



Client- Wholesum

Brief- Project 1 Institutional Partnerships

Team Members- Charlotte Bridge, Chloe Kim, Christina Yu, Cynthia Zhen, Tony Chen

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Executive Summary

This report outlines a strategic go-to-market plan for Wholesum, an Australian ethical investment platform, with a focus on B2B institutional offerings in the not-for-profits and religious services sectors. Key elements include a SWOT analysis, business model canvas, value proposition, customer segments, social media engagement, market sizing, client deliverables, competitor benchmarking, recommendations, and budget estimation.

The proposed strategy targets two main segments—Charities/Non-for-Profits and Religious Services Australia—aligning with Wholesum's mission. Recommendations provide tailored approaches for each segment, emphasizing responsible investing and ethical considerations.

Competitor benchmarking against Social Ventures Australia, Community Sector Banking, Australian Community Foundation, and The Difference Incubator identifies performance metrics, offering insights for strategic differentiation. The budget estimation outlines an 8-month plan with a maximum spend of \$10,000 AUD, emphasizing corporate events, commute, meetings, and miscellaneous expenses.

In conclusion, the report provides Wholesum with a strategic roadmap to establish a robust presence in the ethical investment market, fostering partnerships and creating positive societal impact through responsible investing.

1. Introduction

Our client Wholesum is an Australian ethical investment platform, utilising a fund-to-fund operation. Wholesum commercially offers customers profitable returns from a diversified range of portfolios, whilst creating a broader positive externality from their social purpose – closing societal disparities. This broader value is at the core of the company, staying true to grassroots, impact focused, ethical investing. This impact focused investing is achieved through mechanisms of Wholesum's operation such as: having a wide diversification of assets 60% of those going towards ethical causes, donating 1% of Wholesum's total revenue towards ethical causes such as interest free housing, and 100% of Wholesum assets are selected by meeting the ethical compliance criteria.

B2B Institutional offering

This project presents a go-to-market strategy for Wholesum to undertake, by assessing the current pool of institutional partners, and determining what industry would be the most viable for Wholesum to partner with.

Our group's strategy outlines how partnering with organisations within the not-for-profits and Religious services segments will create value for all parties, and should be the prioritised customer segment in the initial phase, whilst Wholesome builds brand awareness, and establishes themselves in the ethical investment market. To craft an effective and streamlined strategy, our team will leverage our expertise in market research, data analysis, and financial insight to assess the market. Therefore, we have identified two segments to focus on including Non-for-Profits/Charities and Religious Services outline a prompt validation approach.

2. Business Analysis

2.1 SWOT Analysis

A SWOT analysis helps Wholesum leverage its strengths, address weaknesses, capitalize on opportunities, and mitigate potential risks, ultimately enhancing its ability to deliver favourable returns to investors and maintain a competitive edge in the dynamic financial landscape.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none">• Positive Social and Environmental Impact• Growing Demand• Long-term Stability• Attracting Ethical Investors	<ul style="list-style-type: none">• Low Brand Awareness• Resource Limitations• Limited Track Record	<ul style="list-style-type: none">• Growing Awareness• Specific Target Audience• Product diversification	<ul style="list-style-type: none">• Market Volatility• Competitive Landscape• Complexity and Costs

Figure 1 - SWOT Analysis

Strengths

Wholesum, as an impact-focused investment fund and platform, possesses strengths rooted in its ability to generate positive social and environmental impacts on a large scale. In today's climate, the increase in awareness of the importance of sustainability and ethical considerations in investment decisions serves as one of Wholesum's many strengths.

Moreover, given the increasing recognition of Environmental, Social and Governance (ESG) factors, investments within this realm will exhibit long-term stability, leading to a reduction in overall portfolio risk. Furthermore, Wholesum's primary business objective of "enhancing investors returns with responsible investments that spread prosperity to local and global communities" positions the fund to attract ethical investors potentially fostering a loyal customer base (Wholesum, 2023).

Weaknesses

As a relatively young and first-time funds manager, Wholesum faces the challenges of building brand awareness, establishing a strong reputation and developing a track record, relative to existing fund managers. While the successful completion of a small seeding round is a promising start, the fund also experiences limited resources, both in terms of available funding and a lean employee base. With an evolving track record, potential clients and customers must place their trust in the vision and potential of the business, emphasizing the importance of early credibility-building efforts (Wholesum, 2023).

Opportunities

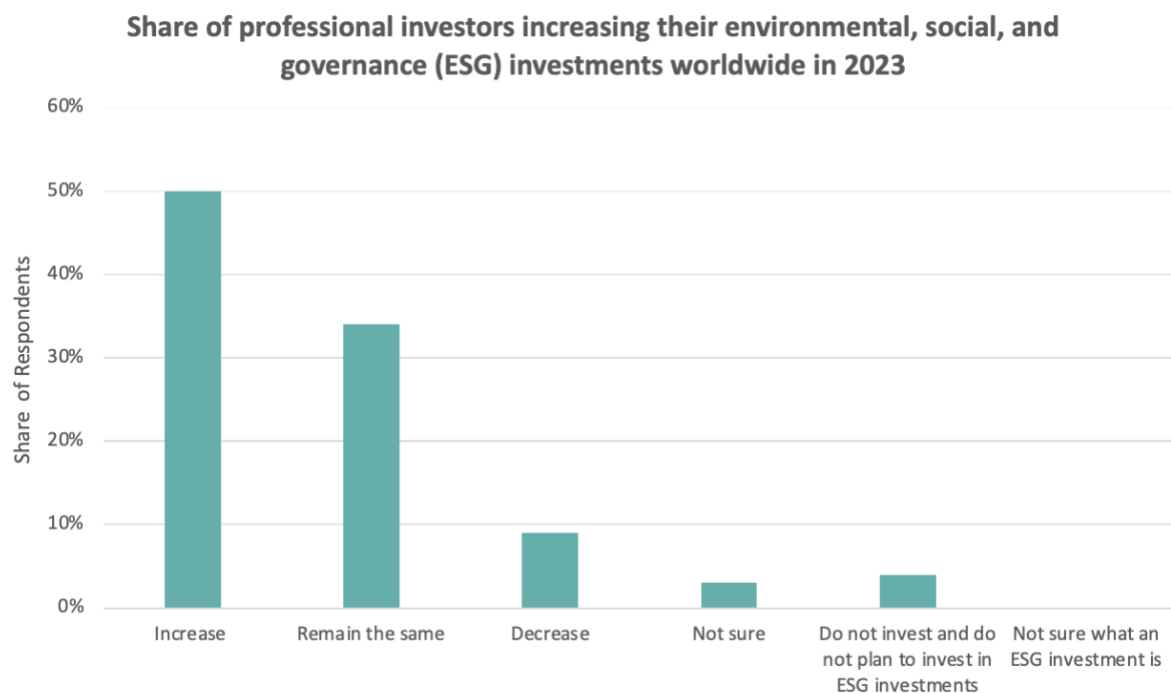


Figure 2 - ESG Worldwide Investments (Source: Statista)

