PROCEEDING

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THE DESIGN AND IMPLEMENTATION OF A REMOTE REGIONAL SCIENCE PARK

CONTENTS

INTRODUCTION

Plymouth (population c. 250,000) is located in the South West of England and is the major city in a long peninsula projecting into the Atlantic Ocean. This peninsular situation imposes particular constraints upon the ease and cost of communication which is further exacerbated by the fact that a comparatively small population is spread more or less evenly across the Region. This means that costs of travel and the movement of goods to and from the Region is relatively high whilst the levels of service are comparatively low. Whilst the quality of Life is high, these other factors have mitigated against any significant inward investment by traditional industries into the Region.

Historically, the communities that inhabit the region have looked to the sea both as their most convenient method of travel and as one of their principal means of earning a living through fishing. Other traditional industries are mining (principally tin and china clay), farming (principally livestock), and, in modern times, tourism. Fishing is now in serious decline due the fall in fish stocks and mining is also virtually at an end due to the exhaustion of the mineral resources.

The City of Plymouth has been, and remains, the economic engine of the Region. For many centuries, Plymouth has been a major strategic naval base and this, together with the associated dockyard and support services, has provided the main source of employment for the city. This status is now much reduced due to the changing nature of defence requirements, and most of this source of employment is no longer available. This has occurred quite rapidly since the end of the Cold War and has forced a fundamental change in economic planning for the Region.

The City has two major and critically important resources in this context however. The University of Plymouth is a major institution comprising some 6 Faculties (see Appendix A) with 2,608 staff and 26,991 undergraduates and post-graduates. Derriford Hospital is also located in Plymouth and besides providing a regional service it is also a major teaching and medical research facility.

A consortium of sponsors established Tamar Science Park Limited in 1995 as the vehicle to undertake this project, and construction work began in 1996.

OBJECTIVES

Consideration of the above factors which were forcing economic change, led to the formation of a consortium of interests to consider the role which a science park could play not only in the economic infrastructure of the City but in the Region as a whole. The sponsoring partners are the University of Plymouth, Plymouth City Council, and PROSPER (a regional economic development agency). Additional financial support has been provided by the European Regional Development Fund, English Partnerships (an economic development agency of central government) and the South West Regional Development Agency.

A feasibility study of a science park project, commissioned by the consortium, found that there was a justifiable case for such a venture, recognising that the major proportion of the tenant companies would have to be generated by the local community and that many of them would have to be start-ups created as the result of indigenous enterprise. Clearly, support for innovation as well as new company mentoring would have to form a very significant part of the services provided by the Park and, bearing in mind its influence in the Region, these services would ideally need to be extended geographically well beyond the immediate environs of the Park to the region as a whole.

In particular, it was concluded that if the science park could be successfully developed, it would provide :-

- a flagship presence that would attract knowledge-based companies to the Region as a whole since the quality of Life would be a positive factor in recruiting well-qualified staff, and remotenesswould not be the barrier to the sale of this expertise as is the case with traditional industrialproducts.

- an intensely supportive environment for new business start-ups which would create an atmosphereof confidence and emulation amongst innovators.

- an enhanced sense of recognition of new business opportunities amongst the community at largewith regard to activities which could be successfully developed from this geographical location.

- tangible examples of local enterprise both as an encouragement to other potential knowledge- based business ventures and as a boost to the self esteem of the community at large which would benefit from proof of its ability to generate its own modern economic infrastructure.

- a financially viable base from which to develop, over a period of time, a virtual science parkhaving a regional dimension so as to deliver the same types of service to companies that wouldmeet the criteria for tenancy at the park but which are not physically located there.

- a focal point for other interested parties such as banks, business angels, etc. to come together insupport of the tenant companies.

