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INCLUDING WRTI NEWS

THE FREE MONTHLY INNOVATION MAGAZINE April 2009

Thursday 23 April ENTERPRISE 09 www.enterprise09.co.uk

Design industry challenge to HEI innovation centres

CURRENT STRATEGY "IGNORES THE WORLD'S BEST DESIGNERS"

BRITAIN'S UNIVERSITIES are being encouraged to form partnerships with some of the world's best strategic design experts by the national trade body British Design Innovation (BDI).

BDI represents many of the most qualified product, service, innovative 3D packaging, digital and brand designers in the world – and claims that public sector design and innovation centres in the UK are in danger of missing the opportunity of working alongside the commercial design industry's top innovation talent.

BDI outlines the partnership opportunities for universities in a government-commissioned report, which reviews the relationship between the government's innovation strategy, the strategic design industry and universities in the UK.

Delivering the Innovation Dream: The BDI Report calls for the university sector to more fully engage with the UK's world-class strategic design talent in a robust, coherent strategic relationship.

BDI represents the top 15% of the UK's strategic design firms, who generate a collective turnover of approximately £200 million per year. Priestman Goode, a BDI member company, won the contract earlier this year to design the world's fastest train for the new high speed rail service in China.

The missing link

"BDI's strategic designers are engaged by the world's largest global brand owners as senior consultant design and innovation experts in executive advisory positions, to progress product, service and brand development contracts," said Maxine Horn, BDI's chief executive.

"However, many brand-name clients insist that the strategic design companies who create, develop and commercialise their products and brands remain undisclosed for reasons of commercial confidentiality.

"This means that many university product design and innovation centres are not even aware of the talented strategic designers available to help commercialise their discoveries," she said.

Strategic Design is the application of design principles to increase an organisation's innovative and competitive qualities through the analysis of trends and data, which enables design decisions to be based on facts rather than aesthetics or intuition. As such it is regarded as an effective way to bridge innovation, research, management and design.

"I firmly believe our report's recommendations will transform the relationship between UK university design and innovation centres and top private sector design companies," said Horn. "It will create ongoing profitable partnerships for all the parties concerned – not least UK Plc." ■

● To read The BDI Report, log on to: www.britishdesigninnovation.org and click on 'Innovation Reports'.

Next WRTI meeting WEDNESDAY 8 APRIL

Guest speaker Chris Clegg of microFunding.co.uk will give an illustrated lecture on 'Making money from inventing – an easier way,' followed by an Inventors Clinic, in room HC 017, Herbert Collins Building, Southampton Solent University, commencing at 6.30pm.

● Non-members wishing to attend should e-mail: secretary@wrti.co.uk or Tel: 01420 562 378 www.wrti.org.uk/events Map: www.streetmap.co.uk (SO14 0RP)

Inventique welcome press releases and pictures of innovative new products for consideration. E-mail to: editor@inventique.co.uk

<LINKS> Matthew Simmons • Proof of Principle • Maxine Horn • Books • BL Business & IP Centre etc...

MOB Guardian

● FIVE trawler-fishermens' lives were saved in 2008 thanks to the MOB Guardian marine safety system, developed for the Royal National Lifeboat Institution by Jonathan Butters and his design team at Butters Innovation.

The high-tech 'always on' electronic device relays constant encrypted reports of a vessel's location, speed and heading via

satellite to the RNLI Operations Room in Poole, Dorset, and generates an alert if contact is lost. The system also includes Personal Safety Devices (PSDs) that automatically alert emergency services of a man overboard.

The MOB Guardian is currently being rolled out for the UK fishing fleet, followed by the wider seafaring community and the leisure marine market. The RNLI plans to fit the product to all its lifeboats.

A graduate of Imperial College London and the RCA, chartered engineer Jonathan Butters founded Butters Innovation, the international award-winning design and innovation consultancy, in Liverpool in 1999. The company specialises in developing disruptive technologies and collaborative innovation with universities, science parks and business incubators in the UK. ■

● ***www.mobguardian.com***
www.butters-innovation.co.uk

INVENTORATOR Matthew Simmons

Ten steps to success in new ventures...

