

Appendix 1

KTN Rebrand Brief - detail

The current KTN Brand

The KTN brand currently in use (see appendix 4) was introduced in 2016. The design was heavily influenced by our partners and primary grant funders – Innovate UK. Obvious challenges with the current brand include lack of independent identity and a perception that KTN exist only as a subsidiary of Innovate UK. Used independently, the Knowledge Transfer Network logo or marque reflects nothing of the value, energy or mission of the business.

KTN is now in its sixth year as a consolidated organisation and is in a strong position to establish a confident identity reflecting our ambition, value and objectives.

Our Audience(s)

A challenge for KTN communications is that we serve several different audiences with several different products and services. However, the consistent thread running through all of this activity is our strength in introducing the right people, ultimately enabling the matching of innovation projects with opportunities.

Examples of audience personas are as follows:

- **Entrepreneur**
I want to build my 'thing', sell more of it and get the funding I (think I) need.
- **Business Problem owner**
Need help to solve or explore an issue, from manufacturing to skills gaps, and want to be connected to an expert.
- **Investor seeking market opportunity**
E.g. investor or employee internally responsible for innovation looking to understand market size/scope or hotspots.
- **Networker**
Organisations and individuals who are or could be in the KTN extended network or looking for career opportunities.
- **Stakeholders & Government**
Organisations and individuals who source services from network and community experts
- **Global Networkers and Stakeholders**
International organisations who are or could be in the KTN extended network as customers, collaborators or influencers

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Mission, Objectives and Values

KTN Mission Statement:

KTN is the UK's Innovation Network. It accelerates exploitation of knowledge and invention by facilitating collaboration: delivering economic growth and lasting UK competitive advantage.

KTN objectives:

- To increase business-led R&D in the UK
- To facilitate exploitation of R&D to capture more UK value from innovation
- To increase collaboration between businesses and the research base for UK benefit
- To be a strategic partner of choice for innovation networking - assimilating and integrating intelligence on trends, drivers and needs across sectors
- To provide breadth and depth of expertise for businesses who want – and have the capability – to innovate

KTN values

- We are one KTN. Together we achieve great things by sharing our time, knowledge and networks
- Trust is at the heart of what we do. We are impartial and open when working with colleagues and others
- We exist to create sustainable growth. This purpose focuses all our activities
- We are proactive, resourceful and creative when enabling collaboration
- We are a knowledge-based organisation. We are curious and open-minded about different forms of knowledge and how it can be applied to meet our goals

The Context / Story

KTN are c90% grant-funded by Innovate UK, through a single core grant and supplementary grants for discretionary activity. This grant is given for the purpose of community and consortia-building, business networking and connecting, and for gathering business and innovation trends to feed back to Government. One key objective of KTN is ensuring that the right quality, diversity and scale of businesses are working together to apply for Innovate UK funding. However, it is also understood that not all innovation challenges are

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solved through funding. Therefore, KTN has a responsibility to ensure that introductions and collaborations made through the network can be equally as valuable to the success of an innovation project as additional money.

KTN Ltd and Innovate UK recognise the risk to KTN that is associated with having such an influential single customer / funder in Innovate UK. This risk is not just financial, but also reputational. It can suggest a blurring of lines between KTN and Innovate UK, which could challenge our neutrality and move us further into 'supplier' rather than valued partner status. The current alignment of brands further challenges this independent position.

KTN can be viewed as a member of a family of organisations that work together with Innovate UK. Other members of the Innovate UK family, including EEN and the Catapults, have established independent identities that they associate with Innovate UK for use in relevant projects. In not managing our brand in the same way, KTN are perceived as 'in house' in a way that other family members are not. Being seen as more independent is expected to help KTN to build relationships with other parts of Government, especially UKRI, of which Innovate UK is one part.

It should be noted that there are significant benefits to being associated with Innovate UK. The need to establish an independent identity is not to distance KTN from Innovate UK, but to recognise the value of both organisations working in partnership or independently.

Over the next three years, KTN are required to significantly grow our paid customer base outside of Innovate UK. This means working with new customers and generating paid income from those we already know.

A principal reason for refreshing our identity is recognising that we need to be selling ourselves as a joined up, innovative, clear and effective organisation – and we need a brand that represents that position.

This rebrand will come at an important time for the organisation as we welcome a new CEO and launch a new website in early 2020. KTN has also released a three year Strategic and Delivery Plan (appendix 5), which outlines our digital transformation and ambitions to become recognised as the world's best innovation network.

KTN supports several sectors and several disciplines within those sectors. It also supports (and / or coordinates) several leadership groups and Special Interest Groups. KTN employs over 180 staff to manage this work and c75% of these staff work remotely, with the other c25% based between three office locations: Edinburgh, London and Harwell.

Outsiders looking into KTN might perceive those working for the organisation as a group of freelancers. We employ individuals who understand the depth of the sectors in which they work and who are also able to interpret that technical expertise making sure it's understood by people outside the sector. These people – and the connections they have both internally and externally - are our assets as an organisation.

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The Requirement

KTNL is seeking companies to work with us to develop a new brand identity for the organisation. This should include, but not be limited to the following:

- KTN Ltd logo
- Logo lock ups, specifically 'we work with Innovate UK'
- Collateral - letterhead, template slide-deck, web page example, signage, badging, reports etc.
- Brand guidelines

Optional

- KTN strapline

The new brand should play a key role in positioning KTN as

- Trusted and Impartial
- Having integrity
- Delivering quality direction, support or services
- Being Innovative and authoritative
- Easily understood
- A constant trusted authority in a rapidly changing environment

Considerations

It is not KTN's intention to rename the organisation. The name carries with it over a decade of value and valued relationships. However, if an agency would like to consider a strapline or re-name, as one option to consider, KTN are not closed to considering new options. This is not, however, a requirement of the brief.

There should be some identifiable continuity between our current and future brands: whether this is palette, font, continued use of the leaf motif or other.