



Department of ENTERPRISE, TRADE & EMPLOYMENT

Local Enterprise - A Decade of Support

**A Review of the City and County Enterprise Boards
1993 - 2003**

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Department of Enterprise, Trade and Employment
Kildare Street, Dublin 2

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Foreword



I am very pleased to present this review which is being published by my Department to mark the occasion of the tenth anniversary of the establishment of the City and County Enterprise Boards. This is an opportune time to look back on what has been done by the CEBs to promote and encourage entrepreneurship and to facilitate new business start up and business development in the micro-enterprise sector of our economy.

An important feature of the CEBs is that they include representatives from the main interests at local level enabling them to tap into a vast amount of local knowledge and expertise that is provided on a voluntary basis. In their day-to-day activities the CEBs interact and collaborate in a co-operative and mutually supportive way with other agencies and bodies in their areas. At times the overall impact can be understated by the local focus and it is only when the activities of the 35 CEBs are presented on an aggregated basis that the real contribution to the Irish economy can be seen. The measure of this contribution can be seen in the figures and activities presented in this report.

I would like to take this opportunity to express my grateful appreciation to all the members of the Boards, their committees and staff for their dedicated, tireless and fruitful work during the past ten years. Happy Tenth Birthday!

A handwritten signature in blue ink that reads "Mary Harney". The signature is fluid and cursive.

Mary Harney T.D. Tánaiste and Minister for Enterprise, Trade & Employment.

Highlights over 10 Years!

✓ **Over 30,000 Jobs Created**

✓ **16,000 Enterprises Supported**

✓ **72,000 People Trained**

✓ **10,000 Students Annually participating in Enterprise Programmes supported by CEBs**

✓ **CEB supported clients have won awards such as the**

- **World Young Business Achiever Award**
- **Business and Professional Woman of the Year Award**
- **Shell LiveWire Young Business Start Up Award**

What they say about CEBs?

- "Success stories such as this vindicate the continued Government support for Irish enterprises and I am particularly delighted that the support of the local County Enterprise Board in Carlow has benefited the development of the Hot Irishman."

Mary Harney T.D., Tánaiste and Minister for Enterprise, Trade and Employment commenting on the success of Bernard Walsh, winner of the World Young Business Achiever Award for 2003

- "The [CEB's] programmes are very good for showing you how to put proper structures in place and the correct way of doing things. The Board also assigned an excellent business advisor to me who did a great job helping me to broaden my way of thinking about the business,"

Pat Lee, Pat Lee Electrical and Pumps

- "the employment grant allowed us to create jobs, which in turn grew the business...without the assistance and help of Fingal County Enterprise Board we would never be able to fund future growth at this pace. We look forward to working closely with Fingal County Enterprise board into the future as their support has been pivotal in our success."

Nicola Byrne, Stenics Media

- "... there is no doubt that the grant aid and training assistance provided by Wexford County Enterprise Board has played a key role in the development and expansion of the company."

Mary Power, Self Catering Ireland

- 'Limerick County Enterprise Board gave us precisely what we needed at the most opportune time,'

Caroline Boles, Senator Engineering.

- "The assistance received from Kerry CEB, both in direct financial assistance and through business advice was invaluable in building up my food processing business."

Catherine Mc Carthy, CMC Foods Manufacturing Ltd.

Introduction

Tenth Anniversary – Time for Reflection

The year 2003 marked the tenth anniversary of the establishment of the City and County Enterprise Boards (CEBs). It provides a timely opportunity to look back on the overall impact of the CEBs over that period. It is also a fitting occasion to consider how the CEBs are gearing up to meet the future challenges facing the micro-business sector. This is particularly important as our economy emerges from the boom days of the Celtic Tiger into an era where more modest growth patterns will be the norm.

There is every good reason to be proud of and to celebrate the achievements of the Boards over the past decade, and to have confidence in their capacity to deliver a quality service that remains immediately relevant to the needs of small business.

Of course the acid test of good CEB achievement is expressed, not so much in outcome indicators as represented by cold statistics per se, but rather in the quality and durability of the assisted enterprises themselves and the resulting employment they generate. Measured in these terms CEB performance stacks up well. This report features a number of examples of successful local enterprises from around the country that have benefited from CEB support. These demonstrate the value of the supports offered by the CEBs and provide worthy examples to others. They give a flavour of the vibrant entrepreneurial spirit, imagination, courage and dedicated effort that is alive and well in our local communities - a spirit that must be encouraged and nurtured.

Origins

The 35 CEBs were set up in 1993 to meet a need which was identified for support targeted specifically at the micro-enterprise sector. A key feature of the

new CEB network was that it would include representatives of a range of local interests and have a wholly localised county-based focus to its mission. A specific objective was to cultivate and expand an ethos of local entrepreneurship. The CEBs are funded mainly by the Exchequer with the support of the European Regional Development Fund.

Supports

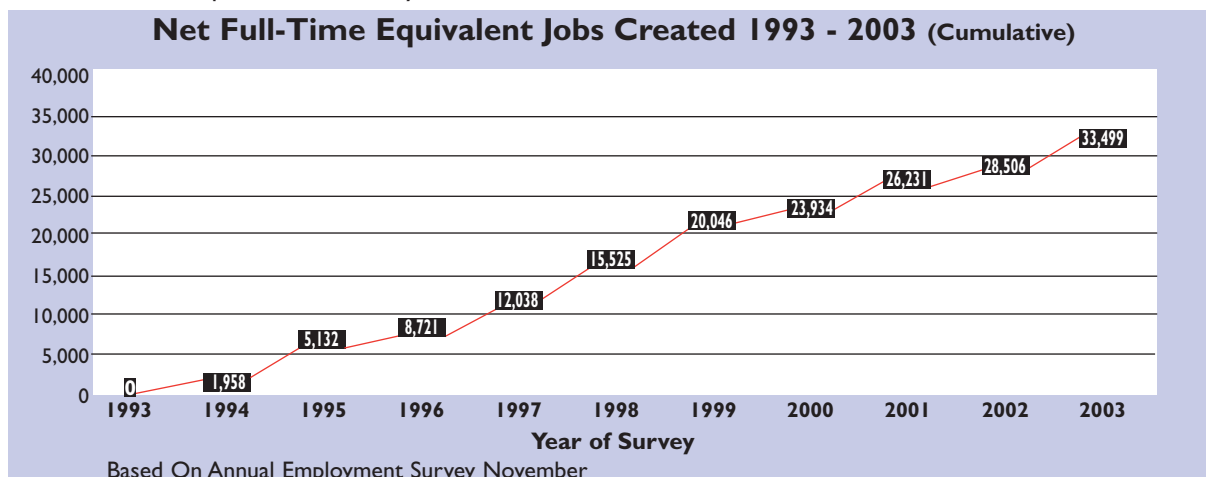
CEBs provide a range of complementary supports to enterprises including

- ◆ a locally accessible informal 'first-stop shop' for people starting or planning to start their own businesses;
- ◆ a range of "soft" supports for businesses such as business information/advice, management training and skills development programmes, mentoring services, etc.;
- ◆ financial supports including the provision of feasibility, employment and capital grants to eligible projects.

CEB interventions are targeted at projects in the manufacturing and traded services sectors employing ten or less workers.

Impact

The CEB agency model is rooted in and serves the local economies around the country. This has been key to the successful fulfilment of the core CEB mission of promoting micro-business ventures and of facilitating/assisting growth and employment in those ventures. Expectations envisaged in 1993 have been exceeded and the results achieved to date are an abiding vindication of that bold policy initiative embarked upon in 1993. One of the major strengths of the Boards is their local focus. However, this local focus can also work against the Boards achieving the type of recognition at national level which their collective efforts merit.



In the 10 years to end 2003 grants in the order of €143 million were paid by the CEBs resulting in the creation of 30,000 jobs across a total of 16,000 projects. Indirect CEB supports in the form of training, mentoring, information/advice provision etc. have all combined to significantly enhance the maintenance and the quality of these jobs and have contributed to profitability and competitiveness within the sector. To date almost 70,000 employees/promoters have benefited from CEB-sponsored training and business development programmes over the ten years

Value for Money

The value-for-money principle lies at the heart of the business approach of the CEBs. The interests of the taxpayer and the maximization of return on grants are dominant considerations in the project evaluation process. Individually each CEB operates to the very highest level of accountability and transparency. The total grant pay-out associated with job creation in CEB-supported ventures over the 1993 - 2003 period represents a highly economic per-job cost to the State of €4,313.

National Development Plan

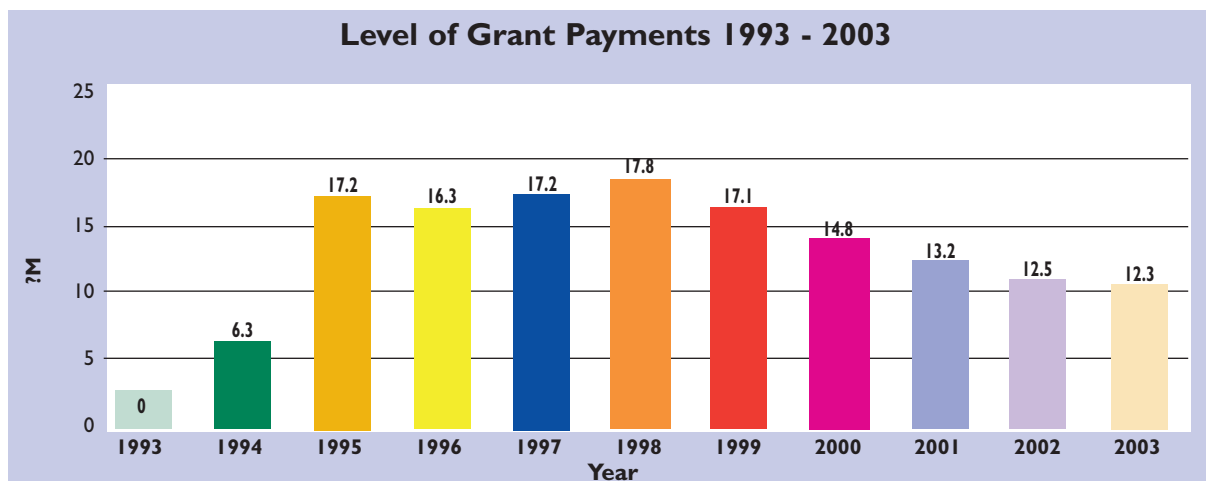
The supports offered by the CEBs are currently provided under the National Development Plan. The selective financial intervention and entrepreneurial/capability development programmes

of the CEBs constitute the Micro-enterprise Measures in both the South and East (S&E) and Border Midlands and West (BMW) Regional Operational Programmes (OPs) established under the 2000 - 2006 National Development Plan.

Independent evaluation reports completed recently as part of the interim review of the NDP concluded that the CEB-operated Micro-enterprise Measures have been performing very well in terms of both physical (jobs created, training provided, etc.) and financial (productive spend of committed NDP funds) targets.

The Future

The changing fortunes of the Irish economy are posing new difficulties and challenges for the micro-business sector. This requires that the role of the CEBs be evaluated to see how best they might strategically orient their supports and services for the sector going forward. The history of a decade of CEB activity and ever-relevant intervention has demonstrated that the CEBs have a capacity for imaginative, meaningful and flexible adaptation to the needs of their clients. This adaptive characteristic is one of their strengths and should ensure that the CEBs will continue to make a difference for the better no matter what winds of change blow in the economic environment.



What are CEBs?

The 35 CEBs were established in 1993 and subsequently given statutory status under the Industrial Development Act of 1995. Each CEB operates as a stand-alone limited company whose activities are performed on the basis of an operating agreement drawn up between it and the Department of Enterprise, Trade and Employment. The Exchequer, supported by the European Regional Development Fund, provides most of the funding for the CEBs.

