



Co-creation



Practical Tools



Community
Engagement



Strategic
Direction



Pollinate
POTLUCK

FOOD FOR IMPACT: SHARE SOME, TAKE SOME

POST-EVENT REPORT

A Feast of Ideas and Impact
December 4-6, 2024 | Bangalore, India

निर्माण
Nirmaan
Shaping Tomorrow for Impact Enablers

TABLE OF CONTENTS

1. WELCOME TO THE TABLE

2. APPRECIATION

3. ARIELLE'S THANK YOU

4. WHAT IS POTLUCK?

5. THEME: NIRMAAN - SHAPING TOMORROW FOR IMPACT ENABLERS

6. A WELL-SEASONED GATHERING: BY THE NUMBERS

7. VOICES FROM THE TABLE

8. THE SPREAD: EVENT RECAP

9. TASTING NOTES: KEY OUTCOMES AND LEARNINGS

10. LEFTOVERS: WHAT'S NEXT?

11. OUR PARTNERS

12. ABOUT POLLINATE IMPACT

13. ANNEXURE

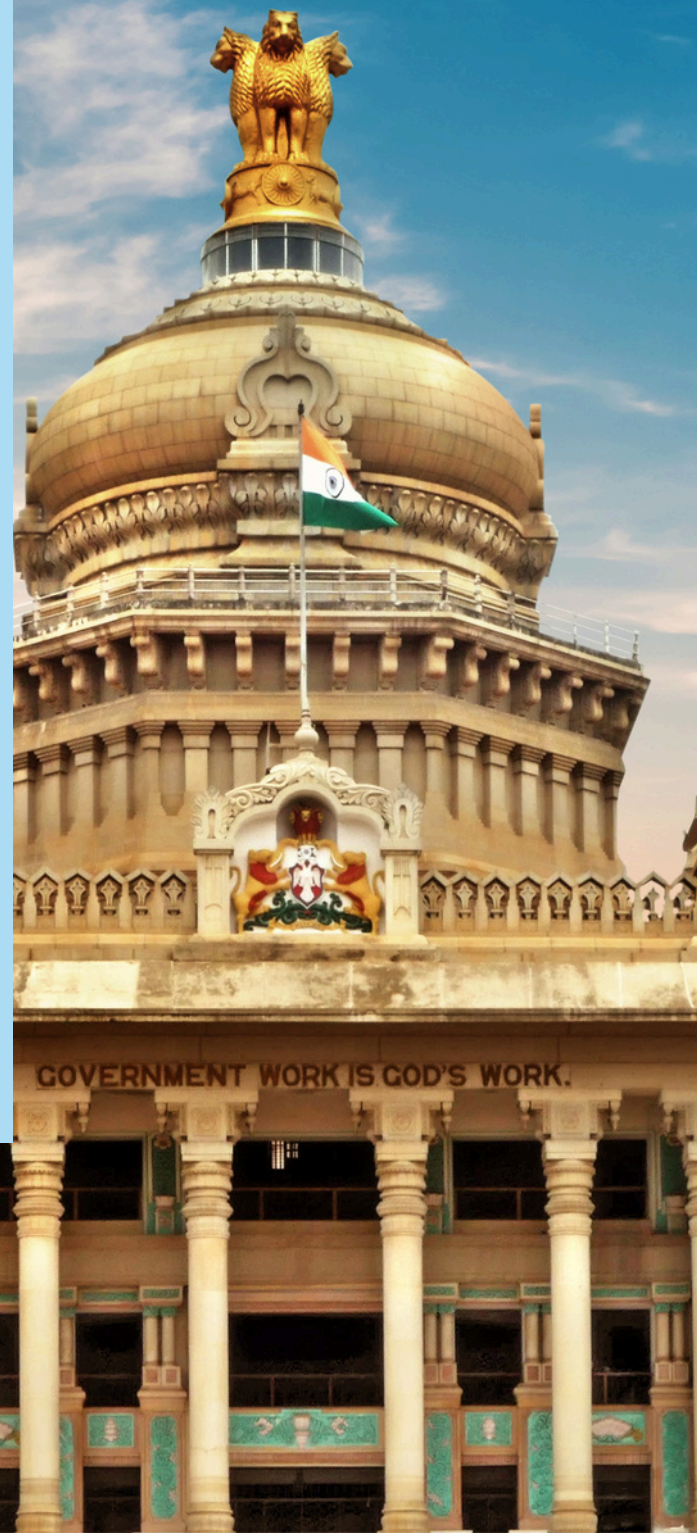
WELCOME TO THE TABLE

As we look back on the Pollinate Potluck, we're filled with gratitude and excitement for everything that unfolded in Bangalore—a city that offered the perfect backdrop for discovery, collaboration, and inspiration. Over the course of three incredible days, we shared ideas, uncovered solutions, and connected as a community of impact enablers, all while savoring the rich cultural tapestry of this vibrant city.

From immersive workshops to heartwarming cultural exchanges (and yes, even a delicious cooking class), every moment was an opportunity to learn, grow, and build toward a brighter future. Together, we began shaping the “tomorrow” for impact incubation—one rooted in resilience, collaboration, and action.

This report is our way of gathering the highlights and key takeaways from the Potluck, capturing not just the conversations we had but the momentum we created. Whether you were there in person or are catching up now, we hope this serves as both a keepsake and a roadmap for the work ahead. Let's dive into the feast of ideas we shared and keep building the future, one plate at a time.

Bon appétit! 🍷🍴



APPRECIATION

As I sit down to reflect on everything that came together during the Pollinate Potluck, I'm overwhelmed with gratitude for all the people and organizations who helped turn this vision into a reality.

First, to our co-host, NSRCEL, IIM Bangalore—you were the anchor that made this event possible. Thank you for believing in this gathering and for working alongside us every step of the way. Your support, hospitality, and commitment made Bangalore feel like the perfect home for our community during these few days.

To our immersion partners—Villgro, C-CAMP, and IKP Eden—thank you for inviting us into your spaces and offering a glimpse into the heart of your work. Seeing your facilities and hearing your stories was not just inspiring but a reminder of the power of collaboration and innovation. You helped create moments that sparked curiosity, learning, and connection, which are the essence of what this potluck is all about.

To every single participant, facilitator, and contributor: thank you for showing up with your ideas, energy, and spirit of collaboration. You brought the theme of Nirmaan—building a tomorrow for impact enablers—to life in ways that were both thoughtful and action-driven. Together, we created something truly special—a space where everyone had a seat at the table, and every voice and contribution mattered.

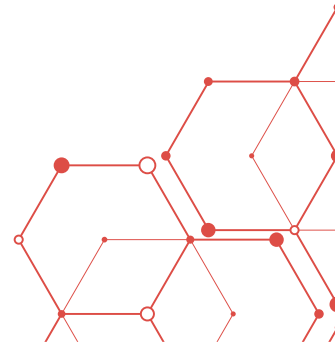
This event wouldn't have been the same without each of you. I hope the conversations we started, the bonds we built, and the moments we shared will continue to ripple through the work we all do.

Thank you for embodying the spirit of a potluck, where we each brought something to share, and together, created something extraordinary.

With gratitude,



Ruod
Community Choreographer



ARIELLE'S THANK YOU

When we planned our first global gathering of impact incubators shortly after launching Pollinate Impact, some called it 'nuts' - we were a young organization with just a handful of members. But sometimes a little craziness is exactly what's needed! We can't address sustainable development challenges using old approaches.

Fortunately, we were surrounded by folks who didn't think we were that crazy. We had a sub-committee of Pollinate Impact members who provided invaluable feedback and guidance as we conceptualized the 2024 Potluck; we had a Stewardship Group that encouraged us; and we had a team that was ambitious enough to bring this vision to reality. Most importantly, we had incubators and accelerators from across Africa and Asia - both members, and soon-to-be members - who were hungry for solutions, for sharing, and for collaborative action. They shared their time, lived experiences, and honest reflections with each other as we took the first few steps towards building the impact incubation industry we want, instead of just grumbling at home about the industry that we have. My heartfelt appreciation goes out to each one of you who contributed to this vision.

After many professional years of convening hundreds of people at a time, this was one of the smallest convenings I ever put together. Size does matter, and smaller can be better! An intimate group gives an opportunity for everyone to share, for participants to connect deeply with one another, and for us all to have fun together! It's about having the right people in the room with the passion to make change. Our jobs as conveners is to provide the channels through which learning can happen, the opportunities to build community, and the furrows for the seeds of partnerships to be sown. I think all the participants who joined the Potluck would agree that we fulfilled our mandate!

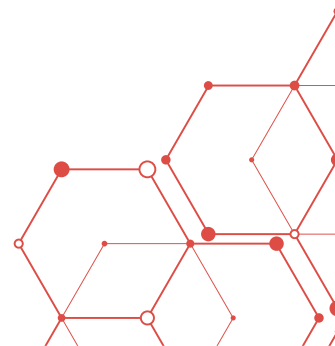
As I think of humble beginnings, I am reminded of the Swahili proverb, "Chanzo cha makubwa ni kidogo." [All great things start small.] Thank you to everyone who contributed to and participated in our very first in-person Pollinate Potluck! We truly couldn't have done it without you.



Warmly,



Arielle
Chief Convener



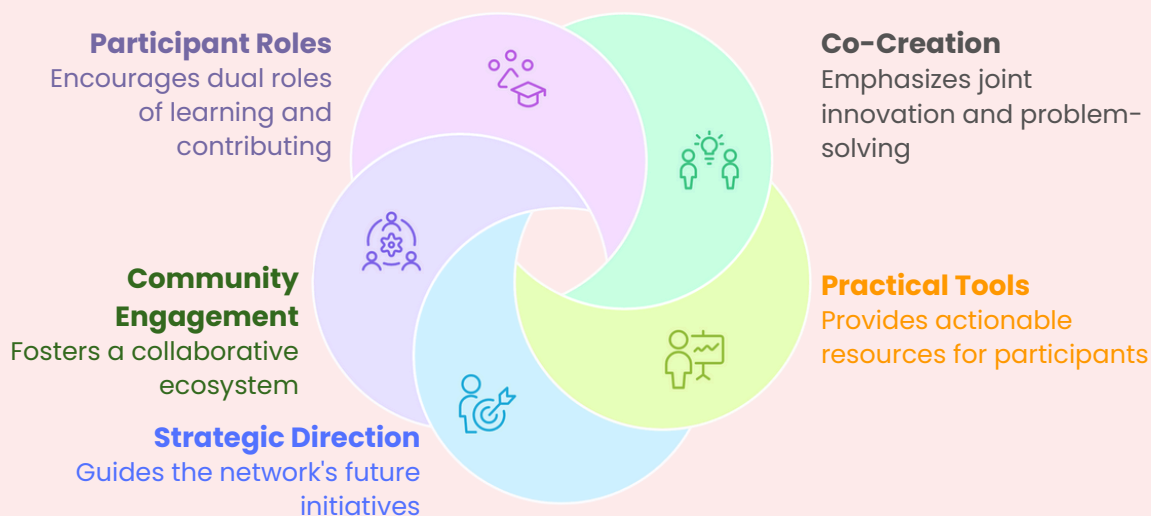
WHAT IS THE POTLUCK?

