

FIFTH EDITION

ENTREPRENEURSHIP AND SMALL BUSINESS

START-UP, GROWTH AND MATURITY

PAUL BURNS

**Digital
Links**



ONLINE
RESOURCES
AVAILABLE

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

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Links are to videos and websites in *Case insights* and *Explore further* sections of each chapter.

Some videos may not be available outside the UK. Videos based on YouTube may have advertisements placed on them before they play. When this happens a caption will appear in the bottom right of the screen saying 'Ad will end in 5 seconds' followed shortly by 'Skip Ads'.

As soon as this appears press 'Skip Ads' caption.

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Chapter 1

Case insights

1.1 Melanie Perkins and Canva



This video tells the story of Melanie Perkins and Canva

Visit the website



1.2 Joseph Cyril Bamford and JCB



This short video features Anthony Bamford and some of the company products

Visit the website



This *Financial Times* video looks at why JCB has been successful when other UK family manufacturing businesses have not

1.3 Florence Kennedy and Petalon



This video interview with Florence Kennedy tells the story of Petalon

Visit the website



Florence and James Kennedy explain the reasons for starting their own business



This 2018 video interview with Florence and James Kennedy is about their businesses and how it fits with their lifestyle

1.4 Ambareen Musa & Souqalmal



In this video Ambareen Musa talks about her background and motivations

Visit the website



1.5 Jack Ma and Alibaba



This short video outlines Jack Ma's career and how he grew Alibaba. It also provides some personal insightss

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

1.6 Lowell Hawthorne and Golden Krust



Lowell Hawthorne tells the story of Golden Krust

Visit the website



1.7 John Bird and The Big Issue



This video explains what The Big Issue is about

Visit the website



Explore further

1.1 The reality of being an entrepreneur



This is a TED talk by Mark Leruste (found of The Unconventionalists, a weekly podcast, talk show and coaching and training business) about the reality of being an entrepreneur

1.2 National start-ups and SME statistics



This link is for statistics about the UK. From here you can navigate to the information you require



This link is for statistics about the EU and the countries within it. From here you can navigate to the information you require



This link is to the Small Business and Entrepreneurship Council that publishes summary statistics for the USA

1.3 GEM and national reports



This link is for the GEM global report and other national reports



This link is for the GEM UK report

1.4 Female entrepreneurship



This is the link to the GEM 2018/2019 women's entrepreneurship report



This is the link to *The Alison Rose Report Review of Female Entrepreneurship*



This is the link to the *Women in Enterprise* report

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

Chapter 2



Case insights

2.3 James Dyson (1)



This is a video outlining James Dyson's career and what he believes his company is all about. This is a trailer for his book - *Invention: A Life*. There are more videos online relating to each chapter

Visit the website



2.4 Vaccitech



This video explains the work of Vaccitech

Visit the website



2.5 Astex Pharmaputics



This video explains the work of Astex and its Cambridge University links

Visit the website



2.5 Small Business Innovation Research



This video explains the initiative

Visit the website



2.7 Seven Stories



This video introduces you to the charity and taking you on a tour of the building

Visit the website



Explore further

2.1 Innovation, location and network effects



This video promotes London as a centre for innovation because of its attractiveness to entrepreneurs

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

Chapter 3



Case insights

3.1 Julian Thomas and Figaro Brands



This website showcases some of Figaro's creative work

Visit the website



This is the mindset interview with Julian Thomas

3.2 Adam Schwab and Lux Group



This is Adam Schwab talking about Luxury Escapes at the Wild Digital 2017 conference

Visit the website



3.4 Jack Cator & Hide My Ass!



This video is a video of Jack's talk at the Full WIRED 2014 conference

Visit the website



Explore further

3.1 Five-Factor personality test



This is the link to the Five-Factor test

3.2 General Enterprise Tendency (GET) test



This is the link to the GET test

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

3.3 Bias in decision-making

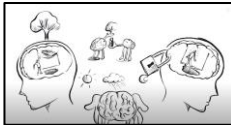


This HBR animation is on bias in decision making



This is a one-hour TED talk by Daniel Kahneman recipient of the Nobel Prize in Economic Sciences for his seminal work on the psychology of decision-making

3.4 Entrepreneurs – born or made?



This animation explains the difference between a 'growth' & a 'fixed' mindset & discusses how mindset can be changed



This video addresses whether entrepreneurs are predominantly born with certain character traits or whether these traits result from their cultural influences

3.5 Meyer's cultural assessment tool



This is the link to Meyer's assessment tool


Chapter 4

Case insights

4.1 Transferwise



This is video tells the story of TransferWise (now Wise)

