



Enterprise



Annual Report

2013/14

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Both the German Federal Government and the British Government are keen to see TTIP succeed; the biggest issues remain public opinion and transparency concerns (page 11)



Influences on very young children shape their brains and emotions: building the evidence base for early intervention in childhood problems (page 6)



Speakers from the IMF and World Bank join LSE academics and other experts for the Global Pensions Programme (page 11)



Consulting for TXL, Berlin's new research and industrial park for urban issues (page 9)

Introduction

Social science in action across the world



LSE was founded 120 years ago for the analysis of society and to find solutions to real-world problems. For the last 21 years LSE Enterprise has provided additional channels to apply the research and teaching excellence of the School's academics across the globe.

In this annual report we can describe only a handful of the diverse and fascinating consultancy assignments that the School's academics have conducted through LSE Enterprise; many of these make important contributions to public policy and services that address the problems of society.

LSE Enterprise also designs and delivers customised executive education programmes for public sector and business clients from all over the world. These range from the economics courses for diplomats we have now delivered to some 1,200 staff of the Foreign and Commonwealth Office, to leadership development for hand-picked managers in global companies and governments, such as the 78 fast-track officials that the Hong Kong Government has sent to the School over the last eight years. Together with LSE's summer schools in London and Beijing, these programmes have become a third core activity for the School, alongside degree programmes and research.

Our staff continue to find innovative ways to share the School's intellectual expertise with the wider world. A new development has been the short study tours for students from some of the world's best universities. They come, with their own academic leaders, to London and experience not only the School's world-class teaching but also the new perspectives that London offers: these students are increasingly returning to the School for full-time Masters' degree programmes.

Academics who participate in the activities of LSE Enterprise gain much from their interaction with clients, and the networks that are formed. The reputation of the School benefits from wider exposure of its many and varied areas of research and from their application in different countries. The scale of our activities continues to grow, with revenues in 2013-14 up by more than 14 per cent and gross profit increasing even more. In total our activities made a financial contribution of some £3.68 million to the School and its academic community.

LSE Enterprise has its own dedicated and energetic staff, whom I wish to thank for their hard work not only during the year but throughout the ten years that I have served as chairman of the board of the company. I thank, too, the many academics with whom we have had the pleasure of working, and the members of the board, School officers and lay governors, who have given generously of their time and experience in the development of our business. I will shortly hand over to a new Chairman who will have the good fortune to take over a business that is successful and now totally embedded in the daily work of the School.

Roger Mountford, Chairman, LSE Enterprise

About us

Applying the expertise and research excellence of LSE

LSE Enterprise is the commercial arm of the London School of Economics and Political Science. We specialise in applying the expertise and research excellence of LSE within businesses, institutions, NGOs and government organisations across the world.

This role of being a commercial subsidiary of a globally recognised university brings with it considerable responsibilities and the need for a clear sense of purpose. To assist the company in ensuring that the right balance is struck between commercial initiative and innovation, and the principal purposes of our parent institution, we continually check, review and implement the requirements set out in a series of governing guidelines.

LSE Enterprise Ltd, as a separate subsidiary entity, has its own Board of Directors, comprising a balance of senior academics, governors from the business world and senior School officials. It operates under a Memorandum of Understanding (MOU) with LSE, which is reviewed by its Board and by LSE's Council each year. The MOU sets out the company's mission, values and guiding principles.

Our mission

Our mission is to bring benefit to LSE through commercial activities, drawing upon the intellectual resources of the School, which make a direct contribution of profits to the School, enhance the total remuneration of the School's academics, and extend and enhance the reputation of LSE and its academics with business, government and other external organisations.

Our values

Quality: all services we provide will be of the highest quality, consistent with the reputation of the School.

Partnership: we work in partnership with the School, its academics, clients and business partners. To sustain our contribution to the School these relationships must benefit all parties.

Value for money: we will always endeavour to provide services in a cost-effective way so as both to maximise the achievement of objectives for the School and to ensure that clients remain satisfied with the value of the services provided.

Guiding principles

- We will work in close co-operation with all parts of the School, contributing to its cohesiveness;
- We will endeavour to spread the benefit of opportunities across the academic community;
- We will make use of academics' available time so that the work they do through us will not detract from their principal academic duties;
- We will endeavour to ensure that LSE academics always have a visible leading role in projects, even where we need to engage others so as to add appropriate skills or to scale up the activity to protect market share and grow profits for the School's benefit;
- We will have regard not only to the financial risk to LSE Enterprise of any new initiative, but also to any risks to the reputations of the School and its academics, or to its relationships with others;
- We accept that, as circumstances change, initiatives developed by us may make their contribution most effectively by being recognised as mainstream activities of the School;
- Where possible, we will work with other parts of the School to convert our consultancy and executive education clients into strategic partners of LSE;
- We will not engage in or undertake work that is unethical or socially irresponsible;
- We will ensure, where pertinent, through our contracting and management of any contract, that the academic's position of independence and objectivity is inviolable.

Sharing knowledge

Spain and the world



Professor Luis Garicano, Departments of Economics and Management, LSE

LSE Enterprise and the Fundación Ramón Areces cohosted a conference on Spain and the Global Economy to launch the latest LSE Masterclasses in Social Science. Over 350 guests listened to speakers including Emeritus Professor Lord Meghnad Desai and Professor Luis Garicano of LSE, and LSE alumnus Rafael Repullo, Director of CEMFI, discuss their perspectives and suggest reforms that could help Spain recover from the worst crisis in living memory.

