Catapult Connected Places

Department for Business & Trade

EMPOWERING UK SMES IN DIGITAL CONSTRUCTION EXPORTS

Driving innovation and global competitiveness through strategic collaboration and support

APRIL 2025

CONTENTS

EXECUTIVE SUMMARY

There were 5.5 million small or medium-sized enterprises (SMEs) in the UK in 2024, representing over 99% of the business population.

SMEs are businesses with fewer than 250 employees, including sole traders. In 2024, SMEs accounted for 60% of UK employment and 48% of business turnover[1]. SMEs are vital to the UK economy, driving economic growth by stimulating innovation, acting as a competitive spur for existing businesses to increase productivity, and making a disproportionately large contribution to job creation[2].

SMEs are recognised as drivers of innovation in digital construction, pushing boundaries to deliver smarter, more effective solutions for clients. The UK is a hub for digital SMEs, and innovation led by SMEs serves as a key pillar of the UK's brand identity, reflected in its trade and economic policies. Integrating SMEs into offerings enhances capability, combining the deep domain expertise of UK consultancies with the dynamic, innovative digital solutions of SMEs. Digitisation and automation will transform digital construction. Large consultancies risk falling behind if they do not adapt, while SMEs have the potential to drive innovation and disrupt major players.

UK SMEs looking to export face resource constraints and struggle to navigate available support from HMG. Collaboration with consultancies is time-consuming, further complicated by due diligence burdens, and contrasting routes to market and approaches to the project lifecycle. The UK's competitive edge is time-sensitive, with rivals catching up. A short-term focus from SMEs and Tier 1s hampers long-term partnerships.

In 2024, the UK Department for Business and Trade (DBT) funded Digital Construction Exports Group (DCEG) focused on enhancing the role of UK SMEs within digital construction exports. This aims to leverage and utilise the expertise and innovation of UK SMEs to enhance the UK's global competitiveness by strengthening the UK's digital construction offering, supporting growth through driving export revenues for the UK.

To advance this goal, DCEG conducted a series of activities to address two key objectives:

1. **Expanding SME participation in digital construction exports.**
2. **Strengthening collaboration between leading UK suppliers and SMEs.**

These two objectives were outlined as opportunities to increase digital construction exports for UK PLC, detailed in the *UK's Digital Construction Exports Opportunity Report*, published in 2023[3]. They also align with broader UK HMG priorities, such as the SME Strategy[4] and other supporting initiatives including UK Export Finance and Infrastructure Exports UK, which support the growth of digital construction exports.

The following recommendations were developed by DCEG to address the two objectives:

1. **Establish a Permanent, Dedicated Home for the UK's Digital Construction Offer, with Expanded Activities for SMEs.**
2. **Strengthen the Role of DCEG as a Central Hub to Connect the Diverse Efforts Across Exporters, Enablers, and International Opportunities.**
3. **Build Capacity Within Consultants and SMEs to Effectively Export UK Digital Construction Solutions.**
4. **Expand, promote, and showcase the UK's wider digital offer, ensuring a clear narrative that highlights its unique strengths and differentiators in digital construction.**

This Report details how DCEG engaged with stakeholders from the UK digital construction ecosystem to address the two objectives outlined above. It describes the background of DCEG, and the origins of the objectives of the focus on SME engagement in exports. It describes the methodology for addressing the objectives, spilt into three phases:

1. **Discovery and Research**
2. **Workshop Planning and Synthesis**
3. **Post Workshop Summary**

The report summarises key findings, detailing key opportunities, challenges, and solutions. Finally, the report lays out four recommendations for implementing the solutions identified.

1 Hutton, G. (2014) Business Statistics. House of Commons Library. Available at: SN06152.pdf (Accessed: 19 March 2025).
2 Department for Business, Innovation and Skills (BIS) (2013) SMEs: The Key Enablers of Business Success and the Economic Rationale for Government Intervention (BIS Analysis Paper No. 2). Available at: BIS Analysis paper number 2 SMEs The key enablers of business success and the economic rationale for government intervention December 2013: (Accessed: 19 March 2025).
3 Report available on request from CPC
4 UK Government (2025) 'Government Growth Service to Save Small Business Time and Money'. Available at: https://www.gov.uk/government/news/government-growth-service-to-save-small-business-time-and-money (Accessed: 20 March 2025).