Visit the website 



This is an interview with founder, Taavet Hinrikus

4.2 Azuri Technologies & M-Kopa



This video shows how Azuri operates

Visit the Azuuri website 

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e



This video shows how M-Kopa operates

Visit the
M-Kopa
website



4.3 Hackathons



This video shows a Hackathon at
Massachusetts Institute of Technology (MIT)
in the USA

4.4 Fetchr



This video features the founders explaining
how the app works

Visit the
website



4.5 Great Ormond Street Hospital



This is a talk by Professor Martin Elliot about
the involvement of the F1 team with the
hospital. The first 20 minutes of the video
relates to this case

4.6 Henry Ford



This short video shows the original Ford
assembly line in operation

4.9 Duplays Sports Services



This is a promotional video for the company's
corporate events service

Visit the
website



4.10 Digikala



This video tells the story of Digikala

Visit the
website



4.11 Starship Technologies



This is a video of a Starship in operation

Visit the
website



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

4.12 Maggie's



This is a short animation explaining the concept behind Maggie's

Visit the website



This is a short clip from a BBC documentary about Maggie's



Explore further

4.1 The art of innovation



This TED talk by author Guy Kawasaki sets the scene on innovation

4.2 Connectivity



This RSA video animation explains, narrated by Stephen Johnson, explains connectivity



The short video shows what connectivity means at 3M, a company well known for innovation

4.3 Discovery skills



This short HBR interview is with Professor Jeff Dyer explaining how the discovery skills were developed



This is INSEAD interview is with Professor Hal Gregson

These are five short videos with Hal Gregson explaining in more detail how each of the five discovery skills can be encouraged and developed



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

4.4 Creativity tests



This is the link to the KAI test



This is the link to the AULIVE test



This is the link to the HBDI test

4.5 Radical innovation

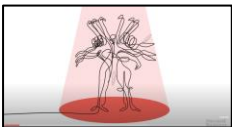


This HBR animation explains how radical innovation can disrupt an industry



This HBR interview with Scott Anthony is on how to spot disruptive innovation opportunities

4.6 Market paradigm shift



This HBR animation explains Blue Ocean Strategy using Cirque du Soleil

4.7 Systematic inventive thinking



This is a HBR interview with Kevin Coyne explaining how the five approaches can be used to provide more focus for innovation

Chapter 5



Case insights

5.1 New-to-the-world industries



This Microsoft video explores what the near future of mobile technology might look like

5.2 Savelli



This is a promotional video for the Savelli phone

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e



This is a video showing a \$20,000 competitor from Sirin Labs, called *Solarin*. It was launched a couple of years after Savelli

5.3 Cajuu



This is short video tells the story of how the company came to be set up and what it offers

Visit the website



This is the mindset interview with Habil Ibrahim



Explore further

5.1 Sources of business and market information

Local business or university libraries are the obvious first place to go for information.



This is a link to the British Library website.

The most comprehensive single source of information in the UK is the British Library Business and IP (Intellectual Property) Centre in London. The free Reader Pass gives you access to the Library's collection of over 150 million items – books, manuscripts, maps, newspapers, magazines, patents, prints and drawings, photographs and more.

- You can find images and audio to aid in the creative process, technical literature to aid in scientific discovery and market information to help develop your competitive strategy;
- There is information on market size, trends, competition and target customers, including hundreds of market research reports from companies such as Mintel, Datamonitor and Frost & Sullivan covering a huge variety of industries;
- The Library offers free online access to databases giving company, financial and industrial information, such as Fame, Amadeus, OnSource, LexisNexis and Dialog;
- It also houses the most comprehensive collection of patent specifications in the world – over 50 million specifications from 40 countries – and provides access to the most up-to-date literature on patents, trademarks, designs and copyright, together with access to extensive online search tools;
- It even has an inspirational entrepreneurial role model events programme.

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e



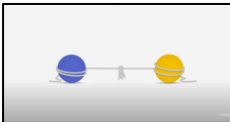
Once you have set up your business, you might decide to join your local Chamber of Commerce, membership of which gives you access to certain support and services financed by membership fees. These are largely self-selecting, self-regulating groups, although the British Chambers of Commerce have developed their own accreditation and quality assurance system for their members. The services provided by local Chambers vary enormously but generally they can provide you with information and advice cheaply and quickly. They generally attract a high proportion of local owner-managers and are therefore good places for local networking.



This link is to a website listing trade associations and regulatory bodies. Information on the services offered can be obtained from the website of the relevant association.

Many business sectors have trade associations, membership of which gives you access to certain support and services. As with Chambers, the services these associations provide vary enormously but generally they can provide you with information and advice cheaply and quickly.

