

\* seedstars

# SEEDSTARS

Programs Deck

March 2024



# ABOUT \* seedstars

[About Seedstars](#)[Problem](#)[Solution](#)[Methodology & Differentiation](#)[Market & Positioning](#)[Track Record](#)[Team](#)

Impacting people's lives in **emerging markets** through **technology and entrepreneurship** and by backing entrepreneurs with **know-how, community, and capital.**



## Our Mission

About Seedstars

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

Since 2013, Seedstars has played a pivotal role in developing entrepreneurial ecosystems in emerging and frontier markets providing hands-on support to entrepreneurs. It has emerged as a global leader in the development of entrepreneurial ecosystems by identifying gaps in key domains (Culture, Finance, Support, Market, Human Capital, and Policy) and implementing precise interventions to fuel entrepreneurial growth in each region.

The company works with multi- and bilateral organisations, governments, and private-sector foundations on **customized interventions and financing solutions for small and growing businesses (SGBs) in emerging markets**. On top of that, Seedstars **partners with and invests in emerging venture capital funds active in the Pre-Seed to Series A stages** across complementary geographies and sectors and co-invests in their portfolio companies.

Using the learnings on the ground, Seedstars has built three ventures that tackle key issues faced by entrepreneurs through different impact-driven activities that range from advisory to investments. The Seedstars Group includes:

 **Seedstars Talents**

 **Seedstars Programs**

 **Seedstars Capital**



# Our intended impact - To contribute to positive economic and social impact in emerging economies we use a Theory of Change to drive our initiatives

About Seedstars

Problem

Solution

Methodology & Differentiation

Market & Positioning

Track Record

Team

Seedstars is powered by a **Theory of Change** that delineates our impact, driven by the efforts of our teams, ventures and partners and their collaborations with enterprises in emerging markets. Seedstars is built on the principle that nurturing entrepreneurship triggers economic growth in emerging markets, and when combined with supporting entrepreneurs with purpose-driven missions even greater impact can be achieved.

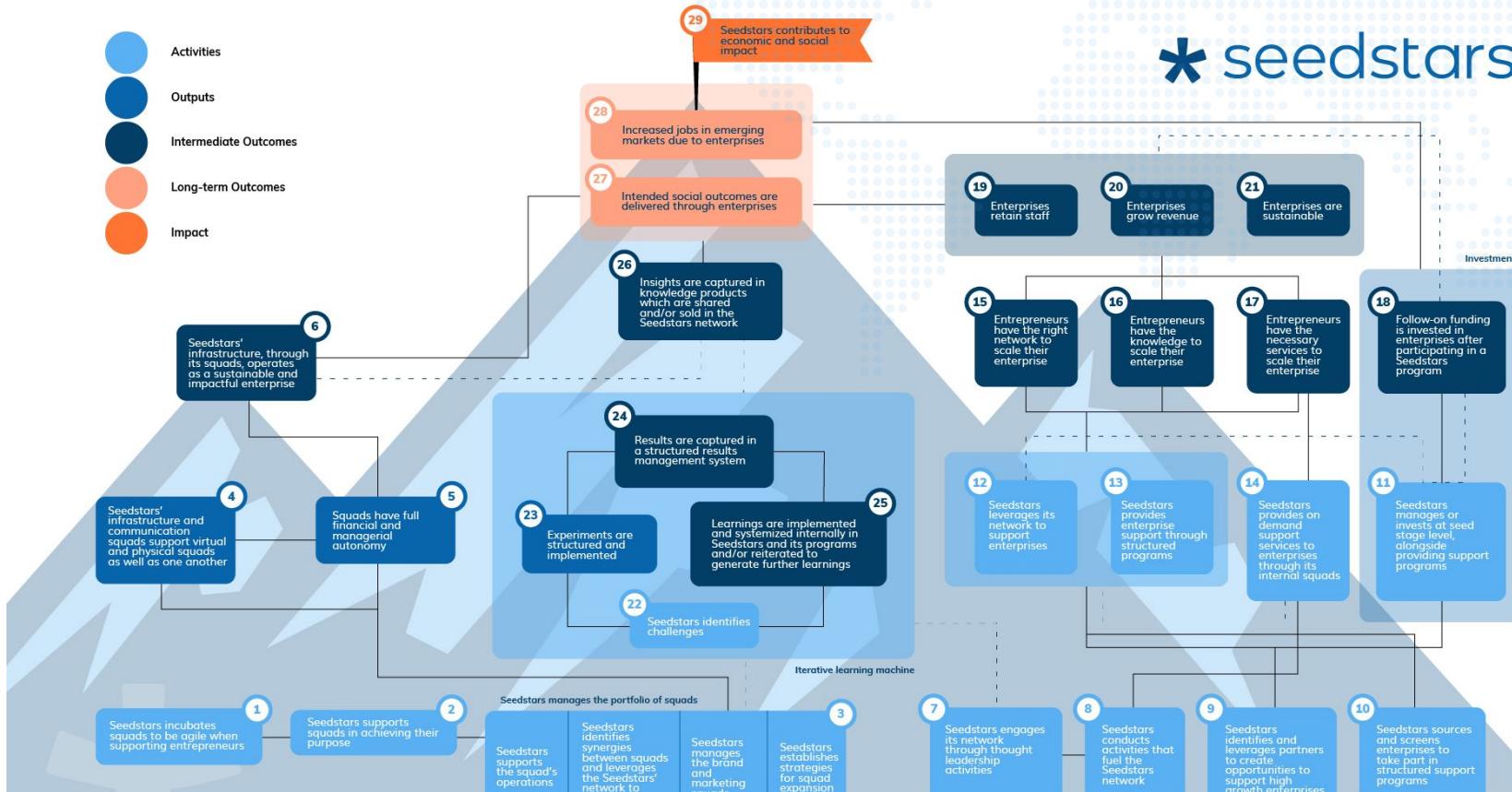
Our approach is to build and nurture a network of partners, mentors, financing partners investors and entrepreneurs. From this network, there is a wealth of opportunities to support high-growth enterprises. Leveraging this network we cultivate a vibrant ecosystem that offers a holistic spectrum of support to promising entrepreneurs. This includes imparting crucial skills, providing invaluable business development and advisory services, and facilitating access to capital. With these resources, entrepreneurs are empowered to build and scale their ventures sustainably.

As a result, enterprises not only increase the average monthly revenue and impact, which increases their opportunity to attract follow-on investment for further growth, but they are also able to significantly contribute to job creation in emerging markets. This catalyzes economic development while simultaneously achieving distinct social goals.

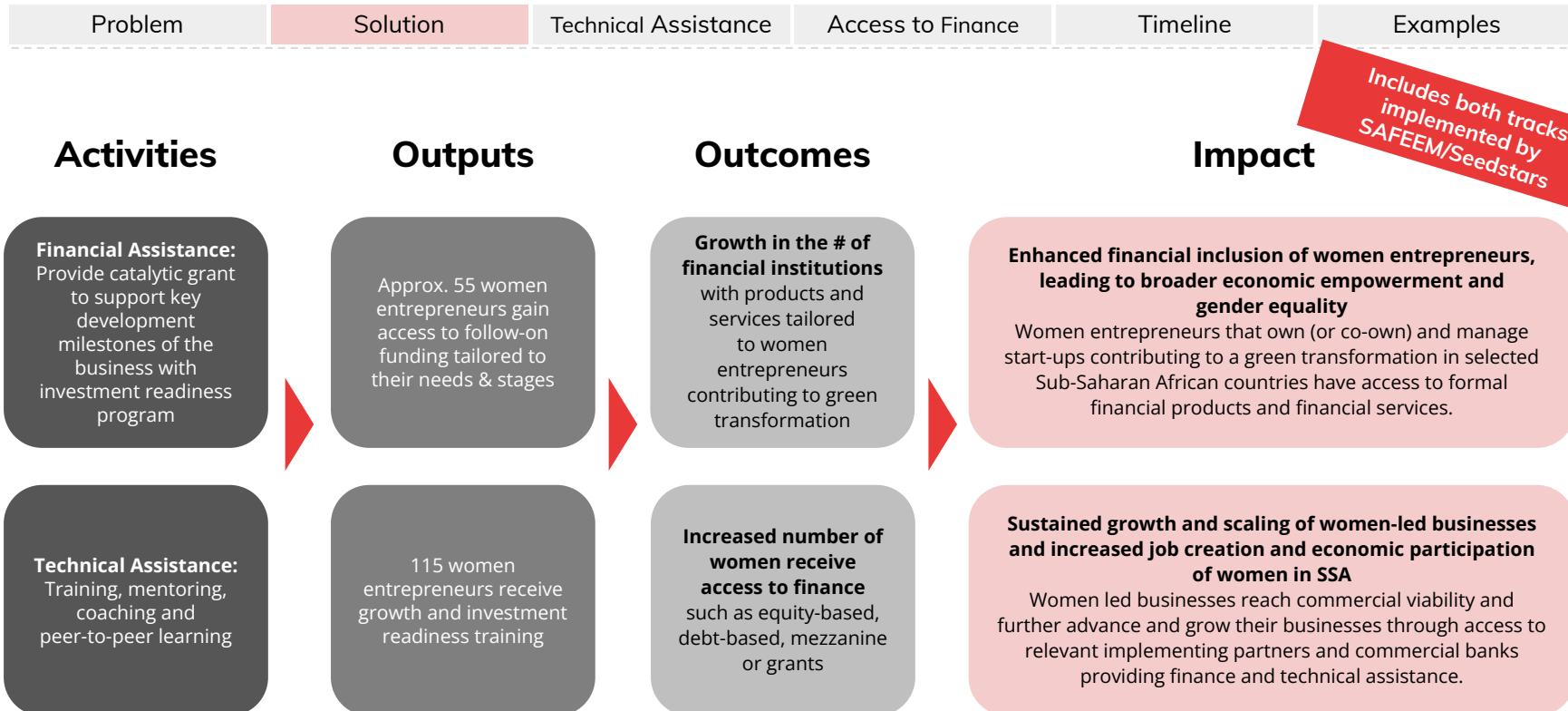
A vital component of the theory of change is our own journey to also become a “successful entrepreneur”. As an enterprise, we are committed to commercial sustainability, which forms a robust foundation for us to support our teams, ventures, and collaborators in the path to success. The same messages and skills we share with other entrepreneurs, we adopt internally to drive growth, innovation and success. We aim to support entrepreneurs to scale their businesses whilst we build Seedstars for scale!

# \* Seedstars' Theory of Change

| About Seedstars | Problem | Solution | Methodology & Differentiation | Market & Positioning | Track Record | Team |
|-----------------|---------|----------|-------------------------------|----------------------|--------------|------|
|-----------------|---------|----------|-------------------------------|----------------------|--------------|------|



# \* Seedstars' Theory of Change



# \* Our work - Supporting entrepreneurs in their path to high impact using holistic solutions across the growth cycle of emerging market enterprises:

About Seedstars

Problem

Solution

Methodology & Differentiation

Market & Positioning

Track Record

Team



Seedstars Talents

2

327

Seedstars Academy

Number of participants

XXX



Seedstars Programs

118

5500

Programs

Number of participants

ADD JOBS CREATED  
REVENUE INCREASED  
FINANCING INCREASED



Seedstars Capital

100+

35+

8

Investments

Countries

Funds / Strategies

XXX

# \* Seedstars Global Network

**1M**

**250K**

**90+**

Participants impacted

Members in our community

Ecosystems covered

**90+**

**118**

**1300**

Team members globally

Entrepreneurial programs run

Mentors in our community

**110+**

**35**

**20k**

Investments

Countries Invested Into

Jobs created

**\$1bn**

Aggregated portfolio valuation



Offices



Seedstars Ecosystem

# \* Our network - A truly global presence

About Seedstars

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

|   |  |
|---|--|
| <b>1M</b> participants impacted             | <b>250K</b> Members in our community   |
| <b>14K</b> Global startup alumni            | <b>1,500+</b> Mentors in our community |
| <b>90+</b> Ecosystems Covered - (countries) | <b>90+</b> Team members globally       |
| <b>5,000</b> Investors in our network       | <b>100+</b> Portfolio companies        |

 **50K** Facebook followers

 **52K** LinkedIn followers

 **24K** Twitter followers

 **13.9K** Instagram followers

 **1.9K** Media mentions

 **330K** Website visits



Global in nature with physical presence all over the world



Co-working spaces

Program presence

# \* seedstars PROGRAMS



The background of the slide features a subtle, abstract graphic design. It consists of several thin, light blue outlines of geometric shapes, including rectangles and triangles, which are scattered across the dark blue background. These shapes overlap and vary in size, creating a sense of depth and movement.

# Problem & challenge statement

# \* Seedstars Programs - What we do

About Seedstars

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

Seedstars Programs consults **multi- and bilateral organisations, governments, and private sector foundations** in creating and structuring **customized capacity-building & strengthening interventions and innovative development financing solutions** to increase private sector engagement in solving the challenges of major SDGs:



Our goal is to **create thriving entrepreneurship ecosystems** and generate positive social, economic and environmental impact in emerging markets.

# \* Seedstars Programs - What we do

About Seedstars

Problem

Solution

Methodology & Differentiation

Market & Positioning

Track Record

Team

| Focus Area   | Our track record   | Our impact |
|--|--|------------|
| Women empowerment programs contributes to Gender Equality SDG 5  | <ul style="list-style-type: none"><li>Care Programs, Women Empowerment Programs, Financial Inclusions for women affected by migration</li></ul>            |            |
| Migration, Care & Disabilities programs Reducing inequalities SDG 10   | <ul style="list-style-type: none"><li>Migration, Poverty reduction, care, inclusivity</li></ul>  |            |
| Climate, Environment, Sustainability<br><br>Contributes to Clean Water and Sanitation (SDG 6), Climate Action SDG 13, Affordable and Clean Energy (SDG 7), Sustainable Cities and Communities (SDG 11) | <ul style="list-style-type: none"><li>e.g. Climate Innovation Programs, Water Waste Sanitation Programs, Single used plastic reduction programs)</li></ul> |            |

# \* Ecosystems & entrepreneurs face challenges in generating social, economic and environmental impact

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

Ecosystems & Entrepreneurs face multiple challenges in creating social, economic and environmental impact and contributing to the SDGs.

## Ecosystem challenges

1. Difficulties in developing sustainable and thriving Entrepreneurship Ecosystems.\*
2. Lack of grassroots know-how, networks, data and experience in designing and implementing high quality and result driven interventions.
3. Challenges addressing the financing needs of missing middle companies and structuring and launching the right investment vehicles to support SGBs.
4. Challenges in measuring and managing the socio-economic impact of interventions.

Leads to:

1. Limited job creation and economic development in emerging market countries
2. Unsustainable interventions with limited outcomes
3. A yearly financing gap of 4.5 trillion to achieve the SDGs by 2023
4. Unstructured measuring of impact on SDGs



## Entrepreneurship challenges

### Focus on surviving vs. generating impact

Entrepreneurs are de-focusing impact or not exploiting full impact potential and have limited incentive for impact at scale as their focus is to survive and build a sustainable business

### Financing gap for missing middle companies

According to IFC data\*\*, there are 131 million micro, small and medium-sized businesses that have unmet financing needs, translating into a 41% financing gap in developing countries.

