

**“BACK TO THE FUTURE”
CELEBRATING FIVE DECADES OF ENTERPRISE**

**The Durham Symposium on the Future of Small Business
and Enterprise Development**

**St Aidan's College, Durham University
15th and 16th September 2015**

REVIEW



Durham Symposium



St Aidan's



ACKNOWLEDGEMENTS

The Durham Symposium Organising Team is most grateful to Business Durham and St Aidan's College, Durham University, for their generous sponsorship. Many thanks are also due to the Principal of St Aidan's College, Dr Susan Frenk, and to the Managing Director of Business Durham, Dr Simon Goon, for their input into the Symposium development, their enthusiastic support throughout and their active contributions to the proceedings.

The Symposium was the brainchild of Dinah Bennett, working closely with the Symposium Organising Team - all ex-members of the Small Business Centre. The Organising Team included Lynda Anderson, Dinah Bennett, Yolanda Gibb, Roulla Hagen, Mark Havers, Keith Herrmann, Pat Richardson and Leigh Sear, with essential input and support from Allan Gibb.

We were delighted with the interest shown and input from all the participants, who provided a broad scope of experience and perspective from private, third and public sector organisations, NGOs and academia, as well as several who travelled great distances to join us.

During the Symposium, the valuable roles of Session Moderators, Session Rapporteurs and Keynote Listeners were undertaken by Jason Agar, Andrew Atherton, Miguel Barcenilla Sanz, Dinah Bennett, Jackie Brierton, Ted Fuller, Allan Gibb, Yolanda Gibb, Alan Gibson, Roulla Hagen, Mark Havers, Keith Herrmann, Jon James, Karen Langdon, Isabella Moore, Wendy Parvin, Pat Richardson, Jane Rindl and Leigh Sear. We are very grateful to all for their contribution. The Symposium was able to run smoothly and seamlessly on the day due to the endless legwork and essential support provided by Robbie Shaw - Robbie, many thanks!

In addition, two panel sessions completed the second day of the Symposium. Grateful thanks go to the members of the Entrepreneurs' Panel and the Stakeholders' Panel:

Entrepreneurs' Panel

- Keith Gill, Director, Strategic Bridge Ltd, Co-Founder Derwent Valley Foods
- Isabella Moore, Chief Executive, Comtec Translation Ltd
- Jackie Peddie, Chief Executive, The Mailing House
- Mike Sands, Group Managing Director, DA Group
- Maureen Storey, Director, Achieve Digital Marketing Ltd

Stakeholders' Panel

- Jackie Brierton, Founder and Director of Women's Enterprise Scotland CIC, Enterprise Co-ordinator for GrowBiz
- Simon Goon, Managing Director, Business Durham
- Ruth Lowbridge, Chair of SFEDI Group
- Graham Moore, Head of Business Development, Atom Bank
- Ian Richards, Director, Northstar Ventures
- Agnieszka Włodarczyk, Director, Kraków Technology Park, Poland

Newland Corporate Communications (www.newlandcc.co.uk) provided video and sound services, and produced and edited the four videos now available on You Tube. The Symposium videos can be accessed at the following links:

- <https://youtu.be/UnssYz2K8qY> (Allan Gibb's reflections on 50 years of enterprise development, support and pedagogy)
- <https://youtu.be/0ZsQVILgy10> (Looking to the Future)
- <https://youtu.be/-17DHYBulRg> (The Entrepreneur Point of View)
- <https://youtu.be/PSWs8zuuibQ> (Stakeholder responses to issues raised during the Symposium)

Finally, the production of this Review document was the work of Yolanda Gibb and Allan Gibb, supported by Lynda Anderson, Dinah Bennett and Jane Rindl.

"BACK TO THE FUTURE": CELEBRATING FIVE DECADES OF ENTERPRISE
The Durham Symposium on the Future of Small Business and Enterprise Development
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REVIEW

The Symposium, hosted by St Aidan's College Durham University, brought together many of the former staff of the Small Business Centre which existed at Durham University Business School from 1971 through 2000 when it became the Foundation for Small and Medium Enterprise Development, along with a number of representatives of independent businesses, academics and public and private development organisations, regional, national and international with whom it worked over the years. In practice, it was a celebration of 50 years of experience as the Centre's origins lay in a major study of North East Development 1965-67, which underpinned the importance of indigenous locally owned enterprise development for the future of the region. It was as a direct result of this study that the Small Business Centre was formally established in 1971 – the first of its kind in Europe. The Timeline history of the Centre is set out as Annex 1 to this document, noting many of the 'firsts' in development of small business practice and policy, nationally and internationally¹.

The Symposium discussions moved well beyond the work of the Centre as its former staff, who shaped so many of its ventures, have continued to do so around the world accumulating together a vast experience of enterprise, entrepreneurship and small business development. A map showing locations of this worldwide experience constitutes Annex 2. The Symposium discussions were considerably enriched by the contributions of friends drawn from the region and around the world. A full list of those in attendance is given in Annex 3.

A workshop format was used throughout; focused upon key areas of policy, small enterprise management development, 'support' structures for SME development, international experience and enterprise and entrepreneurship education. The proceedings were captured partly in video and notes were made of all workshops.

The title of the Symposium captures the basic philosophy of the approach, namely that there was a need to explore and bring together, and project forward, the 'how to' lessons for the future from a wide range of experience. The essence of entrepreneurial learning is a combination of reflection on experience from the past combined with imagination as to the future. More than that, there was a shared view at the outset that, nationally and internationally, there has been a failure to learn sufficiently from practice and that a great part of the massive growth of academic publication since 1971 had not translated into practice. The major reason is that too little academic publication embodies learning from active engagement in development with their base constituent, the independent business. The basic philosophy of the Centre from its inception, in contrast, had been to constantly combine practice with concept and, consequently, not separate research from development and implementation.

¹ The Timeline in Annex 1 covers only the period from 1965 to 2000 - the work of the original Small Business Centre (SBC). It therefore excludes the ongoing achievements of the Foundation for SME Development, set up initially independent from the Business School. The Timeline provides a backcloth to the wide range of experience of staff built into the many innovations described. It also does not embrace the massive experience of all the SBC Diaspora in their subsequent UK and global ventures which considerably enriched the Symposium debate and conclusions.

What have we learned for the future – the How to's?

The key questions addressed by the Symposium, drawing from experience, were:

- 1. *How can we work best with independent owner-managed business?***
- 2. *How should a University Centre be organised to maximise effective partnership with owner-managed firms and their stakeholders?***
- 3. *How can we work more effectively with, and add value to, 'support' agencies?***
- 4. *How can we better influence the policy process, nationally and internationally?***
- 5. *How can we deliver more effective enterprise and entrepreneurship education to students?***

The following points are taken from the summaries of workshop activity:²

1. *How can we work best with independent owner-managed business?*

- i) Use processes of co-creation – moving beyond 'delivery' of knowledge and even beyond empathy towards joint engagement in processes of mutual learning.
- ii) Focus upon problems and opportunities as perceived by entrepreneurs.
- iii) Recognise that no learning facilitator can have anywhere near the totality of the experiences internalised by the entrepreneurs with whom they are engaged and must seek to explore and build from this experience.
- iv) Recognise that an entrepreneur's learning begins with what he/she already knows, sees and does and start from this point.
- v) By therefore taking a process, business development approach, building from what entrepreneurs want to do.
- vi) Constantly focus upon action.
- vii) Link learning to capacity and motivation for action.
- viii) Respect entrepreneurial ways of doing things, learning, organising, communicating and thinking.
- ix) Provide ample time for reflection.
- x) Recognise the emotional elements in entrepreneurial learning as the owner-managed business is the ego of the entrepreneur and many ways of doing things have been invented by them and embedded over time in practice.
- xi) Identify what they feel they 'need to know' and start from there.