ADOPT THEM TO GIVE YOURSELF THE BEST CHANCE

Continued from last month...

WE NOW ARRIVE at the half-way mark with a rule that innovators and creators sometimes have difficulties in accepting.

Step 5: Build a team (and a strong one)

If the product was your original idea, you are the creator/inventor – and you need help. And you will need to step out of the comfort zone and get the right people in for the next job in hand.

You will need a couple of specialists to take two key jobs away from you – and you will also need to get used to the idea.

You will require both a commercial specialist to tackle business development (plus any initial marketing); and you will also require someone to run the administrative and finance side of the business. This is a really crucial part of the development of the fledgling venture and there are a couple of ways to go about it, but you do need to build that team.

If you are lucky and have an existing base of contacts who can produce these people one way or another, this will get you permanent team members, or you can bring in hired guns in the form of interims.

Permanent is risky because there will be all the attendant issues (salaries NI, PAYE, notice periods etc). Interims are results-driven, usually over-qualified for the job, and are very accustomed to picking up new challenges at the drop of a hat. Interims only need paying when an invoice appears.

Don't rule out either option and you may be able to go with a mix of the two. Also bear in mind that many interims and freelancers are happy to work part time to a budget you set, and you probably won't need a full-time finance director (for instance) for a while yet, anyway.

Whatever route you take, you need to build a team for a very good reason: experience tells us that really creative people do not normally have the skills or desire to attend to the minutiae of running a business. You need someone to bring in orders for your product and someone to turn them into cash.

Step 6: Don't try and do it all yourself – get professionals

There are going to be some things that you will need to do yourself simply because there will be too much to do. But it is a false economy to do your own accounts, marketing, design, legal work, HR – these are crucial areas of the business that need specialist resources. It will cost you money, but will cost you less than the damage you could potentially cause by doing it yourself, badly.

Ask yourself if you are really that good a website designer, just because you can programme a bit of html. Factor these in to the plan (you do have a plan don't you? See Rule 8!) and fund it properly. ■

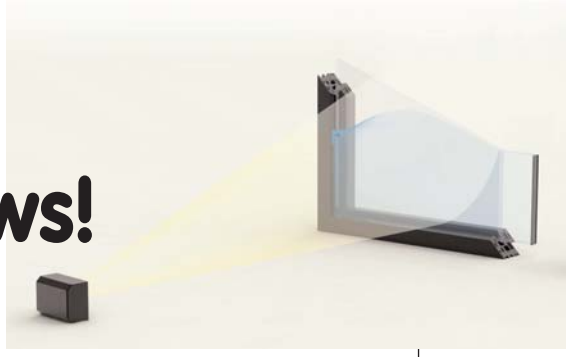
Continued next month...

● *Following a successful corporate career developing and launching technology products, Matthew Simmons founded Henley Interim to help businesses fulfil their potential through planned creative marketing and business development.*

● **simmons@henleyinterim.com**
www.henleyinterim.com

This article first appeared on www.MissionPossible.co.uk and is reprinted with permission.

Caution: vigilant windows!



INTRUDERS could soon be in for a shock. Windows and doors can now being sensitised to detect movement – and set off an alarm if it is an unauthorised person.

Thanks to a special coating, a motion sensor developed by the Fraunhofer Institute for Applied Polymer Research (IAP) in Germany can be applied to glass doors windows and to detect movement.

"The glass is coated with a fluorescent material that contains nanoparticles, which convert light into fluorescent radiation," said IAP group manager Dr Burkhard Elling.

The invisible light of a UV lamp 'illuminates' the window panes and generates fluorescent radiation in the coating. This radiation is channelled to the edges of the window, where it is detected by sensors. If someone steps into the beam, less light reaches the coating and less fluorescent radiation is produced; sensors indicate how fast, how large and in which direction an object is moving.

The threshold for the alarm can be set so that birds and other wildlife – or even the headlights of passing cars – do not trigger the alarm, thanks to software developed by the IAP's sister intitute for computer architecture and software technology in Berlin.