Figure 2 illustrates a notable upswing in investor sentiment towards ESG investments, marking a promising trend that Wholesum can seize upon. Notably, Wholesum's intended investor demographic, which primarily comprises minority groups, including Muslim communities, represents a niche yet potentially impactful audience aligned with the fund's overarching objectives and mission. This unique alignment presents a valuable opportunity

for Wholesum to effectively engage and positively influence this specific investor group through its business goals and strategies (Wholesum, 2023).

Threats

Current market volatility predominantly driven by geopolitical risk and inflation poses as threats to Wholesum's business as investors may be disincentivised to make investments. Additionally, managing a responsible investment fund especially with a wide array of criteria's can be complex and costly, potentially limiting scalability and profitability (Wholesum, 2023).

2.2 Business Model

The Business Model Canvas illustrates how Wholesum creates, delivers and captures their value in economic, social and cultural contexts. Through this model, we are able to break down integral segments of the business to better understand where value derives from the most and how to create and deliver value to clients.

Business Model Canvas

Key Partners	Key Activities	Value Propositions	Customer Relationship	Beneficiaries
Institutional Clients (Charities, religious organisations) Retail investors Wholesum Employees Technology and Platform providers Philanthropic organisations Social media channels Corporate supporters and sponsors	Access to Finance Community Services Poverty alleviation and reduction in equality Exclusion of activities Investment strategies Direct Giving	Responsible investing Access to exotic/unlisted investment classes Support for minorities especially Muslim communities Philanthropic contribution (see value proposition for further details)	Continuous updates on portfolio Innovative partnerships Support clients sustainable goals and interests Transparent investment decisions Information on changes to fund or structure	Various organisations from different industries that invest in Wholesum Communities that do not have access to responsible investments
Key Resources		Channels		
Application, fees, Top-up Digital Platform Wholesum App		Email marketing Formal meetings for pitches Corporate events		
Cost Structure		Revenue Streams		
Fees <ul style="list-style-type: none"> - 2.00% Management fees - 20% performance above target 		Retail Investors Institutional Investors		

The foundation of delivering value to our B2B clients commences with the establishment of robust customer relationships, as delineated in the canvas. Through the identification of Wholesum's B2B segments and the formulation of strategies to nurture these customer relationships, we can effectively pinpoint and cultivate value for these targeted segments (Medium, 2016). This is exemplified in the value proposition section of the canvas, where we delineate the diverse forms of value that Wholesum can offer its clients. Furthermore, our comprehension of Wholesum's B2B segments and key stakeholders empowers us to tailor customized solutions for individual customers, generating value that precisely aligns with their unique needs and preferences.

Delivering Value

Key Partners, Key Activities, and Key Resources serve as critical components in the process of delivering value to Wholesum's clients. Initially, it involves identifying key partners and stakeholders. Subsequently, it entails optimizing the utilization of their resources for key activities to enhance the delivery of value to our clients, constituting the essential steps for successful value output.

Capturing Value

Wholesum's revenue streams depict the means of generating contributions to offset the expenses associated with delivering value, primarily comprising retail and institutional investors. A comprehensive grasp of the workings of social enterprises is reflected in the cost structure, encompassing the financial elements related to both fixed and variable expenditures.

