

A GUIDE TO

# ***BEST PRACTICE***

*for Involving*

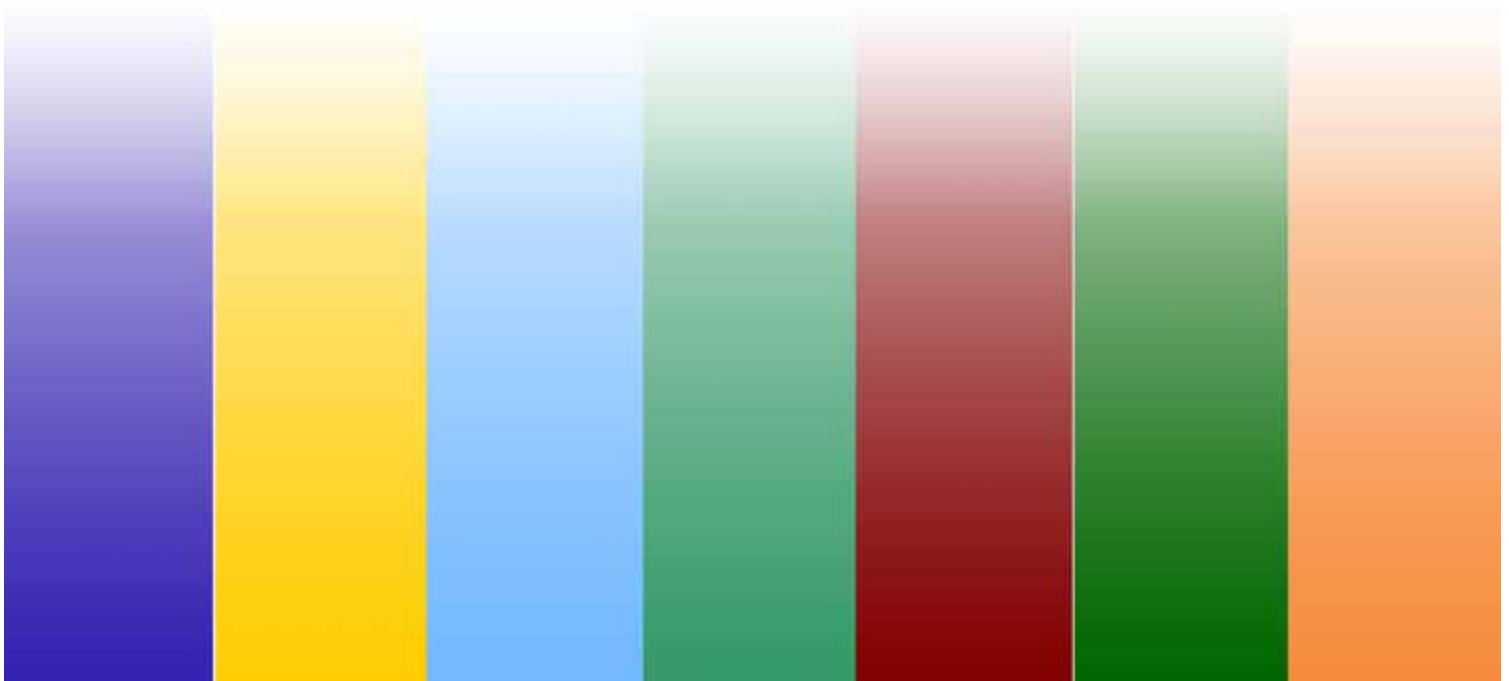
***Businesses & Communities***

*in the Development of*

***Enterprise in Rural Communities***



GOSPODARSKA ZBORNICA  
DOLENJSKE IN BELE KRAJINE



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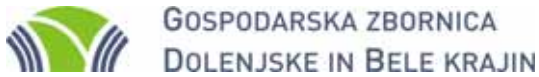
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# **SECTION 1**

## **A GUIDE TO BEST PRACTICE FOR INVOLVING COMMUNITIES IN THE DEVELOPMENT OF ENTERPRISE IN RURAL COMMUNITIES**

# **A Guide to Best Practice for Involving Communities in the Development of Enterprise in Rural Communities**

## **Introduction**

The purpose of this guide is to provide a resource to support organisations working in rural areas to develop rural enterprise through engaging the local business community in enterprise development. The models of practice, exemplars and guidance within this guide have been developed through the learning derived from a PLANED (Pembrokeshire Local Action Network for Enterprise Development) led trans national cooperation project, part of the European Union Leader+ rural communities initiative

## **Aim of this Guide**

This Guide aimed to demonstrate:

- ❑ How engaging local businesses in the development of their area can create an enterprise culture.
- ❑ How local enterprises can be encouraged and supported to work together more effectively to improve their local economies
- ❑ How the LEADER integrated approach to local development can strengthen enterprise development

## **Context**

This 'Guide to Best Practice' has been compiled from the numerous experiences and lessons learned during the LEADER+ transnational project *'Creating a Community Culture of Entrepreneurship'*

## **Background**

Pembrokeshire Local Action Network for Enterprise on Development (PLANED) was the lead partner of the project, with six trans-national partners:

- ❑ Menter Mon - a rural development agency in Anglesey, North Wales
- ❑ Ballyhoura Development Ltd – a rural enterprise agency in south of Ireland
- ❑ Dolenjska and Bela Krajina Chamber of Commerce in Slovenia
- ❑ Bizz Fizz Northumberland – an enterprise initiative (The Bizz Fizz initiative ended in Northumberland after one year of this project, but the learning from the Bizz Fizz model is included in this report)
- ❑ Jobs and Society, Sweden, representing the network of enterprise agencies in Sweden, joined the project as a partner in year two
- ❑ Business in the Community

# The LEADER+ Transnational Project

## Project Aim

The aim of this project is to develop and identify good practice in engaging the local business community to create a culture of enterprise in local communities. It will particularly focus on mechanisms that can enable local people to in take advantage of local economic development opportunities



The project aims to deliver increased economic activity and to contribute to retaining and regaining young and skilled people in the partner areas. It also aims to deliver models of practice that are transferable to other rural areas within the EU

## The Key Project Objectives

- 1. Exchange good practices on the ways in which the local business community has been engaged in encouraging local enterprise development**

This will draw from the experience of partners and from the wider initiatives undertaken in rural communities across the EU. The research will focus on key groups and sectors, including women in rural enterprise and farm enterprise. The project will produce an analysis of successful practice, documenting key factors necessary for replication - to be completed in Phase 1 of the project

- 2. Examine ways in which local businesses groups can be encouraged to take a greater lead in promoting more enterprising communities.**

This will involve working with local geographic business groupings and thematic networks to develop leadership activities, linking with relevant national initiatives such as the UK's Enterprise Week

- 3. Identify roles that key partners, including government, agencies and universities can play in assisting small businesses to become local economic drivers.**

The public sector has a key role to play in supporting local economic growth. The project will identify innovative approaches to public / private/ voluntary sector partnerships in the creation of an enterprise culture, drawing on examples such as Junior Achievement (Young Enterprise) and the Princes Trust, enterprise and higher education projects etc

4. **Develop the concept of an “intermediary for collaboration” through piloting transferable methodology for engaging local businesses to work together to identify and address local economic needs and opportunities.**

The development a set of tools to stimulate, implement and evaluate collaborative working practices between businesses within local area enterprise groupings. Partners will develop complimentary areas of focus eg women, farm businesses

5. **Examine ways in which local business groups can work collaboratively to support the development of social enterprises**

Social enterprises represent a growing sector of local economic development, but which is often outside the mainstream enterprise support structures. Local business groups have a key role in partnering and sharing expertise with social enterprises. The project will develop approaches that links local business with support social enterprises, eg through mentoring, accessing local supply chains

6. **Identify local development activities for business groups and clusters to engage in, promote and develop - thematically and geographically, including heritage, arts, festivals and events, niche tourism, local services.**

The project will include the development of pilot projects that involve business collaboration develop excellence in specific or themes, through sharing resources, skills exchanges, joint marketing campaigns and tenders etc

## **Project Demand**

In an ever-expanding global economy there is an even greater need for local people to gain the maximum economic benefit from their local resources and meeting their local needs. To do this means that every effort must be made to encourage local people to engage in enterprise activity. Rural areas throughout Europe can learn much from each other and their approaches to developing their local economies.

*".....entrepreneurship needs to be community-driven: the community provides the immediate environment which will determine whether entrepreneurship flourishes or withers. Local communities need the tools and resources to identify and build upon their assets, to make choices that appropriately balance economic, social and environmental imperatives, to learn from the experiences of others, and to be open to experimentation and innovation. It requires that all sectors of the community are invited and expected to contribute."*

Extract from an article "Building Entrepreneurial Communities in Rural Areas" published by Brian Dabson, President of the Corporation for Enterprise Development in Washington

Promoting enterprise is undertaken by a range of bodies, public and voluntary sector, with considerable effort concentrated on helping individual business start up and expansion, including easy access to training and advice

In many parts of the world business groups, chambers of trade and tourism are seen as core players in the development of their local economies. Often they receive funding through government or via compulsory levy on business to deliver enterprise training and play a key partnership role with others in the implementation of local economic strategies.

In rural areas these business networks are often few and far between, with the formal business structures often frequently struggling for survival with low membership. The Department of Trade and Industry's report on competitiveness, ("UK Competitiveness Moving to the next stage"), highlights the fact that companies are increasingly playing an important role in improving the competitiveness of their location, shaping the external context and improving the locations ability to compete as a place to do business. The report also highlights the key role of "an intermediary for collaboration" (IFC), defined in the report as intermediaries that organise and perform collective action and enable collaboration between business.

These business networks have a critical role in creating "competitive clusters" of local businesses, where enough resources and competences provide an area with a decisive sustainable competitive advantage, driving productivity, innovation and stimulating new business in the field. The role of the intermediary organisation in stimulating and sustaining such clusters has been identified as a critical factor in local economic success. The North Wales Development plan states:

*"Successful regions are often characterised by thriving clusters of businesses with networks to support them. Groups of businesses which share the same customers, infrastructure or skills base can form linkages that dramatically enhance competitive advantage. Maximising the growth potential of the North Wales clusters should remain a priority for strategic partners across North Wales. Furthermore the opportunities that exist for strategic networking and collaboration across territories should be explored."*

## **Project Delivery**

From June 2005 - June 2008 the programme of work included:

- Establishing local geographic business groups
- Developing thematic networks
- Using business skills to facilitate enterprise development
- Establishing collaborative projects

The project process included:

- An initial 2 day planning workshop
- Regular teleconferences to update on progress and share learning
- Study visits to Slovenia, Sweden, Ireland and Pembrokeshire
- Engagement with leading examples of enterprise development such as the Sirrolli Foundation

The project identified two key strands to the development and support of enterprise in rural areas project:

### **1. Engaging business in fostering a culture of entrepreneurship.**

The project partners developed a range of programmes drawing on shared practice and transferring proven models including:

- Mentoring Programmes
- Business Networks
- Education and enterprise programmes
- Community Planning exercises
- Communication campaigns
- Targeting key groups
- Using local business skills in the provision of training

### **2. Encouraging and supporting businesses to work together to improve their local economies.**

The project partners developed a range of approaches to collaborative action

- Developing roles of local chambers of commerce
- Supporting development of local branding opportunities
- Encouraging greater local purchasing
- Engaging the larger business community in local economic development
- Empowering the local business community to take action on key issues
- Developing appropriate awards or challenge schemes
- Providing a focal point for good practice

## **The Case Studies**

The case studies within this best practice report will show the learning derived from the work done by each partner involved in the project and how their specific project supports the development of rural enterprise.

### **1. PLANED's Business Development in Pembrokeshire including:**

- ` Pembrokeshire Case Studies
  - Pembrokeshire Business Network
  - Pembrokeshire Business Survey
  - Business Directories
    - Business on Your Doorstep
    - My Pembrokeshire Web Directory
  - Pembrokeshire Business Network
  - Business Network Website
  - Business support in Rural Areas in Pembrokeshire with Pembrokeshire Business Initiative(PBI)
  - Business Showcases
  - Training for Rural Businesses

- Sense of Place for Business
  - Skills Bank
  - Thematic Business Group example
    - SIOP (Seasonal Images of Pembrokeshire)
  - Social Enterprise Network (SEN)
2. Business support in Rural Area in Pembrokeshire with Pembrokeshire Business Initiative (PBI).
  3. Business Support and Cluster development in Dolenjska and Bela Krajina.
  4. Business Enterprise network and Mentoring in Ballyhoura.
  5. Community based Enterprise support in Sweden.
  6. Expanding the Product Base in Ynys Mon (Anglesey).
  7. Enterprise Development Models – Bizz Fizz and The Sirolli Foundation.

## **Project Findings**

### **Critical Success Factors in the Development of Enterprising Rural Communities**

The project findings identified a number of critical success factors that have an influence on the likely levels of enterprise and entrepreneurship in a rural area.

#### **1. Networks for Entrepreneurship**

- The level of entrepreneurship within a region can be developed through improving the networks and opportunities for contacts with successful entrepreneurs. The number of people who know an entrepreneur personally significantly increases the propensity for new businesses to be set up.
- It is often less likely for people to know an entrepreneur personally in a rural community.. People start to believe that they can succeed, through connecting with other entrepreneurs.
- The development of a local network of businesses to support new business start ups is key to creating a local culture of entrepreneurship
- The role of the facilitator in signposting and connecting the potential entrepreneur to business networks was central to all the projects

#### **2. Community Support**

- It is important to work with the whole community in developing positive attitudes towards enterprise development
- Increasing understanding of the contribution of local purchasing to community well being.
- The development of a sense of community “ownership” of enterprises operating locally, sharing skills. Systems that encourage positive support for such individuals can have a reinforcing impact and reduce concerns over risk of failure.
- Engaging the skills and networks of incomers can make a significant impact of enterprise development
- Enterprise models introduced from outside the community can act as a

catalyst for development, but it is important that the deliverer is well respected within the community and that the approach is not 'one size fits all', but is developed to fit the requirements of the community.

- ❑ Local enterprise events to showcase local businesses provide stimulus and inspiration for potential entrepreneurs

### **3. Local Resources**

- ❑ Understanding, marketing and maximising use of all local resources including natural resources, physical resources, people skills is an essential element in successful enterprise in rural areas.
- ❑ A "sense of place" is a critical dimension to any successful enterprise. "What makes an area different is also what makes it interesting and marketable"
- ❑ Entrepreneurial communities review their resources and assets and maximise the potential for differentiation

### **4. Marketing and Business Skills**

- ❑ Many rural entrepreneurs are driven by a passion or by necessity of having to diversify from traditional rural livelihoods and lack the necessary business and specifically marketing skills needed for success.
- ❑ These skills can often be accessed from within the community drawing on the experience of other local companies or from incomers who have a successful business track record.
- ❑ A key premise of the enterprise models used in this project is that "no one can be good at everything" and that potential entrepreneurs need help in understanding where their strengths and weaknesses and where to go for help.
- ❑ Many of the programmes that this project draws on have shown the need for the development of business and marketing skills in local areas to support economic development. This has generally been done by a mentoring (one to one) type of service to help potential entrepreneurs identify the skills they lack and the use of local panels, networks or skills banks to provide those skills from the local community.
- ❑ A common factor has been the capacity of communities to provide these skills on a voluntary basis, driven by a desire to support local economic development which will benefit their own business operations and ensure the sustainability of the local community.

### **5. Clusters and Networks**

- ❑ In more rural areas it is often more difficult to form and sustain formal networks and links between local businesses
- ❑ Informal or formal development of business clusters and networks to provide a focus for business development within the community
- ❑ Clusters provide support for individual business owners, while maximise marketing spend and routes to market for each business.
- ❑ Clusters can be developed on an area basis related to the "sense of place" of the community, where common characteristics can be applied to

products being sold from the area or used to attract customers to the area in the case of tourism.

- ❑ Sector led clusters allow for the development of centres of innovation and expertise to grow in areas of specialist knowledge which can reduce costs, attract expertise and provide marketing advantage
- ❑ Business clusters can also be developed to take advantage of joint purchasing opportunities or to put great product ideas in touch with the right manufacturing facility

## **6. Co-operation**

- ❑ Cluster development supports co-operation between companies, providing the ability to undertake contracts and win customers that individual companies could not do alone.
- ❑ Companies may also compete with each other but there remains an overall spirit of co-operation and a recognition of the advantages of co-operation for the companies themselves and for their region.
- ❑ Cooperation is a key to success in the tourism sector where all business operations contribute to the customer experience
- ❑ Cooperation to promote local purchasing campaigns are features of effective local business networks
- ❑ Cooperation by small producers within a sector can be effective in competing against the large companies sharing skills, reducing costs and jointly marketing their unique offer.

