



DENTSU CREATIVE

電通クリエイティブ

SCOTTISH ENTERPRISE

**The one thing that screams out from this research is the quality of the soft skills of the organisation:
people, connections and networks.**

(And it starts with Adrian Gillespie)

Lots of good things flow from that.

RECAP OF THE BRIEF

- Use in depth research to understand perceptions of Scottish Enterprise among customers, non-customers and partners
- And how SE is communicating its purpose within the business support system
- Including its relative position alongside partnership brands such as BG and SDI
- Across a representative sample of businesses in Scotland
 - - Geographically (East, West and North East)
 - - By business stage (Early Stage and Growth)

KEY TOPICS

- Awareness and understanding of SE's role, positioning and purpose
- Relative position in the business ecosystem in Scotland
- Brand recognition and effectiveness of communication: Channels and language
- Perceived value to Scotland's economy

SAMPLE: AUDIENCE BREAKDOWN

EARLY-STAGE COMPANIES

East
3 x manufacturing
1 x service

West
1 x manufacturing
2 x service

North East (oil, gas, renewables)
1 x manufacturing

(equal mix of export and domestic)

GROWTH COMPANY

East
2 x manufacturing

West
1 x manufacturing
1 x service

North East (oil, gas, renewables)
2 x manufacturing

(equal mix of export and domestic)

NON - CUSTOMERS

East
4 x service

West
4 x manufacturing
7 x service

North East (oil, gas, renewables)
1 x manufacturing
2 x service

(5 x Export and 13 x domestic)

PARTNERS

East
1 x partners

West
3 x partners

North East (oil, gas, renewables)
1 x partners

TOTAL

East
6 x customers
4 x non-customers
1 x partners

West
5 x customers
11 x non-customers
3 x partners

North East
3 x customers
3 x non-customers
1 x partners



THE BROAD BUSINESS SUPPORT LANDSCAPE

Question	Where do you currently go for business support?
Audience	Non-customers
Quotes	<ul style="list-style-type: none"> • My own network/colleagues/ people you know x 3 • Accountants and solicitors x 2 • Online/Google! x 2 • Nobody x 2 • Princes Trust x 2 • Business Gateway x 2 • Scottish Enterprise x 2 • Bank and banking relationship managers x 2 • Glasgow City Council • Citizen’s Advice Bureau • Local chamber of commerce – excellent invaluable resources • Accountants • Agencies (creative/PR etc) • Invoice finance from banks, • “Glasgow City Council have been best. Job Centre but tried BG and SE in the past. BG much better than DSE. SE never replied to me. “ • “Princes Trust at start up, so their mentoring was good. Not against SE.”
Insight	<p>Scottish Enterprise is not often considered the first stop for business support</p> <p>Or prospects have had unsatisfactory initial engagements with SE which creates negative attitudes towards them</p> <p>Very broad ecosystem of business support networks to choose from, with varying levels of sophistication</p> <p>And some confusion</p> <p>They are looking for convenience and value existing relationships or word of mouth recommendations</p>



Question	What do businesses look for when reaching out for business support?
Audience	Non-customers
Quotes	<ul style="list-style-type: none"> • Funding/Grants/Finance x 4 • One point of contact – responsive, quick, reachable x 3 • Guidance/advice x 3 • Answers/knowledge x 2 • Don't require a business plan • Quick information available online • What's available – support, grants, funding • Local – be able to 'drop-in' • Someone who understands • Support for staff training • We don't sit in a sector that SE focusses on so get help from Scotland Food and Drink instead – easier – some SDSI export advice/travel grant • Specialist technical information not generic one size fits all stuff. • Reputation must be stellar • Lack of conflict. • Confidentiality. • Be business partners. • Experts in Net Zero/ what we do.
Insight	<p>Among non-customers funding is the most front of mind subject when we talk to them about business support, but it's also the area of greatest frustration and dissatisfaction if funding is not granted by SE (and BG)</p> <p>This can massively cloud their opinion, negatively, of SE,</p> <p>Unsurprisingly, what businesses want is quick, easy-to-understand and actionable advice and support.</p> <p>Speed is of the essence which is why they will turn online to find the answer.</p> <p>Ideally, they want someone on-demand, who knows business, and can respond quickly when needed – that's why, among customers, AM's are so highly valued</p> <p>Your requirement for prospects to create a business plan is often off putting as it is time-consuming especially in the early stages or during periods of high-growth. It contributes to a culture of 'entitlement'.</p> <p>Specialist and tailored support is valued (but not always available) more than off the shelf or generic pan-category advice.</p>



Question	What are your frustrations with accessing business support?
Audience	Non-customers
Quotes	<ul style="list-style-type: none"> • Too many forms x 2 • Speaking to someone, straight away • Getting a response • Slow to react • Lack of direct funding • Waiting lists • Too many hoops to jump through • Not being followed up • Not being told what to do/ losing control of decisions • Not accessing information immediately • Difficult to find staff training in chemicals industry • Not getting access to appropriate information x 2 • Wanted too many business plans • Just wanted a mentor • SE has had too many shake ups so lack of consistency • Too generic • Lack of experience • Disjointed advice • “Main one, and biggest barrier, is that whenever support IS available so many forms, waiting lists and too many hoops to jump through. Is it worth it?”
Insight	<p>Business owners seek instant information, it’s frustrating when they cannot access that information quickly enough or don’t get to speak to someone right away.</p> <p>For some non-customers, getting to the point of being account managed or speaking to someone requires too much form-filling, time and resource to get started.</p> <p>Once they have completed the necessary forms or initial conversation, they want business support services (especially BG and SE) to be more proactive.</p> <p>Some fear that relationship with SE, if established, could result in considerable management information reporting</p> <p>For many SE is seen as a business support service NOT an economic development agency – and this can lead to frustration when they don’t feel they are receiving support</p>

OUTTAKES

You are misunderstood. SE is primarily seen as a source (or not) of funding among non-customers.

And, many see you as business support service, not an economic development agency.

People are lazy, they want easy processes, no form-filling (which they say is beaurocratic).

In a very busy business support ecology you need to be distinctive to stand out.



Biggest REAL need is speed and knowledge.

THE ROLE OF SCOTTISH ENTERPRISE IN THIS LANDSCAPE

Question	What is your understanding of Scottish Enterprise?
Audience	Non-customers
Quotes	<ul style="list-style-type: none"> • Funding, grants x 6 • Provide support, guidance x 5 • Not much/vague x 3 • Send you in the right direction (signpost) for information x 2 • Good start up tools and advice x 2 • Funded by SG to help businesses x 2 • Look after Scottish businesses • It's for wind farms, tech start-ups – green tech and innovation. • It's real people • Follow a diligent process • Run independently • Set up a business plan • Topical initiatives and tying into the government initiatives. • Look at size at business, not start ups. • Good knowledge of grants and help available to new businesses • They might share my ideas – not sure I trust them • International trips • Not just for start ups • Put you in touch with networking organisations • Grow local businesses
Insight	<p>Dominated by funding and business support perceptions</p> <p>Some confusion over the role of Scot Gov in the funding and operation of Scottish Enterprise, most reference SG involvement but recognise SE independence.</p> <p>For some, the perception is that you only provide funding to green businesses and tech start-ups.</p> <p>A lot of start up discussion seems misappropriated to BG</p>





