DELEGATE PACK

THURSDAY 29 SEPTEMBER 2011
In-Company Development Programme

WORKSHOP

Thursday 29 September 2011 from 10.00 to 15.15
Publishing Scotland, 137 Dundee Street, Edinburgh EH11 1BG
Contact: 0131 228 6866

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INTRODUCTION

A warm Welcome to the workshop!

About the In Company Development Programme

This 6-month programme has been created specifically for Scottish publishers. It is a personalised programme, custom-designed in collaboration with each participating company to help them identify, assess, develop and implement a self-initiated business-led project. The programme began in late August 2011 with the recruitment of 7 Scottish publishers who applied to take part.

The role of expert advisor is of critical importance to the success of the In Company Development Programme. Following a detailed discussion on their interests, aspirations and capacities, each publisher is now being 'matched-up' with an expert advisor who will work with the publisher to review their business-initiative and help develop a plan to realise it; this may involve a variety of inputs - according to each publisher's individual needs - and may include advice and guidance on strategic and business matters as well as publishing-specific and technical matters. The progress against plan of each publisher will be monitored over the 6-months of the programme and a collaborative evaluation made of what has been achieved by the end of February 2012.

About this workshop

This workshop is the first of 3 for the In Company Development Programme and today's programme has been planned with a focus on the business dimension of publishing and the themes of research (understanding and interpretation) change and investment. The overall focus and these themes represent (in different ways) aspects of the interests of each of the 7 Scottish publishing companies who are taking part. We are fortunate to have speakers who are sound, seasoned and successful practitioners, primarily in the publishing industry, and in finance. They will share information, ideas, principles and practice and lessons drawn from hard experience - some more and some less successful; the case studies are based on 'real life' examples and the people presenting them are the people who dealt with them at the time. The final session - Current State - Future Prospects - Burning Issues - provides you with the opportunity to raise issues and ask questions prompted by the activities of the workshop.

Your contribution today

Those joining us today include representatives of the 7 publishers, guest speakers, some of our expert advisers and invited guests from the university sector, and representatives from national bodies with a policy and practical interest in the success of Scotland's creative industries. A mix of knowledge and expertise that we hope will provide a stimulating, informed and informative forum - and an enjoyable one. We are delighted you can join us for this workshop.

Caroline Gorham  
Chair  
Publishing Scotland

Marion Sinclair  
Chief Executive  
Publishing Scotland

David Pirnie  
Programme Manager  
In Company Development Programme
PROGRAMME

09.30 – 10.00
Arrival, registration, refreshments and informal networking

10.00 – 10.15

WELCOME

Introductions - Purpose - Main Themes - Workshop Programme

Caroline Gorham, Chair, Publishing Scotland; Production Director, Canongate Books
Marion Sinclair, Chief Executive, Publishing Scotland
David Pirnie, Programme Manager, In Company Development Programme

10.15 - 12.00

RESEARCH WITHIN THE BOOK TRADE

Reeta Windsor, Business Development Manager UK, BookScan, Nielsen

Part 1: Understanding the Role of Research
This session will lay the foundations of understanding the Role of Research at the different stages of the publishing process and how research can help with decision making. We will outline what types of research are available and where their strengths lie. We will look at how to draw up good research questions and how to identify what type of research is relevant to answer these and where to go to get answers. We will look at some worked examples within the Publishing Process.

11.00 - 11.15
Break: refreshments

Part 2: Interpreting Research – Understanding the current state of the book market and how to spot future trends
Here we will focus in and use Research to understand the current state of book trade in the Scotland, the UK as a whole and internationally using Nielsen data. We will look at an ‘overview’ and then ask some specific questions such as what are growth areas, can we tell what is actually happening within digital and are there opportunities within global markets?

Post-workshop exercise (Optional)
There will be an optional exercise for publisher participants to take away at the end of the workshop. This will invite participants to interpret a piece of current research and answer some specific questions from it. On completion, this can be sent back to Reeta Windsor for feedback.
Change is the only constant

Martin Redfern - publishing consultant

A brief introduction. Change is the only constant. What are the key changes impacting on small publishers? How do we take advantage of change? And how can change be used to beat competitors?

CASE STUDY 1

Canongate - Life After Pi

Jenny Todd - Sales and Marketing Director, Canongate Books

Jenny joined Canongate in 2004, two years after Life of Pi famously won the Man Booker prize and put the small publisher on the map. She will talk about the company’s evolution since then; the investment decisions that have been made and why, growing pains as the company moves from small to medium-sized, internal and external considerations and managing change within the team. She will reflect on what has worked and what hasn’t and share some of the lessons learnt.

CASE STUDY 2

Hodder Education: the push to digital

Vivian Marr - Oxford University Press

In early 2010, the Consumer Learning division of Hodder Education found itself in an interesting situation. A new management team was in place, the year-long relaunch of its best-known and longest-serving brand was just hitting the shops, and the company was under increasing threat from new, fast-growing competition from markets that had barely existed even a few years before. The push to digital was on. In this session, Vivian will cover the challenges the new team faced, the different digital routes they explored, and the success (or otherwise) of the decisions they took.

OPEN FORUM - Q&A

Open discussion and the opportunity to comment and question Jenny Todd and Vivian Marr.

13.00 - 13.30

Lunch - and informal networking
INVESTMENT

Investment Appraisal

Donald Boyd - Head of the Media Sector, Campbell Dallas

We all make investment decisions each day although we may not feel like Warren Buffet. Many of these decisions are not necessarily financial but can be about time, effort and emotional intelligence.

In this session, Donald will show how simple investment appraisal techniques (many of which publishers may already use, but don’t know it) can be applied. Some may take the form of equity investment, debt investment or time, effort and emotion. Deciding which road to go down, and at what period in a business’s life, can result in consequences that may have a major impact for the future. Donald will give examples of where investments have gone well and where they have gone not so well for owner managed businesses. He will introduce the concept of Risk/Reward and return on investment at a level that is relevant to a private business - rather than irrelevant concepts from a Corporate Finance degree in Investment Analysis and Portfolio Techniques.

CASE STUDY

Hodder: the push to digital - the investment strategy

Vivian Marr - Oxford University Press

Hodder’s push to digital (covered in the morning, during the Change session of the programme) was characterized by the need to move quickly, while still maintaining a very active print publishing programme and with little extra in-house resource. Continuing the narrative from the Change Session, Vivian will explain how Hodder researched and planned its investment strategy, and built digital into all investment decisions.

