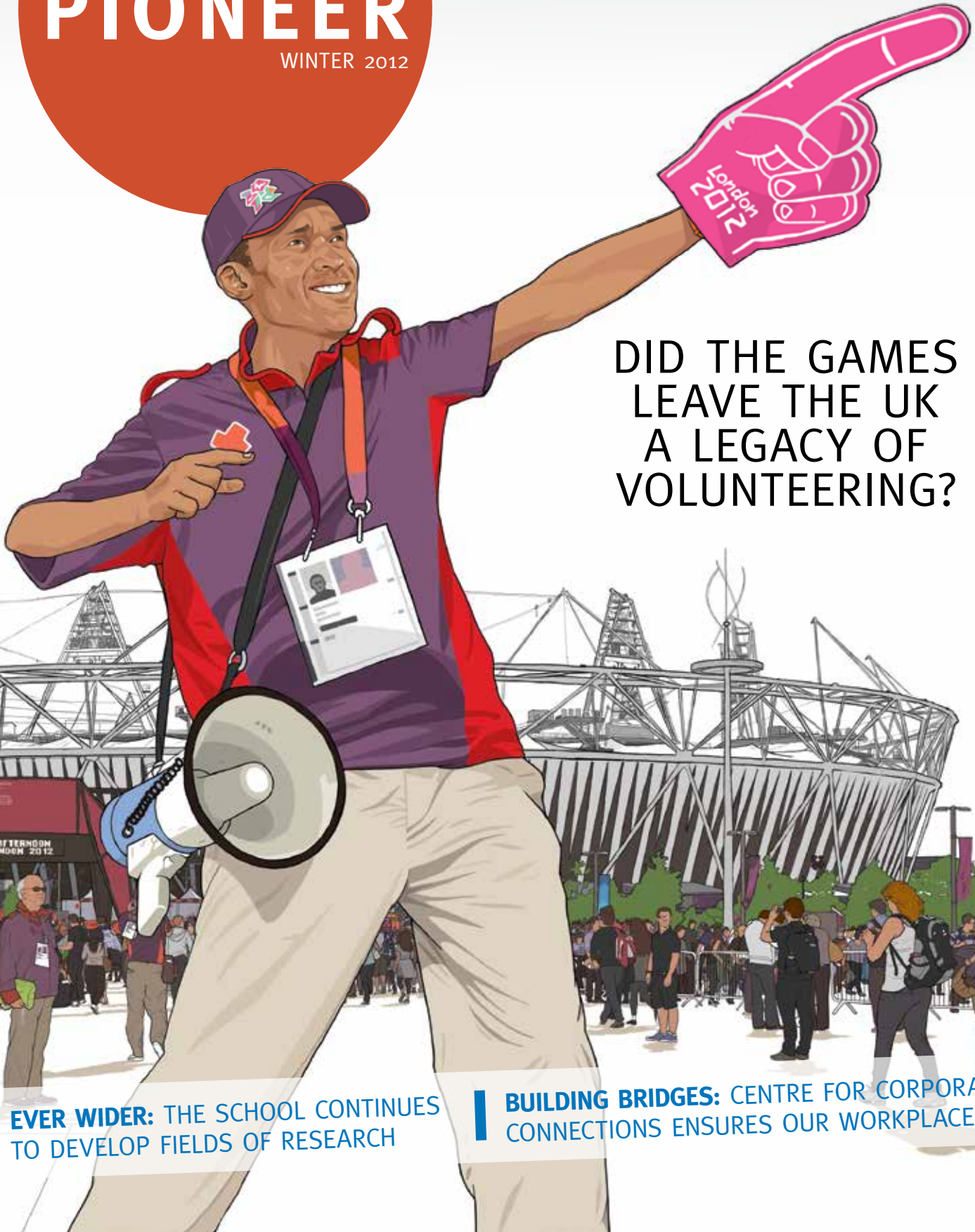




# PIONEER

WINTER 2012



DID THE GAMES  
LEAVE THE UK  
A LEGACY OF  
VOLUNTEERING?

**EVER WIDER:** THE SCHOOL CONTINUES TO DEVELOP FIELDS OF RESEARCH

**BUILDING BRIDGES:** CENTRE FOR CORPORATE CONNECTIONS ENSURES OUR WORKPLACE FOCUS

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## WELCOME

PROFESSOR SUSAN HART,  
DEAN, STRATHCLYDE  
BUSINESS SCHOOL



If there's one thing that characterises Strathclyde Business School, it is its dynamism; there is a constant stream of change and improvement, new ideas and initiatives, as well as review and reflection of our ways of working to better the learning experience of ourselves, our students and our partners. In recent months we have refocused our energies on what we believe are our core values: being engaged with industry, commerce and policy makers; having an international outlook in our research and teaching, whether here in Scotland or around the world in our international centres and partners; promoting an enterprising approach to the development of our work, our students and partners, and, through these values, seeking to have a positive influence on business and society alike.

Every new undertaking of the business school needs to match up to these values – and recent developments resonate fully with them. For example, we have entered into a partnership with SKEMA, an international and innovative business school with five campuses in Europe, America, Asia and Africa. This exciting new collaboration encompasses new study

programmes, international research ventures and a widely increased range of international opportunities for students.

Reflecting our enterprising, engaging and international values, we have begun a partnership with energy company Iberdrola to provide an MBA programme for their employees. The development of the Iberdrola MBA in Global Energy is representative of the way SBS interacts with industry internationally and develops executive education programmes in partnership with the individual company so there is a direct influence on the work and success of the organisation. A further example of industry engagement is the

“IT WAS AN EXCELLENT RESULT AND I AM DELIGHTED SO MANY ARE HAPPY WITH THEIR EXPERIENCE HERE.”

programme of executive education with Standard Life - an enterprising development that aims to help the emerging leaders keep abreast of rigorous industry changes.

But engagement isn't just one way – from us in SBS out to the business community – we also have important influences on us that we welcome and encourage. To this end, we also launched

the Strathclyde Business Fellow Network, a group of dynamic business people from local, national and international businesses, who influence the whole SBS community: students, staff and alumni. The fellows are working closely with students, with researchers, on new joint initiatives, all aimed at ensuring our collective experiences are in tune with the issues of the day, as seen from perspectives of competitive sustainability and social impact alike.

There is no doubt, however, that the single biggest influence a Business School has, is on its students - and to do so positively, we need to monitor closely their levels of satisfaction. The National Student Survey

results were announced in the autumn and we were delighted to see that 95% of our undergraduate students said they were 'overall satisfied' with their courses across the business school. The survey looked at teaching, assessment, academic support, management, resources and personal development as well as overall satisfaction. It was an excellent result and I am delighted so many are

happy with their experience here but we will try to improve further in the future.

Our students continue to excel in their pursuits: once again Strathclyde was the top recruiting university for the prestigious Saltire Internships. Seventeen undergraduates have been offered internships from the Saltire Foundation that targets Scotland's most talented college students and provides them with paid internships in stellar international businesses. This is one of the ways our students gain valuable, practical experience with leading international companies.

Our Economics department has been making great strides in sustainable energy research and this year Strathclyde became one of the research partners in a £3 million Europe-wide project on low carbon energy, which follows on from other successes in this area. Strathclyde has also been leading an EU-funded, €8 million research project, FutureSME. Researchers have been engaging with manufacturing businesses across Europe to find sustainable business models they can use to compete and grow.

You can find out more about these research stories, and developments across Strathclyde Business School this year, in this latest issue of *Pioneer*.

# Iberdrola students head for our MBA programme

Energy experts from around the world will be coming to Strathclyde as part of a bespoke international MBA programme. The MBA in Global Energy will be run jointly by ScottishPower, its parent company Iberdrola, Strathclyde University and Madrid's Comillas Pontifical University ICADE Business School.

The course will see Iberdrola employees from more than 40 countries studying technical and commercial aspects of worldwide energy markets in Scotland and Spain.

