## TECH CITY INVESTMENT ORGANISATION

Impact Report, May 2012

## - FOREWORD -

In November 2010, the Prime Minister set out the Government's ambition to help East London become one of the world's great technology centres. This was not about creating something new, but supporting the existing cluster by helping to create the right framework for businesses to grow.

#### GOVERNMENT CAN HELP IN TWO WAYS

First, by ensuring that national policy promotes enterprise and growth. The Entrepreneur Visa, Seed Enterprise Investment Scheme and opening up Government procurement are three examples of action central Government has taken in direct response to concerns expressed by Tech City companies about access to talent and finance.

Second, Government can help by attracting inward investment, and supporting companies in the cluster who want to expand into international markets. The Tech City Investment Organisation (TCIO) was set up in April 2011 as part of UK Trade and Investment to do just that.

I'm delighted to present our first Impact Report – a summary of what we have achieved in our first year, and to use the opportunity to ask for your thoughts on what we should be doing in the next year.

*Everything we do is informed by what we hear from businesses already in Tech City and those who want to set up there* - what challenges they face and what they need to help their businesses grow. So, we're asking for suggestions about what our priorities should be in the year ahead. We'd like to hear from you about how we can help, and when we should just cheer from the sidelines.

You can share your thoughts with us via the website until May 24th, or tell us in person on May 17th, when Digital Sizzle are hosting a Town Hall event for us at Campus. We'll use your suggestions to help us firm up our priorities for 2012/13, which we'll then share with you in June.

The Government set up TCIO to help support the entrepreneurs and companies already in Tech City and those that would like to be here. So please let us know how we can best help the community to flourish.

Eric Van Der Kleij,
Chief Executive

## **ABOUT TCIO**

## **OUR MISSION**

The Tech City Investment Organisation (TCIO) was established to support the growth of the tech cluster in East London, helping to make it Europe's centre of innovation and the location of choice for tech and digital companies and investors. We aim to attract new companies and investors to East London, and to provide support to Tech City companies seeking to expand internationally.

## WHO WE ARE

The Tech City Investment Organisation is made up of a core unit of people dedicated solely to Tech City work, and a wider network of those for whom promoting Tech City is part of a wider role.



ERIC VAN DER KLEIJ
Chief Executive

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A successful technology entrepreneur, Eric founded Adeptra, a leading fraud and collections technology business, for which he raised US\$40 million in venture capital. Before joining TCIO, he helped establish UKTI's Global Entrepreneur Programme, the national strategy for attracting ideas and entrepreneurs of exceptional potential to the UK. At TCIO, he leads on the organisation's strategy and major corporate inward investment work.



ANDREW HUMPHRIES

Entrepreneur Specialist

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Previously Sales & Marketing Director of Siemens Computer Systems, Andrew was also one of the founding team at Adeptra with Eric Van der Kleij. Additionally he formed his own technology business, Strength 5, expanding both businesses in Europe and the US. Andrew has also worked for the Global Entrepreneur Programme, working directly with British and overseas entrepreneurs to promote the growth of the cluster. Andrew leads the TCIO work supporting entrepreneurs.



DEREK GOODWIN

Head of Operations & Deputy
Director of Investment, UKTI

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As an inward-investment professional with over 20 years' experience, Derek has worked with global companies from start-ups to the largest multinationals. At TCIO, Derek is responsible for the day-to-day operations of the team with a focus on the strategy, finance and activities required to meet TCIO's objectives.



ADRIAN TIPPER
Senior Account Manager

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Adrian has over 20 years' experience in helping international companies locate and expand in the UK. A specialist in IT and software companies, Adrian works with international companies interested in setting up in Tech City.



KAREN BALL
Account Manager

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Karen has worked for a range of technology companies from start-ups to major companies including Siemens and Alcatel, covering sales and customer relations. Prior to joining the TCIO team, Karen worked with international companies in the IT and software sector looking to set up in the UK. At TCIO, Karen works with international companies interested in setting up in Tech City and manages the Mentorship Programme.



