



Nottingham University
Business School

UK | CHINA | MALAYSIA

Winning Business Growth

Achieving scale-up success

Executive Education Masterclass



+44 (0)115 951 5273



executiveeducation@nottingham.ac.uk

About the programme

Are you a business leader with ambitious aspirations for growth, looking for the best route to scale up your organisation?

Our Winning Business Growth programme will give CEOs, Chairpersons, and their key managers the confidence needed to achieve key goals in today's complex environment while embracing the challenges that growth can bring.

Through a unique mentoring programme, attendees will be given a fantastic opportunity for engagement with experienced entrepreneurs who will share their techniques for success in combination with cutting-edge research from the University of Nottingham, providing the very latest understanding of what drives business success.

The programme will also establish peer learning and support groups to help broaden the experience.

Over eight weeks, the programme will run in three stages, comprising of two, two-day masterclasses delivered at the beginning and end. Additionally, the programme offers a series of webinars and group exercises as well as the opportunity for one-to-one mentoring with experts in the weeks in between. There will be group discussions around shared problems, and the chance to hear from successful entrepreneurs about how they became impactful business leaders.

“Winning Business Growth is designed to provide the tools and insights to create a growth plan intended to increase enterprise value.”

The programme is built around four key themes:

- Current status of the business opportunity
- Aspirations and future ambitions
- Shaping people to build the business
- Planning and road-mapping towards the vision

*Based on feedback from Growth 100 programme

How can the Winning Business Growth programme help you and your business?

The programme will provide attendees with:

- A well-constructed growth plan, a toolbox of key management techniques and the ability to use them in the real world
- Increased confidence to act, focus and drive the business forward
- New insight and a better understanding of the business
- Increased self-awareness and understanding of your personal development plan
- Access to a network of mentors, specialists and entrepreneurs
- A greater understanding of the processes and systems needed to move the business into a fuller operational framework as it gains size and scale
- Stronger leadership skills and behaviours, empowering people development
- An improved leadership team working together towards a more successful future

Dates

The programme takes place over an eight week period with three distinct stages, including face-to-face masterclasses and a number of webinars in key themes which impact an organisation's growth. The programme will include group discussions around shared problems, and the chance to hear from successful entrepreneurs about how they have become impactful business leaders.

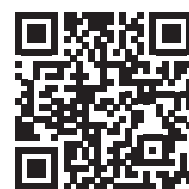
Stage one is a two-day face-to-face masterclass which takes place on **22 and 23 April 2020** at the University of Nottingham.

Stage two includes a series of webinars and group exercises, as well as one-to-one mentoring with experts.

Stage three is a final two-day masterclass which takes place on **11 and 12 June 2020** at the University of Nottingham where delegates will create their winning business and personal development plan.

Participant fee: £4,995

The course fee includes tuition fee, mentor fee, webinars, materials, meals and refreshments plus one night's accommodation in stage one and one night's accommodation in stage three.



tinyurl.com/ue6thnv





Why study with us?

- **Executive Education programmes at Nottingham University Business School (NUBS) are developed by leading experts from academia and business. NUBS is ranked 6th in the UK out of 154 schools for research power (Research Excellence Framework 2014)**
- **We are inventors, entrepreneurs and business partners, connecting you with specialist ideas, thinking and expertise, unlocking your business potential and supporting your success**

From start-ups to multinational organisations and everything in between, we've helped a huge variety of businesses across a wide range of sectors to enter new markets, expand their networks and improve their profitability.

We understand that the productivity and profitability of your business relies on innovation and growth. In the last 10 years we have successfully delivered a variety of programmes which have enabled businesses to identify and implement growth strategies.

The Nottingham Growth 100 programme partnered with 78 businesses across the region to unlock their growth potential. 100% of attendees found that they have effectively applied what they learned from the programme and would recommend the programme to a business contact.

Nottingham University Business School is part of an elite group of EQUIS and AMBA internationally accredited business schools. Our Executive MBA is ranked among the top 100 worldwide, according to the QS Global Executive MBA Rankings 2018 and *The Economist* MBA 2018.

A pioneering university

With campuses in the UK, China and Malaysia, the University of Nottingham is a global institution which has opened the doors to outstanding research relationships and teaching partnerships. The University of Nottingham is a pioneering university that provides an exceptional education and an outstanding student experience. We are recognised as delivering a Gold standard in the Government's Teaching Excellence Framework.

The University of Nottingham is a member of the UK's prestigious Russell Group of leading research universities delivering world-leading research that transforms lives and societies. For example, the ground-breaking discovery and commercialisation of MRI by the University of Nottingham Professor, Sir Peter Mansfield. Our research portfolio is currently worth £799 million and the university is consistently ranked in the top 100 universities according to 2019 QS World Ranking.

