



**Report of the MSDUK 2010 Conference  
Knowledge Forum  
5<sup>th</sup> October 2010**

Event organised by MSDUK  
At Lord's Cricket Ground, London

## Executive Summary

The Knowledge Forum took its cue from the MSDUK Conference theme “Get Inspired, Get Engaged, Get Connected”. With the intention of showcasing the best ethnic minority businesses in the UK and the forward thinking Corporations that have embraced them as suppliers and business partners, the speakers all added voice to a growing commitment to the supplier diversity agenda.

Aaron Dent, gave an encouraging Keynote Address, highlighting clearly why supplier diversity makes business sense for Merck Sharp & Dohme to reduce costs, increase revenue and leverage innovation. When there is strong leadership and active championing, a supplier diversity programme can achieve huge, tangible business benefits, strengthening local communities and employee retention, building whole new customer bases and making a significant impact on the bottom line.

The morning’s plenary session contained a wide variety of informative, entertaining, inspirational and important messages. From understanding what makes Asian entrepreneurs tick; to why Global Corporates and Innovative African SMEs should collaborate; an update on the new Equalities Act in the UK; and a new standard in sustainable procurement; and finally the impact of the public sector push for Supplier Diversity with views from both client (Department for Work & Pensions) and supplier (British Telecom).

A lively networking lunch was followed by a number of interactive seminars, offering choices for ethnic minority entrepreneurs and Corporate members alike. These sessions encouraged a great deal of interaction between delegates to consider the key essential attributes of great suppliers and EMB entrepreneurs, and the secrets to achieving a successful supplier diversity programme in a corporate organisation. By the time Sara Todd led the vote of thanks to close the Knowledge Forum, there was already a palpable frisson of anticipation for the Awards Reception and Dinner event which was to follow – with a number of the EMB finalists getting both nervous and excited for the evening ahead.

## Background

Minority Supplier Development UK (MSDUK) works continually to open doors for ethnic minority businesses to new business opportunities with Corporate buyers whilst at the same time working with large corporate organisations in the UK to introduce a largely untapped supplier base to them. Using a demand-led model enables a very pragmatic solution which benefits both buyers and suppliers, making real opportunities available to innovative and high quality suppliers and bringing a range of benefits to the Buying organisation.

The purpose of this landmark Conference on Supplier Diversity was not only to showcase some of the best EMB (ethnic minority business) talent in the UK, but also to share ideas and best practice which will enable larger public and private organisations to escalate the effectiveness of their own Supplier Diversity programmes. We believe that there needs to be a two-sided commitment to achieve success: EMBs must provide excellence and a world class service along with innovation, responsiveness and competitiveness; Corporates must take active steps to challenge their internal approach to procurement processes and champion diverse businesses as a way of achieving mutual benefit.

The overall theme of the Knowledge Forum was “Get Inspired, Get Engaged, Get Connected” – and the variety of plenary speakers and seminar topics on offer ensured that there was something to inspire, engage and connect with all the delegates.

The format for the day was based on Plenary sessions prior to lunch, including a Keynote Speaker who set the tone for the day. After lunch, breakout sessions were in seminar format to encourage contribution from all attendees and the chance to learn new skills and ideas. A final vote of thanks brought all the delegates back to the Thomas Lord Suite of the venue. Full agenda included at Appendix A

**Welcome Address:****Mayank Shah, Director, MSDUK**

“A dream come true” was how Mayank Shah described the emergence of MSDUK. A vision becoming reality, where ethnic minority businesses had an opportunity to be seen on the world stage and Corporate members could take steps to achieve their supplier diversity goals. In the eight years since the organisation had started, there has been tremendous growth in capability and capacity, and for this he gave sincere thanks to suppliers, members and sponsors.

Supplier Diversity is nothing less than a business imperative. For any Global organisation there is a need to attract the best suppliers and the best people, and this can only become a reality through diversity, and widening the pool of talent that is seen. Mayank reiterated the benefits of the EMB small business community – refreshing, bringing innovative and creative solutions, new ideas and new ways of doing business – whilst noting that EMBs must take their part seriously too: making the effort to demonstrate capability rather than expecting favours.

Mayank recognised the importance of the leadership and successes in the US market which had been introduced into the UK organisation. The connections, sponsorship and guidance of these procurement “movers and shakers” had had a significant impact on the growth of MSDUK itself. He expressed his gratitude for this continued support, and specifically thanked the Platinum, Gold, and other sponsors of the MSDUK Conference 2010.

**Keynote Speaker****Aaron Dent, Vice President of Indirect Procurement, Merck Sharp & Dohme**

“Why is Supplier Diversity important? Simply put, it makes business sense”

Right from the start, there was no mistaking that Aaron Dent is a true advocate of the business benefits achievable through Supplier Diversity. His own background includes a range of senior leadership and procurement roles within influential Corporate organisations (see Speaker notes in Appendix B) and with responsibility for supplier sourcing and supply management he has enabled these companies to achieve \$millions in savings. Part of that is a direct result of understanding the value of diversity.

Merck Sharp & Dohme provides healthcare solutions for people and animals. During the last 12 months there have been huge changes arising from a merger in the US meaning that turnover is now approx \$46 billion. Following society’s demographic shifts they have understood that their customer base is becoming more mixed (African American, White, Hispanic etc) and that the communities where they do business are changing. So a policy which supports CSR, diversity and inclusion, which has a positive benefit on their employees and their customers, and which helps MSD to win government contracts in the US, in effect is a no-brainer.

To demonstrate his point, Aaron gave us three case studies which illustrated how MSD had used a supplier diversity approach to achieve broader corporate benefits. These included an Outsourced Managed Service for temporary labour recruitment; working with local EMB graphic design agencies to produce the low-complexity artwork they needed for packaging (achieved a 65% reduction in costs); and choosing Integrated FM companies (Jones Laing Lasalle in the US, Johnson Controls in Europe) who undertake the 40% spend commitment with Diverse suppliers on behalf of MSD to manage the supply chain requirements.

Aaron recognised that in order to achieve the benefits, there must be a senior level leadership commitment championing supplier diversity and an understanding that it takes time to achieve real successes. Right from the start there must be an inclusive procurement process which embeds actions to create a larger diverse pool of potential suppliers. Without this strategic sourcing action, any diversity of outcome will be accidental rather than directed. He advocated the benefits of partnering with key organisations to assist with sourcing (e.g. MSDUK) and to go beyond thinking purely about spend, considering also training and development work to focus on growth and sustainability in the business benefits.

At the close of his Keynote Address, Aaron left us with three key messages:

- Believe in, and communicate, the supplier diversity message
- Accelerate, integrate and embed diverse sourcing strategies
- Be willing to step outside of your comfort zone to achieve the best results

**Plenary Session:**

Facilitated by Lesley Potts, Cummins Ltd, MSDUK Board Member

The delegates were shown a short video to highlight the skills, experience, dynamism, creativity and integrity of a number of MSDUK EMB members including Catering2Order, Media Reach, Pack it Right, Microfresh and Metro Design. Following this, five speaker slots covered a broad range of topics affecting all aspects of supplier diversity.

**1. The Changing Face of Business in Britain**

Ethnic Minority owned businesses are perhaps the fastest growing entrepreneurial group in the UK today. And unlike the traditional image of community-specific service and product providers, or small family run retail outlets, the new wave of ethnic minority entrepreneurs are innovating in all sectors and spearheading the global push to increase two way trading opportunities for the UK. The two eminent speakers, Dr Spinder Dhaliwal and Marilyn Comrie OBE, showed a picture of success emerging from the EMB community, demonstrating both the changing nature of business focus from 1<sup>st</sup> to 2<sup>nd</sup> and 3<sup>rd</sup> generation ethnic minority entrepreneurs and also pointing the way to future collaborations between transnational corporations and small, innovative and agile suppliers.

