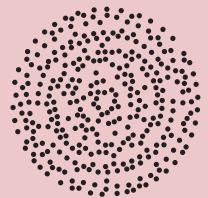
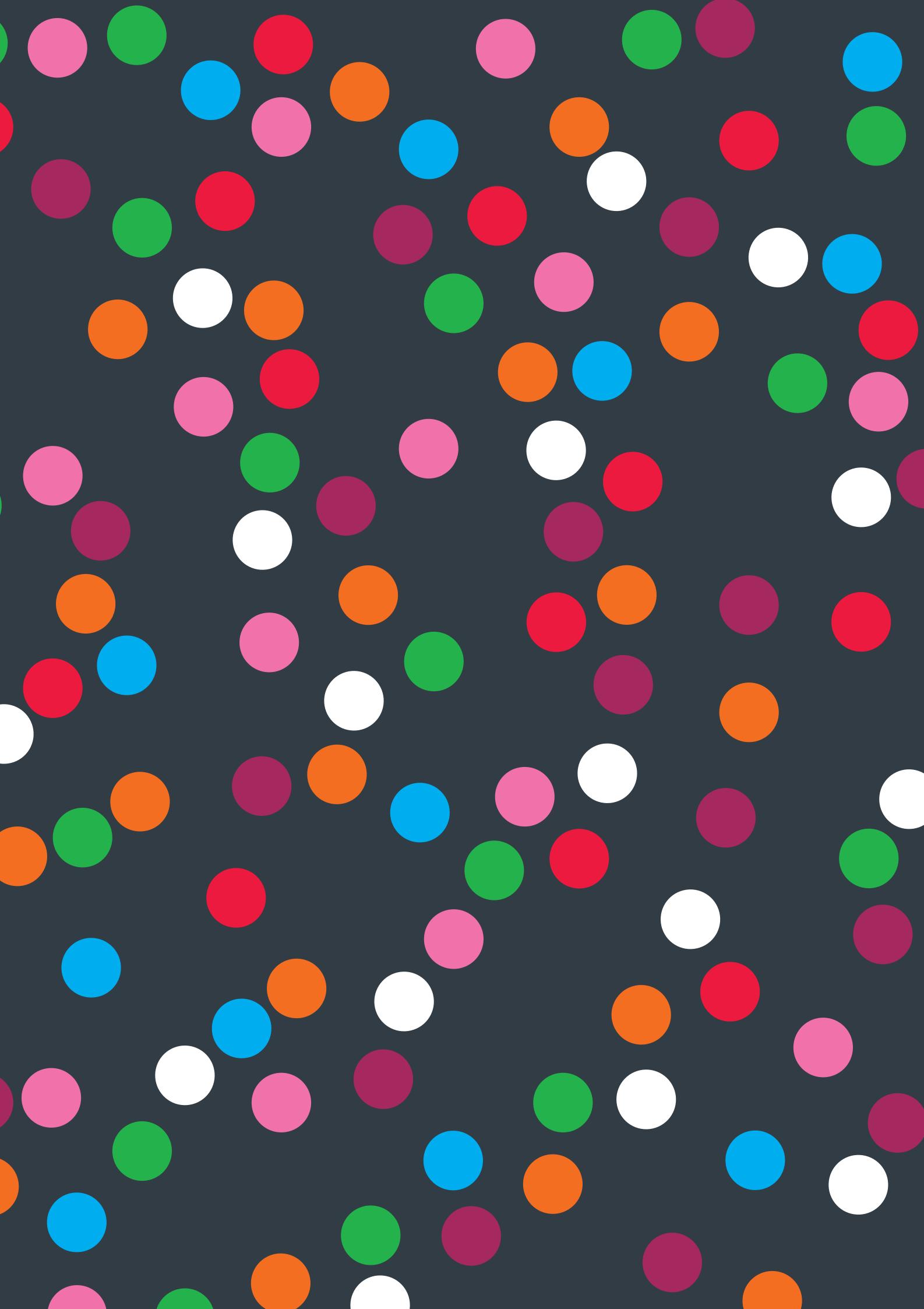


Entrepreneurial Scotland Strategy



Entrepreneurial
Scotland...

Our vision is to inspire and develop Scotland's people to build the most entrepreneurial society in the world.



Our vision is to inspire and develop Scotland's people to build the most entrepreneurial society in the world.

Why? Because an entrepreneurial society

- Generates the wealth to invest in our communities
- Creates the jobs and opportunities for us and our children
- Breathes life into the solutions to our biggest challenges
- Shapes the world we want to live in

Being Entrepreneurial is a mindset, not a job title. It is going to take entrepreneurs of all kinds in all parts of public, private and third sectors, the media and our schools. We need the many not the few.



Serial Entrepreneur:
Sherry Coutu, Scale-Up Institute being interviewed
by Sandy Kennedy, Entrepreneurial Scotland.

