enpact YEARBOOK

THIS PAST YEAR
REDEFINED WHAT
IT MEANS TO BE
GLOBAL, BUT IT
ALSO REDEFINED
WHAT IT MEANS TO
COMMUNICATE.

2020



NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL, COMMITTED CITIZENS CAN CHANGE THE WORLD; INDEED, IT'S THE ONLY THING THAT EVER HAS.

Margaret Mead

INTRODUCTION

Dear enpactors,

WOW - what a year!

There is no question that 2020 will be remembered as the biggest turning point in recent history. **The impact of the COVID-19 pandemic has changed our lives.** As of now, there will be a time remembered as "before" and "after" - independent of who you are, where you live, or what you do.

We all had to face the manifold challenges of the pandemic which present themselves in different forms and shapes to each one of us. One thing we all have in common though is how we look at the potential learnings the last year provided us with. *Entreprendre*, French for doing or starting something, is the original etymology of "entrepreneurship". This mindset is now more needed than ever so we can tackle sociological and economic problems, rebuild and reshape, and overcome the pullbacks, losses, and fears we all face.

However, before starting a new venture, it can be helpful to take a deep breath and assess what one has achieved so far. Therefore, we would like to take this opportunity to share some of the personal and professional insights we've gained over this past year with you. There are some interesting, funny and random surprises related to the numbers 1 2 3, and maths in general. Let us explain:

- 2020 is the **composition of its numbers constellation** (the repetition of two decimals), that only happens every thousand years thousand and ten to be precise. The last time was in 1010, the next time will be in 3030.
- During the first lockdown, we had to downsize enpact's operations by the factor of two meaning that our staff worked for ½ their time.
- Luckily, after six months (= ½ year) of back and forth, enpact was able to launch its **Empowering Entrepreneurship Initiative.** It started in August, with exactly 2/3 of the year over.

- In this initiative 330 companies are receiving a total of more than 3 million euro.
- It also entails the combination of the 3 things entrepreneurs need the most: **training, mentoring and financial support.**
- It also meant that everyone went back to work 100%, that we hired 20+ new colleagues around the globe and thus doubled our overall workforce.
- We launched a permanent presence in 2 new countries, Ghana and Indonesia.
- We introduced 3 new products into our portfolio, the Empowering Entrepreneurship Initiative, private sector innovation and online events.
- And last but not least, enpact completed the 7th year of its existence, which can be summed up in the following mathematical formula 3*2+1.

All of the above entailed many difficult managerial decisions, hard work, controversial discussions, and more to navigate through this period.

At the same time, we realized how lucky and privileged we are. Being registered and headquartered in Germany resulted in a lot of benefits. The government provided - and keeps providing - a lot of public support programs for companies. Therefore, our struggles are nothing in comparison to the hardship and deprivations that entrepreneurs and businesses worldwide - especially in emerging and developing economies - are facing. In many of our project countries significant rescue umbrellas are simply unavailable. Thus, we are happy that our Empowering Entrepreneurship Initiative was launched to tackle this gap.

Of course, we are aware that this is just a drop of water in a sheer endless sea. More similar programs are needed, and maybe the COVID-19 pandemic marks the long needed turning point in how international development cooperation is thought about and implemented.

What is needed is clear: more direct support in the developing countries, going straight to the actual target audience, combined with smaller overheads and administrative costs for agents.

The last year also brought fundamental changes internally, with the discussion on how, where and when we work. While we thought that enpact already had experience in working digitally, we also realized how much is left for us to improve on. The fundamental shift from analog to digital has only just begun and all of us are now catapulted into the work and life reality of the 21st century digital world.

We put the year 2021 under the hashtag of **#GrowingUp.** We aim to reinvent ourselves both internally and externally and — once more — aim very high. Browse through our yearbook and find out more about how, where and with whom we plan to achieve these objectives.

LET US HEARTILY
INVITE YOU ALL TO
JOIN US ON OUR
MISSION TO PROMOTE
ENTREPRENEURSHIP
BY EMPOWERING
ENTREPRENEURS.

STAY HAPPY, HEALTHY, AND KEEP ENPACTING.



Matthias, Sebastian, Jan & the whole enpact team

YEARBOOK 2020 8

16-2 - SAAR Jan vachemmey V

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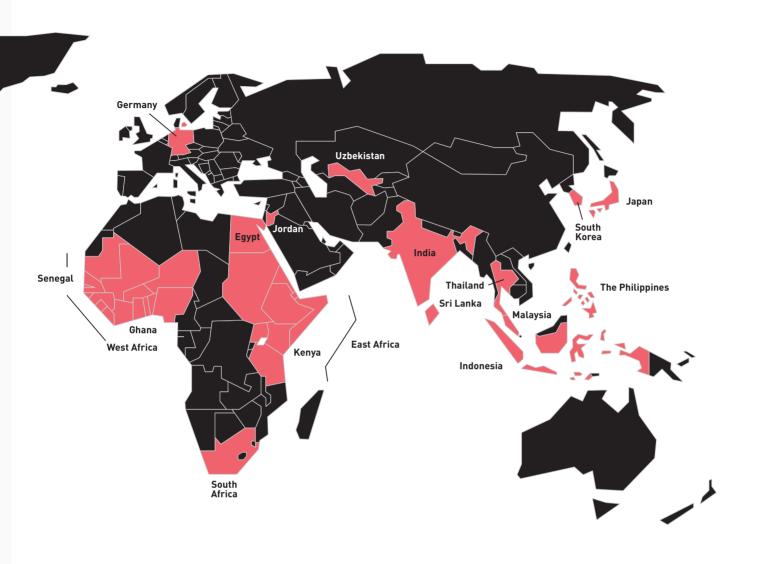
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enpact 2020

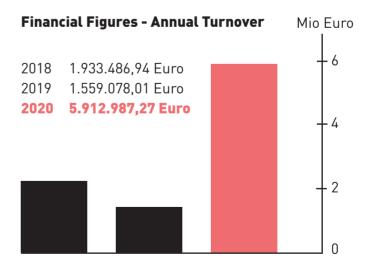
- **Cohorts of our Accelerator:**East Africa, Korea
- Cohorts of our Program
 Designers' Lab: India, Uzbekistan,
 Senegal
- Cohorts of our International Mentoring Program:
 Westafrica and Pan Africa
- Public Online/Offline/Hybrid
 Events: China, India, Indonesia,
 Germany, Japan, Malaysia,
 Singapore, South Korea, Sri Lanka,
 Thailand, the Philippines
 - **Delegation Trip (online):**India Berlin
 - Cohorts of our Founder
 Scholarships: Egypt, Ghana
 - Programs of our Empowering
 Entrepreneurship Initiative:
 Egypt, Ghana, Indonesia, Jordan
 Kenya, Mexico
- Startup Ecosystem Reports:
 End of 2020 the overall count of cities analysed reached 58



- New cities: Kumasi, Ghana; Lagos, Nigeria; Medellín, Colombia; San Luis Potosí, Mexico; Aguascalientes, Mexico; Tuxtla Gutierrez, Mexico and Merida, Mexico
- **Updated cities:** Mexico City, Mexico, Jakarta, Indonesia, Alexandria, Egypt, Cairo, Egypt, and Asyut, Egypt









DOES ENPACT ACHIEVE IMPACT?

Sergio Rakotozafy in

Empowering entrepreneurship in emerging economies is the driver of our work at enpact. We aim to strengthen entrepreneurial skills, promote networks, help with capacity building, and with obtaining funds for our target groups.

In our philosophy, this means that empowering entrepreneurs and their respective ecosystems equals the creation of impact. Successfully showcasing such impact on a local as well as an international level helps us create leverage to promote our work on the political agenda.

Therefore it is paramount for us to systematically measure the impact of our programs with Monitoring and Evaluation (M&E) systems.

But here is the million dollar question:

ARE WE
REALLY
HAVING
THE IMPACT
WE THINK
WE ARE?

SUCCESS STORIES OR INDICATORS?

Whether development cooperation organizations create enough impact with the billions of euros flowing into their projects is not a new debate. Consequently, being impactful is not only an existential question for anyone working in this sector; on a larger scale, it is also a political question – a question that seeks success stories to ease the debate and create political leverage. Success stories give projects a face, they make them relatable. However, success stories are only one side of the coin.

The second side is one of metric indicators that are measuring the project's success. When success stories – the human face of our work – gain more attention than the underlying indicators, we run into problems. M&E systems can provide a source of databased information for policy messages.

However, M&E systems should not be primarily driven by political interests; success stories should be derived from underlying indicators.

At enpact, we are keen to measure our impact systematically, from project conception to project completion. Having a well-developed M&E system is, therefore, not only essential for our impact measurement and impact creation, but of course also for our indicator-based storytelling. That is why we created an internal team called **COMPACT.**

WHAT IS COMPACT?

The COMPACT team merges our communications with our M&E efforts at enpact.

The purpose is to avoid double efforts in the collection and presentation of data. We think that these units, communication and M&E, must create a task force and go hand in hand in order to best showcase our results. Communicating our impact in a relatable way helps us stay in touch with our target groups and donors.

Backing up our stories with well-founded evidence gives us the credibility we need to attain more projects and multiply our impact on the ground.

We want our partners and our colleagues to see M&E and communication under the label of COMPACT as one unit. Thus, everyone can be sure of two things:

- First, when we tell a story, there is a real impact evidence and numbers – behind it.
- Second, when we collect data from our target groups, their story will not remain untold, because:

COMPACT AIMS TO COMMUNICATE IMPACT.

FEEDBACK AND INPUT



How many new business contacts did you obtain through the project? How many of these contacts lead to business agreements? How much revenue did these business agreements bring?

To get answers to these questions, we strongly rely on working closely with our target groups. Doing so gives us the advantage of being able to get both short- and long-term as well as quantitative and qualitative feedback on our project outcomes. With this feedback, we can measure the success of each of our project components. It also enables us to assess internal processes like the selection process of project participants. Having digital surveys integrated into our database system allows us to collect data remotely, prepare data efficiently, and generate reports with a couple of clicks. In the future we will also be able to offer real-time monitoring of financial support interlinking financial transfers to our database system.

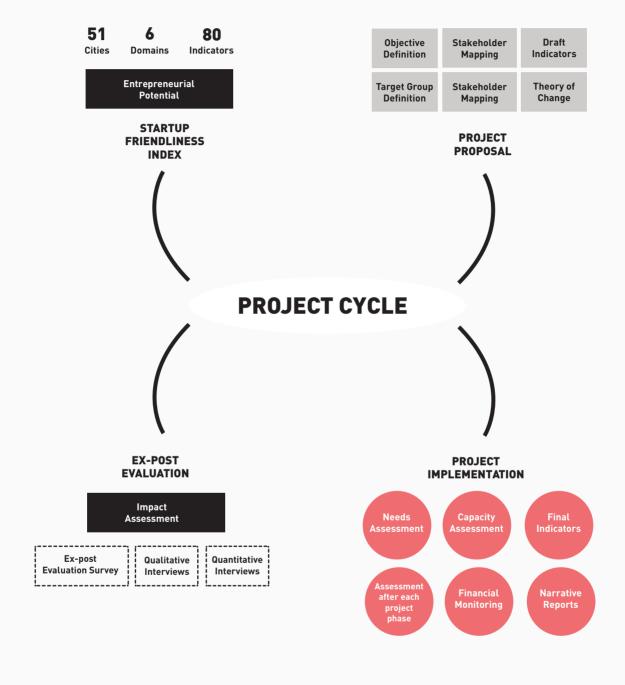
Another important feature is enpact's **alumni engagement.** After our projects phase out, we aim to stay in touch with our participants as alumni and keep them engaged in the enpact network. For this, we are currently turning our network into an actively managed database, where we map out the individuals, allowing us to create meaningful connections and collaborations based on interests, needs, offers, values and, of course, availability.

WHAT IS NEXT FOR OUR IMPACT ASSESSMENT?

Knowing how relevant alumni engagement is for our network sustainability and impact measurement, we aim at continuing to improve and foster exchange between and with our alumni even after projects phase-out. For the Empowering Entrepreneurship Initiative (EEI), for instance, we developed a digital exchange platform where training and workshop content is shared. Equally important is the possibility of peer-to-peer exchange on this platform, even after the end of the project.

Measuring our impact on the meta-level, meaning the actual entrepreneurial ecosystems, is currently our major challenge. Linking our projects to the overall improvement of a given entrepreneurial ecosystem might neglect other relevant factors of such complex systems.

enpact analyzes the ecosystems where we conduct projects annually. We are already capable of monitoring changes in startup ecosystems, and we can evaluate the impact we create for our supported entrepreneurs and their businesses. To improve our understanding of causalities between projects and ecosystems, we plan to conduct external ex-post evaluations or research projects with independent institutions interested in assessing startup ecosystems.





#GROWING UP STRATEGIC OUTLOOK **2021 AND BEYOND**

Matthias Treutwein in

There are countless proverbs pertaining to strategy. Two of my current personal favorites are:



HOPE IS NOT A STRATEGY.



THE ESSENCE OF STRATEGY IS **CHOOSING WHAT NOT TO DO.**

- Michael Porter

Why do these two particularly resonate with me?

Because of one of the main realizations we had during our annual planning retreat. We became acutely aware of all the many different possible individual understandings, connotations and interpretations of strategy. During the feedback sessions at the end of the retreat the most discussed session was the presentation that management gave of our strategy 2025 and the respective tactical objectives for the different quarters in 2021.

We've identified several reasons to explain why this particular session evoked such strong discussions with partially contradictory opinions. The two most important ones are:

- 1) The manifold definitions of strategy.
- 2) The well-known discrepancy between what a speaker says (or is convinced they communicated) and what their audience understands (or wanted to hear...).

Let us jointly try to shed some light on the dark, and gain a common understanding of our strategic objectives for 2021:

- Donors love working with us.
- Participation in our programs is life-changing.
- We constantly challenge ourselves to excel.
- We do good and talk about it.

Ideally, the strategy for each of these points explains how we get there and how we measure if we are on the right track.

DONORS LOVE WORKING WITH US



Public sector funding is the fuel that keeps enpact's engine running. This has both pros and cons. Over the last years, we successfully diversified both our donor base as well as our product portfolio.

This allowed the diversification of our risks, in case a particular donor shifts interests and would like to support a different product than the one they previously supported. At the same time, a high cluster risk remains and keeps hovering over us like the sword of Damocles: the focus and thus dependency on public sector funding.

In order to tackle this, we will drive forward the diversification and expansion of our cooperation with the private sector. We are aiming for the introduction of new products tailormade for this customer segment and a transition process that will allow us to turn enpact from an association into a foundation.

That leaves the question of how we ensure - and measure - the level of happiness that a donor/partner experiences when working with us. For this purpose, we are developing a donor happiness survey, that will ask exactly that. It will include fundamental points, such as the joint development of a theory of change for every project, which allows the exact alignment of desired outcomes, outputs and activities, meeting legally binding deadlines, as well as the provision of service excellence when it comes to impact reporting, storytelling and visibility.

The massive growth we experienced with a workforce of currently **50+ enpactors** around the globe results in annual staffing and overhead costs of more than 2 million euros. Receiving this required total sum in funding is another indicator that donors love working with us, and it is one of vital importance.

We have developed three tactical objectives for 2021 to achieve this strategic goal:

- 1. An expansion of our newly introduced product, the Empowering Entrepreneurship Initiative on several levels: different geographic and sectoral focuses, and scaling it in size.
- 2. For our cooperation with the private sector, a cornerstone will be our new product "private sector innovation" with thematic focus areas, such as tourism, agrifood and water.
- **3.** Last but not least, the creation of an **enpact foundation** will be the basis for securing or auto-producing institutional funding for a core team.

PARTICIPATION IN OUR PROGRAMS IS LIFE-CHANGING



Since enpact's inception, the focus on empowering entrepreneurs has been at the core of our endeavors. In order to best serve business founders at all levels of their development, we constantly enhanced the components of our products and services by listening to their needs, challenges, criticism and suggestions for improvement.

Hence, the impact we created for our participants and the reputation this brought for enpact was very positive. The next step in gearing ourselves towards the future is creating BHAGs (big hairy audacious goals) regarding the satisfaction rating of our participants. For us this means that we want our programs to be praised as "life-changing" by our participants. What does this entail?

We will measure the value of participating in our programs via a multifacetted participants satisfaction survey. The actual engagement rate during but also after our programs will also serve as indicators whether we are able to provide exceptional services and value. Here, we will closely monitor the conversion rates of participants becoming mentors and experts in new projects that we embark on, the amount of referrals they make to friends and partners, as well as the readiness to publicly promote our cause and programs as brand ambassadors.

Among our tactical objectives are:

- Constantly adding new features and components to our products especially under the new digital circumstances forced on everyone by the pandemic.
- This will include an **enpact e-academy** with training material.
- An enhanced, interactive and actively managed database of founders, startups, mentors and experts.
- An app for our alumni engagement.

WE CONSTANTLY CHALLENGE OURSELVES TO EXCEL



The focus of this strategic objective is looking inwards. But, is this really necessary in the first place? The amount of literature that explains organizational development, behavioral psychology, communication, leadership and sociology provides you with all the required theories and adding the technological advancements in project management software, videoconferencing, online social interaction games - anyone should be perfectly dressed for success and be able to triumphantly lead an organization.

Well, there is this tiny little challenge which is the human factor. At enpact we are privileged to work with both highly motivated and highly talented individuals. At the same time, the moment humans interact and communicate, there is a lot of room for misunderstandings, conflict, and the like.

THE BEST OF BOTH WORLDS WOULD BE AN ALIGNMENT OF PERSONAL AND PROFESSIONAL GOALS AND VALUES, PROVIDING A FERTILE GROUND FOR MUTUAL GROWTH AND DEVELOPMENT.

In order to measure whether or not every colleague at enpact is constantly striving to improve themselves and the organization as a whole, we are developing an enpactor excellence survey. It is aimed to help us enhance the quality of and adherence to internal processes, such as our discipline in using our project management software or our meeting practice based on our meeting rules, and our feedback culture.

The resulting tactical objectives are:

- Development and improvement of our processes.
- Internal development and improvement of our products and their components.
- Provision and conduction of external and internal trainings.
- Internal innovation in regards to our HR processes.

WE DO GOOD AND TALK ABOUT IT

THE BEST CONTENT IN THE WORLD WON'T DRIVE REVENUE IF NOBODY SEES IT. - Anonymous

Ultimately, we have the strategic objective of making enpact an acknowledged brand worldwide. The way forward has already begun, with the creation of a cross-functional team that is spread all over the globe. Still, there remains a long list for improving our presence, both in analog and digital media.

For 2021 the concrete tactical objectives will be:

- Relaunching, updating and enhancing our website. It shall be the go-to
 place and an interactive, value-creating source of information for our
 participants, partners and stakeholders. It will offer regional filters for
 specific content based on the visitors' geographic interests, interactive
 coverage and features about our programs and participants. This
 includes the focus on having a substantial rate of guest and partner
 features.
- The Startup Friendliness Index will receive a polished new design.
- There are several initiatives targeted at enhancing our search engine ranking. They will be rolled out via our social media presence on different platforms, articles on encyclopedias, and include positioning our foremost experts in the team as thought leaders on topics relevant for our work.

By making our strategic and tactical goals transparent, we not only invite you to hold us accountable, but to also actively join us on our journey!





VIRTUAL VIRTUE

A TALE OF TECHNOLOGY AND PEOPLE Matthias Loker in

"3..2..1..GO!"

I yell into my phone, then stare at its screen, waiting. A few seconds pass before a first flash of light fully illuminates the two silhouettes on the other end.

"Are we in sync?"

"I think I'm a few frames behind. Or maybe it's the connection? Eh, looks good enough!"

I mute myself and sink back into the comfort of my armchair. The Pixar logo disappears and my friends and I are greeted by the opening scene of their latest movie "Soul" - more or less at the same time.

If you're like me, then during the last year you've probably tried doing things online that otherwise would've never crossed your mind. And while some formats just can't reach the same level of intensity as their real life counterparts, others do surprisingly well. The challenge of navigating through this ocean of tools and possibilities was one that we at enpact – like many other organizations – had to dive into whether we liked it or not.

Social online events work slightly differently than their analog counterparts. Sitting around a table inside a noisy bar can be fun in the real world, but on Zoom the same setting quickly escalates into gibberish. Instead of understanding the one relevant person in a babel of voices, two people talking at the same time result in no one understanding anything anymore.

And this may result in people wanting to leave as soon as possible without being impolite.

Let me share some of the lessons learned from our online meetings and gatherings:

- For online social events, it's **good to have a host.**Someone who guides the conversation, introduces games, and sets the mood. The problem is not that people don't know how to talk to one another, it's just that this gets very difficult due to the acoustic overload and the fact that we are used to having work meetings on Zoom instead of socializing.
- We've found it very useful and more interactive to use different platforms from time to time. Multiplayer drawing games like scribble.io, the online escape room games on enchambered.com or the question-based games platform gatheround.com are all great to help people unwind.
- And in case you can't find someone to host, you can leave
 it to the professionals. The people at cozyjuicyreal.com
 for example, developed an online team experience that
 is not only a lot of fun but also allows for genuine and
 deep conversations.

