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£1 million boost allows Network to support more entrepreneurs

A pioneering scheme to develop a new generation of entrepreneurs at the University of Strathclyde has secured a cash boost of just under £1 million. Strathclyde Entrepreneurial Network supports students and graduates of the University in business creation and growth, and works with a range of partners to develop entrepreneurs.

Now the Network is to receive funding from the Scottish Government’s SEEKIT programme, the European Regional Development Fund and the University to enhance its services over the next three years. Set up in April 2005, the Network has already supported more than 250 clients, enabling the creation of 36 new companies and helping assisted companies grow their sales revenue by more than £1 million.

Fiona Ireland, Project Manager, said: “Strathclyde has a strong portfolio of enterprise activities, and the success of the Network is testament to the culture of innovation and entrepreneurship at all levels throughout the University. “Ultimately, the Network results in new business creation, the introduction of new products and the development of early stage SMEs – all of which make a significant contribution to Scotland’s economy.”

Strathclyde has built an international reputation in enterprise, with world-class research in the field, a suite of Masters-level programmes and the opportunity for undergraduate students of every discipline to take classes at the University’s Hunter Centre for Entrepreneurship.

Postgraduate courses include Europe’s first MSc course in environmental entrepreneurship, launched last month to give students the skills to launch new ventures, products and technologies to address climate change and promote sustainability. The Hunter Centre is also home to Scotland’s first undergraduate degree in business, management and enterprise – a course tailored for people seeking leadership and senior management positions.

The Entrepreneurial Network will build on the University’s track record to further tailor its free service to an ever-expanding client base. Over the next three years, the Network will offer Strathclyde students and alumni start-up support for new business ideas, product development support and access to a range of University services for young SMEs looking to grow.

Chris Moule, the Network’s Enterprise Manager, said: “We believe it’s vital to support young entrepreneurs, and we work hard to ensure our advice and assistance is tailored to each client’s individual needs. “The strength of the Network lies in its ability to link budding entrepreneurs with established business people, an arrangement which offers an unrivalled source of support, be it mentoring, finance or access to an even wider network of commercial contacts and expertise.”

Investing in excellence is at the heart of the University’s ambitions, through education, research and knowledge exchange. “The new funding will help us to continue to cultivate an environment in which innovators and entrepreneurs can thrive.”

Chris Moule
Worldwide market for enterprise

Strathclyde centre helping to export Scots enterprise education to Africa

For a number of years, the University of Strathclyde’s Centre for Enterprise, Career Development and Work in the Faculty of Education has worked alongside the Scottish Government and other stakeholders to design and implement enterprise education for Scottish schools.

The Scottish approach to enterprise education is considered unique, and has attracted attention from countries around the world, including Holland, Norway, New Zealand, Japan, China and Chile, who are keen to learn from the University of Strathclyde about the Scottish model.

Over the last couple of years, the Centre has been working with colleagues from Zambian, Malawi and Tanzania to adapt the Scottish model for the African context and has devised a new programme called TTEACH, Teachers Teaching Entrepreneurship to African Children and Communities.

Most recently, the Centre for Enterprise, Career Development and Work has been working with international agencies such as UNESCO (the United Nations Educational, Scientific and Cultural Organisation), UNIDO (the United Nations Industrial Development Organisation) and the World Bank. The aim of this work is to share the ideas behind the Scottish model and see what lessons can be learned to inform the development of enterprise education programmes in the rest of the world, particularly in developing countries.

Angela Jackson from the Centre for Enterprise, Career Development and Work commented: “We were invited to participate in a UNIDO Expert Working Group on Entrepreneurship Education in Vienna last November.

“It was an invaluable opportunity to hear about enterprise education initiatives in countries such as Uganda, Namibia, Mozambique, and Timor-Leste, as well as countries such as Norway, Denmark and the United States with which we are more familiar.”

An increasing number of countries recognise the importance of creating entrepreneurial culture and attitudes among young people, and UNIDO provides technical assistance to a number of developing countries to help them introduce entrepreneurship into the secondary curriculum.

The Expert Working Group aims to review lessons learned and exchange views among experts in the subject in order to identify issues and strategies for the way forward.

Following this, UNESCO invited the University to participate in an Inter-Regional Seminar on Entrepreneurship Education, which took place in Bangkok in February this year.

The UNESCO seminar considered the role of entrepreneurship education in various international initiatives such as Education for All, the UN Millennium Development Goals, and the UN Decade for Education for Sustainable Development 2005-2014.

