

Day 1 – The Entrepreneurs Festival Overview (All Stages)

Time	Start-Up	Build & Scale	Innovation & Capability	Leadership & Direction	Exit
10:00-10:30	—	—	—	OPENING KEYNOTE (All Stages) The State of UK Entrepreneurship: Where Growth, Capital and Opportunity Will Actually Come From	—
10:40-11:30	WHY PROMISING START-UPS FAIL TO SCALE: And How To Stop It	DECISION-MAKING UNDER PRESSURE: How Operators Scale Without Breaking Execution, Capital or Confidence	FROM TECHNOLOGY TO CAPABILITY: Why Leadership and Execution Matter More Than Technology	LEADING THROUGH UNCERTAINTY: How Decisions Are Made When the Data Is Incomplete	WHAT ACTUALLY DETERMINES A GOOD EXIT: The Decisions That Shape Exit Outcomes Years Before a Sale
11:40-12:30 Lunch	HIRING TOO EARLY, TOO LATE, OR THE WRONG PEOPLE: How Teams Make or Break Start-Ups	RUNNING THE BUSINESS AS IT SCALES: How Cadence, Control and Capital Discipline Enable Growth	MAKING INNOVATION DELIVER AT SCALE: What Has to Be Built Before Growth and Capital Increase the Stakes	LEADERSHIP UNDER PRESSURE: How Decisions Are Made When the Stakes Are High	WHAT BUYERS ACTUALLY VALUE: What Increases Exit Value and What Buyers Penalise
13:40-14:30	THE FIRST OPERATING MISTAKES FOUNDERS MAKE: What Strong Founders Fix Early and Why It Matters	WHEN SCALE STARTS TO STRAIN: How Leaders Identify Pressure Early and Protect Performance	WHEN SYSTEMS MEET GROWTH: Why Capability, Not Strategy, Determines What Scales	LEADERSHIP CLINIC: How Senior Leaders Make Better Decisions Faster	WHAT SCRUTINY ACTUALLY EXPOSES: The Risks, Gaps and Weaknesses That Undermine Exit Outcomes
14:40-15:30	WHEN START-UPS THINK THEY ARE READY TO SCALE (BUT AREN'T): The Signals Strong Founders Trust Before They Accelerate	KEEPING MOMENTUM AS COMPLEXITY GROWS: The Operating Decisions That Prevent Scale from Stalling	SUSTAINING INNOVATION AFTER EARLY SUCCESS: Why Capability Must Evolve as Complexity Increases	COMPETING AT PACE: The Strategic Trade-Offs Leaders Must Make When Speed Matters	TIMING IS LEVERAGE: When to Move, When to Wait and When to Say No
15:40-16:30	DECISIONS THAT ENABLE SCALE: What Founders Must Lock In Before Build & Scale	TURNING GROWTH STRATEGY INTO REAL TRACTION: How Leaders Sustain Momentum as Scale Increases	FROM PILOT TO PERFORMANCE: What Separates Innovation That Scales from Innovation That Stalls	FROM INSIGHT TO INTENT: What Changes Next and Who Is Ready to Act	PROTECTING CONTROL WHEN EXIT TALKS BEGIN: How Founders and Boards Avoid Losing Leverage Too Early

Day 2 – The Entrepreneurs Festival Overview (All Stages)