**The Asian Phenomenon**

Dr Spinder Dhaliwal

As the author of “Britain’s Richest Asians” and “Making a Fortune – Learning from the Asian Phenomenon”, Dr Spinder Dhaliwal is well-placed to give us accurate narrative accounts of the achievements and routes to success of some of the most notable Asian entrepreneurs operating in Britain today. These included Surinder Arora, Firoz Kassam, Dr Kartar Lalvani, Sir Gulam Noon, Dinesh Dhamija, Perween Warsi and Vijay & Bhikhu Patel. Each has their own distinctive story of achieving their goals, overcoming adversity, changing and innovating in their marketplace and putting in huge amounts of time and hard work.

Dr Spinder noted a number of changes to mainstream business culture which were prompted by the Asian phenomenon, none more notable than the move to a 24-hour working day, stemming from a mentality of “always open for business”. Historically, British Asians (drawn primarily from East Africa, India and Pakistan) were culturally comfortable pooling resources, drawing on community and family networks to achieve results, and this ethos has provide a supportive environment for many of the first generation success stories. The early migrant Asians actively took control of their working environments, choosing to escape from the traditional model of taking low paid factory and menial jobs, and instead choosing entrepreneurship and routes which enabled the family to stay together. Retail became the obvious choice for many. The motivators for these first generation entrepreneurs were tied up in survival, and a drive for creating opportunities for education and more choices for their children. Hence, the three key factors of entrepreneurial success were in place: control of working environment; supportive networks; drive for success.

Over the years, second and third generation Asian's have continued to achieve success, driven in part by a culture of determination, commitment to hard work and innovation in working practices. What has changed though are the sectors that these businesses are operating in – moving away from traditional retail, food and manufacturing, and into IT, fashion, media and technology. The motivators too are changing with each successive generation with less emphasis being placed on survival and creating education opportunities for their children. Networks continue to play an influential role in achieving success, and the role of Asian Women is often as a silent contributor, hidden from view but providing a pivotal foundation for the management of growth.

### **African Caribbean Business UK Report**

Marilyn Comrie, OBE  
CEO, LeaderGen Ltd

LeaderGen provides transformational leadership, mentoring and coaching to growing businesses, and its charismatic CEO demonstrates the company's flair for seeing the world from alternative perspectives in order to generate solutions. Current projects include the pioneering work she is engaged in for the Foreign & Commonwealth Office to increase two-way trade with Kenya: after only 6 months this has generated £20million worth of contracts, a 18,750% return on investment.

Marilyn started by giving an update on the position and strength of African Caribbean businesses in Britain. In Britain, the numbers of African Caribbean businesses is increasing with around a third in female ownership. These business leaders have strong aspirations to growth and a keen desire to capitalise on language skills and contacts to explore global opportunities. The African Caribbean Business UK Report is the first published report looking at the distinctive development needs of these businesses in the UK and is based on a three month intensive study and 1-2-1 interviews with business owners and delivery organisations.

In the context of supplier diversity, the business drivers for large organisations are to gain and maintain competitive advantage, whereas for many smaller businesses the driver is to compete to be unique in order to enhance their market share. With this in mind, Marilyn focussed her account on the value and innovation that can be found by working with small and diverse businesses. The key message was aimed at both Corporate attendees and SME owner managers:

*...there is a subtle shift in working relationships happening, and it's a phenomena to be encouraged. Instead of a classic supply chain relationship where the "big fish" buyer feeds the "small fish" suppliers, real business success and innovation is being built where the two parties come together in a spirit of collaboration. In the new model, it's all about the small fish feeding the big fish, through knowledgeable input, innovation and generating ideas for new ways of working.*

For Corporates, valuing and harnessing the innovation potential inherent in cultural and racial differences is the key to gaining or maintaining global competitive advantage. Marilyn cited as an example Nokia's recent sponsorship of a design competition in Kenya to find the best idea for a new mobile product. This prompted huge local interest from businesses who are often the end-users of Nokia's products, and with it a fantastic range of responses. By investing \$1M in the winning company, the SME gained capacity and structural growth benefits, whilst Nokia was able to create products inspired by their Kenyan customers.

## **2. Repositioning Supplier Diversity within Corporate Social Responsibility and the Sustainable Procurement Agenda**

Shaun McCarthy  
Director, Action Sustainability

With a change of pace and style, Shaun McCarthy the Director of Action Sustainability and Chair of the Commission for a Sustainable London, gave us an upbeat and whistlestop presentation with a serious purpose – challenging our assumptions about sustainability and introducing the new British Standard for Sustainable Procurement (BS8903).

Taking just a few examples, Shaun challenged us to guess which of two cars (the hybrid Toyota Prius and the gas-guzzling Hummer) had the highest carbon footprint, and whether the Conference bag (organic jute) or supermarket plastic bags were the worst offenders on the environmental sustainability agenda. The answer in every case is “it depends” since sustainability can be measured in many different ways, isolating specific elements (e.g. carbon, water use, energy use) or considering whole life costing (including the supply chain elements and disposal) or even whether we only consider the impacts that happen nationally as opposed to globally.

In order to provide guidance for sustainable procurement practice, the BS8903 has been developed, currently a British Standard which may become the foundation of an International “ISO” standard. The framework guidelines are applicable to both existing (e.g. carbon) and future potential priorities (e.g. water), and importantly the standard recognises that each organisation will have their own drivers and reasons which guide their behaviours for adopting sustainable procurement practices. For some, the driver is the business case – gaining and maintaining a competitive edge which will drive sales into new markets and achieve cost savings through an effective supply chain. For others the driver will be legislative compliance, costs, perceived or actual risks, clients, customers and employees. No matter what the ultimate driver is, utilising a diverse supply chain is a significant way to deliver sustainability, whether it's delivering on an organisational objective or simply mitigating a risk.

As an example, Shaun cited Marks & Spencer's “Plan A” approach (because there is no Plan B). They have achieved a carbon footprint reduction of 17% by responding to the way their customers wear, wash, dry and iron their clothes, and by working with their supply chain to produce garments that have a reduced need for tumble-drying and ironing.

A second exemplar project which pushes the supply chain in order to deliver results, is that achieved by Transport for London on the East London line extension project. All major contractors, tier 1s & 2s particularly, were pushed to have a Supplier Diversity Plan in place within specific timeframes and to implement a monitoring, measuring and reporting facility to demonstrate their activities. Against the advice of more cautious advisers, strong leadership and responsibility was provided by the then Mayor of London (within whose governance TfL sits) and the project has benefitted tremendously as a result, making significant impacts on carbon reduction and workforce diversity and local business involvement.

To conclude, Shaun pressed us to be clear about our plans for Supplier Diversity and our motivations for achieving it within a business objective, answering in particular the question of whether we wanted sustainable suppliers, a sustainable supply and supply chain, or both. Recommendations include:

- **Be aware of the issues** – sustainability is a constantly evolving agenda and it takes time to address issues in complex supply chains.
- **Understand why** – if you are not doing this to mitigate a risk or to achieve an organisational objective, you should probably think again.
- **Understand your impacts and risks** – a robust analysis will lead to a clear understanding of what you are trying to achieve and why
- **Understand your supply chain** – good purchasers should already know where excessive costs may lie, but also consider where excessive risk and environmental impacts may be found
- **Make a plan** – Plan for the medium/long term and take your suppliers and stakeholders with you. Do not be tempted to find a “one size fits all” solution.