A demonstration prototype system already exists: researchers now plan to optimise the dyes and their concentration in the coating. ■

Sources: Fraunhofer-Gesellschaft, R&D Daily

● **www.pioneers-in-polymers.com**

PEEN THERE, DONE THAT
Laser peening of an integrally-bladed rotor (as used in jet engines).

The ultimate ball peen hammer?

WHAT DO AIRBUS, Boeing, Formula One, Rolls-Royce and Siemens have in common? After several years in aerospace, the LaserShot – a laser-based metal treatment technology – is finding new markets. The metals and fabrication industries have long relied on shot peening to improve operating lifetimes and shape metal components while keeping the finished pieces and welds protected from fatigue-related stress. However, this method (imagine thousands of ball-peen hammers striking a surface at once) is limited in its penetration, shaping and fatigue protection capabilities.

LaserShot Peening technology uses a laser to exact compressive force on mechanical components, applying a deep level of residual stress to metal or alloy surfaces and providing protection from cracking; it can also create a curve in the treated section that represents elongation from the strain of compression. Unlike shot peening, the pulsed laser achieves much greater and more exact contours and leaves a very smooth surface.

When used to arrest cracking problems, the LaserShot system has extended maintenance intervals for jet engines by as much as 12 times.

Production facilities in the US and the UK currently support Rolls Royce, F1, steam turbine, aircraft wing panel-forming and other applications. Turbine engines, power generation components, nuclear waste disposal infrastructure and even medical implants may soon benefit from emerging techniques, in addition to a number of military applications. *Source: R&D Daily* ■

● **www.metalimprovement.com**

● **ORION: THE NEXT GENERATION SPACE EXPLORATION CREW CAPSULE**

Spectators gather around a mock-up of the Orion capsule that will carry up to six astronauts back to the moon and beyond. The Lockheed Martin-manufactured capsule is being displayed on the National Mall in Washington DC.

Scheduled to make its first flights to the International Space Station early in the next decade, Orion is part of the Constellation Program to send human explorers back to the moon, and then onward to Mars and other destinations in the solar system. ● ***www.nasa.gov***

THAT SINKING FEELING
Autosub is an autonomous robot with no pilot or connecting wires. It operates up to 60km away from the ship, in sub-zero Antarctic waters and under crushing pressure, beneath 500m of ice. The AUV is powered by 5,000 ordinary D-cell batteries and has a 400km range.
● ***www.noc.soton.ac.uk***

The Autosub cometh

AUTOSUB, a robot submarine developed and built by the National Oceanography Centre, Southampton, has successfully completed six high-risk explorations beneath the Antarctic.

The autonomous underwater vehicle (AUV) was searching for signs of ice-melt 60km into an Antarctic ice shelf cavity

Autosub has been exploring Pine Island Glacier, a floating extension of the West Antarctic ice sheet, using sonar scanners to map the seabed and the underside of the ice as it juts into the sea. Scientists hope to learn why the glacier has been thinning and accelerating over recent decades.

Pine Island Glacier is in the Amundsen Sea, part of the South Pacific bordering West Antarctica. Changes in its flow have been observed since the early 1970s, and with neighbouring glaciers it is currently contributing about 0.25mm a year to global sea level rise.

Steve McPhail led the Autosub team during the ten-day survey. He said: "All systems on the vehicle must work perfectly while under the ice or it would be lost. There is no hope of rescue 60 km in, with 500 metres of ice overhead."

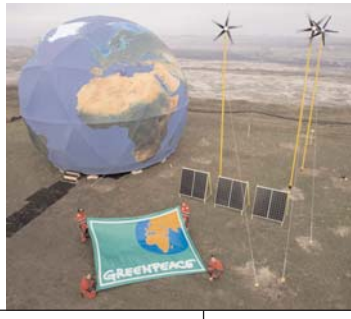
Innovative Marketers

THE CHARTERED INSTITUTE of Marketing is hosting a lecture by e-commerce and innovation expert Jeffrey Baumgartner on *Innovation Training for Marketers* at Bournemouth University on Tuesday 21 April at 6pm.