A Vision for 2030

It is 2030, and Scotland is regarded worldwide as a beacon of entrepreneurship. Entrepreneurs, innovators and change-makers thrive in Scotland. They feel inspired, supported and celebrated, across the public, private and social sectors, and at every stage of growth.

Our forward-looking entrepreneurial culture applauds success and acknowledges failure, recognising the value in both. Inspirational role models from all backgrounds are well-known and actively engaged, and their contribution to society is showcased and celebrated. We invest in ourselves and in the next generation of entrepreneurs, always striving to be world-class.

Scotland's entrepreneurial ecosystem enables innovators, entrepreneurs, investors, educators, Universities, Government and established corporations to access and share knowledge, experience, connections and inspiration.

It unlocks the diverse talents wherever they are. The DNA of ambition, success and giving back is embedded in our culture.

Scotland is a major player internationally. The world's top talent sees Scotland excelling on a global stage and wants to share our journey. Opportunities unfold for our children and Scotland thrives.

*We are globally connected,
and globally respected.*

This is our vision. It is big, it is ambitious and it is entirely possible.

It will be a long journey. We will need determination and resources to sustain us... but we are already many steps along the road.

The world is on our side

There are significant global shifts that give our ambitions for Scotland a distinct advantage:

Technology shift

The 4th Industrial Revolution is here already, causing significant change to the future of work and business models. People, communities and nations with an entrepreneurial mindset will win out.

Generation shift

The next generation is more connected, and more technologically savvy. They recognise that change and uncertainty are the norm.

Environmental challenges

Our economic future and the global environment are intertwined. We will see a more creative and economical use of resources. The rise of the circular economy will offer a competitive advantage to those who embrace it.

“

We are moving faster than ever before, yet the slowest we ever will.

— Chris van der Kuyl

Fellow of Entrepreneurial Scotland

References:

- The MIT REAP Scotland Report (2014)
- The Coutu ScaleUp Institute Report & Reviews (2014-17)
- Scottish Government's Enterprise & Skills Review (2017)
- HM Government Industrial Strategy (2017)
- The Kauffman Foundation – The Entrepreneurial Ecosystem Building Playbook (2018)

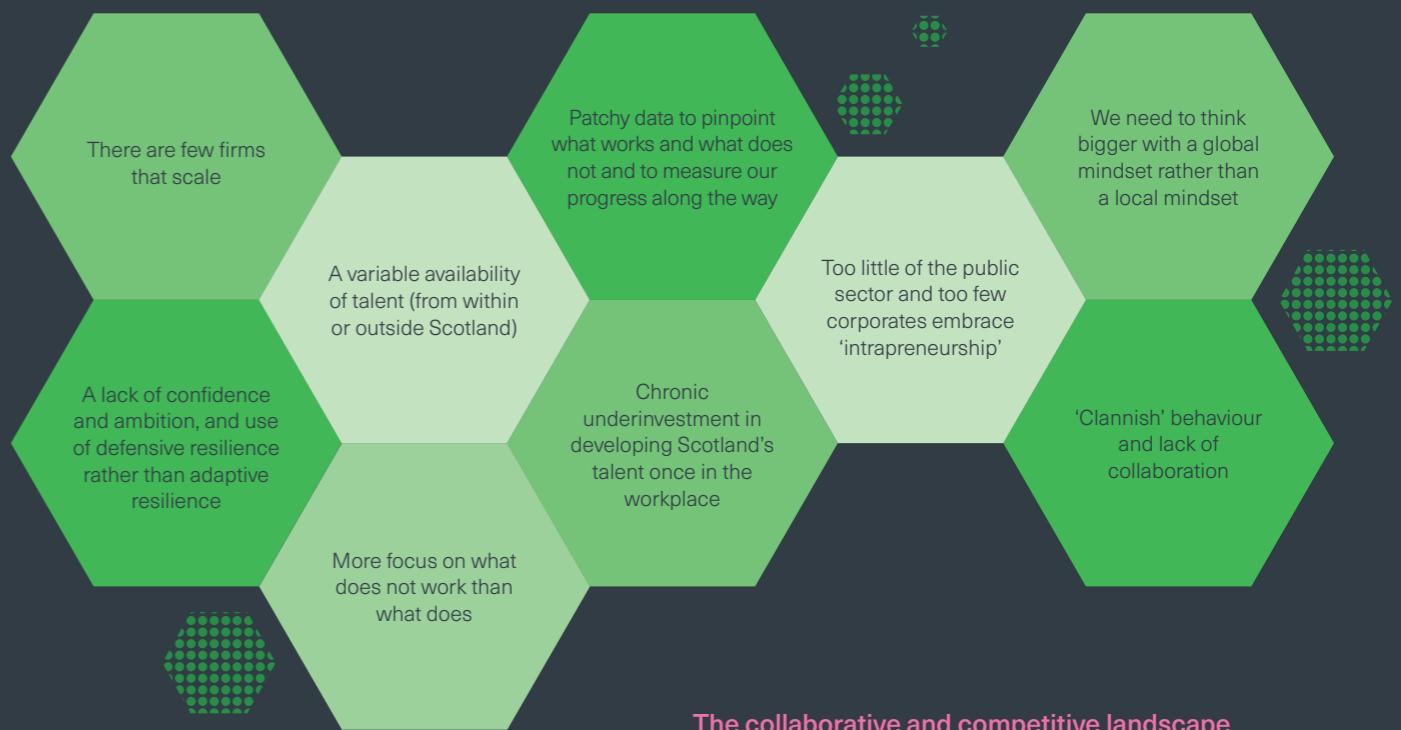
What is slowing down progress?

