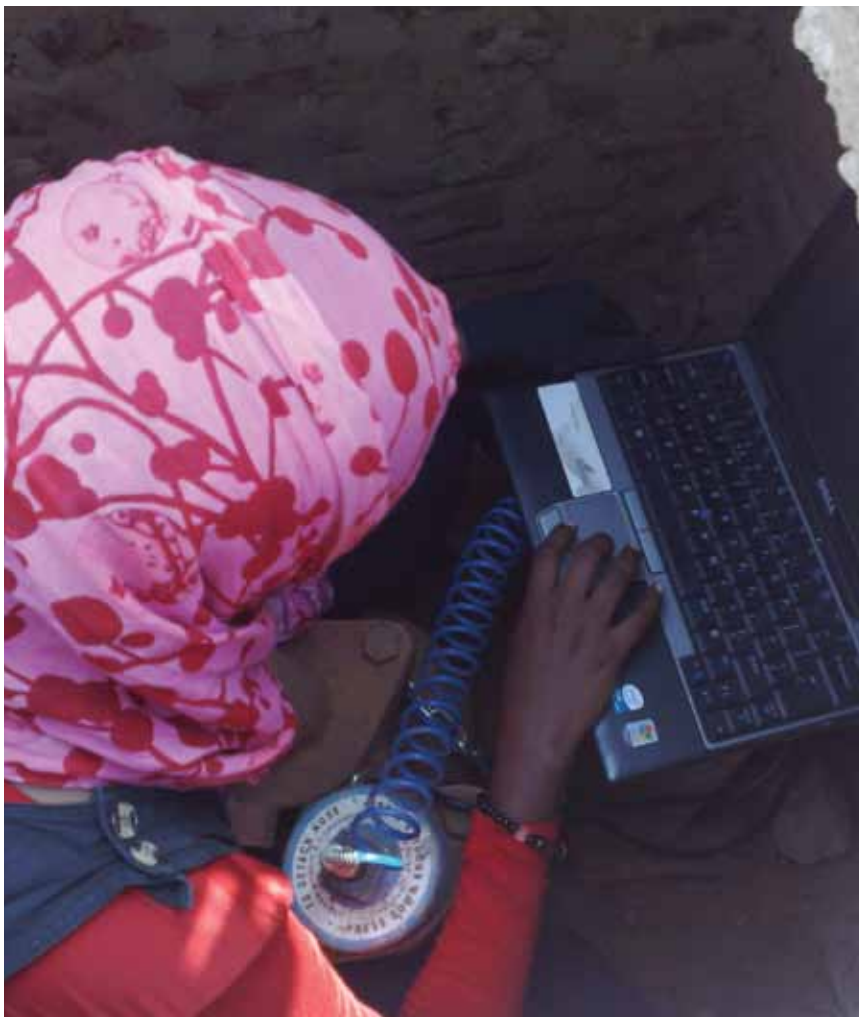


# The UK as a global hub of professional and business services





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# Acknowledgements

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[www.accenture.com](http://www.accenture.com)

Arup  
[www.arup.com/](http://www.arup.com/)

The Biwater Group  
[www.biwater.com/](http://www.biwater.com/)

Centre for Process Innovation  
[www.uk-cpi.com/](http://www.uk-cpi.com/)

Cheerful Scout  
[www.cheerfulscout.com/](http://www.cheerfulscout.com/)

Digital Public  
[www.digitalpublic.co.uk/](http://www.digitalpublic.co.uk/)

The Edge Picture Company  
<http://www.edgepicture.com/>

Farrer Consulting  
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HR Wallingford  
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[www.pinsentmasons.com/](http://www.pinsentmasons.com/)

Talis  
[www.talis.com/](http://www.talis.com/)

# Foreword



I am delighted to introduce this set of business case studies. As the title rightly says, the United Kingdom is a global hub of professional and business services and this brochure provides a flavour of the breadth and expertise which is on offer here.

Professional and business services account for almost 20% of our national output. They are integral to the development of our economy, supporting business competitiveness, and promoting change, good practice and efficiency in private and public sectors alike. So you will read here about innovative data search services in our digital economy; how public services can be delivered in new ways; and how consultancy can help businesses transition to low carbon, more resource efficient practices.

