



University of  
**Strathclyde**  
Business  
School

# PIONEER

WINTER 2014

## **FIFTEEN YEARS OF GEM**

### **WORKPLACE INNOVATION**

BETTER WAYS OF WORKING

### **RISING TO THE CHALLENGE WITH MATTEL**

TIMING IS IMPORTANT FOR ALUMNUS

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## WELCOME

### Sustainable success across Strathclyde

This year the University secured its third consecutive Times Higher Education Award, being named Entrepreneurial University of the Year for its culture of supporting and incubating entrepreneurship at all levels.

Strathclyde Business School, with its renowned Hunter Centre for Entrepreneurship, is a strong part of that culture. Entrepreneurship is a key part of our mission to be a leading international technological institution. Our Hunter Centre plays an integral role, and this year became one of the first business schools in the UK to receive the Small Business Charter Award – in recognition of our work in supporting start-ups and small businesses.

Just 20 business schools across the UK received the Charter, which underlines our ongoing commitment to working with established businesses and supporting those that are up and coming.

'Useful learning' is at the heart of everything we do, and entrepreneurship is one aspect of that. We find students

across the faculty increasingly entrepreneurially minded, engaging with business through classwork, providing consultancy, ideas and feedback for businesses, and creating their own connections with business more and more. Alastair Lumsden, a recent Rising Star award winner, is just one such example. Some of our students were invited to work with Dell and NVT as part of the Commonwealth Games, gaining valuable work experience and a wealth of contacts in the process.

Our students have been successful yet again with the Saltire Foundation programme. It was a record number for the University and for the business school, with 24 business school students (from a total of 38 university-wide) securing placements with leading companies around the world.

Encouraging this 'can do' approach in our students contributes to a healthy, thriving global economy. And it extends to what we teach too, with, for example, the introduction of a new programme Leadership for Global Sustainable Cities, delivering core classes by staff drawn from multiple disciplines, which will start in 2015, and we were delighted to see this summer's graduation of the first cohort of our Executive Masters for Hospitality and Tourism Leadership programme and our first MBA25 group in November.

We press on with our campus redevelopment, which will create a central business school that supports even more cross-departmental research and teaching; breeds new ideas and opportunities for academic and business collaboration, and supports that innovative buzz Strathclyde is known for. With state-of-the-art teaching facilities for our students, we're creating a business school fit for the 21st century, and a hub for business excellence.



**“Useful learning is at the heart of everything we do, and entrepreneurship is one aspect of that.”**

Professor Susan Hart,  
Executive Dean,  
Strathclyde Business School

# STRATHCLYDE BUSINESS SCHOOL NEWS



## AMBA and AACSB reaccredit SBS

AMBA (the Association of MBAs) has reaccruited Strathclyde Business School (SBS) once again for the full five-year period. In its feedback report, the reaccruitation team noted *“the enthusiastic and engaging students and alumni who are good ambassadors of the School and the MBM and MBA programmes.”*

They also commended SBS’ international research output, its continuous improvement philosophy and its customer-focused orientation of academic and non-academic staff, who the students cited as very supportive.

SBS also received reaccruitation from AACSB (the Association to Advance Collegiate Schools of Business) this year for the full five years. Executive Dean, Professor Susan Hart, said, *“This is a great tribute to each and every one of us, and to our dedication and commitment to putting this Business School among the top International Schools.”*

*“I’d also like to extend personal thanks to all colleagues who worked extremely diligently on the submissions,”* she added, *“and to all, including our talented students, who impressed the peer review teams.”* Reaccruitation means Strathclyde Business School remains in the elite group of triple-accredited business schools.

## S100 network spreads

The Swiss MBA Alumni Association in Switzerland (SMAAS) held a Strathclyde 100 event to promote entrepreneurship within Switzerland this year, the latest in a series of S100 events.

Strathclyde 100 is a network of entrepreneurial alumni and business people who, through a series of events, support emerging Strathclyde entrepreneurs. Chaired by the University Principal, Professor Sir Jim McDonald, Strathclyde 100 events have been running in Glasgow since 2003.

The event brought together entrepreneurial alumni and experts from Switzerland and Scotland to support and foster entrepreneurship in the Swiss alumni community and throughout Switzerland. Attendees were asked to support Swiss start-ups if they could, from resource acquisition or mentoring to partnerships or networking.

Taking place in Zurich this May, the event included a welcome from SMAAS chair David Alexander and a keynote speech from Professor Jonathan Levie of the Hunter Centre for Entrepreneurship.

## Iberdrola scholarships

The Scottish Power/Iberdrola Foundations have posted their list of candidates from the UK, Spain and USA for postgraduate study scholarships in the UK – and it was great news for Strathclyde. Of just 17 scholarships awarded, eight have been awarded to Strathclyde: three each to Strathclyde Business School and Electronic and Electrical Engineering (EEE) and one each to Naval Architecture and Marine Engineering (NAME) and Mechanical and Aerospace Engineering (MAE).

## MOOC will continue

SBS’ MOOC (Massive Open Online Course) will run for a second year after the first course earlier this year encouraged 8,000 people to sign up. Offered in partnership with FutureLearn, the course offers learners a high-level perspective on the world of business. Dr Viktor Dorfler (Management Science) was lead academic, and explains: *“The course is primarily aimed at people from an educational background in areas other than business – but who then start working in organisations.”*



## NSS rating rises

The University of Strathclyde's satisfaction rating has risen by three percentage points to 89% in the newly-published annual National Student Survey (NSS). This is one percentage point higher than the averages for Scotland and the UK as a whole.

Strathclyde matched or improved its performance in each of the survey's eight categories, with a particularly notable increase of seven percentage points for Organisation and Management.

## Economics professor receives President's Medal of the Scottish Economic Society

Economics Professor Robert E. Wright has been awarded the President's Medal of the Scottish Economic Society (SES) for contributions to economics in Scotland. The SES promotes the widespread study and teaching of economics in accordance with the Scottish tradition of political economy inspired by Adam Smith – and provides a forum for the discussion of Scottish economic problems and their relationship to political and social life.

## Dean awarded Life Achievement Award

Professor Susan Hart received the Life Achievement Award at July's Academy of Marketing Conference. The award recognises 'extraordinary and distinguished services to marketing' and recipients receive Life Membership of the Academy. Professor Hart received her award from Academy of Marketing president, Professor Caroline Tynan.



# STRATHCLYDE BUSINESS SCHOOL RECEIVES SMALL BUSINESS CHARTER

Strathclyde Business School is one of the first business schools in the UK to receive the Small Business Charter Award in recognition of its work to support start-ups and growing small businesses.

Professor Eleanor Shaw, Head of the Hunter Centre for Entrepreneurship, travelled to 10 Downing Street with Strathclyde alumnus, Business Fellow, and entrepreneur Gordon McAlpine in June to receive the award.

Lord Young, the Government's Adviser on Enterprise, hosted a celebration ceremony to present the award to just 20 UK business schools. Recipients have all shown exceptional dedication to helping improve links with, and support for, the small business community in their respective regions. Over 800 new businesses have already been established through business schools with this prized status.

Professor Shaw said, *"Receiving this accreditation is strong support of the quality and the breadth and depth of SBS's engagement with and support for the growth of small firms. Accreditation involved a very rigorous process, including a written application followed by a panel visit comprising other representatives from business schools and the small business community. Having this accreditation is a strong sign to Scottish business, government, enterprise bodies and others supporting small businesses, that SBS is the leading business school in Scotland for supporting small firms – from student businesses right through to firms in the Strathclyde incubator and Scottish firms that have grown and are competing internationally."*

Professor Shaw added that Strathclyde's support for small firms was 'really joined up and connected' and noted the impact the Strathclyde Entrepreneurial Network – which the Hunter Centre is a key player in – has had, as well as the Enterprise Hub and RKES (Research and Knowledge Exchange Services).

The awards were presented by Lord Young, enterprise adviser to the Prime Minister and Sir Peter Bonfield, chair of The Small Business Charter Management Board and former chairman of BT.

To find out more about our Growth Advantage Programme, email [entrepreneur@strath.ac.uk](mailto:entrepreneur@strath.ac.uk)

minefield. With advice, support, and clear and effective business plans, the Charter will prove invaluable.

I studied for my Masters in Marketing at Strathclyde Business School in 1991, and following my appearance on The Secret Millionaire in Govan in 2010, have recently become involved with the Business School and the Hunter Centre. As well as presenting a keynote at the University of Strathclyde 'Enterprise Awards' dinner in 2011, I became a member of the Business Fellows Network, a group of industry leaders who work closely with Strathclyde Business School. This inspirational peer group

BA, Audi, Jaguar, Land Rover and Toshiba.