Scotland is rich in natural, intellectual and human resources and has achieved many notable successes. To capitalise on this, we need to accelerate and address the challenges that stand in our way:



What are the common issues?

We hear certain issues mentioned time and again which delay progress and impede growth:



The collaborative and competitive landscape

We have analysed and continue to monitor the competitive landscape on a quarterly basis. There is no other organisation like Entrepreneurial Scotland. Our programmes inform how other organisations run theirs. We will collaborate with, encourage and champion any other organisation who helps move Scotland closer to becoming an entrepreneurial society and we do not see them as competition. **In essence, we are the glue.**

Entrepreneurial Scotland

Entrepreneurial Scotland is a member network and leadership development organisation, providing opportunities for like-minded, ambitious individuals to share experiences and develop skills.

With a fast-growing network reaching across Scotland and internationally, Entrepreneurial Scotland is inspiring, developing and connecting a diverse, talented and ambitious group of people who have the potential to change our economy and society.

We are an independent "not for profit" organisation. We have our own Scottish registered charity; The Entrepreneurial Scotland Foundation, which focuses on investing in the next generation. We are supported by two sister charitable organisations in the United States and Canada and an Advisory Board in Asia.

Our Values

Our work is rooted in our values. These dictate every action we take, so that we always do the right thing in the right way.

Global head, Scottish heart

We are proud of our heritage and are inspired by others. We learn from the rest of the world and the rest of the world learns from us.

We are curious

We ask questions, we listen, and we respond. We seek to understand the people with whom we engage.

Our member network is growing, we run and co-produce programmes such as the Saltire Scholar Interns, Saltire Fellowship and ScaleUp Scotland and we provide glue for Scotland's entrepreneurial ecosystem.

We are focused on people, not organisations. We are leading a movement which will encourage and facilitate cultural change through entrepreneurial leadership. We know Scotland has the DNA, the diversity of talent, the infrastructure and the creativity to lead the world again.

Principles of building a movement

We know where we want to be in 2030. And we know that building a movement takes time, passion and collaboration. We are working under extreme global and local uncertainty seeking to unpick challenges that are decades old. We must collaborate, and be clear on our priorities.