MICHELE DAVIDSON-JONES

Account Manager

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Michele has worked in investment and trade promotion for over 12 years. A specialist in working with ICT, creative and media companies, Michele works with international companies interested in setting up in Tech City.



KEITH MOSES
International Trade Advisor

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Keith advises both start-ups and established SMEs how to scale globally. He's a specialist in the creative and media technology sectors. At TCIO, Keith works with Tech City companies that want to expand into international markets.



CHRIS MOORE  $Sector\,Specialist,\,ICT,\,Software$  $and\,Digital\,Media$ 

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Chris specialises in the IT, software, digital media, printing and security sectors. With over 25 years' industry experience, he has worked in knowledge transfer, innovation, Intellectual Property assessment, engagement with early-stage companies, the VC community and developing routes to market. Prior to joining UKTI, Chris was the Director of Venture Capital and University Investments for Kodak (Europe). At TCIO, Chris helps large and small technology-intensive companies based outside of the UK to establish a presence in East London.



TONY HUGHES Sector Specialist, Creative and Digital Media

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Tony has worked in the digital content industries for the past 15 years, with companies such as the BBC, Sony and BT. At TCIO, Tony works with international companies interested in setting up in Tech City.



TED RIDGWAY-WATT Sector Specialist, ICT, Electronics & Digital Media

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With 20 years' experience of innovation and technology transfer, Ted has facilitated technology investments across the globe – including North America, Europe, Russia, China and South Korea. He spent three years as a specialist for UKTI's R&D Programme, working with the UK's science base and overseas corporations such as Siemens, Samsung and RIM. At TCIO, Ted works with SMEs, large corporates, academia, schools and training organisations, aiding the development of the cluster and the effectiveness of its ecosystem



DAVID CLAYTON Consultant

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David worked at Guardian News and Media in various business development roles, monetising content across different platforms and developing new revenue streams including TEDxObserver, Guardian hacks SXSW, and the Apps Blog. At TCIO David is responsible for making companies aware of sponsorship opportunities.



**CHARLES SEELY** Consultant

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Charles Seely is an entrepreneur and the founder of Esos Ventures. Based on the West Coast USA and as an experienced digital entrepreneur and investor, Charles promotes Tech City in the US and gives TCIO access to the world's largest VC and angel community in Silicon Valley.



JULIETTE MORGAN Consultant

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Juliette has worked in cluster development for the last ten years in Cambridge UK, New York and Toronto, developing property for tech and R&D companies. At TCIO she works on digital and physical interface in Tech City as a place to live and work.



CHRISTINE MITCHELL Head of Campaigns & Special Programmes

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assisting UK companies/organisations to access innovative technologies and practices from overseas. Christine currently leads on the project management of major TCIO events.

Christine has over 10 years direct experience of helping companies to access trade & investment opportunities including



Consultant

on the communications plan for the year ahead.

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The TCIO core team works closely with UKTI's network of international offices across the world. UKTI covers 96 markets and has 33 dedicated inward

> instrumental in growing the pipeline for companies looking to invest in Tech City. The US network has four UKTI personnel working directly on assisting US Companies with TCIO-related projects.

investment teams providing expert help to inward investors. These teams are



British Consulate-General, New York Patricia's main focus is to assist US and UK ICT companies to internationalise. She's assisted over 100 companies in her four

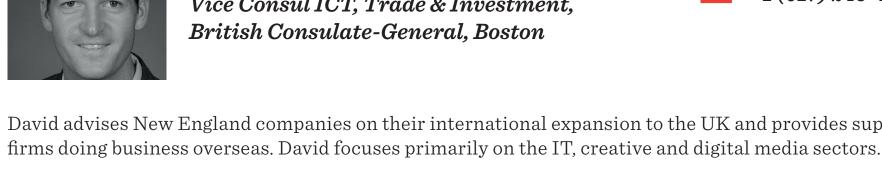
Vice Consul ICT, Trade & Investment,

PATRICIA YOUNG

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Development Agency as a Research Director, assisting 31 municipalities to attract international firms.



