



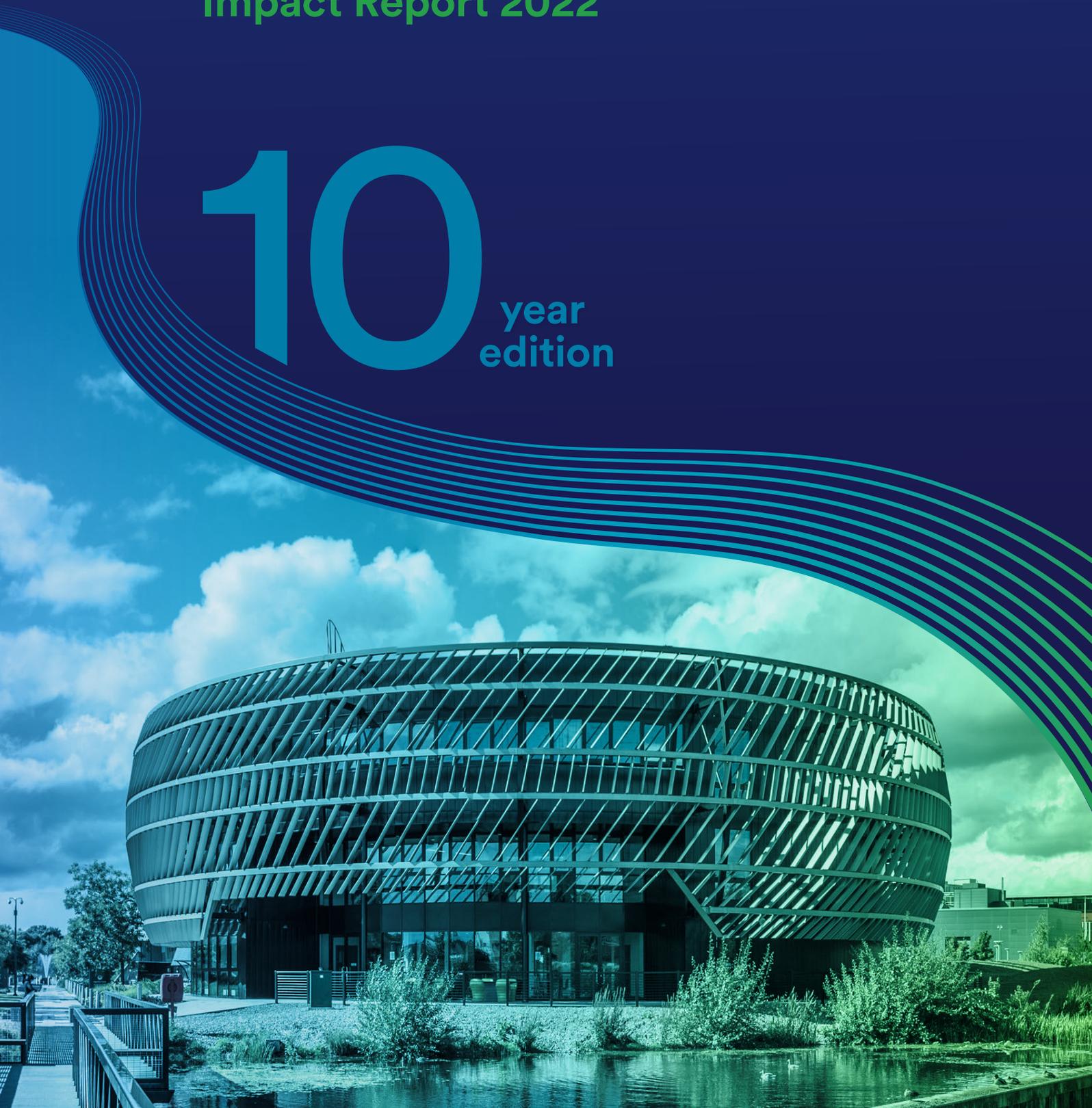
Nottingham University  
**Business School**

UK | CHINA | MALAYSIA

Haydn Green Institute  
for Innovation and  
Entrepreneurship

**The Haydn Green Institute  
for Innovation and Entrepreneurship**  
**Impact Report 2022**

**10** year  
edition



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**Professor Shearer West CBE**  
President and Vice-Chancellor  
University of Nottingham

The Haydn Green Institute has been providing world leading enterprise education and entrepreneurial skills development in its current form for over ten years. It is timely to reflect on the achievements of the Institute over this time – from its development of the MSc in Entrepreneurship, Innovation and Management, its research addressing issues such as entrepreneurship in disadvantaged groups, and its support for business founders through the Ingenuity Lab and through schemes such as the Ingenuity Programme, the Witty Entrepreneurial Scholarship and Young Entrepreneurs Scheme.

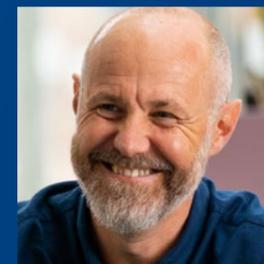
Set up in 2016, the Ingenuity Programme tackles social and environmental challenges in the UK, through the creation of impactful new start-up companies. The programme brings together students, graduates and universities as well as local government, third sector organisations and corporates, to develop new businesses that can create meaningful and significant impact. In the last year alone, the Ingenuity Programme delivered over £1m of total social benefit, with every £1 invested into the programme generating £3.62 of social value. With the help of the programme’s new partner, Nuffield Health, Ingenuity continues to remove barriers to entrepreneurship and invest in under-represented groups.

The Witty Entrepreneurial Scholarships programme has been supported by a generous donation from Sir Andrew Witty and family for five years. Over this time, it has encouraged a diverse range of students from low income backgrounds to develop their confidence, skills and experience. Mentors from all university faculties have helped the Scholars achieve

some notable successes. For example, Scholars have gained funding to study a Master’s degree in Japan, won the BBC Countryfile Young Countryside Championship, as well as the Ingenuity Programme and Engineers in Business national entrepreneurship competitions. In June this year, I was delighted to welcome Sir Andrew and Lady Witty to the university and welcome them into the College of Benefactors.

The Young Entrepreneurs Scheme (YES) – now in its 26th year – raises awareness among postgraduate students, postdoctoral researchers and technicians of how ideas from science and engineering can be commercialised. Based within HGI, its partners include: Association of Science Technology and Innovation (ASTI), the Biotechnology and Biological Sciences Research Council (BBSRC), GlaxoSmithKline plc (GSK), Stevenage Bioscience Catalyst (SBC) and Syngenta. YES has also worked in collaboration with organisations such as the British Council and the Foreign and Commonwealth Office to deliver the programme in the USA, India, Africa, Singapore and Malaysia. It has been the focus of research addressing gender issues within science. To date, over 6,000 participants have benefited from taking part. An external evaluation of the scheme highlighted that the programme contributed up to £1.8b in economic impact through participants’ salary uplifts attributed to YES.

This report showcases the outstanding work carried out by all those connected with the Haydn Green Institute over the past ten years. It is a testament to all those who have contributed to its development, both past and present, that the Institute goes from strength to strength.



**Professor Simon Mosey**  
Director  
Haydn Green Institute

This year we are celebrating ten years of the Haydn Green Institute in its current form. To mark this milestone, this Impact Report not only celebrates our success for 2021/22 but also takes a look at our key achievements since 2012.

When I cast my mind back to ten years ago strong foundations were being put in place to help establish the Institute to where it is today. The Ingenuity Process was developed in 2009 and was already being used in teaching and engagement. The Haydn Green Foundation’s donation of £1.5m in 2013 helped cement our reputation as a leader of entrepreneurship education, research and practice. While £2.6m funding from the UK government enabled us to become one of the first University Enterprise Zones in the UK, paving the way for the building of the state-of-the-art Ingenuity Centre.