### 3. Call for Positive Action: Impact of the Equality Act 2010

Audrey Williams  
Partner, Eversheds

Since the Equalities Act 2010 received Royal Assent in April this year, there has been a lot of misunderstandings and apprehension about the extent of changes and impacts on employers and other public and private organisations. Now that the first aspects have come into force in the UK, as of 1st October, the need for clarity and guidance is even more important. Audrey Williams, a Partner with Eversheds, gave us a clear and helpful overview of the key clauses of the Act and their respective requirements, explaining the terminology and the relevant dates when each element would be brought into effect.

The main purpose of the Act was to broaden the protections previously available within discrimination law, and to harmonise the legislation related to each of the protected characteristics – age, disability, gender re-assignment, married/civil partner status, pregnancy/maternity, race, religion/belief, sex, sexual orientation.

One of the new liabilities introduced by the Equalities Act is an employers' liability for third party harassment of a member of their staff. Harassment is defined as "unwanted conduct **related** to a relevant protected characteristic". The employer has a responsibility for managing their work environment to ensure that employees are not subjected to harassment from other employees, suppliers or customers. In effect, the employer has an obligation to verify that **their suppliers** for example, are providing appropriate training for staff to ensure that employees are not the subject of harassment.

Positive Action was also singled out in the Act to specifically allow for **proportionate** voluntary measures to overcome perceived disadvantage or to meet specific needs based on protected characteristics. This can include training, publicising opportunities within specific groups to encourage applications or other steps to achieve these ends. The proportionality test is new, and requires a careful look at the aims and evidence to justify the action. In general, it must be reasonably thought that people who share a protected characteristic have different needs or suffer a connected disadvantage or that their participation in an activity is disproportionately low. Where this is reasonably thought to be the case then the action taken must be a proportionate means of meeting those needs and enabling/encouraging people to overcome or minimise the disadvantage or participate in the relevant activity.

The Equalities Act 2010, also outlines the proposed Public Sector Equality Duty which is aimed to come into effect as of April 2011. This single equality duty would replace the existing three duties (around Race, Sex and Disability) and potentially be extended to those carrying out public functions who are not themselves public bodies – for example outsourced service providers. Currently under consideration as to the final version, it is likely that the public sector equality duty will also carry with it requirements for setting objectives, measuring and monitoring effectiveness and implementing the duty through broader procurement and employment channels.

A number of the more contentious issues (transparent reporting of gender pay gap, "tie breaker" provisions for preferring a candidate from a disadvantage group in recruitment and promotion scenarios etc) have not yet been timetabled.

#### **4. Public Sector Push and the Risk of Ignoring Supplier Diversity**

Hayley Addison, Sustainable Procurement Team  
Department for Work & Pensions

The final session of the morning was a two-hander with Client (Department for Work & Pensions) and Supplier (British Telecom) giving their respective views on the impact of the Public Sector Push for Supplier Diversity. As a public body, the core strategic objectives for DWP are linked to equality & diversity, i.e. to maximise employment opportunities for all, and to promote equality of opportunity for disabled people. There is a recognition that strategic social and economic benefits arise from diversifying the supply chain, so they use

their £4.6bn budget (around 12% of Govt civil spend) to leverage impacts which reduce the ethnic minority employment gap and enhance overall sustainability.

DWP have a mandatory risk assessment process in place as an early stage of every procurement process. Wherever possible, contracts are broken into smaller lots to encourage more diversity in their direct supplier pool. Where larger contracts are required the emphasis is placed on first tier suppliers to show evidence of their efforts to promote diversity and to ensure that their supply chain is diverse. In tender specifications, bidders are encouraged to consider how a more diverse supply chain could potentially improve their capacity to deliver a contract.

Further, DWP's standard terms and conditions now include a Diversity & Equality Requirements Schedule. Contractors are expected to provide details of what proportion of their sub contracts are Small & Medium Enterprises, Ethnic Minority Enterprises and Black Minority Enterprises within six months of contract start. This information is then monitored by DWP contract managers to encourage the contractor to improve their supply chain diversity wherever possible, over the life of the contract and to push the requirements further down the chain as appropriate. Support to achieve this is provided through the Supplier Charter which was launched in October 2009 to DWP's critical 59 suppliers (first tier) which includes BT.

Pam Farmer, BT

For BT, accessible products and services have been a core delivery aim, for almost a decade. They have sponsored and supported the development of the Inclusive Design Toolkit and provided awareness training for thousands of software designers.

The public sector represents an enormous element within BT's existing and prospective customer base, so when they were asked by DWP for details of how they were promoting diversity, they were delighted to see the synergy between their existing commercially driven actions and the stated customer requirements. DWP's Supply Chain review included questions such as:

- How do you promote diversity and equality in all areas of employment and service delivery?
- Can you provide evidence of your ability to provide accessible solutions?
- How do you provide training on diversity for staff and suppliers?
- What monitoring do you carry out to assess impacts of your work in relation to diversity and equalities?
- What plans do you have for future actions?

Prompted by the DWP requirement, BT went down 6 tiers of its supply chain to understand what supplier diversity actions were in progress. Having previously faced an uphill struggle for many years to achieve absolute commitment to the Diversity agenda, BT's diversity team have now found a greater traction within the procurement community because of the (public sector) customer push. This has helped to "prove" the business case as a driver for

supplier diversity and increased interest in further strategic and tactical innovation in response to customer requirements. As a result, BT now puts an accessibility clause in all its own supplier contracts, providing additional training and support to suppliers to enable achievements. They are also more confidently choosing smaller suppliers to help them innovate and remain in the forefront of service provision in their industry.

Pam added a final note about the importance of being seen to Walk the Talk – BT is a sponsor and business partner to London 2012, the Olympic & Paralympic Games. They recognise that at any point up to, during and indeed after the Games they may well be called upon to show evidence of their commitment to diversity in employment and supply chains. As and when that happens, they want to be able to answer confidently to tell their story, based on real information and actual numbers.

## Questions to the Panel

Facilitated by Leslie Potts, Cummins

Q: to Aaron Dent

**“What is the percentage spend of Merck Sharp & Dohme with minority suppliers? How do you measure & track Tier 2 spend”**

A: Aaron Dent

The responsibility for both setting targets and managing spend with minority suppliers is the remit of Jackie La Joie, our Supplier Diversity Director. We require all our large suppliers to report quarterly on their spend with Diverse suppliers as part of a contractual requirement.

A: Jackie La Joie

From January to October 2010, we currently have a spend of 7.2% with minority suppliers.

Q: to panel

**“Given the impending cuts as part of the Comprehensive Spending Review, where do you see the role of the public sector going forward – will the agenda be less supported; will the private sector pick up the challenge?”**

A: Audrey Williams

Despite the cuts, the push by the public sector for the private sector as their key supplier to achieve results will continue, certainly at first tier level, for example the Law Society’s recently published charter. If anything, the Single Equality Duty enhances the public sector requirements, rather than lessens them.

A: Shaun McCarthy

Even after the most stringent spending cuts, the public sector still spends a huge amount of money and will continue to be a significant customer for the private sector. If anything, they will be demanding more innovation from their suppliers to gain competitive advantage and efficiencies. As long as the thinking can be kept away from political point scoring and into changing the way things are done, then the impetus should remain.

Q: to Hayley Addison

**“Please define SME, EME and BME and tell us if any certification is required to prove status of ownership”**

A: Hayley Addison

SME: Small & Medium Enterprise – follows the European definition of *less than 250 employees* and a maximum turnover of around £30million

EME: Ethnic Minority Enterprise

BME: Black Minority Enterprise

We have no certification requirements to verify ownership status

Q: to panel

**“How valuable is SME sector (including EMBs) to large businesses”**

A: Pam Farmer

When DWP asked questions about our supply chain, we took the opportunity to investigate our entire supplier base and discovered that almost 60% of our existing suppliers were SMEs including 9% self classified as a minority group, for example, women-owned, Black or Minority Ethnicity owned, LGBT (lesbian, gay, bisexual, transgender) or supported companies. We do not ask for “verification” of the company ownership status, and could only speculate if there is any appetite for this approach in the UK.