### Limited customisation in capacity-building services

A tailored approach and well-designed business development services are benefiting SGB in their development and contributing to the creation of additional jobs.\*\*\*

Additionally, only 34% of blended finance funds include technical assistance/capacity building, which can lead to ineffective usage of resources.\*\*\*\*

Diagram source: [This is how small businesses can boost job creation worldwide \(2023, October 25\). World Economic Forum](#)

\*WEF Entrepreneurial Ecosystems Around the Globe and Company Growth Dynamics

\*\*IFC, MSME Finance Forum

\*\*\*World Bank Group Support for Small and Medium Enterprises. A Synthesis of Evaluative Findings

\*\*\*\*(Convergence Database: Historical Deals (2022)

# \* Small and growing businesses contribute to creating social, economic and environmental impact and generate the majority of quality jobs

About Seedstars  
Programs

Problem

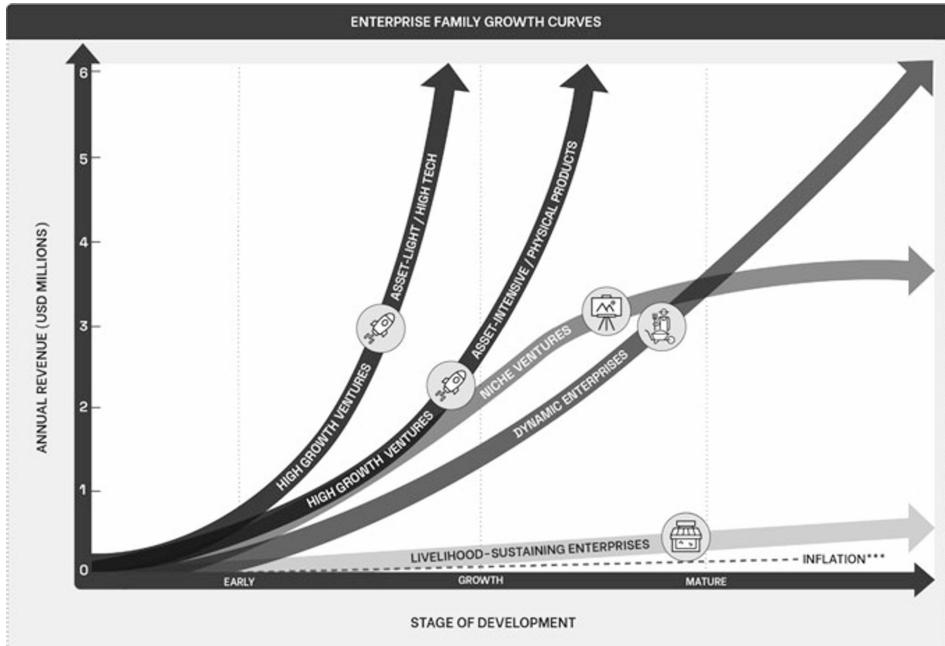
Solution

Methodology &  
Differentiation

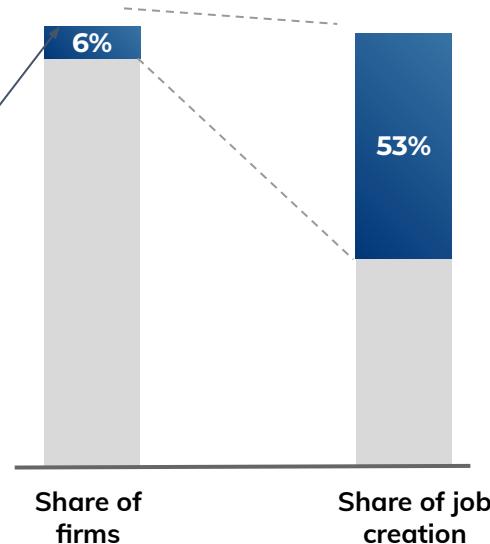
Market & Positioning

Track Record

Team



6% of high growth ventures become large companies that represent 53% of job creation.\*



Our goal is to accelerate the growth path of the different types of enterprises:  
Create as many **high growth ventures** as possible with a **minimum of 20% growth** per year as they create **53% of quality jobs** due to their **innovative nature, exponential scale potential, increased risk tolerance and societal problem solving motivation.**

# \* SGBs as participants: A group that contributes effectively to economic development and social impact

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

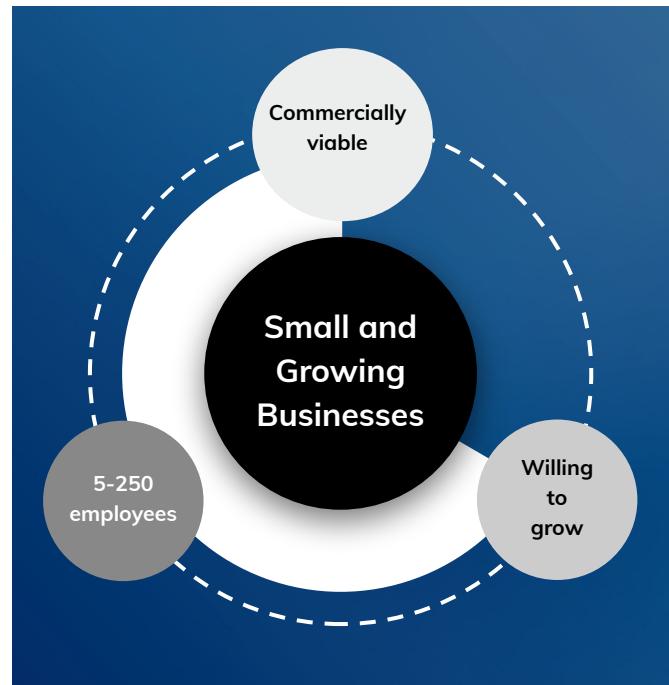
**Small and Growing businesses (SGBs)** are commercially viable businesses with up to 250 employees that have significant potential and ambition for growth.

They typically seek growth capital from USD \$5,000 to \$2 million to support early-stage growth, expand operations, finance working capital, and acquire new assets—but they struggle to access forms of capital that meet their needs.\*

SGBs have a significant and positive impact on emerging and frontier markets. They create jobs, contribute to inclusive economic growth, provide underserved populations with access to essential goods and services, and spark innovative technologies and business models.

## Why we focus on supporting SGBs?

- SGBs create **60% of the new quality jobs in emerging markets**, increase economic growth through contributions in GDP, **provide essential goods and services and drive innovation\***
- SGBs **play a critical role in achieving Sustainable Development Goals (SDGs)** like climate action, gender equality, and reducing inequalities.
- SGBs are **the missing middles** - too big for microfinance, too small or risky for traditional bank lending, and lack the growth, return, and exit potential sought by venture capitalists.



# \* Our partners

| About Seedstars<br>Programs | Problem | Solution | Methodology &<br>Differentiation | Market & Positioning | Track Record | Team |
|-----------------------------|---------|----------|----------------------------------|----------------------|--------------|------|
|-----------------------------|---------|----------|----------------------------------|----------------------|--------------|------|

|                                     | <b>Governments / Ministries</b> | <b>Private Sector Foundations</b> | <b>Bi &amp; multilateral organisations</b> | <b>Local ESOs</b> | <b>Small and Growing Businesses</b> |
|-------------------------------------|---------------------------------|-----------------------------------|--|-------------------|-------------------------------------|
| Main challenge they face            |                                 |                                   |  |                   |                                     |
| Evidence of the challenge they face |                                 |                                   |  |                   |                                     |

# \* The evidence of the challenge

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

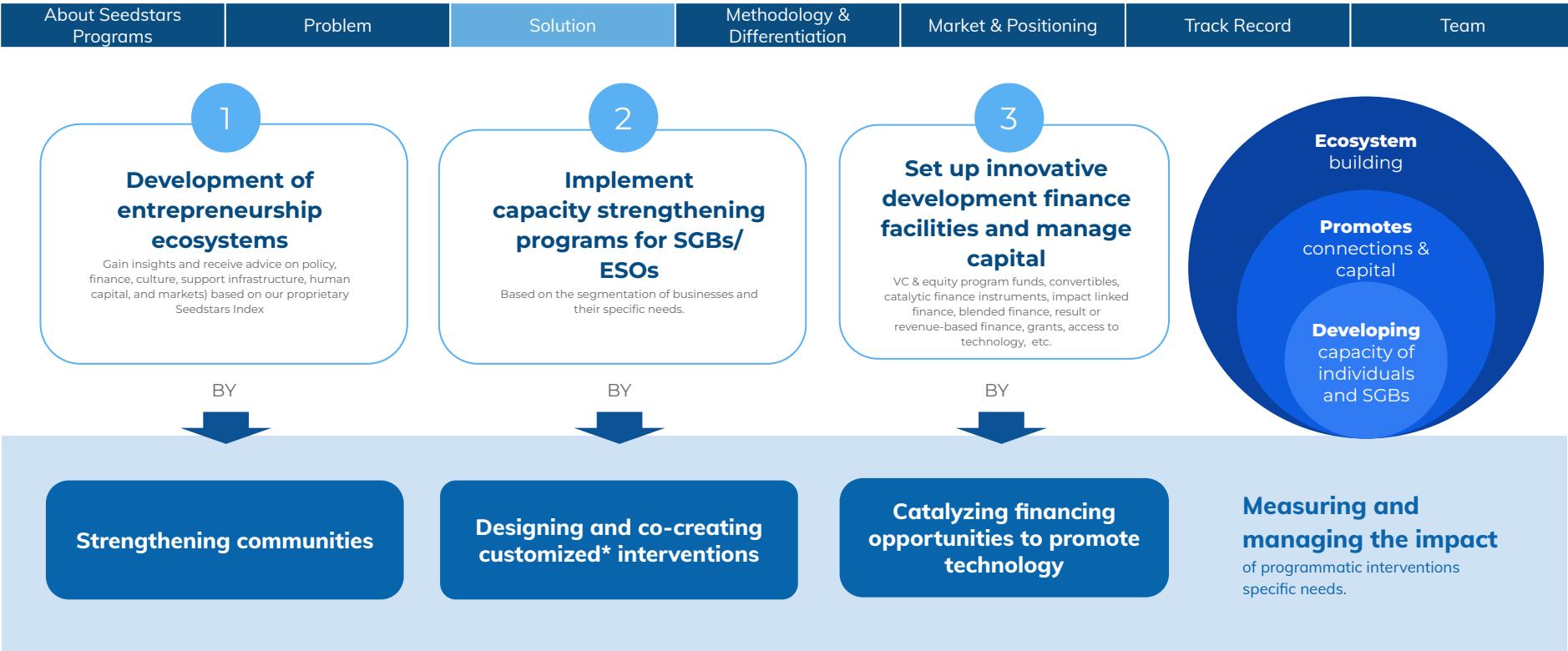
Team

Evidence (data, studies, reports) showing correlation or impact of addressing capacity building + financing entrepreneurs / SGBs together on economic growth and social /environmental impact

as well as studies showing impact of entrepreneurial ecosystems on economic development, etc and then go to Seedstars solution, showing that your programs are evidenced-based

# Solution Overview

# \* Our solutions to Sustainable Growth and Job Creation



\*This customized approach ensures that our programs are more relevant, thereby increasing the likelihood of a positive impact on the organization's development and sustainability. ([World Bank, 2019](#))

# \* Comparative advantage of our programs

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

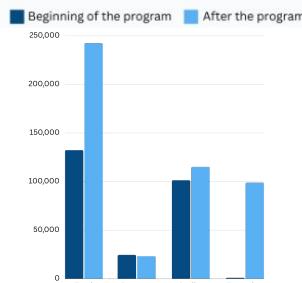
## No one-size-fits all: highly tailored



### Data driven assessment and segmentation

We deliver an assessment to **empathize and define** with participants their key needs, priorities and challenges.

**83%**  
Increase in paying customers



Information based on Seedstars alumni survey answered by 83 by May 2024.



### Impact oriented growth mindset

We **foster** entrepreneurial impact potential by using a growth mindset\* throughout our entrepreneur-centered interventions.



### Global network and community

We leverage our global network of experts, advisors and investors to **boost** entrepreneurs' potential by:

- Forging valuable **connections** and broader **financing opportunities**.

According to **ANDE\*\***, a program intervention that entails training, networking and investors introductions can generate substantial improvement in comparison to interventions that are only content-based.

- Strategic **matchmaking\*\*\***

As highlighted by **GIZ\*\***, it is crucial to facilitate matchmaking between investors and investable opportunities to unlock US\$12 trillion market potential and create 380 million new jobs by 2030.



\*Morgan (2019) Underdog Entrepreneurs, a Framework of Success for Marginalized and Minority Innovators. Findings on how the potential of a growth mindset helps entrepreneurs to succeed through superior learning and capability development.

\*\*ANDE The SGB Evidence Fund (2023). Unlocking The Potential: What We Know About Supporting Entrepreneurs And What Is Coming Up Next

\*\*\*GIZ (2019) Matchmaking between businesses and investors.

# \* The development of entrepreneurial ecosystems requires a deep understanding of the 6 domains that can affect its growth

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

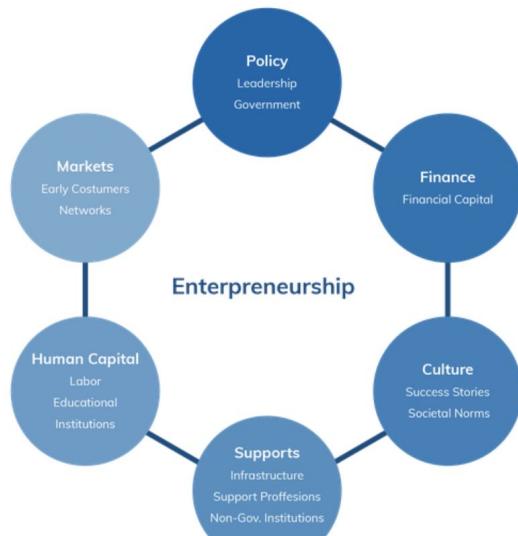
Market & Positioning

Track Record

Team

The Seedstars Entrepreneurial Ecosystem Development (SEED)™ Methodology uses Daniel Isenberg's six core entrepreneurship domains: Policy, Finance, Culture, Supports, Human Capital, and Markets to better classify challenges faced by entrepreneurs. For each series of interventions, research into the six domains with respect to the industry & country/region in question is completed in order to propose a the interventions that would cater to specific needs and support the growth of the ecosystem.

Daniel Isenberg's six core entrepreneurship domains



| Domains       | Key Challenges Faced by Entrepreneurs in (industry) in (region/country)         |
|---------------|---|
| Policy        | List 1-3 key challenges faced in this area in the industry & region in question |
| Finance       | List 1-3 key challenges faced in this area in the industry & region in question |
| Culture       | List 1-3 key challenges faced in this area in the industry & region in question |
| Supports      | List 1-3 key challenges faced in this area in the industry & region in question |
| Human Capital | List 1-3 key challenges faced in this area in the industry & region in question |
| Markets       | List 1-3 key challenges faced in this area in the industry & region in question |

## \* The value of capacity building / technical assistance / programs

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

Prove with data why outcomes for entrepreneurs are bigger when they join a program vs. they don't and for example only get investment / financing.

Prove with data what a program should cost per company to make it a high performing program. Are there differences in program cost per company depending on the type of company (stage and segmentation like livelihood sustaining, niche, dynamic, high growth)

# \* The value of capacity building / technical assistance / programs

| About Seedstars<br>Programs | Problem | Solution | Methodology &<br>Differentiation | Market & Positioning | Track Record | Team |
|-----------------------------|---------|----------|----------------------------------|----------------------|--------------|------|
|-----------------------------|---------|----------|----------------------------------|----------------------|--------------|------|

A study by GALI 'Measuring the Value for Money of Acceleration' showed that on average, the higher the program cost per venture, the higher is the average cost effectiveness, following the equation below:

$$\text{Average Cost Effectiveness} = \$ \text{ Program Cost per Venture} / \Delta \text{ Average Change in Outcome}$$

where **\$ Program Cost per Venture = Total Program Cost + Total Capital Invested by the Accelerator**  
**and  $\Delta$  Average Change in Outcome = Cohort Average Outcome in Years – Cohort Average in Baseline Year**

The table 4 (from the study above) summarizes the research identified on the cost effectiveness of various programs in different regions in creating jobs or increasing wages.

| Type of Support           | Study Location              | Result  | Citation  |
|---------------------------|-----------------------------|---|---|
| Incubation                | Europe                      | \$4,275 per job created                                   | Centre for Strategy & Evaluation. 2002. "Benchmarking of Business Incubators." Final Report. European Commission.   |
| Business plan competition | Nigeria                     | \$8,538 per job created                                   | McKenzie, David. 2017. "Identifying and Spurring High-Growth Entrepreneurship: Experimental Evidence from a Business Plan Competition." American Economic Review 107 (8): 2278–2307.                                    |
| Business plan competition | Review (multiple countries) | \$9,000 per job created                                   | Barrows, G. 2018. "Do Entrepreneurship Policies Work? Evidence From 460 Start-Up Program Competitions Across the Globe." FAERE Working Paper. French Association of Environmental and Resource Economists.              |
| Consulting services       | Mexico                      | \$1 of consulting services increased wages paid by \$3.85 | Bruhn, Miriam, Dean Karlan, and Antoinette Schoar. 2018. "The Impact of Consulting Services on Small and Medium Enterprises: Evidence from a Randomized Trial in Mexico." Journal of Political Economy 126 (2): 635–87. |

# \* The value of capacity building / technical assistance / programs

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

Applying the equation earlier on Seedstars programs, particularly the acceleration components of the WE4A programme.

Average Cost Effectiveness = \$ Program Cost per Venture / Δ Average Change in Outcome  
where

**\$ Program Cost per Venture = Total Program Cost + Total Capital Invested by the Accelerator**

and **Ω Average Change in Outcome = New Jobs Created + Preserved Jobs**

**WE4A Acceleration and Growth:** Every 3,256 USD in accelerator costs was associated with the creation of one new job as well as preserving old jobs, that would have been discontinued without the acceleration programme, for a total of 99 startups.

3,256 USD accelerator costs

1 created/preserved job

While access to finance and additional investment will be essential to realizing the potential of SGBs, finance and investment alone will not be enough. Capacity-building support plays an important role in helping many SGBs to reach their potential.

Effective support services help SGBs generate additional revenue, improve productivity, create jobs, and ultimately improve the livelihoods and well-being of the populations in emerging markets.