OPEN FORUM - Q&A

Open discussion and the opportunity to comment and question Donald Boyd and Vivian Marr.

CURRENT STATE - FUTURE PROSPECTS - BURNING ISSUES

Publishing operates in a challenging business and economic environment. This session provides the opportunity for a wide ranging round-table discussion involving everyone attending the workshop: representatives of participating publishers, expert advisers, guest speakers and other guests.

The debate will pick up and explore issues raised by (a) speakers (and others) during the course of the workshop programme, and (b) a selection of questions submitted in advance by companies, contributors and guests participating in the In Company Development Programme.

The opportunity for an interesting, robust, informed and informative debate.
15.10 - 15.15

Reflections and closing remarks

What have we done and what have we achieved, today?

Caroline Gorham, Chair, Publishing Scotland; Production Director, Canongate Books
Marion Sinclair, Chief Executive, Publishing Scotland

15.15

End of the workshop

Refreshments will be available
SPEAKER PROFILES

In order of appearance in the programme

Caroline Gorham
Caroline Gorham began her publishing career in 1990. She joined Simon & Schuster in 1992 and became Production Director there two years later, before moving to Scotland in 1996. After a couple of years selling print for Caledonian International Book Manufacturing (formerly HarperCollins Manufacturing) Caroline moved to Canongate Books, joining the Board in 2002. Caroline is the present Chair of Publishing Scotland.

Marion Sinclair
Marion Sinclair is Chief Executive of Publishing Scotland. She has a background of 23 years in Publishing as Editorial Director of an award-winning literary press; in publishing education as Programme leader and Lecturer in the MSc in Publishing Media at Napier University; and has worked for Publishing Scotland for 8 years.

David Pirnie
David Pirnie is a strategy consultant and facilitator, engaged by Publishing Scotland to work with the Chief Executive to design the In Company Development Programme and to act as Programme Manager. David has worked with the literature and publishing sector in Scotland since 2009, including the Literature Forum for Scotland, Scottish PEN, the Scottish Poetry Library and Publishing Scotland. In his wider consultancy practice - covering the culture sector as well as central UK government departments and their agencies - he specialises in strategic, organisation and performance reviews, option appraisal, planning and implementing transition and change.

Reeta Windsor
Reeta Windsor has worked for the Nielsen BookScan service since 1994, when the service was launched. It was the world’s first EPoS tracking service for the book trade and in those days was called Whitaker BookTrack. This was her first role after completing her degree in Statistics at University College, London. As Statistics Monitor, Reeta set up the first Establishment Survey to ascertain the penetration of EPoS systems within independent booksellers. After a short time in Panel Management, Reeta moved to Client Account Management and nurtured the growing list of publishers (big, small, independent and corporate) subscribing to Nielsen BookScan sales data. With more clients joining, Reeta headed up a growing team of Account Managers for over 7 years. Reeta’s current role as Business Development Manager involves looking at how book sales information can help businesses core to the trade as well as outside. She holds a Market Research Society Diploma and is a member of the MRS.
Martin Redfern

Martin Redfern is a publishing specialist with extensive experience in the publishing industry gained, in particular, in the provision of legal, business and educational information. He has worked in small, medium sized and multinational operations, and has hands on experience of both business start-ups and acquisitions. Martin has held a variety of senior positions including Marketing Director of Prentice Hall Europe and Editorial & Production Director of Sweet & Maxwell, as well as co-owning Chancery Law Publishing. In Scotland, he has acted as Managing Director of W Green and Publishing Director at Leckie & Leckie. Martin is now a consultant providing advice and guidance to publishing clients. He specialises in areas such as strategic planning, marketing, new product development, and editorial and production processes. Additionally, Martin has wide ranging experience of training and teaching publishing skills and has regularly taught on post graduate publishing courses at University of Stirling and University College, London. He is a member of the Advisory Board of The Centre for Publishing Studies at the University of Stirling.

Jenny Todd

Jenny Todd is Sales and Marketing Director of Canongate Books. She joined Canongate Books as Sales and Marketing Director in 2004 from Penguin UK, where she was Marketing Director. Prior to that Jenny held marketing positions at Macmillan and in retail. Responsible for the company's UK and Export sales, marketing and publicity teams, Jenny has overseen a period of growth and change. For the last two years, Jenny has been collaborating with a range of film-makers and animators, including RSA Films London and Tandem Studios, to explore new ways of taking books to market. www.canongate.tv launched earlier this year. Jenny is also a regular speaker at publishing and creative industry events and was a member of this year's BA Conference Steering Committee.

Vivien Marr

Vivien studied French and English Literature at Aberdeen University. After a stint in London, she joined Collins in Glasgow as a bilingual dictionaries editor, then moved to Oxford University Press (OUP) as Publishing Manager for bilingual dictionaries. Back in Scotland she was appointed Editorial Director at Chambers Harrap. With the closure of Chambers Harrap’s Edinburgh office, she became Editorial Director, Languages in the Consumer Learning division of Hodder Education, commuting weekly from Edinburgh to London. After 16 months at Hodder, she has recently started a new job as Head of Language Acquisition at OUP, based in Edinburgh with regular visits to Oxford, heading up Oxford Dictionaries’ Global Language Solutions (GLS) programme. GLS brings together dictionary content in multiple languages for digital and online exploitation either through Oxford’s own services or those provided by leading technology brands worldwide.

Donald Boyd

Donald trained with a Big 4 Accountancy Firm specialising in large company audits. He qualified as a CA in 1998 and continued his career with KPMG within Transaction Services. Donald joined Campbell Dallas in January 2002 following a spell in industry as Financial Controller of GE Aircraft Engines in Prestwick. Here he gained valuable commercial experience in an operational finance role. He now puts this practical industry experience to the benefit of his clients primarily in the owner managed sector. He is very much a ‘hands on’ accountant advising businesses on strategy and the fact that it is just not about a set of accounts and a tax bill at the end of the year.
Donald is the head of the Media Sector at Campbell Dallas where eventually he has been able to combine a personal passion with his work. As he qualified in 1998, Donald witnessed first hand the first dot-com bubble and puts much of this experience to his Media clients today. Donald has advised many businesses in this sector in the last year including video games, magazine publishers, digital media companies, various agencies, creative arts and animation. Donald was awarded the "Young Accountant of the Year" title at the Scottish Accountancy Awards 2011, which he has no idea why he won given his age now!

