

Enterprise Week 2016

The Future of Enterprise
in Jersey

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Introduction

On behalf of Jersey Business, I'm delighted to share with you the summary and output from Jersey Business's Enterprise Week 2016. I hope you find this both thought provoking and informative.

This is the third year we have hosted Enterprise Week and 2016 was bigger and better than ever, demonstrating that Jersey is truly focused on growth through sharing best practice both locally and globally.

With 10 events scheduled over six business days, involving 36 speakers of whom nine were international speakers, at eight different venues and supported by 10 partner organisations, we saw over 550 business delegates taking time out to focus on how businesses need to evolve in order to succeed in an ever changing global environment.

Of course the participation and commitment of our business community is essential to making these events such a success and so I would like to thank you for your involvement. As I am sure you will appreciate organising events such as these takes a huge amount of time and effort and my sincere thanks go out to my team, our partner organisations and speakers for creating such a stimulating Enterprise Week.

Enjoy the read!



Graeme Smith
Chief Executive Officer

Executive summary

About Enterprise Week

Enterprise Week 2016 was held from 13 to 20 May. The programme of events was framed by an opening seminar which discussed the unique characteristics of island communities and the opportunities these create for innovation, leadership and change in Jersey. Further seminars throughout the rest of the week focused on specific industry sectors in order to explore the Future of Enterprise more closely.

Participants in the week-long series of seminars and events shared their views on questions such as:

- How can enterprise in Jersey capitalise on the unique opportunities presented by being an island economy?
- What is the vision that the business community has for the future of Jersey?
- How to use technology as a driver for change for enterprise and society in Jersey?
- Why is the need for innovation and change even more important in today's global marketplace?
- How might global trends and enterprise improve the quality of life for islanders?
- How might Jersey's business leaders, and the island as a whole lead by example?

About this report

This report summarises the key messages from Enterprise Week. We could never hope to capture everything here but we hope this report serves as a reminder of the issues and discussions that were held during the week. We also hope it serves as a reference point for others who did not participate but are interested to join the discussion as part of widening engagement in the issues that matter the most to growing enterprise in Jersey.

Key Messages

Discussions during Enterprise Week were rich and varied and had some common themes in relation to the speed of change globally and locally and the opportunities for growth and innovation this can create. These themes have been used to bring together some of the main messages that have implications for the future of enterprise in Jersey and which were discussed in detail during the week.

In summarising and explaining the three key themes that emerged during the week, the comments below are those shared by participants and not necessarily those of Jersey Business, however they reflect the debate at an island level, for business and the economy and then for individuals themselves:

Innovation and change

- Islands are exceptional places because they are a concentration of both human activity and climate change. Whilst this makes them fragile it also creates the opportunity to be agile and innovative if they want to adapt to economic and environmental challenges.
- The requirement for Jersey in the 21st century is to create the change that is needed for the future and not to wait until we have the 'burning platform' experienced in Iceland.
- Technology is changing everything. From the workplace to social spaces, from work time to leisure time, from learning and development to entertainment technology and the internet is disrupting how businesses interface with their customer. Businesses in every sector must understand how to respond to the fact that customers are now as knowledgeable about products and services as front line staff are.
- People are changing. Generation X, Y and Z are digital natives and the older generation is staying at work long after they would have traditionally retired. Diversity in the workplace is still not at the levels it should be and people have more complex demands from their working environment. Creating an inclusive, empowered culture is essential for long term sustainability.

For collaboration

- Collaboration between Jersey and its closest neighbours and partners is an opportunity to use the past to inform and shape the future as the Ice Age Project show. It is enabling archaeologists in the UK and Jersey to work with colleagues in France to explore the St Malo basin - a true collaboration in exploring our joint history. The project is also working with industry, particularly offshore wind, in exploring the seabed to understand how the landscape has changed over time; the impact that building offshore will have and how current changes in sea level will affect the infrastructure being put in place.
- The Vision for Jersey framework being developed by the States of Jersey is an opportunity for individuals and business to create a coherent vision for Jersey in 2036. The consultation, being held in June and July 2016, will allow everyone in the island to have their say and shape the future that they would like to see.

