

Baseline Review 2024

Professional Business Services

Identifying Future
Growth Potential

Liverpool City Region

EXECUTIVE SUMMARY



Edge Hill University | SME Growth Observatory

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Foreword

Professional Business Services (PBS), particularly within the financial and professional sectors, play a pivotal role in wealth creation in the Liverpool City Region (LCR) and beyond.

With the right support and networks, PBS can further enhance innovation and job creation, driving future economic growth and prosperity.

In the next 5-10 years, the vision for PBS in LCR is to become a critical engine for regional economic growth, recognised for its innovation, scalability, and integration with other key LCR sectors. Focused support on scaling potential firms is essential, with dedicated efforts to identify and nurture firms with high growth potential to ensure effective scaling.

Embracing digital innovation is necessary, particularly the integration of digital technologies such as AI and data sciences, to streamline operations and create new value propositions. A long-term skills strategy for PBS is crucial. Comprehensive skills programs addressing technical and soft skills, including communication, negotiation, and time management, will be essential for modern PBS roles.

Deepening collaboration with the LCR Innovation Board is fundamental to fostering growth in the priority sectors. Creating synergies between PBS and other key sectors such as health & life sciences, advanced manufacturing, and digital & creative industries is essential for securing further growth.

Integrating PBS into economic development planning represents a significant opportunity, ensuring PBS maximises its growth potential. Strengths in service delivery in wealth management, maritime, and law present further opportunities for innovation and expansion. Leveraging the geographic reach of LCR's hub and spoke model can extend the impact of PBS across the North West and beyond.

Adopting emerging technologies, including advancements in data science, AI, and digital tools, will help PBS stay competitive and innovative. There are, however, constraints to consider. Integration challenges may arise if PBS is not effectively incorporated into broader economic strategies of the LCR, potentially hindering growth potential.

Limited resources necessitate strategic allocation to areas with the highest potential for economic impact. Addressing skill gaps is critical, requiring the sector to meet evolving demands by developing both technical skills and essential soft skills. Increased investment in PBS, including funding for technology adoption, infrastructure development, and scale-up initiatives, is necessary. Comprehensive training initiatives focusing on both emerging technologies and essential soft skills are also required.

Enhanced collaboration, stronger engagement between industry leaders, educational institutions, and government bodies, is crucial to align policies and support with sector needs. The findings of this review highlight both opportunities and challenges for LCR. By capitalising on opportunities such as embracing digital innovation and fostering deeper collaborations, LCR can significantly boost economic growth and achieve its innovation target of 5% of GDP by 2030. Addressing constraints such as skill gaps and resource allocation will be crucial to realising this potential.

In summary, this review provides a clear roadmap for PBS growth in the LCR, outlining actionable strategies to harness innovation and collaborative opportunities. This will ultimately drive significant economic and social benefits for the region.

I hope you find this report interesting, valuable, and insightful!



Steve Stuart

Steve is a corporate financier with a distinctive approach, known for his entrepreneurial advice that enhances shareholder value. With over 30 years of experience in leading mergers and acquisitions, private equity investments, corporate financing, and business strategy/restructuring, Steve has a robust background in both the North West and London markets.

He is a key figure in Liverpool City Region's professional business services community and serves as the Chair of the Professional Business Service Advisory board in LCR. Steve's expertise spans overseeing and advising on deals ranging from £200,000 to £50,000,000, making him a trusted advisor for complex financial transactions and growth initiatives within the corporate sector.



Introduction

Introduction

The Professional Business Service (PBS) baseline review in the Liverpool City Region aims to evaluate the economic impact of the PBS sector in Liverpool, comparing it to key priority sectors in the region, and assessing how Liverpool performs against other major UK cities. Additionally, the review aims to identify future growth potential SMEs within the PBS sector.

By specifically focusing on the future growth potential companies in each Liverpool City Region (LCR) borough, the review not only aims to uncover growth strategies but also to pinpoint crucial support priorities for the potential SME scale-ups. This emphasis on support mechanisms underscores the goal of creating a conducive environment where businesses can successfully scale up and make substantial contributions to the economic landscape.

The study aims to offer valuable insights to inform decision-making and support the growth of the PBS sector in the Liverpool City Region. Through analysing the economic impact of PBS in the region, assessing the growth potential of businesses, and benchmarking performance against other cities, the review aims to identify growth opportunities and innovation strategies for the sector.

Central to this review is the use of innovation as a catalyst for growth and gaining a detailed understanding of businesses' growth needs at different stages of development. By recognising and addressing growth challenges, stakeholders can proactively tackle uncertainties, exploit opportunities, and foster an environment conducive to sustainable growth in the professional business services sector in the Liverpool City Region.



Professor Simon Bolton

Introduction

Purpose

The purpose of carrying out the Professional Business Service (PBS) baseline review in the Liverpool City Region is multifaceted. The key goals and reasons for conducting this review are to:

1. Assess the economic impact of PBS sector on the Liverpool City Region and how it compares to regions key priority sectors (life sciences, advanced manufacturing and creative and digital).
 2. Review how LCRs key PBS location (Liverpool) compares to other national selected cities in the UK (Birmingham, Bristol, Cardiff, Edinburgh, Leeds, Manchester, Newcastle and Sheffield)
 3. Assess the scale-up potential of PBS sector companies in each LCR borough and identify their potential growth strategy needs.
 4. Review the business support priorities for PBS scale-up potential SMEs and to assess the potential economic growth impact of that support.
- Edinburgh, Leeds, Manchester, Newcastle, and Sheffield.
 - Identifying the number of scale-up potential companies within the total population of PBS firms within each LCR borough and establish their potential growth strategy priorities.
 - Determining the business support needed to help scale-up potential SMEs to growth and to understand the potential return on investment of that growth.

To achieve these aims the review will examine:

- PBS Economic Contribution by LCR Areas
- PBS Potential Contribution Via Scale-up Potential Innovation
- Comparison of Key PBS Performance in Key Selected Cities
- PBS Growth Profile by LCR Areas
- PBS Activities by LCR Regions
- PBS Needs and Support

The review aims to enhance understanding of the impact and benefits of the PBS sector. It seeks to provide valuable data and insights that can inform decision-making processes to facilitate the development and growth of the professional business services sector in the Liverpool City Region.

The objectives of the study focus on:

- Gaining a deeper understanding of the PBS sector's economic impact on the Liverpool City Region and comparing its contribution to the region's key priority sectors, including life sciences, advanced manufacturing, and the creative and digital industries.
- Better understanding of how Liverpool the key PBS location in the LCR, compares economically to other major UK cities such as Birmingham, Bristol, Cardiff,

This baseline review aims to demonstrate the growth potential within the PBS sector in the LCR region. Moreover, it aims to pinpoint the essential innovation strategies and skills needed to cultivate an environment conducive to nurturing businesses with scale-up potential. By grasping the implications of growth uncertainties and leveraging innovation as a catalyst for growth, the PBS sector can adeptly tackle challenges and seize opportunities for expansion. Recognising and meeting the support needs for growth is pivotal in establishing a thriving environment where businesses can thrive and successfully scale up.

Connecting growth requirements data with skills requirements data enables businesses to pinpoint the specific competencies necessary to drive their growth strategies and effectively leverage innovation. Recognising the impact of growth uncertainties on business performance facilitates proactive measures to address challenges and capitalise on growth opportunities. Leveraging innovation as a growth enabler empowers businesses to adopt new technologies, business models, and processes, thereby enhancing competitiveness and adaptability. In essence, these integrated strategies offer a robust and strategic framework to support businesses in realising scale-up potential and navigating the dynamic landscape of growth.

To drive additional growth, it is important to understand where PBS businesses are in their growth cycle in relation to various stages of business development, including start-up businesses, high-growth potential entrepreneurial enterprise, scale-up potential business, scale-up business, and repeat scale-up business stages in the Liverpool City Region (LCR) for several reasons:

- 1. Targeted Support:** Identifying the growth stage of PBS businesses allows for tailored and targeted support initiatives. Businesses in different growth stages have varying needs and requirements, and understanding their position in the growth cycle can facilitate the provision of appropriate resources, mentorship, and financing to support their specific development objectives.
- 2. Economic Impact:** Different stages of business development contribute to the economy in distinct ways. Understanding the distribution of PBS businesses across growth stages will enable policymakers, economic development agencies, and industry stakeholders to assess the overall economic impact and potential for job creation, innovation, and wealth generation within the LCR.
- 3. Strategic Planning:** Knowledge of the growth cycle of PBS businesses informs strategic planning and resource allocation. It allows for the identification of areas with a high concentration of businesses at specific stages of growth, enabling the implementation of targeted strategies to promote continued growth, foster innovation, and enhance the competitiveness of the professional business services sector within the region.

- 4. Ecosystem Dynamics:** Understanding the presence and distribution of PBS businesses across different growth stages provides insights into the dynamics of the business ecosystem in the LCR. It helps in identifying potential collaboration opportunities, knowledge exchange networks, and areas where clustering of similar businesses can foster innovation and industry specialisation.

By understanding the growth cycle of PBS businesses across different business development stages, stakeholders can precisely target support, harness economic impact, shape strategic plans, and grasp the dynamics of the business ecosystem. This knowledge is instrumental in fostering sustainable growth and development within the professional business services sector in the Liverpool City Region.

Introduction

Methodology

The study leverages publicly accessible HMRC company data, recognising potential limitations in data currency and accuracy, as well as potential constraints in data scope.

To offset these constraints, cross-referencing from multiple sources has been employed to ensure data accuracy and reliability, minimising analytical errors. Moreover, standardised data formatting methodologies have been employed to enhance data reliability and streamline data integration and analysis processes.

Identification of companies within sectors has been done using nationally recognised Standard Industrial Classification (SIC) codes, sourced from publicly accessible data. Acknowledging the potential oversimplification associated with SIC codes, rigorous protocols have been implemented to maintain data accuracy and consistency, minimising errors and ensuring data quality for robust analysis (via the Edge Hill University SME Productivity and Innovation Centre and SME Growth Observatory compliance team).

The selection of SIC codes 64-66, 69-74, 77-78, and 82 to define professional business services is based on the specific industries and activities covered by these codes, which are closely associated with professional and business services. Here are the rationales for selecting these SIC codes:

SIC 64-66:

This code covers financial and insurance activities. It includes a wide range of financial services, such as banking, asset management, insurance, and other financial activities, all of which are crucial components of professional business services.

SIC 69-74:

This code encompasses professional, scientific, and technical activities, including legal and accounting services, architectural and engineering activities, scientific research, and management consultancy. These are directly related to traditional professional services and play a fundamental role in the business services sector.

SIC 77-78:

This code pertains to rental and leasing activities as well as employment activities. Professional business services often involve leasing and rental services, and employment activities are integral to the functioning of professional services firms.

SIC 82:

This code covers office administrative and support activities, which are essential for the operation of professional business services. This can include a wide range of administrative and support services, such as office administration, document preparation, and other business support activities.