Other contributors to the workshop

Other contributors to the workshop programme - in Open Forums and the final session (Current State - Future Prospects - Burning Issues) include the following expert advisers to the In Company Development Programme.

Their professional profiles are presented in the Expert Advisors Profiles section of the delegate pack.

Willie Anderson
Martin McCall
Mike Miller
In Company Development Programme
PARTICIPATING PUBLISHERS

In alphabetical order.

Acair

Established 1977, Acair publishes a variety of texts and is the principal publisher of Gaelic texts for children in Scotland. Established in 1978 the company has up to 1,000 titles to its credit. We have strong links with English publishers, joining them in co-editions, sometimes publishing up to 15 such titles in a year. We work closely with children's Gaelic authors and translators to also produce original Gaelic texts for children and with the National Gaelic Curriculum Service to produce material for use in Gaelic medium education.

Our Gaelic publications include texts by renowned Gaelic poets such as Sorley MacLean, Donald MacAulay, Derek Thomson, Angus Peter Campbell and Christopher Whyte, often accompanied by parallel English translations, as well as photographic journals of island historical texts both past and present. Acair books have won literature prizes over the years at the Royal National Mod as well as accolades for design and presentation.

Floris Books

Established in 1977, at Floris Books we see the world a little differently. Our adult non fiction books cover all aspects of holistic and alternative living, including holistic health, organics and the environment, holistic education, mind body spirit, child health and development, self help, religion and spirituality, and community living.

We’re also the largest children’s book publisher in Scotland, producing international picture books, story books and children's fiction. Our Kelpies and Picture Kelpies ranges of Scottish novels and Scottish Picture books include works by both classic children's novelists and contemporary authors and illustrators. The annual Kelpies Prize was set up to encourage and reward new Scottish writing for children. Winners include Hox by Annemarie Allan and Magnus Fin and the Ocean Quest by Janis Mackay. Kelpies Prize runner-up First Aid for Fairies and Other Fabled Beasts by Lari Don won a Royal Mail Scottish Children's Book Award 2009.

Freight Books

Established in 2001, Freight is one of Scotland’s leading communications consultancies and has always had a strong involvement in publishing. Freight edits and publishes Gutter, Scotland’s leading magazine of new writing which won the Chairman’s Award at the Scottish Design Awards in 2010. It also designed and typesets the Scottish Review of Books, recently nominated for a number of design awards, and has worked with a number of publishers, including Hachette and Tindal Street, on design and typesetting projects.

Freight has been involved in ad hoc publishing since its formation, mostly through anthologies of new writing and, most recently, the graphic novel Dougie’s War, which has also been nominated for a number of awards. In September 2011 it launched Freight Books, a new fiction imprint focused on work from established, debut and neglected writers born or living in Scotland. Its launch title is Killing the Messenger, a political conspiracy thriller by former Saltire First Book winner Christopher Wallace. Freight Books has a number of other projects in the pipeline and plans to publish around five or six books a year.
Royal Commission on the Ancient and Historical Monuments of Scotland

Established in 1908, RCAHMS publications deliver wonderfully illustrated and immaculately researched title to anyone with an interest in Scotland’s history and built heritage. One of Scotland’s national collections, RCAHMS records, interprets and maintains information on the architectural, industrial, archaeological and maritime heritage of Scotland. This is an ongoing task as perceptions of the historic environment change, knowledge and research develops, and as landscapes and townscape are built, demolished and radically altered.

The work is as essential today as when RCAHMS was founded in 1908. The accumulated results of 100 years of surveying, recording and collecting provide a fascinating picture of the human influence on the landscape of Scotland from earliest times to the present day. This information, which includes 15 million items of archive including photographs, maps, drawings and documents, is made widely available to the public in exhibitions, via the web or browsed on person at RCAHMS’ premises in Edinburgh.

SCRAM, an online archive providing educational access to digital materials representing Scotland's culture and history, is now part of RCAHMS. The website (www.scran.ac.uk) contains 360,000 images, movies and sound clips from museums, galleries, archives and the media. In March 2010, it supported 25.5 million hits concentrated on weekdays in the month.

Sandstone Press Ltd

Established 2002, Sandstone Press is a publisher of fiction and non-fiction books. Based in Highland Scotland, the company is characterised by high editorial and design standards, internationalism and strong engagement with the contemporary world using modern methods. Sandstone Press also publishes ebooks in both kindle and epub format.

Sandstone Press books have been short listed for many literary awards including: The Testament of Jessie Lamb by Jane Rogers which was longlisted for this year’s Man Booker Prize; Shadow Behind the Sun for both the Saltire Society and SAC/Royal Mail Scottish First Book prize, and Cairngorm John for Boardman Tasker Mountaineering Literature Award. The company has also developed a new kind of fiction reader for advanced learners of Gaelic and works closely with the Gaelic Books Council. The company’s list includes humour, crime, family, drama, outdoor, literary, travel books and both fiction and non-fiction in translation. The website www.sandstonepress.com features reviews of books, a Home Page twitter feed, and regularly edited news.

Saraband

Established 2000, Saraband publishes mostly illustrated non-fiction titles on the environment, the arts, architecture and history. We have earned a reputation for producing well-written books to exacting editorial and design standards. Many of our titles, from art to ancient Egypt, have been co-published worldwide, but some have looked closer to home, like The Garden Cottage Diaries, the ‘riveting story of a rather extraordinary journey’ by an eco-minded woman who recreated the life of a Scottish ancestor, and A Handbook of Scotland’s Trees, published in association with the environmental charity Reforesting Scotland.
Saraband has also recently ventured into fiction, publishing the debut *Making Shore*, by Sara Allerton, which won the 2011 the People’s Book Prize for fiction and is shortlisted for the Mountbatten Maritime Award.

Saraband has an active digital presence: we have a number of apps available in addition to ebooks, and our current work in progress includes some innovative digital projects. Our website, blog and social media streams form an integral part of our activities.