## **7. Technology and Infrastructure**

- ❑ The existence and use of technology such as broadband and the internet has a critical bearing on the ease with which business can be conducted in remote areas.
- ❑ Local networks and purchasing are important elements in successful rural enterprise, but high speed broadband networks provide access to global markets and expertise.
- ❑ The development of high quality web sites, and the capacity to maximise business value from internet are essential elements of business development
- ❑ Local business networks can use the web to promote local services and provide low cost web access to new enterprises. Communication between local businesses can be enhanced through strong virtual networks
- ❑ The development of local business networks also allows businesses greater clout in campaigning for improvements to infrastructure such as broadband access or applying for community funding.

## In Summary

- ❑ The development of an enterprise culture that enables local economic development requires strong business networks to share skills, facilitate the development of local supply chains, and provide the inspiration for enterprise development.
- ❑ The work of the project partners demonstrate different approaches to enterprise development, but all have the common principles of:
  - Giving businesses an understanding of their local economy
  - putting entrepreneurs at the heart of the project
  - establishing a collaboration between local business
  - engaging the wider community in supporting enterprise development
  - high quality facilitation skills to enable community action
  - Increasing business potential
- ❑ The models can work alongside the more traditional forms of Government funded business support. They offer exceptional value in terms of small investments leveraging extensive networks of business time and skills. The following case studies highlight the key elements of the different approaches and provide the basis for further application of these models in other areas

# **SECTION 2**

## **TRANSNATIONAL PARTNER BACKGROUND & CASE STUDIES**

## **PARTNER**

# **Pembrokeshire Local Action Network for Enterprise & Development**

**The PLANED Experience 1987 - 2008**



## **Background**

PLANED, (Pembrokeshire Local Action Network for Enterprise and Development) established in 2001 evolved from SPARC (South Pembrokeshire Partnership for Action with Rural Communities) 1991-2001; TCRI (Taf and Cleddau Rural Initiative) 1987 – 2001.

**PLANED's role** is to engage local people in Pembrokeshire in improving their quality of life - culturally, socially, environmentally and economically.

**PLANED's aim** is to play a vital role in empowering and enabling local communities to be full and equal partners in the development of their area, through accessing EU programmes, Welsh Assembly Government (WAG) initiatives and other opportunities.

### **PLANED has:**

- Strong track record of inclusive, participative and successful community development
- Spanning social, cultural, heritage and environmental activities, community based sustainable tourism, agricultural support and enterprise development
- 20 years experience of working as a partnership organisation, bringing together communities, special interest groups, statutory agencies and local authorities
- Purchased the 17 workshops and the PLANED offices at the Old School, Narberth, thus giving the organisation a valuable asset base
- Successfully managed EU LEADER I, II and +, Objective 5b, Objective 1, EU Phare and Socrates projects, UK and Wales promoted initiatives

International, UK and Welsh development organisations have highlighted the effectiveness of the organisation's integrated approach.

- PLANED has been selected as the Local Action Group by the partnership "Pembrokeshire Advance", established to oversee the development of a Rural Development Plan Axis 4 strategy for Pembrokeshire.

## **The PLANED Process**

PLANED achieves its objectives through implementing a number of interrelated strategies which taken together promote sustainable living: -

- Supporting local community activities to improve their quality of life**
- Sense of Place/Valuing the environment**
- Developing a community culture of entrepreneurship**
- Encouraging local enterprise**

- Developing sustainable tourism**
- Supporting sustainable agriculture**

**PLANED's process of engagement** ensures a very wide-ranging involvement in the development of strategies and projects, with local people and specialist partners feeding into the process.

- Capacity building and training activities are undertaken to give local people the confidence to become more entrepreneurial - socially, economically and environmentally, these underpin all of the organisation's activities.
- PLANED has long experience of introducing and developing pioneering methodologies, tools, techniques and processes for the engagement of communities in local development, including Community Appraisals, Visioning, Future Search, Plugging the Leaks.

## **Partnerships and Partnership Working**

PLANED has long experience of partnership working, aiming to bring together local people and key agencies and organisations.

- Pembrokeshire Rural Community Action**
- Pembrokeshire Enterprise Network (PEN)**
- Pembrokeshire Social Economy Network**
- Business Development for Local Social Enterprises**
- Strategic Recycling Scheme Partnership**
- Pembrokeshire Sustainable Agriculture Network**
- EU Article 6 Programme – Harnessing Rural Capital - Ballyhoura**

PLANED has also established/helped establish and co-ordinate a number of special interest networks

- Festivals and Events Network**
- PBe-The Pembrokeshire Bio-Energy Group:**
- Pembrokeshire Growers**
- Agricultural Shows Network**
- Green Tourism Network**
- Sense of Place Network**
- Community Energy Network**
- "Valuing the Environment" Network.**

## **Current Projects On-Going Until 2008**

These will support the seamless transition from PLANED's 2004 -2006 strategy to its 2007 -2013 strategy are:-

- Community Support**
  - Shaping our Futures– Community Action for Sustainable Living
  - Rural Community Action
    - Sense of Place

- Valuing the Environment
  - Community Enterprise Support
- **Creating a Culture of Entrepreneurship/LEADER +**
  - Business Group Support
  - Energy & Recycling
  - Festivals and Events
  - Heritage Niche Tourism / Sense of Place
- **Agriculture Support**
  - Farming Connect and its successor schemes
  - Harnessing Rural capital/Article 6/Sustainable Agriculture Network
  - Pembrokeshire Growers Association,
  - Agricultural Shows
- **Strategic Recycling Scheme**
- **Social Enterprise Development**
  - In conjunction with The Pembrokeshire Enterprise Network (PEN), Pembrokeshire Business Initiative (PBI) and Pembrokeshire Association of Voluntary Services (PAVS).
- **Co-operation/Transnational Projects**
  - Festivals and Events Action 2 Pan Wales project
  - Developing a Community Enterprise Culture
  - Linking Heritage & Culture to the Development of Tourism
  - EU Article 6 - Sustainable Agriculture

## Implementing Innovative Approaches and Transfer of Good Practice

Examples of PLANED piloted projects:

- The now well established “**Greenways**” project, linking access to countryside, public and community transport and green tourism.
- First group in Wales to implement “**greening your business**” training for B&B’s, and develop **walking holidays linked to luggage transfer utilising public transport.**
- Local people undertaking **Action Planning Workshops to develop Local Action Plans**, enabling local people to be fuller partners in the development of their community.
- **The Whole Farm Support Scheme** widely recognised for its success in changing farmers’ attitudes, engaging them in an holistic approach to the development of their holdings.
- **Sense of Place community heritage training**
- Encouraging communities and business groups to undertake “**Plugging the Leaks**” in order to make the most of their local economy

PLANED aims to continue to be a ‘best practice’ example of involving local people in sustainable development of their communities, currently PLANED is piloting three new innovative projects:-

- Carnegie UK Trust funding is helping to develop two projects:-

- A new community **Sustainability Engagement Tool**, working with partners with expertise e.g. New Economics Foundation, Countryside Council for Wales, The New Economics Foundation (NEF) was commissioned to assist with its design to meet the following objectives:-
  - **Help communities to understand sustainable development**
  - **Inform the planning and development of sustainable community projects.**
  - **Assist key funding partners in their assessment of community projects when allocating funding.**
  - **Be used through incorporation into “Future Search” or “Plugging the Leaks” processes or as a stand alone activity.**

The Tool has now been used in 20 communities with great success.

- Identifying how **local people can play a greater role in planning for their futures through engaging in local community planning** linked to the Community Plan statutory process. Partners in this are NEF, groups in Eire, Sweden and Finland and locally Pembrokeshire Association of Voluntary Services and Pembrokeshire County Council.
- With new LEADER+ funding **investigate how environmental and heritage data can be made more user friendly and accessible in order to attract visitors and local people.**

## 2008 & Beyond

**PLANED is the Local Action Group for Axis 4 of the Rural Development Plan,** The PLANED Strategy is to support “The Community as the Hub – the Heart (social, cultural) and the Pulse (economic, environmental) of Rural Life.”

PLANED aims to continue to access funding from EU, Wales and other sources:-

- **£200,000 has been allocated by the Welsh Assembly Government Community Facilities and Activities Programme**
- Welsh Assembly Government funding has been awarded to PLANED to co-ordinate **Rural Community Action** in Pembrokeshire for one more year.
- **RDP Axis 3 and 4 bids cover the following themes:-**
  - **Communities as the Hub of Rural Life** – assisting local people to analyse and understand the current role of key hub communities and identifying and overcoming obstacles to their providing an enhanced and sustainable role in supporting the quality of life for their surrounding areas
  - **Community and Skills Hubs** – providing a range of short training courses to meet local skills gaps
  - **Developing a Rural Skills Resource** – piloting local mechanisms for people with newly acquired skills to better link to local labour market
  - **Developing, Enhancing and Celebrating Sense of Place** – will encourage local people to value and celebrate local distinctiveness
  - **Adding Value to Heritage and Natural Resources** - will support the safeguarding of local heritage and environmental sites. It will encourage greater participation by local people the celebration of heritage, nature, culture through interpretation and festivals and events

- **Developing Deep Tourism-** the development of year round opportunities linked to sustainable niche tourism and which aims to allow tourists with special interests to become more immersed in their chosen activity
- As the result of the purchase of the Old School site, PLANED is now able to contribute **match funding from its own asset base.**
- PLANED aims to continue to play an important local role in **supporting sustainable agriculture** through the Pembrokeshire Sustainable Agriculture Network and by delivering aspects of emerging WAG agriculture support programmes.

## Conclusion

The key aim of PLANED remains to encourage a community culture of enterprise, based on the local people themselves, their skills, knowledge and enthusiasm – helping them to safeguard their future through a local integrated approach to development, helping communities to build on their strengths, making the most of local opportunities, developing local resources - social, cultural, environmental and economic – in the most sustainable way.

# PLANED's LEADER+ Project: Developing a Community Culture of Entrepreneurship

## Background

There is an urgent need for Wales and particularly rural and peripheral areas, to become a more entrepreneurial society.

*"Business start-ups in Wales are lagging seriously behind not only European and North American levels, but also those in the rest of the UK. If this trend continues, Wales faces a bleak economic future, which is dependent largely on the vagaries of inward investment. We must start developing a more positive can-do economic approach to ensure that Wales prospers in the next decade."*

Professor David Broadbank  
Director, Welsh Entrepreneurship Institute

The National Assembly for Wales promoted Entrepreneurship Action Plan identifies the need to "create a greater awareness of the opportunities and benefits of entrepreneurship in order to encourage more people to start a business or to grow the business they are in, and to develop a greater entrepreneurial culture within our institutions, communities and businesses."

Developing a culture of entrepreneurship is an economic necessity for the sustainable development of Pembrokeshire. The Pembrokeshire Partnership Local Action Plan has a key objective *"to regenerate communities within Pembrokeshire by facilitating an enterprise culture"*. The PLANED LEADER+ initiative 'Creating a Community Culture of Entrepreneurship' is focused on developing and implementing an innovative methodology which is designed to help to develop a change in the thinking of local people so that looking for entrepreneurship opportunities over the widest range of activities and resources becomes part of the way of life.

Rural Community Action and the PLANED Objective 1 *Supporting Communities* project focus on community consultation, engagement and development at individual community level. The LEADER+ project provides an additional layer to this work, bringing communities together on an area and thematic basis to look specifically at identifying actions that will add value to existing resources and deliver economic benefits. (Diagram 4)

*"Firstly, entrepreneurship needs to be community-driven: the community ... provides the immediate environment which will determine whether entrepreneurship flourishes or withers. Local communities need the tools and resources to identify and build upon their assets, to make choices that appropriately balance economic, social and environmental imperatives, to learn from the experiences of others, and to be open to experimentation and innovation. It requires that all sectors of the community are invited and expected to contribute."*

Extract from an article "Building Entrepreneurial Communities in Rural Areas"  
Published by Brian Dabson - President of the Corporation for Enterprise Development in Washington

PLANED's strategic approach is to complement the work of the Entrepreneurship Action Plan by filling the significant, important pre-enterprise gap, working in close partnership with local business, training and support organisations such as PBI, Pembrokeshire College and with more strategic organisations, including The Welsh Development Agency, ELWa, Chwarae Teg, Menter a Busnes, Community Enterprise Wales, Business in the Community, the Jobcentre Plus and others in targeting specific sectors e.g. business, arts, culture and environment and priority groups e.g. farming families, women, young people, and those engaged in the "black" and informal economies. Every effort will be made to identify recent incomers to the area who have good transferable skills and encourage them to contribute to local development.

The initiative's overall aim is to strengthen the local economy by helping communities to identify new enterprise opportunities based on local resources – the people themselves, their natural and cultural heritage and social and economic needs. To this end PLANED is establishing fifteen **Area Development Groups** across the County, helping local people to work through a process that will result in the development of an Area Development Plan. The aim of the plan is to identify new products and services which will build upon the strengths of each area, and which are sustainable for the future. PLANED will support local people with the implementation of the projects included in the plan – providing staff time, expertise, resources and funding – to turn ideas into action.

The strategic aims of PLANED's innovative approach are to: -

- Identify and assist the development of latent economic activity
- Embed a culture of entrepreneurship in communities and individuals as a core activity
- Ensure that all social, economic, cultural and environmental activity is enhanced to provide sustainable economic benefit.

**a) The key objectives of the project are to:**

- Assist local people to unlock talents, knowledge and skills and use these to develop new ideas and ways of working
- Increase the number of local people involved in economic activity in the widest sense - social, cultural, business and environmental, thus minimising leakage from the local economy.
- Facilitate the development of enterprise opportunities based on local resources - human, natural, cultural, environmental, social and economic
- Encourage the development of new products and services, which build upon the strength of the local area and which are sustainable
- Facilitate and assist collaborative working between organisations supporting enterprise development in Pembrokeshire to meet identified needs
- Enhance awareness of the LEADER+ programme and methodology and to encourage increased involvement by all members of Pembrokeshire communities
- Build on Pembrokeshire's self help tradition and encourage greater community participation through innovative ways of engagement;
- Help reverse the outward migration trend of young people by involving them in identifying new opportunities with economic benefits.

b) **The role of the LEADER+ team is to: -**

- ❑ Facilitate the establishment and development of local area development groups.
- ❑ Help local development groups build on the county's distinctive heritage and outstanding environmental assets to generate economic benefits, including niche tourism opportunities to extend the tourism season;
- ❑ Encourage new local enterprises and businesses that have community benefit;
- ❑ Build local skills and capacity to stimulate enterprise opportunities in communities;
- ❑ Develop close working relationships between all organisations whose activities impinge on sustainable enterprise development;
- ❑ Co-ordinate and signpost to help geographic communities and communities of interest seize opportunities for successful enterprise development;
- ❑ Utilise the skills of in-migrants identified through audits, to benefit the community;
- ❑ Encourage Welsh speakers to participate in the enterprise culture, and to identify market opportunities through the conservation and promotion of the Welsh language and culture;
- ❑ Promote agricultural restructuring and diversification, new product development and agri-environment activity.

The process itself has been adapted from the **New Economics Foundation** methodology piloted in 2001 (PLANED participated in the pilot), modified over the lifetime of the first phase business plan, through monitoring and evaluation, it will continue to evolve in the second phase of the LEADER+ Programme. The project is implemented through an iterative, sequential and integrated approach and was designed to be achieved over the lifetime of the LEADER+ Programme in Wales. Innovation is built in at every stage of the project, because the methodology itself remains innovative, testing an entirely new way of working with geographic communities and communities of interest to strengthen local area economies and achieve an attitudinal change.

The strategy integrates the area's human, natural, social, economic and environmental resources, resulting in the better utilisation of the skills of the wider local population and proposes new and original forms of organisation by involving the local population in the decision making process and in the implementation of the project. The project is encouraging new products and services, which incorporate the distinctiveness of the area.

Creating a Community Culture of Entrepreneurship recognises that the greatest resource of the area is its people, their skills, knowledge, enthusiasm and commitment. Pembrokeshire also has an abundance of natural and heritage resources on which to base new employment opportunities. Through the delivery of the project, PLANED can enable and support local people to identify, undertake and promote sustainable local development activity by making the most of natural, cultural and environmental resources.