BACKGROUND

DCEG was formed to promote the UK's expertise in digital construction and to maximise the UK's export opportunity, estimated to be worth £11.5bn[5], to the infrastructure sector by leveraging its digital leadership.

Supported by UK HMG, DCEG is a UK construction industry group formed by leading exporters and is hosted at the Connected Places Catapult (CPC).

DCEG was formed in response to the industry's recommendations in 2023. CPC engaged with stakeholders from the UK digital construction exports ecosystem as part of DBT's efforts to drive digital construction exports. This led to CPC delivering a UK Digital Construction Exports Roadmap and Action Plan, co-developed with HMG, industry suppliers, and enabling bodies to guide collaborative efforts over the next 3-5 years. Details are available in the UK's *Digital Construction Exports Opportunity* report, published in 2023.

Since its inception, seven projects across Azerbaijan, Ukraine, India, and South Africa, valued £925,000 in total, have been implemented via DCEG through its members. DCEG has also shared several trade missions and delegations in markets such as Mongolia, India, Uzbekistan, and Kazakhstan with its members.

In 2024, DCEG promoted the UK's digital construction capabilities to eighty representatives from DBT's global network, panning Europe, North and South America, East and Central Asia, and the Middle East, including trade advisers, senior officers, and sector specialists. DCEG also commissioned the Digital Construction Trade Opportunity Report, which captures the estimated size of the UK digital construction export opportunity. To date DCEG has facilitated two public events to raise awareness of the group's activities and promote cooperation within the UK digital construction ecosystem, engaging seventy-one individuals from twenty-seven SMEs, eleven consultancies, five industry bodies, as well as with twelve representatives from UK Government.

DCEG's strategy during its first two years of existence has been twofold. First, to prove the group's model works, by winning and successfully delivering projects, which will build confidence within the group, attract others from industry and will encourage continued support of its external stakeholders. Secondly, to use the UK's existing expertise in digital construction to drive new opportunities. This will, in turn, create demand for a broader group of UK businesses, including SMEs. This assumes that internationally active consultancies have better market access (e.g. local offices, language skills, and local business arrangements). However, they will still need to rely on support from UK SMEs to deliver the projects they win.

5 Mace Group (n.d.) Construction Offers Global Britain an Export Opportunity. Available at: https://www.macegroup.com/media-centre/construction-offers-global-britain-an-export-opportunity (Accessed: 20 March 2025).

METHODOLOGY

To address the two objectives of enhancing the role of UK SMEs within digital construction exports, DCEG undertook a series of activities designed to achieve the following outcomes:

1. **Identify opportunities, and common challenges, for SMEs that are interested in exporting products and services and wish to collaborate with large UK consultancies.**
2. **Analyse the factors that influence the readiness or ability of large UK consultancies to collaborate effectively with digital SMEs.**
3. **Convene stakeholders from across the digital construction exports ecosystem to develop solutions to the identified challenges.**

With support from the CPC's SME Team and Human Connected Design Team, the following methodology was employed to address these goals:

Discovery & Research Phase

The initial phase revisited key findings related to SME engagement in digital construction exports, as outlined in the *'The UK's Digital Construction Exports Opportunity'* report. These findings served as a foundation for further investigation, with a set of targeted questions developed to explore opportunities and challenges related to the two primary objectives.

Subsequently, a series of semi-structured interviews were conducted with fourteen stakeholders from across the UK digital construction exports ecosystem. These included representatives from UK consultancies (Gleeds, Mott Macdonald, Buro Happold, Turner and Townsend), UK digital SMEs (Symterra, Nplan, Morta, Operance, Continuum, Okana, Free Form 3D) and enabling agencies (Department for Business and Trade, Department for Business and Trade Export Academy, British Expertise International). The interview questions can be found in **Appendix 1**.

