

'POLIFONIA' WG 4

STUDY VISIT GLASGOW
SCOTTISH INSTITUTE FOR ENTERPRISE (SIE)

5 DECEMBER 2012

PARTICIPANTS:

- Andrew Almond
- Renate Böck
- Timo Klemettinen

INTERVIEWEES:

- Fiona Godsman, SIE, Chief Executive
- Liz Mackenzie, SIE, Regional Business Advisor (*Glasgow & West*)
- Duncan Ross, SIE, Intern Coordinator (*Glasgow & West*)
- Kevin, participant at SIE's Ideas Lab (*master student of "Music: Innovation & Entrepreneurship" at the University of the West of Scotland*)
- Chris Whitehouse, SIE's Student Intern (*Royal Conservatoire of Scotland, RCS*)

1. The "story"

The idea of SIE started 12 years ago in the shape of a UK project intended for science and engineering students, in which 5 universities became involved in Scotland. About 9 years ago the project turned into what is today the "Scottish Institute for Enterprise", which cooperates with all universities and all faculties throughout Scotland. As an institute of higher education, it has since then been centrally funded by the Scottish government through the Scottish Funding Council.

It is evident that the background for this innovative and well-structured approach of a cooperation model involving a "business school" and all universities throughout Scotland is a result of a number of factors, among which the issue of employability of graduates in general, and changes in the economic, financial and social conditions have certainly played a major role. Universities are changing their focus and take the issue of "producing" skilled graduates more seriously nowadays. SIE's credo is that graduates, in order to compete on the labour market, should be taught the hard and soft skills of entrepreneurship while they are still studying at universities. Beyond this, they should be equipped with new mindsets that encourage them to observe and analyse markets and consumers' needs, create innovative ideas, and consequently turn those ideas into new businesses.

With SIE's relationship with the Royal Conservatoire of Scotland (RCS), this concept is also accessible to students involved in instrumental and other musical studies, and to music management students at various Scottish universities.

Link to SIE website >> <http://www.sie.ac.uk>

Mission Statement:

'SIE wants to help students in Scotland discover their entrepreneurial talent and start up their own ventures. Our mission is to help create new student businesses and social enterprises. We want to emphasise to every student in Scotland that no matter what their degree, interests or current involvement with business, they can make enterprise an active part of their life and have the potential to be an entrepreneur. '

[Link to case study/string quartet >>](#)

http://www.sie.ac.uk/media/59173/entrepreneur_cairnstringquartet.pdf

2. Vision and values

SIE stands for an inclusive approach and seeks collaboration with all higher education institutions in Scotland. SIE provides a large number of programmes, workshops, boot camps, competitions, and other formats to reach their goals of training business skills and entrepreneurial thinking.

SIE has established a network of Student Interns at all universities in Scotland who build relationships and facilitate access to information of SIE for their fellow students. The student interns are coached and supervised by SIE Regional Development Advisors and SIE Student Intern Coordinators.

SIE has also established a network between businesses and education institutions by involving successful business people in sharing their experience with the students. These experts range from CEOs of global businesses, lawyers and patent agents, etc. to recent graduates.

SIE demonstrates how to use resources within Scotland and how to create networks of excellence. It stands for a national feeling to encourage businesses to stay in Scotland.

SIE has a vision of growing and sharing, of trying new concepts and pilot them.

Such innovative examples include SIE's New Ideas Competition, Start-up Day, summer Bootcamp programme, Ideas' Lab, Business Model YOU, Student Enterprise Summit, Young Innovators' Challenge >> [see 5. Skills and training for entrepreneurship](#)

3. Evolution and future visions of SIE

Over the past nine years, SIE has gained a strong position with the approval of funding from the Scottish Funding Council through which government support is given to all universities in Scotland. By starting this kind of structured cooperation with universities, SIE was able to provide their training on the same basis as universities do.

Over time, SIE has found that the student interns who work to promote SIE at university level, should be employed and paid directly by SIE. This system has now been successfully in place **for three years**.

In the future, SIE sees one of its major challenges in fulfilling their mission with the existing small team of employees. They also wish to expand by teaching their teachers, and further develop their resources. The next steps will include a more careful track-down of their ex-students (where are they in a few years' time?), and to intensify the network among their own stakeholders: the participants in their workshops, competitions and bootcamps, as well as ex-students having started their own businesses.