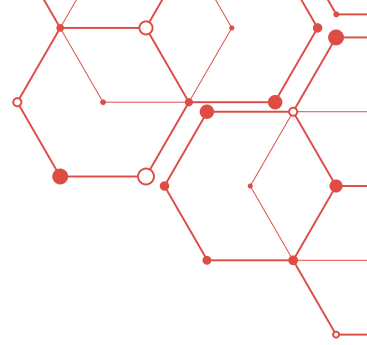
The Pollinate Potluck, our flagship event, is a biennial in-person convening of impact incubators and accelerators in the Global South. This is more than just another conference—it's a **gathering where the deeper challenges are surfaced and tackled TOGETHER.**

The Potluck is designed to reshape how the impact incubation industry in emerging markets collaborates and innovates. Unlike traditional events where experts share one-directional information, this convening is uniquely curated to prioritise co-creation and collaborative solutioning. At the Pollinate Potluck, every participant is both a contributor and a learner.

It's about bringing together the community to create the positive change they want to see in the ecosystem. This isn't just about talking—it's about doing. Participants leave with more than just inspiration; they walk away with practical tools and resources to implement in their day-to-day work. The event is designed to identify pilot program ideas and set the strategic direction for our member-led network, ensuring that the outcomes are not only visionary but actionable. Here every workshop, breakout session, escape room, immersion visit ...and even the tea breaks....are centered on the core idea of 'why we do what we do' as impact incubators.

The Pollinate Potluck Experience





निर्माण Nirmaan

Shaping Tomorrow for Impact Enablers

—— Pollinate Potluck 2024 ——

“Nirmaan” is derived from the Hindi language; meaning “construction” or “creation;” it perfectly captures the mission of the Pollinate Network – to learn together, transform the sector together and unify the voice of impact incubation together. Here, everyone brings their unique flavors to the table to shape the future of the impact incubation.

We were buzzing with excitement to host this event in Bangalore, drawing inspiration from its vibrant culture and spirit of innovation. Pollinate Impact’s focus on impact incubators and accelerators stems from our deep understanding of the unique challenges they face—both the ones visible, above the surface, and those lurking beneath, like the hidden depths of an iceberg.

On the surface, incubators and accelerators often grapple with common issues like funding, resources, and scaling. But beneath that, they face deeper challenges like fostering sustainable growth, navigating complex and disjointed efforts to support impact entrepreneurs, and increasing their effectiveness with the quality of services they offer to their cohorts of entrepreneurs.

The Pollinate Potluck 2024 was crafted with these challenges in mind. It was more than just sharing dishes; it was all about collaboratively preparing a feast of solutions.



A WELL-SEASONED GATHERING: BY THE NUMBERS



46
Attendees



34
Organizations



327
Connections made



6
Networking activities



10
Workshops & sessions



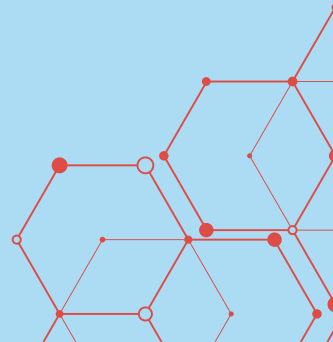
10
Peer case studies



3
Site visits



Voices from the table



“

As someone who works for an organization that supports climate innovation businesses, I've always thought that incubation has the ability to turn ideas into impact.

Pollinate Potluck 2024 has reinforced this conviction. Through site visits to the incubator centers and the sharing of real-life examples, I witnessed directly how good support can assist businesses in refining their strategies, overcoming challenges, and expanding their solutions.

Potluck 2024 was more than just a learning experience; it was a great opportunity for me to network with professionals and colleagues from India, Uganda, Myanmar, the Philippines, Kenya, and the UK. I came away feeling motivated, more prepared, and more committed to assisting than before. I appreciated that.

*-Nhung Thi Phuong Nguyen, New Energy
Nexus, Vietnam*



“

It was truly inspiring to meet with incubators and accelerators from across the Global South during this incredible week. Connecting with individuals who are tackling complex challenges and share the same mission of empowering underserved communities was both motivating and deeply valuable.

For me personally, this event provided a rare opportunity to exchange ideas, learn from peers, and gain fresh perspectives on how to navigate the challenges we face in Myanmar. For my organization, it reinforced the importance of collaboration and innovation in achieving sustainable impact. These connections and insights will undoubtedly help us refine our strategies and strengthen our programs moving forward.

-May Aung Thin Zar, ONOW



“

True to its name, "Pollinate," I witnessed a real-time "pollination" of ideas.

Engaging with peer incubators and exploring diverse models was truly inspiring, especially the way networking activities were designed. It was enriching to learn from peers tackling social problems by providing an enabling environment and the meaningful impact they are creating.

The platform provided an excellent opportunity to exchange knowledge and gain valuable know-how from the practices of other incubators. Excited to join the network very soon!

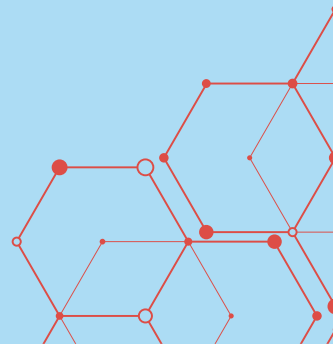
Thank you for creating such a meaningful and collaborative space!

-Shubham Singh, C-Camp





The Spread: Event Recap



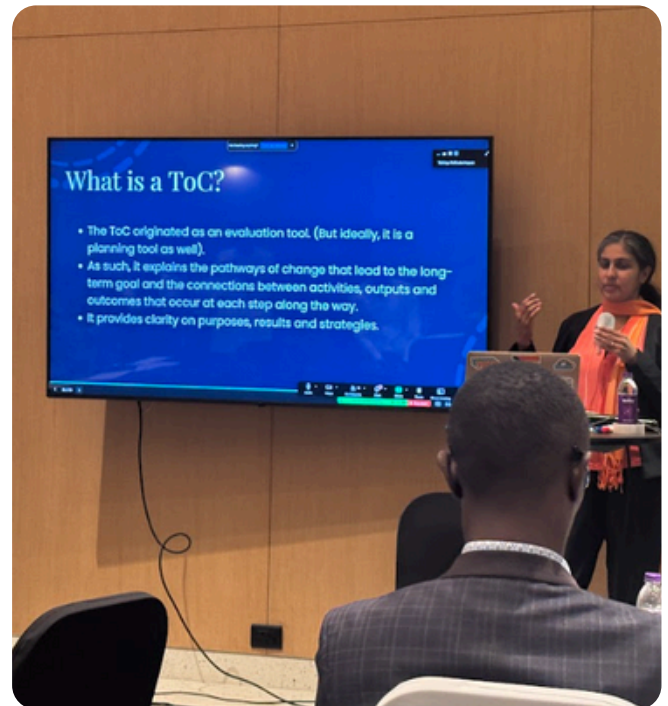
We're serving the full course of the event in all its delicious detail. Here, we take you through **the journey of the Potluck, capturing each moment, session, and experience** that contributed to the collective success of the event. At the Pollinate Potluck, our "menu" of activities, sessions, and experiences offered something for everyone.

From beginning to end, we explore the highlights, breakthroughs, and key takeaways, offering a comprehensive look at how the discussions, activities, and collaborations unfolded. This section is designed to provide a thorough yet engaging recap of what transpired, bringing the event to life for those who couldn't attend while reliving the experience for everyone who was part of it.

APPETIZERS: SETTING THE STAGE

First Pollinate Impact Annual General Meeting

For the first time, the Pollinate Impact Network members gathered for our Annual General Meeting—a hybrid feast of reflection and vision-setting. We took a flavorful journey through our 2024 progress, gathered fresh ingredients of feedback for 2025, and even served up a draft Theory of Change for the network, inviting members to season it with their insights. With voices chiming in from all over, this wasn't just a meeting—it was a recipe in the making for our collective future as a network.



KEYNOTE: NIRMAAN – SHAPING TOMORROW FOR IMPACT ENABLERS

To set the stage and re-center on why we all got into this business of impact incubation in the first place, we indulged in a thought-provoking session that challenged us to think boldly about our role as impact enablers in the eyes of start-up founders and a fellow incubator.



The Why?

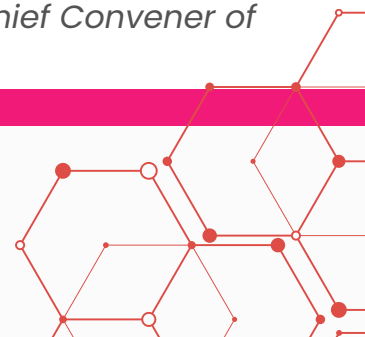
Impact Incubators have one of the hardest jobs in the world: They are building businesses in emerging markets (which is challenging on a good day), they are helping to create livelihoods, increase access to quality healthcare, feed the world's growing population, give economic opportunities to refugees and displaced people; and saving the planet, too – as if everything else isn't enough!

They do ALL of this and yet, impact incubators remain largely unrecognized, under appreciated, and under funded. Time and time again, they try to meet different expectations of different stakeholders – investors, donors, entrepreneurs, corporations, governments... and they often feel caught in the middle or even pulled in different directions. So what keeps them going? Because they want to create meaningful and sustainable change. Because of the immense pride and satisfaction of seeing their entrepreneurs thrive and grow. Because it's a boatload of fun and an incredible learning experience working with entrepreneurs day in and day out!



You all in this room have one of the hardest jobs in the world...and yet, impact incubators remain largely unrecognized, under appreciated, and under funded.

–Arielle Molino, Chief Convener of Pollinate Impact



The Entrepreneur's Perspective

We invited two entrepreneurs to share their reflections on the important role that impact incubators play, in order to keep us grounded and set the stage for the remainder of the Potluck.