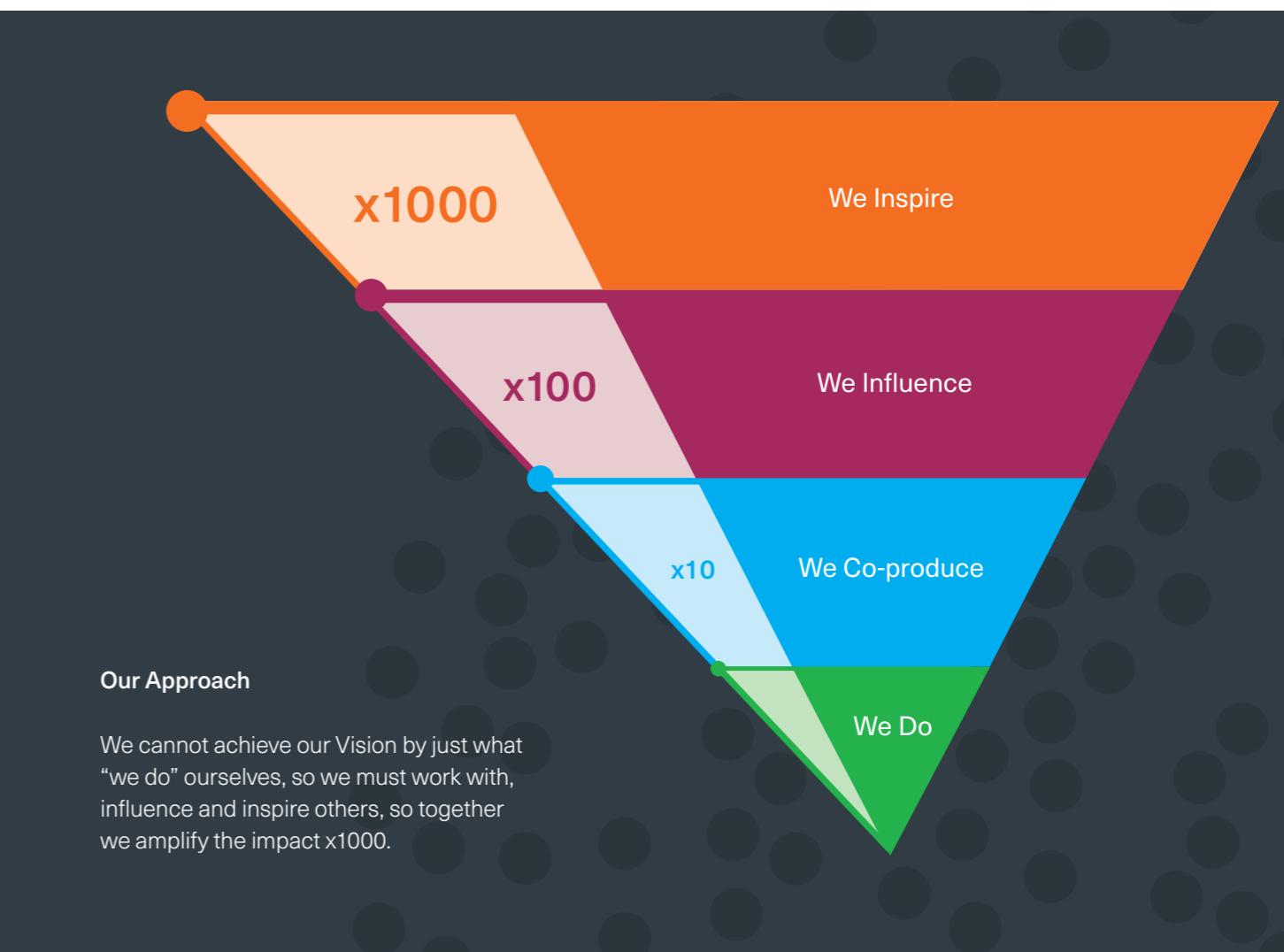
Nobody can do this alone

- We remain small, lean and collaborative in order to co-produce and influence.
- We are inclusive – we can achieve far more in collaboration than in competition.
- We are connected and hardwired into the global entrepreneurial ecosystem to learn from and share with other world-class organisations.

Opportunities are assessed on:

- Alignment to our vision and strategic priorities.
- Benefits we can quantify.
- The insight and data we can gather from the experiment, analyse, learn cycle.
- The degree to which the problems are clear, and the solutions are known.
- Whether we should do it ourselves or co-produce or influence.

Movements require momentum. They start with small forward steps. Small steps will be cherished, celebrated and amplified.



The Entrepreneurial Virtuous Circle

The environment we need to promote in Scotland

virtuous circle | noun

1. A recurring cycle of events, the result of each one being to increase the beneficial effect of the next.

The progress we need relies on our entrepreneurs, whose spirit, creativity and grit will drive our future. They are key to unlocking Scotland's latent potential and converting capability into value.

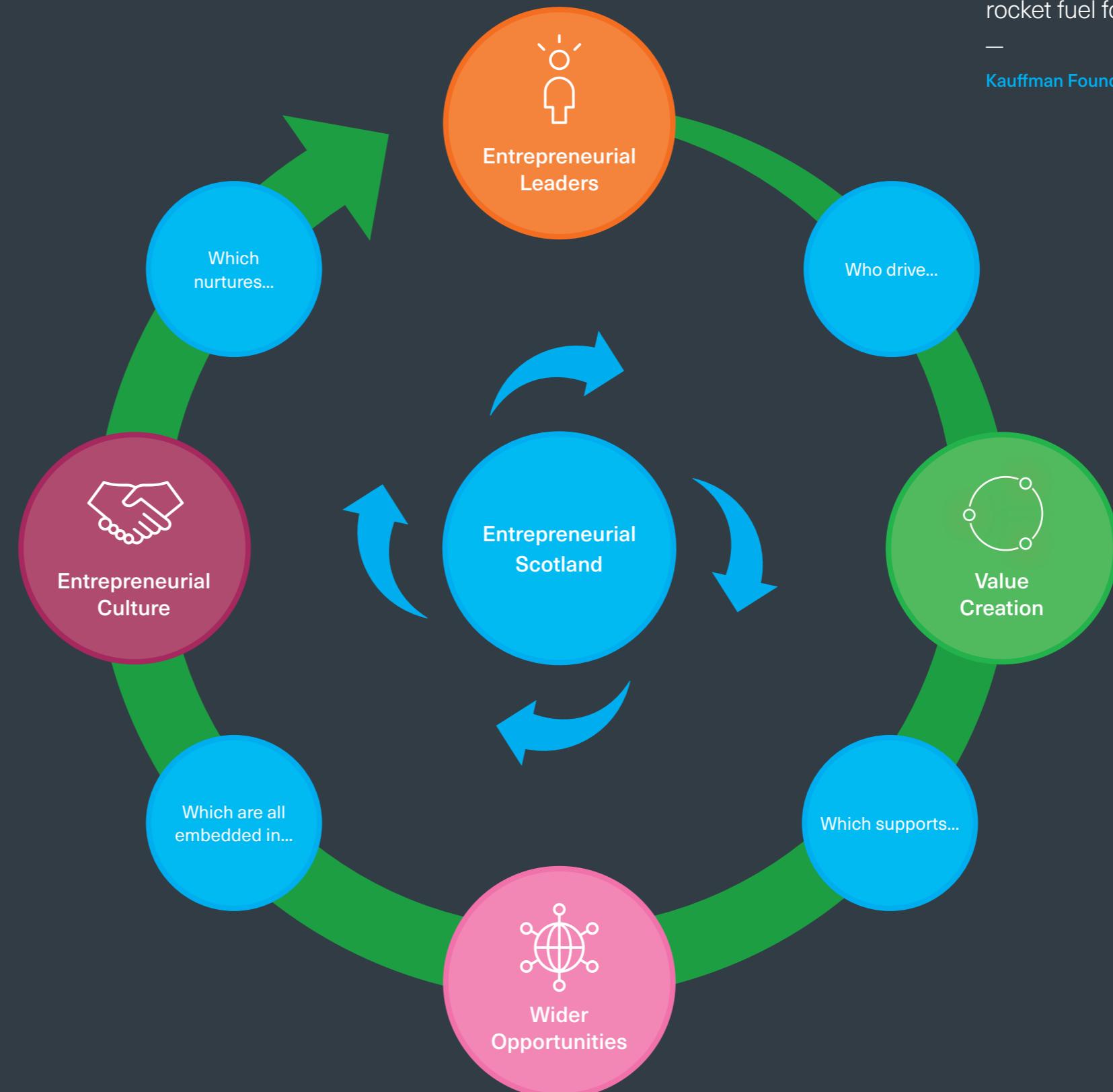
We are about people, not companies. The innovators and the change-makers. The entrepreneurial leaders of today and those of tomorrow.