Question	Describe SE to a business with no prior knowledge	
Audience	Customers	Non-customers
Quotes	<ul style="list-style-type: none"> Govt backed business support agency x 6 To help foster and nurture businesses x2 Helpful organisation and do the best for the business. One-stop for questions Useful tools and networks in local areas. It's a great resource to tap into, beyond innovation. Investment up to 1 million Lots of good ideas poorly executed An advisory consultancy that are able to provide government and legislative insight that can link businesses (as matchmakers) both inside Scotland and across the Global Scot network in an unbiased way. Not sure this happens in other countries. A must if you want access to enormous knowledge and support. A resource plan for your business. SE people have contacts in markets to help young businesses develop The businesses support/econ dev role is confused as they DO support companies. "Best thing they could do was give my business money and get out of my way" 	<ul style="list-style-type: none"> Funding opportunities and business support x 3 Would be for a younger biz not an established one x 2 National organisaion x 2 Good starting point x 2 To help Scottish Businesses Find info from all sources e.g., local councils Govt funded organization you go to for advice and loans or grants. Facilitators that offer a point of view, offer working space, practical help, business banking manager and research available to access information.
Insight	<p>Customers have a much deeper and broader understanding of what you do than non-customers – perhaps not surprisingly.</p> <p>Very positive and strong endorsers of your services.</p> <p>Govt backed and business support serv ices again dominates the description (but less so about funding – not the first thing mentioned by many Customers)</p> <p>Some legacy perceptions damage your brand in being seen as slow and bureaucratic – however, this perception has changed since 2010. (But not from a tech sector point of view)</p>	

Question	What do you believe are the benefits of SE to Scotland?		
Audience	Non-customers	Customers	Partners
<p>Quotes</p>	<ul style="list-style-type: none"> • Helping to grow the Scottish economy and employment (x3) • Local support in the market (especially rural) • Keep businesses on the right track • Helping people get into business • Independent/ Unbiased opinion • Best understanding of Govt and funding. • Help towards the Net Zero agenda. • Reinvestment in Scotland. • Growing Scotland from within. • They are very helpful. They will listen 	<ul style="list-style-type: none"> • Encouraging entrepreneurialism (x2) • Easier for people to get started in business (x2) • Businesses succeed, economy succeeds (x2) • Helping start up and innovation businesses • Business incubator service • SHOULD work together with Govt for the better for the economy – it’s disjointed. • Lowering the perceived barriers to starting a business. • Support in businesses and their foundations with good (not whacky) advice • They play a fundamental role in trying to accelerate home grown business. • Great for economy and flying the flag 	<ul style="list-style-type: none"> • Having that obvious agency with a clear remit is powerful. Other parts of the UK DON’T have the clarity- it’s amazing the difference it makes. • Supporting the scaling of companies. Less so the early stage.
<p>Insight</p>	<p>Customers better understand that you are not there simply to help them but to help the economy overall</p> <p>One partner cited the value of SE compared to how it works in England. (You don’t know how good SE is until it isn’t there)</p> <p>Customer perception is more aligned to BG objectives than SE’s, suggesting continued misappropriation of roles.</p>		

OUTTAKES

Non-customer perceptions dominated by funding.

Customers have a better understanding of your role in the overall economy than non-customers but still see you as a business support service.

SE more appreciated by those that can see a world without SE – ie in England.



Scottish Enterprise

Bureaucratic legacy reducing (but still evident among tech sector).

Customers are very positive endorsers of how you help them.

More clarity required on your role – especially in the green agenda.

USER EXPERIENCE

Question	Have you engaged with SE in the past? If so, what was the experience?	
Audience	Non-customers	
Quotes	<ul style="list-style-type: none"> • Never got back to me • Went elsewhere • Nothing bad or good (x2) • Grey suits & Clinical • Not one-to-one • Complicated • Badly executed • No, but I'd like to • Yes, but I was put off as they would be too involved and tell us what to do. 	<ul style="list-style-type: none"> • SE is an enigma • Not overwhelmed • Think they are for small companies • More of a reference point • Weren't the best. • Relationship dried up • Helpful to communicate with someone • Takeaway response tailored to needs.
Insight	<p>Mixed, largely negative, response from initial engagement.</p> <p>Those non-customers that had an interaction with SE felt disappointed because of low levels of service.</p> <p>Either it was deemed unhelpful or not relevant for their business, or it felt clinical, complicated and badly executed.</p> <p>A lot of this is driven by having funding requests denied.</p> <p>Or simply not meeting SE criteria and reacting to this badly.</p> <p>(Entitlement culture and, frankly, laziness)</p>	

Question	What is your relationship with Scottish Enterprise like?	
Audience	Customers	Partners
Quotes	<ul style="list-style-type: none"> • They are investors (x5) • Helpful and supportive (x4) • We're account managed (x3) • They knew our company really well (x2) • They helped us identify new opps (x2) • Invaluable (x2) • Many AMs over the years • Extremely good relationship • They are stakeholders • Well intentioned and useful • Good knowledge spread across sectors • Changes made from previous administration were not good. • We are the constant - they keep changing but still good. • More red tape, not much good to say about the bureaucracy. • We play the Scottish card to our advantage and SE plays that card really well. The SE account team at trade exhibitions are great at linking us up with Global Scots. • Really good relationship. Great AM. Keeps in contact with multiple stakeholders at multiple levels in the business. Sharing info. • Constant flow of communications. Information and interactions and connections in particular in relation to R&D • Sustainability is important and to realise that we need to understand govt strategy and that's where Cameron and his team can share that information • "Their help was invaluable. SE helped us to fine tune what we wanted. Always an email away. Helped and supportive." 	<ul style="list-style-type: none"> • Govt agency that's there to deploy funding and support businesses. • Really beneficial for start ups. People relationships are really good and know a lot of good people to refer to. • Scotland's economic development agency but in a positive way. • In start up world in Edinburgh SE were viewed quite negatively • Not a competitor – it's a partnership. • It's evolving
Insight	<p>Customer experience is very positive overall.</p> <p>The role of the AM is centrally and crucially important in the relationship.</p> <p>However, some, who have been with SE for a long-time, complain about the inconsistency of AMs.</p> <p>Partners are broadly supportive and positive.</p>	



Question	Would you recommend SE to others?
Audience	Customers
Quotes	<ul style="list-style-type: none"> • Yes absolutely (x 5) • Yes, without hesitation (x 1) • Absolutely - compared to others it's significantly better and more mature. • Cos it's free you could pay a Biz Dev company and get nothing but they will support you. • Not recommend investment side in fact actively deter that but encourage people to use the engagement programmes • Yes, I would, they have a lot to offer all sizes of businesses.
Insight	<p>Nearly everyone would recommend SE to other businesses, without hesitation.</p> <p>One person would not recommend for investment – however they would for soft skills.</p>



Question	How do you feel about the organisation? (1 of 2)
Audience	Customers – positive/neutral
Quotes	<ul style="list-style-type: none"> • Big organisation (x4) • Good, very supportive. Can be slow getting answers back. Well networked. Helpful • Overall, they're brilliant • It's the envy of the rest of the UK. • Failings like any big org but fundamentally wouldn't exist without them • They play a fundamental role in trying to accelerate home grown business • Supportive, particularly during Covid • Individuals really good, however frustrating about the process to access grant • Positive when you're getting the support but getting to the support is tricky • Broadly positive, once we became account managed. • Feel they can be difficult to navigate their many contacts, but our AM does a great job. • If SE wasn't there we'd operate in the realms of WHAT WE KNOW, but SE open up insight and take away the blinkers. Stop us being tunnel visioned by our industry alone. • Experience of individuals is really good – however it's frustrating about the process to access grant / funding – on example, it became live on 3pm Friday and on Saturday it was full. The help wasn't going to the right people. • They play to that strength of Scottish home-grown talent. Help us tangibly see the benefits in £ and pence. • Changes made from previous administration were not good. Broke up account support under Steve Hislop but has now changed back again. • Overall, I think they are brilliant. We wouldn't exist without them. We started with Smart Grants scheme through a radio ad (Business Gateway). We are SE through and through. Got large scale funding in 2016 and been supported all the way through. Failings like any big org but fundamentally wouldn't exist without them. They get a lot of bad press if businesses don't get funded. High growth unit was brilliant. Much more intense • It's a hard one. Before lockdown you heard stuff, but I think in general it's pretty positive as a brand. A lot of misconceptions come from people not involved with them. Interactions change that. A shift when they restructured a couple of years ago. Driven by funding restrictions. A lot less available just when we needed it. but people can see that's a government not SE thing. If you were new at that time maybe not so positive. Really well-known brand everyone knows it exists. It's not SE who? Because they have been about so long. It's good the branding hasn't changed in all that time. Has helped SIB becoming part of SE. (Part of the SE family – contractual docs show that.). And then there's SDI, they all get called SE anyway. Strong brand. Wouldn't change it. • Up until recently would have a lot of bad things to say but to give them credit they have a growth programme that is positive. Face value not necessarily the reality though so wait and see • Don't have a sense of what it does



