



**Edinburgh Napier**  
UNIVERSITY

**IEEUK 2018**

**Supporting Start-  
Ups and  
Established  
Businesses**

# Introductions ....

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# Title: Entrepreneurial Leadership Programme for local SMEs to drive growth and impact



# Content ...

- Introduction to Edinburgh Napier Business School
- Linkages with SMEs
- Programme Development Process – group discussion
- Programme Content – group discussion
- Developments – what next?
- Ideas/ top tips
- Any Questions?



[Edinburgh Napier University Overview](#)

*VISION 2020*

An innovative community which is deeply connected to the world around us, working at the leading edge of our academic disciplines in research, pedagogy and professional practice, developing highly valued graduates’.



## VISION

“An enterprising and innovative community renowned internationally,  
with an unrivalled student learning experience.”

## VALUES

Professional

Ambitious

Innovative

Inclusive

## STRATEGIC OBJECTIVES



### Grow our academic reputation

- Outstanding teaching across our portfolio
- Grow areas of academic strength and potential
- Grow research and integrate with teaching
- Build research and innovation in teaching and learning
- Grow the postgraduate community



### Build innovation, enterprise and citizenship

- Opportunities for students to engage with or start up business and social enterprises
- Build knowledge exchange partnerships
- Graduate attributes for complex environments
- Continuous improvement/enhancement approach in all that we do
- Maximise value of assets



### Deliver an excellent personalised student experience

- Students as partners in plans and decision-making
- Programme-focused approach with community identity
- Active learning approaches/assessment for learning
- Accredited work-related and developmental experience
- Invest in learning and social spaces
- Personalised support



### Internationalise our work

- Build strategic partnerships
- Grow our international student community
- Create an environment where students and staff develop an international outlook
- Develop sustainable models of transnational education to expand international activity
- Enhance contribution to city and region

Edinburgh Napier University Business School

## Entrepreneurship and Innovation (department)

*'Entrepreneurial learning - academically underpinned, interactively delivered and practically assessed'*

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## Curricular Focus ...

- Centre for Entrepreneurship established 1995 within the Business School
- Teaching Staff:
  - 8 directly involved in entrepreneurship teaching
  - Commercial remit – to develop programmes and offer bespoke courses to industry
  - Challenges with balance of staff / focus / time / skill set
- From 2012:
  - Over 300 students studied BA in Business and Enterprise (BABE) Innovative 1 yr “top up” degree
- 88+ students completed combined 1<sup>st</sup> degrees with Entrepreneurship over last two years. Each will have studied a company, the majority being SMEs

## Extra- Curricular Activities...

- The University engages annually with over 400 SMEs to assist profitability – offering bespoke programmes / short courses
- Business School had a purely commercial department to enable business development – working with academics
- Business development role – broker between staff / clients

### **For students**

- Bright Red Ideas Lab (BRIL) – 12 week design thinking workshops.
- Bright Red Triangle (BRT) – Consultancy services to aid growth delivered by students and experienced consultants to mainly SMEs - projects in corporate video; marketing, spreadsheet design and web design

# Flexibly design programmes for SMEs

## Open

- BA Business and Enterprise

## Bespoke

- Scottish Enterprise – Destination Leadership Programme
- Association of Singapore Attractions – Creating a Destination
- SELECT – Effective Manager Programme for owner/ managers
- Fife Economic Partnership – Fife Entrepreneurial Leadership Programme
- Masterclasses – Fife Business Gateway



# Programme Development Process

- How do we get the business?
  - Business Development member of staff (non-academic)
  - Networks
  - Access the businesses our students work for
  - Positive feedback on Degree programmes
  - Government procurement process – Public Contracts Scotland Register (portal) – listed for any contracts < £50K and alerted to opportunities
  - Think about how to “package” modules into bespoke programmes to sell – not as fully fledged degrees but to what clients want
  - Accreditation – think about this, as it’s often why a University programme is attractive

# How to? – one example ....

Student enrolls on our BA Business and Enterprise programme

Her own personal development



Engages with the degree and tutors – WBL focuses on her workplace, so we get an understanding of what they do / opportunities

