

# LEO Clare

## Local Enterprise Development Plan 2016



Comhairle Contae an Chláir  
Clare County Council



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# Executive Summary

LEOs (LEOs), which are an office of the local authorities, act as a “First Stop Shop” for anyone seeking information and support on starting or growing a business in Ireland. Our role, as LEO Clare, is to drive the development of local enterprise, putting local micro and small business at the heart of job creation. We support business start-ups and work to increase the job potential of new and existing micro and small businesses with information, advice, training, mentoring, seminars and selective financial support.

2015 was a very productive year for LEO Clare. Over €560k was grant aided to 20 different projects with a potential to create 89 new jobs over the next three years for both start-up and existing businesses. 2015 saw an increase in participants in training courses and networking events, mentoring assignments and mentoring clinics also saw a higher demand. All of these supports were promoted to, made available for, and tailored specifically towards the needs of small, micro and start-up businesses in Clare. Dedicated programmes were designed and run to support target groups such as the food and craft sector, steel fabrication, women in business, etc.

LEO Clare rated very highly in the Customer Care score and satisfaction ratings in 2015 and aims to build on this and continue to deliver high quality and multi-varied services and supports to its ever expanding customer and client bases throughout Clare.

Also during the year, LEO Clare took part in, and supported, businesses to attend, a wide range of programmes and events, including, for example, Showcase, Meet West, Ploughing Championships, Food and Hospitality Exhibition and National Women’s Enterprise Day.

LEO Clare is looking forward to a productive and innovative 2016, with a particular focus on national programmes i.e. IBYE, Showcase, County and National Enterprise Awards, Ploughing Championships, TOVs etc. New initiatives for LEO Clare for 2016:

- Local Enterprise Week
- Féile na Tuaithe
- Food safety programmes in relation to Fleadh Ceoil na hEireann 2016.
- Tailored training programmes to meet specific gaps in skill set among enterprises.

Key priorities for Clare LEO in 2016 are to continue to develop an excellent first stop shop for businesses and to heighten awareness of the services and supports available locally and nationally and help develop relationships between businesses and these service providers, through:

- Embedding the concept of “First Stop Shop” among the community of micro enterprises.
- Strategically engaging through various forms of media to increase awareness of the LEO and endeavour to influence a positive culture of enterprise development.
- Supporting entrepreneurs, owners and manager in accessing financial supports and enabling them to plan, grow and sustain productivity, innovation and competitiveness;
- Providing access to training and mentoring supports to an increased number of participants
- Support business in accessing and participating in exhibitions, seminars and networking events
- Promotion of the Micro-Finance Ireland Loan Fund
- Promotion of Online Trading Vouchers
- Liaise directly with Enterprise Ireland regarding the progression pathways for new and existing clients
- Refer enterprises to relevant support services
- Promote the National Enterprise Awards
- Collaborating and ongoing work with other agencies e.g. EI, Chambers, etc.

This Local Enterprise Development Plan for 2016 provides a detailed framework for building upon the successes to date and ensuring that enterprises and entrepreneurs continue to receive efficient and quality supports from LEO Clare to sustain and develop their business and new markets.

This plan is closely aligned, and reflects, the thrust of the Clare County Council Economic and Community Plan which places an emphasis on the provision of mentoring, seminars, workshops, training and direct grant funding where appropriate.

## Section 1 – Context

County Clare is situated on the west coast of Ireland and has a population of 117,000 (Census 2011). It covers an area of 3188km<sup>2</sup> and is the 7<sup>th</sup> largest county in Ireland. Ennis, the County town, is the largest town in the province of Munster and the 6<sup>th</sup> largest town in Ireland. It is the administrative centre of the County and its importance is recognised in its designation as a Hub Town in the National Spatial Strategy (NSS). Shannon, the 2<sup>nd</sup> largest town in Clare, is a major employment and industrial centre in the region and is also home to Shannon International Airport. In conjunction

with Limerick, Shannon is designated as a Gateway under the NSS. County Clare is also located in close proximity to Galway City.

County Clare has a diverse topography and is often referred to as the “County of Contrast”. It is bordered to the east by the River Shannon and Lough Derg, to the south by the Shannon Estuary, to the west by the Atlantic Ocean and to the north by Galway Bay. Clare has a dramatic 360km long coastline which forms part of the Wild Atlantic Way. The county has 7 Blue Flag beaches and is home to the Burren National Park, a unique karst region which contains rare flowers and fauna, as well as a host of other outstanding landscapes. Clare is also renowned for both its sporting and cultural heritage. This includes a rich history in traditional music. It is home to the Kilfenora Ceili Band, Tulla Ceili Band and the Willie Clancy Summer school amongst others.

Manufacturing and trade are the greatest sources of employment in County Clare and it is home to a large concentration of multinationals including Intel, Xerox, Zimmer, Molex, Genworth, GE Capital, Roche, Micro-Semi and Essilor. Outside the industrial/business, retail and administrative employment centres of Shannon, Ennis and Kilrush, tourism and agriculture are two of the primary industries in the County. The County has many assets and natural resources including the deep waters of the Shannon Estuary, the location of ESB Moneypoint, Ireland’s largest power plant. The county also possesses world class wind, wave, tidal and other renewable energy potential. The presence of the north campus of the University of Limerick in County Clare and the location of several Higher Education Institutions in close proximity to the county also contribute to Clare being a desirable place to live and invest in.

The County has excellent national and international connectivity. Shannon International Airport directly connects County Clare to the UK, US and mainland Europe and served 1.7 million passengers in 2015. The County is also directly connected to the national rail and motorway network. Within the County the main population centres are connected via the national and regional road network.

Given the natural attributes, County Clare has a highly successful tourism industry that contributes significantly to the local economy each year. The Cliffs of Moher Visitor Experience owned and managed by Clare County Council, consistently attracts over 1 million visitors per annum. Other major tourist attractions include Bunratty Castle and Folk Park, Loop Head, Doolin and Ailwee caves etc. Activity based holidays feature strongly from surfing in Lahinch, walking in the Burren to golfing at world class courses such as Lahinch and Doonbeg. These are complimented by a wide variety of top class accommodation from self-catering to the 5 star luxury of Dromoland Castle.

Given the proximity of 6 third level institutions, Clare enjoys a well educated, diverse, adaptable and welcoming labour force.

### Size and Scale of Enterprise Sector

- Relatively low levels of entrepreneurship compared to other regions
- Enterprise sector dominated by micro-enterprises, serving local markets
- High dependency on traditional sectors with low growth potential
- Relatively small proportion of companies competing in export markets
- High vacancy rate amongst commercial properties
- Emerging pockets of knowledge-based industry, including pharma and Medtech companies
- Higher levels of knowledge enterprises in neighbouring regions, with potential for spill-over into Co. Clare.
- Opportunity to leverage skill sets being developed in 3<sup>rd</sup> level institutions operating in the Region.