The selected SIC codes encompass the activities that are fundamental to professional and business services. They cover financial services, a wide range of professional, scientific, and technical activities, rental and leasing as well as employment activities, and office administrative and support activities, making them suitable for defining and analysing the performance of professional business services.

The study employs a set of evaluation criteria that cover risk, financials, business maturity, and levels of innovation, utilising the Business Lifecycle Segmentation method for data segmentation. To ensure consistent data collection, standardised evaluation criteria have been applied across both regional and national analyses. Awareness of potential generalisation risks with universal segmentation methods has driven the refinement and validation of evaluation criteria through real-world case studies over five years, with feedback from public and private sector review bodies, conducted by the SME Productivity and Innovation Centre (PIC) at Edge Hill University.

The study has mapped Small and Medium-sized Enterprises (SMEs) business support needs with their corresponding Business Lifecycle Segment stage and has identified their potential future growth needs by using the PIC Growth Uncertainties Diagnostic Model. While acknowledging the challenges of applying a uniform model across diverse SMEs that might oversimplify their unique growth demands, efforts have been made to strengthen the diagnostic model's effectiveness and relevance. This has been achieved through a continuous refinement and validation process, involving conducting an ongoing longitudinal study (5 years plus) to evaluate the model's long-term diagnostic effectiveness, collaborating with academic and public sector organisations to rigorously evaluate its effectiveness, and integrating data analytics and machine learning techniques for enhanced analysis to ensure industry and academic relevance.

The business lifecycle segments are defined:

Start-up Businesses (0 to 5 years): This category pertains to new enterprises in the initial stages of operation. These businesses typically exhibit high growth potential due to their innovative products or services and their ability to fill gaps in the market or disrupt established industries. However, they may also face significant challenges such as securing funding, establishing brand recognition, and creating a solid customer base.

High Growth Potential Entrepreneurial Enterprises (5 to 10 years): These are enterprises that have moved beyond the fragile start-up phase and have demonstrated a capacity for significant growth. At this stage, they are often poised to scale up operations, refine their business models, and penetrate new markets or expand their product lines. They have a track record that makes them attractive to investors and often work towards increasing their valuation through strategic growth initiatives.

Scaleup Potential Businesses (10 to 20 years): Businesses in this bracket have a proven business model and are potentially looking to expand further. They exhibit the ability to scale up, which means they can increase

their customer base, market reach, and revenue without a corresponding increase in costs. This period often involves optimising internal processes, expanding to new locations, and building a more substantial market presence.

Scaleup Businesses (20 to 50 years): These businesses are established players within their industries with a history of steady growth. They continue to scale up by innovating, improving efficiency, and potentially acquiring other companies to sustain their growth momentum. They may have a broad customer base and substantial market share and often focus on maintaining their competitive edge and exploring new opportunities for growth.

Repeat Scaleup Businesses (50 years plus): These are venerable institutions that have withstood the test of time and continuously find ways to renew themselves and grow. Despite their age, they retain a scaleup mentality by seeking new markets, investing in innovation, and adapting to changing industry landscapes. Sustainability and legacy become key themes as they balance maintaining established business practices with exploring contemporary growth strategies.

The study adopted standardised data formats to evaluate the economic contribution of PBS to the region and its boroughs, to compare PBS contributions of Liverpool against key UK cities, and to assess PBS sector scale-up potential in the Liverpool City Region and its boroughs. The study was carried out in adherence to the outlined research plan summary:

Phase 1: Preparation for Economic Data Collection:

- **Objective:** Establish a foundation for economic data collection with clear GDPR-compliant objectives.
 - **Key Activities:** Identifying data sources, ensuring GDPR compliance, and defining research goals.
-

Phase 2: Developing Economic Analysis Framework:

- **Objective:** Tailor the analytical framework for economic measures.
 - **Key Activities:** Setting analysis criteria, ensuring GDPR compliance, and planning the data collection strategy.
-

Phase 3: Execution and Economic Quality Assurance:

- **Objective:** Systematic collection of economic data for reliability.
 - **Key Activities:** Implementing data collection, performing testing, and ensuring GDPR compliance.
-

Phase 4: Economic Comparative Analysis and Scale-Up Assessment:

- **Objective:** Analysing PBS economic contributions and scale-up potential.
 - **Key Activities:** Conducting a comparative analysis, evaluating growth potential, and engaging stakeholders.
-

Phase 5: Documentation, Reporting, Recommendations:

- **Objective:** Documenting comprehensive insights and offering strategic GDPR-compliant recommendations.
- **Key Activities:** Preparing a detailed economic report, ensuring GDPR data retention compliance, and providing data privacy-oriented recommendations.

For a comprehensive overview of the research plan, please refer to the full version available in the Appendix.

Introduction

Key Findings

The key findings section synthesises the findings regarding sectoral dominance, challenges faced by key sectors, and the significance of tailored policy interventions in fostering innovation and economic resilience within the Liverpool City Region.

By comparing the economic contribution of the PBS sector with key sectors in the region and other UK cities like Edinburgh, Bristol, and Manchester, the document underscores the critical role of the PBS sector in driving growth and economic development. The exploration of future growth potential and support needs in the PBS sector emphasises the importance of strategic planning aligned with businesses' growth phases. Overall, the analysis provides a comprehensive view of the economic impact and pivotal role of the Professional Business Services sector in sustainable economic advancement within the Liverpool City Region.

In summary, the document offers an in-depth look into the economic impact and prospective growth opportunities within the Professional Business Services sector in the Liverpool City Region. Through detailed sectoral analyses, key findings, and prospective investment scenarios, the document underscores the sector's pivotal role in fostering innovation, stimulating economic growth, and facilitating job creation. The emphasis on tailored policy interventions, strategic planning, and support for SMEs underscores the significance of investing in the PBS Future Growth Potential Programme for driving economic resilience and advancement within the region.

By offering a comprehensive overview, this document strives to present fresh insights that will aid policymakers, stakeholders, and businesses in making strategic investments to optimise growth, promote innovation, and guarantee sustainable economic progress in the Liverpool City Region.

It is essential to read the remainder of the document as it provides more in-depth sectoral analyses, key findings, and potential investment scenarios pertaining to the Professional Business Services (PBS) sector within the Liverpool City Region. The document provides valuable insights into the sector's impact on driving innovation, economic growth, and job creation. Additionally, it emphasises the importance of tailored policy interventions, strategic planning, and support for SMEs, highlighting the significance of investing in the PBS Future Growth Potential Programme to enhance economic resilience and promote development in the region.



Key Findings

**Identifying Future
Growth Potential**
Liverpool City Region

Introduction

The economic significance of the PBS sector within the Liverpool City Region is profound.

This analysis reveals insights into sectoral dominance, challenges within key sectors, and underscores the vital role of tailored policy interventions in driving innovation and economic resilience in the region.

By comparing the economic contribution of PBS to the Liverpool City Region with key sectors like Advanced Manufacturing, Life Sciences, and Creative & Digital, a comprehensive understanding of the region's economic landscape emerges. Furthermore, identifying common challenges and the importance of tailored policy interventions highlight the pivotal role of the PBS sector in fostering growth and maintaining economic development within the region.

The economic comparison of Liverpool's PBS performance against selected UK cities such as Edinburgh, Bristol, and Manchester emphasises sector dominance, revenue variations, and distinct strategies for regional growth. This comparison offers valuable insights into competitive landscapes and growth potentials across diverse regions.

Exploring the future growth potential and support needs within the PBS sector in the Liverpool City Region emphasises the importance of strategic planning aligned with businesses' growth phases. By understanding the support requirements of businesses across different growth stages and boroughs, tailored insights can enable customised interventions to drive economic prosperity, job creation, and innovation within the sector.

Ultimately, these findings outline the economic impact and growth potential of the PBS sector in the Liverpool City Region, underscoring the significance of strategic investments, tailored support, and collaborative initiatives in fostering sustainable economic development and innovation within the region.



Section 1

Key Findings

**Identifying Future
Growth Potential**
Liverpool City Region

Key Findings **Section 1**

1.1 Part 1: Economic Contribution of PBS in the Liverpool City Region and UK Comparison

The economic significance of the PBS sector within the Liverpool City Region is profound, with a notable contribution to sustainable economic advancement. The PBS sector has 12,545 companies contributing £36.98B. By examining sectoral contributions and conducting borough-specific analyses, crucial insights have emerged, shedding light on sectoral dominance, key challenges, and growth opportunities within the region. These findings provide a comprehensive understanding of the dynamic landscape of the PBS sector and its impact on regional and national economies.

Additionally, the identification of common challenges and the importance of tailored policy interventions underscore the sector's vital role in driving innovation, fostering growth, and maintaining economic resilience within the region.

12,545 PBS companies in LCR (DueDil)	£36.98B (estimated) turnover based on estimated turnover figures from Fullcirc.com data
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Table 001: Liverpool City Region Businesses and Turnover

1.1.1 Economic Contribution of PBS to the Region and the Boroughs

The exploration of sectoral contributions in the Liverpool City Region reveals insights into areas of dominance, challenges, and opportunities for sustainable economic advancement.

Comparing the Professional Business Services sector with key sectors like Advanced Manufacturing, Life Sciences, and Creative & Digital offers a valuable benchmark for assessing the performance and significance of the PBS sector within the region. Furthermore, conducting borough-specific analyses illuminates sectoral dominance, key players, and competitive landscapes across Liverpool, Sefton, Wirral, St Helens, and Knowsley, underscoring the importance of Professional Business Services to the region.

The Liverpool City Region's sectoral contributions reveal the following key findings and insights:

- **Professional Business Services Dominance:** The Professional Business Services sector is a key driver of the economy in the Liverpool City Region, with a significant number of firms and high total turnover, enabling growth and innovation.
- **Advanced Manufacturing Impact:** Despite fewer firms, the Advanced Manufacturing sector contributes substantially to the economy, indicating higher revenue per firm within manufacturing activities.
- **Life Sciences High-Value:** The Life Sciences sector demonstrates substantial turnover, suggesting the presence of high-value activities driving economic value.
- **Creative & Digital Sector Challenges:** While the Creative & Digital sector has a considerable number of firms, its turnover percentage indicates a prevalence of small-scale operations, highlighting growth challenges and opportunities.

The economy of the Liverpool City Region is strongly driven by the Professional Business Services sector, marked by numerous firms and substantial total turnover fuelling growth and innovation. In comparison, the Advanced Manufacturing sector, although comprising fewer firms, exerts a significant economic impact with higher revenue per firm, showcasing its importance within manufacturing. The Life Sciences sector is notable for its high turnover, reflecting value-intensive activities that make meaningful contributions to economic value. Conversely, the Creative & Digital sector, although vibrant with many firms, faces challenges due to a large percentage of small-scale operations, highlighting growth obstacles alongside potential opportunities.