About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

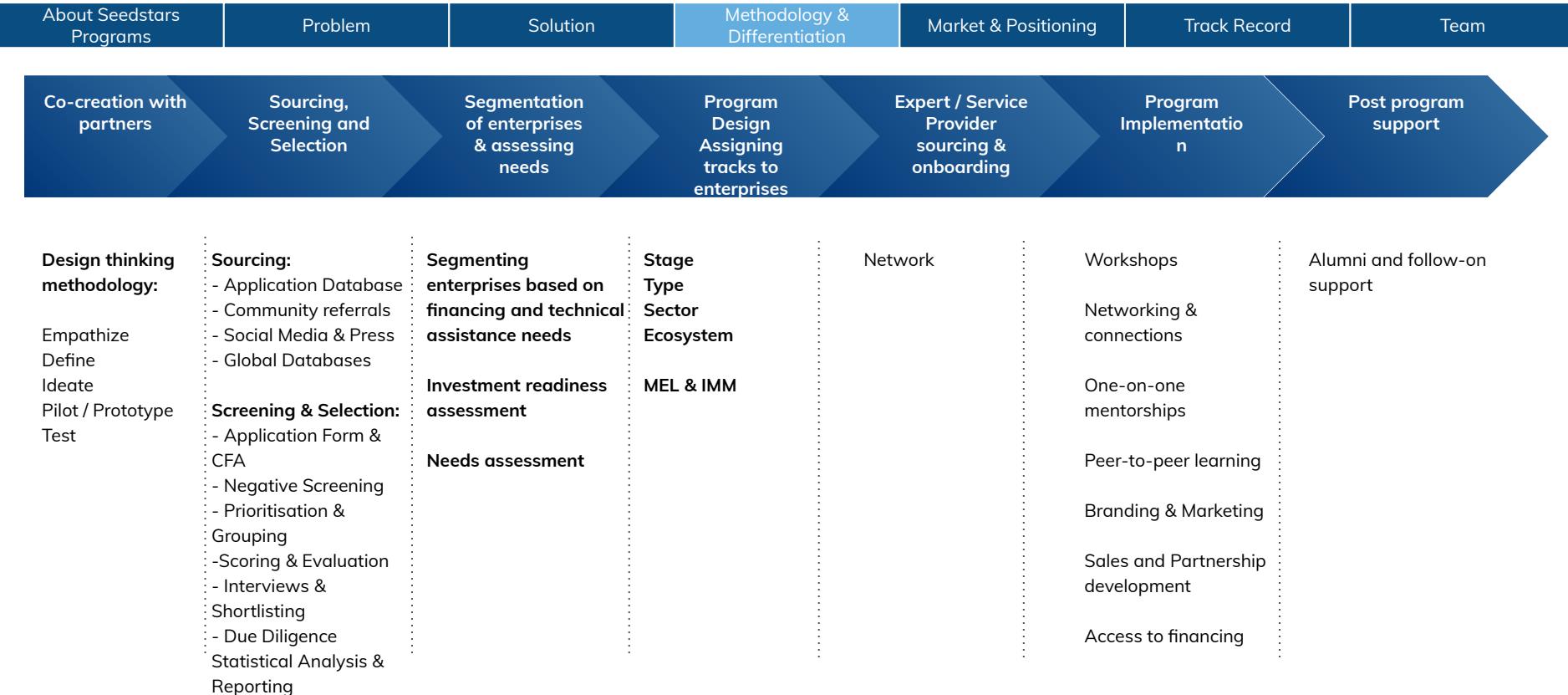
Track Record

Team



# Methodology and Differentiation

# \* Process of running customized capacity building programs based on the needs of SGBs



# \* Co-creation with partners

| About Seedstars<br>Programs | Problem | Solution | Methodology &<br>Differentiation | Market & Positioning | Track Record | Team |
|-----------------------------|---------|----------|----------------------------------|----------------------|--------------|------|
|-----------------------------|---------|----------|----------------------------------|----------------------|--------------|------|

We seek to understand our partner priorities and priorities through a rigorous [adapted] design thinking process to achieve outcomes that were co-created directly from partners.

- **Deep dive step:** deep dive session with partners to understand their pain points and objectives.
- **Priority step:** define and select priorities with key departments or business units to deploy for ideate and solutions generation.
- **Ideation workshop:** design thinking workshop with selected stakeholders to co-design and test multiple prototypes.



Pre-program engagement step that focus on deep dive assessment with partner to **empathize** in their key focus goals, priorities and challenges.

This step seeks to fully understand and help partner **define** key objectives and priorities to achieve as the outcomes from the program design.

Deploy design thinking approach to help partners select key participation from different departments and business units for co-design, **ideation** for various pilot projects and approach that can be tested in the program

No one unders examp progra acceler

1-EMPATHIZE



3-IDEATE



5-TEST



## Co-creation objective

No one-size-fits-all, we deploy this step to ensure our understanding of partner needs are fully understood and met the expectations. It also allows us to to design program with key activities and interventions that reflect to their circumstances such as local contexts and sector challenges in their respective geographies.

# \* Pre- during and post-program capacity building and strengthening services

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

## Pre-Program/Financing

- Market studies / Feasibility studies
- Partnership / Consortium building with relevant local and regional partners
- Project setup and preparation
- ToC & MEL Framework including milestone, output and outcome setting
- Environmental and risk assessment
- Pipeline curation, sourcing, screening and selection
- Needs assessment
- Investment Readiness Assessment

## During & post Program/Financing

- Masterclasses / trainings
- Business and product development
- Talent / human resource development
- Market access and marketing services
- Accounting / financial management
- Matching with expert support such as mentors, strategic partners & service providers
- Experiment methodology & Challenge oriented
- Peer to peer learnings
- IMM (Focus: Climate Action, Gender Equity)

According to convergence data, roughly one-third of technical assistance and capacity building is done pre-financing while two-thirds is typically done post-financing.

# \* Sourcing, Screening and Selection

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

## Sourcing

Finding suitable participants  
for each open call by  
leveraging our network

### Application Database

Database of 26,000+ startups  
80 ecosystems covered

### Community Referrals

+100k member network

### Social Media & Press

±90k social media followers  
±20k press contacts

### Global Databases

Access to business databases  
with over 5M active businesses

## Screening and selection

Screening process to evaluate and select the highest quality and suitable candidates for each of our programs

### Areas of evaluation

Selected criteria is customized to the objectives of each program

1. Team
2. Product innovation and technological leverage
3. Product market fit;
4. Scalability
5. Impact focus and measurement
6. Investability of the business

\*Example of application form using Airtable [here](#)

\*Example of our detailed screening methodology used for IFC Africa [here](#)

### Key Metrics

Average of +150 applications per call

4.8/5 NPS in terms of suitability of  
selected businesses

Top industries in our database:  
Agriculture (26%), Health (13%) and  
Education (13%)

### Selection Funnel

Multilevel selection funnel for evaluation and selection of high-impact SGBs

01

02

03

04

Application Form &  
CFA

Negative Screening

Prioritisation &  
Grouping

Scoring & Evaluation

05

06

07

08

Multi-stage interview  
process

Shortlisting

Legal DD, negotiation and  
investment / grant agreement

Statistical Analysis  
& Reporting



## The solution: No one-size-fits-all: Co-creating tailored and needs based capacity building services by stage, type, sector, ecosystem of SGB and offering customized financing instruments

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

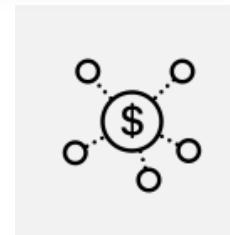
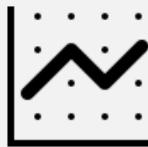
Market & Positioning

Track Record

Team

Partnership and consortium building and co-creating **tailored interventions** with our partners such as governments, multi-and bilateral organisations and private sector foundations

Customisation based on:



### Stage

Idea  
Early  
Growth  
Mature

### Type

Livelihood-sustaining  
enterprises  
Dynamic enterprises  
Niche Ventures  
High Growth Ventures

### Sector

Agriculture  
Education  
Financial services  
Health  
...

### Ecosystem

Nascent  
Advancing  
Mature

### Financing

Debt  
Mezzanine  
Equity  
Catalytic

# \* Stage of Enterprise: From Ideation to Establishing the business

About Seedstars  
Programs

Problem

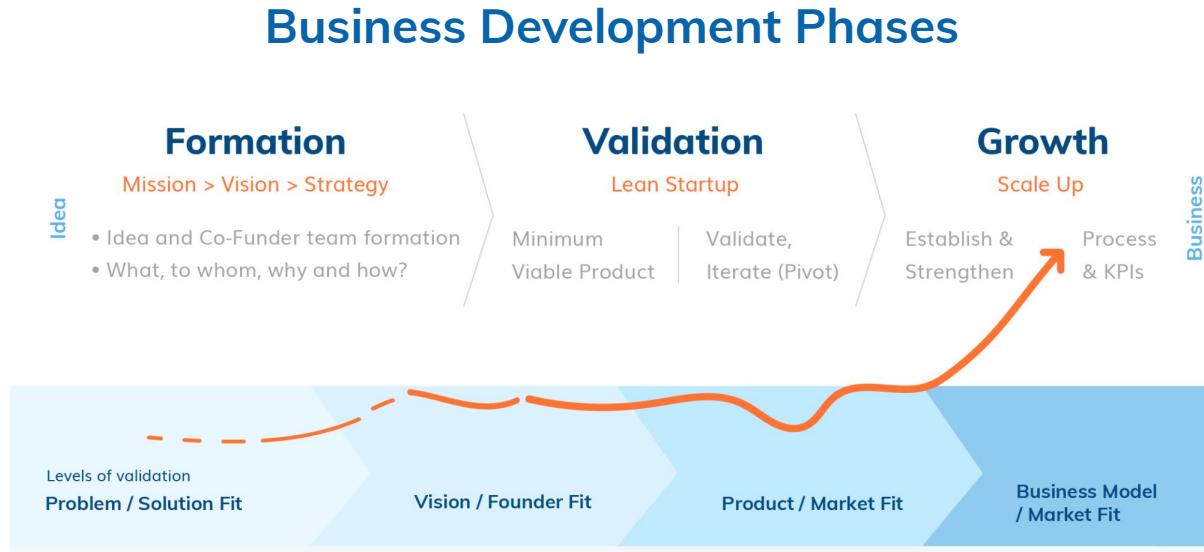
Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team



Source: [Startup Development Phases](#): from idea to business and talent to organization  
[www.startupcommons.org](http://www.startupcommons.org)

We offer a variety of programs targeted to SGBs in all stages of their development. We co-create the best possible program interventions with our clients including:

- **Incubation Programs** for teams looking to start their business
- **Acceleration Programs** for teams with a first MVP and some revenue < \$10k
- **Growth and Expansion Programs** for teams with multiple months of stable growth and traction of more than \$10K MRR. They should be ready to invest resources in growth or expansion

# \* Stage of enterprise: Defines the type of program

| About Seedstars Programs  | Problem   | Solution   | Methodology & Differentiation  | Market & Positioning  | Track Record   | Team  |
|---|---|--|--|---|--|---|
|   |   | <p><b>Incubation Program</b><br/>The primary objective is to validate a Problem - Solution fit via the creation of a Minimum Viable Product. The program supports in the refining of ideas, development of products/services, and prepares for market entry.</p> |  | <p><b>Acceleration Program</b><br/>Our acceleration program is focused on achieving product-market fit and rapidly scaling to the growth-stage by providing advanced resources, mentorship, and investment opportunities.</p> |  | <p><b>Growth Program</b><br/>The growth program is focused on creating sustainable growth mechanisms through experimentation, as well as establishing a well rounded team and business operations that generate an increase in traction, market/product expansion, impact and second-stage financing.</p> |
| <b>Company stage</b>  | <b>Ideation of a product/service or prototype, with one person or loosely formed team with a vision, but w/o commitments or balanced skill set.</b>                                   |  | MVP has been validated with initial traction and revenue. Initial funding has been secured, and the focus is on scaling operations, market presence, and investment. Core team is in place and developing a shareholder agreement. |   | The company has a proven product-market fit, consistent revenue streams, and is looking to scale significantly. Seed and even Series A funding secured, and is focused on expanding its market share and operational capabilities. |   |
| <b>Challenges addressed</b>   | <ul style="list-style-type: none"> <li>- Product development to solve a problem identified</li> <li>- Team formation &amp; operations</li> <li>- Biz dev. and market entry</li> </ul> |  | <ul style="list-style-type: none"> <li>- Scaling operations &amp; market expansion</li> <li>- Competitive positioning</li> <li>- Talent acquisition</li> </ul>   |   | <ul style="list-style-type: none"> <li>- Innovation to meet market demands</li> <li>- Entering new local and international markets</li> <li>- Scaling production, distribution &amp; customer service</li> </ul>                   |   |
| <b>Key objectives</b>   | <ul style="list-style-type: none"> <li>- Early adopters / pilot customers acquired</li> <li>- First revenue received</li> </ul>   |  | <ul style="list-style-type: none"> <li>- Lead generation and average MRR increased</li> <li>- Financial strategy defined and financing partners are in discussions/negotiations.</li> </ul>  |   | <ul style="list-style-type: none"> <li>- Implementation of growth experiments for rapid scale</li> <li>- Product and UX optimized for growth</li> <li>- C-level team established &amp; advisory board</li> </ul>                   |   |
| <b>Key outcomes</b><br><ul style="list-style-type: none"><li>- Business</li><li>- Fundraising</li></ul> | <ul style="list-style-type: none"> <li>- Minimum Viable Product built, launched and tested</li> <li>- Financial resources for MVP testing secured &amp; pitch dev.</li> </ul>         |  | <ul style="list-style-type: none"> <li>- Increase in revenue and customers</li> <li>- Investment readiness &amp; seed funding</li> <li>- Scalable systems for sustainable growth</li> </ul>  |   | <ul style="list-style-type: none"> <li>- Capturing a larger target market &amp; growth plan for new markets/products</li> <li>- Achieving sustainable growth</li> <li>- Second-stage funding secured</li> </ul>                    |   |

# \* Segmentation of enterprises: There is no “one-size-fits-all,” we take a tailored approach to designing holistic programs

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

**After 10 years** of supporting emerging market entrepreneurs, our main learning is that there is **no “one size fits all”** for capacity strengthening. Programs need to be **tailored to the needs of participants** according to four data driven assessments upon which they are segmented into relevant program tracks.

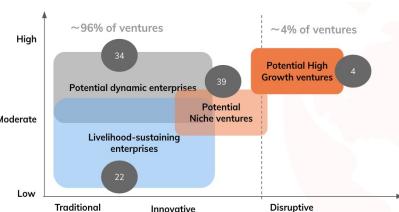
## 1. Stage

Defines support needed to develop/scale a business & their financing needs



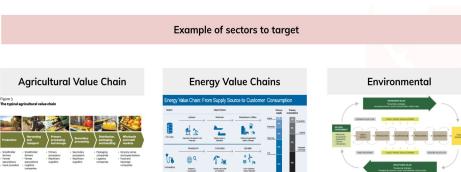
## 2.Typology

Defines relevant expert/coaching support and financing needs



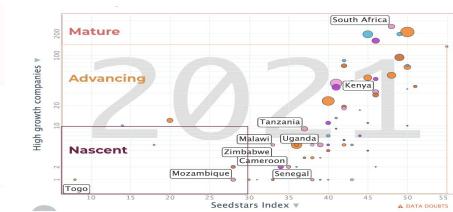
## 3. Sector specificity

Different sectors imply different types of strategic partnerships & sector specific training