5.2 Porter's five forces



This HBR animation explains Michael Porter's five forces & how they affect competition in an industry



This is an HBR interview with Michael Porter

Chapter 6



Case insights

6.1 Fastbrick Robotics (FBR)



This video shows the FBR robot in action

Visit the website



6.2 Dropbox



This is the original video explaining the Dropbox concept - an MVP demonstration

Visit the website



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e



These are two interviews with Drew Houston, one in 2012 and the other in 2017. They demonstrate how the business model changed over that time



6.3 Soroya Sikander, artpreneur



This video introduces you to Soraya Sikander

Visit the website



6.4 Galy



This is a video showing how the Galy process was developed

Visit the website



This is a video about the Global Change Awards

6.5 Fudge Pots



No videos are available

Visit the website



6.6 Ioncell®



These are two clips showing how Ioncell® is produced, how it is spun into yarn and the qualities of the product

Visit the website



This is a video of one of the pitches the team made to obtain their funding

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

6.7 StellenBosch LaunchLab



This is a short promotional video for the LaunchLab

Visit the website



Explore further

6.1 Design thinking



This is a short HBR animation explaining the concept of design thinking

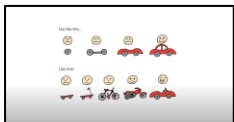


This is a Harvard video case describing Apple's approach to innovation, management & design thinking



This link is to the website of the Design Council (UK) explaining how to use the double diamond model. This is step 1 of the 4 step process. Subsequent pages explain the other steps.

6.2 Lean start-up



This is an animation explaining MVP



This is a short talk from entrepreneur, Steve Blank, explaining MVP



This is an HBR interview with Professor Jeff Dyer about MVP



This is a one hour lecture by entrepreneur, Eric Ries, explaining the whole lean start-up concept

6.3 Business models



This HBR video explains the difference between a strategy & a business model

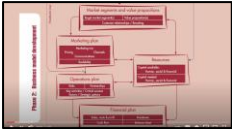
Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

6.4 New Venture Creation Framework



This video explains the overall Framework



This video explains the business model development phase of the Framework



This is the link to the companion website for *New Venture Creation* where all the tools can be accessed

6.5 Business Model Canvas



This is the link to the Business Model Canvas website where online tools to help apply it are available to download

These six video animations explain how to use the Canvas



6.6 Low-cost market testing in the UK



Local car-boot sales are shown on this website



Other sites where you can buy & sell goods are shown on this website



You can advertise second-hand goods free with no fees on this website



You can advertise certain types of goods for sale free on this website

Chapter 7



Case insights

7.1 Nin Castle & Reverse Resource



This is the pitch that won Reverse Resource the €300,000 from the Postcode Lottery Green Challenge

Visit the website



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

7.2 Morgan Motor Company (1)



This video showcases the range of Morgan cars

Visit the website



7.3 Tyrrell's crisps & Chase Vodka



This video is about Tyrrell's crisps

Visit the Tyrrell's website

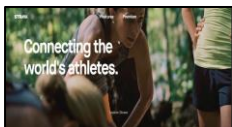


This video take you on a visit to Chase Distillery

Visit the Chase website



7.4 Strava



This video shows how Strava works

Visit the website



7.5 Pinterest



This is the story of Pinterest told by Ben Silbermann

Visit the website



This is Ben Silbermann pitching his idea for Pinterest at Stanford Technology Ventures Program in 2013

7.6 Deliveroo, Uber Eats & Just Eat



Visit the Deliveroo website



Visit the Uber Eats website



Visit the Just Eat website



Explore further

7.1 Effectuation



This animation explains the principles of effectuation

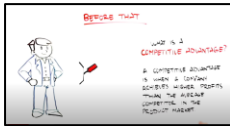
Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

7.2 Competitive advantage



This HBR animation explains the concept of core competencies & its link to competitive advantage



This animation explains the link between the generic strategies & competitive advantage

7.3 Keeping strategies simple



This is a short talk by Professor Donald Sull on the importance of keeping strategies simple

Chapter 8



Case insights

8.1 The Entertainer

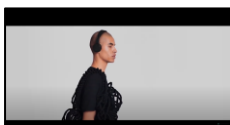


This video tells the story of Gary Grant, The Entertainer, and how, eventually, it developed values

Visit the website



8.3 Zound Industries



This video shows the Zound product range and demonstrates the target markets for their three brands

Visit the website



8.4 Cotton On Group



This video tells the COG story, explain what the brand represents

Visit the company website



This video shows how the Cotton On Foundation mixes charitable and commercial objectives

Visit the Foundation website



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e



Explore further

8.1 Service-dominant market logic



These three videos feature Professor Robert Lusch explaining the concept of service-dominant marketing logic



8.2 Values-driven marketing



This is a short clip from a lecture by Professor Philip Kotler on values-driven marketing



This is an HBR video with Professor Michael Porter on the importance of shared values in creating economic value

8.3 Corporate social responsibility



This is a talk by Professor Paul Burns on how CSR can be commercially beneficial



This is the first of a series of short animations making the business case for sustainability