² This report has relied heavily on the workshop notes from all of the Symposium sessions.

- xii) Always focus upon the 'how to' of doing things.
- xiii) Always focus upon the 'know who' of making things happen and how to learn from key stakeholders and also how to educate them (building networks and intangible assets in support of change).
- xiv) Abandon the corporate Business School model of functional knowledge boxes in favour of holistic approaches, organising knowledge around the processes of doing things and the related need to know.
- xv) Be sensitive to the perceived motivation and capacity of the individual to absorb and use new knowledge.
- xvi) Be multidisciplinary in approach.
- xvii) Coach and mentor entrepreneurs to develop their own conceptual frames for approaching a problem or opportunity.
- xviii) Evaluate learning outcomes in terms of what those in attendance can explain they can do now that they could not do before, or can do better and why this is important.
- xix) Maximise the potential for ownership of learning, learning from peers and stakeholders.
- xx) Where possible provide follow up by the building of local communities of peer learning.
- xxi) Overall, aim to help entrepreneurs to learn from the chaos of their dynamic environment and where possible and desirable to add elements of concept to their practice. All programmes should have a strong concept base.

2. How should a University Centre be organised to maximise effective partnership with owner-managed firms and their stakeholders?

Using the experience of the Small Business Centre in dealing with the challenges above:

- i) Build it on a small entrepreneurial business model.
- ii) Organise it around the different task environments, and the different cultures and stakeholders. The Small Business Centre for example had an education unit with different individuals focused upon primary, secondary and further education; a unit focused upon start-up, survival and graduate development; a unit focused upon business development and growth; a unit focused upon independent business internationalisation; a unit focused upon working with counsellors, trainers, bankers and local enterprise agencies; an international unit for developing world enterprise; a unit for transition economies' enterprise development; and a research and policy development unit.

- iii) Give each unit its own budget and revenue-raising responsibilities. Aim to provide strong personal ownership of development. Each unit should have its own research and development agenda.
- iv) Ensure that each unit has a mix of staff, some with strong traditional academic orientation, others with great teaching and development skills, and others strong on networks and project management. All are equal; there is no 'traditional' academic hierarchy.
- v) Ensure that each unit is supported by a flexible administrative team – an essential underpinning for the entity.
- vi) As each unit naturally will have its own stakeholder network ensure that staff seek to appraise themselves through the eyes of their stakeholders (what became known as the SAM Stakeholder Assessment Model).
- vii) Ensure that catering and portering staff become key partners, tied in by strong social relationships.
- viii) Develop a research model based upon a cycle of Research, Development, Testing and Dissemination recognising that, unlike the research and publication model, learning can take place at each stage with dynamic feedback. A strong evaluation criterion embedded is 'what is the use' to whom?
- ix) Ensure that the Centre as a whole is held together not by systems but by a shared culture of doing, experimenting and (hopefully) having fun in the process.
- x) Encourage constant active engagement with the environment for all, with regular workshops for regional small business development stakeholders.
- xi) Ensure that individuals are, by and large, recruited on short-term renewable contracts even though many may have strong academic qualifications and some with doctorates. This provides a basis for flexibility with reward structures.
- xii) Make extensive use of secondments from large companies, small companies, relevant stakeholders and banks who can provide major skills in project and programme management, new ideas and challenges to ways of doing things.
- xiii) Ensure that much of the revenue of the Centre is raised by a process of partnership and engagement with external organisations. One important principle, applied throughout, is that £1 of private money can easily be leveraged with £2 of public funds.
- xiv) Ensure that staff members are recruited, not mainly for their disciplinary qualifications but for their entrepreneurial drive and background experience in the stakeholder and small business environment.
- xv) From the outset aim to bring together student work and programmes to link with small business problems and opportunities, always engaging relevant stakeholders and with potential future research and development opportunity.

- xvi) As a result of the above an almost hidden guiding principle can become 'Never do anything alone' but always look for partners and stakeholders who will have an interest in the problem or opportunity and engage them.

3. How can we work more effectively with, and add value to, 'support' agencies?

- i) Try to avoid the use of the word 'support' as it is often perceived as patronising. Independent owner-managed business entrepreneurs are engaged in a holistic dynamic learning process, a world which few corporate organisation managers experience.
- ii) Encourage advisory organisations to treat small businesses as partners providing opportunity for joint venture and learning.
- iii) Location of engagement is key – keep it local and familiar. Local networks are highly important.
- iv) Assess the impact of the agency through the eyes of its local stakeholders.
- v) Create local communities of support and peer referral – entrepreneurs learn best from other businesses.
- vi) Help entrepreneurs build networks relevant to, and supportive of, transformational change.
- vii) Build personal trust-based relationships with them and help them build such relationships with their stakeholders.
- viii) The agency should sit on the boundaries between entrepreneurs and their stakeholders and have complete empathy with the different organisational and personal cultures and ways of doing things of stakeholders. The ideal agency plays a brokerage role.
- ix) The 'ideal' model for engagement is one run by and through entrepreneurs themselves, The Small Business Centre's work with Enterprise North in the 1970's and 80's demonstrated this.³
- x) Agencies should not believe the 'myth' that entrepreneurs do not have the time and motivation to provide advice to their peers.
- xi) Agencies should not just focus upon so-called growth companies (which no-one can really predict) but on all businesses that come forward. No-one can predict growth which in any case

³ Enterprise North, the brainchild of a local entrepreneur Herbert Loebel, was the first independent small firms' advisory organisation in the UK. Eight panels of local entrepreneurs across England's North East region provided free of charge advice and often practical assistance to those wishing to start and grow their business. The Small Business Centre provided administrative and promotional support, led by an entrepreneur Derek Craven.

happens at different stages and spurts in the life cycle of a business.⁴ Agencies should focus upon what entrepreneurs want to do next.

- xii) Learning how to fail successfully is as important as growth.
- xiii) Technology is becoming increasingly important. Agencies should be well equipped to make maximum use of social media. Many small companies have yet to take full advantage of this media in building partnerships/networks and in learning.
- xiv) Linked to this capacity building is the growing power of the 'Crowd' in funding, sourcing and exchanging ideas and learning. Agencies should be leading experiments in this area.