For leadership

- Jersey exists in a changing economic and political landscape that creates a new urgency for business and government leaders to collaborate proactively to create good, outwardly focused growth that that will drive a strong diversified economy.

- Creating a diverse workforce increases productivity, collaboration and innovation and therefore customer satisfaction, but progress in creating diversity in the Boardroom and senior leadership teams in Jersey is too slow and is stopping organisations reaching their potential.
- The business culture in any organisation is that of the leader and it is this culture that will determine the relationship between customer loyalty, employee satisfaction and productivity and therefore profitability. Investing in and empowering your people will lead to a happy loyal workforce that is more productive.

Enterprise Week 2016

Programme of events

Jersey Past, Present & Future – from Ice Age to 2030

Launching Enterprise Week this seminar discussed Jersey's journey from its Ice Age beginnings to the present day and the opportunity to now proactively shape the islands future. The recent experience of how Iceland has repositioned itself following the global meltdown illustrated how a strong and speedy response has created new opportunity for that island economy. Closer to home a case study from Jersey Post discussed how a traditional local business has innovated in response to a rapidly changing market.

From Traditional to Digital – What's the Future for Business?

Formerly the CEO of Selfridges and a non-executive director of ASOS, current Chairman of Boohoo.com and Mister Spex, there is not much that Peter Williams doesn't know about retailing and satisfying your customer. Peter talked about his experience of running customer centric businesses and how the digital revolution is shaping business models not just in retail.

Building new businesses, could the e-spark incubator be the model for Jersey?

Entrepreneurial Spark Powered by NatWest, has established Hatcheries across the UK where early stage and growing businesses collaborate and develop the entrepreneurial mind set and behaviours needed to accelerate their businesses. The Chamber of Commerce lunch discussed how Entrepreneurial Spark works and how companies like The Lost Distillery benefit from being involved.

Pitching for Finance Workshop

A practical workshop led by experienced Entrepreneurial Spark Enablers who helped participants to develop a pitch for the funding and support needed to take their business to the next level.

Practical Solutions for your Marketing Challenges

The hospitality sector is changing rapidly as travellers change the way they research and book their holiday activities. This practical session gave accommodation providers in Jersey real tools and techniques to start applying immediately to attract visitors to stay with them.

Eco-Active Lunch 'n' Learn – Business continuity; could your business survive the unexpected?

Local experts highlighted how organisations can benefit from a business continuity plan. The session focused on how an organisation can assess risks, identify vulnerabilities, and plan to respond to adverse events including climate change.

7.45 Breakfast club creating a Vision for Jersey

A practical session where breakfast club members were able to vote on the Sates of Jersey's vision framework and create a 'business club' future vision for Jersey.

Creating your technology strategy for the future

The evening saw the launch of Digital Jersey's 'Digitise Your Enterprise' competition which encouraged businesses in Jersey to become more digital. Presentations also showcased how Voisins has transformed from a traditional retailer into a digitally enabled and fashion focused business and explained how the Barclay's Digital Driving Licence is a platform for individuals and small businesses to educate themselves and become confident in using technology.

The Future of Work

With keynote speakers discussing the trends shaping the workplace of tomorrow, this conference focused on employee health and wellbeing; the multi-generational workforce; benefits and pitfalls of technological advances and the importance of diversity in the workplace (with scientific evidence as to why this is the case).

Event by Event

Jersey Past, Present & Future – from Ice Age to 2030

Matt Pope, Senior Archaeologist Researcher, UCL, explained that the Ice Age dig taking place in Jersey is here because the island provides an exceptional record of when humans evolved, started living in caves and rose to the top of the food chain. Neanderthal man was innovative and sophisticated and when he was living around La Cotte, looked over a dry savannah landscape and hunting ground. The site shows Neanderthal man adapting to climate change and the rapid transformation that was needed to shift between island and savannah life post ice age.

Dr Pope's message was that Islands are exceptional places because they are a concentration of human activity. Island archaeology is more bold and ambitious than that found inland; island communities have a more dramatic impact on their environment and greater ability to change; an island's natural environment is more exceptional because of its diversity and ability to adapt to changes in the landscape.

Islands are fragile too. Their small areas mean that climate, economic and social changes can have a much more dramatic impact on an island than elsewhere. Five islands have disappeared in the last ten years in the Solomon Islands, putting us all on our guard in terms of climate change.

