

Annual Review
2014/15



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Front cover, clockwise
from top left to right:

Just Slate

Cloud Global

Strathleven Distillers

Anatomical Concepts

John Galvin Design

Introduction

Business Gateway provides free advice and support for anyone starting a new business in Scotland and, importantly, for existing businesses that have the ambition and potential to grow.

This Review provides an overview of Business Gateway's performance at both a national and local level during 2014/15; outlining the successes and the challenges we face in delivering the service, supporting businesses that contribute to the development of the Scottish economy generally and impact positively on the local economies throughout the country.

Research shows that awareness of Business Gateway among start-up and businesses with aspirations to grow is very high but getting the latter to engage with Business Gateway remains a challenge. The Review highlights the challenges and features some of the steps taken, to try to get this important segment to engage.

Our guest contributor is serial entrepreneur Sir Tom Hunter, Chair of West Coast Capital and the Hunter Foundation. Experience has taught Sir Tom the value of business support particularly in the early days of trading that can help businesses survive and succeed beyond the critical first three years. As he points out the more success we have in business, the greater our ability to invest for the common good of the people of Scotland.

Throughout this document references are made to elements within the Business Gateway market segmentation model. To provide a fuller understanding, a glossary of terms is provided on page 17.

Foreword

Councillor Stephen Hagan
Spokesperson for
Development, Economy
and Sustainability, COSLA



2014/15 was a momentous year. We witnessed the referendum on Scottish independence with an incredible level of voter engagement, followed by the Smith Commission promising further devolution of powers to the Scottish Parliament.

It is against the backdrop of greater devolution that I am delighted to see Business Gateway increasing engagement with businesses through local offices. Engaging at a local level means Business Gateway can present a more integrated service, collaborating with local authorities to allow businesses access to wider economic development support and to connect more effectively with planning, procurement and environmental services for example.

Overall, we have seen a 21% increase in the number of people contacting Business Gateway for the first time through their local office.

I must also take this opportunity to thank one of Scotland's most successful and supportive entrepreneurs, Sir Tom Hunter, for agreeing to provide some welcome words of support this year. Sir Tom inspires business people from every walk of life and at various stages of their business careers. We are delighted that he is part of this year's Annual Review.

In 2012, a new category of local assistance was introduced to provide a further range of assistance to complement the national core services. The intention was to ensure that Business Gateway is able to respond quickly and appropriately to the needs of local businesses and to support their survivability and sustainability.

In 2014/15, we assisted 9,571 businesses through local interventions, such as Local Adviser Support or Local Expert Help* up from 7,587 in 2013/14.

Continuing the trend from last year, we allocated more of the Business Gateway marketing budget towards local marketing. We have, as a consequence seen a substantial increase in the number of businesses throughout Scotland making contact with our network of 57 local offices. We have also seen the number of telephone calls directed to local office resulting from the additional marketing support increase throughout the year. The push towards improving the information on refreshed local pages on the Business Gateway website has also been successful – we have seen significant growth in the number of unique visitors and in the total number of visits to these pages.

Overall, we have seen a 21% increase in the number of people contacting Business Gateway for the first time through their local office and an increase of 9% in the number of enquiries received.

This Annual Review is a valuable summary of our successes, highlighting both the progress that has been made and the challenges that still lie ahead.

* See Glossary page 17

Fergus Ewing MSP
Minister for Business,
Energy and Tourism



As expected, 2014 was a significant year for Scotland. The Ryder Cup, Commonwealth Games and independence referendum stimulated an unprecedented level of engagement, with an increasing number of people visiting Scotland, taking an interest in Scotland or in shaping the kind of country we live in.

Against a relatively subdued global economic environment, growth in output in Scotland recorded its strongest performance since 2007. At the Scottish Government we refreshed our economic strategy in March of this year, ready for the challenges and opportunities that lie ahead.

We are committed to creating more, better-paid jobs in a strong and sustainable economy and on tackling the inequalities that can hold us back.

As Business Minister, I am only too aware that the future success of Scotland's economy depends upon the growth and competitiveness of our businesses. Supporting businesses to grow and thrive therefore remains a key focus for us and we are determined to create a supportive business environment for all companies, regardless of size and sector.

Business Gateway has a vital role in creating that environment and improving the prospects and opportunities for Scottish businesses by offering a range of national and local resources, support and tools.

Regardless of where in Scotland they are based, all businesses can access a range of free support, ranging from marketing workshops, to assistance in accessing funding. Moreover, Business Gateway offers this support through a variety of channels – website, telephone enquiry service and face to face – responding to the needs and demands of all Scottish businesses.

Delivering business support across Scotland requires effective partnership working between national and local government. I am pleased regularly to see the results of that collaboration. Whether it's joining up at the local level or aligning behind Scotland's Economic Strategy, our businesses benefit from a joint approach.

