



AN UPBEAT APPROACH TO ACADEMIC ENTERPRISE



Real world enterprise

WELCOME TO UPBEAT

UPBEAT* is the result of a pan-European study to explore how Higher Education Institutions (HEIs) can maximise the impact of university 'Reach-out' programmes on businesses and communities.

As the importance of these Reach-out programmes for HEIs increases, many are discovering that there can be problematic aspects, as well as profitable ones, when they attempt to combine the distinct cultures and personalities of academia, business and the community. That's where UPBEAT can help.

By studying Academic Enterprises across Europe, we have identified the major elements which are consistently present in winning commercial or community focused academic ventures, in effect - a recipe for success.

This booklet is all about sharing and refining that recipe by encouraging the implementation of UPBEAT at a policy and practitioner level to enable you to secure a better return on your Reach-out investment - and see the ideas you have nurtured become sustainable and profitable projects or businesses. In effect, it helps you to create a more enterprising academic environment.

The case studies we have chosen to include in this booklet illustrate how UPBEAT has impacted on some academic enterprises. But they are just a sample, put together with the help of our partner universities who know there is a better way to reach out and improve the way we academics interact with the real world. With your help, we can achieve even more.

We look forward to welcoming you to a more UPBEAT way of working.

Professor James Powell OBE
UPBEAT Project Director
Pro Vice Chancellor For
Enterprise & Regional Affairs
The University of Salford



* UPBEAT (University Partnership to Benchmark Enterprise Activities and Technologies) is a partnership between Lancaster University, Leeds Metropolitan University and the Universities of Salford, Teesside & Westminster. This work is funded by HEFCE, EPSRC & CIHE.

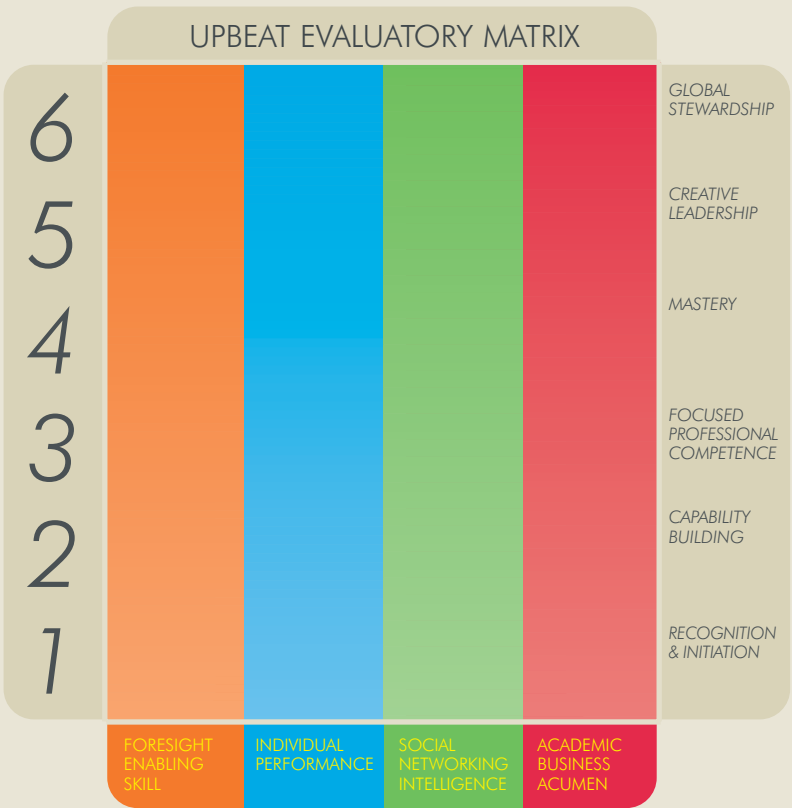
UPBEAT

MAKE A REAL WORLD OF DIFFERENCE

The skills necessary to *implement* an idea are different than those needed to *have* the idea, and the ‘thinkers’ of this world aren’t always the ‘doers’ - but every successful business relies on a balance of both.

UPBEAT forms a vital bridge between the two states by providing a simple and intuitive tool in the form of a rigorously tested matrix that helps make sense of complicated enterprise situations.