CHALLENGES

A number of challenges faced the sponsors and the management of the project. The region has a very strong sense of identity based in large measure upon its isolated position. It is surrounded by the sea on all sides except the east and has many of the attitudes and characteristics of an island community. Undoubtedly it is distant from the main centres of population in the UK with correspondingly extended lines of communication and the high costs and relatively low frequencies of service associated with such situations. Perhaps even more influential in local thinking is the perception that the community is far from the seat of Government and that it is difficult to have their specific problems recognised, acknowledged and addressed.

Perhaps most challenging of all was the widely held view in both the business and the private community that solutions, which have been shown to work in other parts of the country, would not be successful in the particular circumstances of this region. This scepticism is not peculiar to this region alone; it is often encountered in relatively remote communities but in this instance at least there were good reasons for believing that this need not be the case. There are excellent resources which could be mobilised and perhaps most important of all, there was a willingness on the part of key individuals and organisations to provide the vision and leadership needed to define the project and to make it work.

The critical challenge has been to convince the whole community that the march of technology had greatly minimised, if not entirely overcome, the problems of remoteness. Knowledge-based businesses are much less influenced by freight costs; new business opportunities in rapidly expanding markets offer much enhanced prospects for new start-ups; the very remoteness and hence the large areas of unspoiled coastline and countryside are a positive attraction to many of the young high-technology employees needed by these companies with its unrivalled opportunities for sports such as sailing, scuba diving, surfing, orienteering, etc. The campaign to change the subconscious attitudes of the population from a sense of dependence upon either Government employment or Government aid, and a sense of quiet despair over the demise of traditional industries, into a belief in the community's own skills and enterprise became one of the principal aspects of the planning and implementation phases of the project. A critical aspect of this campaign was the briefing of relevant staff in the region's research institutions regarding the vital contribution which they could make to the encouragement and support of new enterprises at the science park.

An invaluable source of hard evidence regarding what had been achieved with similar projects in other parts of the UK, and in particular those which were not located in major metropolitan areas, was provided by the statistical information complied annually by the UK Science Park Association (UKSPA) since 1984. This data, illustrating the categories of activity which had contributed to the results achieved by similar projects in other distant parts of the country, proved to be a most persuasive argument in these presentations and not only enabled the task of educating the community with regard to the purpose and achievements of science parks but also heightened the influence, credibility and stature of the sponsors as a group particularly within the local business community.

Of necessity, the rental charges at the Tamar Science Park (TSP) have to be set at an economically justified level. In many instances this is higher than apparently comparable accommodation elsewhere in the region. Possibly the greatest operational challenge has been to persuade potential tenants that the additional cost is more than matched by the added value gained through location on the park and thus immediate access to its services. This task of having potential tenants recognise the vital difference between "value" as opposed merely to "lowest cost" has been made more difficult in some cases by entrenched local attitudes to property costs. It is fundamental to the ethos of science parks and their contribution to the creation of viable businesses, however, that the illusion that subsidies are the means by which companies can be successful, profitable, competitive, and independent is exposed and dealt with at the very beginning. Independent studies commissioned by UKSPA in the eighties and then again in the nineties have confirmed that the survival rate of start-up companies is four times greater on science parks in the UK than that of their peers in other locations. "Value" does yield better results than "lowest

cost" and experience at TSP confirms this in the progress of its tenant companies.

PROBLEMS

The feasibility study also identified a number of problems mainly associated with the economics of such a capital-intensive project in a location distant from comparable examples, namely :-

- the ability (and willingness) of potential tenants to pay an economic rent for accommodation regardless of local norms for nominally similar property.

- the probable rate of take-up of accommodation within the park.

- the securing of bank overdraft facilities for the financing of normal cash flow transactions for aproject novel to the region having the above acknowledged uncertainties associated with it.

- the source of further funding to build upon the initial success of the project if and when achieved.

A contract was awarded by the consortium to ANGLE Technology Limited to undertake the management of the financing, planning, construction and the initial marketing of the first phase of the project at which time a dedicated in-house management team would be appointed to be responsible for the continuing operation and further development of the park.

