

HL BASE

BUSINESS AND SOCIAL ENTERPRISE TRAINING PROGRAMME

	TITLE AND CONTENT	SPEAKER	DAY/TIME
<p><b>5<sup>th</sup> February 2015</b> <b><u>DAY 1</u></b></p>			
1.	<b>INTRODUCTION</b>		
1.1	<p><b>Welcome address from the Dean</b></p> <p><i>Outline of the two-day programme and what is in store and a short introduction to some of the presenters.</i></p> <p><i>Housekeeping points.</i></p>	NICOLA EVANS	09:30 – 09:45
2.	<b>BUSINESS, GOOD BUSINESS, SOCIAL ENTERPRISE AND POSITIVE SOCIAL INNOVATION/IMPACT</b>		
2.1	<p><b>What makes a good business man/woman?</b></p> <p><i>What are the global trends in global branding, client demands and enterprise? Why are things changing; why do businesses care? How do we keep up; how do we shape not follow?</i></p>	ADRIAN WALKER	09:45 – 10:15
2.2	<p><b>The HL social enterprise practice; fostering global change</b></p> <p><i>Why change the world? What is the HL social enterprise model, how did it evolve and where is it going? What work do we do and who do we do it for? Who are the team? Where does the social enterprise practice sit within BaSE?</i></p> <p><i>...and other practical insights.</i></p>	YASMIN WALJEE	10:15 – 10:30

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2.3	<p><b>What makes great social impact/a great social entrepreneur?</b></p> <p><i>Why is business a good social benefits model? A look at emerging global social enterprises, legislative requirements, joint venture, corporate form and funding trends.</i></p>	MARK CHENG (ASHOKA)	10:30 – 11:00
3. KEYNOTE			
3.1	Our keynote speaker will offer up a thoughtful insight into the ever merging worlds of social impact.	GUEST	11:15 – 11:45
4. BUSINESS FUNDAMENTALS			
4.1	<p><b>Enterprise strategy and the social dimension</b></p> <p><i>Interactive case study – building a business selling social products The case study will be based on a solar panels business and will run throughout the teaching.</i></p>	MARK CHENG & ALEX HARRISON	11:45 – 12:15
LUNCH			
4.2	<p><b>What makes a business successful?</b></p> <p>(a) <i>Economic success (owner)</i>            (b) <i>Profit, revenue, cost, insolvency</i>            (c) <i>Social impact</i>            (d) <i>Other perspectives: customer; lender; prospective investor</i></p>	ALEX HARRISON AND MARK CHENG	14:00 – 14:30
4.3	<p><b>Drivers for economic success</b></p> <p><i>Group exercise looking at revenue/cost volatility and its impact on a business (expanding on case study in 4.1)</i></p>		14:30 – 15:45

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5.	<b>FORMS OF INCORPORATION</b>		
5.1	<b>Why does form matter?</b> (a) <i>Economics</i> (b) <i>Control</i> (c) <i>Limited liability/ring-fence (inward v outward)</i> (d) <i>Operational burden</i> (e) <i>Disclosure requirements</i> (f) <i>Tax (business/investors)</i>		<b>16:00 – 16:15</b>
5.2	<b>Choice of business vehicle</b> <i>Applying the fundamentals from 5.1 to the case study introduced in 4.1</i>		<b>16:30-17:00</b>
6.	<b>MONETISING SOCIAL VALUE</b>		
6.1	<i>How does a venture's social impact improve its financial performance and sustainability?</i>  <i>Is the social value proposition reflected in the outputs?</i>  <i>Setting a compelling theory of change and ensuring a strong relationship between that theory and the key indicators of a positive output/outcome.</i>		<b>17:00 – 17:30</b>

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<b>6<sup>th</sup> February 2015</b>			
<b><u>DAY 2</u></b>			
1.	<b>RISK MANAGEMENT</b>		
1.1	<b>Avoiding disputes and managing them when they happen</b>	<b>JULIANNE HUGHES-JENNETT</b>	<b>9:30 – 10:30</b>
2.	<b>BUSINESS PLANNING AND MODELLING</b>		
2.1	<b>Overview of Day 1</b> <i>A short recap of the subjects covered in Day 1.</i>	<b>RICHARD DIFFENTHAL AND MARK CHENG</b>	<b>10:30 – 10:45</b>
2.2	<b>Financing a business</b> <i>(a) What is profit?</i> <i>(b) Funding vs. financing</i> <i>(c) An interactive discussion about what is being financed:</i> <i>(i) capital expenditure</i> <i>(ii) working capital</i> <i>(iii) releasing value to owners</i>		<b>11.00 – 12:00</b>
2.3	<b>Debt</b> <i>Considering types of debt and lender, looking at changing trends in debt markets and the role of non-traditional lenders</i> <i>(a) bank debt</i> <i>(b) convertible debt</i> <i>(c) capital markets</i> <i>(d) shareholder/owner loan</i> <i>(e) non-bank lenders</i> <i>(f) crowdfunding</i>		
2.4	<b>Impact of leverage</b>		

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	<i>Considering the impact of leverage and its cost to and impact on a business. Working with an interactive model to assess impact on equity and risk.</i>		
2.5	<b>Scalability</b>  <i>Investors like readily scalable businesses but what does this really mean? Looking at what makes an idea scalable, building business plans and models, optimizing leverage and delivering the right message to market. Increasing sales/increasing margins</i>		
3.	<b>VALUING A BUSINESS</b>		
3.1	<b>What is value?</b>  <i>Looking at what constitutes the true value of a business ie. market forces and what a buyer is willing to pay. Considering why the valuation of a business might be relevant and how it might be measured.</i>		<b>12:00 – 12:30</b>
3.2	<b>Historic earnings (profit and loss)</b>  <i>Considering how a business might be valued based on its historic earnings. Applying a multiple to historic EBITDA/PBITDA.</i>		
3.3	<b>Net asset value (balance sheet)</b>  <i>Valuing a business based on its underlying assets</i>		
3.4	<b>Cash flow</b>  <i>Considering how a business might be valued based on current and/or projected cash flows. When might this methodology be used?</i>		
3.5	<b>Valuing a social enterprise (mixed economic and social returns)</b>		

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4.	<b>EXIT STRATEGY</b>		
4.1	<p><b>Do you need one?</b></p> <p><i>Looking at different forms of exit including private sale, listing or winding up. Considering exit strategies in the context of attracting capital. Looking at the impact of a successful exit in attracting capital to a sector or market. Exits and social enterprises – do social enterprises attract a different, more patient type of investor?</i></p>		12:30 – 13:00
	<b>LUNCH</b>		13.00 – 14.00
5.	<b>WORKSHOPS</b>		14.00 – 17.00
	<p><b>Introducing your new clients</b></p> <p><i>Each client will introduce their business – who they are, what they do and why they do it</i></p> <p><b>Your first retainer</b></p> <p><i>You will get the opportunity to meet with a client and use the skills and knowledge you have gained through the programme to consider some real issues.</i></p>	<b>LEAD BY SOCIAL ENTREPRENEURS AND GUIDED BY HL MENTORS</b>	
	<p><b>DRINKS AND GUEST SPEAKERS</b></p> <p><b>Streaming Dreams</b></p>		17.30 – 20.00