



Incubating, Accelerating & Scaling Innovation

Petr Skvaril, Global Partnerships Manager
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I. Introduction

Impact Hub has been supporting innovative, impact-driven ventures throughout the entrepreneurial journey – from intention to impact at scale – for more than a decade. We have incubated and accelerated hundreds of impact-driven start-ups together with partners such as AXA, BCG, Booking.com, ERSTE Bank, Google.org, JP Morgan, Swiss Re, World Wildlife Fund and many others.

When identifying and supporting start-ups, our partners benefit from Impact Hub’s locally-embedded global network of 15,000 impact-driven entrepreneurs, reach to 500,000 people, effective methodologies of incubating, accelerating & scaling innovative solutions, and a physical infrastructure in more than 80 cities around the world.

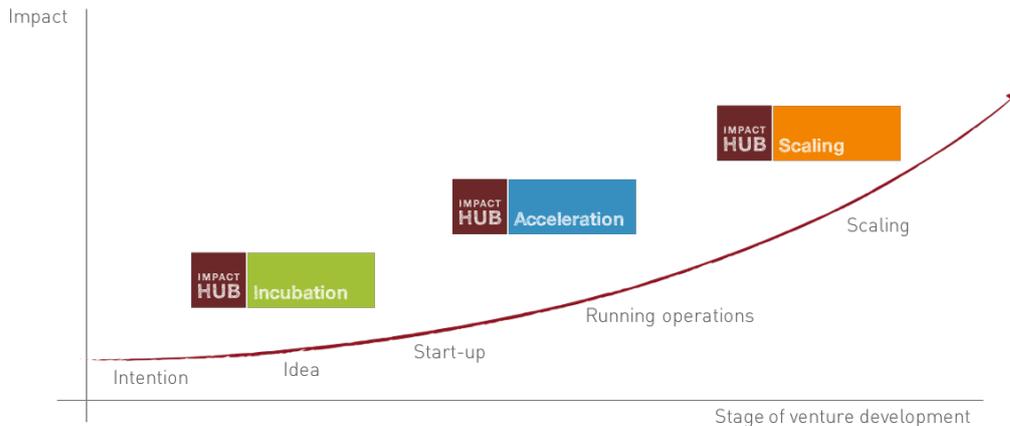
If you are looking for an effective delivery partner for programs that identify and support high-potential start-ups, Impact Hub can provide ready-made formats or design tailor-made programs according to the focus and needs of your organization.

We look forward to incubating, accelerating and scaling impactful innovations with you!

II. Entrepreneurial Journey

Each successful innovation has a unique story and their needs evolve from the point of an idea to a successful start-up to an organization that can serve millions of people worldwide. Building a sustainable enterprise is never easy and innovations that aim to address a major social or environmental issue face even a bigger challenge.

Impact Hub and WWF aim to provide support to high-potential innovations throughout their journey. While having a flexible approach that suits the needs of start-ups in various themes and local contexts, we have clustered the support we provide to three phases.



In the **incubation phase**, we work with interested individuals or groups and inspire formation of new ideas and potential solutions to a given issue. We then help them build it into a “Minimum Viable Product,” let them test it with potential customers and incorporate their brand new start-up.

In the **acceleration phase**, we usually work with start-ups that already have a prototype product and first paying customers. In this phase the support becomes more tailored as we work on the specific needs of each start-up – strengthening their business model, developing marketing and sales, working on their investment pitch and connecting them with investors.

In the **scaling phase**, we identify and work with innovative companies who have a proven solution that has demonstrated positive impact, have also managed to build a sustainable business model and have an ambition to scale their reach to many more beneficiaries and places. We provide a highly tailored support in developing a scaling plan, getting their organization ready to scale, and finally facilitate access to new markets, strategic partners and investors.

III. Program Modules

Each incubation, acceleration or scaling program is built out of different modules that address the most important needs of the specific group of innovators or companies. Here is a complete overview of the kind of support that can be provided at each stage.

