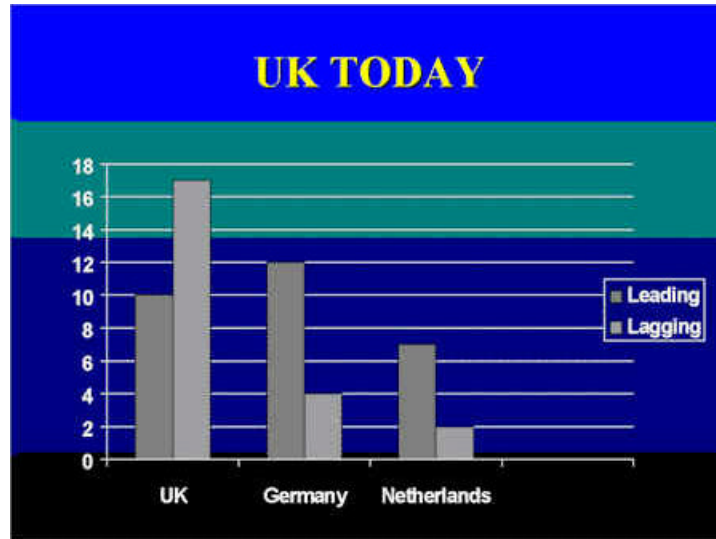


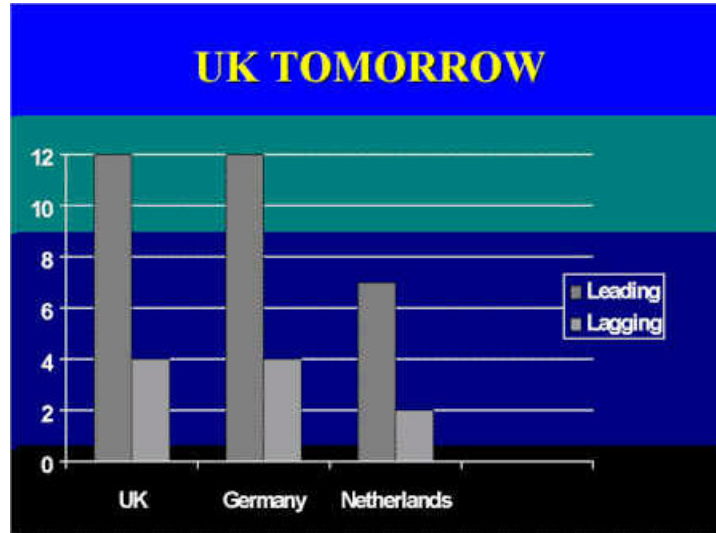
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MODERNIZING SMALL FIRMS IN BRITAIN: ISSUES AND INSIGHTS

David Grayson, Business in the Community, London, United Kingdom



FUTURE INDICATORS



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ISSUES

- **Inappropriate**
- **Producer Driven**
- **Variable-quality**
- **Startups**
- **Limited credibility**
- **Low usage**

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BUSINESS LINKS

- **Chamber of Commerce**
- **Enterprise Agencies**
- **Local Councils**
- **Training and Enterprise Councils**
- **Government**

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BUSINESS LINKS: KEY ELEMENTS

- **Targeted on businesses with aspirations to grow**
- **Personal Business Advisors**
- **Customer-focus**
- **No prescription on size/legal structure**

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BUSINESS LINK IS:

- **Raising the quality of service to SMEs**
- **Bringing together a range of different organizations' services with a new emphasis on customer focus: moving from producer-led to customer-focused activities**
- **Reducing the duplication between agencies and freeing up resources for new service development**
- **Developing new services**
- **Reaching more businesses**
- **Changing the primary focus for publicly-supported business development agencies**
- **Including the concentration of PBA-services on firms with have the aspiration and the potential to grow**
- **Actively going out to this new target audience**
- **Hollowing out from government a range of services to businesses which were previously run by government in-house**
- **Anchoring business support more firmly into a coherent economic development strategy for a locality**

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BUSINESS LINKS BY AGE - OCTOBER 1996

	<u>0-1 Year</u>	<u>1-2 Years</u>	<u>2-3 Years</u>	<u>3+ Years</u>
BLs	52	18	15	2
Outlets	124	82	34	2

Source: DTI.

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PARALLEL DEVELOPMENTS

- **Design Council**
- **Review/simplification of government schemes**
- **Information Society Initiative**

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1993 VS. 1997

What was 1993

- Competing Services
- Independent Delivery
- Standard Service
- Transactional
- Product Driven
- Quality Suspect
- Reactive
- Isolated

What is 1997

- Single-point of Access
- Integrated Delivery
- Differentiated Services
- Relationships
- Customer Driven
- Quality Obsession
- Reactive/Proactive
- Networked

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OTHER INITIATIVES

- **CBI: Benchmarking**
- **Accreditation Chambers and Enterprise Agencies**
- **Trade Associations**

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BUSINESSES USING BUSINESS LINK

Total Number of Businesses Using Business Link	110,963
Businesses Using Business Link Each Week	8,500
Businesses Using BL Information/Advice Service	95,613
Businesses Using BL Information/Advice Service Each Week	7,300
Businesses Receiving Counseling	16,007
Businesses Advised by PBAs	14,612

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BUSINESS LINK NETWORK COMPANY

- **Good Practice**
- **Annual Conference**
- **Internet Site**
- **Intranet**

TECHNOLOGY BUSINESSES

- **Promote Value**
- **Climate in Universities**
- **Business Expertise for Innovation**
 - Internet
 - "Agony Aunt" Tele-line
 - Innovation and Technology
 - Counsellors
 - Technology Link
- **Finance**
 - Business Angels
 - Marriage-Brokering Forum
 - Due Diligence
 - Corporate Venturing
- **Networking**

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CONCLUSION

- **World Class**
- **Infrastructure for collaboration**
- **A few, hairy audacious goals**