

I. General Characteristics of the Practice

1. Title of the practice (instrument/project)

10,000 Small Businesses

2. Location of the Good Practice

2.1. Country	United Kingdom
2.2. NUTS1	North West England
2.3. NUTS2	Greater Manchester
2.4. City	Manchester
2.5. Organisation	Manchester Metropolitan University

3. Precise theme/issue tackled by the practice

The programme aims to facilitate growth in existing SMEs (including social enterprises), over 12 months old, through the provision of high level education for business owners to give them the skills required to manage the sustainable growth of their company. Innovation in the programme can be considered in two ways, that it is equally viable for social enterprise as well as other SMEs. The programme also provides high level managerial training for existing business owners, in a fraction of the time it takes to carry out an MBA, whilst focusing on the key aspects that will lead the business to sustainable growth and job creation.

4. Key words

Social Enterprise, Job Creation, SME, Management, Higher Education

5. Objectives of the practice

The goal of the programme is to equip participants with tools to help them overcome a range of obstacles and lay the foundation for long-term sustainable growth and job creation in their communities. The programme is based on the broadly held view of leading experts that greater access to a combination of education and business support services best address barriers to growth. The programme is targeted at businesses employing between 5 and 40 employees.

6. Detailed description of the practice

6.1. Origin/background

Small businesses and social enterprises play a vital role in creating jobs and driving economic growth in the United Kingdom. The Goldman Sachs 10,000 Small Businesses UK program is designed to provide high-quality, practical support to the owners and leaders of established small businesses and social enterprises as they seek to grow.

6.2. Bodies involved

The program is delivered through a network of local partners who combine relevant academic expertise and extensive experience working with the owners and leaders of small businesses.

Goldman Sachs 10,000 Small Businesses in the UK is currently open to applications from small businesses and social enterprises in London, Midlands, North West of

England and Yorkshire. In the North West of England the delivery partner is Manchester Metropolitan University.

6.3. Problem tackled

6.4. Target of the practice

The program is offered on a fully funded basis to small businesses and social enterprise leaders who desire to grow their businesses, create local employment and have scalable business models. This program is not intended for start-up businesses, sole traders or businesses that are not seeking to grow.

The following eligibility criteria also apply:

- The applicant must be the primary owner / co-owner of the business, or the most senior decision-maker if the business is not limited by shares
- The business must have been operating for at least one year and will generally have between five and 40 employees
- Social enterprise applicants must be commercially operated businesses that achieve their social purpose through trading rather than grant funding
- The business must be scalable and capable of generating additional local employment
- Applicants should not have extensive recent management education
- Preference will be given to those businesses operating in or on behalf of disadvantaged communities or regeneration areas.

6.6. Detailed content of the practice

The program brings together leaders of small businesses, including social enterprise, from across industry sectors and creates unique networking and peer learning opportunities, enabling a high level managerial training programme in much less time than traditional programmes.

For those small business leaders selected to participate, the core of the program is a high quality, practically-focused business and management education, delivered over twelve sessions lasting approximately 100 hours. The program has been designed specifically for this program by world-class international, national and local experts in entrepreneurial learning.

During the course of the program every small business owner develops a customised Growth Plan to direct their organisation's business strategy and expansion.

Participants also benefit from a range of business support services, including:

- Specialist workshops
- One-on-one business advising
- Coaching / mentoring
- Access to professional experts
- Networking opportunities and
- Alumni services

Our Partners:

Goldman Sachs 10,000 Small Businesses in the UK has been designed by world-class international, national and local experts in entrepreneurial learning.

Our partners include:

- Aston Business School, Aston University

- Leeds University Business School
- Manchester Metropolitan University Business School
- Saïd Business School, University of Oxford
- University College London (UCL)

6.7. Financial framework

The programme is free to the user within the boundaries of the eligibility criteria. The programme is funded by Goldman Sachs. The average cost per business leader trained is €12,500.

6.8. Timescale

Start: 2011

7. Evaluation

7.1. Results and outputs of the practice

The first cohort of 25 businesses delivered by MMU created 100 jobs in Manchester. If this is repeated over the full 5 years, with 25 businesses in each cohort every 6 months, the project will work with 250 businesses and create 1000 jobs.

7.2. Main strengths (success factors)

The main successes of the practice is job creation within the companies following participation, so are the ability to bring together a large number of stakeholders as well as business peers together in the delivery of the practice.

7.3 Main weaknesses

To date, after 1 year, whilst MMU undertakes continuous evaluation and strives for continuous improvement, no significant problems have been encountered.

7.4 Difficulties encountered

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7.5 Lessons learned from the practice

Not yet known.

7.6 Recommendations for improvement

Not yet known.

8. Other relevant information

<http://www.10ksbnw.co.uk/>

9. Contact

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II. Transferability of the practice

10. Key factors associated with the regional context

Delivery through a university that has a long history of working with SMEs and understands their needs has been a definite advantage.

11. Other key factors for the success of the good practice

A large private sponsor is a key to the operation of the programme which is free to the end user. Although this could equally be a private sector provider, clearly public finances are an issue in every European region, banks could be approached that have a similar interest in business creation and growth.

12. Factors that might hamper the transfer of the good practice

We are not currently aware of any but are willing to discuss with partners in more detail.

13. General judgment of the practice

13.1. Degree of innovation	Good
13.2. Transferability	Good
13.3. Cost/benefit ration	Very good