The statutory function of CEBs is to stimulate economic and entrepreneurial activity at city/county level and to develop local indigenous enterprise potential in the micro-business sector. The CEBs seek to harness collective effort across a broad spectrum of the local community with a view to generating local economies of real strength and durability. In this way, growth in employment and wealth as well as improved competitiveness can be delivered at the local level. In order to achieve their objectives, CEBs have a range of support instruments at their disposal to assist viable proposals for business start-up and expansion projects. These supports are described in detail in the next chapter of this report.

CEB Structures

The key difference between the CEBs and the other industrial development agencies is that the CEBs are based and operate at the local level. The model, moreover, is designed to deliver lean, operationally cost-effective and flexible agencies.

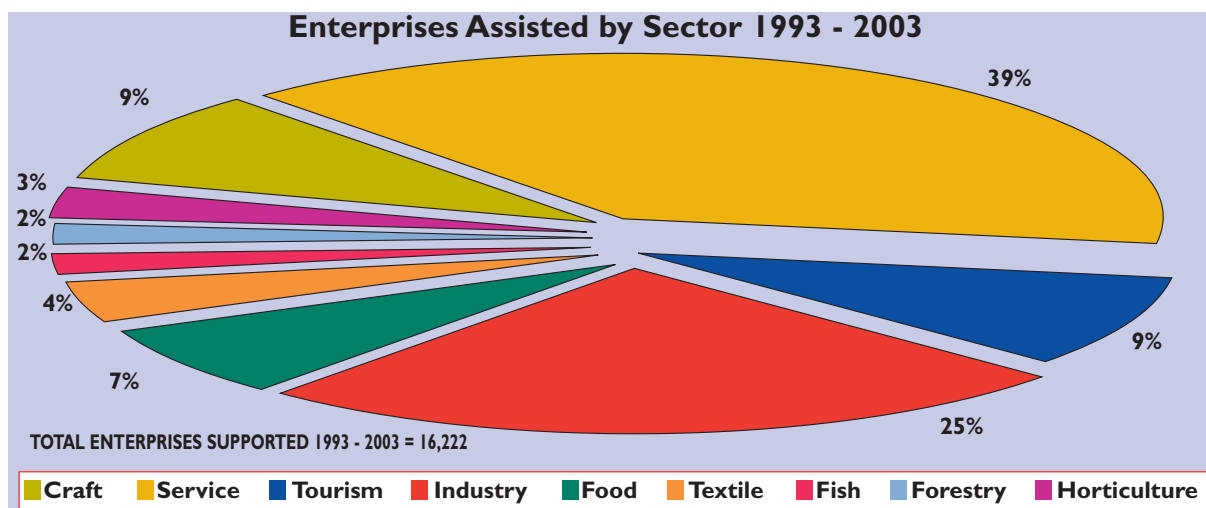
The composition of each Board is set out in its Memorandum and Articles of Association and it is designed to ensure broad representation from the community. Typically Boards include representatives of FÁS, the local City or County Councils, Enterprise Ireland, IBEC, Tourism Authorities, Unions and the

private sector. It should be noted that Board members provide their services in a voluntary and unpaid capacity. A key function of the Board is to decide the level and nature of support to be provided in individual cases having regard to their viability.

Each board is assisted by an Evaluation Committee, which makes recommendations on the most appropriate form, or level, of support for projects. The Evaluation Committees are usually comprised of local professionals with banking and accounting expertise who are experienced in cost effective project analysis and who are familiar with local factors and needs impacting on the new business proposals coming forward. Again, the services of these Committees are provided on a purely voluntary and unpaid basis.

The Board is also assisted by a CEO and a number of other support staff. Each CEB typically has a CEO, backed up by 3 or 4 support staff. The current overall number of employees across the 35 Boards stands at just 145. The CEO and his/her staff are responsible, under the direction of the Board, for the administration of the local enterprise supports regime and associated budgetary allocations. These functions are carried out in accordance with general principles and guidelines laid down in the operating agreement between the individual CEB and the Department. The operating agreement sets out the general functioning environment for the CEB and the purposes for which and the manner in which CEB funds may be applied.

These structures provide a high degree of flexibility and build on the ability of the Boards to tap into local knowledge and energies. This, in turn, ensures good harmony between the strategic plans and actions of the CEBs and the needs and demands of the local economies



–What can CEB’s offer Entrepreneurs?–

CEBs offer a range of complementary supports to entrepreneurs and budding entrepreneurs. The supports range from providing an initial "First Stop Shop" service where individuals can receive advice on the steps involved in setting up a business, to the provision of grants for feasibility studies, provision of financial support for the establishment of new businesses or expansion of existing ones and the provision of a range of soft supports such as training and mentoring.

The range of supports is designed to assist businesses to grow stronger and bigger by being able to provide targeted, and appropriate, assistance at each stage of their development. These supports are outlined in more detail in the following section.

'First Stop Shop'

CEBs are a first port of call for those needing information and advice on how to go about setting up or expanding a micro business venture. Their open door policy with respect to business advice/counselling services and information provision, coupled with their local flexibility, allow them to maximise their resources and more effectively meet their community and clients needs.

In response to client demand, CEBs have developed a range of information services that they can provide directly, or refer clients to, including:

- ◆ access to a selection of business publications and periodicals,
- ◆ access to sources of market information,
- ◆ access to internet research,
- ◆ advice on business registration,
- ◆ advice on patents and intellectual property,
- ◆ advice on company law requirements,
- ◆ information on employment and health and safety legislation,

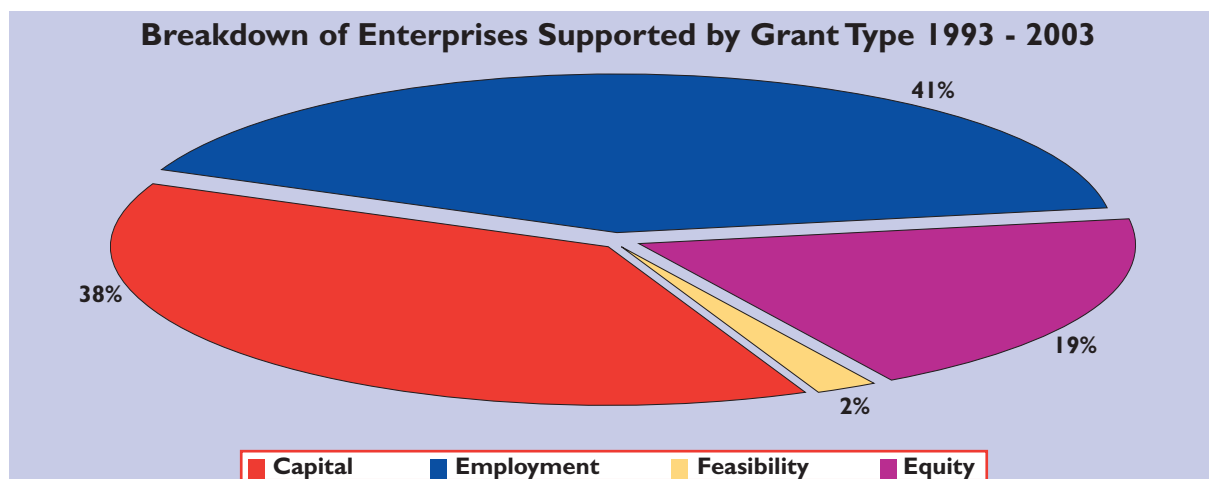
- ◆ guidance and direction on local and national support schemes and programmes operated by other public agencies,
- ◆ referrals to experienced business professionals,
- ◆ access to the range of supports provided by the boards (details following)

Financial Supports

CEBs offer a variety of financial supports to assist the start-up, development and expansion of small businesses in the manufacturing and services sectors employing ten or less people. Capital grants are available for land or machinery or equipment purchase up to a maximum level of €63,500. This limit is currently under review.

Since 2000, a proportion (35% S&E and 25% BMW) of the total financial supports provided by each CEB each year must be in a refundable form. Accordingly, repayable grants may be provided in which case the grants are issued subject to the normal conditions, such as production of invoices for eligible expenditure. Promoters then have to make repayments in accordance with agreed schedules, usually following an initial moratorium period.

The CEBs may also provide capital support to qualifying limited companies by means of a Redeemable Preference Share Scheme. As a holder of Preference Shares, the CEB has no voting rights in the business. As with refundable grants, a moratorium may be given after which time the shares are redeemable. This scheme is often ideal for companies who are raising equity investment for the first time and who are focused on future growth.



CMS PERIPHERALS IRELAND LIMITED - Mayo

The company originated in London, when the promoter Frank Sammon saw potential in an operation which was being sold off by a larger company. Mr. Sammon on concluding that the Irish computer peripheral market was not being serviced approached Mayo County Enterprise Board for assistance. In January 1995, the Board approved grants totalling €63,500 in the belief that the venture could create at least 10 jobs. Since then the company has gone from strength to strength. It currently employs 75 people in Kiltimagh and has its own premises of 30,000 sq. ft.

CMS is now the market leader in Ireland in the area of the value added distribution of data storage solutions. It has partnership/franchise arrangements with the key international players in the data storage field including Varitas, Quantum, and Hewlett Packard among others. In recognition of its success CMS Peripherals was the Mayo County Enterprise Board Company of the Year in 1996. **Indeed, the Mayo County Enterprise Board now regard CMS as its company of the decade.**



Employment grants towards the cost of labour are available to incentivise job creation in new/expanding projects. A grant of up to €6,350 for each job, up to a maximum of 10 jobs, may be provided. (These rates are also under review at present).

Feasibility grants may be provided to assist with the cost of necessary pre-start-up studies carried out for the purposes of assessing market interest in and demand for a proposed new product or service, the appropriateness of the associated funding plans and the general viability and sustainability of the venture. The maximum feasibility grant available is €6,350 (BMW) and €5,100 (S&E) per individual study.

Performance / Impact of Grant Supports

In line with their original brief of providing a broad local support system for micro enterprise activity at the individual, firm and community levels, the CEBs were set quantitative targets for two key indicators, namely job creation and new start-ups under the NDP 1994-1999. The results were highly impressive with the targets being far exceeded, as shown in the following Table. This very strong performance has been maintained under the current NDP with the quantitative targets again being exceeded.

<u>1994 - 1999</u>		
	Target	Result
New Jobs	8,000	18,182 full-time 3,729 part-time
New Start Ups	2,600	11,500
Grant Cost-per-job	€4,634	

<u>1993 - 2003</u>	
Grants Paid Out	€144.4 million
Projects Supported	16,222
New Jobs created	33,500
Total Cost per job	€4,313

Over the 10-year period up to 31 December 2003, the aggregated number of business start-ups, which benefited from CEB-sponsored financial assistance amounted to 16,222. The associated job-creation figures were 29,392 for full-time employment and 8,215 for part-time employment. The total grant payout amounted to €144,493,259 million, representing an average cost-per-job to the state of €4,313.

"Soft" Supports

Training

The range of skills and knowledge needed by aspiring entrepreneurs can be extremely daunting as they try to get started in business. Small businesses are usually driven by one or two highly motivated people and they will know that they will often have to be the Managing Director, Personnel Manager, Financial controller and Marketing Manager all at the same time. Critically important success factors, therefore, for accelerating business growth and consolidation, include knowledge and intellectual input and skills/expertise resourcing.

Today, business promoters need to be highly accomplished in good management technique, in budgeting and in resource planning. They need to be conversant with all regulatory requirements which impact on their operations whether in the field of corporate governance, health and safety or workers rights. Their employees too must have the necessary knowledge and skills to enable the functions of business, manufacturing and service provision to be performed efficiently, competitively and in a manner conducive to long-term sustainability.