Seemant Dadwal from Meraki Foundation reflected on the role that impact incubators fundamentally shape not only the entrepreneurs they work with, but also the future of the planet and humanity. He likened the relationship between an incubator and an entrepreneur to that of a parent to a child. He highlighted three key characteristics of the relationship:

1. Be the soil and not the source for your entrepreneurs. You can't always solve the problems for your 'children,' but you can create an environment, provide fertilizer, sunlight, and water to help them grow, thrive, and develop their own solutions to their challenges.
2. Be a harbour rather than an anchor. Don't set the direction for your entrepreneurs, but offer options that they can take and they will always know that they can come back to a safe harbour as and when they need it.
3. Be a season and not the sky. Eventually the 'children' will move on. Your entrepreneurs come to you for a time and your influence is temporary. Nonetheless, incubators will leave an indelible mark on their entrepreneurs, but be ready to let them go when the season changes.

Growing up, Seemant had always been in a structured environment, and had no other entrepreneur in the family.

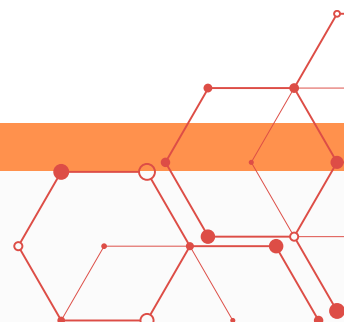
He was never in a space where he felt that not knowing was acceptable, but the fundamental takeaway that incubation provided him was to the ability to be a master of 'productive uncertainty' – the idea that, "It's ok not knowing what's next, but knowing that I can do this" and embrace that because navigation is just as important as the destination. The incubators he worked with taught him to embrace that.



“

Foundations are critical, because if there are no foundations, there's no future!

–Seemant Dadwal, CEO of Meraki Foundation



Akshita Sachdeva from Trestle Labs

shared her personal journey that started with an incubator in a small tier-two city in India as she was building out her minimum viable product (MVP). Then she moved on to incubators in Bangalore that helped her with her hardware manufacturing, applied for her intellectual property license (IP), and refined her business model and pricing. The next set of incubators focused on women leadership and women entrepreneurship, which can be a lonely journey for a female CEO.

She's been to many different incubators, and every one offered something unique to her and her business. In her view, the role of incubators is big and is not to be underestimated! Every incubator is special in the way they look at different aspects of the business, different sectors, different parts of the entrepreneurs journey, and different needs for the founding team, i.e. female leadership, hardware innovation, etc.)



You [incubators] don't know what you're doing for the hundreds of entrepreneurs that you work with every day.

-Akshita Sachdeva, Co-Founder and Director of Trestle Labs



The Role of Impact Incubators & the Potential of the Incubation Industry

To conclude our opening segment, Anand Sri Ganesh of our co-host and partner NSRCEL described his vision of where the impact incubation industry is heading. Impact incubators exist because the role of incubator is to find entrepreneurs who can contribute to both economic impact and societal growth. While economic growth is sufficient to eliminate poverty, about 70% of ventures fail, so very few will make a difference in their markets. Therefore the statistics are against incubators, but can we increase our success rates and scaling potential? Can we help them solve real problems for real customers?



We demand and deserve to scale this impact to the problems and priorities we're facing and we have to do it in our lifetime... We've got to find ways to rapidly scale the way we engage with founders and enable them to deliver the economic and societal impact we want.

-Anand Sri Ganesh, CEO of NSRCEL, IIM Bangalore

It is the role of incubators to develop growth mindsets in the entrepreneurs we work with because the owner of an idea and the owner of a venture are different – the job of incubators is to deliver that transformation. Combining that transformation and scaling that will create impact. Incubators are tasked with bringing perspective and a mental picture that founders don't have. Founders know what they know. The determinate of scale is to help founders unearth their blind spots in their journey to scale, to help them realize a mental model in their markets, for their products.

At the same time, incubators need a mental model of their own and a method of incubation. While entrepreneurship is an empirical science. Our job as incubators is to crystallize incubation into a science that will enable that mental model.

In the simplest form, it does take a village. If we are to scale solutions for the global population, we have to create a large symbiotic and cohesive community that will scale this impact to the problems we're seeing. And we have to do it in our lifetimes. We've got to find ways to rapidly scale the way we work with founders to realize the social and economic impacts we're striving for.

Our game is one of momentum. The rolling stone will get funding, sustenance, and scale, but we have to design for scale. Only at that point will incubation's true impact get recognized. If we play a small game, economics will work against us.





Main Courses: The Heart of the Potluck



CAPACITY BUILDING WORKSHOPS

Attract Stakeholders

Position participants to use their value proposition for growth.

Map Stakeholders

Enable participants to understand key relationships through a matrix.

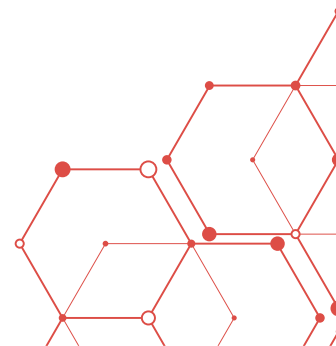


Building a Strong Incubator Network

Participating incubators had the opportunity to enhance their expertise and elevate their skills with our capacity building workshops. Designed to equip incubators with tools and frameworks needed to tackle the most common challenges faced by incubators. They had opportunities to dive deep through case studies and simulation activities and gain hands-on experience. Participants went away with practical insights and actionable guides from experts and peers that can be implemented in their organization for lasting impact.

Defining your Unique Value Proposition as an Incubator

How often have incubators emphasized the importance of a clear value proposition to their entrepreneurs? If the tables were turned, could they articulate what sets them apart as an incubator in their specific city or country? In this workshop, incubators defined and refined their organizations' unique value proposition within the ecosystem, helping them attract the right entrepreneurs and funders, and positioning the organization for growth and impact.



Session Overview

The facilitator, Jessica Stewart of Creative Metier, opened the session with a discussion on why a clear and strong value proposition is critical for incubators, emphasizing the importance of differentiation in crowded ecosystems and how a well-defined value proposition drives growth. Defining or refining an organization's value proposition isn't a one-time affair, it's a spectrum and each incubator in the room was on its own unique point in their individual organization's journey.

Real-world examples from network members were presented to illustrate how incubators have successfully articulated their own value proposition. Case studies covered various industries and regions, demonstrating the universal application of these principles. Participants learned how others have leveraged their unique strengths to attract stakeholders and drive impact.

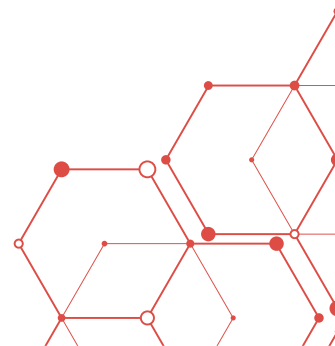
Participants engaged in a hands-on mapping exercise to identify and assess their key stakeholders in order to help incubators understand their role and relationships within the ecosystem and identify areas where they can enhance engagement or influence. The facilitator guided the group in refining their stakeholder maps and identifying opportunities for better alignment with their value proposition.

Finally, participants worked on crafting and refining their own value propositions, using insights gained from the

stakeholder mapping exercise, and the peer learning. Small group discussions and peer feedback helped participants clarify and strengthen their value propositions.



*Mapping
stakeholders opened
new doors for us.*



Meet our experts



Nachiket Kulkarni,
AVP Social
Entrepreneurship, NSRCEL,
IIM Bangalore



Shloka Sachdev,
AVP Marketing and
Partnerships, NSRCEL,
IIM Bangalore



Shubham Singh,
Senior Project Manager,
C-CAMP



May Aung Thin Zar,
Managing Director -
ONOW



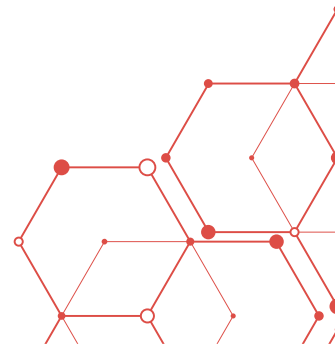
Prateek Madhav,
Co-founder & CEO,
AssisTech Foundation (ATF)



Jessica Stewart,
Head of Consulting and
Partnerships,
Creative Metier



Ashish Garde,
Director, Marathwada
Accelerator for Growth
and Incubation Council
(MAGIC)





Value Proposition

ONOW envisions a world where underserved women and youth lead resilient, thriving businesses, contributing to sustainable economic growth in their communities. Guided by this vision, ONOW's mission is to empower these groups through innovative tools, tailored mentorship, and scalable entrepreneurship programs.

As a dedicated social enterprise, ONOW tackles systemic challenges with an inclusive and adaptive approach. With over a decade of experience, ONOW transforms entrepreneurial aspirations into impactful, sustainable outcomes, even in the face of Myanmar's complex political and economic environment.

Intended Outcome

ONOW aims to empower underserved communities in Myanmar, the region, and beyond by fostering resilient and empowered entrepreneurs. By building the financial and business resilience of women, ONOW helps drive sustainable economic growth and create thriving, equitable ecosystems. Through its programs, ONOW strengthens marginalized communities, enabling them to overcome systemic barriers and build a foundation for lasting economic transformation.

Unique Offering

Our unique value lies in

- Who needs: Women and youth who face barriers to starting and growing businesses.
- Our product/service: Our Incubation Program tailored business support, digital tools, and incubation programs that provide access to financial resources, structured coaching support, and innovative tailored programs.
- Unlike generic business training providers, ONOW's approach is deeply contextualized to meet the unique needs of underserved entrepreneurs in politically and economically complex environments.
- Our product reduces the pain of systemic exclusion and creates gains through skills, networks, and sustainable business models.

Who needs: Women and youth who face barriers to starting and growing businesses.

- Our product/service: Our Incubation Program tailored business support, digital tools, and incubation programs that provide access to financial resources, structured coaching support, and innovative tailored programs.
- Unlike generic business training providers, ONOW's approach is deeply contextualized to meet the unique needs of underserved entrepreneurs in politically and economically complex environments.
- Our product reduces the pain of systemic exclusion and creates gains through skills, networks, and sustainable business models.

ONOW offers a variety of impactful programs:

- Resilience and Recovery Business Incubator: Supporting women entrepreneurs in peri-urban Myanmar with hands-on business coaching and seed funding.
- Growth Accelerator: Helping small businesses scale through tailored guidance and resource optimization.
- Digital Training for Migrants: Empowering Myanmar diaspora with flexible, accessible training and entrepreneurial tools.
- Global Partnerships: Collaborating with Business Support Organizations to scale impact beyond Myanmar.