The Masterclasses running through 2014-15 are generously sponsored by the Fundación, and enable LSE experts to share their knowledge with selected Spanish professionals. The four-day programmes cover Globalisation, Economic Development and International Migration; An Urban Century: Cities and Citizens in the 21st Century; The Economics of Change: Achieving Better Growth and a Better Climate; and other topics of particular relevance to contemporary Spain.

For more free public events in Spain, visit blogs.lse.ac.uk/lseinspain

Foreign study program at LSE

Students from Dartmouth College, an Ivy League institution in New Hampshire, have been coming to LSE since the early 1990s. There are at least two prerequisites at Dartmouth to qualify for the programme at LSE, and three course credits are offered by Dartmouth for successful completion of the LSE tour. During their term on the “Foreign Study Program” the group focuses on international relations and comparative politics, gaining course credits back at Dartmouth for successful completion. Several previous participants have returned to LSE to take a Master’s degree.

This year Dr Jeremy Horowitz from Dartmouth College accompanied the group, conducting a separate stream of seminars to further tailor the programme to the students’ degree course.

“Dartmouth’s study abroad program at LSE continues to be extremely popular with our students. Participants rave about the opportunity to spend a term immersed in study at LSE, which has crafted a unique educational program for us.”

Dr Jeremy Horowitz,

Assistant Professor of Government, Dartmouth College

Read more: lse.ac.uk/enterprise/2014dartmouth



Sharing knowledge

Economics for foreign policy

LSE Enterprise has won its fourth consecutive tender to train the staff of the UK Foreign and Commonwealth Office in economics for foreign policy. Well over a hundred courses of this multi-level programme have been delivered since 2003, attended by more than 1,200 participants from across the British foreign service and diplomatic corps.

The 17th overseas delivery took place in March at the British Embassy in Paris. The British Ambassador welcomed participants and Embassy staff to a talk by Professor Christopher Coker on “Europe at a Geopolitical Crossroads: The Next Cold War?”.

“While a solid footing in economic fundamentals is essential for effective foreign policy making, the importance of geopolitics has been rising rapidly in the recent past,” said Professor Coker. “Latest developments in both Asia and Europe highlight the need for new analytical approaches to global affairs, particularly where national security is involved.”

Read more: lse.ac.uk/fco



Finance and the global economy

On their first day at LSE, the 28 Master's students from the Universidad de los Andes in Colombia were already busy preparing to give a group presentation on their allocated *global institution or policy area*. The participants had come to London to increase their understanding of finance and global economy issues and ultimately contribute to their country's emergence as a financial and commercial centre.

Academics from the Departments of Management and International Relations covered topics such as power shifts, strategy in a changing world and communicating with investors, with LSE Enterprise instructors leading simulations involving venture capital and world trade. The participants also visited the City of London corporation for a talk on London in the global economy.

Policy implementation in a changing context

The week-long study programme for 15 students and graduates from the Graduate School of Public Administration and Public Policy (EGAP) aimed to expand their knowledge of policy implementation within the fast-paced context of an increasingly interlinked world. They covered global economic trends alongside strategic management in public services, public accounting and finance, public policy, modern working practices and technological change.

EGAP is part of the Monterrey Institute of Technology and Higher Education in Mexico, one of the top universities in Latin America. The Institute has subsequently sent its business school students on another LSE Enterprise programme.



Innovation in higher education

Recent innovative practices in higher education range from the rise of massive open online courses (MOOCs) to interactive response systems on students' phones. In an effort to map developments of innovation across the higher education sector, LSE Enterprise and the Dutch consultancy Panteia carried out a study on Innovation in Higher Education funded by the European Commission, DG Education and Culture.

The report took a systems approach, using seven case studies from Europe, Asia and the US to analyse the functions, components and relationships within higher education innovation. Its recommendations for higher education institutions and policymakers included addressing blockages to innovation and promoting a culture of innovation at institutions. Technologies for learning and teaching should build on the strengths and distinctive character of an institution, and should involve collaboration between teachers, administrators and IT staff. Meanwhile globalisation and internationalisation strategies would benefit from increased support for student mobility and greater consideration of the needs of different actors.

Read the report: lse.ac.uk/enterprise/2014innovation



Professor Craig Calhoun, LSE Director, was on the study's peer group and was a panellist at the subsequent European Commission event

Preventonomics: A better start

There is strong evidence to show that what happens in the womb and through the first three years of life can profoundly affect a child's future. For example, for every pound invested in early years education, £7 has to be spent to have the same impact in adolescence (Department for Children, Schools and Families 2008).

The Big Lottery Fund is investing £215 million across Lambeth, Southend, Nottingham, Blackpool and Bradford, to improve the life chances of 60,000 children under three, with interventions in the areas of language and communication, social and emotional development, and nutrition.

LSE's Personal Social Services Research Unit was commissioned via LSE Enterprise to study the impact and potential cost savings of early years' prevention, providing local decision makers with a toolkit to channel resources to where they will achieve the best possible start for all children.

"We are really excited to work with the Big Lottery Fund on such an ambitious project. It could have a big impact on families and children. In times of tight budgets, it is vital to make the economic case for investments – especially when it involves a shift in spending on such a large scale. 'Preventonomics' will help ensure that the money is invested where it will really make a difference."

Professor Jennifer Beecham,
Preventonomics project leader

Read more: www.pssru.ac.uk/blogs/preventonomics

Calls for a digital-age research agenda on the rights of the child

The United Nations Children's Fund (UNICEF) and other children's organisations have the opportunity to determine how digital technology and communications are affecting the rights and wellbeing of children around the world, argues a report by Professor Sonia Livingstone and Dr Monica Bulger of the Media and Communications Department.