Workshop Planning & Synthesis

CPC facilitated a collaborative workshop aimed at developing solutions to address the identified opportunities and challenges. The workshop was designed and facilitated with support from the CPC's Human Connected Design Team.

The workshop took place at CPC's London office on 26 November 2024. Over thirty-six stakeholders from across the UK digital construction exports ecosystem attended. This included representatives from seventeen UK SMEs, five UK consultancies, and five representatives from DBT, including three from UK embassies in Europe. A full list of attended is available in **Appendix 2**.

Workshop participants were divided into three groups comprising SMEs, consultants, and enabling agencies. Each group was tasked with developing solutions to a set of different challenge statements, see ***Challenges*** page 11, related to the objectives. After developing the solutions, each group presented their solutions to all the other participants followed by a discussion on the and feasibility of each proposed solution. For more details on the workshop agenda please refer to **Appendix 3**.

Post Workshop Analysis

Following the workshop, CPC conducted a comprehensive review of the solutions developed by stakeholders, also taking into consideration the findings from The UK's Digital Construction Exports Opportunity' report. The solutions were further developed and a series of recommendations for addressing the solutions were designed. See pages 12-14 for a comprehensive summary of the solutions developed.

KEY FINDINGS

The discovery and research phase identified several common opportunities and challenges around enabling SME participation in the exports market and collaboration with UK consultancies.

The opportunities outline the strength of UK SMEs as part of the UK digital construction offer. The challenges highlight what needs to be addressed to help the UK offer reach its fuller potential and impact.

Opportunities

1. The UK is a hub for digital SMEs, with a vibrant and growing community focused on construction tech and associated fields, such as sustainability and carbon reduction. Bringing this potential for innovation together under an overall UK digital construction identity will enable the industry to strengthen and thrive in the face of global competition.

2. SMEs are built around niche problems and specialised expertise, allowing them to remain agile and adapt quickly. Free from the bureaucracy of larger companies, they are highly responsive, and capable of delivering high-quality bespoke solutions, in contrast to the operational model of large consultancies which can be slow to adapt and do not fully harness the potential of modern digital technology. Their ability to pivot and stay at the forefront of their field ensures they consistently deliver cutting-edge solutions.

3. Integrating SMEs into offerings expands capability, providing an improved service for clients, which takes advantage of the deep domain experience of UK consultancies and an SME's dynamic and innovative digital expertise delivering services and solutions that are more aligned to a client's needs.

4. Digitisation and automation will transform digital construction, reshaping processes, business models, and workforce dynamics. This will drive efficiencies in delivery, thereby reducing costs for clients, as well as increasing overall profitability and competitiveness within the sector. Large consultancies risk falling behind if they do not adapt, while SMEs have the potential to drive innovation and disrupt major players over the next decade.

Challenges

Support for SMEs Exporting

1. SMEs often encounter difficulties in establishing a presence in international markets due to limited capacity and resources. These challenges are compounded by factors such as limited brand recognition, lack of local market knowledge and networks. Market contexts vary significantly, requiring considerable effort to gain understanding. Additionally, SMEs often lack the necessary market intelligence required to make informed decisions about identifying and entering international markets.

2. Despite useful assistance being available from HMG and other enablers, SMEs experience challenges in locating and navigating the available resources that could benefit them. Support from enablers is often poorly signposted and difficult to find, making it challenging for SMEs to access the assistance they need. In addition, the efforts from enablers aimed at supporting SMEs are not well coordinated, meaning initiatives are not joined up, causing confusion. There is also a perception that opportunities, like joining delegations, are often the result of informal relationships and networking, rather than being the result of well promoted support. This lack of accessibility can hinder SMEs from fully leveraging available support.