British Consulate-General, Boston David advises New England companies on their international expansion to the UK and provides support and advice to UK

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Vice Consul & US Sector Lead for Electronics & Communications, British Consulate-General, Los Angeles Matt represents TCIO throughout the South West of the United States. He co-leads an ICT sector-focused team in LA.

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space-planning capacity.

TIM REZENDES Vice Consul ICT, Trade and Investment, British Consulate-General, San Francisco

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Tim leads TCIO activity in Northern California, including Silicon Valley, where he works with venture-backed tech

start-ups looking to expand in Europe. Some of his clients who have recently set up in Tech City include Yammer, Airbnb and Eventbrite. Prior to joining UKTI in 2009, Tim spent three years advising early stage companies in both a legal and

## WHAT WE DO & HOW WE DO IT

In our first year, UKTI and TCIO set three main objectives:

- 1. To assist in securing Foreign Direct Investment in Tech City
- 2. To engage with overseas VCs and help them to set up or start evaluating deal-flow in Tech City
- 3. To support the cluster, and raise its profile internationally

#### Here's how we measured success against these objectives:







## TO ASSIST IN SECURING FOREIGN DIRECT INVESTMENT

TCIO was established by UKTI. UKTI defines success in securing

Foreign Direct Investment (FDI) as a company setting-up operations in

the UK where they have provided significant support in bringing the company to

the UK and the company confirms this to be the case. At TCIO, our role is specifically to promote the Tech City cluster, and to support the attraction of FDI into Tech City. Our *initial target of 26 companies* was an estimate based on past experience of what the resources we deployed in the team would likely produce.

In fact, TCIO last year helped to secure 37 "wins" for Tech City, including venture-backed Twilio, Yammer and Yelp. This includes 26 instances where the TCIO team in London and the US directly assisted those investing in Tech City, and a further 11 where the wider UKTI network used TCIO collateral and events to assist companies investing into the cluster. TCIO also played a role in attracting 15 more investments into London. We haven't included those in the 37, because they haven't landed in Tech City, but they do demonstrate the important role Tech City plays as a magnet for wider FDI into the UK.

In addition, major corporate players such as Google, Intel and Cisco were made aware by the UK

Government of the opportunity presented by Tech City and have made substantial investments here; they were part of the original marketing drive before TCIO was established so they're not included in the 37 wins but we have worked closely with them since. We also work closely with London and Partners, to ensure that the Tech City cluster and London as a whole is a seamless proposition for investors. The way UKTI normally verifies these wins is by confirming with the inward investing company that their

decision to invest in the UK was supported by UKTI's work, and by checking that the investment/incorporation has happened. As part of UKTI, TCIO follows this methodology and asked all companies what their projected job estimates are and (where they are prepared to disclose it to us) what their expected capital expenditure on the investment will be.

To meet this target, TCIO develops a pipeline of negotiations, drawing on the 1,200 digital and technology companies and entrepreneurs who attended Tech City-specific events in 26 countries (including the US, Japan, Israel, Estonia, India and China) in 2011/12.

At the point of publishing this report, we have 235 companies in the pipeline.

These case studies provide an example of the role TCIO plays in attracting inward investment to Tech City.

## CASE STUDY 01 PANDORGA

## FROM BRAZIL TO TECH CITY

Set up in 2005, Brazilian company Pandorga Technologies provides innovative software development solutions that help others gain an edge over their competitors.

office as the first step to launching in Europe and Asia. The UKTI team in Brazil put Pandorga in touch with the TCIO team. When Diego Eick Moreira, Managing Director

As part of its global expansion, Pandorga decided to set up a UK

city, TCIO took him on a tour around Tech City and introduced him to London & Partners. With their help, Pandorga set up in Liverpool Street, close to both the start-up community and potential clients from the finance sector. Diego explains: "Within a day of landing in London, I knew where

