

**ICT Industry Advisory Group**

**ICT Strategy  
Implementation Planning Ideas**

**January 2010**

# **INCREASING THE RATE OF INTERNATIONALISATION**

Each of our five areas for improvement or development comprises a set of specific topics on which we will focus the resources of the sector working in partnership with public sector agencies to deliver increased competitiveness and thereby growth.

## ***FOCUS INWARD INVESTMENT***

### **Objective**

- Establish a hub of international businesses that nurture and feed the local Scottish business community, and serve as a basis for meaningful and effective international alliances, for product & channel
- Increase the strategic importance of existing Scottish operations of international businesses by extending or optimizing their role in the value chain
- Identify targeted inward investors that will add significantly to Scotland's overall strategy for growth in the ICT market

### **Delivery**

- Acquire a thorough understanding of the strategic priorities of the inward investor and meaningful and influential relationships with decision makers in the company, particularly in headquarter locations
- Consider factors needed to identify the companies targeted including their motivation for overseas investment; international growth aspirations; where the strategic interest of the companies lie; and any "pre-dispositions" we can identify.
- Define Scotland's priorities for inward investment in terms of those functions we want companies to bring to Scotland and the scale of investment should we target.
- Consider, as part of targeting, if a regional emphasis would be of benefit.
- Generate a generic, compelling vision of Scotland, and our ICT sector in particular, that will attract attention and give Scotland credibility when a company is assessing a location's suitability as a centre for growth or new investment
- Build a detailed toolkit that will allow more detailed and rapid responses to the detail companies require.

## ***PROVIDE ROLE MODELS***

### **Objective**

- Provide a base of knowledge that can inspire and guide Scottish business people to build international businesses

### **Delivery**

- Gather a readily accessible set of materials that tell the stories of people and companies that have internationalised from a Scottish base
- Gather together and activate a group of individuals, characterized by Scottish backgrounds, international experience and willing to mentor, guide and otherwise support Scottish entrepreneurs in their international ambitions
- Identify companies and business leaders having built international business out a local context comparable to Scotland, e.g. the Netherlands, Finland, etc., and seek to engage those business leaders in the pool available to Scottish entrepreneurs

## ***INNOVATE NEW BUSINESS MODELS***

### **Objective**

- Increase awareness of business models available to execute the internationalization of Scottish businesses

- Introduce, through training and education, ICT industry best practice in Channel Marketing and Channel Management to support the implementation of these models
- Convey an understanding of the suitability of each business model to the types of value propositions being brought to market
- Assure a means of being at and remaining at the cutting edge of thinking regarding business models at a global level

#### **Delivery**

- Assure means of education for SDI so it can better serve and educate Scottish entrepreneurs, specifically in the use of Alternative Business Model Ideas to aid internationalisation such as
  - Use of SaaS Model
  - Profitable Open Source delivery
  - Marketing to International Communities Rather than Countries
  - Using the internet for Market Intelligence
  - Use of Web Marketing Material; Search Engine Optimization; Web Technology for Presentations/ Demos/Meetings
- Organize on a sustainable basis “Supper Club” format events to support insight exchange and publication that draw on the types of people outlined in the discussion on Role Models above
- Encourage Universities to educate business students in ICT sector Channel Marketing and Management techniques
- Provide systematic management team training in Channel Marketing and Management techniques and support their implementation

### ***PROVIDE A CENTRAL MARKET-SPECIFIC INTELLIGENCE SERVICE***

#### **Objective**

- Improve the ease, efficiency and accuracy with which a Scottish SME assesses specific foreign market opportunities and specific foreign market needs

#### **Delivery**

- Establish a reliable source of information supported by an honest broker addressing topics such as legal, accountancy, staffing/recruitment, HR, premises, local/national trade associations or business communities; identity of quality target acquisitions
- increase the level of utilization and interaction between Scottish businesses and the Global Scot Network
- Make documents and other resources available more economically