SBS Dean Professor Susan Hart says: "The University of Strathclyde has a clear focus on building partnerships with business and industry, to create educational experiences for executives that are challenging, rigorous and useful. At the business school, our partnership executive education programmes are

involve staff from Spain, Mexico, Brazil and the USA, providing them with a global perspective of successful strategies for the energy industry.

"Strathclyde Business School is known for innovation in leadership and management education, and our aim is to add value to our partners' achievements by working with them on the development of their talent, building reflective and agile teams."



L-R: George Burt (SBS), Alfredo Arahuetes (Dean, ICADE Business School), Elaine Collinson (SBS), Robert Robinson (director of ICADE Business School) and Sandy Wilson (SBS)

“THIS BESPOKE MBA WILL FURTHER STRENGTHEN THE UNIVERSITY'S LONG-STANDING RELATIONSHIP WITH IBERDROLA.”

## School stays among the frontrunners

In the second annual *Financial Times* ranking of pre-experience Masters in Finance programmes, Strathclyde retained its rank as the top MSc for Finance in Scotland. Only the top 35 programmes from across the globe made the ranking, which was completed based on survey responses from MSc Finance graduates from 2008/09.

The *Good University Guide 2013*, produced by *The Times*, ranked Accounting & Finance second in the UK – the department has consistently stayed in the top five year-on-year – while the *Sunday*

*Times University Guide 2013* rates the department second in the UK. *The Complete University Guide for 2013* ranked the Accounting and Finance department fourth in the UK and, again, first in Scotland.

The *Economist* 2012 ranking placed our MBA programme 54th in the world. This makes the Strathclyde MBA eighth in the UK and 16th in Europe.

The *Financial Times* Masters in Management ranking placed our MBM programme 36th in the world, which puts us in the top five in the UK and second in the world for career progression.

# SBS joins up with Standard Life to prepare company for new legislation

**S**trathclyde Business School has formed a partnership with one of Scotland's largest companies, Standard Life, to deliver a tailored business programme designed specifically for supporting advisers in the transition of their business to RDR (Retail Distribution Review) readiness. The year-long programme covers a range of modules from marketing, finance and project management to strategy design and implementation.

Effective from January 1, the RDR will impose new rules on financial advisers designed to improve service levels and transparency for customers. It's one of the biggest overhauls of financial regulation for nearly 20 years.

Standard Life took the decision to build its business around the needs of forward-thinking advisers more than five years ago. The partnership with Strathclyde Business School is another example of how it is helping advisers make the smooth transition to the RDR world with a consultancy/advisory service that adds value to their business.

Graeme Bold, Standard Life's director of UK retail RDR, says: "Working in partnership with Strathclyde Business School, we have built on the progress we've already made in RDR readiness – a key differentiator that made this course so attractive to us is that isn't run by 'industry' people – it is purely the tailoring of business fundamentals that will help Standard Life support advisers while adding value to their business."

Sandy Wilson, head of executive education at Strathclyde Business School, says: "Recognising a huge change in the financial services industry, Standard Life is taking positive action to change its relationship with the adviser community, its operations and psychology prior to the introduction of RDR."

"Drawing on Strathclyde Business School's wide-ranging expertise in the design and delivery of premium learning programmes for some of the UK's leading companies, we have developed a programme which ensures the way Standard Life interacts with advisers is not simply compliant, but equally beneficial to both."



“THE PARTNERSHIP WILL HELP STANDARD LIFE TO SUPPORT ITS ADVISERS WITH AN ADVISORY SERVICE THAT ADDS VALUE TO THEIR BUSINESS”  
– GRAEME BOLD

# New programmes highlight a broad range of skills

MSc Quantitative Finance announced



**T**he MSc in European Financial Management is an innovative collaboration between SBS and one of France's largest business schools, SKEMA (see partnership report on page 16). It will offer the best of both business schools with faculty drawn from each institution, and students able to take advantage of both locations.

Among other things, the qualification will provide students with an understanding of financial management issues in a global setting and provide an understanding of the systems of corporate governance and financial communication across Europe.

The Economics department launched a new programme, the MSc in Global Energy Management (GEM) this year. It was officially launched at the World Energy Forum in Abu Dhabi at the start of the year and the first students joined the programme in the autumn.

The MSc in Global Energy Management is specifically designed to train the next generation

of energy professionals. A 12-month taught master's degree, GEM combines academic rigour with exposure to industry and other experts, plus hands-on training in the management of energy-related issues and problems. It is aimed at producing high-flying energy professionals. Participants will gain a rigorous analytical training and in-depth real world knowledge of the global energy system in all its facets, giving them an unrivalled edge in the energy job market.

For more information on the programme see [www.strath.ac.uk/economics/gem/](http://www.strath.ac.uk/economics/gem/)

A new joint programme is being offered by Faculty of Science and SBS to produce market-aware finance graduates who can demonstrate an understanding of the mathematical models used to develop financial tools, products and software products and their computer implementations.

Globally, financial tools, products and software are becoming increasingly complex

and sophisticated, and there is a need for the finance industry to self-regulate as it witnesses unprecedented growth.

The MSc Quantitative Finance programme draws on expert academic input from the departments of Accounting and Finance, Mathematics and Statistics, and Computer and Information Sciences. This one-year programme has been developed to fully prepare students for careers within financial engineering, risk management, and highly quantitative roles, such as hedge fund managers and financial analysts.

MSc in Global Energy Management launched



## ACADEMICS WIN HONOURS

Among the honours conferred on SBS academics in the past year, Professor Peter McKiernan of the Department of Management got one of the first Fellowships from the European Academy of Management for services to the Academy and to academia internationally. Professor McKiernan also holds a Fellowship from the British Academy of Management. He was winner in the institutional management category of the 2012 CEEMAN Champions' Award and joins the Centre for Leading Innovation and Co-Operation's International Advisory Board.

Professor Tom Baum (HRM) was



appointed to the advisory board of two new international centres for research and education in hospitality and tourism: the Irish Academy of Hospitality and Tourism, and the Malaysia Center for Tourism and Hospitality Education.

Professor Sara Carter of the Hunter Centre was elected Fellow of the Royal Society of Edinburgh, one of 46 new UK and International Fellows for the 1,500-strong Fellowship.

SBS Dean Professor Susan Hart was appointed to the Board of Trustees for the



Chartered Institute of Marketing, and the Board of the Yorkhill Children's Foundation. The Department of Marketing's Professor Kevin Ibeh was made Fellow of the Chartered Institute of Marketing, the world's largest organisation for professional marketers.

Human Resource Management professor, Mick Marchington, has been shortlisted by *HR Magazine* in the annual industry poll to name the most influential HR thinkers in the UK.

Professor Fran Ackermann, Department of Management Science, was made a Fellow of the British Academy of Management in recognition of her contribution to research and to the advancement of the aims of Academy.

## STRATHCLYDE PEOPLE WIN SALTIRE PLACEMENTS

Strathclyde was once again the top recruiting university for the prestigious Saltire Internships – the university as a whole gained 30 internships, while 17 of those went to business school students.

The Saltire Foundation was founded five years ago and is backed by the organisation GlobalScots. It targets Scotland's most talented college students, most of whom would not normally have access to such opportunities, and provides them with paid internships in such stellar international businesses as GE, Diageo, IBM and Liberty Mutual – based in the United States, China, Africa and throughout

the European Union, as well as in the UK.

Some of the internships with companies such as BAE Systems, Diageo, Edrington Group, GE Oil and Gas, and the Wood Group are now UK-based, but others are across the USA, South Africa and UAE.

Jordan Spittal, who worked with the Wood Group in Texas, says: "The Saltire Foundation gave me the chance to test myself against the best, to hone my skills and work on my weaknesses. It was an opportunity to be an ambassador for Strathclyde and Scotland and it's left me a more rounded leader and a fiercely ambitious young man with a strong desire to be the best that I can – all of which

I know will help in my future endeavours."

Other student successes include Darren Cassidy, International Business & Modern Languages student, who won a place at ESC Rennes Business School's Summer School, an initiative in collaboration with Glasgow City Council, bringing together institutions based in maritime cities across the globe.

First class Finance honours graduate Julie Wilson was one of four top financial services graduates to be recognised by Glasgow's International Financial Services District (IFSD) for achieving top marks in their final exams.