VIKING SPLASH TOURS – Dublin City

"Why have Dublin's rivers, canals and wonderful bay never been developed as a tourist attraction?" This was the question that led couple, Peter Stocks from the USA and Lynda Richards-Stock from Dundrum, to set up Viking Splash Tours. The company's Second World War amphibious landing craft are now a familiar, if somewhat strange, sight on Dublin's roads and waterways offering a unique and memorable encounter with our capital city.

Having a good business plan was a key component in the early days of the venture and the Viking Splash Tours Business Plan, which was written by the couple, proved to be a winning card. It went on to win the Shell LiveWire Best Business Plan Award. It also helped them to win an Entrepreneur of the Year Award and to secure a line of credit of up to €63,500 from Bank of Ireland's Enterprise Support Centre.



The business plan, together with the drive and enthusiasm of the promoters, also impressed Dublin City Enterprise Board who in May 2000 invested €63,500 by way of Cumulative Redeemable Preference Shares in the company. Viking Splash Tours commenced operations in 1999 and since then it has gone from strength to strength. The company believes that the Dublin operations will continue to do very well and is actively investigating other opportunities in Europe and the Caribbean.

To assist small business in meeting these challenges, the CEBs provide a wide range of "soft" supports, which are geared to meet specific business needs. The range of "soft" supports on offer can vary from Board to Board but would typically include training programmes, work-shops, seminars and mentoring services. All training programmes are business-specific in content and are designed through consultation with participating enterprises. Flexibility of approach is the key consideration involved. CEBs frequently sub-contract the provision of these supports to specialist providers, where this is more efficient and/or most cost effective.

While training content can be tailored to the particular knowledge and skills requirements of individual clients, certain common themes are ever popular and in high demand. Examples are start-your-own-business-programmes, management development courses, sales/marketing courses, financial management training, e-commerce and IT skills training, etc. Various women-in-business initiatives and networks are also in place with a view to encouraging higher female participation in entrepreneurial and business activity.

Mentoring

A significant and much utilised component of the "soft" support intervention of CEBs is their mentor programme. This particular programme seeks to match up the knowledge, skills, insights and entrepreneurial capability of experienced business practitioners with small business owners who need practical and strategic one-to-one advice and guidance. The mentor contributes independent, informed observation and advice to aid the decision-making and action planning functions of the client but

does not become involved in the day-to-day management of the client's business. Assignments under the programme are normally short-term and are governed as to duration, confidentiality, etc. by contract between mentor and client. The specialist fields for mentor engagement typically include general management, financial structuring, production planning, marketing, distribution, corporate organisation and strategic planning.

Impact of "Soft" Supports

The appeal, popularity and value of CEB training and mentoring services are illustrated by the following statistical data.

1993 - 2003	
Total Training Attendance:	72,987
Cost of Training:	€48.7 million
Per Capita Cost of Training:	€668

Impact of CEBs on enterprise development

While the impact of each of types of supports offered has been addressed in the preceding sections, it is also important to note that the manner in which the CEBs act to support micro-enterprise has also had a very positive impact on survival rates of supported enterprises. The vast majority of projects supported are still thriving and providing valuable employment in all parts of the country. Many truly great success stories have emerged from CEB-supported firms and the examples featured in this review provide concrete evidence of the positive impact being achieved.

IRISH YOGURTS – West Cork

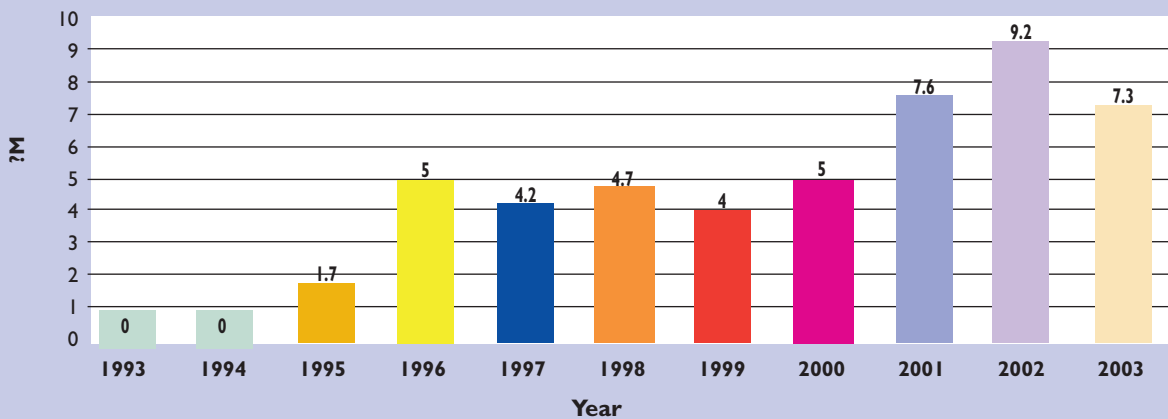
Located in Clonakilty, West Cork, Irish Yogurts Ltd was established in 1994 by Diarmuid O'Sullivan, one of the first companies to be grant aided by the West Cork Enterprise Board.

Over the past nine-years Irish Yogurts have grown steadily and now employs up to 60 employees in Clonakilty. Their line of up to 70 products are available in retail outlets in Ireland including Dunnes Stores, Supervalu, Centra, Superquinn, Tesco Ireland and can also be found in the U.K., Saudi Arabia, Bahrain and Dubai.



Irish Yogurts were approved for a capital grant in December 1993 for €63,500. The company was one of the first clients of the Board and, over the years, its management and staff have attended many of the Enterprise Board management development programmes and training initiatives. They are now clients of Enterprise Ireland. Irish Yogurts Ltd have received many prestigious awards both at national and international level for their products.

Level of Soft Support Payments 1993 - 2003



Promoting an Enterprise Culture

A critical factor in the capacity of any economy to grow, to support employment for all its citizens and to increase wealth and prosperity is the willingness of its people to engage in entrepreneurial activity. Entrepreneurial initiatives boost productivity, employment and wealth generation and these, in turn, create further competitive pressure "down the line" to improve efficiency and introduce innovation. This chain reaction enhances the competitive strength of our economy as a whole. Unfortunately, this is an area where Europe has been lagging behind the USA. This goes a long way to explaining why European businesses tend not to grow as much as US businesses. The EU has recognised this problem and has initiated a course of specific action to close this gap through the building of a climate that fosters and promotes entrepreneurial initiative. If we are to sustain and build on the substantial gains made in recent years, it is critical that we, in Ireland, are to the forefront of the efforts to address this imbalance. Our capacity to adapt to this challenge is crucial to our competitiveness.

The Government has made an explicit commitment in the "Sustaining Progress" Partnership Programme to foster and support entrepreneurship as an essential element in the mix of actions to generate wealth and prosperity. It seeks to drive this by stimulating innovation and promoting enhanced efficiency throughout our economy. The primary focus of Government intervention is - and will continue to be - on the creation of optimum conditions to permit entrepreneurship to emerge and flourish. In this context there is a clear recognition that a thriving small-scale enterprise sector is critical to growth in our economy generally and that, for that reason, the stimulation of small

business creation will remain a central feature of Irish enterprise policy.

Role of CEBs

In addition to their role in delivering State support services to the micro business sectors, the CEBs have a specific remit to encourage and promote an enterprise culture in their respective areas of operation. This has been an important area of activity for the boards and they carry out a wide range of activities in discharging this role. Perhaps more importantly, their localised structure means that their entrepreneurship awareness-raising mission is carried out throughout the length and breadth of the country from the densely populated urban environments to the furthest-flung and most thinly populated rural communities.

Board's activities in this area can effectively be split between the direct support for entrepreneurial endeavours through the range of supports provided to business and the range of promotional activities carried out to cultivate the spirit and culture of entrepreneurship in their individual areas of operation.

Encouraging Young People to be Entrepreneurs

Research shows that most entrepreneurs come from entrepreneurial backgrounds where their parents have been engaged in business. In seeking to develop a thriving enterprise culture, it is critical that young people from all backgrounds see enterprise as a viable career choice. Entrepreneurial qualities and mindset need to be fostered from an early stage. If we are serious about developing an entrepreneurial

OBELISK COMMUNICATIONS LTD. – Cavan

Obelisk Communications Ltd. specialises in providing telecommunication infrastructure facilities for the cellular communication and broadcast industries. The company was founded in 1996 by Colm Murphy and Pauric Brady.

The company has grown rapidly and has extended its operations into Northern Ireland and the UK. It currently employs 120 people and has developed unique design installation and maintenance capabilities, which positions Obelisk as a market leader in its sector. Obelisk also branched out into other spheres such as the wind energy sector. The company are the largest installer of wireless infrastructure throughout Ireland. Customers include prestigious names such as East Digifone, Eircell, Vodafone, Orange, Ocean, Lucent Technologies, Siemens and Nortel Networks.

Obelisk Communications Ltd. was overall winner in the 2000 National Enterprise Awards organised by the City & County Enterprise Boards. They went on to take part in the World Young Business Achiever competition held in Warsaw in 2001 and scooped two of the six category awards for Outstanding Communication Skills and Outstanding Management Skills.

ethos we must start with our school children and young people. We must listen to their ideas and actively support their innovations, as these can be the secret to the business successes of tomorrow. Our young people need to be open to the idea of creating a new job rather than looking for one.

For all of these reasons the CEBs have strategically focused much of their endeavour in the field of entrepreneurship development on the education sector, not only at the secondary cycle level but also at the primary level. Through various programmes and initiatives they have sought to influence student attitudes in favour of enterprise. It is to be hoped that the proportion of young people who are prepared to "have a go" at founding their own business can be increased.

CEBs work with private and voluntary sector bodies and have been instrumental in increasing participation levels in the **Young Entrepreneurs Scheme (YES)** and **Young Enterprise Ireland (YEI)**. These are action-based schemes requiring

participants to set up and run a "real" business project. **The Young Entrepreneurs Scheme** provides second level students with the opportunity to plan, establish and manage their own business. As part of the scheme, students identify a suitable product or service, set up and run a business, sell the product or service, keep accounts, work as part of a team, draw up a business report and mount an exhibition at school, county, regional and national level. CEB funding is provided in each local area to assist in organising the scheme at county level.

CEBs also support teachers and students in the development of their projects by arranging visits to schools by entrepreneurs and business advisors. County and City Awards are organised by each Board and the programmes culminate in a National Awards Ceremony each year.

Enterprise Encounter, a programme designed to introduce students to local entrepreneurs, has been developed by the CEBs in partnership with the Second Level Support Service of the Department of

CAPTAINS OF ENTERPRISE – Limerick City

This second level enterprise education programme aims to identify and address some of the cultural, attitudinal and structural barriers to women engaging in enterprise. It nurtures creative thinking, encourages appropriate risk taking and enhances confidence and self-esteem among young female students. The programme was developed as a result of national and international research and involved consultation with students, teachers and entrepreneurs.

Ireland has one of the lowest rates of female participation in entrepreneurship in the E.U. A recent report carried out by the Department of Enterprise, Trade and Employment noted that men in Ireland are twice as likely to become involved in entrepreneurial activity as Irish Women. During the academic year 2002/2003 the programme was tested in the Munster area - St. Nessans Community School, Limerick, Ard Scoil Ris, Limerick, St. Josephs Secondary School, Ballybunion, St. Josephs School, Tulla, Kildysart Secondary School, Co. Clare and Gairm Scoil Mhuire, Thurles.



The Captains of Enterprise Programme enabled students learn through a process of action and discovery. The teachers also completed a comprehensive accredited training programme. Feedback showed that the students enjoyed participating and found the programme " **interesting, fun, modern and hip**".