### c) LEADER+ Implementation

The strategy is implemented through an integrated approach and is carried out by undertaking the following key activities:

- ❑ **Plugging the Leaks:** Through a series of facilitated activities, working individually and in groups, people identify the main flows of money both into and out of their local area economy, and start to develop leak-plugging ideas, which are grouped into themes on a *plug tree*. The results of the workshop are brought together to form the first draft of an Area Entrepreneurship Action Plan.

To date, the focus of this work has been with geographic community groupings. Future target groups will be *communities of interest*, including first language Welsh speakers; business groups; enterprise start-ups (Prince's Trust); women and farmers/farming families/farming interest groups.

- ❑ **Irrigating the Desert:** This tool, which helps local people to identify how money entering a community can be used more effectively and be retained longer in the local economy, has proved to be highly effective in encouraging creative thinking and in developing linkages to existing resources and activities that might otherwise have been missed. It is planned to make much greater use of this tool as part of the process of *Economic Gardening* to ensure that the potential benefit of every activity is maximised to achieve the optimum effect on the local area economy.
- ❑ **Economic Gardening:** this process is fundamental to the development of Area Development Plans. Local groups examine all local activities and opportunities, social, economic, cultural, environmental, to identify how 'added value' opportunities can be created to add both an economic dimension and ensure longer term sustainability. Once opportunities have been identified through Economic Gardening, PLANED continues to support the Area Development Group in developing and implementing projects.

PLANED is supporting local people with the implementation of the projects identified through the above process by providing staff time, access to expertise, resources and funding – to turn ideas into action.

#### **An Example of Economic Gardening - Developing the Potential of Festivals and Events**

In every area, through the "Plugging the Leaks" process, the communities are identifying the potential added value of festivals and events to their local economies. Almost every community and many, many organisations are involved in promoting festivals and events. Some, for example the local agricultural shows have been taking place for over 100 years. Hundreds of people volunteer hours of their time to organise carnivals, exhibitions, rallies, eisteddfodau, (Welsh Language cultural festivals).

Through the process of 'economic gardening' the range of opportunities relating to local festival and events was highlighted and the enhanced role that they could play with regard to extending the tourism season, and adding depth to the tourism product identified.

### **Supporting Festivals and Events**

It was decided to invest manpower and financial resources available through LEADER+ into this project because:-

- i) At one level, a huge amount of voluntary work went into organising events, it was such a wasteful effort if the events failed due to lack of knowledge of certain rules and regulations or marketing skills.
- ii) At a more strategic level, well organised events were much more likely to continue year after year and their contribution to the local economy through developing their tourism potential would grow year on year.

## Case Study

### Pembrokeshire Enterprise Network

**Organisation:** PLANED  
**Location:** Pembrokeshire, Wales

#### Description of Project

The Pembrokeshire Enterprise Network has a membership of approximately 40 regional and local organisations that have a role to play in the development of enterprise in Pembrokeshire. Meeting on a quarterly basis, it helps to rationalise and make more effective the support for entrepreneurship development.

#### Project Aims

- To ensure close collaboration and co-operation between Network members and to increase the number of client referrals between members
- To encourage the sharing of ideas, expertise and experience
- To ensure easy access by local people to Network resources
- To carry out capacity building - for example, developing a greater understanding of the needs of community/social enterprise
- To develop and deliver joint projects - particularly in relation to the strengthening of local business networks

#### Activities

- Regular networking meetings
- Information sharing
- Workshops for strategic planning
- Consultation with other agencies
- Guest speakers

#### Achievements

- Provide a forum for the exchange of information, thus avoiding duplication of service
- Providing an opportunity for development officers working 'on the ground' to access direct consultation by WAG and other public bodies.
- Collaborative projects e.g. Social Enterprise Coalition

#### PLANED's Role

To provide the secretariat to the network.

#### Key Local Partners

Regional and local organisations that have a remit to deliver enterprise support within Pembrokeshire.

## Case Study

### The Pembrokeshire Business Survey

**Organisation:** PLANED/Business in the Community

**Location:** Pembrokeshire, Wales

Initially a detailed, independent survey was carried out amongst local businesses to discover their views their requirements of a business network and the activities that they would be prepared to get involved in as a member of a local business network.

### Survey Results

The survey identified a clear demand for a county based business network organisation focused on representing business interests, developing business networks, providing business information and marketing Pembrokeshire. It received responses from more than 80 businesses with 90% of respondees supporting the idea of a strong County Business Network with the main benefits to their businesses being:

- the opportunity to develop business contacts** – *"opportunity to meet with other like minded small business owners /managers"*
- better able to represent the views of my business on key issues** - *"I need a strong lobbying group to influence government on behalf of my business"*
- access to business advice and support services** - *"to access local and national information and be aware of new initiatives"*

The businesses also saw a strong network bringing wider benefits to Pembrokeshire as a whole, rating the key benefits as:

- providing a strong representative business voice for the county** - *"Promotion business vision for the County and help market and promote different business in Pembrokeshire"*
- lobbying for key developments that meet the needs of local business** - *"Campaigning for the interests of local business and getting more people to buy local"*
- marketing Pembrokeshire business** - *"A massive opportunity to raise the business profile of Pembrokeshire"*
- being a forum for dialogue with key policy makers** e.g. *"Developing an emphasis on the development of young entrepreneurs for the long term benefit of the county"*

### Key Local Partners

- PLANED
- PBI Pembrokeshire Business Initiative
- My Pembrokeshire Ltd
- Pembrokeshire Enterprise Network

## Case Study

### Business Directory 'Business on Your Doorstep.'

**Organisation:** PLANED  
**Location:** Pembrokeshire, Wales

#### Description of Project

The need for local business directories has been highlighted by communities through a process of consultation called 'Plugging The Leaks'. It soon became clear that information about local businesses can be very sketchy and often relies on 'word of mouth'. This information is vital in order for people to spend their money locally and make best advantage of the money that comes into the area.



#### Project Aims

The project aims to identify all businesses in Pembrokeshire and to publish them in handy booklets specific to their local area in order to:

- improve the enterprise culture within the community
- increase economic activity
- give up to date information about local businesses

#### Activities

1. The project involved local communities in identifying all businesses within their area and to produce the information in a directory.
2. There were 14 directories produced covering the county of Pembrokeshire, with 9,000 businesses listed. The directories, after verifying the data, were produced and delivered door to door in local communities
3. Directories were placed in self catering tourist accommodation.
4. Enterprise agencies working in Pembrokeshire shared business databases to attempt to record as full a picture as possible of business within the county for inclusion in the directories. This database can be interrogated both geographically and thematically for planning of activities or targeting training opportunities towards specific sectors.



## Key Lessons

- ❑ Data protection requirements must be adhered to
- ❑ System for businesses to update their own information should be put in place from the beginning, i.e. business listing website
- ❑ Partnership working with other agencies is advisable
- ❑ Always Cross check data and keep records of the process for this verification
- ❑ Research should be carried out for best form of categorisation

## Achievements

- ❑ Directories delivered to 26,000 households
- ❑ Community forums were engaged in the task of identifying local businesses
- ❑ Social enterprises received funding for the delivery of directories
- ❑ Increased economic activity within rural communities by promoting the sustainability of local business partnerships.
- ❑ Local community Website business was supported to host the details of all the businesses on the web [www.mypembrokeshire.com/vdirectory](http://www.mypembrokeshire.com/vdirectory)

## Further Details:

PLANED

## PLANED's Role

To manage, research, collate and publish the information held within the business listing

## Key Local Partners

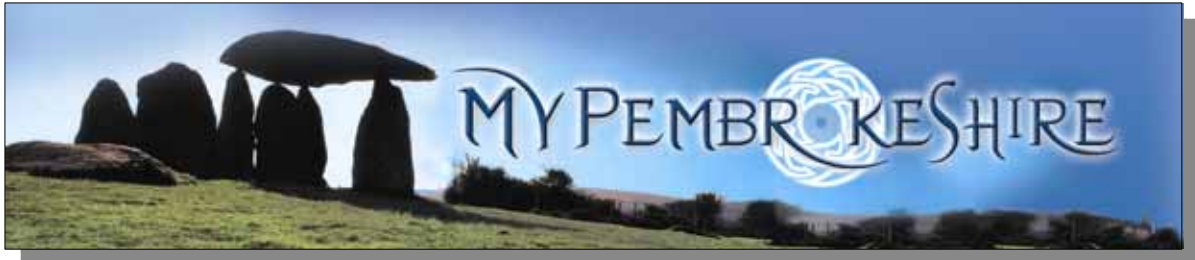
Pembrokeshire Enterprise Network (PEN)  
Area Business Groups  
Local community Forum  
My Pembrokeshire.com LTD

## Case Study

### Business Directories 'Website'

**Organisation:** PLANED  
**Location:** Pembrokeshire Wales

#### Description of Project



PLANED appointed My Pembrokeshire Ltd, to host the business database on their website. It was a requirement of the project that My Pembrokeshire LTD manage the Pembrokeshire business listing, contact every business to offer information, support and training for businesses to update their own business information on line via a secure system. This activity was designed to keep the business database as up to date as possible.

According to the Office of National Statistics 2004, 81% of Businesses in the U.K are now online with 90% of consumers working in Businesses which have access to the internet, however only 55% of micro businesses (those with less than 10 employees) are online. We hope that this project will stimulate the debate about the advantages to Small Businesses of using Internet technology and that this listing will be a valuable resource for Pembrokeshire

An enhanced service will also be available from My Pembrokeshire at a charge which will help you take full advantage of the internet services available. More information about enhanced services is available from [www.mypembrokeshire.com](http://www.mypembrokeshire.com) The decision to award the tender for hosting to a private company was based on the long-term sustainability requirement. It was felt that it would be in the companies own interest to keep the directory as up to date as possible.

#### Project Aims

The project aimed to produce a complete list of businesses in Pembrokeshire hosted on a website, which could be updated by those listed and could be searched by the public or professionals against a range of identified criteria. The information would also be available on request to area business groups who might wish to reproduce the data in the future, in a variety of formats. The project was launched at the Waterway Business Showcase by the



Secretary of State for Wales and the Deputy Minister for Enterprise in the Welsh Assembly Government.

## Activities

- The design and management of a website for the listing, existing or new.
- Provide links to and from the partner organisations of the Pembrokeshire Enterprise Network.
- Contact every businesses by letter, telephone or through personal visits to check the correctness of the information
- Provide Training for businesses in order for them to access and update their own information on a regular basis.
- Design of a basic webpage template to be used if required



## Key Lessons

- Some micro businesses need support to take advantage of any computer technology
- Businesses value a service more if they have paid for it rather than received it free of charge.

## Achievements

- Still having businesses add to the data base 3 years after the initial funding
- My Pembrokeshire constantly up dating their offering in terms of the enhanced listing

## Further Details

[www.mypembrokeshire.com](http://www.mypembrokeshire.com)

### PLANED's Role

As Secretariat to the Business Network

### Key Local Partners

(PBI) Pembrokeshire Business Network  
 (PEN) Pembrokeshire Enterprise Network  
 Area Business Groups

## Case Study

### Pembrokeshire Business Network

Organisation: **PLANED**  
 Location: **Pembrokeshire Wales**



### Description of Project

The Pembrokeshire Business Network was established following the publication of the results of a survey of local businesses. The network is open to all business networks, whether geographical or thematic and individuals on an associate basis. In many parts of the world business groups, chambers of trade and tourism are seen as core players in the development of their local economies. Often they receive funding through government or via compulsory levy on business to deliver enterprise training and play a key partnership role with others in the implementation of local economic strategies. These business networks have a critical role in creating “competitive clusters” of local businesses, where enough resources and competences provide an area with a decisive sustainable competitive advantage, driving productivity, innovation and stimulating new business in the field. The role of the intermediary organisation in stimulating and sustaining such clusters has been identified as a critical factor in local economic success. The North Wales Development plan states “Successful regions are often characterised by thriving clusters of businesses with networks to support them. Groups of businesses which share the same customers, infrastructure or skills base can form linkages that dramatically enhance competitive advantage.

### Project Aims

The survey identified a clear demand for a county based business network organisation focused on representing business interests, developing business networks, providing business information and marketing Pembrokeshire. It received responses from more than 80 businesses with 90% of respondees supporting the idea of a strong County Business Network with the main benefits to their businesses being:-

- ❑ **the opportunity to develop business contacts** – *“opportunity to meet with other like minded small business owners /managers”*
- ❑ **better able to represent the views of my business on key issues** - *“I need a strong lobbying group to influence government on behalf of my business”*
- ❑ **access to business advice and support services** - *“to access local and national information and be aware of new initiatives”*



## Activities

- Business Survey
- Skills bank
- Business Website
- Seminars
- Local Business Success Stories
- Websites
- Consultation



## Key Lessons

The businesses also saw a strong network bringing wider benefits to Pembrokeshire as a whole, rating the key benefits as:

- providing a strong representative business voice for the county** - *"Promotion business vision for the County and help market and promote different business in Pembrokeshire"*
- lobbying for key developments that meet the needs of local business** - *"Campaigning for the interests of local business and getting more people to buy local"*
- marketing Pembrokeshire business** - *"A massive opportunity to raise the business profile of Pembrokeshire"*
- being a forum for dialogue with key policy makers** e.g. *"Developing an emphasis on the development of young entrepreneurs for the long term benefit of the county"*

## Achievements

- 10 Area business groups joining the network covering 75% of the county so far
- Recognised as the main consultative forum for business within the County
- Development of a County wide website operating as a portal for business information within the county, linking all 15 area business groups
- Hosted 2 Seminars for businesses highlighting local success stories and issues of interest to all businesses.
- Local steering group for the PLANED Trans-national Enterprise Project

## OUTCOMES

The Pembrokeshire Business Network was established through the project and formally constituted as a business association with a constitution that includes the objects of:

- (1) To improve the effectiveness of local chambers of trade and local business groups by sharing best practice across the membership of the Association.
- (2) Actively to support such chambers and groups.
- (3) To develop and to collaborate with the development of initiatives which support local business and enterprise.
- (4) To represent the interests of the Association to all other parties and at all levels.

Membership is open to any constituted business group in the county, while individual companies may join as associate members. It is designed to build the capacity of the local business groups while providing a county wide forum for best practice and dealing with common issues. The network was formally constituted in May 2008 with an initial membership of eight area business groups representing xxx companies – [www.pembrokeshire-business.net](http://www.pembrokeshire-business.net)

The network aims to strengthen local business groups by connecting them to a county network, offering added value to the local business members, rather than setting up a competing County network with direct membership. By joining your local business network you automatically become part of the Pembrokeshire Business network

### **Further Details**

[www.pembrokeshire-business.net](http://www.pembrokeshire-business.net)

### **PLANED's Role**

As secretariat to the Business Network

### **Key Local Partners**

(PBI) Pembrokeshire Business Network  
(PEN) Pembrokeshire Enterprise Network  
Area Business Groups  
My Pembrokeshire LTD

## Case Study

### Business Showcases

**Organisation:** PLANED  
**Location:** Pembrokeshire Wales

#### Description of Project

The need for local business directories has been highlighted by communities through a process of consultation called 'Plugging the Leaks'. It soon became clear that information about local businesses can be very sketchy and often relies on 'word of mouth'. This information is vital in order for people to spend their money locally and make best advantage of the money that comes into the area.



#### Project Aims

**Showcase Enterprise Fairs** to promote local enterprise and encourage new enterprise development. The aim of these events is to:

- Demonstrate the range and nature of local business in different areas in the county
- Encourage collaborative working to better promote the development of the local economy, stimulate and meet increased local demand
- Encourage local purchasing – both business to business and business to consumer
- Encourage local enterprise development through increasing awareness of local success
- Provide a focal point for those interested in starting an enterprise

The showcase events target:

- Local business wishing to improve their local supply chain
- People interested in starting a business
- Members of the public who want to buy local
- Local schools/colleges/Princes Trust



#### Activities

- A theme is developed with the local business group for the day.
- Local businesses are invited and encouraged to showcase their work.
- Support agencies are invited to showcase what they can offer to support local businesses.
- Speakers and workshops are provided on that theme through out the day.
- Publicity about the event highlights the advantages of collaborative working.