2.3 Value Proposition

Segment 1- Religious Services Australia

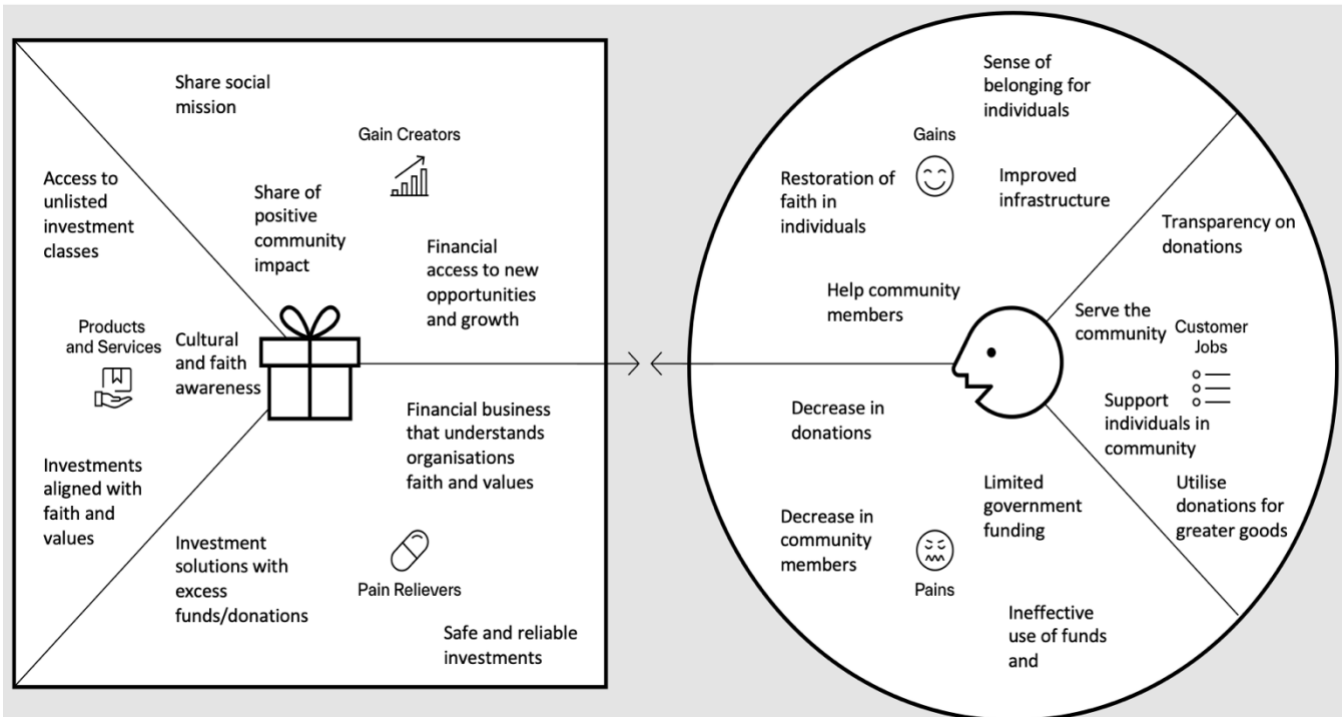


Figure 3- Religious Services Value Proposition

Segment 2- Charities and Non-For-Profits

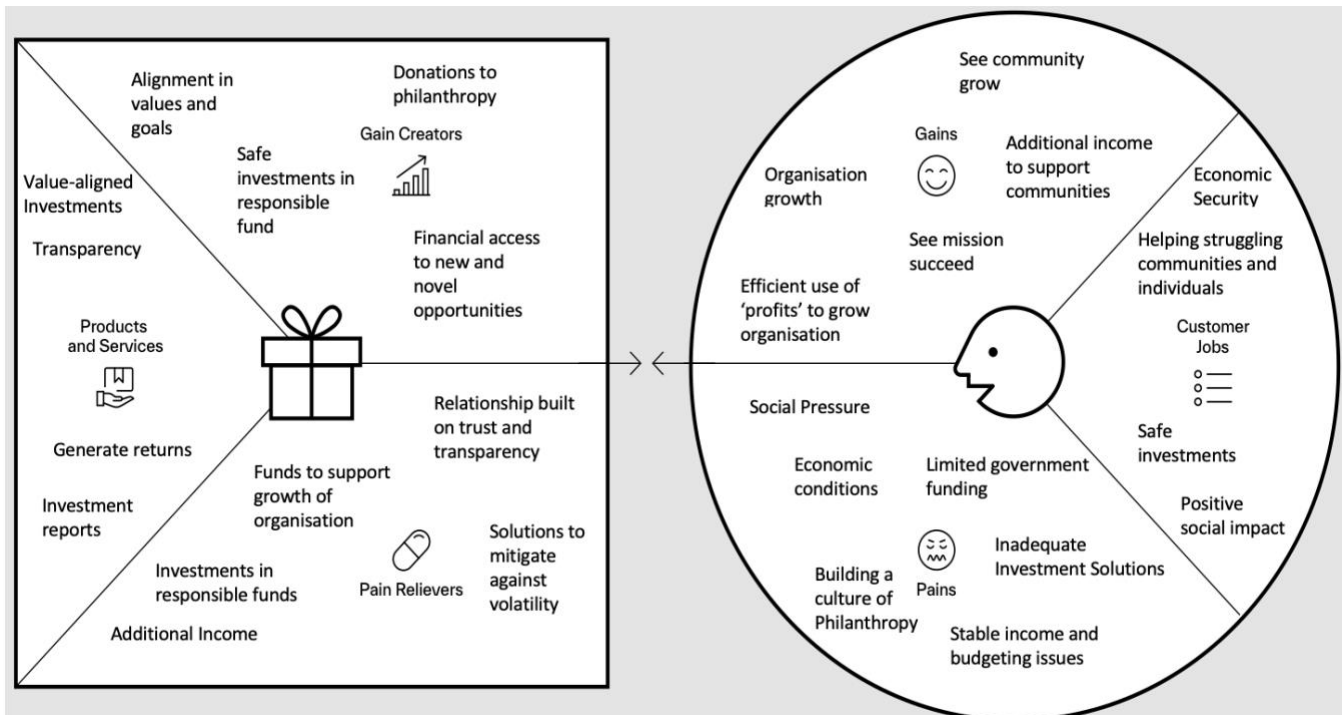


Figure 4- Charities and NFP Value Proposition

Religious services are undergoing monumental and historic shifts due to the effects of migration and immigration alongside generation changes (IBISWorld, 2023). In times of major disruptions and shifts, it is crucial for major players and new industry players to maintain strong faith within their communities and aim for growth of the organisation. By understanding this segment's profile, we are able to explore the ample amount of value Wholesum can offer and how these products and services create value.

Charities and NFP's are also experiencing challenges due to economic headwinds. Due to the rise in living cost, support from individuals and communities have decreased, limiting the funding available to grow businesses and organisations. By illustrating a value proposition for this segment, we understand the segment's profile and what value they need to reach their goals and targets (ACNC, 2023).

3. Challenge and Purpose

3.1 Customer Segments

We have identified two primary customer segments for our focus, namely 'Charities and Non-For-Profits' and 'Religious Services Australia.' We are confident that these two segments closely align with Wholesum's mission, product offerings, and services. Given the inherent philanthropic nature of Charities and Non-For-Profits (NFP), their objectives resonate with our responsible business approach. The potential benefits of extending Wholesum's ethics-based solutions and products to clients within this segment are quite substantial.

Additionally, one of Wholesum's key target demographics includes minority groups, particularly the Muslim community, who often lack access to investments that align with their faith and values. In pursuit of our core objectives, we have determined that the Religious Services segment represents a pivotal avenue to realizing one of Wholesum's fundamental goals.

3.2 Social Media Engagement

Social media platforms have become one of the most significant channels for companies to engage with customers. Compared with traditional marketing channels, social media enables companies to build two way communication.

The first step to social media engagement is selecting appropriate media platforms. Due to the nature of our target segments as well as the products, we suggest the use of LinkedIn due to its professional attributes and wide range of client coverage (LinkedIn, 2023). On this platform, Wholesum can actively socialise with target client groups through direct message, however most importantly, social media platforms is an efficient way to raise brand awareness.

3.3 Market Sizing of Opportunities

The B2B market is expansive, encompassing a wide array of businesses, including medium-to-large enterprises, fund managers, charities, NFPs, educational institutions, and religious services. In alignment with Wholesum's mission, products, and services, we have identified two specific segments for our focus: 'Charities and Not-For-Profit' and 'Religious Services Australia.'

Over the past decade, the revenue generated by Australia's charities and NFPs has displayed robust growth. This positive economic trajectory, coupled with the increasing adoption of commercial practices and effective investment strategies, is expected to further bolster the revenue of these organizations. As outlined in the 'Market Sizing' section, this upward trend offers a compelling rationale for forging partnerships within this segment, creating mutually beneficial opportunities for Wholesum and the organizations within it (IBISWorld, 2023).