President McAleese commended Limerick City Enterprise Board and all involved with the initiative. In an inspiring address she expressed a hope that programmes such as "Captains Of Enterprise" would encourage more females to become entrepreneurs and enable our society 'fly on two wings'. "Captains Of Enterprise" will run in a number of city schools in the current academic year as part of the City Enterprise Board's enterprise education programme.

Education and Science. The aim of this particular programme is to give students a very real insight into what is required to set up and run a business and to inculcate an entrepreneurial mentality in their way of thinking about their future career options. Enterprise is now a Leaving Certificate Curriculum subject.

On foot of the success of these programmes at second level a new "**Bí Gnóthach**" **Enterprise Programme** has been developed for use with Primary School students. CEBs have assisted in the design of this programme. Initiatives have also been undertaken with third level students and some Boards have developed innovative pilot programmes through EU funded initiatives.

The impact of all of these education activities is quite remarkable. Over **10,000** students a year now participate in the various CEB-supported programmes implemented in the education sector. Bridges are built between the classroom and the workplace. Students benefit practically from the experience-based learning opportunities provided to them. Contact with the role models can help them to explore career and business options and reinforce all-important qualities, skills and mind-sets needed for a changing world. Teachers too learn from their collaboration with business experts who bring hands-on experience into the classroom while their schools generally develop strong partnerships with business in their local communities.

Confident that the experience and learning gained from participation in enterprise programmes will benefit students both immediately in their academic endeavours and later on in their working and business lives, CEBs not only will continue to deliver their existing programmes but are committed to designing further innovative programmes and materials to reflect the increasing sophistication of the business requirement

Women in Business

The make-up of the Irish entrepreneur population is highly imbalanced in favour of men. A study on Entrepreneurship in Ireland carried out for Forfás in 2002 identified a range of additional difficulties likely to be encountered by female entrepreneurs. These included issues related to family work balance, lower confidence and self-esteem and negative attitudes on the part of some service providers. The findings also indicated that male views towards women in business were still perceived to be a barrier to female entrepreneurship in Ireland. The report's findings show that entrepreneurship among women can be helped by support aimed at building confidence through networking, mentoring, improving business and management expertise and through assisting in achieving family/work balance.

The CEBs, in pursuit of their responsibility to promote and develop a culture and an environment for enterprise at local levels, have recognised the need for a specific strategy to address the particular issues facing women entrepreneurs. CEB programmes in this area have been designed to provide potential women entrepreneurs with support systems that will enhance their self-confidence and actively encourage their participation in greater numbers in new business generation and investment. The CEB Women-in-Business initiative, which has proved very popular right across the country, is specifically focused on this objective. An important aspect of the programme is the way in which CEBs promote successful female entrepreneurs as role models and the use of mentoring and networking opportunities which meet the confidence-building needs of newly emerging female entrepreneurs. These networks bring together women who are already successfully running their own businesses and women who aspire to emulate them for the purpose of information and experience exchange between them. The networks provide an ongoing programme of activities on business-related topics such as insurance, taxation, etc. High profile women entrepreneurs frequently appear as guest speakers at the network events.

Clustering and Branding

Each CEB has compiled a strategic plan, which identifies the strengths, weaknesses and opportunities in its particular area. These plans form the basis for decisions as to how best the resources of the Boards can be applied in order to create the optimum economic benefit for their areas. The local environment and whether a Board is operating in a predominantly urban or rural area are obviously factors impacting on a Board's strategic approach. There is, of course, significant advantage to be gained where a number of Boards can co-operate to promote sectors that are of particular importance to their areas.

The craft sector is one that is more predominant in some areas than in others. Various Boards have exploited indigenous strengths and realised opportunities that exist in this sector for job creation and regional development. The Boards' strengths of adapting to client demand and allocating resources strategically have helped this sector in many areas evolve as a strong economic contributor and job creator, with spin-off elements for Tourism and regional balanced development.

In 1996 Leitrim County Enterprise Board, after completing an audit of the craft sector within the county, identified the need and opportunity that existed within the County. The Board proactively promoted and customized its services to this sector and tackled what were identified as barriers to

growth. The study identified that many producers did not see themselves as entrepreneurs or part of the mainstream of commercial activity. Many felt isolated and lacking in business skills, with lack of resources for marketing a real problem.

Leitrim County Enterprise Board organised customised training and mentoring and developed a network for producers to meet and create economies of scale, particularly in marketing. A board was formed and membership to the network was quality standardised. Artists learned from each other, worked together on products and exhibitions and sourced supplies. Membership grew from 30 to over 60. Turnover increased by over 200% in some areas and real jobs were created. Exhibition sales, like those at Showcase Ireland, the annual international craft, gift and fashion trade fair, rose from £20,000 in 1999 to €75,000 in 2003.

Several CEBs implement other initiatives to promote and develop the crafts sector. Craft companies are

assisted to take exhibition stands at Showcase Ireland. The CEBs maintain their involvement with the exhibiting companies after the fair in order to ensure that new business opportunities deriving from participation in it are fully exploited.

Another example of the benefits of clustering can be seen in West Cork. The West Cork Enterprise Board has been active in supporting the development of the Fuchsia Brand. This brand brings together a number of food producers under a single banner that establishes that the individual products all meet a common standard based on high quality, variety and sumptuousness. This improved level of brand recognition facilitates improved marketing and sales.

The joining of businesses together under one brand provides them with opportunities which individually they may not have had. Large scale advertising and promoting and a strong identity, which offers advantages in the marketplace comes with being part of a brand.

THE LEITRIM DESIGN HOUSE – Leitrim

The Leitrim Design house is now firmly established as a model of best practice in terms of building a cluster of very small businesses into a coherent, dynamic group co-operative. The establishment of a formal structure for arts and crafts in Leitrim however had a very humble beginning.

It was against the background of large scale unemployment and lack of large scale industry in Co. Leitrim, that in 1996, Leitrim County Enterprise Board decided to undertake research into the possibility of encouraging local development and job creation through a strategically focused arts and crafts development programme. In response to the findings of the programme and the needs of artists and crafts people in the county, Visual Leitrim was established in 1996.

Since 1996, the number of artists and crafts people joining the initiative grew to such an extent that the **Leitrim Design House**, Carrick-on-Shannon was established in 2000, which then expanded to such a degree that another Design House was opened in Manorhamilton in 2002, to provide a permanent retail showcase for the work of Leitrim based arts and crafts people.

Officially opened by An Tánaiste Mary Harney, the Leitrim Design House acts as a co-operative marketing body, a support structure for training and business development and a gallery and showroom for the unique and innovative handcrafted products of Co. Leitrim.

Promoting the sale of high quality art, furnishings and craftwork, the Leitrim Design House has become synonymous with originality and style. The diverse range of products available in the Leitrim Design House includes; Jewellery, tableware, glassware, mixed media products, furniture, textiles, photography, ceramics and wood turned interior pieces. These products are professionally showcased in themed settings and marketed under the Leitrim Design House brand. As well as showcasing the local handcrafts, Leitrim Design House and gallery forms an attractive tourist destination in both Carrick-on-Shannon and Manorhamilton. Boasting a membership of over 50 businesses, the Leitrim Design House currently employs seven staff, four on a full-time basis and three part-time.



Awards

"Competition" and "reward" are two words commonly found in business language and are key to promoting a good climate for entrepreneurship. Competition benefits the more alert players while rewards boost new ideas, new standards and new products. CEBs, therefore, are actively involved in promoting various award schemes and in encouraging participation in them by their clients. Success in these awards not only provides the participants with a sense of achievement and self-worth but also offers them material advantage in the form of regional/national recognition and new market opportunities for their products. These schemes also provide role models which other budding entrepreneurs can look to for inspiration.

The National Enterprise Awards were introduced by the CEBs in 1997, with the primary objective of recognising the commitment, dedication and entrepreneurial spirit of small businesses. These awards provide a positive acknowledgement of the

contribution that entrepreneurs make to Ireland's economic development and recognise their role in building a vibrant and successful indigenous business sector.

The competition for the awards involves two stages, commencing with a City or County Final, organised by the local Enterprise Board. There were over 200 entrants in the Competition, at a local level, in 2003. City and County winners are selected by an adjudication panel, which award marks under headings such as business strategy, innovation and design, environmental awareness and potential for growth and employment. The finalists (26 in 2003) are nominated to go forward to the National Final. All finalists are interviewed by an independent Adjudication Panel which evaluates the entries against exacting criteria. Particular emphasis is placed on the promoter's commitment in advancing an idea or concept to commercial viability, while demonstrating an awareness of the skills necessary to grow a successful business.

HOT IRISHMAN LTD. – Carlow

Bernard Walsh is Managing Director of Hot Irishman Limited. He established the company in 1999, with the support of Carlow County Enterprise Board, to produce and market an innovative blend of Irish whiskey, sugar and coffee. This product, which Bernard has called Hot Irishman, provides a simple, foolproof way to make Irish Coffee – simply add hot water and cream.

Carlow County Enterprise Board has been involved from the beginning, having funded the initial Feasibility Study that led to the development of the product. Mr. Walsh has also been a keen participant on the business training programmes provided by the Board.

The company won the CEB National Enterprise Award in 2002 and Bernard went on to win the World Young Business Achiever title in December 2003.

Congratulating Bernard on his great achievement *the Tánaiste said, "The judges clearly recognise that Bernard has the type of initiative and commitment that is necessary to respond to the opportunities presented by the increased international competition in the food and drinks sector. Success stories such as this vindicate the continued Government support for Irish enterprises and I am particularly delighted that the support of the local County Enterprise in Carlow has benefited the development of the Hot Irishman."*



Subject to meeting certain criteria, the overall winner of the National Enterprise Awards is normally nominated to represent Ireland in the World Young Business Achiever (WYBA) Competition. The WYBA was founded in 1994 to reward and acknowledge the achievements of young entrepreneurs throughout the world. The awards aim to inspire young men and women worldwide to succeed in business and a global search for the most outstanding business achiever is undertaken each year. Mr Bernard Walsh,

promoter of the 2002 CEB National Enterprise Award winner, Hot Irishman Ltd of County Carlow, won the prestigious award World Young Business Achiever in Istanbul last December.

A scheme in which substantial numbers of CEB female clients partake is the Business and Professional Women of the Year Award Scheme. This award recognises the achievements and strengths of Irish women in business. The BPW Award aims to

raise the profile of female entrepreneurs as well as encourage women to achieve their full entrepreneurial potential. Also celebrating its 10 year anniversary in 2003, the scheme has played a key part in raising the profile of Irish female entrepreneurs, rewarding them for their achievements and encouraging other women to consider starting their own businesses.

Entrants to the competition undergo an interview and make a presentation to an adjudication committee. Regional heats take place throughout Ireland and each Regional winner competes in the National Final, usually held in Dublin. Rita Shah of the Shabra Group, a client of Monaghan CEB, was the 2003 winner with 2 of the remaining 9 finalists also being CEB clients.

Another important award scheme is LiveWIRE Ireland. This is part of a global initiative by Shell and is supported by PricewaterhouseCoopers, Bank of Ireland, the Department of Enterprise, Trade and Employment and the County Enterprise Boards. This is a structured programme giving free advice to

young entrepreneurs on how to set up and run a business successfully. LiveWIRE Ireland provides start up businesses with the potential to profile their business in the prestigious Young Business Start Up Awards. Barrow Automation Ltd, a company supported by the Carlow CEB, was the LiveWire Young Business Start Up Winner for 2003.