FOOD FOR
THOUGHT
FOUR SHORT
GAMES YOU
CAN DO ON
ZOOM:



Sort people into 1-on-1 breakout rooms and tell them to have pen and paper ready. In their room, they have 90 seconds to draw each other. Once back in the main room, have fun with guessing who's who.



Tell people they have **90 seconds** to find three books from their bookshelf and ask them to combine the titles of the books into a life motto or quote of wisdom. Then have people share them in the chat and encourage them to elaborate on funny or interesting quotes.



CHEWBACCA'S YELL:

Announce that you will secretly select someone by sending them a private message. After selection, tell everybody to close their eyes. Then announce that the person selected should now give their **best impression of Chewbacca yelling** really loud. Afterwards have people open their eyes again and guess who the imwookieenator was.



Sort people into 1-on-1 breakout rooms. Broadcast instructions into the rooms to let them know they have 2 minutes to go into their kitchen and find three edibles. Then tell them they have ~7 minutes to combine their ingredients into a sixstep recipe that would **make Gordon Ramsey cry** as well as come up with a recipe name for their creation. Share recipes in the chat afterwards.

Of course, social events are only one side of the coin. Let's also take a look at how we integrated the work management platform Podio into our work to be able to scale our efforts.

A more technical perspective:

For enpact's biggest project ever, the **Empowering Entrepreneurship Initiative (EEI),** we were facing new challenges due to the sheer size and amount of data we had to work with. In concrete terms we had to quickly answer questions such as:

- How do you process 2000+ applications?
- How do you analyze over 300,000 data points?
- And how do you do all that with a small project team of 20 people across different time zones?

Using Podio as our underlying platform, we were able to build multiple applications, as well as integrate other services like the scheduling software Calendly and the survey software SurveyMonkey to help us run the different phases within this initiative.

Just to give you some perspective, we managed to interview more than **500** businesses over the course of a few weeks. Imagine one interviewer being based in Berlin and a second interviewer based in Jakarta. Now take both interviewer's recurring workload and meetings into account, add wildly varying working hours due to both time zones and individual preferences, and then make sure that both of them receive all relevant information about the business being interviewed in time - as well as inviting a suitable business from our shortlist and handling potential scheduling conflicts with said business. **Phew - not an easy task!**

Now, repeat this 500 times with interviewers in all kinds of time zones and you can imagine how big of a challenge this was.

Fortunately, our technical setup and our team of patient and thoughtful interviewers faced and met this challenge, and we were left with a sense of wonder (and a bit of surprise) of how it all came together and worked out.

And it turns out that, just like my friends and I watching Soul, you don't have to be perfectly in sync to enjoy the show.

WAY, AND WITH
MORE AND MORE
EXPERIENCE UNDER
OUR BELT, BIT BY
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ONLY WITHIN THE
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THE WORLD IS A SMALL VILLAGE

2020 REDEFINED WHAT IT MEANS TO BE GLOBAL

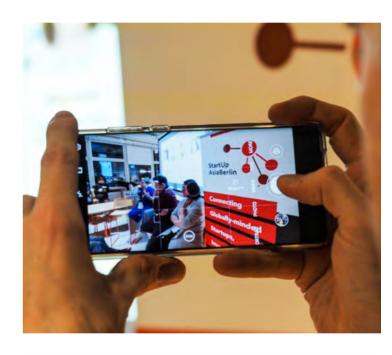
Salma Nassar in

I remember at the beginning of the year, when we set out to plan our communications strategy, **personal storytelling was at the core of every concept.** A key factor for expanding our visibility and reach was covering our analog events and building stories around that, to bring the insights and connections formed there to a wider audience. It entailed being on the ground, working with the entrepreneurs in their hubs, and creating spaces for founders from different backgrounds and cultures to come together and learn from each other.

Having our teams working closely alongside the entrepreneurs always ensured two crucial aspects of the work that we do:

- Having important conversations and offering direct, localized support.
- Sharing perspectives and connecting on a personal level - which is the basis for personal storytelling.

Two months into the new year, we started to realize that our plans were not going in the way we had intended them to go.



2020 REDEFINED
WHAT IT MEANS TO
BE GLOBAL, BUT IT
ALSO REDEFINED
WHAT IT MEANS TO

COMMUNICATE.

Deprived of the chance to express ourselves in person, reading the nuances of someone's body language, seeing expressions without buffering or lag time, hearing voices without a sound check, we needed to find new ways of understanding and being understood. This led us to realigning on how we approach both our internal and external communications.

INTERNAL COMMUNICATIONS: HOW WAS IT ON THE INSIDE?

As a global organization, one of the core assets we create is our community. This includes our local teams, our entrepreneurs, our mentors, our delegates, our participants, our partners and stakeholders in all the regions we are active in. Even prior to the pandemic, we operated as a decentralized organization. But the nature of our projects was rooted in analog interactions; networking and travel between different ecosystems to implement our boot camps, delegation trips, conferences, training, etc - all of which came to an abrupt halt in early 2020. The inability to meet in person, combined with the growth of our team and our network, presented an unknown challenge.

One of the very first things that we did to overcome this challenge was to collect our individual knowledge. At the time, we had team members in over 10 countries across 5 different regions, and each of us had our own personal experience with remote work. In order to make it a public resource, we put together the enpact guide for remote teams. It covered the five traits of a successful decentralized organization and how to tackle organizational set-up, internal communication, decision-making, training and work/life balance.

In the new remote home-office working environment, especially the last topic becomes more and more important.

There is always something charming about knowing that at any given time, there is an enpactor somewhere working to advance the ecosystem he or she is active in. But, this also poses new significant challenges related to the efficiency of our work and our employee's wellbeing. Not only do we need to factor in the different time zones when scheduling team meetings, reaching out for input and planning tasks. We also need to factor in people's different work styles. So how have we been able to manage this?



Probably the most important thing to look into is boundaries versus flexibility. The trick is when to be strict, and when to let loose. What we figured out is to be strict with our boundaries, and flexible with our expectations.

HOW DID WE STAY IN TOUCH WITH OUR AUDIENCE?

Being unable to meet our audiences in person created a challenge in how we communicate. In collaboration with our community, we were able to find ways to overcome it and continue showcasing the true diversity of entrepreneurship and its value to societies around the world.

One thing we focused on was virtual storytelling. If you have not yet done so, I invite you to take a look through the news & stories section on our website. Here you will find a collection of features from the past years where entrepreneurs are sharing their stories, reflecting on their experiences by telling us about their struggles, successes and personal outlooks.

Video online meetings are also great, to an extent. But, no matter how hard we try, not everything can be done through Zoom, Google Meets or Microsoft Teams. Still, we are determined to make the best possible use of these online formats. While, of course, they are different in their very nature, it turns out that some of our best and most heartfelt founder conversations until today were conducted

Intrigued to see how? Then please check out the **full conversation** we had with Shoba Purushothaman whom we explicitly would like to thank for taking the time to test this format with us, and setting the standard for the future of our founder stories series.

virtually.

At the end of the day, it's important to remember that patience, and learning how to listen, is the most crucial skill we can equip ourselves with to continue building more global, inclusive ecosystems and preparing for the workplaces of the future.

Moving forward in the new year, we are more determined to continue trying new formats with our community and showing the impact of authentic, personal communication.

WITH THE RIGHT SUPPORT, AND THE SPACE TO SHARE, ANYONE, ANYWHERE, CAN BE A STORYTELLER.



CREATING NARRATIVES THAT RESONATE

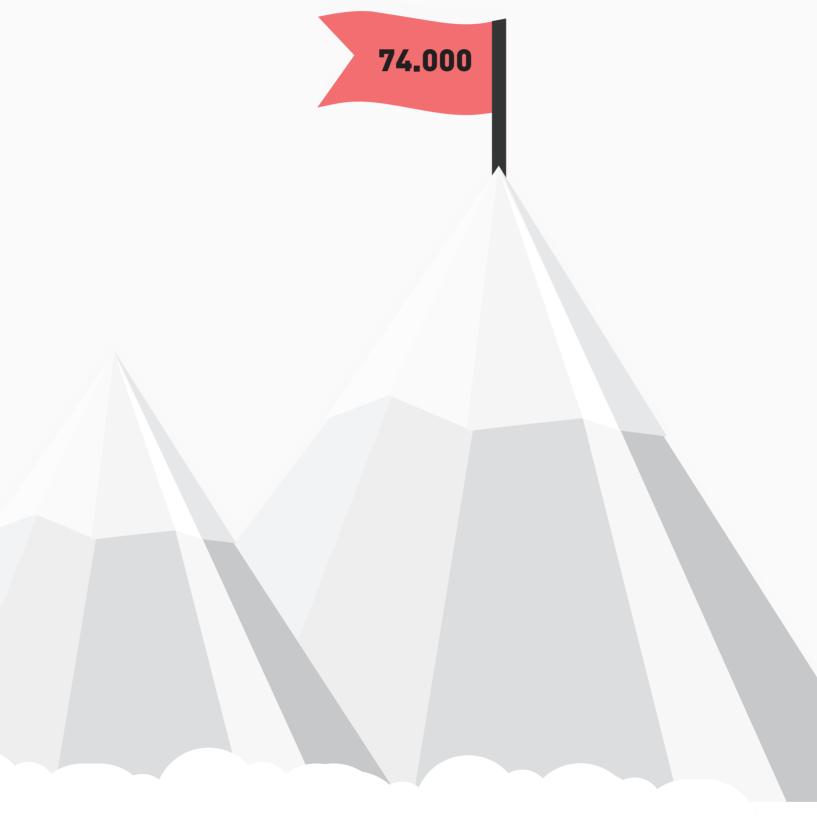
enpact.org:

A PLATFORM FOR MORE STORIES TO COME

Noha Hussein in & Salma Nassar in

In 2019, we relaunched our website with a modern display that enables visitors to learn more about the businesses and partners in our network through stories, interviews and project wrap-ups. Our website visitors can furthermore access and navigate extensive studies and insights conducted by our data & research team that benefit and guide the development of the entrepreneurial ecosystem in emerging economies.

Throughout 2020, a total of around **74.000 visitors** (61.000 new, 13.000 recurring) landed on the enpact website to learn more about the growth opportunities available in their ecosystems.



Moving forward, we are working hard to allow more interactions with the Startup Friendliness Index for researchers, policymakers, investors and entrepreneurs to find the ecosystem data they're looking for to guide their decision making. We are also building more resources for our community to get connected and find easy access to guides that make their day-to-day lives easier and more productive, along with stories that can motivate and push them forward.

THE CONTENT STRATEGY OF THE ENPACT WEBSITE

Our storytelling strategy aims at providing a holistic reference that entrepreneurs from all walks of life can relate to; a place where a student in Indonesia looking to start their own project, and a scale-up in Ghana looking to build strategic partnerships in Asia can both find value, guidance and a narrative they can connect with.

We are also building a data hub where policy-makers, investors and support organizations can find credible research to base decisions on.

Accordingly, our website is categorized into three support areas that we utilize: Entrepreneurial Support, Organizational Support, and Data & Research.

Each aspect of our website reflects one or more of our objectives at enpact. With frequently published stories, we build a rapport of trust with our network of entrepreneurs and organizations; with our data publications, we contribute to driving policy changes and empower entrepreneurial ecosystems the in the emerging economies with instantly validated data. With news and insights on our programs, we encourage entrepreneurs to join us, and we provide consistent transparency, aiming to realize further development collaborations.

LOCALIZED COMMUNICATIONS WITH REGIONAL FILTERING

Entrepreneurs in the emerging markets, in all their business stages, are the core of our audience. Across Europe, Africa, Asia, Latin America, and the Middle East, we empower a vast network of **2500+ startups and scaleups, 600+ mentors & experts and 150+ support organizations in 30+ countries.** To be more centralized, we allocated a representative from our communications team for each region. This will also be reflected in our website content by integrating regional filters, allowing the user to access content based on their geographical interests. Our purpose is to better serve entrepreneurs in their local environment, communicate with them in their local language, and reach relevant stakeholders along the way.



STORIES THAT INSPIRE AND CONNECT

At a technical level, getting featured in the online media platforms empowers our digital presence and enhances the domain authority of our website with inbound links. Hence, we consider media outreach as a crucial part of our content strategy, which we have successfully achieved along this year—check out our "In The Press" section!

HOWEVER, STORIES ARE OF MORE IMPORTANCE TO US THAN JUST RANKING ON GOOGLE.

We love stories because they connect and remind us to keep proceeding with the impact we have been creating together on the ground, especially during challenging times.

With the content strategy in mind, we set up our website as a platform for storytelling and entrepreneurial inspiration. Therefore, we encourage people in our networks to subscribe to our newsletter, check our news on the website, and follow our social media channels to get inspired and stay up to date.

We also ask you, if you have chronicles of success with enpact and would love to share them, reach out to our communications team!

SPREADING AWARENESS ABOUT THE POWER OF COMMUNITY

Intrigued? Then check out one of our sample contributions from a previous **Startup Bootcamp in Kenya:**

IF ENPACT WAS A PERSON, I THINK IT'S A 'SHE' FIRST OF ALL; SHE WOULD HAVE BEEN MY GUIDING LIGHT, MY INNER VOICE, THE PEACE THAT I LOOK FOR WHEN I'M DOWN.

 Dorah Egunyu, Uganda, Communications Specialist, SNV Netherlands Development Organization.

This heartfelt, genuine connection captures our true purpose. From our work with entrepreneurs across all stages around the world, we recognize the power of investing in building and nurturing networks that could enable entrepreneurs to overcome barriers and gain a broader access to opportunity and knowledge. To accomplish that, we've developed a storytelling strategy that we currently follow in our digital communications as an ongoing process.

The purpose is to lead more of the entrepreneurial dreamers, doers and enablers to find more resources and get connected with like-minded people.

THE POWER OF THE NETWORK







Matthias Treutwein **in**, Ghassan Halawa **in**, and Cloed Baumgartner **in**

Developing, nurturing and maintaining an active network that continuously provides value for its participants is one of the most difficult challenges in life – and thus also in business. At the same time, everyone stresses the importance of networks and hence there is hardly ever any dispute about the topic.

But why is keeping your network engaged so difficult? And why does that especially apply to alumni networks? Well, Newton's law of universal gravitation provides us with the scientific explanation for this phenomenon. In my own words: it states that the closer the proximity of two things, the closer their mutual attraction to each other.

CREATING LASTING VALUE

This explains very neatly why during the actual implementation of our programs, reciprocal bonds are formed that ideally turn into life-long friendships. It is also true, though, that with time passing and distance growing, we lose touch and track with those once dear to us – especially the very participants of our programs. Luckily, there are some great examples that showcase how the value of the relationships built live on.



Ghassan Halawa, Founder of **PARACHUTE16**

ENPACT FELLOW INTERNATIONAL MENTORING PROGRAM 2015

enpact and their program were a turning point in my life. It has impacted me in every positive way possible, offering me a diversity of perspectives by meeting regional entrepreneurs that continued to support me throughout my PARACHUTE16 journey. I admire enpact and the long-term effect it left on us fellows. The mission it gave us did not end with our fellowship year – but extends until today. In the mentoring program, I met mentors who became life-long friends, and partners that continuously share experiences, stories, expertise and advice.

I joined enpact in 2015, and I keep benefiting from and nurturing the exchanges with my fellow participants. The initiative has boosted my startup back then and keeps having its influence on us six years later. Meeting entrepreneurs and their communities from Germany, Europe, Egypt, Tunisia and Morocco added value to my journey. Today, we are not only a part of enpact as alumni, but I also created several partnerships for my own venture PARACHUTE16 and keep collaborating with contacts, friends and partners I made back in 2015.

The real value lies in the formation of these life-long friendships for which the seed was planted during the enpact mentoring program. It exposed me to people working in the embryonic regional entrepreneurship ecosystem in the MENA region. Together, we were able to draw frameworks and build supportive communities and tools to grow our ecosystems and apprise more entrepreneurs of trends, tools, and technologies through what we learn together.



Cloed Baumgartner, CEO at **Agentur für Innovation und Entrepreneurship**

ENPACT MENTOR, INTERNATIONAL MENTORING WEST AFRICA 2019

I met my "enpact family" for the first time in Ghana in November 2019, in a place reminiscent of paradise: A beautiful beach, palm trees, open workshop huts, and great food. This is what enpact made possible. **We came together from all over the world,** all handpicked: 30 startups, 10 mentors and the fabulous enpact team members, all sharing a common vision. That's a good premise to begin with. A week full of top-class workshops and good talks in an incredible ambience with hot sun until sunset by the sea, that's what bonded us together. But after one week we had to leave paradise again.

The good news: We still write to each other daily via our WhatsApp channel! We help each other with tips and tricks, sending each other links and articles that help us grow, to get grants, or sharing other relevant insights. We answer each other's urgent (business) questions. We know we can always get honest and valuable answers from other mentors or startups. We applaud each other's successes and take great pride in our progress. And lastly, we have fun together. It's not just about sharing business-related news. but also about letting others partake in one's life: sharing wedding pictures, subscribing to each other's YouTube channels, and liking articles on LinkedIn.

Every now and then we even discuss delicate subjects like "Where can the better Jollof rice be found: in Nigeria or Ghana?" Humor is one of the things that can never fully be conveyed via WhatsApp as it could via personal meetings – so we are cheeky but still respectful. Anyway, to settle this particular debate, we decided on having a cooking competition in Berlin.

I hope this explains the essence of being part of enpact. We have a common goal that we look forward to, and that brings a community together. And we currently have a common enemy: The C-19 pandemic. **But we remain strong and patient.**

WE ARE ALL
TOGETHER IN THE
VIRTUAL WAITING
ROOM. THE HOPE OF
SEEING EACH OTHER
AGAIN KEEPS US
GOING.

CHALLENGES IN ALUMNI WORK

While the value of the network cannot be stressed enough, we also need to face and tackle some of the challenges: due to the C-19 pandemic, many analog events, delegations and bootcamps and all kinds of exchanges, as well as meetings, had to be turned into digital formats.

This brings other fundamental changes. While the content of the analog exchanges can be retained – the essence and format are quite different. This is especially true for many of the products that we at enpact have in our portfolio. Our flagship and most valuable components, like a bootcamp within our mentoring program, a delegation trip, the face-to-face mentoring on the ground, or the individual mentor visits are currently no longer possible in an analog way. And the fact that we are now successfully substituting them with digital counterparts makes it difficult to raise the required funds for the future for the analog versions.

FUTURE OUTLOOK OF THE ENPACT NETWORK

These reasons all add up to a fundamental question that we have been asking ourselves for some time. How can we create "collisions", meaning mutually beneficial encounters within our network, that span over time and space – including in digital settings? And, probably as important a question: how do we create ongoing value for our alumni that motivates them to remain active members of our community?

We have developed several steps and components that we envision for our community to tackle these questions:



Digital profiles of our alumni mapping competencies on different levels: managerial, cultural, business vertical, soft skills, languages



A login area with different layers of access for different stakeholders



A traffic light system allowing to indicate availability for a specific timeframe, e.g. Q1



An internal voting system for rating workshops, content, hosts, etc. to ensure quality and service excellence



Creating an enpact expert database for those interested in working on paid consultancy projects with us

OUTLOOK 2021

It is our goal to build a platform that features the points mentioned above over the course of Q3 and Q4 in 2021. It will be exciting to see the level of engagement from the different batches, regions and implementation years from our enpact alumni community. It is our goal and commitment to provide additional value and benefits for you. **Let us do this together!**



CREATING OPPORTUNITIES IN CRISIS

THE EMPOWERING ENTREPRENEURSHIP INITIATIVE (EEI)

Sebastian Rubatscher in & Hanna Starchyk in

GENESIS

"I have a dream". Everyone is familiar with this phrase from Martin Luther King Jr.'s most famous speech. And, ever since we started enpact, dreaming has been a big part of our DNA. This applies both to our own organisation and the goals of the participants of our programs. Without aiming for audacious goals, enpact would not be where it is today. At the same time, the road was long, winding, and very, very bumpy.

We were close to bankruptcy several times. We've lived through a lot of the possible highs and many of the involuntary lows an entrepreneur will face. But in the end, we persevered.

The core of our mission has always remained the same:

EMPOWERING ENTREPRENEURSHIP
AND APPLYING IT AS A VEHICLE TO
MAKE INTERNATIONAL DEVELOPMENT
COOPERATION MORE IMPACTFUL.

After years of adding new products and services to our portfolio, we realized that a lot of potential regarding empowering individual entrepreneurs was lying unleveraged in the combination of three of our prime products: mentoring, training and financial support. This is how the idea of the Empowering Entrepreneurship Initiative was born.