But it doesn't stop there. The UK's service capabilities in professional and business services are traded in global markets with great success. The UK is the second largest exporter of business services after the USA and is the largest *net* exporter of these services in G7. Our businesses export world class capabilities in delivery of complex service solutions, for example, in design of the next generation of sustainable cities in key emerging economies like China. The UK attracts businesses from all over the global economy to access our intellectual capital, whether it be to source creative solutions in corporate communications and branding, or to resolve disputes by using the world-renowned legal services of the City of London.

We in Government recognise and celebrate the success story that is UK professional and business services and we are working with these sectors to ensure we understand their needs and do what we can to support their growth and performance into the future.

A handwritten signature in black ink that reads "E. Mervyn Davies".

**Lord Davies of Abersoch,**  
UK Trade & Investment Minister

# Introduction

Professional and business services cover a wide range of activities and, over recent years, they have been the area of the UK economy where growth has been greatest.

This brochure presents case studies drawn from the high value, tradeable family of services, which includes consultancy, law, advertising and communications, information and communication technology services, and digital content services. The UK has world leading breadth and depth of capability which allows clients from around the world to tap into individual or combined expertise, in order to meet particular needs or solve specific problems.

The Government is working with the sector to support its continued growth and performance. Key challenges are to work together to consolidate the UK's competitive position in global markets and to maximise the ability of services to support businesses in the wider UK economy. The Government published on 22 March 2010 an interim report "Professional and Business Services: a 2020 Vision", which reflected discussions with the sector of several key drivers of change in the global economy as it emerges from the downturn; their associated opportunities and threats; and what supportive roles Government could play. These drivers included continuing developments in ICT and their impact on customers and business models; concerns about climate change and sustainability; and the shift in global output to emerging economies which will create both

threats and opportunities. This collection of individual business case studies may be read in conjunction with that report and illustrates many of the areas of market opportunity and development it has identified.

The Department for Business, Innovation and Skills has established a Services Policy Unit to act as a key point of contact for the industry. To find out more, contact:

Tel: Chris Tollady on +44 (0)207 215 1672

Email: [chris.tollady@bis.gsi.gov.uk](mailto:chris.tollady@bis.gsi.gov.uk)

Web: <http://www.bis.gov.uk/Policies/business-sectors/innovation-in-services>

UK Trade & Investment is the government organisation which helps UK-based companies succeed in the global economy and assists overseas companies to bring their high quality investment to the UK. For further information:

Tel: +44 (0)207 215 8000

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Web: [www.ukti.gov.uk](http://www.ukti.gov.uk)

# Tackling societal problems

## Mott MacDonald – the blueprint for future living: delivering an eco-city

When Tianjin in China set out to build a world leading eco-friendly city it turned to a UK engineering consultancy to help make it happen.

### The challenge

The plan is far from simple: a ¥100 billion Eco City with one of the world's lowest per capita carbon footprints. In Binhai New Area, near Beijing, Tianjin Eco-City will be a test-bed for sustainable technologies and help develop the blueprint for future sustainable cities.

The idea is that the city's 350,000 inhabitants will have all the advantages of the modern city, such as access to a university and high tech industrial employment, while living in buildings that are at least 65% more energy and carbon efficient than current Chinese standards require, while making 90% of their journeys by foot, bicycle or public transport and drawing 20% of their energy from renewable sources. Recycling and rainwater harvesting, meanwhile, will play a central role in meeting day-to-day water demands.

It's the kind of vision that looks great on paper. To help make it all happen, the Sino-Singapore Tianjin Eco City Administrative Committee turned to UK engineering consultancy Mott MacDonald.

### The solution

Engaged on a 10-year contract, Mott MacDonald is driving the project on all fronts – from developing an overarching sustainability strategy and guiding its implementation to producing green building and transportation guidelines as well as developing the city's financial planning and sustainability strategy.



The company is also developing plans to ensure that high environmental standards are met across the city in all areas, including building design and energy use and provision of renewable energy sources. It is also looking at the effective delivery of an integrated transport system consisting of a light rail 'spine' linking three major interchange hubs, with urban design and traffic control systems discouraging the use of private motorised vehicles.

State of the art recycling and waste-to-energy systems will also be used to minimise the quantity of industrial and municipal waste disposed of in landfill.