The number of households with internet access in developing countries has nearly doubled in the past five years, and looks set for significant further growth. This is also increasing "offline risks" such as bullying, exposure to pornography and unwanted sexual solicitation. The authors conducted interviews with internet and child welfare experts around the world, concluding that there is a pressing need for research insights generated in the wealthier global North to be extended or complemented by research in the global South. UNICEF and other children's organisations would then be able to campaign for more effective policies, giving more children worldwide greater opportunities to benefit from the internet while being protected from its associated dangers.

The report was commissioned via LSE Enterprise by UNICEF's Office of Research.

Read more: lse.ac.uk/enterprise/2014digital

Social cohesion

Inclusive education

Access to quality education is often unevenly distributed between social groups, leading to inequalities that can persist over a lifetime. In South East Europe, armed conflicts and the transition to the market economy have exacerbated social stratification, and inclusive education is therefore of particular importance.

The Council of Europe's "Regional support for inclusive education" project will support 49 schools across the Balkans to develop inclusive cultures, policies and practices, and LSE Enterprise has been commissioned to capture the nature, extent and level of the schools' awareness of inclusive education before and after the intervention. The baseline surveys have been completed, with the impact assessment to follow.

"We are very pleased at the efficient way in which the LSE team carried out the baseline surveys. These provide a wealth of data that will form an essential starting point from which to build the various project activities and to re-visit later on to judge our progress."

Sarah Keating, head of the Council of Europe's Education Department Unit for Regional Co-Operation in South East Europe

Read more: lse.ac.uk/enterprise/2014education

Impact of the economic crisis on European cohesion

The uneven effects of the economic and financial crisis across Europe have led to regional disparities in how countries have adapted their recovery strategies, and a variety of consequences for the economic, social and territorial cohesion of the EU.

LSE Enterprise and European Institute colleagues undertook a study analysing the severity of the crisis in different regions, different regional strategies for the use of the EU structural funds and the effectiveness of cohesion policy in adapting to the various crisis conditions.

It found that cohesion within countries has tended to shrink, but variation across the EU as a whole has increased in terms of both

unemployment and urban/rural economic inequalities. It explored which crisis transmission and regional resilience factors had the most significant effects on post-2008 economic trends, concluding that there is a link between the level of pre-crisis trade imbalances and the depth of the recession, that countries which consistently received higher levels of inward Foreign Direct Investments before the crisis experienced lower impacts, and that regional economies with a high manufacturing or energy base have a positive correlation with economic performance. The design of future cohesion programmes should therefore reflect such regional differences in order to effectively target problems.

Read more: lse.ac.uk/enterprise/2014crisis



The future for cities

Homes for Scotland

New housing output in Scotland slumped by over 40 per cent in 2007. Yet the recent financial crisis has led to unexpected growth in the rented sector: people are increasingly unable to enter the housing market, while banks have become more reluctant to lend to real estate projects.

LSE London and the Cambridge Centre for Housing and Planning Research were commissioned by Homes for Scotland, via LSE Enterprise, to investigate the barriers faced by developers investing in the rented sector and to make recommendations on how to increase the supply of new homes.

As a result of the findings, the Scottish Government has announced that it will appoint a rented sector champion, who will lead an expert group to investigate these challenges and also work towards a greater involvement of financial institutions.

Kath Scanlon, a Research Fellow at LSE London, says that urgent action is needed. "The demand is there but investors need assurances of good returns and lower risks. Equally, developers must see the potential for profit if they are to build new homes."

Read the report: lse.ac.uk/enterprise/2014homes



Future mobility

LSE Enterprise Germany has continued its work with the Innovation Centre for Mobility and Societal Change (InnoZ) on the Intelligent City Forum, which facilitates implementation, research, technology transfer and product

development in key areas of urban transformation such as electric mobility, new energy systems, energy efficiency and smart grids/networks. A one-day Future Mobility Forum was hosted in March, bringing together leading experts in transport and mobility systems from the UK and German governments, academia and industry to provide a platform for in-depth dialogue and knowledge exchange on future urban mobility and transport systems.

Read more: lse.ac.uk/enterprise/2014mobility



Left to right: Christian Thiel and Florian Lennert of LSE Enterprise, Cornelia Yzer, the Berlin Senator for Economics, Technology and Research, and Professor Andreas Knie, InnoZ

Sustainable urban futures

LSE Enterprise has been consulting on the cutting-edge transformation of Berlin TXL. The soon-to-be-closed airport will be transformed into a design and experimental space to meet new urban challenges. Berlin TXL – The Urban Tech Republic will be a research and industrial park for the city of the future, developing and implementing solutions on site for export to cities worldwide. The German team is currently working on positioning Berlin TXL internationally – starting with major events during 2014-15.

Read more: lse.ac.uk/enterprise/2014txl



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New Climate Economy: the economic case for low-carbon cities