In addition to sharing experiences of entrepreneurship education in their countries (including Tanzania, Malawi, Ghana, Liberia, China, Jordan, Tunisia and Barbados) and holding a lively debate on the challenges and opportunities for promoting entrepreneurship in developing countries, the participants also had the opportunity to visit schools and colleges to view practical examples of entrepreneurship education in Thailand.

UNESCO now plans to form an Entrepreneurship Education Working Group, which will facilitate ongoing networking between the seminar’s participants.

The University of Strathclyde is playing a key role in this, including creating a dedicated web portal for the participants to share materials, experiences and views.

Angela continued: “The invitation to participate in these international working groups and seminars has been invaluable in raising the international profile of the University of Strathclyde as an entrepreneurial university and experts in the field of entrepreneurship education in schools.

“For example, as a result, we have recently been invited to advise on the incorporation of enterprise education into UNESCO’s Basic Education for Africa Programme, which is currently being piloted in The Gambia.

“This offers the University the exciting opportunity to influence the design and delivery of enterprise education throughout Africa.”

Strathclyde seminar highlights knowledge exchange

Interface – the knowledge connection for business, a free service which acts as a central point of access between industry and Scottish academic research, hosted a seminar with the Economic and Social Research Council (ESRC) at the University of Strathclyde’s Business School earlier this month.

Interface was set up by the Scottish Government and Scottish Funding Council to advise and link businesses to potential partners in higher education organisations, depending on their requirements.

By teaming up with suitable institutions, businesses are able to tap into new ideas or products and can find innovative solutions to problems they may face.

The seminar was designed to increase awareness among Scottish universities about the effectiveness of knowledge exchange and the role it can play in bringing research to the marketplace in the area of social science and economics.

Case studies from a number of universities were used to demonstrate how effective partnerships have worked with both businesses and social enterprise and how they can contribute to developing a self-sufficient community of Scottish professors.

Talks were given by Toni Tumility, Head of Innovation Policy Unit at the Scottish Government, and Dr Siobhán Jordan, Director of Interface. Kevin Moore, Deputy Head of Knowledge Transfer at ESRC also spoke about funding opportunities.

The informal event included a question and answer session and participants were encouraged to share their experiences of knowledge exchange.

Siobhán Jordan said: “Knowledge transfer and exchange is all about sharing ideas and skills to allow organisations to reach their full potential.

“We want to encourage more of a dialogue between researchers and businesses. If companies can create new products and implement innovative new ways of working through knowledge exchange, the UK business market will go from strength to strength.”

The ESRC is a leading research and training agency in the UK addressing economic and social concerns and supports research of importance to the government, businesses and the public sector.

The research council has recently developed a number of knowledge transfer programmes to support companies working with research institutions to enhance their products and processes.

For further information visit: www.interface-online.org.uk and www.esrc.ac.uk
Jolly good fellows

Fresh funding boosts success of Enterprise Fellowship

More successful business ideas are set to become reality following the announcement of a new £5.6 million deal between Scottish Enterprise (SE) and the Royal Society of Edinburgh (RSE). Celebrating its 10th anniversary this year, the Enterprise Fellowship Programme, run by the RSE and funded by SE, seeks to commercialise the science and technology base of Scottish universities by investing in talented individuals.

The new five-year contract was announced at a ceremony held at the Mitchell Library in Glasgow. The event attracted 150 people, including some of Scotland’s eminent business leaders and 30 former Enterprise Fellows.

Anthony Keating, Executive Director at the Hunter Centre said: “The Enterprise Fellowships have contributed to Scotland’s economy greatly. “The new contract is testament to the success of the Enterprise Fellowship Programme, turning the insights and innovations of Scottish science and technology into high-technology businesses which will fuel the economic progress of Scotland and substantiate its competitive position in the world.”

“This scheme has enabled the country’s most talented scientists and technologists to use their knowledge to create products that can compete on a global scale.”

The Enterprise Fellowship Programme has built an impressive reputation as one of the most successful development programmes in the country. Two of the UK’s prestigious Research Councils have taken Scotland’s lead and have chosen RSE as the partner for their own Enterprise Fellowships schemes, with Fellows travelling to Scotland from universities such as Cambridge, Warwick and Manchester to take part in the training programme.

The initiative pays a year’s salary for the Fellow and provides a development fund as well as a network of mentors and experts to advise on how to launch a successful business.