ONOW ensures holistic support for its participants, including:

- Comprehensive training and mentorship tailored to individual and regional needs.
- Access to funding, tools, and market networks.
- Digital platforms that enable continuous learning and adaptation for underserved populations.

Strategic Alliances

ONOW collaborates with:

- International agencies such as UN Women and Norwegian Refugee Council to expand its reach and effectiveness.
- Local and global Business Support Organizations to innovate and scale impactful programs.
- Grassroots organizations, ensuring alignment with community needs and sustainability.

Call to Action

Join ONOW in reshaping the entrepreneurial landscape for underserved women and youth. Partner with us to create lasting economic impact in Myanmar and beyond.



THE OTHER CASE STUDIES ARE VIEWABLE IN THE ANNEX.



Impact Measurement Toolbox

How many incubators cringe when they hear “impact measurement” or “metrics”? How often does the Portfolio Manager’s blood boil when she has to get “updated numbers” from their alumni? Incubators can leverage pre-existing frameworks, tools, and strategies to identify and track the right metrics for measuring their incubator’s impact and ensure effective reporting to stakeholders while informing the organizational strategy.

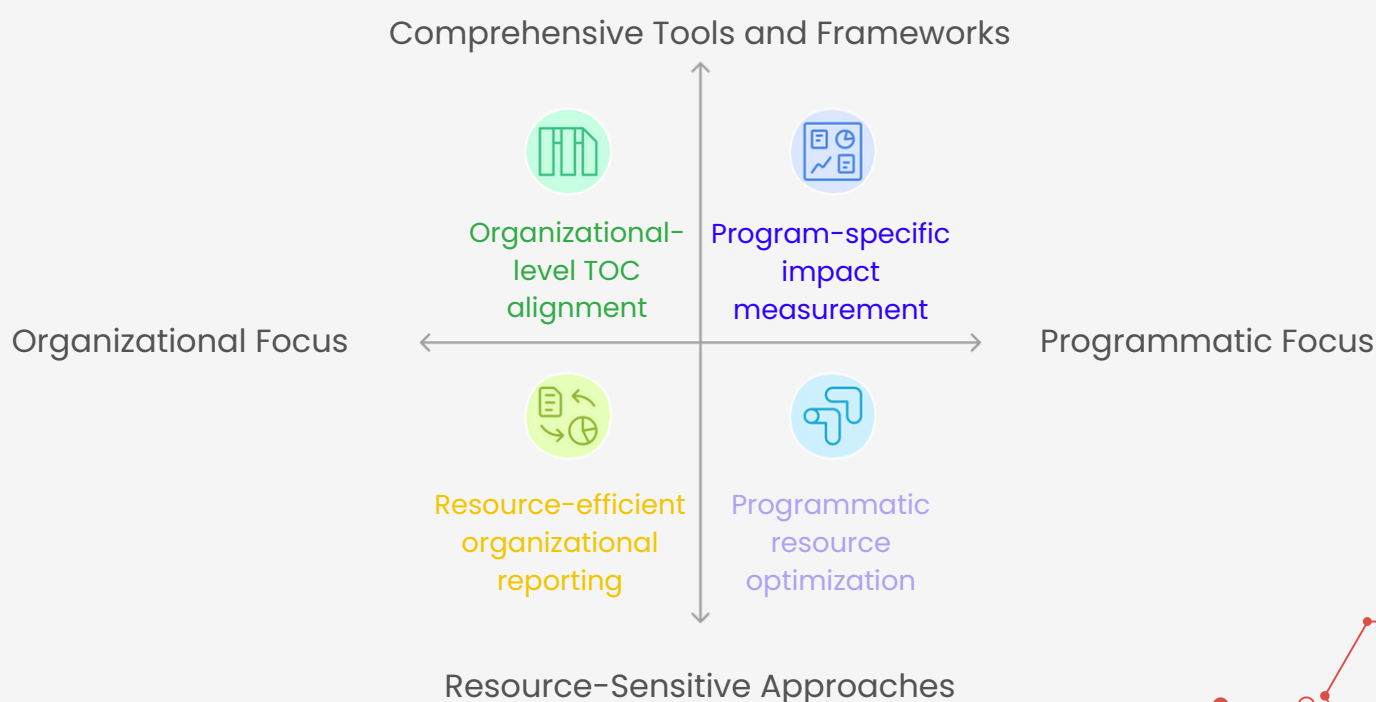
Session Overview

Because we can’t measure impact without having a clear Theory of Change, this workshop began by providing guidance and tips on approaching organizational TOC and participants working through their own TOCs.

In order to ground the session in practical application, Upaya Social Ventures walked the participants through Upaya’s end-to-end process while sharing their learnings and experiences along the way, including developing the TOC, identifying indicators, gathering data, and analyzing data.

Following this real-life example, more peer incubators shared their own experiences of impact measurement and emphasized the importance of quality data which can actually empower the organization. Better quality data enables a better articulation to funders and provides an opportunity to transform that data into a compelling narrative of impact. Participants then broke into small groups to share their feedback on creating or refining their own TOCs and sharing experiences on tools and resources that they had used.

Impact Measurement and Reporting Strategies



Meet our experts



Purushotham Shivkumar,
Senior Associate, Impact
Measurement &
Technology, Villgro
Innovations Foundation



Sneh Bharadwaj,
Data Analyst - Impact
Measurement &
Management, Upaya
Social Ventures



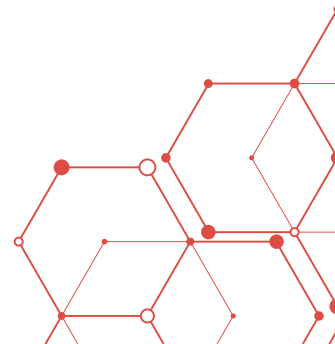
Rini Dutta,
Lead - Fundraising &
Partnerships, Impact
Measurement and
Communications, Villgro
Innovations Foundation



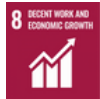
Gladys Kivati,
Shared Value Hub



Devyani Srinivasan,
Senior Consultant, Probex
Management Consulting



OUR THEORY OF CHANGE



Our Vision

We envision a world where everyone has the opportunity to earn a dignified living and pursue their dreams.

Impact

households can not only meet their critical needs but are self-sufficient

households build up a savings cushion to deal with emergencies and unexpected events

the next generation has the freedom to pursue careers of their choice and earn more than the previous generation

Outcomes

jobholders are increasingly able to purchase household assets that help improve their quality of life

households increase their savings

children stay in school and are able to pursue higher education

jobholders can satisfy their most critical needs such as food, clothing, shelter, and security

households are able to pay down and reduce their debt burden

jobs provide additional benefits to help stabilize lives such as bank accounts and savings plans

households increase their investment in children's education

Outputs

businesses create at least 1,000 dignified jobs, providing steady and increased income for people living in extreme poverty

businesses double their revenues, achieve profitability, grow their operations, and raise follow-on impact investment to keep expanding their business models

Activities



Identification

we identify impact-driven businesses who have the potential to create jobs for people living in extreme poverty



Acceleration

we strengthen businesses by providing them with support in investment-readiness, financial and impact management, and leadership development



Investment

we invest long-term patient capital in the most promising social businesses



Advisory

we extend deeper non-financial advisory support to our portfolio companies

Inputs

purpose-driven entrepreneurs working for marginalized communities

a team of professionals who understand entrepreneurial challenges and are committed to poverty alleviation

philanthropic funding that is impact-oriented and has patient timelines

expertise in areas like entrepreneurship, financial management, and impact management

PEER-LED WORKSHOPS

1

Explore Current Strategies

Understand existing methods used by other incubators in the Global South.

2

Consider Alternative Streams

Brainstorm new and innovative revenue sources.

3

Analyze Current Spread

Evaluate the variety and distribution of current revenue streams.



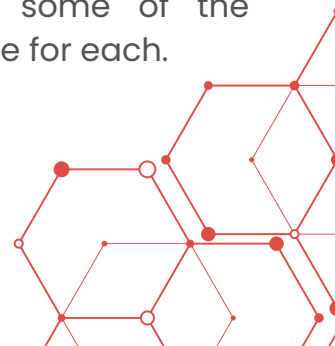
How to diversify revenue streams?

Our peer-led workshops sessions were guided by fellow impact enablers to explore shared challenges and opportunities. What transpired was a honest and candid exploration of of root causes to their biggest challenges. Honest and open conversations provide spaces for participants to dig deeper as a group to understand the root causes of some of the biggest challenges we experience as incubators and accelerators. These sessions were centered on collective wisdom, with lively discussions, best practice sharing, and mutual learning. Together, we uncovered new strategies

and learned from each other's experiences.

Diversifying Revenue Streams to Improve Sustainability

How often have incubators considered diversifying their revenue streams? Many wonder if they're alone in this challenge or if peers have cracked the sustainability code for incubators. For those who are curious about strategies they can borrow from other regions or markets, this session featured different innovative revenue streams, when they work best, and what some of the greatest challenges were for each.



Session Overview

Five incubators shared each of their revenue streams, describing the revenue stream, why it works for their organization, and highlighting specific challenges they experience in relation to that revenue stream.



Consulting Fees

Vijaya from Social Lens Consulting highlighted that 90% of her revenues come from consulting fees. She highlighted that there is no magic formula to pricing, rather she advised that her peers should start by considering time, cost, and resource effort required for a specific project. Even then she encouraged them to also consider harder-to-quantify elements, such as the value of the relationship with that client and the energy that you put in to build what she calls an “economy of scope” where you are constantly investing in building your expertise.

Challenges that come with the consulting revenue stream is that pricing can be a challenge, and some clients will push back on overall costs. Vijaya cautioned her peers that some clients may not be willing to pay for hard and soft infrastructure, such as office space – overheads which cost the organization, but which may not be included in pricing of hours spent on the project.



SNDBX Model

When Chris from Wylde started the SNDBX model back in 2010, he and his team realized that the entrepreneurs they were supporting didn't want a hit and run, and they didn't want a lot at one go. The entrepreneurs didn't want just one thing, but comprehensive business support. That gave birth to the idea of bringing in expert providers all under one roof, such as insurance, ICT, legal, HR, etc.

These experts pay to be a part of the SNDBX community and they are permanent residents in the co-working space, where entrepreneurs can come there and meet any experts they need. As a result, they can attract donors and funders and offer voucher systems to entrepreneurs worth \$100 and the entrepreneur can choose which expert they want to leverage with that money. They have begun to export this model, having opened its first new branch in Atlanta, Georgia and with planned openings in Cape Town, South Africa, Addis Ababa, Ethiopia, and Kampala, Uganda.