# School is a hot ticket for postgrads



*Professor Dora Scholarios, director of postgraduate research at SBS, gives an overview of doctoral research developments over the past year*

**S**trathclyde Business School continues to attract the most talented UK and international research students to carry out doctoral research.

These students choose Strathclyde not only because of the opportunity to work with its internationally recognised academic staff but also as a result of recent successes in national and international studentship competitions.

The Scottish Graduate School of Social Sciences – an Economic and Social Research Council Doctoral Training Centre (DTC) – runs several studentship competitions each year that provide

prestigious awards in several social science fields. Since the Scottish DTC's creation in 2011, four studentships have been awarded to SBS students across different training pathways.

Most recently, starting in October 2012, Joseph McCarthy (ranked first in the Business and Management pathway competition) will be studying risk communication with supervisor Dr Calvin Burns (Human Resource Management), and Struan Noble who was ranked first in the Environment, Energy/Climate Change pathway, will be researching the patent system and knowledge diffusion in clean energy technologies with supervisor Dr Lise Tole (Economics). These students beat competition from across Scottish institutions to receive these awards.

In further competitions, two co-funded Scottish Government/ESRC studentships were awarded to Economics' Professors Peter McGregor and Kim Swales – the only studentships in this competition awarded in a Business and Management field.

Students are currently being recruited for these projects, which are in the areas of devolved tax policies using Computable General Equilibrium (CGE) modelling techniques and the labour market within the Scottish Government's Computable General Equilibrium (CGE) model of the Scottish Economy.

Over the past year, SBS has played a leading role as chair of the Scottish DTC's Business and Management and Accounting and Finance training pathways, and in 2011 hosted the first Scotland-wide colloquia for both these pathways. These colloquia attracted more than 100 students from across UK and European business and management schools, with opportunities to discuss their research in a constructive and non-threatening environment as well



# Our research crosses boundaries

*Professor Paul Thompson (pictured below), vice-dean of research at Strathclyde Business School, highlights the growing number of interdisciplinary collaborations and projects within the faculty*

**S**trathclyde Business School's traditional research strengths have resided primarily in particular disciplines and departments. However, the culture of the School encourages and facilitates interdisciplinary collaborations, both within the university and across the UK.

One route for achieving this is our applied research centres. The Strathclyde Institute for Operations Management (SIOM) is an innovative collaboration between SBS and the Faculty of Engineering. Management Science is currently working on funded research projects with academics from each of the six other departments within SBS, as well as four departments from Engineering (Civil, DMEEM, EEE and NAME – see key below) and two departments from Science (Computer Science and SIPBS).

The Strathclyde Centre for Employment Research (SCER) is currently working with the departments of Management Science and Pharmacy on a Bridging the Gap project on the impact of automation on health services. Bridging the Gap is a university project to foster internal cross-disciplinary collaboration.

The Fraser of Allander Institute in the Department of Economics plays a pivotal role in large-scale research projects that often involve an extensive, active network of researchers across many disciplines and universities. Staff from the department are working on various aspects of energy-economy-environment system interdependence, the research involving extensive collaborations with a wide range of UK and EU higher education institutions and disciplines (including many engineering departments).

Economics and other SBS departments are also engaging in joint research initiatives with the HaSS and Engineering faculties through the recently established Strathclyde Public Policy Institute and Centre for Energy Policy.

Within the Department of Marketing a commitment to interdisciplinary research is in evidence with on-going collaborations with colleagues in Engineering, HaSS

and Entrepreneurship. Research on risk is a key theme in a number of departments – for example, there is an ongoing Canadian Government-funded project involving collaboration between the departments of Accounting and Finance, HRM and Management Science.

A growing focus on interdisciplinary work is seen in the increasing numbers of PhDs involving projects and supervision across departments. This is shown by the fact that in the 2012 round of university scholarships, the majority awarded were cross-departmental. Departments are also active in national collaborations for doctoral training.

These are just some examples of interdisciplinary collaborations and we will see even more as the importance of such collaborative research becomes ever more evident and diverse knowledge sources are needed to address today's complex business problems and leverage the value of specialist research here at Strathclyde Business School.



*Professors Peter McGregor (below) and Kim Swales (opposite) gained co-funded Scottish Government/ESRC studentships*



as take part in seminars and workshops covering theory, philosophy, advanced methodologies, research ethics, career development and managing one's supervisors.

The Business School aims to broaden the international experience of all its research students as well as attracting the highest quality international students. Studying for a PhD at SBS provides opportunities for internships at highly

**“THE BUSINESS SCHOOL AIMS TO BROADEN THE INTERNATIONAL EXPERIENCE OF ALL ITS RESEARCH STUDENTS.”**

regarded institutions worldwide, such as the World Trade Organization, and supports students to present their work at international conferences.

In the past year, further internationalisation initiatives have included collaborative studentships with Dalhousie University in Canada, and support for high profile international academics to act as mentors in students' research projects.

Overall, it's been a highly successful year for doctoral research at SBS and, with our prominent role in national and international doctoral research networks; we are well placed to build further on our success in the coming year.

## Acronyms

DMEEM – Design, Manufacture and Engineering Management  
 EEE – Electronic and Electrical Engineering  
 HaSS – Humanities and Social Sciences  
 NAME – Naval Architecture and Marine Engineering  
 SIPBS – Strathclyde Institute of Pharmacy and Biomedical Sciences  
 SCER – Strathclyde Centre for Employment Research  
 SIOM – Strathclyde Institute for Operations Management

# FutureSME will help small manufacturers to grow

**A**n €8 million project to produce a sustainable business model for future manufacturing SMEs is entering its final stages and a web portal is soon to be officially launched to make the project tools available to a wider audience.

FutureSME is funded by the EU's Framework 7 programme. Led by Professor Umit Bititci (Design, Manufacture and Engineering Management) and Dr Jill MacBryde (Strathclyde Business School) from the Strathclyde Institute for Operations Management, the international consortium of 26 partners includes 13 manufacturing SMEs, research and development organisations as well as support agencies, with representation from eight European countries.

Beginning in 2009, the three-year project's overall objective was to produce a sustainable business model for future manufacturing SMEs, along with tools

and methodologies to enable them to grow and sustain their competitive positions.

Research during the first year of the project highlighted the key challenges facing manufacturing SMEs.

It predicted challenges over the next 10-15 years but also the futility of developing prescriptive business models that would work only in the short term.

It was quickly realised that for SMEs to compete and grow in an increasingly complex and ever-changing global economy, they needed the capability to think operationally in the short term and strategically in the long term while keeping an eye on the developments in their environment so they can respond quickly and innovatively to opportunities and threats. These can be summarised as four generic capabilities

that any organisation should develop – managerial, strategic, operational and adaptive.

Participating SMEs have been encouraged to complete a business diagnostic on the web portal ([www.FutureSME.eu](http://www.FutureSME.eu)) which provides a current assessment of the business in terms of the four capability areas. This then points to help and support available to close any gaps identified. Each of the 13 SME partners has gone through

**“WE ARE GEARING UP TO LAUNCH THE WEB PORTAL OFFICIALLY AND MAKE THE PROJECT TOOLS AVAILABLE MORE WIDELY.”**

this process, resulting in numerous improvement projects, efficiency gains and opportunities for market expansion.

Dr MacBryde says: “We are gearing up to launch the web portal officially and make the project tools available more widely. We are also partnering with the Scottish Manufacturing Advisory Service to engage with manufacturing SMEs across the country and encourage and support their capability development. They see [www.FutureSME.eu](http://www.FutureSME.eu) as the first port of call for any manufacturing SME in Europe aspiring to improve performance and grow and are working to partner with development agencies and consultants to make it the process of choice of any SME engagement in the future.”

Professor Bititci adds: “FutureSME has the potential for completely changing the way we support and grow manufacturing SMEs across Europe. Founded on systems thinking and open-empowered management principles, it uses information and communication technologies to integrate social networking and open innovation and telepresence concepts to deliver a programme. The support programme in the short term develops sustainable capabilities across the four business capability areas that deliver sustainable growth in the medium to long term. Experience so far suggests that in the future, through FutureSME, we should be able to deliver support programmes that are more effective and efficient than what we can achieve today.”