This is a link to Planet Mark website



This is a link to ICRS website

8.4 Branding



This animation explains the value of branding

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

Chapter 9



Case insights

9.1 Apple and design



This video shows how Apple use design to gain competitive advantage

Visit the website



9.2 Lara Scobie



Meet Lara Scobie

Visit the website



This is the mindset interview with Lara Scobie

9.3 UK Sofa-beds



This video shows how a sofa-bed works

9.4 Fortnite: Battle Royal



This video gives you a flavour of what is involved in this game

Visit the website



9.5 Flying Tiger Copenhagen (1)



This video takes you on a tour of a typical Flying Tiger store

Visit the website



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

Chapter 10



Case insights

10.2 Instant Pot



This is a short review of Instant Pot

Visit the website



10.3 Avvi Shiffmann



This is a video interview with Avvi Shiffmann at the height of the website's popularity

Visit the website



10.5 Lush



This is a *Financial Times* Video about Lush

Visit the website



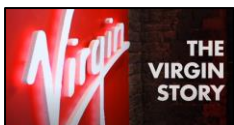
Take this tour of the Lush factory.

Check out the current campaigns



Explore further

10.1 Social media



This is a video clip about the importance of social media to the Virgin Group

10.2 Guerrilla marketing



This video clip shows a range of guerrilla marketing initiatives designed to grab people's attention

10.3 Advertising



This is a video clip showing the power of advertising in the brand image for Virgin

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

Chapter 11



Case insights

11.1 Xmi



This is a review of the Xmi Mini speaker

Visit the website



11.2 Trunki

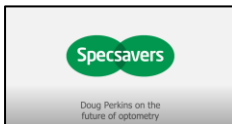


This is a video showing the range of Trunki products

Visit the website



11.3 Specsavers (1)



This is an interview with Specsaver's founder, Doug Perkins, talking about the future of optometry

Visit the website



11.5 Examples of social enterprise



Hamblin Village Shop



Changing Perceptions



The No.1 Befriending Agency



Seagulls



Global Music Visions



Baked: Cakes with a Cause



Edinburgh Tool Library



Bee The Change



Explore further

11.1 The problem of counterfeiting



This is a short video explaining the extent of the counterfeiting problem

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

11.2 Advice on safeguarding IP



This is the link to the World Intellectual Property Organisation, an agency of the United Nations, that produces the *Guide to Intellectual Property Worldwide*.



This is the link to the UK government's Intellectual Property office (IPO) that provides information on regulations and laws in the UK.

11.3 Advice on internet domain names



This link is to the Internet Corporation for Assigned Names and Numbers

11.4 Advice on forms of business



This is the link to the UK government website that signposts the available help and advice for start-ups.

More specific help and advice for start-ups and existing SMEs in the UK is organized on a regional and local basis. Regional bodies supporting business each have their own websites and telephone helplines. Their links are shown below.

England

Wales

Scotland

Northern Ireland



This is the link to the UK government website that gives information on limited liability partnerships



This is a short video explaining how to form a limited liability company in the UK



This is the link to the gateway to the Companies House website



This is the link to the government website that explains how to file annual returns with Companies House. It includes a short video.

Special requirements

Most businesses need to register with the Local Authority in the area they want to establish their business.

If processes cause pollution you must register. If food is being prepared or stored you need to contact the Environmental Health Department of the Local Authority.

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e



Licenses: These are required for certain types of activities in the UK. This is a link to the government website giving information on what is required



This is a link to an interactive licence-finder tool that you can use to find out which licences are required to set up your specific business in the UK



Financial Conduct Authority: Some types of companies must register with the Financial Conduct Authority. This is the link to their website



Health and Safety: This is a link to a government website that provides information on what legislation applies



Factories and workshops: Most businesses need to register with the Health and Safety Executive (HSE). If processes cause pollution you must register. If food is being prepared or stored you need to contact the Environmental Health Department of the Local Authority in the area you want to establish your business



Fire certificates: These may be necessary (e.g. guest houses, hotels and residential nurseries). Fire safety rules are different in England/Wales, Scotland and Northern Ireland. Check with your local Fire Authority. This is the link to the government website giving general advice



Environment: Regulations apply to the production, disposal, import and export of waste and the emission of pollution, including vans. If you use refrigeration, air conditioning, fire-fighting equipment or cleaning solvents, legislation may also apply. This link is to a government website that provides information on what legislation applies



This link is to the Environment Agency website where more detailed information on environmental legislation can be obtained

11.5 Franchising



Harold Evans explains the origins of franchising in this TED talk

11.6 Advice on social enterprise



This is the link to the UK government website which offers general advice and information on setting up a social enterprise in the UK



This link is to the Regulator of Community Interest Companies



This link is to the Charities Commission, where information on how to start up and close a charity in the UK, as well as other general information, is available