<b>TOPIC</b>	<b>LEAD</b>	<b>SUPPORT</b>
<b>Increasing The Rate Of Internationalisation</b>		
Focus Inward Investment	SDI	SE, ScotlandIS, Globalscot, Industry Advocates
Provide role models	Scotland IS	SDI, Globalscot, the Entrepreneurial Exchange
Innovate new business models	SDI	SE, ScotlandIS, Globalscot, Industry Advocates
Provide a central market-specific intelligence service	SDI	SDI, Global Scot Network

# CREATING MORE PRODUCT COMPANIES

An absence of understanding of what is required in the business approach, structure and growth of a good product or niche solutions company means that those who have a good idea technically may not have the skills to bring it to market.

## ***ADOPT PRODUCT COMPANY BEST PRACTICE***

### **Objective**

To encourage the development of more successful product and niche solutions companies in Scotland, a strategy addressing the following is required:

- Identifying existing companies at all stages of development, with strong sense of the 'product' or 'niche solution' offering. Further identify companies with technologies in expanding markets which have a high potential of productisation because of market need.
- Helping /supporting companies to grow in a process which recognises productisation needs from the outset and aims at producing global companies.
- Helping /supporting companies to apply Product Management & Product Marketing disciplines in order to succeed.

### **Delivery**

- SE to support the development of an ICT product function (management and marketing) within SE to focus on bringing best practice, its interpretation and its use into Scotland, especially from the US sector
- Identify strong product and niche solutions economies where best practise exists and where supply chain links can be established
- Create benchmarking and exchange opportunities around the product management and product marketing disciplines for companies
- Encourage public sector procurement to include a percentage of Scottish SME technology companies in their procurement list
- When working with companies, make marketing (as distinct from communications and market development) and product marketing function mandatory 2010
- Trade associations establish working groups on "creating more product companies"
- Trade associations focus on the product elements of success rather than the technology elements in communication
- Trade associations know the Scottish sector inside out, becoming the main source of information and statistics on Scotland's IT sector.
- Academia to have included product management and marketing in all engineering and ICS courses by 2012

## ***BUILD A PRODUCT SECTOR COMMUNITY***

A community of product companies will provide both the stimulus to generate new companies and a forum for enhancing the environment for existing companies to participate. Scotland needs to build the community to share expertise and opportunities and provide a critical mass for sustained development of the sector.

### **Objective**

- Create a new sectoral grouping but designed by Technology experts for technology experts. This will advise and support the proposed SE ICT Product function.
- Create Scotland Product Technology Forum to represent the sector.
- Need to build the community to help change the culture, share expertise and perhaps see opportunities to combine or help one another

## Delivery

- SE to resource sectoral grouping with diverse interests to build a deep knowledge of current advances in technology.
- Existing ICT product companies to create an ICT product association either within or independently of the existing Scottish/UK structures
- ScotlandIS to draw companies into the activities around the sector using events and SE network
- ScotlandIS to use Grouping particularly to build activities (meetings, seminars, and speaking events, dinners) to debate, develop and nurture the product market in sector.
- Create a skills resource : something better than Talent Scotland and organized through ScotlandIS
- ScotlandIS to operate a mentoring program for the sector ( formal and informal)
- Jointly creating a board to focus on the infrastructural needs to support the product company task to support sector skills in Product Management and Product Marketing; organise learning / benchmarking trips to US and other areas of excellence

## **ENGAGE EDUCATION AND WIDER SOCIETAL INTERESTS**

There is relatively little affinity in Scotland to the idea of selling product and creating large successful product companies. Hence it is difficult to sustain focus on a product company initiative and difficult to make it stick in the long term.