The key business support challenges can be summarised as:

- **Address Scaling Challenges:** There is a need for the additional development new strategies to help Professional Business Services sector scale up effectively by focusing on innovation, differentiation, and adaptation to market trends.
- **Encourage Innovation in Creative & Digital:** The data suggests the need for increased support for continuous innovation in the Creative & Digital sector to increase the adaption to evolving digital trends for sustainable growth.
- **Support Overcoming Entry Barriers:** The data suggests the need to provide early-stage support, investment in R&D, regulatory guidance, and access to capital for Advanced Manufacturing and Life Sciences sectors to unlock their growth potential.

Key Findings Section 1

Life Sciences SIC - 211, 212, 266, 325, 7211		Advanced Manufacturing SIC - 10-33	
Firms 131 <small>Companies in LCR (DueDil)</small>	Turnover £2.46B <small>(estimated) turnover based on estimated turnover figures from Fullcircl.com data</small>	Firms 2,792 <small>Companies in LCR (DueDil)</small>	Turnover £17.96B <small>(estimated) turnover based on estimated turnover figures from Fullcircl.com data</small>
% Total Firms 1%	% Total Turnover 4%	% Total Firms 14%	% Total Turnover 30%
Creative & Digital SIC* - 26, 32, 46, 58-62, 71, 73-74, 90-91, 95		Professional Business Services SIC 64-66, 69-74, 77-78, 82	
Firms 4,569 <small>Companies in LCR (DueDil)</small>	Turnover £2.62B <small>(estimated) turnover based on estimated turnover figures from Fullcircl.com data</small>	Firms 12,545 <small>Companies in LCR (DueDil)</small>	Turnover £36.98B <small>(estimated) turnover based on estimated turnover figures from Fullcircl.com data</small>
% Total Firms 23%	% Total Turnover 4%	% Total Firms 62%	% Total Turnover 62%

Table 002: Liverpool City Region's Sectoral Contributions

- **Tailored Policy Interventions:** There is a need for the additional policies tailored to the different needs of businesses at various life stages, including access to capital, mentoring, regulatory guidance, and a focus on scalability and innovation.
- **Infrastructure Development and Investment:** The data suggests the need to ensure balanced regional development by addressing disparities in turnover distribution and promoting economic activity and growth in underutilised regions like Knowsley and St Helens.
- **Support SMEs and Scaleups:** the data indicates the need for enhanced support structures for SMEs and scaleup businesses within Professional Business Services, Creative & Digital, Advanced Manufacturing, and Life Sciences sectors to promote economic resilience and growth.

Effective scaling of the services sector relies on strategic focus on innovation, differentiation, and adaptability to changing market trends. Tailored policy interventions are crucial to address the diverse needs of businesses across different growth stages, including facilitating access to capital, providing mentorship, ensuring regulatory clarity, and promoting scalability and innovation. Infrastructure development and investment efforts are key to promoting balanced regional growth, addressing turnover imbalances, and stimulating economic activity in areas like Knowsley and St Helens. Enhancing support systems for SMEs and scaleup businesses in key sectors such as Professional Business Services, Creative & Digital, Advanced Manufacturing, and Life Sciences is essential for promoting economic resilience and fostering growth within these sectors.

Key Findings Section 1

The key findings and insights for the LCR boroughs can be summarised as:

1. Sectoral Dominance and Diversity:

- Liverpool's The Very Group Limited showcases dominance and diversity in both Professional Services and Business Services.
- Sefton demonstrates diversity with Professional Services leading in turnover and good performance in Financial Services.
- Wirral displays dominance in Business Services with good presence of Financial Services, indicating sectoral diversity.
- St Helens exhibits a diverse economic landscape with a mix of Financial, Professional, and Business Services companies.
- Knowsley key areas Professional and Business Services, contribute significantly to the regional economy.

2. Key Players Driving Economic Activity:

- Ineos Inovyn Limited dominate the LCR followed by The Very Group Limited. Companies like Phoenix Healthcare Distribution Limited, Smurfit Kappa UK Ltd and Peel Ports Holdings Limited are key players driving economic activity in LCR.

3. Competitive Business Environment:

- The turnover figures in St Helens and Halton reflect a competitive business environment, indicating potential growth opportunities and innovative practices within the regions.

4. Contributions to Regional Economy:

- The significant contribution of top performing PBS Companies in each region underscores their importance in shaping the regional economy and driving overall economic activity.

The comparative analysis highlights sectoral dominance, varied industry representation, influential players, and competitive business landscapes across different regions. These insights indicate opportunities for development, growth, and strategic planning to drive economic prosperity and innovation within each area.

In the Liverpool City Region, the Professional Business Services sector plays a pivotal role, with numerous firms and substantial revenue contributing to sustainable economic growth. Offering specialised expertise and strategic support, this sector fosters innovation and competitiveness, particularly in nurturing entrepreneurial ventures for economic advancement.

Nevertheless, challenges such as scaling up, market saturation, and evolving trends must be addressed for sustained growth and adaptability. Tailored policy interventions focusing on access to capital, mentorship, and promoting innovation are essential to support businesses through various growth phases effectively.

The dominant position of the Professional Business Services sector underscores the importance of strategic initiatives to achieve economic balance, promote inclusivity, and uphold its pivotal role in advancing the overall economy. It is essential to strengthen support mechanisms for SMEs and scaleup enterprises within this sector to enhance economic resilience, encourage innovation, and sustain growth in the Liverpool City Region's economic landscape.

PBS play a pivotal role for several reasons:

- **Economic Contribution:** Professional Business Services sector is identified as a key driver of the region's economy, with a significant number of firms and high total turnover. As such, understanding and supporting this sector is crucial for sustainable economic growth and development in the region.
- **Innovation and Expertise:** The sector provides specialised expertise, guidance, strategic support, and fosters innovation, which are essential elements for driving growth and competitiveness within different industries and sectors in the region.
- **Entrepreneurial Interest:** Professional Business Services sector shows high representation in start-up businesses, indicating entrepreneurial interest. By supporting and nurturing these start-ups within the sector, it can help drive further innovation and economic development.

Key Findings Section 1

- **Challenges in Scaling:** The sector faces challenges with scaling up, indicative of struggles with market saturation, competition, and adapting to changing trends. Addressing these challenges is essential for ensuring the long-term sustainability and growth of businesses within the sector.
- **Policy Interventions:** Tailored policy interventions and comprehensive support systems aligned with the different life stages of businesses, such as access to capital, mentoring, regulatory guidance, and a focus on scalability and innovation, are essential for ensuring the success and sustainability of businesses within the Professional Business Services sector.
- **Regional Economic Balance:** Professional Business Services dominance in the region emphasises the need for strategic focus on achieving regional economic balance, promoting inclusive growth, and ensuring that the sector continues to play a vital role in driving the overall economy of the Liverpool City Region.
- **Support for SMEs and Scaleups:** Enhancing support structures for SMEs and scaleup businesses within the Professional Business Services sector is crucial for promoting economic resilience, driving innovation, and ensuring the sector's continued growth and contributions to the region's economy.

1.1.2 Comparison of Liverpool's PBS Performance Versus Key Selected UK Cities

Section 2 findings provide valuable insights into the success factors of cities within the professional and business services sectors, showcasing disparities in performance across regions.

The analysis highlights variations in economic activity, growth potential, revenue generation, and efficiency challenges. Cities like Edinburgh, Bristol, and Manchester emerge as sector leaders, with distinct turnover differences underscoring their dominance. The discussion also delves into strategic initiatives adopted by key cities to drive regional growth and development within the professional and business services sectors.

The service-based insights highlight the prominence of specific cities like Edinburgh, Bristol, and Manchester in financial services, professional services, and business services, showcasing their economic importance and dominance in these sectors. Disparities in turnover between these leading cities and others hint at variations in economic activity across regions. Common issues identified include city dominance, turnover disparities among regions, and potential variations in economic performance:

- **City Dominance:** Edinburgh, Bristol, and Manchester each lead in turnover within their respective sectors—financial, professional, and business services. This indicates not only their economic significance but also their pivotal roles in the UK's sectoral landscape. Such dominance suggests that these cities have developed favourable ecosystems that support the growth and prosperity of firms within these industries.
- **Disparity in Turnover:** Across all three sectors, there is a notable disparity in turnover when comparing the leading city to other regions. This disparity signals a

potential imbalance in economic activity and business performance across the UK. It suggests that while certain cities thrive and command a significant share of sectoral turnover, others lag, potentially missing opportunities for growth and development.

These common issues underscore the need for strategies aimed at reducing economic disparities by bolstering sectoral growth in lesser-performing regions.

Key Findings **Section 1**

Financial Services Analysis Insights	
Edinburgh Dominance	Edinburgh leads in turnover within the financial services sector, signifying its economic significance and dominance in this industry.
Disparity in Turnover	There is a significant disparity in turnover between Edinburgh and other regions, indicating potential variability in economic activity and business performance.
Professional Services Analysis Insights	
Bristol Dominance	Bristol leads in turnover within the professional services sector, indicating its economic significance and dominance in this industry.
Disparity in Turnover	There is a significant disparity in turnover between Bristol and other regions, indicating potential variability in economic activity and business performance.
Business Services Analysis Insights	
Manchester Dominance	Manchester leads in turnover within the business services sector, signifying its dominance and economic significance in this industry.
Disparity in Turnover	There is a significant disparity in turnover between Manchester and other regions, signifying potential variability in economic activity and business performance.

Table 003: Comparison Sector Based Insights

The service-based analysis identified common challenges present in the financial, professional, and business services sectors, emphasising the dominance of specific cities within each sector and significant turnover disparities across regions. Cities such as Edinburgh, Bristol, and Manchester stand out as sector leaders with high firm counts and turnovers, underlining their economic importance and influential roles in the UK industry landscape. These leading cities have created supportive ecosystems that encourage firm growth and reinforce their sectoral dominance.

The considerable variations in turnover between these leading cities and others signal potential economic disparities and discrepancies in business performance on a national scale. While some cities demonstrate strong sector performance, others face challenges and missed growth opportunities. Addressing these discrepancies is crucial, requiring strategies to stimulate sectoral growth in underperforming regions. Possible

initiatives could include infrastructure enhancements, innovation promotion, improved financial accessibility, and talent development efforts on a broader geographical scope beyond the dominant city centres.

An analysis of cities such as Edinburgh, Bristol, Birmingham, Manchester, Leeds, Newcastle, Liverpool, Cardiff, and Sheffield within the professional services sector reveals a range of key insights and emerging themes. These observations focus on efforts made by these cities to differentiate themselves. The critical observations include notable discrepancies in the number of firms and their turnovers, hinting at potential variations in average turnovers per firm across regions. Cities like Edinburgh demonstrate high turnovers despite fewer firms, indicating a concentration of high-value firms or significant transactions. Cities in the Midlands region, such as Birmingham and Manchester, face challenges in maximising revenue per firm despite a high number of companies. In contrast, cities like

Key Findings **Section 1**

Newcastle and Liverpool show relatively lower turnovers despite comparable firm counts, suggesting untapped growth opportunities or barriers to scaling businesses. The significant turnover differences among regions underscore uneven economic development and challenges in optimising business outputs within the professional services sector.

