

This report outlines activity taking place on the Indielab West Yorkshire Accelerators and updates from across the cohort since participating in the programme.

The number and names of participant businesses who have benefited from the programme can be found in APPENDIX 1, and are fully detailed in previous progress reports.

COHORT AND TRAINING DELIVERED - OVERVIEW

The following number of businesses have benefitted from the programme:

- 15 TV Indies
- 11 Game Studios
- Total number of businesses supported = 26

Of the participants on the programme, analysis of our EDI monitoring we have found the following:

Female Led	39%
BAME	18%
Identify as disabled	9%

COMPANY ATTENDANCE RATES

	TV Co's	Game Co's
DAY 1	100%	100%
DAY 2	100%	100%
DAY 3	93%	100%
DAY 4	93%	100%
DAY 5	87%	91%
DAY 6	87%	82%
DAY 7	87%	100%
DAY 8	80%	91%
DAY 9	93%	82%
DAY 10	73%	82%

Number of hours of training and support –

Intensive Training hours of delivery:

74 hours – Please note, due to moving online for Module 1 (due to Covid restrictions), hours were reduced from 8 hours per day to 5 hours, to allow for regular screen breaks and to adhere to health and safety guidance. This is reflected in the intensive delivery hours, reducing from 80 hours to 74.

Additional Hours of support total:

103 hours – delivered across 3 quarters between May 2022 – February 2023 across virtual sessions, investor event & workshops, networking events, one to one, and one to many coaching sessions.

IMPACT & PERFORMANCE OF THE PROGRAMME

We surveyed our cohort as part of our annual tracking to determine how the programme learning had both materially impacted their business as well as their professional progress as business owners in the creative sector. The material statistics are evident in the below data captures.

Of the TV cohort we have received 8 responses to our surveys and continue to chase the remaining 7. Curley Vision (TV cohort) responded to note they are in a resting period as founder and CEO, Chris Curley, has taken on a new role at PACT to support the region as Head of Nations and Regions.

Of the Games cohort we have received 9 responses and continue to chase the remaining company. Delegates from Cooperative Innovations (Games cohort) have since left the company for pastures new. This studio was at a later stage and by attending the programme the two delegates have professionally grown and been able to move companies. CEO of Cooperative Innovations, Simon Barratt, spoke on the programme on our ‘Whats on the Horizon’ panel to give insight across the sectors current trends to the full cohort.

As this is an annual report and the programmes intensive training period delivered until June 2022, we wanted to give the longest window for the cohort to update on their progress. We surveyed the cohort at the end of March (3 weeks prior to scheduled meeting). Given the Easter break, we expect to get the remaining results in the next 4 weeks and will send an update of this report that incorporates these statistics and highlight any headline changes.

KPI Tracking

We’ve collated the achievements of the cohort so far into the below table (next page) with further narrative included underneath. Overall, we have hit targets across the board, exceeding them across KPIs of employment increase and, investment under negotiation.

KEY PERFORMANCE INDICATORS	ACTUAL	KPI MET
KPI 1 - number of businesses supported - target of 30, minimum 20.	26	Achieved
KPI 2 - number of hours of training and support delivered to each participating business - minimum intervention of 80 hours of intensive training delivered across the programme, plus an additional 100 hours of support	74* 103	Achieved <i>*KPI 2 is discussed above on page 2 in section concerning hours. Delivery hours were reduced due to impact of</i>

		<i>Covid-19 and in order to respect health and safety of the cohort.</i>
KPI 3 - skills and knowledge assessments of individuals from companies taking part in the programme, at the start and end of the intensive training programme	See narrative below	Achieved
KPI 4 - employment increase within the Participant Businesses (this will consider freelance contracts and also focus on good quality/high-skilled jobs) - 10-15 jobs created in each cohort	TV – 84 Games - 16	Exceeded
KPI 5 - turnover increase in Participating Businesses - an average of £150k per company across the cohorts <i>Please see below narrative for further information</i>	TV – up to 200k* Games – £150k+*	Achieved *average based on submitted surveys – will update with full cohort in next report
KPI 6 - number of Participant Businesses supported to achieve new commissions or bring new products to market – 5-10 in each cohort	TV – 6 companies Games – 3 companies	Achieved
KPI 7 - number of new distribution deals secured – 1-2 within 12 months (TV cohort only)	3	Exceeded
KPI 8 - amount of external investment secured – £1-1.5m across the cohorts. This includes equity investment, and project investment for games. <i>These investment deals are still under negotiation.</i>	£2m <i>in negotiation</i>	Exceeded *maximum based on submitted surveys – will update with full cohort in next report

Skills and Knowledge

We asked the cohort to assess their skills and knowledge based on the subject matters studied and explored across the programme. Each company was asked to score their confidence and knowledge on a scale of 1-10 (1 being less confident and 10 being extremely confident). The average results across each cohort are listed below