# Radiotherapy technology at centre of cross-faculty project

**I**n a cross-faculty project involving the Department of Physics and Department of Management, SBS has given strategic support to the adoption of a new radiotherapy technology developed by the physics department.

Professor Dino Jarosynski from the Physics Department has been working on developing the Laser Plasma Wakefield Accelerator (LPWA), which offers radiotherapy for both curative or palliative treatment for cancer by harnessing laser-driven plasma waves as particle and radiation sources.

In autumn 2011, Dr Barbara Simpson (Department of Management) identified an opportunity for SBS to help develop the

strategic dimensions of the LPWA being adopted in healthcare. Dr Peter Keenan – who completed his PhD in the Department and has a professional and research background with the NHS – then joined the project team, alongside Professor Jarosynski, Professor Marie Boyd and Annette Sorenson from the Physics Department.

Dr Simpson says: “The University’s Strategy for Knowledge Exchange calls upon academics from different disciplines working together to share ideas and insights from their respective fields to help the adoption of new technologies and help realise the commercialisation of research.”

The main aim of the project was to bring a business perspective to new developments in advanced science and technology and was funded by the Engineering & Physical Science Research Council (EPSRC) through the University’s Technology & Innovation Centre (TIC) under their Healthcare Technologies theme. The EPSRC had highlighted the need for better engagement with scientists and those in the healthcare system to help progress the adoption of new health technologies.

Dr Keenan says: “In the case of LPWA we set out to identify and engage with key stakeholders who could help support this innovative technology being adopted. This included addressing some of the key challenges faced when multiple professional groups are involved in developing and delivering new systems of care and treatment.

“Like other TIC projects, we developed a process map that established some short-term goals that can be achieved within the next year. It became clear from a stakeholder analysis exercise we undertook together that there were many different groups and audiences that Professor Jarosynski required to engage with. These ranged from funding councils, engineering firms, NHS training bodies, and Scottish Government sub-groups.

“To help communicate with these diverse groups, we invited the University’s Computer Aided Design (CAD) centre to help develop 3D visual illustrations for an educational and promotional video which we anticipate will be accessed via the TIC’s web portal,” Dr Keenan continues.

**“SBS IS A SUCCESSFUL INTERNATIONAL BUSINESS SCHOOL IN LARGE PART BY VIRTUE OF OUR KNOWLEDGE EXCHANGE.”**

## Energy research targets energy's carbon emissions

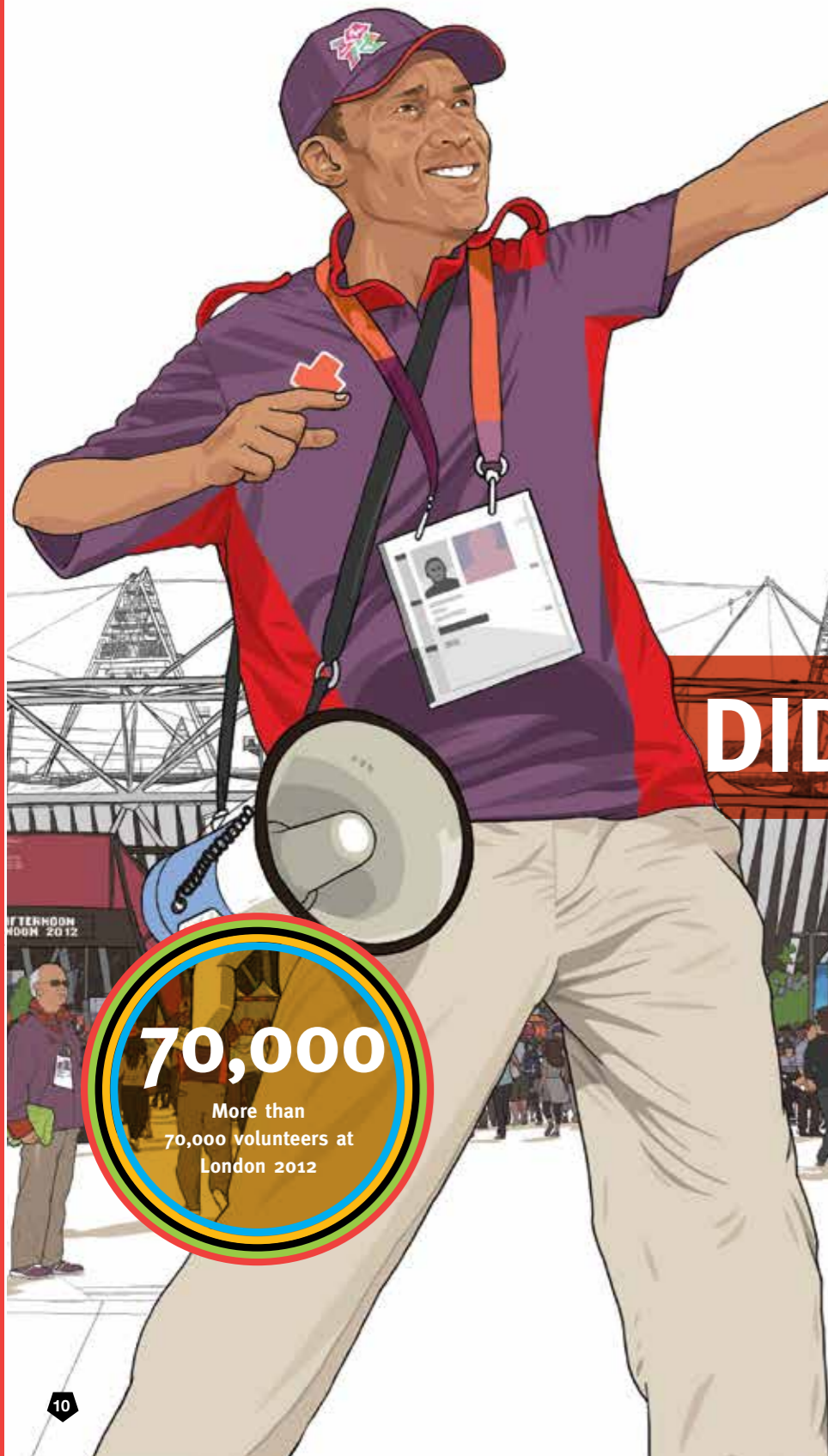
The drive to reduce carbon emissions while striving to ensure secure, affordable energy – and seeking to deliver economic growth in difficult circumstances – is leading to a rapid expansion in energy-related research. A research team in the Fraser of Allander Institute (FAI), Department of Economics, has established a leading role in analysing a whole range of economic, social, and policy aspects of the transition to a low carbon economy.

Energy-economy-environment modelling to analyse various aspects of climate change and renewables policies is one major area of research. The modelling team, professors Peter McGregor (head of Economics) and Kim Swales (director, FAI), with research fellows Grant Allan, Patrizio Lecca, Kristinn Hermannsson, Cathy Cui, and Amangeldi Kanjegaliev, currently has seven research projects (worth nearly £2 million) funded from external sources, including EPSRC, EU and the Scottish Government. Each project is part of a larger multi-million pound award to multidisciplinary research consortia.

**Harnessing the economic power of sustainable energy**  
See page 20



The Games Maker volunteers were a star turn at the London 2012 Olympics and Paralympics. Can they deliver a legacy of volunteering for the UK, ask Tom Baum of Strathclyde Business School's Department of Human Resource Management and Leonie Lockstone-Binney of the School of International Business at Victoria University, Melbourne



**N**ow that the dust is settling on London 2012's Olympic and Paralympic Games, with the world's eyes moving on from these spectacles, it is timely to assess the contribution made by the 'Games Makers' – the army of Olympic and Paralympic volunteers – and to consider their potential to stimulate a spirit of volunteerism in and beyond London.