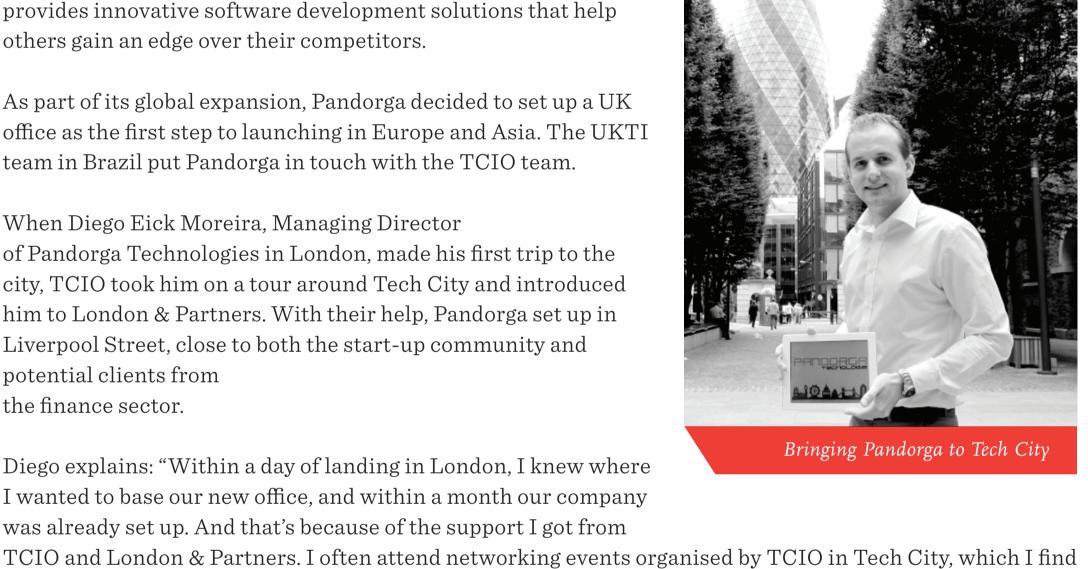
of Pandorga Technologies in London, made his first trip to the

was already set up. And that's because of the support I got from TCIO and London & Partners. I often attend networking events organised by TCIO in Tech City, which I find really useful for meeting potential partners, and keeping in touch with new technologies, trends and ideas."



exchange of business and services between the two countries. "We initially turned to UKTI in Brazil for help expanding our operations to the UK, and now we're happy to be working with TCIO to promote collaboration between Brazilian and UK companies," says Diego. "The

support of organisations like TCIO makes this so much simpler. They guide you through every step of the process, providing the information you need, introducing you to relevant contacts, and advising on sales and marketing. We have been really pleased with our entry into the UK market so far, and, as we grow, we will continue to take advantage of the support that TCIO offers."



## SAE INSTITUTE **DEVELOPING THE FUTURE** TALENT OF TECH CITY SAE Institute is the world's largest

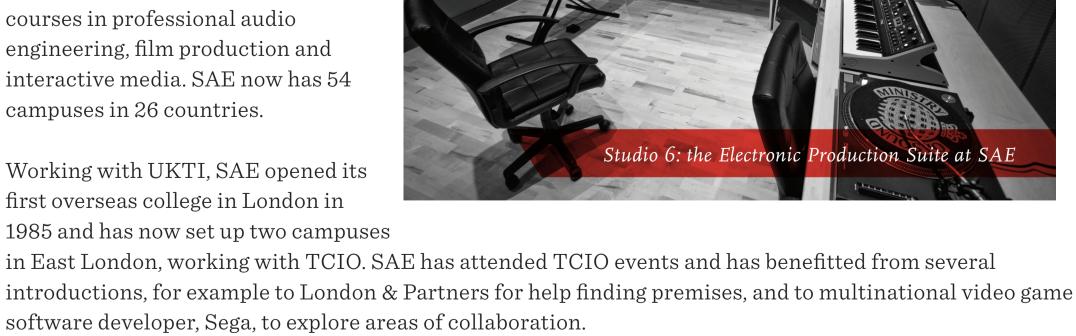
#### for creative media technologies. Established in Australia in 1976, the company provides practical, relevant