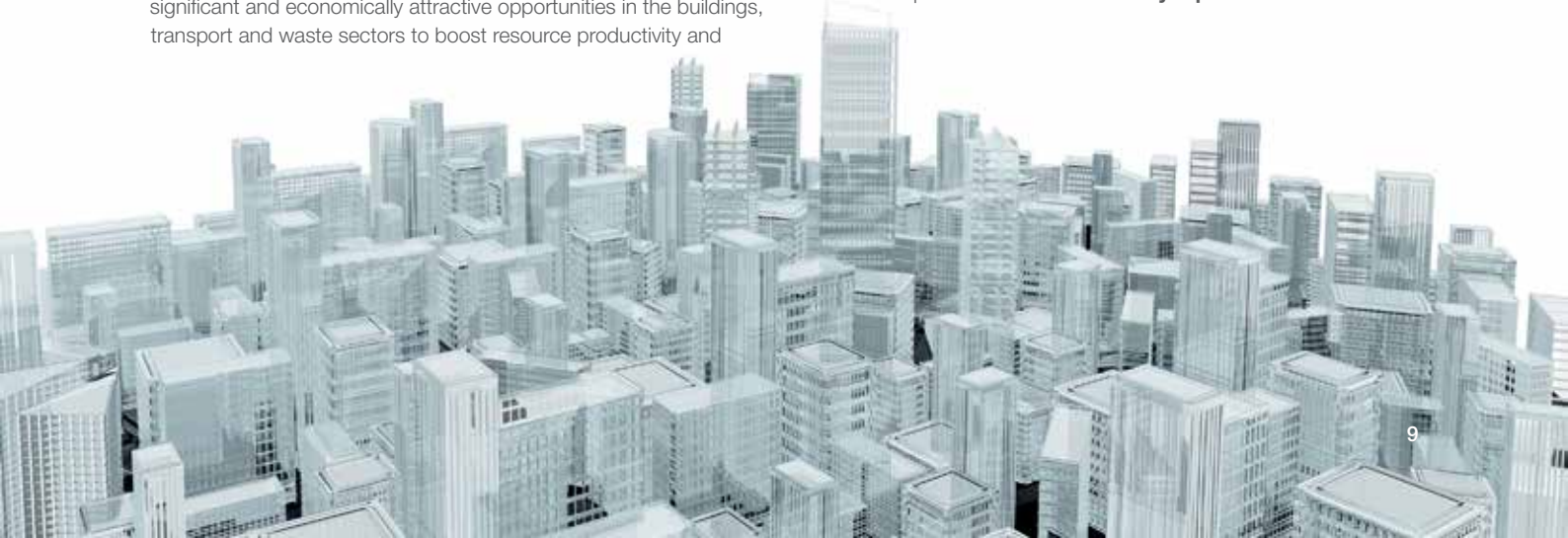
While occupying under two per cent of the earth's surface, cities contain half the world's population and this is set to increase. They are currently responsible for up to 80 per cent of man-made greenhouse gases and will therefore be central to any solution for anthropogenic climate change. Meanwhile, ineffective land use, sprawl-incentivising planning and poor resource efficiency in many cities are increasing their economic and social costs substantially through impacts on travel time, air pollution and inefficient energy use.

The Global Commission on the Economy and Climate commissioned LSE Cities, via LSE Enterprise, to explore whether there is an economic rationale for early-action policies that foster low-carbon, resource efficient growth in cities. The study, which included case studies from Copenhagen to Curitiba, showed significant and economically attractive opportunities in the buildings, transport and waste sectors to boost resource productivity and

reduce emissions in the next few years. Rapidly expanding cities in emerging economies, in particular, with much of their infrastructure yet to be built, have the potential to become leaders in this area. However, sustaining these benefits would require compact, connected and coordinated urban development, ranging from cycling infrastructure to minimum density building requirements.

The authors suggest that policymakers should strengthen the role of strategic planning and land use regulation at the national and city level, reflect the full costs associated with unstructured urban expansion, introduce smarter, more resilient urban infrastructure and technology, and build effective and accountable institutions to support coordinated programmes and investment.

Read the report: newclimateeconomy.report



Health economics

Qatar training

The Supreme Council of Health's Caring for the Future project aims to enhance the wellness of the people of Qatar to establish a vibrant, healthy, and productive society. As part of this plan, LSE provided a series of intensive training courses for health managers, taught by

LSE Health staff in Doha. The courses to date have covered health economics, resource allocation and cost-effectiveness analysis, financing health care and pharmaceutical economics and policy.

LSE summit

The increasing availability of potentially life-saving high-cost drugs, combined with pressure on health budgets, mean that manufacturers need to demonstrate the clinical and cost-effectiveness of their drugs to decision makers before coverage and patient access can be determined. However the data available at the time of registering the new drug is often inadequate to estimate its effectiveness or future budget impact. In response, a range of managed entry agreements (MEAs) are often used to share the risk between the manufacturer and the payer.

The LSE Summit on Risk Sharing and Managed Entry Agreements, organised with LSE's Medical Technology Research Group, brought together experts from academia, policy-making, industry and the patient community with about 150 delegates in London. The experts shared their experience of the implementation of MEAs in different settings, debated the latest developments and reflected on future policy options.

See the press coverage at lse.ac.uk/lsesummit

Bringing a new therapy to market

Drawing on academic experts from LSE, the company began work on a multi-year project with a leading global pharmaceutical company that is developing a new therapy in the area of gastrointestinal medicine. The cell-based therapy involves harvesting cells from a patient and then implanting them at a different site of their body. The therapy is currently progressing through clinical trials.

The regulatory and reimbursement approval frameworks for such a novel product are not fixed but are evolving across countries. Researchers at LSE are working closely with the pharmaceutical company and agencies across Europe to research and understand existing policy and where this needs to be developed further.

International discussions

Global pensions

This year's four-day Global Pensions Programme took place in Miami and featured as its key speakers LSE alumnus José Viñals, Director of the Capital Markets and Monetary Affairs Department of the IMF, who was followed by Professor Nicholas Barr of the Department of Economics. Designed for regulators, pension fund managers, investment analysts and public policy officials, it covered pensions systems from their theoretical foundations to contemporary

procedures. It was run with partners Santander Asset Management and the consulting firm Novaster, and blended executive education methodology with expert talks from a number of perspectives – academia, policy, global institutions including the IMF and World Bank and the private sector.