This second Annual Review highlights Business Gateway's many achievements over the past year, and I congratulate all involved in providing such a wide-ranging and comprehensive service to our businesses in Scotland.

Hugh Lightbody
Chief Officer for Business
Gateway National Unit



The Year in Review

Another busy year has raced by and Business Gateway has seen an encouraging and substantial increase in the number of people interested in starting a business or in growing an existing business.

In 2014/15, the number of people contacting Business Gateway for the first time who were thinking of starting a business increased by 30% over the previous year (from 17,957 to 23,354). The total number of enquiries made to the service from start-up ventures that were either from new contacts or those with an existing relationship with Business Gateway grew by 16% to 55,914. This demonstrates that businesses return to Business Gateway, over an extended period, for regular advice.

The number of new businesses started with the help of Business Gateway in 2014/15 was 10,103, essentially on par with the previous year.

We know there is a time gap between someone contacting Business Gateway for the first time and that initial idea becoming an actively trading business. However, given the significant increase in new contacts and enquiries generated during the year, I fully expect that we shall see an upturn in the number of new start-up businesses during 2015/16. It is important to note that a number of external factors will influence the actual number of businesses started in Scotland in any given year. Those factors will include things like the strength of the economy, consumer confidence, business confidence, the strength of the job market and, ultimately, people's personal circumstances, ambitions and motivation.

However, I think it is perhaps more important to look at the survival rates of Scotland's start-up businesses and the crucial part they play in the development of the Scottish economy.

Independent research by Abtel Ltd shows that higher value businesses that have engaged with Business Gateway* have a significantly better chance of surviving the first three years of trading compared to businesses that have not. This shows that 76.5% of businesses started with assistance from Business Gateway were still trading after three years which compares with 57.1%** for Scotland and also for the UK as a whole.

Every day our network of around 300 advisers provides a wide range of valuable business advice and support. This is backed up by a comprehensive programme of workshops, where we continue to see an increase in attendance with over 24,800 people attending more than 3,200 workshops, up from just over 20,000 attendees last year.

The service also benefits from a newly refreshed website. Time has been well spent with a range of existing and potential clients exploring the layout, content and language within the website and that has led to a number of changes to the navigation and information presented to our clients. One of the useful things we have learned is that our start-up clients really value the high quality guides available. However, existing businesses that are looking to grow are more interested in inspirational case studies from their peers and articles they can relate to that help them think about how they might tackle their own business challenges.

* Higher value start-up business – businesses that will trade at or above the level for VAT registration within 12-18 months of starting up. There are no comparable national figures available for all new starts, to allow a wider comparison. ** Office of National Statistics - Business Demography 2013





NJ Slee



Hebridean Sea Salt

As part of the website review, webforms were introduced. These request contact details and a postcode from those looking for access to the many high quality business advice guides and online resources. These webforms are then delivered to the relevant local office for follow up and to ensure that those enquiring businesses are made aware of the range of services that are available from Business Gateway. We can also take the opportunity to present other areas of assistance the client may not have thought of.

In total, during 2014/15, there were over half a million visitors to the website who viewed 1.6 million pages and in the first three months of 2015, over 10,000 webforms were completed.

The website is also a great source of business news items, perhaps pointing the way to potential funding sources or, for example, providing valuable insights into getting the most out of e-commerce. Many of these key articles are used in our monthly e-zine which reaches out to over **112,000 subscribers**. And it's all free.

Following the introduction of the MyBusiness App in late 2013 (IOS) and early 2014 (Android) this useful App has been **downloaded over 13,000** times and provides helpful advice and information on the move. The App was developed in response to the knowledge that around 32% of clients accessing the website did so from a mobile device or tablet.

Business Gateway works closely with a range of partners to provide the best service possible to the people and businesses in Scotland. A key example of this is the Scottish Edge initiative. Funded originally by the Scottish Government and delivered in partnership with other organisations such as Entrepreneurial Spark, Scottish Enterprise, Highlands and Islands Enterprise, The Prince's Trust and Business Gateway, this funding competition has grown and developed rapidly. More recently, the private sector has taken on a pivotal role in managing and delivering the programme. Following a significant and welcome award of funding from RBS and the Hunter Foundation and with an ongoing financial contribution from the Scottish Government there are now two further awards – a Young Edge and a Wild Card Edge providing opportunities for young entrepreneurs and for entrepreneurs to present ideas that have not yet been fully developed. It is great to see so many young Scottish businesses benefiting from this experience and Business Gateway has been delighted that so many of our clients, such as Supernature, Hebridean Sea Salt and Lobster Pod, have secured funding to help develop and grow their businesses.

Our relationships with our enterprise network partners and intermediaries are also very important, indeed one of the aspects of what we do is to work with businesses through a pipeline of support leading to deeper support from the enterprise network. A great example of this is Seamill Hydro, a Business Gateway client that is now being supported by Scottish Enterprise and Santander. Santander is also working closely with the Hunter Centre at the University of Strathclyde Business School to provide the new Growth Advantage Programme, a unique opportunity for Scottish businesses that are growing.