It is this virtuous circle which drives us. This is how to establish Scotland as a beacon of entrepreneurship.

“

A strong ecosystem culture is like rocket fuel for entrepreneurial growth.

— Kauffman Foundation



Virtuous circle:

Our strategic priorities

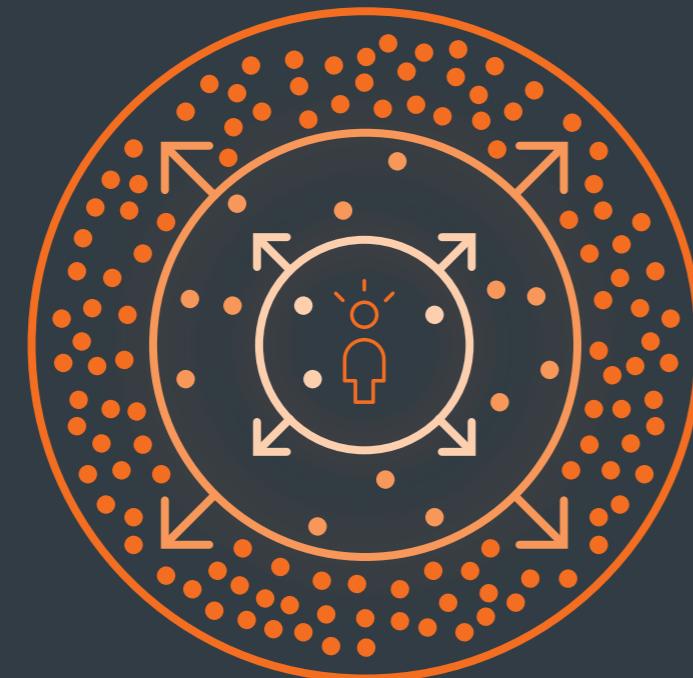
Our four strategic priorities turn and accelerate the virtuous circle. We are operating under extreme uncertainty so it is vital to focus on the areas in which we can have the greatest impact.

1

Drive Entrepreneurial Leadership

To find, fuel and spark thousands of current and future entrepreneurial leaders, change-makers and innovators.

Impact: Dramatically increase the pool of entrepreneurial leaders.