### Natural and Cultural Resources

- Good supply of natural resources including agri-lands, scenic areas, rivers and lakes with development potential
- Strong history and cultural heritage in the county.

### Enterprise and Innovation Challenges

- Limited incubation space to foster new enterprises with growth potential
- No specialist enterprise/innovation infrastructure in the county
- Relatively low levels of hi-speed broadband connectivity
- No third level institution /research centre located in the county, but opportunities to harness access to third level knowledge providers and research centres in nearby regions
- Need to foster greater access to various sources of finance.
- Opportunities to foster growth in emerging knowledge sectors
- Opportunities to support traditional sectors through focused resources to foster growth, including collaborative approaches

### Customer Care Survey

In 2015, LEO Clare had a satisfaction rating of 60% which was below the average for LEO's nationally however our NPS (Net Promoter Score) was 60 which was well above the average. With an improvement in our available staffing resources, we are now better placed to improve the overall client experience and this will form a key part of our overall vision for LEO Clare in 2016. Our aim is

to ensure client interactions with LEO Clare at a minimum meets their needs and adds value to their interaction with us.

### **Key Activities for 2016**

Refer detail in Appendix 1.

## **National, Regional and Local Policies**

This Plan has been prepared in line with the national, regional and local policies and initiatives identified in a number of other relevant plans, including, for example:

### **Action Plan for Jobs, Mid West Region, 2015-2017**

Each of the LEOs in the Mid West will:

- Develop a pipeline of young entrepreneurs through Student Enterprise programmes
- Provide access to dedicated business networks at a regional, national and European level in collaboration with other bodies and agencies.
- Drive an increase in the number and survival rate of start ups through driving regional participation in Start Your Own Business courses and a suite of training programmes such as Accelerate, Hi Start, Export Awareness , Lean and Mentoring
- Step up the take up of national schemes that can help enterprise grow such as Microfinance and Jobplus
- Maximise the collaboration with Community Enterprise Centres to assist start ups and existing businesses to grow and develop.

### **Clare County Development Plan, 2017 – 2023 (Draft):**

The following are some of the key objectives of the plan:

- Clare Local Authority to support the development of LEO (LEOs), in their new business support roles as set out in 'Putting People First', in partnership with Enterprise Ireland and DJEI.
- To encourage, support and facilitate enterprise development at appropriate locations throughout the county

- To work in partnership with Enterprise Ireland, IDA Ireland, adjoining local authorities, the Regional Assembly and all other relevant agencies to proactively pursue sustainable enterprise and economic development in line with the policies and objectives as set out in national, regional and local strategies
- To support the development of a network of digital hubs in order to attract new businesses to locate in County Clare and to support the further growth and development of the digital and media industries in the county
- To encourage and support the development of a network of Food Hubs throughout the county to support the expansion of the food industry in County Clare
- Clare Local Authority will work in coordination with LEO Clare and all relevant stakeholders to support the further development and expansion of craft industries in County Clare and to proactively seek new market opportunities for locally-produced crafts at local, national and international level.

### **The Local Economic and Community Plan (LECP) for County Clare 2016-2021 (Draft)**

High Level Goals include:

- An economic culture that is pro-enterprise / pro-entrepreneur
- An Economic market attractive to investors and entrepreneurs

### **Resources**

LEO Clare currently has four full-time staff following the allocation of a Graduate in July 2015 and the appointment of Head of Enterprise in August 2015. The financial budget for LEO Clare includes approximately €211k for Measure 1 supports, i.e. grant assistance and €197k for Measure 2 supports, i.e. training and development. LEO Clare is situated in the Economic & Development Directorate of Clare County Council at Áras Contae an Chláir, New Road, Ennis, Co. Clare

### **Summary of main achievements from 2015**

A summary of the main activities carried out by LEO Clare during 2015 is provided in the table below, including numbers and participants. A narrative on a sample of some of these, and other, activities is provided in the subsequent paragraphs.

### Training Programmes

- 50 training programmes were held, with 593 participants.

LEO Clare - Stats for 2015	Training Programmes	Participants
Start Your Own Business	7 training courses	99
Workshop: Branding	1 event	8 participants
Computerised Accounts Programme	1 training course	8 participants
Food Academy Start Programme	1 training course with 2 mentor visits	11 participants
Workshop: Editing & Uploading Videos for Business	1 event	9 participants
Export Development Programme	1 training course with 5 mentor visits	5 participants
Workshops: Facebook for Business	2 events	15 participants
Workshop: Food Allergy Awareness	6 events	48 participants
Workshop: Primary Course in Food Safety	11 events (certified)	106 participants
Workshop: Business Ideas Generation	1 event	15 participants
Workshop: Intellectual Property/ Patents	1 event	12 participants
Management Development Programme	1 training course	9 participants
Seminar: Public Procurement	1 event	13 participants
Marketing Development Programme	1 training programme (certified) with 2 mentor visits	17 participants
Workshop: Search Engine Optimisation	2 events	21 participants

## Events, seminars and clinics

LEO Clare - Stats for 2015	Events, seminars and clinics	Participants
Mentor Sessions	83	83 participants
National Womens Enterprise Day	1 event	11 businesses/ participants supported
National Ploughing Championships	1 event	2 businesses exhibited at event
Showcase	1 event	2 businesses exhibited at event
Meet West	1 event	2 businesses exhibited at event
Information Evening on Food Progs	1 event	14 participants
Start up Weekend	1 event	Sponsorship of event
FBD Business Awards	1event	Sponsorship of Best Start Up Award
International Cluster Conference	1 event	Supported Event
National Women's Enterprise Day	1 Event	11 Businesses / participants supported
Trading Online Voucher	24 Applications submitted	24 Approvals
Business Development Support Grant	20 applications submitted	14 approvals
Women in Business Network	7 events	178 participants
Showcase Exhibition	1 event	2 businesses supported
Student Enterprise Awards	16 schools	710 students participated
IBYE	27 applicants	27 applicants
Microfinance Ireland	12 applications submitted	7 approvals

## Narrative on brief sample of activities during 2015

### *Showcase 2015*

In association with LEO Clare, two client companies of LEO Clare exhibited at this event which took place in January 2015. From this exhibition the companies gained significant orders.

