

# Help to Grow: Management

NI Skills Strategy Advisory Group Meeting

27/04/21 - 14:30-16:30

# Context: The UK's Productivity Challenge

- The UK has a longstanding challenge with SME productivity. We are home to some of the world's most innovative firms, but have a larger proportion of less productive firms ('the productivity longtail') than our peers, like France and Germany.
- There is strong evidence that management skills and digital adoption are key drivers of firm-level productivity (HMT-BEIS [Business Productivity Review](#))
- Announced at Budget 2021, '**Help to Grow**' will support small businesses to improve their management and digital adoption and reach their growth potential. It will lay the foundations of the recovery, building on the momentum of Covid-related digital adoption and supporting small businesses to adapt their business models and operations.
- There are a range of management programmes on the market – but they tend to be small, elite offers, with take-up limited to the most ambitious and innovative SMEs.
- **Help to Grow: Management** – will build on best practice and be delivered at scale, to 30k SMEs.

# Summary of the Programme

**Help to Grow: Management** – an executive development programme to support SMEs to boost their business performance and growth potential. Small business leaders will develop their strategic skills to increase their business’s long-term productivity, resilience and capacity to innovate.

Delivery to 30,000 SMEs across the UK over 3 years.



Hybrid virtual/in person programme - 50 hours over 12 weeks. Designed to be manageable alongside full time work.



Curriculum designed with support from industry, using real world case studies from British businesses.



Participants will receive 10 hours of 1:1 support from a mentor to develop a business growth plan. Programme includes 8 hours of peer-to-peer learning, as well as access to an alumni network.



90% funded by government – participants charged £750



Businesses with 5-249 employees, that have been operating for 1+ years are eligible. Participants should be a senior decision maker within the business (e.g. Chief Executive, Finance Director etc.)



Delivered by a consortium of the UK’s leading business schools accredited by the Small Business Charter (SBC).

# Programme Outcomes - What Participants Will Learn

This is a **practical programme** in which participants will work on their business and decide what they want for the future, **involving colleagues** and **making changes as they go**. They will **develop a plan** and gain the skills and knowledge to take their business apart and put it back together in a way that will deliver their **long-term goals**.

## Participants will learn:



What makes a business resilient and profitable, how to identify and prioritise the key growth factors for their business and develop an effective strategy.

How to stay ahead of the competition and embrace new approaches to stay relevant for their customers including the use of digital technologies.



How to create an inclusive workplace where their people will thrive and teams will benefit from difference and diversity.

Leadership and management practices that successful, responsible companies use to achieve high performance, retain staff and ensure wellbeing.



How to analyse systems and process in the business & ways to work smarter, improve sustainability and generate cost savings.

How to use key financial information and ratios, and different ways to bring cash into the business when it is needed.



Techniques to analyse markets and customer groups and develop a strategic approach to increasing sales in new and existing domestic and overseas markets.

How to communicate their business' purpose and values, and convey these in the brand to support relationships and engagement with customers and staff.



# Module Structure and Themes

## Modules

### Part 1 –Strategies for Growth and Innovation

Module 1 Strategy and Innovation	Module 2 Digital Adoption	Module 3 Internationalisation Case Study
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### Part 2 –Engaging with Customers

Module 4 Vision, Mission and Values	Module 5 Developing a Marketing Strategy	Module 6 Building a Brand Case Study
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### Part 3 –Building a Sustainable and Agile Business

Module 7 Organisational Design	Module 8 Employee Engagement and Leading Change	Module 9 High Performance Workplace Case Study
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### Part 4 – Operations and Financial Strategies

Module 10 Efficient Operations	Module 11 Finance and Financial Management	Module 12 Implementing Growth Plans Case Study
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## Cross-Cutting Themes



### Equality, Diversity and Inclusion:

Develop and embed a culture of innovation that is inclusive by tapping into the power of a diverse workforce



### Productivity:

Develop employee skills and engagement to achieve a high performance workplace, using financial data and the company's values to underpin decision making



### Responsible Business:

Put sustainability drivers (societal and environmental concerns and employee wellbeing) at the heart of the company's mission and values to inspire innovation

# Programme Delivery and Teaching Methods

The goal is for the business to experience productivity growth and become more resilient and sustainable in the long term. Practical application and embedding of the learning is crucial, so we will use an **array of teaching methods**.