### Objective

- To improve this situation we need to create interest and acceptance of product innovation as a valuable economic and social activity within Scotland, generate activities which let people engage with the product creation and innovations process and capture the imagination of Scotland with the idea of product innovation

### Delivery

- SE to create a high profile technology and innovation prize which is cross generational
- Create budget for suitable, targeted promotion of the sector within Scotland as the strategy develops.
- Trade association: Create events / web presence/ interest around the sector which encourages wider interest groups to get involved.
- Trade association :Deliberately build media network which will accept and promote ICT product news
- Academia to add basic skills for an appreciation of product creation and development back into the curriculum where they are missing. ( Craft, design and technical drawing brought up to a 21<sup>st</sup> century level and let students engage with the tools necessary )
- Add more group based activities to the secondary curriculum to develop exchange skills which will support multi-disciplinary teams in the work place.
- Jointly develop a Dragon's Den/Robot Wars type challenge, with entrepreneurs with a strong product marketing expertise, for potential products, where the product ideas are vetted.
- Establish a product development lab which provides a melting pot for people with ideas, people with the technical skills to prototype these and entrepreneurs

TOPIC	LEAD	SUPPORT
<b>Creating More Product Companies</b>		
Adopt Product Company Best Practice	Industry	Academia, SE
Build A Product Sector Community	ScotlandIS	Industry, Academia, SE
Engage education and wider societal interests	ScotlandIS	Industry, Academia, SE

## **IMPROVING ACCESS TO CAPITAL**

Our goal is to create an entrepreneurial *Ecosystem* in Scotland which attracts capital as well as expertise and entrepreneurial talent.

In 2014, Scotland will have grown a vibrant Ecosystem that is characterised by vibrant, active angel community and five to six independent venture funds in a range of sizes from £75M to £300M that focus on investing in native Scottish SMEs from seed stage to expansion stage. The angels co-invest often with the Funds and the funds frequently co-invest in Scottish deals with a variety of external/international VC funds (between 10 and 15) Some of these international funds are headquartered in the US, some in Continental Europe, Some in Asia. More than half have satellite offices in Scotland. There is a healthy, sustainable competition for deal flow and many examples of "Home Run" deals that have emerged from Scotland's universities over the last five years. There is a healthy, active and growing entrepreneurial community with a large percentage of 'repeat' entrepreneurs that, while having made substantial fortunes already, are starting companies again, mentoring the next generation of entrepreneurs and actively investing as angels in a variety of deals other than their own. The number one choice of career for science and engineering graduates in the University system is "Entrepreneur". There are permanent and very popular course offerings in finance, marketing, entrepreneurship and globalisation offered to engineering and science students at all Scottish Universities.

### ***ESTABLISH NEW INDEPENDENT LOCAL VC FUNDS***

#### **Objective**

- Scotland suffers a dearth of smart, early stage venture capital compared to all its competitors: company growth depends on having more capital that understand how technology companies work and can bring experience and contacts to bear

#### **Delivery**

- Encourage early fund creation through capital gains tax breaks or downside guarantees to LPs.
- Provide budget support for operating costs to supplement management fees for small funds, particularly those investing in seed and early stage opportunities.
- Create Scotland LP Fund to anchor early stage VC funds managed by experienced VC investors with enhanced upside incentives for investing/creating companies of scale.

### ***ATTRACT EXTERNAL INTERNATIONAL FUNDS***

#### **Objective**

- Marketing the emerging Scottish Ecosystem to international VCs will raise external awareness and increase the likelihood of interesting them in Scotland

#### **Delivery**

- Undertake a comprehensive study with Tier 1 investors internationally about their perceptions of Scotland as a source of ICT innovation / investment opportunities. (Product Management)
- Target VCs and international investors that are likely to look at investing opportunities. (Market segmentation)
- Market Scotland as an untapped source of excellent "innovation", savvy entrepreneurs and an "investment-friendly" environment.
- Create incentives for these investors to come to Scotland to see for themselves. Tie this into the more traditional marketing of Scotland - golf, whiskey, heritage, by blending them with VC conferences and Technology showcases.