Government Funding

Alok from IIT Delhi shared about the current government funding schemes in India, where there is an umbrella under the Atal Incubation Center. In the first phase of the program, 70 incubators received 5 years' worth of funding, and the second phase has recently been introduced to extend it.



Funds can be used for capacity building, infrastructure, to manage operations, to manage and/or organize a program, pay for utilities, etc. While the government funding provides much-needed support to incubators, many institutions can't become self-sustainable in just five years, but need at least 7-8 years before reaching that stage.



White Labelling

Thinzar from ONOW shared their story that in the early years of their work supporting startups and women entrepreneurs, their per-entrepreneur costs to incubate were quite high, and as a result, their capacity to train at scale was limited to just a few hundred women per year. Before COVID-19 hit, the organization had already started to explore how technology could support the delivery of their programs, and then when the pandemic hit, they had no choice but to switch their programming entirely to digital means. In turn, this helped them scale to reach more women entrepreneurs than ever before.

When it worked, they began to explore the possibility that other incubators may also be able to use this digital resource for their own entrepreneurs. They are offering this in two ways: 1) incubators can replicate ONOW's proven approach in the way they coach and how they deliver the programs or 2) incubators can utilize the resources that they already have, but use those resources with ONOW's technology base.



Corporate Funding

Shreya of NSRCEL, IIM Bangalore, shared that 80% of their funds come from corporations. Thanks to the fact that they have a long history of 24 years of incubation, and that they are housed within the India Institute of Management Bangalore, a Tier 1 academic institution, they have strong credibility with corporations. They have established academic rigor as well as the ability to leverage a healthy network of alumni and mentors, which helps them attract corporations. India also has a law dictating that corporations have to give 2% of net profits as CSR, which NSRCEL, IIM Bangalore is well positioned to offtake.

The downsides of corporate funding is that they often want a lot of branding, visibility and PR, which can take a lot of time and resources. The funding itself is a double edged sword, because while NSRCEL, IIM Bangalore appears to be well funded by all these corporations, it's difficult to secure other sources of funds due to this perception that the organization is already well-funded, so "why should we give you more funding?" Unrestricted funding is hard to come by, so even if they may want to explore other sectors or avenues, they may not have the latitude to do so. An example of this is the Goldman Sachs 10,000 Women initiative, which is great, but which is only focused on a specific segment of women entrepreneurs, limiting support for other underrepresented segments.



Meet our experts



Vijaya Balaji,
Founding Partner, Social
Lens Consulting



Christopher Odongo,
CEO, WYLDE International



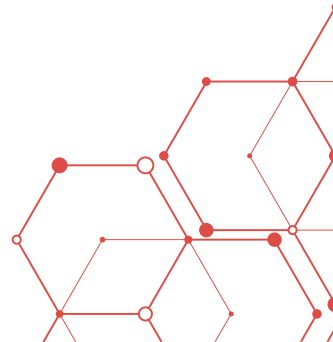
Alok Pandey,
CEO, AIC IIT Delhi



May Aung Thin Zar,
Managing Director -
ONOW



Shreya Agrawal,
Lead - Fundraising &
Partnerships, NSRCEL, IIM
Bangalore



Key Takeaways

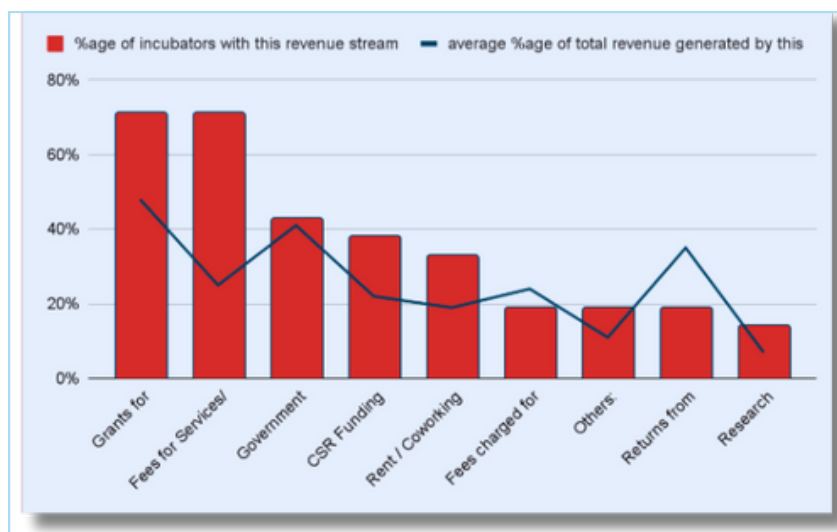
As part of the workshop, we asked each participant to document their revenue streams to help us understand the trends pertaining to how incubators manage to sustain themselves. The data below highlights what we learned.

Revenue Stream	% of Organizations Using It (Out of 21)	Avg. % of Annual Revenue	Key Challenges
Grants for program implementation	71%	48%	Getting the right partners. Not stable, Short-term, Delays in implementation and payout, Not very flexible funding, Lead conversion is long, need a dedicated fundraising team
Fees for Services/ Consulting Assignments	71%	25%	Defining pricing and roles in consulting, Lead conversion, Mission drift from incubation core, client retention
Government funding	43%	41%	Political swings can mean delay/absence of funding, time-bound, effort to work with government, delays in payment
CSR Funding/Corporate Innovation	38%	22%	Building corporate relationships, lead turnover time,
Rent / Coworking Space / Facilities	33%	19%	Getting people to pay on time, maintenance of space,
Returns from investments made	19%	35%	Liquidity when needed, High NPA
Fees charged for incubation (paid for by entrepreneurs)	19%	24%	Getting entrepreneurs to pay vis a vis a free program from others, efficiency in program management,
Others:- Advisory Equity- White Labeling- Sandbox method	19%	11%	Demonstrating value of service



Revenue Stream	% of Organizations Using It (Out of 21)	Avg. % of Annual Revenue	Key Challenges
Research	14%	7%	Unpredictable stream, Time,
Hosted events	0%	0%	

The data highlights a strong reliance on grants for program implementation, with 71% of organizations using this as a revenue stream, contributing an average of 48% to their annual revenue. However, challenges such as securing the right partners, long lead conversion times, and delays in payouts make this an unstable and short-term funding source.



Similarly, consulting assignments, though widely adopted (71%), bring concerns around pricing, mission drift, and client retention. Government funding, utilized by 43% of organizations, provides significant revenue (41%) but comes with bureaucratic hurdles, political uncertainty, and delayed payments. On the other hand, revenue streams like corporate funding (38%) and coworking spaces (33%) present moderate adoption but face challenges in building relationships and ensuring timely payments.

It's important to note that the organizations securing significant government and corporate funding are primarily India-based incubators, where such funding

sources are more accessible due to national policies and corporate engagement mandates.

Notably, returns from investments—despite being leveraged by only 19% of organizations—contribute an average of 35% to revenue, indicating a high-reward potential, but one with long timelines and liquidity concerns. Indigram Labs was an outlier in this regard, generally pulling up the average, since their model generates 80% of their revenue from returns from investment. Revenue from incubation fees (19%) and research (14%) remains limited, with organizations struggling to justify costs to entrepreneurs and facing unpredictable funding cycles. Ultimately, diversifying revenue sources remains key, with a need to balance financial sustainability while staying true to the incubation mission. We see incubators with an average of three major funding streams, which speaks to the very real needs of diversifying funding models.

Managing and Deploying Funds to your Enterprises

Many incubators feel increasingly frustrated because the enterprises they've painstakingly supported over the last 3, 6, or 12 months are struggling to raise the funds needed for growth. Some wish they had their own funds to invest in the entrepreneurs they support, but managing and deploying funds directly isn't for everyone – and isn't the only solution to the problems of getting follow-on investment for enterprises. Participants had the opportunity to learn about different strategies their peer incubators employ to finance their entrepreneurs directly, so they can decide if this is the right path for their incubator or accelerator, and for their enterprises.

Session Description

The session started with peer incubators sharing their diverse strategies for investing in their entrepreneurs directly,

highlighting why they decided to start their funds and how they work.

Villgro Innovations Foundation highlighted its First Loss Default Guarantee. They started it because access to debt is a really critical challenge for entrepreneurs. Since the entrepreneurs often don't have collateral or a track record of profitability, the financial institutions are reluctant to lend to them. Villgro provides the guarantee to the financial institution as a risk mitigation measure. You can't evaluate only on collateral and profitability, so Villgro is co-developing these models with the banks, which is more time consuming, but the skills sets are complimentary: The financial institutions can recover since they are experts at giving and recovering, while Villgro is good at helping the entrepreneurs and their support helps the entrepreneur repay the loan.

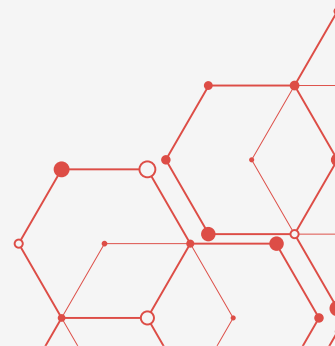
Fund Management Decision Cycle

Explore Alternatives
Consider other investment strategies if fund management is unsuitable.



Assess Suitability
Evaluate if managing a fund aligns with organizational goals.

Learn from Peers
Gain insights from successful fund managers.



Indigram Labs shared their convertible equity model.

When they started with mentoring and advisory support, they didn't feel like they were being taken seriously, so they shifted to making direct investments in convertible equity. However, not every company can be a unicorn, and a lot of people are being left out of this equation, especially in India, where half of the population is in agriculture at a grassroots level. Therefore, Indigram Labs focused its funds on agriculture and food, since it is such a large part of the economy. They've made 70 investments, and those companies have raised \$480M in follow-on capital.

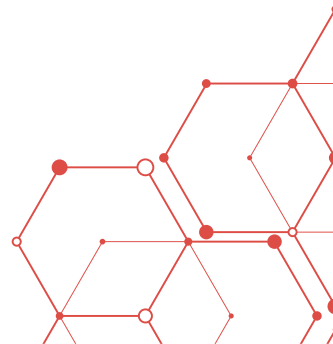
Villgro Africa shared their blended finance and equity models.

Villgro Africa started giving grants in 2016, but they realized that the entrepreneurs just go once they get the money – any advice given or request for impact metrics goes unanswered. So they started taking equity and are seeing some great success, having invested \$675K, and total assets under management (AUM) are now at over \$2 M. In the process, they realized that equity is a great lever for giving more advice and getting more reporting back – overall, the entrepreneurs value the assistance more than the incubator is providing. Sometimes, Villgro Africa will also offer a blended finance approach where they start with grants, and when the entrepreneur hits a certain milestone, they can graduate to getting equity.

