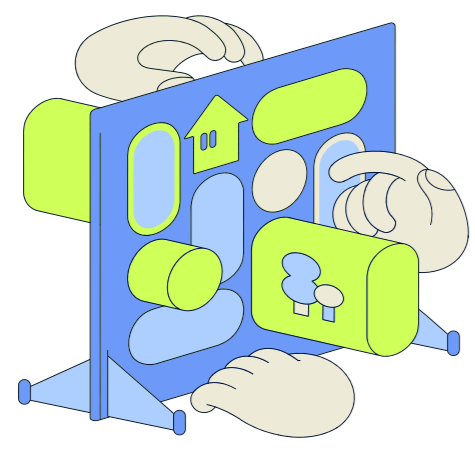


# THE IMMPACT-MODEL

The IMMPACT model provides orientation for impact startups and investors regarding Impact Measurement & Management. The dimensions and categories represent an ideal state across the respective startup phases. Each category includes guiding questions that should ideally be asked at each phase.



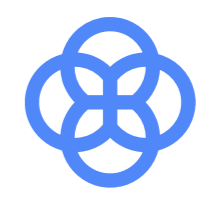
IDEA PHASE



STARTUP PHASE



GROWTH PHASE



SCALING PHASE

## IMPACT STRATEGY

### PURPOSE & INTENTION

Why do I want to start an impact startup? What is the purpose of the company I aim to create?

- The reason for founding the company is known.
- Impact vision and mission exist.

### PROBLEM & TARGET GROUP ANALYSIS

Do I understand the relationship people have with the problem? What systemic consequences does the problem have?

- The causes of a relevant problem are known.
- The primary target group is identified.
- Problem and target group analysis are scientifically substantiated.

### SOLUTION DESIGN

Does my product/service solve the core problem of my target group? How is my target group involved in developing the solution design?

- An idea to solve the problem exists.
- An MVP/prototype has been developed and tested.
- The product/service is market-ready.
- Customer and target group feedback is integrated into the solution design.

### IMPACT GOALS

Have I sufficiently considered potential negative effects of my product/service? Do my goals contribute to systemic change?

- A main goal with a suitable primary indicator and data collection methods is defined.
- The main goal is backed by 3+ indicators and data collection methods.
- The main goal is supported by 5+ indicators and data collection methods.
- Additional impact goals are defined with relevant indicators and data collection methods.
- Baselines for the indicators have been established.
- The impact model considers negative effects.
- The impact of other market participants' activities on one's own impact is considered.

## IMPACT MANAGEMENT

### SCOPE & PROCESSES

Do I have sufficient resources for the processes? Do I have enough knowledge about Impact Measurement & Management?

- Impact processes are handled by all team members.
- Adequate resources are allocated for impact management.
- Roles for impact management are created.
- Negative effects are actively mitigated.
- Feedback loops are applied at all levels (vision & mission, product, goals, problem, target group).
- Business decisions are made based on impact analysis.
- Impact on the supply chain (upstream & downstream) is considered.
- Cooperation with other stakeholders, e.g., NGOs, governance, companies with complementary offerings.
- Feedback loops are regularly implemented.
- Supply chain impacts are factored into business decisions.
- Feedback loops are regularly implemented.

### IMPACT MANAGEMENT & ANALYSIS

How do insights from impact analysis influence my business decisions? Are my data meaningful and not overly time-consuming to collect?

- A data collection plan is in place.
- Relevant data is collected for impact measurement.
- Appropriate data is collected for impact measurement.
- High-quality, evidence-based studies are conducted for impact measurement.
- Data analysis methods are implemented.
- Comparisons are conducted for impact analysis.
- External data is used for validating analysis.
- External reviews are conducted to validate the impact.

## IMPACT GOVERNANCE

### SCOPE & GOVERNANCE MECHANISMS

Is impact a central component of my company's structure? How is impact integrated into my business structure?

- Development of a shared language and understanding of impact.
- Articles of association establish mission & goals to prevent mission drift.
- Impact responsibility is embedded at the management level.
- Adherence to and implementation of internationally recognized standards.
- Structures exist for all employees to contribute to improving impact.
- Impact governance is integrated into the code of conduct.

## IMPACT COMMUNICATION

### INTERNAL

Do all my colleagues understand the concept of Impact Measurement & Management?

- Team members know and support the strategy, processes, and governance.
- All team members know the strategy, management, and governance and actively contribute to them.
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### EXTERNAL

How do I want to communicate my impact externally? Does my transparency contribute to the advancement of the market/my field? Does my communication help others generate impact themselves?

- Strategy, management processes, and governance are shared with interested stakeholders.
- Initial data is published for funders.