Promoting Excellence

CEBs actively promote the concept of, and need for, continuous business improvement by their clients. Initiatives such as the Foundation Mark and the Q-Mark are of special relevance and importance in this regard. These marks are endorsements awarded by the independent body, Excellence Ireland, to enterprises or organisations that adopt practices which are designed to deliver excellence. The CEBs actively encourage their clients to attain the high standards necessary to earn these marks. Several Boards are also promoting the FAS "Excellence Through People" programme, Ireland's national standard for human resource development. Some of the Boards have themselves been awarded the ISO 9002 for service quality.

SHABRA PLASTICS – Monaghan

Based in Carrickmacross, Co. Monaghan, **Shabra Plastics** was founded in 1986 by Rita Shah and Oliver Brady, manufacturing and printing a range of plastic bags for the Irish market.

In the early 90's the company examined the position regarding recycling of plastic bags and as a consequence set up its own recycling plant. **This phase of the operation was assisted by Monaghan CEB in the form of a Capital grant of €47,000. Not only did this plant enable Shabra to provide a value added service to its customers but it also provided the company with a ready source of raw material for the recycling plant.**

In addition to the recycling plant, Shabra also formed Shabra Contract Packers, which supplies and packs disposable brand name items, with the aid of an Employment grant of £24,000 from Monaghan CEB. As a result of this ongoing development, the company has now achieved ISO 9002 standards, a great achievement for a company of its size.

County Enterprise Funds (CEF)

County Enterprise Funds (CEF) were established in the six border counties of Cavan, Donegal, Leitrim, Louth, Monaghan and Sligo, with assistance and funding from the International Fund for Ireland. The County Enterprise Fund companies are closely associated with the Enterprise Boards, who will often provide administrative and other services to the Funds. The Funds are established as companies limited by guarantee, having charitable status, and managed by a board of directors drawn from local business, professional and community interests, as well as the public sector.

CEF activities include the provision of affordable "soft" loan finance to new and expanding small enterprises as well as support for community-based economic activities. Whilst the maximum loan granted will usually not exceed €26,000, facilities of up to €64,000 can be made available to promoters in

exceptional circumstances. The loan scheme provides finance towards the construction/ acquisition/improvement of fixed assets and/or working capital.

The companies also administer a special loan scheme in conjunction with Area Partnerships to provide small-scale loan finance on favourable terms to persons from disadvantaged circumstances/areas who are endeavouring to establish their own businesses. This scheme is co-financed by Area Development Management (ADM) and the Combat Poverty Agency (CPA) under the EU Special Support Programme for Peace and Reconciliation.

In addition to the administration of the loan finance scheme, the companies are proactive in supporting the development of community-based economic activity, particularly in relation to the provision of enterprise centres/workspace in their respective

counties. Projects supported would often include high-specification facilities for modern technology-based businesses. **During the period to December 2003, the CEF companies directly provided 154,100 sq. ft. of enterprise space throughout the border counties.**

An example of the pioneering activities of CEF companies has been the joint initiative between Cavan CEF and Cavan CEB to provide the Cavan Innovation & Technology Centre (CITC). This state of the art €3.2 Million facility was developed as part of a cross-border programme to support local, regional and national agencies in stimulating an environment conducive to innovation, entrepreneurship and inward investment in the Cavan/Fermanagh region. CITC has also been approved as a distance learning/outreach centre for the central border area with a number of third level institutes and training providers actively planning to deliver a range of programmes through the centre. The centre accommodates, under one roof, the main state enterprise agencies, including the border region head quarters of IDA Ireland, Enterprise Ireland & Cavan CEB.

Empower Initiative

The Empower Initiative was established, on a pilot basis, to provide encouragement and practical support and assistance to CEB clients to enable them explore, understand and adopt e-business and e-commerce relevant to their businesses. It was hoped that such actions would result in increased efficiency, competitiveness and improved customer service. The Initiative received special funding of €3.6 million from the State via the Information Society Fund. Over 2,500 promoters received website/training/technical grant aid through this initiative with 10,747 availing of the Initiative's seminars, training programmes and mentoring programmes. An independent evaluation carried out by the University of Limerick stated that "based on the positive ratings offered throughout the research, combined with the apparent beneficial outcomes experienced by client companies, strong consideration should be given to further Empower initiatives".

IT INCUBATION UNITS – Galway

The Information Communication Sector (ICT) is one of the fastest growing sectors in the Irish Economy. To date much of this growth has been in the Dublin area. However, Galway has also had some success in attracting ICT businesses to locate there.

Galway also has two very high quality education centres in National University of Ireland Galway and the Galway/Mayo Institute of Technology providing top level graduates in this sector. It was noted that many of these graduates tended to leave Galway and locate either abroad or in Dublin. In discussions with the Galway Technology Centre, it emerged that there was a need to establish a high quality low cost facility where graduates could develop their projects and skills further and, at the same time, give them an opportunity to become directly involved in the world of business and commerce. A plan was developed to provide fifteen business incubation units. All fifteen were occupied in a short space of time by budding technology companies, which might otherwise be lost to the County and West Region.

So successful has the Cube Initiative been that the Galway County & City Enterprise Board has recently approved funding for ten additional units. The creation of such an incubation model, which allows enterprises to evolve from concept to maturity within the one facility, is a key objective of Galway Technology Centre and the Galway County & City Enterprise Board.

Delivering at a Local Level

The achievement of an improved balance in regional development is a key consideration and objective of the National Development Plan 2000-6. Within their sphere of operation and influence the CEBs are committing their energies and resources to support and realise this major policy objective.

The financial supports, training/mentoring programmes and advisory services provided by CEBs are all geared to promoting viable enterprises which are rooted in local economies, which are capable of being sustained there over time and which offer real potential to generate local wealth and local employment. CEBs proactively seek out and support innovative entrepreneurs who are willing to exploit emerging and alternative business investment opportunities. This is particularly important given the declining nature of certain traditional sectors of both manufacturing and agriculture. In targeting opportunities in new and emerging sectors the CEBs are helping to position their clients at the forefront of change and are rendering a meaningful contribution to the enhancement of the local competitiveness environment.

Working closely with other regional and locally-based organisations such as Enterprise Ireland, FÁS, Local Authorities, County Development Boards, LEADER and Partnership Companies, the CEBs are crucially involved in identifying and developing agreed local responses to local economic needs and in articulating these in local, regional and national fora. This important inter-agency interaction is formalised in the cases of EI and LEADER through operating agreements agreed at local level. These agreements ensure that the various agencies complement each other to the benefit of their respective business clients. They ensure that the best interests of clients are served, that business promoters are given sound guidance and appropriate supports and that duplication is avoided.

In serving their local economies, the CEBs continually work with other agencies to tackle any obstacles to enterprise development in their areas. While promotion of enterprise and an enterprise culture is the primary objective, the Boards are important players at a local level. Given the locally based nature of the boards, the enterprises supported make an important contribution to the local development.

An undoubted key ingredient in their success is that they are structurally organised on a local, usually county, basis and that their Board, staff and evaluation committee personnel are generally locally based and in possession of first-hand knowledge of the dynamics at play on the local economic scene. The CEBs are truly integrated into the economic fabric of each of the 35 localities in which they serve.

Workspace Provision - Enterprise Centres

At community level throughout the country, there is

strong evidence of a welcome and expanding consciousness of the need to generate local environments that are conducive to entrepreneurial endeavour and to enterprise creation. The rationale behind this is multi-faceted. A primary consideration is the principle of self-help through co-operative action between different interest groups who share a common desire to serve their communities in a needful and sustaining manner. Their actions are inspired by the belief that locally based enterprise development is the bedrock of enduring community prosperity and employment opportunity. This belief is well founded because Ireland does indeed require, as an essential feature of the general fabric of its economy, a strong locally controlled business sector that harnesses the flair, creativity and abilities of our entrepreneurial talent.

The many enterprise centres that have been established around the country are powerful models of the beneficial results that can be achieved by the dedication of communities to enhance their own economic well-being. Enterprise centres are important infrastructural elements for the creation of an environment for small, local business generation. The concept behind an enterprise centre is to provide affordable incubation, workspace and office units to promote and assist the setting up of small businesses and alleviate the high initial start-up investment cost, which might otherwise arise for them. The variety of business projects which are currently housed in enterprise centres is impressive, ranging as it does from high technology operations to accounting/financial services, to crafts, catering, light industry, etc. Significant economies of scale accrue to the occupying businesses from the thoughtful designs which allow them to share such facilities as meeting rooms, training rooms, reception/secretarial services, canteen, etc.

The funding and management arrangements for enterprise centres reflect all that is best in local co-operation and voluntarism. Funding is typically provided on an inter-agency basis from such sources as Enterprise Ireland, the County Enterprise Boards, local authorities, private business, etc. Centres themselves are often established as companies limited by guarantee whose directors act in voluntary capacities and represent a mix of interests involved in local economic activity and enterprise development.

The relevance and value of enterprise centres to the enterprise culture development work and small business promotion activities of the CEBs should not be underestimated. They are an attractive component of the package of support and promotional incentives available locally. For this reason CEBs have been enthusiastically committed to co-operative engagement with other local partner agencies and interests in the promotion and funding of the centres where a clear need exists.

An All-Island Approach

CEBs have from the outset been alert to possibilities and opportunities for meaningful trade and business co-operation between enterprises on both sides of the border. For many such enterprises, a large part of their natural market hinterland often lies across the border. The border itself and the, sometimes, differing regulatory approaches by the two administrations can give rise to obstacles to cross-border trade. The agencies in the border regions have responded to these particular challenges through a variety of interventions that focus on the creation of trade enhancing alliances between their clients and customers/suppliers located on the "other" side. The CEBs in border counties strive to identify new openings for cross-border trade in goods and services. Where viable projects capable of exploiting such openings come forward the CEBs are ready to assist them with the full range of their support instruments.

Contacts between the CEBs and their counterpart organisations in Northern Ireland led to the development of a number of small business and sector specific initiatives through which concrete opportunities for North/South co-operation were realised. In many of these instances, the CEBs were the agencies at local level through which funding from EU and international sources such as INTERREG, the International Fund for Ireland (IFI) and Co-operation Ireland were channelled. A good example of this kind of initiative is the ACUMEN Programme which seeks to stimulate cross-border trade amongst SMEs located in either jurisdiction. Financed by funding from a variety of sources including InterTrade Ireland, INTERREG and IFI, the programme pursues this objective by assisting individual SMEs with tailored consultancy and salary support mechanisms for market builders across the island. CEBs actively engage in the promotion of ACUMEN amongst their client base.

The scope and pace of economic co-operation between North and South expanded significantly following the establishment of the Implementation Bodies provided for in the 1998 Good Friday Agreement. The CEBs are playing their full part in

this ongoing process. Since 2001, they have intensified their business relationships with the Local Enterprise Agencies in Northern Ireland – now operating as Enterprise Northern Ireland (ENI)- with the specific objective of facilitating all-island trade through a deepening of the collaborative process between relevant players in the micro-enterprise sectors North and South. With a view to strengthening and formalising this collaboration, the CEBs approached InterTradeIreland, the All-Island Trade and Business Development Body, for support – a move that has resulted in a Memorandum of Understanding and a tripartite strategic partnership between InterTradeIreland, the CEBs and ENI which is committed to actively addressing issues of interest to, and barriers to growth shared by, the micro-business sector in the economies North and South. The two primary objectives of this partnership are to

- develop and support the creation of an all-island enterprise network to assist trade and business development on an all-island basis and
- facilitate the CEBs and ENI to act as knowledge carriers and knowledge channels in the development of micro-enterprises on an all-island basis.

Underpinning and giving practical expression to the Memorandum of Understanding is an action plan which has been put in place to facilitate (a) the delivery by the CEBs and ENI of a suite of enterprise development interventions and (b) the fostering of all-island links between the enterprise support partners and the business communities in order to derive maximum advantage from these interventions. The principal themes of the action plan are networking, trade development, sharing/dissemination of information and trade awareness - the aim overall being to ensure that trade and knowledge transfer networks between micro-enterprises across the island are implemented to the mutual benefit of all participants.