There is a world of opportunity for entrepreneurs who want to set up a business, but that doesn't mean they'll be successful. The Small Business Charter helps build entrepreneurs' confidence during the hard first few years, by offering consultancy, advice and specialist support that would normally only be accessible at prohibitive cost. Any support you can get is a good thing, so this initiative is something to grab with both hands.

## Small Business Charter: THE ENTREPRENEUR'S VIEW

Gordon McAlpine

When I set up my first business, BigHand, in 1997, my business partner and I received no assistance or support from anyone, and we grew our business the hard way – organically, without borrowing a penny from the bank. The Small Business Charter would have been an incredible resource for us at the time, and will be hugely important in ensuring other up and coming businesses avoid the pitfalls and mistakes so many others suffer. This initiative, with support from one of the UK's top business schools, will help aspiring entrepreneurs through what can seem initially like a

allows me to bring new ideas and perspectives to my own company and continue growing it.

Strathclyde Business School also did some great work for my company The Sales Club, by researching Rising Stars – a new branch of membership we wanted to offer to our existing members. Marketing students researched the new product over five months, test-marketing various components and creating a detailed launch plan for 2013. Rising Stars has since been launched very successfully as The Sales Club's second product, with current members including



# BETTER BUSINESS THROUGH NEW WAYS OF WORKING

The Workplace Innovation Consortium (WIC) is an ongoing inter-departmental project that supports organisational change and innovation among SMEs. It's EU-funded, and being carried out by the Scottish Centre for Employment Research (SCER) in the department of Human Resource Management, along with colleagues in Management Science and the Hunter Centre for Entrepreneurship.

WIC provides industry-facing support for organisational change and innovation in SMEs. It unites academics across the business school with Scottish industry leaders and organisations such as Scottish Enterprise, Scottish Funding Council and Scottish Trades Union Congress, in identifying workplace challenges and evaluating alternative ways of working. It also applies best practice – identified from research on employee-led innovation and workplace development – to establish how productivity can be improved alongside enhancements to people's working lives. Professor Patricia Findlay, director of SCER, said, *"This is one of a number of recent SCER projects focussing, in different ways, on policies and practices to improve work and workplaces. This project is not just about productivity and efficiency in the workplace; it's about improving job quality, using the skills we've got in the workplace more efficiently."*

*"The multi-disciplinary element of this project came about through a chance discussion with members of what has become the WIC team, about how we shared interests in innovation, but we were addressing it from different subject areas and drawing on different data. This project allows us to work together, coming at it from different angles but working on ways to benefit organisations and employees through innovation."*

Staff from SCER (Patricia Findlay, Colin Lindsay and Eli Dutton), Management Science (Jill MacBryde and James Wilson) and the Hunter Centre for Entrepreneurship (Dominic Chalmers and Russell Matthews) are combining their subject-specific expertise to look at people and capability management. They're focussing on enhancing better skills, supporting business process capability (including incubation processes beyond the business start-up period), co-creating goods and services with users, and building collective resource networks.

*"Innovation isn't always about eureka moments, invention and 'big' science; it's often about doing the things you do every day, but better – helping you to identify new opportunities and find the means to act on them. We're trying*

*to get people to see innovation as relevant to every business and workplace. Innovation isn't just about research and development, either. It's about finding ways to do what you do more effectively. We're fortunate on this project to have an advisory board of key external stakeholders from industry and the policy community – some are our Business Fellows – who care a lot about business improvement that also benefits employees.*

*"Innovation has to be built around mutual gains. People buy into innovation when they have a stake in it, so you need to reflect and build around people's interests so they want to support positive change. For example, giving them more engaging ways of working, more responsibility or more attention to their well-being. And to do this requires proper support from line management.*

*"Attempts to harness employee-driven innovation are prominent in other countries, and we need to learn from them. Finland, for example, has specific policies that focus on business performance and employee well-being together. Getting more out of our workplaces has benefits for everyone – for employees, employers, government and society, while low-paid, low-discretion work can harm workers'*

*physical and mental health, which affects them as individuals, means lost potential to their employers, and may also add strain to healthcare resources."*

Practically speaking, WIC – branded externally as Innovating Works... Improving Work and Workplaces – has organised a series of events to involve SMEs in developing a framework for workplace innovation. The group is also creating 12 case studies about companies already innovating or showing keenness to do so. Innovating Works launched in August to a group of SMEs, and a second event at Maklab in Glasgow, showcased ideas of collaborative resourcing as a way for SMEs to enjoy better access to capabilities. The team recently presented its project to Expo Scotland 2014 at Hampden Park.

Innovating Works is just one element of the ongoing research into workplace and employment issues at SCER. The research centre has also completed a joint project recently with SKOPE, Oxford University's Centre for Skills, Knowledge and Organisational Performance, to inform debates on work, employment, skills and training (WEST) as part of the ESRC's Future of the UK and Scotland Programme. The WEST project examined these issues in the context of independence, the status quo or enhanced devolution. The March 2014 report was launched at a public event at Strathclyde.

*"WEST was about how the whole system of employment-related governance works, involving trade unions, government, employers and employees. The referendum gave Scotland a valuable opportunity to discuss and rethink policy about the workplace, employment relations and skills. In vocational education and training, Scotland has been diverging from England for some time. And despite the referendum's outcome, it's clear that it will be very difficult to abandon discussions in Scotland about new models of employment relations similar to those in Northern Europe."*

Such discussions have also been the backdrop to the Scottish Government setting up the independent Working Together Review of progressive workplace policies in Scotland, including opportunities for innovation, learning from existing good practice on constructive workplace relations, plus opportunities to promote collective bargaining, workplace democracy, and equality and diversity.

Professor Findlay was the sole academic appointed by the Scottish Government to the review chaired by Jim Mather, alongside employer and trade union representatives. The review group identified four key themes for action and 30 recommendations and reported them to the Scottish Parliament in July. Scottish Government's response to the review is expected in late 2014.



# THE PAST PRESENTS A BRIGHT FUTURE FOR SCOTTISH ECONOMY

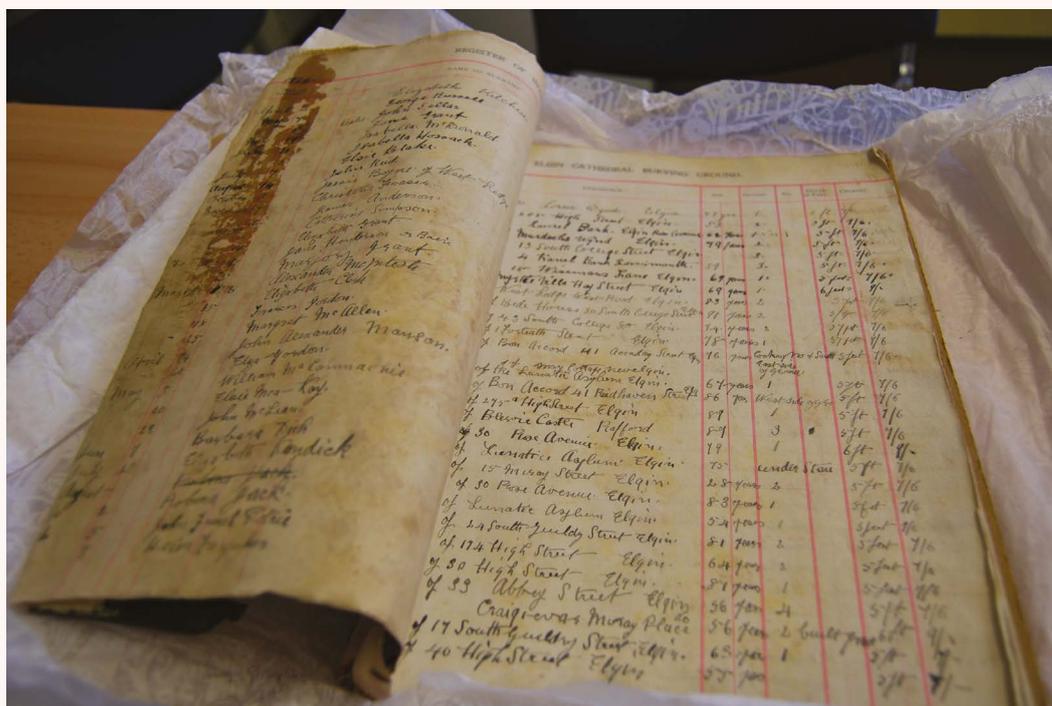
**R**esearch into ancestral tourism, a sector with the potential to boost the Scottish economy by £2.4 billion over the next five years according to figures from VisitScotland, is underway at Strathclyde Business School.