In Scotland, the question, naturally, leads us to 2014 and the forthcoming Glasgow Commonwealth Games and the Ryder Cup at Glencagles but, in a sense, it also raises

wider questions about volunteering in sports, culture and community service at a local level. Notwithstanding political aspirations for volunteer engagement in the 'Big Society', the reality is that fewer of us are volunteering at all levels in our communities (although the reported figure in the UK is still considerable at about 20 million) and, if we do, we're giving less time to volunteering than in the past. Can the Olympic and Paralympic experience of volunteering and the high-profile lauding of volunteers at both Games, reverse this trend?

The 70,000 Olympic and Paralympic volunteers provided a crucial backbone for the London Games and played a critical role in determining its ultimate success, arguably every bit as much as Usain Bolt, Michael Phelps, Mo Farah, Sir Chris Hoy, Sally Pearson and Aileen McGlynn (Strathclyde's own Paralympic medallist).

Whatever their motives for participating, the roles undertaken by the Games Makers were pivotal to the success of London 2012.

Some people have questioned the dependability of volunteers in the context of mega-events. Since they are unpaid, will they turn up for their shifts? An interesting and paradoxical case arose in London concerning the G4S security debacle, with worldwide headlines greeting the company's failure to secure the required 10,000 casual (but, crucially) paid security staff. By contrast at the time of its

## LEGACY OF VOLUNTEERING

In the immediate pre- and post-event buzz, Games officials, the media, and other influence makers lauded the Games Makers for their contributions. Lord Sebastian Coe, LOCOG chairman, has consistently maintained that the show could not go on without them and made a point of celebrating their contribution at the closure of both events.

The prospective legacy of this one-off, high-profile and highly temporal groundswell of volunteer effort is difficult to assess. Games officials and governments enjoy celebrating legacies that arise from volunteering as a key social benefit of large mega-events. However, there is little hard evidence, in practice, to suggest that they are effectively realised.

It is estimated that 40 per cent of those who applied to the Games Maker programme were new to volunteering and were inspired to participate because of the scale and profile of the event. Once the Games afterglow has dimmed, will these recent converts take up ongoing or episodic roles helping out in their local communities?

What of London 2012's encouragement to volunteer for those from socially disadvantaged backgrounds (commonly underrepresented in the volunteer statistics) as a means of promoting positive inclusion outcomes? And what of the volunteering activities of the wider UK population who will bask in the reflective glory of the Games and positive media reports showcasing the heroics of Games Makers? Will this upsurge of support be harnessed effectively across the country, bucking recent declines in volunteer participation?

While time will tell, the London organisers may likely have learned from various volunteer engagement models that are close at hand.

The Manchester Event Volunteers (MEV) programme, which arose from the 2002 Commonwealth Games, is an enduring legacy initiative that matches Mancunians with a variety of event volunteering opportunities. Many experienced MEV recruits doubtless volunteered as Games Makers during the course of the Olympics and Paralympics and may well reappear, together with those from London 2012, in Glasgow in 2014.

As a further word of caution, Olympic volunteers often list their main motives for volunteering as the opportunity for an 'once-in-a-lifetime' experience and the high-profile event buzz. These intangibles are difficult to replicate in other volunteer settings.

# DID THE GAMES INSPIRE A GENERATION?

launch in 2010, the Games Makers volunteer programme was substantially oversubscribed, with a quarter of a million applicants.

One of the key questions that should, but probably will not, be asked in the promised post-event review of the G4S debacle is why, at a time of high unemployment, paid employees could not be recruited in sufficient numbers while four times as many volunteer workers applied for unpaid roles than were required? Maybe economists (which we are not) could explain this counter-intuitive outcome? Attributing the situation to a contrast between the virtues of management in-house of the

Games Maker programme versus the evils of outsourcing to a security company appears simplistic. Having accepted the absence of financial rewards, volunteers are by their nature intrinsically motivated once they have made a commitment.

In terms of future lessons, surely volunteers could readily fill some roles expected of the short-term employees of any security company, recruited largely without expertise for or experience in the roles they were expected to fulfill.

Overall, however, the volunteering programmes of the 2012 Games dodged the controversies that can arise as a result of inadequate volunteer numbers, excessive volunteer turnover, role confusion or dissatisfaction with working conditions. Our previous work, which focused on volunteers

at the 2006 Commonwealth Games in Melbourne, highlighted that these factors impacted on the experience of a minority of volunteers. Maybe this downside has yet to emerge from the London experience but points to an environment where Games organisers and volunteer programme managers must be on their guard.

With the collective efforts of the Games Makers behind them, the London 2012 organisers appear to have done themselves and their events proud in pulling off Games success for the volunteer programmes. The overarching message is one of volunteering as fun, volunteering as worthwhile. The jury will be out for some time, however, as to whether these lauded efforts will 'inspire a generation' to take up volunteering like never before, across social, community and sporting contexts.

**70,000**  
More than  
70,000 volunteers at  
London 2012

Games Makers were  
honoured with special  
limited edition stamp

# New network builds on industry links

**T**he Strathclyde Business Fellow Network was launched by the business school earlier this year to enhance its already strong connections with industry. The network is an exclusive network of industry figures from a range of business backgrounds who work closely with Strathclyde Business School.

The network aims to address issues such as how best to shape the next generation of business leaders and how to connect industry and SBS strategically. It will give students the opportunity to meet and network with senior executives from some of Scotland's top companies.

SBS dean Professor Susan Hart says: "There is no substitute for real world experience. Our aim is to strengthen our engagement with the wider business community by allowing businesses access to our resources and providing them with the fresh approach that our pool of emerging business talent offers.

"We hope that, by working directly with leading industry figures, our students will be inspired to become the business leaders

## Individuals can now take valuable ambassadorial roles for the School through the Strathclyde Business Fellow Network

of the future upon graduation and develop the connections and skills gained while at Strathclyde Business School."

Working directly with business school students allows Business Fellows to play a critical role in shaping the next generation of business leaders, to ensure that they have the skills and experience to succeed in industry. Importantly, it also allows Business Fellows the opportunity to address gaps and strategic issues within their own organisations, often at no or very little cost to the organisation through

MBA projects or the Strategic Consulting in Practice class, for instance, where teams of MBA students address a strategic issue provided by a client organisation. Business Fellows will also be invited to share their experience and expertise through guest lectures to undergraduate and postgraduate classes, and by providing internships and placements for MBA students.

**17**  
founding members  
from a variety of  
organisations launched  
the network.

### David Cochrane chief executive, Hospitality Industry Trust Scotland

I decided to get involved with the Strathclyde Business Fellow Network as I respect the teaching at Strathclyde and I wanted to make sure the school has a strong link with the hospitality and tourism sectors in Scotland.

An initiative like this is very important as it creates links between industry and university and it will be even more valuable with the regionalisation programme going on in higher education.

The network will give me a direct link into the current educational teaching plans, plus hopefully providing students with some current case studies from our industry.



### Rebecca Harwood Lincoln, country manager UK & Ireland/global travel retail manager at Polaroid Eyewear

I agreed to be a Strathclyde Business Fellow as I was already informally doing projects with students for a number of years, and I saw becoming a member of the network as a formalisation of the connection that we already had.

I really enjoy doing the MBA projects and being a guest lecturer. It's a real challenge, and getting the feedback afterwards helps to confirm that it's definitely worth getting involved. For the business school my involvement means that they can offer real life case studies to the students, which makes their learning more relevant and fun. For Polaroid Eyewear, membership is good for our profile, and we get invited to events, where we can network with academics and fellow business people.



### Iain MacRitchie, Chairman and CEO, MCR Holdings

I have travelled a reasonable amount around the world and run a number of businesses with global operations and ambitions. Throughout I have come in contact with business schools and academics seeking to support our business planning and execution.

My view remains today as it was when I graduated from Strathclyde: the university has fantastic potential and an excellent combination of world class talent balanced with pragmatism, and that drives it to engage with the business community at grass roots level. I am keen to do anything I can directly or indirectly to help fulfil its promise.

Strathclyde can provide the inspiration, confidence and energy badly needed in our domestic economy as well as continue the export of Scottish and UK educational excellence.