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e



This is a link to UnLtd., which offers advice, training and support, as well as funding, to social enterprises in the UK



This is a link to the Social Enterprise Coalition, which is the national body for social enterprise in the UK



This is a link to Ashoka Changemakers, which is a global network of social entrepreneurs, innovators, business leaders, policy-makers and activists. The website provides a range of resources for social enterprise



This is a link to the website for the UK co-operative movement



This is a link to the Institute for Social Entrepreneurs, which is a US-based international organization set up to encourage social enterprise. It provides information, education and training resources to help launch and expand social enterprises

11.7 Advice on taxation



UK Value Added Tax (VAT): This website gives information on VAT registration. Businesses with a turnover above a certain level



UK sole traders and partnerships: This website gives information. Sole traders need to register with HMRC and obtain Unique Taxpayer Reference (UTR) number(s). You will need your National Insurance number (your local Jobcentre Plus can help you with this if you do not have one). Income Tax is collected on a self-assessment basis



UK sole traders or partnerships can register to have their income and expenses assessed on a 'cash basis', rather than a profit basis if it suits them. This website gives you information on this option



UK limited liability companies: This website gives information on how to make an annual Company Tax Return and file annual accounts with HMRC



UK Pay-As-You-Earn (PAYE): If you have employees you need to register with HMRC and deduct tax and National Insurance from all employees receiving payments (including directors) and pay over to HMRC. This website provides information



UK local taxes (business rates): Local taxation is collected through Business Rates. They are handled differently in England/Wales, Scotland and Northern Ireland. Generally the Local Authority will send you an annual Rates bill in February/March each year. This website provides information



USA: This link is to the US government website that offers advice on business taxation in the USA

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

Chapter 12



Case insights

12.1 J&B Wilde



This video takes you on a tour of Smithfield market in Manchester

Visit the website



12.2 Boohoo



This video explains how Boohoo became so successful, whilst sounding a note of caution

Visit the website



12.3 Sephora



This video explains what Sephora does

Visit the website



12.4 wiGroup



This website has a CNN video featuring DuCasse explaining how wiGroup grew

Visit the website



This is a company promotional video aimed at the B2B market

12.5 Mamanpaz



This website contains video with the story of Mamanpaz, explaining how the service works

Visit the website



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e



Explore further

12.1 Developing a retail website



Visit this website for guides and tips on search engine optimisation

12.2 Search engine optimisation



This video is about how the toy retailer, The Entertainer (Case insights 8.2) went online using SAP Commerce Cloud

12.3 Business-to-business directories and websites

Business-to-business directories and websites can help source suppliers and manufacturers from around the world



This is the link to the website for Applegate

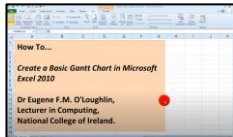


This is the link to the website for Alibaba



This is the link to the website for Kompass

12.4 Gantt Charts



This video by Dr. Eugene O'Loughlin shows how to prepare a Gantt chart using Excel

Chapter 13



Case insights

13.1 Gordon Ramsay



This video shows you around Restaurant Gordon Ramsay

Visit the website



13.2 Best Fruit



Visit the website



Visit the Facebook page

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

13.3 Food-ATM



This is a video telling the Food-ATM story

Visit the website



This is a video showing how Food-ATM operates

13.4 TechHub



This is a video showing what TechHub in Shoreditch (East London) had to offer

Visit the TechHub Swansea website



Explore further

13.1 How to compile a risk register



This is a video explaining how to compile a risk register

Chapter 14



Case insights

14.1 Darktrace



This video explains what Darktrace does

Visit the website



14.3 BP and Deepwater Horizon



This is a video animation giving a technical explanation for the blow out

Visit the website



This is a documentary giving an overview of the accident

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e



Explore further

14.1 Employment laws and regulations



Employment protection legislation applies to all employees. This link is to the UK government website that gives information on what legislation applies



If you employ people you need to register with HMRC, deduct tax and National Insurance from all employees as they are paid (including directors) and pay this over to HMRC. This link is to the HMRC website



Employers have to provide a workplace pension for eligible staff. This link is to the government website that gives information on what legislation applies

14.2 Business consultants



This is the link to the UK government website that signposts the available help and advice for start-ups.

More specific help and advice for start-ups and existing SMEs in the UK is organized on a regional and local basis. Regional bodies supporting business each have their own websites and telephone helplines. Their links are shown below.

