

# CM International NewsLetter

Winter 2005/06

*“ Patrick McVeigh has joined CM International as a Director following five years with the London Development Agency, where he has held several strategic management posts, including most recently that of Head of Evidence and Evaluation. In his new role, Patrick will take forward CM International's strategy and evaluation work, focusing mostly on Regional Development Agencies. He will be at the head of our recently opened office in London. Patrick's telephone number is: +44 7790 907 493. “*

## **D**eveloping an R&D strategy for public research in Europe

Sponsored by the DG Research, CM International recently published a comprehensive study of the science and technology public research priorities emerging in leading global economies. Priority fields were identified by examining the latest science and technology developments on the one hand, and their underlying economic and social rationales on the other. This dual analysis made it possible to pinpoint several key areas of science and technology where Europe has the potential to take the lead in years to come. By providing recommendations as to the form and extent of public policy support to these areas, the study is contributing to the development of more coherent and promising research and innovation policies throughout the European Union. A copy of the final report, entitled 'Emerging science and technology priorities in public research policies of the European Union, US and Japan' can be available from CM International.

Project contact person: Denis Lecoq +33 1.47.12.53.43



## **C**hequers Capital latest client to harness CM International strategy expertise

CM International has a growing number of clients among investment funds that specialise in Leveraged Buy-Out (LBO) activity. This type of buy-out is 'leveraged' because it relies on using a significant amount of borrowed money to either take over, or acquire a strategic interest in a company. Often assets of the target company serve as collateral for the borrowed money. CM International's most recent project in this field was a strategic due diligence exercise, done for Chequers Capital, a leading French mid-market buy-out firm on whose behalf we assessed the strategic position of a large printing company, looking at its position relative to its competitors and assessing its potential for further growth. A review of the company's existing innovation processes thereby forms an important part of our work, and the overall results are used to develop a series of future development scenarios for the investment fund, each accompanied by a business plan and giving indications of cash flows and likely returns on investment.

Contact person: Jean-Philippe Dayres +33 1.47.12.53.29

*CM International retains a lively interest in wider issues of access to finance, having supported the deliberations of Crescendo, a network of 16 European regions that considered the issues at play when developing integrated regional finance systems that are capable of supplying innovative firms with the funds they need to grow – at the right time, on the right terms, and at the right price. The findings of the Crescendo network, including case studies of specific finance instruments and support programmes, can be found at [www.cofiant.com/crescendo](http://www.cofiant.com/crescendo).*

Project contact person: Sophie Mavor +44 29 2037 095



## **C**M International reviews Wales' General Business Advisory Service

CM International has recently embarked on a mid-term evaluation of the General Business Advisory Service (GBAS), the mechanism by which general business advice is made available to SMEs in Wales. GBAS offers support at three levels, depending on the size and rate of growth of the company. CM International will review the progress of GBAS to date, assess levels of satisfaction, both among companies using the service and the organisations contracted to provide the advice, and develop key performance indicators for use during the second phase of delivery, from 2006-2008. Given the commitment of the Welsh Assembly Government to drive up the quality and performance of public services in Wales, including those offered to businesses, the locally-delivered, performance-focused model adopted for GBAS will be an important exemplar for the future.

Project contact person: Eva Trier +44 29 2037 0956



## Identifying future R&D needs in the area of town and country planning

In 2003 the French Transport and Equipment Ministry launched a very comprehensive foresight exercise to identify future R&D demands across all its competency fields, i.e. transportation, town planning, construction, regional development, earth studies as well as risk management. The two initial phases of this exercise, known under the name of *Agora 2020*, set out to analyse and prioritise the main issues likely to arise over the next 20 to 30 years, and to identify the future needs of different stakeholders (administrations, associations, local communities, companies, etc.). The findings that emerged were considered alongside contributions from experts, and feedback from the general public. CM International provided methodological support throughout the process, facilitating the various expert working groups, and was also responsible for overall project management.

*Project contact person: François Farhi +33 1.47.12.53.15*



## CM International represented at two major international conferences

During the final months of 2005 CM International took part in two major international conferences. Our London-based Director, Patrick McVeigh, was invited as a World Bank expert to the 2005 Asia Pacific Cities Summit in Chongqing, China to contribute his perspectives on governance and development in London to the keynote session 'Making Cities Competitive - Infrastructure, Finance, and Metropolitan Governance'. The Summit, which is held every two years and was attended by over 1000 delegates, brings together Mayors, administrators, academics and business leaders to discuss issues of immediate and mutual interest to the Asia-Pacific region and to explore opportunities for business growth in the region.

Patrick has also participated in the International Economic Development Council's Annual Conference in Chicago where he was took part in a workshop on the cultural and creative economy, giving a presentation on the role of creative industries in the development of the London economy.

*Project contact person: Patrick McVeigh +44 7790 907 493*



## Defining the regional strategy in support of economic development in Brittany

In accordance with national policy in support of decentralisation, French regions are being asked to define their regional economic development strategies. This requirement is the first step in a wider procedure whereby the regions will eventually be able to apply for funding to support local companies. The scheme is a great opportunity for regions to define and formulate publicly not only their economic strategies but the principles that underpin their policy governance as well. CM International is helping the Regional Council of Brittany to develop a far-reaching and intrinsically inclusive strategy. Our main role in this process is to facilitate and co-ordinate the overall cooperation process, helping to identify and select suitable topics for the different economic actors to work on, and summarising discussions. The information and ideas collected in this way are central to the final definition of the regional strategy.

*Project contact person: Pierre Bastien +33-1.47.12.53.20*

*An electronic version of this newsletter as well as further information regarding CM International's various activities can also be accessed through [www.cm-intl.com](http://www.cm-intl.com).*

The **CMI Group** is a leading European management consultancy. Our aim is to help our clients, who range from company managers to public decision makers, make lasting improvements to the performance of their organisations. We are constantly developing our services, which draw upon our array of high value-added skills. Our services cover the areas of: Strategy, Organisation, Human Resources Management, Innovation and

*For further enquiries, please do not hesitate to contact us:*

EC liaison officers :

Denis LECOQ +33-1 47 12 53 43

Yves TRESSEL +33-1 47 12 53 00