The solution to the first problem would depend upon convincing potential tenants that the appropriateness of the accommodation and the quality of the support services would be very real aids to the profitable development of their businesses and that they would be able to continue to expand within the park. This is a park management task.

The solution to the second problem would depend upon the ability of the park management to persuade existing companies of the benefits of this opportunity for continuous technology transfer using the resources and expertise within the University and Derriford Hospital. In addition, the park management would have to seek to identify relevant potential business ventures particularly within the University but also in the community at large. The wider experience of science park development within the UK readily available through the extensive statistical data compiled by UKSPA was an encouraging guide to the likely results of these efforts.

The third problem was probably the most difficult of tasks. Both the City Council and PROSPER are legally debarred from the giving of guarantees and the University was unable to underwrite the values involved so, of necessity, the only collateral that could be offered was the title to the first building. This was generally unacceptable to all of the banks on the basis that the restricted nature of the permitted usage associated with a science park would severely limit the value of the building on the open market. In the final analysis, persistence and patient argument based upon a full and prudent business plan for the project won the day.

The fourth problem was not resolved at the commencement of the project but perforce was left in abeyance until the timing of the need became clear. Given that such a circumstance would only arise in the event that the project was successful, it was considered that this evidence in itself would prove to be a strong argument and such ahs proved to be the case.

Even allowing that the above conditions were met, it was clear that a major injection of funds would be needed to meet the cost of the initial park infrastructure and the first building. This was obtained from the EC's Regional Aid Fund in the form of a grant of 50% of the capital costs, the remaining 50% being contributed by the consortium partners in equal amounts together with English Partnerships. In addition, the City provided

the site for the science park on a 125 year Lease basis. This comprises some 12 hectares immediately adjacent to both Derriford Hospital and Plymouth Airport.

RESOURCES

Whilst faced with economic difficulties, the region is fortunate in possessing an excellent University with a diverse range of research activities and a major Hospital with complementary research interests. In the latter context, a key exemplar has been the Diving Diseases Research Centre (DDRC) which is a leading international institute specialising in health issues related to the sub-sea aspects of the offshore industry. The DDRC (which became, in effect, the "anchor tenant" of the Tamar Science Park) was very influential in illustrating both the purpose of the science park and the benefits of being able to locate such high- added-value knowledge-based businesses in the TSP. The fact that the DDRC was a local private venture further strengthened the contention that such new businesses could be generated within the region, raising both the climate of support for the project and the morale of the community in this context.

There was also a body of evidence, albeit not well attested in the initial stages of the project, that there was a certain number of potential entrepreneurs in the region, particularly amongst the academic and research staff of the University and the technical staff associated with the Naval Base. The missing elements were appropriate accommodation for these companies and the business mentoring which would help them to come into being with the minimum of problems and then flourish as rapidly as possible. The answer to these needs was clearly to provide suitable premises within the park, namely the Innovation and Technology Transfer Centre (ITTC) and it's associated Business Mentoring Service (BMS).

POLICY

The emphasis is upon knowledge-based developments.

The project is a true science park having as its focal research base the University of Plymouth which provides the park's tenants with access to its facilities and expertise. These can be augmented where necessary by Derriford Hospital's research departments working in conjunction with the University.

The essential criteria for tenants (see Appendix B) is that their activities at the park are limited to one or more of research, development, design of new products or processes, engineering related to the design of the manufacturing process (if appropriate), and the training needed to transfer knowledge of the manufacture or operation of the products or processes to the relevant parties. No mass manufacture is permitted on the park and tenants have to demonstrate that their operations can potentially benefit from this opportunity for continuous technology transfer with the University or the Hospital.

Rentals are set at economically viable levels and leases are provided on a flexible basis.