Furthermore, the 'Religious Services' industry is projected to witness an annualized revenue growth of 1.6% over the next five years, reaching 4.2 billion by 2028-2029. This presents a strategic opening for Wholesum to enter this market and extend its existing suite of products and services to key stakeholders in this segment (ABS, 2022).

4. Client Deliverables

4.1 Survey Raw Data

Under section 994B of the Corporations Act 2001, Wholesum will need to establish a target market determination or TMD (Australian Government. 2001). This report will enable Wholesum to do so or identify areas where an existing TMD can be refined. The go-to-market strategy seeks to answer the key question of – Who will Wholesum create value for? What value will be created? And the operation plan for this to occur.

Our 6-question survey was conducted to provide further insight into how we answer these questions.

It is important to note the limitations of the survey results before analysing our hypotheses. Unfortunately the survey results cannot be generalised and are limited by external validity due to time constraints of organisations not providing answers and secondly an inability of customer service workers to provide such answers, thus, the results are inconclusive.

Wholsum 5-minute Survey

1. Have you ever invested in assets that align with sustainability and ethical investing? If so, what assets?
2. Do you know of any ethical investment platforms that fulfil a social purpose? If so who:
3. Would you prefer to invest your money in a standard fund over an ethical fund, if so why?
4. What percentage of business revenue do you invest? Or would you consider investing?
5. What is your social purpose in less than 2 sentences?
6. Does our social purpose of: providing investments in grassroot causes and financing ethical small businesses or societal changes such as interest free housing, align with your company's ethos?

Thank You so much for filling out our short survey!! These answers will help guide us in preparing our go-to-market strategy for the ethical investment fund Wholsum.

Figure 5- Survey

Each question was constructed to guide our group on whether customers uphold or dismiss our group's hypothesis.

The target customer segment chosen were non-profits with 10 organisation specifically being, the Red Cross, the Smith Family, Fred Hollows Foundation, UNICEF Australia, CARE Australia, World Vision, Oxfam Australia, Salvation Army, Hillsong United Church, and Zetland Mosque. When drafting the value proposition, our group identified that the values and needs of non-profit organisations and religious services were the most aligned with the core values and social purpose of Wholesum in comparison to other prospect partners. We also specifically chose Australian non-profits for the short term to connect with Australian clientele base yet we have aspirations for Wholesum to increase this partnership to international non-profits particularly those dealing with Muslim prosperity.

Appealing to both segments, is unlikely to face many challenges as the bettering of social disparities is why such organisations exist, thus, Wholesum will be able to advance their social betterment whilst creating a financial value to the organisation. The value Wholesum creates for a non-profit and religious services is arguably greater on the commercial side, due to this fact that both segments already sufficiently create social value.

4.2 Market Sizing of Segments

Charities and Non-for-Profit Organisations



Figure 6- Snapshot of Charities and NFP Market Sizing (Source: IBIS World)

Revenue

The majority of income for charities and non-profit organizations in Australia is derived from government grants. The charity and non-profit sector in Australia is projected to generate more than \$200.0 billion in revenue for the fiscal year 2023-24. Furthermore, the leading 50 philanthropic organizations in Australia collectively contributed \$942.0 million in the 2020-21 fiscal year, which represents a doubling of their contributions from the initial compilation of the list in 2015-16 when the total was \$470.0 million.

Over the long term, there has been a decline in the proportion of Australian taxpayers who contribute to charitable causes. Despite this decline, the average donation amount has shown an upward trend over the past decade, reaching an average of \$886.75 in the 2019-20 fiscal year, compared to \$446.0 in 2009-10 (IBISWorld, 2023).

Employees

The non-profit sector employs approximately 1.5 million paid workers, but a substantial portion of its workforce comprises unpaid volunteers. Information provided by the Australian Charities and Not-for-profits Commission reveals that in 2021, 3.2 million individuals engaged in unpaid volunteer work within organizations or groups (ACNC, 2022). This voluntary contribution significantly enhances an organization's productivity relative to the funding it receives.

It's worth noting that volunteer numbers have experienced a decline from 3.8 million in 2018. This decline has been further exacerbated by the persistent pandemic-related restrictions that were in place during 2021 when the most recent data was compiled (IBISWorld, 2023).

Businesses

The concentration of businesses in the non-profit sector has hiked up by 1.6% and is forecasted to increase by a further 1.6%. The rate at which the number of employees have increased reflects a constant and steady growth of 0.1%-0.2%. Despite the decline in revenue per business in the past 5 years, this trend is predicted to be reversed in the next 5 years with predictions showing an increase of 2.1% of revenue per business.

Profits

The non-profit industry has experienced headwinds as total profits, profit margin and profit per business have decreased in the past 5 years. These trends are congruent with the effects of weaker economic conditions and economic pressures having an increased demand for charity and non-profit services while limiting donations and reserves (ACNC, 2021).

Religious Services Australia

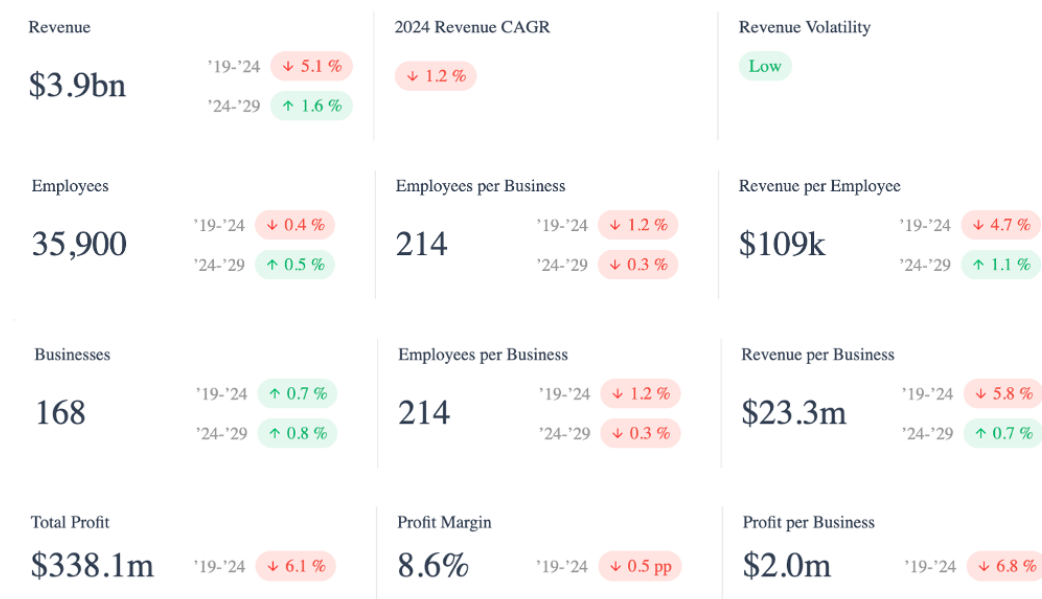


Figure 7- Snapshot of Religious Services Australia Market Sizing (Source: IBIS World)

Revenue

As seen in Figure 7, reduced spending power and consumer confidence has led to sharp declines in religious donations, increasing revenue volatility. However, the growth in non-Christian religious groups is expected to support a return to growth in religious donations over the next five years (IBISWorld, 2023).