Cities across regions are implementing strategies to stand out and improve their economic environments. Key differentiators among these cities include targeted investments in sectoral growth, improvements in connectivity and infrastructure, leveraging local talent and knowledge, implementing economic revitalisation strategies, and adopting strategic policy initiatives to promote economic growth and innovation. These efforts demonstrate a collective commitment among cities to leverage their strengths, attract investments, and create an environment conducive to long-term economic development.

The Common differentiators across the cities include:

- **Investment in Sectoral Growth:** Cities are nurturing specific sectors like fintech in Leeds, digital and creative industries in Manchester, and legal and financial services in Birmingham and Bristol to diversify local economies and capitalise on existing strengths.
- **Enhancing Connectivity and Infrastructure:** Cities are improving transportation and digital infrastructures, as seen in Birmingham's transportation links, Bristol's high-speed internet, and Edinburgh's investment in transport accessibility, to attract businesses and professionals, enhance accessibility, and create a connected environment for commerce.

- **Utilising Knowledge and Talent:** Leveraging local talent and educational institutions is a recurring theme, with cities like Edinburgh and Newcastle leveraging esteemed universities to attract talent, and Cardiff and Sheffield utilising knowledge from higher education institutions to drive innovation.
- **Economic Revitalisation Strategies:** Cities are emphasising economic revitalisation through initiatives like Liverpool's Knowledge Quarter expansion and Sheffield's transition support, aiming to modernise economic landscapes, attract business investments, and foster the growth of high-value industries.
- **Strategic Policy Initiatives:** Many cities are implementing strategic policy initiatives to enhance their appeal as business hubs, such as Cardiff's strategic initiatives and Manchester's tech hub expansion, to create conducive environments for economic growth and innovation.

See Table 004.

Location	Birmingham	
Differentiators	Economic Revitalisation	Focuses on projects like the Big City Plan to modernise the city core, attracting businesses and professionals.
	Transportation Infrastructure	Strengthening existing transportation links and investing in further infrastructure to enhance connectivity.
	Diverse Expertise	Fosters a diverse range of legal and financial services to maintain Birmingham's status as a major centre outside London.
Location	Bristol	
Differentiators	Sector Diversification	Encouraging growth in legal, financial, and tech sectors through continued investment and support.
	Infrastructure Development	Maintaining focus on high-speed internet and enterprise zone development to attract businesses and talents.
	Strategic Location	Capitalises on its proximity to other major cities like London for enhanced business opportunities.
Location	Cardiff	
Differentiators	Political and Financial Hub	Capitalises on strong government support and infrastructure developments
	Knowledge Utilisation	Maximises the expertise from higher education and research institutions to foster innovation and talent.
	Strategic Initiatives	Continue investment in infrastructure and strategic policies to bolster Cardiff's standing as a regional professional services hub.
Location	Edinburgh	
Differentiators	Financial Sector Strength	Builds on the strong financial services reputation by continuing to invest in banking, insurance, and fintech sectors
	Talent Attraction	Leverages the presence of esteemed universities to attract and retain international talent in key sectors.
	Connectivity	Investing in enhanced transportation links and accessibility to sustain Edinburgh's appeal to businesses and professionals.
Location	Leeds	
Differentiators	Fintech Growth	Priorities development of initiatives like Leeds City Region Enterprise Partnership to solidify its position as a fintech centre.
	Legal Sector Support	Provides targeted support for the legal sector, drawing on the strength of some of the largest law firms outside London.
	Connectivity Enhancements	Implemented planned transportation improvements to increase connectivity, attracting more businesses and professionals.
Location	Liverpool	
Differentiators	Knowledge Quarter Expansion	Actively expanding the Knowledge Quarter to attract innovation and drive business services growth.
	Sector Diversity	Supporting growth in finance, life sciences, advanced manufacturing, digital and creative sectors to enhance Liverpool's economic landscape.
	Investment Continuation	Maintaining significant investment to ensure Liverpool remains at the forefront of professional services innovation.
Location	Manchester	
Differentiators	Tech Hub Expansion	Actively supports the growth of tech and creative industries to reinforce Manchester's reputation as a northern powerhouse.
	Media Infrastructure	Investing in media infrastructure like MediaCityUK to attract businesses and talents.
	Education Support	Maintains strong ties with its universities to ensure a steady supply of skilled professionals to meet industry demands.
Location	Newcastle	
Differentiators	Digital Innovation	Leveraged local university talent and ongoing regional investments to drive digital technology expertise.
	Creative Industry Developments	Priorities fostering growth in creative sectors through initiatives such as Newcastle City Deal.
	Talent Retention	Focuses on retaining and attracting top talent to sustain Newcastle's growth in professional services and technology.
Location	Sheffield	
Differentiators	Transition Support	Aided in transitioning from a historic manufacturing stronghold to a service-oriented economy.
	Innovation Focus	Capitalises on universities' output to support innovation in business incubators and digital infrastructure.
	Investment Drives	Investments in infrastructure and business support to enhance Sheffield's position as a professional services hub.

Table 004: Selected UK Cities Comparison

Key Findings **Section 1**

To conclude, the findings from section 2 highlight the unique strengths and growth potential of The findings from section 2 underscore the distinct strengths and growth opportunities of key cities like Edinburgh, Bristol, Birmingham, Manchester, Leeds, Newcastle, Liverpool, Cardiff, and Sheffield. These cities require essential actions for talent retention, sector diversification, infrastructure enhancement, and strategic initiatives to become vibrant business and professional services hubs, significantly impacting their regional and national economies.

Insights into the professional services sector reveal significant variations in firm counts and turnovers across cities, indicating differential turnovers per firm regionally. Edinburgh stands out for its high turnovers with fewer firms, implying a concentration of high-value entities in the region.

Cities like Birmingham and Manchester show high firm counts but challenges in maximising revenue per firm, while Newcastle and Liverpool exhibit lower turnovers despite similar firm counts, suggesting untapped growth potential or scaling obstacles. This turnover disparity underlines uneven economic development and hurdles in optimising business outputs in the professional services sector.

Key differentiators include investments in sectoral growth, infrastructure improvements, and talent development from local educational institutions to drive innovation. Economic revitalisation strategies aim to transition historical sectors towards service-oriented economies and attract investments to sustain their roles as professional services hubs.

Central themes encompass enhancements in transportation and digital infrastructures, leveraging local talent and knowledge from educational institutions, and implementing strategic policy initiatives for economic revitalisation and innovation. Collectively, these cities are strategically pursuing economic growth, talent attraction, and international competitiveness in the professional services sector.

1.2 PBS Future Growth Potential and Support Requirements

The analysis has pinpointed future growth potential in the PBS sector in the Liverpool City Region, focusing on support needs across various business lifecycle stages and underscoring the economic growth impact of bolstering scale-up business support.

Key findings encompass the identification of SMEs with growth potential, essential growth strategy requirements, growth uncertainties, and the advantageous outcomes of investing in the PBS sector for economic development, job creation, innovation, and efficiency enhancements.

Key Findings **Section 1**

1.2.1 PBS Future Growth Potential and Support Needs

The assessment of scale-up potential within the PBS sector across Liverpool City Region (LCR) boroughs has revealed 3,483 SMEs with future growth potential. Of these, 2,675 are ready for support, while 390 could benefit from customised second-stage scale-up assistance.

For in-depth insights, please refer to Table 005.

Boroughs and Number of Growth Potential Businesses							
Phases of Growth	Liverpool	Sefton	Wirral	St Helens	Knowsley	Halton	Sub-totals
Start-up Businesses 0 to 5 years	392	127	138	69	32	50	808
High Growth Potential Entrepreneurial Enterprises 5 to 10 years	540	195	259	85	58	76	1,213
Scaleup Potential Businesses 10 to 20 years	352	210	298	83	43	86	1,072
Scaleup Businesses 20 to 50 years	116	63	95	35	18	29	356
Repeat Scaleup Businesses 50 years plus	13	5	9	1	2	4	34
Total Scale-up Potential Businesses	1,413	600	799	273	153	245	3,483
% of total Local SMEs	11.3%	4.8%	6.4%	2.2%	1.2%	2%	11.3%

Table 005: Identification of Growth Potential SMEs by Borough

Key Findings **Section 1**

In addition to identifying potential growth companies, the assessment has pinpointed the primary growth strategy requirements, listed in order of necessity, for business support in areas such as market penetration, market

development, and product and service development. These requirements are uniform across all boroughs and can be found in Table 006 for further details.

Boroughs	Common Growth Strategy Priorities
Liverpool	<p>Market Penetration (capturing more same customers), Market Development (existing offer to new customers/markets) and Product Development (new offers to existing and new customers) are essential growth strategies that companies within the Financial, Professional, and Business Services sectors should also consider in enhancing their market positions to expand growth.</p>
Sefton	
Wirral	
St Helens	
Knowsley	
Halton	

Table 006: Primary Growth Strategy Requirements

By analysing the distribution of businesses across different growth phases, insights into concentration and progression have been gained. The assessment has established the primary growth strategy requirements for market penetration, development, and product enhancement, consistent across all boroughs (see Table 006). This understanding of growth strategies

and aligned with the businesses' current phase aids in identifying tailored needs for effective expansion and advancement. Table 007 summarises business support needs and growth uncertainties, with a focus on areas requiring attention, such as scale-up and repeat scale-up businesses.

1.2.2 PBS Growth Support Requirements

The review has established the business support needs across different stages of the business lifecycle segmentation.

It has identified gaps, particularly for scale-up and repeat scale-up businesses, when aligning these needs with existing core business support programs. The analysis aims to provide insights for stakeholders and policymakers to customise interventions that assist businesses in achieving sustained success and expansion within a dynamic business environment.

Key requirement for the different business lifecycle stages are as follows:

- **Start-up businesses (0 to 5 years):** The focus is on foundational assistance like business planning and initial funding to establish a strong foundation. Growth uncertainties include issues like ineffective data utilisation and unstructured processes.
- **High-growth potential entrepreneurial enterprises (5 to 10 years):** These businesses require support in securing additional funding, partnership development, and strategy refinement. Uncertainties may include undefined demand and unclear differentiation.
- **Scale-up potential businesses (10 to 20 years):** Assistance in strategic planning, capital access, and organisational enhancement is essential. Growth uncertainties may involve challenges in utilising data effectively and communication.
- **Scale-up businesses (20 to 50 years):** The focus here could be on advanced financial management and leadership development. Uncertainties may revolve around talent access and market expansion.
- **Repeat scale-up businesses (50 years plus):** These businesses may benefit from support in diversification and innovation. Uncertainties might relate to talent access, succession planning, and market expansion challenges.