The Innovation and Technology Transfer Centre (ITTC) was the first stage of development of the TSP. It is designed to function as an incubator for the formation and early growth of new businesses (see below) and it is the home of the Business Mentoring Service (BMS). The BMS is the effective mechanism to extend the outreach of the TSP to a regional scale, and thus has the potential to enable the TSP to act as a virtual science park for the wider area.

The second stage of development at TSP is the follow-on building which is designed to cater for the expansion needs of companies "graduating" from the ITTC (see below). Future phases of the park will provide large units for high growth tenants as well as sites for company owned buildings.

MARKETING STRATEGY

The development of any marketing strategy first requires a careful analysis of the potential customer base and thus the marketing route through to that customer base. The development of the marketing strategy for a Science Park distant from a major metropolis is no different from any other service provider in this regard. This development first required a careful evaluation of the region; it's natural economic strengths and weaknesses; and its industry base of appropriate scientific companies. The strategy can then be broadened to incorporate a national or international client base if that is a realistic aspiration.

Our initial marketing strategy had a significant regional focus, utilising background information concerning early stage Science Park tenants drawn from the UK Science Park Association's database. Typically more than 80% of tenant companies in UK science parks are drawn from the drive-to-work radius (say, 50 kms). In other words, it is unlikely that the management teams and key personnel of potential tenant companies will sell their houses, change their children's schools, etc., in order to take up occupancy in a particular Science Park.

With a target market thus focussed initially upon regionally based, small and micro enterprises with appropriate scientific orientation, we set about our marketing programme. We purchased a number of regional industrial databases, and using the Standard Industrial Classification (SIC) codes and data on employees and turnover to evaluate company size, drew up our client targets. We developed what we considered to be quite an innovative mailshot, and achieved an industry standard return rate of just over 3%. We followed up with a telesales programme to the same target base and started to develop some client interest. At this stage however we began to learn the care needed in the use of SIC codes with very many false starts. (We still smile at the "hydraulic research group" that approached us, only to reveal that their business was in reality the changing of hydraulic hoses on trucks).

The next phase of our strategy sought to exploit the natural attractiveness of the Tamar Science Park site, and the new Innovation & Technology Transfer (ITTC) building. We tried to think up ways to encourage suitable tenant companies to actually see the facilities for themselves. We decided to offer our largest unit as a conference facility free of charge to suitable scientific and regeneration bodies in order to get appropriate business, academic and governmental bodies through the doors. This approach proved hugely successful and highly popular with our target market. In exchange for the free use of the conference facilities, we requested the opportunity to make a five-minute presentation about the Science Park, together with tours of the premises for interested parties after the conferences.

In addition to the many hundreds who actually came through the door, we found a word-of-mouth effect leading to many fruitful enquiries. We also used several of these conferences as broader PR opportunities with good quality regional press and TV exposure. These certainly contributed to the overall establishment of Tamar Science Park " on the map" and from which we have never looked back.

This whole process took over six months during which we had not one tenant company located on site. With hindsight, it is fairly easy to feel comfortable about the process – but it certainly wasn't at the time! The presence of our first tenant on site at about the six months point led rapidly to a snowball effect, such that less than one year later the entire ITTC facility was 100% let.

SERVICES

Our first building, the ITTC (3,400 sq.m.)

with 34 small individual tenant units, was to be used as our incubator facility. In establishing the types and quality of our incubation services we first tried to extend our marketing strategy by examining the classic issue of our "product positioning". This examination tried to establish where we fitted into the market place alongside more traditional business parks and industrial parks, many examples of which were already available within the region. Our first distinguishing feature, and a significant part of the definition of a Science Park, was our partnership with the University of Plymouth. The provision of scientific support to our tenant companies through the University was thus automatic.

The two additional key areas we considered were the provision of Office Services and Business Support Services. It is our belief that with a fairly expensive and top-of-the-market ITTC building, anything less than a comprehensive high quality service level in these key areas would have been untenable. This choice also led us rapidly to decisions about our pricing structure, which we decided should match our high quality product positioning. This is presented in the next section.

