

Goldman
Sachs

**10,000
small
businesses**



10,000 Small Businesses Applicant Information

Yorkshire & the Humber

10,000 Small Businesses is designed to unlock the economic and job creation potential of small businesses and social enterprises operating in the United Kingdom. The programme is based on the broadly held view of leading experts that greater access to a combination of education and business support services best addresses barriers to growth. *10,000 Small Businesses* is targeted at small businesses and social enterprises with clear ambitions to expand. The goal of the programme is to provide participants with tools and resources to help them lay the foundation for long-term sustainable growth and job creation in their communities.

10,000 Small Businesses is funded by the Goldman Sachs Foundation.

Unique Programme Benefits

10,000 Small Businesses is designed for leaders of established small businesses and social enterprises, who will benefit from targeted support and resources to help them define and achieve their business growth aspirations.

Business and Management Education

The core of the programme is a high quality, practically-focussed business and management education, delivered over twelve sessions lasting approximately 100 hours. The curriculum is designed specifically for the *10,000 Small Businesses* programme by world-class international, national and local experts in entrepreneurial learning.

The focus is on developing the practical skills and knowledge that small business and social enterprise leaders require as they grow their businesses. The curriculum sessions focus on action-based learning and are delivered by a combination of practitioners and experts who have extensive practical experience working with, and understanding the needs of small business leaders. Each session provides practical skills that can immediately be applied by participating businesses.

During the course of the programme every small business owner develops a customised Growth Plan to direct their organisation's business strategy and expansion.

The curriculum sessions are scheduled as follows:

5 & 6 October 2012	You and Your Business What does it mean to be an entrepreneur, and what myths exist regarding entrepreneurship? What generates entrepreneurial growth? An opportunity to explore growth both with your fellow participants and with visiting entrepreneurs.
18 October	Growth and Opportunities What are your sources of innovation? Sharing of best practice in how to identify and prioritise opportunities, and how to mitigate the risks facing your business in your growth strategy?
25 October	Money and Metrics How to analyse financial statements: profit & loss accounts, balance sheet and cash flow forecasts. What ratios will be relevant for your business, and how can you estimate the financial requirements of a growth strategy?
15 November	You Are The Leader What are your vision and values, and how easy is it to embed them in your business? The challenges of entrepreneurial leadership are explored, and how your leadership style might impact your business.
29 November	It's the People What are the challenges for an entrepreneurial business in developing HR systems and processes to support growth? How can an organisation's culture support its vision and values?
13 December	Connecting Financial and Social Value How sustainable is your business in terms of its impact on both the community and the environment? In what ways can you connect financial and social value? Is it time to rethink the division between for-profit companies, and social enterprises?
10 January 2013	Marketing and Sales How do you identify and prioritise your target markets? Best practice is shared on the key drivers for sales and customer service.
24 January	Strategic Growth Through Operations How can operational issues support, as well as inhibit, growth? How can you map processes so as to increase efficiency and enhance your competitive advantage?
7 February	Finance for Growth Do you need finance for growth, and how do you evaluate the different sources of funding? Consider forecasting and company valuation, and hear from funders what their investment or lending criteria will be.
27 & 28 February	Putting It All Together These final modules offer the opportunity to pull together the learning from earlier modules and present the Growth Plan for your business. What are your immediate, and your long term, actions that you take from the programme, and what is your exit strategy?



Business Support Services

To supplement classroom learning, *10,000 Small Businesses* provides a range of business support services to participants. During the application process and curriculum delivery, the specific needs of the participants are identified to inform the provision of appropriate business support services. Goldman Sachs and its network of local partners work with national and local organisations to coordinate the delivery of these services.

Business support services include but are not limited to:

Specialist Workshops: To complement material introduced in the curriculum sessions, optional specialist workshops are organised on particular subject areas of relevance to the programme participants. These are typically delivered by local practitioners with extensive expertise in the subject area.

One-to-One Business Advising: Each participant receives comprehensive one-to-one support in translating issues covered in the curriculum sessions into their business, identifying areas of focus for business improvement, and defining and implementing a tailored Growth Plan.

Access to Capital: For many participants, accessing suitable forms of capital will be critical to implementing their customised Growth Plans. Our local partners work with relevant organisations to help create opportunities for participants to understand and to access suitable finance.

Alumni Services: Following graduation from the programme, participants have the opportunity to participate in alumni offerings such as workshops, seminars, and networking events as part of building a broader community network.

