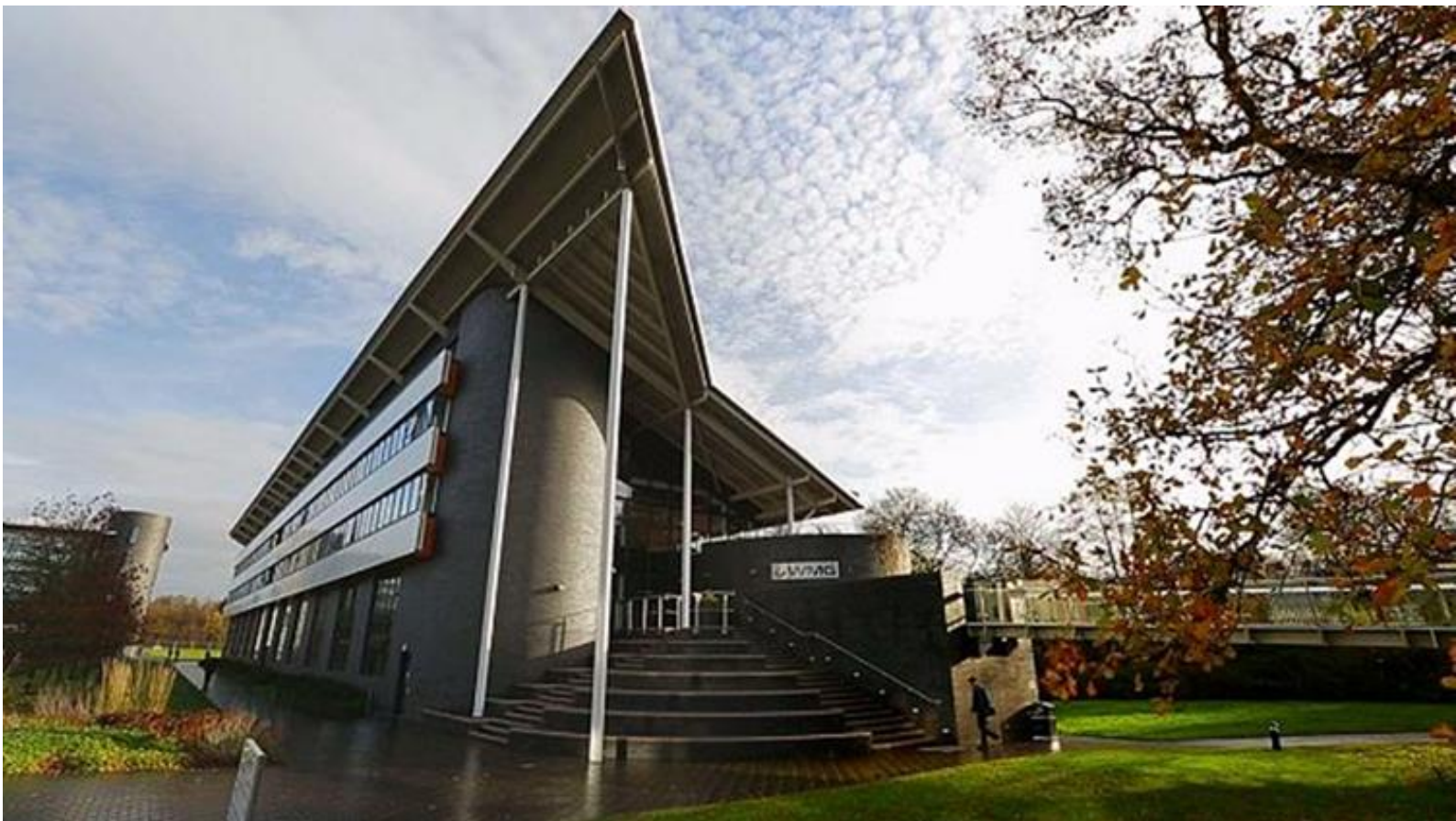
Their Academy's vision is to deliver a very different way of learning, with a dynamic curriculum based on innovative learning and a teaching approach designed around the needs of each student and employers.

Businesses actively participate at each step of the process. They provide input in the design of the curriculum, which is based on projects related to real problems and challenges. Businesses are also involved through to the student performance frameworks and the type of building the Academy should have. Businesses invest their time and experience to help change education for the better.