Over the past ten years, the team at HGI have placed our approach to entrepreneurship and innovation at the heart of our activities – striving for ingenuity in all that we do. Within teaching we have trialled new teaching approaches and are always open to try different ways of doing things to enrich our students’ experiences.

Research undertaken at the Haydn Green Institute falls under three main categories:

- entrepreneurship education
- responsible innovation
- inclusive and sustainable entrepreneurship

HGI provides the Business School and the wider university with the research capability to better understand and address these.

This research underpins our teaching and practice, equipping our students, Ingenuity Lab members, and participants of the Ingenuity Programme and Young Entrepreneurs Scheme

(YES) to address real world challenges posed by business and society, in an effective, profitable and sustainable way.

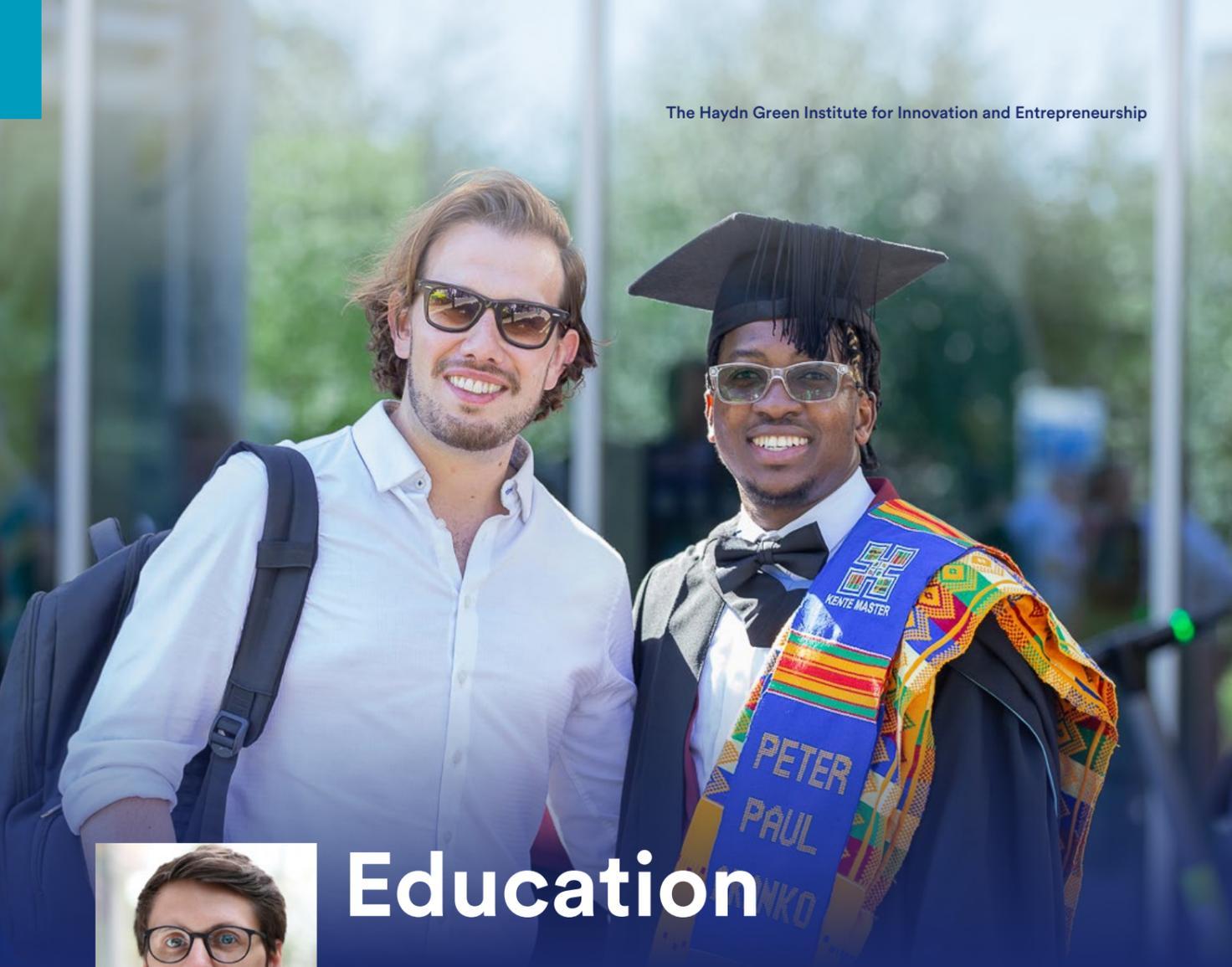
Much of the recent research undertaken at HGI has focused on inclusion in entrepreneurship and innovation, exploring disability and gender equality in these contexts. Some of this work has informed local and national government policy and has underpinned our new Entrepreneurship for Social Change module, which is offered to undergraduates at the Business School starting this academic year.

Our support for budding entrepreneurs has grown substantially over the years. 2016 saw the opening of the Ingenuity Centre – now home to the Ingenuity Lab – which provides superb facilities for business start-ups. The Ingenuity Programme started in the same year, challenging students and alumni to develop their social business ideas and unlock their potential.

You can find out some of the milestones we have achieved over the last ten years in the centre pages of this report.

Reflecting on the last year, the recent global pandemic has caused us all to pause and reflect and learn much more about the challenges and opportunities for balancing online and face to face education. This has empowered us to innovate in our teaching, research and practice. The Ingenuity Programme supported its 3,000th participant in 2022, we now have over 50 Entrepreneurs in Residence supporting new businesses and we have launched new hybrid schemes to incubate and grow ventures – such as The Link and Scale.

I am confident that the Institute will continue to grow and shape the future for many years to come.



# Education

Dr David Achtzehn (left) and Dr Chris James Carter (above left)  
Co-Directors of MSc Entrepreneurship Programmes

As Co-Directors of the MSc Entrepreneurship Programmes at HGI, we are delighted to share a selection of the exciting things going on across our team. We enjoy strong relationships within a wider entrepreneurial ecosystem at the University of Nottingham, including the Ingenuity Lab, the Ingenuity Programme and Enactus. We have seen our teaching positively impact on entrepreneurs within these organisations, but also continue to learn from their experiences to further shape our curricula.

As early adopters of Microsoft Teams, our teaching team was well-equipped to deal with the challenges posed by the Covid-19 global pandemic and the subsequent shift to online and hybrid teaching over the past year.

One of the main challenges of teaching an applied subject like Entrepreneurship is building

an effective bridge between theory and practice. Over the past decade, HGI has put a particular emphasis on trialling new teaching approaches and building a supportive community to reduce this gap.

The Entrepreneurship Project – where small teams of MSc students take on real-life consultancy projects alongside local entrepreneurs and small business owners – is one of these more applied modules. Running a small or medium sized enterprise in a complex business simulation software called SimVenture, or setting students the challenge to start a micro-venture relying on a £50 budget are further examples.

This is, of course, just a brief snapshot of the many things we are doing with our teaching at HGI, and we look forward to many exciting activities to come!

## Focus on MSc Entrepreneurship Innovation and Management Responding to real-world challenges: MSc students complete Entrepreneurship Project

Every year in the spring semester, our MSc Entrepreneurship, Innovation and Management students take part in a group project, working alongside a local business or social enterprise.

The Entrepreneurship Project enables the students to develop their skills and to learn to respond quickly and appropriately to the challenges that arise in a business.