### The result

Tianjin Eco City will be developed in three phases with completion scheduled for 2020 – a major challenge which Mott MacDonald has risen to, aware of the project's significance not just to China, but the world.

## Arup – revolutionising personal rapid transport systems

Creating a sustainable rapid transit system for London's sprawling Heathrow Airport is a hugely complex task. Just the job for Arup – a dynamic team of UK designers, engineers and technical specialists.

### The challenge

Heathrow is the busiest international airport in the world and one of the largest, with lots of transfers between its terminals. The ULTra personal rapid transport (PRT) system is set to improve transport around the airport – getting people from the perimeter car park to Terminal 5 in just five minutes.

Relying on the integration of a significant physical infrastructure and state-of-the-art control systems within a highly congested environment, it's a major challenge – but one that is bread and butter to Arup, an engineering consultancy whose work on projects such as the Sydney Opera House and the Pompidou Centre in Paris speaks for itself.

### The solution

Arup has been involved with the development of the PRT infrastructure for over a decade. It designed the infrastructure including the elevated guideways – a slim and lightweight steel structure with a concrete running surface that threads its way around the existing buildings.

The low-energy, battery powered transit pods are managed by a central control system, ensuring that most travellers will find an empty vehicle ready and waiting at the station when they need it. Passengers will then select their destination before boarding and find themselves being taken there in comfort at speeds of up to 25 miles per hour.



BAA/ATS

### The result

The project is a world first, the realisation of over 50 years' research into 'on demand' personal rapid transport system. It has therefore generated significant global interest as a way to tackle the challenge of moving people around congested areas in a sustainable way. Arup is applying its expertise to several new schemes around the world, including on the West Coast of America.

As for Heathrow, BAA, which owns and operates the airport, has ambitions to extend the PRT throughout the airport. City-centre versions are certain to follow. Watch this space for an urban transport solution that is really going places.

## **Biwater and Farrer Consulting – rethinking urban water supply**

Khartoum was struggling to supply its rapidly expanding population with clean drinking water. An innovative solution from a UK-led partnership helped the city transform its services from supply and storage to monitoring and management.

### **The challenge**

With refugees fleeing Darfur, Sudan's capital Khartoum has witness an unprecedented growth in its population – leading to an intolerable strain on the city's water supply. Two-thirds of Greater Khartoum is without easy access to clean, drinkable water, a problem made worse by poor infrastructure. Even if water had been available, the 115,000 connections in Omdurman were simply too few to supply a population of around one million.

The Khartoum State Water Company set out to double both the number of connections and the number of people they served. To deliver such an ambitious project it turned to Biwater Contracting BV and Farrer Consulting. The Biwater group has been involved in providing water treatment services in the continent of Africa for many years and Farrer Consulting, a member company, specialises in providing complete environmental asset solutions.

### **The solution**

Biwater structured and arranged the full US\$ 115 million funding through a public-private partnership. The investment would cover the construction of a new treatment works and distribution storage and pipework improvements. It would mean a new, integrated network management strategy, a distribution system that worked – and also make targeted programmed investment easier, maximising capital investment returns.

### **The result**

Farrer took the innovative step of integrating all aspects of water management operations. Capital and operational activities can therefore be streamlined so the maximum level of service can be achieved for the minimum cost.

Capacity building among local institutions has been a vital part of this work, transferring knowledge to local staff so the network can be maintained efficiently in future. Farrer's Network Management System has also produced efficiencies right across the Omdurman Water Distribution System, while the Khartoum State Water Corporation can now monitor, manage and control its water supply from a fully operational Distribution Management Centre.



## HR Wallingford – rising to the challenges of energy supply

In a bid for greater energy self-dependence, Chile laid out plans for a brand new liquefied natural gas terminal – and called in UK marine engineering experts to help realise their bold ambition.

### The challenge

Having traditionally been reliant on Argentina to help meet its gas demands, the Government of Chile wanted to diversify its supply sources. As part of its drive for greater self-dependence it decided to build a liquefied natural gas (LNG) import terminal at Quintero Bay, about 155km north west of Santiago.

The terminal would have to include marine facilities with LNG storage tanks as well as a re-gasification plant that used seawater as the heating medium. It would also need to be flexible enough to facilitate future expansion and developed quick enough to meet the needs of today – parts of the plant would have to be fast-tracked to provide Chile with the 10Mm<sup>3</sup> of gas per day it urgently required by a deadline of mid-2009. To help it meet such ambitious goals, the project consortium leading the development brought in UK consultancy experts HR Wallingford.

