

Frontier Market Scouts
FMS-Impact Venture Profile and Analytics Framework

Final Deliverable—Impact Venture Profile

Each Impact Venture Profile (IVP) shall contain information and assessment of each venture along the core concepts listed below. The IVP should be between 15-20 pages, including the executive summary (to be no more than 1-page in length), table of contents and main content. Photos, blog posts, and other supporting material are not counted as part of the overall page requirement. The initial assessment is meant to guide you through the writing of the IVP. Feedback will be provided after submission of the initial assessment. No IVPs will be accepted before submission and approval of the assessment. This is your opportunity to ask and receive feedback on your work, layout of the IVP, or any other concerns that you may have.

Impact Venture Profile Format Guidelines

Following is a suggested guideline for preparing your IVPs (please follow the Harvard Business Style for formatting and referencing as per the course outline):

1. Cover Page

Include student name and venture name

Logo(s) of:

- Frontier Market Scouts
- Monterey Institute of International Studies
- Middlebury Logo
- ImpactSpace Logo
- Sanghata Logo
- Venture Logo (if applicable)

2. Executive Summary

Should be written last to focus on key points/findings, one page maximum.

3. Introduction

- Venture Cheat Sheet (ImpactSpace profile)
 - General Information
 - Logo of Venture
 - Website URL (if applicable)
 - IRIS Category
 - Legal Structure
 - Certifications
 - Blog URL
 - Facebook URL (if applicable)
 - LinkedIn URL (if applicable)
 - Phone
 - Email
 - Number of Employees
 - Founded Date
 - Mission / Vision Statement – as stated by the Venture

- Impact Objectives
 - Geographies and target markets Impacted
 - Social Impact Objectives
 - Environmental Impact Objectives
- Office Address
- Description of products/services
- Funding (sources and current status)
- Preliminary balance sheet/budget
- Competitors
- FMS Project Scope
 - Problem Statement
 - Methods for solving problem
 - Potential solutions

4. Body

Should include:

- Decision Criteria
- Assumptions
- Data Analysis (analysis in appendix and summary info in body)
- Preferred Alternative with rationale.
- Justification/Predicted Outcome:
- *It is important that all guesstimates or creative ideas be founded upon some marketing rationale and a solid understanding of the metrics related to the target market and anticipated financial changes/impact. Using target market analysis and education estimation of population, economics, and units is appropriate (Note: please provide all financial/economic benchmarks and figures in local and equivalent USD).*

If you are not confident in your ability to do so...PLEASE FEEL FREE TO DISCUSS "HOW TO" as a team with the professor well in advance of your case presentation.

May include:

- Target Market Identification
- Market Needs
- Forms of Integrated Market Communication (IMC) in use
- Analysis of Case
- Key Issues/Goals

***Must include:**

Impact Measurement

Please make sure the impact measurement portion of the report is presented in the following format:

1. ***Wealth: How does the organization define "growth," "sustainability," "productivity," and are they achieving it? What constitutes "value?"***
 - a. Growth in income and financial/economic resources
 - b. Decrease in expense base or financial/economic liabilities
 - c. Increased jobs / job opportunities
 - d. Access to credit, enhanced purchasing power)
 - e. Access to new or growing markets
 - f. Expertise / knowledge

- g. Enhanced resource base
 - h. Multi-generational longevity/sustainability (business enterprise/lifestyle = going concern)
2. ***Risks: What are the organization's real or perceived risks and challenges: to sustain itself, to generate value in the markets it serves, to achieve its wealth objective?***
 - a. Competitive risks: who are its competitors?
 - b. Tenor risks: risks related to investment timing, volatile or seasonal cash flows, duration of exposure and real and expected returns
 - c. Geo-political risks: sovereign risk, regional risk, etc.
 - d. Environmental risks: endogenous and exogenous (climate/weather)
 - e. Degree of financial openness (access to credit or financial resources, degree of financial education/management, etc.)
 - f. Loss of, or threat to cultural or societal identity
 3. ***Markets: Define the organization's real or perceived markets for its goods or services – where can the venture's produced "value" be traded, transacted or exchanged"? Who does the organization serve to achieve its wealth objective – how does this services extend and grow "value?"***
 - a. Markets for goods and services – inside and outside the community (foreign, domestic, real and virtual)
 - b. Markets for ideas – to those willing to "invest" – money, time, expertise, knowledge
 - c. Markets for "progress" – development or preservation of a community – enhanced skills, productivity, stronger resource base, more resilience to "forces" (economic/environment/etc.)
 4. ***Assets: What are the organization's core resources – owned/controlled or accessible—to mitigate its risks and achieve its wealth objective?***
 - a. Both tangible and intangible interests/items that produce present and perceived future value
 - b. Items owned or controlled/accessed by the venture which can produce "value" or "wealth" (see below for expansive definition)
 - c. Items owned or controlled/accessed by the venture that mitigate the organization's risk or enhance its resiliency (see Risks below)
 - d. Management/Staff – an assessment of the capabilities of the personnel associated with and managing the venture
 5. ***Leverage: How does the organization use its resources to create multiples in "value," mitigate its risks, and/or generate growth and "wealth?"***
 - a. Business/Personal resources to gain "wealth" or mitigate risk
 - b. Personal or community knowledge to deliver a service/good
 - c. Knowledge of history and culture to provide enhanced security or safety – for health, environment, family, community
 - d. Power and influence in the community, business, and government to promote understanding, diversity, etc.

5. Conclusion

Please provide a 1-2 page editorial on the venture itself given the descriptions outlined in the body of the case above, including the Scout's assessment of the following:

- The proposed mission of the venture: How it has determined/defined “wealth” and its capability to accomplish that mission given the nature of its assets and risks.
- Target markets: Has the venture defined its market appropriately (should it be increased, decreased or changed), and are they able to service that market through existing operations.
- Recommendations: Provide recommendations on next steps for the venture to achieve growth, scale of operations, and sustainability with respect to its mission.

6. References

Recommend that you source business journals, periodicals, and textual references as well as any online research. Make sure you support your ideas with facts and figures. Please try to use your own words and ideas based on research rather than copy and paste other’s words from the Internet. You should USE PROPER HARVARD style in-line citations, image source citations, and an alphabetical CITATION LIST in a references section.

7. Annexes

All charts, financials, visuals, and other related items can be placed here and referenced in the report.

Deliverable Process and Timeline

Pre-Assessment: During FMS Training Period (due before leaving for assignment)

- Initial reflection on FMS training 200 words maximum
- Expectations of working in the field with venture
- Goals and conclusion of expectations
- Create ImpactSpace profile

Initial Assessment (due 1 month after arrival)

- Initial assessment of venture (500 words max)
- Venture cheat-sheet filled out (please see below for example)
- Record 2 - 3 minute interview (video) with CEO first week on job site

Continuous Deliverables (due while out in the field)

- 200 word blog post per week on status and evolution of operations (due: once a week for a total of 14-20 blog entries for a 6 month assignment, 10 - 12 blog entries for a 3 month assignment). Please upload blogs onto ImpactRoots.org.
- Record 2nd 2 - 3 minute interview with CEO in the middle of assignment
- Provide one photo with each blog post
- Maintain ImpactSpace profile

Final Deliverable—Impact Venture Profile (draft due 2 weeks after returning, final due 4 weeks after)

- Please see below for final deliverable guidelines

Final Deliverable guided by an initial assessment to be completed within six weeks after arrival on location.