

Business Improvement Academy

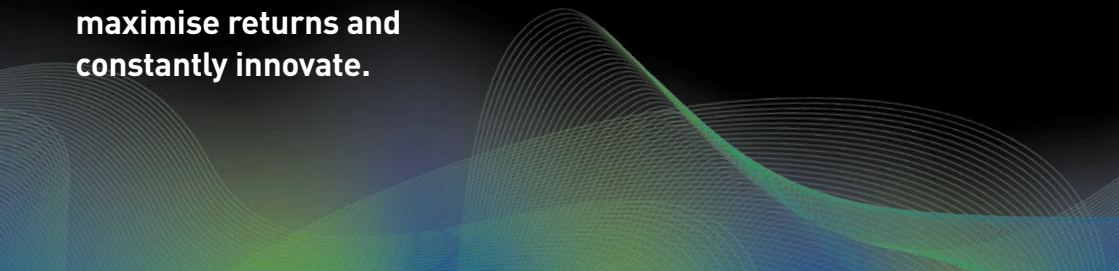
# Tourism





**Embedding a culture of business excellence will help your company to be more productive, competitive, and outward looking. It also instils the ability to adapt to customer and market opportunities. Developing the skills and talents of your people enables you to prepare your business, maximise returns and constantly innovate.**

The Business Improvement Academy is designed to support ambitious and growing tourism businesses that recognise the need to engage with the concept of sustainable continuous improvement in order to become more productive. It combines tools and techniques to highlight areas where efficiencies can be made along with cultural and behavioural change.



The Academy works with business leaders as well as those who have responsibility for enabling change and wish to secure a higher level of ownership and engagement from their colleagues.

Participation and delivery is a mix of workshop-based (one to few) active learning combined with on-site (one-to-one) practical project support tailored to your own business.

For larger businesses or multi site groups the Academy can be run on an in-house basis where appropriate.



## Benefit to companies

Participants of the Academy will become cultural enablers for their business, delivering sustainable improvement through enhanced employee engagement and consolidation of supporting behaviours.

Areas of management, leadership and enterprise are developed in order to drive innovation and productivity, which in turn maximises the efficiency of their business, ultimately helping drive profitability.

The guiding principles of the Academy are:

- **Continuous Improvement culture combined with behavioural change** – tailored to participant's own business improvement project
- **Active Learning Techniques** – supported by experienced practitioners
- **Focus on Sustainable Change** – embedding the learning to deliver future business benefits
- **Leadership Excellence** – practical improvement and embedding of leadership skills
- **Business Excellence** – improving the competitiveness of business
- **Engagement** – encouraging continuous improvement through engaging with others



## Why should you participate?

You have the ambition to drive significant improvements forward (process and behavioural) within your business. However, the rate of change is slower than anticipated; the appetite for change isn't quite what it should be and any process changes achieved may have been short lived. There is also an expectation that any changes won't be fully supported, with a consequential migration back to previous practices.

## Who should participate?

- You are responsible for leading change in your business and looking to gain a higher level of support
- You see the opportunity to streamline your workflows, map your processes and make everyone's job easier
- You've seen previous initiatives stumble as people just don't get behind change
- You want to clearly understand your own role in the change process

Using a set of guiding principles that bring change management together with business improvement tools, you will become capable of delivering sustainable improvement by developing ways to engage others, while also improving the processes in your business.