Understanding the growth support needs across various stages of the business lifecycle is crucial for facilitating sustainable success and expansion of businesses. The identification of gaps, especially for scale-up and repeat scale-up businesses, when compared against existing core business support programs, highlights areas for improvement and tailored interventions. This analysis provides valuable insights for stakeholders and policymakers to customise interventions that can help businesses navigate uncertainties and achieve continued growth within a dynamic business environment.

Key requirements for different business lifecycle stages, such as start-up, high-growth potential, scale-up potential, scale-up, and repeat scale-up businesses, offer targeted guidance and support tailored to address specific challenges and facilitate growth. By addressing these needs at each stage, businesses can enhance their foundational setup, secure financing, develop strategic partnerships, refine organisational structures, and innovate for long-term success, contributing to overall economic vitality and job creation within the region.

See Table 007.

	Business Support Needs	Growth Uncertainties
Start-up Businesses 0 to 5 years (808)	<p>Business Planning: Guidance on Establishing Business Models; Developing Products or Services; and Navigating Initial Stages of Growth.</p> <p>Initial Funding: Assistance in Accessing Funding Sources.</p> <p>Market Entry Strategies: Support in Building Brand Awareness; Strategies for Establishing a Customer Base.</p>	<p>Ineffective Use of Data: Limited Data Access; Lack of Data Analysis Skills; Inefficient Data Systems.</p> <p>Unstructured Processes: Lack of Defined Workflows; Scalability Challenges; and Resource Wastage.</p> <p>Ineffective Communication: Misalignment in Goals; Customer Engagement Issues; and Internal Collaboration Challenges.</p>
High Growth Potential Entrepreneurial Enterprises 5 to 10 years (1,213)	<p>Securing Additional Funding: Establishing financial projections and a solid business case to attract potential investors or lenders.</p> <p>Developing Strategic Partnerships: Identifying key allies or collaborators.</p> <p>Entering New Markets: Conducting thorough market research and analysis.</p> <p>Refining Business Strategies: Best practice approaches to reviewing and adjusting the company's goals, plans.</p> <p>Identifying Growth Opportunities: Analysing market trends, customer needs, and emerging technologies.</p> <p>Establishing Efficient Operational Processes: Streamlining workflows, optimising resource allocation, and implementing technology.</p>	<p>Undefined Demand: Conducting market research.</p> <p>Unclear Offers (Differentiation): Clearly defining unique selling points, value propositions.</p> <p>Unstructured Processes: Implementing standardised procedures, workflows, and protocols.</p> <p>Operational Inefficiencies: Identifying bottlenecks, redundancies, and resource wastage.</p>
Scaleup Potential Businesses 10 to 20 years (1,072)	<p>Strategic Planning Assistance: Incorporating data-driven insights.</p> <p>Access to Growth Capital: Streamlining operations.</p> <p>Improving Organisational Structure and Governance: Enhancing communication and decision-making.</p> <p>Market Expansion Support: Effective communication strategies.</p>	<p>Ineffective Use of Data: Lack of Insights; Poor Data Quality.</p> <p>Unstructured Processes: Operational Inefficiencies; Risk of Errors and Duplication.</p> <p>Ineffective Communication: Misalignment; Ineffective Client Relations.</p>
Scaleup Businesses 20 to 50 years (356)	<p>Advanced Financial Management: Access to advanced strategies.</p> <p>Strategic Leadership Development: Developing leadership capabilities.</p> <p>International Expansion Strategies: Guidance on international expansion.</p> <p>Innovation Management: Managing innovation processes.</p> <p>Succession Planning: Planning for business continuity.</p> <p>Maintaining Competitive Advantages: How to sustain competitive edge.</p>	<p>Access to Talent: Skills gaps; Competitive job market.</p> <p>Leadership Capacity: Transition challenges; Succession planning.</p> <p>Access to New Markets: Market complexity; Analysing competitive landscapes.</p> <p>Access to Finance: Funding constraints; Financial planning.</p> <p>Infrastructure: Scaling challenges; Efficiency and scalability.</p>
Repeat Scaleup Businesses 50 years plus (34)	<p>Diversification Strategies: Development of strategies;</p> <p>Innovation Support: Fostering innovation.</p> <p>Sustainable Growth Strategies: Guidance on sustaining growth.</p> <p>Succession Planning: Planning for continuity.</p> <p>Talent Development: Development and retention of talent.</p> <p>Maintaining Corporate Identity: Consistent brand identity.</p> <p>Accessing Global Markets: Guidance on expansion into global markets.</p> <p>Navigating Regulatory Environments: Ensuring compliance with regulations.</p>	<p>Access to Talent: Skills Gap.</p> <p>Leadership Capacity: Adapting Leadership.</p> <p>Succession Planning: Continuity concerns.</p> <p>Access to New Markets: Market expansion requirements.</p> <p>Access to Finance: Funding Challenges.</p>

Table 007: PBS Growth Support Requirements

1.2.3 Economic Growth Impact of Enhancing Scale-up Business Support

Analysing the economic growth potential for businesses within different phases and boroughs in the region has identified the following key findings:

1. **Growth Potential Overview:** The data demonstrates the distribution of businesses at various growth phases, in the different boroughs. This breakdown has highlighted the composition of businesses in the different stages of development and requirement needs.
 2. **Strategic Planning Insights:** By categorising businesses based on age and growth stages, stakeholders can gain valuable insights for strategic planning and economic development initiatives. Understanding the distribution across boroughs helps in identifying areas with promising growth potential, guiding targeted support initiatives and resources allocation.
 3. **Scale-up Potential Focus:** The data underscores the importance of scale-up potential companies within the PBS sector, showcasing the distribution across different growth phases and highlighting businesses positioned for further expansion. Supporting these companies effectively can significantly contribute to economic growth, innovation, and job creation in the region.
 4. **Investment Scenarios Impact:** The scenarios presented demonstrate the potential outcomes of investing in the PBS Future Growth Potential Programme on SMEs, outlining varying growth targets and anticipated impacts on turnover, job creation, and return on investment. These scenarios aim to provide a comprehensive view of the program's effects and guide stakeholders in decision-making.
 5. **Benefits of Investment:** The proposed investment in the PBS sector carries several benefits, including enhanced SME turnover, job creation, high return on investment, strategic sectoral support, innovation boost, and economic resilience. By leveraging data and technology, the investment aligns with economic development goals and fosters growth within the sector.
- Furthermore, investing in the growth potential of the PBS sector can have broader impacts on other sectors such as Life Sciences, Advanced Manufacturing, and Creative & Digital industries. These impacts include enhanced support ecosystem, cross-sector collaboration, innovation and efficiency improvements, market expansion, talent development, and economic spill over effects, fostering a climate of prosperity and innovation across interconnected industries.
- Overall, the data provides a comprehensive analysis of growth potential, investment scenarios, and the wider implications of supporting businesses within the PBS sector, offering strategic insights for economic development, job creation, and fostering innovation within the region.
- The findings demonstrate the significant value of the PBS sector to the Liverpool City Region in several ways:
- **Economic Impact:** The data highlights the growth potential and scale-up opportunities within the PBS sector, showcasing how strategic investments in this

Key Findings Section 1

sector can lead to increased turnover, job creation, and overall economic prosperity. By focusing on businesses at different growth phases, the analysis underscores the sector's role as a driver of economic growth and job creation within the region.

- **Strategic Importance:** The detailed breakdown of businesses across different boroughs and growth phases emphasises the strategic importance of the PBS sector in fostering innovation, supporting SMEs, and driving economic development initiatives. By identifying businesses with high growth potential and scale-up opportunities, the analysis underscores the sector's critical role in shaping the region's business landscape.
- **Collaboration and Networking:** The data highlights the potential for cross-sector collaboration and networking opportunities that stem from a thriving PBS sector. By providing essential support services to other key industries such as Life Sciences, Advanced Manufacturing, and Creative & Digital sectors, the PBS sector acts as a catalyst for knowledge exchange, innovation, and mutual growth, creating a dynamic ecosystem within the region.
- **Job Creation and Talent Development:** The investment scenarios outlined in the data project significant job creation within the PBS sector, contributing to reducing unemployment and fostering talent development. By supporting SMEs within the sector, the region can attract and retain skilled professionals, further enhancing the overall workforce and promoting economic resilience.

- **Innovation and Efficiency:** Investing in the growth potential of the PBS sector not only boosts innovation within the sector but also drives efficiency improvements across interconnected industries. By leveraging advanced business strategies, technological solutions, and market insights from PBS firms, companies in various sectors can streamline operations, drive productivity, and spur innovation, leading to a more competitive business environment.

Overall, the growth potential, investment scenarios, and broader impacts on regional economic development, the data provides a compelling case for the value and importance of the Professional Business Services sector to the Liverpool City Region. Through strategic investments, targeted support initiatives, and collaboration opportunities, the sector can play a foundational role in driving economic growth, fostering innovation, creating employment opportunities, and strengthening the overall business ecosystem within the region.

Key Findings **Section 1**

1.2.4 Growth Impact Scenario's

Potential impact of strategically investing in PBS Future Growth Potential SMEs

Scenario 1

£228.5m	1005
predicated increase in turnover	predicted new jobs created
<ul style="list-style-type: none"> • Target increase in turnover per SME: £500K • Target increase in new jobs created per SME: 2.2 • Target Future Growth Potential SME Population: 2285 • Expected programme success rate: 20% • Target investment per SME: £15K • Program duration: 3-5 years 	

Table 008: Growth Impact Potential: Scenario 1

Scenario 2

£514.3m	1508
predicated increase in turnover	predicted new jobs created
<ul style="list-style-type: none"> • Target increase in turnover per SME: £1 million • Target increase in new jobs created per SME: 2.2 • Target Future Growth Potential SME Population: 2285 • Expected programme success rate: 30% • Target investment per SME: £15K • Program duration: 3-5 years 	

Table 009: Growth Impact Potential: Scenario 2

1.3 Conclusions

The analysis provides a comprehensive view of the economic significance of the PBS sector in the Liverpool City Region and its pivotal role in sustainable economic advancement.

The findings indicate sectoral dominance, the challenges encountered within key sectors, and highlight the importance of tailored policy interventions in fostering innovation and economic resilience in the region.

Comparing the economic contribution of the PBS sector in Liverpool City Region with key sectors like Advanced Manufacturing, Life Sciences, and Creative & Digital offers a thorough understanding of the region's economic landscape. Additionally, the identification of common challenges and emphasis on tailored policy interventions underscore the critical role of the PBS sector in driving growth and maintaining economic development in the region.

The comparison of Liverpool's PBS performance with selected UK cities such as Edinburgh, Bristol, and Manchester underscores sector dominance, revenue differences, and distinct strategies for regional growth. This comparison offers valuable insights into competitive landscapes and growth potentials across regions.