Of all our suppliers, we recognise that the SMEs offer particular value in terms of innovation and cost-consciousness for BT and this is of immense importance to us.

A: Marilyn Comrie

In the context of how valuable are SMEs seen by large organisations, I would point to a regeneration project that is underway in a white working class area of Manchester. One of the “Big 4” financial consultancy firms has created a holistic project to bring together public spending and business mentoring to regenerate this area. The consultancy recognised that they were in danger of being perceived as not offering value for money, so they are now promoting this model as a way to express the benefits that they can bring. Hence, the beneficiary SME businesses are also valuable to them as supporters of their work.

A: Shaun McCarthy

As a side issue, many minority and diversity-owned SME businesses experience nervousness about trading outside their comfort zone (e.g. local) or outside of their community (often Asian to Asian, or Chinese to Chinese) or even outside of their “size” e.g. with other SMEs. Part of the role of large organisations is to “make it ok” for these businesses to aspire to operate and sell to larger businesses to redress the perceived barriers.

Q: to DWP

**“Most public organisations are putting contracts out to Prime agencies with more or less levels of transparency about how they will work with their supply chain. Often the tier 2s are working at less than 40% of the rates that are being spent with the main contractor. Is there an issue with legality here? How does this pattern fit with your equalities stance?”**

A: Hayley Addison

At DWP we do try to engage with actual suppliers (sub-contractors) whenever possible in order to get feedback about contract delivery, including whether they’re being paid on time by main contractors, and how they’re being treated in the working relationship. If they’re

problems we do want to know about them, and Hayley offered to act as a conduit for any specific responses and issues.

Q: to Dr Spinder Dhaliwal

**“You gave us a fascinating insight into some of the success stories of the Asian community. Are there any common traits about how they achieved that success, and more importantly how they measure success themselves?”**

A: Dr Spinder Dhaliwal

The most common description of “how” was simply through hard work, persistence and determination. None of these were “get rich quick schemes” although a lot of them involved spotting a niche and working hard to supply it. Almost all these tales include an element of losing almost everything in order to them achieve success and build it back up again. Common to most is the element of sharing work amongst all family members.

Success is being measured through different factors:

Many typically are aiming to make profits and also to have a social conscience and community benefit as part of their business model.

For first generation entrepreneurs, success was and is measured in terms of their ability to provide education and career choices for their children’s and grandchildren’s future. The ability to attain honour and respect within the community and also make financial profits are key motivators.

For second and third generation EMBs the motivators are more aligned to the “BMW culture” – achieving comfort, education and lifestyle choices as a result of their financial successes.

Q: to panel

**“Capacity building is essential in order to develop the companies who will provide the innovations and flexible responsiveness to feed the large organisations. What’s the outlook for Corporate UK (UK plc) re: capacity building for these businesses?”**

A: Pam Farmer

BT started a supplier diversity programme in the late ‘90s including capacity building (for 30+ businesses) but at the time it wasn’t deemed to be effective. Hence there was a move toward providing Business Development seminars that were more generic and widely targeted at social inclusion for the SME community. Maybe now is the time to re-embrace the original idea to develop their future suppliers.

A: Shaun McCarthy

The biggest problem in the current climate is getting paid to deliver capacity building work. There are lots of willing delivery organisations, but very little financial support to deliver and capacity building programmes.

Q: to panel

**“What are your views on the importance of pricing versus supplier diversity issues when looking to award a contract?”**

A: Aaron Dent

For Merck Sharp & Dohme we use a balanced scorecard approach including assurance of supply, right product/right time, quality of service and product etc

For each category and contract, the weightings will vary depending on risk and will be assessed individually. In the rare event of a tie-break situation or where the choice is very close, we will choose a diverse supplier in preference, simply because in the majority of cases this will not be possible.

A: Shaun McCarthy

Often contracts will include a requirement for all potential suppliers to sign up to a Diversity & Inclusion charter, so that then price is a legitimate way of assessing the various supplier offers.

A: Pam Farmer

For BT, they are looking to pick the “best” based on a whole mixture of issues (including company size). By looking wider at the outset and recognising that there are many other potential suppliers who can open up competition, then this will create a more level playing field on price.

A: Hayley Addison

For the UK Government, price is important but the real driver is best value/value for money. Depending on the category this may account for up to 80% of the weighting but is more commonly around 60%. Other factors include quality, furthering the organisation’s objectives, capacity to deliver to a diverse customer base etc.

The Q&A session was drawn to a close with all panellists being thanked for their contribution and willingness to offer information and advice.

**Breakout seminars**

The afternoon session of the Knowledge Forum was dedicated to a mix of four seminars offering choices for ethnic minority entrepreneurs and Corporate members alike. The formats of each were different to maximise opportunities for learning, sharing best practice and to stimulate discussion. The four afternoon seminars were:

**Seminar 1**

**How to deliver an effective and sustainable Supplier Diversity Programme in the UK – group & panel discussion**

**Seminar 2**

**Key to Success: How Ethnic Minority Businesses Can Achieve Success**

Speaker – Ralph Moore

**Seminar 3**

**Globalisation of Supplier Diversity – benefits and challenges**

Speakers – Denise Coley, Cisco & Michael Robinson, IBM

**Seminar 4**

**What it takes to be a winning entrepreneur: How do you make your businesses larger, smarter and successful?**

Speakers – Saeeda Ahmed, Trescom Training, Daniel Taylor, Metro Design & Dan Barber, Standout UK

## Seminar 1

### How to deliver an effective and sustainable Supplier Diversity Programme in the UK – group & panel discussion

By way of introduction, facilitator Harish Bhayani stated that he was leaving it to each participant to decide what is meant by 'supplier diversity', for example;

- 'Minority' suppliers (e.g. BAME, women-owned)
- Local v regional v national suppliers
- SME (small medium enterprises) v large suppliers

**Format:** Four questions were posed. Two groups answered each. 20 minutes were spent in group discussion, then each group fed-back in 1–2 minutes

### Question 1: What are the key actions needed to make supplier diversity programmes effective and work in an organisation in the UK?

#### **Group 1: presented by Harry Stanton, IBM**

- Top-down approach; find business levers and imperatives and help organisations understand why supplier diversity is an issue for them
- Use of role models (e.g. DWP)
- Look for government to create momentum and provide an example; although not looking for legislation
- Internal communication
- Making diversity important to everyone in the firm
- Communicating that supplier diversity is a business imperative and not charity; the diverse marketplace is growing
- Join more networks and engage more people; bringing those with a common interest, together
- Lobby government
- Understanding the demographics around a facility in order to develop most appropriate programmes
- Find 'hooks'; for example based on region, geography etc

#### **Group 2: presented by Ian Harrison, EMDA**

- *Challenges:* sourcing decisions are being made on a global basis
- *Culture:* creating an outward-facing, diversity culture within corporate organisations enables success
- *Important:*
  - Strong commitment from senior managers and strong communication of message from them
  - Culturally relevant communication; targeting may need to be different in different countries (e.g. USA v UK) and even between regions
- The business case for supplier diversity varies between firms and needs to be tailored to specific needs
- There needs to be a sense of value to supplier diversity within the organisation

- Engagement of procurement is vital to embedding supplier diversity. It is a core business process. It is not about Corporate Social Responsibility (CSR)
- Make use of Diversity Committee or Board(s)
- Positive action is useful in promoting supplier diversity