4. How can we better influence the policy process, nationally and internationally?

- i) Recognise that the biggest challenge is not that of the individual entrepreneur but building a much more appropriate ecosystem. This means one that truly understands the 'way of life' of the small business and the associated culture and one that does not seek to impose its own way of doing things, often based on corporate culture and organisation. This need for empathy is acute in the banking system, in local authorities, in so-called support agencies themselves and in education.
- ii) Design support locally reflecting the different needs of local communities. One standardised model may be the wrong way forward. Policy should aim to build upon the differentiated strengths of local networks.
- iii) Maximise ownership of services to small enterprises by the enterprises themselves and not by 'professionals'. Look, in association with this, for effective systems of self-help that require little if any public funding and where any such funding maximises the potential to leverage self-help in the small business community.
- iv) Do more to ensure that there is progression in the development of small enterprise policy and practice 'know how' over time to prevent the constant 'reinvention' of wheels. The turmoil in the development service 'market' for small businesses over the lifetime of the Small Business Centre was characterised by agencies constantly competing for funds as different scenarios of official policy emerged.
- v) The task of carrying forward the real intellectual property (know how) of small business development cannot be left to government or academics. Government has shown that it is incapable of this and academics have very little to say about practitioner based 'how to' drawn from experience. It needs heavily engaged institutions not focused upon delivery but upon partnership and co-creation. This might involve the creation of a national institution tasked with this objective; such an institution would provide a practice-based filter for experiment with

⁴ The Small Business Centre in its Growth Programmes which have been replicated internationally merely recruited companies that had a firm idea for growth and wanted to work on it. It did not 'pick' winners.

developments harvested from the experience of other countries⁵. Business schools by and large are not the right vehicles for this.

- vi) Do more to recognise and harness the important role of independent business in developing the Northern Powerhouse concept. The major component of local power is local ownership. Too much of the development focus in the North East since 1971 has been upon the attraction of large companies whose ownership is elsewhere and whose local purchasing is limited.
- vii) The development of national research agendas in the field of small business should be more firmly established upon two principles. First, the focus of the research, as in the former Small Business Centre model, should be upon development and testing new ways of doing things ('know how' innovation) based upon acute need to know with strong potential for ultimate dissemination. This means substantial engagement of researchers in processes. Second, that the objectives should be set by creative partnerships of researchers with all those stakeholders who relate to the phenomenon to be explored. The initial aim should be to gain understanding of why this phenomenon is important to each stakeholder and what each might do with any results to add value to their work and to society. This, above all, demands deep understanding of processes.
- viii) Do more to recognise the wider societal importance of independent enterprise, the contributions they make to civil society and have greater insight into the personal elements that make up their role in society. They should not be seen as instruments for employment creation and growth, which seems to dominate much of the current policy rhetoric.
- ix) Recognise (as was the experience of the Small Business Centre) that many independent owner-managers have their own strong intellectual capacities embracing many ideas about how to change society. Much more needs to be done to harness these. One gateway would be by building much closer links, not necessarily business development focused, between the small business community and universities.
- x) There needs to be much greater understanding by policy makers as to how independent owners learn according to the principles set out earlier. Much survey research tends to result in recommendations that small business persons need more management skills. Such recommendations are often loosely based and ignore the fact that small businesses do most of their learning from stakeholders under constant pressure to do things under conditions of uncertainty and often complexity over which they have no control. They are therefore active learning organisations.
- xi) There needs to be a different language around enterprise service design replacing a narrative of 'support', top down professionalization and standardisation. Such a narrative should do more to emphasise partnership and recognise the importance of informal and family networks.
- xii) Overall there needs to be much more stability in policy and carryovers of learning from one government to another.

⁵ For example, using principles taken from a Fractal approach developed in Germany, Sweden and Russia focused upon moving beyond conventional models of assistance to more self-perpetuating and self-producing structures.

- xiii) Overall, there is a clear danger, perceived by those with extensive experience of small business development in so-called developing countries that important western models of small business 'support' may be dysfunctional. There is a need for much more nuanced and culturally contextual approaches. A key is to build advisory and service support into the processes of existing business relationships.
- xiv) There needs to be much more support for co-operative venturing in providing frameworks for effective small enterprise development into international markets. Overall there is a need to reflect on many of the now almost 'traditional' modes of small business support as transferred to the developing world as being no longer relevant.

5. How can we deliver more effective enterprise and entrepreneurship education to students?

- i) Recognise the importance of co-creation of enterprise education models to fit with the national curriculum objectives of educators at various levels⁶.
- ii) Focus upon pedagogies that are carefully tailored to the development of ways of behaving and doing things, simulating the life world and mind-sets of enterprising people in enterprising organisations.
- iii) Recognise that there are different objectives - there is no standardised model. Making students aware of the life world of self-employment is different from preparing those with ideas to start a business, is different from a focus upon developing enterprising approaches to learning in any curriculum context, is different from preparing students with what it is like to work in a small organisation or an organisation that is designed entrepreneurially. The present practice internationally is a mess of pottage.
- iv) Remove functional management skills from programmes aimed at start-up in favour of process knowledge and competencies as to how to handle the process.
- v) Remove the emphasis upon the business plan – this is not the essence of being entrepreneurial.
- vi) Broaden curricula to emphasise know who, networking and the concept and importance of trust based relationships and ethical issues.
- Vii Focus upon getting students to see enterprise endeavour and opportunity seeking processes as sets of people and relationships rather than events and develop their skills in this respect.
- viii) Prepare secondary school students to learn independently in preparation for work and higher education.

⁶ All of the numerous enterprise education programme manuals developed by the Enterprise Education Unit at the Small Business Centre from 1985 onwards at primary, secondary and further education level were co-creational, designed by active teachers in schools in partnership with Unit staff.

- ix) In the policy context, seek to resolve the conflict between testing examination of knowledge retention and a focus on development of enterprising skills, employability and the process of embedding learning through enterprising pedagogy.
- x) Argue to bring together different government departments (education, employment and business) around the development of a jointly appropriate enterprise and entrepreneurship education strategy.⁷
- xi) Against a backcloth of a turbulent labour market and the growth of self-employment, prepare students for what might be called transitional employment futures ('necessity' entrepreneurship), moving into contract employment modes, multi job tasking, international mobility and web based learning.
- xii) Do more to incentivise universities to engage with independent owner-managed business and give the entrepreneur a greater status in academe. There is a need for incentivising partnerships between all university departments and social, community and business entrepreneurial organisations going beyond Knowledge Transfer/Exchange Partnerships to processes of embedding processes of real on-going engagement.
- xiii) Do more to build from past experience of Graduate Entrepreneurship Programmes in the 1980's in recognising that there will be limited results from such endeavours and that the real issue is accumulation by young people of appropriate networks and practical experience as preparation for later movement into entrepreneurship.

Carrying an Agenda into the Future

During the Symposium, much mention was made of the potential of a university to act as a focal point for take up of many of the challenges set out above. These are based upon substantial national and international experience and many have strong research underpinnings.

The key challenges are:

1. To find a future base and mechanism for continued dialogue between the Small Business Centre Diaspora and their wide network of friends and associates. The need is to harness this powerful source of intellectual property particularly focused upon the 'How to's' and 'Who with' in meeting the challenges set out above.
2. To find the means to engage the independent owner-managed business (social, economic and community) closely in a process of co-creation.
3. To reach out more widely into the University of Durham in this process, harnessing its 'know how' in a wide range of societal social, technological innovations with a strong emphasis upon Futures.