Incubation Modules

Module 1: Ideation

- Ideation workshop & idea generation exercises
- Developing a Lean Canvas
- Building a Minimum Viable Product
- Customer validation / Customer Safari

Module 2: Product/service design workshop

- Peer to peer feedback & support
- Mentorship & coaching
- Access to topical experts

Module 3: Developing a sustainable and scalable business model

- Further development of Lean Canvas
- Defining & testing assumptions
- Business model scalability

Module 4: Going to market

- Marketing
- Sales
- Distribution

Module 5: Measuring Impact

- Theory of Change development
- Defining key metrics and how to integrate them into the service/product

Module 6: Seed investment pitch

- Pitch development
- Presenting to angel investors

Ongoing support

- Peer to peer feedback & support
- Mentorship & coaching
- Access to topical experts

Acceleration modules

Module 1: Validation and development plan

- Presenting yourself and your venture to peers & partners
- Developing your unique value proposition further
- Feasibility and validation with experts
- Market analysis and growth projections
- Understanding venture development stages, setting a development plan for the program

Module 2: Honing the basics

- Stakeholder and relations analysis
- Team roles and expertise review
- Organizational and effectivity experts
- Financial and organizational assessment
- Advancing your revenue model

Module 3: Market landscape

- Competitive analysis (map competitors, substitutes, analogues, complements, partners)
- Assessing market features (willingness to pay, size & growth potential)
- Mapping customer segments, demographics, dynamics (trends...)
- Positioning, marketing and branding support from experts
- Sales and acquisition training
- Reviewing/selecting first markets, channels, methods
- Building go-to-market strategy and plan

Module 4: Getting ready for investment

- Understanding target investors (terminology, perspective, objectives, typology of investors)
- Assessing ownership allocation and valuation
- Evaluating your company's risks and mitigation strategies
- Defining your long-term vision and mission
- Outlining achievements to date and defining next steps and call to action
- Building and testing your investment case
- Developing and practicing investment pitch with investor panel and investment experts

Module 5: Meet the investors

- Investor Forum where all participants pitch their case

Scaling Modules

As each venture takes a different approach and faces different challenges when scaling, we take a holistic, non-prescriptive approach and provide support that is largely tailored to each venture's needs. The scaling process generally includes six steps (inspired by the methodology of one of our key partners, the International Center for Social Franchising):

Module 1: Prove

- Work out if scaling is right for your company
- Assess readiness of your business to scale
- Improve your application readiness

Module 2: Design

- Understand the options for scaling
- Select the scaling model that works for your business
- Design your scaling model

Module 3: Systemize

- Develop recruitment and support functions for replication
- Document systems and processes
- Develop legal documentation

Module 4: Pilot

- Understand vital elements needed to be in place for your scaling pilot to be a success
- Develop a plan for communicating with the implementing team
- Put a monitoring and evaluation framework into practice and install a feedback loop for continuous improvement

Module 5: Explore new markets

- Select potential markets for scaling
- Understand your value proposition in the context of various markets
- Identify key actors and partners you need to scale into new markets

Module 6: Scale

- Develop a clearer picture of organizational changes needed to achieve scale
- Go to key markets and channels
- Build strategic partnerships that help you scale

Improving Scaling Readiness

Working with partners such as Center for Social Franchising, UK Trade & Investment or TrustLaw Connect we provide customized support in areas such as:

- Organizational model development
- Senior and middle management capacity
- Recruitment and talent management processes
- Legal forms and processes
- Brand and marketing
- Business development and sales
- Advanced financial modelling and management
- etc.

Market exploration and penetration

We support scaling ventures in market exploration and penetration via trade missions, connections to key advisors and partners in the target markets and by providing access to various forms of financing and/or distribution channels of large corporates.

IV. Approach to sourcing ventures and partner networks

Impact Hubs are embedded in their local entrepreneurial ecosystems and globally connected in more than 80 cities around the world. The Impact Hub community of more than 15,000 members serves as a great source of entrepreneurial talent and ventures for dozens of programs. Impact Hub's direct reach of approx. 500,000 people annually also serves as a valuable platform for programs.