In addition, Fellows undertake an intensive programme of business training at the Hunter Centre for Entrepreneurship at the University of Strathclyde, equipping them with the tools to turn their technologies into spin-out companies.

The training is specifically geared to the needs of scientists and technologists and takes them from the basics of market assessment and how to structure a company to detailed business planning and raising entrepreneurial finance.

An independent review from funders Ernst and Young found over £70 million of investment had been made into the companies formed as a result of the SE-funded Fellowships, with businesses ranging from cleaning systems for the oil and gas industry to yacht sail design.

The launch event at the Mitchell Library featured a talk from keynote speaker Sir Tom Hunter. Sir Tom is keen to encourage Scotland’s entrepreneurs to make a real impact on the economic development of the country and help Scotland compete on a global scale.

He praised the Enterprise Fellows and congratulated them on their work. Dr. David McKeith, Director of Research and Innovation at the University of Strathclyde added: “Strathclyde is committed to encouraging the creation of spin-out companies and we have always seen Enterprise Fellowships as a valuable way of starting talented individuals on the road to entrepreneurial careers.”

“The programme’s results speak for themselves. “Pound for pound, it must be the most productive scheme of its type in terms of the economic impact of the companies formed by the Fellows.”

Software goes up for auction

A technology created by engineering academics at the University of Strathclyde has hit the market in a pioneering new way.

The intellectual property for the revolutionary computer software, which is able to predict future trends across a variety of sectors, was recently sold at auction in San Francisco.

The technology was created by Professor John Soraghan and his team within the Signal Processing Group in the University’s Department of Electronic and Electrical Engineering.

Professor Soraghan’s software uses data to forecast movements in business and the stock market and predict product life cycles, and can be used for criminal intelligence. It is also able to alert users to potential problems in global markets.

The intellectual property went under the hammer at the Ocean Tomo IP Auction in San Francisco in April.

The event, which was held at the Ritz Carlton Hotel, brings together some of the world’s foremost investors and was a high-profile platform for Strathclyde to showcase the technology.

Professor Soraghan said: “This software is unique in that it can be used in any industry, from medicine to meteorology. It can also operate on a standard PC, which is a major bonus.”

Matthew Carpenter, Intellectual Property Rights Manager at the University, added: “One of the University’s strengths is taking technologies created by our academic staff out of the labs and into the marketplace.

“By auctioning the patent for this software we were able to reach an international audience of potential developers, which was exactly the result we wanted.”

Strathclyde is well known for its commitment to commercialising new technology. It was the first university in the UK to create a fund to invest in spin-out companies and intellectual property when it launched the Strathclyde Innovation Fund.

The University teamed up with venture capital company Braveheart Investment Group to launch the scheme last year.

Braveheart backs Cascade

Scottish investment management company Braveheart is among the investors to pour a further £1 million into Cascade Technologies.

Cascade was incorporated in 2003 to commercialise research from the University of Strathclyde and is expecting to post a sales target of £4 million for the next financial year.

The new round of financing is designed to support Cascade’s sales and marketing efforts while it builds its order book.

School bands battle it out

YuRock Ltd, set up by entreprenur graduate and Strathclyde Entrepreneurial Network client Grant McWhirter, has recently hosted a nationwide competition to find the best original school rock band in Scotland.

The event took place at Strathclyde Students’ Union and saw 11 young bands battle it out on stage to win three top prizes, kindly donated by event sponsors Marriotts and McCormacks.

Grant, who started YRock in 2005, said: “Standards were exceptionally high at the national final, with all 11 bands giving 100%.

“It’s essential that we continue to hold similar events to encourage and showcase Scotland’s young talent.”

International Business and Modern Languages graduate and budding entrepreneur Nadia De Marco was also on hand to interview band members fresh off the stage.

Nadia’s coverage can be seen at www.whatsturnmusic.com

More information on the Battle of the Bands and upcoming events can be found on YuRocks website www.yrock.co.uk.

Strathclyde’s got talent: Sabrina Malpede is just one of the RSE/SE Fellows to contribute to the flourishing Enterprise Fellowship Programme.

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University expertise helps environment

Building a new future

University of Strathclyde

as new investment promises return for two former industrial sites

Probiotic yoghurt drinks have soared in popularity on the back of claims they boost the growth of healthy bacteria in the gut and help ward off infection.