⁷As, for example, has been done in Denmark.

4. To underpin a movement to better harness the know how (business, technology, social, ethical and community) of the local entrepreneurial community and to more widely engage entrepreneurs in broader issues of societal development.
5. To focus upon the 'How to's' of improvement in approaches to learning of entrepreneurs, their stakeholders and students based upon the principles set out above.
6. To pursue an agenda that seeks to elevate the status of entrepreneurs and entrepreneurial endeavour in the North East of England and beyond, going well beyond the perception of small businesses as vehicles for employment and growth.

Discussions are underway with SBC Diaspora, stakeholders and St Aidan's College as to the best way to meet these challenges. At the same time, as a direct result of the event held in September 2015, the agenda is already being carried forward via number of initiatives, some of them international in scope, and which are already in various stages of development. They cover areas as diverse as social enterprise, intangible assets in the creative industries, and other initiatives for entrepreneurs that build on the ethos of the Symposium. They all represent true examples of co-creation, inspired by the opportunity the event provided, to meet old friends and new colleagues, to exchange ideas, and to build on the cumulative experience of all who participated in the Symposium.

The Small Business Centre (SBC) at Durham University Business School

Timeline of Development from 1965 to establishment of the Foundation for Small and Medium Enterprise Development in 2000

This Timeline has been written on the basis of substantial documentation. For almost all of the programmes mentioned, brochures and other material exist, along with a variety of reviews, research and development reports. There may, however, be some minor temporal inaccuracies as it is not always possible to establish the precise date when a programme first started.⁸

It is important to note that many who worked at the Centre, and made substantial contributions, have not been acknowledged in the text. There are many omissions as it was not always possible to establish exactly when individuals came and went. This is particularly true of many secondees who worked at the Centre and contributed very substantially indeed to its development.

The text sadly does not mention the contribution of administrative support staff who effectively ran the Centre and contributed substantially to making it for me a very enjoyable and fun place to work in. They of course did everything, so often cannot be attached to any particular programme. They include; Monica Jackson, Anne Watts, Eileen Wilkinson, Muriel Hindmarsh, Lynda Anderson, Kendra Greaves, Esther Broughton, Chris Harper, Lisa Vickers, Christine Walker, Margaret McIntyre, Maureen McMahon, Ruth Radcliffe, Marjorie Sadler, Joan Storey, Kath Vasey, Maggie Craven, Anne Bailey, Helen Sutton (as was) and Joyce Nolan who saw me through the early pre-start days.

All in the Centre would want to acknowledge the massive contribution made by the staff of the dining room and front of house; Marie Helme, Sue Thompson, Christine l'Anson, Therese Winter, Madge Melia and Joan Adamson in particular along with Billy Hudspeth, Geoff Savage and Frank Cornish at the gate. Oh the fun we and they had along with all the hard work for all of our guests from around the world!

Personally I pay particular tribute to those who can no longer be here. Derek Craven, entrepreneur, who gave up so much for the Centre and from whom I learned much more than ever appeared in academic papers. Mike Scott for his Socratean wisdom, Edwin Nelson whose friendship and commitment I will always value and David Johnson who had so much more to offer, cruelly robbed. Also to acknowledge Herbert Loebel, entrepreneur, who died last year, for his vision, and impatience to make things happen and Charles Baker, the first DUBS Director who gave me the initial personal opportunity and much needed initial support. Thanks also to two particular DUBS Directors who were very supportive, John Marshall and John Machin. Thanks finally to Professor Dennis Smith who had much to do in supporting the case for the move from SBC to Foundation.

We all owe a considerable debt to the many independent business owners who contributed so much to our learning and particularly those who helped to get the Centre off the ground: also to the vision and drive of our many friends, partners and colleagues in the regional, national and international network – all too many to name.

Ultimately, thanks to Dinah Bennett and Lynda Anderson whose joint persistence led me to wade through the mounds of paper in my garage, to put this Timeline together. I must say they were blessed in some very strange and unrepeatable ways during this process!

Allan Gibb

⁸ The Timeline as currently presented cannot possibly cover every one of the many events, programmes and innovations. There is an element of selection but there is also a dependency upon the documentation currently available and should therefore still be regarded as a work in progress to be brought to future workshops.

Timeline SBC to the Foundation from 1965

1965 - 70 Pre start Preparatory Phase

Research and Development for Concept and its Proof

- 1965-67** **Research Report for UK Board of Trade 'Economic Growth in the North East of England'.** **Durham University Business Research Unit:** authors Peter Bowden and Allan Gibb. One major recommendation points to weakness of the 'Indigenously owned' (largely small firms sector) in the North East and recommends major attention be given to its development needs in the region.
- 1968** Charles Baker, Director of emerging Business School, gives strong encouragement to follow up enquiry on small firms' needs by Allan Gibb and how a business school might respond.
- 1969** Discussions with Douglas Swan, Chair and MD of Swan Chemical Company Derwentside, and Gibb visits to a range of SMEs - ends with selected firms being approached for a 4 year covenant.
- 1970** **Sixteen small companies agree support** which is backed by support for two years by a grant from the University and the UK University Grants Committee. **Small Business Centre established within the emergent Durham University Business School** with Allan Gibb as Director and Monica Jackson in support. Aims to:
- provide a resource for the development of managers and owner managers of small companies
 - provide a source of advice/assistance to small firms
 - provide a centre for research into the needs of small business
 - encourage business graduate students, through teaching and research, to be involved with small firms.
- 1970** Contribution to first European Small Business Seminar at Irish Management Institute Dublin, later becoming part of European Council for Small Business Conference Programmes.
- 1970/71** Allan Gibb seconded to work with Derek Craven, CEO of Craven Motors North Tyneside, a family owned business. Gibb gains massive insight from this experience and the beginning of a personal lifelong learning partnership.

1971-75 Start and Early Survival

In search of academic, practitioner and financial credibility

- 1971** **Small Business Centre becomes active**, preceding publication of the report of the Bolton Committee of Enquiry on Small Firms, November 1971. The Centre is charged with becoming self-funding within three years.

1971-75 Programme Development:

- workshops and consultancy for the partner SMEs
- development of very popular Small Business option modules on DUBS MSc. in Management Studies
- many student projects in sponsoring companies
- large number of Short Courses – mailings of 2000 SMEs – programmes supported by selected DUBS staff
- links with UK Industry Training Boards and associations to research and deliver industry specific workshops using MSc students for needs analysis and company audits. Groups developed in Retailing, Soft Drinks, Furniture and Timber, Plastics and Rubber, Construction, Opticians, Printing and Publishing, Engineering and Chemicals. Workshops focused upon practical shared development problems and opportunities
- growing use of external deliverers from relevant networks and creation of partners (banks, venture capital providers, accountants and Inland Revenue)
- first research grants – major study of impact of mergers and rationalisation in NE shipyards on local supplier small firms with Grant Rabey and Thelma Quince.