Strathleven Distillers

This year also saw us make use of the medium of television in our marketing campaigns, drawing on some excellent case studies such as NJ Slee Welding and Fabrication from Garelochhead and Strathleven Distillers from Paisley. Campaigns such as these have helped boost the number of existing businesses making contact for the first time. Historically, getting existing businesses to engage with Business Gateway has been a major challenge.

During 2014/15, 2,886 existing businesses contacted Business Gateway for the first time. While this is an increase of 50% over the previous year, we are definitely not resting on our laurels.

A key line of enquiry for us is to understand why existing businesses are not as quick to engage with the service as people wanting to start a new business. We know that we are a service synonymous with start-ups but we also provide an invaluable service to existing businesses looking to grow as the testimonials from clients make clear. Once we have engaged with them they rate the service provided by Business Gateway advisers very positively. Consequently we are undertaking qualitative research to establish what inspired existing clients to get in touch and on the flip side of that, why those that haven't engaged, don't.

Roughly seven out of ten of the growing businesses that we work with are micro businesses with fewer than ten employees. By making good use of European funding opportunities we have been able to develop new areas of support for these businesses, particularly in the area of Human Resources, an issue for micro businesses that was

highlighted in the Federation of Small Businesses' report 'Micros Untapped'. Our plans are to make even greater use of the new European Programme for 2014-2020 to broaden and deepen our support and advice to growing businesses in Scotland. In doing so it is important to ensure that we nurture early stage growth as well. The changes to the contract which introduced local services has led to a huge amount of support being offered to businesses to help build their capability and their competitiveness. In 2013-14 this amounted to 7,587 local interventions with businesses and 2014-15 has seen an even greater number at 9,571, clearly demonstrating the success of the local flexibility that was introduced into the Business Gateway service.

Although delivery of the service is spread across the whole of Scotland and is provided both directly by Local Government, and by organisations delivering on our behalf, it nevertheless feels like we are part of one big family with a coordinated approach to delivery of support services. Which is fitting as family businesses are a sector with which we work closely. The Family Business sector faces some unique challenges and there is on-going interest in understanding what support is needed and how this should be provided. Business Gateway was, for the third year in 2014, the principal sponsor of the Herald Family Business Awards. This event, a celebration of Scotland's family business sector, has grown in stature and importance and we are delighted to be the programme's main sponsor again for 2015.

Just as we look back on a busy year for Scotland's business community and Business Gateway we also look ahead to next year. We look forward to continuing to play an integral part supporting those looking to start a new venture and those business owners who are planning for growth.