Completes her BA Business and Enterprise - a positive personal experience - led to asking for us to develop a programme for the SMEs in her region (Fife) in her work



Closed tender for that – we deliver 2 bespoke Entrepreneurial Leadership programmes

Masterclass programme for Business Gateway



University offered kudos – new theories / ways of working / more than other agencies, engagement

Public Contracts Scotland – further tender opportunities with Fife and other councils

# Questions ?? ....

- Think about your own particular context - how do you currently get the business? **Map this out individually then share with another person in the group**
- What avenues are open to you? **Draw a mind map**
- **What is the appeal of YOUR institution to local businesses?**
- What do you currently do to widen this appeal to SMEs?
- **Share with another person / group**
- Ideas for steps to take to develop this?
- What can we learn from others? **Feedback to the whole group**

# Fife Entrepreneurial Leadership Programme

- The Fife Economic Strategy 2013-2023 affirms the desire to ‘develop a more enterprising and innovative economy’
- Our student is the Lead Officer, Enterprise and Business Development
- 90% of businesses in Fife employ fewer than 50 people, a large number of these are not yet eligible for Scottish Enterprise Account Management (*Fife Economic Strategy, 2013-23, p4*)
- There was an opportunity therefore to design a bespoke programme for these SMEs
- **Aim:** to encourage an acceleration in the growth of their businesses
- to empower the entrepreneurs to drive economic growth and investment, enabling job creation and generating greater product and process efficiencies.

# Brief....

- The local Enterprise Agency has approached you with an opportunity to develop a programme for their SMEs
- The local strategy affirms the desire to ‘develop a more enterprising and innovative economy’
- 90% of businesses in the region employ fewer than 50 people, a large number of these are not yet eligible for Local Enterprise Account Management – their owner / managers would be the target group
- Aims: to encourage an acceleration in the growth of their businesses
  - to empower the entrepreneurs to drive economic growth and investment, enabling job creation and generating greater product and process efficiencies
  - to encourage the owner-managers to use local networks / opportunities
  - to encourage the owner-managers to support each other

# How would you design this programme?

- Often easier to work with what you already deliver rather than reinvent the wheel each time
- List what your department offers in terms of taught modules / off-the-shelf previously developed materials
- Which of these would appeal to SMEs? What learning would they offer?
- What “extras” do you need to add to the module content? What is being asked for? Think about the group – how will you manage that?
- How would you deliver it? mode of delivery very important for owner-managers – don’t assume when and where they want to study! List some options
- Need to suggest a length and mode of delivery - give some options
- **Have a go in your groups / pairs / per organisation**
- **Feedback to the group**

# Programme Content

- 2 day Induction
- Entrepreneurial Leadership (2 days)
- Managing Innovation (2 days)
- Growth in Entrepreneurship (2 days)
- Dissemination Day
  
- Tutor support throughout



# Future Typical Impacts and Outcomes with SMEs

- Identify an area of improvement, outcome or value from learning
- Key areas:
  - Personal: communication, time management, self confidence, networks
  - Job: task and operations, problem solving, customer needs
  - Course: management and leadership styles, business environment, ideas for growth, challenge
- Report frequency – start, mid and end with reflective journals every month
- Quantifiable Factors: Quantity, Quality, Cost, Time
- Always a challenge to capture these effectively

# Programme Content – Critical Aspects

- Created a space, where the students could interact between workshops – on Moodle – the students didn't use it 😞
- Networking opportunities – time to “stop and think”
- Learning from each other in the learning activities – Action Learning Sets
- Accountability – asked to present / feedback their learning on a regular basis – to the mentor and the group
- Final event for dissemination – to capture the learning, and ask the students to reflect on the impact of their businesses – important for them to reflect
- Don't assume people want to study at the weekend
- Offer visits to each other's business / involve the local Enterprise support – don't assume they use it or even know what's available
- Think about commercial sensitivities in the activities you set
- Be flexible with content – we ended up including a Social Media Workshop

Practice based learning embedded into programmes is a strong element to support experiential learning which goes beyond traditional classroom based learning, resulting in sustained learning for the individual and for the organisation

(Hynes, Costin and Birdthistle, 2011).

Thank you for listening and taking part ...

Any questions?