Question	How do you feel about the organisation? (2 of 2)
Audience	Customers – negative
Quotes	<ul style="list-style-type: none"> • Felt they were inexperienced, limited opportunity, despite our experience we're right back at square one (Lanarkshire) • Processes can be bureaucratic, and restrictive. Narrow set of criteria. Fit into the package rather than now can help, here's how we can support • If you are ambitious avoid at all costs. I learned the hard way . Finishing legals is sooooo slow in a fast-paced world. (Tech business) • Friends in London did the same and dure diligence was done in hours for twice the money I was looking for, Ours took months. Causing long term, problems as I have legals that are very heavy for outside of the Scottish ecosystem. • Have had to promise that SE won't get involved and muck it up. Very inflexible. • Frustrations around being a public sector org – they have grants available. • Trying to find info is impossible. • They match fund the Private funders. More red tape. Not much good to say about the bureaucracy TBH • We don't need entrepreneurs (Sturgeon quote) we need large scale organisations. Most are sociopathic and don't pay tax (entrepreneurs). I think Scotland should sponsor large scale employers. Not 50 people opening handbag shops that's f***ing useless. • Don't really know how people perceive them – a lot of the advice. It's not their money, it could be wrong. They don't market themselves well. • Hard question. In general govt bodies are less trusted than ever. Govts undermining themselves. Keep changing names and remits.

Question	How do you feel about the organisation?
Audience	Customers
Insight	<p>Across the board, the individuals are the superstars of SE. Once you're account managed, customers find your support invaluable, proactive, supportive, HOWEVER, accessing grants and funding CAN be frustrating, restrictive and bureaucratic due to the processes involved.</p> <p>This is off-putting to new tech businesses who need to act quickly and be agile.</p> <p>Lots of reference to SE as a 'big organisation' - not in a good way.</p>

Question	How do you feel about the organisation?
Audience	Partners
Quotes	<ul style="list-style-type: none"> • Definitely positive. Building a new thing that will take time and figuring out but 100% believe that SE is a force for good. Passionate people. • Mixed . SE have put £2m into our organization, so that's positive. But in other ways very difficult to deal with. Risk averse, bureaucratic, one dept doesn't speak to another. Mean well but inflexible and slow to make decisions. They are passionate and heart is in the right place but somehow the culture or ways of working get in the way of the people • And obviously if you get blocked at the door or refused funding or can't find your way in you have no positivity at all. • SE doesn't understand tech • It's a positive experience. We find individuals mostly easy to work with, the values they work with (focus on skills and sustainability). • Used to be, and returning to, a place-based focus – each region has its strengths
Insight	<p>Same sentiment reflected by partners – mix of positive and negative experiences.</p> <p>Even from funders the funding YES/NO decision-making massively clouds opinion.</p> <p>It's a fundamental challenge that needs downplayed in your comms that SE is NOT a ticket to money necessarily and that much of the value comes from softer skills.</p> <p>Also, that as an economic development agency you will ONLY support businesses that are making a positive contribution to the overall Scottish economy. And align with your strategic imperatives.</p>

Question	Rate overall experience - People	
Audience	Customers	Partners
Quotes	<ul style="list-style-type: none"> • Engaging and excellent • Genuinely feel like they want to help you • Account managed relationship = people-based relationship (personal contacts) – old-fashioned, phone, shortcuts us to events, proactive, initiatives, one-to-one, tailored, education opportunities. • Easy to deal with. Up front • People are very supportive – both people are trying to help and trying to help with the means of their disposal • It’s not the people that’s the problem, its’ the processes • Sectorial knowledge is very good especially in SDI and that filters into SE. Not experts but familiar with what you do. • Comms have been proactive in terms of what’s coming soon • Our success lies with our AM, so it is people dependent (so a risk from SE’s point of view). In the past the AM has not been so good in other SE Account managed businesses that I have worked at. • The call for funding was changed last year and the pot we won we’d never have known about without our AM. Good at navigation and signposting. It’s a maze otherwise • Make all the difference – more like friends/ extended colleagues • Jobsworths and computer says no culture, but not many of them and not seen it for years. I did prefer the hands-on account management whereas they are spread too thin now and more hands off. 	<ul style="list-style-type: none"> • Used to have distinct industry focussed teams eg Energy, Life sciences Food and drink, technology. They were perceived to have good market expertise • Where they WERE more industry focussed they are now COUNTRY focussed. So, which are they developing. SDI much clearer in this respect. • GOOD PEOPLE. Don’t like the organisation but LOADS of great people there,. Adrian Gillespie is a great leader
Insight	<p>Majority of customers were delighted with their interactions with the people at SE, especially account managers.</p> <p>AMs know their business well and were proactive with the information they received.</p> <p>Process can undo some of the positives of the people</p>	



OUTTAKES

Your people dominate your positive image.

Outstanding feedback on personal service level by AMs from customers.

SE is NOT a ticket to money necessarily and much of your value comes from softer skills.



Processes are still considered sub-optimal.

Customers are very positive endorsers of how you help them.

You operate in something of an "entitlement culture" regarding funding. You need to manage expectations better.



VALUES

Question	Values of SE	
Audience	Customers	Partner
Quotes	<ul style="list-style-type: none"> • Transparency (x2) • Agility (x2) • Open (x2) • Equality/ diversity/ inclusion • Growth • Business sustainability • Collaborative • Trying to be a knowledge sharing community, collaboration and communication, protectionism (in a positive way) • To go above and beyond • Commitment, Integrity and Communciation • Driving employment, showcasing Scotland. 	<ul style="list-style-type: none"> • No idea but would guess ambition, to grow, inclusion and equality certainly (diverse ecosystem both morally right and good for the ecosystem) • Want to make a difference. Want to impact on Scotland and support the economy in whatever way they can. But all hampered by a lack of flexibility and innovation. We sometimes decide not to involve SE in something as we know it will take MUCH longer to happen. • Bring people together • Focus on how we make Scotland prosperous. • Supportive, inclusive, purpose-driven, sustainable development • Outward looking, selling that opportunity and strengthening that.
Insight	<p>No specific focus or sense of what your core values are</p> <p>For many it was a difficult question to answer and resorted to guesswork.</p> <p>Again, lack of speed coming through here from some partners.</p>	



OUTTAKES

Core values
misunderstood/
not clear.



But, SE seen as
genuinely wanting
to see businesses
succeed - strong
EMOTIONAL
investment.