## 4. Ecosystem Maturity

The status quo of the ecosystem determines the resources available



# \* Type of enterprise and their challenges: 4 types with different problems

About Seedstars  
Programs

Problem

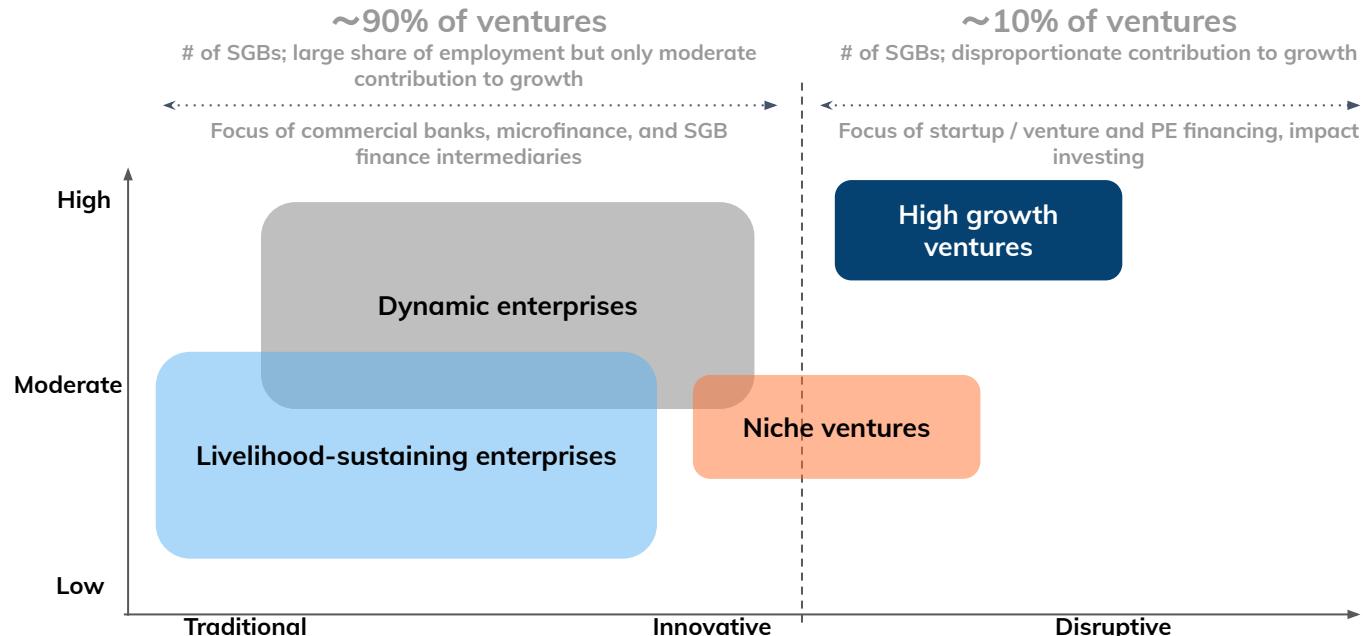
Solution

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Team



## PRODUCT / SERVICE INNOVATION PROFILE

Extent to which the enterprise's business model and product/services are:

- Traditional: Replicative / relatively undifferentiated from existing products and services
- Innovative: Incremental innovations to product/service/processes; market extension
- Disruptive: Products/services which are highly differentiated from existing offerings, disruptive to existing markets

# \* Type or enterprise and their challenges: Different growth, risk attitude, problem solving motivation and product / service innovation profile

| About Seedstars<br>Programs                 | Problem  | Solution  | Methodology &<br>Differentiation | Market & Positioning   | Track Record | Team  |
|---|--|---|----------------------------------|--|--------------|---|
|   | <b>Livelihood sustaining enterprises</b>   | <b>Dynamic Enterprise</b>   |                                  | <b>Niche Ventures</b>  |              | <b>High growth ventures</b>   |
| <b>Profile</b>                              | Small-scale, often family-run businesses focused on maintaining a source of income                   | Operates in established industries with proven business models, Often, Service, Finance, Trade or Assembly  |                                  | Creates innovative products or services for specific niche markets or customer segments      |              | Focuses on disruptive business models targeting large markets, led by ambitious entrepreneurs                           |
| <b>Growth potential</b>                     | Potential for incremental growth and a reliance on replicative business models serving local markets | Desire to grow but not beyond what is manageable - aiming for growth through market expansion and incremental innovations, with moderate growth potential |                                  | Desire to grow but not beyond what is manageable - prioritizing unique goals over mass scale |              | Rapid / or exponential growth and high scale potential  |
| <b>Risk attitude</b>                        | Low risk tolerance   | Open to taking calibrated risks   |                                  | Open to taking calibrated risks  |              | High tolerance for risk   |
| <b>Problem solving motivation</b>           | Self sufficiency   | Targeted impact goals more "localized" or personal  |                                  | Targeted impact goals more "localized" or personal   |              | Problem solving at scale for larger societal effect   |
| <b>Product / service innovation profile</b> | Traditional: Replicable / relatively undifferentiated from existing products / services              | Traditional: Replicable / relatively undifferentiated from existing products / services   |                                  | Innovative: Incremental innovations to product / service / processes, market extension       |              | Disruptive: Products / services which are highly differentiated from existing offerings, disruptive to existing markets |

# \* Type or enterprise and their challenges: From management and operation capacity to market access and customer acquisition and access to appropriate financing

| About Seedstars<br>Programs                           | Problem  | Solution  | Methodology &<br>Differentiation | Market & Positioning  | Track Record | Team   |
|---|--|---|----------------------------------|---|--------------|--|
|   | <b>Livelihood sustaining</b>   | <b>Dynamic Enterprise</b>   |                                  | <b>Niche Ventures</b>   |              | <b>High growth ventures</b>  |
| <b>Management and<br/>Operational<br/>Capacity</b>    | Basic training and support to formalize and optimize their operations  | Professionalizing their operations while remaining agile and innovative   |                                  | Professionalizing their operations while remaining agile and innovative   |              | Build strong leadership teams capable of managing rapid scale and international expansion  |
| <b>Market Access and<br/>Customer<br/>Acquisition</b> | Effective marketing strategies and innovations in product or service offerings and distribution channels   | Expand market share and access new customers to sustain growth  |                                  | Effectively targeting and serving specific niche markets or customer segments   |              | Identify and penetrate large addressable markets to realize their scale potential  |
| <b>Access to<br/>Appropriate<br/>Financing</b>        | Struggle with accessing financial services that match their low growth ambitions and traditional business models<br><br>Lack collateralizable assets, possess limited financial management capacity, and likely have weak or mixed financial performance | Struggle with accessing financial services that match moderate growth ambitions and traditional business models<br><br>Missing middle problem: Risk-return profiles not aligned with criteria of traditional financial service providers: Too big for microfinance, too small / risky for traditional bank lending, lack the growth potential sought by VCs, financing OPEX / CAPEX |                                  | Seek innovative financing mechanisms beyond traditional debt and equity due to their disruptive business models and market extension goals<br><br>High growth ventures expectations can't be met, financing high OPEX, financing the capital expenses |              | Seek innovative financing mechanisms beyond traditional debt and equity due to their disruptive business models and market extension goals<br><br>Gaps at pre-series A, between Series A & next funding round, Growth financing challenges for hardware based ventures |

## \* Add disclaimer

Please note that the following slides highlighting high-level challenges, activities and solutions are here to provide you with guidance on how to explain the reason behind why we suggest a certain programmatic intervention or activity for a certain type of company.

They can be combined together, or presented separately, take this example [HERE](#), however, it is not recommended to use the slides as is due to the amount of text and table formatting. Rather take the concept and design a new slide to link the challenge observed with a solution suggested.

# \* Potential High-Growth Ventures

## Key challenges, activities, outputs and outcomes

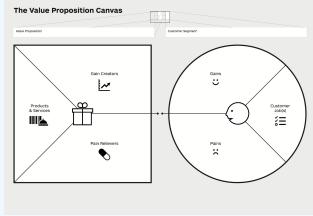
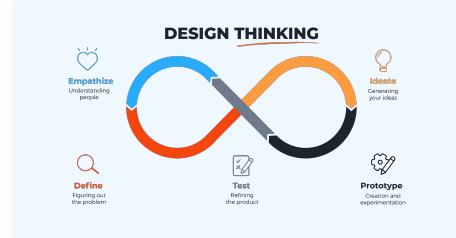
| Challenges  | Activities  | Outputs   | Outcomes   |
|---|---|---|--|
| <p><b>Management and Operational Capacity:</b><br/>Building strong leadership teams capable of managing rapid scale and international expansion</p>   | <ul style="list-style-type: none"><li>• Capacity strengthening with focus on leadership development &amp; strategic decision making</li><li>• Utilization of Growth Methodology &amp; Experimentation Sprints</li><li>• Peer to peer learning &amp; mentor / service provider matching</li></ul>  | <ul style="list-style-type: none"><li>• Enhanced leadership skills</li><li>• Developed expansion and growth plans</li><li>• Established networks</li></ul>                                  | <ul style="list-style-type: none"><li>• Successful international market entry</li><li>• Sustained growth and scalability</li><li>• Enhanced competitive advantage</li></ul>  |
| <p><b>Market Access and Customer Acquisition:</b><br/>Identifying and penetrating large addressable markets to realize their scale potential</p>  | <ul style="list-style-type: none"><li>• Networking &amp; partnership development</li><li>• Market &amp; customer validation, Pilot projects &amp; market testing</li><li>• Marketing &amp; sales training</li></ul>   | <ul style="list-style-type: none"><li>• Strategic partnerships</li><li>• Customer feedback analysis</li><li>• Mentor feedback summaries</li><li>• Refined pitch decks</li></ul>             | <ul style="list-style-type: none"><li>• Enhanced market penetration</li><li>• Increased customer base</li><li>• Improved product-market fit</li><li>• Accelerated growth and scalability of the ventures</li></ul> |
| <p><b>Access to Appropriate Financing:</b><br/>Real and perceived risks and lack of exit prospects<br/><br/>Gaps at pre-series A, between Series A &amp; next funding round,<br/><br/>Growth financing challenges for hardware based ventures</p> | <ul style="list-style-type: none"><li>• Sourcing criteria focused on traction &amp; team quality</li><li>• Investment readiness assessment</li><li>• Capacity building with focus on growth, fundraising, valuations &amp; negotiation</li><li>• Matchmaking Platform with access to +1200 Investors</li><li>• Investor Roadshow: Leveraging Seedstars Capital funds and intro to alternative financing instruments</li></ul> | <ul style="list-style-type: none"><li>• Enhanced financial models and pitch decks</li><li>• Increased Investor engagements</li><li>• Diversified funding and financing strategies</li></ul> | <ul style="list-style-type: none"><li>• Secured funding rounds</li><li>• Reduced funding gaps</li><li>• Expanded Investor network</li><li>• Increased awareness of exit Strategies</li></ul>                       |

# \* Potential High-Growth Ventures

## Zoom into challenge 1: Management and Operational Capacity Activities & Solutions

| Challenges  | Activities  | Methodology / Solution  |
|---|---|---|
| <p><b>Management and Operational Capacity:</b></p> <p>Build strong leadership teams capable of managing rapid scale and international expansion</p> | <p>Capacity building with focus on leadership development &amp; strategic decision making</p> | <p>Case studies of successful ventures and leaders</p> <ul style="list-style-type: none"><li>- 5 Dimensions of High Performing Teams</li><li>- Diversity &amp; Inclusion</li><li>- Managing Unconscious Bias</li><li>- System thinking and data driven decision making</li></ul>   |
|   | <p>Growth Methodology &amp; Experimentation Sprints</p>                                       | <p>AAARRR Funnel</p> <ul style="list-style-type: none"><li>- Awareness: Reach target audience</li><li>- Acquisition: Engage and interact</li><li>- Activation: Onboard, show value</li><li>- Retention, Referral, Revenue: Keep users, encourage sharing, generate income</li></ul> <p>Experimentation springs</p> <ul style="list-style-type: none"><li>- Sprints to integrate trainings business operations</li><li>- Methodology for testing growth strategies</li></ul>  |
|   | <p>Peer to peer learning &amp; Mentor / service provider matching</p>                         | <p>Mentorship Hub</p> <ul style="list-style-type: none"><li>- 1500+ mentors and experts the platform</li><li>- Dedicated matchmaking with subject matter experts</li></ul>    |

# \* Potential High-Growth Ventures: Zoom into challenge 2: Market Access and Customer Acquisition

| Challenges  | Activities   | Methodology / Solution   |
|---|--|--|
| <p><b>Market Access and Customer Acquisition</b></p> <p>Identify and penetrate large addressable markets to realize their scale potential</p> | <p>Networking &amp; partnership development</p>                              | <p>Dedicated business development services:</p> <ul style="list-style-type: none"> <li>- Networking events</li> <li>- Value proposition design for partners</li> <li>- Mentorship with focus on market penetration strategies</li> <li>- Connections to relevant strategic partners</li> </ul>  |
|   | <p>Market &amp; customer validation, pilot projects &amp; market testing</p> | <p>Design thinking methodology:</p> <ul style="list-style-type: none"> <li>- Empathize</li> <li>- Define</li> <li>- Ideate</li> <li>- Prototype</li> <li>- Test</li> </ul>    |
|   | <p>Marketing &amp; sales training</p>  | <p>Go-to-market strategy sessions</p> <ul style="list-style-type: none"> <li>- Product analysis</li> <li>- Product messaging</li> <li>- Sales proposition</li> <li>- Marketing strategy</li> <li>- Sales strategy</li> </ul>    |