Case Studies

Capital, Employment, Feasibility Grants & Soft Supports

SILVER STRAND ROPES - DONEGAL

Patrick McLaughlin started this rope manufacturing business in Moville in 1989 days after completing his leaving certificate. Coming from a strong entrepreneurial family it wasn't surprising that Patrick spotted an opportunity to manufacture rope and deliver it to fishing operators more effectively than importers. *Having increased turnover significantly Patrick sought and received support from the Enterprise Board initially to build his own workshop and laterally to purchase a state of the art extrusion line.* Over time Patrick has diversified his product into profitable niches e.g. meat processors, hardware retailers and construction operations. *Through participation on a Donegal CEB Marketing Programme Patrick became aware of the need to implement a sales strategy.* With sales to the UK growing, development of a complete new product, automated production, ensuring a competitive edge and a solid full time staff of 5, the future holds many more opportunities for this business.

MICHAEL WALDRON MEATS LTD. - ROSCOMMON

Michael Waldron, a qualified butcher, started distributing pre-packed meat from his garage in 1982 before moving to a purpose-built premises in 1984. The company produces a range of added value cooked hams, sausages and puddings, using its own cures and recipes. From a rural base in South Roscommon, the company distributes its product range to the retail and catering trades within a sixty-mile radius of base. *Thanks to Roscommon CEB's support Michael was able to extend his premises and purchase vital temperature monitoring system. Currently the company employs sixteen fulltime employees.* The company is ISO.9002 accredited, has 5 Excellence Ireland Hygiene Awards, is the 2003 Bord Bia Specialty Food national silver medal winner for its Honey-Baked Ham and the 2003 Black Pudding National Gold Medal winner.

MR. CRUMB - WESTMEATH

The business trades as Mr. Crumb a.k.a. The Crumb Factory and produces a range of gourmet stuffing's, fresh crust toppings, and breadcrumbs for the Irish and UK food processing, food services and retail trades. Having started with just two employees in 1996 Mr. Crumb, now employs 30 full time and approx 25 part time people at the plant in Finea. *Mr. Crumb received a capital grant from the Westmeath County Enterprise Board, helping them to expand.* Mr. Crumb has won many prestigious awards in the few short years it has been in operation including: 2002

Ulster Bank/Irish Independent National Business Achiever of the Year Award; 2003 Grampian U.K. Food Award 'Best Irish Specialty Product 2003'; and most recently 2003 Sunday Business Post Excelsior Overall Champion of Champion Award Mr. Crumb was also runner-up in the 'Sir Alistair Grant Award for Outstanding Small Business 2003' sponsored by I.G.D. & U.K. supermarket chain, Safeway which is an award to find the best small company employing under 250 employees in England, Scotland, Wales and Ireland.

STENICS MEDIA - FINGAL

Nicola Byrne established Stenics Media, based in Swords, Co.Dublin in 1998. The company produces advertisements on ticket wallets and holiday folders for airlines, sea carriers and travel agents in the Irish market place. Clients include Aer Lingus, City Jet, ABTA Travel Agents and major advertisers included Saab, Eircell, BOI, Dublin Bus, An Post plus many more. Fingal County Enterprise Board provided Stenics Media with an employment grant. According to Nicola "the employment grant allowed us to create jobs, which in turn grew the business and in December 2001 we were awarded the contract with Eircom to sell their telephone kiosk advertising". Over the past five years, with the assistance of the Fingal County Enterprise Board, Stenics Media has grown and now employees 4 full time, 2 part time and 10 contract employees. Ms. Byrne states, "...without the assistance and help of Fingal County Enterprise Board we would never be able to fund future growth at this pace. We look forward to working closely with Fingal County Enterprise board into the future as their support has been pivotal in our success."

ADRMORE TECHNOLOGIES - WATERFORD COUNTY

Ardmore Technologies was founded in 1996 by James Maloney. It now employs 30 staff and delivers services throughout Ireland. The key areas of growth for the company have been wireless network installations, local/wide area networks and structured cabling. Ardmore Technologies has been to the forefront in introducing wireless technology to the Irish market and has built up substantial technical resource in this field. *Success has been greatly assisted through working hand in hand with Waterford County Enterprise Board.* The Board has been supportive from the beginning and has contributed over €30,000 in grant aid and also continual mentoring support throughout the early development of the company. Another interesting factor about the company is that it has managed to develop a team of highly skilled individuals outside of a major urban centre such as Cork or Dublin. When asked about this, Managing Director, James Moloney points to the growing desire of people to have a better quality of life outside the larger cities and after all, the best communications technologies allow a first class service to be delivered from most locations.

WEBTRADE LTD. - SOUTH DUBLIN

Founded in 1998 by Chartered Accountant Jack Donagy, Webtrade began life employing 2 people and concentrating mainly on web design. Over the period 1999-2000, South Dublin County Enterprise Board in Tallaght provided employment grants to enable the company increase its workforce. Five years later, Webtrade is now one of the leading web development companies in Ireland employing 15 people. Its services include website hosting, website design & branding, website development and online marketing. With an impressive client base of over 250 clients, including Horse Racing Ireland, Commission for Communications Regulation, Supermac's, Ballyboden St Enda's GAA Club, Chernobyl Children's Project among others, the core development product LiveEdit Content Management System allows clients to edit and create pages on their websites themselves. For the past 3 years Webtrade has been ranked in the top 5 of Deloitte & Touch's Technology Fast 50 Awards in Ireland, the UK and Europe as well as National Enterprise Awards (2000, 2001) and Shell LiveWire (1999). According to Jack Donaghy MD, CEB funding was critical to the early growth of the business and allowed the company to focus on generating sales with its extra employees. The main challenges ahead will be to maintain growth and increase profitability; Webtrade has plans to double its growth over the next year.

PAUL FINN - DESIGN & DISPLAY LIMITED - WATERFORD CITY

Paul Finn - Design & Display Limited offer complete design and manufacture of internal and external signs for any type of business. The company employs 15 people and has clients in every county in Ireland. Clients in the retail sector include Musgraves, SuperValu, Centra, Londis and DayToday. Investment in technology is crucial for long term growth and to remain competitive and profitable. The company has always invested in the latest computerised technology and relevant systems. The most recent technological investment was in October 2002 when a Water-jet Cutting Machine was purchased – the first to be located in the Southeast Region. Paul Finn-Design & Display Limited have been supported at every stage of its development by Waterford City Enterprise Board Limited, from initial start up grants to training courses, management development programmes and expansion grants to increase employment numbers through investment in new technologies.

PROTEUS SOLUTIONS LTD. - CORK CITY

Proteus Solutions Ltd. was founded seven years ago by Seamus Gilroy, a civil engineer with experience in a variety of engineering software projects. Currently employing seven, the Company designs and develops Geographical Information Systems (GIS) primarily for Local Government and Utility organisations. Many of the systems developed by the company are now the standard tools used in areas such as the preparation of compulsory purchase orders for road projects, the management of road maintenance and drainage network maintenance, the preparation and analysis of electronic tenders for road construction, etc. They are currently undertaking a major project for Vodafone to provide an intranet based GIS. This will allow an effective share of the key information necessary for the management and operation of their network throughout Ireland. They also have developed a number of specialist products that they market directly and through key partners in the UK and Europe. The company sees its staff knowledge as key to developing and growing the business and approx. 30% of staff time is dedicated to product development on a continuous basis to ensure competitive advantage and provide customers both existing and new with innovative products.

Training

SELF CATERING IRELAND - WEXFORD

Self-Catering Ireland is a wholly Irish owned and managed holiday rental company specialising in the rental and management of holiday homes and cottages throughout Ireland. The company markets and sells self-catering holidays in Ireland to the domestic market, UK, Continent and USA. SCI caters for family holidays as well as activity breaks and short stays for the leisure and corporate market. The company has access to over 2,500 self-catering units for rental in coastal locations throughout Ireland and is set to expand its business to incorporate a number of inland homes for 2003. Self-Catering Ireland currently employs 11 full time staff and 3 part-time staff. *"I am very pleased with the way the business has performed over the past four years and there is no doubt that the grant aid and training assistance provided by Wexford County Enterprise Board has played a key role in the development and expansion of the company", says Mary.*

PAPER DOCK - DUN LAOGHAIRE RATHDOWN

Paper Dock formed in 2002 by Peter Osborne and Bartley Doyle, is a supplier of data and document management solutions to the Irish and UK markets. The company's expertise lies in document scanning and it is currently undertaking what its promoters describe as "Europe's largest data capture contract", the scanning of over 6.5 Terabytes of information over an eight month period. The company's recently unveiled flagship product, the "Mobile Scanning Unit" offers a confidential on-site document scanning service. Paper Dock has received support from the Dun Laoghaire Rathdown County Enterprise Board throughout 2003. *Managing Director Peter Osborne said, "Dun Laoghaire Rathdown County Enterprise Board assisted Paper Dock during its inception, through services such as management development programmes and networking events. "Paper Dock was the overall winner at Dun Laoghaire Rathdown County Enterprise Board Enterprise Awards 2003. To date; the company has availed of 5 employment grants to bring its full-time staffing level to 8.*

SENATOR ENGINEERING - LIMERICK COUNTY

Founded in 1992, Senator Engineering today is a well-established name - designing and installing processing systems and equipment for a variety of industries. From an initial workforce of seven to the current forty, its customer base is continuously expanding. While much of this success goes down to inspiration, insight, planning, etc. - Senator Engineering is still quick to give Limerick County Enterprise Board well-earned credit. *'Limerick County Enterprise Board gave us precisely what we needed at the most opportune time,' remarks Caroline Boles of Senator Engineering. 'Through the management development programme we attended, set-up by Limerick County Enterprise Board, we were able to develop a range of skills, which enabled us to have real-time management information at all times.'* The vastness and flexibility of Limerick CEB's services helped Senator Engineering when it found itself in a demanding marketplace with very challenging. The Board was on hand to help the company get a complete understanding of an integral part of its business. *'We found that the availability of tailor-made programmes for individual companies' needs has contributed greatly to our success over the last number of years.'* notes Catherine. Senator Engineering knows you end up going backwards if you try to stand still in the world of business, so it has big goals for the future. It will also keep an eye on the range of courses being offered by Limerick County Enterprise Board.

EURO ENVIRONMENTAL SERVICES - LOUTH

Euro Environmental provides analytical laboratory services to the public and private sectors, using sophisticated testing equipment. Between the remortgage of the promoter Geoff Fitzpatrick's house and financial support from Louth County Enterprise Board through its equity scheme the capital equipment requirements of the new business were met. Geoff persistence in the first two years of business, paid off and the company developed a profitable customer base, which is still expanding. The business strategy focused on providing a quality service and value for money to its customers. Geoff completed marketing and small business development programmes presented by the Board. He personally believes that the best type of training is that which is delivered in case study format. He enjoys visiting other companies and learning how best practice can be applied to his business. The company employs 14 employees and continues to grow. Euro Environmental's UK office will open in early 2004. Geoff is also planning to expand his business into continental Europe and, eventually, into the US.

