

Accelerating Impact Enterprises

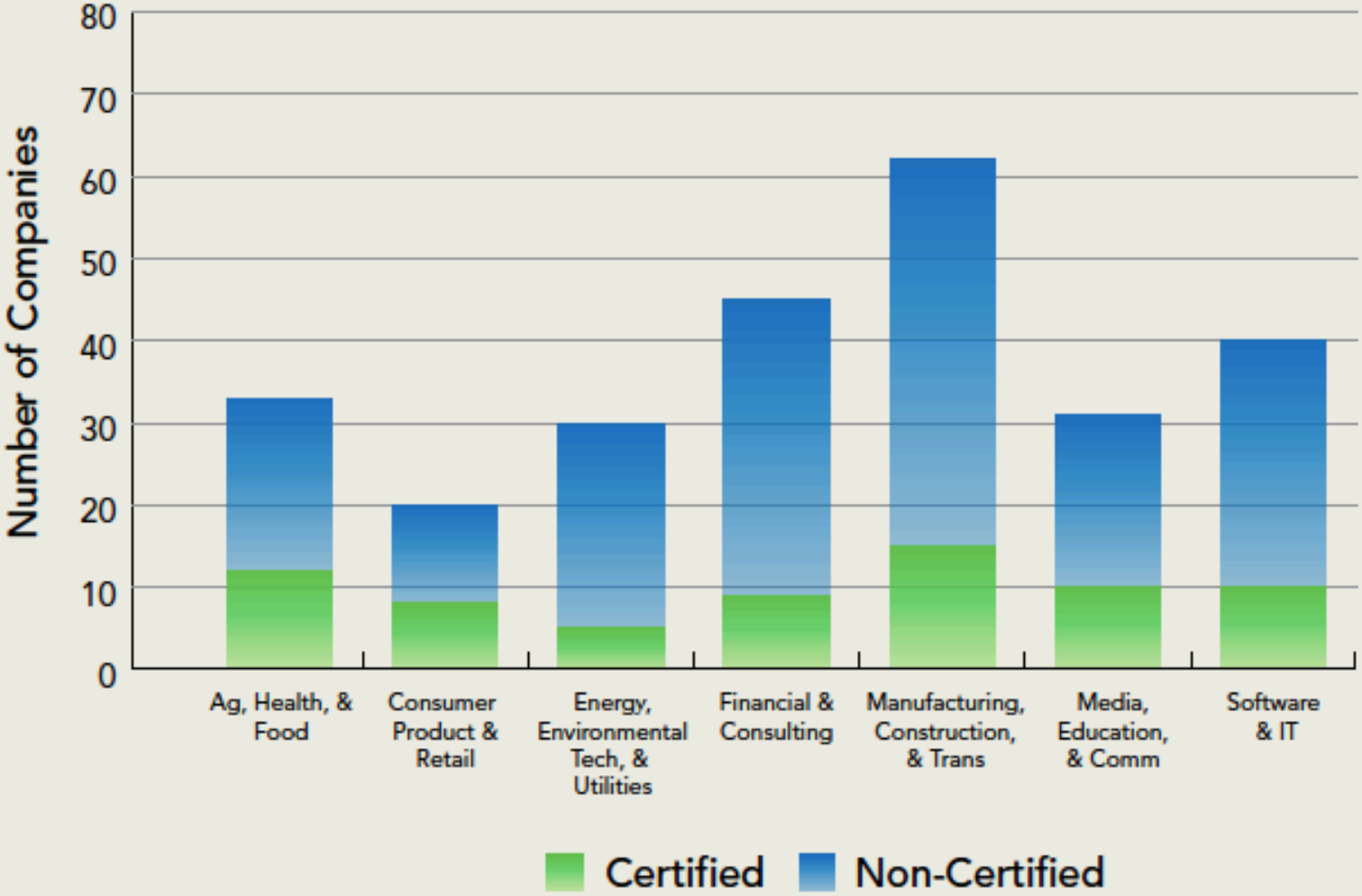




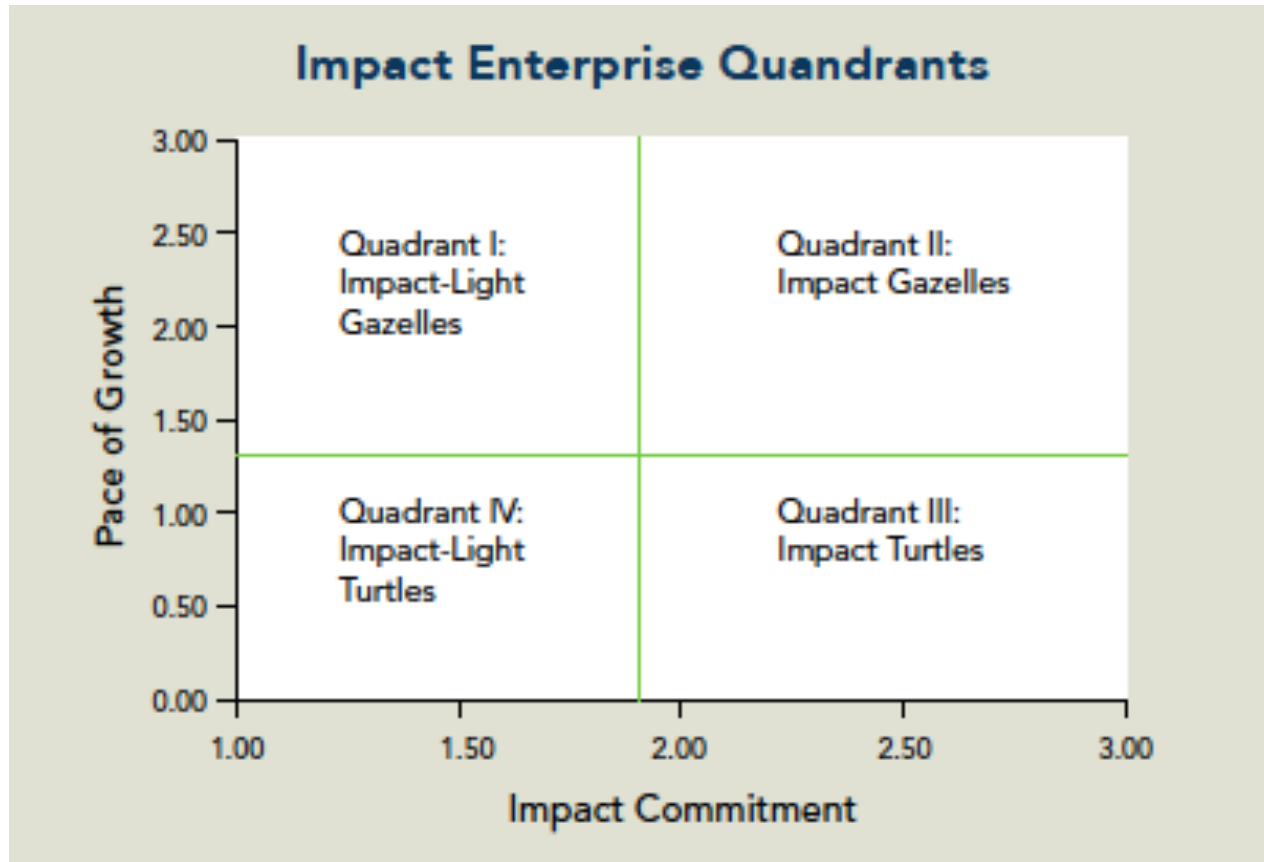
Goal: understand better the evolution, potential and needs of domestic IEs and to identify philanthropic, private and public investment opportunities to increase the likelihood of success among IEs and the emerging "impact economy" in the US.