Britain and Germany: exchanging perspectives

The latest British-German Dialogue, held with the British Embassy in Berlin, concerned the prospective Transatlantic Trade and Investment Partnership (TTIP), especially the treatment of labour rights and social standards.

The Rt Hon Kenneth Clarke QC MP and Stefan Kapferer, State Secretary at the Federal Ministry for Economic Affairs and Energy, spoke at the event, which was chaired by Associate Professor Bob Hancké of the European Institute. They agreed that while the two countries are certainly grappling with different national sensitivities towards TTIP negotiations, there are many common interests to be furthered.

LSE Enterprise also ran a lunchtime briefing at Whitehall on The New Political Landscape in Germany, opened by Paul Farrelly MP and chaired by Dr Waltraud Schelkle. Stefan Kornelius (Süddeutsche Zeitung), Professor Klaus H. Goetz (LMU Munich) and Dr Olaf Cramme (Policy Network) explored the party dynamics of the new coalition government, its probable stability, the tasks it faced and the policies it was likely to institute.

Read more about the British-German Dialogues, organised for the UK Foreign and Commonwealth Office: lse.ac.uk/bgdialogue

Sharing experiences: Public-private partnerships

The British Embassy Brasilia asked LSE Enterprise to share with Brazil the UK's experience of how to implement an efficient policy and frameworks related to Public-Private Partnerships (PPPs).

The project combined academic and practical components to help improve the quality, efficiency and transparency of PPPs in Brazil and to benefit UK institutions engaged in this area. Roundtables and workshops for Brazilian participants were delivered in Brazil and the UK, accompanied by site visits to Infrastructure UK, the Royal London Hospital, and Canterbury Academy.

"Knowledge acquired during the workshop will be very helpful in building and shaping Brazilian PPP models. The visits were very successful and made a valuable contribution to the workshop, which can be used as an example for further training in Brazil."

Celia Sacramento,
Vice Mayor of the City of Salvador

See the participant video at lse.ac.uk/enterprise/2014ppp

Review of the year

Summary

The Company has completed another successful year providing its commercial services to external organisations on behalf of the LSE community.

Closer co-ordination with the external functions of LSE has led to new opportunities emerging with businesses and the public sector in Germany, Latin America and South East Asia. New business strands are being explored and developed to further expand our service across LSE whilst we also continue to spread our message to alumni around the world.

The company's core mission remains to bring value to LSE by delivering both financial and non-financial benefit to the School. Our activities support the aims and ambitions of our academic colleagues as well as the broad LSE strategy of knowledge transfer.

Highlights

We have expanded our conference activity, bringing LSE expertise in cities (page 8), health (page 10) and the economy (pages 3, 11) to several continents. We are building our in-house consulting strengths in areas such as health, trade policy and education (pages 5, 7, 10). We designed custom programmes for students from around the world, with a growing number of participants from across Latin America (pages 4-5). Our joint venture partner, Duke Corporate Education, was ranked first in the world for customised executive education by the *Financial Times* for the twelfth consecutive year.

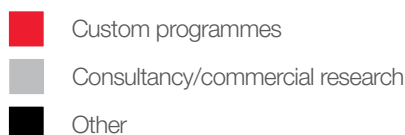
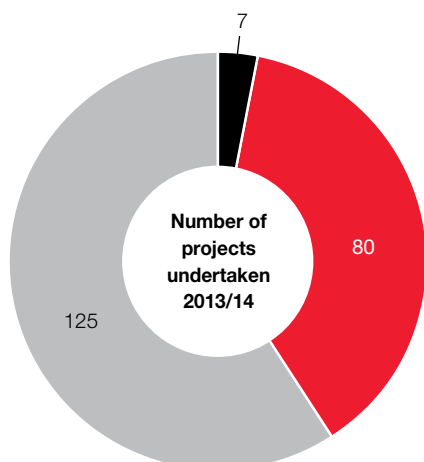
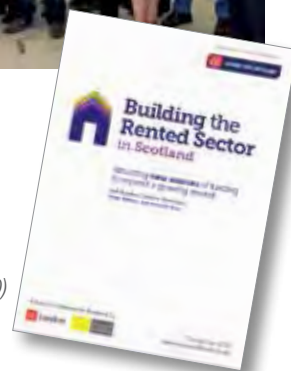


Above: participants from the Universidad de los Andes in Colombia (page 4)

Top left: Cornelia Yzer, Senator for Economics, Technology and Research, Berlin (page 8)

Top right: LSE Summit attendees (page 10)

Right: Homes for Scotland report (page 8)



José Macedo Sobral, Secretary of State for Employment, Sergipe, Brazil, receives his LSE Custom Programmes certificate from Sir John Bourn, former Comptroller and Auditor General, and Honorary Fellow of LSE

Financial performance

Strengthening business activity resulted in a 14 per cent rise in revenues from £6.46 million to £7.38 million. Gross profit on operating activities was up from £2.63 million to £3.03 million. The company's total transfer to LSE for the financial year will have been £3.68 million comprising payments to LSE

academics and researchers as well as gift aid payments. After paying academics £2.49 million for their work, an unrestricted gift of £929K will be made to LSE. A further £260K of research fund donations will be given to the School by way of gift aid.

Additional impact

Through its work, LSE Enterprise brings seven core areas of non-financial value to LSE and its academics.

Network extension

Making and developing commercial links between the academic community and businesses, institutions and government.

Academic retention

Offering an opportunity to enhance academic pay through the application of expertise and knowledge.

Brand enhancement

Increasing the profile and application of the School's brand by delivering professional services and events across the world.