Jeffrey, a guest columnist for *Inventique* (Nov'08-Jan'09), is founder of Brussels-based jpb.com and publisher of Report 103, a fortnightly newsletter that provides insights, observations, tips and research on creativity and innovation in business.

● ***To register for this event, click here: www.cim.co.uk***

WE'RE LIGHTING UP THE WORLD...



CLEAN RENEWABLE energy generated by three FuturEnergy micro wind turbines and a bank of solar panels, provide the power to illuminate and run Greenpeace's latest earth-shaped Climate Research Station in Poland.

The four-storey globe was positioned next to a vast opencast coal mine in Konin, Poland as part of Greenpeace's ongoing campaign against the continued use of coal to generate power.
The protest highlights the minimal effort Poland is making to curb its dependance on coal, which currently accounts for 93% of the country's power.

The British-made 1kW wind turbines and six solar photovoltaic panels provide the power for all the station's fluorescent lights, cameras, laptops and satellite communications. ■

● ***www.futurenergy.co.uk***

News in brief

● DESIGN and modelling software firm Innova Systems exhibit their SolidWorks technology at *Embedded Masterclass 2009* for electronic and computer systems developers, which takes place on Thursday 7 May (Cambridge), when Innova take part, and Tuesday 12 May (Bristol).

Solidworks enables engineers to create virtual models, assemble parts, generate production data, test motion, undertake heat flow analysis, test enclosure strength and performance, and generate photo-realistic images of new designs.

Companies such as US embedded Linux company MontaVista, Swedish mobile phone software developers Enea, Tilcon (Canada) and German debug tools company Lauterbach will exhibit at the show. ■

● ***www.embedded-masterclass.com***

● THE Technology Strategy Board has increased funding for Knowledge Transfer Partnerships for one year from 1 April. The enhanced funding, designed to help smaller firms in the current climate, will reduce the amount SMEs contribute to the cost of a partnership from one third to just a quarter of the total. ■

● ***www.innovateuk.org***

● EUROPE is drifting further behind the United States in R&D funding according to a new study, which shows that the EU may never close the research gap with the US if it fails to boost investment in the services sector. The European Investment Bank, long-term lending arm of the EU, last year signed €7.1bn in loans to support R&D, taking its total R&D lending in the past five years to €31.2bn.
The study, published by the Centre for European Policy Studies, shows that the EU is likely to fall short of achieving its goal of investing 3% of GDP on research by 2010. ■

THE NANOTUBE 'MUSCLES'

BIOMIMETICS IS THE CONCEPT OF TAKING IDEAS FROM NATURE AND IMPLEMENTING THEM IN ANOTHER TECHNOLOGY SUCH AS COMPUTING, DESIGN OR ENGINEERING

RESEARCHERS at the Alan G MacDiarmid NanoTech Institute, University of Texas, Dallas, have demonstrated a fundamentally new type of artificial muscle, which can operate at extreme temperatures below that of liquid nitrogen (-196°C) or above the melting point of iron (1538°C).

The discovery was reported in the journal *Science* last month.

Once actuated (or put into motion) in a certain direction, these new artificial muscles can elongate 10 times more than natural muscles and at rates 1,000 times higher than a natural muscle. In another direction, when densified, they can generate thirty times the force of a natural muscle having the same cross-sectional area. While natural muscles can contract at about 20% per second, the new artificial muscles can contract at about 30,000% per second.

Making it gel

The artificial muscles are carbon nanotube aerogel sheets made by a novel process developed at UT Dallas. Sometimes called frozen smoke, aerogel – comprised mostly of air – is a low-density solid-state material derived from a gel in which the liquid component has been replaced with gas.

An array of vertically-aligned carbon nanotubes is manufactured under a chemical heat process. Because of the arrangement of these 'forests' of nanotube arrays, they can be pulled into sheets at speeds of up two metres per second (the sheets have such low density that an ounce would cover an acre).

When scientists apply a voltage to the sheets, the nanotubes repulse, which in effect works the muscle.

While having the approximate density of air in one direction, they have higher specific strength than a steel plate. When stretched in another direction, they provide rubber-like stretchability – but by a mechanism quite different from that of rubber.