Industry volatility vs. revenue growth (2018-23 CAGR)

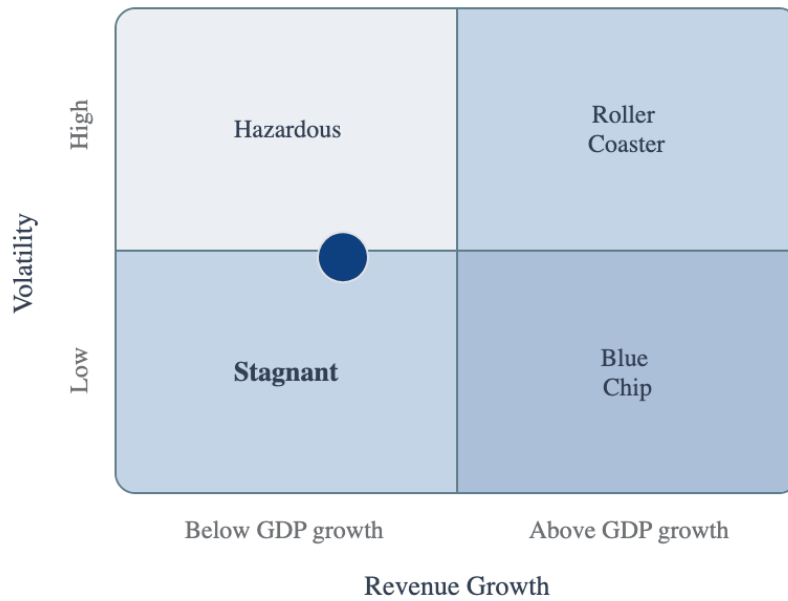


Figure 8 - Industry volatility vs. Revenue growth (Source: IBIS World)

Employees

There has been a decrease in overall employees in the industry, employees per business and revenue per employee. However, the level of employee personnel in the industry and revenue per employee is forecasted to increase in the next 5 years (IBISWorld, 2023).

Businesses

As more non-christian organisations are being established in the country driven by increase in immigration and high migration trends, the market is becoming concentrated, making it harder for new organisations to enter the industry. The barriers to entry include start-up costs, differentiation and labour-intensity (IBISWorld, 2023).

Total profits

Total profits, profit margin and profit per business have all experienced a decline in the past five years. This is driven by unprecedented economic drivers, disruptions and monumental changes in the industry (IBISWorld, 2023).

4.3 Competitor Benchmarking

Introduction

We chose Not-for-profit investment organizations to carry out a competitive benchmark against Wholesum due to the philanthropic and investment aspects of these players in the industry. Using key business dimensions of performance and impact, this study examines four outstanding not-for-profit investment organisations - Social Ventures Australia (SVA), Community Sector Banking, Australian Community Foundation (ACF) and The Difference Incubator (TDI) - in depth. In addition to return on investment and customer satisfaction, technology and innovation have an impact on market share and customer satisfaction.

Among the 5,494 funds in Australia with a 10-year track record, 81 per cent exhibited a performance of at least 1 per cent. The average fee was 1.79 percent, which was lower than the industry benchmark by 2.12 percent (Finder, 2022). There are a wide range of organisations involved in Australia's investment management industry, including commercial banks, independent fund managers, insurance companies, superannuation funds and not-for-profit organizations. In Australia's investment management industry, Australian not-for-profits have a strong presence, focusing not only on financial returns but also on social and environmental outcomes. In order to achieve social and financial returns, these organizations invest in social enterprises and impact investing programs.

Benchmarking Matrix:

	Competitive Benchmarking Matrix			
	Annual Return Rate	Technology and Innovation	Market Share	Customer Satisfaction
Social Ventures Australia (SVA)	3	4	2	5
Community Sector Banking	4	3	3	4
Australian Community Foundation (ACF)	3	2	5	4
The Difference Incubator (TDI)	2	5	1	3

Figure 9- Competitive Benchmarking

We gained a deeper understanding of the investment management industry in Australia and the unique position of not-for-profit investment organizations before constructing a benchmarking matrix for

Wholesum. Our report compares Wholesum to four not-for-profit investment organizations: Social Ventures Australia (SVA), Community Sector Banking (CB), Australian Community Foundation (ACF) and The Difference Incubator (TDI). By analysing four key business areas: return on investment, technology and innovation, customer satisfaction, and market share, Wholesum will be able to assess its competitiveness in the market. Each dimension will be rated on a 1 to 5 scale (5 being the highest). Each organization's performance should be quantified and compared.

For Investment returns, SVA and ACF have the potential to produce consistent results, which is why a rating of 3 has been assigned to them (SVA, 2022). A rating of 4 suggests that Community Sector Banking will perform better. With a rating of 2, TDI's investment strategy is more risky, which can lead to less consistent returns. TDI, however, is a technology and innovation incubator that iterates and updates more frequently, earning a 5 for innovation and technology. A rating of 4 is also achieved by SVA in this area. Community Sector Banking and ACF are both in the traditional sector, each receiving two's.

As a result of its social impact and customer relationship management, SVA scored the highest in customer satisfaction, and it is also the most frequent returning customer. Based on its history as the Melbourne community foundation, founded in 1997, ACF was awarded a 4 due to its loyal customer base (Australian Ethical, 2021). Because the Melbourne community foundation was first established in 1997, ACF has a 4 rating.

Due to the size of its charitable funds, ACF has the highest market share score, scoring 5. Market share is stable for both SVA and Community Sector Banking, with a 2 and 3 respectively. In terms of market share, TDI has a smaller market share, scoring 1, as an emerging organisation (opened in 2010).