Alumni engagement

Working with LSE Advancement to engage and develop deeper relationships with alumni around the world through delivering speeches, meetings and events.

Knowledge transfer and impact

Delivering a core part of the School's strategic goal of transferring expert knowledge to communities and businesses which can make a meaningful change to the lives of individuals.

Strategic initiative

Supporting LSE and the School directorate with activities and plans which aim for the betterment of the institution.

Risk mitigation

Delivering a business service providing professional contractual and insurance underpinning to all academic engagements.



LSE Enterprise co-sponsors Mexico Week at LSE, featuring talks by alumni prominent in Mexican public life



Experts from LSE's Economics, International Relations, Accounting, Finance, and Government Departments boost the economic knowledge of UK Foreign and Commonwealth Office staff



LSE Enterprise hosts pre-departure events in Madrid for new LSE students

Facts and figures

Five year record

	2013/14	2012/13	2011/12	2010/11	2009/10
	£ 000	£ 000	£ 000	£ 000	£ 000
Revenue:					
Consultancy	3,773	3,357	3,582	2,666	3,760
Custom programmes	3,237	2,687	2,196	2,380	3,407
Other revenue	370	417	465	536	581
	7,380	6,461	6,243	5,582	7,748
Cost of sales	(4,352)	(3,833)	(3,440)	(3,154)	(4,788)
Gross profit	3,028	2,628	2,803	2,428	2,960
Net profit for the year, before gift aid	1,205	1,117	1,354	447	1,674
Gift aid payment to LSE (per statutory accounts)	(1,189)	(1,114)	(1,237)	(446)	(1,662)

	2013/14	2012/13	2011/12	2010/11	2009/10
	£ 000	£ 000	£ 000	£ 000	£ 000
Academic salaries	3,073	3,131	3,087	3,349	3,482
– LSE academics	2,490	2,245	1,948	1,788	2,160
– External	583	886	1,139	1,561	1,322
Number of academics	404	388	375	463	480
– LSE	270	224	188	215	266
– External	134	164	187	248	214

Profit and loss account

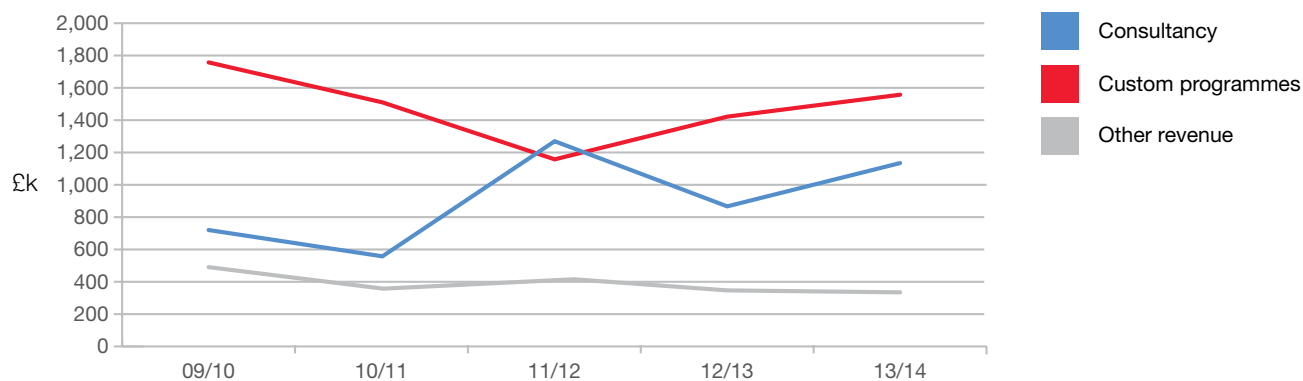
	2013/14	2012/13
	£ 000	£ 000
Turnover	7,380	6,461
Cost of sales	(4,352)	(3,833)
Gross profit	3,028	2,628
Administrative expenses	(1,829)	(1,517)
Operating profit	1,199	1,111
Interest receivable	6	6
Profit on ordinary activities before gift aid and tax	1,205	1,117
*Gift aid payment to LSE	(1,189)	(1,114)
Tax on profit on ordinary activities	(16)	(6)
Profit on ordinary activities after gift aid and tax	0	(3)

*2013/14 gift aid payment to LSE includes £259,505 ring-fenced for academic research within the Research Division (2012/13: £106,751)

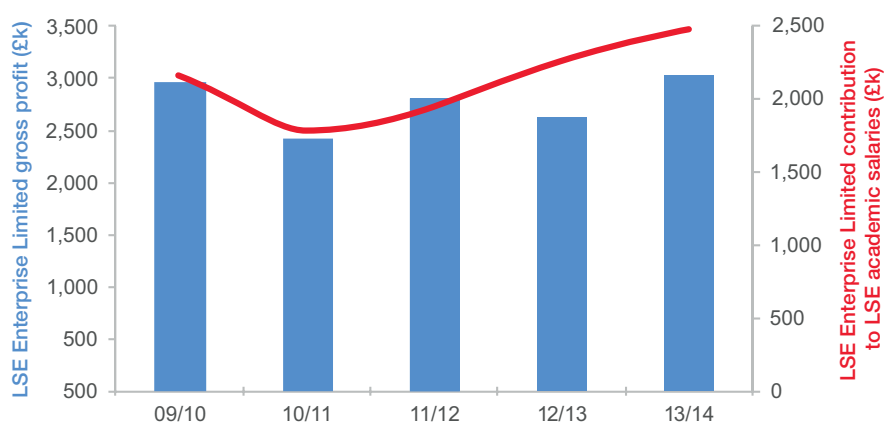
Balance sheet

	2013/14	2012/13
	£ 000	£ 000
Assets (fixed and current)		
Tangible assets	29	14
Debtors	2,130	2,145
Cash at bank and in hand	2,639	1,733
Total current assets	4,769	3,878
Creditors	(4,648)	(3,742)
Net assets	150	150
Capital funds		
Share capital	150	150
Profit and loss account	0	0
Shareholder funds	150	150