TV cohort

Skills and Knowledge	Pre - Programme	Post - Programme	Diff +/-
Clear USP, which we use with our team and clients	7	8	1
Business vision	7	8	1
Strategy and business planning for growth	6	7	1
Legal and commercial management	6	7	1
Financial management	7	8	1
Understanding funding and finance options	6	7	1
Company culture	8	8	0
Leadership skills development for senior management and team	7	8	1

Creative development processes	7	8	1
Sales and development	6	7	1
Broadcaster and commissioner relationships	6	7	1
Network and contacts across the sector	6	8	2

(Average scores for surveyed cohort responses equal to 14 companies)

Games cohort

Skills and Knowledge	Pre - Programme	Post - Programme	Diff +/-
Business vision and Strategy for Growth	7	8	1
Measurable Business Goals	6	8	2
Understanding of who your audience are, their needs and how to reach them?	7	8	1
Legal and commercial management	7	7	0
Financial management	6	8	2
Understanding funding and finance options	6	7	1
Company culture	8	8	0
Leadership skills development for senior management and team	6	8	2
Game development processes and resources	8	9	1
Social and brand Identity	6	8	2
Publisher and platform relationships	5	7	2
Network and contacts across the sector	6	7	1

(Average scores for surveyed cohort responses equal to 9 companies)

Business Impact

TV cohort

Of the surveyed cohort 100% of companies noted that participation has impacted on their revenue and growth path in a positive way, or will do over the coming 6 months, with estimation of turnover increase up to £200k per company across the surveyed cohort.

Games Cohort

Of the surveyed cohort 78% (equal to 6 companies) noted that participation has impacted on their revenue and growth path in a positive way (or will do in the next 6 months) with estimation of turnover increase up to £200k per company across this surveyed cohort. The 22% (equal to 2 companies) yet to estimate the positive financial impact are currently pre-revenue and in early development so unable to predict the financial gains of attending the programme but will do so in 2024 annual tracking survey.

New hires

TV cohort

6 companies (equal to 40% of the TV cohort) have hired new employees since attending the programme, with 1 planning to hire in the next 6 months. 2 companies have hired in 30+

individual new employment contracts. Overall hires across the cohort are equal to a minimum of 84 new roles and offers of employment within the region.

These include permanent contracts such as Head of Production, Head of Development, Executive PA and extended full time freelance roles including Development Producers (1 year contract), Development Executives (1 year contract), Series producer/Directors, Editors and more.

Games Cohort

6 businesses in the games cohort have hired new employees (equal to a minimum of 16 new employees across surveyed companies), with 1 business planning to hire in the next 6 months.

These new hires include 3D Game Artists (modellers, animators), Game Programmers, Game Designers, Community Managers, PR advisors, Systems Programmer, writers and Illustrators.

New Business

Each company was asked if they have or are working towards bringing new products or commissions to market since attending the programme. The results per cohort are broken down below.

TV cohort

86% of the surveyed cohort (equal to 6 businesses) have achieved new business since attending the programme, the cohort estimate this business to be worth:

- 250K+: 6 companies

3 companies on the cohort have secured a distribution deal since attending the programme.

Games Cohort

89% of the surveyed cohort (equal to 7 businesses) have achieved new business or plan to within the next 6 months, the cohort estimate this business to be worth up to:

- 25k: 2 companies
- 50k: 2 companies
- 100k: 1 company
- 250K+: 2 companies

Across the cohort this new business covers new games in development, new games being offered as a service, new formats of game (quiz) and expansion of existing IP.

Investment

At the end of the programme when asked “Has Indielab given you a better understanding of investment readiness, the investment market and other funding opportunities in the industry, and how to prepare for them?” - 100% said Yes

Following up on this we collected more detailed data on financial impact of the investment modules on cohort businesses.

TV cohort

1 company in the surveyed cohort is negotiating a new investment deal following the programme, the level of investment they are seeking equates to **up to 500k**.

Games cohort

4 businesses of the surveyed cohort are currently negotiating or in discussion regarding new investment deals as a direct result of the programme. These deals are worth :-

- £150K – 249K: 1 company
- £250K – 500K: 3 companies

A further 3 companies are exploring investment opportunities of up to 500k per company.