*Harish's observations*

- Need to join up activity between departments within firms
- Firms need to be serious about workforce equality and diversity before they can tackle supplier diversity

**Question 2: Who are the key internal and external stakeholders and how can they be engaged to develop an effective case for supplier diversity?**

***Group 3: presented by Romeo Effs, Mittie Group plc***

*Internal*

- Leadership support: Board level, senior management level – as close to the risk register as possible, without being on the risk register!
- CSR team
  - These tend to focus on internal Equality & Diversity and environmental sustainability; can use E&D agenda to drive supplier diversity
  - Don't have influence on the supply chain
- Procurement
  - The buyers and decision-makers
  - Primary focus is on savings
  - Drive supplier diversity through the supply chain
  - Have supplier diversity as a key baseline in the sourcing process
- Staff
  - Must feel comfortable to recommend potential suppliers based within their own communities

*External*

- Our suppliers (1st tier)
- Our suppliers' suppliers (2nd tier)
- Public and government agencies that oversee public spend
- SEDEX, MSDUK, supported business organisations (e.g. BIZ) and other organisations that drive the supplier diversity agenda and that help to capacity-build diverse suppliers
- Client base: how can we learn from them? Encourage them to get on the 'supplier diversity bandwagon'.
- Organisations that have done this before; to share learning

***Group 4: presented by Yvonne, EEDA***

*Internal*

- Senior management
- Budget holders & procurers
- Workforce
- Shareholders

*External*

- Customers
- Suppliers & other businesses
- Other corporations

*Engagement strategies*

- Development of programmes;
  - Is an issue of education
  - Is an issue of cultural change
  - Requires delivery of educational programmes to certain stakeholder groups. Different stakeholders have different needs.
- There needs to be a 'golden thread' from top to bottom of organisation and everyone needs to know that it matters
- A strong, economic-based business case needs to be made
- Need to determine the business case; how does supplier diversity impact on the business?
- Need to measure impact
- Government needs to get involved, by raising awareness and promoting what infrastructure exists to advance supplier diversity
- There is lots of good practice. We need to promote this.

**Question 3: How can supplier diversity be aligned with strategic sourcing?*****Group 1: Presented by Gemma King, KPMG***

- By defining terms
- By defining ambitions
- By understanding where you are starting from and where you want to get to
- Understand that one fixed approach will not work across all sourcing categories
- Engagement is key; internal and external
- Invest in suppliers who don't supply to you yet, but who might do in the future, or might be 2nd or 3rd tier suppliers
- Develop potential suppliers prior to a REP process
- Build diversity down the supply chain; a multi-tier approach
- Practice what you preach! This is essential to enable buy-in

***Response 2: Delivered by John Taylor, Delphi***

- Firstly – know that they *can* be aligned
- Be upfront with your corporate commitment
- Educate stakeholders on the value proposition
- Plan early
- Have a broad perspective; involve tier 1 and 2

#### **Question 4: What would help organisations in the UK to accelerate the progress of supplier diversity?**

##### ***Group 3: Presented by Lesley Potts, Cummins Ltd***

The key issues and challenges that we face are;

- Establishing a process to link policies to outputs
- Modifying procurement strategies and policies; for example, so that they include diversity
- Communicating and sharing of understanding to internal and external stakeholders
- Measurement of impact; the ROI / Value proposition
- Managing/aligning supplier capabilities with corporate expectations

What would help;

- Understanding best practice
- Mentoring suppliers and supplier forums; learning and sharing knowledge
- KPIs as part of an organisation's dashboard
- Building diversity language contracts
- Activity in tiers 1 to 3, so that supplier diversity is driven through supply chain and traction is gained
- Awareness sessions with internal stakeholders

##### ***Group 4: Presented by Chanda Gibson, Goldman Sachs***

- A clear definition of what a diverse supplier is (e.g. SME, BAME)
- Government support and government-approved definitions
- A clear idea of the legal landscape
- Understand what customers are asking for and why, e.g.
  - £ savings
  - £ revenue generation
- Change supplier diversity from 'the right thing to do' to a business imperative
- Link and leverage the relationship to sustainability
- Certification of suppliers; government support and adoption / recognition of certification
- Educate suppliers on why they should become certified
- Capacity building of potential suppliers; but only once the overall supplier diversity 'infrastructure' is in place. Ideally, one place that companies could go to make sure that their foundation is firmly established, a toolkit on supplier diversity in the UK

*Harish's observations:*

- MSDUK have sent out a questionnaire to suppliers on database, asking what capacity-building support they need, so that can be sourced, wherever possible, from members.
- Too early for certification in the UK; no great appetite for it

## Seminar 2

### Key to Success: How Ethnic Minority Businesses Can Achieve Success

Speaker – Ralph Moore

Ralph Moore, President of RGMA Associates, shared a number of well-tested strategies and practical advice to help those present to become exemplar suppliers to the Corporate market. His clear message was about the necessity of understanding potential clients in order to become successful suppliers to them, and in practice this meant learning about positioning, collaboration and presentation in order to get an opening.

Often, we have less than 3 minutes to impress anyone in a new business situation, so having found an opportunity to meet with or talk to a potential Corporate client it's essential that you've done your research and thought carefully about what you're going to say and how you're going to say it. Connected to this, it's essential that you understand the big picture:

- What's going on outside of your business in the local, national and global market place?
- What factors are affecting your potential client?
- Is there an opportunity for industry consolidation in order to create a more impressive offer?

For many Corporates there is a trend toward strategic sourcing, centralising the procurement function and consolidating or outsourcing contracts to achieve massive cost savings. In addition, there's a trend toward using preferred supplier lists and framework models which close out new competition for fixed periods. In addition, there's extension to payment terms and the need for additional transaction security – all of which create barriers to entry for EMBs.

Ralph demonstrated visually the need for potential suppliers to move away from providing non-core products and services which can be provided by multiple suppliers, and towards a position where there are few other competitors and the products/services are core to the Corporates' needs. In this position, it is possible to begin forming strategic alliances and supplier partnerships with the buyer so that it is a mutually beneficial arrangement. Alliances like this enable an EMB to become a valued first tier supplier rather than picking up the scraps of second tier work.

One way to become a strategic partner, would be by strengthening your offer, range of services and capacity by teaming with other businesses. In order for teaming and collaborations to be successful it's essential that egos are checked at the door, that each participant brings something to the table, that objectives, roles and timetables are clearly defined and that there is candid and open discussion about all aspects of the arrangement. Without this, there will be nothing concrete to offer a potential Corporate buyer/partner. Ralph also gave a cautionary note about EMBs teaming with large organisations who are cynically choosing EMBs to "front" their offer so that they can use the diversity status as a means to win new business.

A key barrier for all potential suppliers is to help the buyers get over their "ENCUMBALITIS" – i.e., the inertia that persuades against replacing an existing supplier with someone new. Hence, EMBs must bring something new to the table, be visionary, smart and innovative. This need to go above and beyond the current availability should ring alarm bells with those who complacently believe that just because they are a small or minority company, they can expect to be taken seriously by the Corporate organisations!

Ralph then shared his "Nine Characteristics of Successful Corporate Suppliers"

1. Visionary, tenacious and insightful leadership
2. Compelling value proposition
3. Strategic business planning process

4. Customer focused marketing & sales
5. Exceptional operations
6. Superior human resources
7. Advanced technology
8. Savvy financial management
9. Gee whizz execution

Amongst these, he singled out leadership as having a significant importance. Corporate buyers place a great deal of emphasis on WHO is leading the company, and WHO makes up the senior management team and WHO the external advisory Board and mentors are. If they are considering doing business with a small business, it makes critical sense for them to understand the people involved, their personalities, attributes, operating style and characteristics.