### ***IMPROVE INVESTOR READINESS***

#### **Objective**

- Unless our early stage technology companies understand what investors expect to see and a re used to seeing in other markets they will not compete successfully for these highly mobile funds

- Stimulating Market Awareness among SMEs, particularly international market awareness by facilitating direct SME exposure to potential customers/client
- Creating compelling and investable management teams

#### **Delivery**

- Fund “Product Marketing” Tours for SME CEOs to large potential ICT customers in Asia and North America
- Fund a medium / long term merit-based internships for exemplary candidates to spend 3-6 months with top tier international ICT firms to learn “Best of Breed” sales and product marketing practices. A sort of “Fulbright Scholarship” for marketing.
- On-Going workshops with VCs/Angels on perfecting the pitch/approach to investment community.
- Full or partially fund a ‘Development Program’ where successful ICT entrepreneurs develop a 3-6 month course on how to build a business plan and an investor pitch.
- Establish a “Goodwill” program in Silicon Valley with top tier VCs who agree to participate once a quarter in “Pitch Workshops” for Scottish entrepreneurs.
- Expand the SICSA program with more Development Managers who have direct relevant experience either successfully pitching to investors or investing in SMEs.
- “Start-Up University” - Teaching broad skills necessary for start up/success
- Develop a long-term recruiting effort to attract ex-pat AND foreign entrepreneurs to Scotland. “Entrepreneur in Residence” PROGRAM - Saltire Foundation?

### **CREATE A CENTRAL ECOSYSTEM WEB PORTAL**

#### **Objective**

- The creation of a central Web-based resource by which all current and future participants in the Ecosystem can connect, will help them find each other and raise awareness. This enables the players and pieces that are here now to connect which is often done poorly, inefficiently and, more or less randomly.

#### **Delivery**

- An electronic mirror of and gravity point for the Ecosystem, with information and connections between entrepreneurs, would be entrepreneurs and angel networks, VCs, law firms specialising in technology start-up work, resources from SE, HR firms, etc.
- Set up as a live ‘social’ Network - like LinkedIn, Facebook, etc with entrepreneurship and investing as it’s central theme. Joining would be free with users required to create a profile which clearly states their interests. Users can be individuals or groups.
- The site could establish a “deal” platform through which SMEs seek capital, advice and services; investors, angels, lawyers or consultants provided deal flow. The site could be administrated by ScotlandIS though it must be branded independently
- The site’s content, energy, interactions and usefulness will emerge from within the user base and not from the public sector. It should be an active, self-sustaining Ecosystem with ScotlandIS tendering out the platform and SE initial budget support only.

<b>TOPIC</b>	<b>LEAD</b>	<b>SUPPORT</b>
<b>Improving access to capital</b>		
Establish new independent local VC funds	Government	SE, SDI, Globalscot
Attract external international funds	SDI/SE	Globalscot, Industry, Academia
Improve investor readiness	ScotlandIS	SE
Create a central eco-system web portal	ScotlandIS	Industry, Academia, SE

## **DRIVING MORE COMMERCIAL INNOVATION**

We have identified four actions specific to the ICT sector that will significantly improve the rate of commercialisation if undertaken within this whole strategic framework.

### ***BUILD TEAMS THAT MEAN BUSINESS***

Teams attempting to commercialise innovation often lack a sufficiently broad skill-base, missing key expertise such as technology entrepreneurship, business, management, product marketing or product management skills, understanding channels and how to access them. Individuals with the necessary business (as opposed to technical) skills exist but are not in the ICT sector, or are stove-piped into particular industries and do not interact with the rest of the sector. We must be market-led, not technology- or customer-led.

Without access to the right mix of skills that comprises a tech company team, entrepreneurs end up going it alone; the resulting business is ineffective and fails. With a better mix of skills in the commercialization team we would see a larger proportion of Scottish innovation reach successful commercialisation. Innovators are directly affected but the broader economy also suffers.