But just like a good red wine needs years to age, the Empowering Entrepreneurship Initiative needed some time to be lobbied for. And then the pandemic struck...

THE CRISIS

Everyone will remember 2020 as a turbulent year, entrepreneurs in particular. At enpact, we faced major challenges in continuing our personal meeting-centered activities in a world under lockdown.

But not only that – everyone and everything we supported over the last years was endangered. Many entrepreneurs were at risk of losing what they had spent years building.

So, instead of estimating the damage of the COVID-19 crisis on the world economy, or forecasting even severer economic outlooks after the crisis, we started working on a solution. Our goal was to apply our knowledge and to mobilize our network in a way we had always dreamt of...

Our ambitious idea was to roll out our Empowering Entrepreneurship Initiative as a relief program encompassing educational and financial components. In this way, we wanted to support a large number of businesses in several countries in parallel.

In order to provide the best support possible, we wanted the EEI to offer three fundamental components:



Mentoring



Training



Financial Support

Thankfully, our long-term partners at the **Deutsche Gesellschaft für Internationale Zusammenarbeit** were as excited about this concept as we were. We jointly designed a **sector agnostic relief program** for 180 businesses in Egypt, Jordan, Ghana, Indonesia and Kenya. Moreover, with the support and expertise of another long-standing partner, the **TUI Care Foundation**, we started a **second relief program** in parallel, focusing on 150 tourism-related businesses in Jordan, Indonesia, Kenya and Mexico.

Full of excitement, we launched the Empowering Entrepreneurship Initiative at the end of **August 2020.**

KICK-OFF, KEY FIGURES AND USP

The EEI was by far the biggest project we had ever designed. Additionally, it was by far the most global project for us – as it was going to take place in parallel in East, West and North Africa, the Middle East. South-East Asia and Latin America.

The Empowering Entrepreneurship Initiative is designed as a six months long training with three months of thematic workshops and three months of dedicated one-on-one mentoring. For the whole duration of the program, the participating businesses received a monthly financial support of up to 1.500 euros.



Financial support

FACT SHEET

Some facts that make the Empowering Entrepreneurship Initiative special, compared to other products from our portfolio:

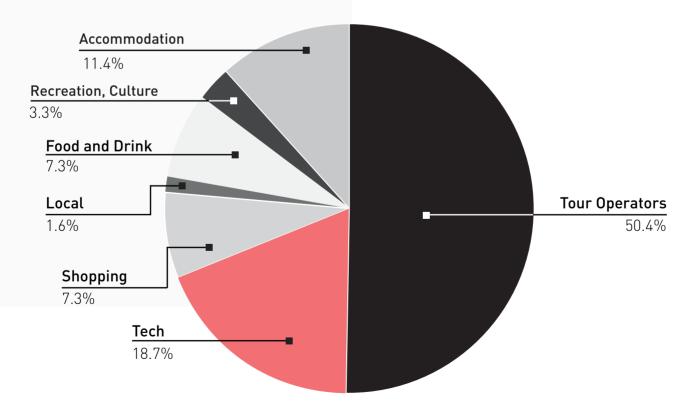


2,277 businesses submitted applications for the program and 500 were selected to proceed to the interview stage. In order to secure a fair selection process, we developed an evaluation process where each business was reviewed from a local and a global perspective by two enpact employees. The selection criteria and their rating were carefully developed in a joint effort with our project partners. After two months of intensive evaluation and video interviews, we selected 330 businesses to participate in the program.

INNOVATION = SUSTAINABILITY + COMMUNITY

One of the main challenges in building the EEI was the identification of innovative businesses. Too often innovation is narrowly defined through the implementation of technical solutions, however this approach is hardly applicable for most tourism businesses.

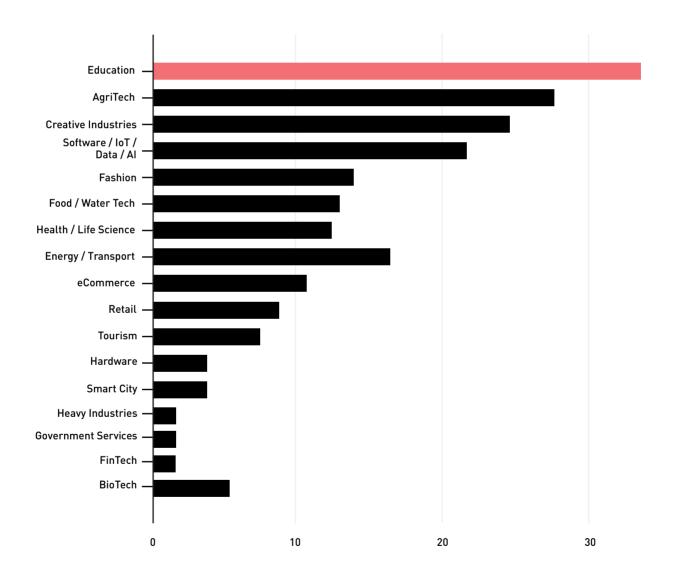
Therefore, together with TUI Care Foundation, we agreed to define innovation in tourism as the businesses' involvement in the development and support of local communities as well as their contribution to sustainable travel development.



PARTICIPANTS

Another focus of the selection process was the diversity of businesses involved in the program, to ensure the even distribution of support across different sectors.

This effort resulted in forming a multifaceted cohort of businesses in the sector-agnostic part of the program, as visible on the graph below.



OUTLOOK 2021

As the program will be running until May 2021, there are numerous exciting activities on the agenda. At the end of 2020 the participants started their first workshops on resilience and leadership. They will be followed by different assignments, as well as Q&A and networking sessions. Each of the local enpact teams will be actively involved in the activities and support the participants throughout the whole duration of the program.

SELECTION AND MATCHING OF MENTORS

One of the most important tasks was finding and matching 330 businesses with suitable mentors.

In order to take our existing matching process to the next level, our tech team has built a custom software solution.

This will help us to match the mentors and businesses based on their competencies and experiences on the one side, and needs and requests on the other side.

Other factors that we aim to include to create mutually beneficial matches are related to soft skills, such as cultural values, languages and regional experience. We are extremely excited about the outcomes and learnings we will be able to get from this approach.

M&E

Another major task for us and the program is to measure and evaluate the impact of the program. In order to do so, enpact's Monitoring & Evaluation team has designed regular surveys for the participants; using the surveys, we are monitoring their monthly progress. This entails different topics and parameters, related to finances, resilience, partnership development, goals and strategy of the businesses.

The surveys help us to monitor that we are on track with the objectives of the program and enables us to adjust the activities to the participants' needs where necessary.

WHAT'S NEXT?

BEING ABLE TO EMPOWER 330 BUSINESSES THROUGH ONE PROGRAM HAS FUELED OUR AMBITIONS AND ENTHUSIASM TO STRIVE FOR MORE.

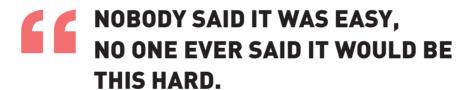
Throughout the entire program, we are developing, adapting, changing and documenting processes, brainstorming, retrospecting, and launching technical tools to streamline the activities of the different stages. This resulted in a detailed blueprint for further editions with different verticals of the EEI.

We envision this model helping more businesses all over the world to resist crises, while creating valuable connections and exchanging knowledge. Therefore, we already started negotiations and conversations with different stakeholders and partners, in order to bring the EEI to other regions and focus on other verticals and ecosystems in 2021.



HOW TO STAY CONNECTED AND MOTIVATED IN TIMES OF SOCIAL DISTANCING

Wail Daoud in



These lyrics from Coldplay's song 'The Scientist' seem to describe our experiences in the last year perfectly. While implementing our programs and their components online, we faced what seemed to be insurmountable challenges.

Regardless of the development of the pandemic, it is very likely that our digital interactions will continue to increase further in the future.

Therefore, we would like share some of our learnings and best practices regarding the online implementation of workshops and trainings:



LEARNINGS

• Training and technical support in collaboration tools.

It is essential that you introduce and practice the tools that will be applied during the program before the actual training. This will avoid participants feeling uncomfortable and overwhelmed during the training. It also minimizes the need for technical support during the virtual training significantly, thus avoiding disturbances in the delivery of content.

Preparations you should offer:

- (Video) Tutorials
- Guidelines and instructions on how to use the tools
- Exercises to get familiarized with the tools and methodology
- An open office hour for people to check in individually, to ask specific questions and to receive individualized guided support
- Do a little refresher at the beginning of the training (either via an exercise or a short instruction)



TEAM BUILDING

This is a necessity that often gets neglected. Depending on the duration of your program/training you should include enough sessions targeted exclusively at getting to know each other, building trust, and fostering group cohesion.

For a one-day workshop an icebreaker may suffice, but for programs lasting several days you must incorporate multiple team building blocks spread throughout the program. Solidarity and participatory group dynamics also create more goodwill within the cohort allowing you to navigate with more understanding and patience through challenges related to technical issues – like sound and video problems.

This is especially true for hybrid formats where some of the beneficiaries/participants are in one room while the trainer joins virtually.

P

SUITABLE EQUIPMENT:

- For the facilitator and moderators there are some minimum standards required regarding equipment:
 - Stable internet connection
 - Audiovisual equipment including a wide-lense web camera (at HD resolution minimum)
 - A 360° microphone & speaker
 - At least one projector or smart TV to project presentations and videos of people joining online both in full screen.
- In case of a hybrid bootcamp:
 - Elect and sufficiently train a person to co-facilitate "on the ground"
 - Support with technical setup and intervene when challenges arise due to technical problems



OPPORTUNITIES:

- Since virtual learning is dependent on ongoing collaboration, it keeps participants engaged
- Hence, it also sharpens the facilitation skills of everyone involved at the same time
- Virtual programs do not necessarily need larger outreach, as you want to keep the number of participants at a manageable scale. Otherwise you might lose the collaboration and engagement factor – unless you have multiple facilitators in different groups

- However, the scope and reach of your programs can be multiplied, as you are able to interact with people anywhere in the world with a stable internet connection
- The focus should be put on the joint development of content and collaboration rather than simply input



LIMITS

- Trust is a fundamental prerequisite for any type of collaboration, so working with people online for the first time can be very challenging
- Therefore, it is important to plan for interactive trust building, team building or ice-breaking activities before starting the course or workshop

OUTLOOK

So, what does the future look like? We believe that many learning, mentoring, training and bootcamp programs will turn into hybrid models. This will allow us to get the best of both worlds. Judging by the feedback we get from our participants, as well as our own experiences, moving completely virtual is neither desirable nor does it allow us to leverage the full potential of creating lasting impact. For the future, we therefore aim to take some of the benefits of online learning and combine them with face-to-face interactions in the real world. Our ideal program design will entail physical get-togethers at the beginning and end of the program and/or in between, with online sessions spread around at regular intervals.





OUR FIRST EVER VIRTUAL DELEGATION TRIP

BUILDING PARTNERSHIPS REMOTELY

Oleksandra Kovbasko in

How well can you replace face-to-face meetings with virtual ones? Turns out, quite well. Our participants did not have to be in the same room with each other to form connections instantly.

One thing that did not show virtually, even with the best tech setup, was height – this turned out to be the biggest surprise bumping into someone in-person after hours of calls.

This year, enpact developed and piloted a virtual delegation trip for Indian entrepreneurs to Berlin. It went even better than we'd hoped for! Even though our delegates were not able to taste authentic Berlin Döner Kebap or smell autumn leaves, they were able to meet other businesses and to pitch to corporates and potential partners.

CORPORATE-STARTUP COLLABORATIONS

This delegation took place in the framework of our Female Entrepreneurship in Berlin and India (FEBI) project and hosted seven women founders from India in Berlin. In the last two years we worked around the topic of Smart City, but this time we decided to look into Industry 4.0.

The term was coined in Germany and includes technologies that can help digitalize production – industrial IoT, sensors, robotics, you name it. While Germany, the USA and Japan are among the world leaders in this industry, it is still nascent in India. But this is about to change as global players are focusing increasingly on India. Bosch, for example, is shifting to smart manufacturing across its 15 production facilities, and General Electric is investing 200 million USD in its only multi-modal factory in India.

An important aspect to reflect on is that Indian startups are still struggling to innovate in this costly deep tech field. Therefore, direct cooperation between startups and corporates is a promising endeavor; that is why we are happy to showcase to you some successful examples from the **participants** of this virtual delegation trip. Most of them are working with SMEs in India, and some already have clients in Europe and Singapore, because they are building custom solutions for factories, like the ones mentioned above.

GO WHERE YOUR CUSTOMERS ARE

For our delegation trip, we also reached out to Silicon Saxony, one of the largest microelectronics and IT clusters in Germany and Europe with 350 members. While 60% of DAX companies have innovation centers in Berlin, the 'hidden champions' of German business in microelectronics have their headquarters in the state of Saxony. Frank Bösenberg, Managing Director of Silicon Saxony, introduced the region and potential ways to collaborate with the members. Out of the Berlin heavyweights we met Hyundai Ventures, Bosch Startup Harbour, and the SAP Foundry. These are special entities tasked with scouting for innovative solutions to complement product portfolios of the corporates.

Our meetings with Mike Richardson, guest researcher at **Fraunhofer Institutes** and one of AsiaBerlin's Ambassadors, deserve a special mention. Fraunhofer is Europe's largest application-oriented research organization.

It consists of 72 institutes spread throughout the country, each focusing on different fields of applied science. Therefore, Fraunhofer is primed to be an excellent partner for any deep tech startup! Our delegates learned about bilateral research grants and Mike shared his insights on where to look for funding and how research collaborations could be a part of market entry.



I LEARNT MUCH FROM SERVING AS A MENTOR AND ENJOYED
THE EXPERIENCE SO MUCH I AM MAKING TIME TO CONTINUE
THE DIALOGUE WITH SOME OF THE WONDERFUL PEOPLE I
HAVE MET DUE TO THIS PROGRAM. - Mike Richardson

WHAT THE PARTICIPANTS SAY



The AsiaBerlin Summit has been a real eye-opener for me. Although we did a virtual summit, we really felt the connection instantly. Being a pretty established startup in our space, we were looking to expand out of India and this came as a perfect opportunity. FEBI organized the webinars that helped us understand the similarities and differences of working with Germany and Europe, all the opportunities for us in the European sector and how to go about it. Mike Richardson walked the extra mile with us to help us establish connections in Germany and to help spread the awareness of our solution. We believe we are ready for the world market and this summit has helped us validate it - Nitu Shah, cofounder of **LinkEz.**

WHILE THE FIRST EDITION OF THIS VIRTUAL **DELEGATION SURELY WAS DIFFERENT FROM ITS ANALOG COUNTERPART.** IT WAS EQUALLY A SUCCESS.

What both trips have in common is the fact that consistent follow-up will bring in deals and long-term success. We will certainly keep an eye on the delegates and check back in a year to see the results!

FACT SHEET

Name: FEBI - Female Entrepreneurship Berlin India

Product: Delegation Trip & Program Designers' Lab

Region: Asia

Countries: India and Germany

Scope: Implementation of delegation trips; capacity building for entrepreneurship enabling organizations (Program Designers' Lab) with a focus on female entrepreneurship.

The project was adapted to digital instead of analog. 2021 will include a startup landing pad in Berlin and an investors readiness program

Duration: 15.03.2020 - 30.11.2021

Number of Beneficiaries: Direct: 10 businesses in the virtual delegation to the AsiaBerlin Summit 2020; 10 organizations in the

Program Designers' Lab (ongoing), Indirect: 100+

Implementing Entities: enpact

Donor: Gesellschaft für Internationale Zusammenarbeit (GIZ), Berlin Senate Department for Economy, Energy and Public **Enterprises**

64 **YEARBOOK 2020**



A YOUNG ECOSYSTEM WEATHERING THE STORM

FOSTERING INNOVATION & ENTREPRENEURSHIP THROUGH PROGRAM DESIGN IN UZBEKISTAN

Aalaa Halaka in

In a fast-changing world, it is a rare privilege to be part of a breakthrough, and an even bigger responsibility to impart knowledge where it could really make a difference. As part of the initiative "Startup Ecosystem Support in Uzbekistan" (SESU), the Program Designers' Lab (PDL) brought together 16 inspiring Uzbeki ecosystem enablers. The aim was to equip them with the technical knowledge needed to design programs that in turn will help build up a modern startup ecosystem in their country.



- Amaliya Ergasheva, IT Park Uzbekistan

The SESU initiative promotes capacity building, network development and internationalization of actors, multipliers and stakeholders for the growth of the startup ecosystem in Uzbekistan.

To that end, the PDL applies a design thinking approach. On the one hand, this creates a safe space in which an ongoing exchange takes place, and on the other hand, it allows participants to strengthen their different skills, improve their impact, and to expand the portfolio of their own activities. Thus, they ultimately create new synergies within their ecosystems and beyond.

In "normal" – read "pre-Covid" – times, the PDL kicks off its first module with a Design Sprint bootcamp and ecosystem tour in Berlin, to help the participants prototype and test their ideas. They have the added advantage of experiencing the Berlin ecosystem firsthand to help them benchmark their projects. This is typically followed by a few months of online workshops and expert sessions on relevant topics, based on the participants' needs and capacities. The PDL would finally conclude with a physical bootcamp and Demo Day in the participants' home country.

SPECIAL TIMES CALL FOR SPECIAL ACTION

However, the extraordinarily challenging year that was 2020 called for unprecedented adaptation of the program, to make it fit to handle the looming uncertainty. All the while, we were keeping the participants in mind, as we knew that their struggles to keep their businesses alive were even harder. Our solution was to extend the second module of the program with online workshops, mentor calls and virtual informal hang-out sessions. This way we could increase our support for them in finalizing their projects.

This extension was rewarding in many ways, as we were able to stand by them during a difficult time as well as learn more about their specific challenges and growth path. We had great fun organizing the PDL for this cohort; despite coming from diverse backgrounds and institutions, our participants have joined forces to produce four distinctive project proposals. And looking on the bright side, they had even more time to perfect them!

FROM VIRTUAL MEETINGS TO TANGIBLE COLLABORATIONS

The PDL Uzbekistan finally concluded with a virtual bootcamp and pitch event, where the participants' groups pitched their projects to seven local as well as international organizations, including The World Bank, the Korea International Cooperation Agency (KOICA), TEAM University Tashkent, and the Embassy of Israel.

Despite the challenge of substituting physical meetings with video calls and virtual rooms, the PDL Uzbekistan was a great success. Following the pitch event, one of the groups secured funding for their projects, and the remaining three were able to initiate serious collaborations with their matched stakeholders. Furthermore, enpact partnered up with "Tech4Impact", one of the participating organizations, to train 15 experienced entrepreneurs from Uzbekistan through its "Train the Mentor" (TTM) program to become mentors for Cleantech startups in Uzbekistan.

THE PDL UZBEKISTAN HAS BEEN ONE OF OUR MOST REWARDING PROJECTS YET.

We are inspired by the participants' perseverance and dedication through the most challenging of times, which only gives us hope and pride in the work that we do for and with entrepreneurs from around the globe.

FACT SHEET

Name: Startup Ecosystem Support in Uzbekistan (SESU)

Product: Ecosystem Report & Program Designers' Lab

Region: Asia

Countries: Uzbekistan & Germany

Scope: Assessment and Production of an Ecosystem Analysis for Uzbekistan, Implementation of a full cycle of the Program Designers' Lab with bootcamps in Germany and Uzbekistan, intermediate assignments and project proposal submissions by participants

Duration: 01.07.2019 - 30.11.2020

Number of Beneficiaries: Direct: 16 startup enablers,

Indirect: 100+

Implementing Entities: enpact, several Uzbeki Ministries, Gesellschaft für Internationale Zusammenarbeit (GIZ)

Donor: Gesellschaft für Internationale Zusammenarbeit (GIZ)



ENPACT GOES KOREA

Freya Choi **in**Business Developer at **Pacemakers**

Freya's passion lies in bridging tech projects between Asia and Europe. Currently, she is living her dream by working for the Seoul based Tech-Accelerator "**Pacemakers**". As a former startup-founder in Berlin herself, she is frequently publishing information about the Berlin startup ecosystem on her Korean blog and leverages her ever-expanding network on both sides.

In 2020 we piloted our first project with enpact and are now planning to carry out joint and proactive projects in the acceleration sector. In order to create lasting impact for our stakeholders and startups, enpact and Pacemakers have established clear mutual goals for cooperation and bridging the Korean startup ecosystem with the countries enpact is active in. Thanks to this partnership, Pacemakers has been able to provide value for our participating startups, allowing them to make fast progress in the areas of market research, mentoring, exposure to potential clients and investors as well as business matching in Germany and Indonesia.

Our first joint project commenced in June 2020 under the sponsorship of the municipal government of the city of Incheon. Five Korean startups got the chance to take part in a hybrid acceleration program with a focus on market expansion to Germany and Indonesia. Since each country has different cultural values, methods and preferences, it was necessary to build an individual plan for every startup and its needs in accordance to the cultural specifications of the country it was aiming to scale into.