MSc students Syed Gohar, Ananya Chalermpongkot and Poonyawee Wisestherrakul spent the module working with the local branch of a national charity called Change Grow Live to develop a sustainable marketing strategy that will help the organisation to recruit volunteers. Change Grow Live is a health and social care charity, helping people change the

direction of their lives, grow as individuals, and live life to its full potential.

With each member of the group having worked for a large multinational corporation in their home countries, working with a social enterprise was a new challenge.

**“That’s how it is for entrepreneurs in the beginning,”** explained Syed. **“You don’t have the luxury of an enormous budget – so it’s really about how do you think about the most viable and feasible solution with the limited resources that you have.”**

**This was a big challenge for us because we all came from big organisations. So turning a plan around, having in mind those limitations, those resources constraints, was a big challenge, and I think we can be quite proud ourselves having come so far with it.”**





## Our Ingenuity learning support development officers

This year, José Francisco González and Claire Donaldson have joined HGI as our new Ingenuity Learning Support Development Officers.

The main purpose of their role is to collaborate with our academic tutors on HGI's flagship teaching philosophy, the Ingenuity Process, and they have also been contributing to the delivery of workshops, seminars and classes throughout the Institute.

**“I am delighted to have joined the very supportive team at HGI,”** said Claire. **“My vision is to inspire and empower the next generation of socially responsible changemakers and to support others to grow, innovate and create meaningful and lasting impact.”**

So far, the pair have supported MSc Entrepreneurship, Innovation and Management students with their business consultancy projects and provided mentoring for the Ingenuity Programme, Young Entrepreneurs Scheme and Witty Scholarship. They have also contributed to the design of the new Entrepreneurship for Social Change undergraduate module, which will be launched in the autumn semester.

**“José and Claire have exceeded our expectations as they have shared their knowledge and experience of technology entrepreneurship and social enterprise with our budding entrepreneurs,”** said Professor Simon Mosey, Director, HGI. **“They have already provided colleagues with invaluable support and I can't wait to see what the future will bring!”**

## Focus on MSc Entrepreneurship Innovation and Management

### Student perspective: Jack Greenwood



The Entrepreneurial Creativity module has transformed my understanding of creativity and its integral role in business innovation. Before the module, I didn't think that I was creative – I was weighed down by false suppositions that creativity was only possessed by those in Creative Arts or Humanities. In fact, through the lectures and suggested reading, I have realised that you can be creative in any field. While certain individuals may naturally be more creative, creativity is a skill that can be developed and improved upon through practice and experience.

During the first few weeks, I became grounded in the fundamental concepts of entrepreneurial creativity, the role of entrepreneurship in society, and of an entrepreneur as an “agent of change”. I was introduced to the key concepts of creativity, including the mechanisms, stages, and creative problem-solving processes. From this, I developed an appreciation for how important creativity is to innovation.

In addition to enriching my understanding of the role and importance of creativity in entrepreneurship, I have also developed personally on the module. For example, through the seminar sessions, I have improved my ability to articulate and express my ideas in small and larger groups, and I also had the opportunity to work in diverse teams with students from all backgrounds and cultures, which was eye-opening and enriching. By gaining an understanding of our individual psychologies and how this could be deployed as a tool to form highly effective groups, we were able to improve our teamwork skills and so optimise creative output.

In conclusion, Entrepreneurial Creativity has been more than just another module. The module has been particularly enriching because alongside developing my own creativity, I have grown as a person, improving my confidence and team working skills along the way. These are skills that I can take forward to prepare me to succeed in my future career.



## Bowled over by Trent Bridge visit

### Learning about the business of sport

In June, a group of students on the MSc Entrepreneurship, Innovation and Management course were invited to Trent Bridge. The trip was an opportunity to see how the world-renowned cricket ground operates as a business, with the group gaining insights into the many different departments that make operations at Trent Bridge run smoothly.

As well as learning about the ground's history and facilities, the students were able to see behind the scenes, visiting the marketing department, ticket office, head of security, reception, and ground staff, to see how day-to-day operations are handled at the ground. The group also learned how the Trent Bridge Community Trust delivers impactful projects in the local community, providing a sporting chance to those in need across Nottinghamshire.

The students heard from the marketing department about the recent decision to let fans in for free for the

final day of the Test match between England and New Zealand. It was an excellent opportunity to see how the risk management theory they learned about on the course can be applied in a real-world business setting.

While the ground lost out on potential revenue from ticket sales, the move ensured Trent Bridge was filled to capacity – a big increase from the previous day, which in turn brought excellent PR coverage in the national press, and drove profits through high food and drink sales.

Parceline Sudigo, from Indonesia, was one of the students on the trip. **“I was so excited to visit the cricket ground and learn about the history of English cricket,”** she said. **“Apart from seeing how the business operates, the most interesting thing about the visit was learning about the Trent Bridge Community Trust, which helps with mental wellbeing through sports.”**



## Celebrating three years of graduations

After two years of postponed graduations, this summer saw three graduating classes rolled into one, bringing our alumni back onto campus and giving them a chance to celebrate their hard work and successes. We spoke to two of the 2020-21 MSc cohort to hear about their experiences since graduation.

### Peter Paul Akanko

Peter Paul Akanko (pictured above left) completed his MSc in 2021, and has been busy developing his business, Kente Master, at the Ingenuity Lab over the past year.

“Graduation was an amazing experience – to encounter a lot of students and staff and to also have some loved ones around to celebrate with me. It was such a wonderful feeling seeing my colleagues wearing Kente Master scarves for their graduation. I walked across the stage not just wearing my own Kente but also waving the flag of my country and I must say that was one of the most special moments of my life.”

As well as building his business, Peter has been working as an Entrepreneurship tutor at Nottingham Trent International College, and recently secured a role as a lecturer in Personal and Professional Development at Nottingham Trent University.

“The Ingenuity Lab through its various entrepreneurship programmes has helped me gain a lot of practical insights of running a business and also helped me to build networks. My MSc helped to solidify my entrepreneurial knowledge and experience and also gave me a solid foundation to impart knowledge on these topics.”

### Saumya Surendran

Since completing her Master’s last summer, Saumya Surendran (pictured above right) has secured a role as a Strategy Consultant at IBM.

“The MSc was the perfect mix of practical and theoretical knowledge which meant that I was able to apply all my education within the module projects in preparation for my career,” she said. “I was able to get client exposure through the Consultancy Project module which meant I was able to learn skills that I still use to this day. David Achtzehn and Chris James Carter were amazing course leads and taught me so much about the world of entrepreneurship.”

Inspired by her own experiences, she has also been mentoring university students – particularly women of colour – with free career coaching sessions, to help them apply to STEM and consulting jobs.

“After learning so much during my time at University of Nottingham I wanted to give something back – I understand how difficult it can be to apply for jobs given the current market. I want to help people maximise their potential so that they can go on to help others.”



## Research

Professor Susan Marlow

Research Director, Professor of Entrepreneurship, Haydn Green Institute

There is a wide range of research activity undertaken at the Haydn Green Institute across the field of entrepreneurship and innovation. Our work addresses key issues such as gender inequality, supporting women’s enterprise, facilitating innovation and sustainability, social media and entrepreneurship, and insights into venture growth. Our research activity also has an international focus, with work continuing

on issues of social innovation in China and India. The quality of our scholarly activities is evident from publications in high-profile journals such as *Human Relations* and the *British Journal of Management*, but importantly, our research not only contributes to extending theoretical knowledge, but also has a notable impact on policy initiatives and practitioner activities.

[nottingham.ac.uk/hgi-research](https://nottingham.ac.uk/hgi-research)



## Exploring innovation and entrepreneurship



Governments around the world have committed substantial resources to a range of policies that aim to help businesses overcome barriers to innovation and entrepreneurship. Dr Gary Chapman has been investigating how these policies drive innovation and he has recently analysed the high and new technology enterprise tax incentive (HNTE) in China, published in 2022 in *Technovation*.