The Year in Numbers

10,103

new business starts helped

26,240

total new contacts

63,247

total enquiries

Reasons for contacting us

Help start a business



Help to access finance/grant support



Help grow a business



Advice on sales and marketing



Advice on IT/online trading/social net



Opportunities for networking with other businesses



Advice on new product/process development/R&D



Advice on HR/team development



85% of clients

would definitely/probably recommend Business Gateway

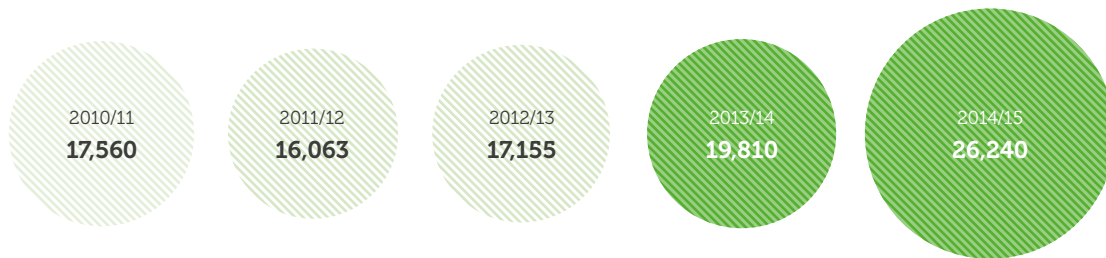
Over 3,200

workshops attracting 24,825 attendees

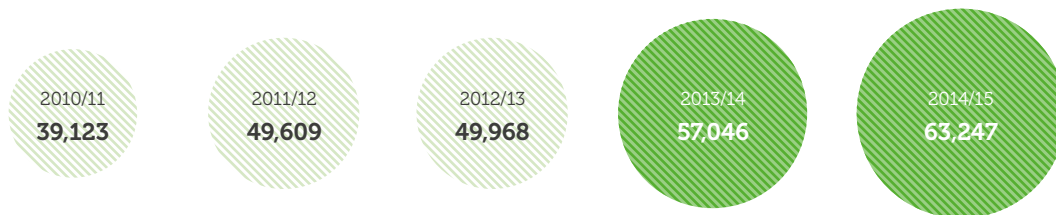
New Business Starts



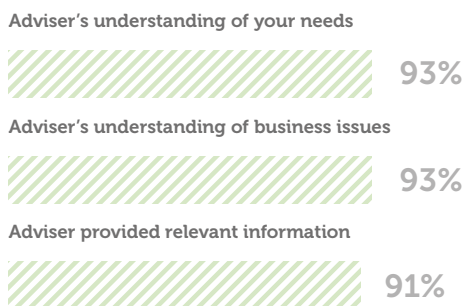
Total New Contacts



Total Enquiries

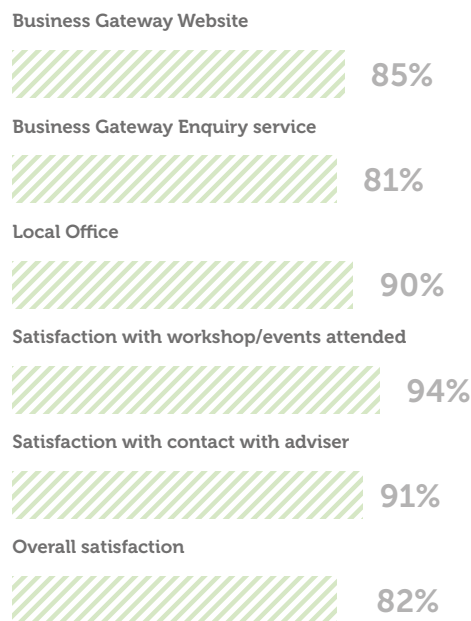


Business Gateway Adviser*



*Good/very good

Satisfaction*



*Very satisfied/fairly satisfied



Local Business Services

The Business Gateway service is available to every SME in Scotland. We work with established businesses looking to invest in their business, new-business starts taking their first steps into the world of commerce and those at an even earlier stage that are simply looking to explore the potential of setting up a new business.

We recognise that every company and indeed every region is different and that local business dynamics and geographies may also vary. The service we offer therefore needs to be flexible to respond accordingly.

We place our service delivery into three categories: 'self-serve', 'one-to-many' and 'one-to-one'.

'Self-serve' reaches the widest group; anyone looking for information quickly, simply and at any time can find it through our comprehensive online library of business resources.

A higher level of support is provided through our 'one to many' services. Market intelligence reports, property and land searches and important credit status reports on potential customers or partners are just a few examples of what our 'Enquiry Service' can provide.

We also run an extensive programme of free training workshops across the country aimed at improving business skills that are relevant to the individual or company participating. Research indicates that 94% of attendees were satisfied/very satisfied with their attendance while 88% felt the content was relevant/very relevant to their business needs.

Our 'one-to-one' service assists companies focused on generating business growth. An experienced Business Adviser will support the business owner to reach the aspirations they have.

Last year we highlighted that Business Gateway would allocate more of the national budget promoting local Business Gateway services. This recognises the differing challenges faced by businesses throughout Scotland. That was why additional flexibility was built into the core service; to allow local areas to offer more enhanced assistance to businesses.

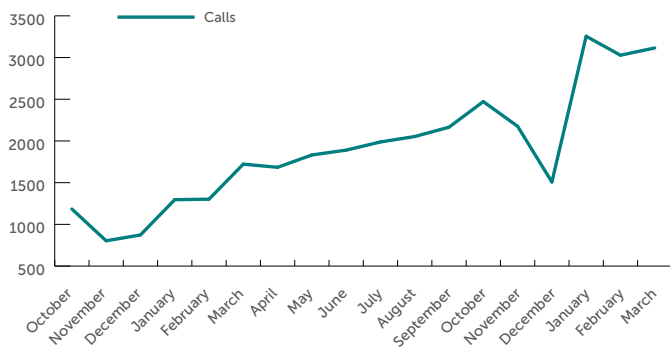
This assistance may include:

- **Local Training Workshops** – bespoke training workshops or networking events targeting, for example, minority groups to tackle inequality. This may include promotion and delivery of a culture of enterprise agenda
- **Local Adviser Support** – available to companies with a specific focus for intervention by local authorities but which are at the early stages of thinking about growth
- **Local Expert Help Services** – provide additional specialist support to companies on a case-by-case basis, centered on the needs of the business. These may include recovery/sustainability advisory assistance, access to expertise on employability, guidance focusing on low priority needs, low carbon services to help businesses improve their environmental and energy efficiencies, or specific expertise to support strategic planning and investment opportunities.

Fig. 1

Calls to Local Offices

October 2014 – March 2015



There are 57 offices throughout Scotland supported by Local Authorities. Business Gateway advisers have a depth of knowledge about the local business environment, the range of support structures available and potential sources of funding that may be accessible through local authorities and other partners. They also have a valuable network of contacts to which they are able to refer clients, ensuring they are able to access the support that is most appropriate to their needs. This local knowledge is key to the success of Business Gateway. It provides a better, more appropriate service, geared towards the requirements of the business and the client’s specific needs and objectives.