BRAND PURPOSE

Question	<p>How do you feel about SE’s stated purpose? As an organisation, Scottish Enterprise aims to focus on activities that help Scottish businesses to adapt and respond better to economic opportunities and challenges. Their goal is to create a more productive, resilient, and competitive economy for Scotland. To achieve this, they work to drive business innovation, build international competitiveness, and encourage more investment in companies and infrastructure.</p>		
Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • Not sugar-coating it • I’ve seen a lot of things like that – a bit vanilla. Businesses don’t realise, that they aren’t there to give you money but there is a line of commerciality • How do they do these things? • You could change SE to any other Scottish ‘enterprise’ – It’s clear enough but I wouldn’t read it and think it applies to me, needs to be more targeted or relevant • Not unaligned with my understanding. Guidance is important. • Doesn’t ‘speak’ to my business. ‘Jargon’. It’s org speak • That’s good and I agree with it • It’s aspirational 	<ul style="list-style-type: none"> • I agree – the whole thing. Support companies to grow. • Within that first line it’s bland. Covers everything but it’s meaningless. Last sentences resonates – ultimately all countries should be doing that. • Represents them perfectly • Reflected in what I see. Definitely what I see in them • The main thing is CREATE productive, resilient, and competitive economy for Scotland. • Don’t disagree – sounds like they are trying too hard • It’s a clear message, it’s encompassing, it’s very subjective • All crystal clear but everyone in the world has the same sentiment • Very broad and tall order – lost halfway through. How does it impact my business? • Absolutely in line with our experience. They fast track Innovations. They are a fast incubator and turn opportunities round quickly. THIS IS NOT A CONTRADICTION TO THE TECH SECTOR . 	<ul style="list-style-type: none"> • Yup. (smiles) all sounds great BUT I’m a fan of short Missions. Hard to grasp.. Nothing I disagree with I’d support it all but it’s a paragraph that should be a line. • It’s definitely accurate. SNIB is one of biggest investors in UK. SDI is significant abroad so it’s pretty good as a descriptor. • Key thing is it’s business focussed and the challenges of economic development.
Insight	<p>Well, it’s too long.</p> <p>And it’s a little jargony, but that’s understandable to people.</p> <p>And it recognizes that it needs to speak to businesses about how their support can drive the economy.</p> <p>However, some misunderstanding that SE are innovators rather than driving innovation (as stated).</p> <p>Nevertheless, it’s broadly in line with perceptions and seems appropriate.</p>		

Question: Is the SE Purpose reflective of your experience/Resonant with you?

Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • No. Honestly no (x4) • It's for large organisations, not mine (x2) • Unrealistic • Heard it a million times before. • You must be a certain size for SE to help • Not for my business reinforces that it's not for me but great for them • Yes, it's reflective (x2) • Yes, it's very green so relates well to me, • Most definitely – I would want to read a bit deeper 	<ul style="list-style-type: none"> • Surprised it doesn't mention SMEs more, • Yes it is. Not just because of the support, in particular, expertise in IP. • Yes, very much so • It's not all about innovation • Some of it... it's too much information • Very inward looking • It needs to sound more proactive than reactive. • The pragmatic infrastructure stuff is more real – doesn't sound salesy. • It's fantastic but for large orgs not mine. • No, I don't connect with it – unrealistic/ maybe break it down and explain how I can benefit. • Yes, it reflects our experience. Been good to be involved in different funding pots. The call for funding was changed last year and the pot we won we'd never have known about otherwise without our AM. Good at navigation and signposting. It's a maze otherwise. 	<ul style="list-style-type: none"> • Yes, it does completely. Specifically, ambition, support and adaptability. • Yes, it resonates with me as I am up against it. Their messaging is not good, but their staff are getting more active on LinkedIn and that's good. Poor understanding of SE in the business economy as a result of who and who hasn't been helped. You know all or nothing • On the international, SDI and SE the branding is very confused. Inconsistency are they joined up or separate. • I want to know "This is Scotland's agency for X", "this is agency for X". Innovation Norway as a prime example.
Insight	<p>Largely seen as a bit alienating to smaller businesses.</p> <p>It is reflective of customer experience, yet it does not connect with them. Particularly meaningfully. Perhaps this is because it lacks emotion and energy.</p>		



OUTTAKES

It's a bit of a mouthful.

Largely inarguable, but a little cold.



Feels orientated towards larger businesses.

Not inappropriate but lacks energy and emotion.

USE OF LANGUAGE

Question		Use of Language		
Audience	Non-customers	Customers	Partners	
Quotes	<ul style="list-style-type: none"> • Not relatable as a small business (x4) • Aspirational/ motivating (x3) • Jargony (x3) • It's all jargony, add green jobs / job growth or SMEs. • Simple & easy-to-understand (x2) • Politician Speak • Typical/ Nothing exciting/ What you would expect • Matter of fact • Needs to be more relevant and targeted • Intimidating • Nothing about innovation • More personal e.g., 'we can help you' • Very wordy/Not very snappy • It's not user-friendly, it's a long statement. In business jargon, 	<ul style="list-style-type: none"> • It's all jargony (x6) • It's not motivating, it feels basic (x2) • High-level terms. (x2) • It's old-fashioned, (x 2) • Like reading an essay or dissertation • Needs to include green jobs Focus on jobs or SMEs • No hook. • Relevant and modern • Infrastructure isn't explained well. • Not human • it feels reactionary • It's changed. Before the race to net zero and COP26 it was becoming tired, staid and traditional. But that has changed. A pivotal moment for Scotland. 	<ul style="list-style-type: none"> • It's a bit jargony – do people really understand it? If they don't engage regularly, won't understand it. • Must be the language of business. E.g. NATIONAL PRIORITIES doesn't mean anything to anyone. Who's it for? • I think they speak more to the established incumbent worlds P and L's balance sheets, • Think of the SIZE of the life-step they'll make as a start up, how do they feel, thinking about it when they are making dinner. Balancing fear and greed really. • It's a wee bit dull and corporate but better on LinkedIn. • Look too much like they are supporting ALL companies. And businesses as opposed to growth businesses 	
Insight	<p>There's a juxtaposition between the high-level language that's used in your purpose and the personal and accessible service that's offered by SE.</p> <p>Too jargony comes through strongly – even for Partners</p> <p>And to some extent also too corporate – for larger businesses</p> <p>It's not as clear as it could be about Calls to Action and business benefits</p> <p>Not from this but from the workshops there's just too much focus on SE rather than the customer. What's in it for me.</p>			

Question	Good examples of other B2B brands		
Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • FSB – newsletter every month and what’s going on. • Chamber of commerce I find their marketing good, regular, newsletters as a form of comms, upbeat, positive, case stories, success stories. • Email newsletters from SE. I just want to know what’s going on. • VisitScotland –. It’s really clear and it tells you everything. Scottish Access Code it was really straightforward. SE pretend. 	<ul style="list-style-type: none"> • Deloitte • KPMG • Banks • Revolut – straightforward, no fluff • Slack – informality wouldn’t sit well with SE • Little dangerous of SE to be commercialised. • Like the Bank of England a dependable rock. • in nuclear sector the NIA (Nuclear Industry Association) had an amazing network and focus on the value of the sector. Manged the politics and comms well. 	<ul style="list-style-type: none"> • Codebase • Techscaler • AWS • Google for Start Ups • I’m struggling to think of any
Insight	<p>Non-customers relate more to networks and support organisations</p> <p>Customers have a more high-brow point of reference – eg Consultancies</p>		



OUTTAKES

Too Jargony.

Doesn't communicate the benefits for businesses.

FinTech banks appeal more but is their Tone of Voice appropriate?



Scottish Enterprise

Too corporate.

Doesn't speak so well to small businesses.

What's in it for me?
The customer?
(Too inward focused).