Collaboration between SMEs and UK Consultants

3. Finding opportunities to work with large consultancies is time-consuming and complicated for SMEs, often resulting in wasted effort. Similarly, large consultancies struggle to identify SMEs with practical solutions for their projects. Both rely heavily on personal connections, events, and networking, which is also time-consuming. Large consultancies often try and develop their own solutions in house, rather than take advantage of solutions that have been developed and are serviced by specialised SMEs.

4. Consultancies and SMEs have different routes to market and project lifecycle approaches. Consultancies manage projects end-to-end, integrating design, construction, and commissioning, while SMEs focus on specific stages with specialised expertise. This creates challenges for consultancies, including difficulties integrating SME solutions into the broader workflow of a project, because SMEs might struggle to understand their position in the wider project. SMEs also struggle to meet consultancies compliance and due diligence standards due to limited administrative resources, while clients' rigorous procurement processes are often hard for SMEs to navigate. Furthermore, the payment cycles of large consultancies, potentially up to ninety days, may cause cash flow issues for smaller SMEs.

Strategy around long-term partnerships and the UK offer

5. The UK has a world-leading digital construction offer, ranging from large consultancies to SMEs offering niche solutions. However, the UK's competitive advantage is time-sensitive, with other competitors catching up. The UK offerings are not fully recognised abroad by HMG representatives or international clients. This is because the UK offer is not presented in a unified, clear, and compelling way. As a result, the UK is not maximising the potential of what it has to offer in the global market.
6. The challenge of thinking long-term complicates collaboration between SMEs and consultancies, as both often focus on short-term, project-specific outcomes. SMEs may also lack a clear export strategy, hindering their ability to scale solutions for international markets. This short-term mindset prevents alignment on broader goals, such as joint business development or exploring new business models. Without a long-term vision and export strategy, it is difficult for both parties to establish a sustained, strategic partnership.

Solutions

1. Support for SMEs exporting

Provide direct support to digital SME's in taking their solutions and services into international markets

Consultants helping SMEs to develop their use cases would support two-way collaborative learning, enabling SMEs to refine their approach and win more work, whilst consultants gain insights into digital solutions from SMEs. This would draw on the expertise of UK consultancies to help SMEs develop use cases based primarily on client needs, rather than leading with their technology. This would support a needs driven approach and foster stronger client engagement and trust. These challenges would then be validated with the market and categorised and packaged for practical application. This initiative should also make use of expertise from DBT, UK academia, and UK workers in foreign markets. This is dependent upon SMEs having the time and resources to participate, and the willingness of DBT and consultancies to support. Protecting intellectual property while engaging in this sort of collaborative innovation is also a potential challenge.

Improve the configuration of UK HMG support for digital construction

It is crucial to ensure that UK suppliers can quickly and easily navigate useful support available from UK HMG. Enhancing the visibility of support and making it easier to access would ensure that high-quality assistance effectively reaches SMEs, optimising the value of the investments made by UK HMG. Challenges to implementation include a mismatch between support offered by government and the needs of SMEs. Furthermore, signposting HMG support requires overcoming bureaucratic hurdles within government entities to reorder configuration. UK HMG's upcoming SME strategy may address some of these issues, making it simpler and faster for SMEs to find government advice and support.

Connect diverse efforts across enablers

Aligning various initiatives across key enablers would increase connections and could reduce duplication, synthesise ideas and maximise the impact of the work that various groups are doing. There are numerous working groups, professional institutions, and other enablers focused on digital transformation and the modernisation of consultancy. Coordinating with these initiatives and uniting their efforts by fostering impact, aligning objectives, and sharing insights would create a more cohesive approach. Achieving this will depend on effectively coordinating with groups and entities that often operate in isolation, as well as identifying the right points of contact within each organisation to foster collaboration specialised expertise.

2. Collaboration between SMEs and UK consultants

Bring Tier 1 consultants and digital SME's together to focus on common and contemporary client challenges across international markets

Developing a team approach for future opportunities would help consultants and SMEs to position themselves ahead of target market proposals. This would also improve SME's familiarity with due diligence and procurement requirements for UK consultancies. DCEG should host future events to support collaboration between UK SMEs and consultancies. These would be 'themed' events focused on client needs that are both high priority and align with the UK proposition and expertise. Identifying client needs is key to success, along with selecting the right participants and relevant themes to ensure effective collaboration and impactful outcomes.