# Potential High-Growth Ventures: Zoom into challenge 3: Access to Appropriate Financing

|  | Challenges  | Activities   | Methodology / Solution  |                |                                     |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
|--|---|--|---|----------------|-------------------------------------|-------------|---------------------------------|----------------|-------------------------------------|----------------------|-------------|------|------|-----|------|----------------|------|-----|-----|------|----------------|-----|-----|---------|-----|---------------------|-----|-----|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------------|------|-----|----|-----|-------------------|------|-----|---------|-----|-------------|-----|-----|---------|-----|--------------------------|------|-----|---------|-----|----------|-----|-----|---------|-----|------------------|-----|-----|---------|------|--------|-----|-----|---------|-----|-----------------|------------|--|--|--|--------------------|-----|-----|---------|-----|-----------|-----|-----|---------|-----|-----------------------------|-----|-----|-----|------|------------------|-----|-----|---------|-----|
| <b>Access to Appropriate Financing</b><br>Real and perceived risks and lack of exit prospects<br><br>Gaps at pre-series A, between Series A & next funding round,<br><br>Growth financing challenges for hardware based ventures | Sourcing criteria focused on traction & team quality                          | <p>Selection criteria and risk mitigation Strategy:</p> <ul style="list-style-type: none"> <li>- Business model risk mitigation</li> <li>- Market risk mitigation</li> <li>- Operational risk mitigation</li> </ul>  | <pre> graph TD     A[Exit risk] --&gt; B[Model risk mitigation]     A --&gt; C[Market risk mitigation]     A --&gt; D[Operational risk mitigation]     B --&gt; E[Balance unproven vs. proven models (trends)]     C --&gt; F[Balance between nascent and mature sectors/ecosystems]     D --&gt; G[Support with capacity building]     E --&gt; H[Model risk mitigation]     F --&gt; I[Market risk mitigation]     G --&gt; J[Operational risk mitigation]   </pre>   |                |                                     |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
|  | Investment readiness assessment   | Assessing investment readiness:  | <table border="1"> <thead> <tr> <th>Score Analysis</th> <th>Section/Sub-Section</th> <th>Year Scored</th> <th>Recommended Score for Next Year</th> <th>Year Available</th> <th>Minimum Score to Hit the Focus Area</th> </tr> </thead> <tbody> <tr> <td rowspan="10">Team, Product &amp; Tech</td> <td>Total Score</td> <td>10.2</td> <td>10.2</td> <td>Yes</td> <td>22.7</td> </tr> <tr> <td>Team &amp; Product</td> <td>10.2</td> <td>7.0</td> <td>Yes</td> <td>22.7</td> </tr> <tr> <td>Product &amp; Tech</td> <td>9.2</td> <td>5.0</td> <td>Not yet</td> <td>5.0</td> </tr> <tr> <td>Executive &amp; C-Suite</td> <td>9.2</td> <td>5.0</td> <td>Not yet</td> <td>5.0</td> </tr> <tr> <td>CEO</td> <td>3.5</td> <td>2.0</td> <td>Yes</td> <td>3.5</td> </tr> <tr> <td>COO</td> <td>3.5</td> <td>2.0</td> <td>Yes</td> <td>3.5</td> </tr> <tr> <td>CFO</td> <td>3.5</td> <td>2.0</td> <td>Yes</td> <td>3.5</td> </tr> <tr> <td>Head Sales</td> <td>-0.3</td> <td>0.0</td> <td>NA</td> <td>1.0</td> </tr> <tr> <td>Head of Marketing</td> <td>-0.3</td> <td>0.0</td> <td>Not yet</td> <td>1.0</td> </tr> <tr> <td>Engineering</td> <td>1.0</td> <td>1.0</td> <td>Not yet</td> <td>3.0</td> </tr> <tr> <td>Board of Directors (BOD)</td> <td>-0.3</td> <td>1.0</td> <td>Not yet</td> <td>2.0</td> </tr> <tr> <td>Advisors</td> <td>0.7</td> <td>0.5</td> <td>Not yet</td> <td>1.0</td> </tr> <tr> <td>Product &amp; Market</td> <td>0.5</td> <td>2.0</td> <td>Not yet</td> <td>22.7</td> </tr> <tr> <td>Market</td> <td>0.5</td> <td>2.2</td> <td>Not yet</td> <td>8.7</td> </tr> <tr> <td>Product/Service</td> <td>Not Scored</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Compliance &amp; Legal</td> <td>0.0</td> <td>0.8</td> <td>Not yet</td> <td>0.7</td> </tr> <tr> <td>Marketing</td> <td>0.5</td> <td>0.5</td> <td>Not yet</td> <td>0.5</td> </tr> <tr> <td>Facilities &amp; Infrastructure</td> <td>0.7</td> <td>3.0</td> <td>Yes</td> <td>11.0</td> </tr> <tr> <td>Team &amp; Personnel</td> <td>1.0</td> <td>1.0</td> <td>Not yet</td> <td>7.0</td> </tr> </tbody> </table> | Score Analysis | Section/Sub-Section                 | Year Scored | Recommended Score for Next Year | Year Available | Minimum Score to Hit the Focus Area | Team, Product & Tech | Total Score | 10.2 | 10.2 | Yes | 22.7 | Team & Product | 10.2 | 7.0 | Yes | 22.7 | Product & Tech | 9.2 | 5.0 | Not yet | 5.0 | Executive & C-Suite | 9.2 | 5.0 | Not yet | 5.0 | CEO | 3.5 | 2.0 | Yes | 3.5 | COO | 3.5 | 2.0 | Yes | 3.5 | CFO | 3.5 | 2.0 | Yes | 3.5 | Head Sales | -0.3 | 0.0 | NA | 1.0 | Head of Marketing | -0.3 | 0.0 | Not yet | 1.0 | Engineering | 1.0 | 1.0 | Not yet | 3.0 | Board of Directors (BOD) | -0.3 | 1.0 | Not yet | 2.0 | Advisors | 0.7 | 0.5 | Not yet | 1.0 | Product & Market | 0.5 | 2.0 | Not yet | 22.7 | Market | 0.5 | 2.2 | Not yet | 8.7 | Product/Service | Not Scored |  |  |  | Compliance & Legal | 0.0 | 0.8 | Not yet | 0.7 | Marketing | 0.5 | 0.5 | Not yet | 0.5 | Facilities & Infrastructure | 0.7 | 3.0 | Yes | 11.0 | Team & Personnel | 1.0 | 1.0 | Not yet | 7.0 |
| Score Analysis   | Section/Sub-Section   | Year Scored  | Recommended Score for Next Year   | Year Available | Minimum Score to Hit the Focus Area |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
| Team, Product & Tech   | Total Score   | 10.2   | 10.2  | Yes            | 22.7                                |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
|  | Team & Product  | 10.2   | 7.0   | Yes            | 22.7                                |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
|  | Product & Tech  | 9.2  | 5.0   | Not yet        | 5.0                                 |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
|  | Executive & C-Suite   | 9.2  | 5.0   | Not yet        | 5.0                                 |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
|  | CEO   | 3.5  | 2.0   | Yes            | 3.5                                 |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
|  | COO   | 3.5  | 2.0   | Yes            | 3.5                                 |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
|  | CFO   | 3.5  | 2.0   | Yes            | 3.5                                 |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
|  | Head Sales  | -0.3   | 0.0   | NA             | 1.0                                 |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
|  | Head of Marketing   | -0.3   | 0.0   | Not yet        | 1.0                                 |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
|  | Engineering   | 1.0  | 1.0   | Not yet        | 3.0                                 |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
| Board of Directors (BOD)   | -0.3  | 1.0  | Not yet   | 2.0            |                                     |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
| Advisors   | 0.7   | 0.5  | Not yet   | 1.0            |                                     |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
| Product & Market   | 0.5   | 2.0  | Not yet   | 22.7           |                                     |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
| Market   | 0.5   | 2.2  | Not yet   | 8.7            |                                     |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
| Product/Service  | Not Scored  |  |   |                |                                     |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
| Compliance & Legal   | 0.0   | 0.8  | Not yet   | 0.7            |                                     |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
| Marketing  | 0.5   | 0.5  | Not yet   | 0.5            |                                     |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
| Facilities & Infrastructure  | 0.7   | 3.0  | Yes   | 11.0           |                                     |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
| Team & Personnel   | 1.0   | 1.0  | Not yet   | 7.0            |                                     |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |
|  | Capacity building with focus on growth, fundraising, valuations & negotiation | <ul style="list-style-type: none"> <li>- Pitch Development and Presentation: How to pitch</li> <li>- Due Diligence Preparation: Financials, business plan, market analysis, etc.</li> <li>- Valuation and Negotiation: Valuation models, industry benchmarks, market comparables, potential exit scenarios.</li> </ul> | <p>The graph illustrates the valuation trajectory of a young and high-growth company. It shows two main paths: one for 'Revenues' (solid black line) and one for 'Earnings' (dashed yellow line). The 'Revenues' path starts at 'No revenues - Operating losses' and rises steadily through 'Small revenues - Increasing losses' to 'Growing revenues - More towards profits'. The 'Earnings' path starts at 'No revenues - Operating losses' and remains flat until the 'First Stage', where it begins to rise. The x-axis is divided into five stages: 1. Idea, 2. Start-up, 3. First Stage, 4. Second Stage, and 5. Bridge/Pre-IPO.</p>  |                |                                     |             |                                 |                |                                     |                      |             |      |      |     |      |                |      |     |     |      |                |     |     |         |     |                     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |            |      |     |    |     |                   |      |     |         |     |             |     |     |         |     |                          |      |     |         |     |          |     |     |         |     |                  |     |     |         |      |        |     |     |         |     |                 |            |  |  |  |                    |     |     |         |     |           |     |     |         |     |                             |     |     |     |      |                  |     |     |         |     |

# \* Potential High-Growth Ventures: Zoom into challenge 3: Access to Appropriate Financing

## Challenges

### Access to Appropriate Financing

Real and perceived risks and lack of exit prospects

Gaps at pre-series A, between Series A & next funding round,

Growth financing challenges for hardware based ventures

## Activities

Matchmaking Platform with access to +1200 Investors

Investor Roadshow: Leveraging Seedstars Capital funds and intro to alternative financing instruments

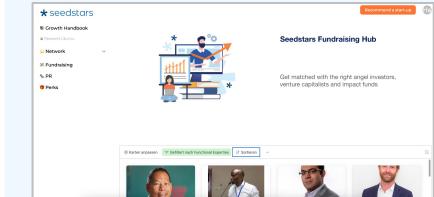
## Methodology / Solution

1200+ vetted investors on our database

- 34'622 venture profiles
- 60% of ventures raise follow-on funding
- 600 intros facilitated
- \$250m raised
- NPS of 8.6
- Early onboarding of financing partners

Strategically matching high-growth with appropriate investors and financing providers:

- MoUs with Seedstars Capital funds
- Matching Grant mechanism



|   | seedstars INTERNATIONAL SERVICES                                     | seedstars AFRICA VENTURES | seedstars EDEN CARE                                  |
|---|--|---------------------------|--|
| Regional Scope                                | Global   | Africa                    | Africa   |
| Fund Size (CHF)                               | 30M  | 20M                       | 80M  |
| Type of Investment                            | quasi-equity   | quasi-equity              | quasi-equity   |
| Av. ticket size (CHF)*                        | 250K - 500K  | 250K - 500K               | 500K - 1M  |
| Target countries aligned with program's scope | Egypt, Jordan, Lebanon, Jordan, Philippines, Kenya, Tanzania, Uganda | Egypt, Tanzania           | Egypt, Kenya, Tanzania, Uganda                       |
| Amount Allocated (CHF)*                       | 1M   | 1M                        | 3M   |
| Fund Managers                                 | Charles Graham-Brown   | Cyrine Ben-Fadhel         | Mohamed El-Sawy, Ramy El-Zein and Bruce Nsereko-Lule |
| Example of Investors in the Fund              | VISCA Foundation, IFC - Symbiotics                                   | Bolnar Foundation         | EBRD, AFD, LBO France                                |
| Example of investees                          |  |                           |  |



# Niche Ventures

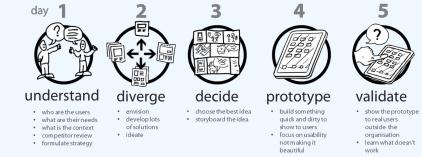
## Key challenges, activities, outputs and outcomes

Source: Segmenting Enterprises to Better Understand Their Financial Needs. Omidyar Network

| Challenges  | Activities   | Outputs  | Outcomes  |
|---|--|--|---|
| <b>Management and Operational Capacity</b><br>Professionalizing their operations while remaining agile and innovative   | <ul style="list-style-type: none"><li>- Capacity building with focus on leadership, operational systems..</li><li>- Innovation sprints, product development, and R&amp;D. Leveraging technology.</li><li>- Impact measurement and tracking.</li></ul>  | <ul style="list-style-type: none"><li>- Enhanced operational effectiveness, better resource utilization, and increased agility in responding to market changes.</li><li>- Strategic decision making.</li><li>- Automation of processes.</li></ul>  | <ul style="list-style-type: none"><li>- Long-term stability and growth.</li><li>- Capacity to innovate and adapt to new challenges in the ecosystem.</li><li>- Higher customer satisfaction.</li></ul>                                      |
| <b>Market Access and Customer Acquisition</b><br>Effectively targeting and serving specific niche markets or customer segments  | <ul style="list-style-type: none"><li>- Designing new approaches to difficult problems, experiment methodology.</li><li>- Market &amp; customer validation, Pilot products/services &amp; market testing.</li><li>- Establish partnerships with other businesses or platforms.</li><li>- Leverage social media and digital platforms.</li></ul>      | <ul style="list-style-type: none"><li>- Improved visibility and recognition within target markets.</li><li>- Brand loyalty and customer advocacy.</li><li>- Increased sales and revenue growth.</li></ul>  | <ul style="list-style-type: none"><li>- Expanded market penetration.</li><li>- Sustainable revenue growth.</li><li>- Robust market position.</li><li>- Resilience against competition.</li><li>- Sustainable long-term growth.</li></ul>    |
| <b>Access to Appropriate Financing</b><br>Seek innovative financing mechanisms beyond traditional debt and equity due to their disruptive business models and market extension goals<br><br>High growth ventures expectations can't be met, financing high OPEX, financing the capital expenses | <ul style="list-style-type: none"><li>- Sourcing and criteria focused on team, product and UVP.</li><li>- Investment readiness assessment.</li><li>- Capacity building in costs management, financing models and scalability.</li><li>- Grants Programs and Angel Investors network.</li><li>- Intro to alternative financing instruments.</li></ul> | <ul style="list-style-type: none"><li>- Facilitate growth and innovation.</li><li>- Scope of new markets and potential growth. Scale operations and pursue new market opportunities.</li><li>- Financial models and strategy based on business plans.</li><li>- Broad funding sources.</li></ul> | <ul style="list-style-type: none"><li>- Diversification of solutions addressing specific market needs.</li><li>- Strength the entrepreneurial ecosystem.</li><li>- Robust business growth.</li><li>- Enhance financial stability.</li></ul> |



| Challenges  | Activities   | Methodology / Solution  |
|---|--|---|
| <b>Management and Operational Capacity</b><br>Professionalizing their operations while remaining agile and innovative | Capacity building with focus on leadership, operational systems, and management. | Adopting lean management principles and agile methodologies: <ul style="list-style-type: none"><li>- Customer Relationship Management (CRMs)</li><li>- Maximizing value while minimizing waste</li><li>- Project Management platforms</li></ul>   |
|   | Innovation sprints, product development, and R&D. Leveraging technology.         | Adopting digital transformation strategies: <ul style="list-style-type: none"><li>- No code platforms.</li><li>- Cloud computing for flexibility and scalability.</li><li>- Data analytics for informed decision-making.</li><li>- Integrating automation tools to streamline processes.</li></ul> Sprints methodology for product development: <ul style="list-style-type: none"><li>- Having a R&amp;D team in the company.</li><li>- Emphasizing user-friendly solutions that can be easily adopted by the team.</li></ul> |
|   | Impact measurement and tracking.   | Metrics and indicators relevant to their specific impact goals and sectors: <ul style="list-style-type: none"><li>- Theory of Change</li><li>- Social Return on Investment (SROI)</li><li>- Specific industry benchmarks for measuring impact.</li></ul>  |





| Challenges   | Activities  | Methodology / Solution  |
|--|---|---|
| <b>Market Access and Customer Acquisition</b><br>Effectively targeting and serving specific niche markets or customer segments | Designing new approaches to difficult problems, experiment methodology. | <p>Adopt the lean startup approach to quickly test hypotheses and iterate on ideas. This involves:</p> <ul style="list-style-type: none"><li>- Creating minimum viable products (MVPs) and gathering feedback from early adopters to refine offerings and improve market fit.</li><li>- Design thinking</li><li>- Data Analytics and Insights</li></ul>                         |
|  | Market & customer validation, Pilot products/services & market testing. | <p>Conduct in-depth research to understand the specific needs and pain points of different customer segments.</p> <ul style="list-style-type: none"><li>- Customer Segmentation and Targeting.</li><li>- A/B Testing.</li><li>- Tailor marketing messages and strategies to resonate with each segment, increasing the effectiveness of customer acquisition efforts.</li></ul> |
|  | Establish partnerships with other businesses or platforms.              | <p>Explore collaborations with complementary businesses or organizations to access new markets or customer segments.</p> <ul style="list-style-type: none"><li>- Acceleration Programs</li><li>- Iterative Approach</li><li>- Market Research and Analysis</li><li>- Networking and Relationship Building</li></ul>   |
|  | Leverage social media and digital platforms.                            | <p>Embrace a culture of experimentation to identify what resonates best with the target audience and adapt strategies accordingly:</p> <ul style="list-style-type: none"><li>- Audience Research and Segmentation</li><li>- Platform Selection</li><li>- Content Strategy Development</li><li>- Data Analytics and Performance Tracking</li></ul>                               |



| Challenges   | Activities   | Methodology / Solution   |
|--|--|--|
| <b>Access to Appropriate Financing</b><br>Seek innovative financing mechanisms beyond traditional debt and equity due to their disruptive business models and market extension goals | Sourcing and criteria focused on team, product and UVP.                  | <p>Focus on building a strong and capable team with relevant expertise and track record in the industry.</p> <ul style="list-style-type: none"> <li>- Team Building and Development</li> <li>- Proof of Concept and Traction</li> <li>- Clear and Compelling Value Proposition</li> </ul>   |
|  | Investment readiness assessment.   | <p>IRA should follow this primary steps:</p> <ul style="list-style-type: none"> <li>- Define Objectives and Criteria</li> <li>- Gather Information, documentation &amp; SWOT Analysis</li> <li>- Team Capabilities &amp; Product or Service Offering</li> <li>- Market Opportunity &amp; Financial Performance</li> <li>- Funding Requirements, use of Funds &amp; Investment Pitch</li> </ul>  |
|  | Capacity building in costs management, financing models and scalability. | <p>Conduct a comprehensive assessment of the current capabilities, knowledge, and skills within the organization:</p> <ul style="list-style-type: none"> <li>- Acceleration Programs</li> <li>- Develop Training and Development Plans</li> <li>- Monitor and Evaluate Progress</li> </ul>    |
| High growth ventures expectations can't be met, financing high OPEX, financing the capital expenses  | Grants Programs and Angel Investors network.                             | <p>Explore government grants, corporate grants, non-profit organizations, and angel investor groups that support businesses in similar sectors or stages of development.</p> <ul style="list-style-type: none"> <li>- Acceleration Programs</li> <li>- Understand Eligibility Criteria</li> <li>- Build Relationships and Network</li> <li>- Demonstrate Impact and Sustainability</li> </ul>   |
|  | Intro to alternative financing instruments.                              | <p>Conduct research to identify a range of alternative financing instruments available in the market. This can include options such as revenue-based financing, peer-to-peer lending, crowdfunding, venture debt, corporate venture capital, strategic partnerships, and alternative investment funds.</p>   |