### The solution

A UK consultancy specialising in civil and environmental engineering, HR Wallingford has gained a world-wide reputation for delivering innovative solutions to complex development problems. Known for its particular expertise in scientific and engineering projects in water-related areas, it has worked on projects in over 60 countries on six continents in the last 6 years alone.

HR Wallingford put this experience to good use in Quintero Bay, developing a detailed understanding of the functional requirements of the terminal as well as the natural environment of the bay. It then identified the optimal site and layout of the marine facilities before developing design concepts, costs and a schedule for construction.

Planning for when the terminal was actually up and running, HR Wallingford delivered LNG familiarisation courses for the Chilean pilots, tug operators and LNG ship masters using its sophisticated navigation simulation facilities. The firm is also set up site-specific weather forecasting services to allow for more detailed planning of marine operations.

### The result

The facility was completed on a programme that redefined the meaning of ‘fast track’ in the LNG industry. Gas delivery has started, ensuring that Quintero Bay realises its full potential as a cornerstone of 21st century Chilean energy policy.



# Digital solutions for the new economy

## Digital Public – transforming family support services

Getting the right information to the families who need it was proving both difficult and costly. An innovative approach by a UK consultancy has transformed the level, quality and cost-effectiveness of the support offered to parents.

### The challenge

The Department of Children, Schools and Families (DCSF) wanted to support more families across the country. Telephone helplines had traditionally been the primary channel for advice and information but they had limited reach and appeal.

To be successful, any new services would need to be flexible enough to meet the needs of all families, whatever their circumstances. And that included single parent families, those from disadvantaged communities and, especially, fathers.

### The solution

Improving service capacity and engaging a wider range of parents would require an innovative solution – and it came from Digital Public, an award-winning consultancy that had been engaged by the DCSF. The team started by focussing on greater efficiency among helplines and built on this by creating a digital strategy that would utilise social media and other web-based applications.

Digital Public helped the Department establish an Innovation Fund to procure new services from parenting organisations in the third and private sectors. In addition a low-cost 'Virtual Magazine' was created to develop and syndicate content from national and local sources to specific groups of parents.



### The result

Digital Public's innovative approach with helplines and expansion into web-based support has delivered a step-change in the number of families finding the help and advice they want.

By the beginning of January 2010, the programme had supported over 2.5 million parents while significantly reducing the costs of helping each parent.

## Immersive Education – creating the 21st century classroom



Bringing new technologies to schools takes more than great ideas – it demands creative partnerships with public bodies, a deep understanding of the needs of teachers and pupils, and a truly innovative approach to communicating with the global classroom.

### The challenge

Founded in 1999 as a result of collaboration between Oxford University and Intel, Immersive Education is an award-winning specialist educational software publisher, whose products are used in over 7,000 schools. Through high-quality graphics and game-like elements, its products aim to engage and motivate students, promoting creativity and helping to realise the promise of personalised learning.

Despite its awards and accolades, however, Immersive faces two key challenges. As a business, it is almost entirely reliant on public money. The tools it produces also require thoughtful, creative teachers to apply them in the classroom – and while a range of Government initiatives was launched to highlight the potential of new technologies in schools across the UK, Immersive has to maintain innovative ways of engaging the education sector.

### The solution

Having attracted over £9 million of investment over the last 10 years, Immersive has had its greatest commercial success working with City Learning Centres where innovation is encouraged and special projects target the needs of particular groups. Its software solutions are also used to great effect in Playing for Success study support centres, where motivation and reward guide the learning.