Together with enpact, we created the following components that allowed the participants on an individual level to develop strategies regarding business models, marketing and fundraising methods.

THE PROGRAM CONSISTED OF 4 STAGES:



MARKET RESEARCH

enpact's Data & Research department conducted market research for the five Korean startups. With the support and input from enpact's offices in Germany and Indonesia, it entailed research on market entry potential for the specific verticals the startups are active in. The findings and results were formulated into five individual reports.



The Demo Day was a physical event that we hosted on November 17. All startups pitched their ideas to a group of international judges – three of which came from the enpact network. The winners advanced to the next stage of Pacemakers' internal acceleration program.



MENTORING

A total of six mentoring sessions were organized from September until November 2020. Due to the pandemic, all sessions had to take place online. enpact connected us with five brilliant mentors based in the target markets and industries the startups want to accelerate into.



BUSINESS MATCHING DAY

Two weeks after the Demo Day we conducted the Business Matching Day that facilitated conversations between the startups and individually customized business contacts in their target market. These were investors, potential partners, potential customers, and legal advisors, among others.

Another result of our cooperation was the fact that Pacemakers participated in the "Pitch Tank: Innovation Hubs", an AsiaBerlin Summit satellite event hosted by enpact in September 2020. Here we had the opportunity to present the Korean startup ecosystem to an interested Berlin-based and international audience.





PLANS FOR THE FUTURE

Currently, we are working on more Korean government programs that we can conduct together with enpact. So stay tuned for more in 2021 and hopefully we can welcome you soon in Korea!

Pacemakers is an Accelerator based in Seoul, South Korea striving to help and support startups. **Pacemakers' EDGE (Entrepreneurs Development Global Extension)** is a platform to provide startups with their growth and exchange over the global network. The EDGE program is composed of practical elements centered on the global market so that startups can achieve practical results abroad. In this program, Pacemakers conducts incubating and accelerating startups in mentoring, consulting, market research and different types of events.



GETTING TO KNOW JAKARTA

ENPACT'S FIRST REGIONAL OFFICE IN ASIA

Rijal Samka in

Since 2017, enpact has been actively engaging with projects taking place in the capital city of Indonesia, Jakarta. The focus was on delegation trips as well as an ecosystem assessment in order to empower entrepreneurs with the necessary knowledge to grow their businesses. These projects sparked our interest in expanding our activities on the ground.

Why Jakarta? The reason is simple: the Indonesian capital is uniquely positioned to be the next startup hub in the **Association of Southeast Asian Nations (ASEAN).** With a massive domestic market and a growing number of young, eager entrepreneurs, the city has a huge potential for startups and innovation with young Indonesians seeking to create solutions for their communities.

Regardless of the uncertainty caused by the pandemic, enpact was able to strengthen its footprint in Indonesia in 2020. There are three different initiatives that we successfully started in the fourth most populated country in the world.

THE EMPOWERING ENTREPRENEURSHIP INITIATIVE IN INDONESIA

According to the Indonesian Institute of Sciences, **39.4%** of the businesses in Indonesia have permanently closed down due to the COVID-19 pandemic, while **57.1%** of them are seeing a massive decline in their productions, and a lot of businesses are even facing bankruptcy. With the **Empowering Entrepreneurship Initiative (EEI)**, enpact is supporting entrepreneurs whose businesses are affected by the current situation.

In November 2020, 30 Indonesian participants joined the **first edition** of this COVID-19 Relief Program. Another 20 participants joined the **second edition** with its focus on the tourism sector just before the end of the year. In cooperation with the GIZ and with the support of high-level national and international mentors and experts from the enpact network, they will receive tailor-made workshops, financial support and mentoring. The overall goal is to help the entrepreneurs navigate their businesses during the pandemic.

SMART CHANGE PROJECT IS COOKING IN JAKARTA

Due to its sheer size, Jakarta offers endless opportunities, yet faces various urgent urban challenges. Combining these two characteristics and putting the right actors at the same table will allow us to tackle these issues and solve them together.

This is the point where enpact comes in. Via the implementation of some of our products that support both entrepreneurs and decision makers we aim to contribute to the development of sustainable changes in the city of Jakarta.

Together with the Senate Department for Economics, Energy and Public Enterprises of the State of Berlin and the Provincial Government of the Special Area of Jakarta Capital City and its initiative Jakarta Smart City department, enpact has been assigned to set up an Entrepreneurship & Innovation Hub in 2021. In addition, once it is up and running, it is foreseen to implement several batches of our accelerator there.

A special focus will be put on the smart city sector and the advancement of good governance in Jakarta. Within the framework of this EU-funded project, another important aspect will be the linkage and creation of networks on an international level to the cities of Bangkok and Berlin.

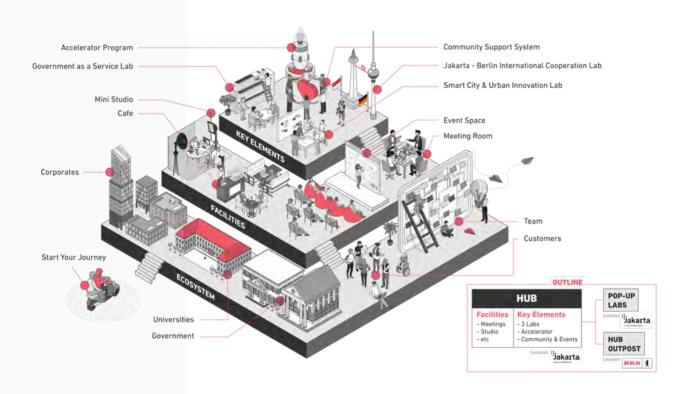


Image: The Smart City Hub and the benefits it provides

ESTABLISHING AN ENTREPRENEURSHIP AND INNOVATION HUB

Based on our existing Startup Haus concept, enpact has won a tender to design and run an **Entrepreneurship & Innovation Hub in Jakarta.** Out of several proposed locations, the city government chose the **Jakarta Box Tower,** a 31-story building located in the heart of the city, for the hub location. The hub will consist of a physical space of over a thousand square meters, offering a minimum of 100 working stations.

The hub seeks to position itself as the one-stop shop for impact-driven entrepreneurs looking to improve the lives of Jakartans. By providing access to community-based support systems and networks, entrepreneurs will be able to benefit from both enpact's resources and from a culture of shared knowledge and innovation in smart city solutions.

In order to facilitate the development of Jakarta's smart change startups, the hub provides two main features, which are the Entrepreneur Support Programs and the Entrepreneur Space.

On the one hand, the Entrepreneur Support Programs will consist of various labs, such as the Smart City & Urban Innovation Lab, the Government-as-a-Service Lab, and the Jakarta-Berlin Cooperation Lab. In addition it will contain the Knowledge Center and Community Building Programs, where entrepreneurs can get useful insights on current trends and can connect with experts and/or other community members of the hub.

On the other hand, the Entrepreneur Space will accommodate the needs of the entrepreneurs with a modular concept to grow and do different activities to support their business growth like the co-working areas, a prototyping corner, mini studio, etc.

ACCELERATOR PROGRAM

enpact will adapt its existing **accelerator** program to design a specific Smart Change Accelerator. The goal is to become the thought leader in addressing Jakarta's challenges with smart and innovative solutions while accelerating the entrepreneurial ecosystem in Jakarta. Here, entrepreneurs and government institutions will be empowered to jointly solve the challenges of a more sustainable tomorrow for Jakarta. It is foreseen to implement at least two accelerator batches with more than 20 business in 2021.

A CHARACTERISTIC ELEMENT OF THE ACCELERATOR WILL BE ITS FOCUS ON OUR GERMANY-INDONESIA NETWORK.

The program offers exciting selling points to entrepreneurs, such as a proximity to policy makers with a focus on smart city and multilateral perspectives between Jakarta, Berlin and Bangkok.

Next to these components, where enpact will take a leading role in their implementation, the overall Smart Change project will last until 2022. The city governments of Berlin, Jakarta and Bangkok will closely cooperate on a variety of other issues.

This will include capacity building and exchange on the level of local authorities, entrepreneurial studies of the ecosystems and delegations, all of which will allow the design of tangible solutions for the public by transforming feedback from citizens into concrete projects.

In order to establish a permanent presence in Indonesia, not only have we expanded our activities in Jakarta, but we have also grown the team! ENPACT INDONESIA NOW CONSISTS OF FOUR PEOPLE WHO ARE CREATING AN EVEN STRONGER POSITIVE IMPACT IN THE COUNTRY.





FOSTERING CORPORATE INNOVATION

Matthias Schmidt-Rex in

Today, innovation is led by startups. The most forward-thinking corporates across the globe are utilizing innovative ideas coming from startups. That's why I joined enpact with my former company SmartHectar to enable impactful innovation between corporates and startups by offering fast track business development programs, collaboration processes, startup scouting, and matchmaking.

The aim is to create sustainable businesses in the Agrifood & WaterTech sector in emerging markets. enpact's network, its vast experience in using entrepreneurship and the empowerment of ecosystems coupled with SmartHectar's close ties to corporates around the world results in many synergies. We share the same mission to initiate projects that not only make a difference, but have a lasting impact.

WHY FOCUS ON THE AGRIFOOD SECTOR?

We are facing a global population growth that is likely to reach **10 billion people by 2050.** Much of the increase is taking place in Sub-Saharan Africa, North Africa & the Middle East. Asia's population is projected to grow to more than 5 billion. In addition to the population rise, income growth is stimulating demand for higher quantities and greater diversity of food products.

That means there are only 30 years of planting and harvesting left before the world population will reach the forecasted amount of 10 billion people on our planet.

It is clear that agriculture and the food production system as we know it have to change. And the approach to innovation must change, too. The pace of innovation has not kept up with other industries and today agriculture remains the least digitized of all major industries. The development we are facing offers many opportunities for startups and corporations to innovate the industry and create new efficiencies at various points along the value chain.

In this context, last year **we launched 3 projects in West Africa, Southeast Asia, and Latin America** which bring startups and corporates together to foster innovation in Agrifood & WaterTech.

ENABLE WEST AFRICA

West Africa is the second fastest growing region in the world, accounting for six of the ten fastest growing economies. A new generation of tech entrepreneurs with promising startups, especially in the Agrifood & WaterTech space like Farmcrowdy, Jumia, AgroCenta, Asoriba, expressPay, Farmerline, Kudobuzz and OMG Digital is emerging. Additionally, tech multinationals such as Google with its first African AI Research Center in Accra, Ghana and Facebook with its accelerator program in Lagos, Nigeria are tapping into the market to use the huge potential of tech entrepreneurs.

BEGINNINGS IN 2019

Agriculture remains the basis of the Nigerian economy, providing the main source of livelihood for most Nigerians. Innovative solutions from startups can help smallholder farmers to improve their farm management, yields and livelihood. There are many talented entrepreneurs in the region and we wanted to identify promising ones with the potential to give a boost to the agricultural sector.

Hence, we are continuing our cooperation with UNIDO ITPO and DEG/German Desk that started back in 2019 with a kickoff event of our project "enable West Africa". It entailed the implementation of a 3-day innovation challenge in Lagos to tackle pressing problems in the Agrifood & WaterTech space. With the help of an amazing team at the innovation hub wennovation, we facilitated an inspiring collaboration process with promising startups and local companies.



After a final pitch session, the winners crop2cash, asusu and rural farmers hub were invited to showcase their solutions at UNIDO ITPO's "Acre of knowledge" booth at the Agritechnica in Germany, the world's largest trade fair for agriculture.

CONTINUATION IN 2020

In 2020, we focussed the efforts of our support on the fundraising process for two of the selected startups to improve the agricultural sector in Nigeria. Besides supporting the startup ecosystem, our main goal is to contribute to the food security in the region. Hence, we signed a service agreement for a fundraising program with the Nigerian company Agri Hills Ltd. that aims to set up a state-of-the-art dairy production in Enugu State and to reduce the import bill for fresh milk products.

Nigeria's dairy industry is cultivated on a subsistent basis and characterised by low productivity. Despite the abundance of natural resources required for milk production, Nigeria's milk production accounts for only 13% of West African production. Currently, local demand dwarfs domestic production, leading to a shortfall that has often been met by imports. According to the Central Bank Nigeria, importation of milk costs about US\$1.2 billion - US\$1.5 billion annually. In the light of these challenges, we are very happy to make an impact for the food system in Nigeria.

ENABLE SOUTHEAST ASIA

Early in 2020, we started our first corporate innovation project with **CP Foods**, one of the world's largest companies in animal feed manufacturing, farming, and food production. Their management made the decision to integrate corporate-startup collaboration as a strategic pillar in CP Foods overall innovation strategy.



An innovation challenge as a fast track collaboration process was launched together with CP Foods' digital transformation team and four business units. Based on problem statements defined by the business units, we conducted a startup scouting process to identify the most promising startups with innovative technology able to meet their needs. Although the initial idea was to host a 3-day collaboration event in Bangkok, COVID19 forced us to move many of these processes into online formats.

CP Foods selected to collaborate with the startups Algae Australia, Photonic Insight, Savormetrics, who are currently in the prototyping phase. It is planned to physically meet in Bangkok in 2021 to continue the work. While we first considered the pandemic as a massive blocker, we found out that online collaboration sessions actually worked well enough to leapfrog right into the prototyping phase.

OUTLOOK

ENABLE LATIN AMERICA

Agriculture has always been at the core of Latin American economies. In the last few years, we have seen an increase in digital trends and technological innovation taking hold in the agriculture sector. These innovations are coming both from the sides of established corporates and industry players in the region, as well as from newly established startups that are beginning to make a name for themselves on the global stage.

This is why we will put a strategic focus on the creation of corporate-startup projects in Latin America.



THE NEW WORK AND LIFE REALITY

Matthias Treutwein in

The discussion on how we work, where we work and when we work is gaining momentum. Employees and employers are working out how to best implement flexible working hours, remote employment, and home office. Aside from all the other dramatic changes that the COVID-19 pandemic has brought upon our economies and societies, it will also divide our understanding of "work" into a time before and after the crisis.

We, too, have had discussions at enpact about how we want to work in the future, how we hire, and how we can achieve a setup that works for everyone, while delivering stellar outcomes.

INTERNATIONAL MATRIX SETUP

In 2020, enpact consisted of **35** international colleagues, of whom I could not be prouder. They currently work from eight locations around the world and are from Belarus, Columbia, Denmark, Egypt, France, Germany, Ghana, India, Indonesia, Kenya, Mexico, Nicaragua, Portugal, The Gambia, Ukraine and the United States of America. The different backgrounds, cultures, languages, religions, beliefs and perspectives are a real asset for the success of enpact.

In order to best leverage this diversity, and to empower our own people, we have started to work as a dynamic matrix organisation. In concrete terms, this means that everyone at enpact is working on several projects in parallel, based on their skill set, personal development goals, workload capacity, etc. This also entails that regardless of the position and tenure at enpact, everyone has different roles across the various projects, thus assuming the role of project lead, contributor, advisor, controller and so on. Combined, this allows us to fully tap into our potential – both on the organisational and the personal level – and thus to evolve as an attractive employer that empowers its own people, as it makes us more flexible and efficient in the mid and long run.

CHALLENGES

This international and diverse setup is an asset, but it comes with challenges too. Our different cultural and personal educations regarding a variety of topics such as power distance, communication style, leadership, appreciation, etc. often lead to long discussions and the necessity to understand and accommodate different rationales.

On the plus side, this constantly challenges us to rethink the way we are communicating and doing business. For us, that means getting out of our comfort zones on a daily basis.

Other challenges that we are facing with our international set-up are related to questions such as: How do we maintain interest and active participation in online meetings?

HOW DO WE HAVE SOCIAL INTERACTIONS AND BRING THE TEAM CLOSER WHILE BEING PHYSICALLY APART?

How do we ensure that people are responsible, informed, consulted, and advised?

Here, the usual suspects from modern technology allow us to manage our work. But, for this technology to create added value, it needs to be applied to an existing structure, underlying mindset and aligned set of values. Otherwise all the great software solutions regarding project management, goal setting and tracking, intra-company communication etc. are useless.

VALUES

One of enpact's key learnings to overcome these challenges is that the attitude and values of an organization matter most. Those values are embodied by the people who are working for the organization.

The process of developing our **values** took several years and could only be achieved thanks to the contributions of many different people, perspectives, and ideas, during various quarterly and annual team retreats. We have six core values at enpact:

EMPOWER	We empower ourselves, entrepreneurs, ecosystems and international cooperation to tap into their full potential
ADAPTABILITY	We adapt with agility and flexibility according to needs and circumstances
CO-CREATION	We co-create long-term positive impact in collaboration with all our stakeholders
TRUST	We believe in trust as the glue and foundation of our relationships
APPRECIATION	We embody and foster a culture of appreciation for one another
INTEGRITY	We adhere to the highest standards of moral behaviour in all our interactions

During our yearly retreats we always make space to revisit them, as they are not chiseled into stone. Rather, they must stand up to challenges and be improved or changed if need be. We expect these values to adapt and change the more we grow, personally and as a company. Which brings us to a fundamental pillar of work: finding the right people to work with.

FINDING THE RIGHT PEOPLE FOR YOUR COMPANY AND

EMPOWERING THEM

I firmly believe that a sought-after employer must let their employees manage and control their work and life balance themselves. This entails letting them act and engage in a working environment that is based on trust and grants a lot of personal freedom. At the same time, true empowerment can only take place when we are transparent about what we do, are open to give and receive feedback as part of our culture and are held accountable.

To achieve this, we rely on co-creation, since a top-down approach does not work for us. Instead, we encourage everyone to speak up and rely on peergroup improvements. We do this by actively and consistently inviting our staff – regardless of their position and regardless of who is on the receiving end of the criticism – to be vocal about any shortcomings. In the end, we need a joint effort that can only be realized via our employees, who are the heart and soul of our organization.

While a lot of hiring managers focus mainly on the technical skills and competencies of the applying candidates, I think that these are not the fundamental criteria upon which the hiring decision for or against a candidate should be based.

WHAT'S MUCH MORE IMPORTANT THAN SKILLS AND COMPETENCIES?

The motivation, values and attitude of the candidate.

To learn more about these factors, there are some questions that we developed. One of the key ones that I ask during interviews is: What is in it for you? And here, the more egoistic the answer, the better. Why? Because if the candidate has thought about what she or he can take out of working with us, she or he will be motivated to reach exactly this. On the contrary, if someone lacks a concrete goal it is a lot harder to guarantee and maintain the required discipline during difficult times. A strong and concrete answer to this question is a great indicator to how a candidate will set and achieve personal goals.

In the end, it is a combination of the above factors that lets us reach our final choice: personal and professional background, motivation, performance of technical tasks we asked, overall impression, mutual liking, and gut feeling.

Based on these values and factors, we know that we can tackle whatever changes our work environment will bring together, now and in the future. Hire for motivation, enable your employees, and you will never have to worry about creating the perfect working environment - your employees are empowered to do that for themselves.

APPROACH WORK NOT AS SOMETHING THAT WE HAVE TO DO – BUT AS SOMETHING WE ARE GIVEN AN OPPORTUNITY TO DO: HAVE FUN AND PLAY.



CREATIVE NEW EVENT FORMATS UNITING OUR ASIABERLIN COMMUNITY

Elena Volkava in

It has been an exciting year for enpact's Asia-focused activities, which we are implementing under the brand **AsiaBerlin**, together with the **Berlin Senate**.

In 2020, we introduced new formats in order to provide more holistic services, facilitating the exchange between actors from the Berlin ecosystems. Amongst our new portfolio offers are: monthly events, webinars, office hours, investor roundtables, fireside chats and meetings with AsiaBerlin brand ambassadors.

Our planned launch date for these new formats coincided with the outbreak of the COVID-19 pandemic - but far from letting that stop us, we reassembled and directly designed them as hybrid events. Our answer to the new uncertainties in the market, travel restrictions and health regulations were creativity and resilience, and they served us well! It was very exciting to lead and launch the event series which resulted in engaging and connecting the AsiaBerlin community and partners in new ways.

REGULAR EVENTS

The pilot of the newly introduced monthly event series was launched in February 2020. We attracted a full-house at **WeWork's** 20th floor offices, enjoying the amazing view of the business and commercial district of Berlin - Potsdamer Platz. With only standing room left, the venue was full of people wanting to connect with each other (back in the days when crowded rooms were possible).

This included the Asian diaspora living in Berlin, participants of past delegations, investors, AsiaBerlin ambassadors, familiar faces of friends and family, as well as new startup members eager to learn.

The panel discussion brought together experts from Japan, Southeast Asia, Germany, and the Philippines. Aside from industry talks, the international speakers shared their personal insights into each market, and gave the crowd of around 100 people insider tips on the challenges and opportunities of doing business in the respective markets.