Networking, Peer Learning and Exchange

A crucial feature of the programme is the unique networking and peer learning opportunities it helps to create. As leaders of small businesses from a wide range of industry sectors, programme participants offer complementary strengths, knowledge and skills to the collective group. The course is taught in a collaborative setting that builds off the real-world experiences of the participants and maximises opportunities to create and enhance valuable networks.

Programme Delivery Partners

Leeds University Business School (LUBS) is a global top 100 business school delivering widely respected programmes relevant to the contemporary business environment. The School is internationally renowned for the quality of its teaching, research and facilities and has extensive experience working with and understanding the needs of local entrepreneurs.

Saïd Business School, University of Oxford is one of the most entrepreneurial business schools in the UK, with a reputation for innovative business education. The School combines the highest standards of academic rigour with a practical understanding of business and wealth creation. It incorporates a cutting edge social entrepreneurship research centre with extensive experience working with social entrepreneurs and innovators.

Commitment Required From Participants

All participants in *10,000 Small Businesses* are asked to make a significant commitment of time and effort to benefit fully from the opportunities provided and to contribute to the success of fellow participants. In particular, participants will need to attend twelve curriculum sessions that will take place on the dates set out overleaf.

Participants will need to commit approximately six hours between each curriculum session to apply what they learn in their business and to develop their Growth Plan. Taking advantage of tailored business support services will require further time commitment.

Eligibility and Selection Criteria

The programme is offered on a fully funded basis to a cohort of 25 to 30 small business and social enterprise leaders from Yorkshire & the Humber.

Successful applicants will most importantly have the desire and drive to grow their businesses, create local employment and have scalable business models. The programme is not intended for startup businesses, sole traders or businesses that are not seeking to grow.

Specific eligibility criteria to apply for *10,000 Small Businesses* are as follows:

- The applicant to the programme must be the primary owner (or primary co-owner) of the business, or the most senior decision-maker if the business is not limited by shares.
- The business must have been operating for at least one year and will have between five and 40 employees, though applications will be considered from businesses with fewer or more employees that have exceptional growth potential and could benefit significantly from the programme.
- Social enterprise applicants must be commercially operated businesses (irrespective of legal structure) that seek to achieve their stated social purpose primarily through trading rather than through grant funding.
- The business must be scalable and capable of generating additional local employment.
- The applicant should not have extensive recent management education (e.g. MBA or equivalent).
- Preference will be given to those businesses operating in or on behalf of disadvantaged communities or regeneration areas.

Key Dates:

Application Deadline: 6 July 2012
Selection Interviews: 11 September 2012
Orientation: 3 October 2012
Curriculum Sessions: Please see overleaf

Application Process

Applications to *10,000 Small Businesses* in Yorkshire & the Humber close 6 July 2012.

Please note that due to the volume of applications received specific feedback cannot be provided to unsuccessful applicants. We appreciate your understanding.

The applications process is managed by Leeds Ahead. Application materials will be provided to all those attending Open Evenings and can be requested by email from businessgrowth@leedsahead.org.uk or by phoning 0113 246 7877.

To apply to *10,000 Small Businesses* the following materials must be submitted:

By email to applications@leedsahead.org.uk

1. A completed application form. This **must** be submitted as an edited PDF (and **not** a scanned copy).
2. A signed and scanned copy of the signature page in the application form.
3. The most recent copy of your CV (if you have one) or a short business biography.
4. Verification of business financial information:
 - Full set of audited financial statements (or annual report and accounts) for the most recent financial year for which these are available.
 - Latest management accounts for the current financial year and for the previous financial year (if the audited financial statements provided do not relate to the previous financial year).
5. Verification of your business as a legal entity – one of the following:
 - Certificate of incorporation
 - Certification of trade
 - Certificate of good standing
 - Extract from a company register
 - Trust deed
 - Partnership agreement
6. Proof of your identity – to meet the requirements of Group 1 on the 'Disclosure Scotland Application – Accepted Documentation' sheet (scanned photocopies only).
7. Proof of your address – to meet the requirements of Group 2 on the 'Disclosure Scotland Application – Accepted Documentation' sheet (scanned photocopies only).

In hard copy to **10,000 Small Businesses Applications, Leeds Ahead, 1 Park Row, Leeds, LS1 5AB**

8. Completed and signed Disclosure Application (original hard copy only).

Please note the following:

- Your completed application and all supporting documents must be received by 6 July 2012 at the latest, and applicants are encouraged to submit these as early as possible.
- Interviews for shortlisted applicants will take place in Leeds on 11 September 2012. If you have any queries about your application or the process please either email businessgrowth@leedsahead.org.uk or call 0113 246 7877 referencing *10,000 Small Businesses*.