The exploration of future growth potential and support needs within the PBS sector in the Liverpool City Region highlights the need for strategic planning that aligns with businesses' growth phases. Understanding the support requirements of businesses across different growth stages and boroughs allows for tailored.

An abstract network diagram on a black background. It features numerous small red and blue dots (nodes) scattered across the space. These nodes are interconnected by thin, semi-transparent lines of the same colors. The lines form a complex web, with some thicker, more prominent paths that curve and loop, suggesting a flow or a primary network structure. The overall effect is that of a dynamic, interconnected system.

Appendix

**Identifying Future
Growth Potential**
Liverpool City Region

Research Plan

Phase 1: Preparation for Economic Data Collection

Objective: Establish a robust foundation focusing on economic indicators relevant to PBS, identifying high-quality, economic-focused data sources and clearly defining objectives related to economic contributions and scale-up potential.

1.1 Identify Economic Data Sources:

- Compile an exhaustive list of data sources focusing on economic reports, local and national government databases, industry-specific studies, and academic research specific to PBS.
- Ensure GDPR Compliance: Prioritise data sources that adhere to GDPR guidelines concerning data protection and privacy.
- Assess each data source for its relevance to economic contribution metrics, timeliness, and regional focus.
- Assess each data source for GDPR compliance and relevance to economic metrics before inclusion in the data compilation process.

1.2 Define Economic Research Objectives:

- Clearly outline objectives to study PBS's economic contribution to Liverpool and its boroughs, a comparative analysis with selected UK cities, and the scale-up potential within the region.
- Engage with economic experts, regional planners, and business councils for input on objectives, ensuring alignment with regional economic development goals.
- Engage in GDPR Compliance: Ensure that the economic research objectives align with GDPR principles, specifically concerning the lawful processing of data and purposes of data collection.

1.3 Economic Sector and Sub-Sector Mapping:

- Utilise SIC Codes relevant to PBS to ensure that data collection is focused and comprehensive.
- Regularly update SIC Code mappings to reflect the evolving landscape of PBS.
- GDPR Considerations: Regularly review and update SIC Code mappings to comply with GDPR regulations on data accuracy and relevance to economic data collection.

Phase 2: Developing Economic Analysis Framework

Objective: Tailor the analytical framework towards economic measures, including contributions to GDP, employment rates, and business growth indicators, to guide the collection and analysis of PBS-related data.

2.1 Establish Economic Analysis Criteria:

- Create analysis criteria focusing on economic contribution indicators, such as revenue generation, employment rates, and comparison benchmarks.
- Conduct a preliminary analysis using available data to establish baseline measures.
- GDPR Data Handling: Establish protocols for handling economic data in compliance with GDPR regulations, ensuring data security, integrity, and confidentiality during the analysis process.

2.2 Economic Data Collection Strategy:

- Document a detailed strategy for collecting economic data, emphasising methods for capturing both quantitative and qualitative insights.
- Ensure the research team is proficient in economic data collection and analysis techniques.
- Data Security Compliance: Implement measures to secure publicly available economic data during collection, storage, and analysis, following GDPR guidelines on data protection and security.

Phase 3: Execution and Economic Quality Assurance

Objective: Collect economic data systematically, ensuring the process's accuracy, reliability, and relevance to PBS and the broader economic context of Liverpool and selected UK cities.

3.1 Economic Data Collection Implementation:

- Execute the data collection strategy, focusing on capturing economic indicators related to PBS's contribution and potential for scale-up in the Liverpool region.

3.2 Economic Testing and Quality Assurance:

- Implement robust testing protocols to validate economic data accuracy, employing statistical methods and benchmarks for comparative analysis.
- GDPR Compliance Check: Regularly review data testing protocols to ensure GDPR compliance in testing publicly available economic data accuracy and reliability.

Phase 4: Economic Comparative Analysis and Scale-Up Assessment

Objective: Perform an in-depth comparative analysis of the PBS sector's economic contribution to Liverpool against selected UK cities and assess the scale-up potential within the Liverpool city region and its boroughs.

4.1 Comparative Economic Analysis:

- Conduct comparative studies to evaluate Liverpool's PBS economic contribution relative to other UK cities, using standardised metrics for a fair comparison.
- Use findings to highlight Liverpool's strengths and opportunities in the PBS sector.

4.2 Scale-Up Potential Analysis:

- Assess indicators of business growth and scale-up potential within PBS across Liverpool and its boroughs, identifying key drivers and barriers to growth.
- Engage with local businesses and stakeholders to validate findings and gather qualitative insights.

Phase 5: Documentation, Reporting, and Recommendations

Objective: Document findings and insights comprehensively, focusing on the economic impact of PBS, comparative advantages, and actionable strategies for enhancing scale-up potential in the region.

5.1 Comprehensive Economic Report:

- Prepare detailed reports summarising economic contributions, comparative advantages, and scale-up assessments, incorporating both quantitative data and qualitative insights.
- GDPR Data Retention: Establish procedures for data retention and storage in line with GDPR requirements, ensuring the security and confidentiality of economic data used in the comprehensive report.

5.2 Strategic Recommendations:

- Develop actionable recommendations for policymakers, business leaders, and economic developers to capitalise on PBS's economic contributions and scale-up potential in the Liverpool city region.
- Data Privacy in Recommendations: Ensure that strategic recommendations account for GDPR standards on data privacy and protection, proposing measures that align with GDPR principles while capitalising on economic contributions in the region.

SME Growth Observatory Overview

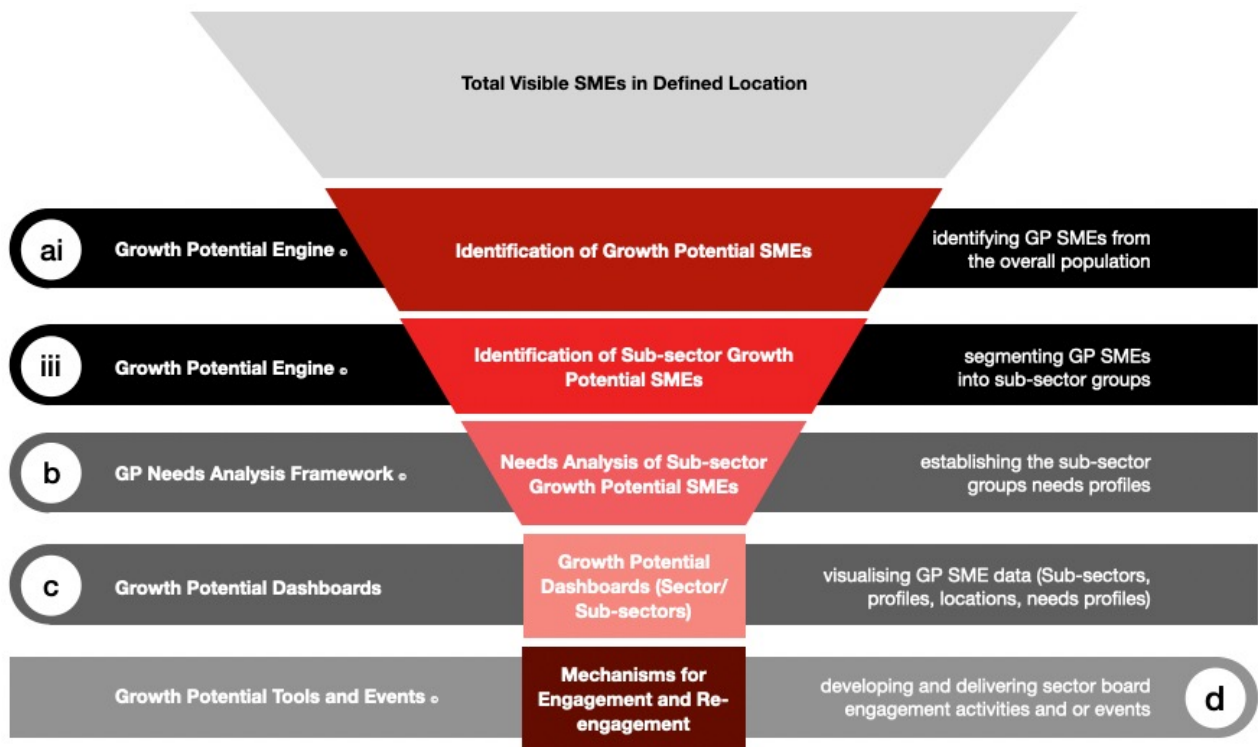


Figure 1: Growth Potential Funnel Framework

The SME Growth Observatory focusses on establishing “growth potential” SMEs within regional active companies (68,000 - 73,000 approximately in LCR) that are not identifiable via OECD high growth definition and current ambition trackers.

The SME Growth Observatory does not focus on:

- Micro-businesses (solo consultants, freelance graphic designers, and home-based businesses)
- Start -up businesses (businesses under 3 years old)
- High growth (OECD definition)

The SME Growth Observatory concentrates on identifying “growth potential” SMEs. Our research and growth support activities undertaken in our SME Productivity and Innovation Centre over the last five

years, has enabled us to establish the characteristics of “growth potential SMEs”. The SME Growth Observatory defines “growth potential” SMEs as organisations who have market demand, business process and asset utilisation experience.

The SME Growth Observatory adds value to existing business intelligence activities by:

- identifying “growth potential SMEs” from active companies within defined regions and or locations
- segmenting growth potential SMEs into sub-sectors
- identifying sub-sector group needs
- create growth potential SME needs analysis profiles
- creating usable growth potential data and dashboards

Appendix

Our tools and frameworks use data and information from:

- Official data: ONS Data (Productivity and Growth indicators), SIC Codes
- Business Intelligence: Publicly visible data (Companies House / Duedil / Beauhurst)
- Industry and Sector Intelligence: OECD, Mintel, and Nielsen

The Growth Potential Development Funnel (see figure 1) comprises of 4 components:

- Component a:** Growth Potential (GP) Engine © - identification and segmentation
- Component b:** Growth Potential (GP) Needs Analysis Framework © - sub-sector needs analysis
- Component c:** Growth Potential Dashboards – visualisation of data
- Component d:** Growth Potential (GP) Tools and Events © - in-depth needs analysis and engagement activities