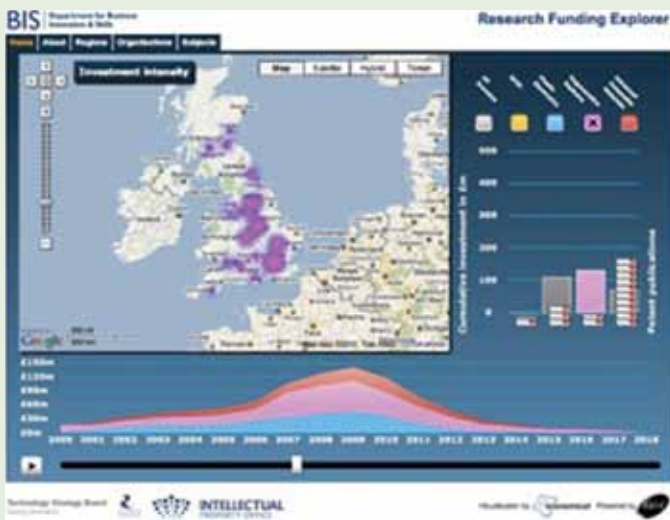
Foreign markets have also become extremely important for Immersive and UK Trade and Investment (UKTI) has played a key role in offering support and advice. Recently, for example, Immersive worked with a partner in Cyprus to translate a product into Greek and sell it to every primary school on the island.

### The result

As a result of the wide range of funded projects it has been involved in, Immersive Education has established a portfolio of four award-winning platforms: Kar2ouche (storyboarding, animation and publication tool) with over 50 curriculum specific titles; MediaStage (3D virtual performance creation tool); Krucible (a virtual Physics laboratory) and MissionMaker (3D games-authoring tool).

As innovators in the serious games arena, Immersive Education continues to develop new markets and ideas in the UK and abroad.

## Talis – making sense of the semantic web



For data-rich organisations the Semantic Web means big business – and thanks to an innovative small business it’s already making serious sense for the UK Government.

### The challenge

In June 2009 the UK Government’s Cabinet Office started working with Sir Tim Berners-Lee, inventor of the World Wide Web. The aim was to make public, non-personal data from all government departments available on the internet via a new website: data.gov.uk.

What made this initiative new was that this data would not be raw. Instead of a dense list of spreadsheets and databases this information would be connected, according to Linked Data principles – enabling users to query the data directly and link to it reliably across the web. It was a bold plan and to help the Government make it happen, the Cabinet Office called in innovative UK technology company Talis.

### The solution

Birmingham-based Talis is at the global forefront of Semantic Web development. The forty-year old software company, which has 80 staff, has built on its early history in the data rich world of libraries to become a recognised technology leader for the emergent Semantic Web.

It was therefore perfectly placed to work alongside the Government team, guiding the project, sharing knowledge and fuelling the process with a visionary enthusiasm. Talis consultants trained staff from several government departments in the data linking languages used to query Linked Data and used the Talis Platform, a cloud-based semantic storage service, to hold the government data and provide the development environment for new applications.

### The result

This complex project moved from inception to live beta launch in less than nine months. Since the launch of data.gov.uk, Talis has been sharing its skills with the Department of Business, Innovation and Skills, producing an application that allows potential investors to identify UK centres of commercial and academic research excellence across technology sectors. The Linked Data application provides an interactive visualisation of research funding activity in UK regions, so individual research projects can be identified along with the funding involved and details of associated organisations.

The potential of the global Semantic Web is enormous. Through its work with the UK Government, this innovative company has demonstrated why.

## Linguamatics – harnessing the power of information

If knowledge is power, how do organisations realise the full potential of the information they can access? One group of Cambridge PhDs came up with the answer.

### The challenge

Modern organisations produce an ever-growing volume of textual information. What should represent a potentially massive resource, however, can often become a big problem: how do you filter that amount of information quickly to inform decisions? It's an issue faced by life science organisations in particular where quick access to both internal and external research is vital for maintaining a fast, effective drug discovery pipeline. It's also an issue that Linguamatics set out to solve.

Founded in 2001 by a group of Cambridge PhD computational linguists, Linguamatics saw how agile text mining could answer the kind of high value text-based questions large pharmaceutical organisations were struggling with.

### The solution

By 2003, Linguamatics was marketing its I2E semantic knowledge discovery platform. Moving beyond standard document search, I2E provides answers in terms of facts and relationships that enable businesses to make faster, better informed decisions.

It's a solution with a genuinely innovative edge. By using natural language-based queries, researchers can access the actual meaning of texts rather than simply identify a list of documents that require further analysis.

### The result

I2E has had a dramatic impact on both Linguamatics and the companies that have taken up the technology. The company has been growing at around 50% year-on-year. I2E is now deployed at most top-10 pharmaceutical companies across Europe and North America. Around 75% of its sales are in North America and, as a result, Linguamatics has expanded from its base at St John's Innovation Centre, Cambridge, to open a second office in Greater Boston, Massachusetts.