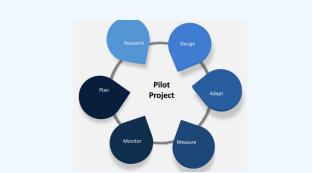
# Dynamic Enterprises

## Key challenges, activities, outputs, and outcomes

| Challenges  | Activities   | Outputs  | Outcomes   |
|---|--|--|--|
| <b>Management and Operational Capacity</b><br>Professionalizing their operations while remaining agile and innovative   | <ul style="list-style-type: none"><li>- Capacity building in Leadership Development and Agile Methodologies.</li><li>- Invest in technologies that automate repetitive tasks, optimize resources, and improve workflow.</li><li>- Building a talented and motivated workforce for overcoming management and operational challenges.</li></ul>  | <ul style="list-style-type: none"><li>- Streamlined processes across various functions within the organization.</li><li>- More efficient allocation and utilization of resources to support business operations.</li><li>- Scale their operations more effectively to meet growing demand or expand into new markets.</li></ul>  | <ul style="list-style-type: none"><li>- Positioned to capture a larger share of their target markets, gaining a competitive edge over rivals.</li><li>- Capacity to invest in innovation, research, and development, leading to the creation of new products, services, or business models.</li><li>- Better work environment, increased employee satisfaction, and reduced turnover rates.</li></ul>  |
| <b>Market Access and Customer Acquisition</b><br>Expand market share and access new customers to sustain growth   | <ul style="list-style-type: none"><li>- Conduct comprehensive market research to understand their target audience's needs, preferences, and behavior.</li><li>- Develop Strategic Partnerships</li><li>- Capacity building in Marketing Acquisition Channels, AARRR, and M&amp;E.</li></ul>  | <ul style="list-style-type: none"><li>- Expansion in their market presence.</li><li>- Heightened brand awareness and visibility among their target audience.</li><li>- Ensure that their marketing investments generate a positive return on investment.</li><li>- Leading to higher customer acquisition rates in diverse markets.</li></ul>                            | <ul style="list-style-type: none"><li>- Dynamic Enterprises may establish themselves as leaders within their industry or niche markets.</li><li>- Acquire new customers and penetrate new markets would ensure the long-term sustainability and viability.</li><li>- Adaptability and resilience in navigating evolving market dynamics and customer preferences.</li></ul>  |
| <b>Access to Appropriate Financing</b><br>Struggle with accessing financial services that match moderate growth ambitions and traditional business models<br><br>Missing middle problem:<br>Risk-return profiles not aligned with criteria of traditional financial service providers: Too big for microfinance, too small / risky for traditional bank lending, lack the | <ul style="list-style-type: none"><li>- Diversify Funding Sources.</li><li>- Capacity building in Access to Finance, Fundraising, How to Pitch.</li><li>- Capacity building in Business Model, Lean Canvas, and Growth Methodologies.</li><li>- Seek Strategic Partnerships: Acceleration Programs, Onsite events, Grants, Government programs, mentorship, etc.</li><li>- Achieving key milestones and demonstrating traction, such as acquiring customers, generating revenue, or reaching product development milestones.</li></ul> | <ul style="list-style-type: none"><li>- Access to a variety of funding sources beyond traditional bank loans, including venture capital, private equity, angel investors, crowdfunding, or government grants.</li><li>- Clear roadmap for potential investors and lenders.</li><li>- Reduce risk and enhancing the enterprise's credibility and marketability.</li></ul> | <ul style="list-style-type: none"><li>- Successfully secure the necessary funding from diversified sources, providing the capital required to fuel their growth and expansion initiatives.</li><li>- Leverage expertise, networks, and resources to drive growth and success.</li><li>- New job opportunities, stimulate economic activity, and contribute to overall socioeconomic development within the community or region.</li><li>- Solid foundation for long-term sustainability, profitability, and success in their respective markets.</li></ul> |



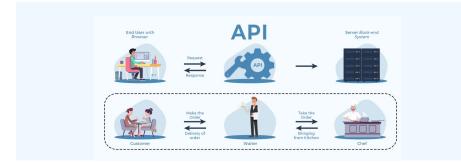
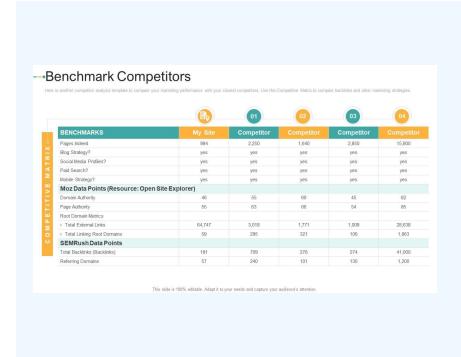
| Challenges  | Activities  | Methodology / Solution   |
|---|---|--|
| <b>Management and Operational Capacity</b><br>Professionalizing their operations while remaining agile and innovative | Capacity building in Leadership Development and Agile Methodologies.                              | <ul style="list-style-type: none"><li>- Need Assessment and identify gaps and areas for improvement.</li><li>- Establish measurable targets and key performance indicators (KPIs) to track progress and success.</li><li>- Agile frameworks such as Scrum, Kanban, or Lean, ensuring buy-in and understanding across all levels of the organization.</li><li>- Identify pilot projects or initiatives to test leadership development strategies and Agile methodologies in a controlled environment.</li></ul> |
|   | Invest in technologies that automate repetitive tasks, optimize resources, and improve workflow.  | <ul style="list-style-type: none"><li>- Assessment of Current Processes and Challenges: Inefficiencies, bottlenecks, Pain points</li><li>- Pilot Projects and Proof of Concept</li><li>- Implementation plan outlining timelines, milestones, responsibilities.</li><li>- Establish key performance indicators (KPIs)</li></ul>  |
|   | Building a talented and motivated workforce for overcoming management and operational challenges. | <ul style="list-style-type: none"><li>- Team Skills and Needs Assessment</li><li>- Establish SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals.</li><li>- Employee Engagement Initiatives</li></ul>   |





# Dynamic Enterprises

## Zoom into challenge 2:

| Challenges  | Activities   | Methodology / Solution  |
|---|--|---|
| <p><b>Market Access and Customer Acquisition</b><br/>Expand market share and access new customers to sustain growth</p> | <p>Conduct comprehensive market research to understand their target audience's needs, preferences, and behavior.</p> | <ul style="list-style-type: none"><li>- Choose Research Methods: Surveys, interviews, focus groups, observation, secondary research, and data analytics.</li><li>- Design research instruments such as questionnaires, interview guides, or discussion protocols to collect relevant data from target audience members.</li><li>- Data Analysis: statistical analysis techniques, qualitative analysis methods, or data visualization tools.</li></ul>   |
|   | <p>Develop Strategic Partnerships</p>  | <ul style="list-style-type: none"><li>- Value Proposition Development</li><li>- Strategic Partnership Models: joint ventures, alliances, distribution agreements, or co-marketing partnerships.</li><li>- Technology Integration and Interoperability: APIs, middleware, or data-sharing platforms.</li></ul>    |
|   | <p>Capacity building in Marketing Acquisition Channels, AARRR, and M&amp;E.</p>                                      | <ul style="list-style-type: none"><li>- Assessment of Current Capabilities</li><li>- Capacity Building Needs Identification</li><li>- Mentorship and Coaching Programs: Establish mentorship and coaching programs where experienced marketing professionals or industry experts can provide guidance, feedback, and support to employees</li><li>- Performance Monitoring and Feedback Mechanisms: Such as KPIs, NPS, Customer reviews and ratings, CRM Platforms, A/B Testing and Experimentation.</li><li>- Benchmarking competitors: SEMrush, SimilarWeb, or SpyFu to track competitors' online presence, advertising strategies, and market positioning.</li></ul>  <p>This slide is 100% editable. Adapt it to your needs and capture your audience's attention.</p> |

# Dynamic Enterprises

## Zoom into challenge 3:

| Challenges  | Activities  | Methodology / Solution  |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
|---|---|---|------|----|--------------------|----|----------|----|-------------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|-----|
| <p><b>Access to Appropriate Financing</b><br/>Struggle with accessing financial services that match moderate growth ambitions and traditional business models</p> <p>Missing middle problem: Risk-return profiles not aligned with criteria of traditional financial service providers: Too big for microfinance, too small / risky for traditional bank lending, lack the growth potential sought by VCs, financing OPEX / CAPEX</p> | <p>Capacity building in Access to Finance, Fundraising, How to Pitch.</p> <p>Capacity building in Business Model, Lean Canvas, and Growth Methodologies.</p> <p>Achieving key milestones and demonstrating traction, such as acquiring customers, generating revenue, or reaching product development milestones.</p> <p>Seek Strategic Partnerships: Acceleration Programs, Onsite events, Grants, Government programs, mentorship, etc.</p> | <p><b>Investment readiness assessment</b><br/>Conduct a comprehensive assessment of the current capabilities, knowledge, and skills within the organization:</p> <ul style="list-style-type: none"> <li>- Acceleration Programs</li> <li>- Develop Training and Development Plans</li> <li>- Monitor and Evaluate Progress</li> </ul> <p><b>Building strategies and adopting lean analysis methods:</b><br/>Customer persona<br/>Customer segmentation with Machine Learning<br/>UVP: Value Proposition Canvas<br/>Distribution channels:</p> <ul style="list-style-type: none"> <li>- Scrum Framework for Channel Development Projects</li> <li>- Kanban for Continuous Distribution Channel Improvement</li> <li>- Lean Startup for Channel Exploration</li> </ul> <p>- Key Performance Indicators: CAC &amp; LTV<br/>- Customer acquisition funnel: awareness, consideration, conversion, and retention.<br/>- AARRR Framework<br/>- CRM software: Sales Pipeline Management<br/>- Product Development Roadmap</p> <p>- Track Record and Performance Improvement.<br/>- Professional Advisory Support<br/>- Research eligibility criteria, application processes, and funding opportunities offered by government agencies, economic development organizations, and industry associations.<br/>- Enhance the company's value proposition</p> |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
|   |   | <p>INVESTMENT READINESS<br/>Investment Readiness Levels:</p> <table border="1"> <tr><td>Seed</td><td>15</td></tr> <tr><td>One-Million-Dollar</td><td>20</td></tr> <tr><td>Start-up</td><td>25</td></tr> <tr><td>Early-stage</td><td>30</td></tr> <tr><td>Series-A</td><td>35</td></tr> <tr><td>Series-B</td><td>40</td></tr> <tr><td>Series-C</td><td>45</td></tr> <tr><td>Series-D</td><td>50</td></tr> <tr><td>Series-E</td><td>55</td></tr> <tr><td>Series-F</td><td>60</td></tr> <tr><td>Series-G</td><td>65</td></tr> <tr><td>Series-H</td><td>70</td></tr> <tr><td>Series-I</td><td>75</td></tr> <tr><td>Series-J</td><td>80</td></tr> <tr><td>Series-K</td><td>85</td></tr> <tr><td>Series-L</td><td>90</td></tr> <tr><td>Series-M</td><td>95</td></tr> <tr><td>Series-N</td><td>100</td></tr> </table>  | Seed | 15 | One-Million-Dollar | 20 | Start-up | 25 | Early-stage | 30 | Series-A | 35 | Series-B | 40 | Series-C | 45 | Series-D | 50 | Series-E | 55 | Series-F | 60 | Series-G | 65 | Series-H | 70 | Series-I | 75 | Series-J | 80 | Series-K | 85 | Series-L | 90 | Series-M | 95 | Series-N | 100 |
| Seed  | 15  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| One-Million-Dollar  | 20  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Start-up  | 25  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Early-stage   | 30  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-A  | 35  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-B  | 40  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-C  | 45  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-D  | 50  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-E  | 55  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-F  | 60  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-G  | 65  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-H  | 70  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-I  | 75  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-J  | 80  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-K  | 85  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-L  | 90  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-M  | 95  |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
| Series-N  | 100   |   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
|   |   | <p>SCRUM FRAMEWORK</p> <pre> graph LR     PB[Product Backlog] --&gt; SP[Sprint Planning]     SP --&gt; ST[Scrum Team]     ST --&gt; DS[Daily Standup]     DS --&gt; IN[Increment]     IN --&gt; SR[Sprint Review]     SR --&gt; SP     </pre> <p>Scrum.org</p>  |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
|   |   | <p>Product Development Roadmap</p>  |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |
|   |   | <p>What are the eligibility requirements for government grants?</p> <ul style="list-style-type: none"> <li>Age</li> <li>Matching Funds</li> <li>Financial Need</li> <li>Non-profit Status</li> <li>Purpose of Grant</li> <li>Compliance with Regulations</li> <li>Application Process</li> <li>Offshore or Legal Status</li> <li>Age</li> </ul>   |      |    |                    |    |          |    |             |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |    |          |     |

# \* Livelihood sustaining enterprises (LSE)

## Key challenges, activities, outputs and outcomes

|  Challenges   |  Activities  |  Outputs   |  Outcomes  |
|--|---|---|---|
| <b>Management and Operational Capacity</b><br>Basic training and support to formalize and optimize their operations  | <ul style="list-style-type: none"><li>Capacity building with focus on product improvements, innovation and operational efficiency.</li><li>Advisory on formalization and digital tools for management.</li><li>Peer to peer learning &amp; mentorship with experienced business leaders and tech-enable provider matching</li></ul> | <ul style="list-style-type: none"><li>Developed innovation &amp; digital literacy, operational management and productivity skills.</li><li>Increased adoption of formal business practices and digital tools.</li><li>Established mentorship relationships and a support network.</li></ul> | <ul style="list-style-type: none"><li>Enhanced operational efficiency and business formalization.</li><li>Increased resilience and adaptability to market changes.</li><li>Strengthened business sustainability, growth readiness and competitive advantage.</li></ul>  |
| <b>Market Access and Customer Acquisition</b><br>Effective marketing strategies and innovations in product or service offerings and distribution channels  | <ul style="list-style-type: none"><li>Customer, market and unique value proposition analysis</li><li>Networking online/onsite and enhancing direct sales opportunities.</li><li>Trainings on digital marketing, e-commerce, and branding to create UVP</li></ul>  | <ul style="list-style-type: none"><li>Increased online presence and digital sales channels.</li><li>Participation in local and regional markets, expanding customer base.</li><li>Creation of brand identity/ies and marketing materials.</li></ul>   | <ul style="list-style-type: none"><li>Broadened market access and diversified customer acquisition channels.</li><li>Enhanced market competitiveness and brand recognition.</li><li>Sustained revenue growth from expanded customer base and market presence.</li></ul> |
| <b>Access to Appropriate Financing</b><br>Struggle with accessing financial services that match their low growth ambitions and traditional business models<br><br>Lack collateralizable assets, possess limited financial management capacity, and likely have weak or mixed financial performance | <ul style="list-style-type: none"><li>Capacity building to increase financing readiness.</li><li>Collaborate with microfinance institutions, banks and NGOs to develop financing options tailored.</li><li>Establish a matchmaking platform that links financial institutions to LSEs.</li></ul>                                    | <ul style="list-style-type: none"><li>Increased financial management and compliance knowledge and capacity.</li><li>Availability of new, accessible financing options.</li><li>High valuable connections to encourage more financing opportunities for LSEs.</li></ul>                      | <ul style="list-style-type: none"><li>Better financial health, compliance and creditworthiness.</li><li>Improved access to tailored financial services.</li><li>Increased investment in LSEs, driving their sustainability and capacity for job creation.</li></ul>     |



# Livelihood sustaining enterprise

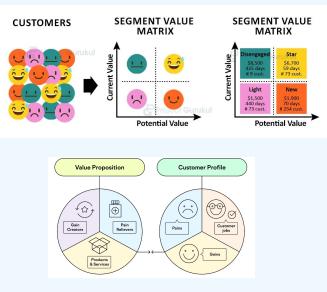
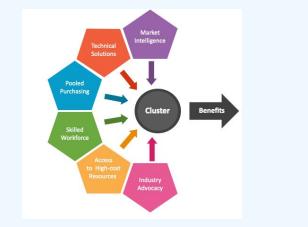
## Zoom into challenge 1:

| Challenges  | Activities  | Methodology / Solution   |
|---|---|--|
| <b>Management and Operational Capacity</b><br>Basic training and support to formalize and optimize their operations | Capacity building with focus on product improvements, innovation and operational efficiency | <p><b>Adopting methodologies for business development:</b></p> <ul style="list-style-type: none"><li>- Business Model Canvas</li><li>- Design Thinking</li><li>- Lean Six Sigma: DMAIC Cycle</li><li>- Kaizen continuous improvement</li></ul> <p><b>Demos and hands-on workshops</b> for LSE owners to learn how to use digital tools, plus helpdesk or community forum.</p>                                   |
|   | Advisory on formalization and digital tools for management                                  | <p><b>Key business topics process adaptation for efficiency:</b><br/>Basic legal &amp; accounting, inventory management, and customer service.</p> <p><b>Adapted methodologies for effective management:</b></p> <ul style="list-style-type: none"><li>- Technology Needs Assessment (TNA)</li><li>- GROW Coaching Model for Advisory Services</li><li>- Kotter's 8-Step Change Management framework</li></ul>  |
|   | Peer to peer learning & mentorship  | <p><b>Embracing learnings methods:</b></p> <ul style="list-style-type: none"><li>- P2P learning by business models.</li><li>- Mentorship hub</li><li>- LSE owners with experienced business leaders based on industry relevance and mentor expertise.</li></ul>    |

Discover the most promising startups

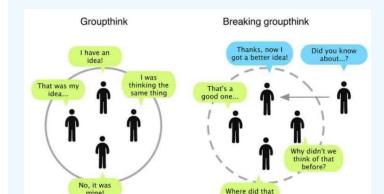
# \* Livelihood sustaining enterprise

## Zoom into challenge 2:

| Challenges  | Activities   | Methodology / Solution  |
|---|--|---|
| <b>Market Access and Customer Acquisition</b><br>Effective marketing strategies and innovations in product or service offerings and distribution channels | Customer, market and unique value proposition analysis<br><br>Networking online/onsite and enhancing direct sales opportunities. | <b>Building strategies and adopting lean analysis methods:</b> <ul style="list-style-type: none"><li>- Customer persona</li><li>- Customer segmentation with Machine Learning</li><li>- UVP: Value Proposition Canvas</li><li>- Distribution channels:<ul style="list-style-type: none"><li>- Scrum Framework for Channel Development Projects</li><li>- Kanban for Continuous Distribution Channel Improvement</li><li>- Lean Startup for Channel Exploration</li></ul></li></ul><br> |
|   | Trainings on digital marketing, e-commerce, and branding to create UVP   | <b>Cluster approach by collaboration with industry associations:</b> <ul style="list-style-type: none"><li>- Networking opportunities by partnerships made with associations and trade fair organizers</li><li>- Platform to share experiences and best practices.</li><li>- Trainings on sales techniques, display setup, and customer engagement.</li></ul><br>  |
|   |  | <b>Case studies of successful ventures and leaders:</b> <ul style="list-style-type: none"><li>- Branding &amp; marketing strategies</li><li>- Storytelling and customer profiling</li></ul> <b>Actionable methodologies to boosts online presence and sales:</b> <ul style="list-style-type: none"><li>- Customer Journey Mapping</li><li>- 4 Ps of Marketing</li></ul><br>   |