CASE STUDY 02

courses in professional audio engineering, film production and interactive media. SAE now has 54 campuses in 26 countries. first overseas college in London in

provider of higher education courses

Working with UKTI, SAE opened its 1985 and has now set up two campuses



"We have had enormous support and encouragement from UKTI and TCIO," says Professor Zbys Klich, Managing Director and Chief Executive Officer of SAE UK. "They were keen to see us grow our presence in the UK, and we were too. The UK is known for its world-class higher education, and this move strategically

places us closer to the action of the growing digital industries in Europe, the Middle East and North America. Being based in London allows us to create on-going links with local organisations, such as Digital Shoreditch and Hackney Community College, both of which we have begun to work with. It also gives us the opportunity to get involved in outreach activities at local events, such as sponsoring the East End Film Festival, or hosting the Global Game Jam, and our students and staff contribute to the growing creative communities around Tech City."

equipped with lecture halls, classrooms, a library, and specialist facilities such as computer labs, a green screen room and editing suites. In late 2011, SAE added a 9,000 square feet space, dedicated solely to world-class audio engineering studios and support for its students. Being at the heart of the Tech City cluster offers even more opportunities to students. "I have been very impressed with the thought and commitment that has gone into Tech City," says Zbys.

In 2008, SAE moved to new premises in Shoreditch, an 18,000 square foot building spread over seven floors,

"Initiatives like this can only work when they are supported by national, regional and local government, and that is certainly happening here with vision. Tech City is also a prime example of business and higher education working together to achieve success, and look at what happened in Silicon Valley. We are already increasing our collaboration with start-ups in Tech City, and will continue to work to develop links and networks with industry and business."



# TO ENGAGE WITH OVERSEAS VCS AND HELP THEM TO SET UP OR START EVALUATING DEAL-FLOW IN TECH CITY

Access to capital is crucial to the growth of any cluster. Entrepreneurs in Tech City have long been clear that whilst there are some excellent VCs here in the UK, long-term growth would require better engagement with VCs from overseas, particularly in the US. We set ourselves the objective of formally *engaging with 15 overseas VCs* in 2011/12, with a view to helping up to 3 begin evaluating deal-flow in Tech City.

We started building relationships with 29 US VCs and angel investors in New York, Boston and San Francisco last summer. This engagement, with leading firms such as Sequoia and Kleiner Perkins, enabled us to brief them on the developing ecosystem in Tech City and the wealth of talented entrepreneurs and great start-ups in the cluster. It led to a number of very successful VCs signing up for the Entrepreneur Festival in November – we were delighted to play host to Jon Callaghan (True), Jeff Clavier (Softech), Andrew Cleland (Comcast) and Mike Brown (AOL).

"We've been wondering for a long time when the markets of Europe and specifically London would become attractive places for large scale Seed and Series A investing. After my time at the Entrepreneurs Festival, it's clear that many of the same drivers of success in the US entrepreneurial market are at work in London.

It seems as if the important aspects of a good ecosystem are forming. At True, we believe that fortune favors the connected entrepreneur. Open collaboration and peer support make for better decisions, stronger cultures, and more successful companies and founders. A rich and supportive ecosystem makes it easier for entrepreneurs and employees to take the risk necessary to do great things. Tech City has the raw ingredients to be such an ecosystem. It's now in the hands of all participants to openly collaborate and help one another succeed. It's a tall order but I saw with my own eyes that this ecosystem is forming in London."

- John Callaghan, VC

So we exceeded our own expectations in terms of engagement, but there's more work to do to help overseas investors access great deal-flow in Tech City. We have had some success sign-posting angels and high net worth individuals to the area who have gone on to make their own investment choices as a result, for example by investing in the Seedcamp Fund.



#### SOWING THE SEEDS OF SUCCESS

Early-stage mentoring and investment fund, Seedcamp, has recently moved from the West End to Tech City, bringing it closer to its target market of technology entrepreneurs and start-ups.