However, being an island does not mean being isolated and Jersey is part of a bigger area, interconnected with Europe, the UK and the rest of the world. Island communities, including Jersey, have the opportunity to be agile and innovative if they want to adapt to economic and environmental changes. The challenge in the 21st century is to create the change that is needed for the future.

Haraldur Tryggvason described how Iceland's economy had grown in the years up to the economic crash in 2008 explaining that it had strong capital inflows that created a property boom and an overheated economy. The country's three cross border banks had balance sheets that were up to 10 time GDP and the governance structure was not up to the task of regulating them.

When the banking crisis hit Iceland was the first country to go into the International Monetary Fund (IMF) programme, receiving support that forced change. Radical solutions were introduced to create a new finance and governance system to underpin the domestic business base but these have created the biggest legacy problem which is that economic growth is hampered by comprehensive capital controls that are making it difficult for businesses to get funding.

However, unforeseeable events have created opportunities. Mackerel has returned to Icelandic seas stimulating a resurgent fisheries industry; a volcanic outbreak that closed down transatlantic flights also brought attention to Iceland creating a tourism boom that was supported by an advertising campaign and tax breaks for filming in the country and the island capitalised on harnessing its renewable energy to provide low carbon solutions for energy intensive industries, in particular data centres. Although finance is still a major contributor, the Icelandic economy is rebalancing.

What can Jersey learn from the Iceland experience? Firstly, that overdependence on one sector of the economy brings risk. Secondly, that strong governance and regulation of the financial services sector is key for long term stability. More broadly, that islands can, with the right enabling framework and entrepreneurial spirit, respond nimbly and quickly to major shocks whether they be a banking crisis or natural hazards. Iceland had to make some brave decisions and since the 2008 crisis has reinvented itself.

Woolworths, Nokia, Blockbusters, British Steel and Friend Reunited, all examples of businesses that thought they were safe and are now part of history. **Tim Brown, CEO at Jersey Post** used these examples to explain that many businesses do not see the need for change when everything is going well but then are unable to react when things

start to go badly. Jersey Post had a burning platform in 2011 losing 56% of mail volume; 48% of turnover and 86% profit on previous years.

Cutting costs was the initial response but this short term tactic needed to be supported by a longer term strategy that required an exit from services that did not support the business either operationally or for the customer. This refocusing enabled the business to truly understand its core offering and realise that the volume of mail on Jersey would not sustain the company in the long term. Understanding that Jersey Post is now a distribution business with a social remit to provide a lifeline local mail service allowed it to develop new aligned services and move off island.

Other markets can provide examples of best practice and innovation, however, these are not always appropriate in their original form for a small place where most people know each other. Understanding and adapting ideas from elsewhere is essential to successful adoption of other models in the local business environment. Tim explained that the actions taken and the modernisation programme now in place has turned Jersey Post's financial indicators around even though local mail volumes are still declining.

Change and innovation is not confined to the private sector as **Dr Ian Skinner, Assistant Director, Strategic Planning & Performance at the States of Jersey** explained. After every election Jersey's incoming Council of Ministers is required to develop a strategic plan for their term of office which is, by its very nature, a short term plan. Now, for the first time, the States of Jersey is developing a longer term Vision Framework which will be an island wide vision of what Jersey will be in the future. Going forward this will be a framework within which the Council of Ministers strategic plans will be developed.

The framework, which has ten strategic goals and 36 outcomes, is structured around three core themes of economy, community and environment and is designed to recognise the interdependencies between these competing outcomes. The key to effective implementation, explained Dr Skinner, is to have a transparent set of indicators to show progress and to recognise the many stakeholders that are involved in delivering the desired outcomes.

A detailed consultation is taking place in June and July during which members of the public will be asked to share their views on where they think Jersey is now and where it needs to be in the next 20 years.

Alison Cambray, Sustainability and Climate Change Specialist at PwC closed the seminar by emphasising how important it is for businesses in Jersey to engage with government to shape the future of the island. The success of Jersey's economy is intrinsically connected to the sustainable development of the island as a whole and she asked two pertinent questions, how will business and government in Jersey work together to support Jersey's thriving society and environment, and what role will Jersey's economy as a whole play in contributing to a thriving global society? The Vision Framework consultation will be a critical opportunity to answer these questions.