It continues to expand in the sector, with the company focused on making its innovative technology accessible to the world's top 1,000 Pharma/Biotech companies. It is also expanding into other related areas such as the healthcare and medical markets as well as the government sector where efficient use of vast data seams is seen as vital to good policy-making. True to its innovative spirit, Linguamatics is already developing a number of new capabilities, including new application-specific solutions and enhanced web services.

Human Genes	biomarker	Breast cancer	Doc	Hit
ERBB2	biomarker	Breast cancer	16685382	1 HER-2 is an important prognostic factor in breast cancer, and its overexpression is observed in 20-60% of cases with micrometastases in the bone marrow.
			16938528	1 In contrast to previous findings from Western countries, our analyses reveal that the Her2/neu status is the most important prognostic factor of breast cancers.
			15994142	1 PURPOSE: HER2 is a clinically important tumor marker in breast cancer; however, there is controversy regarding which method reliably measures HER2 status.
			16012707	1 Her-2/neu overexpression is an important prognostic parameter in breast cancer patients and has become a response predictor for trastuzumab treatment.

Example I2E query and results for biomarkers of breast cancer

# Corporate communications – getting the message across

## Cheerful Scout – realising the corporate vision

A global power business had a big idea but needed a means to communicate it. Enter a UK special-effects team that brought the idea to life – and ensured all vital stakeholders came quickly on board.

### The challenge

Alstom, a world leader in transport and energy infrastructure, was planning a new, multi-million-dollar, state-of-the-art manufacturing facility in Chattanooga, Tennessee. To take the project beyond the drawing board it needed the support of stakeholders. To secure that it had to show how this ambitious undertaking was both credible and imminent. Alstom therefore decided to produce a short promotional film. But how could it help those stakeholders visualise the development when the building did not exist and the site was remained a refuse-filled wasteland?

A global organisation with a major presence in more than 70 countries, Alstom turned to the UK, a country renowned for its cutting-edge creative services. It soon settled on London-based corporate production company Cheerful Scout which could offer a deep expertise in post-production special-effects, as well as the understanding of Alstom's strategic communications objectives.

### The solution

At ease with managing the demands of globalised business, the Cheerful Scout team was able to work closely with Alstom departments in several countries – including North America, France and Switzerland.

Using a variety of special effects techniques usually reserved for high-end feature-films, Cheerful Scout transformed aerial footage of the proposed

Tennessee River location into a spectacular realisation of the facility as it would appear – complete with sympathetically landscaped surroundings.

Interior shots were created by enhancing footage of an existing production facility in Switzerland.



### The result

By presenting the plant as a fully functioning reality, the final film helped convince many different stakeholders of the benefits of the new Alstom facility. It also managed to justify the choice of location in terms of its environmental and socio-economic impact.

The film also went on to win the New York Film Festival World Medal for Best Special Effects and CGI.

## **The Edge Picture Company – motivating the global workforce**

When a successful Middle Eastern bank wanted to reinforce its public image and engage its workforce more strongly, a UK film company helped it to regain its competitive edge.

### **The challenge**

National Commercial Bank (NCB) is a leading Middle Eastern financial services organisation. However, despite serving some two million customers through 266 branches throughout the Kingdom of Saudi Arabia, the bank wanted to engage its employees to strengthen its service levels, business performance and brand.

NCB developed an initiative called Ambassadors, aimed at inspiring the people who worked in its branches by highlighting the company's values. For this to work, the message had to be strong and effective – and film, rather than print, was seen as the most effective solution. So NCB brought in The Edge Picture Company, a UK company that specialises in inspirational films for blue chip businesses and governments around the world.

### **The solution**

The film needed to speak directly to all employees: frontline and back office, management and support staff. Its focus was on three key areas: Image, Approach and Attitude.

The company brought these three strands together in a simple, central image of a 'silent witness', a recent graduate thinking about making his future with the bank. The film encouraged viewers to apply traditional Saudi cultural values such as courtesy and hospitality at work. A second film showed the impact of negative behaviour, which is a quite a radical approach for the region, the film also offered practical advice on how to behave and deliver a level of service, consistent with being an ambassador.