Millions of people worldwide have traceable Scottish roots, and studies show that ancestral tourism has the potential to grow significantly in the next few years. However, this area of tourism is the subject of very little formal research, so academics Matthew Alexander, Derek Bryce and Samantha Murdy from the Department of Marketing have started investigating.

Dr Alexander says, "Exploring a country or region's heritage is a very popular activity for tourists, and it can be highly personal. Scotland is in a unique position – there are lots of countries with high levels of emigration and their people living all over the world – but Scotland is one of the few places where you can trace a family name back to a very narrow geographical area – in some cases even a small village.

"You can look at a clan map and explore where your ancestors came from," he continues. "The fairly recent 'Who do you think you are?' TV phenomenon that started in the UK but also has US and Australian versions, shows the emotions discovering your ancestral past can evoke, and viewers think they will find something similar. There are a lot of sites online, and with a name and some dates you can find out more about your ancestors – but what was particularly interesting about Scotland and its diaspora is a willingness to come back to their 'homeland' and see where their ancestors came from."

Thanks to the University's research and development fund, and funding from the Carnegie Trust for the Universities of Scotland,



the research team has travelled across Scotland and has found a distinct typology in this form of tourism. There are 'generation-baggers', who are keen to add another generation to the family tree, and there are people who aren't so interested in the documents but are keen to experience the lifestyle, 'get their feet on the ground' and find out exactly where their ancestors lived.

"It's a hugely powerful tourist experience," Dr Murdy adds. "Scotland has lots to offer in terms of tourism, but nothing as individual and personal as this."

The researchers have found there are interesting issues associated with the Ancestral Tourism experience. While there are large archives like those based in Edinburgh, where people expect to pay for their searches and information, protocol is less clear elsewhere. Dr Alexander points out that a lot of the places people visit to search for their ancestors – from local libraries to clan societies

– are small affairs, and many centres are run by volunteers operating on very small budgets: "There are challenges for smaller museums and attractions in sourcing funding. Many places are run by people with the same surname as those doing the searching and, for the volunteers, it seems wrong to charge for their services as they seem in some way like family! Some put themselves out a great deal to help people, or invest a lot of time on someone's search, yet they rely solely on donations.

"They also have to deal with sharing news that people may be disappointed with. One person we spoke to said she had to tell a tourist their relative had been a murderer and was executed. Another tourist believed their relative had been a Jacobite and had fought at Culloden, only to be told they'd actually fought for the government army and had probably been responsible for killing the Jacobites. Experiences like this can

turn someone's sense of family history upside down, which is a huge responsibility for curators, archivists and volunteers."

Having examined the supply side of the sector, the research team will look next at the ancestral tourists themselves, and find out more about their experiences. Dr Alexander explains: "VisitScotland research shows ancestral tourists spend more, do more, come back again and again, and bring new members of the family to see where they came from... people are very emotional about this. It's very early in our research but we hope to come up with recommendations people can benefit from, and find further ways to enhance the sector. We'll also be looking at ways to help ancestral tourists get the most out of their trips here."

The team is confident of providing both research and knowledge exchange outcomes.

# ACADEMICS ANALYSE RISK IN PIONEERING ENERGY PROJECT

**I**n the windiest place in the UK – the Shetland Islands – Scottish Hydro Electric Power Distribution (SHEPD), in collaboration with Smarter Grid Solutions (SGS) and Strathclyde University, is pioneering techniques that will allow electrical grids to increase the amount of energy generated from wind.

Development of wind generation on Shetland has stood still for the last decade, due to the need to ensure the network's security at all times. But now, smart communications and control systems are being installed that allow new wind turbines to connect under the control of a central 'Active Network Management Scheme'. The scheme also incorporates smart storage at various scales – electric storage heaters in houses, a large electric battery, and potentially a large electric boiler linked to the district heating network – all in aid of maximising usable wind generation.

The project is the latest example of Active Network Management, which is becoming standard across UK distribution networks. But Shetland goes further and gives us a glimpse of what our electricity system may look like in decades to come. This is one of the first large-scale examples of where all the prospective elements of future smart grids have been incorporated and tested together in a live system, and its importance is confirmed by the support provided by electricity regulator Ofgem. The results are critical to understanding how smart grids might be used more widely in the UK and beyond.

The Management Science Department at SBS has been contributing to the project with an integrated analysis of the strategic and operational risks associated with implementing this ground-breaking project. Through a series of workshops, the team identified a

wide range of risks from a diverse set of interested parties, including SHEPD, the local community, wind farm developers and energy consumers. This has also helped build a shared understanding of the challenges. In addition, the team – which included Susan Howick, Lesley Walls and John Quigley from Management Science, along with Peter McGregor, Professor Kim Swales and Dr Cathy (Xin) Cui from Economics, plus others from Mechanical Engineering and EEE – has carried out a detailed decision analysis designed to help the client frame the decisions and uncertainties associated with the design of the replacement conventional power plant, which is to be installed on the islands.

## Changing Employment project progresses

Changing Employment, the €4.6million, four-year European Commission-funded initial training network co-ordinated by Strathclyde Business School, brings together world-leading academics and researchers to map the changing nature of employment.

The project began in December 2012, and today there are 12 early-stage researchers based across nine European partners, with an experienced researcher based in Gothenburg joining in January 2015. Four network schools have taken place in Gothenburg, Paris, Leuven and Wrocław. All the Marie Curie Fellows have been extremely busy, taking part in many dissemination and knowledge exchange activities. The first project report – Changing Employment in Europe – outlines the progress and projected trends for the initial findings of Early Stage Researchers by Theme, and from the first stages of doctoral research and network activity.

A Changing Employment Network Research Paper Series

launched recently, aimed at encouraging debate on the changing nature of employment in Europe in terms of the challenges, threats and opportunities for employees and employers.

Find out more at:  
[www.changingemployment.eu](http://www.changingemployment.eu)

## PhD student benefits from Taiwan fieldwork

Research student Yu-Lin Hsu was in Taiwan this summer, doing fieldwork as part of her doctoral research into how companies choose their financial reporting regimes and techniques. Her trip was possible thanks to a postgraduate travel award from the Accounting and Finance department at SBS.

Her work was to test her hypothesis on a new body of unseen data, extend the depth of evidence on financial decision-making and extend her work to comparative analysis of the UK and Taiwan. *"Taiwan is a fascinating place to investigate these ideas. I wanted to get detailed access to ten companies during one month in the field, which I managed thanks to the kindness and support of professors in leading institutions there. Of particular inspiration were some of the high-tech firms I visited, especially in their explanation of how they valued intangible assets and treated research and development costs."*

Yu-Lin's meetings with leading academics in Taiwan helped her contact firms for interviews, and gave her an opportunity to explore the potential for collaboration between Strathclyde and academics at Taiwanese institutions. *"My trip helped my contacts understand Strathclyde better as 'a place of useful learning'. My fieldwork certainly helped with knowledge exchange, and I hope this will stimulate further and broader collaborations with the National Taiwan University and the National Tsing Hua University."*

## Strategy and Organisation research overseas

Dr Kostas Tomazos has been awarded a grant from the Carnegie Trust to support his trip to Cambodia to investigate the commoditisation of children in orphanages. He also has access to an Economic and Social Research

Council grant for a seminar series on international volunteering.

Meanwhile, Dr Pratima Sambajee, Lecturer in International Business, has been awarded a grant from the Carnegie Trust to fund research in Mauritius on 'Practices and strategies leading to Formalisation of Informal Businesses'. The research will explore the practices and strategies that helped the transition of informal businesses into the formal SME sector on the islands. It will take on both a micro and macro-level perspective. Firstly, it will explore management practices in SMEs and refer to their prior informal approaches, and look for the critical factors that led to formalisation. Secondly, it will investigate the government's role in helping them, and how continuous growth is being sustained.

## Third year in row for national PhD prize

For the third consecutive year, a student from the Management Science department at Strathclyde has won a national prize for the best industry-based MSc dissertation. The Operational Research Society awards the May Hicks prize to the best industry-based project in Operational Research in the UK.

Christoph Werner graduated from Strathclyde with an MSc in Operational Research, with distinction, and is currently doing a PhD in the Department of Management Science. He completed his *"Developing a Quantitative and Qualitative Tool for Complex Future Health and Social Care Integration Data Management and Analysis"* project for The Scottish Government.

The 2012 winner was Geraint Roberts, and the 2011 winner was Rutger Alberink – both were also distinction students from the MSc in Operational Research.