**Strident Publishing**

Established 2005, Strident Publishing specialises in fiction. Our books are bold, modern and cry out to be read...and discussed. We publish for the 7+, 9+, teen, young adult and adult crossover markets and work extremely hard at marketing our titles. Our first title – D A Nelson’s *DarkIsle*) won the ages 8-11 category of the 2008 Royal Mail Awards for Scottish Children’s Books and has been licensed around the world. Linda Strachan’s teen novel *Spider* won the 2010 Catalyst Award, and Gillian Philip’s Rebel Angels series (of which *Firebrand* and *Bloodstone* are books 1 & 2) has been sold to Tor in the US in a major deal, as well as to several other territories.

These books characterise our approach: we seek out high quality, accessible fiction that has strong commercial potential, always with an eye to the international market but conscious of our domestic territory too. We are not constrained by a particular world view and are willing to embrace the controversial, as our recent publication of Janne Teller’s *Nothing* attests.

Our list includes titles by award-winning, shortlisted and bestselling authors including Gillian Philip (*Firebrand, Bloodstone and Bad Faith*) Linda Strachan (*Spider and Dead Boy Talking*), Catherine MacPhail (*Granny Nothing*), DA Nelson (*DarkIsle*), Keith Charters (*Lee and the Consul Mutants*), Paul Biegel (*The King of the Copper Mountains,* and Emma Barnes (*Jessica Haggerthwaite: Witch Dispatcher* and *How (Not) To Make Bad Children Good*) and Janne Teller (*Nothing*)
EXPERT ADVISORS

The role of expert advisors in the In Company Programme

The role of expert adviser is of critical importance to the success of the In Company Development Programme.

Following a detailed discussion on their interests, aspirations and capacities, each publisher is 'matched-up' with a potential expert adviser.

Following an exchange of information, an initial 'conversation' takes place between the publisher and the (provisionally) identified advisor to explore issues, aspirations and needs and how comfortable they think they might be about working together. If this conversation satisfies both parties, they proceed to plan their work together - along the lines described in the background document on the In Company Programme (provided in the Delegate Pack for this workshop). The areas of input by an expert adviser are summarised in that document and essentially will be made in Stages 1, 2 and 3.

Each adviser is (initially) allocated up to 4 days contact with their allocated firm; the two parties agree how they will work together and this will influence how the time is actually used, and over what period. The interaction may be front or end-loaded, or distributed over the full period of the Programme. The key point is that what is planned and delivered will be designed and targeted to meet identified and emerging needs; it will not be driven by an arbitrary or externally imposed schedule; the only limiting factor is that the expert input will end when the Programme itself ends in February 2012.

The goals of each assignment involving a publisher and their expert adviser(s) will be agreed at an early stage; progress will be monitored by both parties and independently by the Programme Manager and Chief Executive over the lifetime of each assignment. A case study will be prepared on each of the assignments by the Programme Manager, based on feedback and periodic discussions with the publishers and their expert advisers while work is in progress, and at intermediate and final points in the 6-month Programme, when a collaborative assessment of what has been achieved (against plan and objectives) will be carried out.

The expert advisors listed provide a pool and not every advisor is attached to an individual publisher. By agreement between a publisher and their attached expert adviser, additional resource can be drawn down from the pool to provide support. Unallocated resource is also available to bring in additional short term and highly specialised support from beyond the scope of the pool where this is felt necessary.
PROFILES

In alphabetical order.

Willie Anderson

In-Company Development Programme Advisor to Strident Publishing

Worked for John Smith & Son for 38 years, after joining from the Royal Bank of Scotland Ltd as a shop floor assistant in 1973. He was appointed to the Board of the Company in 1979 and became Managing Director in 1994, when the turnover was just under £11m and the Company was then comprised of 12 shops in Scotland and a library supply section. By 1997, the turnover had grown to +£18m, with 14 shops in Scotland and an enlarged library supply section. He led the Management buy-out of the Company in 2000, when he was appointed Chairman. He was instrumental in negotiating the sale of the Company’s shares to Coutts Information Services in November 2001, when he reverted to being Managing Director. He became Deputy Chairman in June 2003 until he retired in March 2011, with the Company having 33 shops and a turnover of nearly £35m.

Outside of John Smith’s, Willie played a prominent role in trade affairs. From 1995 to 1997 he was President of the Booksellers Association of GB and Ireland, when the Net Book Agreement (the NBA was the voluntarily agreement that ensured books were not discounted) was abandoned. He was a Director of the Booksellers Association until February 2011 as well as being Chairman of National Book Tokens Ltd., where he was instrumental in introducing the new Plastic Gift Card. He retired from NBT in February 2011. He is, since 1998, a non-Executive Director of the Edinburgh University Press. He was founding member of the Advisory Board of the Centre for Publishing Studies at the University of Stirling. From 1989 to 1994 he sat on the Management Committee of the Booker Prize, has been a judge both for the Whitbread Literary Prize and the Macallan Short Story Competition and was a member of the Literature Panel of the Scottish Arts

Peter Collingridge

In-Company Development Programme Advisor to Floris Books

Peter Collingridge is a publishing entrepreneur whose work at the maverick edge of publishing began at independent publisher Canongate Books in 1997. He spearheaded the firm’s move into digital in 1998 by setting up and running their community website, described by the Guardian as, 'like a cool club stocked with well-read friends rather than a lazy corporate exercise', and pioneered the creation of digital marketing techniques for books. In 2005, Peter set up Apt Studio, a strategic design and marketing consultancy that advises publishers on digital technology and strategy, and which has been described as 'the future of book marketing' and 'behind the best boooky stuff on the web.' Apt has produced over 25 digital projects for some of the biggest names in publishing, media, the arts and business. In 2008 Peter co-founded Enhanced Editions to drive innovation in publishing and to help shape the future of the book.
Peter was named by the Evening Standard as one of London’s 50 most influential people in publishing and he was short listed for the British Council’s 2009 Young Publishing Entrepreneur of the Year. He has an MA in Literature from Edinburgh University, and has delivered a number of keynote presentations at publishing and digital conferences, from opening O'Reilly's Tools of Change in New York in 2010, to the NON-fiction fair in Moscow, to Madrid’s ANELE textbook conference. A selection of videos of talks given by Peter Collingridge can be accessed on line via: http://www.enhanced-editions.com/about/peter-collingridge/

Ron Grosset

In-Company Development Programme Advisor to Sandstone Books


In 1988 Ron was the founding publisher of Geddes and Grosset, specializing in reference and children’s books, books as premiums, custom publishing for export and domestic markets, (including Time Life, Netherlands, Penguin UK, Random House USA, Reader’s Digest USA and Canada). Ron created Waverley Books in 2007 to be a publisher of a wide range of books of Scottish and international interest, such as the acclaimed Graphic Novels - 'Kidnapped’ and ‘Dr Jekyll & Mr Hyde’ – and was the creator and publisher of Scotland’s fastest ever selling, award winning book 'Maw Broon’s Cookbook’.