Students work in groups and, like businesses, will learn by doing, making and designing things. As a result, students develop skills that employers value, such as communication, problem-solving, resilience, creativity, leadership or the ability to respond to change – or vital within a business setting.

▶ Internships

The WMG SME Group's Summer Internship Programme is another activity involving collaboration with SMEs. Around 20 interns from local, regional and national universities take part, each year, in eight-week full-time internships focused on projects in the areas of manufacturing, product development, factory 4.0, materials or automation. Interns have a supervisor at WMG and spend the majority of their time there, and within the company. SMEs pay half of the project cost (approximately £2000 – €2363) to access the intern, a WMG supervisor and relevant equipment at WMG. This access to new thinking and facilities helps businesses increase efficiency, improve productivity and embrace innovation.



Some examples of WMG support to SMEs

Thermotec Plastics Ltd was contacted by a customer with a specific requirement for a performance test on a composite material that they were using, but they could not produce the data themselves due to the cost prohibitive cost of the testing equipment. Nevertheless, since WMG had the facilities they needed, Thermotec used these free of charge for a period of two months while receiving guidance and mentoring for how to conduct the test themselves. As a result, Thermotec has the ability to prove the capability of their products with technical, proven data that allows them to both satisfy their current clients and target more of them.

Trans-Rak International Ltd are leaders in the design and manufacture of vehicle tracking systems for shipping containers, but they were using a manual process to find the optimal placement of a given set of cars. This was both time consuming and resource intensive considering the wide range of models of vehicles existent. WMG developed software that automated the task of finding the optimal placement of cars, making it a double win as the customers save money in shipping costs but by using this system also purchase more racks from the company.

Pashley Cycles Ltd were facing two main challenges: the ability to apply decorative finishes to some parts on their cycles for a limited-edition product and developing the customer experience associated with their high-profile brand. WMG set up two different support projects: they conducted a workshop to identify where Pashley could potentially engage their customers more effectively and they proposed a process of dye sublimation that was developed at WMG for the decorative finished. As a result, plenty of new ideas have arisen that Pashley can start to work on and new opportunities have been identified which could significantly grow Pashley's customer and distributor base.

Automotive Insulations Ltd had a requirement to test and set up a new product line that they were developing and they required specialist polymer chemistry skills to do this. They approached WMG to discover if we had any students or graduates that could assist and WMG delivered a summer internship programme and a University of Warwick Chemistry student was taken on by the company for eight weeks. The intern helped to implement a new production line and created training and operating guidance documents for the new cell, resulting in the creation of more than 20 jobs.

Cox & Plant Products Limited manufactures conveying systems for major processing plants and builds distribution systems designed to synchronise with the world's leading multi-head weighing systems. The company aimed to update some of their systems so reduce its time spent on non-core business activity and thus increase the added value could. The WMG SME group conducted a digital health check for manufacturing, identified key areas for improvement and suggested simple and practical technology solutions to be implemented using a "Road-map to Factory 4.0". This allowed for more effective internal and external communication, which resulted in cost savings and increased productivity.

6. OUTPUTS

WMG has 400 members engaged in the SME collaboration network, which give them access to new ideas, technologies and talent. SMEs have been supported with applied interdisciplinary research in the development of 270 new products and processes and the knowledge transferred enables effective business decision making.

In terms of education, students get a relevant and practical offering and increase their understanding of the industry and the global economy. Each year, over 1,000 students benefit from WMG postgraduate programmes at the University of Warwick and over 1,500 worldwide. In total, more than 24,000 students have taken WMG courses and their work has generated over £80m (€94.5m) for the University

7. IMPACTS

For SMEs supported through the programme, the development of new product and processes result in more innovative and efficient production. This ultimately leads to an increase in competitiveness and growth and potentially to major breakthroughs in SMEs. At the same time, the upskilling of SME employees through the education programmes increases the value of the human resources thanks to better technical and non-technical skills. In the longer term, WMG's collaboration creates or increases an open and innovative culture in the supported SMEs. As a result t, 190 jobs have been created, 330 jobs safeguarded and 20 new business created.

WMG has become a trusted partner for regional SMEs, operating as an extension to their R&D department, which has added value for £55m (€65m) to the West Midlands economy. Additionally, the methodologies of Professor Lord Kumar Bhattacharyya for assessing organisational capability have been widely adopted across the UK and in many countries overseas.





