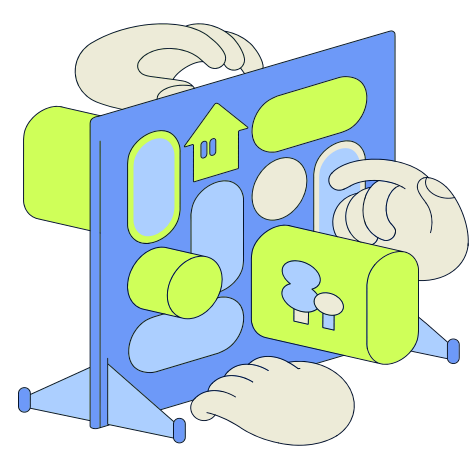


THE IMMPACT MODEL

Impact Startups and Impact Investors find clear guidance on Impact Measurement and Management. Dimensions and categories reflect an ideal situation for each startup development phase. Each category entails questions that build on each other and that should be repeated in each phase.



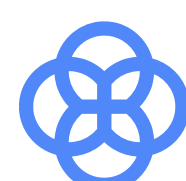
IDEATION
PHASE



PROTOTYPING
PHASE



GROWTH
PHASE



SCALING
PHASE

IMPACT STRATEGY

PURPOSE & INTENTION

Why do I want to found an impact startup?
What do I want to achieve with the company?



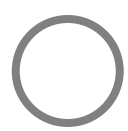
The reason for founding the impact startup is clearly defined.



The impact vision and mission are in place.

PROBLEM & TARGET GROUP ANALYSIS

Do I know how people relate to the problem(s)?
What are the systemic consequences of the problem?



A primary target group expected to benefit from the impact has been identified.



Target group analysis is complete.



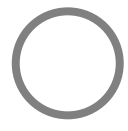
The root causes of a relevant societal challenge are understood.



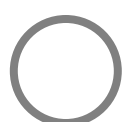
Problem analysis is validated.

IMPACT ZIELE

Have I adequately considered the potential negative impact of my product/service?
Do my goals contribute to systemic change?



A clear impact goal and a corresponding main KPI with data methods are in place.



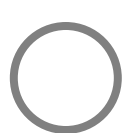
Baseline data for the indicators has been established.



Negative effects are accounted for in the impact model.



The impact of other market players is taken into account.



Core impact goal has three+ KPIs and matching data collection methods.



Additional outcome goals are defined, with matching KPIs and data collection methods.

SOLUTION DESIGN

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



An initial idea for solving the target group's problem is in place.



An MVP or prototype has been developed and tested in a small group.



The product/service is scalable.



The product/service is scalable.

IMPACT MANAGEMENT

IMPACT MANAGEMENT & ANALYSIS

How do findings from the impact analysis flow into my business decisions?
Is my data meaningful enough and not too time-consuming to collect?



A data collection plan is in place.



Data analysis methods are in place.



Data analysis methods are in place.



Impact is measured using high-quality studies that meet scientific standards.



The right data is gathered for impact measurement.



The right data is gathered for impact measurement.

SCOPE & PROCESSES

Do I have sufficient resources for the processes?
Do I have sufficient knowledge of impact measurement & management?



Processes are regularly improved



Feedback loops are conducted regularly.



Negative impact is actively managed.



Supply chain impact is factored into business decisions.



The whole team is involved in impact processes.



Sufficient resources are allocated for impact management.



Supply chain impact (upstream & downstream) is part of the picture.



Business decisions are guided by impact insights.



Collaboration with other stakeholders (e.g., NGOs, government/public administration, and businesses with complementary products/services).



Dedicated roles for impact management are in place.

IMPACT GOVERNANCE

SCOPE & GOVERNANCE MECHANISMS

Is Impact a central component of my corporate structure?
How is Impact integrated into my corporate structure?



A shared language and understanding of impact has been developed.



Structures are in place that allow everyone to contribute to improving impact.



Mission & objectives are built into the shareholders' agreement to avoid mission drift.



Impact governance is embedded in your code of conduct



ESG risk management is planned and partly implemented.



An impact lead is part of the management team.



International governance standards are being applied and put into practice.

IMPACT COMMUNICATION

EXTERNAL

How do I want to talk about my impact externally?
Do I want to contribute to the further development of the market/ my area through transparency?
Do I want to help others generate impact through my communication?



Strategy, management processes and governance are communicated to interested stakeholders.



Impact data is communicated to investors.

INTERNAL

Do all my colleagues know what Impact Measurement & Management is all about?



All team members understand the strategy, processes and governance.



All team members understand the strategy, processes and governance.



All team members understand the strategy, processes and governance.



All team members understand the strategy, processes and governance.