***IBYE***

27 young entrepreneurs from Clare participated in the IBYE, leading to the IBYE Bootcamp organised by LEO Clare. The three young entrepreneurs representing Clare at the Bootcamp Regional Final were: Best Established Business – Glynn Technical Diamonds Ltd., Best New Idea – Peter Hunt and Best Start-up – True North Technologies. Mr Peter Hunt, based in Bridgetown, went on to represent the Mid-West Region in the Best New Idea category at the national final in Dublin and was placed third in his category.

***Trading Online Vouchers***

24 applications were submitted in 2015 to LEO Clare for Trading Online Vouchers, of which 24 were approved.

***Food and Hospitality Exhibition***

With the support of LEO Clare, two Clare businesses attended the Food and Hospitality Exhibition at the RDS, Dublin in October 2015. This trade event exclusively targets food and drink buyers from the speciality and artisan food industry.

***Microfinance Ireland***

12 Microfinance Ireland applications were submitted to LEO Clare in 2015, with 7 approved.

***CE Marks and NSAI***

Since July 2014 Structural Steelwork Fabricators must carry CE marking to demonstrate that they comply with I.S. EN 1090-1. In 2015 the LEOs partnered with National Standards Authority of Ireland (NSAI) to inform the industry and provide appropriate supports to address the requirements of the European Construction Product Regulations and I.S. EN 1090-1. A Standards Workshop for the West Region was held in the Dunraven Arms Hotel, Limerick in March 2015 which was attended by approximately 30 Steel Fabricators from County Clare. A follow up meeting was held in Clare to further assist the steel fabricators and as a result grant aid was approved for 2 steel fabricators to assist with CE certification training.

***CREATE Project***

Connecting Rural Enterprises for Transnational Economy (CREATE). A collaborative EU funded project involving Clare and Limerick plus other Regional Authorities across 5 European countries. The aim was to stimulate and promote small enterprises to engage and improve their use of ICT to develop their enterprises.

## Enterprise Culture

Part of LEO Clare's vision is to act as the catalyst and advocate for the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option among the wider population.

This objective is being implemented through a wide range of programmes, supports and activities, including, for example SYOB training, mentoring clinics, IBYE bootcamp, Business Development Support Grants and Management Development Programmes.

## Regional Action Plan for Jobs

The Action Plan for Jobs, Mid-West Region, 2015-2017, includes the following summary actions, in which LEO Clare is required to play a lead role:

- Supporting start-ups and facilitating existing enterprises to scale up.
- Ensure access to on-line support systems for local enterprises.
- Support ICT programmes through mentorship and grant support.
- Actively promote and increase participation in Food Academy programme.
- Collaborate with other training providers to align and streamline available courses.
- Pilot a scheme under the auspices of Age Friendly to create a network of retired business people to act as mentors for new start-ups and early stage enterprises.

**SWOT**

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• Good skills availability in engineering and manufacturing disciplines with highly trained and skilled workforce</li> <li>• Good integration amongst local stakeholders with possibilities for collaborative initiatives</li> <li>• Easier access to cities of Dublin, Galway and Limerick via extended motorway network</li> <li>• Close proximity to Shannon International Airport and Shannon Estuary</li> <li>• Strong cultural heritage which may provide development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• High dependency on traditional sectors, with recent job losses in some of these</li> <li>• Low levels of graduate employment and retention</li> <li>• Skills gaps in ICT, science, technical skills and languages</li> <li>• No third level education / research centre in the county</li> <li>• High vacancy rate amongst commercial properties</li> <li>• Increase in commercial rates</li> </ul>	<ul style="list-style-type: none"> <li>• Promote central location of county for enterprise and trade and provide the infrastructure and services to attract new enterprise</li> <li>• Invest in specialist infrastructure and resources to foster and facilitate growth in knowledge sectors (e.g. ICT, Medtech, Value-added Food, Green business etc.)</li> <li>• Support traditional sectors through focused resources to foster growth, including collaborative approaches</li> <li>• Leverage support from nearby third level institutes/research centres to add value to local enterprise, including research, innovation, training and graduate placement</li> <li>• Actively develop and promote fibre broadband connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Brain drain resulting in lack of innovation capacity and sustainability of enterprise with growth potential</li> <li>• Insufficient finance/credit to provide the necessary infrastructure, promote the county and to kick start new ventures.</li> <li>• Sluggishness at international level and global economic issues can impact local economy</li> <li>• Negative publicity at national level (e.g. water quality issues, ghost estates etc.) can adversely affect public perception of county</li> </ul>

## LEO Clare Communications Strategy/ Plan

LEO Clare's Communications Strategy provides an overview of how best to communicate to the target audience. This includes a plan for general information, supports, mentoring training, networking, exhibitions, etc. Each of these activities is designated a specific strategy, with marketing methods best suited to the audience involved. **The Clare Plan takes into account the draft National Communication Strategy and will be updated as necessary as the National Strategy is amended and implemented.**

- Social Media will be used to
  - Increase awareness of LEO Clare
  - Promote supports, service and events organised by LEO Clare
  - Provide updates and information from events that LEO Clare are attending live
  - Share with our followers information of relevance from other agencies
  - It allows the office to keep up to date with trends, new ideas and events related to SME, Start ups
  - Allow the office to follow local businesses and keep informed with what is happening with their businesses
- Newsletter & mail shots to LEO Clare database
- Press Releases via traditional and digital media
- Website
- Contact with business networks, e.g. Clare Women in Business, Burren GeoPark, Burren Food Trail, Ennis Chamber of Commerce and Shannon Chamber of Commerce.

## Section 2 - Vision/Mission and Strategic Objectives

### Vision/ Mission Statement

*We aim to promote entrepreneurship, foster business start-ups and develop existing micro and small businesses to drive job creation and to provide accessible high quality supports for your business ideas.*

### Strategic Objectives

#### 1. Maximise business potential

- Deliver support services that equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness, as well as encourage greater technology uptake.

#### 2. Collaborate with Enterprise Ireland

- Enhance communication with Enterprise Ireland to facilitate potential progression of companies from LEO to EI, facilitating access to relevant EI financial, business and research facilities.

#### 3. First-stop-shop

- Provision of first stop shop activities in respect of Business Support, Enterprise Development and Promotion, including Signposting

#### 4. Make it easier to do business

- Provide supports, guidance and solutions that make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment

#### 5. Promote a Best Practice Enterprise Culture

- Act as the catalyst and advocate for the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option among the wider population

#### 6. Environment for start-ups

- Implement actions and initiatives that create awareness among potential entrepreneurs of the types of supports available, thereby improving the conversion rate of business ideas to fully-formed enterprises

## Section 3: Associated Actions & Activities

### National Programmes and Policies

Below is a summary of the actions being, and about to be, carried out by LEO Clare, demonstrating the involvement in National LEO Programmes and Policies:

- **Student Enterprise Awards**

The Student Enterprise Awards (SEAs) is the biggest enterprise competition for students in Ireland. It helps students to grasp real life skills associated with running an enterprise, including working as part of a team, managing production and finances, organising a sales and marketing campaign and liaising directly with customers, judges and the media. Each year over 17,000 students all over Ireland get to find out what it's like to run their own business by taking part in the Student Enterprise Awards Programme.