In Office Services terms we arrange to lease state-of-the-art equipment items which, on the basis of sharing amongst our 34 units, are not unreasonably expensive. We provide excellent conference rooms and these have proved so popular that the present provision is insufficient. We provide first class reception facilities offering, amongst other services, the ability to have tenant calls answered constructively, when needed, by our own receptionist. We also provide a well furnished and relaxing common room together with appropriate catering facilities where tenants can meet and interact informally.

In business support terms we ensure that the focal point (i.e. the on-site based Chief Executive) is, above all, a businessman. This is the contact point for all front line business support and for "signposting" to more major support, training and funding organisations as needed. We also provide the facility of access to local professional services (e.g. legal, corporate finance, patenting, etc.) A more complete discussion of business mentoring is provided below.

PRICING

In view of our up-market product positioning and the very high quality - and thus cost – of the services we provide, we do not attempt to offer low prices. Our goal is to match the local market rate for the rental component of our charges, and in our case this is approximately £75 (say, ECU 113) per sq.m. per annum taking into account the location and quality of our premises. We elected not to make a separate additional charge for the very broad range of services on offer, but to incorporate this within a comprehensive rental rate of about £115 (say, ECU 173) per sq.m.p.a. This is substantially above the perceived market rate for normal office accommodation in this region. This decision to consolidate all charges within a single rate was primarily in order to avoid a tariff-based charge structure for individual items of service, leading to potential disputes and complexity of administration.

In practice we found that every company participated in several of the support services according to their choice, but no tenant required all of the services. Our charge structure thus achieved a combination of perceived fairness together with a relatively straightforward and therefore cost effective administration process. Certain items are made the subjects of individual charges. These are mainly in the area of "consumables" such as the tenant's own use of photocopiers, telephones, modems, fax etc.

BUSINESS MENTORING

We have already referred to the availability of our Business Support Services. A very significant aspect of any Science Park incorporating the provision of incubation services, is the business mentoring support. Non-metropolitan science parks may well have an increased requirement for such service in view of the generally lower level of indigenous entrepreneurial culture usually found. Our region of Plymouth does not have an especially strong entrepreneurial heritage and for this reason we placed considerable emphasis upon our mentoring.

We elected to identify as a focal point, the "one-on-one" on-site mentoring service of the Chief Executive. Our goal is to develop fairly intimate relationships with those companies in need of mentoring services based upon a day-by-day, on-the-job involvement with the developing activities of the companies. This "front line" approach is supplemented by the powerful back up of the local business support organisations including particularly the partner organisations of the science park company.

In practice, we have found that about one third of our companies make regular and in-depth use of this mentoring, with a second third making ad hoc "as-needed" use of advice as and when required. The mentoring often starts when first meeting a prospective tenant company. Inevitably, at the start of the relationship, the question of the cost of science park accommodation and services are hotly discussed topics. Yet again, this issue is likely to be of greater significance in non-metropolitan areas where commercial rental costs are likely to be lower, and where industrial land is likely to be more plentiful.

An analysis of the prospective tenant's business plan (or in some cases, the lack of it) can be highly revealing. Often their appreciation of the cost of doing business is limited and their understanding of normal overhead costs poor, such that a review of the comprehensive support services typically available within incubators and their cost structure can be influential in the prospective tenant's decision.

OPERATING DETAILS

In terms of the day-to-day problems of operation, these remain legion. We take the view that a small scientific company needs a very high degree of focus on those essentials required to make an early success of the business. As far as possible, therefore, we try to pick up the burden of other administrative-type responsibilities. We find that, within a multi-occupancy building such as the ITTC, relatively minor issues such as the convenience of car parking, distance to and from toilets, location within the building, cost of coffee, and other tenants smoking in the corridors, assume unreasonable importance. We also find it quite difficult to administer systems involving more than thirty widely disparate organisations. Simple issues such as maintaining the cleanliness of communal catering facilities require a disproportionate level of management time. Whilst we accept that the "hotel" concept is a burden we have to accept in the interests of incubation in the ITTC, there is an argument here for adopting a "motel" approach to multi-occupancy in "follow-on" buildings.