"Our discovery of methods for producing these carbon nanotube sheets, their strange properties and their corresponding remarkable performance as artificial muscles is just the beginning of a story, which will likely be taken in new directions by researchers around the world," said Dr Ray Baughman, director of the NanoTech Institute.

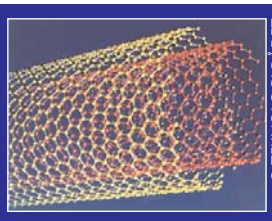
Because no other artificial muscle can actuate at such extreme temperatures, applications for these muscles might be developed for use in space exploration, where a hostile environment prohibits use of any other actuating material.

The research was funded by the US Air Force Office of Scientific Research, the National Science Foundation, the Office of Naval Research, the Robert A. Welch Foundation, Honda Corporation, Lintec Corporation and the Brazilian government. ■

Source: UT Dallas, R&D Daily

MUSCLE POWER
Carbon-nanotube ribbons are as light as air, conductive, transparent and flexible. They stretch three times their normal 11nm width when a voltage is applied, are stronger than steel lengthways, and can withstand temperatures below that of liquid nitrogen or above the melting point of iron.

UNDER THE MICROSCOPE



THE GLOBAL nanotechnology market could top $2tn by 2012, predicts Tim Harper, founder of the nanotech consultancy CMP Cientifica. "What we see is a big take-off in 2011, and by 2012 the industry is really going to be booming," he says. "We've been pumping hundreds of millions of dollars into the nanotech industry for the last decade and we're finally getting to the point where we're seeing products being manufactured and sold."

Harper predicts that by 2010, areas of nanotechnology and biology will have merged, setting in motion the production of a wealth of new drugs and clinical equipment (such as the vials of nanomaterials for use in health products, clothes and cosmetics). His research sees nanotech pharmaceutical and healthcare products worth an estimated $3.2tn by 2012, with military-use nanotech products taking 14% of the total market and worth $40bn.

Nanotech products for the motor industry will make up a 4% chunk of the market, while nano-foods are likely to corner up to 2%. Nanotech products designed to tackle water, air and soil pollution will also be big business in 2012. "In terms of environmentally beneficial materials, in some ways the Chinese are further along in their thinking than even the US," says Harper. "They are already putting together a system to work out how we can use these technologies for the good of the environment."

The US may still lead the nano surge overall, but Harper believes China will be on a par with the EU and US by 2012.

Richard Appelbaum, from the Center for Nanotechnology in Society at the University of California, puts the global nanotech market figure at $2.6tn by 2014, or 15% of manufacturing output in that year. China, along with 40 other countries including the US, UK and Japan, is investing in nanotechnology "as a major key to global economic competitiveness", he says. If any one nation succeeds in cornering the giant's share of the market, it "would be sufficient to confer global economic leadership on the country", he adds. ***To read the full story, click here: www.guardian.co.uk/technology***

Discontent within the design industry can be attributed to the unintentional consequences of government intervention, says Maxine Horn

SINCE THE *Cox Review of Creativity in Business* gave firm recommendations about the value of design to industry, a plethora of design and innovation initiatives have sprung up, the majority emanating from universities (HEIs) and other public sector organisations – the Regional Development Associations (RDAs), Business Links, the Design Council, the Technology Strategy Board (TSB) and the Research Councils – who receive £millions of public funds to support implementation.

The intent is often laudable, but alarm bells are ringing in a design industry which represents over £4.5 billion sector turnover and averages £1 billion of export income. Much of the discontent can be attributed to the unintentional consequences of government intervention.

One of the key issues is the lack of awareness (and therefore engagement) of strategic designers within the myriad public sector-funded design and innovation initiatives. Strategic Design is regarded as an effective way to bridge innovation, research, management and design – applying design principles to increase an organisation's innovative and competitive qualities by analysing trends and data – which enables design decisions to be based on facts rather than aesthetics or intuition. Without the glue of strategic design, innovation falls apart.