- **National Enterprise Awards**

The Enterprise Awards Competition is designed to recognise and reward the commitment, dedication and entrepreneurial spirit of small businesses at local and national level. The competition for the awards involves two stages: a local competition, at County level, with the winner then representing the County at a National Final. The competition is open to businesses that have received direct financial support since its inception.

- **Showcase**

Showcase at the RDS is the first major trade event of each year, organised by the Design & Crafts Council of Ireland and promoted internationally by Enterprise Ireland. The dedicated Enterprise Zone on the balcony area, co-ordinated by the LEOs, has become known as the home for emerging designers and craftspeople in recent years. A wide range of creative sectors is represented within the Enterprise Zone, such as ceramics, knitwear, jewellery, interiors, skincare and giftware.

- **Food Academy**

The Food Academy is an initiative designed collaboratively with Bord Bia, Musgraves and the Local Enterprise Network. Its aim is to give 'Small Producers a Big Chance'. The Food Academy works with and nurtures small businesses through their journey from start up to getting their products on SuperValu shelves.

- **National Ploughing Championships**

The National Ploughing Championships are held in September each year. As part of its National Programme the LEOs host a Local Enterprise Village to provide an opportunity for clients to take full advantage of this unique consumer event. This is a wonderful opportunity to showcase the quality and high standard of goods and services supported by the LEO.

- **Local Enterprise Week**

A Local Enterprise Week will be held during the week of 7th to 11th March 2016. The County will host a series of Events aimed at stimulating business growth and new business creation to drive economic prosperity. A programme of Events offers something for everyone, regardless of whether you want to develop a business idea, start a business or grow your existing enterprise.

## Protocols

Memorandums of Understanding have been agreed with a range of organisations, including:

- Department of Social Protection – Intreo Office
- Credit Review Board
- Fáilte Ireland
- Microfinance Ireland
- Skillnets
- Limerick Clare Education Training Board
- Revenue
- NACEC

These protocols govern dissemination of information, information signposting and inter-agency referrals. The Local Enterprise Office Clare has formal and informal engagement with the above Agencies/ Organisations and works closely with them to assist in job creation and information sharing. The Local Enterprise Office Clare will seek to continue to implement these protocols on an on-going basis and review locally as required.

## Key activities / events 2016

A detailed list of key activities/ events for 2016 is provided in Appendix I. For example, Key Activity Reference 7 lists the types of training supports, events and seminars to be implemented in 2016.

## Stakeholders

Other stakeholders involved in the activities of LEO Clare will include the following:

- IDA
- Clare County Council
- Clare Local Development Company
- Craft Council of Ireland
- LEO Limerick
- Western Development Commission
- Enterprise Ireland
- Chambers of Commerce
- Musgrave Group (Supervalu)
- Bord Bia
- Shannon Group

## Proposed involvement in major events

As discussed elsewhere, there are a large number of major events in which LEO Clare are involved, either directly or through support being provided to business clients. Some of these, as described elsewhere in the document, include the following:

- Hospitality & Food Fair
- IBYE and Bootcamp
- National Ploughing Championships
- FBD Chamber Awards
- Showcase
- Student Enterprise Awards
- Food Safety Training in relation to the Fleadh
- Meet West
- Regional WIB Network Event
- Food academy
- National Enterprise Awards
- Local Enterprise Week

## Specific Demographic Groups

LEO Clare implements entrepreneur programmes, supports and initiatives aimed at specific demographic groups, including, for example:

Group	Description
Female Entrepreneurship	<ul style="list-style-type: none"> <li>• Target of over 350 women to participate in overall training, mentoring, etc., programmes through LEO Clare</li> <li>• Organise a Women in Business Regional Event and work in partnership with LEOs of Limerick, Kerry, Cork and Tipperary.</li> <li>• Referral to, and support through, the sectoral networks for female entrepreneurs</li> </ul>

Senior Entrepreneurship	<ul style="list-style-type: none"><li>• Target of 10 senior entrepreneurs to participate in overall training, mentoring, etc., programmes through LEO Clare</li><li>• Target of 2 senior entrepreneurs to start up new businesses in 2016</li><li>• Referral to, and support through, the sectoral networks for senior entrepreneurs</li></ul>
Youth	<ul style="list-style-type: none"><li>• 19 schools, including 550 students, to participate in the Student Enterprise Programme</li><li>• Ongoing meetings, calls, etc., with, and queries from, schools regarding the Student Enterprise Programme</li><li>• LCVP - provide support, e.g. talks, to schools in the programme</li></ul>
People with Disabilities	<ul style="list-style-type: none"><li>• Work closely with Clare Supported Employment regarding training for people with disabilities who are setting up businesses.</li></ul>

## Section 4: Performance Metrics

The Table lists the performance metrics for LEO Clare. Particular metrics of note include the following:

- The target number of Microfinance Applications to be submitted by LEO Clare was 5 approved applications. 12 applications were submitted, with 7 approved. In 2016, the target number of application submissions is 12, with a target number of approvals set at 7.
- The target number of training and development programmes and networking events for 2015 was 50, with 450 participants. By focusing specifically on areas of interest for enterprises in Clare, 593 participants took part in 50 programmes and networking events.
- The target number of projects to be approved for grant aid in 2015 was 25 to a value of €320K, with 20 being approved to a value of €563K.
- Mentoring sessions proved very popular with businesses and entrepreneurs, providing access to the Head of Enterprise and other approved mentors.

**Table 1: Summary of Key LEO Outputs and Targets 2015 / 2016**

	2015 Targets	2015 Outputs	2016 Targets
<b>Value of Grants Approved</b>	<b>€320,000</b>	<b>€563,300</b>	<b>€375,400</b>
Feasibility No.	2	2	3
Priming No.	13	11	12
Business Development / Expansion No.	10	7	8
<b>Value of Grants Paid</b>		<b>€351,182</b>	<b>€370,400</b>
Feasibility		€7,925	€20,000
Priming		€188,896	€245,000
Business Expansion		€154,361	€105,400
Jobs Associated with Funding: FT / OT / WTE <sup>1</sup> (based on 3 years)	43	108	93
<b>Total Employment in LEO Clients (Year start) – FT / OT / WTE 1,197.5</b>			
Gross Jobs Created / Lost		170	187
Full Time Created / Lost		109/-17	101
Other Time Created / Lost		61/-42	20
Whole Time Equivalent (WTE) Created / Lost		101.5	111
Total Employment (Year End) – FT / OT / WTE		1,278.5	1,406
<b>Training</b>			
Total No. of Courses Run	50	50	52
Total No. of Participants	450	594	620
Total Number of Mentoring Assignments	60	83	85

<sup>1</sup> These figures derive from GMIS lockdown grant approvals for the LEO rather than from the AES.