This work shows that receiving the HNTE encouraged firms to expand their research and development activities and obtain greater numbers of successful patents. Not all firms benefited equally, however. More significant innovation impacts were identified for the most experienced and capable firms better able to exploit the support provided by the HNTE to drive innovation.

Gary’s work on innovation and entrepreneurship policy, organisational diversity, and green start-ups contributes to HGI’s research agenda in improving understanding of the conditions that facilitate innovative and entrepreneurial activities to create a more prosperous, inclusive, and sustainable future.



PhD focus

Supporting entrepreneurial activities for SMEs in the biopharma industry

José Gonzalez Lopez was awarded a scholarship from Nottingham Business School in October 2017 to undertake a PhD in Business and Management. His research explores how knowledge exchange structures, such as science parks and networking organisations, can effectively support entrepreneurial activities for small and medium-sized enterprises (SMEs) in the biopharma industry, while establishing a thriving and ever-evolving entrepreneurial ecosystem.

“The last couple of years have shown us the importance of SMEs in the biopharma industry as they have stepped up and developed new vaccines, drugs, and diagnostic methods related to the pandemic,” he explained.

In addition to his research, José has also been involved in supporting different activities related to teaching and external outreach at HGI. He supported Dr Thomas Coogan by mentoring over 800 undergraduate students on our flagship module Entrepreneurship: Theory and Practice and was involved as a mentor for both the Ingenuity Programme and YES.

After successfully defending his doctoral thesis in early 2022, José has taken the role of Ingenuity Learning Support Development Officer at HGI.

“My PhD experience was so rich, that it allowed me to start a job that is creating a positive impact in our society through skilling people across the globe to face the challenges set up by the UN’s strategic development goals.”



Supporting women entrepreneurs



Besides her role at HGI, Dr Isobel O’Neil is also director of the Nottingham-based social enterprise the My Way Project CIC. This project supports women as they explore and pursue their desired entrepreneurial and work pathways. Recently, Isobel contributed to a workshop hosted at the Non-Such Studios in Nottingham, where participants reflected on their successes over two years of the pandemic and encouraged peer to peer support on topics such as how to be resilient in the face of adversity. The workshop feeds into Isobel’s longitudinal research project with Dr Lorna Treanor

into the experiences of self-employment among women from low-income communities. In March, the My Way Project was commissioned by two large local organisations to deliver events for International Women’s Day 2022. These supported the development of alliances between groups from both organisations and used a bespoke toolkit that helps challenge gendered biases at work.

“These private sector workshops helped support the CIC to deliver its work for those on lower incomes,” said Isobel. “This initiative demonstrates clearly the impact of academic research as it is applied in practice to support and encourage entrepreneurial behaviour in a context of diversity.”

Gender and entrepreneurship



Professor Susan Marlow’s work analyses gender and entrepreneurship, with a particular focus on the impact of self-employment for women. Her 2021 paper, co-authored with Helene Ahl, was published in the renowned journal *Human Relations*, and was voted the Best Paper of the Year by the journal’s editorial team. The article appraised government policy initiatives supporting women’s business ownership in the UK and Sweden. It included arguments that exposed the weakness in such initiatives which blame women for a

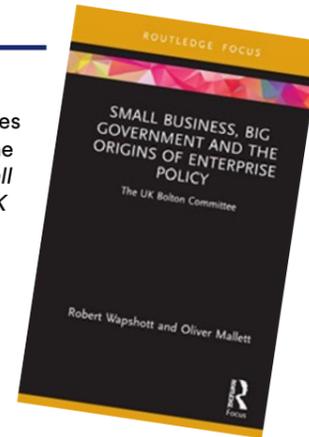
lack of entrepreneurial ambition, rather than recognising how persistent socio-economic biases fundamentally disadvantage women entrepreneurs.

Following up this theme of bias and exclusion, Susan has also published in the *British Journal of Management* exploring the promotion prospects of women managers in small and medium enterprises (SMEs) and how these are affected by recessionary pressures such as those that emerged during the Covid-19 era. A developing strand of research – working with Dr Lorna Treanor – will focus upon gender and business incubation, exploring how more women can be encouraged to pursue STEM-based entrepreneurship.

## Research impact



Dr Robert Wapshott is working with Professor Oliver Mallett at the University of Stirling on tracing the history of so-called enterprise policies to understand how they arose, whether these interventions work and the impact they have achieved. The pair's second book on the subject, *Small Business, Big Government and the Origins of Enterprise Policy – The UK Bolton Committee* was published by Routledge in 2022.



**“This work highlights how enterprise policies are neither recent nor the preserve of political parties,”** said Robert. **“It is also apparent that, even after decades of interventions, small businesses and entrepreneurs still encounter persistent challenges around regulation, funding and management skills. In light of such challenges, it may be of little surprise that the effectiveness of these government interventions has been questioned.”**

This work is informing contributions to government policy, and Dr Wapshott and Professor Mallett's research was submitted as evidence to the House of Commons Committee of Public Accounts on Local Economic Growth in May 2022. It has also been used by civil servants in the Department for Business, Energy and Industrial Strategy, as well as being the subject of a podcast and insight paper with the Enterprise Research Centre.

## Supporting Early Career Researchers (ECRs)



In addition to substantive research outputs, the HGI team continue to contribute to the research community, and the Institute was delighted to host the inaugural Early Career Researcher Spring Symposium in April 2022, in collaboration with the Institute of Small Business and Entrepreneurship (ISBE). Organised by Dr Lorna Treanor, several members of HGI (Chris James Carter, Susan Marlow, Robert Wapshott) contributed to this event along with external speakers to support over 30 ECRs who gathered to hone their research skills and develop their understanding of the requirements of academic careers in the contemporary job market.

Organiser Dr Lorna Treanor said: **“Early career researchers and academics have been particularly impacted by the Covid-19 pandemic. It impacted field work, research designs and attendance at conferences which facilitates not only useful developmental feedback but also network and skills development. Consequently, as Vice-President of Research and Communities, I wanted to ensure that ISBE responded to the needs of our ECR community. Given the Business School's commitment to fostering the next generation of academics and researchers, this was an obvious partnership.”**

## Research summary

**Other members of the HGI team are building research projects of interest, impact and importance, both internationally and in the UK.**



Dr Punita Bhatt is generating research networks with the Pune International Centre to study the case of the Social Innovation Lab, an incubator established by 50 corporate social responsibility foundations in India.



Dr Hannah Noke and Dr Chris James Carter are focusing upon social media and entrepreneurship, investigating the different business models employed within Instagram.



Dr Bin Wu is building his contacts and networks with Chinese institutions to add to his body of research on rural sustainable development in the Global South.



Hannah is also collaborating with Professor Simon Mosey to investigate the hidden but critical roles of technicians in knowledge exchange activities.

# 10 years of ingenuity

Pull out section



2013

2022 marks the tenth year of the Institute in its current form.

2022

Much has changed over the past ten years, and throughout this decade of Ingenuity, the Institute has gone from strength to strength. The Haydn Green Institute ecosystem has grown to become an interlinked network of academic and industry expertise, providing world-class education, research and practical business support to students, entrepreneurs, and community members, not only in Nottingham but across the world.

Soon after the Haydn Green Foundation's donation of £1.5m in 2013, the Business School was awarded the Small Business Charter for the first time, and the University of Nottingham received £2.6m from the government to become one of the first University Enterprise Zones (UEZ) in the UK.

The UEZ funding paved the way for the building of the Ingenuity Centre, the sector-leading home of entrepreneurship at the university, which opened in 2016. Since then, we've continued to grow, and in 2021 we were ranked second in the UK for graduate start-ups (Source: HESA).