Now, a team of scientists from the University of Strathclyde is working to produce similar results in soil in a bid to improve farmland quality for future generations.

The team – led by the Head of Civil Engineering Professor Robert Kalin – is working with partners across the UK and Europe to develop the NITRABAR technology.

NITRABAR works by using natural materials to stimulate the growth of beneficial bacteria in soil and remove nitrate from groundwater. Nitrate is turned into harmless nitrogen gas before being released back into the atmosphere.

Nitrate levels in many groundwater bodies across the UK and Europe have increased over the past 50 years, threatening the ecological quality of freshwater and coastal habitats.

The emergence of green matters as issues of genuine consumer concern in recent years has led to the creation of a new breed of environmentally-aware business leaders.

The University of Strathclyde is playing a leading role in the development of this new generation of ethical business bosses by launching its new MSc in Environmental Entrepreneurship.

A collaboration between the Department of Civil Engineering and the Hunter Centre for Entrepreneurship, with input from the Department of Economics and Strathclyde Law School, the new degree course is the first of its kind in Europe.

The MSc aims to provide students with a sound theoretical and practical understanding of environmental entrepreneurship in preparation for a career in an innovative organisation, or to self-employment.

Through the MSc, students will learn how to identify, assess and shape environmental ideas into real business opportunities.

It is available as a full-time, one-year course or over two to three years part-time.

Course leader Dr Elsa João said: “There is growing worldwide demand for technologies and products that address climate change, promote sustainability and improve environmental quality.

“The course aims to create a whole new generation of environmental entrepreneurs with the skills that will allow them to launch new ventures, products, and technologies that address society’s environmental and natural resource problems.

“This MSc is not only for those graduates who see their future in small and medium-sized enterprises, but also traditional graduate employment in large companies who need employees who not only can think entrepreneurially but can also make a positive contribution to environmental issues.

“It’s not just about green business or renewable energies, it’s about how companies can reduce their carbon footprints, introducing cycling to work schemes and reducing waste.

“We also encourage students to look at how companies can link with each other, so they can spot opportunities for turning one company’s waste into another company’s resource.

“We want this course to appeal to people from all different backgrounds and all different sectors, and we’re not just teaching these principles – we want them to be put into practice and make a difference.”

Should it prove a success, there are plans to invite ethically-minded companies to participate in a scholarship programme to allow students lacking the necessary finances to enrol in the course.

For more information on the course, visit the website: www.strath.ac.uk/civeng/pg/entrepreneurship
Scientists help the environment to help itself.

Redevelopment of the former industrial sites promises regeneration in Lanarkshire.

New hi-tech, innovative businesses are springing up where Scotland’s heavy industries once reigned supreme.

Ground water, run-off and field drainage waters pass through the system and micro-organisms attach themselves to the materials, converting the nitrates into nitrogen gas. The clean water then flows on into the surface body water.

It is hoped the NITRABAR system could be available to farmers within the next five years.

A pilot project has been demonstrating the system in operation at the University of Strathclyde’s Dr David Grierson and his colleagues at the University’s David Livingstone Centre for Sustainability.

“NITRABAR involves digging a narrow trench between a field and a surface body water, which is then filled with a mixture of natural materials. Ground water, run-off and field drainage waters pass through the system and micro-organisms attach themselves to the materials, converting the nitrates into nitrogen gas. The clean water then flows on into the surface body water. It is hoped the NITRABAR system could be available to farmers within the next five years.”

Dr David Grierson
Director of the David Livingstone Centre for Sustainability

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“Our core principal was that sustainability values are embedded within the Gartcosh project values from the very beginning.”

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Celebrating entrepreneurship

Ideas fire dragons’ interest

Experienced eyes review promising business plans at special event

The University of Strathclyde marked Celebration of Entrepreneurship (CoE) day in April with a ‘Dragon’s Den’-style event in the University’s McCance Building. Interns from the Scottish Institute for Enterprise (SiE) Christina Beveridge, Leo McLeman and Volker Prediger were tasked with organising a themed event to mark the occasion.

The three ‘dragons’ on the panel were Iain Graham, founder of leading technology company Graham Technology; University of Strathclyde graduate and current Chairman and Chief Executive of Clyde Flowers, Jim McColl and John McGlynn, founder and chairman of Airlink Group.

The three business leaders faced five budding entrepreneurs keen to hear what the dragons had to say about their innovative business ideas.