1973 Begins development partnership with Enterprise North (EN), brainchild of Herbert Loebel, a North Eastern entrepreneur. **EN is first UK small firm’s advisory service for existing and new ventures run by entrepreneurs.** Groups of entrepreneurs each with chairperson in eight sub-regions in the North East and Cumbria provide free advice and often practical assistance. backed by a promotions and ‘filtering’ office in the SBC headed by Derek Craven, later supported by Tim Atterton. Highly successful, attracting interest and support from Ministers and the Department of Industry. Influential in establishment of Small Firms Advisory Service. Later, substantial support from Ron Dearing, then Regional Director DTI, which led to the NEDP (below).

1973-onwards Begins **Enterprise North associated public awareness new venture conferences around the region in partnership with local partners**, public and private:

- contributors are mainly local entrepreneurs and professional service providers
- provides base for signing up of those in need of support from Enterprise North
- kills myth that entrepreneurs are too busy to provide volunteer assistance.

1975-80. Beginning of Take-Off and Development of Model with Two Key Components

Active engagement between Student/Small Business/Stakeholder, Service and Advisory Organisations/Research and Development Funders.

Emergence of Research/Development/Testing/Dissemination model

1976-82 The New Enterprise Development Project (NEDP) initiated aimed at ‘delivering a comprehensive approach to the stimulation of small enterprise in the North East of England’:

- built around experience of Enterprise North
- activities of the NEDP included counselling, promotion, education, training and research
- funded/supported in kind (secondees) by ICI, Barclays Bank, Shell UK, Joseph Rowntree Charitable Trust, Department of Industry and the Manpower Services Commission

- public funding support dependent upon gearing several times with private sector (cash and kind) and revenue
- John Eversley, a great mentor for Allan Gibb, joins the team to play a major role in the initiative
- John Ritchie joins as researcher
- several secondees from large firm sponsors add weight
- Ron Dearing the then young DTI regional director is highly active in its origination.

1977-84 Regional Network Development events/conferences run on a biannual basis with action reports and follow up. Themes focus upon innovations in small firms' development.

1977 **First National Small Business Management Teachers** Programme for University and College staff. Designed and directed by Allan Gibb at London Business School. Later partnering with Sue Birley at LBS in second programme and partnerships/locations subsequently widened. The programme ran for ten years to 1987 at different locations with two further programmes at Durham. Led to the establishment of the UK Small Business Management Teachers Association later UKEMRA and ISBE.

1977 **Launch of the New Enterprise Programme a 16-week action focused programme for new businesses with scale potential.** Started initially at Durham and Manchester Business Schools and subsequently at London, Glasgow and Warwick Business Schools. Independently evaluated as enjoying high returns to public investment. Ran each year to 1986.

1977 **First small firms export programmes** run by Tom Cannon, member of DUBS staff but enthusiastic for small firm development.

1977-onwards Research into counselling. **Begins national counselling training services for the Small Firms Counselling Service set up in response to the Bolton Report.** One of two initial trials, with experiments in the North East and South West England. The SBC ultimately becomes responsible for all UK counselling staff training of the Service leading ultimately to links with the institute of Business Counsellors - the action learning and practice programme leading to a University Certificate award. Ted Fuller and later Paul Moran and Jason Agar play leading roles in this development. Competition with Enterprise North leads to the latter's decline, a major UK policy mistake.

1977 First international work in Nigeria leading to series of programmes in the 1980s.

1978 Foundation for Management Education funds tutor post based on success of industry specific Workshop Development approaches. Post taken up by Jerry Dyson. Later Ted Fuller.

1978 **Research/Development/Testing/Dissemination model developed, linked to programme needs.** Grants for study of entrepreneurs' development needs, small/large/small firm relationships, cohort study of Shell programme start-ups, US start up support; German enterprise policy and practice and banking.

1978 **First UK Small Business Policy Research Conference at Durham SBC** with Terry Webb of Ashridge (later DUBS) - book published by Gower. Partnerships developed through emergent Small Business Management Teachers Association to deliver annual conference.

- 1978-81** SSRC funded research into the resettlement challenges of large company contraction in the traditional industries in the region. This leads to development of **Management Experience Retraining and Transfer Programmes linking resettled managers with local small businesses** seeking managerial resource for new development. Becomes linked with the Growth Programme (see below) and later small firm export support.
- 1978** Programmes similar to UK Counselling Service run for Cosira, the then national rural small firms' advisory agency.
- 1979** **First UK Business Competition 'Build Your Own Business'**. Sponsored by Shell UK in partnership with SBC and Enterprise North with cash awards and all applicants offered advice/assistance. Research into the needs of applicants leads to development of a process model of start-up (MAIR model – motivation, ability, idea, resource) subsequently used extensively in counselling and training programmes nationally and internationally.
- 1979** Development of staff training for heads of small firms group training schemes in Industry Training Boards.
- 1979** Experimental programmes for **development of young family successors of SMEs** linked with the Furniture and Timber Industry Training Board. Joint company development planned with owner and son/daughter.

**1980-90 Growth Phase:
Dissemination and National/International Recognition
Building of a client-focused small business organisation model
Enterprise from Culture to Development to Ecosystem**

- 1980/81** Large action research programme with Mike Scott focused upon growth of small manufacturing companies funded by DTI leads to development of Growth Programme.
- 1981/82** **Study of the needs of bank managers dealing with small businesses** undertaken by with Barclays Bank funding and secondee support. Results fed directly into Barclays Management Development Programme with SBC support.
- 1981/82** **First Growth Programme designed and delivered based upon model developed and published from research:**
- participants must be existing businesses with a growth product/market idea to develop
 - first of many
 - Ted Fuller ultimately takes up this programme
 - the model becomes nationally disseminated through workshops and subsequently internationally in India, Croatia and Australia (over 2000 Australian companies take this programme introduced and developed there by Tim Atterton)
 - the model still currently used for bank development in Africa by Atterton and Bennett.
- 1982** **Introduction of Firm Start programmes for newly founded small businesses aimed at early survival and development:**
- based upon understanding from research and counselling experience that most of the acute learning for the small business owner takes place in the first three years
 - Paul Hannon later engaged in this

- similar programmes eventually developed at Glasgow, London and Warwick business schools.
- 1982** SBC joins with Enterprise North and Newcastle City Council in the **establishment of the Tyne and Wear Enterprise Trust** - one of the first Local Enterprise Agencies in the country. John Eversley leaves to direct it.
- 1982** SBC builds links with **Project North East**, the first UK agency to focus upon young people. Subsequently highly influential in development of SME policy and Corporate Business Engagement.
- 1982/83** **Research funded by Shell UK into final year graduate aspirations to, and perceptions of, independent business careers and new venturing.** Substantial survey of final year undergraduates in all 5 regional higher education institutions. Mike Scott, then seconded from Newcastle Poly, works on this - ultimately joins the Centre.
- 1982** **Investor/Small Business ‘Marriage’ Programmes begin.** Establishment of Sir James Knott Industrial Projects, a small scale venture capital company with private investors linked with and administered by Enterprise North.
- 1982-89** **Development and delivery of Programmes for Directors, Key Staff and Chairpersons of all national Local Enterprise Agencies in partnership with Business in the Community and Department of Employment.** Staff of the then over 300 agencies in the UK attending. Research into the role of Chairpersons and Directors underpins this.
- 1982** Export programmes for those SMEs with plans to expand abroad. Linked with the offer of large company resettled export manager to plan and manage development. Involves links with ‘resettling’ companies and local business associations and agencies.
- 1982** **Development of Skills into Business Programme aimed at encouragement of persons with a vocational qualification focusing upon using their skills to start a business:**
- funded by Manpower Services Commission
 - detailed manual produced
 - subsequently used as part of the portfolio of the Enterprise Education Unit.
- 1982-83** Series of national programmes for vocational colleges for staff development to work with the Skills into Business Model.
- 1983** Development of background material on growth programmes as back up for Channel 4 programme series.
- 1983** Paper for the UK Committee of Vice Chancellors on increasing University involvement with SMEs.
- 1983** **SSRC Doctoral grant obtained on theme of education and enterprise.** Bibliography provides base for negotiations and experiment with British Steel who were concerned with the impact of steel company closures in the north east and other UK regions upon young student futures. Focus groups with head teachers and staff led to **design of the UK’s first Schools Enterprise Education Programme launched in 1985 in the north east.** Subsequently disseminated to several hundred schools across the UK with British Steel