Support & Influencing factors

8. SUPPORTING MECHANISMS

The management of the University of Warwick has supported WMG and particularly their work with SMEs since its inception. This commitment is shown with the embeddedness of WMG activities in the core of the university strategy. The vision of the university includes ‘a dynamic, enterprising approach to solving global challenges’. Enterprising is one of the university values and one of the university’s goals is to champion social, cultural and economic growth, becoming a catalyst and partner for regional, national and international development and sustainability.

In 2008, the multidisciplinary International Digital Laboratory was opened and today hosts digital technologies research teams (i.e. the Institute for Digital Healthcare), industry staff (i.e. Jaguar Land Rover) and cutting edge equipment. The aim is to increase the digital capabilities of SMEs in the West Midlands, creating new research cooperation and partnerships. The International Digital Laboratory is a large investment (over £50m – €59m) by the former Advantage West Midlands organisation, WMG, the University of Warwick and private sector partners.

9. BARRIERS AND DRIVERS

In spite of the success of WMG SME programmes, there are some barriers that need to be overcome. Culture is a key one. Sometimes SMEs are not open to share all their information, which highly depends on their leaders, and this can make cooperation difficult. However, the first screening of companies before they start collaboration discards those that are not open enough or not willing to put some efforts.

Another barrier is the fact that SMEs sometimes have a lack of time and finances to do what they want to do, along with a lack of people with appropriate skills to do so. To overcome the time and financial barriers, WMG simplifies all processes and tries to find external funding. To overcome the lack of skilled people, they provide resources in flexible programmes relevant to SMEs.

The barrier of the high-pressure environment in which SMEs operate is overcome by WMG by speaking to them often and identifying quick wins, which are less evasive and taxing on the company. These are relevant actions that WMG can deliver quickly to address a specific problem, leading to a positive impact in the company.

The difficulty of reaching SMEs is another barrier, but this is overcome with the creation of a wide and active network of SMEs and the use of intermediary support organisations like the Chambers of Commerce or Growth Hubs.

WMG is driven by a Corporate Social Responsibility to give something back to the local, national and global economy. They believe that their capacity to transfer the knowledge and technologies generated at the university to SMEs and have a positive impact allows WMG to give back to society.

The participation of academics on SME programmes is often driven by the desire to see their research applied (SMEs can take products to markets quicker than large corporations), gain insights for new research and to gain exposure and promotion. Students are driven by the possibility of increasing their employability after their studies.

The driver for SMEs, who often cannot afford to invest in an R&D department, is to have access to the latest knowledge and technology, often for free, and to improve the skills of their human resources with education specially adapted to their needs.

10. FUTURE CHALLENGES

In spite of the success of the WMG SME programmes, there are a series of challenges they will need to face in the near future.

One of them is increased competition for both WMG as expertise provider and for SMEs. A large number of organisations are providing advice and support to SMEs, including other universities, regional support agencies, private consulting companies, etc. However, WMG SME Team states that “there are more than enough problems to solve” and that “there are only some people that provide valuable services for SMEs” and are open to work together with other providers to offer even better services to SMEs. Competition is also rising for SMEs, which needs to compete globally and are forced to increase their innovation in order to remain competitive.

Therefore, another challenge is to keep simplifying all processes for SMEs (forms, calls, bureaucracy, etc.). Due to their lack of time, this simplicity helps SMEs to save valuable time and instead focus on adding value to their business. At the same time, WMG will need to keep innovating to provide relevant training for SMEs that adapt to their time availability and needs.

For the internships, the main challenges are to make sure that there is a good company and culture fit with the students and to make sure that interns are doing the tasks while companies are getting the value.

The uncertainty presented by the consequences of Brexit is another major challenge both WMG and SMEs are currently facing.

11. CONTEXT

Since 2000, the number of businesses in the UK has increased by an average of 3% annually and in 2016, there were 5.5 million businesses. The importance of SMEs can be seen from the fact they represent 99% of all businesses (5.4mil), accounting for 60% of the employment and 47% of the turnover.

West Midlands and particularly Warwickshire have an industrial tradition since the 18th century, with a large amount of manufacturing companies settled there. Large motor companies like Jaguar Land Rover are based in the area. However, West Midlands is also home of 413,000 SMEs, with 7% of them being manufacturing SMEs.

In 2010, when IIPSI opened, the turnover from innovation companies in West Midlands was one of the lowest in England, scoring low on the National Innovation Index and SMEs were primarily traditional. However, innovation has been a catalyst in inspiring growth and competitive advantage.