Students Idong Usuro, Rangi Jericevich, Johnny Neill, Brian Connolly and Sandra Patterson were the quintet facing the panel. Idong, Johnny and Brian pitched with potential business ideas in the hope of catching the dragons’ interest and possibly some start-up capital. Rangi and Sandra already have established companies and were eager to secure funding to further develop their ventures.

The trio were impressed with the students’ ideas, which included Idong’s proposed company Infocollect – designed to provide events managers with the tools to plan, promote, manage and evaluate events.

Open University student Sandra also caught the judges’ eyes with her successful business, Boxby. The Boxby website allows customers to obtain delivery quotes from up to 700 courier companies via one online form.

However, the winning idea was pitched by Rangi, a first-class honours graduate in Electrical and Mechanical Engineering from Strathclyde. He launched noiasco.com in October last year, which allows users to personalise their homepage with windows to their favourite websites and customise it with a variety of trendy designs.

Noiasco also has the ability to display previews from users’ most frequented sites, show emails and provide news alerts and updates. Rangi was also presented with updates. Rangi was also presented with

A major hit for All Saints

Young entrepreneurs at All Saints Secondary School in Barmulloch have beaten tough competition from across Glasgow to scoop a top business award.

The All Saints pupils were named overall winners of the Young Enterprise Scotland Company Programme Awards, held at the University of Strathclyde, after establishing and running a firm selling customised T-shirts and gifts.

The team of nine will now go forward to take part in the Scottish final in June.

Lesley Boyd, Chair of the Glasgow Area Board of Young Enterprise Scotland, said: “Young people taking part in the programme gain a range of skills in the areas of finance, marketing and business administration, as well as team work, communication and interpersonal skills.

“A major hit for All Saints Youth participation was encouraged during the event and a beermat challenge was set, which saw contestants write their business ideas on a beermat and submit it for evaluation.

Wendy Sneddon impressed the trio with her Bodydry proposal, which is a large drying room for people just out of the shower, eliminating the need for a towel.

SiE intern Christina said: “We were keen to come up with something a bit different and the Dragon’s Den idea seemed to fit the bill. It was a real coup getting Iain, Jim and John along and it boosted the pitchers’ confidence.

“Our year as SiE interns is almost up and this was a good event to finish on.”

Tony Hamill, Enterprise Advisor, added: “The interns were set the task of coming up with something innovative for CoE day and they did a marvellous job.

“The dragons thoroughly enjoyed hearing the next generation of entrepreneurs to present their ideas to seasoned professionals.

“Next year’s interns have a lot to live up to.”

Awards honour for Elimpus

Elimpus Ltd, a spin-out company from the University of Strathclyde, was a finalist in the Most Entrepreneurial Young Company category of the 2008 Lanarkshire Business Awards. The awards give local companies the opportunity to promote their industry achievements to the wider Lanarkshire business community and celebrate their success with an elite group of local business people.
Fraser shares his recipe for success

Jam provided ample food for thought at Strathclyde Entrepreneurial Network’s most recent networking event.

Guest speaker was Fraser Doherty, the 19-year old founder of Superjam, who shot to fame last year when Waitrose announced it would stock his jams in 130 of its 184 UK stores.

Fraser has developed mouth-watering spreads created from super-fruits such as cranberries and blueberries. Waitrose launched the product across its stores earlier this year and Tesco has since followed suit, stocking the jam in 230 of its stores.

The audience viewed a video collage of Fraser’s journey from making jam in his mum and dad’s kitchen to making it to the shelves of Waitrose and Tesco.

Fraser was at the event to present his story and describe the routes to success followed by his company. The BA Accounting and Finance student spoke of his aspirations and his time selling the product at farmers’ markets, meeting with Waitrose to strike his first major deal and eventually selling his jam in the supermarket.

Last year, Fraser scooped the Brightest Young Award at the University’s first ever Enterprise Awards Dinner.

His win saw him jet off on an all-expenses-paid executive management course at the prestigious MIT Sloan Management School in Massachusetts, USA.

Fraser’s presentation was followed by a question-and-answer session and the opportunity to network with other like-minded entrepreneurs.

To find out more visit: www.eatsuper.co.uk

Good grounding: Strathclyde provided a strong springboard for Charles Vincent (left) and Mark Taylor of Eriskay Associates.

Consultants off to a flying start after practical MBA courses

Business consultancy Eriskay Associates is the latest company to forge a competitive cutting-edge, thanks to the University of Strathclyde.