Links between industry and the university are essential, critical and an absolute indicator and determinant of the institution realising its potential. There are differing motivations and perspectives in the business and academic worlds; however, the combination is, and can be, profound in energising business and the business of learning. It is an effective way for each organisation to develop successful plans and build the management motivation, commitment and resilience that any world class organisation needs.

In getting involved, I see a personal benefit in continuing to get an academic perspective on my decision making, experiences and business achievement. I hope in turn to help feedback and influence university thinking, and most importantly help inspire students and provide them with any insight and motivation that will allow them to realise their full potential.



## Will Strathclyders make it big in Texas?

**S**trathclyde Business School has been selected to send a team of students to participate in a prestigious international competition run by Neeley School of Business at Texas Christian University in April next year.

The invitation-only Richards Barrentine Values and Ventures Business Plan Competition will run over two days – April 19-20 – and prize money is awarded to the top three competing teams, with an additional prize for the most innovative concept related to energy independence being awarded for the first time in 2013. More than \$30,000 prize money is up for grabs.

The competition began in 2011 when, with the support of Nancy Tartaglino Richards and Lisa Barrentine, the Neeley Entrepreneurship Center created the Values and Ventures Business Plan Competition to honour these successful businesswomen's belief in making money while creating meaning.

Teams of students from institutions across the world, including New York University and Babson College, will devise the best for-profit social enterprise with a positive environmental impact. A team of undergraduates from the Hunter Centre for Entrepreneurship will be sent on the trip to pitch their business plan to a panel of experts. Previous submissions include a sanitation solution for India's slums and a plan to employ homeless people and divert waste from landfills by deconstructing and recycling used mattresses.

Professor Susan Hart, Dean of Strathclyde Business School, says: "Given the increasingly globalised nature of business it is incredibly important for our students to have as much international experience as possible.

"Competing against other highly regarded international institutions is a great opportunity for those students selected to gain valuable insight into international business, while showcasing the considerable talent, innovation and skills of Strathclyde Business School's undergraduates."

# GOOD GAMES FOR ALASTAIR

*Alastair Burke's experience as a venue results manager at the Olympics have equipped him well for a similar role at the Commonwealth Games*

**S**trathclyde Business School graduate Alastair Burke knows all about pressure: he was responsible for ensuring that the first gold medal of the London 2012 Olympic Games went off without a hitch.

"The information I was responsible for was used by well over a billion people around the world – we simply couldn't make a mistake," he explains.

Alastair, who gained a BA in Marketing and MSc in Business and IT Systems at SBS, worked after graduation for a large IT outsourcing organisation, CSC, on their graduate scheme and after a successful period of 18 months there moved on to an IT consultancy called Detica, working on a number of large government contracts to improve their efficiency and realise benefits. It was while at Detica that Alastair heard London had won the Olympic bid.

"I love sport and was keen to work

## AN UNFORGETTABLE ASSIGNMENT FOR SWATI

The Olympics were a huge event this year and Strathclyde people were involved in many ways – from carrying out research, to paid and unpaid roles, as well as competing – and Strathclyde facilities were used for the football games.

Recent graduate Swati Bhaskar, who completed a Masters in Human Resource Management at Strathclyde Business School, had a voluntary human resources role.

"It was an amazing experience being part of such an event at each stage from being an interviewee to doing the interviewing. I worked as a selection event volunteer and was based in Glasgow interviewing the games makers. I interviewed doctors who volunteered to provide health care services and journalists for the press operation roles during the Olympics."

for the Olympics. Luckily, a friend from my CSC days worked there already so I got in touch with them and found out about the different roles on offer. I sent my CV in and was lucky enough to get the venue results manager role that I applied for.

"The Olympics is the pinnacle of sport and to be involved in it in the city that I have lived in for 10 years was a once in a lifetime opportunity. To play a role in the success of the Olympics was a fantastic opportunity and just couldn't be turned down."

Alastair was venue results manager for shooting, which meant he was responsible for ensuring all requirements and elements of the timing and scoring

infrastructure are captured, planned and implemented according to Olympic and International Federation standards. Alastair worked closely with venues and logistics departments as well as external organisations such as Omega and the IOC. He was also responsible for ensuring the software that managed the timing and scoring of the shooting events was properly tested and ready for use, and the results system was defect-free for both the Olympics and Paralympics.

Alastair was delighted from a professional viewpoint when the first gold medal in shooting was won problem-free by China but his personal highlight was a Team GB win: "Being responsible for the

smooth operation of the shooting and watching Peter Wilson win a Team GB gold in the men's double trap event, were highlights for me. It was a particular highlight seeing the reaction on Peter Wilson's face and the amount of emotion that poured out of him was simply incredible."

However, the smooth running of the whole operation was not without challenges, as Alastair explains. "I was working with suppliers from around the world who demanded everything had to be perfect and we had to provide their requirements within the budget of LOCOG. Working remotely with suppliers around the world posed a challenge in itself. It was difficult to capture accurately their requirements for the venue due to the distance and language challenges and it wasn't until they actually arrived on the venue a month or two before the Games that we could confirm that everything had been interpreted correctly."

With the Olympics receding into the past, Alastair has a new challenge on the horizon: the Commonwealth Games 2014, for which he started work in October.

"At Glasgow 2014 I will be a cluster venue results manager. This will be similar to my Olympic role but I am looking after more sports: in Glasgow I'll be responsible for Athletics, Shooting, Table Tennis, Squash and Lawn Bowls. Without my Olympics experience, I know I wouldn't be able to do my role at the Commonwealth Games."

**28**  
venues  
featured in  
the London  
Olympics



## Doing her bit for Glasgow is Lynne's dream job

*Lynne McPhee is playing a key role in the city's sporting and cultural life*

**L**ynne McPhee didn't have to travel far – in distance, at least – to get what she calls "the best job in the world".

Less than half a mile from where she studied and graduated, Lynne is now head of marketing for Glasgow Life, the umbrella organisation for all of Glasgow's sports centres, libraries, museums, art galleries, youth activities, community activities, major events and music.

After she completed her MSc in Marketing at Strathclyde Business School, Lynne's first job was as assistant business development officer working in Motherwell at a time when the steel industry was declining and economic development was a major issue for the area.

Marketing and sport came together for the first time in a role with Cunningham District Council.

"My job was managing the marketing for all of Glasgow's sport and leisure facilities plus all the city's parks. My first job in 1994

was to open the brand new Scotstoun Leisure Centre. As I think back now, I realise that this was really the start of Glasgow's renaissance as a major events city. If we hadn't invested in facilities like that at the time – many of which were years ahead of their time – we would not have won the Commonwealth Games.

"Eighteen years on I am still in Glasgow. I've been promoted several times and I'm now the head of marketing for Glasgow Life. I have a team of around 35 staff and we have a huge remit but we get to work on amazing projects. We recently opened the city's new Emirates Arena, which is the most innovative arena in Europe.

**“THE WHOLE BID PROCESS WAS ENTHRALLING: THE EXCITEMENT OF BIDDING, MEETING PEOPLE FROM ALL AROUND THE WORLD AND GETTING TO TRAVEL AND EXPERIENCE NEW PEOPLE AND NEW CULTURES.”**

"During my time at Glasgow Life I've also been lucky enough to work on three major bids – the first for the Commonwealth Games in 2014 which we won, the second for the World Artistic Gymnastics Championships in 2015 which we also won against stiff competition from Orlando and Paris, and the current bid for the Youth Olympic Games in 2018 – but we won't find out our fate until July 2013."

Lynne was head of marketing and also deputy bid director for the Commonwealth Games Bid Team. She led the Back the Bid campaign for public support for the bid, managed the programme of inward visits when delegates from 70 Commonwealth countries visited the city in the summer of 2007 to assess the city's suitability prior to the vote in November of that year, prepared all the material for the





final vote in Sri Lanka and project managed the bid team who attended this event.

"The whole bid process was enthralling: the excitement of bidding, meeting people from all around the world and getting to travel and experience new people and new cultures. The bid team was a great group of people who all worked exceptionally hard to win the bid. It was an amazing time and a great achievement and one of which I'm very proud."