#### **Objective**

- Building a more concentrated community of entrepreneurs and technologists will increase the likelihood of strong teams naturally emerging.

#### **Delivery**

- An ICT-specific meet-up programme which provide the forum and a light framework for regular meetings of a like-minded network. This has the additional benefit of building positive peer networks and building confidence amongst entrepreneurs.
- X-prize style events targeting ICT entrepreneurial teams where, competitively selected business plans win a period of intensive training and networking with the aim of outputting a smaller number of teams focused around the best business propositions
- An ICT-specific business plan competition run by the Scottish Institute for Enterprise open to teams of students only after focused training from experienced entrepreneurs.
- Start-up team assessments, identifying areas of weakness and helping to source additional talent to build stronger teams.

### ***RE-FOCUS PUBLIC SECTOR FUNDING SCHEMES***

There is a plethora of programmes aimed at supporting entrepreneurs and SMEs, which collectively represent significant investment by the government. Each program has its own sponsoring agency or entity, its own requirements and structure. Reliance on the government funded model leads to a mindset where entrepreneurs are focusing their energy on finding and qualifying for “soft money” rather than growing their companies with a market-led, time-critical sense of urgency.

#### **Objective**

- The allocation of the available government funding should be radically restructured so that far more funds go to directly to the entrepreneurs, and that these funds only be provided to those willing to invest their own funds.

#### **Delivery**

- Increase the amount of government funding made available to entrepreneurs as cash grants, according to a co-investment model only as a match against funds obtained by or personally provided by the company founders the recipient must produce a viable commercialisation plan before receiving the final payment.
- Streamline the number of different “assistance” programs, focusing on those which have been proven effective.

### ***START THINKING COMMERCIAL MUCH EARLIER***

Those in academic and research institutions, where much of the innovation originates, are not willing to “let go” and allow commercialisation soon enough.

## Objective

- Commercial considerations and market-oriented perspectives, especially whole product requirements and channels to market need to be developed much earlier in the innovation cycle.

## Delivery

- The existing Proof of Concept scheme should be redesigned with Product Management and Channel Marketing built both as teaching and as part of the qualification agenda. An independent board of experienced entrepreneurs should make up the judging panel.
- Link the provision of a public sector Seed Fund for spin-out companies to a similar set of tests as proposed for Proof of Concept.
- A scheme to allow academics to take extended leaves without jeopardizing their appointments, so that they can participate directly in the launch of the spin-offs based around their research and contribute their passion and expertise to the ventures.
- Teach best practice in designing sales channels to very early stage companies, ideally pre-investment

## **ADOPT ACHIEVABLE AIMS**

A focus on world-shaking success increases the field of competitors to such an extent that success is far less likely. The end point scale of small and medium sized businesses mean far more tractable roles for the average manager to successfully fill; few have the potential to manage a Google well, whereas many can handle a smaller entity. Such companies do add value if there are enough of them and can often be easier to fund.

## Objective

- Virtually all media focus is on the very small number of entrepreneurs who are hugely successful. Most see this as unattainable and are dissuaded from attempting something themselves. Those who do attempt something themselves are perhaps inappropriately directed towards overly competed areas of opportunity and ignore more realistic targets.

## Delivery

- Highlight *relevant* role models to candidate entrepreneurs at relevant jumping-off points - such as a program targeting 3rd to 6th year pupils
- Pilot a mass market television series highlighting successful small scale entrepreneurs and their story.
- Support the ICT Forum's plan which outlines a number of steps aimed at achieving the culture change needed to raise the visibility and awareness of ICT as an enabling technology.
- Recruit successful technology entrepreneurs from abroad (especially North America and Asia) to come to Scotland and work with local companies