Upaya Social Ventures shared their model for issuing recoverable grants.

Upaya raises philanthropic capital from the US, and invests it in India to build dignified jobs. They're not a traditional investment fund, but they wanted to be able to get the funds back and reuse them for the next entrepreneur. They offer convertible notes that can convert four to five years down the line. They have also piloted an outcomes-based financing mechanism to offer a low-cost debt structure. In this experimental model, the entrepreneur has established milestones for impact and the business, and based on the level of milestones achieved, the interest rate reduces. It could even come down to 0%, but it depends on the outcomes they can achieve. Next year, they hope to be able to share some more concrete results from this pilot program.

After the group sharing, participants broke into smaller groups for further discussion. The first group focused on those participants who are considering fund management, where they discussed the steps and resources needed to get started. The second group was focused on those who are already managing funds, where they explored strategies for sustaining and growing funds, and balancing them with broader organizational goals. The last group was composed of those not considering fund management, where they discussed alternative ways to secure follow-on investment without managing your own fund.



Meet our experts



Ashish Khetan,
President & CIO, Indigram
Labs Foundation



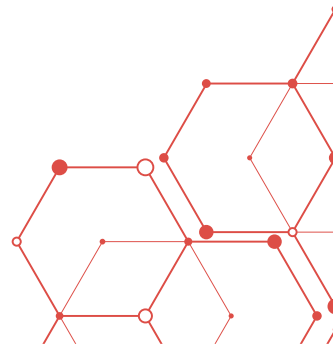
Vibha Sharma,
Head, Impact Financing,
Villgro Innovations
Foundation



Rachna Chandrashekhar,
Manager - Accelerator
Investments, Upaya
Social Ventures



Wilfred Njagi,
Co-Founder, Villgro Africa



Fund Deployment Peer Case Study | Villgro Innovations Foundation



निर्माण
Nirmaan

Pollinate
POTLUCK
FOOD FOR IMPACT: SHARE SOME, TAKE SOME
— 2024 —

villgro
possible.

Gallery Walk Deploying Funds

Type of funds you invest:

*Grant,
equity,
debt,
convertible,
first-loss
guarantee*

Ticket size

*Up to INR 10mn
or USD 125,000*

Summary of investment terms:

*Depends on the
enterprise stage*

Total AUM

*With Villgro over
USD 1.5mn
+ additional
through
partner banks*

How long have you been making these investments?

Almost 20 years

What is the source of your funding?

*Philanthropic
+ partnerships with
banks*

What is the biggest success / impact you've had when providing funds directly to entrepreneurs?

*Enabling impact at a larger
scale and playing a
catalytic role in attracting
commercial capital into the
developmental sector has
been the biggest success of
our funding to the
enterprises.*

What's the biggest learning you've had?

*We cannot look at innovative
businesses serving the
disadvantaged with the
same lens as the other
businesses, we need to tailor
financing solutions to their
characteristics if we want to
create social impact.*



THE OTHER CASE STUDIES ARE VIEWABLE IN THE ANNEX.

ESCAPE ROOMS

The Escape Room sessions were anything but an exit strategy! Tackling two critical topics—"How Do We Develop Talent for the Impact Incubation Industry?" and "Improving Quality of Incubation"—participants dove deep into brainstorming and prototyping. Using a design sprint framework, these sessions are all about quick thinking, creative problem-solving, and collaboration. The creative energy was so infectious that many stayed well past the session time to refine their ideas and solutions. It was clear that the only thing participants didn't want to escape from was the chance to collaborate and build something meaningful together.

How do we Develop Talent for the Impact Incubation Industry?

Session Description

How do most incubation staff land in their current roles? Is it by chance, or an opportunistic accident? For many of us in the impact incubation space, serendipity played a part. But when it comes to our most valuable asset—our people and teams—we can't leave things to chance. If we want to grow our organizations and achieve the collective impact we aspire to, we need to be intentional.

This dynamic escape room dove into the challenges incubators face in attracting, developing, and retaining top talent. Together, we thought up solutions that can shape the future of the impact incubation industry.

Session Highlights & Takeaways

In this dynamic Escape Room session, participants tackled one of the most pressing challenges in the impact incubation space: attracting and retaining top talent. Two major barriers emerged—remuneration structures and management capacity—both of which significantly affect the sector's ability to build sustainable, motivated teams.

Key Challenges Identified:

- **Remuneration & Incentives** – Many incubators struggle to properly compensate employees, often due to project-based funding models. Additionally, there is a lack of clear salary progression frameworks, making it difficult for talent to see how their contributions translate into growth.
- **Leadership & Management Gaps** – While many C-suite leaders and managers possess strong business acumen and strategic vision,



- they often lack essential leadership and team management skills, leading to poor performance, high turnover, and unsustainable incubators.

Breakout Group Solutions:

1. Designing a Transparent Salary & Incentives Framework – One group developed a modular process from hiring to retention, helping incubators establish clear growth planning and remuneration structures to align employee success with financial incentives.
2. Diversifying Revenue Streams for Sustainable Compensation – Recognizing that fixed-cost salaries often remain stagnant due to project-based funding, another group created a "Revenue Tree Framework" outlining innovative ways incubators can expand income sources, ensuring long-term staff development and financial stability.
3. Building an Incubator Leadership Hub – The leadership-focused group designed a resource and assessment platform to equip incubator managers with the skills they need to effectively lead teams. This hub would serve as a space for peer learning, leadership assessments, and a support network, with a long-term vision of pooling grants and fellowships for leadership development.

This session underscored that while impact incubators are at the forefront of social innovation, sustaining and growing talent requires structured career progression, diversified funding models, and stronger leadership development. The prototypes presented offer tangible pathways for the sector to address these challenges and build a more resilient, empowered workforce.

Improving Quality of Incubation

Session Description

Incubators often feel like they could do more for the entrepreneurs in their programs. We all know that the quality of support an entrepreneur gets from an incubator or accelerator varies from program to program. Sometimes it's because of the budgets available, sometimes it comes down to the expertise available that can be leveraged, and sometimes there just aren't enough hours in the day.

Key Challenges Identified:

- Early stage incubators need a way to differentiate their service offerings because they're working in an ecosystem with limited resources. Entrepreneurs need better quality service and clear value addition (i.e., not wasting time getting the same support) and sector expertise and working. Important to build a defensible moat if you want to achieve all of this.



- Entrepreneurs require tailored support in developing their business and management acumen to address the immediate needs in their lab to market journey.
- Incubation programs need a process to evaluate the performance because standardized benchmarks to measure program success do not exist.

Breakout Group Solutions:

1. Start by understanding the landscape and the ecosystem, in order to inform where you want to build deep expertise. This opportunity should be based on gaps and challenges that other incubators aren't looking at. Then find the right biz models and founders – this combination is extremely important. Then provide funding that is relevant and catalytic. This is not in isolation but alongside nonfinancial support, like access to networks – again, you can attract industry partners along with government access that can open markets for businesses. All of this will lead to business growth (5-7 years +), and when you start showing that track record, it demonstrates you did something right.
2. Begin with a self-assessment of the incubator's core competencies and get in-depth feedback from your alumni to see what your strengths are. Identify capacity gaps and where you

want to be in 5 years (i.e. ~~best incubator~~ in my core competencies.) Then identify partner hubs and what their incentives are, to help clarify how you fit in to provide complementarity. Once that is clear, do your due diligence, structure a partnership, and sign a partnership agreement. Remember to consistently review and ensure it's working.

3. In the first phase of the program, the incubator should incorporate an assessment framework for the entrepreneur to identify the specific areas of need. Then comes the program design phase, where the incubator identifies and matches coaches and mentors, alongside whom the incubator can design the goal posts for the entrepreneurs, and what outcomes they need to achieve. After that, the incubator will deploy and implement the program with the opportunity for feedback loops from participants. Their direct feedback will loop back to the design phase with opportunities for continued improvement and quality delivery of the program. In the final drawback phase, the incubator reduces support to the entrepreneur and starts to realize the benefits and impact being created by the entrepreneur.

4. Quickwins – feedback from entrepreneurs; when we pitch the program to donors, we define success (qualitative & quantitative), i.e., # of applications, stage selections, etc., # of demo days, roadshows, etc. Qualitative,



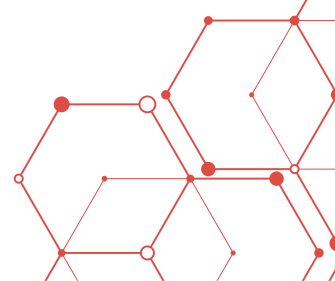
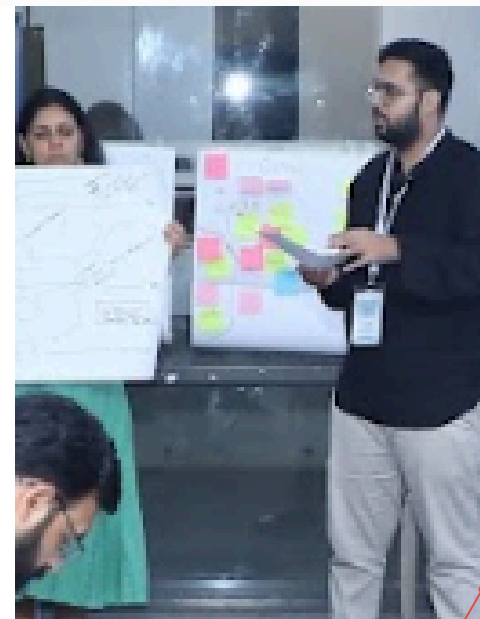


entrepreneurs should progress, i.e. confidence levels; how they're personally

- Program managers & associates should have an incubation induction program, every

Solution: 2 parts

- Induction program 7-14 days to align with the objective and mission
- Training program for that particular level for those new team members
- Sponsor CEO for best practices for their needs, to watershed down
- Feedback programs at different levels, lower, mid-level, level at upper levels of staff of the incubator
- Review meetings and trace them every quarter
- It will help understand if the problem is the incubator or the entrepreneur



IMMERSION VISITS

Hosted by Villgro Innovations Foundation, C-CAMP, and IKP Eden, these visits gave participants a hands-on view of innovation and impact in action.