## Key Lessons



- ❑ Ensure adequate time for networking throughout the day
- ❑ Businesses have given a day to the event and appreciate a well organised and supported day
- ❑ Many businesses are not aware of the other businesses within their communities
- ❑ Businesses felt valued when offered quality refreshments rather than sandwiches!

## Achievements

- ❑ Increased awareness of opportunities for local purchasing and collaborative projects.
- ❑ Opportunities to network and learn about other local businesses.
- ❑ Approx. 200 businesses have showcased their business to their local community.
- ❑ Opportunities to provide targeted training workshops and seminars to meet local business need.
- ❑ Support services have been offered in remote rural areas enabling all businesses to have equal access to information.
- ❑ Opportunity to celebrate the rich diversity of business within a community, engendering a pride in their area.
- ❑ Demonstrating the opportunities for local enterprise to young people.

## Further Details

PLANED

## Case Study

### Business Training

**Organisation:** PLANED  
**Location:** Pembrokeshire Wales

#### Description of Project

PLANED recognizes that the greatest resource of the area is its People, their skills, common knowledge, enthusiasm and commitment. Training provided locally was identified as a priority for businesses through the Plugging the Leaks Workshops.



#### Project Aims



- ❑ Through the delivery of the project, PLANED aims to enable and support local businesses.
- ❑ To provide appropriate good quality training in rural communities
- ❑ To educate and inform businesses about what is unique and distinctive about their area.
- ❑ To improve and promote the sustainability of local businesses
- ❑ To improve the retail experience of visitors to the county.
- ❑ To develop opportunities for local workshops, seminars and training.
- ❑ By providing the training in partnership with the local business group, the project sought to strengthen and support the group.

#### Activities

A series of training events were held by area business groups designed to deliver against the needs identified through the workshops including:

- ❑ **Winning Windows** - These sessions covered the importance of interior presentation and how attractive window display can make all the difference to business.
- ❑ **Customer Service** - An informative seminar introducing all aspects of customer service e.g. staff presentation, product knowledge, communication and advice.
- ❑ **Marketing Master Classes** - Area based session designed to develop marketing skills in local business, which included scenario analysis – anticipating changes and trends, innovative marketing techniques – attribute analysis and finding, keeping and sharing customers



## Key Lessons

- ❑ Training should be appropriate and of good quality.
- ❑ Free training is sometimes undervalued by the recipients.
- ❑ A nominal fee might encourage greater participation.
- ❑ The networking activity is sometimes of equal benefit to the training provided.
- ❑ The provision of refreshments is a consideration for people attending training straight from work.
- ❑ Businesses have a high expectation of quality whether of training provided or premises.

## Achievements

- ❑ Able to offer training in the evenings for the retail sector to suit.
- ❑ 40 Businesses attended Winning Windows and Customer Service workshops.
- ❑ 65 businesses attended Marketing Master Classes.
- ❑ Businesses share opportunities for collaboration.

## Case Study

### 'Sense of Place' Experience Pembrokeshire

**Organisation:** PLANED  
**Location:** Pembrokeshire Wales

#### Description of Project

It is recognised that a sustainable future for rural areas will depend on a stronger economy, and empowered and capable communities. PLANED is currently piloting a sustainability too through its community engagement work with local people and through this process almost all communities highlight the importance of their local history, heritage, culture and environment to community pride, confidence and their potential for sustainable economic development. The Sense of Place project is responding to this tremendous local interest.



#### Project Aims

Through the Experience Pembrokeshire project PLANED aims to encourage more local people to share and celebrate their love of heritage and culture with visitors in order to give visitors an even deeper experience of what is distinctive and special about their area.

#### Activities : Experience Pembrokeshire

As described, PLANED has considerable experience of linking area based integrated development to existing and new businesses to create new niche opportunities.

Three important projects support local business development:-

- ❑ **Seasonal Images Of Pembrokeshire.** PLANED does not ignore the opportunity to assist local people to make the most of opportunities being developed by external agencies and public bodies.
- ❑ **The Sense of Place Tourism Business Development Program** raises awareness with existing and potential tourism service providers of *opportunities to create higher value, more sustainable forms of tourism* by linking into the activities and interpretations of local communities (i.e. events, festivals, heritage leaflets, themed walks, arts, crafts and food/drink). Local businesses are better informed to market their individual business or areas uniqueness.



- ❑ **The Greenways Holiday Bureau *market tests niche tourism holidays*** in collaboration with B&B's and guesthouses, primarily in the Netherlands, Germany and France. Currently walking, cycling and "go as you please" holidays are marketed through the bureau. This will provide the ongoing opportunity to bring innovative tourism products to the marketplace as and when they are developed.

**PLANED provide awareness training for tourism businesses and business networks in Pembrokeshire.**

- ❑ Preseli Circle Tours
- ❑ Pembrokeshire Arts & Crafts Tour
- ❑ Local Food Tour
- ❑ Archaeological Tours
- ❑ Geomorphology Tour
- ❑ Maritime & Industrial History Tour



**Achievements**

- ❑ 58 people attended 'Sense of Place' tours to gain a better understanding wide range of environmental and heritage assets of Pembrokeshire
- ❑ 250 business people have taken part in the "Sense of Place" training programme which included *study tours e.g. Arts and Crafts, Maritime History, Local Produce on the Menu.*

**Key Lessons**

- ❑ Our research shows that the type of tourist that we seek to attract is someone who enjoys exploring, not just the environment and heritage of an area, but the nature and culture of the local people.
- ❑ ***"Rooting cultural tourism at the local level produces something credible and authentic"***  
Report of cultural tourism seminar sponsored by British Council and Scottish Executive
- ❑ ***"Travellers to a new land want to feel its culture and be touched by its people."***  
Queen Noor of Jordan
- ❑ A significant tourism trend is towards weekend breaks out of season, therefore, the challenge is to meet this demand by **offering visitors a range of memorable experiences, which give opportunity to get to know the area and its the people.**
- ❑ In order to address this challenge, tourism initiatives need to:-
  - Help local people to develop projects to extend the tourist season by identifying new opportunities, developing skills, improving the quality of the tourism destination, and adding depth to the tourism product
  - Build on the wide range of local opportunities from celebrating local heritage to local community carnivals to promoting local produce and cuisine

- Link community interests, cultural events and local festivals to tourism development
- Encourage a more professional approach

## **Further Details**

PLANED

## Case Study

### Pembrokeshire Skills Bank Pilot Project

**Organisation:** PLANED  
**Location:** Pembrokeshire Wales

#### Description of Project

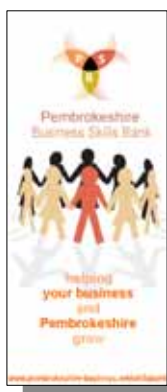
Pembrokeshire Skills Bank, links voluntary business skills of experienced business practitioners with a local business or community need. Pembrokeshire Skills Bank was established as a pilot project, which aiming to be a key tool to encouraging a sense of entrepreneurial spirit by making available skills and experiences to all who make up the community – business start ups, community enterprise, young enterprise et al.



#### Project Aims

- ❑ To give new businesses the opportunity to have contact with a real entrepreneur (*"People who have direct contact with an entrepreneur have an increased likelihood of starting a business therefore creating a positive attitudinal change"*) (findings from the GEM study) [www.gemconsortium.org](http://www.gemconsortium.org)
- ❑ To be an on line resource brokering business relationships between a volunteer and a business, community group or education project
- ❑ To facilitating the birth of 'business knowledge know-how' and potentially linking the end user into a new business network. It is based on an Australian on line system

#### Activities



- ❑ Demand has been identified for experienced business practitioners to assist fledgling businesses, established businesses, community groups and the education sector. Pembrokeshire hosts a diverse population.
- ❑ The project will seek expertise from all cohorts as it has been established that there is a plethora of highly skilled and globally experienced business people residing in the county.
- ❑ In addition, support and participation from the larger businesses operating in Pembrokeshire will be encouraged as part of their local CSR policy and practices.
- ❑ Central to the success of this project will be the need to include as many people, organisations, groups, establishments from both the private and public sectors as possible – the aim is to create a network on which Pembrokeshire will not only survive but thrive.
- ❑ The on line system was launched in the Pembrokeshire Showcase event and forms an integral part of the Pembrokeshire Business Network web site [http://www.pembrokeshire-business.net/skills\\_bank.php](http://www.pembrokeshire-business.net/skills_bank.php)

## Key Lessons

- ❑ The pilot programme demonstrated there was interest in such an online skills sharing database.
- ❑ The initiative needed a longer period of sustained development than was possible within the scope of the project.
- ❑ Capacity building with community enterprises would be essential to ensure that appropriate projects were posted on line.
- ❑ Further work was needed on the interface to make it user friendly.

## Achievements

There is no shortage of volunteers ready to give their time. Further development work and wider publicity will address this.

## Further Details

PLANED

## Case Study

### Pembrokeshire Business Network Website

**Organisation:** PBI  
**Location:** Pembrokeshire Wales



Pembrokeshire  
Business Network

### Description of Project

To develop a Pembrokeshire Business Network website, to oversee development of community websites for the individual community hubs, and to ensure coordination with the Pembrokeshire Business Directories which were already established.

### Project Aims

- To produce a Community Business Network Website for Pembrokeshire.
- To encourage individual business communities to develop their own websites.
- To oversee this to ensure consistency of approach.
- To incorporate appropriate links between the main hub and the community websites.
- To incorporate direct link to 'My Pembrokeshire' business directories.

### Activities

- Meetings held with the representatives of the business communities throughout Pembrokeshire to discuss content & style.
- Meetings held with 'My Pembrokeshire' to tie into local business directories & link established
- Main hub website was produced [www.pembrokeshire-business.net](http://www.pembrokeshire-business.net)
- Local Business Community Websites were developed in liaison with the business groups
- Local representatives taught how to update their websites

### Key Lessons

Liaison and networking were key to the design of a practical website hub which suited all community needs

- Useful to have consistency of approach.
- Essential to ensure individual areas can update their own space to ensure sustainability.

## Case Study

### Follow Up Support For Start Up Businesses

**Organisation:** PBI  
**Location:** Pembrokeshire Wales

#### Description of Project

Follow up support for start up businesses, which was currently unavailable through any of the mainstream programmes.

#### Project Aims

- To set up three experimental outreach business clinics in north, south & mid Pembrokeshire to encourage clients to visit locally, as a cost effective method of accommodating several clients in one area.
- To introduce those businesses to the Pembrokeshire Business Network.
- To re-engage with start up businesses and to ascertain whether there was a demand for this service

#### Activities

- Contact with previous Start Up Clients to establish whether there was interest.
- Set Up local area clinics.
- Meet with clients to discuss future business planning and ascertain assistance required.
- Offer information about the Pembrokeshire Business Network.

#### Key Lessons

- With very little marketing or promotion 44 out of 51 of those contacted made use of the pilot therefore justifying the belief that this was needed.
- Outreach clinics were popular for first visits but sometimes required work based visits as a follow up. All agreed the service was worthwhile.
- Most popular advice was a need for cash flow; marketing; raising finance & website development.

Many of the businesses who had just started did not fully understand the value of networking.

## Case Study

### Thematic Business Groups

**Organisation:** PLANED  
**Location:** Pembrokeshire

#### Description of Project

Research shows that visitors would come to Pembrokeshire outside peak times for various reasons, love of landscape; nature; special interest in photography and bird watching, to experience our seasons e.g. stormy seas. Shopping and events are also of interest. Putting all this together, we see the potential for the artists and photographers of Pembrokeshire to help create a niche 'Sense of Place' tourism product- Experience Pembrokeshire's Seasons'



#### Project Aims

- ❑ Promote the experience of 'seasonality' in Pembrokeshire through art and photography.
- ❑ To explore the idea of using local artists and photographers to promote the dramatic landscapes and wonderful colours that our seasons offer in Pembrokeshire, to entice visitors to return here year after year.
- ❑ To improve and promote the sustainability of local businesses.
- ❑ Capture images of memories and recollections to promote our inspiring county.
- ❑ Create a network of local artists, photographers and gallery owners.

#### Achievements

- ❑ Successful network of local Artists, Photographers and Gallery owners.
- ❑ Developed a website for SIOP.
- ❑ Contributed to Experience Pembrokeshire website – Seasonal Images of Pembrokeshire.
- ❑ Exhibiting as a collective in the St. David's Gallery.
- ❑ Successfully promoted the advantages to collaboration to an historically independent sector.
- ❑ Took advantage of Walking Festival to promote their individual work through a joint exhibition opportunity.

## Key Lessons

- ❑ The time of meeting should reflect the nature and demands of the individuals of the group. This group preferred early meetings, to allow them to capitalize of the optimum light for their profession. This group chose meetings over breakfast, which also provided good an excellent networking opportunity.
- ❑ It should also be remembered that any time away from their business is loss of earnings, so meetings should be kept brief and relevant to the members.

## Further Details

PLANED

## Case Study

### Social Enterprise Network

**Organisation:** PLANED  
**Location:** Pembrokeshire Wales

#### Description of Project

##### Support for Social Enterprise in Pembrokeshire

The growth of the social enterprise sector will be central to the social, economic and environmental well being of Pembrokeshire.



#### Project Aims

**Our aim** is to ensure that Pembrokeshire leads the way in implementing the Social Enterprise Wales Strategy. This strategy has 4 objectives:

- Create an enabling environment.
- Make Social Enterprises better businesses.
- Establish the value of Social Enterprises.
- Encourage the development of new opportunities.

These objectives will be delivered through a **partnership** of key local agencies represented by the Pembrokeshire Enterprise Network (PEN), which is coordinated by PLANED as part of LEADER+. The strategy will draw on the relevant strengths of PEN members to develop a holistic delivery plan designed to grow the social enterprise sector in Pembrokeshire.

#### Activities

Business support including:

- Business and Financial Planning to develop business model and support grant applications.
- Advice and guidance on appropriate legal structure.
- Assistance with writing Memorandum and Articles.
- Assistance with market research and feasibility.
- Grant finding.
- Assistance with marketing.
- Helping to make best use of IT.
- Procurement.
- Networking with Like minded people.



#### Key Lessons

- Ensure the enterprise has capacity in terms of manpower and skills to run the business.
- Set up appropriate business administration procedures.

- ❑ Aim to recruit a board of directors who understand the concept of Social Enterprise and if possible bring relevant business skills to the enterprise.
- ❑ Define clear roles and responsibilities of all involved.
- ❑ Plan for long lead times especially if applying for grant funding.
- ❑ Research market carefully. Identify clients and competitors.
- ❑ Produce a professional business plan.
- ❑ Chose a legal structure once the business model is agreed on.
- ❑ Ensure the business model is secure prior to financing social aims.
- ❑ Balance the business and social aspects.
- ❑ Monitor, evaluate and plan future activity based on the findings.

## Achievements

- ❑ Supported 12 enterprises to set up or develop their business under a Social Enterprise model.
- ❑ Assisted a number of voluntary organisation to explore issues surrounding the setting up of a trading arm or applying a more commercial form to their activity.
- ❑ Organised and facilitated practical training sessions as requested by the Social Enterprise Network.
- ❑ Organised an annual Social Enterprise Event.

## Further Details

PLANED

Old School, Station Road, Narberth. Pembrokeshire SA67 7DU. Tel: 01834 862113

Email: kathrynb@planed.org.uk

## PLANED's Role

- ❑ To provide funding information and assisting with funding applications.
- ❑ To provide initial information on legal structures for Social Enterprises.
- ❑ To help entrepreneurs explore their ideas from a commercial prospective.
- ❑ To update partners and clients on sector developments. Reporting to PEN and SEN on behalf of the Social Enterprise Network.
- ❑ The organisation of a number of practical workshops as requested by the network.
- ❑ To organise the annual Social Enterprise Event showcasing best practise examples of established enterprises with other speakers providing information of interest to local enterprises.

## Key Local Partners

Pembrokeshire Business Initiative (PBI)

Pembrokeshire Association of Voluntary Services (PAVS)

Business Eye

Wales Cooperative Centre



## **PARTNER** Menter Môn



**LOCATION:** Anglesey (Ynys Môn)

### **Background**

Ynys Môn's status as a producer of manufactured goods is wholly dependent on a small number of large companies producing mass volumes of a very narrow product range. In the current global climate it is essential that rural areas such as Ynys Môn delve deep into their own character in order to exploit their own differentiating factors which will give it a unique and unifying identity.