# CORPORATE CONNECTIONS REVIEW

## 2014

This year has seen a few partnerships bear 'fruit' with the first cohort of the MBA25 programme which started in September 2011 graduating in November. Aimed at creating global leaders of the future, a consortium of 20 was led by William Grant & Sons, with companies such as Alliance Trust, Craneware and Wolfson Microelectronics invited on the programme as well as some individuals and not-for-profit organisations. The second cohort is halfway through with participants hailing from around the world, including South America and Taiwan - and discussions are already beginning on a third cohort.

The first and second MBA25 groups were involved in the family business module of the programme that took place in Stockholm, while the second cohort also completed the luxury branding module in Milan. In addition to academic sessions on luxury branding, external speakers gave guest lectures on Cartier, Patek Philippe, Italian luxury, the concept of Meta-Luxury and the Chinese luxury market. There were also visits to Maserati and Fratelli Rossetti.

As we would hope, several participants have been promoted as a direct result of their MBA25 programme. The inaugural group from our Executive Masters in Hospitality and Tourism Leadership programme also graduated this year. The whole cohort thought so highly of the programme, they've agreed to join its management board alongside David Cochrane and Peter Lederer.

The Babcock MBA started in September 2013, and the second batch begins its three-year programme in March 2015. There is also a new development in the executive education relationship between Babcock and Strathclyde Business School, with the introduction of the Lead and Drive programmes. These offer more applied ways of learning for the Babcock senior staff and

departmental managers, narrowing the gap between learning and development and management practices.

Before they start, participants review their objectives and choose the programme options that will best support their success on a specific company project. Following an introductory webinar, participants attend Strathclyde Business School for face-to-face sessions, backed up with six months of support from business school academics.

The Lead programme is aimed at senior management, and focuses on building organisational capability, growing the business and leading change. The Drive programme focuses on the key themes of people, change, financial awareness, delivery and growth.

We also launched the Weir Group MBA, a natural progression for participants of the already successful Weir Business Management Programme. Those who complete the postgraduate certificate programme are invited to do the MBA. So far 100 Weir employees have already completed the programme, with a further 100 candidates in line.



We welcomed new client Clydesdale Bank this year, and launched their Strategic Development Programme, provided through face-to-face sessions at Strathclyde Business School and onsite workshops at Clydesdale Bank.

Our relationship with Iberdrola continues with our joint MBA offered by Strathclyde, ScottishPower, its parent company Iberdrola and Comillas Pontifical University. The second cohort starts in February.

In last year's Pioneer, we announced the start of a new partnership with V Group, a leading global provider of maritime services to the commercial shipping, cruise, energy, and defence industries, for a Global Leadership Development Programme. This has been

progressing well, with the first group due to finish the programme, the second group underway, and a third starting in Singapore in April 2015.

Finally, we ran a series of taster sessions this summer for Strathclyde alumni, funded by the University of Strathclyde Knowledge Exchange Development Fund. Offered to alumni in middle and senior management positions, the sessions covered leadership, project management, unleashing entrepreneurial potential, and maximising managerial effectiveness. Alumni came from a range of sectors, from the health service to legal practices, to oil and gas, and banking – with a number of self-employed entrepreneurs in the mix.

**“We will only achieve our strategic objectives by developing and sustaining the skills we need to build capability, achieve growth and support change. The LEAD and DRIVE Programmes make an important contribution to developing these skills.”**

John Howie,  
Managing Director, Babcock





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## FIFTEEN YEARS OF GEM

– how the consortium grew up fast

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2014 marks the 15th anniversary of Global Entrepreneurship Monitor (GEM), the largest study of entrepreneurial dynamics in the world. Professor Jonathan Levie, Director of Knowledge Exchange at Strathclyde Business School's Hunter Centre for Entrepreneurship, was on GEM's founding team. He remains a leading figure in the consortium, which has now grown to cover over 100 countries. In this article, he contrasts the expectations of GEM's founders with what they discovered.

In 1997, my former PhD supervisor at London Business School, Michael Hay, attended the World Economic Forum and was struck by the absence of any discussion of entrepreneurship there. This gave him an idea: why not create a World Enterprise Index to track entrepreneurship in countries, similar to how the World Competitiveness Yearbook monitors national competitiveness. He discussed it with colleague Bill Bygrave, who was visiting from Babson College, and together they persuaded eminent researcher Paul Reynolds to coordinate what became GEM. (The name was proposed by my office-mate at LBS, Erkki Autio, who had just bought the gems for the engagement ring for his future wife.) I was roped in as associate coordinator, and in 1999 we measured new business activity in the G5 countries plus Denmark, Finland and Israel.

GEM has since grown to become the world's largest social science research consortium, with an estimated global budget of nearly USD \$9 million, covering 75% of the world's population and 89% of world GDP. At the time of writing, GEM has academic teams in 107 countries, and I'm writing a report on ambitious entrepreneurship with colleagues in GEM and the World Economic Forum.

Back in the late 1990s, we believed entrepreneurship – or at least new business creation and growth – was a major contributor to economic growth. We also thought America was the most entrepreneurial country in the world. Nobody really knew, because the only data available was business registrations, which were not comparable across nations because of different regulations. For example, in Spain, you were not allowed at the time to start a business without registering and this was strictly enforced. In the UK, you only had to register if you were going to employ

someone or reached a certain level of sales. GEM solved this problem by asking a random sample of individuals in each country if they were trying to start, or already running, a new business. Once we identified an entrepreneur, we could ask additional questions about business size, growth intentions and innovation. We also assessed how each country supported new business activity by interviewing a panel of experts there.

The 1999 results appeared to support our expectations. The US had total early-stage entrepreneurial activity (TEA) rates over 10 times higher than Japan, with European countries somewhere in between. But then Brazil joined in 2000 and recorded a TEA rate of 20 (meaning 20% of the population aged between 18 and 64 were actively trying to start a new business or running one), significantly higher than the US rate of 15! Similar shocks appeared in subsequent years, with Thailand recording 19, Uganda 29 and Peru 40.

To some extent, this is explained by what Paul Reynolds called

“necessity” entrepreneurship: large numbers of people engaging in buying and selling so they could survive in economies without social safety nets. However, many people in developing countries also claim to be motivated to start a business because they spotted an opportunity to do so.

Over the next few years, several other patterns emerged. One was that the TEA rate was very stable in economically stable countries. In the UK, for example, where the sample size was large at around 30,000 people a year, the TEA rate remained at 6 between 2000 and 2009.

We also found economic cycle effects. In Argentina, which suffered severe economic difficulties in the early 2000s, the TEA rate rose from 9 in 2000 to 20 in 2003, before dropping back as the economy improved. Recently, something similar happened in the UK and US, where the TEA rate rose significantly during recession. In many continental European countries, however, the TEA rate didn't change, and in some it even dropped. These countries seem to find it difficult to adjust to changing economic circumstances through entrepreneurship.

One great puzzle remained: if entrepreneurship does affect economic growth positively, then why do many successful countries, like Sweden, have such low new business activity rates? A major breakthrough was achieved in 2011 when GEM measured employee entrepreneurial activity (EEA): the proportion of working age adults leading a new project for their employer, such as a new product or service or a new establishment. Imagine our surprise when the country with the highest EEA rate turned out to be... you guessed it... Sweden.

In fact, when we added together the EEA and TEA rates, and then looked at the average scores of countries at different levels of economic development, we arrived

at the same number (about 14 or so). This finding is very significant. It means the background rate of entrepreneurship does not vary much between countries at different levels of economic development, but the way entrepreneurship is expressed varies according to the country's culture and regulations.

Another significant result is that ambitious entrepreneurs with skills to match their ambitions make a disproportionate contribution to the economy, providing most of the jobs, exports and wealth in their cohort of start-ups. These successful entrepreneurs are team players, sharing ownership and management – in fact, the bigger the team of owner-managers, the better. And, if you're a business graduate, you'll be delighted to read that graduates – particularly Masters graduates – are also most likely to be ambitious, successful entrepreneurs. The myth of the successful entrepreneur as someone who left school at 15 and learned everything the hard way is just that – a myth.

Find out more at [www.gemconsortium.org](http://www.gemconsortium.org)



# STRATHCLYDE STUDENTS DEMONSTRATE THEIR TALENT

## Scotland Undergraduate of the Year



SBS final-year student Jamie Cooper-Higgins was named Scotland Undergraduate of the Year at the annual TARGETjobs Undergraduate of the Year Awards event in London this April. Jamie, who is studying marketing at Strathclyde, went through a series of online tests, interviews and assessments to emerge as winner, and collected his award from host Sir Trevor McDonald and Alexandra Hopkins from CGI, one of the awards' sponsors.

