

# THE IMPACT 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.



## 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 an 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? What are the systemic consequences of the problem?

- A primary target group expected to benefit from the impact has been identified
- The target group analysis is complete
- The root causes of a relevant societal challenge are understood
- The problem analysis is validated

### IMPACT GOALS

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 KPI with data methods are in place
- Baseline data for the indicators has been established
- Negative effects are accounted for
- The impact of other market players is taken into account
- The core impact goal has at least 3 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
- A suitable scaling strategy is set up

## 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 have been introduced
- Data analysis contributes to the adaption of offers and strategy
- Impact is measured using high-quality studies that meet scientific standards
- Relevant impact data is being collected
- A comprehensive data collection system has been developed

### 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 and downstream) is part of the picture
- Collaboration with other stakeholders is being planned
- Business decisions are guided by impact insights
- 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
- Impact governance is embedded in your code of conduct
- International governance standards are being applied and put into practice
- Mission and objectives are built into the shareholders' agreement to avoid mission drift
- ESG risk management is planned and partially implemented
- An impact lead is part of the management team

## 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 with transparency

### INTERNAL

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

- Information and documents are easily accessible
- Internal communication processes are set up
- Everyone on your team understands the strategy, processes and governance framework
- Communication culture is understood as part of scaling