It can be hard for entrepreneurs to develop the right connections, gain validation in the business world, build teams of suitable talent and raise seed capital. Enter Seedcamp, an early-stage micro seed investment fund and mentoring programme, dedicated to jumpstarting the entrepreneurial community in Europe, by connecting developers and entrepreneurs.

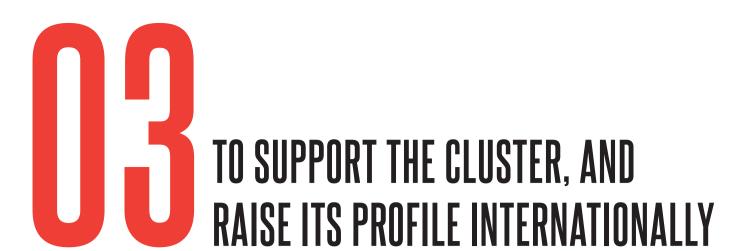
"We offer entrepreneurs the support, investment, tools, and contacts they need to successfully turn a great idea into an awesome company," says Reshma Sohoni, partner of Seedcamp. "Once an entrepreneur has had their light bulb moment, we look for them to demonstrate the potential for the idea, through a prototype, video or screenshot. Some teams even apply to Seedcamp having already achieved market traction and early revenue. We then invite applicants to attend our Mini Seedcamp events that take place globally throughout the year, and from there we select the winning companies that we want to invest in.

Since moving to Tech City, Seedcamp has worked closely with TCIO. In a joint initiative, TCIO recently shared footage from last year's Seedcamp event on its site which generated a hugely positive response. TCIO and Seedcamp are also working together on bringing top seed investors from around the world to Tech City in August, to share dealflow, trends and encourage co-investment.



"Tech City really is the perfect location for us, offering good value for money and giving us access to the start-up ecosystem," says Reshma. "It's like a magnet, attracting visitors from around the world, including angel investors (high net worth individuals), Venture Capitalists, and corporates. These are people that we want to meet. Our presence there also gives the companies we invest in an avenue through which to tap into a network of like-minded people, share ideas and experiences. And the attention that Tech City gets raises the visibility of those based there, generating PR exposure that can be invaluable to a start-up."

"Having our video content made available on the TCIO website gets our material out beyond our own networks, and we have had an excellent response from Tech City entrepreneurs," says Reshma. "Collaborations like this and the event this summer promote the objectives that we share with TCIO, namely to support entrepreneurs. It's important to continue the momentum already seen in Tech City, and we look forward to being a part of its on-going growth and success."



Meeting the objective of supporting the cluster, and raising the international profile of Tech City, has involved a wide range of activity.

#### Export Promotion

Whilst our focus this year has primarily been to raise the profile of the cluster and intensify Tech City as a magnet for inward investment, helping Tech City companies to expand into international markets is a core TCIO role. ustwo are a good example of the work we can do to help great companies grow, which is something we want to focus more on next year.

# CASE STUDY CASE STUDY

#### FROM SHOREDITCH TO NEW YORK



Digital design studio, ustwo, has watched Tech City grow up around its base in Shoreditch, and taken advantage of the many opportunities that the initiative has created to grow its own business

Based in Shoreditch since 2004, ustwo's client work focuses on digital product and service design. Through its user-centred design process, it creates engaging user interfaces and experiences for emerging platforms, including mobile, tablet and in-flight.

As ustwo grew, it remained in the area, taking larger premises in The Tea Building. Over the years, the company has built up a team of 110 talented co-workers, and is today a multi-national company with a second office in Malmö, Sweden and a third due to open shortly in New York.

"It's always been our philosophy to mix work and play," says Jules Ehrhardt, partner at ustwo. "We want our team to go to bed on Sunday evening excited to wake up and come in to the studio the next morning."

The company has worked closely with TCIO over the last year. The studio's profile has been raised by the international media coverage and TCIO events have provided access to new contacts and potential clients. ustwo opens its 9,000 square foot studio to meetings with companies that are interested in the area and international investors. One such meeting recently involved a UKTI delegation of 20 companies from Taiwan, who came to meet with the entrepreneurs, universities and investors based in Tech City.