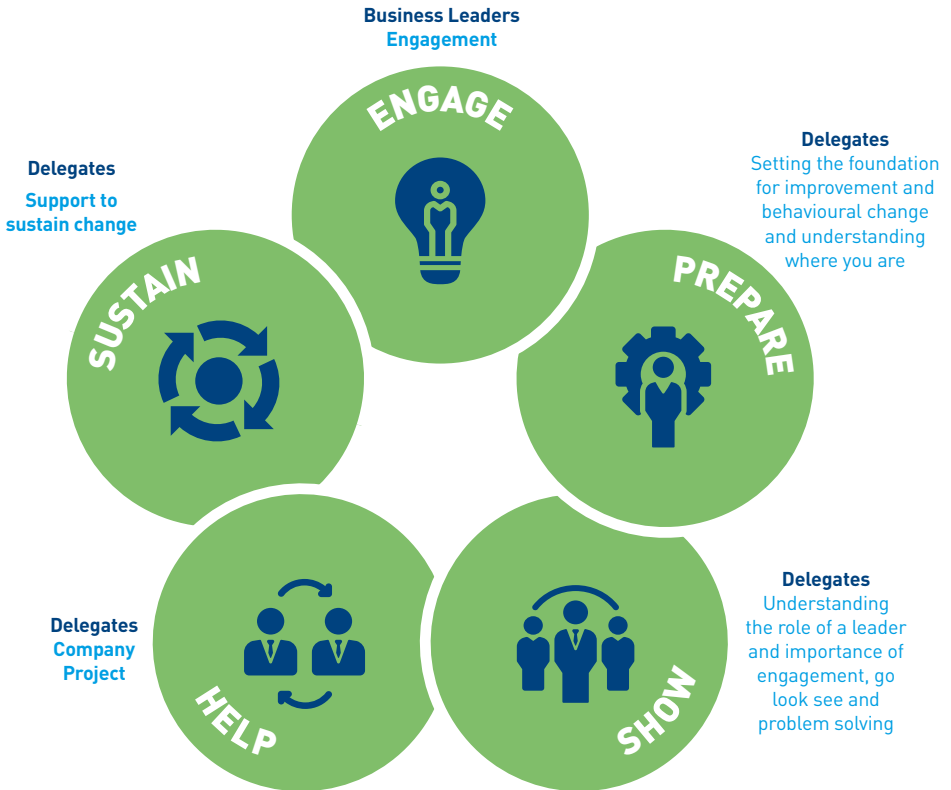


On joining the Academy, you will enjoy the opportunity for networking with your industry peers, learn from others and discuss key issues with fellow participants.

## Business Improvement Academy Approach

The Academy requires a commitment of one per week for the first 6 weeks. This includes group based learning as well as a visit to a best practice company. Thereafter, the support is incredibly flexible as the Practitioner support comes to you, on-site in your business on a day and time that suits you.

The learning across the wider group is then shared as everyone comes back together to learn from each other. Our experience and company feedback shows this approach kick-starts the required change and builds momentum.



- Day 1** Challenges the business leaders to think about creating the right environment for sustainable change. They are engaged in behavioural change and how it links to key business improvement tools, so they can fully support their staff on the Academy.
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- Day 2** Engages the Academy participants to begin to understand the foundation for improvement and behavioural change; their role at the Academy and how this links to business improvement.
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- Day 3** Uses active/live learning to understand how to identify waste, improve flow and identify opportunities for improvement in their processes.
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- Day 4** Uses active/live learning to allow delegates to prioritise their improvement actions and create a future state vision.
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- Day 5** Explore how change can be effectively implemented within the company using the Kotters Model steps.
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- Day 6** Looks at how to effectively communicate change and engage the workforce. Participants will also assess the readiness of their company for sustainable change.
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- Day 7** Finalises project plans along with an on-site Go-Look-See at a company on the change journey.
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- Days 8-10** On-site project support to implement and sustain change.
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- Day 11** Project presentations to business leaders.
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## Eligibility

The Business Improvement Academy requires businesses to commit to the full 11 day programme which will be spread over 2-3 months. The Academy is open to applications from all businesses with aspirations of growth. An initial review will ensure the Academy is the best option to meet current business needs.

## Cost

There is a charge of **£450 plus VAT** per person, payable in advance. There are 15 places available and a maximum of 2 delegates per company can participate.

## How to apply

To find out about an Academy near you and to register your interest call us on **0845 607 8787**.

If you require this publication in an alternative format and/or language please contact the Scottish Enterprise Helpline on 0845 607 8787 to discuss your needs.

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