Besides our direct reach, Impact Hub collaborates and builds partnerships with other networks and platforms such as investor networks (e.g. Toniic, Investor Circle, EVPA, Pymwymic), crowdfunding platforms (e.g. Indiegogo, Kiva, One Planet Crowd), thematic/expert networks (e.g. Travel Massive, WWF, European Cultural Foundation) and acceleration programs (Village Capital, Unreasonable, Agora Partnerships) to source ventures. Impact Hub is also a member of the Aspen Network of Development Entrepreneurs, a leading global network of organizations and funders that propel development of enterprises.

In case of programs that focus on ventures that have reached more advanced stages of their development, we have had a good experience with proactively scouting and recruiting ventures through our and affiliated networks instead of relying on an open call. We work with municipalities, chambers of commerce, embassies, trade desks, internationalization consultants, banks and impact investing networks. We also can tap the subject-matter expertise of the European Commission and OECD, where we have partners in various departments.

V. Track Record & Case Studies

Programs

Incubation – Fellowship Program

- 115 impact driven ventures incubated in 15 countries
- 3 000 training hours provided
- €1M provided by the program as seed capital

Acceleration - Investment Ready Program

- 81 social ventures from 11+ countries accelerated
- €6+ million worth of investment attracted by participating ventures in total
- Network of 200+ impact investors & intermediaries
- 100+ experienced mentors, entrepreneurs, and former CEOs engaged with the program

Scaling - Scaling Program

- 100+ ventures supported in scaling
- 83% average growth of annual revenues of participating ventures within the first year
- €4 million worth of investment attracted by participating ventures in total
- 3,500 people helped access the job market so far
- 300,000 people impacted by the ventures so far

Examples of Supported Start-Ups

Urban Farmers: The very initial idea was supported by an incubation program of Impact Hub Zurich in 2011. Since then Urban Farmers (UF) has become a leading urban agriculture company with solutions to develop & finance commercial food production systems in cities, know-how to operate & maintain highly efficient large-scale farm systems and a leading brand that warrants quality of ultra-fresh, ultra-local fresh produce & fish.

UF recently opened the largest urban farm ever built in Europe in The Hague (<https://goo.gl/wn7jVx>) and are developing 20+ Urban Farms throughout the continent, are scaling to Latin America with support of Impact Hub and plan to also enter the US market. Last year Impact Hub Zurich assisted in closing a multi-million Series A funding round from private investors. <https://urbanfarmers.com/intro/>

African Clean Energy: The family run company has the management located in Impact Hub Amsterdam and the production of their ACE 1 Ultra-Clean Biomass Cookstove in Lesotho. Their mission is to enable clean cooking and sustainable energy for Sub-Saharan Africa and beyond. Already 40,000 customers have benefited from smoke-free cooking but the potential beneficiaries are in the millions, which is why they participated in the Impact Hub Scaling Program to scale their product across Southern / East Africa and Asia.

ACE reaches 1,000 new households in Lesotho and Cambodian markets, provides in-house micro-financing and an auction system to local distributors. It is also about to start an expansion to Uganda. Through their Impact Hub membership Africa Clean Energy gains access to new customers, investors and partners internationally and customized scaling support. <http://www.africancleanenergy.com>

Guardianes del Coral (Colombia): Their team follows two goals: one to raise awareness for conservation of native corals among diving tourism. Second, to protect and restore native coral species, which currently are at risk of extinction, by building coral nurseries where native corals can grow and become extensions of these wonderful ecosystems. Guardians del Coral participated in the Impact Hub Fellowship Program on Biotrade. <https://www.facebook.com/escuela-guardianes-del-coral>

Electricfeel - www.electricfeel.com - fast growing company providing technology solutions for electric car and e-bike sharing for cities with customers across Europe and now scaling into the Middle East.

Phee - <http://phee.gr> - Phee uses the dead leaves of sea grass which are washed up in huge quantities along many Greek coasts, burdening beaches and municipal budgets. Using a patent-pending manufacturing process Phee is driving change fusing innovative design and science for improving the environment and health.

Imagine Cargo - <http://en.imaginecargo.com> - low CO2 emissions transportation reducing congestion in cities, now operating in 15 cities in Europe

Instock - www.instock.nl/en/ - Instock's mission is to reduce food waste and create awareness through delicious meals. Currently, Instock 'rescues' about 1 ton of food that would be otherwise wasted every week and in two years has served more than 50 000 meals.