## Section 5: Risks and New Initiatives

### RISKS

List any risks that can adversely affect the achievement of the objective outlined above	Actions to mitigate this risk
1. Lack of co-ordination between agencies regarding enterprise support	Ongoing and regular contact with all stakeholders, with particular attention to be paid to National, Regional and Local Plans identifying actions of relevance to LEO Clare.
2. Lack of awareness among new and potential entrepreneurs regarding business supports available	Implementation of the LEO Communications Strategy, ensuring that all supports received a tailored approach towards marketing and promotion, thereby ensuring that the message regarding enterprise support is clearly and widely understood.
3. Closures of small businesses in Clare, affecting employment levels.	Ongoing promotion of supports available to all businesses, reducing the likelihood of closure if addressed early and effectively, and/ or identifying supports to the business owner and staff in developing existing and new business markets.
4. Inadequate level of funding to implement Enterprise Plan	LEO Clare to prioritise allocation of funding to those enterprises with good job creation potential and monitor availability for additional funding to support enterprise services in County Clare.
5. Interaction with large Foreign Direct Investment Multinationals.	Support indigenous enterprises to sustain, develop their business and maximise the potential opportunities to provide added value services to large multinational employers.
6. Emigration and 'brain drain'	As stated in the objectives for LEO Clare, support the establishment of a best practice enterprise culture and promote enterprise and self-employment as a viable career option among the wider population
7. Lack of Funding Options for Enterprises	LEO Clare will promote, and raise awareness of, business finance and start-up finance supports available to businesses and entrepreneurs.

## New Initiatives 2016

New Initiatives	Detail
1. Fleadh Support	Provide relevant training, support and mentoring to ensure local Enterprises can leverage the potential of the Fleadh which will take place in August 2016. E.g. Food safety workshops and certification training to assist food business in meeting their regulatory obligations.
2. Local Enterprise Week	Co-ordinated series of events, seminars, workshops and talks aimed at promoting and increasing awareness of enterprise opportunities in Clare. Event not run previously.
3. Customer Service and Sales	Introduce new training programme with a specific focus on all enterprises delivering exceptional service and converting that quality service ethos into increased sales. This is designed to meet a gap in our current training programme where enterprises have a lack of focus on the end customer and their needs.
4. Leadership and development programme for female entrepreneurs.	Targeted programme designed to meet the needs and requirements of a female entrepreneur. This programme to be complementary to our ongoing Women in Business network.
5. SYOB Network	Assess demand and potential support to develop a network aimed at new start up entrepreneurs with membership drawn from those participating in our SYOB programmes.
6. Start Up Work Space	Assess options and supports available to create suitable office space available to new start-ups. This initiative is to create a location for Clare businesses operating in incubation spaces in Limerick and Galway and give them a possible option to relocate back home to Clare.
7. Advanced Management & Leadership Programme	Targeted Programme designed to meet the needs and requirements of LEO Clare and LEO Limerick's clients. This programme is aimed at businesses in existence of 3 years or more and have already completed a Management Development Programme.

# Appendix I

## Objectives and Key Activities

### Key actions to be undertaken in 2016

Ref	Objective	Activity	Outputs	Outcomes	Timescale
1.	1, 3 and 4	<p>One-to-one contact with <b>potential entrepreneurs</b>, providing general advice and information regarding starting a business, including:</p> <ul style="list-style-type: none"> <li>• Direct advice and support</li> <li>• Start-up guides</li> <li>• Training opportunities</li> <li>• Business Plan and Research Templates</li> <li>• Sources of funding and support</li> <li>• Online resources</li> <li>• LEO Clare online and print resources</li> </ul>	<ul style="list-style-type: none"> <li>• 5% increase in new meetings, calls, etc., with, and queries from, potential entrepreneurs<sup>1</sup></li> <li>• 5% increase in follow-up meetings, calls, etc., with potential entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>• Promote enterprise and self-employment as a viable career option among the wider population</li> <li>• Create awareness among potential entrepreneurs of the types of supports available</li> <li>• Improve the conversion rate of ideas to fully-formed businesses</li> <li>• Make it easier for potential entrepreneurs to start-up business</li> </ul>	<ul style="list-style-type: none"> <li>• Q 1 – Q4</li> </ul>

<sup>1</sup> LEO Clare maintains a detailed record of all meetings, calls, queries, etc., that are dealt with by staff. This forms the basis for the measurement of the outputs, e.g. 5% increase, based upon the record of the previous year.

2.	1, 3, 4 and 6	<p>One-to-one contact with <b>existing businesses</b>, providing general advice and information regarding, e.g. Business Planning, Financial Advice, Management, Exporting, etc. This will include:</p> <ul style="list-style-type: none"> <li>• Direct advice and support</li> <li>• Guides on relevant issues</li> <li>• Training opportunities</li> <li>• Business Plan and Research Templates</li> <li>• Sources of funding and support</li> <li>• Online Resources</li> <li>• LEO Clare online and print resources</li> </ul>	<ul style="list-style-type: none"> <li>• 5% increase in new meetings, calls, etc., with, and queries from, new clients</li> <li>• 5% increase in new meetings, calls, etc., with, and queries from, existing clients</li> <li>• Annual business reviews to be carried out onsite with clients</li> <li>• Identify and participate in training for LEO Clare staff, e.g. customer service, social media, client engagement, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness</li> <li>• Encourage greater technology uptake among businesses throughout Clare</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> <li>• Create awareness among entrepreneurs and businesses of the types of supports available</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
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Ref	Objective	Activity	Outputs	Outcomes	Timescale
3.	3, 4 and 6	<p>Information on, access and referral to other government services, e.g.:</p> <ul style="list-style-type: none"> <li>○ Revenue [Seed Capital Scheme, Employment Investment Incentive Scheme (EIS), Revenue Job Assist]</li> <li>○ Social Protection</li> <li>○ CLDC</li> <li>○ SOLAS [Employer Job Incentive Scheme, Training]</li> <li>○ Companies Registration Office</li> <li>○ Microfinance Ireland</li> <li>○ Credit Review Office</li> <li>○ Business support agencies such as Bord Bia, Teagasc, Crafts council of Ireland and Fáilte Ireland</li> </ul>	<ul style="list-style-type: none"> <li>• 5% increase in new meetings, calls, etc., with, and queries from, new and existing clients leading to the provision of information on, access and referral to the relevant government services</li> <li>• Promotion of County Clare as a destination for doing business through the Business Support Unit.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>