Founded at the end of 2007 by Charles Vincent and Mark Taylor, Eriskay Associates is a consultancy which helps its clients develop a sustainable competitive advantage within the marketplace through the creation of a robust, unique business model, using new and innovative processes developed at Strathclyde.

Charles and Mark both completed their MBAs at the University and reckon the academic content of the MBA was well balanced with practical application. The pair were encouraged by the support services available at Strathclyde for business start-ups.

Charles said: “The strategic element of the MBA is highly practical, drawing on work with live organisations rather than case studies or theoretical materials. “Our work with the Hunter Centre for Entrepreneurship gave us a highly practical grounding in the real issues faced by entrepreneurs at the stages of business start-up and growth.”

The team’s MBA project, Making Strategy for Entrepreneurs, provided a solid base for them to launch Eriskay Associates. The project provided the team with a level of investigation and market research as well as product and service development.

Chris Moule at Strathclyde Entrepreneurial Network also worked with Eriskay Associates to develop marketing and promotional materials which could be used around the launch of the business.

He also provided an experienced sounding board for the company’s innovative ideas and solutions.

Charles continued: “When we launched the business, it was the input from all of these Strathclyde departments and projects that gave us the support and encouragement we needed, as well as a number of our initial business leads.”

The business is now successfully bringing in a range of clients from a variety of sectors and the new focus is now on marketing.

Charles added: “We are now increasing our marketing activities and bringing on new clients, and we expect to expand our team of consultants by the end of this year.”

For more information, visit: www.eriskay-associates.co.uk or email info@eriskay-associates.co.uk

Adventurous firm given latitude to win

The Strathclyde Entrepreneurial Network (SEN) team is celebrating another new business success following Latitude 56 Degrees’ recent win at a prestigious national business competition.

Kevin Fox and Lawrence Broadley, the team behind Latitude 56 Degrees (LAT56°), won £10,000 in business support and £5000 cash at the recent Scottish Institute for Enterprise (SIE) National Business Plan Competition.

The duo has been supported by SEN since the lead-up to LAT56°’s launch in August 2007.

LAT56° was set up to design pioneering products for the adventure sport and travel market and it is soon to launch its first product onto the market.

The Rat-Pak™ is an ultra-portable suit carrier for global travellers and cycling commuters.

Tony Hamill, Enterprise Advisor at SEN, has helped provide a range of support services for LAT56°.

Kevin said: “The SEN team has supported us from the beginning with invaluable help and advice.

“We have been provided with everything from office space to marketing and patenting expertise.”

LAT56° receive their £5000 prize at the SIE awards, with James Barlow of SIE and Steve Peyton from sponsors Enterprise Rent-a-Car.
Opportunities

Back budding enterprises

Sticky snare: SpidaTrap stops spiders in their tracks.

Although now based in Australia, Strathclyde alumnus Rob Harris is looking for an entrepreneur in the UK to assist in the initial research and establishment of the UK arm of his successful Australian based business www.hireatradesman.com.au

The website puts clients in touch with professional, reliable and reasonably priced tradespeople.

Rob graduated from Strathclyde’s Department of Architecture in 2001 and tradespeople.

But what more exactly is it that people in businesses could gain from more university-based CPD?

What can we add to business skills, personal and interpersonal development knowledge that other training providers cannot?

In convincing business to enrol for more university-based CPD there are three key challenges.

Challenge one is about the value of research and converting research into learning. This is what university business schools do that other training organisations do not – to capture and celebrate what it is that successful enterprises do, through research.

We are placed to filter and disseminate these research-based accounts of enterprise and leadership through CPD activities.

There is no panacea through a university-based CPD path to growth and success, but the growing and developing enterprise depends on continuous development and learning among its leaders and workforce, and is shaped by both of these.

Challenge two is connecting with our current skills and teaching base.

We have an immense teaching capability which can be applied beyond undergraduate and credit-bearing postgraduate programmes, to training and CPD for business and management.

Developing the skills to do that and incentivising and rewarding activity other than grant-based teaching and research are big issues.

Challenge three is about design and accessibility. CPD needs to inspire and accompany growth and development through experience. It is not an alternative path to success. When CPD is available and how it is delivered are critical.

For university-based CPD to grow it must meet these three challenges and, in doing that, it will have to shift shape – a new sense of identity; a new set of teaching skills and a different kind of partnership with users and clients.