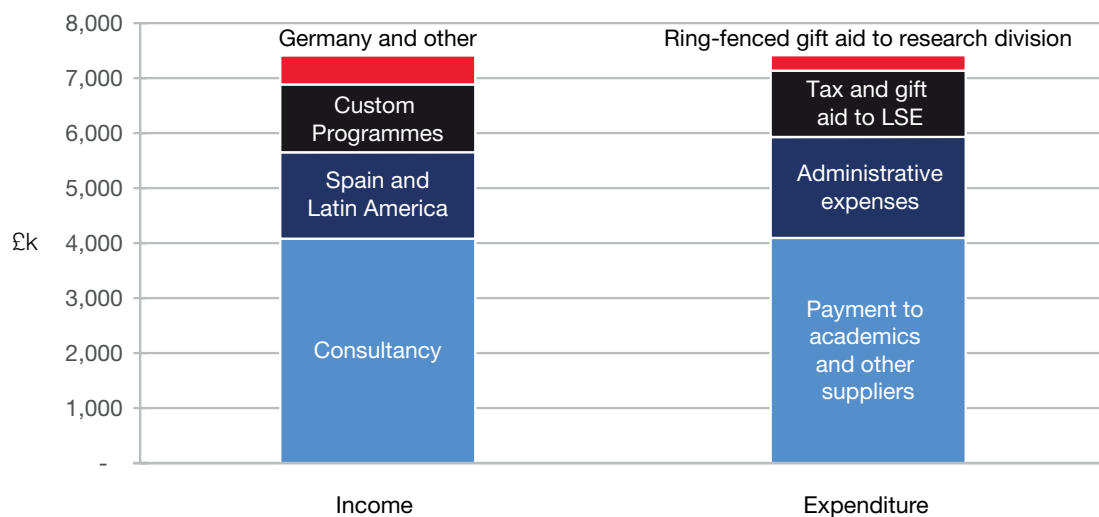
Five year overview of gross profit



Gross profit and contribution to LSE academic salaries

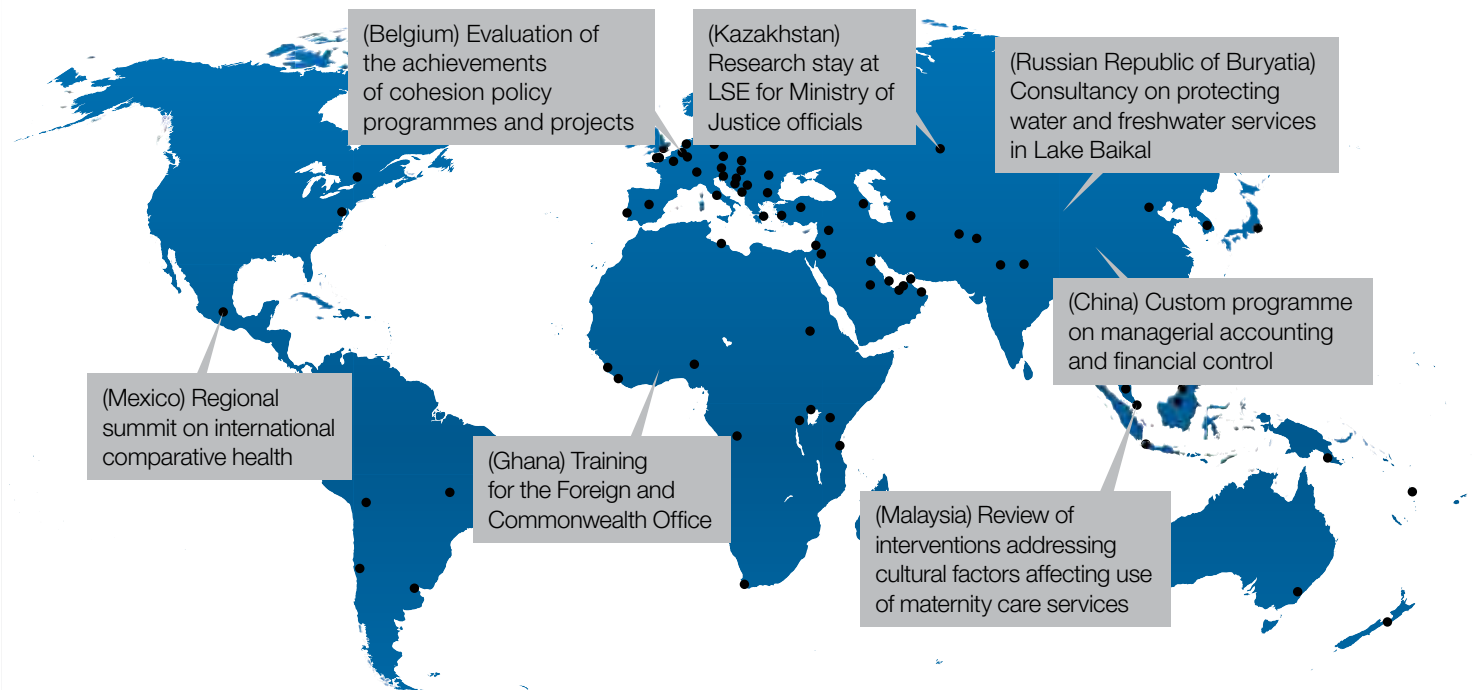


Income and expenditure for the year



LSE and beyond

LSE Enterprise around the world

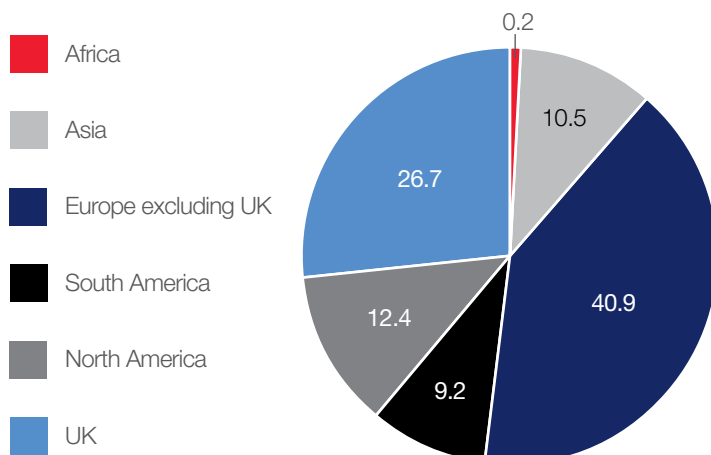


● The 90 countries in which we have worked to date

■ A few projects from 2013/14 that we had no room to feature in detail

See lse.ac.uk/enterprise/global for more projects

Income split by continent 2013/14 (per cent)



LSE Enterprise board members

Roger Mountford (Chair)
Governor, LSE

Professor Stuart Corbridge
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Tim Frost
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Neil Gaskell
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Professor Peter Miller
Department of Accounting, LSE