TOPIC	LEAD	SUPPORT
<b>Driving more commercial innovation</b>		
Build teams that mean business	ScotlandIS	Industry, Academia, SE
Re-focus public sector funding schemes		
Start thinking commercial much earlier	ScotlandIS / Academia	Industry, SE
Adopt achievable aims	SE	Industry, ScotlandIS

## **ATTRACTING AND RETAINING KEY SKILLS**

Business is driven by people and limited by the availability of people with the right skills, experience and attitudes to help grow companies. The rapidly changing and global nature of the ICT sector plus the fact that it almost always needs to operate with other sectors means that the challenges facing our sector are particularly acute. Scotland produces international corporate leaders in the ICT sector and global-scale entrepreneurs in other sectors. Our Universities produce a disproportionate number of technical students, yet we still have serious issues to contend with in resourcing our companies.

### ***IMPROVE PERCEPTIONS OF ICT AS A CAREER***

The last decade has witnessed a decline in interest in ICT as a career for School leavers. Data from e-Skills, UCAS, CHPC, Scotland IS, to name a few, refers. UCAS, for example, reported a 49% reduction in first degree entrants into ICT related degree courses between 2001 and 2006 in the UK.

Our failure to reverse this trend means we limit our ability to grow our sector, export our skills and products globally and attract inward investment. We have to buy in or outsource its ICT skills, thereby limiting the potential for companies to maximize the use of ICT to reduce costs, improve employee productivity and adapt quickly to rapidly changing business needs. Our Universities could effectively become training grounds for our competition with some facing possible closure.

#### **Objective**

- To reverse the decline in interest in ICT as a career for School leavers

#### **Delivery**

- Understand the factors that are turning people away from a career in ICT including influencers in the Early Years: the perception of ICT in Schools; how are maths, science, technology and engineering being taught in schools; are we doing enough to encourage both genders into male-dominated ICT?
- Review the current curriculum need to ensure it best represent the subject and industry. Maintain the curriculum in the fast moving ICT environment as topical and engaging.
- Cultivate our identity and involvement in Open Days, ICT Summer Camps, Talks, Project sponsorship aimed at pupils, teachers and parents to change their perception of the industry and the careers it offers.
- Deliver quality training and equipment to teachers and schools to better educate children. Use media such as the internet and social networking help to change perceptions.
- Develop case studies and role models which we can use as examples of what career paths do exist in ICT in Scotland
- What competition do Scottish school leavers face nationally and internationally for places on ICT related courses in Scottish Universities? Could this be turning Scottish students off from even trying if past experience shows that they are at a disadvantage?
- Government to conduct regular surveys in Schools to find out what the influencers are when school leavers are deciding upon their future career path?
- Work on the perception that to be successful in ICT you have to leave Scotland; that the high network jobs with the career prospects are not to be found here.
- The majority of recent disruptive technological innovations have come from entrepreneurs under 25. Increase the participation rate of this segment in starting companies. They have fewer financial commitments, lower costs, and are more able to sustain themselves during early lean years of a start-up. This demographic has excellent commercialization potential if appropriately equipped.

### ***BETTER MATCH SKILLS TO INDUSTRY NEEDS***

A problem is developing in the supply of ICT skills to the ICT industry and to other users of expert ICT skills. The skills gap is now considered critical and is recognised as impacting UK competitiveness. Scotland has been falling behind the UK since 2000 in the use of ICT and urgent action is needed to address this in order for Scotland to fully realise its potential and continue to be a growing and thriving

economy. The continued adoption and exploitation of ICT could generate an additional £2.8 billion of GVA to Scotland's economy over the next five to seven years.

Key requirements include product sales professionals combined with technical expertise; development environment-specific application support skills and highly skilled, experienced software developers with commercial acumen.

### **Objective**

- Better understand industry needs so as to ensure a sustained supply of the right skills to create attract and train talent and investment, both local and overseas. It will improve the operational capability of local companies and provide incentive to inward investors.