1. How has the overall market of impact enterprises evolved?

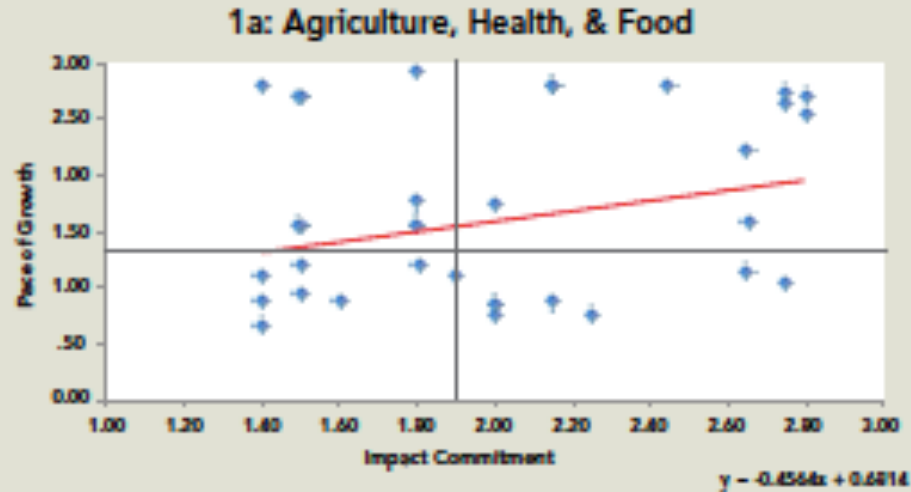


2. Which impact enterprise segments have the most potential for impact?



Impact Enterprise Landscape Maps

Impact Correlates with Growth

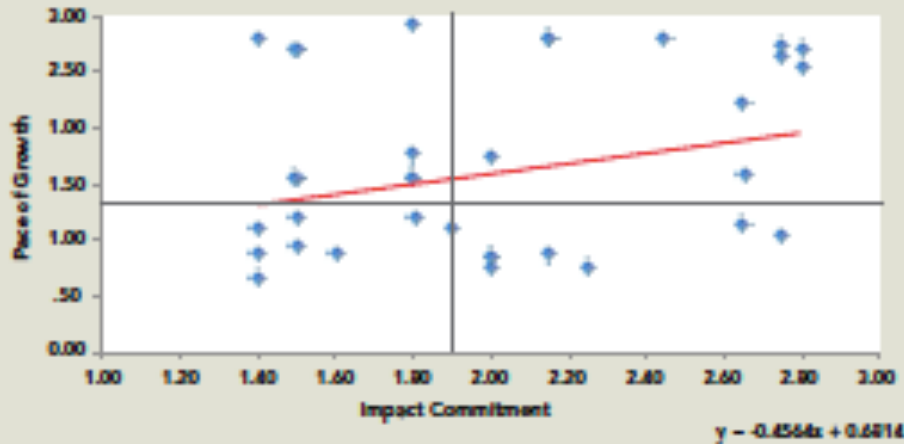


Number of companies:	32
Certified:	31%
Do not measure impact	28%
Average Job Growth:	14%
Average Net Income:	\$33,871
Average Age:	7.72