Further Reading

- Global Megatrends <http://www.pwc.co.uk/issues/megatrends.html>
- Business through a new lens <http://www.pwc.com/gx/en/services/sustainability/business-drives-a-thriving-society-and-environment.html>
- The CEO agenda <https://www.pwc.com/gx/en/ceo-agenda.html>
- Ice Age Jersey <https://www.jerseyheritage.org/ice-age-island>
- Shaping our Future: A vision for Jersey's future: www.shapingourfuture.gov.je

From Traditional to Digital – What's the Future for Business?

Peter Williams, ex CEO of Selfridges and currently Non-Executive Director of a number of online businesses, charted the evolution of retail from the bazars and markets of 100 years ago to the shopping arcades and department stores that dominate our shopping experience today.

In the 1900's shopping was a daily chore and the wealthy sent someone else to shop for them. High value items were bespoke with everything from clothes to furniture being made to measure. Shopping hours were restricted to when and where stores were open. Essentially retailers were in charge of the shopping experience.

Over the course of the last 100 years shopping has turned on its head. Now department stores stock ready-to-wear clothes and ready-made household goods. Arcades and department stores encourage 'browsing' and have made shopping a leisure activity. The rise of the internet and the ability to buy anything from anywhere in the world has accelerated the revolution. The younger generation will start with the internet but this is not confined to them and the knock-on effect is that people of all ages buy online. The consumer is now in charge of the shopping experience.

Online retailers are driving change like never before. No longer is buying online seen as problematic as delivery, returns, refunds and customer service are becoming flexible, simple and quick. Strong customer service, in all its forms, is what makes people return to a store whether it be online or on the high street and this is an area where traditional retailers can exceed expectations, build loyalty and increase sales.

Whilst traditional retailers are under pressure from the online retailing world there are advantages to bricks and mortar retailers of having an online presence too. Our thirst for product information can be satisfied on a website far better than in store and it extends choice, supports and reinforces a brand proposition and creates transparency in relation to pricing and general terms & conditions.

Despite the rise of online the high street is not dead, but it is changing. Areas that 10-15 years ago had 2-300 stores will now have only 100. Urban centres have a concentration of stores with quirky, edgy shopping areas growing around them. Mature retailers are having to downsize their physical estate and introduce an online platform to retain market share. Overall retail spend is not growing instead it is being spread between in store and online, however, younger consumers are increasing the popularity of ethical, health and wellbeing products. More is being spent in cafés and restaurants such that eating out is becoming a commoditised.

In Jersey, whilst the high street is physically removed from the UK it is not virtually separate because consumers can go online and see what is available anywhere else in the world. In addition consumer expectations are high, driven by the ease of purchasing online, ability to price match, virtually immediate delivery and the range of delivery options available.

So what is the future for retailing? Physical retailers need an online presence; those without a strong proposition have or will go to the wall; constant discounting especially online means brands need to be better at engaging across all sales channels; different stores will come and go and online outlets will expand rapidly and internationally. But remember, shopping is a social pastime and is great fun so those stores offering great products and a great experience will thrive.

Could the e-spark incubator be the model for Jersey?

During this Chamber of Commerce lunch **Lucy-Rose Walker, CEO of Entrepreneurial Spark** and her team explained how the Entrepreneurial Spark business incubator has been supporting high growth companies across the UK.

To make a difference to the adoption and success of entrepreneurship the Entrepreneurial Spark model focuses on encouraging people who build businesses by helping individuals develop an entrepreneurial mind-set. Entrepreneurial Spark's, nicknamed 'hatcheries' are spaces where individuals can work, receive support and collaborate with others to help them grow their business. An intense programme of one-to-one support, specialist mentoring and a structured series of workshops and lectures are all part of the six month programme that businesses receive when they sign up. Non-attendance is not an option!

Jersey's entrepreneurs were given the opportunity of experiencing the Entrepreneurial Spark treatment during two subsequent workshops at which they were given the structure to develop a sales pitch for their own business. At the end of the workshop those confident enough were invited to present their pitch to the rest of the audience.