### **The result**

The film was seen by all of NCB's 7,000 employees in over 24 workshops spread over 10 cities in Saudi Arabia, a communications campaign which culminated in the 'Ambassador Awards', acknowledging those employees who embodied the values of both company and country.

The campaign was seen as a great success – and not just internally. From a strong field of 40 competitors, NCB was awarded the King Khalid Award for Responsible Competitiveness, with the campaign receiving special recognition as an example of Best Practice.

Just one more reason for the New York International Film & Video Festival to choose The Edge as its Production Company of the Year worldwide for 2007, 2008 and 2009.



# Resolving disputes

## Resolving international disputes – Herbert Smith LLP

With its reputation for efficient handling of complex cases, London stands out as the global centre for international dispute resolution.

### The challenge

When business is global, so too are the legal challenges. Conflicting laws, legal systems and processes, however, make those challenges intimidatingly complex. This is why increasing numbers of overseas businesses have been seeking to settle their disputes in a city with an unrivalled expertise in the area: London.

### The solution

Over three quarters of cases in London's Commercial Court involve a foreign claimant or defendant, demonstrating the popularity of this forum amongst international parties. The legal system is relatively transparent so outcomes are more predictable, while the courts and judiciary are renowned for their independence, competence and precision. As part of the European Union, enforcement of UK judgments is straightforward within Europe, as well as in most other jurisdictions thanks to the existence of mutual recognition treaties and agreements. English, being the preferred language of international business, appeals to international litigants too. The case for UK-based advisors is equally compelling: London hosts a large community of world class international law firms and experts clustered around one of the world's biggest financial centres.

With its reputation for handling complex cases with great efficiency, London enjoys a particular expertise in arbitration between parties of different nationalities. It hosts a pool of respected and experienced arbitration practitioners, as well as being

home to the long-established London Court of International Arbitration (LCIA). London is often preferred as a seat of arbitration because the English courts usually recognise and uphold the parties' choice to arbitrate.

### The results:

#### Protecting intellectual property

In 2008, international law firm Herbert Smith assisted an Italian retailer and manufacturer in successfully defending its core patents in the English High Court. The trial was heard in the Patents Court 11 months after revocation proceedings were issued by a rival looking to enter the marketplace. Numerous technological issues were explored expeditiously during the trial. This was followed by a two-day hearing before the Court of Appeal which affirmed the Patent Court's decision. This dispute was resolved less than two years after proceedings were issued. In this time, equivalent proceedings in Europe remained at only a very early stage.

#### International arbitration

Leading international law firm Herbert Smith has been advising the US Department of Justice on a series of trade disputes with Canada. Thought to be the first time that a state-to-state dispute has been determined under the auspices of the London Court of International Arbitration, the case relates to a Softwood Lumber Agreement and involve claims of over \$300 million. This case demonstrates not just the importance of arbitration as a dispute resolution mechanism, but the particular suitability of the UK's rules and the LCIA's ability to hear high profile international disputes.

## Pinsent Masons – delivering the message



The solution? For global 100 law firm Pinsent Masons it was simply a matter of engaging their reputation for breaking new ground by turning to technology. The business already had a Webby-award winning website, Out-law.com, with 10,000 pages of free legal advice and guidance, on IT and eCommerce issues. Now it wanted a TV channel.

### The solution

With HR professionals needing timely, accurate and easily digestible information on employment legislation, a television format seemed the obvious choice – but it would require a format that was quick to produce and broadcast, easy to update and simple for users to access. It also had to be interesting and stimulating, and delivered in plain English with past programmes accessible via archive.



This concept led to the development of HR Network TV – a series of ‘bite size’ programmes – short, topical news pieces, risk management advice, interviews about HR issues and legal updates. Delivery would be over the internet to PCs, laptops and specially enabled Apple iPods so there was no issue with company firewalls or IT networks, and a real appeal to the target audience too.

### The result

HR Network TV has proved a great success, finding particular favour with global businesses needing a fast-track insight into the intricacies of UK Employment Law. Since the service was launched in Autumn 2007, it has gone from strength to strength with over 600 organisations using it and subscriptions continuing to grow. It has also won the Law Society Award for “Excellence in Innovation of Legal Services” – not to mention the gratitude of HR professionals across the world. (View for free now at [www.hrnetwork.tv](http://www.hrnetwork.tv))

Time-poor HR professionals can struggle to keep pace with the constant flow of changes to employment law – or they can catch bite-size TV bulletins from UK law firm Pinsent Masons.