Lynne worked on for six months after the Bid concluded to hand over to the new organising company that was set up in 2008 to take the organising of the games forward.

"In my role with Glasgow Life I'm still very much involved with the Games in many aspects but my main role is to chair the Glasgow 2014 Audience Development Group," she says.

"This group is very important as it looks to develop audiences for 2014 which will benefit the Games in the short term – to fill seats – but it will also help us in our objective of getting more people involved in a wide range of sporting and cultural activities."

"I was asked to join the Youth Olympics Games bid this year on a part-time basis and I currently devote three days a week to this as well as my Glasgow Life role.

"Life is very busy but again, it's a once-in-a-lifetime opportunity to be involved in an Olympics Bid and you learn so much, I've been incredibly lucky to have this opportunity and that's why I'm with Glasgow Life after nearly 20 years. Where else would you get opportunities like this?"

Working on securing events such as the Commonwealth Games for a city undoubtedly involves hard work, commitment and a determination to succeed, but Lynne is adamant all the hard work is worth it.

"Glasgow's main strengths are its portfolio of venues that already exist and its ability to manage large projects and events. This is what some cities struggle to deliver but in Glasgow this is not a concern as we are so far advanced," says Lynne.

"We are very keen that the benefits of hosting these major events are for the people of Glasgow and Scotland and we have attempted to design the bids so that the majority of the venues accrue to the people.

"Ultimately, if we significantly increase the number of people who are actively involved in cultural and sporting activities then it will all have been worthwhile."

## SCHOOL BOOSTS GLOBAL REACH WITH NEW PARTNERSHIP

**S**trathclyde Business School is extending its international reach through a new partnership with French business school SKEMA, designed to create a new global power in business education.

Building on Strathclyde's existing reputation as a leading international business school, the partnership will see the institution's nine business education centres from Singapore to Switzerland joined by SKEMA's sites in China, India, Morocco, Russia, Australia and the US to create a global network of 15 campuses.

Students from both institutions, numbering over 10,000 in total, will be given the opportunity to discover different cultures and learn new languages, gaining experience of different regional business practices by working closely with their counterparts and studying at each other's international centres.

The business schools will be working together to undertake joint research and share resources, with leading academics from both institutions encouraged to move between sites to share knowledge with their international colleagues and develop links with global organisations.

Professor Susan Hart, dean of Strathclyde Business School, says: "We want to create an alliance that reaches every part of both institutions, drawing on our combined knowledge and strengths to conduct research, create connections and deliver world class executive education.

"SKEMA's international presence will complement our existing network of nine centres worldwide and continue to develop our reputation as a leading global provider of executive education and producer of the international business leaders of the future."

The collaboration will draw upon the French tradition of 'les grandes écoles' to deliver integrated executive MSc programmes supported by co-ordinated international student recruitment.

Professor Alice Guilhon, dean of SKEMA, says: "As a newly formed business school we want to build on our reputation to prove we are a new force in Europe with an international reach.

"Working closely with Strathclyde Business School we have endeavoured to develop a strong and dynamic partnership that goes beyond simple exchanges, providing our students with a truly global experience that will change their perspectives and give them real knowledge of different international business cultures."

**skema**  
BUSINESS SCHOOL

“WE WANT TO CREATE AN ALLIANCE THAT REACHES EVERY PART OF BOTH INSTITUTIONS, DRAWING ON OUR COMBINED KNOWLEDGE AND STRENGTHS TO CONDUCT RESEARCH, CREATE CONNECTIONS AND DELIVER WORLD CLASS EXECUTIVE EDUCATION.”



## McLEAN JOINS THE CCC TEAM

Morven McLean joined the Centre for Corporate Connections in June. She is responsible for directing the centre's Engineering & Technology programmes, including Babcock Academy, Weir Business Management Programme and international organisations in the energy, oil and gas sectors.

A specialist in innovation and organisational development, she is ideally suited to her new role at the Centre. Her specific expertise is in the areas of innovation strategy, entrepreneurship, service innovation, creative teams, and leadership development. Whether working with young entrepreneurs, senior managers, or frontline staff, Morven's approach is about driving value from new ideas.

As an educator and consultant, she has previously worked with a wide range of business schools including Duke Corporate Education, Warwick Business School, Cass, UCL, L'École nationale des ponts et chaussées, and with client organisations in the UK and internationally (Europe, USA, UAE, Asia, CIS).

Examples of recent projects include supporting Network Rail over a period of 18 months to develop its new Innovation Programme Centre, and delivering entrepreneurship programmes for senior managers of high growth SMEs in Kazakhstan with Nazarbayev University/Duke and in London with UCL/Goldman Sachs.

## Connections continue to grow

*Sandy Wilson (pictured below), head of executive education at SBS's Centre for Corporate Connections, reports on activities in 2012 and looks forward to the coming year*

**T**he Centre for Corporate Connections has enjoyed another rewarding year in terms of programme development and growth. Blending research-led, practitioner-oriented teaching while maintaining focus on facilitating transfer of executive education back to the workplace has been well received by our client organisations.

As an example, marketing professor Alan Wilson led the 'Luxury Brand Marketing' class for MBA25, which involved delivering a four-day session in Venice partnered by Ca' Foscari. The participants engaged with top branding experts including Leagas Delaney's CEO Margaret Johnson, who developed Patek Philippe's recent campaign, Robert Polet, former CEO of Gucci, Manfredi Ricci, CEO of Interbrand Milan and co-author of Meta-Luxury. In addition, company visits were conducted with top Italian luxury and premium brands including Ferrari and Rubelli. Participants then implemented their learning through a 'live case' focused on the development of a new super-premium spirit brand for William Grant & Sons.

Our Executive Masters in Hospitality and Tourism Leadership sees the second cohort begin this January, with those on the programme including sponsored places from Hilton, Marriott, Swissotel and a place joint sponsored by VisitScotland and Scottish Enterprise. Current participants will be travelling to our partner institutions, Cornell and Lausanne, in January and March respectively to complete those sections of the programme.

Laurence Geller, CEO of Strategic Hotels & Resorts, and who has more than 45 years of experience in the hospitality industry, has taken over as chairman of the International Leadership School board, which has worked with Strathclyde Business School to identify and prioritise leadership education needs in the hospitality and tourism industry and encourage wider leadership development within the industry.

Our partnership with Standard Life continues to grow – there has been an extension of the Emerging Leaders Development Support

programme, which has been shortlisted for a national HR award. Our work around preparation for the new business environment created by the Retail Distribution Review (RDR) continues and we will also be helping their managers prepare for the imminent national pension changes and leverage Standard Life considerable strength in these areas.

Weir Group continues its partnership with SBS: the third cohort of the Business Leaders programmes will begin next year and we have also been working with Senergy, world-leading energy services company, teaching project management in Norway and Kuala Lumpur where they have operations.

We have a long and positive relationship with Babcock, the UK's leading engineering support service company and now FTSE 100, delivering the Babcock Academy since 2005. We are delighted to be launching the Babcock MBA programme which commences in September next year with 25 individuals specifically identified as part of their long term succession planning. This will be delivered in a modular format at Strathclyde Business School and other locations to suit Babcock.



# David's own FAST SHOW

*David Wagner is a young man in a hurry who is aiming to make a name for himself in business and motor racing*



**Did you know?**  
The Formula Renault BARC championship is the UK's most popular junior single-seater series

Studying marketing and finance may not seem to tie in with the pursuit of becoming Formula One World Champion, but it's all part of David Wagner's master plan.

Now in his second year at Strathclyde Business School, David also finds the time to take part in the competitive sport of motor racing. His love of racing dates back to when he was a toddler and he was bought a quad bike by his dad, Chris Wagner who, at the time, was a regular competitor in the Scottish Rally Championship.

When he turned five, David started karting for fun at his local circuit, and by the time he was 11 he decided to start racing. In 2005, his first full year of competition, he won both the Scottish and National Championships, which led to his selection for the Scottish kart team to compete in the International Championship against England and Wales – with the result that Scotland won, the first time that England had been beaten in eight years.