## Top financial award



Ross Macdonald has been recognised by Glasgow's International Financial Services District (IFSD) for achieving top marks in his final exams. At an awards ceremony for the IFSD Glasgow Student Awards 2014, Ross was one of seven students, representing each university and college in Glasgow, presented with a certificate and £250 prize money.

Ross achieved a first class honours degree in finance at Strathclyde, and wants to work in Security Analysis after studying for a Masters in Finance.

## Rewarding innovation

A group of SBS students has had its great idea recognised by the Scottish Institute for Enterprise in its annual Young Innovators Competition – and together, they've won £10,000 to support further development. Fergus Moore, Rebecca Richardson, Christie Murphy, Rachael Reid and Scott Kennedy – aka 'Team Revive' – are currently studying for a BA in Business Enterprise at the Hunter Centre for Entrepreneurship. They won the Founders Award and \$2,500 at the Richards Barrentine Values and Ventures competition at Neeley Entrepreneurship Centre at TCU, Texas, last year. Their idea involves recycling coffee grounds into products for horticulture.

There were three other Strathclyde University winners in the Young Innovators Competition, organised by the Scottish Institute for Enterprise, including Rebecca Pick, who is studying BA Marketing and Enterprise at SBS.

## G20 experience for students

Three SBS students joined student leaders from around the world at the G20 Youth Forum in Munich, Germany, in May. Yanjie Yang received the G20 Youth Forum Recognition Award for her involvement in an environmental protest. Her colleagues Divij Bahl and Andrew Tarnasiewicz also attended.

The G20 Youth Forum is the largest international event organised for young leaders in 2014 and about 1,200 young leaders, parliamentarians, students and academics, representatives of the business world, governments and international organisations, participated.

Yanjie was one of just seven main speakers at the Grand Opening, and was delighted to get recognition for her environmental protest success in China. "I was selected from over 50 countries' delegates and given the Silver Angel Award for the considerable contribution and impact of my environmental work. I never expected any award for my involvement in the protest. When I organised it, I only wanted to protect my hometown. This honour only encourages me to protect our precious environment from further action."

## Capita internship

SBS undergraduates Mark O'Neill and Amy Wishart underwent a competitive recruitment process to be selected as summer 2014 interns at Capita, the UK's leading provider of business process outsourcing. The internship programme is part of the strategic technology partnership between Strathclyde and Capita, and all third-year students were offered the chance to apply. Mark was impressed with how Capita treated interns as fully-fledged employees: "We worked in the Consulting Pathway Practice (CPP), the home of Capita's graduates and early-stage consultants. We visited several client sites, and I was extremely fortunate to get to work as a chargeable consultant on one of Capita's largest client sites. I supported a team working on a Children's Services Transformation Programme in London, by producing a Needs Analysis for a



Target Operating Model. At first, the prospect of networking was daunting, but by the end I had developed confidence and I now love the concept of networking and meeting new people."

Meanwhile, Amy worked for the 'Efficiency Exchange' at Universities UK during her time with Capita: "The Efficiency Exchange is an online space for Higher Education Institutions to share knowledge, so one of my tasks was to interview senior members of HEIs in London to find out how they were managing to operate effectively and efficiently in the changing HE environment."

Both Amy and Mark received 'in principle' job offers. "This was the greatest form of feedback I could have received," says Mark. "I knew the internship had gone well, from feedback while I was there, but I was overwhelmed when I was offered a permanent role with the company. And through networking, I've met several influential people and have grown my LinkedIn profile from three to over 180!"



## Marketing Works

Marketing Works is a credit-bearing class for MSc Marketing students, in which students carry out a marketing study for an external organisation based on a company brief. Organisations range from one-person start-ups and SMEs to multinational blue chips. Programme directors Dr Beverly Wagner, Dr Aliakbar Jafari and Dr Matthew Alexander believe the diversity of projects makes the experience really rewarding.

This year, projects included creating digital application technology, developing social media strategies for start-ups, and new product development strategy alongside more conventional marketing research. Marketing Works offers students practical experience, while giving organisations access to emerging talent. For many students, Marketing Works experience has attracted potential employers, and many of them have gained direct employment as a result. For the department, the programme generates considerable knowledge exchange benefits, with many organisations commissioning projects in consecutive years or moving on to other consultancy projects with the University.

This year's winning student group – Junyuan Chen, Julija Sungailaite, Valentina Moroni, Zhen Cao and Qingqing Zhou, all from MSc International Marketing – created a mobile phone app for the University of Strathclyde Careers Service.

## Undergrads on the right track with ScotRail

Undergraduate Hospitality and Tourism Management students studying 'Service Encounter Management' with Dr Matthew Alexander were involved in a knowledge exchange assignment this year, with First ScotRail, operators of the rail franchise in Scotland. Groups of students were each assigned a route and undertook a 'customer journey mapping' exercise, and presented the results as part of their assessment. Following this, the top three groups were invited to present their findings at ScotRail headquarters.

ScotRail's Director of Customer Service Jacqueline Taggart, said, *"ScotRail was delighted when Strathclyde suggested we involve their students in reviewing the customer experience on various routes across our network. The presentations were interesting, engaging and very honest, and we asked the winning group to present to ScotRail's managing director. The Milngavie-Lanark route, presented by Christine Hanganu and Kristin Simonova, demonstrated the girls' ability to apply their learning to a live situation, as well as offering practical solutions to address some of the issues identified."*

## STRATHCLYDE'S RISING STAR AIMS EVEN HIGHER

**S**trathclyde Business School student Alastair Lumsden has received the Rising Star Award from the John Mather Charitable Trust, allowing him to pursue his dream career in strategy consultancy.

The Trust has awarded Alastair, who recently achieved a First Class Honours degree in Management and Business Enterprise, £10,000 to kick-start his career. Executive Dean Professor Susan Hart, nominated him.

John Mather was a former office tea-boy who went on to head one of the most successful port authorities, and left a multi-million pound legacy for Scottish charitable causes. The award recognises Alastair's huge potential as a graduate and his clearly defined career goals. As well as his academic achievements, Alastair has taken several internships, one of which helped a Motherwell-based company secure £130,000 in matched funding. He was also picked to attend the global leadership exchange programme, being the first UK national to study at Japan's highly rated Nagoya University of Commerce and Business, where he achieved

A grades in all his studies and completed two optional finance and economics-related MBA modules. While in Japan, he also sourced, secured and delivered an internship project at AngloINFO, a Tokyo-based website company.

In addition, Alastair won the prestigious Carnegie Vacation Scholarship through his collaboration with a University of Cambridge academic, in which they designed a new module for the Judge Business School MBA programme. Keen to give something back to the student community, Alastair established the Management Consultancy Society (now LEO) at Strathclyde, which has organised successful events with senior staff from organisations including Lloyds Banking Group, the Institute of Directors, Tesco Bank and Edinburgh Airport.

Professor Hart said, *"Alastair is one of our top undergraduates. He's an outstanding student who has already made an impact on the business community. He creates opportunities for himself and others wherever possible, and is a fantastic Strathclyde ambassador."*



## STUDENTS' BUSINESS IDEA CHOSEN FOR SAN FRANCISCO PITCH

**S**tudents on the undergraduate Business Enterprise programme came up with a business idea for a smoking cessation app, which was chosen as one of five business ideas to be pitched at the Scottish Start-Up Summit in San Francisco.

Organised by We Are The Future, the summit was to inspire Scottish and American entrepreneurs over a week in one of the world's most exciting entrepreneurship environments. Ola Clark represented the team Monomise which also comprised Claire Marsh, Elizabeth Irvine, Lisa Hunter and Lorna Macsween and she described the trip as "inspiring".

Monomise is a stop smoking programme comprising a carbon monoxide reader and motivational app. The team put together a video to explain their idea and, from over 100 entrants, was one of 20 to reach the

next stage. After Ola's successful pitch, Monomise was selected as one of the teams to take its idea to San Francisco in July.

Visits to start-ups such as Monkey Inferno, Airbnb, RocketSpace and Vintage Electric Bikes, gave the teams insight into San Francisco's working culture, while they also visited HP, Google, Facebook and Apple offices. The week culminated with the Global Start-Up Summit, and Ola pitched Monomise in front of VCs, press and global business leaders. "It was an amazing experience, and has given us useful contacts," Ola said. "The feedback included some excellent advice, which we've used in adapting some of the initial ideas. It was a real confidence-booster to have so much positive feedback on the idea, and it helped us identify the real strengths of the business model. We also received some very useful advice on new business funding opportunities, which we hope will help us take Monomise to the next stage.