This programme has been co-designed by Professors Jim Crilly and David Falzani who have a wealth of commercial experience and expertise which they bring to the programme. Many of the sessions are underpinned with sound academic principles derived from the in-depth research undertaken by our leading academics.



Professor Jim Crilly

was previously Executive Vice President for the Strategic Science Group at Unilever Plc where he led major innovation programmes in the FMCG sector with a strong focus on sustainability. Today, he works as a strategy, technology and innovation consultant; he is founder and director of Crilly Associates Limited and is also an honorary Professor of Innovation Management in the Haydn Green Institute for Innovation and Entrepreneurship and an industrial associate for the Food Science department at the University of Nottingham.



Professor David Falzani MBE

has participated as a founder, director or investor in over 16 entrepreneurial companies, helping raise over £36 million in venture capital. He has trained over 600 early stage companies in a variety of programmes, including those for the Royal Academy of Engineering, University of Nottingham, Oxford University, and Goldman Sachs. David is a Professor at Nottingham University Business School and an author of over 70 articles.



Dr Hannah Noke

is the Deputy Director, Hayden Green Institute for Innovation and Entrepreneurship, and an Associate Professor in Entrepreneurship and Innovation at the Nottingham University Business School. Her research interests and publications are in the area of innovation, covering the process of steady state innovation, strategic renewal through innovation in SMEs, as well as a growing research focus in the area of discontinuous innovation. Hannah has taught both at undergraduate and postgraduate levels in the areas of operations management, new product development, innovation management and new venture creation.



Professor Rob Carroll

is a venture capitalist and Founder of Catapult Ventures, with £130m under management and 50 investments. He currently chairs Catapult's investment committees. Rob previously worked at Boots and 3i plc in Leicester and London and ECI in the Midlands. Rob is non-executive director of Replay Limited in Newark and Open Go Sim in Nottingham. He is also a consultant to and angel investor in Ekkosense Ltd. He holds an MBA from Bradford University Management School. He also holds an NLP practitioner qualification from the International NLP Trainers Association.

Dr Duncan Shaw

is a lecturer in Information Systems at Nottingham University Business School and his research and consultancy interests include the Big Data strategy, Digital Services and Business Ecosystems. Duncan has more than 25 years experience of service innovation and business transformation projects for clients including Xerox, Coca-Cola, Danone, Shell, medium sized firms, central government departments and local government. Duncan was the Customer Satisfaction Manager for the Europe, the Middle East and Africa region of a \$2 billion division of Motorola and now he consults to private companies and public sector organisations, and lectures on digital innovation.



Professor Stephen Timmons

is Professor of Health Services Management and Director of the Centre for Health Innovation, Leadership and Learning in Nottingham University Business School. Stephen was an NHS manager and now studies innovation and implementation in health care globally. He has advised the NHS nationally and the Royal College of Emergency Medicine. Stephen was part of the team that designed and implemented an innovative new programme that prevents falls in older people. This programme has now been adopted by the NHS both regionally and nationally.



Anne Toler

is an HR and management development consultant. In her early career, she worked in various HR functions including learning and development at senior levels in Boots – both UK and international divisions. Since then, Anne has worked on many varied assignments in public and private sectors, large corporations and professional firms. Much of her work involves supporting smaller organisations such as professional firms, engineering consultancies and charities where the support she provides includes supporting the set-up of good HR practice, helping with re-organisation and providing management workshops on topics such as recruitment, leadership and performance management.



Dr Andrew Greenman

Assistant Professor in Entrepreneurship and Small Business in Nottingham University Business School. He has designed and delivered executive education programmes, publishes in high quality journals and received funding from the Economic and Social Research Council. As a Senior Analyst for an American Information Communication Technology consultancy, Andrew provided strategic advice up to board level. He was a director of the first Community Interest Company to secure level one and two funding from Un.Ltd (National Lottery) which was used to promote sustainable tourism.

Day 1

Introduction and overview of programme

This session will introduce the Winning Business Growth Programme. It will cover the objectives of the programme, the reason it exists and the rationale behind the programme design. It will also allow for individual introductions and an analysis of the status of the businesses in the room.

What factors influence small and medium-sized enterprise (SME) growth?

What does research tell us about the constraints, both internal (for example employees) and external (for example competition) likely to affect business growth? We will use models of business growth to help you examine what stage the business is at and what are the growth challenges of today, but also in the future as it grows.

Introduction to the business mentors

An opportunity to introduce delegates to their mentors who will be on-hand during the programme and intervening weeks to provide support and guidance.

Analysis of the market opportunity

Assessing and choosing which growth opportunity to pursue is one of the most important decisions a business can make. This session will offer a variety of tools that can be used to test and compare your opportunities. Working with mentors, delegates will begin to scope their own business plans using the unique toolkit developed for the programme which has been derived from research here at the University.