That bridge is constructed from four key human characteristics that were repeatedly identified during the evaluation of many successful university Reach-out projects; Academic Business Acumen, Social Networking Intelligence, Individual Performance, and Foresight Enabling Skills. By plotting these 4 qualities against 6 levels of engagement - from Recognition to Mastery up to Global Stewardship - a clear picture of a project’s progress is quickly built up, and the next steps and areas for improvement can be developed. In effect, the UPBEAT method is a road map to success.



WHY BE UPBEAT?

The UPBEAT partnership believe that both economic and social gains are achievable through the Reach-out agenda and 10 universities - five in the UK and five overseas - joined together to test how this could be

done. Now, more universities are coming on board and over 150 case studies are in development to define the real value of alternative forms of Reach-out - and how to achieve them.

EDUCATOR TO ENTREPRENEUR

BARBARA'S BUSINESS SUCCESS REAPS REAL WORLD SOCIAL BENEFITS

Developing a fun and factual board game to help teach young people about contraception and sexual health has transformed Barbara Hastings-Asatourian from educator to entrepreneur - and created a company that is delivering social benefits on a global scale.

Barbara, a senior academic at the University of Salford, originally started to devise the Contraception Education Board Game in the late nineties as a more effective method of teaching young people about sexual health. But a raft of government legislation which advised better methods of engagement on this controversial topic meant that as well as a valuable and well-timed education tool, Barbara was on her way to establishing a profitable business.

ACADEMIC BUSINESS ACUMEN

By contacting the Academic Enterprise team at the University of Salford, Barbara took the first step in developing her Business Acumen, helped and supported by a business mentor who coaxed her into moulding herself and her business in line with all four critical human success factors.

Barbara's work was given a boost when she sought business support and advice from the University of Salford. She was also encouraged when the Government's Teenage Pregnancy Unit and Department for Education and Skills gave her game a positive review - and access to their vital database of teenage pregnancy coordinators. Barbara went on to hone her business skills in marketing, finance and law. She secured research funding which allowed her to develop further resources.

SOCIAL NETWORKING INTELLIGENCE

On the advice of her business mentor, Barbara started networking and joined the Greater Manchester Chamber of Commerce - a move which instantly paid off as she was introduced to many useful companies one of which provided her with cost-effective translation services. This enabled her to translate her resources and access international markets through her website.

INDIVIDUAL PERFORMANCE

As Barbara has developed her academic and entrepreneurial skills, her standing in both areas has increased. She is now seen as a specialist in her field, having published numerous papers on her work and is regularly invited to speak at international conferences on sexual health and contraception. She has also been a finalist in 2003 and 2005 respectively in the Entrepreneur of the Year and the DTi E-Commerce Awards.



FORESIGHT ENABLING SKILLS

Barbara knew she needed to get to know her customers and market so she undertook extensive research into the viability of the game, initially testing it with friends and later with students and colleagues, continually feeding this information back into her development in order to perfect the product. She successfully secured further funding which allowed her to undertake market research in Brazil and the USA and develop the company by adding to the range of educational products on offer.

These now include the Contraception Education board game, a DVD and video game. Barbara is also working on a new version of the game 'Play it Safe' - designed to help with HIV and Aids education among young South Africans.

Barbara's knowledge of her subject, combined with the acquisition of sufficient business skills, put into practical and beneficial use in the real world continues to reap benefits.

Now her games sell worldwide in countries such as China, Brazil, Russia, South Africa, Australia and the USA - to name just some of her markets.

Barbara has been a finalist in both 2003 and 2005 in the Entrepreneur of the Year and the DTi E-Commerce Awards.



MAKING MUSIC AT THE UNIVERSITY OF WESTMINSTER

With the advent of increasingly sophisticated technology, competition in the music industry is fiercer than ever as the resources needed to get involved become more easily available.

That's why the University of Westminster's set up 'MusicTank' - an independent, knowledge-based network to share ideas and expertise across the music industry. This has proved a vital information lifeline to the industry's smaller players. Through their website and a programme of industry-focused events, MusicTank is fast becoming a valuable resource for everyone connected with the industry, amassing over 4,000 subscribers to its newsletter together with a portfolio of impressive media attention and industry support.