Fiona Godsman (CEO) is also keen on developing **international contacts**, and has recently joined a conference under the umbrella of the Boston College in the US to share experiences with colleagues abroad on teaching entrepreneurial skills.

4. The business model

The unique feature of SIE's business model is the collaboration it has established with all universities in Scotland, and with a large network of businesses providing sponsoring and transfer of expertise and knowhow.

SIE's staff is composed of Chief Executive Fiona Godsman, one Office and Events Manager, three Regional Business Advisors (Edinburgh&East, Glasgow&West, Aberdeen&North), two Regional Intern Coordinators, two Marketing and Events Managers, one Enterprise Programme Director and his/her Assistant.

The team of Students Interns is currently up to 26 people at 21 universities and colleges throughout Scotland.

SIE is financially supported by:

The Scottish Further and Higher Education Funding Council (SFC) (the national, strategic body that is responsible for funding teaching and learning provision, research and other activities in Scotland's 43 colleges and 20 universities and HEI)

The European Regional Development Fund (ERDF) (a vehicle for promoting the economic and regeneration of defined areas within the Member States of the European Union, managed in Scotland by the Scottish government)

Scottish Enterprise (responsible for identifying and exploiting the opportunities for economic growth by supporting Scottish companies to compete, helping to build globally competitive sectors, attracting new investment and creating a world-class business environment) >> <http://www.scottish-enterprise.com/>

SIE "gold" sponsors are:

Marks & Clark (patent and trademark attorneys, UK's largest specialist Intellectual Property firm) >> <http://www.marks-clerk.com/>

BDO (UK member of the BDO international network, the worlds largest accountancy organisation with more than 1000 offices in 100 countries) >> <http://www.bdo.uk.com/>

5. Skills and training for entrepreneurship

SIE provides a range of activities designed to help promote and stimulate business understanding in students and give them the confidence to consider starting up their own businesses. The SIE team work closely with universities and other organisations within

Scotland's entrepreneurial ecosystem to provide a joined-up approach and the best possible support for students and graduates.

Local and national events help inspire and encourage students with real-life stories of entrepreneurs who have done it for themselves. These are supported by applied workshops on business theory and how to get started.

The first step is registering with SIE, which will give students immediate access to SIE's support network, business advisors and online resources.

Examples of SIE activities and events

NEW IDEAS COMPETITION: You'll have the chance to win a cash prize and in-kind business support to help you develop your idea into a real business venture in fields such as Sustainability in the Environment, Digital Innovation, Product Design and Engineering, and Arts and Cultural Enterprises.

START-UP DAY: A one day event as an opportunity to work on your idea or existing venture and get valuable expert advice on how it can be strengthened and improved with great opportunities for networking.

YOUNG INNOVATORS CHALLENGE: A competition with the presentations of challenges from current industry trends to which participants have to create and design innovative solutions. Finalists will be invited to pitch their ideas to a panel of industry and business experts. They may win up to £50,000 to take their idea forward and will receive a year of business support.

SUMMER BOOTCAMP: An intensive, residential training programme which condenses what would normally take six months into five days packed with activities, accelerating your learning and putting you on the fast-track to start-up success.

IDEAS LAB: A workshop which involves the compiling of data to provide knowledge about markets and current economic and societal challenges, and to give incentives to develop innovative products and strategies to fulfil the needs and desires of consumers, - which would include audiences in the arts sector.

BUSINESS MODEL "YOU": A business model showing how to develop your own resources and skills, targeted specifically at performers and artists.

CASE STUDY: IDEAS LAB, Dec. 5th:

*Please find below documentation on the **IDEAS LAB**, a workshop with SIE students and the visiting members of WG4 (Andrew, Renate, Timo).*

The case study focused on observations of needs/desires of a particular target group. Two video interviews with an elderly person suffering from dementia and her carer (daughter) were shown to gain insights in their individual "pain points". Consequently innovative products and services should be "designed" by the students for the needs of this target group. Along the process, they were trained to use their background and knowledge as musicians and music managers, and to develop ideas ranging from "grounded" (safe, maybe existing already) and "blue sky" (progressive, unique, making a difference) to "spaced out" (technically unachievable for now). The major issues touched were questions like "what

makes a good idea?”, to the concept of “desirability” and how to “spot opportunities”. After defining their customer’s profile(s), the three steps of the innovation process would be: defining the challenge – generating solutions – plan & implement.