# \* Livelihood sustaining enterprise

## Zoom into challenge 3:

| Challenges   | Activities  | Methodology / Solution  |
|--|---|---|
| <p><b>Access to Appropriate Financing</b><br/>Struggle with accessing financial services that match their low growth ambitions and traditional business models<br/><br/>Lack collateralizable assets, possess limited financial management capacity, and likely have weak or mixed financial performance</p> | <p>Capacity building to increase financing readiness</p> <p>Collaborate with microfinance institutions, banks and NGOs to develop financing options tailored</p> <p>Establish a matchmaking platform that links financial institutions to LSEs.</p> | <p><b>Establishing business financial management and compliance:</b></p> <ul style="list-style-type: none"> <li>- Personal &amp; business finance</li> <li>- Legal and Regulatory Compliance</li> <li>- Loan/debt planning and track-record asset management</li> <li>- Record-keeping and Reporting Systems</li> <li>- Due diligence &amp; risk management</li> </ul> <p><b>Partnerships for development:</b></p> <ul style="list-style-type: none"> <li>- <b>Focus group discussions by 'Breaking groupthink'</b> between financial institutions and LSE owners to understand their needs and capabilities. Use insights to advise the design of loan products.</li> <li>- <b>Design/advise blended finance instruments</b> with microfinance institutions and banks, considering flexible terms, lower interest rates, and collateral requirements.</li> </ul> <p><b>Opening financing opportunities:</b></p> <ul style="list-style-type: none"> <li>- <b>Matchmaking Platform</b> with access to working capital loans, asset-based debt, leasing and grants to connect and open financing opportunities for LSEs.</li> </ul>    |

# \* After segmentation, we assess the needs of SGBs through needs and investment readiness surveys relevant to their business

| About Seedstars Programs | Problem | Solution | Methodology & Differentiation | Market & Positioning | Track Record | Team |
|--------------------------|---------|----------|-------------------------------|----------------------|--------------|------|
|--------------------------|---------|----------|-------------------------------|----------------------|--------------|------|

## Needs assessment survey

- Provides an understanding of key challenges and growth objectives, which helps define the program curriculum
- Initiates the matchmaking process with relevant experts, mentors, and service providers
- Initiates the peer-to-peer matchmaking process
- Establishes clear communication & provides insights into any language or access to technology barriers

## FIWMA Startup Needs Assessment

Welcome to the Financial Innovations for Women Affected by Migration Growth Program implemented by Seedstars.

This Needs Assessment questionnaire will help the program management team better understand how to tailor the program to your company's specific needs and match you with the right advisors.

We know you answered some of these questions on the application form, but please verify the information and take your time and fill it carefully so that we can provide you with the best support possible!

## Investment Readiness Score Summary

| Startup Information                |             | Score Analysis                   |                        |                                     |   |
|------------------------------------|-------------|----------------------------------|------------------------|-------------------------------------|---|
| Section/Sub-Section                | Your Score  | Recommended Score for this round | Have you hit the goal? | Maximum Score (regarding the round) | Your Available Points (regarding the round) |
| <b>TOTAL SCORE</b>                 | <b>39.2</b> | <b>36.2</b>                      | <b>Yes!</b>            | <b>100.0</b>                        | <b>60.8</b>                                 |
| <b>Team, Talent &amp; Advisors</b> | <b>16.2</b> | <b>7.0</b>                       | <b>Yes!</b>            | <b>22.7</b>                         | <b>6.5</b>                                  |
| Founders & C-Team                  | 6.3         | 0.6                              | Yes!                   | 2.4                                 | -3.9  |
| CEO                                | 3.2         | 2.0                              | Yes!                   | 3.9                                 | 0.5   |
| CTO                                | 3.1         | 1.3                              | Yes!                   | 3.9                                 | 0.6   |
| CFO                                | 1.4         | 0.3                              | Yes!                   | 1.6                                 | 0.2   |
| CEO                                | -0.3        | 0.0                              | NA                     | 1.6                                 | 1.8   |
| Head Sales / Growth                | 0.9         | 0.0                              | NA                     | 1.6                                 | 0.7   |
| Employees                          | 1.0         | 1.2                              | Not yet                | 3.9                                 | 3.0   |
| Board of Directors (BOD)           | -0.3        | 1.5                              | Not yet                | 2.4                                 | 2.6   |
| Advisors & Mentors                 | 0.7         | 0.1                              | Yes!                   | 1.6                                 | 0.9   |
| <b>Product &amp; Market</b>        | <b>0.9</b>  | <b>3.4</b>                       | <b>Not yet</b>         | <b>22.7</b>                         | <b>22.7</b>                                 |
| Market Need                        | 0.0         | 2.2                              | Not yet                | 8.7                                 | 8.7   |
| Product Differentiation            | Not Scored  |                                  |                        |                                     |   |
| Competitor Position                | 0.0         | 0.0                              | Not yet                | 5.7                                 | 5.7   |
| Market Size                        | 0.0         | 0.5                              | Not yet                | 5.2                                 | 5.2   |
| <b>Technology &amp; Operations</b> | <b>5.7</b>  | <b>3.9</b>                       | <b>Yes!</b>            | <b>13.6</b>                         | <b>7.9</b>                                  |
| Tech Ownership                     | 1.0         | + 2                              | Yes!                   | 9.0                                 | + 0   |

## Investment Readiness Survey

A light due diligence survey that assesses **55+ factors** that have been identified to indicate the enterprise's chances of receiving investment based on **9 core areas: Team, Product, Tech, Operations, Revenue, Financial Performance, Fundraising, Legal & Admin and Impact.**

- Provides a standardized and transparent framework for the business evaluation before, during and post-program
- Questions asked are amended based on business type and stage
- Basis for establishing milestones for enterprises to work towards during the program
- Light due diligence for financing partners, in an effort to increase financing conversion and secure capital for growth

# \* Startup ecosystems: Communities of stakeholders & resources that can determine the success of companies operating within them

About Seedstars  
Programs

Problem

Solution

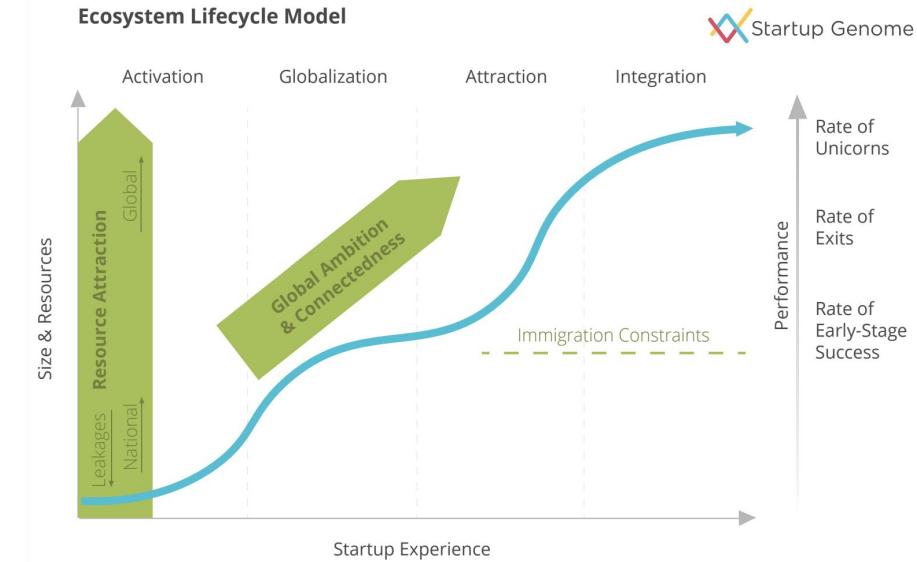
Methodology &  
Differentiation

Market & Positioning

Track Record

Team

Understanding at which stage a startup ecosystem is can help governments, policy makers and ESOs alike prioritise gaps and define focused action plans that maximize the impact of stakeholders and resources. Startup Genome has conducted 100K global surveys in order to develop the Ecosystem Lifecycle Model, that provides us with a better understanding of the challenges, resources and objectives that can impact a startup's growth potential within the ecosystem where they operate as well as the economic impact they can have.





**Startup ecosystems:** Each of the 4 startup ecosystem categories has distinct needs and resources available, which warrants a holistic approach in order to develop the ecosystem to the next phase in the life cycle

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

## Activation

Characterized by limited startup experience and output, focusing on growing the local startup community, early-stage funding, and increasing local connectedness

## Globalization

Defined by more than 1K startups, increased startup experience, and significant exits, which catalyze national resource attraction and position these ecosystems as national leaders.

## Attraction

Usually has 3K+ startups, focusing on driving global resource attraction to expand the ecosystem significantly. These ecosystems are typically regional leaders and aim at creating unicorns

## Integration

Marked by over 5K+ startups, leads globally by melding with the international knowledge networks, generating worldwide business models, extending global market reach, and is pivotal in local economic value creation.

### Main Challenges

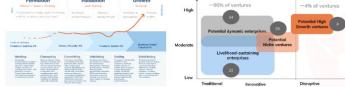
1. Limited number of experienced startups & no substantial exits, resource leakage
2. Mentors are scarce and inexperienced, few to no international connections
3. Startups seek funding externally due to insufficient local investment and an inexperienced investor community lacking robust angel networks and well-funded VC firms.

- Advocacy campaigns & short term training programs/workshops for key stakeholders:
- Governments
  - ESOs
  - Corporates
  - Financial Institutions
  - PwD organisations/network

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- Advocacy campaigns & short term training programs/workshops for key stakeholders:
- Governments
  - ESOs
  - Corporates
  - Financial Institutions
  - PwD organisations/network

# \* Full overview of how we design holistic programs tailored to the SGBs needs and objectives

| About Seedstars Programs | Problem                                      | Solution   | Methodology & Differentiation  | Market & Positioning  | Track Record  | Team   |                   |
|--------------------------|--|--|--|---|---|--|-------------------|
| Pre-program              | 1. Sourcing, screening and selection         | Selection criteria definition  | Sourcing campaign  | Screening of SGBs   | Final selection   |  |                   |
|                          | 2. Enterprise Segmentation                   | 1. Stage<br>Defines support needed to develop/scale a business & their financing needs   | 2.Typology<br>Defines relevant expert/coaching support and financing needs         | 3. Sector specificity<br>Different sectors imply different types of strategic partnerships & sector specific training                                     | 4. Ecosystem Maturity<br>The status quo of the ecosystem determines the resources available |  |                   |
|                          |  |   |  |    |          |  |                   |
|                          | 3. Needs & investment readiness assessment   | Needs assessment survey  | Investment readiness survey  |   |   |  |                   |
|                          | 4. Track assignment                          | Assignment to track based on STAGE   | Assignment to track based on TYPOLOGY  | Assignment to track based on SECTOR   |   |  |                   |
|                          | 5. Capacity Strengthening                    | Business Stage Track   |  | Sector Specific Track   |   | Region/Country Specific Track  |                   |
|                          | PHGV   | - Capacity strengthening training specific to the business stage*<br>- Experimentation sprints**<br>- Business mentor(s) OR service provider |  | PHGV, Niche /Dynamic, Livelihood  | P2P group sessions  | PHGV, Niche /Dynamic, Livelihood   | Networking events |
|                          | Niche /Dynamic                               |  |  | Sector specific trainings   |   | Introductions to available local, regional, and/or international experts & potential partners                        |                   |
|                          | Livelihood                                   |  |  |   |   |  |                   |
|                          | 6. Link with relevant financing institutions | PHGV<br>Niche /Dynamic<br>Livelihood   |  | Set-up of financial instruments (e.g. catalytic equity funding, zero-interest loans, etc.)<br>Needs assessment to figure out financial needs of companies |   | Enterprises are linked with relevant financing partners based on their stage, typology, sector and impact objectives |                   |
| Program implementation   |  |  |  |   |   |  |                   |
|                          |  |  |  |   |   |  |                   |
|                          |  |  |  |   |   |  |                   |

- Key activity
- Virtual session / activity
- Enterprise type

# \* Impact measurement and management

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

At Seedstars, we use **impact management and measurement** to:

Understand the full extent of  
our impact

Maximize effectiveness of our  
programs

Learn for continuous  
improvement

To meet the purpose of why we measure, we've aligned our strategy with international best practices, crafting a robust approach to effectively gauge and enhance our impact.



**The DCED Standard:**  
Lays the foundation,  
offering a structured  
framework for our  
impact assessment

**IMPACT  
MANAGEMENT  
PROJECT**

**The Impact Management Project:** Enriches this  
foundation with detailed  
insights into the 'what,' 'who,'  
'how much,' 'contribution,' and  
'risk' of our impacts

The result is a system that is defined from the top down and aggregates data from the bottom up.

The Key Components of Our Impact Measurement System are discussed on the following slide

# \* Impact measurement and management setup and process

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

At Seedstars, we systematically measure the impact of our programs by aligning with a structured framework. This ensures every initiative contributes to our overarching goals.

## Theory of Change (ToC)

Our impact measurement foundation lies in a well-articulated ToC for each program. This process ensures alignment with Seedstars' global mission and facilitates the identification of impactful metrics. This is our process:

**Identify Long-term Goals:** Each program starts by defining its ultimate impact objectives.

**Map Out Pathways:** We outline specific activities and interventions expected to lead to these goals, identifying necessary preconditions and assumptions.

**Alignment with Organizational Goals:** Each ToC is aligned with Seedstars' broader objectives, ensuring consistency across our portfolio. This includes our impact areas of Gender equality, Climate Action and Reduced Inequalities

## Measurement Metrics

Using the program-specific Theory of Change, we identify indicators - both unique to the program and our overarching core metrics.

**Core Metrics:** These universal metrics allow us to aggregate impact across programs, facilitating comparison and benchmarking.

**Program-Specific Metrics:** Tailored to each program's unique objectives, these metrics provide deep insights and fulfill partner reporting requirements.

## Data Collection Strategy:

We rely on collecting data from our startups through surveys at four points:

**1. Baseline Assessments:** Initial deep dives via needs and investment readiness assessments set the baseline, framing our understanding of the starting point for each startup.

**2. During Program Feedback:** Continuous feedback mechanisms for real-time adjustments.

**3. End-of-Program Evaluation:** A crucial check-in against our key metrics to assess immediate outcomes and impacts.

**4. Annual Alumni Surveys:** Track long-term program impact, validating the ToC over time.

# \* Holistic activities utilized during capacity building of SGBs that take into account their specific needs based on their stage, industry, and ecosystem

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

## Business Masterclasses

Startups dig into the stage specific business development topics and discuss [how to apply the methods](#) to their business with topic experts.

The masterclasses provide the knowledge base sustainable growth using key concepts.

Example workshops:  
[Growth Process](#)  
[Growth Teams](#)  
[Data analytics](#)  
[Measuring Impact](#)  
[Customer Acquisition](#)

## 1:1 Mentoring Sessions & Experimentation Sprints

The ventures will gain access to hands-on support from selected mentors.

The mentor helps the company set their North Star Growth Metric, objectives, impact metrics and subsequent KPIs that can be tested in experimentation sprints. These mentors work with the ventures side by side in helping them execute relevant growth experiments and institutionalizing them into the venture's processes.

## P2P Group Sessions

During the group sessions, ventures are matched with their peers to [review and give feedback on completed assignments/activities](#) and discuss general business challenges and learnings.

The sessions are held in groups, so startups can gain knowledge from similar businesses and foster peer-to-peer learning, knowledge exchange, and collaboration opportunities.

## Industry/SDG Specific Workshops

To support companies in enhancing their solutions to better provide products and services for their industry or a specific SDG, the program will incorporate experts who will deliver industry/SDG specific workshop sessions.

These sessions can be presented by region/country to take into consideration local policy, cultural factors as well as support systems that are relevant for that industry/SDG as these may differ per region.