# 2016

- The Ingenuity Centre opened, with the top floor home to the Ingenuity Lab
- The Ingenuity Programme launched, challenging students and alumni to unlock their innovation and creative potential
- At the University of Nottingham Knowledge Exchange and Impact Awards, YES won the social science category, recognising the Scheme's two decades of entrepreneurship training for doctoral researchers



# 2015

- Construction began on the new Ingenuity Centre on Jubilee Campus
- The Young Entrepreneurs Scheme (YES) turned 20
- HGI successfully piloted its new IngenuityOnline platform, increasing the capacity for truly global online problem solving



# 2017

- The Entrepreneurs in Residence network was established – bringing together experienced professionals and industry experts to support our students and entrepreneurs
- The Sir Andrew Witty Entrepreneurial Scholarship was launched, providing financial support and mentoring to students on a core bursary to help them pursue entrepreneurial activities



# 2018

- The Institute established a new emphasis on social and environmental impact
- The UN Sustainable Development Goals were introduced as a basis for MSc project challenges
- The Ingenuity Programme changed its focus to social enterprise and grassroots initiatives

# 2019

- The team delivered Ingenuity events in Malaysia, bringing the Institute's brand of innovation, problem solving and social entrepreneurship to a global stage



# 2022

- The Ingenuity programme supported its 3,000th participant as face-to-face events returned
- The Ingenuity Lab launched its new business incubator programme, the Link, for early-stage businesses



# 2021

- HGI submitted a 4\* impact case study for the Business School's REF21 submission
- Dr Chris James Carter won a Lord Dearing Award for his innovative teaching during the pandemic



# 2020

- The Institute moved online due to the Covid-19 pandemic, with recorded lectures, seminars and events on Teams
- EIRs delivered the Creativity in Crisis event to support Ingenuity Lab businesses in April, and supported the Lab's newly launched accelerator programme, Scale

From  
**2013**

**pioneering & innovative** approach to entrepreneurship education

**Sir Andrew Witty Scholarship**

150 students supported

**Young Entrepreneurs Scheme**

Now in its 27th year

**The Ingenuity Lab**

Created over 400 businesses

**Ingenuity Programme**

Supported over 3,000 participants

**Entrepreneurs in Residence network**

Over 50 active members

**MSc Entrepreneurship Innovation and Management**

Over 400 students taught

to **2022** & beyond...

Over the past ten years, the Haydn Green Institute has continued to grow in size and stature. We started our **Entrepreneurs in Residence network**, launched the **Ingenuity Programme** and supported nearly 150 University of Nottingham students' entrepreneurial ambitions through the **Sir Andrew Witty Scholarship**. **The Ingenuity Lab** – home to entrepreneurship at the University of Nottingham – has helped to create over 400 student and alumni businesses since 2016.

Meanwhile the **Young Entrepreneurs Scheme** – now in its 27th year - has continued to diversify and expand, incorporating strands for Chemistry (2013), Food and Nutrition (2015) and Technicians (2022) and delivering events in Singapore (2016) and Malaysia (2021).

One feature that we believe has set HGI apart has been our **innovative approach to entrepreneurship education** – from our pioneering use of technology to tackling the global and local issues that truly matter. We have taught over 400 students on the **MSc Entrepreneurship, Innovation and Management**, with thousands more undergraduates taking HGI modules over the past ten years.

Recent global events have shown the Institute's ability to innovate and adapt to exceptional circumstances, and in adopting hybrid ways of working throughout the pandemic, we have continued to grow. **We look forward to seeing what the next decade of innovation and ingenuity will bring to the University of Nottingham.**

 To find out more about the Insitute please visit: [nottingham.ac.uk/enterprise](https://nottingham.ac.uk/enterprise)

## Focus on 2022

Our graduate start-ups were

**2nd** in the UK

for their turnover in the academic year 2021-22\*



We are accredited by

**Small Business Charter**

\*Awarded December 2019

Our social enterprises are



**2nd**

in the Russell Group for their turnover

**2,600** business school students

**299** students from the wider university



took an **enterprise module** in the academic year 2021-22



## The Ingenuity Lab

Dr Terri Holloway  
Ingenuity Lab Manager

After two years of lockdowns, virtual seminars and online quizzes, 2022 at the Ingenuity Lab has been a year of new beginnings. We have seen a fresh enthusiasm for face-to-face working, a new-found tech knowledge, and a host of exciting opportunities for our members to enjoy and learn from!

We began the year with the launch of an impactful Roundtable seminar series on a range of subjects delivered by our brilliant Entrepreneurs in Residence (EIRs) – from learning about the Keys to starting your business with confidence with Wendy Furness, to Celebrating diversity with David Dent MBE. Tyrone Courtman then taught us how to Rebuild, recover and restructure our businesses post-pandemic, while former ITV presenter and reporter, Keith Daniell, dazzled us with an interactive workshop on Strategic and tactical communication.

While there were many internal activities and resources enjoyed by our membership this year, we also looked outside of the Lab, welcoming a wider community of contacts, associates and friends at our first ever Open Day on 10 May. The buzz of the day was indescribable as our EIRs, HGI

colleagues and Lab members teamed up to deliver business seminars, surgeries, pop-up booths, Lab tours and even a fireside interview to showcase all the services we provide throughout the year.

The Open Day was a great success, and several of its attendees signed up for another first for the Ingenuity Lab this year, our new incubator programme – The Link – which ran in early June. The Link is a conference-style programme specially designed for early-stage entrepreneurs to provide them with critical support in taking their first steps towards a new venture. In collaboration with our partners BDO, Shakespeare Martineau, Liz Bolt Associates, the Canny Life, and W&W Trading and Consulting Ltd, we delivered five informative sessions: Registering your Business, Branding and Marketing, Marketing Research, Personal Finances for Entrepreneurs, and a powerful Q&A with business experts including our EIRs.

Our Ingenuity Lab members inspire us every day to find a problem worth solving, and to never stop searching for solutions. Purpose is the fuel that drives us, and our community cheers us on as we succeed together – I can't wait to see what the next year has in store for us.

 [nottingham.ac.uk/ingenuity-lab](https://nottingham.ac.uk/ingenuity-lab)

## Scaling internationally

The Lab was able to deliver its accelerator programme – Scale – in person for the first time this summer, after running the programme online for its first two years. Delivered by HGI staff and EIRs, Scale helps established Lab businesses to overcome perceived barriers to scaling their ventures, providing expert training, peer support and funding.

In addition to delivering the sessions in person at the Ingenuity Centre, Scale was live-streamed to a virtual cohort of 54 businesses based in Kenya. This was organised in collaboration with Business School colleague Dr Judy Muthuri's Youth Entrepreneurship Project, which aims to facilitate knowledge exchange between entrepreneurship and education programmes in Kenya and the UK.

Collince Onyango has been attending Scale virtually from Nairobi, looking to scale his business Empower the

Community. **“The Ingenuity Lab has really helped me,”** he said. **“I’ve learned so much about how to properly arrange my work models through the business model canvas.”**

**“This programme is an eye-opener, and really insightful,”** added Perpetua Mutindi of Kenya-based online retailer SokoTeke. **“The knowledge gained will go a long way to improving our business. Our interactions with our clients will never be the same again.”**

Dr Terri Holloway reflected on the groundbreaking collaboration with Dr Muthuri: **“To say that we are honoured to be a part of this extraordinary project is a massive understatement. Considering Scale began during the pandemic in 2020 to help boost our struggling businesses when they needed it most, I’m truly proud that it has now become a catalyst for companies far from our shores.”**

### Lab member focus

#### Yudan Deng, Follow the Orient

Yudan Deng joined the Lab in 2019 after taking part in Ingenuity19, winning a Santander Enterprise award for her Follow the Orient business idea. Since then, she has gone on to publish two Chinese language textbooks and was recently appointed as an Ingenuity Lab Ambassador.