## Activities and tasks that will be performed as a group include:

- **Webinars** – online workshops with presentation and interactive elements (*16 hours total*)
- **Peer group calls** – forum for members to share experiences in relation to that module's content (*8 hours total*)
- **Case study workshops** – deep dive into key content areas. This is a way for students to apply the concepts they learn to real situations faced by businesses leaders (*four 4-hour sessions, more info in annex 2*)



## Tasks and support performed individually include:

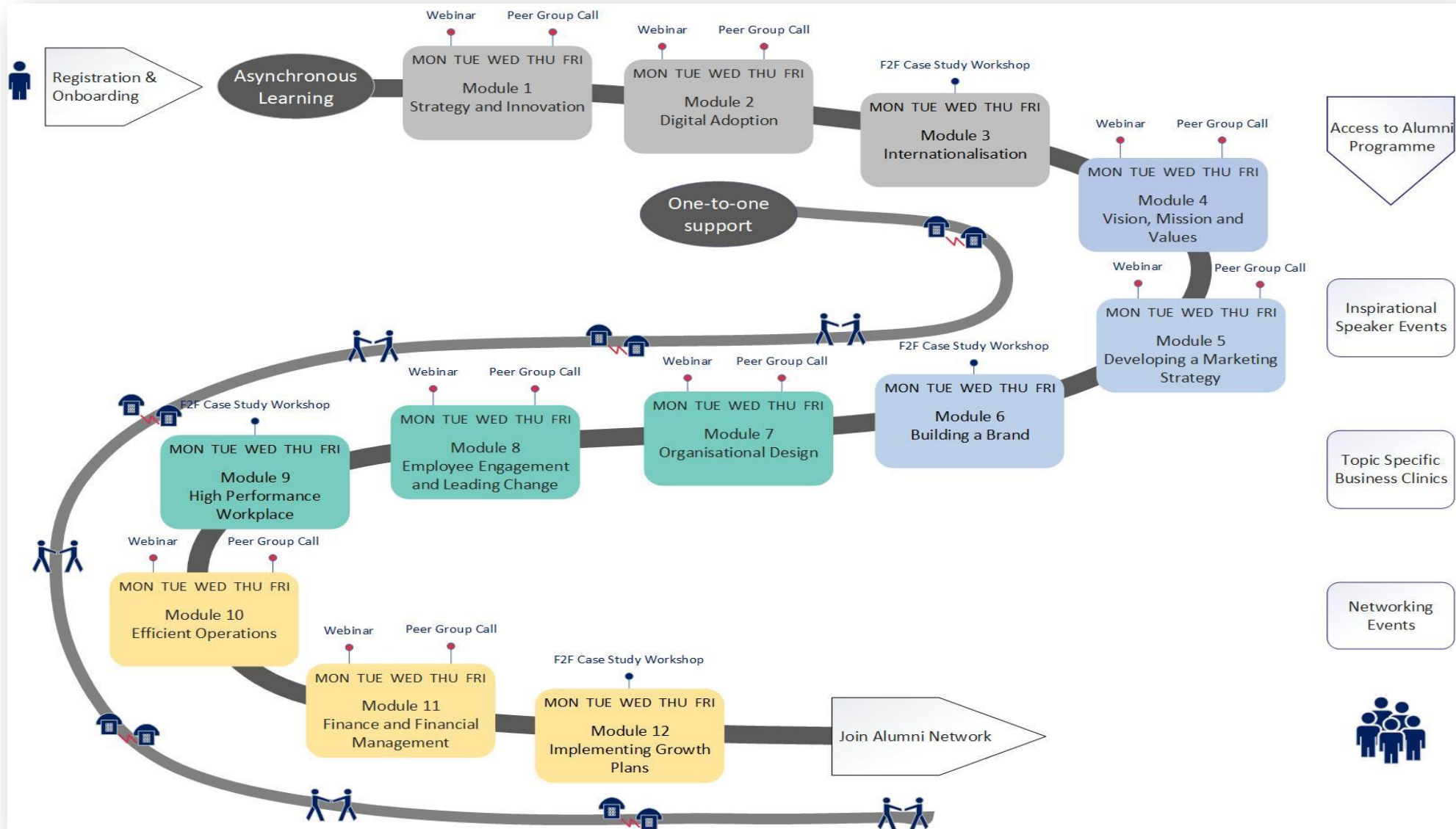
- **One-to-one support** – mentor to help participant apply learning to their business (*10 hours total*)
- **Tasks on VLE** – tasks relating to webinar content can be completed by participants using materials on VLE
- **Growth/Action Plan** – this is the main output for participants, which is developed with help from the facilitator and mentor



# **ANNEX**

## **Overview of Participant Journey**

# Overview of Participant Journey and Modules



**To note:** Details of the curriculum (e.g. module structure are order), are still being developed, so this is subject to change.

## Cross-Cutting Themes

-  **Equality, Diversity & Inclusion**
-  **Productivity**
-  **Responsible Business**