THE COMPANIES

A complete list of our current tenant companies together with a brief description of their activity can be found in Appendix C.

In summary the spread of our tenant companies is as follows :-

Sector	No. of Tenants
Medical Research	13
Medical Software	3
IT / E-commerce	11
General Science	10
	37

From another perspective, our companies range from the highly commercial exploiters of technology that is already largely established and in the public domain, through to the much more ethereal researchers who are looking to push back the frontiers of science, and who are not necessarily at the same level of commercial exploitation at this stage.

NEXT PHASE

Following the very significant success of our first ITTC building we addressed the issue of the expansion of our facilities – but far too late. As a consequence, almost all of the resources of our first building became hugely overstretched and the launch of the second building was much later than would have been ideal. The second building of 3400 sq.m. is also now full, and this has been achieved largely as a result of the development and expansion of several of our existing companies who now require the extra space available in our second building. In addition, we have attracted a further seven new companies with a minimal marketing investment.

Yet again, therefore, the pace of development and expansion has exceeded our expectations, and we now find ourselves with several quite large companies (in excess of 20 employees) occupying significant parts of our incubator facilities. Our policy is that we would prefer to retain such expanding companies on our site and we are particularly averse to the risk of losing them from the region altogether. Our solution is thus to create an on-site cluster of “grow-on” units for the use of both expanding tenants and incoming larger organisations. We plan eight of these ranging from 400 to 800 sq.m. each, and these are intended to operate more-or-less autonomously for companies that have achieved the appropriate level of self-sufficiency.

In addition, we anticipate a major boost to our overall site strategy by the planned arrival of a part of the new Peninsula Medical School (PMS). Our site already enjoys a significant medical theme, and this has allowed us to develop powerful links between clinical activity, academia and commercial companies. We expect to be able to use the arrival of the medical school as an even more powerful tool to attract major medical companies to our region.

REGIONAL IMPACT

In our particular region of the south west of England, one predominant feature is the significant decline in many of our traditional industries - agriculture, fisheries, defence, which used to characterise the industrial make up of the region. This decline – whilst at first sight an apparent weakness – has been responsible for the availability of a large, highly skilled workforce at a relatively low cost. It has also led to a vibrant culture of micro-enterprises – many of these with a key scientific orientation. In addition, it has ensured the development of an infrastructure of business support organisations, together with grant funding regimes available to support start up businesses.

We developed Tamar Science Park with some trepidation since no Science Park had been attempted previously in this part of the UK. We revealed both the talent and the enthusiasm that existed for the rapid development of small scientific businesses. What had clearly been lacking in the past was the mechanism to facilitate the entry of inventors, academics and potential entrepreneurs into the commercial

market place.

Our impact has been not only to stimulate the entrepreneurial culture of the immediate region with the creation of eleven brand new companies. We have also initiated a regional culture that is already generating further science parks and other business support organisations.

LESSONS LEARNED

Perhaps the major lesson we have learned is to have more confidence in our Region and the skills and expertise here. Some of these skills have certainly been lying dormant, and required the trigger of the science park to develop true commercial interest. The creation already of seven companies from within the university is a testimony to this.

We have learned that today's technology really has overcome the traditional barriers imposed by geography, and that knowledge-based companies can flourish anywhere in the world. The fact that our semi-rural environment is so attractive to young technically oriented people now affords the region a substantial advantage in appropriate industries.

We have learned not to underestimate the importance of detail, and our long list of day-to-day problems remains high on our priority list. The solution to such domestic problems on behalf of our companies is what they appear to value, permitting then to focus exclusively on their own very demanding agendas.