Overall investment in negotiation across the cohort of up to £2m+

The material statistics are evident in the above data captures and below are some anecdotal reflections direct from the cohort about the level of growth and support the programme has instilled in their companies:

TV COHORT

“It's been really useful to take time out to think about the journey ahead. It's not been easy - there are still so many challenges. I've got impatient and wanted faster change. It has seeded new ideas and I have to commit to realising them steadily in the years ahead - it won't happen overnight. I've learnt to seed collaborations and partnerships to realise the ideas - we need to work with others to scale up our projects and opportunities. We've been to 2x European animation events as part of the DIT support (sic Export lab) and hired consultants, writers and illustrators to bring on our new slate. Hoping we have enough ideas now to get traction in the market! Watch this space” – Fettle Animation

“I'd like to think I've grown in confidence to my new role as Creative Director, in part through the Indielab course and the connections I've made from taking part in it...we've secured New C4 commissions as well as Sky commissions” - True North

“We have secured two script commissions since the Indielab Programme. One has now been turned down but gave us £40k turnover. One project has given us another £40k turnover and if greenlit, would have a budget circa £5m” – Rollem Productions

“Contacts and knowledge gained during Indielab gave us confidence to move forward on original projects” – Northern Imposters

GAMES COHORT

“Yes, vastly. I have become more confident in talking about my company, pitching to VCs, pivoting on approach and most importantly handling a rejection and moving on.” – Halycon Palace

“I've improved my understanding of how to grow my business and the opportunities to do so. Specifically, improved my pitching and presentation skills, and also improved the way I need to position the studio in order to maximise its potential.” – Thunk'd

“Indielab broke down mysteries surrounding company investment, company identity, placing products in the market, and provided many more useful lessons. Many of these things I haven't yet had the opportunity to put into practice, but I still have all my notes and will be taking these lessons forward with me as Trigpoint Games spends more time developing its own IP and taking on more of a business-to-consumer facing role.” - Trigpoint Games Ltd (formerly Archway Interactive Ltd)

“More confident about my place in the industry and how to proceed with my business. It was great to know the basics and expectations of the investors and the industry colleagues. The 1-to-1 meetings with the experts were extremely helpful as their willingness to advise and give opinions about my business and projects opened my mind to think differently. It was paramount to my future developments, thank you very much for this opportunity.” – Kettu Studios

*“2 potential publishers reached out after the event: One interested in our current game, one not interested in our current game but interested in future games”
– Lovewish Limited*

ADDITIONAL CONTENT DELIVERED & HOURS OF ACTIVITY

Below is an outline of the content and alumni activity delivered to the cohort as part of the programme (Jan 2023 – March 2023).

Coaching delivery began during phase 2, which has offered a total of six hours tailored one-to-one coaching, supporting each company to embed learnings from the programme and increase the impact of progress made.

Executive coaching for our TV cohort has been supplied by John Ireland and Audrey Cairo; both are professional co-active coaches working within the TV sector. Each business has been offered two hours of one-to-one support and two hours of group coaching. Audrey and John have concluded all their one-to-one hours with the cohort to great success. Audrey conducted a one-to-many conclusory session with the cohort in January and John has a final group session scheduled for 18th April.

Each conclusory session has been designed to for the group Reflect, Connect & Create as a two hour group coaching session where coachees had the opportunity to reflect on the past year, connect with their cohort and create their next steps for 2023. By creating a reflective space they looked back on their own personal stories, reflected on their personal and professional learning, shared their wins and challenges and set out their goals towards their vision for 2023.

Some anecdotal feedback on coaching:

"I didn't know what to expect but the sessions helped me address some of my own fears of being a leader and highlighted aspects of my personality that I wouldn't normally see as positives" – Candour Productions

"Really helpful sessions. Got to grips with all the anxieties and stresses that come with leading a company and broke it down in a way that was understandable and constructive." – True North

"Excellent - helped me to find calm and centred-ness and understand that this is a journey" – Fettle Animation

Executive coaching for our Games cohort has been supplied by Ella Romanos and Oscar Clark from Fundamentally Games. Each business has been offered four hours of this coaching support.

Events

During this phase we programmed a virtual alumni event for the Games cohort as follows:

Games Investor Equity Pitch

The Games Equity Pitch event (3 hours) took place on 19th January. Four companies from the Games cohort took part:

- Isokron
- Halcyon Palace
- KwissBitt
- Thunkd Games

The event was attended by equity investors from across the games/tech sector and angels network, both regionally and nationally, and included: Akur Capital, Finstock Capital, NorthInvest, The Games Angels, Hiro and the Creative Growth Fund.

APPENDIX 1 - Participant Businesses

The following number of businesses have benefitted from phase 4 of the programme in the previous six months:

15 TV Indies

- Art of Truth
- British Muslim TV
- Button Down
- Candour Productions
- Clockwork Films
- Curley Vision
- Fettle Animation
- Hellfire
- New Northern
- Northern Imposters
- Pageful Productions (formerly Beyond Productions)
- Rollem Productions
- Screenhouse
- The City Talking
- True North

11 Game Studios

- BetaJester
- Co-operative Innovations
- Lovewish
- HALCYON Palace
- Isokron
- Kettu Studios
- Kwizzbit
- Thunkd
- Trigpoint Games (formerly Archway Interactive)
- Weaseltron Entertainment
- Vital Culture