Gita Patel
Director, Trapezia

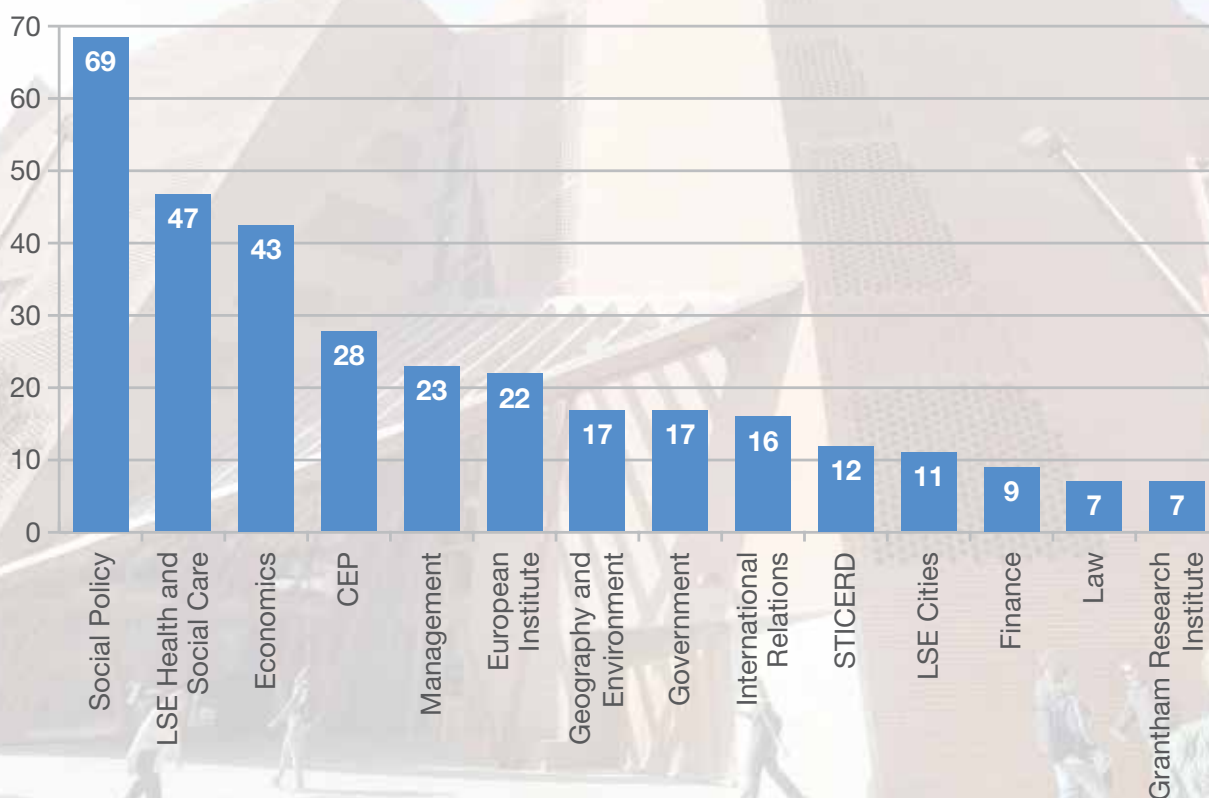
Professor Andrés Rodríguez-Pose
Department of Geography and Environment, LSE

Departments/centres featured in this report

The 270 LSE colleagues we worked with this year came from over 40 departments, centres, divisions, groups and units.

Centre for Economic Performance	11	Department of Management	5
Department of Economics	3, 8, 11	Department of Media and Communications	6
European Institute	7, 11	Department of Politics	3
Department of Government	5	Department of Social Policy	5
Department of International Development	11	Director	5
Department of International Relations	3, 4	LSE Health and Social Care	6, 10
Learning Technology and Innovation	5	LSE Cities	9

Top departments/centres by numbers of academics working with us



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