Ron has acted in a consultancy capacity for Pearson (UK) / Penguin Books, and RR Donnelley (USA) in relation to their assessment of EU and Eastern Europe manufacturing facilities, their Chinese JV, regarding product prospects and markets and is a consultant to paper mills and print groups in Europe and Asia, as a paper designer and as a production buyer, and sources pre-press, book and magazine work in volume, using conventional and digital printing processes in various countries around the world. Ron has worked extensively with The Scottish Braille Press. The novel 'Mavis’s Shoe' published by Waverley Books 2011 was the first new Scottish novel to be published simultaneously in Braille.

A specialist in vendor development, Ron advises on economic product design for print media; materials development, procurement and production buying and lectures on these and related subjects in the UK and overseas. Ron chairs the Training Committee of Publishing Scotland and is a Trustee of the Edinburgh Enesco City of Literature organization and a Specialist Advisor to the Scottish Arts Council, now Creative Scotland, and is a full Board member of Publishing Scotland. Ron has represented The British Council, EUCL and Publishing Scotland in India.
James McCall

In-Company Development Programme Advisor to the Royal Commission on the Ancient and Historical Monuments of Scotland

James has worked as a production controller, editor and publishing director for a variety of international companies including Methuen, Longman, Blackie and Macmillan. He now specialises in educational publishing policy in Europe and the third world. His particular interest is in textbook evaluation and the construction of National Book Policies. He has taught and lectured in international publishing in various universities in the UK, Africa and the Far East, including writing and delivering postgraduate degree programmes. He was formerly Deputy Director of the Centre for Publishing Studies at the University of Stirling and is currently Principal Consultant in International Publishing at Edinburgh Napier University.

He has presented courses on effective textbook publishing for publishers and Ministries of Education in the Netherlands, Estonia, Finland, Montenegro and Slovenia.

James McCall has worked as an international consultant in over thirty countries on donor funded publishing projects and been adviser to various Ministries of Education in Africa, Central and Eastern Europe, the former Soviet Union and South East Asia, as well as to public sector organizations including the NHS and English Heritage.

He is also Secretary of the International Association for Research on Textbooks and Educational Media (IARTEM) and a member of the panel of judges for the Best European Schoolbook Awards.

Martin McCall

Martin is Head of Digital Services at CPI Books. He has been working in the print and publishing industry for the past 14 years, both within the UK and abroad, and has been with CPI Books for the past 6 years. During that time, the company has developed services that go beyond printing to ensure that publishers can leverage as much value as they can from their books. These services include DAD, GPS and E-books. Martin is a Prince 2 qualified Project Manager and has recently been promoted to Head of Digital Services for the UK. He is a key member of the Group's Project Management team, helping to develop and tailor CPI's digital offering for each country it operates in: France, Germany, Holland, Spain and Czech Republic.

Mike Miller

Mike qualified as a Chartered Accountant in 1968 and joined Blackie and Son ltd as Accountant and Company Secretary in 1973 after a spell in Industry. He was appointed Finance Director in 1975 and Managing Director in 1978, responsible for the development of the company in all its publishing areas: Academic and Professional, Educational and Children's. In 1984 he became Chairman and Managing Director and in 1992 negotiated and successfully sold the three divisions of the company to Penguin and International Thomson.

In 1992 Mike invested in and joined as Managing Directo, Geddes and Grosset Ltd, a newish publishing company publishing Popular Reference Books, Children's Books and Books as Premiums or Incentives. His main responsibilities were for Finance, List Creation and Sales with particular interest in Export Sales. In 1998 Geddes and Grosset was bought by DC Thomson Ltd.

In the field of training Mike has: □ Delivered regular one day courses to students following Media Modules on “An Introduction to Book Publishing □ Delivered courses for IBD, The Soros Foundation, The British Government Knowhow Fund and the World Bank in Slovakia, Hungary, Ukraine, Romania and Vietnam on various subjects connected with the relationship of Finance and the role of editors.

Martin Redfern

In-Company Development Programme Advisor to Freight Books

Martin Redfern is a publishing specialist with extensive experience in the publishing industry gained, in particular, in the provision of legal, business and educational information. He has worked in small, medium sized and multinational operations, and has hands on experience of both business start-ups and acquisitions. Martin has held a variety of senior positions including Marketing Director of Prentice Hall Europe and Editorial & Production Director of Sweet & Maxwell, as well as co-owning Chancery Law Publishing. In Scotland, he has acted as Managing Director of W Green and Publishing Director at Leckie & Leckie. Martin is now a consultant providing advice and guidance to publishing clients. He specialises in areas such as strategic planning, marketing, new product development, and editorial and production processes. Additionally, Martin has wide ranging experience of training and teaching publishing skills and has regularly taught on post graduate publishing courses at University of Stirling and University College, London. He is a member of the Advisory Board of The Centre for Publishing Studies at the University of Stirling.

Jenny Todd

In-Company Development Programme Advisor to Acair

Jenny Todd is Sales and Marketing Director of Canongate Books. She joined Canongate Books as Sales and Marketing Director in 2004 from Penguin UK, where she was Marketing Director. Prior to that Jenny held marketing positions at Macmillan and in retail. Responsible for the company’s UK and Export sales, marketing and publicity teams, Jenny has overseen a period of growth and change. For the last two years, Jenny has been collaborating with a range of film-makers and animators, including RSA Films London and Tandem Studios, to explore new ways of taking books to market. www.canongate.tv launched earlier this year. Jenny is also a regular speaker at publishing and creative industry events and was a member of this year’s BA Conference Steering Committee.
Philip Walters

Worked for Hodder Education for 33 years, after joining as the Graduate Trainee in 1976. After working in the production and desk editorial departments of the educational business, he was appointed as Commissioning Editor for Africa and the Caribbean in 1980. He was appointed Editorial Director for International, ELT and Academic publishing in 1985. He then became Sales and Marketing Director of Edward Arnold after its acquisition by Hodder in 1987. In 1993 he was appointed Managing Director of Hodder and Stoughton Educational Southern Africa, and worked in Johannesburg until 1996. He then returned to the UK to become Deputy Managing Director and was appointed MD of the whole division in 1997.