support and sold to over 4000 schools. Positive evaluation. Clifford Johnson takes up role to develop and manage this. Sally Caird as research assistant.

- 1983** Development of a series of annual **5 week programmes at Durham for staff of International agencies 'Promoting and Developing Small Business'**. Beginning of international work in African and Asian countries. Claude Lamshead recruited. Subsequent extensive work over next 15 years in Africa, Nigeria, Ghana with Empretec, Tanzania, Malawi, Kenya, Uganda, Zimbabwe and South Africa at both policy and practice level.
- 1984** Research as part of the development of the schools' programme leads to **creation of the General Enterprising Tendency (GET) Test** now widely used across the world.
- 1984-88** Building from Shell research, establishment of **Graduate into Enterprise regional higher education consortium led by Durham** and the development of a wide range of business start up events and summer schools for graduates as well as training workshops for staff of North East further and higher education institutions. Also developed **the Graduate Gateway programme – (postgraduate training and placement in small firms) which became national** as well as a Graduate Enterprise programme. Sponsored by Shell UK, IBM, Rothmans International, National Westminster Bank, Whitbread and Co., Newcastle Breweries and Sir James Knott Trust. Run by David Absalom in partnership with other regional universities and polytechnics.
- 1985 onwards** Develops **first UK Teaching Company Programme exclusively for small business in partnership** with the University's Applied Physics and Engineering Departments. Previously this national programme focused upon large firms. Further export linked programmes developed. Forerunner of small firms' knowledge transfer programmes.
- 1986** Following from the earlier Shell research, **the Shell Technology Enterprise Programme (STEP) designed, developed and launched at Durham:**
- links second year students with small firm technology projects in the vacation
 - partnered with enterprise agencies for company recruitment and counselling
 - a manual developed and disseminated nationally
 - still running nationally in many locations
 - David Kirby and David Mullen ultimately manage this.
- 1986** Study for the new EU University Commissioner for Enterprise Sr. Matutes (as member of international team) to set **guidelines for the creation of the new EU Directorate for Enterprise.**
- 1987** Provision of consulting service to companies in the University's newly created Mountjoy Research Centre. David Mullen leads.
- 1987** Establishment of North East Growth Forum for Small and Medium Enterprises.
- 1987** SBC writes **successful Durham University £1mn. bid for the UK government funded Enterprise in Higher Education Initiative.**
- 1988** Building upon the teachers' network, **establishment of UK Enterprise Management and Research Association (UKEMRA)** with Allan Gibb as Chair - later becomes the present national association ISBE.

- 1988** With Joseph Mugler active engagement in **establishment of the European Council for Small Business (ECSB)** and membership of first board. Mike Scott two years later becomes President.
- 1988** **National counselling standards established based on DUBS model and Certificate Programme developed** in association with the National Institute of Small Business Counsellors.
- 1988** Establishment of Research Fellowship in Entrepreneurship by Advance Management Programmes International – open to Canadian and US academics. Held by Alan Carlsrud.
- 1988** ‘Study of the Spirit of Enterprise in Europe’. A 12 country review of the state of enterprise and entrepreneurship education led by Durham. For use of the EU SME Task Force. Focuses upon concept as well as practice.
- 1989** International Programme: “Integrated Approaches to Small Enterprise Development” first ran “International Programmes” subsequently renamed “Overseas Development Group.
- 1990** Business counselling workshops in transition economies - Poland.
- 1990** **First European Small Business and Entrepreneurship Doctoral Programme launched at DUBS in partnership with Autonomia Universidad de Barcelona** supported by Erasmus.
- 1990** Launch of Durham University Advanced Certificate in Business Counselling with sponsorship from Home Office, Business in the Community and The Department of Trade and Industry.

By the end of the 1980s the SBC had a turnover approaching £2mn with almost 40 staff including secondees. Research grants of over £400,000 attracted.

1991- 2000 Consolidation Phase. SBC as a Social Enterprise

- **Development of New Model and Logo based on all stages of enterprise development**
- **Development of new Organisation/Succession Structure**
- **Consolidation of client based units**
- **Use of Stakeholder Assessment Model (SAM) for evaluation of SBC work**

1990/91 Revised SBC organisation with Allan Gibb as Chair, Ted Fuller as Deputy Chair and Tim Atterton as CEO with Richard Hanage later as practice manager.

1990 onwards More formal recognition of series of ‘small social enterprises’ in SBC built upon the ‘stages’ model:

- Enterprise Education Unit (staff of 5)
- Graduate Enterprise Unit (5)
- Business Development Group (8)
- International Business Unit – export programmes (4)
- Overseas Development Unit -third world countries (3)
- Network Unit – counsellor, trainer and local enterprise agency development (11)

1990 onwards Substantial portfolio of research developed attracting funds of over £500,000 forming the basis for many of the programme activities set out below.

1990 onwards Partnership with the Institute of Directors in the design and development of a programme designed to develop the capacity of small company key managers and directors.

1990 onwards A variety of new approaches to Schools and College Enterprise Education are created using a unique model of development with practicing teachers writing material under conceptual framework guidance aimed at maximising the potential for the concept and practice to be embedded into the UK's national curriculum. A wide range of public and private sponsors fund this work. **The Enterprise Education Unit in partnership with teachers develops 18 teacher manuals covering all aspects of the curriculum – disseminated nationally by teacher training.** Similar approaches in transition economies of Russia, Lithuania, Hungary, Poland, Croatia, Ukraine, Latvia and Slovenia. led by Judi Cotton with Norma Iredale, Mike McLean and Tony Coyle.

1990 Development of programme focused upon the promotion of women's' enterprise in developing countries with Overseas Development Administration (ODA) support.

1990 Production of a **research based guide to Training for Small Businesses in the European Community for Cedefop** (the EU Centre for Development of Vocational Training). Formed basis for Development of Training programmes for Trainers internationally and later formed the basis for programmes in Durham (1992) and Portugal (1993) for European Trainers and Educators run under the auspices of the European Forum for Management Education (EFMD). Developed later by Edwin Nelson into a trainer's manual used as a basis for a SBC Certificate programme for SME trainers.