YOUR AMBITIONS

Question	How do you interpret SE's business ambitions - ambitions are innovation, internationalization, and investment		
Audience	Non-customers	Customers	Partners
<p>Quotes</p>	<ul style="list-style-type: none"> • All for larger businesses – it feels very far away from me (x2) • I don't really get that from them. • Just not very sexy. A bit sort of dull. • Everyone says innovative • What innovation do SE bring to the table? • Innovation I can understand (x3) • Innovation is about green and tech • Internationalisation isn't relevant (x3) • Internationalization is b***** • Internationalism – it's difficult, we don't do it, • Internationalization is not for us • Investment is very SERIOUS. Funding is better. More beautiful words like flourish – rather than growth. • Encouraging investment, all of those 3 things are key, NOT RIGHT FOR EVERYONE. 	<ul style="list-style-type: none"> • It's good. It's what we do. • It's about the weighting. It's about the emphasis and how important it is. • International is key. We could probably do this better but it's important and should be at the top of our SE agenda. Internationalisation is a bold claim • Internationalisation – rising costs makes it unfeasible; we could do a lot more here. • Internationalisation element is weakest, our experience • Internationalisation has been our focus. • Internationalisation is overclaim and we have stopped doing it. • Investment more important for early start • Investment and innovation - we do well with them. • They will assist in supporting any Innovation, business growth, funding and additional support to Scottish businesses to support Scotland's economy. • Broadly speaking I agree but don't see the innovation • Points them towards certain types of businesses. Younger businesses, dedicated focus on innovation. 	<ul style="list-style-type: none"> • Yes, big on internationalisation but SDI limiting to big businesses only which I think was the wrong move as big businesses can support themselves. • Mixed results in terms of innovation compared to the culture of the organisation. • Often need to be SEEN to be doing things like fair work or Green jobs to fit a govt agenda. Not their fault. • Think that makes sense, Needs more definition. Broad principles, yes. Missing – wellbeing/ fair work.
<p>Insight</p>	<p>Quite cynical</p> <p>Most customers say this is reflective of their experience, EXPECT internationalization. Given rising costs and Brexit complexities, this makes internationalization difficult for businesses at the moment.</p> <p>Are SE these things or do they enable these things? Watch out you don't overclaim. Your people are good at encouraging these things but the businesses themselves actually do it.</p>		

Question	Do Scottish Enterprise's ambitions resonate? Are these ambitions interesting to you?		
Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • Investment – but never called me back • No, not looking for investment • The investment one (and innovation as they are tied in together). • It's not applicable to my sector • Definitely,, as we are international • No as a small business you never feel innovative enough • Not big enough to have a huge impact on me 	<ul style="list-style-type: none"> • All reflective, 5 different emails this morning from different parts of the business on those different areas. • Not much creativity, innovation. • Internationalisation is overclaim and we have stopped doing it • Invested in our business (loan, large scale) and largely internationalisation • I don't see where SE come up with the IDEAS. They advise and take ideas and provide a guiding hand but they don't innovate themselves. They are the accelerators of innovation or springboard. They themselves are not really innovative at all. 	
Insight	<p>Clearly it depends on what sort of business you are speaking to, as to whether these ambitions resonate</p> <p>SE should not claim to be innovative. You are the facilitators of innovative thinking.</p>		



Question	Is SE driving innovative ideas and business competitiveness in Scotland?		
Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • I don't know. Not a clue (x7) • No, it's not – as a business not proactive (x2) • Others do it better – BG, Glasgow City Council, Scottish Edge Fund • SE sits at the side of it in a non-high paced adrenalin pumping way. • Lack of exposure to their success. No case studies. • I'd like to think that making contact with them – they would do their utmost to help. 	<ul style="list-style-type: none"> • They don't drive ideas. They are facilitators (x3) • They have the market research to understand the opportunity (x2) • They are a key enabler because without them we wouldn't be here • A thread that runs through everything • They supported us, and that continued innovation • I don't think they drive innovation – it comes from companies / universities themselves. • Think they are facilitators. Companies are innovating. SE have 1000s of businesses to look after. 	<ul style="list-style-type: none"> • They ARE doing that. I really do think that eg the Michelin site in Dundee and the accelerator coming out of it and interesting programs • We would certainly hope so. A new wind blowing at a national level with massive challenges.. Interest rates affecting investment, cost of living crisis but also lots of opportunities. SE passion is perfect at the moment and really want to work with that to make the most of those opportunities. Totally aligned in helping more people start more home-grown businesses not just big multi-nationals offshore creating jobs. • SE don't innovate the companies and Uni's do. It's all about THE COMPANIES and do we have enough of them to give us credibility?
Insight	<p>There's a theme emerging that SE shouldn't be claiming that they are innovators and that it's the companies they support that innovate. There's a risk that you sound like you are taking the credit for innovation or that it could at least be interpreted that way.</p> <p>Talk more clearly about being facilitators and enabling</p>		

OUTTAKES

The 3i's are understood broadly with investment most obvious.

Internationalization crosses over into SDI territory and causes confusion.

You are innovation facilitators – YES, but you are seen as trying to take credit for innovation itself – care with language.



Scottish Enterprise

Talk more emotionally about being facilitators and enablers.

Your role in the funding ecology needs to be clearer from the outset – Website.

It's this, seeming lack of self-confidence, that leads to an impression that SE is merely a support function for Scottish businesses. Rather than a driver of a flourishing economy that those growth businesses you do support can contribute by aligning with your aims.

UNDERSTANDING OF THE ECOSYSTEM

Question	SDI		
Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • Never heard of them (x5) • Exactly the same. Just another name. • Yes. Worked with them. Positive association. • Assume the International is the important bit there • More for overseas / export. • Aware of them, recognise brand and logo .I could guess. 	<ul style="list-style-type: none"> • Under the impression that they under the same family (x2) • International element but work so well with SE (x2) • Supportive in connections on the ground • It's a joint venture with SE. • Been great, helpful • SDI ARE SE. talk to each other all the time • I've not felt the need to talk to them, proactive. • Work with them closely. I see them as different organisations. Don't know what the roles of engagement are between them - a great extension of what SE do 	<ul style="list-style-type: none"> • Focus is on INWARD investment can have unintended consequences of that such as a start up in Scotland is that they can hire from the already short supply of talent and can be competitive in the hiring landscape and yet take profits out of Scotland. Like them to be more like DiT which is much more outward investment and connections. • SDI is more about promoting those industries inward and externally. Not clear where investment sits. SNIB, SDI, SE, SG, VCs? Needs clarity.
Insight	<p>Good awareness among customers and general assumption that they are about international trading</p> <p>And SDI's positioning is a lot clearer than SE's. Feels more focused and targeted.</p> <p>Generally positive attitudes to the SDI/SE relationship.</p> <p>But for those who do not work with SDI it's not clear where overlap stops.</p>		

Question	Business Gateway		
Audience	Non-customers	Customers	Partners
<p>Quotes</p>	<ul style="list-style-type: none"> • Don't know the difference (x4) • More local area in each town and council (x2) • They are much better but not Scottish • HMRC related • They are to me a smaller business organisation • SE provide more funding whereas BG give more info • Part of SE I think. SE tap you into BG • it's an information portal self-serve • Provide networking and training opportunities 	<ul style="list-style-type: none"> • Gateway to SE • Deal with organisations in a particular region (X2) • Sole traders/ setting up on their own • People weren't as experienced. • Perception is it's a light touch assistance given to any business • Hand-holding for early-stage companies, guidance and education • Just a smaller org, if I wanted small amounts of fundings. • No real clear understanding these days • Thought they were the same thing but different names for it • BG is starting out support for start ups. Don't know if they are the same org - feel separate. 	<ul style="list-style-type: none"> • Super generalist. Dog walkers and hairdressers but can be a tech first port of call. • They are quite distinct, and BG is VERY early-stage new starts and non-SE qualified businesses • BG never got back to me – would like to self-serve
<p>Insight</p>	<p>This is area of most confusion.</p> <p>Many understand BG's role as a portal into SE but many more confuse SE for BG in conversation, especially small or start up non-customers of SE.</p> <p>But people DO generally understand that BG is for start ups. (It's just that many think SE/BG are the same thing).</p> <p>Even during respondent recruitment there was confusion with Free Found SE customers ACTUALLY being BG customers.</p> <p>Seems to be a lot of misattribution to SE of services non-customers have experienced or more likely heard of that were actually provided by BG</p> <p>Several respondents see BG as a UK national (not Scottish) entity.</p> <p>BG advice and support seen as more off the shelf, not tailored like SE.</p>		