Analysis and Discussion:

In order for Wholesum to be a leader in this industry, they must address gaps in their model *relative* to their competitors. Wholesum excels in socially responsible and ethical investments, taking away key aspect of the Community Sector Banking organisation may be beneficial for them to become leaders within this space.

As for Technology and Innovation, it is beneficial for Wholesum to explore ways to make its investment strategy and operational efficiency more efficient through the use of technology, while partnering with innovative firms to enhance its own efficiency. This aspect is extremely important as Wholesum is an Australian digital investments platform, requiring them to build a robust and secure platform by leveraging cutting-edge technological advancements we see in today's society.

Due to the early stages of Wholesum's development, it is crucial to build and maintain a loyal cliental base to establish a successful reputation from the beginning. By evaluating the different segments requirements and expectation, Wholesum must develop tailored solutions and strategies for the different segments.

By partnering with potential clients from diverse segments, there are opportunities for Wholesum to tap into untapped markets and grow their market share. Identifying competitors strategies may be a point of inspiration or learning for Wholesum to increase its presence in its target markets and the potential to expand their market share.

5. Recommendations: Go-To-Market Strategy

5.1 Non-For-Profits

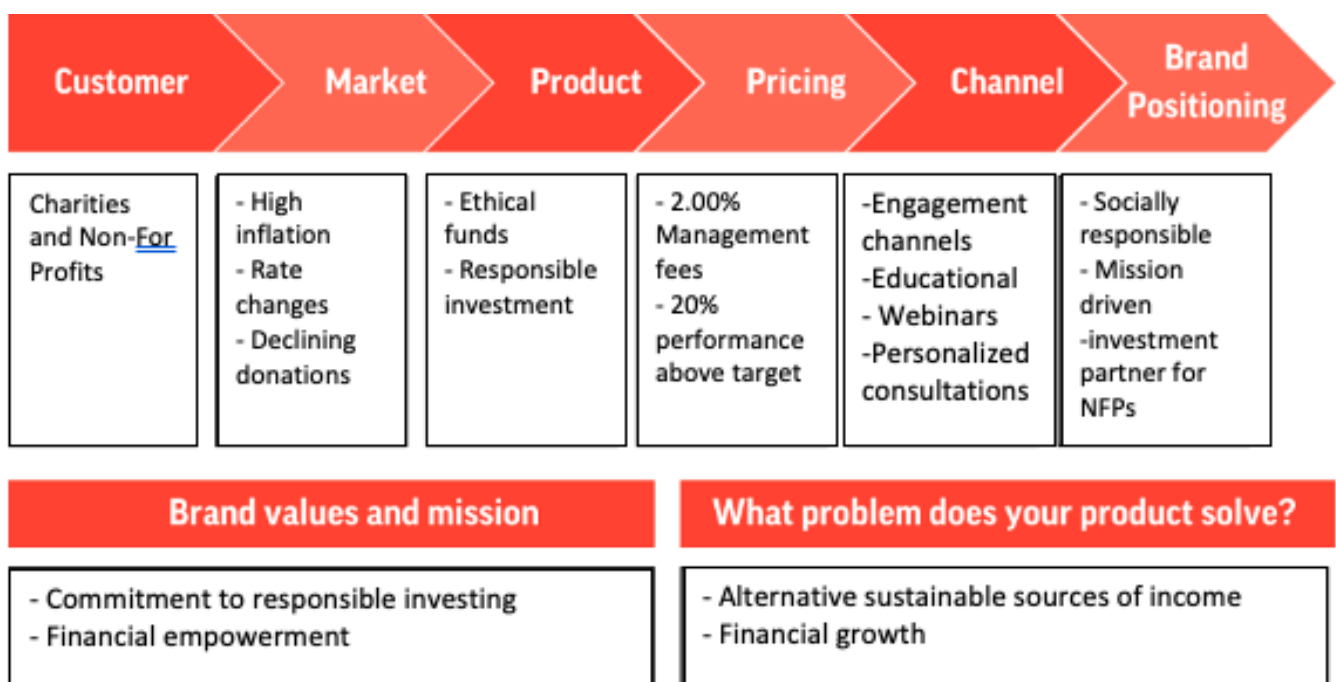


Figure 10- NFP Go To Market Strategy

Wholesum's go-to-market strategy for the Non-for-Profits (NFPs) segment is intricately designed with key focuses aimed at addressing the specific needs and challenges faced by charitable organizations. Charities and Non-for-Profit organizations is strategically chosen to align with Wholesum's overarching social mission of promoting financial empowerment and

responsible investing (Principles for Responsible Investment, 2020). The market analysis reveals critical industry trends, indicating economic challenges within the NFP sector due to declining donations and increasing costs. Leveraging this insight, Wholesum positions itself as a solution provider, recognizing an opportunity to empower NFPs financially through ethical investments.

The core product offerings from Wholesum are meticulously crafted to cater to the unique requirements of NFPs. The diversified global portfolios, consisting of ethical ETFs and unlisted funds, are designed to align seamlessly with the values and objectives of charitable organizations. These portfolios not only emphasize responsible investing but are also tailored to contribute positively to societal impact, specifically focusing on areas such as community services, poverty alleviation, and reducing inequality (Wholesum, 2023).

In terms of distribution channels, Wholesum adopts a multi-faceted approach. Direct engagement channels, including educational workshops, webinars, and personalized consultations, are established to build trust and educate NFPs about the benefits of ethical investing. Simultaneously, the online platform serves as a user-friendly hub, providing NFPs with real-time updates on portfolio performance, ensuring transparency and convenience in managing their investments.

Brand positioning is a pivotal element of Wholesum's strategy. The platform positions itself as a socially responsible and mission-driven investment partner for NFPs. The brand emphasizes its commitment to responsible investing, financial empowerment, and positive societal impact. The tagline, "Invest with Purpose," succinctly encapsulates Wholesum's brand positioning, reinforcing the notion that every investment made through the platform contributes to a greater social good. In essence, Wholesum's go-to-market strategy for NFPs is not just about financial transactions; it is about forging a meaningful and impactful partnership that aligns financial success with positive social change.

Wholesum addresses several critical challenges that Non-for-Profit (NFP) organizations often encounter, offering solutions that contribute to their financial sustainability and the successful realization of their charitable missions (please refer to Figure 11).