Ralph also emphasised the need for re-investment in your business along with a dynamic business planning process for the EMBs. This means having a cycle which allows for planning, implementation, evaluation and re-adjustments in order to keep pace with global marketplace conditions and issues affecting their potential clients. In addition, he spoke about the need for realism and confidence within initial financial negotiations, as trying to re-negotiate payment terms or transactions at a later date would mean instant loss of credibility as a supplier.

To sum up, as a CEO of an emerging EMB business, you have a responsibility as a wealth creator within your community, acting as a conduit between grass roots and corporate environments. By strategically empowering yourself, your business and your employees you create wider economic benefits for your family and community for this generation and the next. As a successful business owner you can offer even more benefits to the Corporates whom you form strategic supplier partnerships with.

**Seminar 3****Globalisation of Supplier Diversity – benefits and challenges**

Speakers :

Denise Coley, Director of Global Supplier Diversity Business Development

Cisco

Michael Robinson, Program Director, Global Supplier Diversity Integrated Supply Chain

IBM

Both Cisco and IBM have over 30 years history of incorporating supplier diversity thinking into their business models in the US. However, the story is different when looked at from a global context.

The key messages from Denise and Michael were:

- aligning supplier diversity goals to the Corporate culture and business goals;
- not trying to apply a “one size fits all” solution in all regional contexts;
- utilizing all resources throughout the company and your supply chain to leverage results;
- and taking things one step at a time rather than trying to do it all at once.

Initially it's important to understand what we mean by supplier diversity – it's not about giving away contracts on the basis on ethnicity or other characteristic. Rather, it's about creating opportunities to maximise participation and competition to be your supplier. The benefits of supplier diversity are widely accepted to be gaining access to new ideas and different approaches, new markets and additional solutions.

In order for a supplier diversity programme to be successful, it must be aligned with corporate culture, so that there it can be incorporated seamlessly into achieving other business goals and objectives. By understanding the history and development of the company and its customers in an area, it will be easier to leverage resources from the whole of the organisation and its supply chain. For example, the customer base in a region may be the starting point for choosing a target ethnic or cultural group to search for suppliers from. A distribution or re-seller network may have contacts within certain communities or groups which can build a network of trust.

Looking at your existing programme, is there a written policy statement which forms the backdrop to a corporate commitment? Once this exists, it becomes easier to embed that policy within departmental and individual objectives, job roles and targets. If there is a corporate commitment then what resources (funding and headcount) are allocated to achieving the goals? Again, aligning that to achievable and tailored local initiatives will be more likely to achieve results, bearing in mind the differences in local culture, ways of working and etiquette (e.g. between China, India, UK and South America). Finding and appointing local advocates and champions and having effective regular communication is vital to the growth of a programme.

Goal setting must also be accompanied by measurements of progress, regular audits and reporting on results. The recommendation is monthly program measurement to get effective and realistic updates on actual progress. Quarterly or six-monthly measurements

rarely give an accurate reflection of activities or actions, and fail to provide the impetus to keep the program alive and moving.

Finally, consider whether your 1<sup>st</sup> and 2<sup>nd</sup> tier programs are two separate programs or part of the same. This will affect how your globalisation strategy will work in practice. Using your key suppliers to achieve buy-in from 2<sup>nd</sup> tiers to then promote and cascade the program can help it to develop additional momentum. Ultimately, supplier diversity is not complex, but it is hard work, and quick wins from “low hanging fruit” will bring a psychological boost internally as well as add credibility to external communications.

Final thoughts about best practice:

- be patient – a localised team may only have been doing it a couple of years whereas the US HQ may have 40+ years experience
- understand what to ask & what not to ask in each country, based on legal compliance and cultural acceptability and tolerances
- keep educating everyone in your workforce and your suppliers about what Diversity is, and what supplier diversity means to you. Even when you think the message is old and stale keep going, because there’s never enough information and education on the subject. Appoint local champions to keep the momentum going
- assign funding as an essential ingredient. It underscores the commitment and shows you mean business
- create a country-specific website to reflect the language, culture and corporation’s values about supplier diversity in that locality. Simple things like having the correct postal code formats, telephone country codes, personal titles and enough fields to capture relevant data are essential to create a credible image to potential suppliers
- follow where the councils are, such as MSDUK, as they will help with supplier sourcing
- measure accurately and regularly – otherwise there’s no way of knowing if your program is effective and achieving appropriate results

## Seminar 4

**What it takes to be a winning entrepreneur: How do you make your businesses larger, smarter and successful?** Facilitated by Harish Bhayani, PRM Diversity Consultants

Speakers:

Saeeda Ahmed, Trescom Training

Daniel Taylor, Metro Design

Dan Barber, Standout UK

Being an entrepreneur is about more than just starting a business or two, it is about having the attitude and the drive to succeed in business. Commonly, entrepreneurs are said to:

- Have an inner drive to succeed
- Have a strong belief in themselves
- Are always in search of ideas and innovation
- Are competitive with strong business ethics
- And above all has passion and desire to succeed

In this session, the three speakers shared their thoughts on what has made them successful and if being an entrepreneur from minority background gave them anything else which sets them apart from their mainstream counterparts?

### *Introductions*

#### ***Saeeda Ahmed: Director***

#### ***Trescom Training and Community Regeneration Company***

Saeeda is from Bradford, and established her business in 2001, when she was 23 and had just finished a University accountancy course. Trescom is an award winning socially conscious company delivering training and consultancy. The dream of Saeeda and her partners was to give people from diverse backgrounds the chance to thrive in the workplace. They perceived that public sector spend in this area was not effective and Trescom began to provide consultation services with 'hard to reach' communities so that interventions could be better designed and targeted.

Saeeda quickly realised that Trescom was well positioned not just to handle consulting, but also delivery. The company has since won around 75 contracts from Public Sector, Corporates, Universities, Colleges and Community Organisations – from delivering social enterprise training to social entrepreneurs across Europe to empowerment workshops for women in Saudi Arabia to Labour market programmes in the UK. Trescom helps organisations solve problems that don't have easy solutions. They have worked hard to build up credibility and invested in quality management systems and work successfully with all sections of the community.

Saeeda realised early on that they didn't know everything. Trescom, therefore, brought in specialists as Associates and Board members, and these new relationships, in turn, created new opportunities. Every new contract is perceived as an individual process, involving the building of relationships, the understanding of client needs, and being flexible enough to change if initial assumptions – and indeed, the client – were wrong. For example, Trescom

re-designed an entire project for an NHS Trust, at no extra cost, when the initial specification proved inappropriate. This has paid dividends, as it led to a strong relationship with that client and two new contracts.

Saeeda believes that success comes from having courage, having respect, listening and being flexible.

***Dan Barber: MD***

***Standout Design***

Standout is an integrated creative marketing agency. Standout creates ONLINE OFFLINE THINKING generating footfall, sales, traffic and conversion. Services include marketing strategy, packaging design, web design and online solutions, advertising creative instore point-of-sale. Standout Design's clients include Triumph International (the well-known lingerie firm), luxury hotel chains, Lindt and PepsiCo.

Dan left school at 16. He started work in the accounts department of a creative print firm, and within days was moved into the design studio. Dan's ambition is to take on the big agencies in London. He wants them to view Standout as a threat, and therefore to want to work with him. Through his clients, he already sits around tables with some of those big players.

Dan consistently drives his staff to add value to the client. He describes himself as "utterly commercial" and is seeking to grow his firm so that it is one of real significance.

***Daniel Taylor: MD***

***Metro Design Consultants***

Daniel used to be MD of the UK operations of a US corporate. He formed Metro 13 years ago to design and build office interiors, with the ambition of paying the bills and allowing him to spend more time with his kids. The company has grown from 2 employees to 40 and turnover is now £20m per annum.