The first phase of this Leader + project identified a list of potential new products that could be produced on Ynys Môn utilising local resources, manufacturing capacity, skills and expertise, which could have UK and possibly international commercial appeal.

The second phase of the project aimed to establish a route to market for the products developed in phase 1 and expand on the product ranges and prototype products identified, but not progressed, during phase 1.

### **Aim**

Adding value to local imagery and resources and providing a creative engine to progress new products into the global market place; using Bauhaus Methodologies

### **Objectives**

- To address the pressing need to expand the island's product range
- To provide the private sector with support to develop new products
- To promote cooperation between designers, producers and retailers
- To improve the islands positioning in the marketplace
- Establish new enterprises with the private sector to progress products to the marketplace.

## Case Study

### Mona Bauhaus Product Development

#### Bauhaus Principles

Bauhaus was an avant-garde art and design school, established in Germany by Walter Gropius in 1919 (closed down in 1933 by the Nazis). It pursued new forms and solutions to man's basic needs, as well as his aesthetic ones and returned to the fundamentals of basic materials and the basic rules of design...

The Bauhaus workshops produced prototypes for mass production of many products from a single lamp to a complete dwelling.



Mona Bauhaus applies Bauhaus philosophy and principles to economic development, by:-

- Returning to fundamentals and basic materials
- Producing prototypes for the mass market
- Bringing together specialists from diverse backgrounds
- Adopting innovative approach to new product development

#### Mona Bauhaus Process

1. Identify and catalogue resources,
  - natural resources
  - local imagery (historical, cultural and environmental)
  - Skills and manufacturing capacity.
2. Design workshops
  - Recruit designers, retailers and manufacturers
  - Shortlist product ideas
  - Prepare design briefs
3. Develop product prototypes
  - Commission private sector to develop products
  - Progress to market place

Fifteen of the biggest companies on Anglesey took part in reviews to see to what extent there are opportunities for new ideas, and the project's organisers also visited 37 leading SMEs on the island. A total of 412 ideas for new products or services emerged from a series of workshops and were then screened for commercial and technical feasibility, market potential and funding capability in order to narrow these ideas down to shortlist for progression. The next step was then to produce prototype products.

## Outputs

### Monamor

Monamor is a new company established to progress a range of beauty products to the market place. Initially developed as Parys Elements in the first phase of Leader +, it was later revamped and private sector partners were recruited. These are Halen Môn (Anglesey Sea Salt Company) and H&H, a Caernarfon based perfumery run by two ladies from Anglesey. Halen Môn bring experience of taking a new product to the market and



H&H have extensive knowledge of the health and beauty industry. The first range of products includes a body cream, a massaging body bar, bath soak and salt scrub. Local ingredients include Halen Môn Sea Salt (in the scrub) and handpicked meadowsweet. Ynys Môn is very important as part of the branding and the marketing material refers to "our island home". In addition to promoting Monamor it should also raise the profile of Anglesey. Images of the range are available on the website – [www.monamor.co.uk](http://www.monamor.co.uk)

The range is currently being sold in 25 shops mainly in Wales; opportunities are being sort via trade shows and potential stockists in England and the USA. are being identified New products for 2007 will include a room diffuser, pump soap and pump moisturiser.

### Gwdihw

Gwdihw is a new company that produces and sells natural herbal skin balms. Rowenna Mansfield has grown herbs and used them in her balms for 20 years. Having already established a partnership through the hydroponics project, an opportunity was identified to create a new brand for the balms and establish a joint company. Through LEADER + support the Gwdihw brand has been developed and the products taken to the marketplace.



To date there are 4 products, including "Smoochy Lips" lip balm, "Twinkle Toes" foot balm, "BusyHands" hand balm and "Gardeners Balm". The products all contain marigold flowers grown in the hydroponics system and various locally sourced herbs. Gwdihw are currently working on 5 newproducts which will include facial scrubs, sleeping balms and baby balms. The image of theproducts to date is shown on [www.gwdihwbalm.co.uk](http://www.gwdihwbalm.co.uk)

The products are currently on sale in 100 shops throughout Wales. Efforts are now being made to introduce the products to shops across the UK.

## Parys Designs

Parys Designs was established to progress several products developed during the first phase to the market place under one name. The products included a range of textiles, gardeners smock and Parys Porcelain.

The **Parys Textiles**, produced by Sew Môn in Llangefni, continue to be sold however there is no intention to continue this range in the long term. This is an extremely competitive market and our competitors are importing cheaper designs from the Far East. Another weakness is the lack of a private sector partner with experience of retailing textiles.

The **Parys Smoca** continues to be sold in garden centres, catalogues and on the web. The feedback received has informed us that we need to look at more attractive fabrics and interesting designs. Sew Môn are currently producing prototypes which will be shown to potential customers for feedback.

The **Parys Porcelain Range** was produced in a workshop near Amlwch. The initial designs were developed by Morgen Hall, a renowned potter from Cardiff. The designs were innovative and well received, however continuous production problems meant that the project had to be significantly altered. Production has been moved to a local pottery studio and the range will now be made using stoneware. While stoneware is less prestigious it is far more forgiving and should resolve the production problems.

## Main Lessons Learnt

- Recruit private sector partners with experience of progressing products to market and involve them from the beginning.
- Avoid over complicated products.
- Where possible expand on existing ranges rather than develop new products in isolation.
- Success is measured in sales.
- Take more risks.
- The things that make a region different are those things that also make it interesting and marketable.

## Key Local Partners

**PARTNER****Jobs and Society - NyföretagarCentrum****LOCATION:** Sweden**Background**

Swedish Jobs and Society is a 23 year old foundation, helping some 8-10,000 companies per year to start successful and viable enterprises, with about 14,000 individual clients per year. Since it's inception it has helped the start up of more than 180,000 new businesses, through professional start-up advice. The foundation operates through 90 locally based Nyföretagar Centrum (Enterprise Agencies); the first of which was launched in 1985. Swedish Jobs and Society is the leading Swedish player in this field.

## Case Study

### The Creation of Successful & Viable Enterprises

#### Aim

The overall aim is the creation of successful and viable enterprises. The aim is not necessarily to create more enterprises (although that is also desirable), but that the enterprises that Jobs and Society and its NyföretagarCentrum help starting up are well prepared, survive and do well. Two thirds of the people that come to NyföretagarCentrum for start-up advice go ahead and start an enterprise. 80 percent of those enterprises are still active after an average of three years, and less than one (1) percent of them have gone bankrupt after the same time period – unique figures in Sweden and the rest of the world.

#### Core Principles

- ❑ The activity is focused on start-up of new enterprises.
- ❑ The advice to the entrepreneur should be at no cost, confidential and objective.
- ❑ The advice should be of high quality and support serious entrepreneurship.
- ❑ NyföretagarCentrum should work through a local network of advisors within its specified business region.
- ❑ The financing of the activity should primarily come from local business.
- ❑ NyföretagarCentrum should be neutral in relation to its sponsors.
- ❑ The local board of NyföretagarCentrum should be mainly composed of representatives from private business.



**The Jobs and Society model** stimulates and facilitates the start-up and growth of new viable companies through a strong community focus, with companies working together to support business growth in their communities. This is seen to be their key contribution to the future health of their local community, creating wealth and jobs as a prerequisite to underpin the Swedish welfare system.

It recognises the weakness in the Swedish economic system, which relies on large companies and large public sector for employment. The traditional expectation is that employment will be found in one such large employer, so there is a weak entrepreneurial culture. The Jobs and Society model attempts to address this through a community focused approach to enterprise development, which aims to encourage and celebrate entrepreneurship.

It is based on a network of dedicated and well trained professionals, supported through a quality structure overseen by the central Foundation. Critically it is business led and business



funded, involving the major Swedish companies, their local operations and almost 2,300 small and medium companies working in their own communities.

- ❑ Stimulates and facilitates the start-up and growth of new viable companies.
- ❑ Works through dedicated professionals.
- ❑ Gives help to self-help.
- ❑ Builds and maintains a network for transfer of best practice.
- ❑ Strengthens the local community and is based on local enthusiasm.
- ❑ Strongly contributes to the renewal of Swedish private business.

There are 3 key elements to the model – the support provided by the central Foundation, the operations of the local NyföretagarCentrum (Enterprise Agency) and the role of the enterprise fairs

## **1. The Swedish Jobs and Society Foundation**

The Foundation acts as an umbrella for the activity. It initiates and is active at the start-up of a new NyföretagarCentrum and is responsible for support in the form of a help-desk, it-system, marketing, advice-tools, printed matter, exhibitions etc. It is also organises training of advisors and exchange of experience. The foundation carries out quality assurance of all activities through the certification of each NyföretagarCentrum and their advisors.

The activity is mainly financed by private business but also by authorities and organizations. Some 30 large Swedish and international corporations, e.g. Volvo, ABB, Johnson & Johnson, several of which are members of the central board, support the foundation at a central level and some 2,300 at a local level all across the country.

## Case Study

### NyföretagarCentrum (Enterprise Agency)

Each NyföretagarCentrum or Enterprise Agency, is operationally led by advisors who have personal experience of the business world. Most of them are, or have been entrepreneurs. In addition, a broad network of local experts from different branches of business is at hand for support. For instance the NyföretagarCentrum for the Sollentuna Municipality comprises banks, accountants, auditors, legal competence, IT competence, Rotary clubs, Car dealers (special prices for vehicles) etc.

A NyföretagarCentrum evaluates each new business idea, the personal qualifications of the potential entrepreneur, the potential market, supports the creation of a business plan, goes through economic calculations and budgets, evaluates investment requirements and financing, goes through legal issues, insurance and formal requirements – and, finally, helps out with contacts through relevant networks.

Last year 14,000 individuals came for advice. It is vital to the economic development of Sweden that more companies start up, but the overriding issue is that they successfully survive. Only 1% of companies having started via a NyföretagarCentrum go bankrupt after three years – with 82% still being active. The start up costs per business average around £400-500, not taking into account the time donated by local business in providing advice and network support



## Case Study

### Enterprise Fairs

Jobs and Society arranged its first Enterprise Fair in the south of Sweden in 1993, since when there have been over 100, in 35 different communities across Sweden. The largest of these is now established as an annual event in Stockholm, where over three days there are around 70 different seminars, a large exhibition of around 90 new and established businesses and of course the business support agencies.

The Enterprise Fairs aim to provide:

- ❑ A trade fair for companies that have been established in the last 3 years – these companies are offered very low cost rates to exhibit.
- ❑ 2. A one stop shop for any potential entrepreneur interested in starting a business, where they can access key authorities and support agencies.
- ❑ 3. An inspiration for the local community, with schools arranging visits to encourage enterprise development.



The fairs are organised through the local enterprise agency in conjunction with the local authority, trade organisations and key community partners.

Exhibitors include:

- ❑ Authorities and organisations supporting business -Tax Office, Agencies for local economic growth, Swedish companies registration service, Swedish Customs Service, Federation of Private Enterprise, local trade organisations, banks, insurance companies, software suppliers, office suppliers.
- ❑ Newly started companies – all those companies established in the last 3 years are offered stands at a preferential rate, to market themselves and to increase their network and to inspire others.
- ❑ Other local businesses – especially those sponsoring and part of the support network.
- ❑ The Enterprise Agency who also organise specialist workshops on business development and ensure that potential new business starts are invited, along with school parties.



## Case Study

### Mentoring Support Programme

A key new programme being introduced throughout the NyföretagarCentrum network is a structured mentoring support programme, which has been developed in partnership with the Swedish Government, who are providing funding to the local agencies for administrating the scheme. Jobs and Society have developed a high quality mentoring process that engages business volunteers from the support network. Each business mentor gives his/her time for free and is matched with a new business start up



with a commitment of a monthly meeting over 12 months. The scheme is proving to be an important addition to the support provided by the local agency.

**PARTNER****Jobs and Society - NyföretagarCentrum****LOCATION: Sweden****The Week 17 Campaign**

The Week 17 campaign was founded in 2006 on the realisation that there is a lack of experience and knowledge when it comes to entrepreneurship and starting your own business in Sweden. In many places there is no tradition of networking and having or taking advantage of business contacts. This situation is even more apparent in the smaller cities and rural areas than in the big city regions. The campaign in 2006 was a success, and it was further developed in 2007.



The main purpose of the Week 17 campaign is to encourage more people to pursue their dreams and to make them realise that it is not difficult to start your own business. It inspires a new generation of entrepreneurs and, consequently, helps stimulating economic growth.

Week 17 is a week of encouragement, confidence boosting and making people believe in themselves and their ideas – even if they are perceived as strange or non-profitable!

During one week, Swedish Jobs and Society and more than 80 NyföretagarCentrum (Enterprise Agencies) arrange and support more than 100 events all around Sweden. Where there is a NyföretagarCentrum, an event will be held. Swedish Jobs and Society work side by side with companies (both multinational, national and local), Governmental bodies (The Confederation of Swedish Enterprise, The Swedish Agency for Economic and Regional Growth, Swedish Companies Registration Office, IRS and many more) and trade unions (Unionen – Sweden's Leading White-Collar Union, The Swedish Association of Health Professionals and more) in making the Week 17 a unique nationwide event with a very local mark. All partners contribute to this important event without charge.

The aim is to change people's attitudes by making Week 17 the grand week of entrepreneurship in all of Sweden. There is great media interest and a number of prominent celebrities participate in the events. The key message during the campaign in 2007 is that it is easy to start your own business if you are given the right support and advice.

**PARTNER****Jobs and Society - NyföretagarCentrum****LOCATION: Sweden****Key Learning from Swedish Jobs and Society**

1. The importance of the local Board and Chairman who have responsibility for the enterprise agency. The Board is largely made up of the major private sector funders. The Golden rule is that private funding must contribute over 50% of the total budget for the agencies. The larger local companies and banks play a key role as sponsors but a range of smaller and medium companies invest up to £2000 per annum. A typical local agency might have between 20 and 40 local business sponsors.
2. The Enterprise agencies operate as franchises of the central Foundation, using the same brand and being certificated to quality standards. The advisers undertake a structured professional development programme.
3. The importance of the local business network which both provides sponsorship support to the agency but also a network of advice and expertise.
4. The participating companies recognise benefits in terms of
  - a. Benefits to the local economy of increased business start ups
  - b. Networking benefits as business to business opportunities
  - c. Reputation as a contributor to the health of the local community – being part of the network confers a status
  - d. Staff development
5. The exact structure of the local enterprise agency will vary, with some being legal entities employing the advisers directly. However many of the advisers operate on a self employed basis. Advisers need to be good listeners, able to summarise and structure feedback, have strong local contacts and knowledge, able to relate to people from different backgrounds and have a sound business background.
6. The advisers are always neutral, ensure confidentiality, do not charge and avoid value judgements. Clients are always welcomed back and feel part of the network. Network meetings are a critical part of the support programme e.g. one agency had network meetings on the first Thursday of every month with 40-50 people attending.
7. The value in being based within a science park or higher education setting to call on research and specialist skills. Innovation centres also played a key role as a focal point, providing easy access to professional services, technology as well as being a meeting place for entrepreneurs with ideas.
8. Agencies often run specific award schemes – such as entrepreneur of the year – as well as introductory courses on starting a new business.
9. Several of the agencies had specialist programmes targeting key groups such as women entrepreneurs. Immigrant populations or "new Swedes" were an



important group in several agencies, with a focus on providing support to immigrants who often had real entrepreneurial capacity but lacked local networks and needed administrative support. However, the basic Jobs and Society model "works" for any type of enterprise and any type of person, which means that there is no specific "need" for targeting key groups, it is up to each and every NyföretagarCentrum. This shows in the statistics, where the national average of women starting up enterprises is about 30 percent, and the same average of immigrants is about 18 percent. Of the 14,000 people who came to NyföretagarCentrum for advice in 2007, 53 percent were women and 23 percent immigrants.

**PARTNER****Ballyhoura Development Ltd****LOCATION: Ireland****Background**

Ballyhoura Development Ltd. formed in 1989 as a partnership between community, social partners, public bodies, elected representatives to focus on rural development and social inclusion. The Ballyhoura Development area covers south east Limerick and north east Cork, with a population of 55,000 and 50 local communities (8 towns, 12 villages). This case study covers 2 initiatives:

1. The development of a Business Network for existing businesses.
2. The development of a new business mentor service

## Case Study

### Ballyhoura Enterprising Network (BEN)

#### Background

The Ballyhoura Enterprising Network (BEN) has evolved as a result of an audit of small enterprises to assess the needs; Transnational learning from PLANED's 'Plugging the Leaks' and learning from Westmeath Enterprise Network.