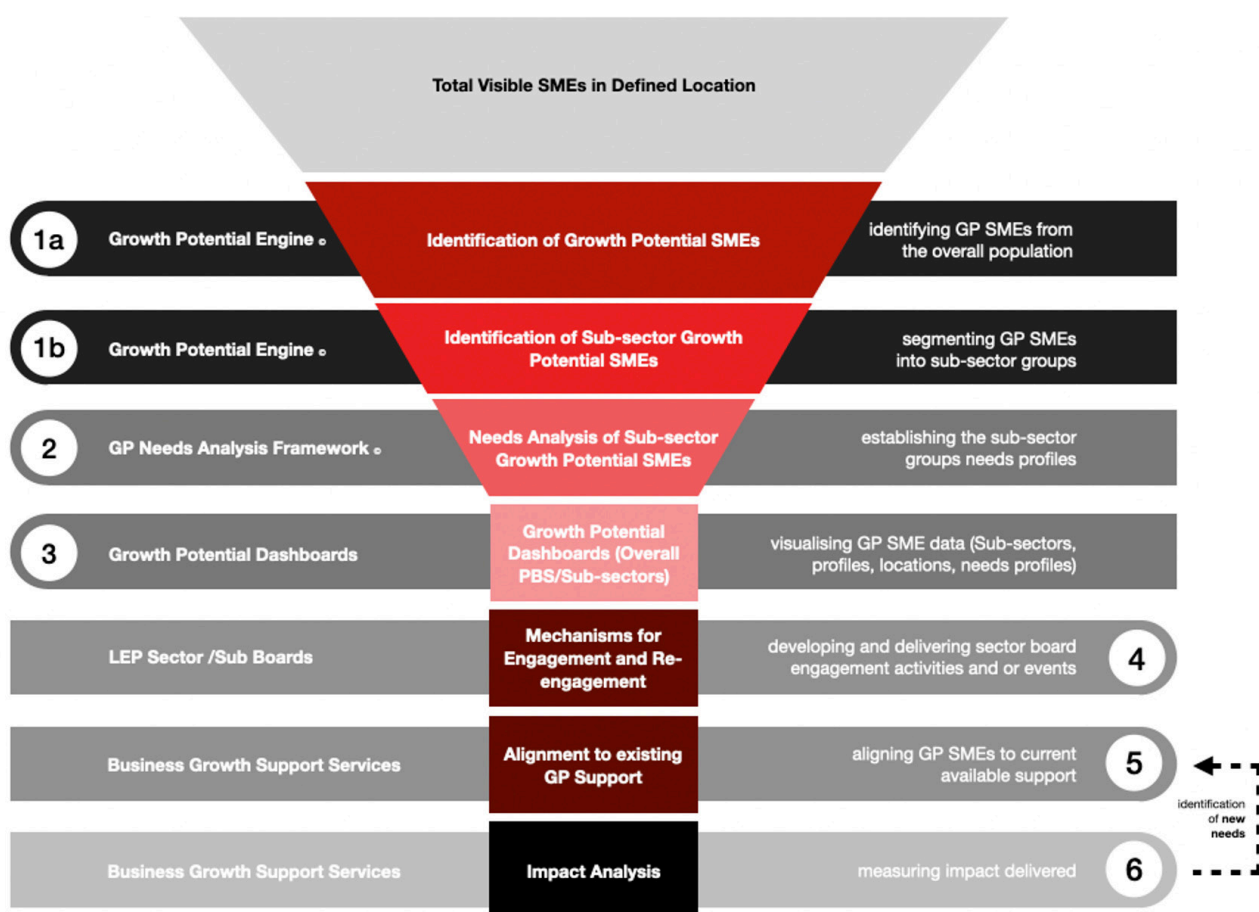


Figure 2: Growth Potential Development Process

Our systematic Growth Potential Development Process (see figure 2) involves 6 steps.

- Step 1.a:** Identifying Growth Potential SMEs from the overall population
- Step 1.b:** Segmenting Growth Potential SMEs into sub-sector groups
- Step 2:** Establishing the sub-sector groups needs profiles
- Step 3:** Visualising GP SME data (Sub-sectors, profiles, locations, needs profiles)
- Step 4:** Developing and delivering PBS working group engagement activities and or events
- Step 5:** Aligning GP SMEs to current available support
- Step 6:** Measuring impact delivered

Implications of Growth Uncertainty

Undefined Demand

1. **Misunderstanding of Offer:** Ineffective communication can lead to a misinterpretation or misunderstanding of the business offer. When there are gaps or inconsistencies in the communication of product features, benefits, or pricing, potential customers may develop a distorted perception of the offering. This can deter them from making a purchase, resulting in reduced market penetration.
2. **Lack of Clarity and Confidence:** If communication is unclear or lacks confidence, it can create doubts and uncertainties in the minds of potential customers. Unclear messaging or inconsistent branding can lead to confusion about what the business offers and its value proposition. When customers are unsure about what they can expect, they may hesitate to engage with the business, impacting customer acquisition efforts.
3. **Ineffective Targeting:** Inadequate communication may result in businesses failing to effectively target their intended audience. When communication is not tailored or does not resonate with the target market, it hampers the ability to attract and engage potential customers. Poor targeting can limit market penetration and reduce the effectiveness of customer acquisition strategies.
4. **Weak Brand Perception:** Effective communication plays a crucial role in shaping the brand perception. Inconsistent or ineffective messaging can weaken the brand image and reputation. If potential customers perceive the business as lacking credibility or clarity, they may be less inclined to choose the company over competitors. This can hinder market penetration and customer acquisition.
5. **Missed Opportunities:** Ineffective communication can lead to missed opportunities for business growth. Poorly communicated promotions, discounts, or special offers may fail to catch the attention of potential customers. If important information about the business and its offerings is not effectively communicated through various channels, it can result in missed conversions and reduced customer acquisition.

Unclear offers

1. **Lack of Differentiation:** Unclear offers can lead to a lack of differentiation in the market. If customers are unable to understand the unique value proposition of a product or service, they may struggle to distinguish it from competitors. This can result in reduced market penetration as customers opt for alternatives with clearer offers.
2. **Ineffective Marketing:** Unclear offers make it difficult for businesses to create compelling marketing messages and campaigns. When the target audience is unclear about what is being offered, it becomes challenging to effectively communicate the benefits and features of the product or service. This can result in low customer engagement and limited customer acquisition.
3. **Confusing Customer Expectations:** Unclear offers can lead to confusion regarding customer expectations. When customers are unsure about what they will receive or the value they will get from a particular offer, they will hesitate to make a purchase. This can impede customer acquisition as potential buyers opt for offerings that provide clearer expectations.
4. **Missed Target Audience:** Unclear offers can result in missed opportunities to reach the right target audience. Businesses that fail to effectively communicate and position their offerings to the intended customer base, achieve lower market penetration. Understanding the specific needs and preferences of the target audience is crucial for successful customer acquisition, and unclear offers hinder this understanding.
5. **Reduced Competitive Advantage:** Clear and compelling offers are key to gaining a competitive advantage in the market. If businesses struggle to clearly articulate what sets their offerings apart, they will face increased competition and struggle to penetrate the market effectively. This can hamper customer acquisition efforts as customers may perceive alternative offerings as more compelling.

Appendix

Ineffective Communication

- 1. Misunderstanding of Offer:** Ineffective communication can lead to a misinterpretation or misunderstanding of the business offer. When there are gaps or inconsistencies in the communication of product features, benefits, or pricing, potential customers may develop a distorted perception of the offering. This can deter them from making a purchase, resulting in reduced market penetration.
- 2. Lack of Clarity and Confidence:** If communication is unclear or lacks confidence, it can create doubts and uncertainties in the minds of potential customers. Unclear messaging or inconsistent branding can lead to confusion about what the business offers and its value proposition. When customers are unsure about what they can expect, they may hesitate to engage with the business, impacting customer acquisition efforts.
- 3. Ineffective Targeting:** Inadequate communication may result in businesses failing to effectively target their intended audience. When communication is not tailored or does not resonate with the target market, it hampers the ability to attract and engage potential customers. Poor targeting can limit market penetration and reduce the effectiveness of customer acquisition strategies.
- 4. Weak Brand Perception:** Effective communication plays a crucial role in shaping the brand perception. Inconsistent or ineffective messaging can weaken the brand image and reputation. If potential customers perceive the business as lacking credibility or clarity, they may be less inclined to choose the company over competitors. This can hinder market penetration and customer acquisition.
- 5. Missed Opportunities:** Ineffective communication can lead to missed opportunities for business growth. Poorly communicated promotions, discounts, or special offers may fail to catch the attention of potential customers. If important information about the business and its offerings is not effectively communicated through various channels, it can result in missed conversions and reduced customer acquisition.

Unstructured Processes

- 1. Inefficiency:** Unstructured processes can lead to inefficiencies in various aspects of market penetration and customer acquisition, such as lead generation, sales processes, and customer onboarding. Without standardised procedures, employees may struggle to follow consistent and optimised approaches, which can slow down the overall process and hinder growth.
- 2. Inconsistent customer experience:** When processes are unstructured, there is a higher chance of inconsistencies in how customers are engaged and served. Inconsistent experiences can negatively impact customer satisfaction and retention rates, making it more challenging to acquire and retain customers in a competitive market.
- 3. Inaccurate data and insights:** Unstructured processes can result in incomplete or inaccurate data capture during market penetration and customer acquisition efforts. This, in turn, affects the ability to gather meaningful insights for decision-making and understanding customer behaviour. Without accurate data, businesses may struggle to identify trends, optimise strategies, and make informed business decisions.
- 4. Missed growth opportunities:** Unstructured processes can lead to missed growth opportunities. Without clear guidelines and frameworks, businesses may encounter difficulties in identifying the most effective channels, targeting the right customers, and optimising their marketing and sales efforts. This lack of direction can limit market penetration and hinder customer acquisition.

Unproductive organisational structures

- 1. Slow decision-making:** Unproductive organisational structures often include complex hierarchical layers and decision-making processes. This can lead to slow decision-making, causing delays in responding to market demands and adapting strategies for customer acquisition. In a fast-paced market, this can result in missed opportunities and reduced market penetration.

Appendix

2. **Lack of collaboration and coordination:** In an unproductive organisational structure, departments and teams may work in silos, without proper communication and coordination. This can result in fragmented efforts and lack of collaboration when acquiring customers. Without seamless coordination, it becomes challenging to provide a consistent and integrated experience to customers, hindering acquisition efforts.
 3. **Reduced agility and adaptability:** Unproductive organisational structures tend to be rigid and resistant to change. This lack of agility can make it difficult for organisations to adapt quickly to market trends, customer preferences, and emerging opportunities. In an environment where agility is crucial for successful market penetration and customer acquisition, a rigid structure can be a hindrance.
 4. **Communication breakdowns:** In an unproductive organisational structure, communication breakdowns are more likely to occur. This can lead to misalignment of strategies, inconsistent messaging, and a lack of shared understanding across teams. These communication gaps can undermine customer acquisition efforts, as effective communication is essential in reaching and engaging potential customers.
 5. **Limited innovation and creativity:** Unproductive organisational structures may discourage innovation and creativity. When employees' voices are not easily heard or when they are siloed in their departments, it can impede the flow of fresh ideas and hinder the development of innovative strategies. Innovation is crucial for gaining a competitive edge in customer acquisition, and a structure that stifles it can put businesses at a disadvantage.
- strategic considerations that prioritise the collection, analysis, and interpretation of data to gain insights into customer behaviour, market trends, and the effectiveness of their offers.
2. **Customer segmentation and targeting:** Ineffective use of data may result in an inaccurate understanding of customer segments and preferences. By recognising this, businesses can focus on strategic considerations that improve data collection and analysis to gain a precise understanding of customer segmentation. This enables enhanced targeting and personalisation of offers, increasing the effectiveness of market penetration and customer acquisition efforts.
 3. **Offer optimisation:** Ineffective use of data may prevent businesses from identifying patterns or trends in customer response to their offers. Understanding the implications of this helps businesses focus on strategic considerations aimed at optimising their offers. By leveraging data effectively, businesses can identify areas of improvement in their offers, such as product features, pricing, or messaging, to address customer needs and increase their appeal.
 4. **Tracking and measuring outcomes:** Ineffective use of data can hinder the tracking and measurement of outcomes in market penetration and customer acquisition efforts. Recognising this helps businesses focus on strategic considerations that improve data collection and analysis, enabling them to track and measure the effectiveness of their strategies. This allows businesses to identify what works and what doesn't, enabling them to refine their approaches and address unclear offers more efficiently.
 5. **Data quality and integrity:** Ineffective use of data may be due to issues with data quality and integrity. Recognising this helps businesses focus on strategic considerations that address data quality issues, including data cleansing, implementing data governance practices, and ensuring data accuracy. These considerations improve the reliability and validity of data, enabling businesses to make more informed decisions and effectively address unclear offers.