Impact Enterprise Landscape Maps

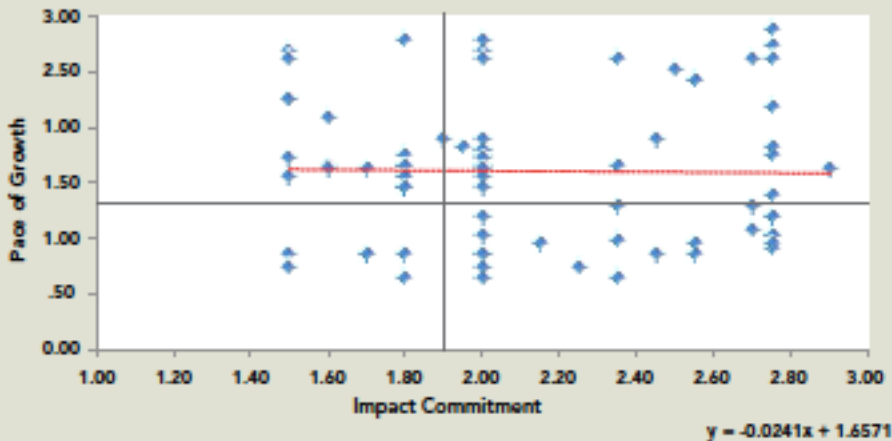
Impact Correlates with Growth (Unless Focusing on Underserved Populations)

1a: Agriculture, Health, & Food



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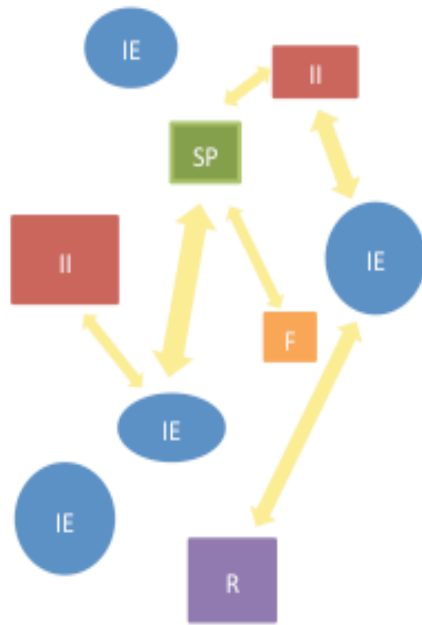
2a: Low-Income Domestic



Number of companies:	80
Certified:	26%
Do not measure impact:	18%
Average Job Growth:	41%
Average Net Income:	(\$398,750)
Average Age:	6.3

3. What do impact entrepreneurs need to succeed?

Very Low
Market Maturity



Very High
Market Maturity
(Ideal)



Maturity levels of impact sector ecosystems can be measured and influenced

OVERALL MARKET MATURITY	IMPACT SECTOR	COMMENTS
HIGH	Financial products & services	Established regulation, extensive support services, mainstream funders and impact investors in key impact niches, with some emerging niches
MEDIUM	Education & training Energy & environment Real estate	Mature mainstream markets, but impact-focused niche maturity varies; regulatory uncertainty, new and emerging technologies and approaches are impeding market efficiency and organization
LOW	Health & wellness Professional services	Mature mainstream markets, but impact-focused markets are emerging and very fragmented

And these match what the entrepreneurs told us they need:

Sample Responses from Non-Certified Companies

- Mentor who is experienced in the company's industry
- The assistance of experienced management and other successful entrepreneurs is essential. Most young entrepreneurs simply don't have the management experience.
- The type of support capable of anticipating challenges and obstacles that the entrepreneur hasn't seen or considered.
- Executive coaching

Sample Responses from Independently Certified Companies

- Reducing personal life risks for entrepreneurs - i.e. health insurance, college loans, etc.
- How to partner with larger organizations
- Independent board development
- Well-matched and facilitated peer-to-peer groups
- Sharing of best practices; patient capital
- Peer network of impact leaders;
- Small networks of high quality academic and business discussions where we can get to learn from each other and find areas of mutual cooperation

Conclusions for Entrepreneurs and Investors:

Lock, Stock and Anchor



LOCK

Mission Lock through Certification Makes a Difference:

Certification resolves ambiguity and correlates with greater business success.

STOCK

Impact Correlates with Growth, Unless Focusing on Underserved Populations:

Take stock of the enterprise's impact targets, as they may influence its growth trajectory.

ANCHOR

Maturity Level of Ecosystems Can Be Measured and Influenced:

Impact Enterprises need to be anchored within strong communities of practice.