In 2014/15, we assisted 9,571 businesses through local interventions, up from 7,519 in 2013/14, and provided almost 500 local workshops attracting over 6,400 attendees.

With the emphasis on encouraging contact with local offices, the Business Gateway National Unit worked closely with each area to develop strategies and campaigns that focused on local contact. In addition, local pages on the Business Gateway website were updated, allowing clients to gather more information about the services that are available from the offices closest to them. Unique telephone numbers were introduced for local advertisements, which directed people to their local office or guided them to the appropriate pages on the website.

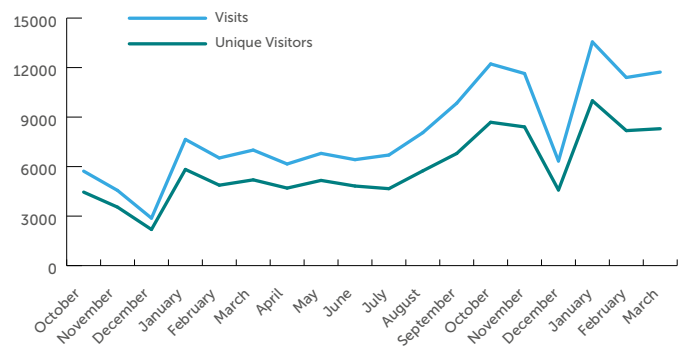
Figures 1 and 2 above highlight the trend in telephone calls to the local offices through the unique numbers and visits to the website’s local pages. Between October 2014 and March 2015, local offices have received almost 37,000 telephone calls and over 106,000 unique visitors, generating a total of 145,500 visits to the local pages.

For comparative purposes, the number of calls in the period October to March 2014/15 is 153% higher over than the same period in the previous year. In addition, unique visits to the local web pages have increased by 85% and total visits by 95%.

Fig. 2

Unique Visitors and Visits to Local Pages

October 2014 – March 2015



As a result of this activity, we have seen a significant increase in the number of new contacts and enquiries generated through our local offices. The table below highlights the steady growth of both over the past five years. Almost 44,000 new business contacts have been generated, with a 21% increase in 2014/15 over the previous year.

Contacts and Enquiries to local offices

	2010/11	2011/12	2012/13	2013/14	2014/15
Contacts	7,737	6,941	8,002	9,504	11,536
Enquiries	13,454	14,876	13,714	22,413	24,342

I have supported the Business Gateway Operational Network since its inception in 2008 and will now be stepping down in the coming months. I am delighted to advise that my colleague Chris Brown, Service Manager – Business and Enterprise, Dumfries and Galloway Council will take over this role.

During my period as Chair, Business Gateway has provided a significant benefit to businesses throughout Scotland. We helped over 70,000 businesses start up and assisted literally thousands of existing businesses grow and expand. It has also been pleasing to see the increase in the number and range of businesses making contact with Business Gateway directly through the local offices. We shall continue to develop the support and advice provided through local offices as I believe this localisation of the service is crucial to our continuing success. Being able to use our knowledge of the local business dynamics and to tap into networks and the complementary services provided by local authorities allows us to provide a service tailored to the requirements of individual businesses. This underlines the continuing importance of the Operational Network, where Business Gateway managers from across Scotland engage proactively to review and improve local services and to share best practice, ensuring that we are delivering the best possible support to Scotland’s businesses with the attendant benefits to the country’s economy.

Business Support – The Foundation for Success

John Wayne said it best when he noted “Courage is being scared to death, but saddling up anyway...” Starting a business and then building it takes courage and it also takes huge commitment, so the more support you get the easier it becomes.

This year’s impressive figures from Business Gateway are a great encouragement in that many of you saddling up are taking full advantage of a service designed to help you realise your ambition.

The figures speak for themselves – 76.5% of businesses supported by Business Gateway survived through the first, and crucial, three years compared to 57.1% for those who didn’t take advantage of this critical support service.

You would ask yourself the question why didn’t they take the competitive advantage on offer? Through pushing hard into the market for existing and new businesses, Business Gateway is attempting to find out; it’s an answer we need to find so more of Scotland’s businesses can succeed with their support.

As I constantly remind the Government – it’s the entrepreneurs that create the tax that they invest.

“The more success we have in business, the greater our ability to invest for the common good of the people of Scotland.”

Andrew Carnegie famously asked Napoleon Hill to define a ‘formula for success’; Hill interviewed 500 of the greatest successes of the day and said it relied on four facets – freedom, democracy, capitalism and harmony; by which he meant cooperation.