#### Mission Statement

Ballyhoura Enterprise Network promoting and supporting the ongoing development of sole traders and SMEs in Ballyhoura region through networking, training, shared learning and information sharing.

#### Objectives

- Gain a greater knowledge amongst small businesses of the other small businesses in the Ballyhoura region.
- Provide greater information on small businesses in the Ballyhoura region to the wider public.
- Generate business for each other and ensure high quality standards amongst businesses in the area
- Examine joint marketing initiatives i.e. Directory of businesses in the region, future exhibitions.
- Identify areas of co-operation /collaboration e.g. insurance discounts, membership of ISME etc.
- Provide a Learning Forum - exchange knowledge, ideas, problems, provide solutions.
- Use Network as a training forum.

#### Structure

BEN is a network composed of small and medium enterprises (SMEs) and sole traders from the Ballyhoura region meeting approximately every 4 weeks, with a total of 10 meetings annually. The executive committee consists of 10 members elected for 1 year. They can serve up to 3 years and 33% of the committee must step down each year. There is also a clear process for election of committee members. There are sub committees to deal with specific actions. The network has it's own constitution and issues to be covered are determined by the members.

**Full Membership** (100€ per annum) - is open to registered established businesses and includes:-

- Opportunity to attend all 10 meetings
- Full voting rights
- Presence on Ballyhoura Enterprise web portal
- Listing in marketing directory



- Attend social functions  
*May attend 2 sessions before committing*

**Associate Membership** (50€ per annum) includes:

- Opportunity to attend meetings
- Attend social functions
- May attend 2 sessions before committing

## Procedures

The network has a constitution and defined rules and procedures in all the following areas:-

- Committee including clearly defined roles and responsibilities for officers
- Operating procedures - meetings
- Financial procedures and reporting
- Declaration of interest

## Achievements

- Committee in place.
- PR sub committee in place and PR activities in progress.
- Membership - Full and Associate Rules and operating procedures in place.
- Training needs for BEN identified and training plan developed.
- Over 20 Network business presentations given.
- BEN members linked to Mentoring service.
- Website developed for BEN members.
- Charleville Show.
- Christmas function.



## Future Actions

- Invitation card for potential members
- Increase BEN membership
- Marketing Directory
- Promoting and Marketing BEN
- BEN logo

## Further Details

### Ballyhoura Development's Role

Ballyhoura Development was involved in brokering initial funding for BEN to help it with room hire costs and speakers. The organisation also provided staff time to the committee to help it establish itself.

## **Key Local Partners**

Local established businesses (for speakers etc.)  
Community-owned local theatre (venue provision)

## **Case Study**

### **Ballyhoura Mentor Service**

**LOCATION: IRELAND**

#### **Background**

The Mentor Service was established in 2000 and is a partnership mentoring service between 3 local development groups including Ballyhoura Development. The local development groups involved finance the running of the service equally, with individual costs per client separated. Enterprise Officers in each partnership company co-ordinates the service on a daily basis. A mentor network has recently been formed whereby the Enterprise Officers and Mentors meet four times a year to network, share information and receive training.

#### **Aim**

The Mentor Service aims to support start-up, newly established and micro enterprises by giving them access to a experienced business person who will help them with specific situations/ problems. The two main objectives in setting up the mentor service are to support enterprise in the area, and to build up a pool of knowledge and mentors in each area.

The purpose of a mentor service is to share experience and information in order to address some specific lack of knowledge or skill, which may be a barrier to the viability or development of the enterprise/entrepreneur.

#### **Structure**

Three local development groups:

- Enterprise Officers
- Mentor Co-ordinator
- The Mentor

A mentor is an experienced advisor who imparts technical knowledge, guidance and expertise, gained through their own business life, to certain problems and situations that the client is experiencing.

The mentor is commissioned in to deal with certain aspects of the business. They do not make decisions for the client or become involved in the actual running or operation of the business. They offer another viewpoint - neutral and supportive.

There are 16 mentors in place all of whom have attended one of two mentor training programmes provided prior starting on the service. The mentors recruited are all living in the locality and their areas of knowledge are diverse, including general management, finance and taxation, marketing, business planning, retailing, HR development banking.

## Process

The service is on a one-to-one basis over a period of time to establish a programme of actions to improve the situation of the client. The mentoring process includes the identification of areas of concern/difficulty in business by client with assistance of enterprise officers. Meetings are then set up with a dedicated mentor who visits with the client. The mentor listens to the client, reviews the situation and discusses the most suitable options open to the client and the consequences of undertaking these actions.

The mentoring process in detail is as follows:

- Client identifies requirement for mentoring and contacts Enterprise Officer;
- Enterprise Officer assists client to identify areas for mentoring;
- Mentor Co-ordinator completes Mentor authorisation form and forwards same to Mentor;
- Mentor Co-ordinator and Mentor consults on background of referral;
- Mentor Co-ordinator prepares a mentoring schedule. The process consists of three to five meetings, each with a report back to the Mentor Co-ordinator. The third report includes conclusions and recommendations;
- Each client signs a Mentor Contract, outlining the service, the confidential nature of the service and their right of redress should they be unhappy with the service.
- The Mentor receives €150 per session with the client (normally three) and if a Business Plan is required receives an additional €150.
- A hard copy file is set up for each client containing a copy of the Mentor reports received from the mentor and the Mentoring Contract.

## Outcomes/Results

- The Mentor Service has had 450 clients to date, ranging from Back to Work Enterprise clients to small holders, and small to medium sized business owners.
- 16 mentors in place with diverse skills and experience.

## Further Details

### Ballyhoura Development's Role

Ballyhoura Development took joint responsibility for the project with the two other partner agencies, listed below.

### Key Local Partners

West Limerick Resources  
PAUL Partnership

## **PARTNER**

**Regional Chamber of Commerce Novo Mesto (RCNM)  
Dolenjska and Bela Krajina Heritage Trail Association  
(HTA)**



**GOSPODARSKA ZBORNICA  
DOLENJSKE IN BELE KRAJINE**

**Location: Novo Mesto, Slovenia**

Chamber of Commerce Novo Mesto – Dolenjska and Bela Krajina Heritage Trails Partnership was established in 1997 as a partnership of public private and NGO partners. It is registered Chamber of Commerce in Slovenia under its special law, National Gazette No. 14/90, 19/2000.



The Heritage Trail Partnership works throughout Dolenjska and Bela krajina in Slovenia with a community led approach (participatory planning and bottom-up) to rural development in which communities, public sector and voluntary partners and special interest groups come together to undertake locally integrated development. The work spans social, cultural, heritage and environmental activities, community based sustainable tourism, agricultural support through innovation, integration and enterprise assisting communities to unlock indigenous talents, local knowledge and latent skills.

## Case Study

### Support Services For SMEs and Entrepreneurs

#### Background

The Dolenjska and Bela Krajina region in SE Slovenia is an area of 1700 square kilometres and 104000 people. Unemployment rates are currently 8%, compared with 12% for Slovenia as a whole. The region includes significant concentrations of manufacturing industry, particularly automotive and pharmaceuticals, although 95% of the 1172 businesses in the region are small medium enterprises.

#### Slovenian Chamber of Commerce

Membership of the Slovenian Chamber of Commerce has been compulsory, so currently there are over 66000 members! However recent changes in legislation mean that membership will now be on a voluntary basis.

The Chamber is made up of 13 regional chambers and 26 sector associations, all aiming to support the interests of business, enterprise development and promoting international links and investment.

The Chamber provides information and advice through »Infopicka« a web based service providing free access to knowledge and skills, brokering requests with those who have the relevant knowledge and skills.

The Association of Entrepreneurs form a key network within the Chamber structure, providing a support network to local entrepreneurs in each of the regional chambers.

Traditionally compulsory membership has led to the large fees paid by the major companies, subsidising the support services provided to SMEs. The change to voluntary status will mean a reduction in these fees; consequently the Chamber is working with the large companies to establish a Development Fund, which currently stands at 3.5mEuro, to provide support for pre enterprise activities e.g. initial market research.

The Chamber also requires members to adhere to a Code of Honour which sets out standards of business ethics.



## Case Study

### Business Centre Novo Mesto

The Novo Mesto Business Centre was founded by 6 communities, the Chamber of Commerce, the Chamber of crafts. It is run as a not for profit company, with eight fulltime staff running as a business development centre and a regional development agency.

#### Goals

- ❑ Development and implementation of programmes for and products for entrepreneurs and SMEs promoting an entrepreneurial, friendly environment,
- ❑ Providing a One-Stop-Shop.
- ❑ Acquisition of State and European development funds to support the region.



#### Support Services and Programmes

A comprehensive range of support services and programmes have been developed by Novo Mesto Business Centre, to support all key areas of business development and to encourage and support the development of business clusters.

##### 1. Innovation Activity in Entrepreneurship

###### Aims

- ❑ Provision of new products and services.
- ❑ Protection of industrial property rights.
- ❑ Innovation in production and Technological procedures.
- ❑ Savings in terms of time, energy, labour and material costs.
- ❑ Use of new environmentally friendly materials.
- ❑ Informatization and automization of work processes.
- ❑ Provision of part/match financing to support initiatives.

##### 2. Guarantee Scheme

Scheme developed to support both Entrepreneurs and SMEs in co-operation with banks.

###### Aims

To provide either loans or guarantees under specific/agreed conditions, to both entrepreneurs and SMEs to promote the development of new enterprise opportunities in the region. Specifically to support the following:

- ❑ Technological modernisation of production processes.
- ❑ Purchase of vehicles needed for economic activities.

- Purchase of equipment.
- Building and adaptation of business premises.

### 3. Micro Credit Fund

#### Aims

- Specifically to support small businesses and entrepreneurs in co-operation with banks in providing loans (two types with specific conditions) in 3 separate scenarios.
- Financial aid to new entrepreneurs.
- Financial aid to employers that are employing new workers.
- Financial aid to entrepreneurs and small companies that are investing in capital assets through the guarantee scheme.

### 4. Entrepreneurship in rural areas

Involving the preparation of a study of the development of entrepreneurship in rural areas South East Slovenia.

#### Aims

- Increase competitiveness of farms, orientation towards environmentally sound farming and development of supplementary activities at farms
- Increase tourist capacity e.g beds, Inns Lodges
- Increase added value per employee in entrepreneurship and small companies
- Strengthening co-operation between development agencies both sides of the Kolpa Rver

#### Measures

- Increased farm production
- No. of supplementary activities developed at farms
- Development of activities with higher added value in high quality schemes with the emphasis on market orientation
- Space and land management
- Arrange institutional environment and space conditions for the development of entrepreneurship
- Increases to the quality of tourist services and the efficiency of marketing
- Improvements to communal infrastructure in rural communities and the renovation of villages
- Development of human resources through improvement of access to learning processes and functional knowledge
- Development of institutions and cross border co-operation

## 5. Education and training

### Aim

Organisation of training seminars and short education programmes, including language and computer courses supported by co-funding

## 6. OSS - One Stop Shop

### Aim

- To one stop shop in South East Slovenia, with 6 access points, designed for anyone wishing to access information about setting up their own business
- Activities
- Information point for potential and existing entrepreneurs
- Performing registration procedures
- Acquisition of all required certificates for starting a new business

## 7. Voucher System of Consulting

Programme supported on a national level and run through Novo Mesto Business Centre in the Dolenjska region. It provides a network of c-financed consultants to work with potential entrepreneurs and SMEs providing either general or specialist counselling in Business management, including Business planning, financial planning and the preparation of project applications for funding .It also provides training for unemployed people registered with the Employment Service of Slovenia.

## 8. Scholarship Scheme

The scheme is a partnership between Business Centre Novo Mesto, Communities in SE Slovenia, employers and state government and is intended for school children in vocational and secondary schools throughout Slovenia, students enrolled and graduate and post-graduate courses in Slovenia and abroad. There are advantages for both employers (subsidised scholarship costs for students to study in fields that the company needs administer by Novo Mesto) and students (financial aid scholarship entails and assurance of a job after graduation in their chosen field).

### Aims

- Ensure development of profiles that match the needs of employers in the region.
- Ensure return of students to their home region after graduation.
- Increase the level of education and knowledge within the region.
- Stimulate interest in students to undertake studies in fields that the region is deficient in (students enrolling in these sorts of courses are given financial support for their studies).

## 9. Business Incubator

The Business Centre is also establishing **business incubator network** with several units that are joined in a network, under one management and expert group, with several building in different parts of the region

## Case Study

### Business Clusters

**ORGANISATION:**

**LOCATION:**



### Description of Project

The Novo Mesto business centre and the Chamber network as a whole used clusters as a key means of developing the economy

Funds are available for creating new clusters or developing existing networks. The Slovenian Chamber operates 18 national clusters, with a further 70 operating locally in the regions.

The key lessons have been:

- start with the right pilots, with strong leaders,
- build trust and mutual understanding need sustained support over a long period,
- the critical role of co-ordinator, supported by state funding

### Aims

- Improving competitiveness of SMEs.
- Developing new joint products.
- Common marketing.
- Developing a common trademark.
- Connecting economy and institutions of knowledge.
- Forming of clusters in order to apply for State and European development funds.
- Supporting both existing clusters and the development of new ones with co-funding opportunities.

## Case Study

### The Dolenjska Tourist Cluster

**ORGANISATION:** Dolenjska and Bela krajina Heritage Trail Association

**LOCATION:** Novo Mesto

#### Description of Project

**THE DOLENJSKA TOURIST CLUSTER**, represents a union of 6 partners from tourist sphere - KOMPAS NOVO MESTO – travel agency, SKANSEN PLETERJE, Simon Udvanc, s.p., Šentjernej-open air museum, HORSEBACK RIDING SCHOOL, Češča vas GOSTGRAD d.o.o., Žužemberk – inn, GOSTILNA JAVORNIK, Trebnje – inn.GOSTILNA MARINČIČ, Škocjan – inn, other partners, companies, tourist farms, tourist associations, TIC. The cluster aims to develop, promote, expand and merge active and potential tourist offerings in the whole region of Bela krajina. Established in 2004 the partnership began by developing an integrated tourist strategy and marketing plan for the cluster based on the SWOT analysis of the region and the production brochures and a website to promote the whole area; followed up by a number of specific programmes focused on different areas of the tourist offering such as riding trails, walking trails and programmes based on traditional customs.



A key initiative produced by the cluster has been the development and integrated marketing of 'Vineyard Cottages' as a unique accommodation option for tourists.



KOMPAS NOVO MESTO operates as a travel agency within the area:

- ❑ Promoting the region, through study tours for journalists, tour operators, promotional DVDs etc, attending international fairs.
- ❑ Providing training for tourist guides, tourist farms, bakers, meat and milk processors.
- ❑ Packaging visit programmes, such as those that combine wellness programmes (spa holidays) with heritage trails and cultural tourism packages.
- ❑ The Chamber of Agriculture provides a range of specialist support to the agricultural sector e.g.
  - 70 hours training for bed and breakfast providers – including the development of a vision and business plan – which is an essential requirement before providers can receive permission to operate.
  - Providing training for bread making, meat processing, wood processing etc.
  - Networking and associations – Association of Tourist Farms, Farmers Wives Association, Association of Farms with Supplementary incomes
  - Competitions and awards

The strategy of the Dolenjska tourist cluster is based on a detailed SWOT analysis (strengths, weaknesses, opportunities and threats) of the region.



## Key Strengths

- ❑ Member of EU - safe destination and hospitable people.
- ❑ Such a rich variety of landscape, coastline, heritage sites, castles and churches in a relatively small area.
- ❑ Well preserved heritage sites and untouched landscapes.
- ❑ Reasonable prices for food and drink.
- ❑ Quality Health resorts and heritage trails.
- ❑ Training programmes have been in place for last few years for participants in provision of tourist services.

## Key Weaknesses

- ❑ Slovenia still a relatively unknown country especially Dolenjska and Bela Krajina region.
- ❑ High prices for accommodation due to lack of capacity and lack of lower star rated accommodation.
- ❑ No tourist tradition except in Health resorts.
- ❑ Dolenjska region not included in national tourist strategy.
- ❑ Lack of good infrastructure (road links and public transport).