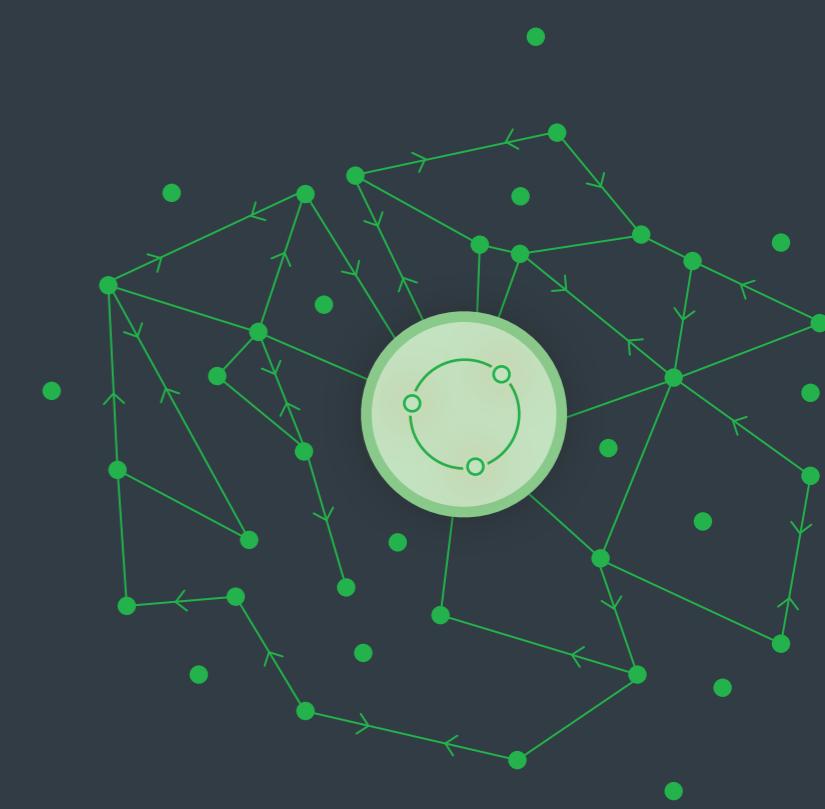


2

Unlock value through a Peer Network

To provide an open peer network supported by innovative technology platforms that drives the flow of sharing ideas, expertise, talent, inspiration, investment and other resources.

Impact: Significantly increase the flow of resources to those that need them.

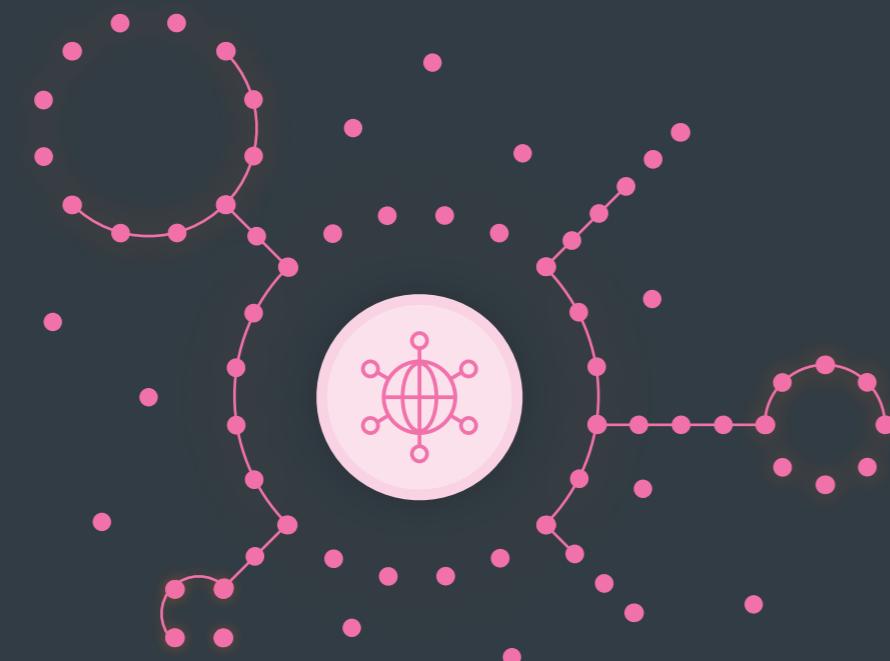


3

Join up the Ecosystem

To nurture and grow an efficient, easy-to-navigate and globally connected entrepreneurial ecosystem.

Impact: Entrepreneurial leaders get the support they need, when they need it.

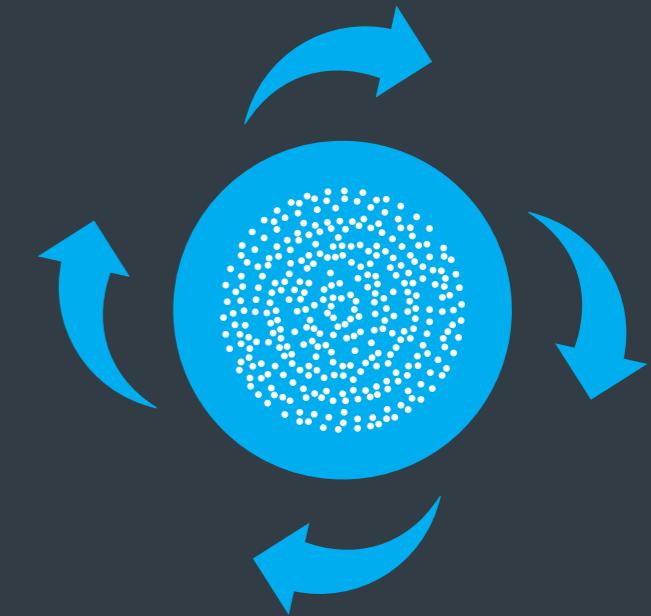


4

ES Scaled Up

To further develop a scaled, sustainable and self-supporting organisation to deliver on the vision and strategic priorities.