Strategic designers know what design, creativity and innovation is – they deliver it every day to support their global clientele. They are also by definition SMEs, with added unique insights into the design needs other SMEs wish to have addressed. But they are not helped by the fact that they work in a niche sector and often remain 'under the radar' because many of their brand-name clients insist that the design companies which create, develop and commercialise their products remain undisclosed.

In many cases public sector innovation and technology transfer managers appear unable or unwilling to conceive of design as being anything other than a visual skill provided by competing 'suppliers', or of the design industry as being anything other than a single homogenous lump – a lump where the high percentage of graphic design firms overshadow the specialist high-value disciplines of technology-led product, service, digital media and innovative 3D packaging designers, or top-end brand strategy, development and commercialisation companies.

Intervention failure

Notwithstanding the fact that so few public sector figures even appear aware of it, such a basic intervention failure alarms a design industry which has largely been bypassed by organisations delivering design and innovation initiatives in its name.

This is particularly true now that a growing number of universities appear intent on promoting their publicly-funded facilities as industry-standard centres of design expertise – which they are not – and offering the work of design student 'associates' to SMEs for free.

Such actions distort the market and have long-term ramifications and repercussions. If steps are not taken to align universities much more closely with high-quality strategic design innovation partners, their actions will, we believe, cause long-term damage not only to the UK's £multi-billion design industry, but also to university innovation initiatives, graduate employment prospects and the government's innovation strategy. In a global market where research and development outsourcing is on the increase, this is a cause of concern for everyone involved.

> 'When publicly-funded innovation activities clash with private sector growth, we should all take notice'

For the last few years the focus of economic performance has been centred on innovation and the creative industries. Both subjects have given rise to a huge amount of research and consultation by those who seek to apply performance indicators to intangible activities.

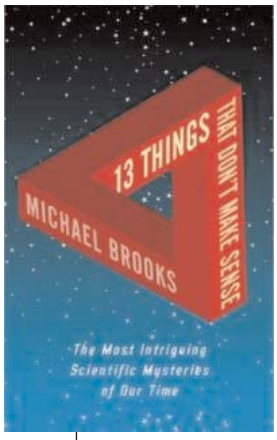
But when publicly-funded innovation activities begin to clash with private sector growth –rather than support it – we should all take notice. ■

● *Maxine J Horn is CEO of British Design Innovation (BDI), the most influential organisation of its kind in the UK, which includes strategic designers, brand owners, innovators, academics and entrepreneurs among its membership. BDI creates collaborative innovation strategies, knowledge transfer partnerships, shared-risk-and-reward initiatives and strategic partnerships at local, regional and national levels.*

British Design Innovation
9 Pavilion Parade, Brighton BN2 1RA
Tel: + 44 (0) 1273 621378
info@britishdesigninnovation.org
www.britishdesigninnovation.org

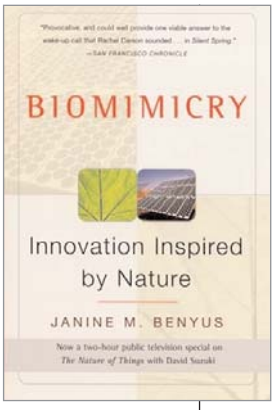
EIGHT BOOKS TO READ BEFORE YOU FLY

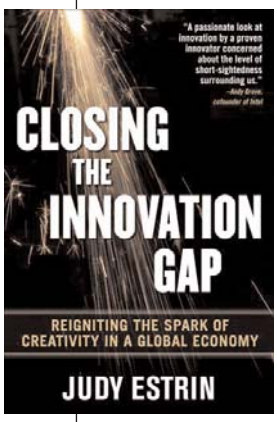
Click on the cover illustrations for further details



13 Things That Don't Make Sense
by Michael Brooks
Profile Books *256 pages*
ISBN 9781861978172 *£12.99*
In an age when science is supposed to be king, scientists are beset by experimental results they cannot explain. If the past is anything to go by, these anomalies contain the seeds of future scientific revolutions. This accessible survey of the outer-limits of human knowledge is based on an article Michael Brooks wrote for the New Scientist in 2005.