### **Delivery**

- Better forecasting the demand for specific skills. We need a clear picture of current skills gaps, a reliable forecast of future demand & critical gap analysis and measures of impact of economic downturn on the employment of ICT skills
- Build a profile of the ICT sector in Scotland: Current and future estimates of total ICT employment split by sector
- The ability to project the mix of early-stage, high-growth start-ups versus major employers; what skills are going to be at a premium and what 'big bets' can and should we make in educating for future ICT?
- Develop the infrastructure that enables a successful ICT sector is one that is built on a strong Industry – Academia – Government partnership. A thriving commercial ICT sector must be under-pinned by a strong academic base.
- A clear picture of the output of ICT education and the mobility of graduates: where do our ICT graduates go? How many enter the ICT sector in Scotland?
- A programme to encourage Universities to engage industry far more closely in curriculum design. This has paid dividends in other countries. Industry must be willing to invest time in supporting this effort
- Create a positive identity for the ICT sector: a brand that captures the attention of the Scottish and global audience and aligns the ICT industry behind it

## ***IMPROVE ATTITUDES TO ENTREPRENEURSHIP***

Human nature is such that many of us want a safe job and our ambitions for our children tend to be for them to get a "profession" or a "good job with good prospects". The professions are fundamentally service-based and non wealth-generating. A distant third option, if it is emphasised at all, would be to encourage youngsters to consider "working for themselves" or starting a business. We need to encourage more of this because the ICT sector offers many such opportunities.

### **Objective**

- Innovation will come from new ideas and products, from new companies. We need to seriously ramp-up the number of company start-ups. To do this we need to help more Scots, or those who wish to stay here after University, understand the benefits of starting their own company

### **Delivery**

- Understand the conditions such as Scotland's relative rate of company start-ups and monitor the destinations of school-leavers and graduating students
- Make starting your own business a topic that school guidance teachers are briefed on and can engage with children as they are considering options and include specific ICT sector foci such as the potentially low cost of entry, mobility, geographic independence
- Develop a programme to raise awareness of the opportunities of establishing a technology business in Scotland, assess business ideas and assist in scoping the ideas into a business plan.
- Link this to Raising Awareness of ICT as a career-path through industry heroes

## **ATTRACT AND RETAIN TALENT**

In the current economic climate there are a number of technology companies that are reducing staff numbers, amongst them well qualified individuals, experienced in technology, who will seriously consider their future now. Many may be encouraged to consider setting up their own ICT start up, using redundancy funds as capital. There is a potential opportunity for leveraging displaced talent into the early stage ICT growth community. If we can learn how to do this, how to move talent dynamically between sectors we build a strategically important capability for Scotland enhancing our resilience towards future changes in the job market.

### **Objective**

- Attract and retain suitably qualified experienced individuals in academia and business to grow and develop the ICT industry in Scotland.
- Identify mechanisms that would effectively enable a redeployment of managerial skills from other industries into early growth companies in our ICT sector
- New home-grown talent is required for growth. Graduates are a good source of ICT talent and are the workforce of the future.

### **Delivery**

- Put in place a comprehensive framework of support that enables the redeployment of talent and assisted movement of skills between industry sectors
- Identify the key triggers and enablers
- Identify steps in process and sources of advice:
  - How do people get advice on alternative futures?
  - Who gives best education on how to raise support and funding for a venture?
  - Clarify and map the various offerings
  - Identify what's missing that must be added to create a more strategic framework
- Attract talent from other parts of the UK and overseas by better branding and marketing our sector

<b>TOPIC</b>	<b>LEAD</b>	<b>SUPPORT</b>
<b>Attracting and retaining key skills</b>		
Improve perceptions of ICT as a career	ScotlandIS	Industry, Academia, SE
Better match skills to industry needs	ScotlandIS	Industry, Academia, SE
Improve attitudes to entrepreneurship	ScotlandIS	Industry, Academia, SE
Attract and retain talent	ScotlandIS	Industry, Academia, SE