England

Wales

Scotland

Northern Ireland



This is a link to Shell Livewire, which is the UK's largest online community of young entrepreneurs starting a business. As well as help and advice, it offers business awards, training courses and a social network



This is a link to the Prince's Trust. The Trust offers practical help, advice and low interest loans to young entrepreneurs



This is a link to British Chambers of Commerce website. Services are available only to members. The services provided by local Chambers vary enormously but generally they can provide you with information and advice cheaply and quickly



This is a link to a website listing trade associations and regulatory bodies. Information on the services offered can be obtained from the website of the relevant association

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

14.3 Personality tests



This is a short video explaining the nine Belbin team roles

This is link is to the Belbin questionnaire



This is the link to the Five-Factor personality test

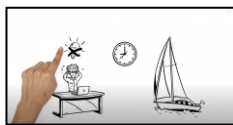


This is the link to the HBDI test

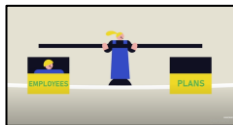
14.4 Motivation, creativity and task execution



This RSA animation explains how autonomy, purpose & mastery are strong motivators, particularly for tasks requiring cognitive skills



This animation is about how to encourage creativity in the workplace



This HBR animation is about balancing task execution (control) with autonomy

Chapter 15



Case insights

15.1 Hays Travel



This ITV website has a series of short interviews with John and Irene Hays about the redundancies in their company

Visit the Hays website



Chapter 16



Case insights

16.1 Adrenaline Alley



This is a video about Adrenaline Alley

Visit the website



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

16.4 Steve Jobs and Apple



This is a short video obituary for Steve Jobs



This is a two-part interview with Walter Isaacson about Jobs and his leadership characteristics

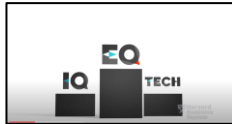


This 40 minute video sets out '10 rules for success' based on advice Jobs gave during his life



Explore further

16.1 Emotional intelligence



This is an HBR animation explaining the concept of emotional intelligence



This is an HBR interview with author Daniel Goleman exploring the concept of emotional intelligence



This is a talk by author Simon Sinek on the importance of empathy & perspective for leaders



This is an HBR talk by Gill Rider, President of the Chartered Institute of Personnel and Development, on the importance of building trusting relationships

16.2 Measuring organizational culture



This is the link to the OCAI

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

16.3 Leadership style – Task vs people



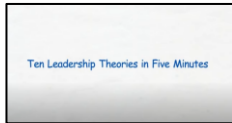
This links to the companion website where you will find the Leadership Style questionnaire

16.4 Leadership style – Dealing with conflict



This links to the Thomas-Kilmann Conflict Modes instrument

16.5 Leadership



This animation explains some 10 leadership paradigms



This HBR video is one view about what makes a great leader



This is a TED talk by author Simon Sinek on how great leaders inspire action



This is a TED talk by Professor Moss Kanter on the six keys to lead positive change in any organization



This is a link to Sashkin's Leader Behaviour Questionnaire instrument

Chapter 17



Case insights

17.1 Audioboom



This is an interview with CEO, Robert Preeter, about how he planned to make the business generate cash

Visit the website



17.2 Google Glass



This Google video shows how AGCO use Glass Enterprise Edition

Visit the website



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

17.3 Uber



This is a video exploring the economics of the Uber business model

Visit the website



17.5 Net-Works™



This is a short video about the project

Visit the website



Explore further

17.1 Change management



In this video a consultant explains the principles of change management



This is a video of Professor John Kotter talking about his eight step process for leading change

17.2 How to write a business plan



This is an HBR animation explaining what should go into a business plan

Chapter 18



Case insights

18.1 Monkey Music



This is a promotional video for Monkey Music

Visit the website



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

18.2 Brompton Bicycle



This is a promotional video that shows the new factory and features the new electric bike

Visit the website



18.4 Lenovo



This short video focuses on Lenovo's business achievements and market strength around the world

Visit the website



18.5 Amazon



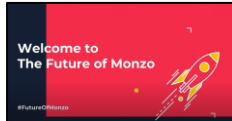
This animation explains the network effects available to Amazon by increasing its scale

Visit the website



This video explains how Amazon uses income from its range of products (in particular the cloud storage company AWS) and its network effects to subsidise its other products/services

Bonus case: Monzo



This is Tom Blomfield giving the keynote speech on the future of Monzo in 2019

Visit the website



Explore further

18.1 Help and advice on exporting



This is the UK government website that provides a step-by-step guide to exporting goods from the UK

18.2 Diversification and conglomerates



This is a video explaining what a conglomerate is



This is a CNBC discussion about how to increase shareholder value

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

Chapter 19



Case insights

19.1 Grameen Bank



This is a video about Muhammad Yunus and Grameen Bank

19.3 Kickstarter



This is a video that features the ten most successful Kickstarter projects, showing how not all were commercially successful

Visit the website



This is a video showing how to set up a Kickstarter project

19.4 Crowdcube



This animation explains how Crowdcube works

Visit the website



This is the Crowdcube pitch by Petalon (Case Insights 1.3)