Finally we have learned to treat the commercial imperatives of small businesses with the proper level of respect. These are real companies with real jobs trading with real money. We have learned to filter the significant volumes of supportive advice with care, and tried to keep the focus on support that has business validity.

APPENDIX A

List of University of Plymouth Faculties:

Arts & Education

Agriculture, Food and Land

Technology

Human Sciences

Business School

Post Graduate Medical School

Number of Staff	2,608
Number of graduates and post graduates	26,991

APPENDIX B

Tenant Selection Criteria:

1. Is the company able to meet its financial obligations?

2. Can the company provide high added value employment?

3. Has the company the potential for growth in the near future?

4. Is the company working in a knowledge-based field?

5. Is the company working in a technology-based field?

6. Will the company be conducting research and/or design activities?

7. Will the company be conducting development activities?

8. Will the company be designing its own products, processes or services?

9. Is the company and/or its activities complementary to the University?

10. Is the company likely to be in competition with the University?

11. Will the company link with local organisations?

12. Will the company be able to meet the needs of local organisations?

13. Will the company interact and establish formal links with the University?

14. Does the company meet TSP's legal and ethical criteria?

APPENDIX C

List of Tenant Companies

COMPANY	INDUSTRIAL SECTOR
ADVANCED CONTROLS RESEARCH	GENERAL SCIENCE
ANGLIAN SITE INVESTIGATIONS LTD	GENERAL SCIENCE
ASCOT CLINICAL TRIALS	MEDICAL RESEARCH
AVCONCEPTS	IT DEVELOPMENT
BLUEPRINT LTD	IT DEVELOPMENT
CARDIO ANALYTICS	MEDICAL RESEARCH
CARDIO-VASCULAR RESEARCH	MEDICAL RESEARCH
CARVAL COMPUTING LTD	IT DEVELOPMENT
DEFENCE DIVERSIFICATION AGENCY	TECHNOLOGY TRANSFER
DIGSWEB	IT DEVELOPMENT
ECLIPSE	IT DEVELOPMENT
FOUNTAIN FOUNDATION	MEDICAL RESEARCH
GAIT ANALYSIS	MEDICAL RESEARCH
GOSS INTERACTIVE	IT DEVELOPMENT
IMAGE LIFE	GENERAL SCIENCE
INFINITE PICTURES LIMITED	GENERAL SCIENCE
INNAH	MEDICAL RESEARCH
INTERACTIVITY LTD	IT DEVELOPMENT
ISSI	GENERAL SCIENCE
K2 MEDICAL SYSTEMS (PERINATAL)	MEDICAL RESEARCH
K2 MEDICAL SYSTEMS LTD	MEDICAL RESEARCH
KAYLITE TECHNOLOGIES LTD	GENERAL SCIENCE
WESTERN BIOTECH	TECHNOLOGY TRANSFER
MEDICAL SERVICES LTD	MEDICAL SOFTWARE
MERLIN SYSTEMS LTD	GENERAL SCIENCE
MOLECULAR MEDICINE	MEDICAL RESEARCH
MULTIPLE SCLEROSIS RESEARCH	MEDICAL RESEARCH
NETSERV	IT DEVELOPMENT
NEURAL SYSTEMS	IT DEVELOPMENT
PAS REPLACEMENT	MEDICAL SOFTWARE
PENINSULA MEDICAL SCHOOL PROJECT TEAM	PROJECT DEVELOPMENT
PENINSULA CLINICAL DEVELOPMENTS	MEDICAL SOFTWARE
PPMS	MEDICAL RESEARCH
PRIMARY HEALTH CARE	MEDICAL RESEARCH
SOUTH WEST ELECTRONIC TRADING	IT DEVELOPMENT
TELL COMMUNICATION LTD	IT DEVELOPMENT
TECHNOLOGY TRANSFER MANAGER	TECHNOLOGY TRANSFER