3. Strategy around long-term partnerships and the UK offer

Develop a means of facilitating connections between Tier 1 consultants and digital SMEs

Strengthening connections within the UK digital construction exports ecosystem is key to developing a 'Team UK' approach. This would unite Tier 1 consultants' deep domain expertise with the UK's leading digital capabilities to address client challenges in target markets, uniting various initiatives across industry. While opinions varied on the use of the term 'platform,' there was clear consensus that investing in mechanisms to facilitate these connections would be highly valuable. This could aid the development of a joined-up representation of UK digital construction outside of the UK and promote the UK's capabilities abroad. This would require overcoming historical challenges of limited collaboration within the industry to foster a more cooperative approach.

Develop a consistent narrative for the UK digital construction offer

Establishing a common narrative around the UK's digital construction expertise would help government and suppliers present a cohesive and appealing offer to international clients. The narrative would be summarised in simple plain language for UK HMG at post. It would provide a common way of expressing the UK offer, which could be adopted in pitches by UK suppliers, as an introduction to their more specific content. It would aim to maintain the UK's advantage by building on the established differentiators arising from BIM and information management, while also incorporating key achievements, challenges faced, and lessons learned from the UK's past experiences. This would require addressing varying interpretations of digital construction within the industry and learning from past initiatives that have struggled to gain widespread adoption.

Increase the competitiveness of the UK offer by moving forward with an integrated approach to the deployment of automation

Automation has the potential to bring benefits to both end clients and Tier 1 consultancies, allowing more competitive pricing and improved results, without increasing resources. This could support UK suppliers competing against larger, international competitors. Because many clients lack the expertise to implement digital solutions effectively, automation should be positioned as part of a comprehensive service, rather than a standalone product. Integrating automation into the wider consultancy offer would be driven by industry. It would be stimulated through developing a means of facilitating connections between Tier 1 consultants and digital SMEs and developing a consistent narrative for the UK digital construction offer. This must provide structured pathways that provide SMEs with a safe space to prototype that support implementation and long-term value creation.

Recommendations

CPC reviewed the seven solutions developed during the workshop on 26 November 2024 and after further analysis, four recommendations were identified to facilitate their implementation. These recommendations aim to ensure that DCEG's SME engagement objectives are achieved, strengthening the UK's digital construction offering and enhancing its competitiveness will lead to higher export revenues.

1. ***Establish a permanent, dedicated home for the UK's digital construction offer, with expanded activities for SMEs.***

A dedicated, permanent location for the UK's digital construction offer will help to maintain momentum, sustain stakeholder engagement, and ensure key learnings are shared. This was a strong takeaway from the SME Workshop in November 2024. To build on this, there is a clear recommendation to continue the work of DCEG and expand activities specifically for SMEs. Integrating SMEs more directly into this framework will provide continuity, prevent loss of progress, and create a consistent foundation for ongoing initiatives, ensuring SMEs' contributions are fully valued in driving forward the UK's digital construction leadership. Additional work is needed to determine the most effective structure and format for this permanent home.

2. ***Strengthen the role of DCEG as a central hub to connect the diverse efforts across exporters, enablers, and international opportunities.***

DCEG should strengthen its role as a hub within the UK digital construction exports ecosystem, actively facilitating connections, knowledge exchange, and collaboration between exporters - including digital startups, SMEs, and consultancies – with enablers and international opportunities. By embedding SMEs into this network and coordinating with other initiatives and stakeholders, DCEG can ensure consistency, avoid duplication, and pool resources to amplify the contribution of SMEs, thereby maximising the impact of the UK's digital construction expertise. This hub would maintain ongoing engagement, support partnerships, and promote the strengths of UK SMEs working alongside consultancies. Further work will be needed to take this forward and navigate the different ideas about exactly what format the hub might take.