Originally from China, Yudan's experiences as a language teacher inspired her to start her business, informed by research carried out for her Master's dissertation on teaching phonetic Mandarin.

Her business, Follow the Orient, is a Chinese language teaching resource which aims to introduce children to new language and culture via storytelling. Yudan has already created her own textbooks and is committed to developing a variety of learning materials in different formats.

This year Yudan has been able to take on an intern through the university's placements team, and was nominated for the Creative Award at East Midlands Chamber's Generation Next Awards.



**“The Ingenuity Lab is an amazing place with brilliant people, and a friendly working environment that brings out the best in me and my business.”**



## Lab member focus Tom Sproull, Cove Clothing

Tom is currently studying MSc Entrepreneurship, Innovation and Management at the Haydn Green Institute, and joined the Ingenuity Lab to gain practical support for his sustainable clothing business, Cove.

Cove is inspired by his love of the outdoors and insights gained on his undergraduate degree.

“As part of my degree, I spent quite a lot of time researching the issues surrounding fast fashion and realised what a huge problem it is – I think tackling climate change is one of the most pressing issues facing us as a global nation,” he said.

Using recycled materials, biodegradable packaging and a commitment to plant 10 trees per sale, Tom strives to create high-quality, sustainable casual clothing that doesn't harm the environment.

“The Ingenuity Lab provides an incredible set-up for young entrepreneurs. Not only is the Lab a fantastic space to work in, but the opportunities you gain access to and the people you meet are second to none. I'm very grateful to be a part of it!”

## Lab member focus Dr Adigo Atabo, Persomic

Dr Adigo Atabo joined the Lab earlier this year, after founding her business Persomic in November 2021. Having studied Medicine at the University of Nottingham twenty years ago, Adigo worked as a plastic surgeon before switching to the field of nutrition, working in private practice for five years.

Adigo developed a systematic way of understanding health data, using her software developing skills and knowledge to create a method of producing data-driven, tailor-made nutritional care plans for individuals and healthcare practitioners.

Adigo has been using the Ingenuity Lab as a base for Persomic, and recently won the top prize of £1,000 at the Lab's annual Pitch to Win competition.



“The team is really supportive – I was amazed that all of this was available for free! It can be quite lonely and isolating having a start up, so finding a community and a place that you can step into, especially after months working from home – to be able to ‘go to work’ here has made all the difference.”



## Expert advice and support

The Entrepreneurs in Residence (EIR) network, formed in collaboration with the Small Businesses Charter (SBC), started in 2017 and has become a vital source of ongoing support for the Haydn Green Institute. The EIRs are a group of experienced entrepreneurs connected with the University of Nottingham and enjoy helping aspiring entrepreneurs develop their ventures. Bringing a range of disciplines and entrepreneurial backgrounds, EIRs regularly engage in activities including mentoring alumni and student businesses, guest speaking, supporting MSc and MBA courses and aiding academics in their research.

“The current group of over 50 business experts provide hours of volunteer support and have raised the bar since the pandemic, providing vital support through their one-to-one surgery sessions when our businesses truly needed it most,” explained Dr Terri Holloway. “This year the EIRs helped deliver our accelerator programme, Scale, and were also instrumental in producing our new business incubator, the Link, giving new members the confidence to turn their ideas into a viable business and paving the way for future success.”



“It's great to be back to face to face events with Ingenuity Lab members. I particularly enjoyed running the Practising your pitch workshop, where we discussed presentation skills, and mentored members on their pitches, in preparation for the Pitch to Win competition. I'm glad to say that we coached the winner!”

Keith Burgess, IBM



“Working with Ingenuity Lab members continues to challenge, fascinate and intrigue me, with the range of diversity, entrepreneurialism and innovation on display. It has been truly rewarding to be able to provide the full spectrum of legal advice, ensuring their businesses are properly founded, protected and secured for the future.”

Ed Wright, Shakespeare Martineau



“Working with the Ingenuity Lab as an EIR is a great experience that I would recommend to anyone. You get to work with current students and alumni and help them shape their entrepreneurial journeys – it is inspiring to be involved with such innovative people who are today's rising stars.”

Wendy Furness, Scarsdale Property Partnership



The Ingenuity Programme exists to tackle the UK's major social and environmental challenges through the creation of impactful new start-ups. With the backing of the Haydn Green Institute and our partners, we are committed to providing routes into entrepreneurship for underserved groups.

Joining our line-up of longstanding external supporters including Santander Universities UK, Shakespeare Martineau and Nottingham Forest Community Trust, 2022 saw the addition of two new corporate sponsors to the Ingenuity Programme: Nuffield Health and Abri.

Through the 2022 programme, we were able to support over 260 changemakers, including 108 community participants, from six UK regions. We have continued to demonstrate our commitment to supporting under-represented groups, with each stage of the 2022 programme boasting our most diverse cohort to date.

Alongside students and graduates from the University of Nottingham and Ingenuity's network of over 30 university partners, the programme worked with local residents and community groups to identify more sustainable ways of operating and creating impact.

The main programme of skills and training began in January 2022, with a 16-week course to help participants turn their ideas into viable, sustainable businesses. Our online Develop Platform provided a step-by-step process for participants to develop their idea and build a business plan. They also had opportunities to access bespoke advice and guidance through our 1:1 mentoring and series of drop-in sessions with industry and academic experts.

After three rounds of shortlisting, Ingenuity invited 18 teams to take part in the 2022 national finals and pitch for their share of the £89,000 funding pot. They received further mentoring, and each delivered a 10-minute pitch to a panel of impact investors, Ingenuity partners and sector influencers.

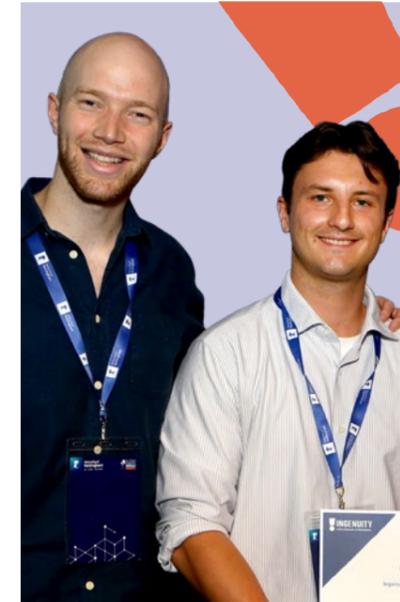
The programme culminated in the National Ingenuity Showcase in June 2022. Part of the University of Nottingham's Power of Partnerships conference, the Ingenuity exhibition zone provided the class of 2022 with the opportunity to showcase their products, services and programmes and network with prospective clients, partners, investors and supporters.

Joined by keynote speakers Alex Peace-Gadsby OBE DL and Lord Victor Adebawale, teams were given a platform to present their idea and a 'wishlist' of support to those eager to support the next generation of changemakers.

The support we've been able to give this year's cohort would not have been possible without the invaluable contributions from HGI's academics, Entrepreneurs in Residence and Ingenuity partners. Thank you to all those involved in driving forward our mission of civic entrepreneurship.



\*Communities experiencing racial inequalities



**Ryan Brown and Laurence Collingwood**  
Founders of Cilo

### 2022 East Midlands Champions

Ryan Brown, together with Laurence Collingwood, founded Cilo in 2020. Clio is an app designed to empower positive climate action by allowing users to see the carbon cost of products, track their daily spending, and receive personalised tips to reduce their impact.