Further Reading:

- Entrepreneurial Spark: www.entrepreneurial-spark.com
- Wally Kozak; Ted Talk: Eagles and Ducks on Leadership

Practical Solutions for your Marketing Challenges

This practical workshop explored the changing way that people book their holidays and discussed how online platforms are now the most important source for researching and choosing a holiday.

Visit Jersey research conducted with potential visitors has shown that consumers research their holidays on multiple websites to identify options, link through to the sites of specific operators or accommodation providers and will use TripAdvisor to validate their accommodation choices. Once on a website consumers expect to see at least three high resolution pictures of the inside and outside of properties and also want to easily find a map, local information and availability options which are particularly important as most people indicated that they would prefer to book directly with an accommodation provider. Where reviews are available they can be very persuasive particularly when the business responds positively to both good and not-so-good reviews.

The research indicated that for 60% of UK travellers the most important source of information about holidays was friends and family followed by the internet and that in the UK over 50% of people will book online confirming that a website is now a necessity for anyone in the tourism sector. A business's website can now tell the story of a guest's stay selling the emotion and dream of the entire journey.

Online travel agents, Visit Jersey's website and TripAdvisor are all platforms that can increase the profile and reach of a tourism business's website. Having a social media presence will then augment this more traditional online route to market. Facebook is particularly relevant for accommodation providers being able to create a community amongst previous and potential guests and reinforcing the business's brand.

Despite the move to online, the direct approach, in the form of email marketing, still has value. There are a variety of email marketing tools allowing tourism businesses to be very specific in terms of the conversation, offers and messages they can send to consumers.

Further reading:

- Visit Jersey: www.jersey.com/business
- Tourism Economics Research: www.tourismeconomics.com
- STR Accommodation Benchmarking: www.str.com

Business continuity; could your business survive the unexpected?

This short practical workshop discussed the need for companies to have a business continuity plan in order to respond proactively when unforeseen events happen. Business continuity, is the discipline of being capable of getting back up and running after a disruptive incident so the question is, what is a disruptive incident? This can depend completely on your organisation but disruptions are often a result of a breakdown in travel or energy supply, cyberattacks on your digital infrastructure, adverse weather conditions such as flooding. Disruptions may

also be a result of issues with your supply chain or a very high profile PR disaster which in both cases are incidents that can have a substantial damage to your reputation.

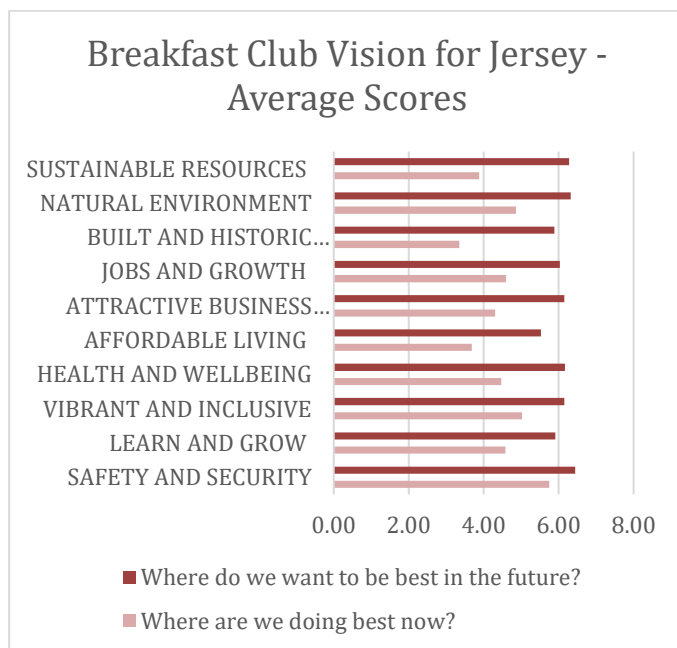
Some disruptive incidents are impossible to predict and so the key to an effective business continuity plan is not to try and plan for every eventuality but to create a response system that enables you to make decisions about how to respond. You might create a decision tree for the most important components of your business, people, premises and infrastructure etc. in order to decide how to prioritise what to do to get back up and running. Once you have made your business continuity plan you test it plan to validate it.