### The challenge

Business mistakes can mean claims and tribunals – and whether it’s in terms of money or reputation, that can be costly. One of the best ways of steering clear trouble is keeping abreast of the law. For busy HR Executives, however, attending seminars or updates on employment law is not always an option.

# Expertise which changes business

## Centre for Process Innovation – fresh perspectives for process industries

Whether it's to create better, more cost-effective products or cleaner, more sustainable processes, innovation is central to industry. Which is why one specialist UK organisation has earned an international reputation for just that.

### The challenge

The process industries are a vital part of the economy, supplying a wide range of products and services that are essential to our every day life. However, to remain competitive the industry has to continually innovate, from improving processes and raising product quality to lowering costs. But one of the most important areas is sustainability: not just reducing emissions but using biotechnology and waste in product development cycles; developing highly efficient low-cost electronic devices and integrating them into systems that improve efficiency and reduce cost.

It's a challenge that requires the highest degrees of creativity – and a task for which the Centre for Process Innovation (CPI) is, itself, designed to meet.

### The solution

CPI is a not-for-profit innovation organisation that works with the public and private sectors to identify and increase awareness of market changes and



develop processes and techniques to address the challenges. It works with partners to apply advanced manufacturing approaches that reduce the risks of developing next-generation products and services.

By crossing the boundary between the public and private sectors, CPI uses its physical asset base and multi-disciplinary team to work collaboratively with academia, national and regional government, SMEs and large companies across the world, from the UK, France and Germany to Japan, South Korea and the USA.

### The result

Since it was established, CPI has grown at over 50% per year, creating an international reputation in advanced manufacturing in two main areas: Sustainable Processing, which develops technologies such as biomass fermentation, anaerobic digestion for energy production and bio routes to high value chemicals; and Printable Electronics, a set of highly sophisticated advanced manufacturing techniques that applies experimental processes to products that are needed by the market.

The centre is acting as a vector for change to more efficient practice across businesses in the process industries. To date it has supported over 3,000 jobs, leveraged more than £500m of investment and developed more than 30 new processes while helping over 500 companies, maintaining the UK's worldwide reputation as a centre for industrial innovation.



## Accenture and the iRed Partnership – inspiring delivery

With technology changing the way people communicate and an unprecedented economic downturn to deal with, the postal industry will need genuine creativity to survive. One UK partnership has it in spades.

### The challenge

The Royal Mail Group has a venerable track-record in postal services stretching back over 360 years. Thanks to a new initiative it is mapping its course towards a dynamic future as well. The iRed Partnership – developed by Royal Mail Group with consultancy support from Accenture – is proving that the challenges of 21st century communications technology represent not a great threat but a real opportunity – and one that lies in an area that has remained largely untouched by the advent of modern technology: digital document management. Struggling with the creation, management, distribution and fulfilment of millions of digital documents? iRED have developed a simple but very effective solution.

Royal Mail Group worked closely in partnership with Accenture to develop and implement iRed, first as a vehicle to transform the document value chain of the Royal Mail Group; and then to offer the solution to the marketplace as a service provider to external customers.

### The solution

iRed examined the interdependent relationships that exist throughout the document production chain – from account handling, print buying and agency relationships, to warehousing, back office processes, scanning, indexing and archiving. It then asked: how can we connect the processes and their suppliers so everyone knows exactly what, when and how they need to deliver?

It's an inspired approach that matches simple, intuitive thinking with fresh, innovative technologies. It recognises that every decision made can affect other parts of the chain. By taking a 360 degree view of the document production process, and making all stages totally transparent, it makes sure that the costs and consequences of glitches, and their knock-on effects, are no longer missed.

### The result

The success of the approach is down to a combination of factors, from the application of sophisticated digital technologies, to thinking that is fresh, independent and non-partisan. iRed has generated a great deal of market interest – and the company is now working with a number of 'blue chip' clients including the Department for Work and Pensions. The results? A robust on-shore service that opens, prepares, scans and delivers valuable inbound material from eight different sites around the UK. If you're wondering what the post will be like in the future, take a look here.





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