Ineffective Use of Data

1. **Data-driven decision-making:** Recognising the implications of ineffective use of data helps businesses understand the importance of data-driven decision-making. By leveraging relevant and accurate data, businesses can make informed decisions regarding market penetration and customer acquisition strategies. They can focus on

Business Support Programmes

Initiatives available for LCR based businesses

UK Shared Prosperity Funded Programmes – available until March 2025

Place Based Business Support

The Business Support Service provides business support to all businesses across Liverpool City Region. This service will be delivered at a local level through Local Authorities, acting as a principle contact point for access to other UKSPF support programmes and wider business support initiatives.

Start Up Business Support

To equip individuals with the knowledge and skills required to start a business by providing access to a wide range of online resources and toolkits as well as face to face support to start your business.

- Online resources - access to start-up related resources, templates, blogs, reports etc.
- Programme of start-up events and workshops.
- Networking opportunities
- Mentoring and Coaching
- One to one advisor support providing advice and guidance to individuals and businesses under 12 months old.

Established Business Support

General business advice and guidance via triage service – any business, any size, any sector providing, but not limited to, the following support:

- One-to-one advice and support for businesses seeking to grow
- Free business events, networking and workshops for Start-up and Established businesses
- Help accessing finance including grants and loans
- Sourcing sites and premises to start, expand or relocate businesses.
- Accessing new business markets and export
- Marketing updates online and through social media
- Point of contact and referral system to other council departments where appropriate

Delivery Partners:



Halton Council

Contact:

Paul.Corner@halton.gov.uk

For support refer to:

business@halton.gov.uk



Knowsley Council

Contact:

Steve.McKeown@knowsleygrowthhub.co.uk

For support refer to:

business@knowsley.gov.uk

0151 477 4000



Liverpool City Council

Contact:

Howard.Fleming@liverpool.gov.uk

For support refer to:

Business Support Service - Liverpool City Council



Sefton Council

Contact:

Kristina.Swift@sefton.gov.uk

For support refer to:

Investsefton@sefton.gov.uk or call Dom or Sharon on 0151 934 3452



St Helens Council

Contact:

StevenBerlyne@sthelens.gov.uk

For support refer to: TBC

In Interim refer enquiries to StevenBerlyne@sthelens.gov.uk or david.marnell@sthelenschamber.com



Wirral Council

Contact:

ryderjones3@wirral.gov.uk

For support refer to:

info@wirralchamber.co.uk

Leadership & Management

Edge Hill University – 2 programmes being delivered under UKSPF:

Innovation Sprints Programme

The Innovation Sprint Programme follows a 4–6-week cycle of intensive activity, followed by implementation support at 3 and 6 months. Total ~60 hours support.

Leadership for Growth Programme

2 learning elements:

- 1. Strategic Leadership:** Participants completing this will be eligible to secure the CMI Level 7 Certificate in Strategic Leadership.
- 2. Operational Leadership:** this will be eligible to secure the CMI Level 4 Certificate in Leadership & Management.



Delivery Partner: Edge Hill University

Contact: Michael Banford – Associate Director FAS (Enterprise & Employability) & SME Productivity & Innovation Centre
michael.banford@edgehill.ac.uk

University of Liverpool

Growth Catalyst: 8-month leadership Programme

Focus on developing techniques for businesses to tackle real life practical issue within their business. Support includes:

- A series of eight Masterclasses with leading experts in the fields of marketing, leadership, strategy and growth.
- 6 Hours of Business Coaching to act as sounding board and help prioritise action.
- 12 hours of Action learning (peer to peer learning) to progress ideas, agree action with support from a non-Executive “board” of their peers.
- A Business Shadowing Exercise – a visit to another business on the programme, to reflect on leadership and business practice.
- Essential skills workshops - Five two-hour online sessions, covering topics such as dealing with difficult people, change management and chairing effective meetings.



Delivery Partner: University of Liverpool

Contact: Richard Holloway – Programme Manager - Brett Centre for Entrepreneurship
richardh@liverpool.ac.uk

Export

Focus to help businesses increase export activity. This programme will also provide match funded small discretionary grants to enable SMEs across key growth sectors/clusters to engage and explore new export markets for goods and services. Up to £5,500 max grant per business toward a max of 50% of costs. (NB. Very small pot available for export grants – approximately 30 grants can be approved.)

**LIVERPOOL CITY REGION
Chambers of Commerce**

**growth.
platform**

Delivery Partner: LCR Chambers of Commerce & Growth Platform

Contacts: Elena Enciso – Liverpool Chamber of Commerce / elena.enciso@liverpoolchamber.org.uk

Supply Chain

Focus to Increase the level of sales achieved by LCR SMEs with larger businesses, Tier 1 contractors and anchor institutions across the area as well as national or international supply chain opportunities. Activity will inform and link into the cluster board and new Business & Enterprise Board being set up by the CA.



Delivery Partner: Growth Platform
Contacts: Craig Donaldson – Supply Chain Manager
craig.donaldson@growthplatform.org

Inward Investment

Promotion of the LCR as a place to invest, working with Place Based Teams. Targeting new investment opportunities guided by the supply chain activity.



Delivery Partner: Growth Platform
Contacts: Gavin Quinn – Head of Commercial Development
gavin.quinn@growthplatform.org

Supporting Businesses to Decarbonise

Low Carbon Eco Innovatory Programme

The business receives a carbon impact report on scope 1,2 and 3 of carbon reduction and a series of recommendations which would allow a reduction in the carbon footprint of the business. Based on the recommendations of that impact report, businesses can apply for a capital grant of up to 50% to implement those low carbon solutions.



Delivery Partner: LJMU
Contact: John Mathias - Low Carbon Eco-Innovatory
j.m.mathias@ljmu.ac.uk

Innovation

Horizons Programme led by University of Liverpool in collaboration with Edge Hill University and LJMU.

The programme will provide direct support to businesses across sectors and boroughs. The model will focus on delivering fully funded support to businesses combining:

- Innovation consultancy: needs, demands, opportunity & business strategy.
- Technical support: engineering, design, testing and prototype development.
- Equipment access: workshops, laboratories, and infrastructure
- Capital Grants: to fund research development, adoption, and implementation.



Delivery Partner: Lead partner UoL
Contact: Jim Mooney, Programme Lead
James.Mooney@liverpool.ac.uk

Supporting Socially Trading Organisations & Social Economy support

Kindred: Investment vehicle and business support for socially-trading organisations across LCR.



Delivery Partner: Kindred
Contact: Nicola Higham – Nicola@kindred-lcr.co.uk
Jennifer Van Der Merwe – jennifer@kindred-lcr.co.uk

Strategic Investment Funded Projects – Business and Innovation Business Support Programmes)

Access to Finance Programmes

- **Flexible Growth Fund:** Up to £1m (per business) for capital investment projects. Repayable Loan finance.



Delivery Partner: River Capital
Contact: Jeff Cummins, Investment Manager
 jeff.cummins@rivercapitaluk.com

- **LCR Finance Hub:** Free and impartial service to advise LCR businesses on securing finance that is bespoke to their needs across LAs.



Delivery Partner: MSIF
Contact: George Wright, Investment Manager – Finance Hub Lead / info@lcrfinancehub.co.uk

- **LCR Business Angel Network:** Angel investment that bring mentoring and money to start-up and scale-up businesses.



Delivery Partner: MSIF
Contact: Katie Nicholson – Director LCR Angels Network
 katie.nicholson@msif.co.uk

Innovation Programmes

- **Baltic Ventures:** Bespoke and high intensity support and equity investment for early-stage tech businesses based in LCR across LAs. Applications are open to all tech companies (sub-sector agnostic). A significant opportunity to join a global community.



Delivery Partner: Baltic Ventures
Contact: Claire Lewis – CEO
 claire@balticventures.uk

Leadership and Management for Digital, Creative and Tech Sector (incl tech led businesses)

Gather Programme: Strategic business development for creative, digital and tech businesses across the LCR.



Delivery Partner: Form
Contact: Matt Johnson – MD
 matt@form.studio
 Katie Bolas – Strategy Director
 katie@form.studio

- **LYVA Labs:** Driving growth and innovation across Liverpool City Region. Commercialisation vehicle for Health and Life Science and Deep Tech rooted, LCR-based businesses with challenge funds as well as consultant expertise. Support to help starts ups and innovators.



Delivery Partner: LYVA Labs
Contact: Lorna Green - CEO
 lorna.green@lyvalabs.com



Professor Simon Bolton

Simon is the Associate Dean for Enterprise, Innovation, and Knowledge Exchange and Chair Professor for Innovation, as well as the Director of the SME Productivity & Innovation Centre (PIC) at Edge Hill University. An internationally acclaimed innovation researcher, author, and consultant, his work is recognised for driving regional economic impact through use of innovation driven growth for scale-up potential businesses.

Simon's research interests include the impact of data literacy on unlocking insights, fostering a culture of innovation and enabling technological advancement to drive firm level productivity. He is also focused on policy and regulatory analysis, understanding how the socio-political environment impacts business innovation, and how firms adapt their strategies to leverage new growth opportunities.



Michael Banford

Michael is the Associate Director of the SME Productivity & Innovation Centre (PIC) at Edge Hill University, whose professional experience is in developing regional programmes of research-informed, innovation support and advisory services for scale-up potential businesses. With an academic background in the social sciences, Michael is also particularly interested in policy and regulatory analysis and in understanding how the broader socio-political environment impacts on business innovation; how firms respond to change and adapting their strategies to leverage new opportunities for growth.

This work was most recently recognised when the PIC's High Growth Innovation Sprint Programme received formal Endorsement from the Scale Up Institute, as a national exemplar programme for delivering economic impact.

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