"When you're based in Tech City, you're part of a lively community, where you can't help but bump into people who are happy to collaborate and share their ideas and expertise," says Jules. "Right on the doorstep are all the components you need to get a new business off the ground, from the basics like workspace, talent and technology, through to potential clients, partners and investors - the necessary conditions for future success. There are always events going on where we can meet like-minded people and find talent. And TCIO has brought out international corporates that we simply wouldn't have met any other way, several resulting in multi-million pound opportunities for our studio."

ustwo has also made use of the broader UKTI network to further its business overseas. The company has participated in several Trade Missions to explore opportunities for its business in the US. Thanks to the in-depth research and preparation that UKTI has facilitated, ustwo is due to open its third office, in New York, in May.

"UKTI is an invaluable resource that many more should take advantage of," says Jules. "I simply can't shout loudly enough about the kind of assistance they offer. We've established excellent relationships with UKTI's trade teams across the US. Taking part in UKTI Trade Missions is a fantastic experience that has given us comprehensive insight into the US market. This has helped fully inform our market entry and launch plans for our new studio in New York."

### **EVENTS**

Clusters rely on networks, and Tech City has an incredibly vibrant networking scene. We help by creating more opportunities for people to get together, bringing overseas entrepreneurs and investors along to give them a real sense of what the cluster is all about. *We set ourselves the target of organising 25 Tech City events both in the UK and overseas.* In the end, we hosted more than 30, including the Entrepreneurs Festival with over 200 entrepreneurs from around the world for a one-week bootcamp with over 80 mentors and the opportunity to pitch to VCs from the US and Europe. Working with our UKTI colleagues across Europe, we held a series of events showcasing Tech City. These events have so far resulted in at least five companies moving to the area.

## **MENTORING**

We also established a Mentorship Programme, with the help of Kevin Eyres, with the aim of matching five mentors to Tech City companies. More than 40 mentors, ranging from the CFO of Mind Candy to leading IP lawyers, have kindly given their time to support the programme of speed-mentoring events that TCIO is running. We know that at least three mentors have continued their relationship with Tech City companies as a result of these events – such as Jacqui Taylor from Flying Binary and Agnes de Guzman from Pictet Bank – and we want to improve on that number next year.

### **TALENT**

A skilled-up labour market is crucial to the sustainability of any cluster. We were delighted to organise a Skills Showcase in September, bringing together schools, universities and companies who fund STEM programmes in education. Local students demonstrated apps that they had conceived and developed, and corporate players announced competitions and schemes to boost young people's experience of digital and tech skills both in Further and Higher Education.

## INTERNATIONAL VISITS

To Tech City

We would like to *thank* all the many people who have helped us make the visits we organise from international companies and groups such a success – *we can't name you all, but thank you!* 

We have shown more than 150 senior executives around Tech City, from Shoreditch to the Olympic Park, this year.

## COMMUNICATIONS

We've also worked with Hill + Knowlton Strategies to proactively brief UK and international media, showcasing companies already committed to Tech City to help raise the profile of the cluster here and overseas.

"I was one of the attendees of the very first TCIO speed-mentoring session. These free sessions are invaluable: they deliver real, tangible benefit and help build the institutions and connections that make Tech City a cluster in practice.

We featured in a Sunday Times write-up of the event and this led to further media coverage for us. This kind of exposure, especially in a title such as the Sunday Times, is critical for us and we're already seeing the benefits with nearly 40 new business leads as a result of that article. The support we've received through the mentoring and the media outreach has

helped us hugely as we grow our business."

## **EXPENDITURE**

TCIO expenditure in 2011/12 was £2.1m.

61%

**61%** was used to pay for our front-line TCIO team in London, and the essential back-up required to help them deliver the results set out above.