At that point the turnover of the division was around £12m. When he retired as CEO of Hodder Education in 2009, it was £46m. The business was made up of school, college, HE, and Consumer Education publishing. During his time as MD/CEO, Hodder Education moved from being the seventh to the second largest secondary school publisher in the UK, and to being one of the UK’s largest self-help publishers (Teach Yourself and Michel Thomas). He oversaw the acquisitions of Robert Gibson, John Murray and Philip Allan, as well as the sale of the journal business for a record multiple. He was awarded an MBE for services to educational publishing in 2010.

Since retiring from Hodder Education, Philip has been appointed to a number of non-executive positions including Chair of Rising Stars Ltd, Director of CABI, Nelson Croom, and Book Source, and Trustee of Yale University Press (London). He has also undertaken significant strategic work for the Library of Wales/Welsh Books Council, the publication department of the Quakers, and Guinness World Records. He is a Director of the Publishers’ Licensing Society, and is a board member of the Educational Publishers Council. He is Co-Leader of the Commissioning and List Management Course for the Publishing Training Centre. He is Chair of the charity, Book Aid International, and an Associate of the Institute of Ideas.
CONTRIBUTING COMPANIES

Supporting the workshop and programme *'in kind'* through the involvement of senior staff members as guest speakers and in two instances (Creative Scotland and CPI) providing financial sponsorship for the In Company Development Programme.

*In alphabetical order.*

**Canongate Books Ltd**

Canongate Books was founded in 1973 and was voted UK Publisher of the Year in 2003 and again in 2009. Authors include Yann Martel, Michel Faber, Kate Grenville, Alastair Gray, Nick Cave, Noel Fielding, David Byrne, Philip Pullman and A S Byatt. Based in Edinburgh, with a distinctly international outlook, Canongate has developed a mature rights and export business, leading to a Queen's Award for Enterprise. Now a company with a turnover of £10M and a staff of 40 with offices in London and Edinburgh and ventures in New York and Melbourne, Canongate has also launched an innovative digital publishing programme, including the high-profile app for Nick Cave's novel *The Death of Bunny Munro* and was one of the first UK independents to join Apple's iBookstore.

**Campbell Dallas**

Campbell Dallas is one of the most dynamic and progressive firms of independent Chartered Accountants in Scotland. The Firm comprises over 150 staff in offices in Glasgow, Stirling, Perth and Aberdeen and an International association that gives the Firm access to over 70 countries world wide. It provides General Practice, Taxation, Corporate Finance and Corporate Recovery Services to many of Scotland’s owner managed business sector and beyond. Campbell Dallas’ clients view us very much as part of their own organisation, seeking strategic business advice from us. Its clients come in all shapes and sizes and so do our disciplines. The Firm acts for micro businesses starting life to large corporates both privately owned and listed. The Firm has a specialism in most areas of work, however it prides itself in its commercial outlook in its advice and aims to make a big difference in our clients lives.

Campbell Dallas has many specialist sector groupings including Media and has good relations with many bodies including Interactive Scotland, Creative Scotland and the Cultural Enterprise Office. The Firm has won many awards in recent years including Fastest Growing Firm at the Scottish Accountancy Awards and Team of the Year at the Deal and Deal Makers Awards.

**CPI**

CPI, the UK’s leading book manufacturer, has been producing ebooks for the past four years. From simple epub conversions to fully enhanced multimedia editions, CPI is recognised in the industry as an extremely experienced ebook producer. As an example of our recent work, *The Gruffalo Red Nose Day* enhanced ebook, for Pan Macmillan, went to number one in the iTunes chart. We also have strong relationships with a number of retailers, including Apple and Kobo. CPI is in the unique position of being able to help publishers develop and create – as well as sell – their content globally, across a variety of platforms and devices.
Creative Scotland

Creative Scotland is the national leader for Scotland’s arts, screen and creative industries. It sees its job as being to help Scotland’s creativity shine at home and abroad. It invests in talented people and exciting ideas. It encourages the development of the creative industries and champions everything that’s good about Scottish creativity. Created from two agencies, the Scottish Arts Council and Scottish Screen, its remit includes policy direction for creative industries. Creative Scotland’s recently launched Corporate Plan 2011 - 2014 - ‘Investing in Scotland’s Creative Future’ - provides a comprehensive account of its vision and values, and its objective driven investment programmes.

Nielsen

Nielsen has played a central role in providing products and services to the book industry’s supply chain, both in the UK and internationally, for over 150 years. Nielsen has four key brands: Nielsen Registration Agencies (ISBN and SAN Agencies for UK & Ireland, ISTC), Nielsen BookData, Nielsen BookNet and Nielsen BookScan. The Nielsen BookData service provides comprehensive, enriched and timely bibliographic data worldwide. There is a range of information services for booksellers, libraries and publishers in 100 countries around the world. The Nielsen BookNet service provides value-added transaction services to the industry. The Nielsen BookScan service provides the world’s only continuous retail monitoring service for English-language books in the UK, Ireland, US, Australia, South Africa, Italy, New Zealand, Denmark, Spain and India. The company launched Nielsen LibScan in 2009, allowing the collection and analysis of library borrowing data. For more information, please visit: www.nielsenbook.co.uk

Oxford University Press

Oxford University Press (OUP) is a department of the University of Oxford. Founded in 1478, OUP is the world’s largest university press with the widest global presence. Everything we publish relates directly to our mission: to further Oxford University’s objective of excellence in research, scholarship, and education.