3. ***Build capacity within consultants and SMEs to effectively export UK digital construction solutions.***

Initiatives which build collaboration between consultants and SMEs, around the development of use cases and through themed events based on client needs, will encourage a team UK approach that is attuned to clients' needs. This will support a stronger positioning for UK suppliers in pursuit of international opportunities. SMEs will benefit from consultants' expertise and gain familiarity with due diligence processes, which will also save time. Consultants will understand more about the digital solutions of UK SMEs. Enhancing visibility and access would maximise the impact of support available for SMEs from HM Government, strengthening the capacity of UK SMEs. Combined, these all initiatives would help to strengthen the UK's collective offer and make it more attractive to international clients.

4. ***Expand, promote, and showcase the UK's wider digital offer, ensuring a clear narrative that highlights its unique strengths and differentiators in digital construction.***

Communicating the UK offer is key to positioning the UK as a global leader in digital construction, ensuring stakeholders understand the value and opportunities available. This includes educating HMG at post about the benefits of UK digital solutions. Strategic outreach will position UK expertise effectively in global markets. DCEG should support updating the UK offer narrative, showcasing the strengths, including BIM and information management, while promoting collaboration through the Team UK approach, with SMEs as key contributors. This is supported by the integration of automation into the offer and the development of domestic digital whole-life (DWL) product communities, driving resilience and net-zero goals. This could also create opportunities for UK digital SMEs to expand into other high-growth areas where digital innovation is driving new market openings.

CONCLUSION

This report highlights the significant role that SMEs play in strengthening the UK digital construction offer, and the importance of SMEs for driving export revenues for the UK. The increasingly rapid adoption of automation and digitisation sees SMEs as uniquely positioned to lead innovation and offer specialised solutions.

To take full advantage of the UK offer, more needs to be done by CPC and DBT to support overcoming the challenges which hinder UK SME participation in exports and collaboration between UK SMEs and consultancies. The recommendations outlined in this report provide a path for overcoming existing challenges and fostering stronger connections between SMEs and larger consultancies and enhancing the support available for SMEs in international markets. By implementing these recommendations DCEG can help position the UK as a global leader in digital construction, ensuring long-term success and sustained export growth.

APPENDICES

Appendix 1 - Interview Questions

Consultants

1
a. Have you worked with SMEs on export opportunities before? If so, how did that go?

b. Would you say that working with SMEs brings benefits to your clients? If so, what would you say are the top three potential categories of benefits that innovative SME digital solutions might bring to your clients?

c. To what extent do you think automation, computational design and digital construction will impact the end-to-end process of designing and delivering new buildings and infrastructure, and what opportunities do you think this might hold for large consulting firms?

2 How do you typically maintain your awareness of SME digital solutions? And how do you choose who to work with?

3 What would be your preferred method of procurement if you wanted to incorporate SME digital solutions into your overall delivery process?

a. Introduce the SME supplier to your client and recommend that they reach a procurement arrangement directly.

b. Declare the SME supplier and the benefits of their solution to your client as part of your team and enter into a contract with them as part of your service.

c. Enter into a contract with the SME supplier as 'white label' and present the results of their solutions as part of your overall delivery.

d. No preference, make whatever arrangements best suit the project.

4 Do you think that there is potential for marketing and sales activities led by digital SMEs to generate opportunities to win commissions for your consultancy services as well as vice-versa?

5 Have you or your organisation made any assessments of the potential for new business models that include Tier1s and SMEs for export purposes?

6 In cases where you make use of a third-party digital solution provided by an SME as part of your overall process to supply a solution to your clients, have you encountered any issues with Intellectual Property Rights?

7 Is there anything we have missed?

Enablers

Do you have experience in facilitating export opportunities for SMEs?
If yes, go to **YES** if not then go to **NO**

YES

1. Describe your experience. What support do you offer/ have you offered?
2. What is working well?
    a. *Why is it working well?*
3. What challenges did you encounter?
    a. *What could be done to mitigate these challenges?*
4. Where is the untapped potential?
    a. *Why hasn't this been done before?*
    b. *What could be done to mitigate?*
5. Is there anything which is not being done which is relatively straight forward? Is there any low hanging fruit?
6. Is there anything else we have missed that you would like to discuss?