Clients include Harley Davidson (including sites in Spain, France and South Africa), Disney and Adobe. Daniel targets his services at clients who have a problem; he describes Metro as "the SAS of design and build". As a commercial interior design & build company, Metro Design Consultants can provide a whole range of office refurbishment needs. Services include interior design, space planning, visualizations, project management, health & safety, estimating, build/construction and a full range of office furniture.

Following the introductions to the speakers and their companies, questions were invited from the floor:

Q: to panel

***“Is it true that hard work plus risk are the secrets of success?” (Harry Stanton, IBM)***

A: Dan Barber

Success is less about risk and more about having a ‘damn good proposition’, combined with innovation and application. He gives Apple and his local chauffeur/taxi service, Morgan Cabs, as good examples of organisations that are successful in this way. Both apply, throughout their whole operations, the values that they believe in.

Dan showed a slide which summarised the 8-10 elements that he believes a successful firm has to have. He attributes Standout’s successful relationship with PepsiCo to the fact that they have got to understand PepsiCo’s whole business, getting to know operations as well as procurement and marketing.

- Define the business proposition - *what do you do?*
- Establish your positioning - *where are you in the food chain?*
- Fathom your company’s USP(s) - *can be very tough*
- Communicate clearly, concisely, consistently *get the right face of the company*
- Multi level/person marketing approach - *a slow burning noise that’s not annoying*
- Exhaust but never give up - *don’t moan, don’t complain*
- Get the fit right and act like them - *observe and adapt*
- Become really easy to work with - *where do we send the PO?*
- Train, invest knowledge, share - *people, infrastructure, process, premises*
- Strive to be outstanding always - *Morgan’s Cars and Apple*

Standout is seeking to implement a consistent approach to everything, so putting systems and processes in place to achieve this. The company consistently seeks to add value; for example, by advising corporations on the most effective way to use social networking.

A: Saeeda Ahmed

For Trescom, success is about not allowing oneself to be moved sideways from the vision. Also, refusing to think about barriers and focusing on making a project a reality.

A: Daniel Taylor

Suggests that an entrepreneur needs to be a little crazy to be successful! He works 6am to 7pm and his best friend is the tax man. Daniel considers himself a risk-taker and a perfectionist. He wants to control his assets to deliver the best possible, final solution. He considers Lord Alan Sugar a role model for a successful entrepreneur, particularly his quality of being able to turn his hand to anything and work with all sorts of people. From a business perspective, you need to know what you are good at and deliver it.

Q: to panel

***“My department is part of a public agency and develops BAME access to skills. My funding is coming to an end. How would you advise me to find help to establish the department as an independent organisation?”***

A: Daniel Taylor

Networking with leaders in the BAME community, many of whom (including himself) spend significant time and money ‘giving back’ to their communities, including sitting on charity boards would help position the demand for a new organisation’s service. As an example, he mentioned the opportunity to identifying individuals from the JP Morgan Top 100 list and also offered his help to achieve this.

A: Saeeda Ahmed

She is a Director of the Venture Capital Fund, which is considering new social investment models for not-for-profit organisations. This requires organisations to have social aims and a business like approach. This may be a funding option. Saeeda further suggested collaboration and/or the seeking of contracts from government agencies who have similar remits.

Harish mentioned his experience of being on the Board of a Homelessness charity, which in these difficult economic times has recently merged with a larger charity with similar aims.

Q: to panel

***“When will you know that you have made it?”***

A: Daniel Taylor

He had initially gauged that he would be successful if he could retire at 50. He has just turned that age and is still working long, hard hours, so now he doesn’t know that answer!

A: Saeeda Ahmed

She has set a goal to help address world poverty. With these ambitions she feels unlikely to ever feel that she has ‘made it’. Such ambitions make it difficult to balance financial success with social purpose, within the organisation.

Q: to panel

***“What are you looking for from corporate firms and what advice can you give to them?”  
(Audrey Linton, P31 Consulting)***

A: Dan Barber

Standout is interested in dealing with serious, open people who are committed to building a relationship. He avoids cagey, risk-averse potential clients. There has to be a culture-fit. Relationships don’t happen overnight; it’s taken 2 years to develop the relationship with PepsiCo but Standout now work on several brands and – after delivering a pitch that was (in

the words of a procurement person) “a breath of fresh air in a sea of pretentiousness” – they are one of just 4 agencies on PepsiCo’s Packaging Roster (i.e. approved list).

A: Saeeda Ahmed

She seeks clear and honest feedback from the organisations she works with. She suggests that smaller firms seek to collaborate with corporates, not just supply to them; Trescom has been approached by corporates to help with delivery where they have limited capacity.

A: Daniel Taylor

Daniel looks for pre-qualification and tender processes that is appropriate for small businesses, for example, involving minimal form-filling. He would prefer companies *not* to use CompeteFor, as he believes it to be inherently, albeit accidentally, biased against smaller firms.

Geoff Pullan: GSK

Added to the discussion advising suppliers to react to negative news positively and to keep knocking on the door of Corporates. If they don’t require your products and services now it does not mean they won’t in the future and to always research the organisation, determining their needs before going for a meeting.

## Concluding thoughts

Sara Todd, Chairperson of MSDUK led the vote of thanks to close the Knowledge Forum, noting the contributions and achievements on the continuing journey towards effective supplier diversity.

The MSDUK Conference Knowledge Forum provided a great mix of speakers, viewpoints, information, ideas and practical suggestions for all attendees. The broad range of Corporate and entrepreneur delegates made for lively discussions and interchanges, helping both groups to get a deeper understanding of how to work with each other more successfully.

For many, the Knowledge Forum is another step on their journey to developing a more effective supplier diversity programme in their business in the UK; for others it was an eye opener about the expectations of buyers and a chance to get feedback from other entrepreneurs about what worked and what didn't work for them. This peer-to-peer learning will be an invaluable tool for many who are currently developing their capacity to deliver to a future Corporate client base.

In only 8 years, MSDUK has built a world class supplier development organisation, recognised and supported by Global and European corporations. With the support of a strong Board of Directors, there is an intention to continue this growth, spearheading the commitment to supplier diversity in the UK, and enabling EMBs to grow and develop into strong and capable suppliers. As part of the optimism for the future, all delegates and colleagues were warmly encouraged to return in two years time for the 2012 Conference, when hopefully supply chains will be richer, stronger and more diverse than ever.

Carol Hustler, TEDs Friend Ltd

18 October 2010

## Appendix A – Agenda

- 8:30-9:30 Registration
- 9:30-9:40 **Welcome**, Mayank Shah, Director, MSDUK
- 9:45-10:00 **Keynote Address - Supplier Diversity Makes Business Sense:**  
Aaron Dent, Vice President of Indirect Procurement, Merck Sharpe & Dohme
- 10:00-10:30 **Changing Face of Business in Britain:** Dr Spinder Dhaliwal, Author of Britain's Richest Asians (2002-2008) Marilyn Comrie OBE, CEO, LeaderGen
- 10:30-10:50 **Repositioning Supplier Diversity within Corporate Social Responsibility and the Sustainable Procurement Agenda:** Shaun McCarthy Director, Action Sustainability Chair, Commission for a Sustainable London 2012
- 10:50-11:10 Coffee Break
- 11:10-12:00 **Call for positive action: Impact of the Equalities Act 2010**  
Audrey Williams, Head of Discrimination Law, Partner, Eversheds LLP
- Public Sector Push and The Risk of Ignoring Supplier Diversity:** Pam Farmer, BT Hayley Addison, Sustainable Procurement Team, Department for Work and Pensions
- 12:00-12:30 Q&A: Facilitator, Leslie Potts, Cummins & MSDUK Board Member
- 12:30-13:30 Networking Lunch
- 13:40-14:30 **SEMINAR 1**  
**How to Deliver an Effective & Sustainable Supplier Diversity Programme in the UK:** Group & Panel Discussion Facilitated by Harish Bhayani, PRM Diversity Consultants
- SEMINAR 2**  
**Key To Success: Changing Procurement Processes and Practices – How Ethnic Minority Businesses Can Achieve Success:**  
Ralph Moore, President, RGMA Associates
- 14:40-15:30 **SEMINAR 3**  
**Globalisation of Supplier Diversity- benefits and challenges:**  
Ralph Moore, President, RGMA Associates Denise Coley, Director of Global Supplier Diversity Business Development, Cisco Michael Robinson, Program Director, Global Supplier Diversity Integrated Supply Chain, IBM
- SEMINAR 4**  
**What it takes to be a winning entrepreneur? How do you make your business larger, smarter and successful?**  
Saeeda Ahmed, Director, Trescom Training and Community Regeneration Company Daniel Taylor, MD, Metro Design Consultants Dan Barber, MD, Standout Design
- 15:40-16:00 **Closing Plenary & Vote of Thanks**, Sara Todd, Chairperson, MSDUK