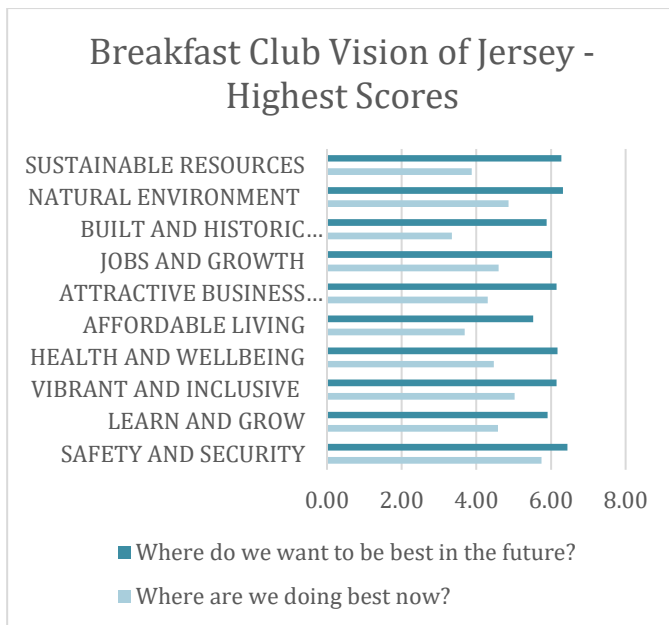
Further reading

- Local business continuity toolkit: www.gov.je
- Business Continuity Institute: www.thebci.org

7.45 Breakfast club creating a Vision for Jersey

Dr Ian Skinner, Assistant Director, Strategic Planning & Performance, States of Jersey presented the ‘Shaping the Future – Jersey 2036’ project to the breakfast club. This is an outcomes based framework with a combined vision for Jersey in 2036 and will provide a structure for collaboration and decision making. The framework will be open for consultation in June 2016 and this breakfast provided an opportunity for members to input into the islands strategy. Result were:





A consistent message from the group was that they wanted to see the biggest change in the areas of Built Environment, Affordable Living and Sustainable Resources.

Further Reading:

- The full survey is available at www.shapingourfuture.gov.je

Creating your technology strategy for the future

Gerald Voisin, Chairman, Voisins discussed the impact of digital technology on this long established department store. Explaining that as we are so used to having information at our finger tips, digital is now just part of a good customer experience and can no longer be ignored by any business. Technology also enables flexibility. 60% of UK adults and 90% of 16-24 have smartphones so it is important for business, and particularly retailers, to be able to communicate directly as people now research and make purchasing decisions as they are shopping.

Gerald explained that Voisins have three drivers for their digital strategy: developing their website, increasing direct customer engagement predominantly through email campaigns and increasing social engagement to get people into the store. Each of these use different technology platforms to provide a seamless customer experience.

Whilst their strategy is proving successful it has not been completely plain sailing. Developing an ecommerce website is costly and difficult particularly in relation to stock management but introducing click and collect, free wifi and apple pay have all had benefits in terms of customer engagement. His one piece of advice was that doing nothing was no longer an option so pick one technology or online platform and implement it really effectively.

To get a better understanding of how to use different platforms **Neil McCluskey, Head of Corporate at Barclays** demonstrated the Digital Driving Licence platform that the bank have made available for anyone to access. This learning tool holds a range of modules covering everything from cyber security to using skype, optimising your SEO and understanding Google analytics. You do not need to be a Barclay’s customer and it is free to use.

Finally **Tony Moretta, CEO of Digital Jersey** announced the launch of their ‘Digitise You Business’ competition. Open to any company in Jersey looking to implement new technology into their business, all you need is to make

an application online before 15th July 2016 to have a chance of getting a week of consultancy support from C5 Alliance.

Further Reading

- Voisins: www.voisins.com
- Barclays Digital Driving License: www.digitaldrivinglicence.barclays.co.uk
- Digitise Your Enterprise Competition: www.digital.je/digitiseyourenterprise

The Future of Work

Enterprise Week closed with a full day conference looking at the future of work. Taking all the themes discussed during Enterprise Week, this event discussed how these themes would be affecting the world of work in the future and what is needed to adapt the workplace.