The team, headed by Project Director Stephen Whaley and managed by Jonathan Robinson, recognised that knowledge is the key to survival in the music industry - yet there was no forum to encourage high-level discussions of the business as a whole. By engaging the support of a consortium of 14 music industry bodies and a number of leading figures, the initial events were well supported and a deeper understanding of the industry was achieved. Now events have expanded to cover the legal and accounting aspects of the music business and MusicTank has received Continuous Professional Development (CPD) status from the Law Society.

LEADING THE WAY TO BUSINESS SUCCESS

A Reach-out programme by Lancaster University to develop leadership skills in small and medium-sized businesses (SMEs) proved so successful, it has become a permanent addition to the curriculum.

The Leading Enterprise and Development (LEAD) Programme, which began in 2004, was designed in response to Government drivers to improve the performance of small companies.

The programme helped more than 70 companies focus on improving the leadership of their owners and enhancing their business performance.

Now, the programme has been adapted and will be offered as a course through the University's Leadership Academy with the option for delegates to achieve a Masters degree at the end of it. The course may even be 'exported' as a module taught in universities throughout the Middle East.

You can find more case studies at
www.upbeat.eu.com

UNIVERSITY-LED REGENERATION THROUGH THE DEVELOPMENT OF DIGITALCITY

Established in 2002, the Teeside University-led DigitalCity initiative is working to realise the Tees Valley's potential to generate and sustain a fast-growing, high-level economic base in the digital technologies sector - an ambition which is already reaping rewards in terms of student retention, job creation and inward investment.

With funding totalling over £10m from the public and private sectors, the initiative will, by 2010, have created 130 new businesses and more than 300 new jobs. As well as enabling DigitalCity fellowships, festivals, a new £11m Institute of Digital Innovation and the renovation of Victorian buildings to accommodate the growing digital cluster.

One company that has been attracted to the pipeline of initiatives developed by DigitalCity is Nisai Learning Ltd, part of the Nisai Group, which allows excluded pupils from mainstream schooling to keep up-to-date with class work through an internet-based 'virtual academy'. By relocating its 40 software developers from Hyderabad to Middlesbrough, the company has been able to access business support, graduate skills and R&D facilities.



KICK-STARTING COMMUNITY UNITY IN BRADFORD

BETTER ENGAGEMENT REAPS BENEFITS AT THE TURNSTILES

Even though Bradford City Football Club is at the geographical centre of the Manningham district of the city, it was still far from being at the heart of this predominantly Black and Minority Ethnic (BME) community, with few people attending football matches - despite their proximity to the ground.



In a bid to reverse this trend and support the community in the wake of the 2001 race riots, a community partnership was established to engage the high numbers of disaffected youth in the area and raise the club's profile as a concerned and committed part of the neighbourhood.

Project managed by David Ward, a local councillor and experienced academic from Leeds Metropolitan University, the partnership - which also included Bradford Council and Bradford Local Strategic Partnership - began by engaging various social networks publicising the project and gaining essential knowledge about community needs.

From there, the club and the community worked together to generate new opportunities and social programmes. By 2005, a charitable company limited by guarantee was formed to assist in the development of new funding opportunities to finance sport, education and community activities.

These have included a DfES-approved 'Playing for Success Centre', and the use of the Bangladesh Resource Centre's sports hall as the venue for football coaching for 300 pupils, half of which are from the BME community.

Areas such as health, music and business education have also been addressed, with events targeted at Bangladeshi women and also use of the football club for rehearsals for 'Bradford: The Musical' - part of the Bradford Festival.

The partnership as a whole has made tangible inroads into the local community with engagement by BME individuals now on the rise, something which has been recognised by a nomination for the Times Higher Education Supplement (THES) Award for 'Outstanding Contribution to the Community' 2006 and also the fact that other sports clubs are now approaching the university for help with similar community projects.



ACADEMIC BUSINESS ACUMEN

The club recognised that it needed to effectively engage the community around it and place the facility at the heart of that community. Initial funding was secured to start work in the area on a range of community projects and partnerships. Some of the projects have managed to generate their own income and the success of the project on the whole has led to further funding which will ensure its success and sustainability.