Publishing Scotland

Publishing Scotland was established in 1974 as the Scottish Publishers Association. In 2007, the body changed its name to reflect a wider remit and membership. With a membership of over 100 companies and individuals, and offering a range of services such as training, book fair representation, information provision, an online bookshop, and the development of infrastructure, the body also set up the book distribution company, Bookssource, in 1995, which distributes for over 60 UK publishers. The vision for Publishing Scotland is to support and create an environment that allows publishers, writers and content producers to innovate and play a part in fostering excellence in the production and delivery of creative content.
# DELEGATES

## PUBLISHERS

*In alphabetical order*

<table>
<thead>
<tr>
<th>Publisher</th>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acair</td>
<td>Agnes Rennie</td>
<td>Manager</td>
</tr>
<tr>
<td></td>
<td>Margaret Ann MacLeod</td>
<td>Design and production control</td>
</tr>
<tr>
<td>Floris Books</td>
<td>Katy Lockwood-Holmes</td>
<td>Publisher</td>
</tr>
<tr>
<td></td>
<td>Sally Polson</td>
<td>Senior Commissioning Editor</td>
</tr>
<tr>
<td></td>
<td>Helena Waldron</td>
<td>Production Manager</td>
</tr>
<tr>
<td>Freight Books</td>
<td>Adrian Searle</td>
<td>Managing Director</td>
</tr>
<tr>
<td>Royal Commission on the Ancient and</td>
<td>Rebecca Bailey</td>
<td>Head of Education and Outreach</td>
</tr>
<tr>
<td>Historical Monuments of Scotland</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sandstone Press Ltd</td>
<td>James Crawford</td>
<td>Communications Manager</td>
</tr>
<tr>
<td></td>
<td>Robert Davidson</td>
<td>Managing Director</td>
</tr>
<tr>
<td>Saraband</td>
<td>Moira Forsyth</td>
<td>Director; commissioning editor</td>
</tr>
<tr>
<td></td>
<td>Sara Hunt</td>
<td>Publisher and Managing Director</td>
</tr>
<tr>
<td></td>
<td>Kirsty Grace</td>
<td>Editorial and Marketing Assistant</td>
</tr>
<tr>
<td>Strident Publishing</td>
<td>Keith Charters</td>
<td>Managing Director</td>
</tr>
<tr>
<td></td>
<td>Alison Stroak</td>
<td>Editor</td>
</tr>
</tbody>
</table>

## SPEAKERS

*In order of appearance in programme*

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caroline Gorham</td>
<td>Chair</td>
<td>Publishing Scotland</td>
</tr>
<tr>
<td>Marion Sinclair</td>
<td>Chief Executive</td>
<td>Publishing Scotland</td>
</tr>
<tr>
<td>David Pirnie</td>
<td>Programme Manager</td>
<td>In Company Programme</td>
</tr>
<tr>
<td>Reeta Windsor</td>
<td>Business Development Manager UK</td>
<td>BookScan, Nielsen</td>
</tr>
<tr>
<td>Martin Redfern</td>
<td>Consultant</td>
<td>Canongate Books</td>
</tr>
<tr>
<td>Jenny Todd</td>
<td>Sales and Marketing Director</td>
<td>Canongate Books</td>
</tr>
<tr>
<td>Vivian Marr</td>
<td>Head of Language Acquisition</td>
<td>Oxford University Press</td>
</tr>
<tr>
<td>Donald Boyd</td>
<td>Partner and Head of Media Sector</td>
<td>Campbell Dallas</td>
</tr>
</tbody>
</table>

## EXPERT ADVISERS

*In attendance at the workshop*

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>William Anderson</td>
<td>Consultant</td>
<td>CPI Books</td>
</tr>
<tr>
<td>Martin McCall</td>
<td>Head of Digital Services</td>
<td>CPI Books</td>
</tr>
<tr>
<td>Mike Miller</td>
<td>Consultant</td>
<td>CPI Books</td>
</tr>
<tr>
<td>Martin Redfern</td>
<td>Consultant</td>
<td>CPI Books</td>
</tr>
<tr>
<td>Jenny Todd</td>
<td>Sales and Marketing Director</td>
<td>Canongate Books</td>
</tr>
<tr>
<td>INVITED GUESTS</td>
<td>Name</td>
<td>Position</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-----------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Creative Scotland</td>
<td>Dr Gavin Wallace</td>
<td>Portfolio Manager, Literature, Publishing and Language</td>
</tr>
<tr>
<td></td>
<td>Helena Ward</td>
<td>Portfolio Manager, Creative Industries and Skills</td>
</tr>
<tr>
<td></td>
<td>Aly Barr</td>
<td>Development Officer</td>
</tr>
<tr>
<td>Napier University</td>
<td>Professor Alistair McCleery</td>
<td>Director of Research and Knowledge Transfer</td>
</tr>
<tr>
<td>Scottish Government</td>
<td>Clare Hollowell</td>
<td>Policy Officer, Broadcasting and Creative Industries</td>
</tr>
<tr>
<td>Skillset</td>
<td>Suzanne Kavanagh</td>
<td>Partnership Manager</td>
</tr>
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</table>
THE PROJECT

AN INITIATIVE TO SUPPORT THE AMBITION, CAPACITY AND PERFORMANCE OF PUBLISHERS IN SCOTLAND, AND THEIR CAREER PROFESSIONALS

CONTEXT

THE PROJECT is a 6-month in-company development support programme created specifically for publishers in Scotland. Through a personalised programme, custom-designed in collaboration with each participating company, the process will help companies to identify, assess, develop and implement a self-initiated business-led project.

THE PROJECT is hosted and managed by Publishing Scotland (formerly the Scottish Publishers Association) the lead body for the publishing sector in Scotland, providing a range of services including training, information provision and book fair representation. It has a cultural role as well as helping to promote and develop a key sector of Scotland’s cultural industries, and its contribution to Scotland’s economic growth.

THE PROJECT is supervised by a Partner Steering Group of publishing industry representatives, higher and further education partners, Skillset Scotland and other network partners.

WHY IS THIS PROGRAMME NEEDED NOW?

In an increasingly competitive global market, Scotland’s publishing industry needs to focus its efforts on strategies to help lay the foundation for future success. This means:

- being thoughtful and innovative about product and market opportunities - at home and internationally - and developing imaginative and competitive responses.
- ensuring that companies have the right mix of capacities and skills required to plan, create and deliver their initiatives.
- strengthening leadership and management and fostering the confidence to survive and operate successfully within an increasingly digital creative environment.

From our own work, and our industry contacts - in Scotland and elsewhere - we understand the nature and scale of the challenge and opportunity faced by publishers. Participation in THE PROJECT gives Scottish publishers an opportunity to review their position, test their ideas, prepare and implement a development plan, with clear business-led and growth ambitions.