4.	3, 4 and 6	Advice and information for local businesses on accessing public procurement processes	<ul style="list-style-type: none"> <li>• 5% increase in new meetings, calls, etc., with, and queries from, new and existing clients regarding information on the public procurement processes</li> <li>• LEO Clare to work with Clare County Council's procurement officer regarding , additional expertise, etc., that can be provided directly to the relevant businesses</li> <li>• 1 public procurement training session, with at least 15 participants, to be held in 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge and awareness among businesses of the public procurement process</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> <li>• Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 - Q4</li> <li>• 1 public procurement training session to be held in Q4</li> </ul>
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Ref	Obj.	Activities	Outputs – Participants	Outcomes	Timescale
5.	1, 3, 4, 5 and 6	Access to financial support for start-up and business development	<ul style="list-style-type: none"> <li>• 12 Priming Grants to new businesses, totalling €245,000 in support</li> <li>• 8 Expansion Grant to existing businesses, totalling €105,400 in support</li> <li>• 3 Feasibility/ Innovation Grant, totalling €20,000</li> <li>• Minimum of 93 new jobs to be created through financial</li> </ul>	<ul style="list-style-type: none"> <li>• Support entrepreneurs, owners and managers in accessing the resources required to plan, grow and sustain productivity, innovation and competitiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Q 1 –Q4</li> </ul>

			support	<ul style="list-style-type: none"><li>• Improve the conversion rate of ideas to fully-formed businesses</li><li>• Make it easier for potential entrepreneurs to start-up business</li><li>• Encourage greater technology uptake among businesses throughout Clare</li></ul>	
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6.	1, 3, 4, 5 and 6	Access to training supports, events and seminars	<ul style="list-style-type: none"> <li>• Start Your Own Business</li> <li>• Food Academy</li> <li>• Managing Your Finances/ Cash-flow</li> <li>• Basic Book-Keeping</li> <li>• RETAIL Development</li> <li>• Effective Presentation Skills</li> <li>• SEO + Google Analytics</li> <li>• Allergy Awareness for Food Businesses</li> <li>• SYOB for Food Businesses</li> <li>• Facebook + Twitter</li> <li>• Facebook Advanced</li> <li>• Video Marketing</li> <li>• Website Optimisation</li> </ul>	<ul style="list-style-type: none"> <li>• HACCP/Food Safety</li> <li>• Health + Safety</li> <li>• Advanced Management &amp; Leadership</li> <li>• Management Development</li> <li>• Marketing Development</li> <li>• Export Development</li> <li>• Telephone Skills</li> <li>• Ideas Generation</li> <li>• Customer Sales &amp; Service Development</li> <li>• Women in Business Network</li> <li>• Food Safety Clinics (in preparation for Fleadh 2016)</li> <li>• Employment Law</li> <li>• Understanding your Finances in Business</li> </ul>	<ul style="list-style-type: none"> <li>• Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
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Ref.	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
7.	4 and 5	Access to commercial/enterprise space	<ul style="list-style-type: none"> <li>Provide relevant supports to new and existing clients regarding the identification and of potential commercial and enterprise space in Clare</li> </ul>	<ul style="list-style-type: none"> <li>Support entrepreneurs, owners and managers in accessing the resources required to plan, grow and sustain productivity, innovation and competitiveness</li> <li>Make it easier for potential entrepreneurs to start-up business</li> </ul>	<ul style="list-style-type: none"> <li>Q 1 –Q4</li> </ul>
8.	1, 4, 5 and 6	Mentoring	<ul style="list-style-type: none"> <li>85 clients to receive mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain and improve productivity, profitability, innovation competitiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Q1 – Q4</li> </ul>
9.	1, 4, 5 and 6	Marketing	<ul style="list-style-type: none"> <li>The SMART Communication Plan will be implemented, including: <ul style="list-style-type: none"> <li>Social Media</li> <li>Press Releases</li> <li>Website promotion</li> <li>Twitter</li> <li>Case studies for all supports</li> <li>Contact with business networks</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Ensure greater co-ordination among service providers regarding the promotion of supports to enterprise in the County</li> <li>Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> </ul>	<ul style="list-style-type: none"> <li>Q1 – Q4</li> <li>Communication Plan to be completed by end Q2</li> </ul>

			<ul style="list-style-type: none"> <li>LEO Clare will take the lead in the implementation of marketing initiatives regarding enterprise supports in the county</li> </ul>		
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Ref	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
10.	1, 4, 5 and 6	Access to dedicated business networks	<ul style="list-style-type: none"> <li>Support to businesses in accessing and participating in exhibitions, seminars and networking events: <ul style="list-style-type: none"> <li>Supporting a series of business seminars providing both an opportunity for developing business skills and expanding networking prospects</li> <li>Working with Chambers of Commerce and other enterprise groups to provide enterprise events and support networking opportunities</li> <li>Supporting Clare businesses to access and maximise use of national and international networks, including the Enterprise Europe Network</li> </ul> </li> <li>Support to businesses in attending local, regional, national and international exhibitions and seminars, e.g. Showcase Ireland,</li> </ul>	<ul style="list-style-type: none"> <li>Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option among the wider population</li> <li>Improve connectivity leading to increase sales/employment</li> </ul>	<ul style="list-style-type: none"> <li>Q 1 –Q4</li> </ul>

			<p>Blás na hÉireann, Féile na Tuaithe, National Ploughing Championships, etc. A target of 14 businesses is to receive support in 2016.</p> <ul style="list-style-type: none"> <li>• Joint initiatives such as: <ul style="list-style-type: none"> <li>○ Meet West, a networking event for over 250 businesses, held in conjunction with Clare, Galway and Mayo LEOs and County Councils</li> </ul> </li> </ul>		
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Ref	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
11.	1, 4, 5 and 6	Development of web-enabled services with a focus on trading online	<ul style="list-style-type: none"> <li>• New Trading Online Voucher, with a target of 29 for 2016</li> <li>• 10 businesses to receive funding in 2016 to support the development of new branding and logos to help expand sales.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage greater technology uptake among businesses throughout Clare</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
12.	1, 4, 5 and 6	Maximising the impact of Community Enterprise Centres in local areas	<ul style="list-style-type: none"> <li>• Create an enterprise centre specific to IT businesses in Ennis in collaboration with Clare County Council and provide ongoing support to same.</li> </ul>	<ul style="list-style-type: none"> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> <li>• Increase start ups and implement host clinics. Create a shared knowledge culture.</li> </ul>	<ul style="list-style-type: none"> <li>• Q 1 –Q4</li> </ul>