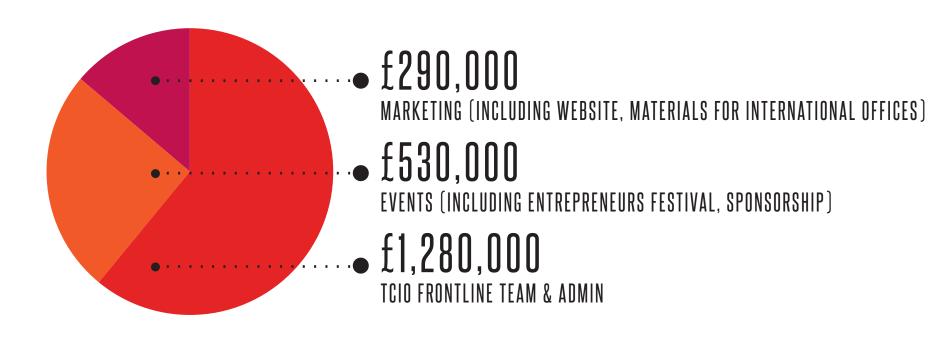
25%

**25%** went towards organising and supporting over 30 events in the UK and globally, from Tech City showcases across Europe to the Entrepreneurs Festival we held in East London in November for over 200 entrepreneurs from the UK and across the world.

14%

**14%** was spent on marketing and communications support, including the website, marketing materials for our international offices and media outreach.

The US-based team, and those in the global network who promote Tech City when required, are paid for from wider Foreign & Commonwealth Office budgets, not included here.



## **LOOKING FORWARD**

We want to be more ambitious in 2012/13, and take advantage of a moment when the Olympics and Paralympics will shine a global spotlight on East London. The broad objectives remain the same, but we are setting ourselves higher targets.

Our plan is that TCIO's core expenditure for 2012/13 should remain the same as in 2011/12, at £2.1 million. With that money we want to achieve even more. So, our objectives and targets for 2012/13 are as follows:

- 01: To assist in securing Foreign Direct Investment to Tech City
  - (a) We will attract and assist 50 international companies to set up in Tech City
- O2: To help investors access deal flow in Tech City
  - (a) We will facilitate 50 specific investor pitches for Tech City companies
  - (b) We will attract three overseas investors to establish investment facilities in Tech City
- 03: To support the cluster, and raise its profile internationally
  - (a) We will engage with 50 new international VCs or limited partners to promote Tech City
  - (b) We will achieve 25 "significant assists" (one-to-one advice, and access to UKTI products) in helping Tech City companies to expand internationally
  - (c) We will continue to promote Tech City success stories in domestic and international media

## To achieve these objectives, we think the following activities are a good start:

- A. Targeted engagement with major technology companies. Conduct ten focused proposition meetings with key strategic-level decision makers within major tech and digital companies that are not currently in our pipeline.
- B. Add value to Tech City companies seeking to expand internationally by introducing them to UKTI Commercial Officers at roundtable discussions in co-working spaces, and through informative webinars dealing with key markets.
- C. Supporting and running events that bring the best entrepreneurs, investors and companies to Tech City such as Digital Shoreditch, Le Web, and a Super Angel Summit. As we did so successfully through the Entrepreneurs Festival in 2011, we want to use these events as a focal point to match investors with Tech City entrepreneurs to enable meaningful pitch opportunities and also for our Mentorship Programme.
- D. Tailored engagement with overseas investors, both face-to-face and through events such as the UK/US Venture Summit and Super Angel Summit, to introduce them to deal-flow in Tech City.
- E. Working with developers to help ensure there is a sustainable property mix in Tech City.
- F. Making links between Tech City and other UK clusters, to build a strong national tech-digital-entrepreneurial network.

#### $What \ do \ you \ think?$

What we've outlined here are our initial plans for 2012/13. We'd like to hear from you about what our priorities should be in the year ahead: how we can help and when we should just stay out of the way.

You'll be able to share your suggestions via our website from May 4th until May 24th. We're also holding a Town Hall event, hosted by Digital Sizzle at Campus on May 17th and we hope to see many of you there.

Thank	You