ARE YOU INTERESTED IN TAKING PART?

On the next page we describe the main features of the programme, its 5 stages and what they will cover, and how the programme will be delivered. On the last page of this document we present:

- an indicative timetable covering the application and selection process, and each of the main stages between September 2011 (start-up) and completion in February, 2012.
- A summary of the application process; a separate Application Guide accompanies this document.
- An overview of fees and costs associated with participation in the programme.

The closing date for receipt of applications (by email) is Thursday 30 June, 2011.
THE PROJECT
IN-COMPANY DEVELOPMENT SUPPORT

Participation in the in-company development programme will be focused on helping each company to achieve positive and tangible business growth outcomes. ASPIRE I INNOVATE I INVEST I GROW

MAIN CHARACTERISTICS

- A personalised programme, based on a collaborative assessment of the specific interests and needs of each member company.
- Conducted at a pace, in a direction and with content relevant to each company.
- Driven by companies individual needs and not simply to ‘fit’ into the timescale of THE PROJECT; some projects may be completed within the timescale of THE PROJECT; others may represent a stage in a longer term project.
- All of the companies will come together at 3 workshops during the programme: at the start; midway and at the end of the 6-months period. Each workshop will be built around a theme; these will be finalised once the interests of the final selection of publishing companies who will take part on the programme are known; themes associated with internationalisation and digital are likely to be included in the final mix of topics.
- All companies will agree to their progress being monitored and to a case study being prepared on the process and outcome – but without prejudice to commercial confidentiality. A selection of case study summaries will be presented to the Publishing Scotland conference in February 2012

FIVE MAIN STAGES

The programme is divided into 5 stages. In outline, these will cover the following.

Stage 1

- Review and profiling the current position of the company.
- An assessment of the proposed business initiative (ie the project) for each company and its fit with the company’s business strategy.

Stage 2

- Identifying sources of specialist advice to assist the company – where required – in pursuing the development plan, including areas of identified knowledge and skills development.
- Assistance with initial contact, briefing and brokering agreements for support by specialist advisors [individual and company] and organisations – and, where appropriate – mentors.

Stage 3

- On a monthly basis, contact with each company to monitor progress, discuss new and emerging needs and opportunities, and how these could be met.

Stage 4

- An interim assessment of progress will be undertaken with each company, individually.

Stage 5

- A final assessment of progress and achievement, to date, on each company’s project will be held during the last month of the programme: progress toward outcomes and lessons learned.
- Each company will pursue its own project and these will be at different stages of development by the end of the 6-months programme. Some will require a much longer timeline before completion. The ‘final assessment’ will therefore focus on overall progress by the end of the 6-months period.

About the IN-COMPANY DEVELOPMENT PROGRAMME

The complex, fast-moving and changing world of publishing presents challenge and opportunity for Scotland’s publishing industry: consumer purchasing habits; a complex retailing environment including online sales; the role of the supermarkets and discounting; rapidly developing technologies for print and digital applications; a growing market for e-books; the development of products for a widening range of mobile devices.

All of these factors, and more, invite reflection by publishers, and pose questions about their present position, products and markets, and where opportunities lie for future growth: in product, production method and market. How realistic are these future aspirations and initiatives? Against what information and benchmarks have they been tested? How robust is the business strategy? And at a practical level, are the existing skills, knowledge and experience of the business’s leadership and management sufficient to plan, follow-through and deliver it?

Participation as a member company in the in-company development programme will provide each company with assistance at the review stage followed by support in identifying and brokering specialist inputs, monitoring progress and providing further support where required.

Participation in the in-company development programme is focused on achieving tangible business growth outcomes for each company.
THE PROJECT
IN-COMPANY DEVELOPMENT SUPPORT

Participation in the in-company development programme will be focused on helping each company to achieve **positive and tangible business growth outcomes. ASPIRE | INNOVATE | INVEST | GROW**

About the TIMETABLE

The in-company development programme is planned to run over a 6-months period, from September 2011 through to February 2012.

APPLICATION AND SELECTION

June to July

The application process is launched in the **first week of June.**

Thursday 30 June is the closing date for receipt of applications - by email.

Final selection of participating companies will be made in the **week commencing 25 July.**

COMPANY AND PROJECT PROFILES

Late July - August

Using submitted applications as a starting point, we will work with each participating company to prepare a company profile and proposed project description.

THE PROGRAMME

September - February 2012

Following a process to match each company with an expert adviser (engaged by THE PROJECT, through Publishing Scotland) the 5 main stages of the programme will commence in September and run for six months, through to the end of February, 2012.

The programme will start with a workshop in early September, introducing companies to one another, and each to its expert adviser. The subsequent passage and timing of the programme through its 5 main stages will be agreed between each company and its individual adviser.

About APPLYING TO TAKE PART

An application guide accompanies these background notes. We ask you to provide us with information:

- About your business.
- About what you hope to achieve through involvement in the activities of this programme.
- About your company’s capacity to deliver its business initiative.

The closing date for submission of proposals is **Thursday 30 June.** Final selections will be made in **w/c 25 July.**

About FEES AND COSTS

THE PROJECT is funded through investment by Publishing Scotland and Creative Scotland, leveraging private sector sponsorship, and investment by other government agencies.

It is however necessary for fees to be charged to meet the balance of costs.

FEES

Each company selected to participate in the programme will be asked to pay a fee of £1,500.

This will be made in **3 instalments** of £500, the first payable in July, on confirmation of a place in the programme.

The fee represents a contribution towards the costs of Stage 1: the expert adviser, appointed through the programme, who will provide a total of 4 days input.

The fee will also cover attendance at 3 workshops during the course of the programme: at the start, at a point approximately mid-way to two thirds through the programme, and at the end of the programme.

Each company will be responsible for meeting its own travel and any associated accommodation costs to attend these workshops.

COSTS

Selected companies will be responsible for meeting their own costs associated with the programme, and the implementation of actions contained in the development plans produced during Stage 1.

This will include, during Stage 2, their employment of additional experts for further specialist inputs that may be required to support their development plan.

Involvement in THE PROJECT represents a calculated investment decision by companies that decide to take part. This reinforces the business-led approach that will be maintained throughout the programme, and the business-growth outcome that it aims to achieve for each participating company.