We in Scotland have all four and Business Gateway is a critical component in the last important element; cooperation. They are critical in both delivering services to existing and new businesses but also in signposting entrepreneurs to all manner of support and finance out with their portfolio; ignore that opportunity at your peril! Could the service be better? Of course, but its only by

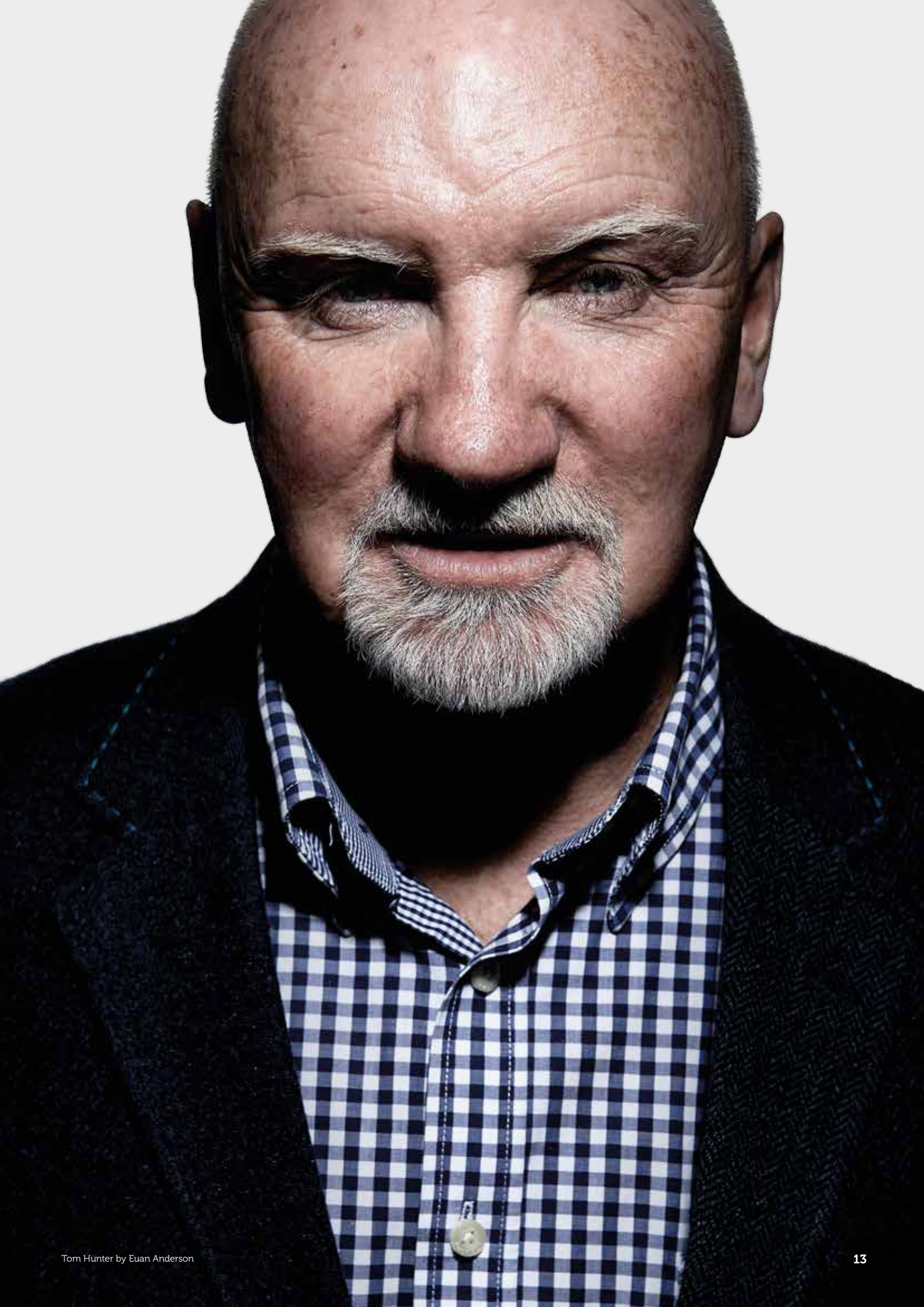
engaging with Business Gateway that we can work with them, in cooperation, to deliver existing service improvement and indeed defining new services today’s entrepreneurs need. That is not a criticism of Business Gateway it’s a statement of fact for any service business, public or private sector.

“I have personally seen first hand the commitment of the Business Gateway team and they are truly focused on delivering the very best they possibly can and improving where necessary; engage with them and find out for yourself.”

And their role in signposting many businesses into scotedge.com, where we have made a small investment, has been hugely important. Moreover their input into the design of new funds within Scottish Edge has helped us model new forms of finance for business; it’s that cooperation word again. By delivering successful collaboration between the public, private and third sectors Scotland can lead the way. We are a small nation, a speedboat against the supertankers – with determination we can and will outmanoeuvre them in delivering economic prosperity for all in Scotland.