Challenges	
	<div>Limited Funding Sources</div> <div>Financial Empowerment</div>
Problem	<div>~ NFPs heavily on donations and grants</div> <div>~ Leading to financial instability during economic downturns</div> <div>~ Financial empowerment,</div> <div>~ Challenges in managing and growing</div>
Solution	<div>~ Alternative and sustainable source of income</div> <div>~ Tailored investment portfolios that align with their values</div> <div>~ Through responsible investing, NFPs can generate returns on their investments</div> <div>~ Enables NFPs to generate additional income</div> <div>~ Reducing dependence on unpredictable donation patterns</div> <div>~ Financial sustainability</div>
	<div>Aligning Investments with Value</div> <div>Diversification and Risk Mitigation</div>
Problem	<div>~ Challenging to align their investments with their core values and mission</div> <div>~ Risks associated with relying on a limited range of funding sources,</div> <div>~ Conventional investment options may conflict with ethical considerations.</div> <div>~ Vulnerable to economic fluctuations.</div>
Solution	<div>~ Ethical and socially responsible investing</div> <div>~ Diversified global portfolios, including ethical ETFs and unlisted funds, enable NFPs to spread their investments across different asset classes.</div> <div>~ Portfolios that focus on positive societal impact</div> <div>~ Diversification helps mitigate risks and enhances the stability</div> <div>~ NFPs invest in line with their mission while achieving financial growth.</div> <div>~ Long-term financial health.</div>

Figure 11- How do Wholesum's products solve problems

In essence, Wholesum solves the problem of financial vulnerability and limited funding sources for Non-for-Profits by providing a reliable and sustainable avenue for responsible and impactful investing. Through tailored investment solutions, Wholesum empowers NFPs to achieve their financial goals while staying true to their values and missions.

5.2 Religious Services Australia

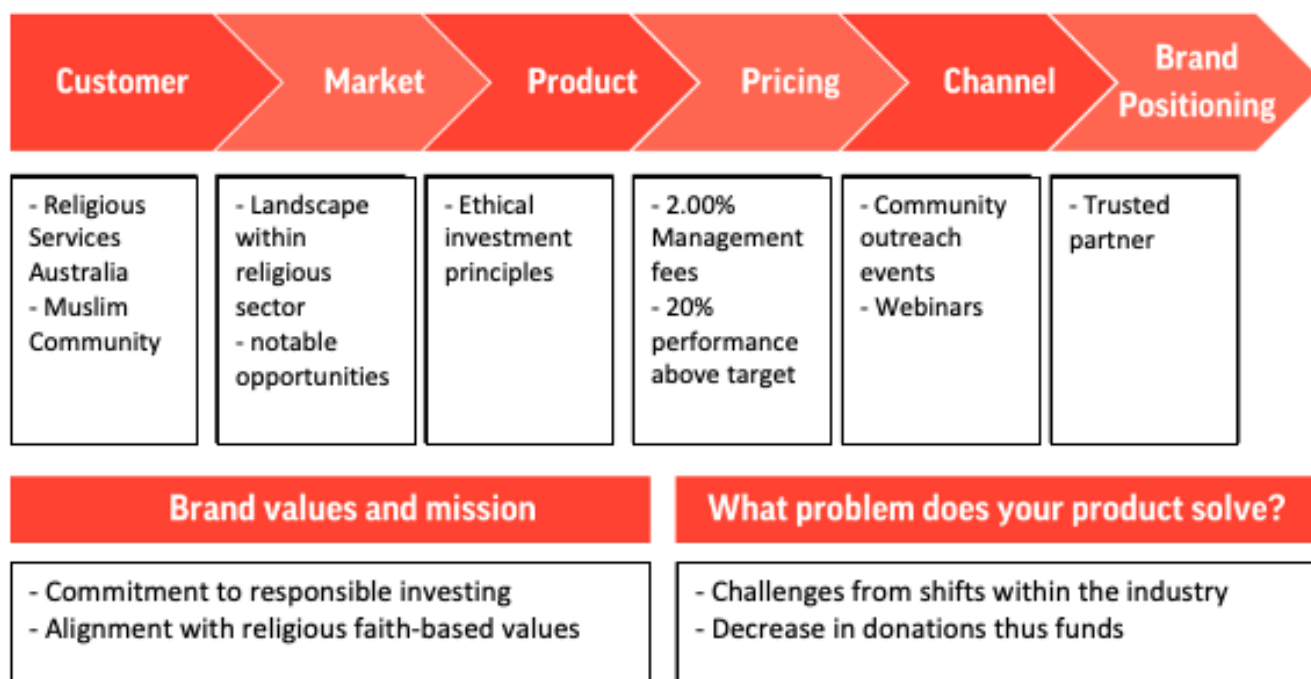


Figure 12- Religious Services Australia Go To Market strategy

Wholesum's strategic approach to entering the "Religious Services Australia" segment reflects a nuanced understanding of the unique characteristics and sensitivities associated with religious organizations. The primary customer focus within this segment includes religious institutions and communities, with a particular emphasis on providing ethical investment solutions that align with their faith-based values.

The market analysis underscores the dynamic landscape within the religious sector, highlighting a decline in spending power and consumer confidence, resulting in revenue volatility, particularly in traditional Christian organizations. However, a notable opportunity arises with the growth of non-Christian religious groups, signifying potential for Wholesum to support a return to growth in religious donations over the next five years (ABS, 2021). This trend aligns with Wholesum's commitment to offering investment options that resonate with religious values and ethical considerations.

Wholesum's core product offerings for the "Religious Services Australia" segment are designed to cater to the specific needs and beliefs of diverse religious communities. The platform provides carefully curated portfolios that adhere to ethical investment principles,

ensuring compatibility with various religious values. This includes responsible investing strategies and support for minorities, particularly Muslim communities, reflecting Wholesum's dedication to inclusivity and cultural sensitivity.

The pricing strategy employed by Wholesum within this segment remains transparent and competitive. It is structured to maximize returns for religious organizations while upholding the ethical and responsible investment principles that define Wholesum's brand. The platform recognizes the importance of financial prudence within religious communities and aims to establish a pricing model that aligns with the values of its target customers.

Distribution channels are strategically tailored to engage with religious institutions and communities effectively. Wholesum prioritizes cultural sensitivity in its approach, recognizing the need to understand and respect diverse religious values. Direct engagement initiatives, such as community outreach events, webinars, and seminars led by Wholesum representatives, aim to build trust and facilitate a deeper understanding of the ethical investment options available.