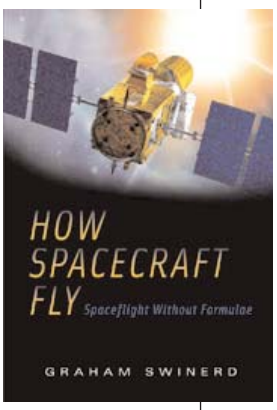
Biomimicry: Innovation Inspired by Nature by Janine Benyus
Harper Perennial *320 pages*
ISBN 9780060533229 *$14.99*
Biomimicry takes advantage of evolution's 3.8 billion years of R&D since the first bacteria. Biomimics study nature's best ideas – brain power, photosynthesis and shells – and adapt them for human use. They are revolutionising how we invent, compute, heal ourselves, harness energy, repair the environment and feed the world.

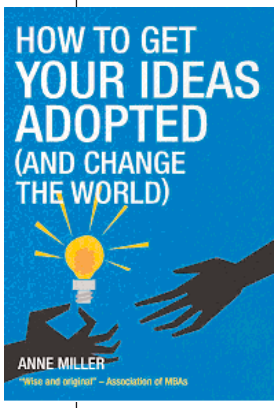




Closing the Innovation Gap
by Judy Estrin
McGraw Hill Professional *272 pages*
ISBN 9780071499873 *$27.95*
Does innovation come about by luck or hard work? Is it a flash of inspiration or the result of careful management? Are innovators born or taught? The author provides the answers to these and other questions, describing what is required to reignite the spark of innovation in business, education and government.

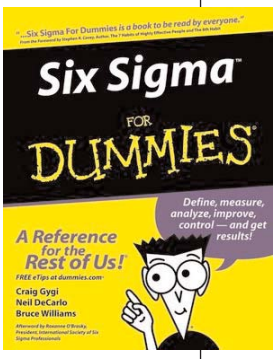
How Spacecraft Fly: Spaceflight Without Formulae
by Graham Swinerd
Springer *268 pages*
ISBN 9780387765716 *£15*
Dr Graham Swinerd is a reader in spacecraft engineering at Southampton University. His book explains orbits, orbital motion, weightlessness, how spacecraft are designed and how they work, and considers the likely developments in human spaceflight in the 21st century.

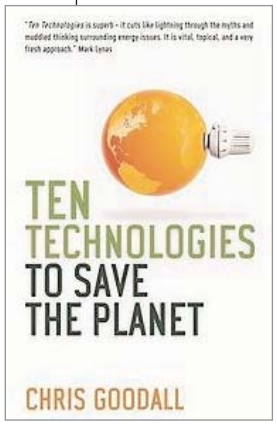




How to get your ideas adopted (and change the world)
by Anne Miller
Marshall Cavendish *240 pages*
ISBN 97804632099293 *£9.99*
Innovation is the lifeblood of business, yet all too often new ideas are met with resistance and at times hostility. One of the UK's most successful female inventors shows how to get the right people to buy into ideas that may at first seem inconvenient or unpalatable, so a project can fly.

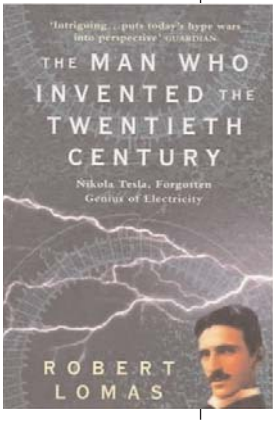
Six Sigma For Dummies by Craig Gygi, Neil DeCarlo, Bruce Williams
Wiley *360 pages*
ISBN 9780764567988 *£15.99*
The world's largest, most profitable companies – including GE, DuPont, Honeywell and Samsung – used Six Sigma to achieve $100bn business improvements in 10 years, from work environments, products, processes and complex systems. Yet few know what Six Sigma is all about. With this book, Six Sigma is revealed to all.





Ten Technologies to Save the Planet by Chris Goodall
Profile Books *224 pages*
ISBN 9781846688683 *£9.99*
Only technological breakthroughs can help avoid runaway global warming. In this fascinating book, Chris Goodall profiles ten technologies to watch, explaining how they work and telling the stories of the inventors and entrepreneurs driving them forward. Cutting-edge and accessible, this is popular science at its most crucial.