As for your business if you can dream it and believe in it, you can make it happen. Or as Nelson Mandela said “It always seems impossible until it’s done” – let’s all in Scotland keep doing.

Sir Tom Hunter
Chairman – West Coast Capital
and The Hunter Foundation



Targeting Growing Businesses

Awareness of Business Gateway as a provider of business support is incredibly high. It is the most widely recognised business support brand among all public sector agencies. We have carried out a number of research programmes over the past few years which confirms that awareness is not only high but has continued to grow.

In 2012, independent research carried out on behalf of Business Gateway pointed to awareness of Business Gateway among the business community at 86%. By 2014, this had grown to 91%. The Scottish Government's Small Business survey puts the figure slightly lower (but within the margin of error for such surveys) at 86%.

While Business Gateway is widely acknowledged as providing support to start-up businesses, a prime target for Business Gateway is to provide assistance to existing businesses looking to grow, thereby offering opportunities for employment and providing additional benefits to the Scottish economy. Awareness of BG among growth businesses is 96% (up from 87% in 2012) nevertheless, we find it more challenging to get such businesses to engage with the service.

"Business Gateway may be able to help me... but I'm not going to phone up and ask"

Growth business focus group participant

Some of the reasons given by growth businesses for not contacting Business Gateway are:

"Have not needed the support that Business Gateway can provide" **25%**, up from **20%** in 2012.

Which perhaps points to improving business confidence

"Did not think they would have enough expertise in my industry sector" **18%**

"Did not know enough about Business Gateway" **14%** down from **33%** in 2012

"Just never got around to contacting Business Gateway" **11%**



“ Business Gateway was instrumental in us having a new vision for the company. They helped us look beyond where we were, and see into the future, which I think is really important for our business.

Di Gilpin
Di Gilpin Knitwear





“ With Business Gateway’s support, turnover is up 24% this year to over £10m.

Ron Hepburn
Stevenswood



With this research, we launched a new creative route for advertising and promotion in 2014/15. There was also a switch in emphasis, allocating more of the budget to supporting local marketing initiatives and reducing the spend on national campaigns. This has resulted in the number of existing businesses (not necessarily businesses that meet our growth criteria – see Glossary inside back cover) contacting Business Gateway for the first time increasing by 50% – from 1,930 in 2013/14 to 2,886 in 2014/15.

The research also indicated that in order to get growth businesses to engage with Business Gateway, we had a barrier to overcome – the perception was that Business Gateway was primarily to help start ups. To encourage engagement, we needed to show that Business Gateway helps existing businesses as well as start-ups, highlight how we can help, giving businesses a reason to make contact.

We have therefore decided to promote the experience of our clients as the focus for national campaigns.

We have already featured clients on television advertisements in the Autumn and January campaigns. For the Spring campaign we have taken this further and used client testimonials on press ads and on the website, highlighting their experience and their assessment of the assistance provided by Business Gateway.

We shall continue to seek channels and messages that encourage growth businesses to contact Business Gateway for support and highlight that we are able to signpost clients to partner organisations which are able to provide specialist assistance where needed.



“ Business Gateway’s support was crucial for us breaking into new markets at home and abroad.