		Challenges		
		Alignment with Faith-Based Values	Ethical and Impact-Focused Investments	Financial Empowerment
Problem		~ Conventional investments do not align with faith and values	~ Investments that do not serve a social purpose and communities	~ Challenging to be financially empowered due to the shifts this sector ~Decrease in dontations
Solution		~ Ethical and moral principals	~ Allow religious organisations to invest in a manner consistent with their faith ~ Avoids industries or activities that contradict their religious principles	~ Long-term growth ~ Platform for additional income ~ Removes dependence on dontations

Figure 13- How do Wholesum’s products solve problems

Wholesum's products offer Religious Services Australia a solution to the challenge of aligning investments with faith-based values. By providing a platform for responsible and ethical investing, Wholesum empowers religious organizations to manage their finances in a way that reflects their commitment to ethical principles and contributes positively to society.

6. Budget Estimation

Budget Estimation			
Event	Expense Amount	Total	Notes
Host corporate events	\$ 5,000.00	\$ 5,000.00	Maximum budget for events.
Travel/commute	\$ 2,000.00	\$ 7,000.00	Predominantly car commutes
Meetings	\$ 1,500.00	\$ 8,500.00	Canape's
Miscellaneous	\$ 1,500.00	\$ 10,000.00	

Figure 14- Budget Estimation

The budgeted period for this project is approximately 8 months with a maximum spend of \$10,000 AUD. Corporate events represent 50% of the budget as these events are inevitably costly. Building a reputation will require establishing and maintaining client relationships which can be done through corporate events.

Commute is budgeted as a significant part of partnering up with B2B clients requires pitching Wholesum and tailored solutions for potential ventures and/or partnerships.

Meetings can be carried out on Teams, however, taking a more traditional route, we have budgeted in-person meetings with canapes. However, this is not necessary. Miscellaneous expenses represents other operating expenses.

7. Social Impact Assessment

INPUTS		OUTPUTS		OUTCOMES - IMPACT	
What we invest?		Who we reach	What we do	Short term	Long term
Expertise		Religious services	Partnerships with B2B clients	Attract customers	Build a loyal client base
Partners		Muslim communities	Provide and offer tailored investment solutions and strategies	Gain traction and build track record	Become a leading platform that investors choose to invest
Investment solutions		Muslim Individuals	Faith-based investments	Onboard as many customers and clients	Reach philanthropic goals
Ethical investing		Charities	Organise meetings	Perfect current available funds	Create and deliver value for clients and customers
Financial solutions		Non-For-Profits	Develop products		
Financial support		Communities			
Technology		Australia residents			

Figure 15- Logic Model

Wholesum's commitment to ethical investing and social responsibility aligns prominently with two key UN Sustainable Development Goals (SDGs): SDG 1 - No Poverty and SDG 10 - Reduced Inequality (UNfoundation, 2015). Through its diverse portfolio, Wholesum actively engages in poverty alleviation and economic empowerment initiatives, aiming to uplift communities by directing investments toward projects that address fundamental societal needs. Moreover, Wholesum's focus on minority groups, particularly supporting Muslim communities, contributes significantly to reducing inequalities, fostering a more inclusive and equitable financial landscape. By strategically aligning its operations with these SDGs, Wholesum not only enhances its social impact but also reinforces its dedication to creating positive change and building a financial ecosystem that prioritizes the well-being of both individuals and communities.

8. Implementation Considerations

Issue	Risk	Mitigation
Limited Brand Awareness:	Wholesum is a relatively young and first-time funds manager, facing challenges in building brand awareness.	Invest in a comprehensive marketing strategy, leveraging both digital and traditional channels. Utilize social media platforms, industry events, and partnerships to enhance visibility. Establish thought leadership through webinars, articles, and expert opinions.
Economic Headwinds for Non-Profits:	Economic challenges, declining donations, and increasing costs in the Non-Profit sector may limit their capacity for investment.	Tailor investment solutions to accommodate the financial constraints of Non-Profits. Offer flexible investment plans, educational resources, and partnership opportunities to help them overcome financial challenges.
Cultural Sensitivity in Religious Services Segment:	In the Religious Services segment, misunderstanding or insensitivity to diverse religious values could hinder market penetration.	Conduct thorough research on various religious values, engage with religious leaders, and ensure the investment products align with diverse faith-based principles. Implement cultural sensitivity training for team members involved in client interactions.
Competitive Landscape:	Intense competition from existing not-for-profit investment organizations may pose challenges.	Conduct ongoing competitor analysis to identify gaps and opportunities. Differentiate Wholesum by emphasizing its unique value propositions, such as a strong focus on responsible and ethical investing.
External Validity of Survey Results:	The survey results may have limitations due to external validity issues.	Acknowledge the limitations of the survey results and supplement them with additional market research. Consider conducting follow-up surveys or interviews with a broader and more representative sample to validate findings.

Figure 16- Risks and Mitigation

By proactively addressing these risks and implementing the suggested mitigations, Wholesum can navigate potential challenges and enhance the success of its go-to-market strategy in the Non-Profits and Religious Services segments.

9. Conclusion

In a broader context, this comprehensive report culminates in a strategic blueprint for Wholesum, delineating an intricate go-to-market plan tailored for the B2B landscape within not-for-profits and religious services. By identifying Charities/Non-for-Profits and Religious Services Australia as primary customer segments, the report aligns Wholesum's mission with targeted market needs. The recommendations, tailored for each segment, extend beyond transactional considerations, emphasizing the core ethos of responsible investing and ethical considerations. Additionally, the competitor benchmarking against key not-for-profit investment organizations affords Wholesum a nuanced perspective on performance metrics, technological innovation, customer satisfaction, and market share. This comparative analysis serves as a compass for Wholesum, offering strategic insights to fortify its competitive edge and carve a distinctive niche within the industry.

In essence, the proposed roadmap encapsulates not only the tactical manoeuvres required for market penetration but also the underlying philosophy that defines Wholesum. It positions the platform not just as an investment intermediary but as a transformative force, enabling not-for-profits and religious institutions to align their financial goals with ethical principles and societal betterment.

As Wholesum embarks on this strategic journey, guided by the insights and recommendations delineated in this report, it is poised not only to thrive in the burgeoning ethical investment market but also to catalyse positive change within the sectors it engages. The enduring impact lies not solely in financial transactions but in the profound alignment of economic prosperity with social responsibility. This report, therefore, stands as a roadmap for Wholesum's journey towards becoming a beacon in the realm of ethical and impactful investing.

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