



The biggest gathering of entrepreneurs,
founders and businesses in the UK.

Session Guide

15th – 17th June 2027
Royal Armouries, Leeds

Day 1 – 15th June 2027

START-UP	SESSION	INNOVATION	SESSION	EXIT	SESSION
10:40–11:30	WHY PROMISING START-UPS FAIL TO SCALE: And how founders prevent it early	10:40–11:30	FROM TECHNOLOGY TO CAPABILITY: Why leadership and execution matter more than technology	10:40–11:30	WHAT ACTUALLY DETERMINES A GOOD EXIT: The decisions that shape exit outcomes years before a sale
11:40–12:30	PROVING YOUR BUSINESS IS READY TO SCALE: How founders demonstrate real demand, paying customers and a team that can actually deliver	11:40–12:30	MAKING INNOVATION DELIVER AT SCALE: What has to be built before growth and capital increase the stakes	11:40–12:30	HOW BUYERS REALLY JUDGE YOUR BUSINESS: What increases value and what quietly destroys it
13:40–14:30	WHEN EARLY WAYS OF WORKING STOP WORKING: The inflection point founders miss before problems surface	13:40–14:30	WHEN SYSTEMS MEET GROWTH: Why capability, not strategy, determines what scales	13:40–14:30	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	14:40–15:30	SUSTAINING INNOVATION AFTER EARLY SUCCESS: Why capability must evolve as complexity increases	14:40–15:30	TIMING IS LEVERAGE: When to move, when to wait and when to say no
15:40–16:30	WHAT MUST BE IN PLACE BEFORE YOU SCALE: The decisions founders must lock in before build & scale	15:40–16:30	FROM PILOT TO PERFORMANCE: What separates innovation that scales from innovation that stalls	15:40–16:30	PROTECTING CONTROL IN EXIT NEGOTIATIONS: How founders and boards maintain leverage
BUILD & SCALE	SESSION	LEADERSHIP	SESSION		
10:40–11:30	DECISION-MAKING UNDER PRESSURE: How operators scale without breaking execution, capital or confidence	10:00–10:30	OPENING KEYNOTE (All Stages) THE STATE OF UK ENTREPRENEURSHIP: Where growth, capital and opportunity will actually come from		
11:40–12:30	RUNNING THE BUSINESS AS IT SCALES: How operating cadence, clarity and capital discipline enable growth	10:40–11:30	LEADING THROUGH UNCERTAINTY: How leaders make decisions when the data is incomplete		
13:40–14:30	WHEN SCALE STARTS TO STRAIN: How leaders identify pressure early and protect performance	11:40–12:30	LEADERSHIP UNDER PRESSURE: How leaders make decisions when the stakes are high		
14:40–15:30	WHY GROWTH STALLS AFTER EARLY SUCCESS: The operating decisions that quietly cap scale	13:40–14:30	WHEN LEADERS BUILD THE TEAM THAT SCALE REQUIRES: How leadership capability determines whether businesses grow or stall		
15:40–16:30	TURNING GROWTH STRATEGY INTO REAL TRACTION: How leaders sustain momentum as scale increases	14:40–15:30	COMPETING AT PACE: The strategic trade offs leaders make when speed matters		
		15:40–16:30	FROM INSIGHT TO INTENT: What changes next and who is ready to act		

