



HARVARD CLUB OF AUSTRALIA
NON-PROFIT LEADERSHIP PROGRAM

Developing Strategy and Measuring Impact



Presented by Harvard Business School Professor V. Kasturi Rangan

Friday 27th May

JBWere, Governor Phillip Tower, Level 42, 1 Farrer Place, Sydney

Saturday 28th May

NAB House, Level 15, 255 George Street, Sydney (Cnr Grosvenor St)

In partnership with JBWere

DESCRIPTION

The objective of the program is to provide leaders of not-for-profit (NFP) organisations with greater ability to develop and implement strategy, measure impact and drive success. It will cover the following topics:

- Aligning your organisation's mission, strategy, and internal performance
- Core management concepts such as leading for growth, ensuring sustainability and building a learning organisation
- Implementing and sustaining sound approaches to measuring organisational performance.



TESTIMONIAL FROM 2015 PARTICIPANTS

The course was the finest piece of adult education I had ever experienced. As someone who also teaches professionals, I was very inspired by both the teaching method and the content.

Susanne Williamson
Head of Fundraising, Walter+Eliza Hall Institute of Medical Research

This program and experience actually has had a profound impact on me!

The timing and focus is so relevant for me personally / professionally. I have found the method so important for helping me to truly sit back, listen and be reflective. I have been able to take the discussion and consider immediately the application. I feel so empowered by the last 3 days - so ready to continue my professional development.

Libby Mears
Chief Executive Officer, Leisure Networks

WORLD CLASS FACULTY



V. KASTURI RANGAN
Malcolm P. McNair Professor of Marketing

Kash Rangan is the Malcolm P. McNair Professor of Marketing at the Harvard Business School. Formerly the chairman of the Marketing Department (1998-2002), he is now the co-chairman of the school's Social Enterprise Initiative. He has taught in a wide variety of MBA courses, including the core First-Year Marketing course (was its head across multiple sections from 1993-1996), and the second-year electives, Business Marketing and Channels-to-Market. He has also taught marketing in the Advanced Management Program for senior managers. Currently Rangan teaches the elective course, Business at the Base of the Pyramid. In addition, he teaches in a number of focused executive education programs: Business-to-Business Marketing Strategy, Strategic Perspectives on Non-Profit Management, and Corporate Social Responsibility.

In addition to his interest in business marketing, Professor Rangan is actively involved in studying the role of marketing in non-profit organisations, and specifically how it influences the adoption of social products and ideas. He has written a number of case studies and articles on the topic. He served as one of the founding co-chairs of the Social Enterprise Initiative at Harvard, whose faculty study and teach the challenges of non-profit management. He founded the executive program, Strategic Perspectives on Non-Profit Management, which he continues to teach in. His current research is focused on understanding business models that address the needs and wants of 4.2 billion people living on less than \$5/day. The aim of the research is to develop models of success that bring value to the base-of-the pyramid and yet are profitable and sustainable in the long run.

Rangan has a Bachelor of Technology from I.I.T. (Madras), 1971; an MBA from I.I.M. (Ahmedabad), 1973; and a Ph.D. in marketing from Northwestern University (Evanston, Illinois), 1983. From 1973 to 1979, Rangan held several sales and marketing positions for a large multinational company in India. Rangan has engaged in a variety of executive education programs, consultancies, and advisory activities for numerous commercial and non-profit enterprises.

INDICATIVE CASES & PROGRAM CONTENT*

*Content is indicative, case studies subject to change at discretion of Professor Rangan

CASE STUDY 1

Omidyar Network deployed over \$500 million in ways ranging from donations to commercial equity capital to back another organisation with high social impact but lackluster financial performance. The founders must make decisions about impact investing. The discussion will focus on the value of going from a traditional grant-making organisation to a pioneer of impact investing, the application of investment practices in the delivery of high impact social interventions and the intent of providing positive financial returns to investors.

CASE STUDY 2

Year Up is a nonprofit job-skills training program for low-income, urban youth with four successful programs in four cities for the past seven years. After an ambitious capital campaign, the organisation is poised to grow into a national program in an attempt to reach the 4.3 million disconnected youth across the country. The discussion will focus on how an organisation can maintain high-quality results as it develops scale.

A QUESTION OF IMPACT: MEASURING THE SCALE AND SCOPE OF SOCIAL PERFORMANCE

Organisations with social missions, such as non-profits and social enterprises, are under growing pressure to demonstrate their impacts on pressing societal problems such as global poverty. This session will draw on several examples to build a performance assessment framework premised on an organisation's operational mission, scale, and scope. The question of whether all organisations should measure their long-term impact, defined as lasting changes in the lives people and society will be discussed along with the view that some organisations may be better off measuring shorter-term outputs or individual outcomes.



WHO SHOULD ATTEND?

The program is aimed at CEOs and senior leaders of charitable not-for-profit organisations or social enterprises. The organisations they lead must, in the opinion of HCA, generally fit one or more of the following criteria:

- has a charitable, community-public benefit or poverty relief purpose, as indicated by whether the NFP has Australian Tax Office TCC and/or DGR status, or “registered charity” status
- is a social enterprise or business (organisations using a business model to provide a social benefit) and which may not have TCC/DGR
- other organisations with a community or public benefit purpose (generally evidenced by a “formal” governance structure, voluntary participation by members and independence from government) that do not fit the above categories.

PROGRAM REGISTRATION

Visit www.harvardclub.org.au for an Application Form or contact Suzie Ruse, Program Manager, programs@harvardclub.org.au

Applications are due four weeks before the program start date. Early registration is recommended.

PROGRAM FEE

A\$1,300 + GST payable in full upon registration.

Price includes instruction material.

It does not include accommodation.

FOR MORE INFORMATION

Please contact Suzie Ruse, Program Manager or Melinda Muth, Program Director

programs@harvardclub.org.au

0424 243 369

www.harvardclub.org.au



VENUE
Friday 27 May - 5.30 - 7.30pm
 Pre-program cocktail and networking event
 JBWere, Governor Phillip Tower,
 Level 42, 1 Farrer Place, Sydney



VENUE
Saturday 28 May - 8am - 5pm
 Program
 NAB House
 Level 15,
 255 George Street, Sydney
 Cnr Grosvenor St