Dr Nicola Millard, Futurologist at BT Global Services explained the 6D's shaping the future of work. From Dolly to Dilbert Nicola talked about the attitude of different generations to technology and how new platforms have the ability to transform the ability of diverse workplaces to collaborate. Not only will how we work change, but also where we work. With virtualised and home working becoming more common, office spaces are being reconstructed as open plan arrangements are reorganised to offer a choice of spaces that create better relationships.

One of Nicola's D's was diversity, a topic picked up by **Helen Ruelle, Partner & Head of Employment at Maurant Ozannes**. With a labour market that is now more varied than ever Helen made the case for embracing diversity of all types including those with different experiences, thought, background, culture and skills. An individual is 152% more likely to understand a customer if they have the same trait as them. Helen also cited a vast array of research that clearly demonstrates that having women within the senior leadership team results in increased customer satisfaction, collaboration, innovation and profitability. Creating diversity is only the start, however, the biggest issue is how to create an environment that welcomes and encourages everyone equally.

Metro Bank provided a strong example of a company with a distinctive culture that recruits for attitude and trains for skills creating a representative culture that puts the customer at the centre of everything. Discussing how he uses models such as the circle of success; John Cotter's service profit chain and Steven Covey's emotional bank account, **Chris Brindley, ex MD of Metro Bank** and currently involved in various sporting bodies in the UK, said that the task of the leader in changing an engrained culture is to focus on clarifying the long term vision and personifying the required culture and behaviours so that eventually the people will change too because they will want to join the journey. He asked the audience 'As a leader, do you have a personal mission statement?' and then went on to talk about the role of leaders in delivering results whilst at the same time helping individuals to progress.

One of Chris's most important lessons in life was to try and see every side of a story and **Jimmy Kelly, Head of Direct Channels in HSBC** and performance coach of Jersey's women's football team picked this up as he spoke about the role of a leader as a coach. He talked not about teaching the technical skills of football but of setting the framework and parameters that enable players to decide on how to succeed on the field. By focusing on decision making a leader or coach allows individuals to attain a mastery of their skills set creating confidence, harnessing and supporting a growth mind set.

Finally **Dr John Briffa** taught everyone to have a great day in the office by building energy and resilience. He explained the role nutrition plays in helping us to get the most out of the day and the strategies we can implement to eat and drink for energy and effectiveness.

Further reading:

- Conference website: www.thefutureofwork.je

Next steps

This document has been prepared as a summary of the discussion and debate that took place during Enterprise Week 2016. The report is intended to stimulate ideas and inform further debate, and perhaps most importantly, to build further momentum for action across business and government.

Jersey Business and its collaborating partners from Enterprise Week 2016 will continue to work together to support the development of a diverse and sustainable business base and feed in these messages into a number of opportunities for driving change.

Thanks

Enterprise Week is a large endeavour and would not be possible without the support of our partners who have been instrumental in helping us to bring these events to Jersey. Our thanks go to:

PwC Channel Islands in supporting Enterprise Week for a second year by arranging for Haraldur Tryggvason to present the Iceland story at the Opening Seminar.

Voisins who persuaded Peter Williams, formerly CEO at Selfridges, to explain the shift from traditional to digital in business. In addition, to **Gerald Voisin** for discussing the highs and lows of Voisins digital journey.

NatWest for enabling Jersey's entrepreneurs to experience the Entrepreneurial Spark 'Pitching Workshops' and for presenting the Entrepreneurial Spark concept to the **Chamber of Commerce** May lunch.

Visit Jersey and the **Jersey Hospitality Association** for working with us to create and present a practical workshop on digital marketing for hospitality accommodation providers.

Eco-Active in highlighting the need for disaster recovery policies to ensure the future of enterprise is able to respond to potential crisis.

7.45 Breakfast Club for being willing participants in sharing their vision of the future of Jersey and to **Dr Ian Skinner** who presented the vision framework and **Greenlight** for allowing us to use their PowerVote technology.

Digital Jersey in launching their 'Digitising your Business' competition during Enterprise Week.

Beverley Le Cuirot of Wellbeing World, whose conference 'The Future of Work' closed Enterprise Week with a discussion on how the workplace will evolve.