Day 2 – 16th June 2027

START-UP	SESSION	INNOVATION	SESSION	EXIT	SESSION
10:10–11:00	LEADING A START-UP AS IT GROWS: How founder behaviour must change as complexity increases	10:10–11:00	FROM PILOT TO OPERATING MODEL: Why innovation breaks when it isn't designed to scale	10:10–11:00	PREPARING FOR EXIT WITHOUT LOSING MOMENTUM: How leaders strengthen the business while exit is in view
11:10–12:00	RUNNING THE BUSINESS, NOT JUST BUILDING IT: Operating cadence, focus and clarity as start-ups grow	11:10–12:00	WHY INNOVATION STALLS AFTER PROOF OF CONCEPT: How leadership, ownership and incentives determine whether innovation scales	11:10–12:00	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	12:10–13:00	WHEN INNOVATION HITS OPERATIONAL REALITY: Why capability must be built, not assumed	12:10–13:00	WHY DEALS STALL OR FALL APART IN DUE DILIGENCE: What actually gets tested before a deal proceeds
14:10–15:00	CAPITAL CONFIDENCE: What investors look for before they back growth	14:10–15:00	WHEN TECHNOLOGY OUTPACES CONTROL: How leaders reset capability without losing momentum	14:10–15:00	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	15:10–16:00	AFTER IMPLEMENTATION: What holds when the tools are live and attention shifts	15:10–16:00	THE POINT OF NO RETURN IN A DEAL: What changes once you commit to exit
BUILD & SCALE	SESSION	LEADERSHIP	SESSION		
10:10–11:00	BUILDING FOR CAPITAL AND SCALE UNDER PRESSURE: How leaders earn investor trust and sustain growth	09:30–10:00	OPENING KEYNOTE (All Stages) FROM AMBITION TO EXECUTION: Why most strategies fail and how leaders deliver results		
11:10–12:00	DESIGNING FOR SCALE AND CAPITAL: The structures that turn growth into a fundable business	10:10–11:00	WHERE EXECUTION DRIFTS: What leaders tolerate too long and how control is regained		
12:10–13:00	OPERATING UNDER INVESTOR PRESSURE: How leaders maintain control, credibility and performance as expectations increase	11:10–12:00	DECISION-MAKING UNDER PRESSURE: How leaders act when time, data and certainty collapse		
14:10–15:00	CAPITAL UNDER PRESSURE: How leaders protect credibility, control and options as stakes rise	12:10–13:00	WHEN LEADERS STEP IN AND STEP BACK: Where judgement strengthens or destroys execution		
15:10–16:00	TURNING CAPITAL INTO CONTROLLED GROWTH: How leaders convert investment into execution, confidence and long-term value	14:10–15:00	WHEN STRATEGY MUST SHIFT: How leaders reposition without losing authority, trust or control		
		15:10–16:00	AFTER EXECUTION: How leaders hold standards when pressure eases		

Day 3 – 17th June 2027

START-UP	SESSION	INNOVATION	SESSION	EXIT	SESSION
10:10–11:00	BUILDING A BUSINESS THAT LASTS: Durability, standards and founder judgement over time	10:10–11:00	WHEN CAPABILITY BREAKS AT SCALE: Why innovation that worked at 50 people fails at 500	10:10–11:00	IS THE BUSINESS READY FOR EXIT: What leaders test before engaging buyers
11:10–12:00	HOW VALUE IS REALLY CREATED IN START-UPS: The decisions that shape outcomes long before exit	11:10–12:00	WHEN TO STOP BUILDING: How leaders decide what no longer earns its place	11:10–12:00	CHOOSING THE RIGHT EXIT: How founders define success before they commit
12:10–13:00	WHAT SCRUTINY REALLY LOOKS LIKE: How investors and buyers assess start-ups up close	12:10–13:00	WHEN CAPABILITY STARTS TO REGRESS: Why innovation slips after early success	12:10–13:00	FROM INTEREST TO DEAL: How buyers engage and how founders position themselves
14:00–15:00	STAYING IN CONTROL AS THE BUSINESS SCALES How founders avoid losing direction or being forced into the wrong outcome	14:00–15:00	WHEN ATTENTION MOVES ON: How innovation holds once sponsorship fades away	14:00–15:00	LIFE AFTER EXIT: What founders get right and wrong after the deal
BUILD & SCALE	SESSION	LEADERSHIP	SESSION		
10:10–11:00	BUILDING A BUSINESS INVESTORS STAY CONFIDENT IN: How credibility, discipline and judgement hold after capital is achieved	09:30–10:00	OPENING KEYNOTE (All Stages) WHAT ENDURES: Leadership, standards and decisions after the moment has passed		
11:10–12:00	HOW SCRUTINY REALLY WORKS IN SCALING BUSINESSES: What investors examine before they continue to back growth	10:10–11:00	WHEN AUTHORITY QUIETLY ERODES: What leaders miss until it is too late		
13:00–13:50	DESIGNING THE BUSINESS FOR SCALE AND CAPITAL: The structures, systems and standards that must exist before complexity explodes	11:10–12:00	WHEN DECISIONS STOP HOLDING: Why authority weakens after leaders commit		
14:00–15:00	STAYING IN CONTROL AS OPTIONS MULTIPLY: How leaders preserve choice while scaling with capital	12:10–13:00	WHEN AUTHORITY IS TESTED: How leaders hold the line when pressure pushes back		
		14:00–15:00	THE WEIGHT OF THE ROLE: What leadership costs over time		
		15:10–15:30	CLOSING KEYNOTE (All Stages) MOST EVENTS END WITH INSPIRATION. THIS ONE ENDS WITH RESPONSIBILITY: What holds when the room is empty		

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