Time	Start-Up	Build & Scale	Innovation & Capability	Leadership & Direction	Exit
09:30-10:00	—	—	—	OPENING KEYNOTE (All Stages) FROM AMBITION TO EXECUTION: Why Most Strategies Fail and How Leaders Actually Deliver Results	—
10:10-11:00	LEADING A START-UP AS IT GROWS: How Founder Behaviour Must Change as Complexity Increases	BUILDING FOR CAPITAL AND SCALE: How Leaders Earn Investor Trust and Sustain Growth	FROM PILOT TO OPERATING MODEL: Why Innovation Breaks When It Isn't Designed to Scale	WHERE EXECUTION DRIFTS: What Leaders Tolerate Too Long and How Control Is Regained	EXIT PREPARATION WITHOUT PERFORMANCE DROP: How Leaders Keep Strengthening the Business While Exit Is in View
11:10-12:00	RUNNING THE BUSINESS, NOT JUST BUILDING IT: Operating Cadence, Focus and Control as Start-Ups Grow	RUNNING THE BUSINESS AS IT SCALES: How Operating Cadence, Control and Focus Enable Scale	WHY INNOVATION STALLS AFTER PROOF OF CONCEPT: How Leadership, Ownership and Incentives Determine Whether Innovation Scales	DECISION-MAKING UNDER PRESSURE: How Leaders Act When Time, Data and Certainty Collapse	WHY THE TERMS MATTER MORE THAN THE PRICE: How Control, Risk and Value Are Actually Allocated at Exit
12:10-13:00	BUILDING FOUNDATIONS THAT SCALE: Systems, Capability and Infrastructure That Support Growth	DESIGNING FOR SCALE AND CAPITAL: The Structures That Turn Growth Into a Fundable Business	WHEN INNOVATION MEETS OPERATIONS: Why Capability Must Be Built, Not Assumed	WHEN LEADERS STEP IN AND STEP BACK: Where Judgement Strengthens or Destroys Execution	WHY DEALS STALL OR FALL APART IN DUE DILIGENCE: What Actually Gets Tested Before a Deal Proceeds
Lunch					
14:10-15:00	CAPITAL CONFIDENCE: What Investors Look for Before They Back Growth	CAPITAL UNDER PRESSURE: How Leaders Protect Credibility, Control and Options as Stakes Rise	WHEN TECHNOLOGY OUTPACES CONTROL: How Leaders Reset Capability Without Losing Momentum	WHEN STRATEGY MUST SHIFT: How Leaders Reposition Without Losing Authority, Trust or Control	WHAT FOUNDERS ACTUALLY WALK AWAY WITH: How Personal Outcomes, Alignment and Structure Shape Life After Exit
15:10-16:00	TURNING EARLY SALES INTO A REAL BUSINESS: Customers, Revenue and Repeatability	TURNING CAPITAL INTO CONTROLLED GROWTH: How Leaders Convert Investment Into Execution, Confidence and Long-Term Value	AFTER IMPLEMENTATION: What Holds When the Tools Are Live and Attention Shifts	AFTER EXECUTION: How Leaders Hold Standards When Pressure Eases	THE MOMENT COMMITMENT BECOMES IRREVERSIBLE: What Changes Once You Say Yes

Day 3 – The Entrepreneurs Festival Overview (All Stages)

Time	Start-Up	Build & Scale	Innovation & Capability	Leadership & Direction	Exit
09:30– 10:00	—	—	—	FINAL DAY KEYNOTE (All Stages) WHAT ENDURES: Leadership, Standards and Decisions After the Moment Has Passed	—
10:10– 11:00	BUILDING A BUSINESS THAT LASTS: Durability, Standards and Founder Judgement Over Time	BUILDING A BUSINESS INVESTORS STAY CONFIDENT IN: How Credibility, Discipline and Judgement Hold After Capital Is Achieved	WHEN CAPABILITY BREAKS AT SCALE: Why Innovation That Worked at 50 People Fails at 500	WHEN AUTHORITY QUIETLY ERODES: What Leaders Miss Until It Is Too Late	HOW TO KNOW IF YOUR BUSINESS IS ACTUALLY READY TO EXIT: What Leaders Check Before Engaging Buyers
11:10– 12:00	HOW VALUE IS REALLY CREATED IN START-UPS: The Decisions That Determine Exit Outcomes Long Before a Sale	HOW SCRUTINY REALLY WORKS IN SCALING BUSINESSES: What Investors Examine Before They Continue to Back Growth	WHEN TO STOP BUILDING: How Leaders Decide What No Longer Earns Its Place	WHEN DECISIONS STOP HOLDING: Why Authority Weakens After Leaders Commit	WHAT BUYERS ACTUALLY VALUE: What Increases Exit Value – and What Quietly Destroys It
12:10– 13:00	WHAT SCRUTINY REALLY LOOKS LIKE: How Investors and Buyers Assess Start-Ups Up Close	DESIGNING THE BUSINESS FOR SCALE AND CAPITAL: The Structures, Systems and Standards That Must Exist Before Complexity Explodes	WHEN CAPABILITY DECAYS OVER TIME: Why Innovation Regresses After Initial Success	WHEN AUTHORITY IS TESTED: How Leaders Hold the Line When Pressure Pushes Back	WHAT SCRUTINY ACTUALLY EXPOSES: The Risks, Gaps and Weaknesses That Undermine Exit Outcomes
Lunch					
14:00– 15:00	STAYING IN CONTROL OF THE OUTCOME: How Founders Avoid Being Forced Into the Wrong Exit	STAYING IN CONTROL AS OPTIONS MULTIPLY: How Leaders Preserve Choice While Scaling With Capital	WHEN ATTENTION MOVES ON: How Innovation Holds Once Sponsorship Fades Away	THE WEIGHT OF THE ROLE: What Leadership Costs Over Time	CHOOSING THE RIGHT EXIT, NOT JUST AN EXIT: How Founders Decide What Success Really Looks Like Before They Commit
15:10– 15:30				FINAL CLOSING SESSION (All Stages) MOST EVENTS END WITH INSPIRATION. THIS ONE ENDS WITH RESPONSIBILITY. What Holds When the Room Is Empty	