Impact: We remain true to our mission and model the excellence we seek in others.



Virtuous circle:

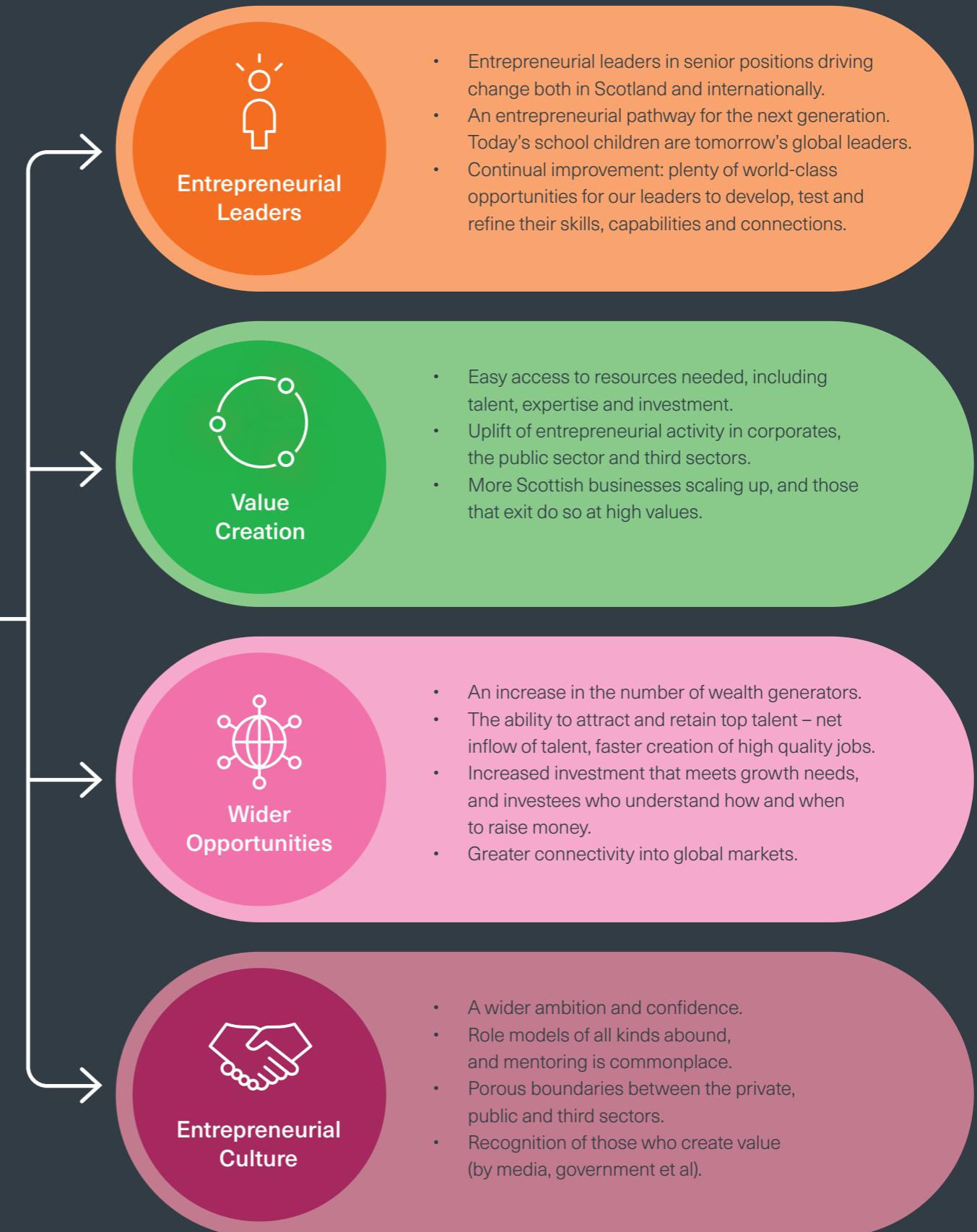
Outcomes and Impact

Entrepreneurial Scotland exists to make an impact. For each of our Strategic Priorities and the four stages of the virtuous circle we seek clear outcomes and impact. As we progress and learn we will refine our measurement and report back to our community on an annual basis.

Entrepreneurial Scotland Outcomes By 2023:

<p>1 Drive Entrepreneurial Leadership</p> <p>5,000 current and future entrepreneurial leaders equipped with the skills, connections and mindset to succeed.</p>	<p>2 Unlock value through a Peer Network</p> <ul style="list-style-type: none"> ES Peer Network of 3,000+ members Network of Networks with 30,000+ members aligned to the Vision
<p>3 Join up the Ecosystem</p> <p>75% of all CanDo organisations aligned to our Vision, sharing common measurement and undertaking mutually reinforcing actions and communications.</p>	<p>4 ES Scaled-up</p> <p>A scaled, self-supporting, sustainable Entrepreneurial Scotland is recognised globally for the impact it makes.</p>

Scotland Outcomes:



We have just begun

Entrepreneurial Scotland is for the many not the few.