Advice & Mentoring

PAT LEE ELECTRICAL AND PUMPS - WICKLOW

An experience with faulty technology prompted Baltinglass man Pat Lee to take his fledgling business in a new and successful direction. Originally based in a farm shed, the growing success of the business prompted Pat to seek help from Wicklow County Enterprise Board in his search for larger premises. With the aid of a capital grant and expert guidance from the Board, the company built its own factory in Baltinglass. The company specialises in the design, manufacture, installation and maintenance of a range of washing, pumping, heating and other systems, most of which previously had to be imported from abroad, serving customers in a variety of industries including the food, dairy, meat processing and pharmaceutical sectors. Pat says that in addition to the grant aid assistance, he was greatly helped by his participation in the Wicklow County Enterprise Board's Start Your Own Small Business and Management Development training programmes. *"The programmes are very good for showing you how to put proper structures in place and the correct way of doing things. The Board also assigned an excellent business advisor to me who did a great job helping me to broaden my way of thinking about the business,"*

LEINSTER TIMBER PRODUCTS - KILDARE

Adrian Kelly and Ann Burke established Leinster Timber Products in 1998 having carried out a feasibility study, which was funded by Kildare County Enterprise Board. The company when it was set-up concentrated on the manufacture of stable doors, field gates and entrance gates. Initially operating from a workshop at the promoters' home, within two years as a result of a significant increase in business, Leinster Timber Products found it necessary to move to a new purpose built factory. The company is now located in a 16,000 sq.ft. premises in Toughers Business Park, Naas. The company has invested substantially with financial assistance from Kildare County Enterprise Board in state of the art equipment to enable it to increase its production level and enhance the quality of its product. The promoters have also completed the Board's Management Development Programme and availed of the Board's Mentoring Programme. The company has diversified into a range of complimentary products including garden furniture and garden sheds. Current employment is 22, having initially started with an employment level of 4.

BRENTWOOD PRODUCTS LTD. - TIPPERARY NORTH

Brenwood Products Ltd. was incorporated on 19 August 2002 and the Directors/Shareholders are Mr. Liam Brennan and his wife Joan. The Promoters commenced trading 6 years ago as Nenagh Fitted Furniture, specialising in the manufacture and fitting of kitchen units.

Through their involvement in the Mentor Programme, the Promoters identified a gap in the market for timber accessories. In April 2001, the Brennan's began manufacturing canopies, window pelmets, wine racks, display units and other timber accessories to meet the needs of their 100% trade customer base. Liam and Joan Brennan have participated in a number of the Boards training programmes including, Export Market Assessment, Design Audit, Management Development Programme and the Letterfrack Furniture Technology initiative etc. Arising from the Design Audit, the company has introduced a range of new products vinyl wrapped accessories; participated in trade fairs and events and produced a new promotional brochure with an enhanced corporate identity. The Tipperary North County Enterprise Board Ltd. have assisted Brenwood Products Ltd. in their purchase of hi tech equipment. Employing 9 full-time staff, the promoters attribute their success to hard work, their continuous investment in management development and business skills training, regular investment and overall commitment to the business.

Awards

MONTIP - SOUTH TIPPERARY

Montip specialises in rebuilding and overhauling packaging machinery, as well as selling a new range of machinery, acting as Irish agent for several European companies. Some of these machines are shrink wrappers, filling and thermo-sealing machines, conveyor systems, pallet wrappers and robotic cells used for palletising and automated production. In March 1996, Montip Ltd was established, with its first base in Cashel. However, Montip was soon to outgrow these premises, and in March 2000, the operation moved to a 4000 sq. ft. purpose built workshop and office in the village of Drangan, South Tipperary, native parish to the promoters Gerry and Kathleen Horan, where they currently have a workforce of nine people, comprising of many locals. Their customers include Glanbia, Bulmers, Pepsi, Dairygold and many other large companies, Irish and multi-national. The re-build service at Montip is without par in Ireland, and due to the wide range of experience of all the engineers there, they can rebuild almost any machine produced in the last 20 years. In 1999, Montip was one of the first companies to be awarded the Foundation Mark for business excellence from Excellence Ireland, and in 2002 was selected as the winner of the County Enterprise Award for South Tipperary. The Company has been assisted by the County Enterprise Board by way of direct grant aid and by the provision of management development programmes.

JUSTCAN - SLIGO

Having worked in the family retail business and with technical experience gained in the computing industry, Lorcan Feehily saw the opportunity for a new product in that market. Justscan provides point of sale solutions to independent retailers in Sligo and beyond. The promoter has spent two years developing the user-friendly, affordable point of sale system, suitable for those with little or no prior computer experience. The product consists of a portable scanner/reader and a PC-based system, which stores details of all of the products of a small retail shop by entering bar code information. The system can provide information on cash in the till, stock control, mark-ups, graphs/charts on sales, financial details etc. With the back up of an integrated exchange and mobile network Justscan provides support seven days a week. Justscan first approached Sligo County Enterprise Board for assistance in 1997. The business received financial assistance and training and mentoring support from the Board on an ongoing basis. In 1998, the business was the regional winner of the National Enterprise Awards. There are currently sixteen people employed in the business.

Women in Business

MILEEVEN - KILKENNY

Mileeven Fine Foods, founded by Eilis Gough in 1988, was one of the first Irish food companies to develop well-presented premium speciality food products. The name Mileeven comes from the Irish words for sweet honey and describes exactly the origins of Eilis' business. A beekeeper, Eilis found that the good weather had led to a surplus of honey. Her research identified a gap in the market for Irish honey products and soon her product Mileeven honey was being stocked throughout the country. Eilis has since diversified her product range to include preserves, marmalades, fruitcakes and a specialist range of products including Christmas cakes, brandy butter and Cranberry Sauce. Mileeven now employs 8 staff and an increasing share of turnover in the business is accounted for by export sales mainly to the UK and Europe. Eilis received financial assistance from the Kilkenny County Enterprise Board to grow her business in 1995 and since then she has availed of a number of management development and soft support interventions organised and delivered by the Board.

FLORAL KEEPSAKES OF IRELAND - SOUTH CORK

Founded by Angela and Phil Davies this company was originally assisted by the West Cork Enterprise Board. The original concept was to develop a business out of freeze-drying flowers (particularly wedding bouquets). On moving to Carrigaline, the South Cork Enterprise Board quickly established the potential of the business and provided Capital Grant funding to allow for new freeze-drying equipment to increase capacity. The business is ideally suited to capitalise on the opportunities of online trading and much of the present business now comes in via its website. Today Floral Keepsakes of Ireland supplies vast quantities of freeze-dried rose petals into the main distribution channels both in Ireland and primarily the U.K. Product has been supplied to customers from as far away as the USA and Australia. The promoters are able to draw a full-time income from the business and provide a large number of part-time job opportunities. The company is now in its third growth phase as it is once again at capacity and the New Year should see it significantly grow once again.

CMC FOODS MANUFACTURING LTD. - KERRY

The promoter of the business, Catherine McCarthy, had extensive experience in the hotel and catering trade before commencing her own business. Identifying a niche in the market for quality homemade products such as salads, a range of hot meals and desserts, CMC Foods commenced operations in 1993. The business has grown steadily

since its formation and employment now standing at 7 full-time. Her business won the County Enterprise Award in 2000. *"The assistance received from Kerry CEB, both in direct financial assistance and through business advice (I availed of Management Development Training and the Mentor Programme) was invaluable in building up my food processing business."*

PHISH - LAOIS

Phish design is a dynamic and experienced company that offers a full design service from print and brand design to web and multimedia design. Laois County Enterprise Board assisted Phish design with the aid of an employment grant. The company offers high quality innovative design tailored to suit their clients' needs. In the past the company has had the pleasure of working alongside companies such as Esat and Compaq. More recent clients include Laois County Enterprise Board, Laois Leader, Laois Chamber of Commerce, Thomas International, Goldfish Electronics and West Cork Bakery. Phish Design work closely with their clients to provide strong, confident corporate identities. Phish provide whole-brand strategies, carrying identity through brochures, internet or multimedia presentations. The end product is about creating awareness and instilling customer confidence in a company's brand.

Promoting Standards of Excellence

QUANTUM MANUFACTURING - MEATH

In 1997, Colm Horton founded a business called Sachet Wipes Ltd. The business was involved in the manufacture of single use wet wipes for a variety of markets and targeted large companies worldwide. In November 2001, Colm participated on a Trade Mission the U.S., organised and facilitated by the Meath County Enterprise Board. The benefits of the trip were enormous from Colm's perspective, *"the trip was a major success and indeed the week after we returned from America we had a reciprocal visit from the president of one of the companies we visited."* This had led to a number of large on-going contract contracts with that company. In January 2002, the business was restructured and began trading under its new name "Quantum Manufacturing Limited". In the same year, Quantum scoped the prestigious award of "Best Exporting Business in 2002" at the National Enterprise Awards. To add to their success, Quantum has recently become a registered ISO 9001:2000 company, with the assistance of the Meath CEB. The range of products that Quantum Manufacturing offers is extensive including Liquid Sachets, Cosmetic Wipes, Pharmaceutical Wipes, Veterinary Wipes, and Industrial Wipes. With their two main export markets being the US and the United Kingdom, Quantum Manufacturing exports approx. 92% of its production.

K & L DELIVERIES LTD. - NORTH CORK

K & L Deliveries Ltd began trading in January 1986 as a haulage company. From its humble origins as a small start up operation with two vehicles, the company grew rapidly throughout the 1990's. It now provides a full courier, transportation and distribution service, along with warehousing and other options, all based in two 12,000 square foot buildings located in Millstreet, County Cork. Back in the early days, in 1996, Cork North CEB worked with K & L Deliveries Ltd to add additional new complementary services including detrashing and other "direct to production line" services – these necessary sub-supply services were not previously available to the major international electronic manufacturing facilities in the region. In order to enhance the quality and level of service to its customers in both Munster and Dublin, the company added a 6,000 square foot warehouse in Ballymount Dublin. *More recently, K & L Deliveries Ltd have achieved accreditation under BS EN ISO 9002 and it is currently the IRHA National Haulier of the Year.*

Delivering at a Local Level

MONAGHAN BODYBUILDERS - LONGFORD

William Monaghan established his engineering providing a general engineering service and manufacturing steel products for the building industry workshop in 1985 with assistance at that time provided by the County Development Team. In the 1990's, William made a strategic decision to upgrade his manufacturing base in order to extend his product portfolio. *Capital assistance made available through Longford County Enterprise Board enabled the promoter to purchase some heavy grade equipment and extend his workshop. These investments were made at critical stages in the company's development and have helped the business to become one of the market leaders in Ireland in the manufacture of bodies for bread vans.* The enterprise now provides full-time employment to five people with each of them either qualified or currently serving a FAS apprenticeship. *This is a huge boost to a rural area such as Coolarty, offering local employment opportunities in an area suffering from long-term decline in agriculture, historically the predominant industry.* The enterprise now carries out work for most of the bakeries, both north and south of the border and has a reputation for quality and craftsmanship.

SILVER LINE CRUISERS LTD. - OFFALY

Situated on the river Shannon between the two great lakes of Lough Ree and Lough Derg the company was established by Brendan and Mary Smyth in 1970. The cruising company operated initially with a fleet of just two boats but has now grown to 50 cruisers and three large floating jetties. Not only a husband and wife team but also their daughter Barbara and Morgan Smyth who are guiding the new wave of

business development including a website with virtual tours and online booking facilities. In addition to its impressive fleet of luxury cruisers, the company also operates two waterbuses for day trips to Clonmacnois. The Smyths are founder members of the Irish Boat Rental Association and also provide a boat/cruiser maintenance service. A new visitor reception centre was constructed at the Banagher Marina six years ago with grant assistance from the Enterprise Board and the terminal building has a wide range of customer facilities on site, which has attracted much favourable comment. The company continues to grow its business, which assists the local economy by attracting large numbers of overseas visitors to the area thus enhancing an already vibrant tourism product in Offaly. The Smyths are founder members of the Irish Boat Rental Association and also provide a boat/cruiser maintenance service. A new visitor reception centre was constructed at the Banagher Marina six years ago with grant assistance from the Enterprise Board and the terminal building has a wide range of customer facilities on site, which has attracted much favourable comment. The company continues to grow its business, which assists the local economy by attracting large numbers of overseas visitors to the area thus enhancing an already vibrant tourism product in Offaly. Silver Line Cruisers Ltd was the winner of the 2003 Offaly County Enterprise Awards. At the awards ceremony, Brendan Smyth thanked the Offaly County Enterprise Board for assistance received over a number of years including a capital grant in 1996 of €31,700 for a Visitor Centre and Reception area, and more recently, a capital grant of €10,400 in 2003 towards the provision of a rescue service. Mr Smyth also spoke of the benefits derived for his company from participation in a range of management and other training programmes.