NO

1. Why not? What support do you offer/ have you tried to offer?
2. What are the challenges?
    a. *What could be done to mitigate these challenges?*
3. Where is there untapped potential?
    a. *Why hasn't this been done before?*
    b. *What could be done to mitigate?*
4. Is there anything which is not being done which is relatively straight forward? Is there any low hanging fruit?
5. Is there anything else we have missed that you would like to discuss?

SMEs

Introduction

- What has been your experience with international export? What has changed or evolved recently?
- What was your perception/assumptions of the relationship between SMEs and Tier 1s in global exports?

Previous experience:

- What experience do you have in exporting? How would you describe your experience? What has made you consider export as a good move for your business?
- What challenges did you encounter in this phase? How did you overcome them?
- Who/What were your key enablers and blockers?

Market research:

- How did you approach market research? What key steps did you take to research potential export markets? Who were the key stakeholders?
- What challenges did you encounter in this phase? How did you overcome them?
- Who/What were your key enablers and blockers?

Market entry:

- How did you first enter the new market? What were the first steps you had to take?
- What challenges did you encounter in this phase? How did you overcome them?
- Who/What were your key enablers and blockers?

Marketing and sales:

- How did you reach international customers? How do you change or adapt your collateral to different countries or regions?
- How do you establish and maintain relationships overseas? Do you think your approach has been successful so far?
- What challenges did you encounter in this phase?
- How did you overcome them?
- Who/What was your key enablers and blockers?

Support and resources:

How did you get support from government agencies or trade? Did you participate in export promotion programmes or trade missions? What resource or service would have been or could be the most helpful?

- What challenges did you encounter in this phase?
- How did you overcome them?
- Who/What was your key enablers and blockers?

Anything else:

- What further help do you think you would require when approaching international markets in the future? What is the lower hanging fruit that we can support with?

APPENDIX 2 – WORKSHOP ATTENDEES

Name	Organisation
Andy Kervell	Arup
Ben Huskisson	Gleeds
Ben Raybould	Turner & Townsend
David Glennon	Mace
David Orr	Mott Macdonald
Alan Goodliffe	Department for Business & Trade (Sweden)
Mark Chapman	Department for Business & Trade (Denmark)
Mark Smith	Department for Business & Trade
Ringaile Saviciene	Department for Business & Trade (Lithuania)
Sasha Barnes	British Expertise International
Luke Taylor	Department for Business & Trade
Cristiano Barretta	Allford Hall Monaghan Morris
Andy Hamer	Simplifai
David Flyn	Kope
Felix Neufeld	Disperse
Guy Barkley	Atmo
Isaam Ashur	Converge
Joanna Vinal	IAND
Lukas Cusack	Glider Technology
Matt Blanchfield	Mission Room
Miranda Sharp	Kaiasm
Mo Shana	Morta
Rebecca Cope-Lewis	Risk Hive
Robbie Allen	Lobster Pictures Ltd
Sarah Crawley	Symterra
Simon Hunt	Sypro
Sophie Peachey	IOTICS
Tim Scott	Biosite systems ltd
Tom Bunn	Material Index

APPENDIX 2 – WORKSHOP AGENDA

Tuesday 26 November

14:00 - 14:15	Welcome & Introductions
14:15 - 14:40	Challenge Statements
14:40 - 14:55	Solutionising
14:55 - 15:25	Solution Journeys
15:25 - 15:35	Break
15:35 - 16:00	Group Playback
16:00 - 16:25	Group Discussion
16:25 - 16:35	Closing Remarks
16:35 - 17:30	Networking Reception

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Richard Shennan (Digital Transformation Advisor, Digital Construction International – Connected Places Catapult)

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Design

Tania Barley, Graphic Designer – Connected Places Catapult

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