The Man Who Invented the Twentieth Century: Nikola Tesla, Forgotten Genius of Electricity
by Robert Lomas
Headline *288 pages*
ISBN 9780747262657 *£99.99*
The surprisingly little-known story of the man who invented alternating current electric power (AC), fluorescent lights, rotary engines and radio imaging (the precursor to radar), yet was self-destructively naive in his dealings with others.



"I wish the country had fewer lawyers and more engineers" – Barack Obama

www.wrti.org.uk

THE INVENTORS WEBSITE

CENTRE OF EXCELLENCE Business & IP Centre

BRITISH LIBRARY

Free starter...

INCLUDES 50 MILLION PATENT SPECIFICATIONS

IT CAN BE TOUGH to start and run a business. The Business & IP Centre, at the British Library in London, has all the business and IP (intellectual property) information you need as an innovator and entrepreneur. Learn from the success of others and meet like-minded people – it's free and can save you time and money.

The Centre supports inventors, small businesses and entrepreneurs from that first spark of inspiration to successfully launching and developing a business.

The Centre offers free access to the UK's most comprehensive collection of business and intellectual property information, including around 50m patent specifications, unique databases on trade marks and registered designs, thousands of market research reports, company reports, trade journals, business directories and guides to legal information and government publications. British Library information experts are on hand to guide you to the resources.

There is also a programme of workshops and events run by experts and an extensive partner programme with other business support organisations.

To stay informed of the Centre's latest activities, you can also sign up to the free monthly e-newsletter and read the blogs. ■

● **Business & IP Centre**
The British Library, 96 Euston Road
London NW1 2DB Tel: 020 7412 7454
bipc@bl.uk www.bl.uk/bipc

BUSINESS LINK INNOVATION CLINICS

Are you thinking about developing a new product, process or service? Have you invented something and don't know what to do next? Through its series of free Innovation Clinics, Business Link provides confidential and impartial guidance on such subjects as investigating an innovative idea, product development, working with universities, R&D funding sources, protecting intellectual property rights and licensing. Innovation Clinics are held throughout the SEEDA region.

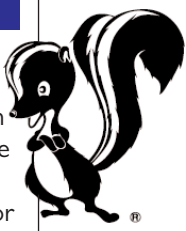
● ***Advice Hotline: 0845 600 9 006***
innovation@businesslinksoutheast.co.uk
www.businesslink.gov.uk/southeast

BOOK OF THE MONTH

The Bright Idea Handbook
by Michael Gardner
Which? Books 224 pages
ISBN 9781844900596 £10.99

You have a great idea but just how do you profit from it? And what should you do to make sure no one copies it? The Bright Idea Handbook shows you how to develop your idea, protect it, pitch for financial backing and ultimately turn it into a profitable business. This book provides practical, step-by-step guidance for understanding intellectual property law and tips on how make the pitch of a lifetime, plan your advertising and marketing strategy and get distribution of your product or service up and running, and much more.

WEBSITE OF THE MONTH



www.lockheedmartin.com/aeronautics/skunkworks

The Skunk Works® was formed in 1943 when the US Army Air Force met with Lockheed Aircraft Corporation to express its need for a jet fighter. Agreed on a handshake, the formal contract arrived four months after work had begun. Kelly Johnson and his Skunk Works team designed and built the XP-80 in only 143 days (seven less than required). What allowed Kelly to operate the Skunk Works so effectively was his unconventional organisational approach – a philosophy spelled out in the '14 Practices and Rules' that he and his team followed; many of these rules are still considered valid today. The Skunk Works eventually evolved into today's Advanced Development Programs (ADP).

Editor Frank Landamore **editor@inventique.co.uk**
Business Development Peter Hebard **bizdev@inventique.co.uk** **Webmaster** Mike Overy **webmaster@inventique.co.uk**
The submission of appropriate editorial articles, news releases and pictures for consideration is welcomed.