"While we established some great networks in San Francisco, we also made very useful contacts within We Are the Future and their supporters, such as RBS and MBN Recruitment," Ola adds. "And for me, the trip taught me how important it is to actually go out and make things happen. There are so many start-ups in San Francisco that if you have an idea, you need to pursue it before somebody else does!"

## RECORD NUMBER OF STUDENTS AWARDED SALTIRE INTERNSHIPS

**A** record number of Strathclyde University students have secured internships this year – for the seventh consecutive year – with the Saltire Foundation. An impressive 38 of 131 new interns from across Scotland are from Strathclyde. And of them, 24 are Strathclyde Business School students – another record.

All the students took global internships between June and September, for companies such as Barclay's Wealth and Investment, Jabil Circuit, GlaxoSmithKline and Lloyds Banking Group – some travelling to places like Singapore, Australia, the USA and parts of Africa.

Strathclyde's Careers Service helped students through the application process. Katy Gordon, Careers Service and Employability Manager, said, "We're delighted so many Strathclyde students have shown a desire to develop the global mindset so prized by employers, and taken on the fantastic opportunities offered by Saltire Internships.

"A success ratio of nearly one in every three applications is real testament to our students'

determination to succeed and our Careers Service's thorough preparation and support for them throughout the process."

**Fergus Moore** interned at quantitative bioscience company QB3 as a market analyst intern in California, USA:

"My project involved working with a cardiothoracic surgeon to develop a full market assessment and business plan for a device she's currently developing that provides a non-invasive alternative to open-heart surgery when replacing damaged aortic heart valves," he says. "This meant doing in-depth market research into the market size, trends and competitive landscape. To do this, I had to set up multiple interviews with cardiac surgeons and interventional cardiologists from San Francisco to Canada, to ask them about the clinical issues and to identify if there was a gap in the market for the new device.

"Given that I'm currently starting my own business, I felt I already had a pretty good understanding of the start-up process. But medical device start-ups are a whole new

ball game. There is so much more to think about and so much more money involved. The experience has given me invaluable experience and opened my eyes to what's involved to take an idea through to reality."

Meeting one doctor gave Fergus more than he bargained for. He was presented with a pair of scrubs, and minutes later was watching her perform heart surgery: "Luckily I'm not squeamish! It was an amazing thing that very few people ever get the chance to experience, so that was a definite highlight."

**Olivia McGregor** interned at the Wood Group oil, gas and energy services multinational company in Houston, Texas:

"I loved every minute of the diverse, interesting projects I worked on, and the Texan way of life. It took a while for the reality to set in that I was working in the headquarters of the USA Wood Group PSN division, in one of the most important oil and gas regions in the world, while learning from some of the most talented people in the industry.

"Now is an extremely important time for the energy sector in the USA, due to the recent shale gas boom. Projections indicate that by 2035, the US will be energy self-sufficient, due to drilling technology advancements such as hydraulic fracturing, which has opened up previously unreachable reserves. It is an incredible opportunity for

me to be part of the developing stages of Wood Group PSN USA while it's continuously seeking new ways to foster creativity, innovation and expertise. This experience has helped me expand my network to another continent, and within the industry I hope to develop a career in."

**Douglas Smith** interned with Barclays Wealth and Investment Management in Singapore: "I've been given projects with genuine commercial significance, and been working in the Operations Risk and Control department. Also, working and living in a different culture has prepared me for the future. I've learned so many valuable lessons during my internship, and being in this working environment has been completely different to anything I've experienced before; it's prepared me for 'real life', post-university.

"I believe the most important thing I have taken from this is a huge change in my ability to work with other people. I hadn't worked in a professional environment before, and didn't appreciate just how important it was to build up good relationships with people you work with. I've learned how to analyse how different people are, and how everybody's needs are managed in a slightly different way. The most important thing I'm walking away with, though, is a new confidence in my own ability and

ambition for the future. It is very inspiring to hear an organisation believes you have potential and is willing to invest time and money in your development. Further to this I have had various meetings with senior management, led global video calls with five different

countries, and even been offered a job! This just gives you a feeling of 'If I can do this, I can do anything!' I feel that after all the great feedback and recognition I've had, I have a fresh ambition for the future, and I believe I have the potential the Saltire Foundation exists to nurture."

## STRATHCLYDE ALUMNA SETS SIGHTS ON SAVING HISTORIC BUILDING

**S**trathclyde Business School alumna, Celia Sinclair, has established a Charitable Trust to safeguard and restore Charles Rennie Mackintosh's Willow Tearooms in Sauchiehall Street, Glasgow.

Combining an extensive and successful career with a passion for the Arts, especially Scotland's famous architect Charles Rennie Mackintosh, Celia's determination, experience and drive will undoubtedly provide the City of Glasgow – and Scotland – with an iconic legacy for generations to come.

After obtaining her MBA from Strathclyde University in 1982, Celia joined Britoil's Corporate Planning team, and then its newly formed International Division. Before Britoil's acquisition by BP, Celia had already formed her first company, CU Data, which pioneered modern computerised data entry and data conversion and became a market leader. PCL Group bought CU Data in 1994, by which time Celia had established CU Developments, a commercial property and investment business that trades today as Coralyn, alongside her other business activities.

Throughout her career, Celia has held numerous public appointments, business directorships and board memberships, bringing her expertise to organisations as diverse as the Department of Trade and Industry and the National Board for Nursing and Midwifery. As Chairman of Governors of the Queen's College, she invited the Glasgow College of Technology to merge, which created today's Glasgow Caledonian University – of which she became Chairman of Court.

However, it was Celia's role as a Trustee of The Glasgow Art Club, and her involvement in its restoration and refurbishment with special responsibility for the Mackintosh Gallery – which is now almost complete and includes the replication of the Mackintosh Frieze – that focussed her attention on the endangered Willow Tearooms.

"Two years ago, I sat in Sauchiehall Street facing the



*Tearooms, looking at the decay in the building's fabric, thinking of the beautiful but neglected interior, and decided I had to do something about it. I thought I had the appropriate background in business, property and heritage, to make a success of it. I am a proud Glaswegian, and here was an icon literally falling apart. After some difficulties I purchased it, then looked to preserve and protect it by creating a Charitable Trust. With a small team of trustees, each an expert in his or her respective field, our heritage will be preserved and the Willow Tearooms will continue to trade alongside a quality Mackintosh Visitor Centre,"* explains Celia.

*"To achieve this vision requires substantial funding for the building works and conservation. The trustees are working on this, and we hope others who feel as passionately about Mackintosh and Glasgow, will help us."*



Celia Sinclair

# HAVING FUN WITH THE WORLD'S MOST PLAYFUL BUSINESS



**M**amta Singhal has a BEng in Product Design Engineering, plus an MSc in Integrated Product Development and an MBA from Strathclyde. She currently works for Mattel as a Project Quality Engineer covering Europe, the Middle East, Africa and Russia, and reports to their corporate head office in Los Angeles. Mamta has also worked for Hasbrow, Dyson Appliances, Mars Chocolate and Scottish Enterprise.

*"Mattel is a very exciting, playful and rewarding company to work for. I love the colourful and energetic atmosphere: there is never a dull day and you can hear laughter, creative chats and serious business conversations going on all the time. I work on the 'softer' side of engineering, which means liaising regularly with business teams, designers and external experts. I work on some great brands, including Barbie, Bob the Builder and Fisher-Price, and I work with talented, creative people across the regions I'm involved with.*

*"When I started at Mattel in 2013, it was wonderful to travel to Mattel's Fisher-Price head office in New York State and then go to LA and meet the corporate team. I've also been to the Milan Publishing headquarters and to our offices in Germany and Holland. Every office has its own playful and distinct characteristics, but they all have enthusiasm for the brands, a driven attitude and strong business acumen in common. More recently, I've been working in central London at our HIT Entertainment office,*

*helping develop Fireman Sam and Thomas & Friends items.*

*"My role gives me a great opportunity to shape general business issues that can affect local offices, including strategic innovation challenges and cultural change initiatives, as well as the charity work I do alongside my day job. I'm responsible for the compliance of the consumer product range, understanding the functionality of items, and which regulatory laws apply to them. I work as part of the global engineering team and enjoy the diversity that brings, too. About six months ago I dialled in to a video call with the Global Supply Chain team in LA, and to my surprise it turned out that the Senior Vice President was from Scotland and a fellow Strathclyder, Peter Gibbons. I've since had the pleasure of meeting him, and Strathclyde Business School was our first topic of conversation.*

*"Although working for a toy company may seem like it's all playtime, the pressure is on and deadlines can be tough. Mattel is a multibillion-dollar business – it's not all playing with Barbie and her dreamhouse!"*



# RIISING TO THE CHALLENGE WITH MATTEL

**T**iming is important for alumnus Peter Gibbons – working in supply chain management it has to be. So when the opportunity arose, Peter left his role at Starbucks to work on Mattel's Global Supply Chain.