PROFESSIONAL VIDEO RECORDINGS FROM OUR BERLIN STUDIO

In spring, the lockdown restrictions meant we were no longer able to host large gatherings, so our monthly events pivoted to hybrid formats. Thanks to our newly renovated enpact video studio in Berlin Mitte, we could record our events live. This had a great benefit: by streaming them online we were able to reach a global audience, especially in our focus countries India, Japan, China and Indonesia.



Professionalizing the video setup was key to achieving a "TV-like" quality and feel, as well as to engage the participants from all over the world. We had the fortune of attracting illustrious speakers, such as Naoyoshi Yoneyama from SBI Holdings, Mali Baum from WLounge and Enrico Jacob from Awesome Capital, who gathered in Berlin to participate in our AsiaBerlin fireside chat formats. We also introduced intimate one-on-one conversations about success stories of German and Asian companies, which allowed us and our audience to get close and personal access to their insights and hear their advice for investors and startups.

PITCH TANK

In August, when the restrictions were eased and allowed larger gatherings, we pioneered the AsiaBerlin PitchTank format. It goes without saying that this took place with a spaced out audience as well as mandatory masks for those not sitting or speaking on stage.

THE MOTTO OF THESE
INTERACTIVE EVENTS
CAN BE SUMMARIZED AS:
"HOW CAN WE HELP?"

In its first edition, entrepreneurs pitched and directly received valuable actionable insights, resources, and connections from experts and investors in the AsiaBerlin community.

We partnered with **TechCode** and the **Innovation Network of Advanced Materials (INAM),** and were allowed to invite 30 audience members in Berlin to support the pitch presenters.

The audience was curated to the needs of the four pitching startups, so this interactive format allowed presenters to receive feedback not only from the judges, but also from other experts in the room: covering topics like medtech, access to media, AI, and investment. In addition, we streamed this event to our online audience and had a moderator who engaged with the online participants.



ASIABERLIN OFFICE HOURS

Last but not least, another new event format was our "AsiaBerlin Office Hours". It put the spotlight on the investor community and provided a platform for them to share their advice with startups both in Berlin and in Asia. Startups could sign up for this opportunity and were matched with investors and AsiaBerlin experts for video calls.



We were very excited to see a mix of our formats at the AsiaBerlin Summit in September, where enpact co-hosted four events in one week. Some of the highlights were the facilitation of the MOU signing between **Plug and Play China** and the **Berlin Business Liaison Desk** in China to support collaboration between Chinese and Berlin companies, and a special event where our global viewers joined conversations between family offices and funds in Asia and in Berlin, which usually happen behind closed doors.

With creative adaptations and new formats, we were able to engage our community in these difficult times with our monthly events, providing a space for exchange and fostering connections.

WE ARE VERY MUCH LOOKING FORWARD TO THEIR CONTINUATION IN 2021!

And no matter what the format is - analog or digital - we are ready to develop fruitful partnerships and exchange opportunities for our community.

FACT SHEET

Name: AsiaBerlin - Connecting Startup Ecosystems

Product: Events & Delegation Trip

Region: Asia & Europe

Countries: India, Indonesia, China, Japan, South Korea, Sri Lanka, Singapore, Malaysia, Thailand, the Philippines and Germany

Scope: 11 events: analog, online, virtual and hybrid events in Berlin and India. Establishing an investors network and piloting an investors club.

Duration: 01.01.2020 - 31.12.2021

Number of Beneficiaries: Direct: 1200+ participants,

Indirect: not assessed

Implementing Entities: enpact, AsiaBerlin, Berlin Senate Department for Economy, Energy and Public Enterprises

Donor: Berlin Senate Department for Economy, Energy and businesses



ASIABERLIN CONNECTING STARTUP ECOSYSTEMS

Rainer Seider, **Head of Unit:** Foreign Trade, European Economic Policy, Development Cooperation, Senate Department for Economics, Energy and Public Enterprises in

A SUCCESS STORY WITH ENPACT

In 1997, the Berlin Senate started to connect Berlin to the fast-growing Asian markets through the Asia-Pacific Weeks, and since 2000 this included the support of the Asia-Pacific Forum Berlin e.V. and its board. In 2016, we established startup delegation trips to Asian hubs that are implemented by enpact. Since 2019, a strong network of honorary "Ambassadors" has contributed to the success of our startup cooperation, and in 2020 enpact initiated monthly events in Berlin that are addressing individual Asian countries (e.g. India or Japan), subjects (e.g. female founding) or stakeholders (e.g. investors) for businesses interested in expanding to Asia.

This year we successfully rebranded our endeavors in this regard, so that as of now the delegation trips, events, ambassadors, forum and our annual highlight – the AsiaBerlin Summit – are all connected and featured under the umbrella brand **AsiaBerlin** - where our full portfolio is available.

Since 2018 the role of enpact in our AsiaBerlin startup activities has grown constantly, adding communication and community management to the delegation trips and events. enpact is also implementing our project "Female Entrepreneurship in Berlin and India" (FEBI) together with the GIZ, now in its third year, and is commissioned for the development and setting up of an entrepreneurial hub in our EU-funded project "Smart Change" on smart cities and entrepreneurship in Berlin's partner city Jakarta.

With all these activities in the AsiaBerlin context we are combining development cooperation goals with our foreign economic policy. This means that we are strengthening economic growth in our partner hubs with a focus on impact and sustainability, while at the same time considering the interest of Berlin's startups, by offering access to markets, talent, finances, supporting institutions, and strategic partners.

FROM ANALOG TO DIGITAL & HYBRID EVENTS

In a year of pandemic restrictions, the form of our activities has of course changed. We had to cancel all delegation trips – with the exception of one virtual visit of Indian founders within the FEBI program at the AsiaBerlin Summit.



In February, we were still able to successfully launch the first edition of our AsiaBerlin event series in an analog way with a physical get-together. Ever since, the event series completely turned online and during the first lockdown we efficaciously introduced "studio" settings with a hybrid model. This meant that participating speakers in Berlin were physically present at the enpact studio, with its professional video and audio equipment. This setup allowed us to respect all required health restrictions while at the same time enabling international speakers to join from their respective locations.



₉₇ enpact



At the end of September, the AsiaBerlin Summit took place in a hybrid format, offering physical presence for a limited number of participants and speakers at the **Deutsche Industrie und Handelstag (DIHK)** and **Spielfeld Digital Hub,** with many international guests and participants taking part online. Again, enpact was piloting the first experience in regard to this format with its AsiaBerlin Pitch Tank in August.

WE ARE LOOKING FORWARD TO A LONG AND SUSTAINABLE COOPERATION WITH ENPACT TO BUILD BRIDGES BETWEEN BERLIN AND RELEVANT STARTUP ECOSYSTEMS IN ASIA!



WHAT TO EXPECT FROM THE UNEXPECTED?

João Castel-Branco, enpact in

We ended 2020 with a completely different mindset from the one we had in March, April or even May. We now know: a specific beer is not contaminated with the virus (despite the brand name); and toilet paper is not the new gold. Some countries have been more effective in battling the virus than others, but worldwide, we managed to flatten the virus curve. It was possible due to curfews, wearing masks, testing, working from home and doing our best to respect social distancing. So, after the chaos came the crisis, and the challenge was and is to balance the trade-off between restricting the virus or the economy.

To assess COVID-19's impact on entrepreneurs, enpact reached out to its network of founders. In spring 2020, we reached out to Mexican entrepreneurs with a set of questions that allowed them to express their concern in regards to the economic effects the pandemic had on their business and gathered 177 responses. Approximately 28% of the participants had to completely shut down operations, and over 50% had their operations at 80% or less. Only 5% saw their operation volume increase and the remaining 11% felt a slight decrease in their operation volume.

SURVEY DESIGN AND FINDINGS

For the assessment we adapted our existing **Startup Friendliness Index**. The survey put its focus on the developing perceptions of topics such as human resources, sales, finance, ecosystem and macro constraints. Its approach allowed us to capture how entrepreneurs perceived some of these topics:

- before the virus,
- during the peak of its outbreak,
- and what they expect for the next six months.

Why did we also focus on expectations?

Because expectations play a major role in nearly all of the decisions that we as human beings make every day. Consequently, expectations also play a major role in the economy. This is true to such a significant extent that some major crises, like the Great Depression in 1929 and or the financial crisis in 2008, were a result of expectations that did not match reality.

Even though the current pandemic has a different origin, its impact is visible in the stock market, partially due to the effects it had on the real economy and partially due to the expectations it evokes.

This reciprocal relationship of expectations being a factor in the economy's development and the economy being a factor in expectations. The cause-effect relation is ambiguous and has a snowball potential.

In order to test this relationship, we paired the expectations of Mexican entrepreneurs with the main Mexican stock index – the Índice de Precios y Cotizaciones (IPC). It is the weighted measurement index of 35 stocks traded on the Bolsa Mexicana de Valores. This pairing allowed us to check whether the entrepreneurial view of the Mexican economy at the time was synchronized with the stock market, ergo, if the expectations of the entrepreneurs for the future matched the reality.

The question chosen for this brief study was related to sales. We asked entrepreneurs how they evaluate the sales of their goods and services (poor, satisfactory or good), which for measuring purposes were attributed the values 1, 2 and 3 respectively. The "before COVID-19" answers correspond to February, the "current" to May 18 (average date) and the "6-month future expectations" to November 18.



The value of the IPC is represented in Mexican pesos

The results show a close resemblance between the entrepreneurs' perception and the stock market valuation. The black dots (representing the entrepreneurs' perception) correspond with the gray line (representing the IPC value). This means that there is not only a matching trend, but also accuracy in terms of the intensity of the changes. From the first dot to the second dot, entrepreneurs assessed the impact of the virus by comparing the situation they were experiencing with the one before, meaning this reflects the "before and after" assessment.

The part where things get really interesting is when we look at the projections made by the entrepreneurs, which were very accurate. **Why were they so exact?** We can only speculate, as it is impossible to know for certain the reasons why the prediction was so precise. Here are some of our thoughts:

- Entrepreneurs were possibly impacted the same way as the largest Mexican corporations were impacted.
- Perhaps the confidence in the ability to contain the virus made an impact.
- The prospects at the time of a vaccine development could have an influence.

Regardless of the reasons, with the very strong correlation of 0.9984, can Mexican entrepreneurs be considered to be the best "tool" for stock exchange forecasting?

AND IF SO, MIGHT THEY BE THE NEW GOLD?





AFTER THE STORM, THE SUN RISES

Ricardo M. Salas, Co-Host at The Visión Global podcast and Founder at **Codeyssey** in

Ricardo Salas is a journalist by training and has a specialty in public policy. He has worked with several media outlets as a presenter, analyst, translator and investigative writer. He became an entrepreneur after completing his graduate studies in Germany and realizing the tremendous effects for education and manpower of the digital age and the Fourth Industrial Revolution. He now leads an online coding and digital-skills academy through Codeyssey and helps out in a family-owned real estate business. He is currently based in Mexico City and is passionate about music and is in a constant search for new knowledge.

IT HAS BEEN A BIG YEAR FOR ENTREPRENEURSHIP AROUND THE WORLD.

And what an emotional roller coaster 2020 was for business owners and startup dreamers!

Things couldn't have been more unpredictable at the start of this decade. Somehow though, the COVID-19 pandemic has forced all of us around the world out of our comfort zones and to rethink the ways in which we work, get our services, our products, how we socialize and... essentially live. This is precisely why now, more than ever, we feel the need to share the stories of admirable entrepreneurs who can serve as inspiration to those in need of ideas and motivation to lead their businesses through these uncertain times. It is my hope that you'll see why this volatile context is the perfect time for (re) launching our **Visión Global** [Global Vision] podcast with enpact. We are very excited about what is coming, and we sincerely hope that you enjoy these stories as much as we enjoy making them.



CREATING CERTAINTY IN UNCERTAIN TIMES

It is indeed strange how things happen, but I do believe that we are seeing the beginning of the end of a stressful period which not only turned the world on its head but was also marked by signs of creative destruction. The wake of the COVID-19 pandemic left many people out of a job, sunk unsinkable businesses and almost wiped out entire industries (think of cruise ships, tour operators and movie theaters). At the same time though, it did open a series of new possibilities for those who were brave, desperate or smart enough to act. Last year also saw digitalization leapfrogging into the future, and countries like Mexico - where I currently reside - started using e-commerce

platforms like never before, but so did the Latin American region, and the whole world for that matter.

Retail giants like Mercado Libre (once a humble Argentine startup) are now connecting around **73 million buyers** and sellers south of the United States, and quite literally, are unlocking the potential of tons of SMEs who are now discovering new ways of creating value and financing their operations. Others, like Rotamundos, a sustainable travel startup which we interviewed just a few months ago, are rapidly expanding throughout LATAM, as people have canceled their international holidays in favor of local and low-footprint travels.

In hindsight, it is no wonder that the stock markets rewarded retail, technology, private entertainment and telecom giants, particularly with so many people being stuck at home and figuring out new ways to make a living, get entertainment, or simply find a human connection. Bumble, a female-led dating app, is now trading on Nasdaq, just like Airbnb does, and so will companies like cryptocurrency exchange service Coinbase, which is going public later this year. Clean energy seems to be the next big thing as climate change looms ever larger as mankind's biggest challenge up to date. In essence, we are living in a radically different world, and the challenges we now face have also come with great promise for those who dare to venture into the unknown.



During my past 6 years as an interviewer and podcast presenter, I have been witness to the creativity, wit and resilience of a vast array of entrepreneurs venturing into areas like health, data, IoT, financial services and fintech, manpower, food and water supply, smart retail, education, sustainability, consulting, and many, many others, with astonishing success. It also gives me great pleasure to see that it is precisely in developing economies that some of the most innovative solutions are being created, many times out of the limitations which people find themselves in. I find it most exciting to see how India is becoming a superpower in digital manpower, and how it is transforming the world through its coding and educational services for children.

I AM, MYSELF, AN ENTREPRENEUR IN DIGITAL EDUCATION.

Together with my team at **Codeyssey** I find it very inspiring to see how these skills are rising in popularity among parents all around the world. We aim to cater to the needs of those who have understood that the not-so-distant future which awaits the younger ones is 100% technology-based and international (and so will be the competition). It is funny how the world in 2021 is both incredibly interconnected, mobile, and digital, but also, in some ways, more local, sustainable and fairer (to some extent), although there is still a long way to go for most countries.

All in all, life on earth has never been better (go and read Hans Rosling's **Factfulness** if you find this hard to believe), and there has simply never been so much access to information, finance, mentorship and tools to launch an incredible business. As I mentioned earlier, the current outlook for entrepreneurs looks as exciting and dynamic as it has never before, and I am certainly thrilled to bear witness to it.



When Marcelino Turati - academic colleague and Regional Coordinator for Latin America at enpact - first approached me with the idea of bringing our podcast Xponente (which dealt entrepreneurship, business and innovation at a local level) to a broader audience, I couldn't think of a better organization to team up with. A partnership between our show and enpact would allow us to get our message through to those who would really benefit from the knowledge and expertise we receive from each interviewee. With that in mind, we decided to rebrand the show as the Visión Global [Global Vision] podcast, and we hope to bring you some of the most inspirational startup stories and lessons from some of the greatest names in the startup ecosystem. Our goal is to showcase remarkable business projects, SMEs and mentors who will hopefully help you find new ideas and inspiration for your own ventures, so you can reach new heights in whichever industry you may be. Both Marcelino and I look forward to sharing our podcast interviews, which you will be able to listen to or watch every couple of weeks.

A big thank you to all of the entrepreneurs and leaders who are shaping the world for the better. It is you who are creating a better future. We have quite a long way ahead of us as we venture into this new decade, but, as Lao-Tse is thought to have said:



So, let us all step firmly now, and venture out into the unknown, together.



SOWING THE SEEDS IN SAN LUIS POTOSI

Marcelino Turati Gomez in



While the COVID-19 pandemic obviously slowed down our expansion plans to Latin America (LATAM), we are proud to have made some significant advancements in the last year. One of the most important steps was signing an MOU with the municipality of San Luis Potosí. Here, the collaboration and good communication developed with Xavier Nava Palacios deserves a special mention. This alliance is of strategic importance for enpact in LATAM, as it is done with one of the key municipalities in Mexico.

The municipality of San Luis Potosí is located in the Bajio region, which is the geographical center of the country and the birthplace of Mexico's independence. It is considered to be one of Mexico's essential trading crossroads, and one of Mexico's oldest industrial cities.

HISTORIC ROOTS AND IMPORTANCE

As soon as the Spanish conquerors arrived, they realized the abundance of the vast mineral deposits that still exist to this day. The numerous settlements and the everexpanding trade routes which connected this place with the capital of "New Spain" led the conquerors to establish the town of San Luis Potosí in 1595. Its great location, in the triangle of Mexico City, Guadalajara and Monterrey, destined the city to become a logistical center. Today, San Luis Potosí counts as one of the major cities of modern Mexico and is considered among the top logistic regions around the world, surpassed only by Shanghai and Dubai. Last but not least, the Potosinos - the people of San Luis Potosí - are known for their commitment, uprightness and entrepreneurial spirit.

In combination, these factors contributed to San Luis Potosí's fast growing economy. The current quarterly economic activity indicator is 5.9% - making it Mexico's second best nationwide. It has been dubbed "The Bajio Boom" or "The New Mexican Miracle", with 12 industrial and technology parks and a booming automotive industry. Since 2009 with the establishment of General Motors and BMW's most modern car plant, the industry has significantly grown and brought more than 229 high technology automotive supplier companies to the region which resulted in the creation of more than 80,000 jobs.

STARTUP HAUS AND A VARIETY OF PROGRAMS

Therefore, we are happy and proud to have achieved the signing of a strategic alliance between enpact and San Luis Potosí that aims to boost the entrepreneurs in the region by increasing the commercial relations of Mexican entrepreneurs globally.



We plan to jointly roll out some of enpact's renowned programs, based on the needs of the local ecosystem. The culmination and ultimate goal is to establish a **Startup Haus** in 2021 in San Luis Potosí.

Our goal is to create a hub for citizen innovation, a meeting point for entrepreneurs and a melting pot of ideas, creating and regenerating social tissue. A special focus will be put on producing constant cooperation between world-class companies and the civil society.

While the last pieces of the mosaic still have to be put together, let me aim high by sharing my personal vision for this place: becoming enpact's regional node that fosters international cooperation.

Once the Startup Haus is set up, we plan to engage and involve every stakeholder of the local entrepreneurial ecosystem.

This will not be just another co-working space, but an entrepreneurship hub, a community center and a space for ideas.



THE STARTUP HAUS WILL CONTRIBUTE TO THE DEVELOPMENT OF A DYNAMIC ENTREPRENEURIAL ECOSYSTEM, WHERE LOCAL STARTUPS AND TALENT WILL FLOURISH AND EXPAND TO THE NATIONAL AND INTERNATIONAL MARKETS.

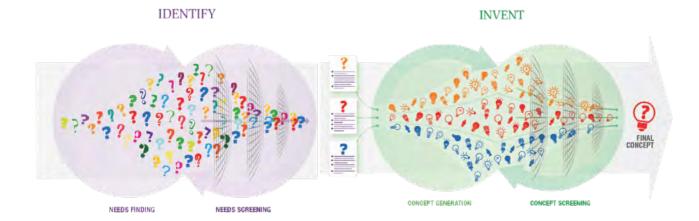


CLINICAL INNOVATION FELLOWSHIP NEW HEALTHCARE PROJECT IN EGYPT

Essam Sharaf in and Rawan Bassam in

Considering the circumstances of the year, it seemed only fitting to introduce a new project focused on innovation in healthcare in 2020. Therefore, we were happy to partner with the Research Institutes of Sweden (RI.SE) and EIT Health to implement the Clinical Innovation Fellowship in Egypt for the first time.

The Clinical Innovation Fellowship is structured in a way that mirrors learnings from **Stanford University** in the design process for medical devices in healthcare settings. Each team is formed of four different individuals with varying backgrounds: **medical, engineering, business, and design.**

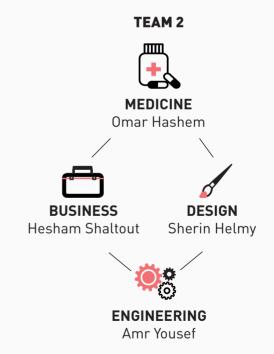


The **nine-month long program** started in August 2020. We selected eight Egyptian experts with professional experience ranging from 5-15 years who formed two separate teams each tackling different aspects of healthcare delivery. Both teams spent eight weeks shadowing healthcare staff, patients and administrators at the 57357 Children Cancer Hospital Egypt. During this period, the teams focused their work on observing and exploring needs in the clinical setting that apply both locally to the hospital and generally in the field of pediatric oncology and beyond.