19.5 Co Cars & Ethex



This video shows how the Co Cars scheme operates

Visit the Co Cars website



This video supports the Co Cars Ethex crowdfunding pitch

Visit the Ethex website



19.6 Brewdog



This is a TED talk by Brewdog founder, James Watt, explaining why Brewdog's culture aligns with its customers and why that has enabled it to be so successful in raising finance

Visit the website



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e




This is an example of one of Brewdog's successful crowdfunding pitches

Bonus case: Solar Power Company Group



This video features founder Khunchornyakong Wandee speaking at a conference

Visit the website 



Explore further

19.1 Sources of finance



This is a link to the website of the British Business Bank (BBF)



This is a link to the website for the Start Up Loans Company, offering start-up loans and funded by BBF



This is a link to the UK government website which provides a list of sources of finance currently available



This link helps you to decide on the appropriate type of finance for your business. It is funded by the UK banks.



This is a link to the Prince's Trust, which offers practical help, advice and low interest loans to young entrepreneurs



This is a link to the website of the UK Social Investment Business



This is a link to the BBF website for the Enterprise Finance Guarantee Scheme, which is a guarantee scheme to facilitate lending to viable businesses that have been turned down for a loan or other form of debt finance due to inadequate security or lack of a proven track record



This is a link to the website of the Financial Conduct Authority which is the body that supervises and regulates financial institutions in the UK. It has a public register of all individuals, firms and other bodies that are authorized to offer finance and credit. You can use this to check the authenticity of finance providers



This is a link to the website of the Small Business Administration in the USA

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

19.2 Angel and venture finance



This animation explains how angel & venture finance works



This is a link to the Angel Investment Network



This is a link to the British Business Angel Association



This is a link to the British Private Equity and Venture Capital Association & their Members Directory



This is a link to Invest Europe

19.3 Crowdfunding



This is a BBC video on crowdfunding, featuring Crowdcube & founder Luke Lang



This is a link to the UK Crowdfunding Association



This is a link to a guide to the top crowdfunding sites in Europe



This is a link to statistics on crowdfunding in Europe



This is a link to the Crowdfunding Center

Chapter 20



Case insights

20.1 Kennedy City Bicycles



This is a short 2015 video about Kennedy City Bicycles

See the final postings on Facebook



20.3 Facebook: Instagram and WhatsApp



This is a CNBC discussion about the reasons behind the integration of Instagram and WhatsApp with Facebook

Visit the website



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

20.4 Timberland



This is the 2020 Timberland promotional video. There are more videos on the VFC website

Visit the website



20.5 Titus Salt



This video tells the story of Titus Salt and Saltaire

Visit the website



20.6 Bill & Melinda Gates Foundation



This is an interview with Bill and Melinda Gates about taxing the wealthy

Visit the website



This is an interview with Bill and Melinda Gates about the COVID-19 crisis, which the Foundation donated some \$250 million towards fighting

Bonus case: Cobra Beer



In this video Karan Bilimoria tells the story of how he started Cobra beer

Visit the website



20.1 Information and advice on insolvency



This is a link to the UK government website on insolvency



This is a link to Companies House



This is the page on the government website that gives information on what you need to do to sell or close a business



This is the page on the government website that gives information on what you need to do and who you need to contact

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

Chapter 21



Case Insights

21.1 Asda vs Puma



This short animation charts the family rivalry

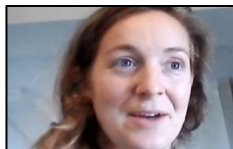


This is the trailer for the full length feature film that was made in 2016 about the family rivalry

21.2 Florence and James Kennedy



This is the 2018 video of both Florence and James as a husband and wife team talking about their lifestyle (Case Insights 1.3)



These are the mindset interviews with Florence and James Kennedy



21.3 Fisherman's Friend



This video tells the story of Fisherman's Friend, showing how the lozenges are made

Visit the website



21.4 Mars Inc.



This is the story of the Mars family

Visit the website



21.6 Ferrero



This video tells the storey of the Ferreo company and family

Visit the website



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

21.7 Timpson Group



This video outlines the history of Timpson Group

Visit the company website



This video explains what the Alex Timpson Trust sets out to do

Visit the Trust website



21.8 Wates Group



This is a short video showcasing the activities of Wates Group

Visit the website



This is a video interview with James Wates

Bonus case: Kongō Gumi



This video charts the company's history and looks at some of the temples it has built

Bonus case: Everards Brewery



This video gives a brief history of Everards Brewery up to 2009

Visit the website



Explore further

21.1 Strengths and weaknesses of family business



Professor Rob Nason explains the importance of family firms & some of the challenges they face



This is a TED talk by Vikram Bhalla looking at the strengths and weaknesses of family firms and their dynamism in emerging economies