Villgro Innovations Foundation: Cultivating Impact Through an Ecosystem Approach
At Villgro, participants explored how a whole-of-ecosystem approach can drive sustainable solutions in the agri-climate sector. Rather than supporting individual entrepreneurs in isolation, Villgro strategically connects smallholder farmers, agritech startups, logistics providers, and market enablers to create a cohesive and sustainable value chain. Participants were particularly inspired by how this interconnected model strengthens not just individual businesses, but the entire ecosystem—offering insights into how incubation programs can move beyond direct support to system-wide impact.



C-CAMP: Accelerating Deep Science Innovations

The visit to C-CAMP (Centre for Cellular and Molecular Platforms) opened up a world of deep-tech and bioscience innovations. As one of India's premier biotech incubators, C-CAMP plays a critical role in translating scientific research into market-ready solutions, providing startups with access to state-of-the-art labs, funding, and mentorship. Attendees were struck by the emphasis on regulatory navigation and commercialization strategies, realizing that incubators supporting science-driven ventures must bridge the gap between research and real-world impact.

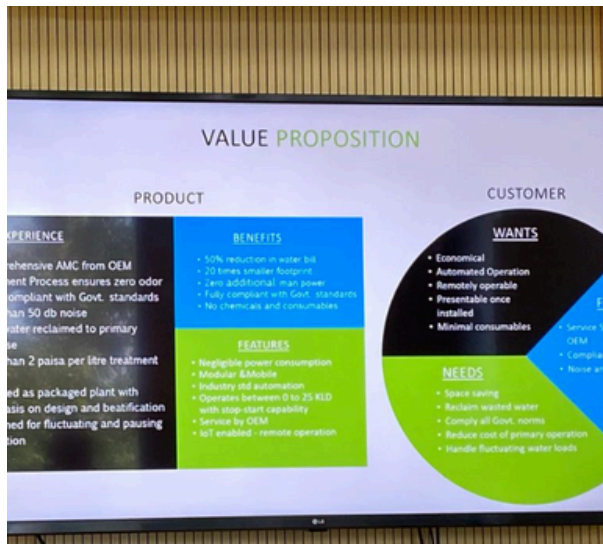


IKP EDEN: A Playground for Hardware and Health Tech Innovations

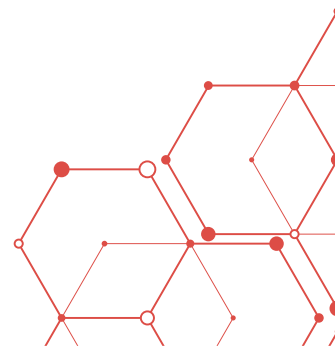
- At IKP EDEN, a leading hardware and health-tech incubator, participants saw firsthand how physical innovation spaces can empower entrepreneurs to prototype, test, and scale solutions. The facility's cutting-edge maker labs and rapid prototyping support sparked discussions on the importance of access to infrastructure in early-stage incubation.

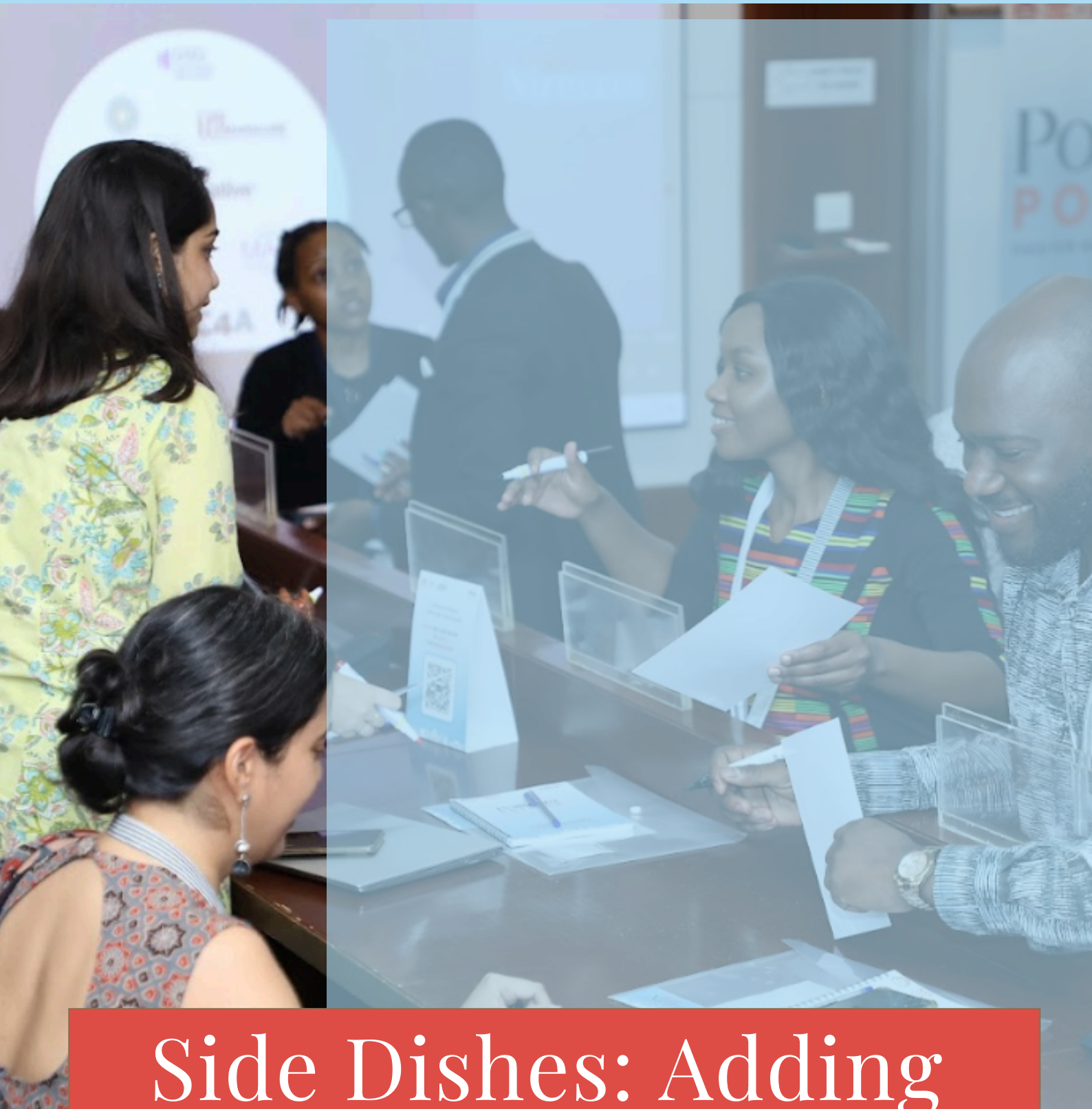


Many attendees reflected on how such spaces de-risk innovation by lowering development costs—a model they hope to integrate or advocate for in their own ecosystems. Participants even got to see Akshita (who addressed the group during the keynote opening address) and the Trestle Labs team in action! The team demonstrated their assistive reading technology — and even showed off the ability to translate a book from English into Kiswahili for the Kenyan visitors.



These immersion visits reinforced that successful incubation requires beyond-the-grant thinking, fostering interconnected ecosystems, and accessible innovation infrastructure.





Side Dishes: Adding Flavor



NETWORKING SESSIONS

Our networking sessions were the perfect blend of fun and purpose, bringing the true spirit of a Potluck—everyone contributing, sharing, and leaving with something valuable.



Human Bingo kicked things off with high energy as participants raced to complete their cards, meeting new people and uncovering shared interests. The stakes were even higher with prizes from The Human Edge, offering free enrollment in their 'Make the Most of Mentoring' course, valued at £199 GBP!



Asks & Offers transformed collaboration into a dynamic auction, where participants “bid” their expertise, resources, and support to help each other achieve their goals. The excitement was palpable as people discovered unexpected opportunities for synergy.



Partnership Brokering brought it all together, with attendees engaging in three rounds of 1:1 connections, leading to 77 meaningful new relationships across 29 organizations and institutions. These weren't just conversations—they were the start of real collaborations, with participants leaving with concrete next steps to turn ideas into action.



With laughter, learning, and connections that will last well beyond the Potluck, these sessions proved that the best partnerships are formed when we come to the table ready to share.



The Snack Exchange was a heartwarming and flavorful highlight of the Potluck, celebrating the diversity of our global community.



Dressed in cultural attire, participants shared snacks that held personal and cultural significance—some tied to childhood memories, others unique to specific regions, and some grown only in certain parts of the world.

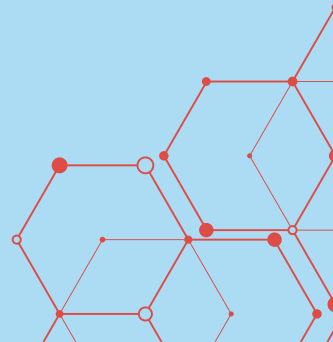


Through these exchanges, we not only tasted a variety of foods but also connected with the stories and histories behind them. This enriching experience, followed by a cultural dinner, brought everyone closer together, embodying the spirit of shared learning, connection, and celebration.





Dessert: Sweet Endings

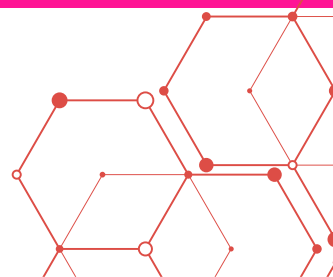




CULTURAL GALA DINNER

Like any great potluck, our Cultural Gala Dinner was a celebration of flavors, stories, and vibrant traditions. Dressed in stunning cultural attire, everyone brought a piece of their heritage to the table—quite literally—as we shared a meal, laughter, and unforgettable moments.

Between bites of delicious food, we honored the spirit of community with a few special awards, recognizing those who truly embodied the essence of the Potluck. It was a night of connection, color, and camaraderie, proving that the best gatherings are the ones where every voice, every culture, and every contribution has a seat at the table.



COMMUNITY COOKING CLASS

A hands-on culinary adventure where participants bonded over Bangalore's iconic dishes, turning a simple meal into a shared experience. From the moment of arrival, a warm welcome set the tone, making everyone feel intentionally invited into the space.

Aprons on, the session began with a thought-



Laughter filled the room as new skills were learned, stories were exchanged, and strangers became teammates. By the time the meal was served, it was more than just food on a plate—it was a reminder that shared experiences, no matter how simple, have the power to bring people together. Even the most skeptical participants left with full hearts, proving that cooking isn't just about making a dish—it's about creating moments that nourish beyond the table.



provoking question: "When was the last time you cooked?" The room instantly buzzed with stories—some loved cooking, others rarely found the time. As the chef guided the group through both vegetarian and non-vegetarian recipes, the conversation flowed, highlighting how cooking has become a lost art for many yet remains a powerful way to connect.