## Key Opportunities

- ❑ Growing interest in cultural tourism supported by the regions rich historical and archaeological heritage.
- ❑ Possibilities for offering activity holidays using the varied landscape.
- ❑ Recent introduction of lost cost flights to the region.
- ❑ Growing interest in individually tailored tourism, as apposed to mass tourism. More suited to the type of holiday that the region can offer.
- ❑ Many cultural, entertainment and sports events throughout the year.
- ❑ Preventative and anti-stress programmes that can be offered through existing health resorts.
- ❑ 'Wine Roads' - established vineyards



## Key Threat

- ❑ Destruction and lack of maintenance of heritage buildings, especially in rural areas.
- ❑ Decline of old medieval towns due to development of out of town shopping centres.
- ❑ Threat of planning activities to physical landscape.
- ❑ Mass tourism, insufficient numbers could damage the environment.
- ❑ Potential end of Heritage Trail co-operation .

## Strategy

The SE Slovenian offering to tourists is based on a diverse and beautiful landscape, health resorts, heritage and culture. The landscape is dominated by small family farms, with an average holding of 8 hectares and 57% of the land area forested. The landscape is unpolluted, with very low levels of soil contamination. The quality of natural produce combines with a wealth of cuisines, wines, culture and architecture

The future of agriculture and tourism are very much intertwined.

Agricultural strategy is focused on meeting the demand for healthy food and drink, produced in an environmentally friendly way; with local identity, emphasising originality and tradition

*'The idea of symbiosis of healthy countryside, healthy life-style of life and work family farms with mass production are no solution Agriculture is food production and cattle breeding ,is food processing ,is marketing, is tourism, is sport, it is culture'*

# **SECTION 3**

## **ENTERPRISE DEVELOPMENT MODELS**

## Examples of Enterprise Development

The Trans-national project also worked with the Sirolli Foundation and Bizz Fizz as a leading model of enterprise development, drawing on their experience of supporting enterprise development in rural communities.

Ernesto Sirolli was invited to Wales as part of the project and contributed to an enterprise conference arranged with our Swedish partners. The UK Project Director for the Sirolli Foundation also led a workshop with partners in Pembrokeshire.

The Bizz Fizz model as being developed in Northumbria was part of the original transnational partnership. However the funding changes led to the project ending after year one of the transnational partnership. Nevertheless the learning from Bizz Fizz provided an important influence on the transnational project

Both models provide communities with tried and tested approaches through engaging the skills of the local community in support of enterprise development.

## The Sirolli Model

Founded in 1996, the Sirolli Institute is a global, not-for-profit organization of experienced professionals with the mission of introducing Enterprise Facilitation to communities seeking to grow their economies from within.

### Enterprise Facilitation Key Principles

- ❑ People centred - focused on the person, not the business they wish to start
- ❑ Truly community based - grass roots economic development relevant to the local community. harnessing the power of communities working together to develop and support themselves
- ❑ Entrepreneurship has two components - passion and skill. - enterprise facilitation tests both passion and skill and helps them develop their capacity for assessing their capabilities and remedying their management weaknesses
- ❑ Trinity of management - There are 3 key areas of activity that require focus within a successful business - production, marketing and financial management. The trinity of management states that it is impossible for one person to run a business as it impossible for one person to be equally skilled and passionate about all three of these areas. Enterprise Facilitation encourages potential business owners to form strong management teams. In other words don't go it alone - look at who you are and what you love to do then offer the opportunity to someone else to join you to support you in doing the things you are less familiar with or enjoy least.
- ❑ Introduces sound, effective management principles to the smallest project
- ❑ Local leadership essential - without local understanding and management Enterprise Facilitation either doesn't happen or becomes another bureaucratic 'service' made available to the community, but not owned by it.
- ❑ Low cost and provides for better utilisation of all existing infrastructure and business related resources available within and to the community
- ❑ Encourages existing businesses in the community to come together and support

the economic development of the whole community through their support for new sustainable businesses. This has many spin-off benefits for the existing businesses also.

## Process

- ❑ Community leaders become aware of the Enterprise Facilitation approach and make steps to learn more about it
- ❑ Community public meetings held to exposes as many people as possible to the new approach
- ❑ Steering committee formed to recruit local participation and fund raise for the establishment of the project.
- ❑ Funds committed and steering committee becomes the Local mManagement Board or Panel
- ❑ Local Management Board (Panel) trained by Sirolli institute in philosophy and practices of enterprise facilitation and given advice on recruiting their Enterprise facilitator
- ❑ Local Management Board recruits their Enterprise Facilitator
- ❑ Enterprise facilitator trained by Sirolli Institute
- ❑ Boards and Facilitators are given advice on how to locate clients, how to relate to them and how to help them to go from an idea to the establishment of a rewarding enterprises
- ❑ Panel members provide introductions of potential new business owners to the Enterprise Facilitator. Enquiries are also generated through marketing activity
- ❑ Enterprise facilitators hold one to one meetings with potential business owners to test the personal passion and skill of the client for their idea and help them asses their capabilities and management weaknesses. They also link clients to members of the panel who can support particular areas of their business development or to other business related services available within or to the community

## Structure

The Sirolli model relies on the following structure:

- ❑ The Panel (Local Management Board) - which comprises a number of elements
- ❑ Core Management Team
- ❑ Sub groups - to manage specialist areas eg. Fund raising, PR, etc.
- ❑ Panel members
- ❑ Enterprise facilitator
- ❑ The support and training offered by the Sirolli Institute for both panel members and the Enterprise facilitator

The panel is recruited from existing business owners and interested parties within the community, ensuring that they come from all sections of the community and that they represent the whole area. Also, it is useful to ensure that key skill areas such as legal and accountancy are also included within the panel. The skills and experiences of the panel members are drawn upon, as required by the Enterprise Facilitator to support a

particular need identified by the Enterprise Facilitator in discussions with each potential new business owner.

## **Case Study: Opportunity Kintyre in Action (OK) Scotland**

Opportunity Kintyre is a community based organisation committed to positively influencing the regeneration of the local economy in Kintyre for the benefit of both its residents and visitors. It hopes to achieve this through adherence to the Sirolli model of economic development and a process of Enterprise Facilitation. Based upon the work of Dr Ernesto Sirolli Opportunity Kintyre is about harnessing the resources and passion of the people of Kintyre in order to assist the creation and growth of new and existing businesses.

### **Background**

In September 2005, a small group of people from Kintyre went to Glasgow, to meet and hear Ernesto Siroll. They had heard that the Scottish Executive was looking for 3 communities to pilot a local economic regeneration project using Sirolli methods. A local Steering Group was formed, made up of representatives from the Community Councils and other local people with an interest in Kintyre, and several informal meetings were held to discuss the way forward and the substance of the Kintyre bid. The name 'Opportunity Kintyre' was chosen and in addition to the funding from Scottish Executive the community raised £50,000 by way of pledges of cash or in-kind support for the Kintyre bid. In February 2006 they heard that they had been successful.

### **Aim**

To provide free confidential business mentoring, through Enterprise Facilitation to transform the dreams of individuals in the community into sustainable and profitable businesses

The Opportunity Kintyre project set themselves up as an incorporated company limited by guarantee, (Opportunity Kintyre Limited), In total, they have recruited a Community Panel of around 50 people - experience from previous Sirolli projects has shown that this number works very well. The Panel is a collection of committed, community minded individuals, who care about seeing businesses in Kintyre start up and flourish. They have a very wide range of skills, experience and talents. Each member offers support on a voluntary basis to make the project a success. Each member of the Community Panel, has read the core text on Enterprise Facilitation 'Ripples from the Zambezi', and has undergone training with the Sirolli Institute to prepare them for their vital role. All Panel Members undertake to observe Total Confidentiality in respect of any client information.

The panel, supported by a representative of the Sirolli institute are also responsible for the selection process for the Enterprise Facilitator. The Recruitment Sub-Committee of the Panel, in Kintyre completed the selection process for an Enterprise Facilitator in December 2006, and Lynn Hammal joined their team in February 2007.

## Enterprise Facilitator

The Enterprise Facilitator is the pivot around which all the support activity for entrepreneurs within a particular community takes place. They provide a free, confidential, one to one, business mentoring support to individuals with an idea, who want to take forward their idea and realise their dreams. They are also able to access support from the Panel for specific needs that they identify with the client and to supplement this support with any formal business services that are by or to the community. In this way they are able to help people realise their business dreams and support the development of the local economy.

Opportunity Kintyre's Enterprise Facilitator, Lynn Hammal, joined the team in February 2007. She is from the north east of England and, together with the experiences of running her own business, has been particularly inspired by the work of Ernesto Sirolli. Lynn says: "Enterprise Facilitation® is all about people, communities and good communication. It is about working with individuals, building effective teams from within local networks and giving people the freedom to achieve their full potential".

## Role of Sirolli Institute

- To help galvanise local support for the project through communication of the model and process within the local community.
- Training for the panel.
- Support for the recruitment of the Enterprise facilitator.
- Training of the Enterprise Facilitator.
- Ongoing support for the panel and facilitator and the sharing of best practice from other Sirolli projects.

## Tools

- Panel resources- knowledge, skills, time and experiences given voluntarily to help individuals fill gaps in their knowledge or interest
- OK website - generate clients, PR and as a focus for Opportunity Kintyre activity for members and the community

## Results Opportunity Kintyre

After 1 year of activity:

- 5 new businesses started;
- 603 introductions - average 50 per month. 70% of clients have come from panel introductions and 76% of panel members have made introductions;
- Enterprise Facilitator activity - Average of 13 client contacts per month with each client receiving on average 2.8 contacts;
- 25% of registered clients have become Panel members;
- OK panel members have made a community contribution of over £206,000 in-kind support, including time, expenses and professional services. 60% of clients are choosing to access knowledge/information and referrals via the panel;
- Significantly increased community links one year on;

- ❑ Proved the power of the network, community ownership and effort in making a significant difference in the community and providing a brighter future for their children/grandchildren within their community;
- ❑ Interest in OK activities from other areas of the country is high.

## **Endorsement from Jim Mather - Enterprise Minister MSP**

*"Opportunity Kintyre is an innovative community project. It is an approach that enables local people to help each other to get new businesses off the ground and discover the hidden potential we all have to collaborate and succeed."*

*"So far many people from all parts of the community have come together with the unifying common purpose of creating increasing levels of local economic activity and already it is clear that they are making a difference."*

*"At grassroots level, their efforts to help create & sustain local business is in line with national economic policy and have already boosted the confidence of local people and increased the chances of them succeeding in business."*

*"I would like to congratulate all those that have been involved on their achievements to date and wish them continued success for the future."*

## **Future Actions**

- ❑ To increase introductions.
- ❑ To identify and target specifically skilled individuals to join the panel to refresh the resource bank.
- ❑ Gain further best practice information from other Sirolli projects.
- ❑ Maintain and develop awareness of OK project through marketing/PR project highlighting collective success and learning one year on.

## **Plans for 2008 and beyond**

- ❑ Continue to learn together and meet our aim of transforming Kintyre one entrepreneur at a time
- ❑ Secure our long term future as an independent, community responsive organisation
- ❑ Help build other vibrant local communities, assisting others to use enterprise facilitation to create and sustain local business

# BizFizz

## Background

The Civic Trust and New Economics Foundation developed BizFizz and continue to work in partnership to develop and learn from the programme.

**The Civic Trust** is a national charity concerned with improving the quality of life in our towns' cities and villages. The Civic Trust's regeneration unit was established over 17 years ago to pioneer, deliver and promote initiatives that:

- Respond to local need, potential and distinctiveness.
- Blend economic, environmental and social measures.
- Are owned and endorsed by local people.

**NEF (New Economics Foundation)** is a radical 'think-do' tank. It is unique in bringing together the ideas, people, resources and influence to challenge business-as-usual and to create practical and enterprising solutions to the social, environmental and economic challenges facing the local, regional, national and global economies.

BizFizz was founded in the belief that enterprise should be at the heart of any regeneration programme, because local businesses:

- Are more likely to employ local people;
- Create wealth in the community;
- Provide services to improve the quality of life;
- Spend money locally (so circulate wealth in the community);
- Help people to achieve their dreams and to become skilled, confident and empowered;
- Are a massive symbol of confidence in an area (one way in which we recognise a community facing economic disadvantage is by its boarded up shops and empty business premises) and
- Promote community cohesion (people interact with each other in their local networks and when they use each other's businesses).

The BizFizz philosophy is that in any community, however economically disadvantaged, there are people who have a passion (based on an idea, a skill, a hobby or an interest) they could turn into a business; all they need is a little help, someone to break down the barriers to success.

Throughout the UK a great many approaches are adopted to encourage local entrepreneurship, including advice, counselling and mentoring, training in business skills, the provision of infrastructure such as premises, provision of grant and loan finance. Civic Trust and nef looked at some of these best enterprise support projects in the UK and abroad and drew on their own experience to come up with a new model of business support. The result is BizFizz; not everything in BizFizz is new but the combination of elements is unique in the UK.

BizFizz advocates that support programmes should be flexible and relevant to the community and that the community should be at the heart of the decision-making

process to run a project in their area and therefore, BizFizz operates an 'only if invited' model of implementation. The starting point is to share BizFizz learning and approach with a community, and if they want to actively take part in the project to support local entrepreneurs, discussions can start about running a BizFizz project in partnership.

With the support of the Small Business Service's Phoenix Fund (and local match funding from a variety of sources) BizFizz was piloted in 12 communities across England and with further support, from a variety of sources, the programme was extended in September 2006 into a further 18 communities:

## Aim

The BizFizz programme is designed to regenerate communities from the bottom up by helping potential entrepreneurs create viable enterprises and helping existing enterprises to survive and grow. This approach encourages people to realise their dreams in a supported environment at the heart of their community. It develops a sense of self-reliance and 'can do' in the community, building local confidence and self-esteem. There are three key components of BizFizz, the Local Management Group, the Local Panel and the BizFizz Coach, supported by the National BizFizz team and a local host organisation.

## Structure

**National BizFizz team**, consisting of staff experienced in small business support and project management and in what makes local projects successful. They help the local project with:

- Promoting the BizFizz idea to the community;
- Recruiting, selecting and inducting the local panel;
- Induction for the local management group;
- Recruitment, selection and induction of the Coach, including specialised training and The provision of ongoing information to the coach to help them support entrepreneurs;
- Support for the Coach and the local partners throughout the project;
- Organising regular meetings where Coaches can exchange good practice;
- Supporting the panel meetings;
- Monitoring and evaluation.

## Local Host Organisation

To make a local BizFizz project work a **local host organisation** is required which can promote the project, act as the employer of the Coach, although the management of the Coach lies with the Local Management Group, and act as a conduit for funding. This local organisation works with the national BizFizz team to make the project happen.

## **Local Management Group**

In each project area, a small number of local organisations and individuals get together to form a local management group. This group of 4-5 people take responsibility for driving the local BizFizz forward. Typical membership includes:

- One representative from the Local Host Organisation.
- One or two representatives from other local partners.
- One or two other panel members.

Together they will take key decisions about operating the project locally, e.g. setting the local success criteria, budget, marketing and strategic development. They will provide a reference point for day-to-day issues for the Coach, the National Co-ordinator and providers of funding.

## **Local Panel**

Key to the local BizFizz operation is a Panel of 20-30 people who act as a network for local entrepreneurs helping them unblock problems and providing key information and contacts. It is not a management committee, but an advice and networking group. It consists of well-connected and experienced people from the community and the wider area who can make a practical contribution.

The Panel includes local people with different backgrounds and with various skills and experiences and a mutual passion for the area in which they live and work. Each Panel member is asked to introduce a further 10 people to the coach, so creating a much larger network for the Coach to call on to support local entrepreneurs.

The ability to unleash local expertise and resources is the main difference between BizFizz and other business support.

The Panel meets once a month usually, to hear the cases the Coach brings. Many of the problems and barriers facing entrepreneurs will be resolved by the Coach, but there will be some that need the attention of the Panel. Panel members across projects have found solutions to a wide range of problems from, planning issues to premises; product design to product manufacture; tax issues to market intelligence. Some Panel members have worked individually with entrepreneurs, some have introduced entrepreneurs to new markets, and others have bought the services of local entrepreneurs.

## **The BizFizz Coach**

BizFizz places a business coach in the heart of the community. The Coach will usually be an experienced entrepreneur, with some experience of giving advice and support to businesses and a strong commitment to the BizFizz approach. The Coach gets to know the community thoroughly, visiting local clubs and pubs, societies, schools and faith groups to introduce him/herself and let everyone know that he/she is available to support local entrepreneurs.