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e



This KPMG animation is a case history illustrating the potential problems facing a family business



This *Financial Times* video shot at the World Entrepreneur of the Year event features CEOs from leading family firms giving advice

21.2 Family business membership organizations



This is a link to the Institute for Family Business



This is a link to the UK-based Family Business Network



This is a link to the US Family Business Institute



This is a link to a site that provides guidance on corporate governance in family business



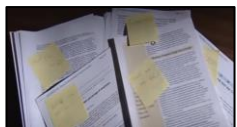
This is a link to *The Wates Corporate Governance Principles for Large Private Companies*

Chapter 22



Case insights

22.1 3M: The Post-It Note®



This video tells the story of the Post-It Note®

22.2 Alphabet (3): X Developments



This video explains what X Development, the moon-shot factory, sets out to do, highlighting some of its known projects

Visit the website



This is a 42 minute interview with Astro Teller (X's Captain of Moonshots)

22.3 Haier Group



This is a short video in Chinese about Haier (with subtitles)

Visit the website



Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e



This is a 45 minute video (in English) that explains how Haier grew to become the company it is today



Explore further

22.1 Entrepreneurial architecture



This video explains some of the terms & concepts

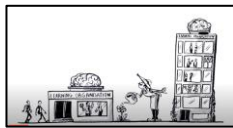


This animation explains what a complex system is



This animation explains how to design & construct a strong and unique organizational architecture

22.2 Learning organizations



This animation explains the concept of a learning organization

22.3 Intrapreneurship



This is a TED talk by intrapreneur Joshua Mitro Lavra making the case for intrapreneurship



This is a HBR interview with authors Linda Hill & Kent Lineback about networks & office politics

22.4 Corporate Entrepreneurship Audit








This is a link to the Corporate Entrepreneurship Audit tool

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

Video interviews: *Get into the mindset*

There are five mindset interviews. The appropriate Case insights provide details of the entrepreneurs' businesses and their detailed GET2 test results.

Julian Thomas and Figaro Brands	Habil Ibrahim and Cajuu	Lara Scobie, ceramicist	Florence Kennedy and Petalon	James Kennedy City Bicycles
				
Case Insights 3.1 and 4.7	Case Insights 5.3	Case Insights 9.2	Case Insights 3.1 and 21.2	Case Insights 20.1 and 21.2
83%	83%	GET2 score: 91%	53%	93%
B&D	A&D	Kahneman decision 1: B&C	B&D	B&D
BC	AD	Kahneman decision 2: AD	BC	BC

Each interview followed a set format:

1. Reasons for starting a business, including doubts and emotional highs and lows
2. Exploration of the detailed GET2 test results, including their agreement or disagreement with the results and reasons, along with possible antecedent influences on their character.
3. Exploration of decision-making, including whether they believe they are predominantly 'logical/analytical' (left-brain) or 'intuitive/emotional' (right brain) decision-makers and their approach to risk and uncertainty. This included Kahneman's test to identify peoples' approach to decision-making and risk.
4. A discussion about the entrepreneurs' style of management and the development of stakeholder relationships.

Download and save this booklet onto a computer or smartphone linked to the internet. To access a link click or tap on the selected video screen or website symbol.

Additional material on companion website: www.Bloomsbury.pub/burns-esb-5e

Video interviews: *Meet the entrepreneurs*

Below are a series of questions you might have asked our entrepreneurs as you completed each section of the book.

SECTION 1: ENTREPRENEURSHIP

Questions

1. Who are the target customers for these businesses and why should customers buy their products or services?
2. What entrepreneurial character traits can you spot in each of the interviewees?
3. What were the push and pull factors that led each entrepreneur to start their own business?
4. How important has national culture and/or location been to these entrepreneurs?
5. Did these entrepreneurs spot opportunities or create them?

SECTION 2: START-UP

Questions

1. What lessons do you learn about finding customers and securing repeat business? How strong is each of the brands?
2. How important have partnerships and relationships been in launching these businesses?
3. What were the operational challenges that the entrepreneurs faced? For Stefan, how important was managing cash flow? How did he achieve this? For John, what were the advantages and disadvantages of the legal form of business that he chose?

SECTION 3: GROWTH

Questions

1. What strategies for growth can you identify being used by each of these businesses?
2. What other potential growth avenues do you think these businesses could explore? What advice does Ross give about securing investment?
3. What lessons do you learn about scalability and the importance of people?

SECTION 4: MATURITY

Questions

1. Can larger and corporate organizations still be entrepreneurial? How is innovation encouraged?
2. Are these entrepreneurs still entrepreneurs? Or are they entrepreneurial leaders? What is the difference?
3. What are the benefits that Selyna sees in joining the family business? How difficult has it been for her?