In total, the two teams identified more than **400 needs.** They subsequently narrowed them down to a handful on which they are working on now. The overall goal is to be able to generate solutions and further work on product development and business development for a healthcare-focused commercial product or service. Over the course of the program, the fellows from both teams receive coaching and mentoring from various experts, covering a broad range of competencies and expertise. They are ongoingly supported by both an Egyptian and European pool of experts to guide their process and development.

We have been amazed by the enthusiasm in the process of working with innovation in healthcare.





Mayar Morsy, CIF2020 Fellow (Design):

CLINICAL INNOVATION FELLOWSHIPS 2020

"During the first couple of months of the pandemic, I watched in awe as designers and design firms around the world joined the global armies combating the virus; their contributions varied from creative awareness campaigns to innovative personal protective equipment (PPE). And so when I came across The Clinical Innovation Fellowships 2020 program hosted by enpact, I didn't have to think twice before applying.

THROUGHOUT A WILD 8-MONTH JOURNEY, THE PROGRAM EXCEEDED MY EXPECTATIONS.

The mentorship level was amazing; workshops were well thought out and executed, our mentors were always available to answer our questions and help us and even the coordination between the program and our local host, Children Cancer Hospital Egypt was quite harmonious to ensure that the teams got the most out of this experience. And even with the program ending, enpact continues to support us because of the many long-term opportunities and connections that it has provided to us throughout the fellowship.



Whether it's about finding an awesome team to work with, growing on both personal and professional levels, or creating something that makes a difference in people's lives, I know that without enpact and its serious efforts, none of us would have had the chance to do any of this.

THANK YOU, ENPACT!"

We are currently screening opportunities and are hopeful about being able to implement this project again in Egypt and/or beyond in the MENA region.

FACT SHEET

Name: Clinical Innovation Fellowships 2020

Product: Founder Scholarship - External Pilot: Educational

Pre-Incubation program

Region: MENA

Countries: Egypt

Scope: Implementation of three bootcamps, reference group meetings with healthcare experts, mentor group meetings, coaching sessions, deep-dive workshops with experts, graduation ceremony & demoday. Fellows are integrated in a local clinical setting to get a better understanding of the healthcare sector needs to drive innovation.

Duration: 01.08.2020 - 31.03.2021

Number of Beneficiaries: Direct: 8 individuals, 2 startups, 15 mentors Indirect: 40 patients, 20 healthcare professionals

Implementing Entities: enpact, Research Institutes of Sweden (RI.SE)

Donor: EIT Health

Partners: Swedish Embassy in Cairo, Children Cancer Hospital (57357), Wuzzuf



1001 TALES OF ENTREPRENEURSHIP

FOUNDER STORIES

Sameh Ibrahim in

In the book "Arabian Nights", also known as "One Thousand and One Nights", King Shahryar sits down every night to listen to an entertaining tale told by Sharazad. Smart as Sharazad is, she always finishes with a cliffhanger as dawn breaks, keeping the king engaged as he wants her to finish the story the next night.

I felt like Shahryar when I was listening to all the stories told by our startup founders and entrepreneurs. They sometimes had even more suspense – at least in my humble perspective – than the "Arabian Nights" tales.

Why? Because the "Founder Stories" that I was told contained so much drama, thrill, comedy and inspiration, and provoked so many other feelings and emotions. I felt just as I did when I would read or listen to a tale from the mystical old times – sometimes even more strongly so.

An idea emerged as I was listening to these inspiring people, and it took shape in March 2020.

It was at that time that COVID-19 was officially declared a "pandemic".

SINCE THEN AN ATMOSPHERE OF PANIC SPREAD ALL OVER THE WORLD.

The startup ecosystem in Egypt was no exception. The degree of uncertainty was and still is overwhelming, and I overheard the same question from almost everyone – entrepreneurs, investors, employees and even customers:

- Is this the new normal?
- Will we survive?
- What shall I do with salaries?

And the answers were tentative, never certain. Our enpact team in Egypt asked themselves the same questions! And just like everyone else, we did not have absolute answers, but we knew what we were good at no matter the circumstances: empowering entrepreneurs. So an idea emerged...

After staying home for a while, Netflix had lost most of its charm and most of the books on the personal to-read list had been read. It was about time to get productive and turn this situation into something that could add value to us all!

So we pushed ourselves and started to ask questions: How is our community doing? How are they dealing with the situation as entrepreneurs? What are the best practices and the bad ones out there?

This was the birth of our "Founders Stories". A simple weekly live online interview setup, where I interviewed one of the Egyptian entrepreneurs from our network about their journey. It felt great to share experiences and hacks, or to just have a friendly chat in these challenging times. It also contributed to turning around that gloomy mood everyone was going through, to jointly seek and see the silver lining at the horizon. Or, in case there was not yet light at the end of the tunnel to be seen, to make the pledge that we would jointly pave the way towards it.

These interviews were livestreamed on the Startup Haus Cairo **Facebook page** and thus allowed our community to ask questions and engage in the discussions.

We prepared some questions before each interview, to ensure we would tap into certain points during the conversation, but what was becoming more important was to have a genuine, open conversation that allowed our viewers to be a part of it as well.

The series and talks we had were not aimed to make the interviewee look good or to share only his/her success stories. Much more importantly, it put a spotlight on their failures, their personal learnings of the journey, their Do's and Don'ts, and the ongoing challenges that they had not figured out how to deal with yet.



And this was good! I know that because of the amount of comments we received such as "I can relate" or "this was very helpful" and questions like "Can you share a link of this source you have mentioned?" or "Did you talk to this person? I can do an intro to them".

It was rewarding to see how the community is there for each other.

Many of the pieces of advice and insight our interviewees gave us address topics that are relevant beyond any pandemic. "Angel investors act like VCs!" is a quote by one of the guest entrepreneurs. Another one said "Business people do not take me seriously as a female entrepreneur, and I had to take a male team member to the meetings just to make it professional and get things moving". These and many other issues we discussed openly. We might not be able to solve these issues within an interview, but what we can do is spot them, discuss them, and propose actionable solutions.

enpact enpact

IT IS WONDERFUL TO KNOW THAT THESE ONLINE INTERVIEWS WILL HAVE SAVED SOMEONE TIME OR MONEY, OR LIFTED THEIR SPIRITS, AND SHOWED OTHERS A PATH OR AN OPPORTUNITY.

This is not only the goal of our "Founder Stories", but of every project and activity we have at enpact. We empower entrepreneurship.

In the end, I hope I have been a good Sharazad to all of you, and meet you for the next tale.

To be continued...



SCALING WOMEN-LED TECH VENTURES THROUGH INTERNATIONAL PARTNERSHIPS ACROSS AFRICA AND EUROPE

Fatima Tambajang in

Oprah Winfrey once said: "Mentors are important and I don't think anybody makes it without some form of mentorship." A study by Stanford University further reinforces this notion, finding that 80% of CEOs and top-level entrepreneurs have a mentor, which they felt was critical to their success. It is therefore logical to claim that mentorship is crucial to empowering entrepreneurship.

This year enpact's flagship product, the international mentoring program, had several changes made to it. One of the main ones is putting a focus predominantly on women in technology. According to the UN report on women in entrepreneurship, Sub-Saharan Africa has the highest rate of women entrepreneurs at 27%. However, despite the growing entrepreneurship and technology ecosystem across the continent, there is a gender disparity.

In order to contribute to tackling this issue, this year's edition of enpact's international mentoring program focused on female founders who utilize technology in their businesses.

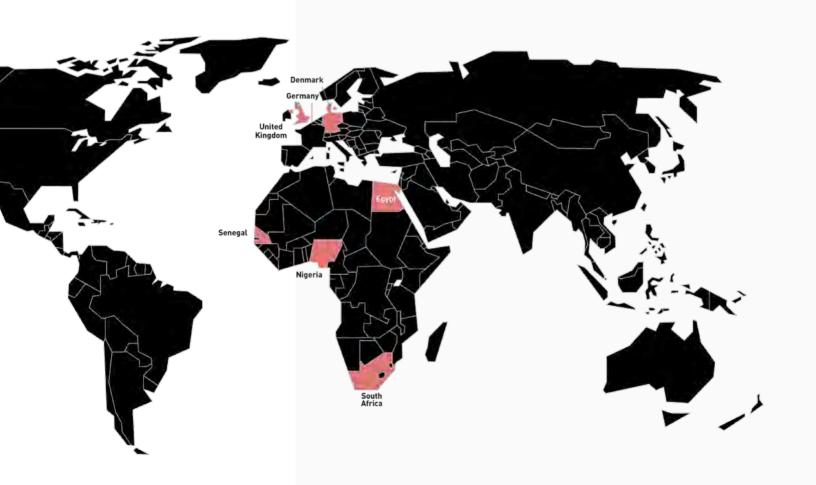
On September 14, we launched this year's edition for female tech businesses. The program called for fifteen founders from Africa and Europe to apply for an 8-month-long intensive mentoring program designed to foster strategic partnerships in order to scale and expand their businesses.

Over 1,500 founders applied and the top candidates went through a two-stage shortlisting process. After weeks of deliberations and reviews, we selected promising founders across Africa and Europe who proved themselves to be leaders in their field for female-led technology ventures.



Our current cohort of businesses is made up of: • Four Egyptian • Three Nigerian • Two South African • Three German • One Senegalese ★

One DanishOne British



INNOVATION IN THE FACE OF ADVERSITY

Another change this year's mentoring program witnessed was due to the COVID-19 pandemic. This meant that all components that were scheduled to take place in analog form had to be adapted to be conducted virtually. This resulted in a very insightful and steep learning curve and adjustments for all parties involved. And, let us face it, it is difficult not to feel overwhelmed by the constant flow of information regarding the uncertainties brought by the COVID-19 pandemic. However, during these turbulent times, we have had to take on a leapfrog mentality and come up with innovative ways to engage a socially-distanced community.

Originally, it was planned to have two bootcamps – one in Berlin and another one in Cairo. Hosting these virtually resulted in new challenges related to the format and the engagement of participants. By being agile and by incorporating interactive technology tools we successfully delivered one highly engaging virtual bootcamp as well as a virtual mentor visit. Despite these events not taking place face to face, our participants gained key insights and skills from their mentors, experts and one another.

THIS YEAR'S COHORT

So far our diverse cohort has participated in two deep-dive virtual components where they took part in a range of sessions that have been tailored to assist them to scale and expand their businesses. Our mentors delivered energizing workshops on different topics, such as growth hacking, bootstrapping, marketing and PR. The key insights shared were a hit amongst our participants as they gained knowledge they could transfer to their businesses.



Throughout the virtual components, we asked for feedback from our mentors and participants, followed by a more comprehensive survey at the end of each. While participants were surprised that the components were still engaging despite not being held face to face, they wished for longer networking sessions amongst each other. We implemented this feedback by organizing several fireside chats and informal breakout rooms for participants to network and share their experiences with one another.

PARTICIPANT SPOTLIGHT

Dalia Laz is the founder of Esorus, one of Egypt's leading interior and material sourcing companies that applies Artificial Intelligence in order to make tailor-made recommendations for consumers. It aggregates all the information shared by designers, architects and consultants on the platform. Dalia told us that she would have loved for the program to have been physical.

She really appreciated the diverse cohort and mentors she had access to. They were able to give her a tangible road map of how to explore the Ghanian market, where she hopes to expand her services. Through one of the mentors, she has been put in touch with the Ghana Investment Promotion Center in order to get further information about the Ghanaian business landscape.

Daphne Kasambala is a former senior finance professional with diverse experience in Africa and Europe. She is the founder of **Meekono**, a business-to-business sourcing marketplace that facilitates small-to-medium batch trading between sellers of African handcrafted and artisanal products and international wholesale buyers.

Similar to Dalia, Daphne also operates an online marketplace connecting African artisans with consumers all over the world, however at a much earlier stage.



Dalia Laz @ Startup Haus Cairo during the virtual mentoring program 27.11.2020.

As a result, Dalia has offered to share with Daphne key insights and practical know-how to assist her in further establishing her business. Dalia's and Daphne's stories are two of many within this cohort that highlight the budding partnerships and information sharing amongst participants.

MENTOR SPOTLIGHT

The success of our programs would not be possible without our mentors who are leading professionals across different fields. This year we had three mentors who are based in Ghana, three who are based in Germany and one who is based in France. Their experiences range from policy drafting for organizations like the UN and World Bank, leading multimillion dollar investment roads, to growing international startups.

THIS DIVERSITY ALLOWED
OUR PARTICIPANTS TO
BENEFIT FROM A VAST SPECTRUM
OF PERSPECTIVES, KNOWLEDGE
AND NETWORKS ACROSS THE
WORLD.

Due to the COVID-19 pandemic, for the first time since the inception of our mentoring programs our mentors have not been able to meet their mentees or their fellow mentors. This resulted in quite some frustration on all sides, as well as the need for us to develop new incentives and to rethink our mentoring approach. The least we were able to do is to have an appreciation dinner for the mentors. The conversation focused on sharing their mentoring experiences with each other, best practices and seeking advice from one another regarding challenges a mentee was facing that was beyond their remit.

WHAT NEXT?

This year has been a wild roller coaster ride, for our participants, mentors and all stakeholders involved. However, despite the many uncertainties, we connected entrepreneurs and experts across the globe via our mentoring so that they can engage with one another and exchange value. Moving forward, we will be closely monitoring the COVID-19 pandemic hoping to go back to analog bootcamps rather sooner than later. At the same time, we will focus our efforts on the creation of new digital formats, the digitalization of our mentor database, the automatization of our matching tool and the creation of new incentives for staying engaged in our network, going beyond the traditional analog exchanges and creating a digital space for fostering networks.



Lakeshia Ford one of our mentors with her enpact goodie bag

FACT SHEET

Name: International Mentoring Africa & Europe

Product: International Mentoring Program

Region: Africa & Europe

Countries: South Africa, Ghana, Nigeria, Senegal, Kenya,

Egypt and Germany

Scope: International Mentoring Programme with two bootcamps, ongoing mentoring and digital individual mentor visits, facilitation of partnerships

Duration: 01.01.2020 - 28.02.2021

Number of Beneficiaries: Direct: startups 15; mentors/experts 15

Indirect: 100+

Implementing Entities: enpact

Donor: Gesellschaft für Internationale Zusammenarbeit (GIZ)



LIMITATIONS BREED CREATIVITY

Quentin Merelle in

HOW WE SUCCESSFULLY SUPPORTED SENEGALESE ACADEMIA BY CREATING A **WOMEN ENTREPRENEURSHIP FOCUSED PROGRAM** IN THE RENEWABLE ENERGY &
ENERGY EFFICIENCY SECTOR DURING COVID-19.

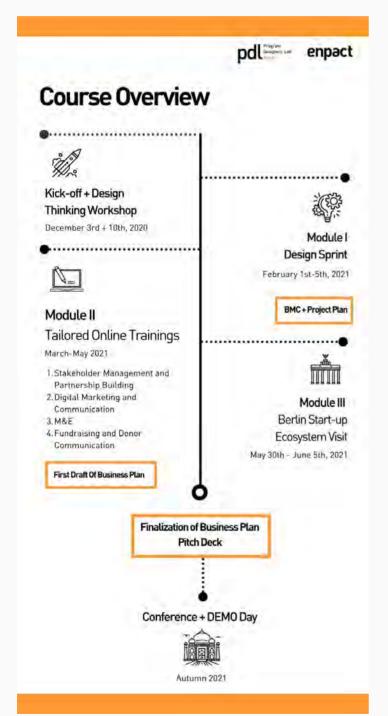
First introduced in 2018, the Programme Designers Lab (PDL) saw two exciting premieres in 2020:

- We designed and implemented a PDL with an exclusive focus on university incubators. This allowed us to deepen our understanding and to expand our collaboration with academic actors and their specific demands in regards to empowering entrepreneurs and entrepreneurship.
- Going virtual: due to the pandemic, for the first time most of the program had to be implemented completely virtually.

The preparations for the program started just as the pandemic took hold of Europe, spreading globally as we worked on it. Not surprisingly, both the donor and our project team started wondering:



How shall we design and implement a program that empowers 20 ecosystem leaders from 4 different universities spread across Senegal to support them in the development and creation of 4 new programs for their target group with our mentors being based in Tunis and our team being based in Berlin? Until now, we did this via 5-day-long analog bootcamps on the ground, where everyone met in person...



But we turned the circumstances to work in our favor! Thanks to collaborative online tools, such as shared whiteboards and the by now (in) famous video conferencing tools, we started brainstorming in new directions. Countless planning and design sessions later, we managed to implement our first Online Design Sprint and the first Online Bootcamp of enpact in three extensive half-days only.



Wail Daoud, Quentin Merelle and Aalaa Halaka from enpact facilitating the first Design Sprint online (from left to right)

The results were very encouraging and made us optimistic for the future. At the same time, there are considerable challenges related to a completely virtual format, especially regarding the internet connections participants had to face in rural areas of Senegal. But, we also learned many other valuable lessons. First and foremost: preparatory work and engagement by all stakeholders are key for this new format. This includes the required discipline when it comes to moderation, time management, overall set-up, testing, etc.

In combination, this allowed us to achieve great results in the pilot bootcamp:

- **75%** of the participants stated that the kick-off & the first module was really good, if not excellent!
- 80% of the participants declared that they benefited from new insights, knowledge and skills in terms of the conception, development and implementation of projects, ecosystem mapping, persona development, etc.
- Each team can now call an external consultant from their university, an expert in the field of their choice, to help them design their own program.
- An e-learning platform was created for the participants to share assignments, workshop recordings and other relevant documents.
- The duration of the program has been extended to allow the PDL members to deepen and strengthen their new skills.

These initial achievements make us both proud and optimistic for an unclear future, as it looks like the pandemic and its related restrictions will be here for a while.

SO, AFTER ALL, PERHAPS IT IS JUST A MATTER OF PERSPECTIVE?

FACT SHEET

Name: University Program on Renewable Energies and Energy Efficiency II - Women & Energy

Product: Program Designers' Lab (PDL) & Train the Mentor (TTM)

Region: Sub-Saharan Africa

Countries: Senegal

Scope: PDL: Implementation of three modules for 20 Senegalese academics from four different universities with the goal to create incubators in their respective universities for the empowerment of women entrepreneurs in the sector of renewable energy & energy efficiency.

TTM: Series of four workshops for 10 ecosystem experts to become mentors for the women entrepreneurs in the sector of renewable energy & energy efficiency.

Duration: 01.03.2020 - 30.10.2021

Number of Beneficiaries: Direct: 30 startup enablers; 4 mentors, Indirect: n.a. incubators /accelerators have not started their activities yet

Implementing Entities: enpact & PESEREE – Higher Education
Programme for Renewable Energy and Energy Efficiency

Donor: Gesellschaft für Internationale Zusammenarbeit (GIZ)



HOW TO FIRE UP ENTREPRENEURSHIP WITH ONE MATCH: THE CASE OF OUR **FOUNDER SCHOLARSHIP PROGRAM IN GHANA**

Ernest Armah in



2020 saw the pilot of enpact's first founder scholarship program in Sub-Saharan Africa. The interest was enormous: We received over 150 applications. Following a thorough screening and evaluation of applications, four Ghanaian business founders were selected. The founder scholarship program offered financial and technical support on the ground during the four months from August to November 2020.

The aim was to give these founders relief from financial distress and offer them the peace of mind to move their businesses forward. The total sum of 24,000 euros was transferred to participants, who, additionally, received training in the areas of investment readiness, digital marketing, financial management, and tax compliance. The program also provided mentoring opportunities in one-on-one sessions with subject experts.



Prior to joining the program, Victoria Agbai, the founder of Bubune Skincare was in dire need of funds to expand the portfolio of her skincare products. She also had to obtain the necessary certifications from authorities.

Victoria went into the skincare business due to her own allergic reactions to other skincare products. Her determination to get formulas right for sensitive skin types like hers and persons with skin conditions like eczema and psoriasis is very personal. Her journey meant constant experimentation. After several rounds of testing and feedback from customers, the next step - production in considerable quantities and going to the market - is tough.



One of our biggest challenges is that, while a lot of the raw materials we use are found on the African continent, they are refined and processed in other countries and sold at very high prices. We face logistical challenges trying to buy Moroccan argan oil from Morocco and thus decide to rather buy it from Europe, where we are able to leverage economies of scale by teaming up with other businesses who are already buying from Europe - hence driving down the cost of shipping. Some of the challenges that Ghanaian entrepreneurs face include extremely high interest rates on bank loans that make access to capital almost impossible, the undeveloped venture capital market in the region and the inefficient bureaucracy that exists in most African countries.

However, through the founder scholarship program, Victoria successfully obtained the approval from the Ghana Foods and Drugs Authority (FDA) for a new range of skincare products. She also purchased soap molds from the USA and two lotion filling machines, and is now exporting to other countries. She is looking forward to creating a global brand that will make an impact on the lives of Ghanaian women who produce shea butter. In her own words, it is programs like the Founder Scholarship Program that make dreams possible.