Ref	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
13.	4 and 6	Access to Micro-Finance Ireland Loan Fund	<ul style="list-style-type: none"> <li>• Promotion of the Micro-Finance Ireland Loan Fund through: <ul style="list-style-type: none"> <li>○ All LEO promotional activities</li> <li>○ Training, mentoring, etc.</li> <li>○ Meetings, calls, queries, etc.</li> </ul> </li> <li>• Support to 12 new and existing businesses regarding applications to the Micro-Finance Ireland Loan Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
14.	2	Progression pathway for HPSUs and high-growth companies to Enterprise Ireland, including access to Business Angels, New Frontiers Programme, etc.	<ul style="list-style-type: none"> <li>• Liaise directly with Enterprise Ireland regarding the progression pathways for new and existing clients</li> <li>• Target of at least 1 client to progress to EI support</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance communication with Enterprise Ireland to facilitate potential progression of companies from LEO to EI, facilitating access to relevant EI financial, business and research facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
15.	1, 4 and 6	Access to promotional space	<ul style="list-style-type: none"> <li>• Refer enterprises to relevant support services regarding promotional space, e.g. community enterprise centres, networks, etc.</li> <li>• Include case studies of successful Clare enterprises to be used in promotional material</li> </ul>	<ul style="list-style-type: none"> <li>• Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option among the wider population</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>

Ref	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
16.	4	Education – Primary & Second level programmes	<ul style="list-style-type: none"> <li>• 19 schools, including 350 students, to participate in the Student Enterprise Programme</li> <li>• Ongoing meetings, calls, etc., with, and queries from, schools regarding the Student Enterprise Programme</li> <li>• LCVP - provide support, e.g. talks, to schools in the programme</li> <li>• Primary Schools – provide support, e.g. talks to schools in Co. Clare.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote enterprise and self-employment as a viable career option among the wider population</li> </ul>	<ul style="list-style-type: none"> <li>• Q 1 –Q4</li> </ul>
17.	4 and 5	Female Entrepreneurship	<ul style="list-style-type: none"> <li>• Target of over 200 women to participate in overall training, mentoring, etc., programmes through LEO Clare.</li> <li>• Ongoing support through the Women in Business Network</li> <li>• Referral to, and support through, the sectoral networks for female entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among female entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> <li>• Make it easier for female entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment.</li> <li>• Promote enterprise and self-employment as a viable career option among women</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
18.	4 and 5	Senior	<ul style="list-style-type: none"> <li>• Target of 10 senior entrepreneurs to participate in</li> </ul>	<ul style="list-style-type: none"> <li>• Make it easier for senior entrepreneurs,</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>

		Entrepreneurship	<p>overall training, mentoring, etc., programmes through LEO Clare</p> <ul style="list-style-type: none"> <li>• Target of 2 senior entrepreneurs to start up new businesses in 2016</li> <li>• Referral to, and support through, the sectoral networks for senior entrepreneurs</li> </ul>	<p>owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment.</p> <ul style="list-style-type: none"> <li>• Promote enterprise and self-employment as a viable career option among seniors.</li> </ul>	
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Ref	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
19.	6	Enterprise Awards	<ul style="list-style-type: none"> <li>• Promote the National Enterprise Awards in press releases and/ or media promotions in 2016</li> <li>• IBYE - Target of 30 participants to enter in 2016. Apart from the County and National rounds, this will also include a boot camp for entrants, organised by LEO Clare.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote enterprise and self-employment as a viable career option among the wider population</li> <li>• Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
20.	3, 4, 5 and 6	Enterprise Promotional Activities	<ul style="list-style-type: none"> <li>• Implement marketing activities identified in the Communication Plan</li> <li>• Hold enterprise promotion activities, e.g.: <ul style="list-style-type: none"> <li>○ Enterprise Clinics</li> <li>○ Information workshops</li> <li>○ Representation at enterprise events</li> </ul> </li> <li>• Collaborations and ongoing work with other</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>

			<p>agencies, e.g. EI, Clare County Council, Chambers of Commerce, Revenue etc</p> <ul style="list-style-type: none"> <li>• Support to specific and targeted enterprise initiatives, e.g. Local Enterprise Week.</li> </ul>	environment	
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Ref	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
21.	1, 4, 5 and 6	Connect Ireland	ConnectIreland is an Irish Government backed initiative which reaches out to companies all over the world through Ireland's Global Network. LEO Clare is working with ConnectIreland in attracting global businesses to Co. Clare. Proposed network event for Q3 2016.	<ul style="list-style-type: none"> <li>• The strategy is to attract companies to set up in Co. Clare. If the company locates here, Irish jobs will be created and a reward of up to €150,000 is on offer.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing in 2016</li> </ul>

Ref	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
22.	2, 5 and 6	Development & implementation of local enterprise plan	<ul style="list-style-type: none"> <li>• LEO Clare to plan, implement and monitor the local enterprise plan</li> <li>• Liaise directly with Clare County Council regarding resources required to implement plan</li> <li>• Develop an Enterprise and Innovation Strategy and Local Economic and Community Plan in conjunction with collaborative partners, LCDC, SPC and County Council</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the planning, implementation and monitoring of the local enterprise plan is carried out in an efficient and effective basis</li> <li>• Provide value-for-money in the use of resources, including finance, staff and</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>

23.	2, 5 and 6	Input into Clare Local Development Plan	<ul style="list-style-type: none"> <li>• Liaise directly with Clare County Council regarding input the Clare Local Development Plan</li> <li>• Increased liaison with Planning Dept. on development of Local Area plans specifically in relation to economic development, tourism, town centre development recreation etc.</li> </ul>	<p>infrastructure</p> <ul style="list-style-type: none"> <li>• Ensure greater co-ordination among service providers regarding the promotion and provision of supports to enterprise in the County</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
24.	2, 5 and 6	Development of partnerships with relevant agencies	<ul style="list-style-type: none"> <li>• Liaise with relevant agencies, e.g.: <ul style="list-style-type: none"> <li>○ Intertrade Ireland</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
25.	2, 5 and 6	Promotion and marketing of local areas as location for investment in conjunction with the appropriate national body	<ul style="list-style-type: none"> <li>• Liaise directly with local representative of Enterprise Ireland, to ensure a co-ordinated, effective and efficient approach to promotion and marketing</li> <li>• Promotion of County Clare as a destination for doing business through the Business Support Unit.</li> </ul>		<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
26.	2, 5 and 6	Identifying & Developing policies & programmes, including leveraging resources to implement these programmes and those funded from non-core resources	<ul style="list-style-type: none"> <li>• Liaise directly with Clare County Council regarding new programmes, required resources and leveraging funds</li> </ul>		<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>