Question	SMAS		
Audience	Non-customers	<ul style="list-style-type: none"> • Customers 	Partners
Quotes	<ul style="list-style-type: none"> • Never heard of (x9) • presume to help Scottish manufacturing (x5) • It was useful if you need a second or third opinion. 	<ul style="list-style-type: none"> • No, never heard of them (x6) • As it says on the tin • Never got the information we needed. • Work well with SE from what we can see just like SDI • They could have done more, • Again, a Gateway channel • an ok experience. • Is that NIMS? Work direct with them and they work (engineering manufacturer) • Positive experience – fresh perspective at process • Worthwhile and valuable. 	
Insight	<p>Very low awareness but relatively easy to guess their role. Not much real association with SE.</p> <p>Only a handful of respondents had worked with them,</p>		



Question	Co-operative development Scotland		
Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • Never heard of (x6) • An advisory board that works with businesses and neighbourhoods to make them coops for benefit of members. • Very good experience and gives ownership back to people and communities • Vague name. Struggle to understand what they do. • Businesses who have businesses cross-border development and businesses who have synergies. • Ringing a bell, but no more 	<ul style="list-style-type: none"> • Never heard of (x11) • No recognition • guess something to do with improving universities. • in the agriculture space. 	
Insight	Virtually no awareness across all groups		



Question	Brand Scotland		
Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • Never heard of (x7) • Assume it's how to market Scotland. • Sounds more like tourism or exporting whisky salmon etc • Tourism -raising awareness of industry (harris tweed, whisky, loch ness) • Sell Scotland nationally and internationally. 	<ul style="list-style-type: none"> • Not heard of (x7) • Vague. • Says how they are all disjointed • But can guess – marketing • Probably I guess be about FDI. Selling the brands • Food and drink relevant 	
Insight	<p>Low awareness</p> <p>If pushed, reasonably correct assumption that they promote Scotland.</p> <p>No link to SE really.</p>		

OUTTAKES

BG is best known but most easily confused with SE role (even among customers).

SDI is the clearest defined partner in the ecosystem – well regarded, but some confusion over where SDI/SE roles overlap/compliment.

Brand Scotland widely unknown.



SMAS virtually unknown.

Co-operative Development Scotland virtually unknown.

DIGITAL CHANNELS

Question	Website
Audience	Non-customers
Quotes	<ul style="list-style-type: none"> • Obvious stock photography (x4) • Its text based and factual x3 • Never used it x2 • It's not a relevant day to day place to go • It's not inspiring x2 • Neither here nor there nothing too memorable x2 • Net Zero seems their biggest thing. • Not as slick as some websites I use (x3) • It's at the right level for SE (x2) • Useful, helpful website (x2) • Easy to find. You can find funding, it's everything I need. • I'm looking for a website like HMRC where it's in bitesize chunks, so you can find the information easily. • That does look fresh • Not seeing any real brand element. • No purpose. • Enquiry team not available other than in business hours. Needs to be quick. • Awful website – you can't find anything to do with SMEs. • I've used it, referenced. Don't go there regular,
Insight	<ul style="list-style-type: none"> • Very mixed point of view, but leaning towards negative • No real issues with navigation • Largely seen as clean, text based and factual • Broadly seen as functional, and many find it easy to use – not especially engaging • But for many it's quite bland/unremarkable – a lot of comments about nothing standing out • Several mentions of stock photography usage • A bit wordy • Over emphasis on net zero and green agenda

Question	Website
Audience	Customers
Quotes	<ul style="list-style-type: none"> • Never used it (x3) • I know the individuals so why would I use it (x2) • It's effective, searches well, uncluttered, clear and intuitive, • Functional • Archaic – not user friendly • The first line of the website is off-putting, and I would be turned off by the headline • No one looks at websites any more we deal with people • All really badly done – they've built on top of it rather than redoing it. • Nothing that stands out • Reluctant to work with anyone through the website, when I have the direct contacts. • it's alright. but it's not that good either and don't use it. On it now. It's clear and easy navigation good area on events. • Like the funding and grants area for businesses to access. Provides a good level of detail. I like the fact that it has a UX pop up.
Insight	<ul style="list-style-type: none"> • Quite a few have never used it at all • Reliance is on Account Manager, rather than digital channels – much more important and clouds opinion • Generally, slightly more negative than non-clients • Again, several comments that it is fairly unremarkable – but that could be seen as inoffensive • No spontaneous praise

Question	WEBSITE
Audience	Partners
Quotes	<ul style="list-style-type: none"> • Not seen in many years. It's broadly as I'd expect it to look. The challenge is the scope. How do you convey range for everyone yet get it to be bite sized and palatable. That's a challenge. • Vibe check is it's quite corporate but maybe it needs to be for bulk of their customers, • (Laughs.) Not a fan. It doesn't feel very friendly and engaging to me. Not customer friendly to me. It takes me down rabbit holes. Hard to speak to a human being. No chat or even contact function. No confidence as a source of information, just a thing in itself. • Doesn't do anything for regional development or industry specific stuff. Nothing about sectors at all.
Insight	<ul style="list-style-type: none"> • Possibly the most negative overall • Acknowledgment of need to meet a wide variety of audiences which is difficult

Question	Brand Identity		
Audience	Non-customers	Customers	Partners
<p>Quotes</p>	<ul style="list-style-type: none"> • Colour association with Scotland (x3) • Recognisable (x2) • Familiar – doesn't jump out • Looks like an electricity brand/power Co (x2) The Scottish part reminds me of SSE • Clean and sharp • Nice and basic • Should be more Scottish • It's fine – it's recognisable. It's up to date. It's not broke. • It's ok, I suppose. It doesn't look Scottish enough. • I think the logo is good – it stood the test of time. Does the job, it's the right colours- of the thistle. • Green and blue (think of the rural things • it's part of the furniture. Not really tickling me as new and exciting but it's familiar although not appealing. It's just THERE • I like it • It doesn't say anything, local authority. It's not aspirational. • Bland. • Hm it's less important to me. Everyone's heard 	<ul style="list-style-type: none"> • Appropriate • Fit for purpose • It's fine • Font is dated (x2) • Recognizable • Without the name, I would have no clue • It's good, does what it needs to • It's terrible, what does it mean? It's awful, • Personally I hate the logo...It's really tired and old. Don't like the typeface and not inspiring. Trying to represent the FUTURE of Scottish business and being at the forefront and it isn't representing us well, old and traditional • I think it's a pretty self-evident descriptor. Logo is familiar and comfortable. I am not expecting it to be flashy. Stable 	<ul style="list-style-type: none"> • They could funk it up a bit. Wouldn't change the logo. It's recognizable, but could they not have some fun with it?
<p>Insight</p>	<p>Very widely recognized</p> <p>Some confusion with energy companies</p> <p>Perfectly fit for purpose, but a minority see it as quite dated</p> <p>It's not exactly setting the heather on fire, but neither is it damaging the brand</p>		