The business coach uses a mix of intuition, listening and powerful questioning as well as business knowledge and experience to support entrepreneurs. In the Stanley Green Corridor BizFizz, several clients told the coach they had been sent away by other advisors to 'do market research'. In every case this had ground them to a halt. The BizFizz coach supported the client to remove this barrier to success. He asked questions: 'What do you need to find out?' 'Who do you need to find this out from?' 'How many people do you need to ask?' 'What questions do you need to ask?' 'If you asked that question – what responses might you get? Let's try it out' He helped break the issue down so the client could decide how to move forward.

In other instances the coach's role may be to keep the client focused on their big agenda. Coaching a client on cold calling potential customers could have focused on sales techniques. However, the Ocean Estate BizFizz coach focused her client back to their personal values, which were connecting people who could help one another. Cold calling then became a pleasurable experience which also achieved the immediate business aim.

Business coaching works because it is client-led. It ensures client learning –about themselves (what drives them and what holds them back) and about their business (the skills & knowledge that they have, that they need to learn or that they can borrow or buy). Nobody is good at everything. BizFizz Coaches encourage entrepreneurs to create a "virtual team" of supporters to help them with those aspects of the business they feel uncomfortable with.

Coaches provide their services for free and are not constrained by having to ration the amount of time they give to the entrepreneurs or by notions of "professional distance". Within reason our Coaches can do whatever it takes to help the entrepreneur succeed.

## **BizFizz Process**

The BizFizz programme in Clowne - North Derbyshire provides a good example of the BizFizz process:

1. **Novemeber 2004** - Steve McCann (Town Centre Manager for Clowne) attends BizFizz Seminar.
2. **December 2004** - Funding Sourced from Neighbourhood Renewal.
3. **January 2005** - BizFizz Local Meeting attended by Bolsover District Council, Councillors, Businesses, Business support agencies and residents.
4. **February 2005** - Host organisation agreed.
5. **March 2005** - Local Management Group formed.
6. **May 2005** - BizFizz Coach recruited and inducted.
7. **June 2005** - Project begins Panel induction.
8. **January 2006** - Business Forum formed by Coach on the back of Panel meetings.
9. **June 2007** - Clowne Social Enterprise formed from Local Management Group and Panel - premises opened.
10. **June 2007** 6 BizFizz Coaches recruited (Local Enterprise Growth Initiative - LEGI) - to cover Bolsover, Mansfield and Ashfield.

11. **February 2008** - 250+ clients, 70+ new businesses (with 97% survival rate), 75 clients on benefit (19 came off), 30+ businesses helped to grow. Original BizFizz Coach becomes Chair of Local Enterprise Growth Initiative.

When Phil Woolas, the Minister for Communities and Local Government Affairs was looking for examples of local entrepreneurship he went to Clowne and visited BizFizz clients. He said 'I am here today because I want to see a real example that we can replicate across the country. BizFizz is a model that works because it is very pragmatic. This is practical, real stuff and a nationwide flagship'.

### **BizFizz Methodology - Key Features**

<b>Key Features</b>	<b>Comment</b>
<b>Community Support</b>	Insistence that there is significant support within the community before work starts to initiate a BizFizz project.
<b>Community Focussed</b>	BizFizz places a Coach in the heart of a relatively small geographic community. The Coach gets to know local people and organisations, becoming the focus for business support in that community
<b>Entrepreneur Focussed</b>	The Coach is focussed on helping individuals overcome barriers to pursuing their business passion. Rather than, for example, analysis of business, strategic or top-down economic activity.
<b>Passion</b>	The Coach works by identifying the passion of his/her Clients to do something. The Coach only works with Clients who demonstrate that passion and encourages Clients to follow their passion as the basis for a business idea.
<b>Support Networks</b>	BizFizz recognises that entrepreneurs do not normally have all the skills, or an interest in all areas of the business and addresses this by encouraging Clients to build up networks of support or temporary teams (e.g. to help with finance or marketing) through favours, sub-contracting, profit sharing deals and bartering.
<b>Freedom</b>	BizFizz Coaches are not restrained by the need to ration their service to their Clients, nor do they adhere to notions of professional distance. They are free to do whatever is required (within reason, and without creating dependency) to remove the barriers to their Client's success.
<b>The Panel</b>	20-30 local people, from a wide range of backgrounds, meeting monthly to consider individual cases and help to find practical solutions using their contacts, local and general knowledge and creativity

## Community Benefits

BizFizz brings a wide variety of benefits for communities and their people and organisations:

- ❑ Local entrepreneurs get support in the form they want it: friendly, flexible, non-judgemental and not trying to sell them anything. They create jobs and circulate wealth locally.
- ❑ Local businesses, both large and small find a great way to become engaged in regeneration. Business people normally resist sitting on committees, but the practical slant of the BizFizz panel is right up their street.
- ❑ The community becomes more self-confident and develops "can-do" attitude. Mobilising people to help each other has a wider effect as people realise that a thriving local business community is in everyone's interests. Community projects and social enterprise ideas spin-off from the local panel networking.
- ❑ All sorts of other connections start to be made. In one pilot area a local businessperson has decided to invest in creating some business units as a result of being on the BizFizz panel.
- ❑ The culture of local organisations changes. Regulatory bodies e.g. planning, environmental health or the Inland Revenue start to solve problems instead of creating them.
- ❑ Other business support agencies find the number of referrals they get and the take up of their services from BizFizz areas increases. BizFizz works with the existing support agencies to provide the best support for the Client.

## Measuring Success

The BizFizz model is about helping communities feel better about themselves. Numerical analysis doesn't show the effect of role models appearing in communities or an increasing 'can do' attitude, but success can be measured by:

- ❑ Increase in start ups, including difficult to reach postcodes.
- ❑ Coaching leading clients to other outcomes – employment/education.
- ❑ Identifying the benefits of a differentiated business service.
- ❑ New role models mean self employment is seen as a real option.
- ❑ Range/number of referrals.
- ❑ People talking about BizFizz / BizFizz clients.
- ❑ Money being spent on local services Signs of a 'can-do' attitude.
- ❑ People saying "It changed my life".

# **SECTION 4**

## **FULL PROJECT FINDINGS REPORT**

## **Project Findings**

### **Critical Success Factors in the Development of Enterprising Rural Communities**

The project findings reinforce the key points of research conducted by Tipperary Institute and the Global Entrepreneurship Monitor, which identified a number of critical success factors that have an influence on the likely levels of enterprise and entrepreneurship in a rural area.

#### **1. Networks for Entrepreneurship**

The level of entrepreneurship within a region and the existence of an entrepreneurial culture can be developed through improving the networks and opportunities for contacts with successful entrepreneurs. The number of people who know an entrepreneur personally significantly increases the propensity for new businesses to be set up.

It is often less likely for people to know an entrepreneur personally in a rural community. The rural enterprise development work that this project has drawn on shows how providing a visible focus and practical support for people with ideas and passion to start their own businesses dramatically increases the enterprise activity within an area and the entrepreneurial culture. People start to believe that they can succeed, through seeing other people's success. This can be seen with in the role of the Enterprise Facilitator in the Sirolli model and the BizFizz coach as well as the mentor roles in the Ballyhoura Mentoring service, the advisors within the Nyföretagar Centrum, in the Swedish Jobs and Society Programme

Also key to developing a local culture of entrepreneurship is the development of a local association of existing businesses or panel, which exists to support the inception and sustainability of new business start ups. This cross pollination of business skills and experience has been shown to be highly effective in supporting local economic development. The work done in Sweden, the Pembrokeshire skills bank and the Sirolli foundation and BizFizz models all rely on this sort of structure and support to provide skills and experiences that potential entrepreneurs can draw on to supplement their own ideas and knowledge, although they are set up and run in different ways.

The other important factor for fostering a entrepreneurship within communities seems to be the use of individual one to one support as a focus for entrepreneurs. This was key in all of the projects that were run to support the development of new, sustainable businesses. It would seem that just having support services for potential entrepreneurs is not enough as they often do not know how to access them or which services they really need. The individual 'one to one' support approach of these projects unlocked other support services and helped people focus on what they needed.

## **2. Community Support**

It is important to work with the whole community in developing positive attitudes towards enterprise development and in increasing understanding of the contribution of local purchasing to community well being. Key individuals can act as facilitators and catalysts for change and support the development of an "ownership" of enterprises operating locally, sharing skills and the attitude of the community towards people who start a business is critical. Systems that encourage positive support for such individuals can have a reinforcing impact and reduce concerns over risk of failure.

All of the feedback from this project shows that the most important element in the economic development of rural communities is that any plans, programmes, support and activities should come from, be lead by and participated fully in by the community. Indeed the BizFizz approach stipulates that they will not become involved with a programme in a specific area if the community is not behind it. It is the passion of the community that ensures success and that it is tailored to fit their specific requirements.

This does not mean that ideas and stimulus from outside the community cannot act as a catalyst for development, but it is important that the deliverer of any outside ideas is well respected within the community and that the approach is not 'one size fits all', but is developed to fit the requirements of the community. The PLANED work in Pembrokeshire is based on a long track record of community development, with a structured process of community involvement and participation. The project built on its strong base of local community engagement to involve the local business community , using innovative planning tools, such as "Plugging the Leaks" and "Irrigating the Desert" to develop individual enterprise action plans for each area of Pembrokeshire.

The enterprise development that has taken place as a result of the Ballhoura project in Ireland is also based on a rigorous process with community participation and inclusiveness at it's heart.

## **3. Local Resources**

Understanding, marketing and maximising use of all local resources including natural resources, physical resources, people skills is an essential element in successful enterprise in rural areas. A "sense of place" is a critical dimension to any successful enterprise

A key premise for the Leader+ programme is 'what makes an area different is also what makes it interesting and marketable. In order to benefit from this it is important for each individual area to take stock of all resources and look at how they can be maximised to increase the amount of business done within the community and the way that the assets of and products produced by the community are marketed successfully to potential consumers both within and outside the community. Again the planning approach shown in the Pembrokeshire project using innovative techniques shows how analysis of local

assets can take place and then be transformed into action plans to stimulate the local economy.

This is also true of the strategy development work carried out in the Ballyhoura project in Ireland, where a rigorous and inclusive process produced practical action plans to increase enterprise activity within the local area.

The Mona Bauhaus project in Anglesey also demonstrates this through analysis of resources and assets of Anglesey and the development and marketing of new products to support the local economy and stimulate renewed interest in Anglesey.

#### **4. Marketing and Business Skills**

Ensuring that skills are in place or training and support made available to maximise the quality of each business and ensure long-term viability within the community. Many rural entrepreneurs are driven by a passion or by necessity of having to diversify from traditional rural livelihoods and lack the necessary business and specifically marketing skills needed for success. These skills can often be accessed from within the community drawing on the experience of other local companies or from incomers who have a successful business track record and now retired to a rural community.

A key premise of the enterprise models used in this project is that “no one can be good at everything” and that potential entrepreneurs need help in understanding where their strengths and weaknesses lie and where to go for help. Many of the programmes that this project draws on have shown the need for the development of business and marketing skills in local areas to support economic development. This has generally been done by a mentoring (one to one) type of service to help potential entrepreneurs identify the skills they lack and the use of local panels, networks or skills banks to provide those skills from the local community. A common factor has been the capacity of communities to provide these skills on a voluntary basis, driven by a desire to support local economic development which will benefit their own business operations and ensure the sustainability of the local community.

Another area where the development of business and marketing skills show particular success is where businesses are banding together to market their region and their products. This provides a cohesive marketing approach that customers can access more easily, enhances the perceived scope of activity in a region, allows businesses to access many more customers and enables them to make use of many more types of media than they would have been able to alone. This can be seen in the marketing activity shown by the Anglesey project and in Slovenia with the Dolenjska Tourist cluster.

Many of the projects have also used local enterprise events to showcase local businesses provide stimulus and inspiration for potential entrepreneurs. Many local areas in Pembrokeshire have held enterprise shows and these are an integral part of the Jobs and Society programme in Sweden.

## 5. Clusters and Networks

Informal or formal development of business clusters and networks to provide a focus for business development within the community. They provide support for individual business owners, while maximise marketing spend and routes to market for each business. These can be developed on an area basis related to the "sense of place" of the community, where common characteristics can be applied to products being sold from the area or used to attract customers to the area in the case of tourism. Equally sector led clusters allow for the development of centres of innovation and expertise to grow in areas of specialist knowledge which can reduce costs, attract expertise and provide marketing advantage

In more rural areas it is often more difficult to form and sustain formal networks and links between local businesses. All of the rural enterprise development projects that we have drawn on have shown that where these links can be made very great benefits have been accrued for existing businesses, new business development and the wider community in economic development. The learning shows that these are strongest when led with passion from inside the community as in the Sirolli model as it was applied in Kintyre in Scotland and in Ballyhoura Ireland. However, they can also be effective if initiated outside the community if they are handled pragmatically and are usually adopted by the community once the benefits start to be seen.

One of the benefits of building a local business network and fostering links between businesses is the development of business clusters. This is when businesses come together to form a partnership which benefits all the businesses concerned by enabling them to reach more or different customers, provide an increased range of services or provide easier access for customers to their products than they would be able to do individually.

The development of cohesive marketing strategies for local areas is demonstrated by the work done in Pembrokeshire to develop the Saudersfoot Chamber of Tourism, where over 70 participants collaborate in event organisation and advertising to present a village for all seasons. It can also be seen in 'buy local' campaigns which have been incorporated by a number of the projects.

The Dolenjska Tourist Cluster, in Slovenia, represents a union of 6 partners from tourist sphere and aims to develop, promote, expand and merge active and potential tourist offerings in the whole region of Bela krajina in Slovenia. Established in 2004 the partnership began by developing an integrated tourist strategy and marketing plan for the cluster based on the SWOT analysis of the region and the production brochures and a website to promote the whole area; followed up by a number of specific programmes focused on different areas of the tourist offering.

Business clusters can also be developed to take advantage of joint purchasing opportunities or to put great product ideas in touch with the right manufacturing facility as in Mona Bauhaus example in Anglesey where, following an analysis of the resources and culture of Anglesey and existing products, a programme of

product development has taken place to expand their product range considerably and thus increase consumer knowledge and interest in Anglesey.

## **6. Co-operation**

Cluster development supports co-operation between companies to help them maintain flexibility in manufacture or service and develop products tailored to customer needs. It also provides the ability to undertake contracts and win customers that individual companies could not do alone. These companies may also compete with each other but there remains an overall spirit of co-operation and recognition of the advantages of co-operation for the companies themselves and for their region.

The project has shown the benefits of co-operation between businesses in the development of enterprise in rural areas. It can be particularly seen in initiatives like purchase local campaigns, which any of the projects have run and which stimulate more business for all local businesses by encouraging the community to support them; an example of this is the Growers Association in Pembrokeshire and in Anglesey, where businesses worked closely together to develop, manufacture and market new products for Anglesey.

## **7. Technology and Infrastructure**

The existence and use of technology such as broadband and the internet can have a critical bearing on the ease with which business can be conducted in remote areas. Local networks and purchasing are important elements in successful rural enterprise, but high speed broadband networks provide access to global markets and expertise. The development of high quality web sites, and the capacity to maximise business value from internet are essential elements of business development

Once local businesses have made links and have formed themselves into a network they are in a far stronger position to take advantage of new technology to benefit their own business and others in the area. There are economies of scale in website development, for instance, which can open up new markets for businesses. Technology can also be used to enhance communication between local businesses, as seen with the Pembrokeshire Business Network website. The development of local business networks also allows businesses greater clout in campaigning for improvements to infrastructure such as broadband access or applying for community funding.

## **In Summary**

The development of an enterprise culture that enables local economic development requires strong business networks to share skills, facilitate the development of local supply chains, and provide the inspiration for enterprise development.

The work of the project partners illustrated in the following case studies show different approaches to enterprise development, but all have the common principles of:

- Putting entrepreneurs at the heart of the project.
- Establishing a collaboration between local business.
- Engaging the wider community in supporting enterprise development.
- High quality facilitation skills to enable community action.

The models can work alongside the more traditional forms of Government funded business support with their network of specialist business advisers and can offer exceptional value in terms of small investments leveraging extensive networks of business time and skills. The following case studies highlight the key elements of the different approaches and provide the basis for further application of these models in other areas.