# \* Community engagement: Expert and service provider sourcing and onboarding

| About Seedstars Programs  | Problem  | Solution  | Methodology & Differentiation  | Market & Positioning | Track Record | Team |
|---|--|---|--|----------------------|--------------|------|
| <b>Entrepreneurs</b> <p>We cultivate entrepreneur engagement by providing access to a mentorship hub, perks from partners, meetups, spotlights, and customized content, all while monitoring participation metrics and delivering incentives. Our focus is on nurturing a tight-knit network through personalized communication, enriching experiences, and smooth integration into thematic workshops and referral programs.</p> | <b>Experts</b> <p>In our efforts to engage experts and mentors within the Seedstars community, we adopt a multifaceted approach across Events, Program Engagement, and Community Engagement. We invite experts to participate in our events, facilitate tailored content creation aligned with program themes and regional contexts, and explore additional avenues for engagement. Our strategic framework is designed to foster collaboration, knowledge sharing, and networking opportunities, nurturing a vibrant and inclusive community ecosystem.</p> | <b>Mentorship Hub</b> <p>Through the Seedstars Mentorship Hub, our mission is to deliver unparalleled mentorship experiences for both mentors and mentees by assembling top-tier professionals within their respective fields in a single platform. Our platform fosters innovation, facilitates knowledge exchange, encourages peer-to-peer support, and enhances the growth of the tech sector in emerging markets, thereby contributing to their economic development.</p> | <p><b>Seedstars Community</b> empowers diverse stakeholders to drive innovation and foster a vibrant ecosystem. Through collaboration and support, we build resilient, sustainable communities that fuel positive change.</p> <p>Our objective is to <b>activate our vibrant entrepreneurship ecosystems and foster positive social, economic, and environmental change in emerging markets.</b></p> <p><b>We offer a variety of tailored activities for each of our stakeholders including access to your Mentorship Hub.</b></p> |                      |              |      |

# \* Program implementation: Timeline and how to run a program

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

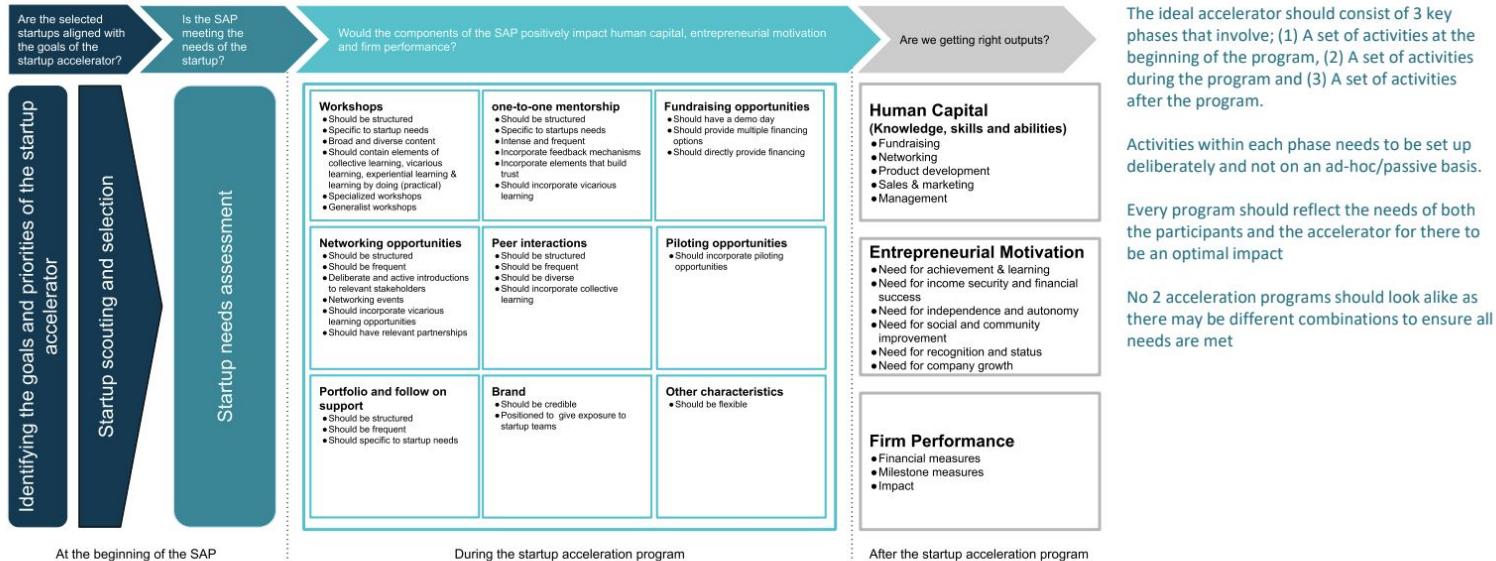
Market & Positioning

Track Record

Team

## What should the “ideal” startup acceleration program look like?

Fig 8: The “ideal” startup acceleration program



# \* Post-program support:

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

## Framework

**Core Engagement Activities:**  
Elevating alumni expertise through tailored learning experiences.

**Networking and Relationship Building:**  
Facilitating meaningful connections and mentorship opportunities

**Community Building and Support:**  
Cultivating a vibrant network for ongoing collaboration and support.



## Engagement Activities

- Monthly Webinars:** Covering industry trends, skill development, and networking opportunities.
- Virtual Workshops:** Interactive sessions led by industry experts on relevant topics.
- Access to Technology Perks:** \$200K free or discounted services provided by companies like AWS, Microsoft, Hubspot, Rebump, Copper, Segment, Xero, etc.
- Networking Events:** Virtual and in-person gatherings facilitating connections and collaborations.
- Mentorship Program:** Pairing alumni with seasoned professionals for guidance and career advice.
- Peer to peer learning & mentor / service provider matching**
- Online Community Platform:** Dedicated space for discussions, resource sharing, and networking.
- Social Media Channels:** Regular updates, alumni features, and engagement prompts across LinkedIn, Twitter, and Facebook.
- Seedstars Exclusive Events:** Gain access to invite-only gatherings and conferences, where stakeholders converge, fostering invaluable networking opportunities for our esteemed alumni.

## Our Alumni Network

- Size: 14000+ members and growing
- Global Reach: Spanning across 97 countries
- Perks: 7000+ startups have gained access to discounted tools through the perks platform.

### Impact:

- XX% of alumni reported gaining new skills.
- XX% of alumni engaged in mentorship relationships.



The background features a subtle, abstract graphic design composed of several thin, light blue outlines. These outlines form various geometric shapes, including rectangles and triangles, which are scattered across the dark blue background. Some shapes overlap, creating a sense of depth and movement.

# Market & Positioning

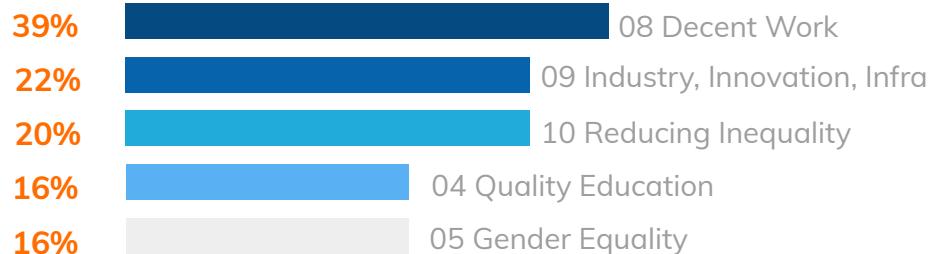


# Track Record & Impact

# \* Seedstars Programs Track Record

| About Seedstars Programs  | Problem | Solution  | Methodology & Differentiation   | Market & Positioning | Track Record  | Team  |
|---|---------|---|---|----------------------|---|---|
| <b>Number of Programs</b><br><b>116</b>   |         | <b>Number of Programs (Type)</b>  |   |                      |   |   |
| +143% average post-program revenues increase from \$7k to \$17k                 |         |  16 Readiness  |  17 Acceleration |                      | <b>Mentor Participants</b> <b>5,639</b>                 | <b>Hackathon Participants</b> <b>11,860</b> |
| +117% average post-program employment increase from 6 to 13 full-time employees |         |  17 Hackathon  |  8 Growth        |                      | <b>Academy Participants</b> <b>356</b>                  | <b>Acceleration Participants</b> <b>805</b> |
| +432% average post-program funding increase from \$46k to \$245k*               |         |  36 Customized |  13 Academy      |                      | <b>Short-term Interventions Participants</b> <b>919</b> | <b>Expansion Participants</b> <b>64</b>     |

## SDGs targeted by programs (Top 5)



**5,000+ companies  
12,000 individuals or teams**

# \* Examples of programs implemented with our partners



| About Seedstars<br>Programs | Problem | Solution | Methodology &<br>Differentiation | Market & Positioning | Track Record | Team |
|-----------------------------|---------|----------|----------------------------------|----------------------|--------------|------|
|-----------------------------|---------|----------|----------------------------------|----------------------|--------------|------|



## Youth Climate Innovation Labs

A two-part project targeting youth in the African and the Asia Pacific regions with the goal of creating technology solutions for enhanced climate action.



## Gender Lab of Financial Inclusion

The fourth version of the Lab of Financial Inclusion for Latin America, this year in cooperation with CAF, is focused in supporting all financial institutions and Financial Technology Startups to contribute to the funding gap and bias when women led business apply for credit products in the banking sector. In total 10 startups will be accelerated in the program by 4 months in 2023.



## UN Women Care Accelerator Program

The objective of the UN Women Care Accelerator is to accelerate Care ventures that are still searching for product/market fit and require mentoring, training, tools/techniques and support from experts to achieve it.



## (WE4A) Women Entrepreneurship for Africa

This initiative was designed to address the challenges faced by women entrepreneurs in Sub-Saharan Africa, specifically access to finance and business knowledge. In doing so, WE4A's aim was to enhance the economic inclusion and empowerment of women entrepreneurs, driving job creation through boosted business capacities and improved access to finance.



## LATAM 4WEF

Regional online collaboration space for entrepreneurs to ideate, validate and scale climate-tech solutions. In 8 weeks of mentoring, the best teams redefined their solutions to solve NEXUS WEF, water, energy and food security challenges.

## Future of Fintech

Krealo, CVC of Credicorp focused in Series A, aimed to identify, accelerate and invest in blockchain startups, embedded finance, and artificial intelligence, thereby enhancing its reach in the pre-seed stage. The main goal was the dynamization and identification of high-growth enterprises in fintech. Businesses had the opportunity to grow and scale.

## Financial Innovations for Women Affected by Migration (FIWAM)

The goal is to provide Impact-Linked Finance and expert support for growth-stage fintechs interested in having a direct or indirect impact on financial inclusion for migrants, and especially women migrants.

## Migration Challenge

With a global scope of sourcing, we identified the most scalable tech-enabled solutions that span the information divide between employers and migrants and improve the implementation of migration policies in Latin America and Africa.

# Overview of SDGs we contribute to



About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

- **Zero Hunger (SDG 2)**
  - Encourage sustainable agricultural practices and explore food alternatives to effectively combat hunger and achieve food security for all communities.
- **Gender Equality (SDG 5)**
  - Develop and implement comprehensive care and women empowerment programs to ensure gender equality and enhance opportunities for women in all aspects of society.
- **Clean Water and Sanitation (SDG 6)**
  - Implement water waste sanitation programs and initiatives to reduce the use of single-use plastics, aiming for a substantial reduction in water pollution.
- **Affordable and Clean Energy (SDG 7)**
  - Advance the development and utilization of renewable energy sources, improve energy storage solutions, and increase the efficiency of smart grids to ensure affordable and clean energy for all.
- **Decent Work and Economic Development (SDG 8)**
  - Promote financial inclusion and enhance access to capital for micro, small, and medium enterprises (MSMEs), and foster an environment that creates and sustains decent and quality jobs.
- **Reducing Inequalities (SDG 10)**
  - Support inclusive policies and programs that address issues of migration and poverty reduction, aiming to significantly decrease inequalities within and among countries.
- **Sustainable Cities and Communities (SDG 11)**
  - Promote smart city solutions focusing on climate-resilient infrastructure, green buildings, and sustainable urban planning and development to enhance urban sustainability.
- **Climate Action (SDG 13)**
  - Invest in climate innovation programs focused on mitigation and adaptation strategies, and promote sustainable mobility solutions to reduce environmental impact.

# SDG 5 - Gender Equality Track Record



About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

- **Gender Equality SDG 5** (e.g. Care, Women Empowerment Programs)

# SDG 10 - Reducing Inequalities Track Record



About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

- **Reducing inequalities SDG 10** (e.g.  
Migration, poverty reduction)
- **Reducing Inequalities (SDG 10)**
  - a. Support inclusive policies and programs  
that address issues of migration and  
poverty reduction, aiming to significantly  
decrease inequalities within and among  
countries.

# SDG 6, 7 and 13 - Climate, WATER, Energy



About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

- **Climate Action SDG 13** (e.g. Climate Innovation Programs,
- Invest in climate innovation programs focused on mitigation and adaptation strategies, and promote sustainable mobility solutions to reduce environmental impact.
- Related to SDG 13 is:

## Clean Water and Sanitation (SDG 6)

- Implement water waste sanitation programs and initiatives to reduce the use of single-use plastics, aiming for a substantial reduction in water pollution.
- 
- **Affordable and Clean Energy (SDG 7)**
  - a. Advance the development and utilization of renewable energy sources, improve energy storage solutions, and increase the efficiency of smart grids to ensure affordable and clean energy for all.

# SDG 8 - Decent Work and Economic Growth Track Record



About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

- **Decent Work and Economic Development SDG 8** (e.g. financial inclusion and unlocking capital for MSMEs, creating decent and quality jobs)
  - Promote financial inclusion and enhance access to capital for micro, small, and medium enterprises (MSMEs), and foster an environment that creates and sustains decent and quality jobs.



# Seedstars Africa Track Record and Impact achieved

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

# \* Asia Track Record and Impact achieved

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

# \* MENA Track Record and Impact achieved

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

List number of programs over the past 5 years (since 2019) :

List countries we have been active in, in the MENA region :

Number of entrepreneurs impacted :

# \* LATAM Track Record and impact achieved

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

## Seedstars impact in **LATAM**

\$258,637 USD grants  
delivered

\*Data from Jan 2019 to Dec 2023



# Team

# \* Our people

About Seedstars  
Programs

Problem

Solution

Methodology &  
Differentiation

Market & Positioning

Track Record

Team

Regional teams

Partners in the countries

Central Support Team

Advisors  
Subject Matter Experts

# Additional services



- Startup & mentorship hub?
- Tools – Uptiq - what other tools we use?
- ToT / ESO
- Investor network / highlighting how we leverage capital
- Development financing mechanism



Alisée de Tonnac  
Co-Ceo Seedstars



Contact Number:  
+41 79 292 24 52



Email Address:  
[alisee@seedstars.com](mailto:alisee@seedstars.com)

\* seedstars

[www.seedstars.com](http://www.seedstars.com)



# \* Overview of General Story

- Breakdown SEED
- Breakdown - for each,
  - General components
  - Who (type of company)
  - Timeline for set up and implementation,
  - Basic breakdown of components
  - Experts (what must be included Decide which modules are always included (financing (by segment), leadership skills, wellness, accounting, growth))
- What is optional (tech training, soft skills, mental health)), learnings each type (specify stage and region)
  - Incubator
  - Acceleration
  - Growth (see about including somethings from Jon's growth deck)
- Add-ons
  - IRS - depending on stage the right types of questions
  - Startup & mentorship hub
  - Tools – Uptiq
  - ToT
  - ESO
  - Investor training
  - Events
    - Community
    - Demo days (online and offline)
- About Seedstars: mission, impact, network
- Seedstars Programs
  - Purpose - SDG / SGB support
  - Team & track record / more important programs
  - Problem & challenge

# \* Overview of capacity building story approach

## General Methodology

1. OPPORTUNITY / CHALLENGE: this helps us reach our mission of lasted impact and sustainable growth of SGBs
2. WHAT:
  - a. Slide 66
  - b. Overview - no one size fits all, we segment and based on what, personalization based
3. WHO: SGBs generally
4. HOW:
  - a. Segmentation overview - with when we do each segmentation (WE4A example but better)
  - b. Stage - challenges in funding and capacity building
  - c. Type - challenges in funding and capacity building
  - d. Sector - challenges in funding and capacity building
    - i. Generally the types of support that differ here
  - e. Ecosystem - challenges in funding and capacity building (different types of ecosystems)
    - i. Generally the types of support that differ here
5. OBJECTIVE: create sustainability scale and growth for different enterprise types. We can be successful at this by understanding the support they need by stage and type

## \* Story in this section

In this section the goal is to go deeper into what we do to solve the challenges of each type of enterprise at each stage, sector, ecosystem and financing need.

Indeed we could do it by type of program Incubator, Accelerator, Growth and showcase for each of them what we do? Does this makes sense?

The alternative is we showcase how we differentiate programs based on the different elements, type, stage, sector, ecosystem, financing need.

1. Stage: how do we differentiate programs based on the stage? Always refer to the different challenges each type of enterprise phases.
2. Sector: how do we differentiate programs based on the sector? Always refer to the different challenges each type of enterprise phases.
3. Ecosystem: how do we differentiate programs based on the ecosystem? Always refer to the different challenges each type of enterprise phases.
4. Financing need: how do we differentiate programs based on the financing needs? Always refer to the different challenges each type of enterprise phases.