1991 Research into purchasing and supply in the north east indicates that two thirds of large firms interviewed spent eighty percent of the firm's purchasing power outside the region. Discussions with the Northern Development Company led **to establishment of a Regional Procurement Office** based on a German Land model derived from earlier SBC research.

1992-95 Italian exchange programme as follow up to the EFMD programme above.

1992-94 Produced a **commentary on the UK Budget and its implications for small businesses.** The commentary was sponsored by the TSB, produced and printed overnight, and ultimately had an 18,000 hard copy circulation, mailed nationally to SMEs, key policymakers and stakeholders the morning after the Budget. Managed by Jane Rindl with a team including Jason Agar, Tim Atterton, Ted Fuller, Allan Gibb, Alan Gibson, Paul Hannon, Mark Havers, Paul Moran and Philip Vale.

1992 onwards Development of transition economy focus – policy and SME structure and programme/capacity development in Russia, Ukraine, Poland, Czech Republic, Slovakia, Hungary, Croatia, Slovenia, Latvia and Lithuania, Bulgaria and Romania:

- includes establishment of first Russian Entrepreneurship Centres at Moscow State University and Russian Academy of Management
- leads to establishment of new SBC centre 'SME Development in Transition Economies' led by Edwin Nelson with support from Ian Pearce, Vin Morar and the International Unit

- policy programmes for Russian and Ukrainian governments and large company entrepreneurial restructuring practice and cases for large state firms.

1992 onwards Continued delivery of small business development programmes and dissemination to Australia of the Growth Programme by partnership with Curtin University, Entrepreneurship Development Institute of India (EDII). **The development programmes are embedded in ILO good practice guide.** Small business internationalisation programmes extended into Europe by Yolanda Gibb.

1992-95 New **International programme development on ‘Strategic Approaches to Management Development and Education’** and Building Enterprise with Mark Havers and Alan Gibson leading International Development - later taken up by Pat Richardson and Karen Langdon. Ultimate expansion into West Indies, Fellowship programmes in Africa and country specific training the trainer and local development agency programmes in South Africa, Uganda, Zimbabwe.

1993 onwards New centres established- some independent:

- Enterprise Knowledge Systems, later the Foresight Group – director Ted Fuller
- Entrepreneurship Development in the Service Sector - David Kirby as new chair
- and later, Policy Management Research Unit with Andrew Atherton, Keith Herrmann and Leigh Sear.

1993 Further **development of the Graduate Associate programme (GAP) with the aim of providing a start for graduates in Small and Medium Companies** - leading to a Certificate in Enterprise Management building from earlier programmes set out above.

1993 onwards Further development of Institute of Directors and Key Managers Programme focused upon the role of the Board in small businesses for aspiring Directors and Board members. Angela Ballatti leads.

1995 Launch of **Annual Enterprise Lecture** – high profile event focusing upon outstanding contributors to entrepreneurship development in front of an invited audience of all key stakeholders in the region. Ultimately directed by Dinah Bennett.

1995 onwards Development of enterprise programme **modules for students from other University departments including Biology and Computer Sciences.** Led by Christina Hartshorn. Subsequently led by Dinah Bennett and Wendy Parvin.

1995 Research and development of new **‘Technology Means Business’ (TMB) programme** for SMEs:

- accredited for over 200 persons
- linked to Advise IT programme
- subsequently delivered internationally
- led by Dean Maragh.

1994/95 Development of the **Hallmarks Programme** following research and publication of Dinah Bennett and David Hall on growing entrepreneurial businesses. Focused upon market development.

1995 onwards Development of series of **Small Business Relationship Management Programmes for NatWest managers** and latterly for Coutts. Based upon earlier research work

Programme ultimately expanded to Australia and Africa. Bank Managers' programme Led by Tim Atterton and Robert Sentance, and Bank Managers Assistants' programme by Jane Rindl and then Dinah Bennett. Tim Atterton and Dinah Bennett subsequently delivered the original programme internationally.

- 1995/96** Substantial 'Literature Review into Small Business Growth' for the Management Charter Initiative, Departments of Employment and Trade and Industry leading to a **Growth Policy Workshop** for key departmental staff and a published guide on the Scope for Action.
- 1995/96** Extension of counselling/advisor training to National Business Links network – programmes for Personal Business Advisors and CEOs led by Jason Agar.
- 1996** Discussion paper prepared for the European Commission and the European Training Foundation, '**Training for Enterprise**', to provide focus for a **38 country EU strategy meeting** on enterprise under auspices of the European Union Council of Ministers. Held in Rome.
- 1997** Biz-Kit – Knowledge, Innovation, Technology for Business programme developed:
- Biz Kit club for peer learning (Dean Maragh)
 - Solve-IT – solving IT problems for business (Maureen Storey)
 - Grab-IT – Graduates run business through IT (Dean Maragh)
 - Consult-IT – specific IT problem solving using other University departments, e.g. Maths, Engineering.
- 1997** **Development of the GLEAM (Graduates Learning of Entrepreneurship Accelerated through Mentoring)** based upon Wenger's principle that entrepreneurs learn best from other entrepreneurs in a practice programme environment. It links would-be entrepreneurs with existing young entrepreneurs and former programme members as mentors as a base for gaining experience. Numerous programmes subsequently delivered with high success rates and high demand. Initially led by David Mullen and subsequently championed by Wendy Parvin supported by Christina Hartshorn.
- 1998** The SBC, led by Tim Atterton, instrumental in **obtaining funding (£1mn) from Barclays Bank for the establishment of an Entrepreneurial Centre designed to be the focal point for the delivery of a new Masters Programme in Entrepreneurship** developed and delivered by SBC staff. The Business School insists the Centre is established independent of the SBC but the Masters remains serviced by it. The resultant tensions lead to collapse of the programme after three years.
- 1998** Tim Atterton chairs UK Small Firms Lead Body defining owner manager competencies.
- 1998/99** Research for Department of Education and Employment to develop a series of case studies on the theme of 'Using Management Development to help small businesses to grow'. Used for national workshop dissemination based upon publication. Led by Mark Bateman.
- 1998 onwards** **Major programme initiatives in China** focused upon local and regional enterprise and small business development. Wide staff engagement and ultimately led by Andrew Atherton.
- 1999** Partnership venture of Enterprise Education Unit with 5 European countries - review of enterprise education at all levels. Led by Judi Cotton and Keith Herrmann.

- 1999** Preparation by SBC in partnership with the University's Regional Economic Development group (REDS) of the successful bid for £3mn funding under **the UK government's first Science Enterprise Challenge (SEC) led by Durham on behalf of a consortium of the five north eastern universities**. The SEC led on to the development of the Higher Education Innovation Fund (HEIF).
- 1999** **Women into the Network (WIN)** established in the region led by Dinah Bennett with substantial membership, workshop and conference series. Hosted first international conference on women's enterprise support.
- 1999** Case made in discussions with the Vice Chancellor, Registrar and senior DUBs staff for the creation of an independent entity – a Foundation for SME Development within the University.
- 2000** **The Foundation is launched with Andrew Atherton as the new Director**. To be designed to carry forward the work of the SBC into a new and highly competitive era with even higher levels of Research and Innovation but importantly retaining the Research/Development/Testing/Dissemination model.