Oliver Storrie
Strathleven Distillers

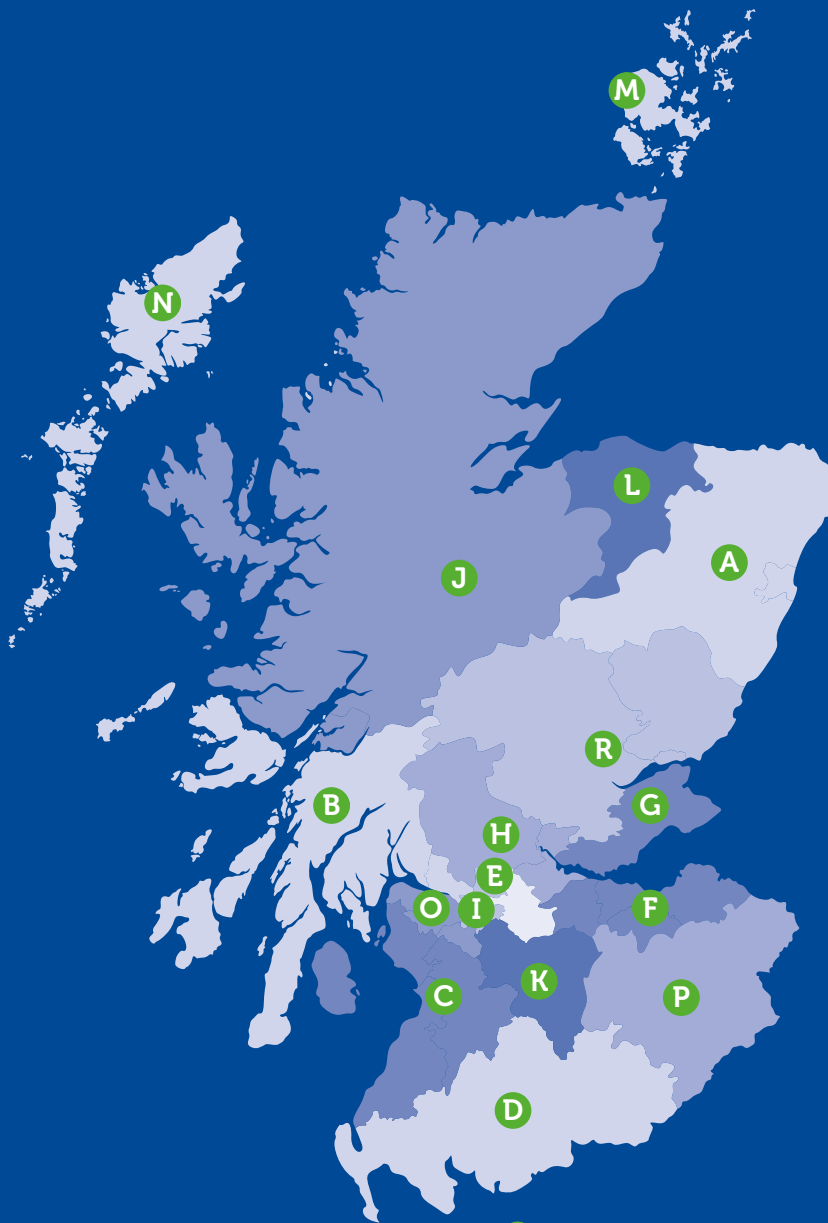


“ I am not naturally a business person, so for business planning my adviser has been worth his weight in gold.

Sam Booth
Echo Living



Business Gateway Regions



The delivery of the Business Gateway service is through 12 Lead Local Authorities in Lowland Scotland and 6 Local Authorities in the Highlands and Islands area, representing all 32 councils.

- | | |
|--------------------------------------|---------------------------|
| A Aberdeen City and Shire | J Highland |
| B Argyll and Bute | K Lanarkshire |
| C Ayrshire, Arran and Cumbrae | L Moray |
| D Dumfries and Galloway | M Orkney |
| E Dunbartonshire | N Outer Hebrides |
| F Edinburgh and Lothians | O Renfrewshire |
| G Fife | P Scottish Borders |
| H Forth Valley | Q Shetland |
| I Glasgow | R Tayside |

Glossary

New Contacts

A 'new contact' is when a customer account has been created in CRM for the first time. This can only occur once and is an indicator of customer growth over a given time period.

Enquiries

Enquiries are indications of the Business Gateway activity undertaken by clients, and are recorded for each activity the client (or contact) undertakes. It is possible for contacts to have multiple enquiries and the activity recorded throughout the relationship with Business Gateway.

Start-up

A start-up is defined as a client who has utilised any aspect of Business Gateway services and has then established a business which has begun trading. Start-ups are recorded in the period of when the business start-up has been evidenced even if this is different to the time of the actual business start.

Higher Value Start-Up

Clients who, with the support of Business Gateway, are expected to trade at/or above £70,000 turnover and/or employ staff within 12-18 months of starting to trade.

Growth Advisory Service

The principal aim of the Growth Advisory Service is to enable Business Gateway Advisers to work intensively on a one-to-one basis with businesses to help them achieve or raise their growth aspirations. Businesses should be projecting growth in excess of £200,000 over a three year period (£100,000 in Highlands and Islands). Growth Advisory Service is also a route by which those businesses with higher levels of growth potential may be able to access further support from Scottish Enterprise (SE) or Highlands & Islands Enterprise (HIE).

Growth Pipeline

Where the customer's expected turnover growth is in excess of £400,000 over a three year period (£200,000 in Highlands and Islands), discussions can take place with SE/HIE to progress the company through the Business Gateway 'Growth Pipeline'.

Account Management

For Start-Up and Existing Businesses within the Growth Pipeline portfolio which are on target to meet their projected increase in turnover of a minimum of £400,000 within three years (£200,000 in Highlands and Islands), there is the potential for them to transfer to Account Management within SE/HIE. The growth criteria are lower in Highlands and Islands due to the nature of the economy.

Local Advisory Services

Local Adviser Support

This allows Business Gateway to provide support to businesses that may not meet the above growth criteria, but which are a specific focus for intervention for the Local Authority.

Local Expert Help Services

Additional specialist support can be provided to companies on a case-by-case basis.

Local Events

Business Gateway may run events that meet the demands of the local area, but are not part of the national catalogue.



Back cover, clockwise from top left to right:

Dash

Surf Lewis

Oliphant's Bakery

NJ Slee Welding

Balbinny Lodges

LED Warehouse UK

The Shetland Tannery