Question	YouTube		
Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • What has SE done/helped for businesses? X 2 • Never used but video is for funny videos not businesses • Good to host videos • Helpful content, pitched at right level • Communicate new grants and news • Successful business owners so you can relate to them. • If it was a video chat about how to deal with an economic downturn I'd listen while doing things. • Dunno if it's relevant. Tik Tok more current and engaging • Ok for younger people • It's crap – it's not applicable to me. Too much jargon. Pretentious titles. I wouldn't use. I understand there is a need for companies at advanced stages. Need to dumb it down for my business of my size. 	<ul style="list-style-type: none"> • Like variety, sometimes a short video is helpful or long format if you are more interested. • No view on SE and YouTube – prefer short videos and articles. • Articles favored over video in general • More a library than a destination in its own right. • Should be informal knowledge share featuring portfolio companies with young people doing it • Hard to remember what I've engaged with. It's individuals. Right contacts, why would I engage with the whole organisation. Why would I talk to anyone other than the head who can make something happen. • Yes, they should. It's the best way to communicate through video. People don't have time. The World Economic Forum is brilliant. Quick. Facts. 90". A great way of portraying business. • Tiktok why not. I would rather watch something. I think talking about supply chain issues, fuel crisis, support with net zero. 	<ul style="list-style-type: none"> • Depends on quality of content but yes. I'd test it as I don't really know. I would put bite sized customer facing content that helps them FIND OUT what they need as a start up in starting a business. • 101 basics stuff • Positive. Started making short videos of investments they've made and using good graphics and video do more of that.
Insight	<p>Mixed opinions and quite strongly held.</p> <p>But largely an acknowledgement that video is a good medium, especially for case studies (although these also have detractors)</p> <p>'How to' videos are also welcome, but content is outdated</p> <p>Low awareness of SE channel specifically</p> <p>Not inappropriate</p>		

Question	LinkedIn		
Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • It's the right medium for them • First contact I'd have with them. • Matches SE perfectly • More appropriate • They don't use it much • Yes, a lot of people trust LinkedIn - a selling tool for EVERY business • SE everyone and anybody needs to be on it. Expect serious content, putting themselves out there and showcase • You don't connect with the org, rather the CEO. • Targeted ads are appropriate, it's getting to you. • Very important business network and good place to talk to me. 	<ul style="list-style-type: none"> • LinkedIn, I occasionally see posts from CEO of SE • Promoting events or support schemes • Get lots of comms sometimes too much but pretty good. • Better to be informed than not. • Looking for drip feed information (BBC news style) • They are very active on LinkedIn, see lots of stuff come through. • Professionalism stands out from all the usual stuff you see. • Good for sharing employment opps • The only place I see them and that's cos I use it. • Excellent. frequent, current, Informative • No. Email and meeting in person 	<ul style="list-style-type: none"> • A necessary evil. I'm an introvert. But it is useful. • It's a good way to positively show what they are achieving and it's getting better.
Insight	<p>The star performer – your natural home</p> <p>Very strongly endorsed</p> <p>Not many follow the SE page, and some follow their AM – but seen as positive to customers</p> <p>Great for communicating events and news/updates</p> <p>You are acknowledged as using the medium well.</p>		



Question	Facebook		
Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • They should use it, but I don't • Not inappropriate to be there, but TOV needs to be right, • No, its definitely not for B2B • No. Don't want my business there. It's not for business a big no-no. • for targeted ads yes – business growth, primary care, if there's help out there it needs to get to the right people. • Not a business tool • Had its day, not for young people • LinkedIn is the big one – keeping an eye on what they are doing. 	<ul style="list-style-type: none"> • It's not the right place – fine but not SE • Not professional for the SE demographic • For the younger demographic it's a bit dead, • It's not appropriate for professional to have a channel. • Hmm. Ok for BG to target individuals not for big business don't see the point. 	<ul style="list-style-type: none"> • Don't know actually. Used to be big for us but changed to LinkedIn. • Facebook more personal now and LinkedIn is business
Insight	<p>An ambivalent response</p> <p>Seen as becoming quite outdated</p> <p>Respondents struggled to understand WHY SE would use Facebook</p>		



Question	Twitter		
Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • Good for engagement, but not for advertising • Interesting. Will it remain with us. • Used a lot for news stories so you would hope it would be a good place to interact. 	<ul style="list-style-type: none"> • Don't use it now, it's a bunch of nonsense • Would be my first choice despite its bad publicity • It's a good news resource • Good place to reach start ups and founders community • It's good for news sharing - ideal for SE in that respect. 	<ul style="list-style-type: none"> • Yes, we do a lot there. A good source of engagement and they are already very active there in a good way. • Just have to be ready for the knockers. • You HAVE to be seen there.
Insight	<p>Its reputation has been tarnished for serious business users recently</p> <p>But it IS seen as a good business channel and an appropriate place for SE to communicate</p> <p>Jury is out long term</p>		

Question	Email		
Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • I'd be open to email from SE –It's informative,. • I get emails right left and centre so not really • Always a place. Not a circular. A newsletter email would be good • Needs to be headline grabby. Topical e.g., trading with Russia. Be relevant • No. Just gets lost. Too many. 	<ul style="list-style-type: none"> • Only from specific people in AM, Ip experts isn't awash. Right level. • Get a lot of useful stuff from Am's you know it's filtered and could be relevant • It's fine and it's regular and comes in daily • I only use it with them on a personal level (ie comms with AM). I don't see newsletters. • Excellent. regular, relevant and personal 	<ul style="list-style-type: none"> • Yes, I sign up for a lot of their emails where relevant. Weekly news on initiatives, workshops, and training. M A bit dull but fine.
Insight	<p>This is your strongest engagement channel</p> <p>But more for AM to customer engagement than marketing</p> <p>It's seen as a communications rather than marketing channel – other than newsletter</p> <p>Looking for more tailored content that's relevant to their circumstances</p> <p>Of course, some note that email is generally overused in business so there are pros and cons here</p>		



Question	Other channels for general business growth info.		
Audience	Non-customers	Customers	Partners
Quotes	<ul style="list-style-type: none"> • Instagram (x3), but not appropriate for SE • Word of mouth • Big expos • Personal business community/network • TikTok is an interesting one it's growing (x2) • BBC news app • Search engines • KPMG • Guardian • Gov.uk • Small Business Bank 	<ul style="list-style-type: none"> • Sky media • Trade shows • Speaking engagements • Industry specialists • News feeds (BBC/ Twitter/ Sky) • Google • Stories and case studies of other businesses. • The world is moving to Tiktok. They should be there. Not too young and funky and out there. A third of the world has it. It's a missed opportunity and these people are the next generation. Great for "meet the team" type comms. It's really authentic. It makes you modern and competitive. 	
Insight	<p>Significant mention of TikTok as up and coming as a channel - even for SE</p> <p>Instagram spontaneously mentioned as a useful channel for SE but less enthusiastically</p>		



OUTTAKES

WHO is the website for?
WHAT is its purpose?
WHY does it exist?

Website needs to much more clearly communicate what's in it for the user and pander less to internal audiences.

Brand identity is widely recognised, but it doesn't excite businesses to engage.

Facebook has had its day for this audience and no longer very appropriate.



Scottish Enterprise

Website tone of voice needs better defined. Currently suffering from too much jargon and corporate tone.