The UK Legislation is currently encouraging industrial innovation, which often includes business collaboration with HEIs and research centres. This funding is creating a more open culture in UK business, including SMEs, closer relationships with science and thus a higher transfer of knowledge and technologies from HEIs to industry. One example is the Catapult programme, set up in 2010 to help bridge the gap in the UK between research activities and industrial application, with SMEs as a central part of it.

12. KEY SUCCESS FACTORS

The success of the WMG SME programmes is based on a large number of factors, some of which are:

- ▶ Investment in state-of-the-art facilities and expertise to keep WMG at the forefront of innovation in its research, education and knowledge transfer activities.
- ▶ Staff in the WMG SME Team who can understand and communicate with both researchers and SMEs;
- ▶ Good selection of SMEs that not only fulfil the requirements of size or sector but also have an open culture and are willing to invest significant efforts;
- ▶ Provision of simple and timely support to SMEs which adds value;
- ▶ Excellent knowledge of SMEs and considerations about their particular situation: their needs, along with their lack of time, finances and personnel;
- ▶ Focus on a specific sector (manufacturing), type of companies (SMEs that already have products in the markets and are trying to innovate) and type of projects (those that add value to SMEs). Since WMG does not try to be everything for everyone, they are better at what they do;

- ▶ For internships, obtaining a good selection and matching of students and companies;
- ▶ Wide network of SMEs in the region that is keep with multiple events, workshops and demonstrations;
- ▶ Access to the wide range of high-quality research and facilities of Warwick University; proving that being an excellent research university and collaborate with industry is not mutually exclusive
- ▶ Effective knowledge transfer from research to the successful application in SMEs;
- ▶ Adaptation of their educational and training programmes to SME needs in terms of time, content and structure;
- ▶ Successfully bringing SMEs to provide input into the curriculum of students.
- ▶ Support of the management of the University of Warwick;
- ▶ Reputation of WMG and positive word of mouth.





Further Information

13. MONITORING AND EVALUATION

In WMG, projects and programmes (including the SME programmes) are monitored and evaluated using different KPIs. These are either set by the funding organisation or by the centre and are adapted to the different nature of the programme, project or initiative.

14. TRANSFERABILITY

While differences among regions should be considered and some particular aspects will need to be adapted, the key principles upon which WMG operate (simplicity, network, focus, adaptation, etc.) are transferable to other HEI centres.

WMG currently has collaborative teaching centres in the UK, India, China, Malaysia, Cyprus, Singapore, Thailand and Turkey to deliver joint Masters education to professionals and executives of those countries.

Since WMG is a reference on UBC, they often host many interested high-profile visitors from international governments and universities aiming to develop similar initiatives. “Others are trying to duplicate this model, but nowhere in the world does it quite like us” said Professor Lord Bhattacharyya.

15. AWARDS AND RECOGNITION

The University of Warwick and WMG have received a series of awards and recognitions, some of the most relevant are:

- ▶ The Queen's Anniversary Prize for Higher and Further Education in 2009. The University won this royal recognition for the work of WMG and its long-term educational partnerships supporting UK competitiveness in manufacturing.
- ▶ WMG has received a Bronze Award from Athena Swan for the advancement of women careers in science, technology, engineering, maths and medicine (STEMM) employment in higher education and research.
- ▶ In 2017, the WMG Academy received a 'Good' Ofsted rating, praising its business ethos, teaching standards and student behaviour, as well as its safeguarding and leadership.

15.LINKS

- ▶ The University of Warwick <https://www.warwick.ac.uk>
- ▶ Euronews, the importance of Key Enabling Technologies <http://www.euronews.com/2016/01/08/the-importance-of-key-enabling-technologies-for-smes>
- ▶ WGM Academy <https://coventry.wmgacademy.org.uk/>
- ▶ WMG Case studies <http://www2.warwick.ac.uk/fac/sci/wmg/business/sme/services/casestudies/>
- ▶ Digital Lab Case studies: http://www2.warwick.ac.uk/fac/sci/wmg/business/smeservices/digital_lab/casestudies/
- ▶ Start-ups and spin-offs created in the Digital Lab http://www2.warwick.ac.uk/fac/sci/wmg/business/smeservices/digital_lab/startups/

16.CONTACT PERSON



Dr Paul Milne
Innovation Manager, WMG
P.Milne@warwick.ac.uk
University of Warwick