Sylvester Kofi Boahen is the Founder and CEO of TheAfricanExporter.com. Kofi comes from a family of traders and business owners but what really sparked his advance into entrepreneurship was Robert Kiyosaki's "Rich Dad, Poor Dad" bestseller. Together with his co-founders and other team members, Kofi is on a mission to diversify Africa's exports with a strong focus on non-traditional exports.

One particular statistic unleashed Kofi's ambition: In 2018, Africa with its population of 1.2 billion had exports worth about US\$500 billion, whilst Germany, a country with less than a tenth of Africa's population, exported nearly three times as much. Essentially, The African Exporter is aiming to build the Alibaba of Africa.



However, the intractable problems of capital access and lack of enabling policies nearly rendered Kofi's dream forlorn. In his own words, "my challenge had to do with raising seed funding within the country. There is no recognizable community of angel investors, thus, one has to resort to affluent friends and acquaintances. For a tech startup, not getting access to seed funding can be detrimental to the success of your business."

Through the founder scholarship program, Kofi is now making good progress towards the realization of his dream. He has hired four additional employees, became an affiliate member of the Global Shea Alliance and is on target to achieving a monthly revenue of US\$5000. Here is what he had to say about the program:



THE SUPPORT FROM ENPACT WAS VERY TIMELY. THE COMBINATION OF FUNDS, **EXPERT ADVICE FROM THE ROUNDTABLES, COUPLED WITH PEER-TO-PEER** MENTORING WITHIN THE ECOSYSTEM, HAS BEEN INCREDIBLY VALUABLE IN OUR **ENTREPRENEURIAL JOURNEY.**



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The experience of Alex Calvin Gbetie, the co-founder of Profish, is equally profound. Alex grew up in Ivory Coast, a neighboring country to the west of Ghana. Profish leverages technology to offer local market access to the export market from cold logistics to packaging and traceability.

In 2020, the strategic objectives of Profish were to expand to other regions of Ghana, map out fish stocks and periodical prices, nurture cordial relations in the fisheries industry, and to build the largest distribution network in order to become the best and first choice for seafood needs.

Although Alex and his team needed funding to purchase more logistics, they were keener on the technical support component. This entailed an ongoing coverage of the required consultancy services which were very useful for them - hence they wished it had continued over a longer period of time.

Alex explained that although his business has difficulty accessing funds and investments, most of the "workshop events and training programs they have participated in are not practical." They need consultants to develop their business because they cannot afford high-skill professionals. Thus, the enpact roundtable and one-on-one sessions were very helpful.

In four months, Profish has purchased two big ice-chests for storing fish products at sales events, acquired **44 new clients**, generated a revenue of GHS 26,700 (4,657 euros) purchased sale stands at two exhibitions and sales events, and has added 15 small-holder fish farmers to their list of suppliers.

A LOT OF PEOPLE
DIE WITH THEIR
IDEAS BECAUSE
OF FEAR. FEAR
LIMITS OUR
MINDS. TRY AND
TAKE THE FIRST
STEP TO START
WHATEVER IT IS.

SAYS DAVID FOLI, FOUNDER AND CEO OF AGROMYX.



David Foli, Founder & CEO of Agromyx, embarked on a mission to avert the perennial crisis of food waste by offering preservation systems which sustains the longevity of farm products whilst maintaining their nutritional properties and freshness. **Agromyx** had already gained traction in the market. Their challenge was meeting their customers' demands: the market demand for their products exceeded what they could supply. To meet the increasing demand, they needed more capital.

Besides that, there is a bigger ambition driving David. He hopes to work directly with hundreds of millions of African smallholder farmers to tackle the problem of food waste and make food preservation systems in Ghana as robust as possible to battle starvation, disease, poverty, malnutrition, etc. Overall, he wants to stimulate agricultural businesses to create jobs and boost the continent's economy and improve its balance sheet.

Through the founder scholarship program, Agromyx was able to finance **160 small holder** farmers affected by COVID-19.

FACT SHEET

Name: Qualification measures, scholarships for business founders, hackathon and training measures for local organizations

Product: Founder Scholarship, Idea Marathon & Program Designers' Lab (PDL)

Region: Sub-Saharan Africa

Countries: Senegal

Scope: Implementation of one Program Designers' Lab, one hackathon and a four month-long pilot of founder scholarships in Ghana

Duration: 01.08.2020 - 30.11.2020

Number of Beneficiaries: Direct: 4 startups, 54 hackathon and PDL participants, 15 mentors/experts, Indirect: 100+

Implementing Entities: enpact & Sparkassen Foundation

Donor: Sparkassen Foundation







THE TT4G AS A RELIEF AND HOPE FOR THE TOURISM ECOSYSTEM IN EAST AFRICA

Eric Mudoga in and Beverly Chogo in

INTRODUCTION

Each year, the lush greenery of the savanna withers during the dry season. Everything turns to shades of brown, including the many types of grasses that survive the seasonal fires.

After a while, even the most adaptable battle for survival depending on the length of the dry spell. Until the relieving rains arrive, the journey is long and often fraught with losses. But as soon as the rains arrive, the country starts to flourish again, and the cycle begins anew.

Like the savanna, the tourism ecosystem in East Africa has its natural challenges. To survive the storms of the sector, businesses had to develop ways to thrive against all odds.



THE ECOSYSTEM ITS STRENGTHS AND CHALLENGES

Since the early 2000's, many tourism and travel businesses in East Africa have suffered from the effects of a turbulent economy. The actual issues stem from a variety of local, regional and global factors and include political, economic, social and technological influences.

According to a study from 2012, in Kenya, one of the thriving tourism hubs in East Africa, the sector was worth 33 billion USD and offered:

- World class protected areas
- Beaches and resorts
- Charismatic large mammal species
- Rich cultural tourism
- Diverse landscapes

One of the key issues that affect the ecosystem is the weak differentiation in business models. Most businesses are similar and often lack a solid understanding of how technology can scale the business. Also, poor financial modeling and irrelevant or insufficient networks that are necessary to collaborate within the ecosystem are challenges. On the other hand, the need for mentorship and strong support is evident.

THE DISRUPTIVE DROUGHT DUE TO THE PANDEMIC

In 2020, global travel warnings and restrictions due to COVID-19 pandemic had a massive impact on the tourism ecosystem. The whole tourism sector in Africa is experiencing a drought. Hotels, lodges and the beaches stay empty. Tour operators do not have guests. No humans marvel at the wonders of the savanna. Rangers have to look for second jobs.

HOWEVER THE GOOD NEWS IS THAT NOT ALL HOPE IS LOST.

SHOWERS OF RAIN -OUR TRAVEL TECH 4 GOOD (TT4G) PROGRAM

In December 2020, in the framework of a partnership between the TUI Care Foundation, the World Tourism Organization (UNWTO) and enpact, we launched the second edition of our Travel Tech 4 Good program – this time in East Africa.

Over the course of two weeks, four regional African travel tech businesses participated in an intense virtual accelerator program. They were supported by our network of tourism professionals, local and international mentors. The goal was to build capacities within the companies that are supporting social impact and sustainable development. A special focus was put on developing scalable business models, with the respective requirements in financial structuring and the ability to scale the businesses by using innovative technologies.

PARTICIPANTS

in

Gerald Ami



Stephen Okhutu



Stella Nakawuki Lukwago



David Gonahasa

COMPANY PROFILE

Mauritius Conscious Travel is a boutique travel company dedicated to creating sustainable trips in the Indian Ocean islands of Mauritius, Rodrigues and Reunion.

Tulavo is an online marketplace for low cost travel accommodation. The focus is on the promotion of community tourism in Africa by automating hygienic and secure travel accomodations in areas without access to modern banking services and internet connectivity.

Social Innovation Academy is a self-governed and self-organized community that provides a pathway, tools and the mindset change for marginalized youth and refugees to shape & create new solutions in form of social enterprises that benefit society and the environment.

Tripesa is a payments system for travel and tourism operators in Africa. It intends to solve the huge payments and digitalization challenges in the African tourism industry.

SURVIVAL STORIES

Prior to attending the bootcamp, all of the businesses had encountered several challenges and adaptations to survive the loss of business over the COVID-19 disruption of 2020. Travel restrictions and lockdowns literally severed the lifeline of the businesses.

Some businesses had to totally abandon their original businesses and move on as shared by **David Gonahasa**, CEO and Founder, **Tripxio**, during one of the peer-to-peer open sessions.

I LEARNT NOT TO
CLING SO DEARLY
TO MY ORIGINAL
BUSINESS, WHICH
I CLOSED DOWN
TO START TRIPXIO.
SOMETIMES YOU
JUST HAVE TO KILL
YOUR BABY.

Gerald Ami, Co-founder, **Mauritius Conscious,** described how he adapted his client-based business to new markets. Taking up education tours for local schools and colleges as opposed to their romantic destination packages, the business weathered the storm.

This ensured that they broke even and did not have to shut down operations, giving them enough runway until the end of the drought.

Stella Lukwago, Founder of the Social Innovation Academy (SINA) and Stephen Oghutu, CEO and Founder of Tulavo adapted to cater to the needs of local markets as opposed to clients from abroad. This allowed them to survive by sustaining revenues and opening into new areas for service providers for their businesses.

TESTIMONIALS

As any process that is successful there had to be impact felt by the attendees. This is a testimonial that was shared:

Stephen Oghutu "During the bootcamp with enpact, I got a lot of business insights which helped me to solve most of the challenges I was facing with my company. The program introduced me to growth hacking. It was completely new to me!"

HOPE RESTORED

The program ended with a public online pitch event which announced David Gonahasa, Founder of Tripxo as the winner of the Travel Tech 4 Good Pitch Event. In recognition of the excellent presentation and for making the most progress over the two week bootcamp, David Gonahasa was invited to attend TUI Group's Innovation Partnership Forum which takes place in early 2021.

The program may seem like a small step in a long path to recovery, but a journey of 1000 miles starts off with a single step in the right direction.

TRAVEL TECH BUSINESSES IN EAST AFRICA ARE ON THE RIGHT PATH.



FACT SHEET

Name: Travel Tech for Good East Africa

Product: Accelerator

Region: East Africa

Countries: Kenya, Uganda, Mauritius

Scope: Implementation of one virtual accelerator Bootcamp

over the course of two weeks, ongoing mentoring

Duration: 08.11.2020 - 18.11.2021

Number of Beneficiaries: Direct: 35 founders and employees,

19 mentors/experts, Indirect: 100+

Implementing Entities: TUI Care Foundation & enpact

Donor: TUI Care Foundation



DEEPENING OUR FOOTPRINT IN SUB-SAHARAN AFRICA

Ernest Armah in

enpact has been running its flagship **international mentoring program** in Ghana since 2017. Hundreds of entrepreneurs, ecosystem players and individuals who are interested in entrepreneurship have participated in our programs.

But the 6. February 2020 was a special day for us. Three years into our Ghanaian journey, we opened a physical office space in Labone, Accra. This brings us closer to Ghanaian entrepreneurs and their ecosystem, providing us with the benefit of first-hand insights.

Currently, we offer an interesting cocktail of programs from our portfolio – mentoring, funding support, capacity building workshops, and hackathons – to support the local ecosystem. One of our preferred ways of interaction is the concept of "coffee dates" in the office; this is a concept where two individuals walk into the office either to learn more about what we do, or they are past fellows or participants who come to seek support on a business related issue with an expert present.

We offer tea or coffee and let the conversation unfold. The informal setting allows a lot of learning to take place in a comfortable setting, making people feel at ease.

ECONOMIC EMPOWERMENT

Ghana and the rest of West Africa are important ecosystems on enpact's strategic agenda. In the upcoming years, we aim to offer more products which are globally relevant and locally responsive on the continent. We see our role in the broader Pan-Africanism narrative complementary and catalytic. Empowering African founders to scale their businesses and unleash untapped potential will be a big win for everyone involved. The local economies need to be strengthened to offer the youth a promising perspective, otherwise a well-educated and talented generation will seek the realization of their dreams elsewhere.

What many young Ghanaians are turning away from and what they are turning towards are two sides of the same coin – lack of opportunities in one place and the abundance of the same elsewhere.

WE BELIEVE WE CAN MAKE AFRICAN DREAMERS REALIZE THEIR DREAMS IN AFRICA.

In order to monitor how the Ghanaian ecosystem thrives, and to leverage its opportunities by tackling some of its challenges, we already assessed the startup friendliness of Accra back in 2019. The findings are available in our report.

THE GHANAIAN VERSION OF OUR PROGRAM DESIGNERS' LAB

In 2020, our focus was on the interaction with various ecosystem enablers. We implemented local editions of our Program Designers' Lab in both the southern and northern parts of Ghana - directly after the opening of our office in Accra. Out of 54 enablers who applied for the program, 9 were selected.

The objective was to connect and empower them so that they develop and create programs to support entrepreneurship in Ghana. Prior to the program, the majority of the selected participants (>50%) indicated moderate competence in financial planning and reporting as well as organizational management and internal operations. The experience and expertise gained, allowed them to improve the effectiveness of their local programs. Also, it provided us at enpact with many learnings in terms of enablers' impact on the ground and the challenges they face.

THE LOCKDOWN AND ITS ECONOMIC IMPACT

On March 13, the first coronavirus case was confirmed in Ghana. A partial lockdown was declared by the government thereafter. It meant that business as usual was put on hold - and actually much more than that. It disrupted the way we live, how we work and even how we close a business negotiation – as we were not even allowed to shake hands anymore in order to seal a business deal. Small- and medium-sized Enterprises (SMEs), which account for about 80% of employment in Africa, were hit hardest by the pandemic. According to the Ghana Statistical Service (GSS), 35.7% of the 4,311 businesses sampled this year had to close during the partial lockdown and, even after the lockdown was lifted, 16.1% remained closed. Only 3.5% of these affected businesses benefited from the government's 600 million GHS (equivalent of circa 90 million euro) stimulus package support. These businesses reported "substantial uncertainty in future sales and employment." The GSS further indicated that Ghanaian businesses will continue to be affected by the impact of COVID-19 in the future.

RELIEF AND RESILIENCE PROGRAMS

Our Founder Scholarship Program and the Empowering Entrepreneurship Initiative (EEI) which supported 54 businesses in Ghana with a financial support totaling 663,300 GHS is a highly responsive intervention in this regard. They contributed to the fact that our Ghana office became a center for conversations on the impact of COVID-19 on small businesses.

We reached out to our Ghanaian alumni network to get up close and personal with over 12 founders for our founder stories format on how COVID-19 has impacted their businesses. We published some of these stories on popular news sites including the national news platform **Graphic.com.** These conversations led us to approaching the pandemic conversation differently. We started to focus on opportunities that a post-COVID-19 era presents.

After all, entrepreneurship is about problem solving. If we were to look for a silver lining, we could see the situation as an opportunity to test the limits of our entrepreneurial mindset. Among other things, we hosted several roundtable events which explored business management and investment readiness; business model adaptation in the digital economy, resilience and market opportunities including the African Continental Free Trade Area (AfCFTA) agreement; taxation and tax reliefs; and digital marketing.

HACKATHONS

We wrapped up the year with a hackathon which offered a competitive opportunity to young Ghanaian entrepreneurs and returnees with founding ambitions. It provided a fertile ground and framework to innovate and collaborate on solutions targeted at pertinent local problems in the education, health and agriculture sectors.

The Beyond COVID-19 Hackathon was held over the course of three days with 54 participants attending in an analog setup at the Accra Digital Centre. Participants were taken through group mentoring sessions with expert workshops on Design Thinking, Brand Building using the 3Ps framework (Purpose, Product and Persistence) and Digital Marketing.

Taking into consideration the volume of ideas received at the registration phase of the Hackathon, participants were broken into sectoral blocs - agriculture, health and education. Over the course of the hackathon, participants worked intensely on different project ideas, both on the individual as well as the team level.

A total of six teams were shortlisted to fine-tune ideas for which they eventually settled. Each team was given an opportunity to pitch their idea in two separate pitches, 5 and 2 minutes respectively in front of a jury panel. The team ABO+ emerged as the overall winner. Organic Cosmetics and Kiddie Play took the second and third place respectively. ABO+ seeks to build a web platform to recruit voluntary donors through self-sign-ups and affiliated health facilities to ensure easy and safe blood donations. Organic Cosmetics creates a line of 100% organic products for personal care. Kiddie Play seeks to develop interactive learning materials for children through exciting games.



ENPACT MAKES HEADLINES

Salma Nassar in

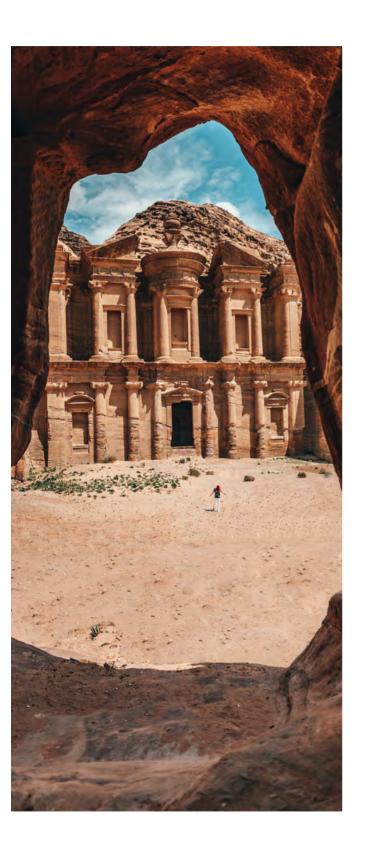
2020 was a year full of change and unexpected turns. The COVID-19 pandemic affected every aspect of our lives, and disrupted what we knew as "normal".

Not a day went by without COVID-19-related headlines. It was not an easy year to make the news, and that makes us all the prouder to have been featured in media outlets around the world with a very important story: our biggest support program to date, the Empowering Entrepreneurship Initiative. It received overwhelming global attention – but take a look yourself:



ONE THING THE PANDEMIC HAS **TAUGHT US IS TO LOOK BEYOND THE NORM AND PICTURE HOW THINGS COULD BE.**

Therefore, I urge all beneficiaries of this initiative to not just rely on the support we can give, but to continue to look for innovative and creative ways to grow and scale.- Diplomatic Times Online, Ghana



Since activities starting its the Middle East in 2013, enpact implemented mentoring programs for Jordanian entrepreneurs conducted delegation trips exploring the startup ecosystem, creating connections and exchanging knowledge between entrepreneurs in Amman and Berlin. - Jordan Times, Jordan

A German NGO called enpact has launched a funding program that supports entrepreneurs in emerging markets with curated combination of funding, mentoring, workshops and network building. - Digital Times Africa, Kenya

We are proud to hear that the German ambassador to Kenya, Annett Günter, highlights the importance of collaboration and support using our Empowering Entrepreneurship Initiative as an example. You can watch her interview with Spice FM here.



In this time of uncertainty, we need entrepreneurs to be tougher. Indonesia is rich in creative entrepreneurial spirit that needs to be maintained and supported in order to get out of this crisis with a strong and innovative spirit. Our programs can help bridge this gap and prepare entrepreneurs for the new norm with knowledge, guidance and financial assistance.

- Sorot News, Indonesia (original in Bahasa)



During the presentation of the initiative, the Secretary of Tourism of Mexico, Miguel Torruco Marqués, affirmed that this project carried out by the German government seeks to promote innovation, inclusion and sustainability of young companies. - Ruta Magica, Mexico (original in Spanish)



The BMZ is providing financial support for the "Empowering Entrepreneurship Initiative (EEI)" of the non-governmental organization enpact e.V. The initiative is aimed at recently founded companies that are less able to absorb the economic consequences of the crisis, such as payment bottlenecks or redundancies due to loss of sales - and in the worst case have to abandon their business activities. In order to preserve jobs and prospects in the long term, enpact. e.V. pursues a holistic approach: the initiative supports entrepreneurs in six selected developing and emerging countries in Africa, Asia and Central America with further education and training measures, a mentoring program and financial grants. - Wirtschaft und Entwicklung, Germany (Original in German)



As our way of working changed during the pandemic, we at enpact took the opportunity to restructure the way our global teams interact. It comes with its own set of challenges, as we weren't able to meet face to face, and had to coordinate meeting times across multiple time zones. Our Co-founder Matthias Treutwein contributed to the discussion with his article about global mobility, which you can read **here.** If you are looking for advice on how to hire the right people, this article is also for you!

Looking forward to 2021, we will be staying true to the enpact spirit and bringing to you our stories about connecting people.



MAKING A MARK IN THE BIGGEST **INDUSTRY IN** THE WORLD

HOW THE COVID-19 RELIEF PROGRAMME FOR TOURISM HELPS TO OVERCOME THE RAMIFICATIONS OF THE PANDEMIC

Thomas Ellerbeck, TUI Care Foundation – Chairman of the Board of Trustees in

Thomas Ellerbeck is the Chairman of the Board of Trustees of the TUI Care Foundation. He is also a Member of the Group Executive Committee and Group Director Corporate & External Affairs of TUI Group. He is responsible for Public Policy, EU and International Relations, Group Communications, Environment and Sustainability as well as Regulatory and Government Affairs.