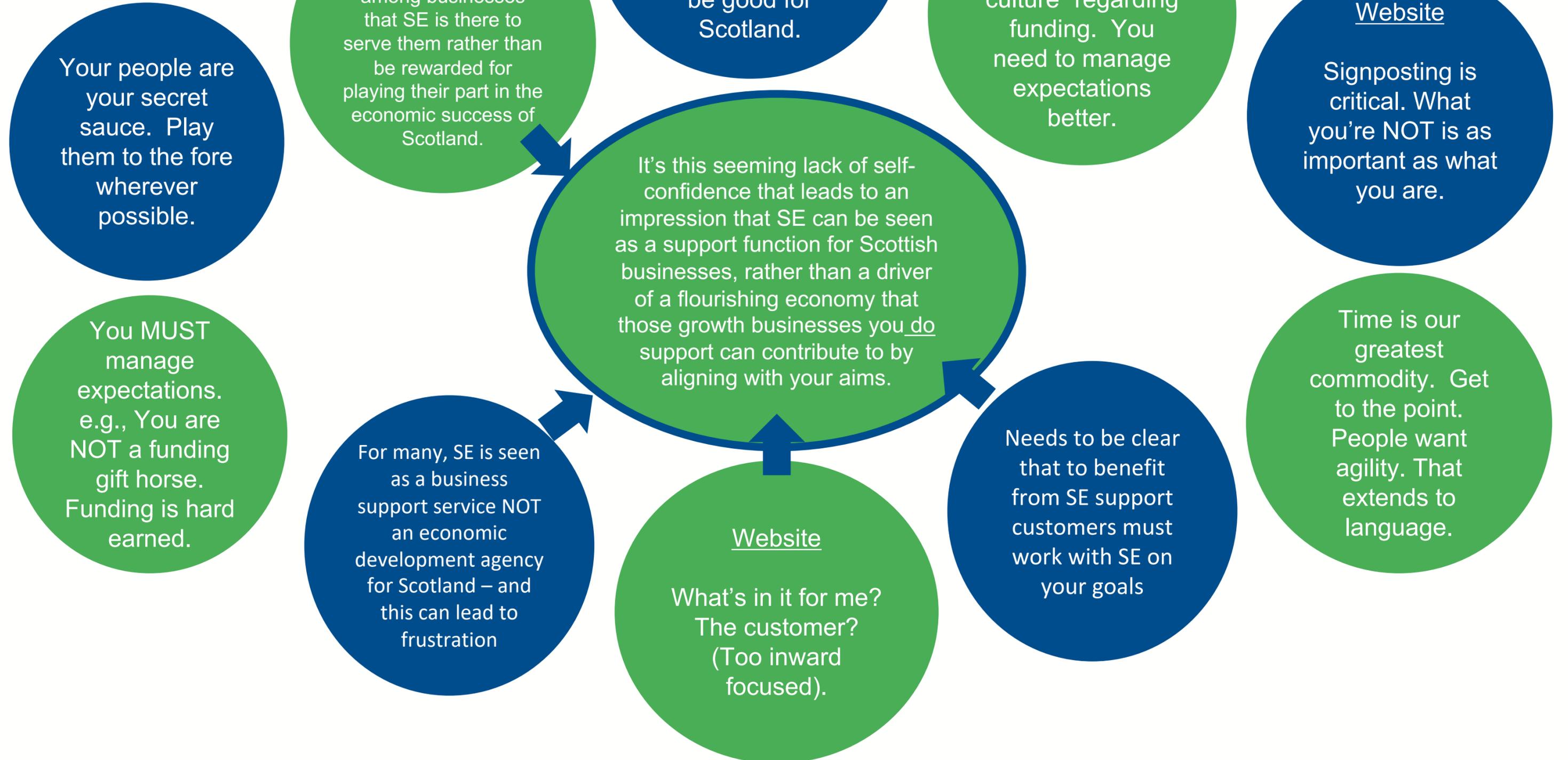
Video-based platforms like YouTube & TikTok are seen as useful for showcasing success.

LinkedIn is your natural home – and it is for your AM's too.

Email is your strongest engagement due to tailored 1:1 comms.

CONCLUSIONS AND RECOMMENDATIONS

THE THINGS WE'VE LEARNED



**WHAT'S MISSING FROM
ALL THIS?**

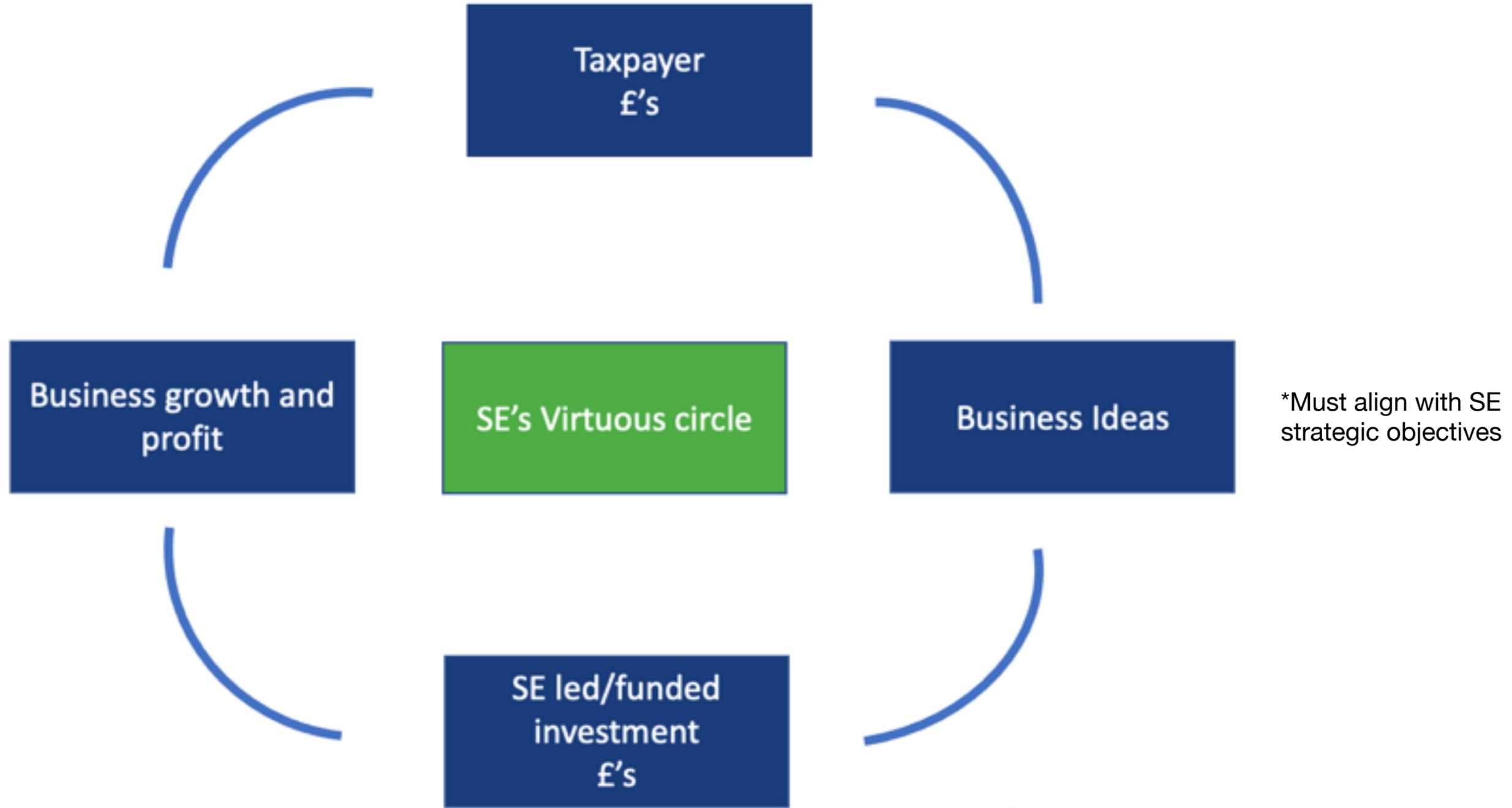
Scottish Enterprise Brand Proposition

GREAT FOR YOU. **GREAT FOR SCOTLAND.**

Helping Scottish businesses to adapt and respond better to economic opportunities and challenges.

Creating a more productive, resilient, and competitive economy for Scotland.

By driving business innovation, building international competitiveness, and encouraging more investment in companies and infrastructure.



THANK YOU