Appendix I

35 County Enterprise Boards

Carlow County Enterprise Board

98, Tullow Street,
Carlow.
Phone: 059 -9130 880
FAX: 059 -9130 717
www.carlow.ie

Clare County Enterprise Board

Enterprise House, Mill Road,
Ennis, Co. Clare.
Phone: 065 - 684 1922
FAX: 065 - 684 1887
www.clareceb.ie

North Cork County Enterprise Board

26, Davis St. Mallow,
Co. Cork.
Phone: 022 - 43235
FAX: 022 - 43247
www.theenterpriseoffice.com

West Cork County Enterprise Board

8, Kent Street, Clonakilty,
Co. Cork.
Phone: 023 - 34700
FAX: 023 - 34702
www.wceb.ie

Dublin City Enterprise Board

17, Eustace Street,
Dublin 2.
Phone: 01- 677 6068
Fax: 01- 677 6093
www.dceb.ie

South Dublin County Enterprise Board

No. 3, Village Square, Old Bawn Road,
Tallaght, Dublin 24.
Phone: 01 - 4057 073
FAX: 01 - 4517 477
www.sdenterprise.ie

Galway County/City Enterprise Board

Wood Quay Court,
Wood Quay, Galway.
Phone: 091- 565269
FAX: 091- 565384
www.galwayenterprise.ie

Kildare County Enterprise Board

The Woods,
Clane, Co. Kildare.
Phone: 045 - 861707
FAX: 045 - 861712
www.kildareceb.ie

Cavan County Enterprise Board

Cavan Innovation & Technology Centre
Dublin Road, Cavan
Phone: 049 -4377 00
FAX: 049 - 4377 250
www.CEB.ie

Cork City Enterprise Board

I-2, Bruach na Laoi,
Union Quay, Cork.
Phone: 021 – 496 1828
FAX: 021 – 496 1869
www.corkceb.ie

South Cork County Enterprise Board

Unit 6a, South Ring Business Park,
Kinsale Road, Cork
Phone: 021- 497 5281
FAX: 021- 497 5287
www.sceb.ie

Donegal County Enterprise Board

County Enterprise Fund Business Centre,
Ballyraine, Letterkenny, Co. Donegal
Phone: 074- 9160 735
FAX: 074- 9160 783
www.donegalenterprise.com

Fingal County Enterprise Board

Upper Floor Office Suite, Mainscourt,
23, Upper Main Street, Swords, Co. Dublin
Phone: 01- 8900 800
FAX: 01 - 8139 991
www.fingalceb.ie

Dun Laoghaire/Rathdown County

Enterprise Board, Nutgrove Enterprise
Centre, Rathfarnham, Dublin 14.
Phone: 01- 4948 400
Fax: 01- 4948 410
www.venturepoint.ie

Kerry County Enterprise Board

County Buildings, Ratass,
Tralee, Co. Kerry
Phone: 066- 7183 522
FAX: 066- 7126 712
www.kerryceb.ie

Kilkenny County Enterprise Board

42, Parliament Street,
Kilkenny.
Phone: 056 - 7752662
FAX: 056 -7751649
www.kceb.ie

Laois County Enterprise Board

IBS House, Dublin Road,
Portlaoise, Co. Laois.
Phone: 0502 - 61800
FAX: 0502 - 61797
www.laoisenterprise.com

Limerick City Enterprise Board

The Granary,
Michael Street, Limerick.
Phone: 061 - 312611
FAX: 061 - 311889
www.limceb.ie

Longford County Enterprise Board

38 Ballymahon Street,
Longford.
Phone: 043 - 42757
FAX: 043- 40968
www.longfordceb.ie

Mayo County Enterprise Board

McHale Retail Park, McHale Rd.,
Castlebar, Co. Mayo.
Phone: 094 - 9022 887
FAX: 094 - 9024 416
www.mayococo.ie

Monaghan County Enterprise Board

M.TEK Building
Knockaconny, Monaghan.
Phone: 047 - 71818
FAX: 047 - 84786
www.mceb.ie

Roscommon County Enterprise Board

Abbey Street,
Roscommon.
Phone: 090-6626 263
FAX: 090-6625 474
www.roscommon.ie

Tipperary (NR) County Enterprise Board

Connolly St, Nenagh,
Co. Tipperary.
Phone: 067 - 33086
FAX: 067 - 33605
www.tnceb.ie

Waterford City Enterprise Board

Enterprise House,
New Street Court, Waterford.
Phone: 051 - 852883
FAX: 051 - 877494
www.waterfordceb.com

Leitrim County Enterprise Board

Carrick-on-Shannon Business Park,
Dublin Rd., Carrick-on-Shannon, Co. Leitrim.
Phone: 071 - 9620450
FAX: 071 -9621491
www.leitrimenterprise.ie

Limerick County Enterprise Board

County Buildings,
79/84, O'Connell Street, Limerick.
Phone: 061 - 319319
FAX: 061 - 319318
www.lcoeb.ie

Louth County Enterprise Board

Partnership Court, The Ramparts,
Dundalk, Co. Louth.
Phone: 042 - 932 7099
FAX: 042 - 932 7101
www.lceb.ie

Meath County Enterprise Board

Navan Enterprise Centre,
Trim Rd., Navan, Co. Meath.
Phone: 046 - 9078 400
FAX: 046 -9027 356
www.meath.com

Offaly County Enterprise Board

Cormac Street, Tullamore,
Co. Offaly.
Phone: 0506 - 52971
FAX: 0506 - 52973
www.offalyceb.ie

Sligo County Enterprise Board

Sligo Development Centre,
Cleveragh Road, Sligo.
Phone: 071 - 9144 779
FAX: 071 - 9146 793
www.sligoenterprise.ie

Tipperary (SR) County Enterprise Board

I, Gladstone Street, Clonmel,
Co. Tipperary.
Phone: 052 29466
FAX: 052 26512
www.southtippcoco.ie

Waterford County Enterprise Board

The Courthouse, Dungarvan,
Co. Waterford.
Phone: 058 - 44811
FAX: 058 - 44817
www.enterpriseboard.ie

Westmeath County Enterprise Board

Church Avenue,
Mullingar, Co. Westmeath.
Phone: 044 - 49222
FAX: 044 - 49009
www.westmeath-enterprise.ie

Wexford County Enterprise Board

16/17 Mallin Street Cornmarket
Wexford.
Phone: 053 - 22965
FAX: 053 - 24944
www.wexfordceb.ie

Wicklow County Enterprise Board

1, Main Street,
Wicklow.
Phone: 0404 - 67100
FAX: 0404 - 67601
www.wicklowceb.ie

Appendix I I

1993 - 2003

County Enterprise Board	Number of Projects Supported	*Jobs Summary			Total Value of Grants Paid €
		FT	PT	FTE	
Cavan	367	768	239	888	4,501,656
Carlow	405	843	370	1,028	4,152,892
Clare	529	992	534	1,259	3,919,886
Cork City	437	846	157	925	3,793,015
Cork North	176	511	19	521	1,892,394
Cork South	360	981	181	1,072	4,101,543
Cork West	370	620	264	752	3,505,359
Donegal	385	989	174	1,076	4,998,989
Dublin City	855	1317	76	1,355	7,810,697
Dublin Fingal	370	763	222	874	4,769,791
South Dublin	614	1077	283	1,219	4,201,636
Dun Laoghaire Rathdown	592	732	162	813	5,873,976
Galway City & County	947	1278	221	1,389	4,856,910
Kerry	583	830	601	1,131	5,746,074
Kildare	401	731	180	821	4,540,475
Kilkenny	487	663	154	740	3,365,927
Laois	420	846	176	934	4,253,102
Leitrim	460	446	102	497	3,829,126
Limerick City	446	915	158	994	3,698,133
Limerick County	465	945	147	1,019	3,476,204
Longford	481	723	239	843	4,653,774
Louth	390	957	162	1,038	3,107,554
Mayo	476	1006	242	1,127	3,438,614
Meath	439	872	211	978	4,768,217
Monaghan	313	732	295	880	3,169,322
Offaly	515	884	263	1,016	3,536,606
Roscommon	410	759	230	874	3,817,178
Sligo	474	718	362	899	3,762,948
Tipperary NR	327	556	183	648	2,711,965
Tipperary SR	398	829	172	915	3,630,622
Waterford City	517	851	233	968	4,706,360
Waterford Co.	400	558	135	626	3,267,899
Westmeath	460	917	385	1,110	3,549,607
Wexford	600	1123	369	1,308	5,271,636
Wicklow	353	814	314	971	3,813,174
Total	16,222	29,392	8,215	33,500	144,493,259
BMW	6,098	11,023	3,090	12,568	51,475,386
S&E	10,124	18,369	5,125	20,932	93,017,875

Appendix III

1993 - 2003

County Enterprise	Number of Training Participants			Total Value of Soft Support Expenditure
	Male	Female	Total	
Cavan	1,217	604	1,821	1,225,651
Carlow	1,253	1,326	2,579	1,193,193
Clare	1,502	1,877	3,379	1,677,356
Cork City	576	477	1,053	1,523,237
Cork North	83	67	150	503,651
Cork South	283	145	428	1,597,402
Cork West	949	1,309	2,258	1,459,088
Donegal	1,017	787	1,804	1,885,345
Dublin City	1,380	873	2,253	2,452,092
Dublin Fingal	713	621	1,334	1,695,170
South Dublin	1,326	1,482	2,808	1,901,879
Dun Laoghaire Rathdown	1,356	1,133	2,489	1,476,015
Galway City & County	2,149	1,437	3,586	1,201,371
Kerry	179	564	743	1,095,570
Kildare	864	1,589	2,453	1,532,026
Kilkenny	1,214	1,252	2,466	1,392,978
Laois	1,281	1,162	2,443	1,007,973
Leitrim	177	283	460	1,222,817
Limerick City	1,765	1,776	3,541	1,409,695
Limerick County	822	962	1,784	1,576,968
Longford	1,138	1,036	2,174	885,911
Louth	1,127	999	2,126	1,320,355
Mayo	918	862	1,780	1,374,684
Meath	1,752	1,639	3,391	1,902,593
Monaghan	775	571	1,346	1,104,165
Offaly	1,369	1,757	3,126	1,231,521
Roscommon	1,415	1,263	2,678	1,022,615
Sligo	635	507	1,142	1,127,879
Tipperary NR	1,248	2,108	3,356	1,466,576
Tipperary SR	1,031	1,047	2,078	1,342,656
Waterford City	1,127	872	1,999	1,414,777
Waterford Co.	618	537	1,155	1,421,683
Westmeath	1,031	1,347	2,378	1,187,250
Wexford	1,044	1,053	2,097	1,423,782
Wicklow	941	1,388	2,329	1,490,925
Total	36,275	36,712	72,987	48,746,847
BMW	13,983	12,702	26,685	20,887,018
S&E	22,292	24,010	46,302	27,859,829

*Data reported may depart from previously published data due to revisions made to data or changes in the classifications of CEB clients covered by the Review

This Report will be available on the Local Enterprise Section of the Department of Enterprise, Trade and Employment Website: www.entemp.ie