The fact his role as EVP Global Supply Chain was based in sunny California was a bonus: "Mattel is a great company and it gave my wife and I the opportunity to become empty nesters based in Southern California - not a hard sell!" He's relishing the opportunity to lead Mattel's global operations and come up with strategies to tackle Mattel's challenges – rising labour costs in Asia, the shift in demand from 'bricks and mortar' to online retail, the quality and regulatory demands of the industry, and matching supply and demand more closely.

Peter brought a lot of know-how to the role when he took it in April 2013, having extensive experience transforming supply chain performance at country, regional and global levels, and living and working in Europe, Brazil and the USA, on industrial, consumer and retail products and businesses. Travel has been intrinsic to Peter's professional life: "Some years, I've travelled over 200,000 miles for work.

"While Mattel is a whole new challenge, my 'change-management' experiences have allowed me to settle quickly and reshape Mattel's supply chain to suit its goals," he said. "With Mattel, I travel to Asia about six times a year to visit our plants, vendors and engineers in China, Malaysia, Indonesia and Thailand. We also have plants in Mexico, which I visit twice a year. Mattel has over 30 distribution centres and I visit a few each year – this year so far, I've visited the Czech Republic, Netherlands and UK facilities."

Peter leads Mattel's end-to-end supply chain, which includes final product engineering, planning, procurement, manufacturing, logistics, quality, and corporate and social responsibility. Mattel has nine company-operated

factories that manufacture 50% of its production and employ 50,000 people at peak. The other 50% comes from a network of vendors, based mostly in China. Mattel also has 33 distribution centres around the world.

*"In Mattel, the supply chain is there to expedite business growth, deliver world class service and enhance the company's reputation – with a significant cost advantage. It's a great role, and allows me to have a real impact on the success of our business.*

*"I used the first few months here to assess performance and see where the supply chain could better support the business. We created a Supply Chain Council, comprising other senior officers in Mattel, to help steer our focus – a new approach for Mattel. We're developing new planning regimes to anticipate demand and plan inventory better – this will allow us to give our retailers and consumers even better service."*

While timing is important for all supply chain management, it's key to a truly seasonal business like the toy industry, as is creativity. Peter explains: "Creativity is at the heart of our business and we all have ideas for new toys, games and content. Our designers are among the most creative and entrepreneurial people you'll find. We welcome ideas from across the company and outside of it, but there's a reason I run the supply chain and not product design! As you'd expect, sales peak at Christmas. So for the supply chain, we have two challenges. First, what if a product does better than expected? Can we react, and how quickly? Second, what if we get it wrong and we have too much inventory? What's the risk and how can we mitigate it?"

*"So in this business, more than any other I've experienced, timing is everything. But we have very experienced people who understand demand, how to gauge retailer and consumer response, and how to reposition the supply chain accordingly. By building even better demand and supply models,*

*shortening lead times and making our production more responsive, we can reduce supply chain risk.*

*"For the supply chain, the busiest time is spring through to November. That's when we've ramped up production and started to build the inventory that goes to retailers around the world in time*

*for the Christmas season. December is probably less hectic for my team, and it's when Mattel encourages us to take part in our '12 Days of Play' activities. These include school visits, playing with the children and, of course, making sure Santa joins us!"*

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With a degree in Physics, Peter started his career with ICI Fibres, UK, working on process and production development. He then worked with the Scottish Development Agency, helping Scottish engineering and manufacturing companies. The SDA sponsored his MBA at SBS. He then returned to ICI, this time to the Paints Division, leading an internal consulting team improving operations in Europe. Promotions followed, to roles running UK Planning and Inventory

and leading Finance and IT for ICI Paint's European operations. A large acquisition in Latin America led Peter and his young family to Sao Paulo, Brazil, where he ran the company's regional operations – and then a move to Cleveland, Ohio, where he took on the role of EVP Supply Chain for North America. In 2007, Peter decided to leave ICI for Starbucks; initially to head up manufacturing, but he was soon appointed to EVP Global Supply Chain. He moved to Mattel in 2013.

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Peter Gibbons

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# STUART PATRICK

## A watchful eye on Glasgow's future

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**F**rom the offices of Glasgow Chamber of Commerce, Stuart Patrick has a view of the heart of the city – George Square. It was a focal point for the Commonwealth Games this summer, with the main merchandise shop based there and 'The Big G' a magnet for Games visitors posing for photographs.

The Games now over, it's 'business as usual' for most. For Stuart, Chief Executive of Glasgow Chamber and MBA alumnus, though, they're still uppermost in his mind, and he wants to see Glasgow capitalise on the Games and the interest it provoked in the city. Glasgow Chamber of Commerce has been around for about 230 years, supporting its members and championing Glasgow's economy. As well as supporting trade connections and encouraging sharing of experience, the Chamber also lobbies for action on issues such as links to Glasgow airports, passenger duty and planning issues, and also supports projects likely to help the Glasgow economy grow – from projects aimed at reducing youth unemployment, to projects like the Technology and Innovation Centre (TIC) based at Strathclyde.

There is a governance board of 40 people that reflects the wide range of sectors and sizes of business in and around Glasgow – and within that there's a board of just eight. "My role is delivering the project of works that they come up with," Stuart explains. "We also get ideas of what issues need to be dealt with, from our members – of which we have 1,200 at the moment, but the Chamber takes a proactive role. We choose issues important to Glasgow – for example, the airport is a fundamental asset to the city and surrounding area and we're very interested in what goes on there, for example, the number of direct flights and what cities and

*business hubs these flights serve. International connections are essential to business, and transport as a whole is a priority issue.*

*"We focus on international trade too; we have significant experience of that and can provide our members with a great deal of information on it. We also take an interest in business growth in the wider city – ensuring employment opportunities for graduates and school-leavers, and maintaining the breadth and width of knowledge.*

*"We have a strong interest in everything affecting the centre of the city – it's the main employment base, and anything that affects Glasgow's attractiveness to investors is of concern to us."*

The Chamber team communicates the positive messages coming out of Glasgow, and the work done by Invest in Glasgow and the Glasgow Marketing Bureau. The Commonwealth Games was a case in point:

*"Our role was to ask how the business people of Glasgow would expect us to support the Games.*

*We knew that, business-wise, the investment in such an event would be worth it as long as the legacy work is done properly. Glasgow is great at attracting conferences – the Glasgow Marketing Bureau has attracted events such as the MTV Awards, the Sports Personality of the Year and the World Gymnastics Championship in 2015. We're very supportive of that, but we also want to raise our game in leisure tourism. We want to open the city up to families and dispel some of the out-of-date perceptions of Glasgow. The Commonwealth Games has played a big part in changing that perception. This is a high-tech, intelligent, diverse city, with attractions that appeal to families."*

To bolster the Games and what it could bring to the city, the Chamber also wanted to help businesses gain from it. Stuart goes on: "While the Games were about fun – families coming to enjoy the atmosphere and see the events – we also wanted to engage with business during the Games so we ran a series of events to celebrate

*Glasgow and what we're good at. We pushed the image of Glasgow as an economic powerhouse. And we wanted to manage the disruptive impact of the Games on business so we lobbied on how transport would operate in the centre. The 2014 team was very good from the beginning, and hopefully any impact on business was minimised."*

The focus is now on the Games' legacy:

*"We want to find different ways to encourage people to visit, reshaping aspects of what we already offer, and capitalising on what the Games have given us, to make people come here all year round. Glasgow is a multi-asset city. It's diverse. It used to be a heavy engineering city – the biggest in Europe – and was affected hugely by that industry's decline, but now there are at least six or seven sectors flourishing here. Engineering is one – albeit lighter engineering, design, project management and so on... but it's a fundamental part of Glasgow. Also, energy and renewable energy, and our life sciences sector makes up about a third of Scotland's life sciences industry. Our financial sector has held up through recent economic difficulties, and our higher education sector is a thriving business in itself. Business and leisure tourism are important, and we also have the food and drink industry here. Glasgow, for example, is the centre of the bottling industry. It's a broad, diverse economy in Glasgow and the wider region. The city is huge, and it's much more diverse than Aberdeen or Edinburgh – as a result it's more difficult to pin down its distinctiveness, but that's part of its strength. Engineering is still a fundamental part of Glasgow's story and I'm sure we'll still be talking about it in 20 years."*



# SBS BEHIND THE SCENES AT THE GAMES



**G**lasgow 2014 was first and foremost about sport, but it was also an opportunity for some of our students to get involved in working with companies behind the scenes.