By the year 2000 the Small Business Centre had a turnover approaching £5mn with a staff of over 40 persons.

SMALL BUSINESS CENTRE DIASPORA GLOBAL EXPERIENCE

**The Americas:**

1. Argentina
2. Brazil
3. Bolivia
4. Canada
5. Chile
6. Colombia
7. Costa Rica
8. Ecuador
9. Guyana
10. Mexico
11. Peru
12. United States

West Indies:

13. Barbados
14. Dominican Republic
15. Grenada
16. Jamaica
17. St Lucia
18. Trinidad and Tobago

Middle East:

19. Bahrain
20. Dubai
21. Jordan
22. Kuwait
23. Palestine
24. Saudi Arabia
25. Yemen

Africa:

26. Algeria
27. Botswana
28. Burundi
29. Egypt
30. Ghana
31. Kenya
32. Lesotho
33. Libya
34. Malawi
35. Morocco
36. Mozambique
37. Namibia
38. Nigeria
39. North Sudan
40. South Africa
41. Swaziland
42. Tanzania
43. Tunisia
44. Uganda
45. Zambia

Western Europe:

46. Austria
47. Belgium
48. Cyprus
49. England
50. Finland
51. France
52. Germany
53. Gibraltar
54. Iceland
55. Ireland
56. Italy
57. Malta
58. Netherlands
59. Northern Ireland
60. Norway
61. Portugal
62. Scotland
63. Spain
64. Sweden
65. Switzerland
66. Wales

Asia/Australasia:

67. Australia
68. Bangladesh
69. Bhutan
70. China
71. India
72. Indonesia
73. Japan
74. Laos
75. Malaysia
76. Mauritius
77. Nepal
78. New Zealand
79. Pakistan
80. Singapore
81. Sri Lanka
82. Thailand
83. The Philippines
84. Vietnam

Central and Eastern**Europe/Former Soviet Union:**

85. Belarus
86. Bosnia-Herzegovina
87. Bulgaria
88. Croatia
89. Czech Republic
90. Estonia
91. Hungary
92. Kazakhstan
93. Kyrgyzstan
94. Latvia
95. Lithuania
96. Macedonia
97. Montenegro
98. Poland
99. Romania
100. Russia
101. Slovakia
102. Slovenia
103. Ukraine
104. Uzbekistan

Durham Symposium 2015 Participants

Jason AGAR	Kadale Consultants (UK) Ltd
Dr Anne ALLEN	Major Gifts Officer, Durham University Business School
William ANG'AWA	Business and Enterprise, University of Sunderland
Professor Andrew ATHERTON	Deputy Vice Chancellor, Lancaster University
Miguel BARCENILLA SANZ	MABS International Marketing Services, we-R-net, Spain
Dinah BENNETT, OBE	Director, International Consultants for Entrepreneurship and Enterprise (ICE) and Director, Wise Development
Jackie BRIERTON, MBE	Founder and Director of Women's Enterprise Scotland CIC, Enterprise Coordinator for GrowBiz
Gary CHAPLIN	Enterprise Development Manager, Business Durham
Maria Jose COUSINOU	Department for Fostering Enterprise Culture, Andalucia Emprande, Spain
Dawn CRANSWICK	Chief Executive, PNE Group, Gateshead, UK
Paul CROOK	International Labour Organisation, Nairobi, Kenya
Kerry DUNN	Corporate Entrepreneurial Lead, Economic and Housing Growth Policy, Economic Growth and Transformation, Gateshead Council
Dr Susan FRENK	Principal, St Aidan's College, Durham University
Professor Ted FULLER	Professor of Entrepreneurship and Strategic Foresight, Lincoln Business School, University of Lincoln
Professor Allan GIBB, OBE	Professor Emeritus of Small Business Management at Durham University Business School and Founder and Chair, Durham University Small Business Centre and Foundation for SME Development
Yolanda GIBB	NEOALISIOS, we-R-net, Spain
Alan GIBSON	Associate Director Springfield Centre, UK
Keith GILL	Director Strategic Bridge Ltd, Co-Founder Derwent Valley Foods
Dr Simon GOON	Managing Director, Business Durham
Jayne GRAHAM	Business Consultant and Coach, 2020 Consulting
Professor Roulla HAGEN	Professor of Global Strategic Management, Nottingham Business School, Nottingham Trent University

Christopher HALL	Director, The Hive, Nottingham Trent University
Richard HANAGE	Richard Hanage Associates, Middlesbrough
Mark HAVERS	Drury Havers Associates Ltd., Brighton and Bordeaux
Keith HERRMANN	Director of Employability, University of Surrey
Jon JAMES	Leeds Beckett University
Beata KOCIERZ	NEOALISIOS, Poland
Dr Liudmila KOLESNIKOVA	Deputy Director on R & D NPO "SOCINCO" (Social Innovations & Communications in Civil Society), Russia
Halina KURTYKA	Kraków Technology Park, Poland
Karen LANGDON	Vice Principal Josephine Butler College, Durham University
Ruth LOWBRIDGE, MBE	Chair of SFEDI Group
Dean MARAGH	Sheffield Hallam University
Graham MOORE	Head of Business Banking, Atom Bank
Isabella MOORE, CBE	Chief Executive, Comtec Translations Ltd, Leamington Spa
Paul MORAN	Senior Lecturer, GSM London
Professor Suncica OBERMAN PETERKA	J.J. Strossmayer University of Osijek, Croatia
Sue PARKINSON	Deputy Chair, County Durham Economic Partnership
Wendy PARVIN	Conversations With Purpose, Newcastle upon Tyne
Jackie PEDDIE	Chief Executive, The Mailing House, UK
Nathan PELLOW	Percy Hedley Foundation
Pilar RAMOS MARTIN	Director, Local Agency Network of Andalucia Emprende in Andalusia, Spain
Ian RICHARDS	Director, Northstar Ventures, Newcastle upon Tyne
Dr Pat RICHARDSON	Richardson Howarth LLP, Durham
Jane RINDL	Rindl Consulting Limited, Cambridge and London
Linda RUTTER	Social Economist
Mike SANDS	Group Managing Director, DA Group, Castle Eden
Leigh SEAR	Chief Executive SFEDI Solutions, Aycliffe, Co Durham
Aneliya SERAFIMOVA	Association of Women Entrepreneurs in Bulgaria - Selena
Jane SHAW	Director, People Into Enterprise, Durham
Professor Slavica SINGER	Professor Emeritus, J.J. Strossmayer University of Osijek, Croatia

Sarah SLAVEN	Business Development Director, Business Durham
Tom STERLING	Durham Group Associates, Castle Eden
Maureen STOREY	Director, Virtuoso Digital Marketing Ltd, Durham
Slavyanka STOYKOVA	Association of Women Entrepreneurs in Bulgaria – Selena
Professor Liudmila VASILENKO	IPAM RANEPa NPO “SOCINCO” (Social Innovations & Communications in Civil Society), Russia
Agnieszka WŁODARCZYK	Kraków Technology Park, Poland
Lynda ANDERSON	Symposium Co-ordinator
Robbie SHAW	Enterprise Intern