The funding from the Programme will allow Ryan and Laurence to continue working full time on the business while they prepare the app for a beta app store release later this year. After that, they plan to expand their beta-testing program and begin corporate trials to inform their development over the next 12 months.

“Laurence and I founded Cilo because individuals have an immense power to mitigate climate change, but it can be difficult to know where to start, and even harder to know if your actions are making an impact. The most helpful part of the experience was the one-to-one coaching sessions, which were invaluable in developing our pitch.”



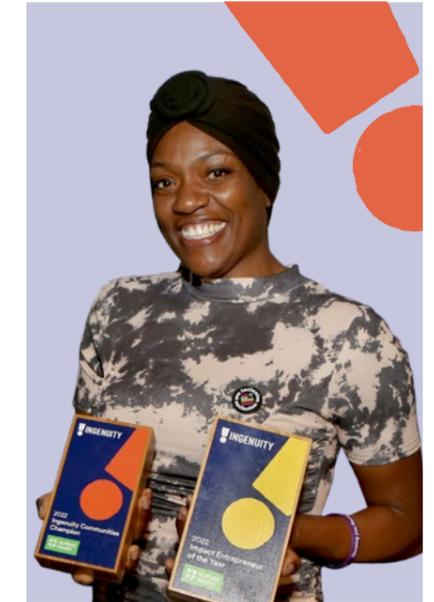
**Charmaine Daley**  
Founder of Global Dance

### 2022 Brenda Dean Award for Female Enterprise

Charmaine Daley's Global Dance is a practical resource package with easy to follow dance and music from different parts of the globe with cultural attributes, giving children a safe space to talk and learn about difference, race, heritage whilst getting much-needed physical activity.

After winning funding and the Female Enterprise Award at the national Showcase, Charm is looking to build her professional network in education to roll Global Dance out locally in Nottingham and the surrounding regions. The funding will help her to get her business off the ground, finding support to create a website and branding.

“I loved having my idea professionally and constructively analysed and scrutinised, it made me think more objectively – the mentor support was outstanding, The Ingenuity process has given me the belief in myself that I can achieve this. I am so excited.”



**Keasha Kellam**  
Founder of Honour Thy Woman

### 2022 Impact Entrepreneur of the Year

Powered by her own lived experience, our 2022 Impact Entrepreneur of the Year – Keasha Kellam – founded Honour Thy Woman, a community support group that supports domestic abuse survivors in the local area.

She joined the Ingenuity Programme earlier this year, with the aim of building her business knowledge and skillset to turn the volunteer-led group into a financially sustainable social enterprise.

“I'm a domestic abuse survivor, but my whole team has experienced domestic abuse so it's by the community, for the community. The Ingenuity Programme was structured so well – it gave me different insights of what I need to be putting together now and forward planning for the next three years. I'm so glad I pushed myself because I thought, even if I don't win, it was important for me to have this whole experience and get the input and the expertise from the mentors. I really, really enjoyed it.”

Find out how you can support Ingenuity businesses:  
[ingenuityimpact.org](http://ingenuityimpact.org)



**Janet Wallace**  
Witty  
Entrepreneurial  
Scholarships  
Manager

This year has been a time of reflection and celebration for the Witty Entrepreneurial Scholarship. Current scholars were fortunate to celebrate the fifth anniversary of the donation in February with special guest Sir Andrew Witty joining us virtually for the annual hoodie hand-out and finally gaining one of his own!

We now have over 80 Witty Scholarship alumni and we were delighted that some could join us at the College of Benefactors event in June, honouring Sir Andrew and Lady Witty. We appreciated learning about their challenges and sharing in their successes. Scholars are working in a variety of fields from project managing satellite payloads, to running the family dairy farm business, to building careers in the City and with large multinational organisations. They are showing us how

entrepreneurship and innovation can be built into a wide variety of roles and applying the knowledge they have gained through their association with HGI.

There were some incredible successes within the Ingenuity programme with 11 scholars making it through to the regional finals. Both Ben Keeble and Ahmed Elamin won prizes, with Ben making it through to the national finals. Elsewhere, Jessica Langton was recognised in the national press for her agricultural work, and even welcomed the BBC Countryfile cameras to her family farm for a profile piece. Many of the scholars have taken the time to develop their skills, knowledge and understanding through working on internships or starting their own business or social impact programme.



## Sir Andrew and Lady Witty visit Written by Scarlett Brown

It was when I was sitting in between the Vice-Chancellor of the University of Nottingham and Lady Caroline Witty, eating lunch in the Trent Building, that I fully realised what the Witty Entrepreneurial Scholarship had allowed me to do.

We spent the morning in a room full of Witty Scholars, discussing our experiences of the Scholarship and sharing stories of what we had all done with the funding. It became clear that no two stories were the same, and hearing from Witty alumni solidified the fact that while the funding is very helpful, it is the network of people that you meet through the Scholarship that opens doors to new opportunities and perspectives,

ones that are all too vital to an entrepreneur.

After being invited to lunch with Sir Andrew and Lady Witty, the day ended with an insightful visit to the Ingenuity Lab, where we were able to converse with people from a range of different businesses that were operating from the Lab.

I gained an invaluable understanding of the road to starting up a business, and a taste of the sort of networking events that an entrepreneur will face while moving forward with an idea. It was a very enjoyable day getting to know the Wittys and expressing our gratitude for facilitating such a door-opening scholarship.



## Entrepreneurship can come from anyone

**Ben Keeble, MSci Physics with Theoretical Physics**

Ben Keeble graduated this summer, after four years at the university. Alongside his degree, Ben has been developing his business, Mobiliaid Ltd. With the help of his mentors on the Witty Scholarship, Ben has developed numerous different prototypes and iterations, and was awarded the East Midlands Champion prize on the 2022 Ingenuity Programme.

“The Scholarship has enabled me to open doors that I wouldn’t have been able to otherwise. The mentoring has been hugely successful – having mentors that enable you to push forward, it’s amazing.

“I would also like to thank Sir Andrew Witty and Janet Wallace for showing me that entrepreneurship can come from anyone and for being invaluable in my personal business development.”



## Agricultural student of the year

**Jessica Langton, MSc Animal Science**

Jessica was named 2021 Agricultural Student of the Year by both Farmers Weekly Magazine and the British Farming Awards, as well as winning the Countryfile Young Countryside Champion award at this year’s BBC Food and Farming Awards.

Jess, who helps run her family’s dairy farm, is committed to sustainable and regenerative farming and has worked with the university’s Enactus Nottingham team to investigate incorporating seaweed into livestock feed to reduce methane emissions.

“At the end of the day, the farm is a business - so the Witty Scholarship provides me with that extra knowledge. I think it’s just great – it’s a diverse range of people coming from different backgrounds, all with a common interest of starting a business or progressing their business skills. It’s a tight knit group and everyone knows everyone.”



## Breaking down barriers in Medicine

**Miranda Ntorinkansah, MSc Medical Science**

Miranda Ntorinkansah, a third-year Medicine student and Witty Entrepreneurial Scholar, founded Med2Be Consultants in 2021, inspired by her struggles when applying to Medical School. Growing up in London as the daughter of first-generation immigrants, she experienced first-hand how hard it can be for state-educated students and those from under-served communities to get the support needed to successfully apply to study Medicine.

“Support from the Scholarship and the Lab has really helped, especially as I do not have that business background. It’s so much more than just providing our services to students – it’s how we market ourselves, how we grow our following.”