## Appendix B Speaker Notes



**Audrey Williams, Partner, Eversheds LLP**

Audrey is a partner in Eversheds human resources practice and is national Head of the practice's Discrimination Law team. She has particular expertise in discrimination, harassment and equal pay. She has assisted clients in providing training to establish these policies within the work place, frequently undertaking reviews of equal opportunities, maternity, harassment, discipline, grievance and counselling policies.

Audrey has advised clients on a range of diversity issues as well as undertaking advocacy in large and complex tribunal cases, including class actions and claims of discrimination.

Audrey is described in Chambers and Partners as "superb at discrimination issues" and "exceptional in difficult tribunal cases - calm and incredibly responsive, she pulls out all the stops". Clients praise her for being extremely good at making very complex matters seem very easy.



**Ralph Moore: RGMA Associates, USA**

Ralph G. Moore, is President of Ralph G. Moore & Associates (RGMA), a Chicago-based management consulting firm founded in 1979. RGMA primary practice areas focus on minority business development and the blending of supplier diversity into corporate strategy. RGMA's 17 year relationship with the National Minority Supplier Development Council (NMSDC) has enabled the firm to have trained more supplier diversity and transformation management professionals than any other organisation worldwide.

A former accountant at Arthur Andersen & Co., Mr. Moore has been a key contributor to supplier diversity seminars throughout the United States as well as South Africa, Canada, France and the United Kingdom. RGMA has also conducted over 1300 one-on-one consulting engagements with emerging minority-owned businesses since 1979. Recent clients include Major League Baseball, Walmart, Aetna Insurance, ARAMARK, Nationwide Insurance Company, The Nielsen Company, Novo Nordisk, Penn National Gaming, the Illinois Department of Transportation and UBS.



**Shaun McCarthy: Director, Action Sustainability**

Shaun McCarthy is a leading advocate of sustainable business. His current portfolio includes:

- Chair, Commission for a Sustainable London 2012, a ground breaking assurance body directly advising the Mayor of London and Olympics Minister,
- Director, Action Sustainability, a social enterprise with a mission to inspire sustainable procurement,
- Environmental advisor, Transport for London, expert advisor to the

non-executive Health, Safety and Environment board,  
 • Senior advisor, Institute for Sustainability, a research based charity for sustainable solutions,  
 • Commissioner, London sustainable development commission, a strategic advisory body to the Mayor of London

Shaun has over 20 years senior management experience with large companies, mainly Shell and BAA. During his time with BAA, Shaun developed pioneering strategies for carbon management, sustainable construction and procurement; he also developed programmes in the mid-1990s to increase business participation by small, local and ethnic minority businesses.



**Dr Spinder Dhaliwal: Author of Britain's Richest Asians**

Academic and author Dr. Spinder Dhaliwal is a recognised and leading expert in her field. She is currently a lecturer at the University of Surrey where she heads the MBA Entrepreneurship and Creativity module and is Programme leader for the MSc in Entrepreneurship.

Dr Spinder has written extensively about the Asian business community and compiles Britain's Richest Asians in Success magazine for Eastern Eye reflecting her long held interest in the field. Her book, Making a Fortune - Learning from the Asian Phenomenon has just been released. She wrote the influential study "Silent Contributors - Asian Female Entrepreneurs and Women in Business" which highlighted this important, yet often neglected, issue of Asian women entrepreneurs. Her report for Barclays Bank entitled, 'Asian entrepreneurs in the UK' received global attention.



**Aaron D. Dent: Vice President, Indirect Procurement, Merck & Co., Inc.**  
 Prior to joining Merck in 2009, he was Managing Partner of Insight-DRB, LLC, a strategy, operations and supply management consultancy to private equity and other firms. He formerly served as Vice President of Supply Chain Management for Delta Air Lines, where he spearheaded their first comprehensive strategic sourcing initiative that resulted in more than \$500 million in cost savings over a three-year period.

With more than 20 years experience in supply management, Dent has held a variety of leadership positions with Honda, BMW, and Deere & Company, based both domestically and abroad.

Aaron currently serves on the board of directors of the Institute for Supply Management (ISM), the board of trustees of the Morehouse School of Medicine (MSM), and has previously served on the board of directors of the National Minority Supplier Development Council (NMSDC). He holds a bachelor's degree in Engineering from Michigan State University and an MBA from the Goizueta Business School at

Emory University.



**Marilyn Comrie, OBE, CEO, LeaderGen**

Radical new thinking and approaches are now the building blocks for effecting large scale transformation that deliver desired service improvements. Marilyn Comrie is the CEO and inspirational founder of LeaderGen, and consultancy which specialises transformational leadership and innovation. LeaderGen facilitates the shift in mindsets necessary to support leaders in the public and private sector to develop new perspectives around intractable problems - and innovate pragmatic solutions that work!

A dynamic entrepreneur and professionally trained coach, Marilyn is recognised as one of the foremost thought leaders in Europe in the areas of leadership and governance. She is one of the rising generation of younger business leaders set to command a prominent position in Europe, the USA and the world.

Leadergen is currently delivering a major trade development project to increase the two way flow of trade between Kenya and the UK which has generated £millions of contract opportunities for UK businesses. LeaderGen's mission is to become one of the major global brands for leadership

excellence within the next five years, with a distinctive reputation for equipping diverse business and public sector leaders with the courage, talents, and abilities to make their mark on the world.



Harish Bhayani is Principal of PRM Diversity Consultants UK, which he founded in 2001 after 18 years working at in large corporations such as Esso and Arthur Andersen. PRM's role is to help its clients to develop their unique diversity objectives and strategies and achieve them in a sustainable fashion. Harish has worked with clients extensively on supplier diversity projects and research and is seen as a leader in the field. Earlier this year he developed and launched PRM's Supplier Diversity Masterclasses which are endorsed by the Chartered Institute of Purchasing and Supply.

Harish's clients typically say his "insights and views are great and compelling" and that he "has an unusual but extremely useful perspective, clearly linking diversity to achieving business benefits". They include MSDUK, Allianz, Atkins, Aviva, Balfour Beatty, BP, British Army, BT, Cabinet Office, Cisco, DBERR, English Partnerships, Home Office, Institute of Physics, Investors In People, Metropolitan Police Service, Mott MacDonald, Norman Broadbent, Northrop Grumman, Novo Nordisk, Parsons Brinckerhoff, Provident Financial, Prudential, Royal Navy, Signet, Skanska, Surrey County Council, Taylor Woodrow, Tesco, Yorkshire Building Society, Yorkshire Water.

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