Already more than **2,000 individuals** are playing their role: our members, programme alumni, Board, Founding Funders, donors, Foundation Trustees in Scotland, United States and Canada, AsiaPac Advisory Board, corporate partners and sponsors. The Scottish Government have invested in and endorsed our Vision. We are embedded in *Scotland CANDO* and the *Scotland is Now* campaign.

Join us.

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Steve Dunlop
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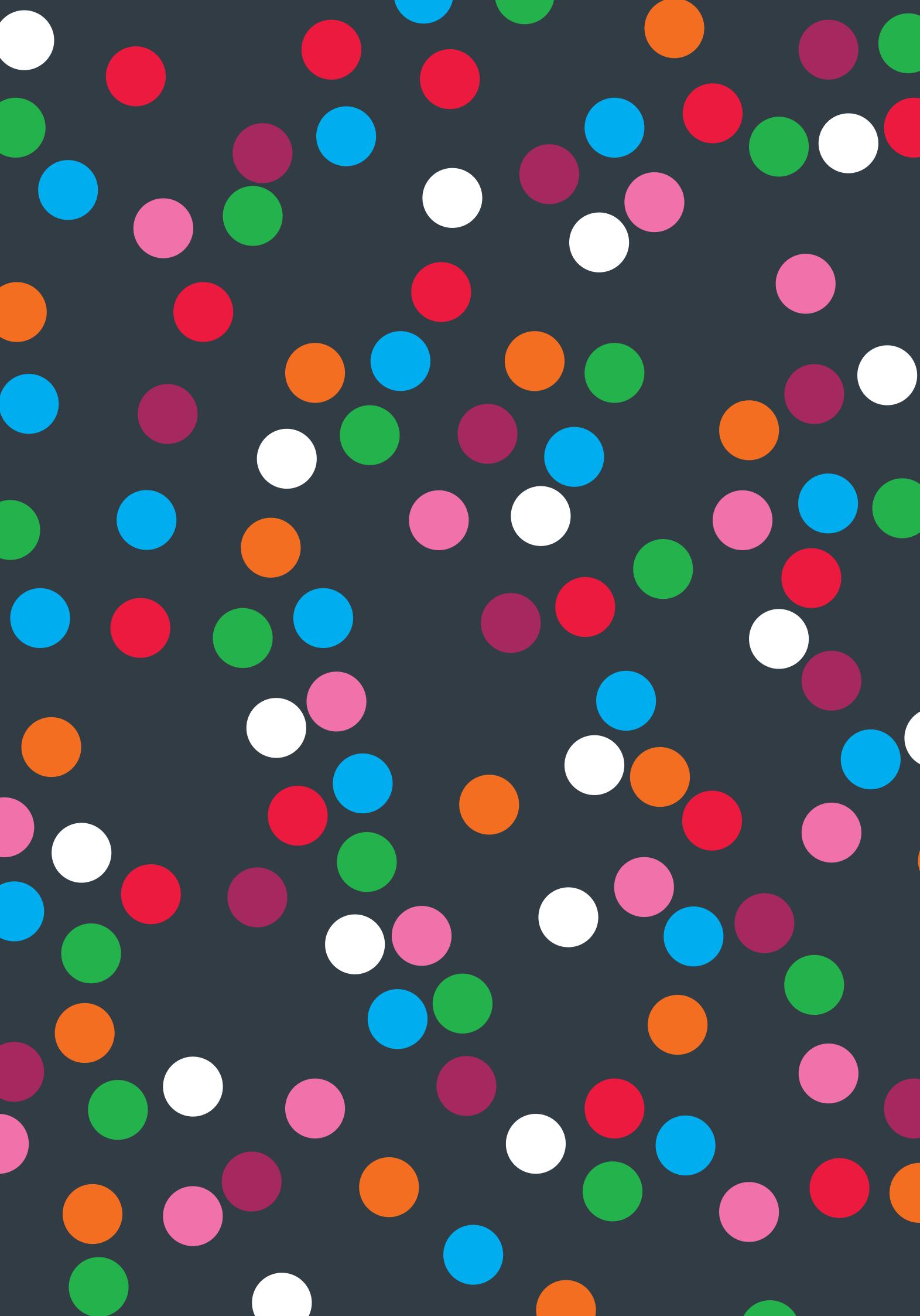
#SCOTLAND
IS NOW

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Gareth Williams



Join us

Entrepreneurial Scotland is for the many not the few. Here are just some of the ways you can get involved:

- Be a member
- Be a mentor
- Be a speaker
- Host or recruit a Saltire Scholar or Fellow
- Be a corporate partner
- Sponsor an event

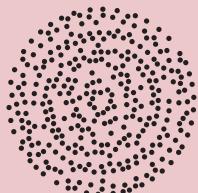
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