Evening dinner and networking

This will give participants some quality time to reflect, away from their day to day pressures.

Day 2

Strategic sales

It's sometimes said that the company with the best sales force wins, not the best product. This session will start with key principles of what makes good 'selling', then examine what makes good sales messages, and the critical role of pricing strategy for business success. It will then move onto scalable sales management and highlight some guerrilla techniques for finding that sales process breakthrough.

Personal development planning

An opportunity to work with mentors from similar backgrounds to understand personal styles, priorities and values and begin to develop a personal roadmap. You will have access to these mentors between stage one and stage two as you develop both your business plans and personal journey plans for the next three months, one year and three years.

Strategy in business

This session will revise each delegate's understanding of some key concepts of strategy including

- goal setting
- strategy development process
- visioning, reviewing, scanning, optioning
- themes to thrusts
- thrust to action plans

Bringing it all together: a winning business plan

During this active session delegates and mentors will start work on the outline strategy for their business with the aim of ending the programme with a winning business and personal development plan.

The day will end with signposting for further support and details about interim activity including mentor support and a number of webinars that will be provided in selected areas to support your business

Interim programme activity

The period between the two face to face stages is an important time to develop your personal and business plan toolkit. This programme is unique in providing you with ongoing support from your mentor to support this activity

In addition, we will schedule a number of masterclasses in topics which are important to your business in the form of one-hour webinars (30 minutes presentation and 30 minutes of questions and answers). There will be one webinar per week covering the following topics:

- Using social media to increase web presence and connect to customers
- Preparing your business for exit
- Peer to peer opportunities
- Negotiations
- The role of non-executive directors
- Sustainability



**Interim
programme
activity**

“Research has proven time and again that strong mentoring relationships support business break-through”

Professor David Falzani MBE

Stage three brings delegates back together to continue to build their personal development and business plan as well as to hear from our experts about some key themes that will form part of these plans

Importance of leadership in business

This session will explore the many dimensions of leadership and how we can use these to engage and motivate the people in our business. The pre-course work will enable delegates to carry out some self-analysis to understand their ambitions and aspirations as well as identifying their leadership competencies and areas for development. We will discuss the values of leaders and how these influence the culture in your organisation as well as study the behaviours of strong leaders. The session will examine the theme of personal leadership style and delegates will have the opportunity to build a personal development plan going forward.

Finance and cash management: advanced toolbox for business

Good financial management is essential for any business success. Beyond this, growing businesses having special requirements around being able to usefully forecast the financial future. This session will cover the skill set and tools required to do this.

Growth capital

Often businesses need to raise capital in order to grow. This can be to simply avoid a debilitating cash crisis, or to enable much faster investment led growth. This session will benefit from a seasoned venture capitalist Chairman of a £120 million fund summarising the options of raising capital and industry insights on what investors really look for.

Evening dinner and networking

This will give participants some quality time to reflect, away from their day to day pressures.

Day 3

Day 4

Business process management: processes, data and systems

Processes underpin the operation of any business and knowledge of how they support the growth of your business is imperative. This session has two key aims, to provide an overview of business processes and an understanding of how processes can drive innovation, and the need for IT solutions. This will be achieved by examining how you can understand the end to end processes of your business, from suppliers to the end customer, to build a picture of how your business operates. It is this knowledge that can be leveraged to establish key metrics of performance measurement, which can be used to drive improvement and change for business growth. A deep dive into the innovation process, as a support mechanism for change, we will present a management toolbox and illustrative case studies for learning and good practice. As innovation drives growth, business processes have to develop and accelerate, generating greater data volumes that need IT systems for rapid data handling, leading ultimately to the automation of some processes. This development of business will be illustrated by reference to successful case studies.

Individuals work on processes planning for their own business

Recruitment, human resources and the law

To grow you need to recruit great staff and then you need to manage them effectively. You want to retain good staff but you need to also let some people go. The session will increase your awareness of the relevant current employment law as well as give you the principles of effective planning of key recruitment activities. It will also help you manage the performance of staff, and what you need to know when losing staff.

Bringing it all together: strategy into action!

This session is the culmination of the programme where delegates can take all the learning advice and guidance to build a comprehensive strategy covering all the areas of the business including processes and people with a roadmap for their own personal development. Delegates will be supported to convert strategy to a set of actions and to present the plan in a structured and coherent format.



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Find out more

For further information please contact:



executiveeducation@nottingham.ac.uk



+44 (0)115 951 5273

Nottingham University Business School
Jubilee Campus
University of Nottingham
Wollaton Road
Nottingham
NG8 1BB



tinyurl.com/ue6thnv

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University of Nottingham has made every effort to ensure that the information in this brochure was accurate when published. Please note, however, that the nature of this content means that it is subject to change, therefore consider it to be guiding rather than definitive.

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