The COVID-19 pandemic has brought a series of changes for all of us throughout 2020. From wearing a mask as an essential accessory to remote work and the daily use of video conferences and webinars, this year has truly been pushing behavioral changes that have in many cases not been easy to digest. In particular, unprecedented travel restrictions and the uncomfortable danger of having to quarantine after a relaxing holiday abroad have made many of us give up on our travel plans and have created a feeling of insecurity around where we might be able to travel next. Although the summer months showed us that traveling with the right set of safety measures is also possible – and enjoyable – in times of the pandemic.

Nonetheless tourism is suffering the blunt force of the pandemic like no other industry. Millions of people whose livelihoods depend on the influxes of tourists now face the daunting task of dealing with tremendous uncertainty.

In the last decades tourism has been a driving force of economic and social development – in particular for emerging and developing countries. Tourism has grown steadily, transferring wealth and education and driving positive social and environmental change in destinations. There is no doubt that tourism will be coming back to the successful development of the last years after the pandemic. And if done right, it will be built back better – further strengthening the participation of local communities.

In this regard, **TUI Care Foundation** is proud to be partnering with enpact to implement the COVID-19 Relief Programme for Tourism. Through this initiative, we commit to the quest of supporting the recovery and growth of 150 impactful and innovative tourism startups in Mexico, Indonesia, Jordan and Kenya. Our joint work with enpact is especially dear to us, since it is building on tourism as a global force for good. It is intrinsically connected to our mission of making a difference for people and places in tourism destinations around the globe.



Everything has a silver lining, and with the pandemic we can be grateful that it reemphasizes the need for a sustainable development of our industry. In Mexico, for example, new national laws have been developed to define carrying capacities in order to limit overtourism, while in Indonesia, authorities and park operators took the chance to assess the impact of tourism on the ecosystems of natural parks and conservation areas.

TUI Care Foundation is deeply committed to the quest of making tourism more sustainable.

The **1,115 applications** we received for our program across all four participating countries are a testament to the will and potential for tourism to bounce back soon. Throughout the candidate interviews, the many colleagues at TUI Group who have worked with enpact in finalizing the selection process have been touched by a feeling of hope towards the recovery and growth of the industry. From social entrepreneurs transforming and developing rural landscapes through tourism to activity providers offering sustainable and authentic cultural experiences to visitors, there is a lot to look forward to as we gear up for the official launch of the project in December.







TUI Care Foundation is happy to bring in the expertise of TUI Group as the world's leading travel company, which will be determinant in creating an effective mentorship program as well as top-class functional and technical training to prepare these new businesses to upscale their impact value offering. From our previous experience working with our partners at enpact, we have absolutely no doubt that this will be yet another successful collaboration, and we cannot wait to see how we reshape the tourism landscape in Mexico, Jordan, Kenya and Indonesia together.



UNDERSTAND THE CRISIS THROUGH DATA

Elisabeth Uhlig in

Since the summer of 2020 I have been part of the enpact team, supporting the Empowering Entrepreneurship Initiative as a project administrator while also finishing my Master's in Sustainable Tourism Management at the University for Sustainable Development Eberswalde.

When presented with the data we had collected through the applications for the COVID-19 Relief Program for Tourism, I saw an exceptional research opportunity which I would be able to use for my master thesis. It is obvious that the tourism industry as an economic sector is among those most severely affected by the pandemic. Global travel bans, stay-at-home regulations, restricted mobility and closed borders brought the international tourism sector to almost a complete standstill.

While there is a lot of research about the changed movement patterns of travelers during the pandemic, consumer sentiments and possible scenarios for rebuilding tourism, there is little known about the situation of tourism businesses that have hardly seen any tourists for months. We gained just such insights when over 550 tourism businesses from six different countries followed our invitation and submitted extensive data on the impact of the pandemic on their businesses.

A FOCUS ON TOURISM

Globally, the income loss due to the COVID-19 crisis is more than eight times of what the tourism industry had to deal with during the 2009 global economic and financial crisis (UNWTO, 2020).

The pandemic threatens the livelihoods of over 170 million people working in tourism (WTTC) - many of them in micro-, small- and medium-sized enterprises (MSMEs) which make up around 80% of the tourism sector. The travel industry employs one in every ten people on earth. Thanks to low entry barriers, tourism usually provides many job opportunities for women, youths and marginalized groups.

The share of tourism in the gross domestic product in emerging and developing countries (EDC) is disproportionately high. The worldwide decline in tourist arrivals has devastating economic consequences, as many EDCs depend heavily on tourism. The negative impact of the crisis in lower-income countries is therefore significantly higher than in countries of the Global North. Just as on a global scale, the crisis intensifies vulnerabilities locally: low-skilled, temporary and informal workers are the first to lose their jobs (Gössling, 2020).

Not only people and economies are affected though, but conservation efforts, many of which depend on tourism revenues, are also under threat. Nature-based tourism's crucial role for habitat conservation is often underestimated. Missing revenues put funding for protected areas at risk, deprive rural communities of essential income and lead to increased poaching.

All of this said, it becomes clear that the set of data we have collected through the COVID-Relief Program is of immense importance. It is a unique opportunity to better understand the consequences of the crisis for individual businesses: How many people did they have to let go? Which measures are they taking to make up for the loss of income? And how long can they still survive without any external help? After analyzing and interpreting the data, the outcomes of my study will help answer these questions. The insights can hopefully serve as a basis/foundation to underline the necessity for future projects and help policy-makers.



Restaurant in Mexico: "We are eager to connect with the global network of like-minded entrepreneurs who are part of the enpact programs. We believe that by working with other leaders in this program we can collaborate in thinking through and implementing new, holistic and sustainable approaches to bettering our restaurant and our industry. The financial support will help us get back on our feet, survive the impact of this pandemic, and prioritize the work we need to do as leaders in our business and industry."



Sustainable tour operator from Jordan: "I have full faith in our model of tourism development and our ability to thrive and continue to grow. The pandemic has harmed us but also created a lot of opportunities for us looking into a positive future. There will be more demand for our kind of tourism and we are adamant to remain afloat to see it through. The relief fund will help sustain us and also help us rethink our business in a way that will help us remain agile in the future and continue to create meaningful experiences for travelers and decent jobs for our local partners."

Agritourism business Kenya: "The COVID-19 Relief Programme provides us with the much-needed support for keeping our business afloat. We are set to immensely benefit through mentorship, networking, funding and exposure to peers. With enpact's support we can continue to develop underlying potential in agricultural food production and rural tourism."

Eco-tourism provider Indonesia: "We want to continue to support the communities in tourism destinations by providing them with the means to survive though no visitors arrive currently. We hope enpact's COVID-Relief Programme can support our new business line to market organic products by teaching communities how to improve the quality of their products, renew packaging and licenses, and expand effective logistics coverage. We hope this can support our company staff through this pandemic and later, will strengthen our core business in tourism once the pandemic is over."

SOURCES:

Gössling, S., Hall, M., Scott, D. (2020) Pandemics, transformations and tourism: be careful what you wish for. Tourism Geographies 22:3, pages 577-598

UNWTO (2020) World Tourism Barometer and Statistical Annex, August/September 2020 (2020). In: UNWTO Barometer 18 (5),pages 1–36.

WWTC (World Travel and Tourism Council) (2015). 174m Travel & Tourism jobs could be lost due to COVID-19 and travel restrictions [press release].



SPRINGBOARD FOR CAREERS THE COOPERATION BETWEEN ACADEMIA AND AN NGO

Jan Lachenmayer in and Anna von Behr, Hertie School in

For several years, enpact and the Hertie School have maintained a close practice partnership. Students of the MPP (Master of Public Policy) and MIA (Master of International Affairs) programs have worked at enpact as student assistants, interns or full time employees during their "Professional Year", between the first and second year of studies.

To this day, a total of thirteen students have joined enpact and two graduates of Hertie are currently staff members. All of them have been assets for the organization, contributing to enpacts mission with their analytical skills, strategic thinking and international mindset and networks. Many Hertie students are drawn to entrepreneurial approaches to social inequality worldwide and thus find a good match for their skills and motivation in enpact's approach to empowering entrepreneurs in Egypt, Ghana, Kenya, Indonesia, Jordan and Mexico. Applying their academic knowledge and analytical skills to entrepreneurship in real life contexts makes it such a rewarding experience for all parties involved – the students, enpact as a non-profit organization, and the actual beneficiaries of the programs.

In order to showcase the mutual benefits of this collaboration, we asked some of our alumni and former colleagues to share with us their personal experience and their individual career paths after their time at the Hertie School and enpact.



Riccardo Colnaghi in Head of Business Development, Solarisbank, Berlin

WHAT DO YOU DO NOW?

I work for Solarisbank, the leading "Banking as a Service" provider in Europe. By combining tech and a full banking license, Solarisbank enables any business to become a financial service provider. Due to the nature of its business model, Solarisbank is a natural partner for several startups and fintech within Europe.

WHAT DID YOU TAKE FROM STUDYING AT HERTIE FOR YOUR CAREER?

The Hertie School has significantly broadened my perspective, on top of my professional network. Coming from a business school, I learned how powerful an effective collaboration between the public and private sector can be. I learned about content and methods, and I was given the chance to gain professional experience in parallel to my Masters.

WHAT DID YOU TAKE FROM YOUR WORK AT ENPACT?

My time at enpact has been a turning point in my career. It made me really passionate about startup and fintech ecosystems across the globe and since then I've never left the industry. I came across inspiring businesses, role models, and mentors. Perhaps even more important, I had a lot of fun along the journey!



Nadina lacob in Researcher, Centre for European Policy Studies, Brussels

WHAT DO YOU DO NOW?

I am still working in the field of innovation, I now research everything around data governance in the EU.

WHAT DID YOU TAKE FROM STUDYING AT HERTIE FOR YOUR CAREER?

I value the versatile skills I gained at Hertie: the structured, analytical way of approaching policy problems and the ability, honed through many memos, to capture major issues in clear bite-size messages.

WHAT DID YOU TAKE FROM YOUR WORK AT ENPACT?

From day one, enpact was **a place of empowerment** where my research skills flourished as I helped build the first version of the Startup Friendliness Index.



Marina Wyss in Data Scientist, Machine Learning, Coursera, Mountain View, California

WHAT DO YOU DO NOW?

I moved back to the US and I am working on artificial intelligence and machine learning.



The technical and analytical skills I developed at Hertie were pivotal in helping me to transition into a career in data science.

WHAT DID YOU TAKE FROM YOUR WORK AT ENPACT?

Working with enpact was an important addition to my studies, allowing me to apply these skills to impactful, real-world data analysis problems. These experiences provided me with a strong foundation, and I now work as a data scientist focused on applying machine learning to improve online education.



Alejandra van der Biest 🛅

Partnerships, Resource Mobilization, and Communications Associate, World Food Program, Santo Domingo, Dominican Republic

WHAT DO YOU DO NOW?

In the last year, I have focused my career on partnerships, donor relations, and fundraising. I am working with the ICRC in the HQ office in Geneva until the end of 2020.

WHAT DID YOU TAKE FROM STUDYING AT HERTIE FOR YOUR CAREER?

Hertie is a place that pushed me to grow personally and professionally, to find a chosen family, and to see the world through a different lens with many perspectives. It opened the doors to continuing to build my knowledge on international development - both with courses, and through working with its contact organizations such as enpact and GIZ (Deutsche Gesellschaftfür Internationale Zusammenarheit)

WHAT DID YOU TAKE FROM YOUR WORK AT ENPACT?

enpact opened the doors to me to learn about entrepreneurship and its link to the development of societies. It challenged me, putting me out of my comfort zone, immersing myself in researching and writing about the challenges entrepreneurs face around the globe. Also, it allowed me to grow my professional experience building partnerships and engaging with other organizations, engraining efforts to strive for Latin America's entrepreneurship.



Nastasha Velasco in Innovation Partner, Digital Catapult, London

WHAT DO YOU DO NOW?

I lead innovation practice projects and activities, manage our key relationships and seek opportunities to deepen our impact, grow our reputation and expand our reach across the UK. My focus is on distributed systems/blockchain and artificial intelligence technologies.

WHAT DID YOU TAKE FROM STUDYING AT HERTIE FOR YOUR CAREER?

Understanding today to change tomorrow.

WHAT DID YOU TAKE FROM YOUR WORK AT ENPACT?

enpact lighted up my passion and understanding of economic growth from the bottom up. My managers, colleagues, and the entrepreneurs we supported inspired me to lead and work by creating those solutions. Moreover, it allowed me to tap into my operations, strategy, content marketing, and business development skills.



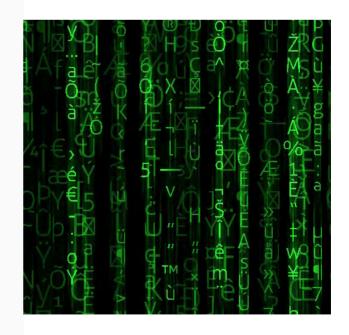
A SENSE OF WHERE YOU ARE

Karan Dehghani, Founder CodeDoor in

Karan Dehghani is the Founder of CodeDoor, an organization providing a software focused on non-profit organizations that teach programming. Getting his first computer in 1990, he taught himself how to program. In 1996, he launched one of Germany's first online store collections which turned into **Geschenk24.com**. Karan is also the author of the children's book, **Bär Jordi**. He has a BSc from the University of London, plays basketball and thinks pizza is a gift from heaven.

INFO BOX CODEDOOR

CodeDoor is a browser-based online platform that allows other organizations to provide on-demand coding skills - and problem-solving training to their beneficiaries. enpact and CodeDoor have been partnering since 2017 to support entrepreneurship in emerging and developing countries. Last year, we began to brainstorm on how we could combine the learning platform that CodeDoor provides as a basis for delivering content that enpact is offering.



Let me take you on an experimental trip and questionnaire to see where we are standing after this crazy year. Who does not feel dizzy when looking at all the events that have happened in 2020? It looks like a spinning top that is increasing its speed while an international rock band sings: "The world clearly has gone mad." Until 2020, we haven't really grasped the full extent of this sentence. We always thought that the world is a mad place. But 2020 put everything into a new perspective. Therefore, I decided to look at the madness of the world more closely.

What did I see? Nothing is predictable anymore. Social problems appear like moving targets. To solve these problems, old static ways do not work anymore. I realized that we have to find new, dynamically adapting ways. Let me take you on a short journey-of-thought of how we at CodeDoor have approached this new context.

Because the world is unpredictable, you cannot apply conventional methods, right? We had to come up with new ways. As every good engineer does, we started to reason from first principles. By doing so, we removed assumptions and conventions about how things have been done in the past. We stripped things down to their fundamental truths and reasoned up from there.

To ensure intellectual truth, we asked ourselves: "What would we come up with for our own children?" We would then apply it to our programs. The following are some questions we tried to answer.

Let us jointly do an experiment. Try not to read my provocative answers – but write down your own first. Only afterwards, compare your answers with the ones I came up with. In case you want to discuss this further with me, please send me a **personal message.**

But as Lorenz found out with the Butterfly Effect, over time, some events seem to be insignificant for a short time. Later they turn out to be world-changing events.

IS THE WORLD GETTING CRAZIER?

We do not need a detailed investigation of all events that ever happened to compare and measure their craziness. The trick is that if an event is particularly unprecedented, we perceive it as crazy. As everyone knows, unpredictable events pop up everywhere. So, the world is indeed getting crazier.

HOW COME THAT TINY EVENTS SUDDENLY BECOME SO WORLDEMBRACINGLY POWERFUL?

Well, it's a combination of globalization and nonlinear dynamics. What on earth do I mean by that? Let me give you an example. It becomes obvious with events where the impact increases over time. A bat bite might not have a massive impact on the human at the very moment of transition.

DOES IT MATTER THAT THE WORLD IS GOING MAD?

It makes a big difference to me. It means that the phrase "the world has gone mad" is not only a figure of speech to express one's displeasure. It is not just a phrase to express disbelief. It makes us think about how to avoid and change crazy developments. The world should not be crazy. It should be like Jürgen Klopp who calls himself "the Normal One."

JOKES ASIDE, WHY SHOULD I CARE IF THE WORLD IS MAD?

Because unprecedented events have the potential to attack our civilization. For a stable civilization, we need to trust it. The world can face catastrophes, but only if people have a strong belief in their civilization. We need to be confident in their ability to deal with threats. You could argue that our civilization or society is far too stable, and that technology is too sophisticated for us to lose confidence in our systems. Well, most Romans thought so too...

WHAT ARE THE GREATEST ENEMIES OF OUR CIVILIZATION?

Fear. Fear of the things that could make your life no longer worthwhile, such as illness, war or poverty. Then there is despair, and there is meaninglessness. When you lose hope of a life worth living, you question your identity and the perceived realities of your surroundings. That opens the door to demagogues. Almost everyone who touches the masses with targeted emotional impulses then has an easy job of displacing these masses.

HOW CAN INDIVIDUALS BE EMPOWERED TO LOSE OR TO PREVENT FEAR?

The key is to learn to be aware of the events and processes that contribute to our social and material well-being. However, no one can be alert in any aspect of life. But you can be within your own area of competence. It does not matter what you are involved in, whether it is economics, education, history, social sciences, philosophy, sports, or whatever. What you can and should do, is to reflect on your area of expertise and take action to shape processes and events so that things are getting better.

WHO IS THE ENEMY OF EMPOWERMENT?

Well, there is a common argument we all have heard before. People need access to resources in order to be able to take action. But there is also something counterintuitive on the individual level, which has nothing to do with resources.

People should not wait until they feel prepared to act. Most people expect the feeling to appear. But, what if motivation does not come first - but action does?! If people act, even if they don't feel like it, this action produces energy which becomes motivation. It may start with exploring new approaches with a few simple steps that can grow into complexity. You can compare this to a startup. The very first beta version of a successful product is usually quite simple and iterates quickly into a sophisticated solution.

LET US ASSUME THAT PEOPLE ARE EMPOWERED. HOW DO PEOPLE FIND OUT WHAT THEY SHOULD WORK ON?

They should discover who they are. To do this, they need to have the right technical and social environment that gives them access to tools that enable them to identify the skills they want to inherently improve and use to act. This leads to a life of contribution in which each human contributes with her individual skills to her social and material well-being.

WHY DO THINGS THAT MATTER ALWAYS TAKE SO LONG TO EVOLVE?

When people start a journey they need to be attentive to long-term needs as well. Most of the things we want and that are significant can only be achieved over the long term. And because they take time, we lack a prompt reward for our actions.

AND ALTHOUGH PERSEVERANCE IS THE HALLMARK OF A SUCCESSFUL ENTERPRISE, WE OFTEN ACT IN THE SHORT TERM AND UNDERVALUE WHAT WE ARE ABLE TO DO IN THE LONG TERM.



MERGING STORIES WITH DATA

THE NEW 'EMPOWER' REPORT SHOWCASING THE SEL

Heather Dannyelle Thompson in

ASIAN REGIONAL STARTUP FRIENDLINESS **ECOSYSTEM REPORT**

enpact has consistently delivered reports on various startup ecosystems that analyze cities using our proprietary Startup Friendliness Index (SFI). Each year, we continue to push the envelope on what we can deliver for all stakeholders involved meaning the community as a whole.

This year, we aimed to not only understand the cities by what the numbers said, but strived to create content that would attract readers and establish enpact as a thought leader in the startup community worldwide. This strategy walks hand in hand with our communications strategy, to help prospective donors and funders understand what enpact can offer their ecosystem.

Hence, the AsiaBerlin report was the perfect opportunity to test the strategy. In partnership with the AsiaBerlin program and Redhill, we are on track to deliver a new way of leveraging the SFI.



In **empower**, we chose to focus less on the academic, rigorous study of the ecosystem by our indicators and more on bringing the ecosystem to life holistically. While the SFI is still the core of our approach, we supplement it by understanding the history of the ecosystem, the policies in place that have given rise to the city, and what sectors and industries are shaping its outlook.

In a report that analyzes Singapore, Jakarta, and Bengaluru, as well as taking an in-depth look at trends across the region as a whole, we made one other massive change: pull in more voices. With a foreword by Rainer Seider of the Berlin Senate and thought pieces from active players in each respective ecosystem, this report not only analyzes the ecosystems but lifts up the voices of some of its most passionate participants.



With thought-provoking pieces such as "Why ID startups need to work together instead of fighting for market share" and "How technology is driving efficiencies and reducing costs for logistics players in Indonesia", this report is calling attention to important future trends and educating readers on why they should be excited about startups in Asia.

The empower Magazine was released in March 2021. The enthusiastic support so far has been amazing and we hope the report will help solidify enpact's position as a powerful voice in startup ecosystems around the world.



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INTELLIGENCE IS THE ABILITY TO ADAPT TO CHANGE.

Stephen Hawking