"All the current Formula 1 drivers, including Lewis Hamilton and Jenson Button, first started in kart racing. Karting can be very tough but it teaches you a lot about race craft," explains David.

By 2010, after taking a year out to focus on his Higher studies and get the results needed to be accepted by Strathclyde, David moved from karting to racing cars. "I felt I'd learned all that was necessary

from karting and decided to move into racing cars. I entered the Formula Renault BARC Winter Series in 2010 and, despite a lack of testing due to a limited budget, I took four podiums in six races and won the final race of the year, allowing me to finish as vice-champion overall.

"In 2011, I competed in the Formula Renault BARC Championship and finished the year with a best finish of fourth place at the final round at Silverstone."

In 2012, he again competed in the Formula Renault BARC Championship and finished in fourth position. He has had four podiums, including winning the Donington Park race in August.

The 19-year-old has to put in hours of study and classwork for SBS, on top of hours of training for his racing, as well as working hard to secure sponsorship and help from different sources to help him pursue his dream.

"I've had the support of friends, family, local businesses and my sports bursary from Strathclyde, which has allowed me to get to where I am now. However, next year my aim is to compete in Europe, which is a huge cost. I've spent all summer working hard to find businesses, organisations and individuals who are willing to support me."

This is where David's studies come in useful: "It's important to provide an incentive for businesses to join me on my racing career. This includes marketing their company and entertaining them and their guests in VIP Hospitality.

"In the future, having a good understanding of both finance and marketing can only be of benefit to me. All top sports stars are brands. Companies pay for their services in order to help promote their products. With my degree, I will be better equipped to manage my career and entice companies to invest in me."

Last year, David was selected for the University of Strathclyde's Elite Athlete Sports Bursary programme, which provides both financial and non-financial support.

"The bursary allows me to cover the cost of my pre-race simulator sessions held at the iZone Driver Performance Centre at Silverstone," he says.

"The Motor Sports Association – the UK governing body of motorsport – also supports me. In 2010 I was enrolled into their MSA Academy to participate in their Advanced Apprenticeship in Sport and Excellence programme held at Loughborough College and the Porsche Human Performance Centre at Silverstone. On this course, I received my own driver coach, nutritionist and sports psychologist, who I worked with to help improve my preparation for competition."

David has to work with the University's Elite Athletes department to plan exam and coursework deadline dates and once he has this information, he can prepare his training schedules for the year.

"As long as I stay organised I am able to devote enough time to both my racing and university commitments. It can be challenging at times, especially when plans change at the last minute but everyone around me is extremely supportive and helps me sort out any problems."

Staying race-fit is another demand on David's time and he trains five times a week for two hours, focusing mainly on cardio and strength endurance exercise.

"Through competing at a high level in sport, I have gained confidence, determination and the understanding of how tough life can be," says David. "When I have a bad race, I'm always able to bounce back and this ability will stand me in good stead in the future."

David definitely epitomises a positive attitude, and that applies to the future as well: "My target is to become Formula 1 World Champion and I'm absolutely determined to achieve this."

To keep up to date with David and his sporting successes, go to [www.davidwagner.co.uk](http://www.davidwagner.co.uk)

## Formula for success

*Motorsport can provide a fast-track learning experience for students like Katrina Pye*

Engineering and business school students have for the past two years been working together as part of the University of Strathclyde Motorsport (USM) team to design, build, market and race a single-seat bike-engined racing car. This is part of the global Formula Student initiative, a series of international competitions focused on developing engineering talent in a practical, competitive high-octane environment.

USM technical director Roy Yuile says: "2012 saw the introduction of a new commercial director role to our senior management structure.

"Our USM13 commercial director, Katrina Pye, got involved as a result of this integration project and now forms an important part of the team, handling a wide variety of tasks and projects and bringing fresh perspective to a team drawn solely from the Engineering Faculty."

Katrina, who is studying HR, Hospitality and Tourism Management, says: "I'm very proud to be part of such a successful formula student team. It brings together a variety of students with an even wider variety of skills and personalities.

"I've been involved in the team for the past two years and have had a great deal of support from older and inspiring members to help me settle in. Last year I focused on gaining sponsorship for the team. Without this backing it would be impossible for the team to operate.

"This year I have a bigger role in the team, not only managing sponsorship but also marketing and events management for the team. A big part of the competitions we take part in is based on a successful business plan where business students especially offer a different perspective to solving problems. I'm really looking forward to the challenges this year will bring.

"After I graduate I aspire to work within the Formula 1 circuit, either for a team or a track, so the valuable knowledge and experience I am constantly gaining will have a knock-on effect in my career. I also really enjoy the social aspect of the team, meeting students I wouldn't usually meet on campus and offering opportunities that I wouldn't usually come across in my degree programme: for example helping build parts of the car."

This year the team was successful in the UK and Germany competitions. USM placed 20th overall out of 117 competitors at the Formula Student UK competition at Silverstone in July, the 3rd top British team, with results including 7th in Cost and Sustainability and 12th in Engineering Design. This was a fantastic result, given the challenges faced by the team this year including a six-week delay and enforced relocation due to the James Weir fire, and was bettered only by their performance at Formula Student Germany in August.



# HARNESSING THE ECONOMIC POWER OF SUSTAINABLE ENERGY

*Fraser of Allander researchers carry out an in-depth study into the economics of wind power*

**S**uperGen Wind is one of the Fraser of Allander Institute's Department of Economics projects. Funded by the Engineering and Physical Sciences Research Council (EPSRC), the team is exploring the micro- and macroeconomics of offshore wind development in the UK.

Successful deployment of offshore wind on a very substantial scale is likely to be central to attaining the UK's commitment to an 80 per cent reduction in carbon emissions by 2050. One of the EU projects, BioMara, focuses on the economics of generating fuel from marine algae (including seaweed), an option that offers the promise of avoiding the direct competition with food crops that has been a controversial issue for some other biofuels.

The analysis has involved the development of new multi-sectoral economic models for Northern Ireland and the Western Isles of Scotland. Within ClimateXChange, the Scottish government's Centre of Expertise on Climate Change, the team is assisting the assessment of Scottish energy and climate change policies, including the likely impact on these of constitutional change ranging from 'devo plus' and 'devo max' to independence.

Energy-economy-environment analysis is applied at different scales, and the city is forming the focus of a rapidly growing research theme within the Department of Economics.

Given the continuing growth of global urban populations, the creation of smart sustainable cities is seen as crucial to tackling global warming. Building on the successful development of the Sustainable Glasgow strategy ([www.sustainableglasgow.org.uk](http://www.sustainableglasgow.org.uk)) Richard Bellingham, deputy director of the Fraser of Allander Institute, is to become European co-ordinator for a major new FP7 research programme on sustainable city planning and implementation. STEP UP is a €3.7 million programme involving the cities of Glasgow, Gothenburg, Riga, and Ghent – as well as research and commercial partners in each city ([www.stepupsmartcities.eu](http://www.stepupsmartcities.eu)). Industrial and research partners in each of the cities (including Scottish Power in Glasgow) will work together to significantly enhance their low



carbon energy strategies and tackle the Europe 2020 energy targets for improved energy efficiency, growth of renewable energy and carbon emissions reduction.

The project will draw on the partner cities' experience and expertise to create a coherent and easy-to-use model for energy planning that will be adopted in multiple cities to deliver faster and greater social, economic and environmental benefits. The initiative will also develop a new Masters programme in Smart Sustainable City strategy development and implementation to be taught by Strathclyde and other universities across the world.

Heat has often been a neglected area of energy policy in the UK. To help tackle this Richard is also working jointly with the University of Edinburgh on the Heat and the City project, funded by the UK Research Councils' Energy and Communities Programme. This four-year programme is examining the development of sustainable, low carbon heating in urban areas in Northern Europe.

Under the current FP7 2013 Smart Cities and Communities call, there are new research funding opportunities and Fraser of Allander is working with academic colleagues, partners and cities across Europe to develop compelling research proposals.

## 4

European cities are taking part in STEP UP

## 80%

carbon reduction by 2050

## £3.7m

research programme