Ref	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
27.	1, 2, 4 and 6	Develop of appropriate enterprise infrastructure at county level	<ul style="list-style-type: none"> <li>• Liaise directly with Clare County Council regarding relevant infrastructure to meet the needs of enterprise within the County</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the planning, implementation and monitoring of the local enterprise plan is carried out in an efficient and effective basis</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
28.	1, 4 and 6	Review local authority enterprise infrastructure or assets	<ul style="list-style-type: none"> <li>• Liaise directly with Clare County Council regarding relevant infrastructure to meet the needs of enterprise within the County</li> <li>• Include objectives for the Local Economic and Community Plan under the LCDC and develop action plan in 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Provide value-for-money in the use of resources, including finance, staff and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
29.	1, 4 and 6	Assist in development of County Economic Strategies as proposed in the Local Government Reform Programme	<ul style="list-style-type: none"> <li>• Liaise directly with Clare County Council regarding relevant strategies to meet the needs of enterprise within the County</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure greater co-ordination among service providers regarding the promotion and provision of supports to enterprise in the County</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> <li>• Q1 – Q4</li> </ul>
30.	1, 4 and 6	Direct engagement with businesses in difficulty, in order to develop payment plans, e.g. commercial rates	<ul style="list-style-type: none"> <li>• Liaise directly with Clare County Council regarding relevant steps necessary to support business in payment difficulties</li> <li>• 10% increase in the number of businesses availing of individual rate plans</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>

# Appendix II

## Case Studies

## **KDA Logistics T/A Titan Logistics**

**W: titanlogistics.ie**

### **Introduction**

Titan Logistics was set up in 2011 by Paul Collins. The company is a privately owned logistics service provider that designs logistic programs in delivering innovative, customer value focused solutions for the services they provide through their global partnership networks. Titan places strong emphasis on customer satisfaction and in delivering high performance levels and competitive business operations.



### **The Business**

Titan Logistics is a globally recognized company with a reputation for innovative lead logistics supply chain solutions through consolidated buying power resulting in savings for the customer. Titan work with start ups SMEs and multinationals and provides best value to customers that cannot reach the scaled services of large multinationals. i.e. Titan bulk buys space for parcels/ packages with international couriers (both air and sea freight) and then sells that space to SMEs at a price which is cheaper than if they sent to the courier directly.

### **Awards**

In 2014 the company won the SFA 'Best Emerging Business' and has attained numerous repeat customers achieving in excess of 17% reduction in costs for these customers. In March 2016, the company won the County Final of the LEO Clare's National Enterprise Awards and will go on to represent Clare at the National Final on 9<sup>th</sup> June 2016.

### **Future Plans**

The company has recently employed four new full time employees as a direct result of a business development grant from LEO Clare. The company wishes to expand their existing business and deliver on their next phase of growth of €2 million in sales thus enhancing their customer base over the next 12 months.

## Offshore Handling Systems Ltd

### Introduction

Offshore Handling Systems Ltd is a company that manufactures, sells and distributes handling tools for the oil and gas industry. The company was set up in 2011 by Eugene Earley and Una Kelly in Shannon, Co. Clare.

### Export Led

This company is 100% export led, in the provision of safety handling tools to the highly specialized and unique environment that is offshore installation, offshore supply vessels and land rig markets where a blemished safety record can result in the loss of a contract worth millions.

### Future Plans

The company wishes to expand their existing business on their next phase of growth which is based on new product innovation. The company employs two full time staff and 1 per time and intends to employ 2 full time staff within the next year and have a 5th staff member by year 3 of operations. The company has grown as a direct result of business expansion grant from LEO Clare.



## Avokado & Co.

**W:** [avokadoandco.com](http://avokadoandco.com)

### Introduction

Avokado & Co was set up in 2013 by Claire Bannon in Shannon, Co. Clare. The promoters already own a printing business and from this, Avokado & Co was born. The company manufactures quality signs and magnets using unique Irish sayings such as 'How's she cuttin?', 'Those Biscuits are only for the visitors'. The products are designed and manufactured at the company workshop and are 100% Irish.



### Markets

The company currently sells to the Irish at home, Exports worldwide and also has the tourist market at home. With the support of LEO Clare, the business attended Showcase 2016 and also the National Ploughing Championships Enterprise Village in 2015.

### The Future

From what was a staff of 3, in the last year the business has employed 2 additional staff to accommodate the demands for the products. The business has also made plans to create 2 more staff positions in the coming year. They have also expanded from what was a 2,000sq.ft. business to 4,000 sq.ft. to accommodate production going forward.

## Women in Business Network Event – Developing a Business Growth Strategy

LEO Clare held the first of a series of women in business networking events on Tuesday February 23<sup>rd</sup>. Guest speaker Maria Kelly spoke to a large group of focused and successful business women. The network which has grown in numbers over the last number of years is testimony to the fact that female specific supports have been successful in increasing the number of female Entrepreneur's in Ireland. The LEO Clare Women in Business Network has a diverse range of female entrepreneurs across varying sectors including: hospitality, retail, manufacturing, craft, food, tourism and new comers at early stage start up. The network welcomed back loyal members and greeted new members to the group. Collectively the businesses that were in attendance at this event employ in excess of over 450 people collectively, and this figure continues to grow.



The presentation highlighted the importance of developing a business growth strategy. “Most small business owners are too busy or are too close to their business to objectively assess it. But small firms have great advantages over larger firms when it comes to knowing their customers and being able to satisfy their needs. All



they need is to get their plans down on paper. All strategy is, is a roadmap to success,” said Maria Kelly, Guest Speaker. Maria underlined the importance of communicating the strategy internally within the business and with all stakeholders who are part of the organisation to create a culture of growth within a company.

Maria’s presentation was followed with break out sessions, where delegates had an opportunity to take part in round table discussions where everyone had discussed personal topics with their peers. “Networking is not only about doing business but sharing information. Our network has a fantastic range of business with lots of experience and skills. This is what makes networking different to training, peer learning and support plays a huge part,” says Padraic McElwee, Head of Enterprise Clare.

The event provided an excellent opportunity to stand up and promote individual business. Key advice was shared by Maria Kelly. “Think through the layers when you think about your customers” – Maria encouraged all the women in the room.

Local Enterprise Office Clare supports women in business through a number of ways, one of which is the women in business network. The network provides women in business with a forum to network openly, share business contacts, knowledge and experience.