# YES21

[www.yescompetitions.co.uk](http://www.yescompetitions.co.uk)

## Sharing know-how and developing new ventures worldwide



For the past 26 years, YES has impacted global entrepreneurship not only by conducting and innovating learning activities across borders but also through over 6,300 alumni going on to share know-how and develop new ventures worldwide.

To date, YES has been delivered in four of the seven continents, and in 2021, Malaysia YES was launched. The first opportunity to cross borders came in 2004 with the British Council and the Foreign and Commonwealth Office

sponsoring North America YES – followed by India YES in 2007, Africa YES in 2011 and Singapore YES in 2016.

Malaysia YES was a joint endeavour between ASTI (Association of Science Technology and Innovation) and the University of Nottingham Malaysia, led by two former YES alumni – Dr Mohamed Yunus Bin Mohamed Yasin and Dr Georgina Marsh.

Yunus took part in YES in 2000 while completing his PhD in Chemical Engineering at the University of Cambridge. Yunus set up ASTI, a not-for-profit, non-governmental organisation with the objective of empowering children through various science-based and skills-development projects. ASTI has inspired and improved the prospects of tens of thousands of children in Malaysia within the field of science, technology and engineering.

“I feel I have come full circle with my pedagogy of techno-entrepreneurship.” said Yunus. “It was wonderful for ASTI to be a stakeholder in Malaysia YES.”

Georgina – an Assistant Professor in Pharmaceutics at the University of Nottingham Malaysia – took part in YES in 2015 while completing her PhD in Pharmacy at the University of Nottingham. Georgina’s research interests include additive manufacturing (3D printing), paediatrics and biomimetics.

“I was very excited to be involved in this inaugural year drawing on the best of the relationship between the UK and Malaysia. This expansion shows YES is a truly global influence on the development of the entrepreneurs of tomorrow!” said Georgina.

“It was great to take part in YES because it was so different from the day-to-day mechanics of my PhD. Science is entrepreneurial in its nature and YES plays an important role in inspiring the next generation.”

Dr Georgina Marsh

**179** participants

**34** UK universities represented

### Malaysia YES

Realtime Wireless Structural Dynamic from the University of Technology Malaysia

### Biotechnology YES

Aequita from the University of Oxford

### Engineering YES

ReSole from the University of Nottingham

### Environment YES

RoboCrop from the universities of Birmingham, Keele and Nottingham

### Best consideration of financial planning strategy

Sponsored by James Cowper Kreston  
TerraTech from the universities of Leeds, Sheffield and York

### Best plant, microbial and environmental business plan

Sponsored by Syngenta  
East Alga from the John Innes Centre

### Best consideration of IP strategy

Sponsored by Potter Clarkson  
ReSole from the University of Nottingham

### Best healthcare business plan

Sponsored by GSK  
Affinitas from the University of Dundee

### People’s choice award

Sponsored by Indigo  
In-Ball Diagnostics from the the Quadram Institute



### Aequita

#### Winners of Biotechnology YES

The winners of Biotechnology YES were Aequita from the University of Oxford pitching an application that accurately predicts which contraceptive methods individuals should use based on their menstrual data. Aequita also picked up tickets from the BioIndustry Association (BIA) to attend their Gala Dinner.

David Augustin from Aequita said:

“YES21 has been a terrific experience from the very start until the last pitch. It presented the perfect opportunity to gain experience in commercialising an idea, in pitching to potential investors and learning from their feedback. We would like to sincerely thank all the mentors, experts and the whole YES team for helping us every step along the way.”

Photo left to right: Katarina Foss-Solbrekk, Dwiantari Satyapertiwi, David Augustin and Ismael Huber.



### ReSole

#### Winners of Engineering YES

Engineering YES saw ReSole from the University of Nottingham take the prize for their 3D printed modular running shoe. This allows consumers to replace and recycle a degraded midsole without needing to replace the whole shoe. ReSole were also the winners of the Best consideration of IP strategy prize sponsored by Potter Clarkson and also receives an invitation to attend the Engineers in Business Fellowship Champion of Champions Final later this year.

The ReSole team said:

“YES21 has been a magical experience. As Engineering students, we’ve learned new skills and knowledge we only just heard of before. This experience showed us how transferrable our skill sets were and truly opened our minds to many potential career paths that we could explore.”

Photo left to right: Sara Moahmed, Boyu Xiao and Sam Swift.



### RoboCrop

#### Winners of Environment YES

The winners of Environment YES were RoboCrop, a group of researchers representing the universities of Birmingham, Keele and Nottingham, with their drone-mounted sensor technology providing farmers with a cutting-edge method for early detection of crop pests and disease.

The RoboCrop team said:

“We are so proud of winning Environment YES21. Our multi-university team had to work virtually and didn’t know each other beforehand. Despite this we created a successful team. Syngenta’s workshop was uniquely rewarding with fantastic mentorship. We have broadened our skill set in ways we hadn’t even considered before the competition.”

Photo left to right: Jasmine Cutler, Morag Nixon, Jessica Chadwick and Dr Amma Simon.

## 2021 competition winners

# Meet the team

The Haydn Green Institute for Innovation and Entrepreneurship



**Dr David Achtzehn**  
Co-Director of MSc  
Entrepreneurship Programmes,  
Assistant Professor in  
Entrepreneurship and Innovation



**Rachel Bedrock**  
Administrative Assistant  
Ingenuity Lab



**Dr Punita Bhatt**  
Assistant Professor in  
Entrepreneurship and Innovation



**Josef Bone**  
Marketing and Digital Officer  
Haydn Green Institute and  
Ingenuity Programme



**Craig Butterworth**  
Senior Project Officer  
Ingenuity Programme



**Professor Rob Carroll**  
Professor of Practice  
Venture Capital and Private Equity



**Dr Chris James Carter**  
Co-Director of MSc  
Entrepreneurship Programmes,  
Assistant Professor in  
Entrepreneurship and Innovation



**Dr Gary Chapman**  
Assistant Professor in  
Entrepreneurship and Innovation



**Dr Tom Coogan**  
Assistant Professor in  
Entrepreneurship and Innovation



**Professor David Falzani MBE**  
Professor of Practice  
Sustainable Wealth Creation



**Claire Donaldson**  
Ingenuity Learning Support  
Development Officer



**José Francisco Gonzalez**  
Ingenuity Learning Support  
Development Officer



**Tracey Hassall-Jones**  
Manager  
Young Entrepreneurs  
Scheme

Impact Report 2022

# Meet the team



**Dr Terri Holloway**  
Manager  
Ingenuity Lab



**Dr Rachael Lamb**  
Assistant Professor of  
Entrepreneurship and Innovation



**Professor Susan Marlow**  
Research Director, Professor of  
Entrepreneurship



**Amanda Miller**  
Marketing Manager  
Nottingham University Business  
School and Haydn Green Institute



**Professor Simon Mosey**  
Director Haydn Green Institute  
Professor of Entrepreneurship  
and Innovation



**Dr Hannah Noke**  
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Associate Professor of  
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**Dr Isobel O'Neil**  
Director of MSc Entrepreneurship,  
Innovation and Management  
Associate Professor in  
Entrepreneurship and Innovation



**Professor David Park**  
Professor of Practice, Director of  
Executive Education, Associate  
Dean (External Engagement)



**Elizabeth Smith**  
Director  
Ingenuity Programme



**Dr Lorna Treanor**  
Co-research Director  
Haydn Green Institute,  
Assistant Professor of  
Entrepreneurship and Innovation



**Janet Wallace**  
Manager  
Witty Entrepreneurial  
Scholarships



**Dr Robert Wapshott**  
Co-research Director,  
Associate Professor in  
Entrepreneurship and  
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**Dr Bin Wu**  
Senior Research Fellow  
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Haydn Green Institute for Innovation and Entrepreneurship

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

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