## NVT Group

A group of six MBA students worked with the NVT Group, one of the ICT (Information and Communication Technology) vendors at the Games. Beth Daniella, one of the students, said, "The firm was responsible for the Games' data network and IT infrastructure, which was crucial for a seamless and efficient ICT service throughout the event. My role as a volunteer was to support NVT in the actual Games days, on standby for any user issues. I was stationed at the Glasgow National Hockey Stadium. Most of the time, we had to visit the site in person for any relevant trouble-shooting. It was a great experience, and I got to see some hockey matches!"

## Dell

Six marketing students were given the opportunity to work with Dell throughout the Games, thanks to the university's Strategic Technology Partnership with Capita. Capita introduced some of their technology partners, including Dell, into the Partnership. As a tier-2 sponsor of the Games, Dell gave students the opportunity to get involved in marketing activity over the eleven days of sport.

Praveen Ramesh, Asha Jain, Julia Selkovenko, Frances Taylor, Victoria Glushkova and Aline Dezileau all

helped run Dell's Experiential Event, which showed customers how Dell was powering the Games.

Julia said, "We worked in a variety of roles as brand ambassadors, showing how Dell's technology powers the Games and provides experiences through social media, Windows 8.1.1 updated version demonstrations, sensorial marketing, and Dell's tablet demonstration.

"This opportunity gave us the chance to interact with a range of people from various industries, including Dell's staff. On my first shift I was responsible for the social media zone, where tweets and brand statistics were displayed on big monitors and people could tweet about their experiences with Dell and the Commonwealth Games."

Asha Jain added, "This was a great opportunity to implement marketing concepts we learned during the year, experience a multinational company's working culture and build contacts."

## Saltire intern

Lisa Williamson was chosen by the Saltire Foundation as an undergraduate intern, and was given the once-in-a-lifetime opportunity to undertake that internship at the Games:

"As an Assistant Venue Logistics Manager (AVLM) for the opening ceremony at Celtic Park, I was afraid I may be one of those people who have long job titles but not much responsibility. This was certainly not the case..."

Lisa started working for Glasgow 2014 twelve weeks before the opening ceremony and felt 'overwhelmed' at the start, but she soon got to grips with her job and began to make real changes and improvements to the opening ceremony operations:

"My job as Logistics Manager was to ensure everything for the opening ceremony was ready and waiting for everyone come show time. This included building and fitting the Royal Box for the Queen, unloading and loading trucks with equipment, fitting out hospitality suites and generally being one of the 'go-to' people – when other departments had a problem we would lend resources to overcome it."

Lisa said that everyone at the Games had a shared goal, so meetings were always productive and fast-moving. "I realise now that the strongest member of the team is very rarely the loudest, but often the quiet, calm one who acts as a glue and helps keep up morale. I'll be sure to look out for these members next time I manage a team. Being a manager, though, was definitely the most difficult part of my job. I had a crew of 12 working for me. They were all former forklift drivers or warehouse operators with lots of experience, many of whom had been managers, so trying to communicate effectively was tricky for me. I had a good relationship with all the team, though, so I think I did a good job."

It seems she did – at the end of the Games, Lisa was offered a role as a venue logistics manager at the 2016 Olympic Games in Rio. "Knowing I had managed to impress the bosses enough to be offered a job at the biggest event in the world made all those 20-hour days and constant requests for help completely worth it!"

## Academic driven to volunteering

The Commonwealth Games also allowed students and staff from Strathclyde to get involved in more traditional volunteering roles. Marketing lecturer and Associate Dean at Strathclyde Business School, Dr Juliette Wilson, was one such volunteer. She was a driver, ferrying athletes and VIPs between venues: "Volunteering was really good fun, and there was great camaraderie among all the drivers. The best venue was the athletes' village – great for a bit of star-spotting! The most hectic day was the day of the Marathon – trying to navigate with so many roads closed was a big challenge."



## Strategic Technology Partnership with Capita

Strathclyde has become the first university in Scotland to appoint a strategic technology partner. Appointed in 2013, CAPITA IT Services will support provision of significant technology enhancements to benefit students, staff and partners over five years, and will also involve some of its partners, including Dell, IBM and Hitachi.

# MAKING OUR CITIES SUSTAINABLE? IT'S THE FUTURE...

When people hear the phrase 'future cities', they may imagine purpose-built glass towers, car-free environments and robots doing all the work. But as Strathclyde Business School economics academic and Institute for Future Cities' Director Richard Bellingham puts it: "When people ask what the future city will look like, I say, look out the window. That's what it will look like. It's already here, all around you."

In the Western world only 1% of buildings get replaced each year, so in 2050 about 70% of the buildings that exist today will still be here. Currently, around 50% of the world's population lives in cities, and by 2050 this will rise to 70-75%. Making cities work for their populations is therefore a highly important issue, and making current cities better for future generations is what the Institute for Future Cities is all about. As the University's centre for research and teaching on smart sustainable cities, it brings together expertise and research from different sectors and multiple disciplines to help address major challenges, seize opportunities and inform decisions that will make cities across the world better places in which to live, work, learn and invest.

"The Institute's vision is about improving cities for people, so we focus on areas where we can add value, such as sustainability, health, risk and resilience, economics, public policy and urban analytics," says Richard.

The City Observatory is one element of the Institute, which will collect and analyse data. Through its state-of-the-art audiovisual suite, it quite literally helps people see cities in different ways.

"We'll analyse the data and show it to city governments and

the people who provide critical services such as energy, water and transport. We find that by joining up the different datasets, it provides a much more useful overview, and new insights present themselves.

"A recent example of sustainability is low-carbon heating at the Commonwealth Games Village – which we advised



Richard Bellingham (left) with University Principal, Professor Sir Jim McDonald

at Strathclyde. We also won money for doing this on campus by showing that implementing it here would allow a ripple effect for the wider city," Richard explains. "We're also working with Safer Glasgow – Glasgow City Council and Police Scotland – to look at crime reduction. We put together a report looking at predictive crime: what it is, where it takes place and when, and asking what we might do to stop it happening. It's still in progress but it might lead to ideas about designing streets in new ways, putting in new lighting to reduce crime in the first place, or police patrol changes. New sensors are being installed around the city to give us temperature data, too: we know weather generally

can affect crime, but is there an effect on crime in local areas of the city where the weather is slightly different? And if so, what can we do with that information?

"With risk and resilience, people think about 'disasters' like hurricanes or flooding, but we're also interested in slow-moving social and economic issues. How do you make cities more able to deal with change or disaster? Detroit, for example, has lost two-thirds of its population over the last 10 years and been bankrupt – all due to the decline in the motor industry. And with city infrastructure, we currently tend to use a lot of resources to

build something and then years later knock it down. Buildings need to be more flexible. In Sweden, they construct buildings that can be used as schools, offices, hospitals or houses. In the UK, Victorian warehouses are now penthouse apartments, but new uses can't always be found for buildings. So we must look at what the buildings we are creating now might be used for in the longer term.

"We're part of a new multi-departmental doctoral training centre at Strathclyde, and we'll be getting doctoral students to look at this aspect of the city – it will involve engineering, architects, business, and economics students."

The Institute will also introduce the MSc Leadership for Global

Sustainable Cities, which will start in 2015: "This programme is about sustainability – we need solutions not just to reduce carbon, but also to address economic growth, education, and other issues," Richard says. "Because we've worked with cities around the world, we know the barriers you come up against and the skills students will need to overcome them. Students will acquire the knowledge and technical skills to analyse cities in new ways, plus the all-important skills in networking, persuasion, negotiations and lobbying they'll need to bring about change. The programme is about making people more effective in the workplace."

Strathclyde is also a partner in STEP UP (Strategies Towards Energy Performance and Urban Planning) which aims to bring together excellence on energy planning from four ambitious European cities – Ghent, Glasgow, Gothenburg and Riga – together with their industrial and research partners, and Richard is clear that students on the programme would benefit from the contacts made through this and other projects within the Institute. Students will also benefit from Glasgow being the UK's only Future Cities demonstrator. Student project placements will be in Glasgow, Europe and potentially the US, through links established by the Institute.

Students who live on campus will become part of a 'living lab' where the Masters students will be able to study. "As part of our research into energy use, we'll be putting sensors into student housing – with their permission – to monitor usage and help us provide relevant feedback and meaningful comparisons," explains Richard. "Cities are a growing market – there are so many projects out there about the future of cities. We're looking at improving people's quality of life: if projects don't meet the criteria to achieve that, we dismiss them. Our ideas are starting to have a real impact on the world, and what I find fulfilling is seeing ideas turn into realities that benefit people."

## PIONEER

WINTER 2014