SOCIAL NETWORKING INTELLIGENCE

David's standing as both an academic and local councillor enabled a rapid link to be established between the club and various networks - both formal and informal - and brought a huge amount of experience in community engagement to the partnership. He was intrinsic in gaining the support of the local authority and the university's Vice Chancellor. A support officer is now in place to enable some of the projects to become self-sufficient.

INDIVIDUAL PERFORMANCE

David recognised he lacked the skills needed to access different sources of funding and so undertook the relevant training to address this.

FORESIGHT ENABLING SKILLS

David undertook research to gain a better understanding of the BME community and sports clubs and their approach to activities and support. This information was fed back into his work and helped to focus the project goals. Evaluation of the project came via community feedback and recognition by local and national media.

Nominated for a THES award for 'Outstanding Contribution to the Community' 2006.

UPBEAT BENEFITS

HOW YOU CAN BENEFIT FROM THE UPBEAT APPROACH

Many academics do a lot of interesting work but this isn't always implemented in the 'Real World.' UPBEAT encourages universities to use their research to bring about social, economic and cultural benefits to communities and businesses.

HERE'S WHAT UPBEAT CAN DO FOR YOU AND YOUR ORGANISATION

- Evaluate one or more projects
- your own or those of others
- Provide a structure for continuous improvement and progress
- Enable real world benefits through academic research
- Give academics the business skills to create sustainable projects

UPBEAT PEOPLE

UPBEAT can help identify personal strengths, develop awareness of shortcomings and encourage continuous improvement. Getting it right can mean developing into regional, national and international agendas, as well as understanding local contexts needs and demands. Benefits can be many, from profile raising and new or increased status to awards and other forms of recognition.

UPBEAT PROJECTS

The UPBEAT model can provide a step-by-step guide for new ventures, help existing enterprises evaluate and improve their performance and assist in comparative exercises for those overseeing more than one Reach-out programme - enhancing sustainability and increasing success.

UPBEAT HEIs

UPBEAT can help universities to build a balanced portfolio of successful projects to drive profit streams, meet government targets and contribute meaningfully to businesses and communities - whilst at the same time enhancing their reputation.

UPBEAT RESOURCES

UPBEAT is about inspiring and motivating academics and institutions to look at their research from new perspectives and introducing more enterprising ways of working. We have developed a range of supporting tools including an information-packed website, a training DVD and a comprehensive User Guide.



WEBSITE

The website offers valuable resources where partners and interested universities can access support materials and case studies.

www.upbeat.eu.com



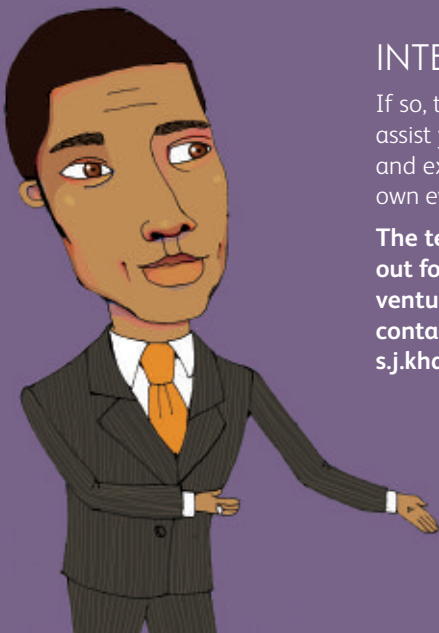
DVD

View an UPBEAT evaluation in action, and get an instant introduction to the UPBEAT process.



USER GUIDE

This comprehensive resource with a pull-out evaluation matrix, is a must have for academics and researchers implementing UPBEAT.



INTERESTED?

If so, the UPBEAT team can help. We have a wealth of experience and can assist you in putting your Reach-out ideas into action, evaluate your new and existing projects or train you and your colleagues to undertake your own evaluations.

The team is continually expanding and we are always on the look out for new colleagues. So, if you're interested in joining this exciting venture or would simply like some more information then please contact our co-ordinator Samina Khan on 0161 295 6152 or email s.j.khan@salford.ac.uk.

www.upbeat.eu.com

Funders



Partners