Some participants dove straight into chopping and stirring, while others soaked in the experience, reflecting on the universality of food traditions.



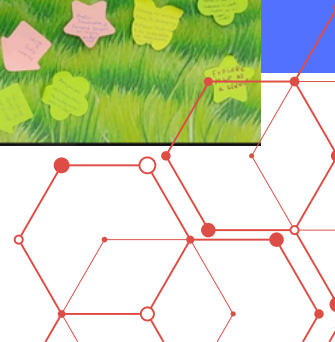
GARDEN OF LIFE CLOSING CEREMONY

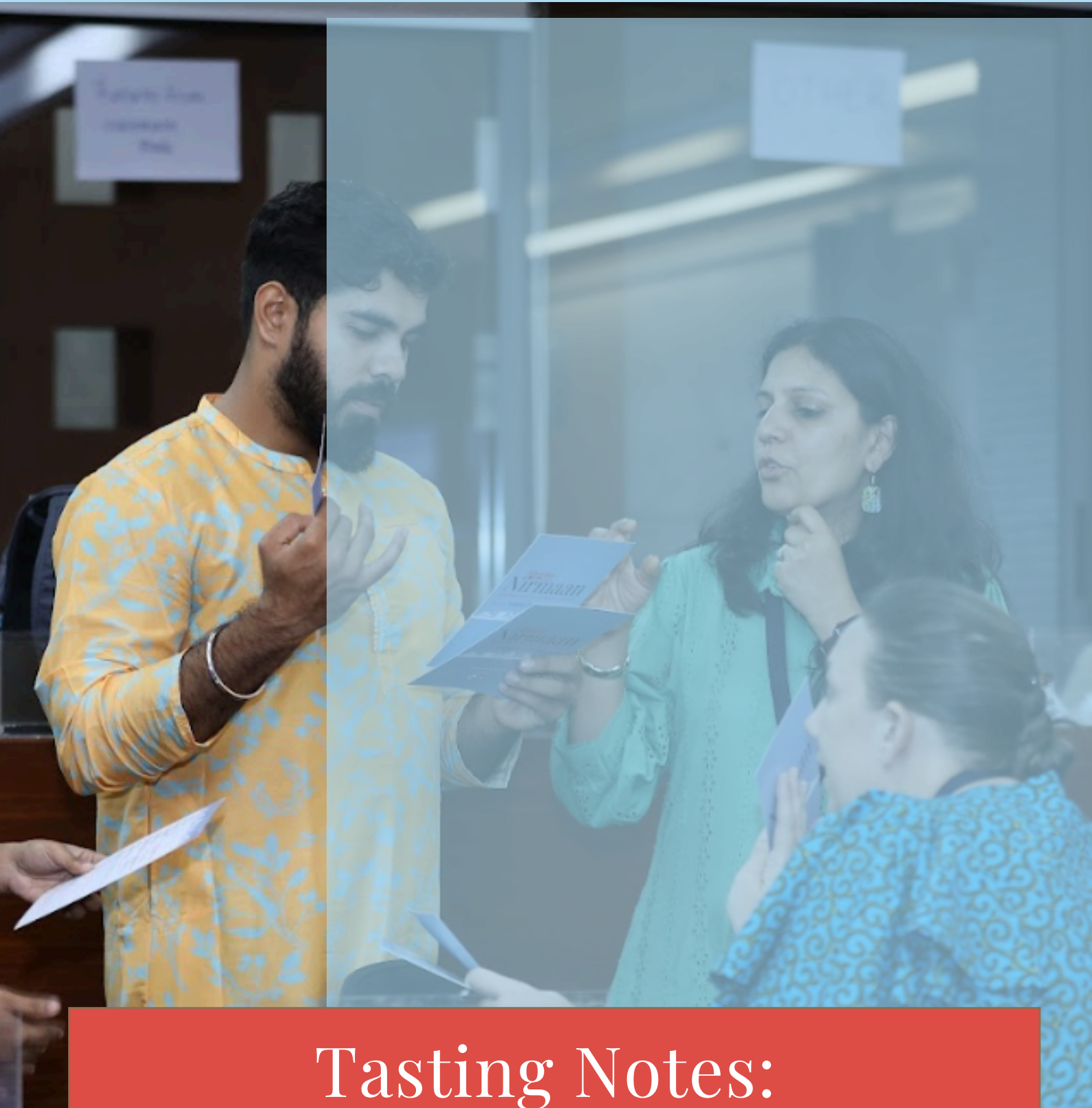
The Garden of Life began on Day 1 as a space for participants to plant their insights, ideas, and reflections throughout the event.



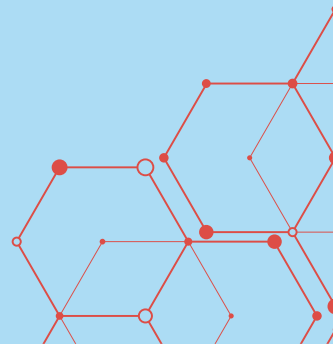
As the garden blossomed, it became a visual representation of the collective knowledge and inspiration growing over the course of the Potluck.

By Day 2, we culminated the experience with the Star Action, where each participant made a small but meaningful commitment to take forward—a promise to carry the spirit of Nirmaan and continue building for a better impact on the incubation industry.





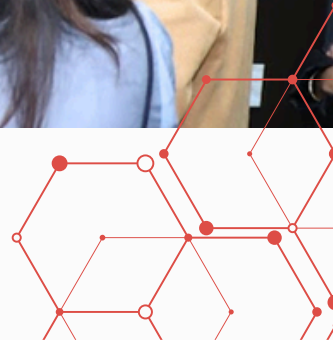
Tasting Notes: Key Outcomes and Learnings



Tasting Notes is where we take a moment to savor the key takeaways from the Potluck. Just like any fine dish, this section highlights the essential flavors—insights, outcomes, and learnings—that made the event truly memorable and impactful. Here, we reflect on the knowledge shared, the connections made, and the actions inspired throughout the event. It's a chance to look at how the Potluck sparked growth for the participants and the impact incubation ecosystem as a whole, ensuring that the spirit of collaboration and learning continues to resonate long after the event ends.

The Power of Peer-Led Learning is Tremendous. Impact Incubators have an immense and powerful amount of knowledge and experience, but not enough opportunities to share with each other. A common focus is put on “capacity building” of incubators, but who knows better than the practitioners themselves? Peer sharing is a powerful tool and we need to continue fostering learning environments that empower participants to grow, reflect, and take action – opportunities which are currently far too infrequent.

- The opportunities to share these learnings across borders, and across the Global South are immense. Impact incubators experience shared challenges, but innovative solutions and approaches need to be shared more. There are examples of successful models and approaches that need to be promulgated far and wide across the industry for them to be adopted and adapted to local contexts and situations.
- While this knowledge sharing is a key foundation of inspiration to peer incubators, the implementation and piloting of new and innovative models need support and resourcing in order to put them into practice. Impact incubators often feel that their hands are tied without the latitude to resource these new approaches or models.



Systemic Challenges Require Collaborative Solutions. Deep-seated issues are holding impact incubators back from being able to unleash their real potential. These challenges are insurmountable individually, require collective action, and ultimately a transformation for the impact incubation industry to operate both efficiently and effectively. Some of the key challenges that surfaced included:

- a. **Sustainability Struggles:** Incubators often struggle not only to keep the lights on, but to thrive, due to frequent cycles of restricted programmatic funding most of them are exploring alternative and innovative models for increasing their base of unrestricted funding. This lack of resourcing prevents them from investing in their own organizational strengthening, and sometimes even contributes to mission drift when incubators follow the money instead of leaning in on their areas of strength.
- b. **Talent Crunch:** Being a knowledge-based business, incubators inherently take a long time to groom their talent, so it's very expensive when team members



leave when it's taken years to build their strong knowledge base. But because organizations tend to be under-resourced, fairly small, and relatively flat – there are limited opportunities for growth and expansion, hence high turnover rates. The management of incubators also often struggle with strong leadership skills, despite having strong business acumen and vision-setting. All these combined with the restricted funding challenges that many incubators face result in a self-defeating loop, wherein: they don't have funds to invest in the team, therefore they experience high turnover, which actually costs more money in the long run to continue to train and onboard new team members.



challenges are insurmountable individually, require collective action, and ultimately a transformation in order for the impact incubation industry to operate both efficiently and effectively.



c. Quality of Incubation: Impact incubators experience a constant tension between the quality and quantity of support being offered; the need for bespoke one-on-one support and the efficiencies of cohort-based models; balancing between serving the needs of the entrepreneurs and the expected impact of the funder, donor, or corporation supporting the program. Mediocre incubation support exacerbates the reality of hub-hopping entrepreneurs who go from program to program and receive similar generic support, and undercuts the reputation of the impact incubation industry at large.

Collective Differentiation of Players will Strengthen the Industry. A clear theme that emerged during the Potluck is the need for impact incubators to lean into their unique value propositions. This may be sectoral expertise, stage of support, or core competencies that the organization has. We all can't be everything for everyone because that breeds competition in an environment with limited resources, and stifles collaborative intentions. By designing with a clear understanding of the market gaps and the needs of entrepreneurs, impact incubators will be able to fill their respective market niches and deliver quality to their specific stakeholders. We will not reach a point of genuine collaboration if there is no clarity on the differentiation of who is doing what, for whom, and how.

The current state of the Impact incubation industry of the Global South is one that is mostly fragmented and siloed despite some local and regional efforts to bring incubators together (such as: ASSEK, ISBA, Ghana ESO Collaborative, the Impact Hub network, ANDE, and a few others). Impact incubators are a critical nexus point for so many different stakeholders: impact entrepreneurs, donors, funders, impact investors, and government bodies, to name a few. When these impact incubators try to satisfy so many different expectations from different players, it will be impossible for them to succeed. The impact incubation industry will thrive when there is a coordinated and clear effort to meet the needs of the entrepreneurs they are serving. This will only happen once we realize the status quo doesn't work, and we reach a critical mass of individuals and organizations who are willing to invest time and energy to build a better system. Through the Potluck – and other various activities – Pollinate Impact is on a mission to help realize the potential of impact incubators and build with them the industry we want to see, rather than the industry we currently have.





Leftovers: What's Next?





Leftovers: What's Next? is the final course where we look ahead to the future. Just like the best part of a potluck meal, this section highlights what remains—what commitments, collaborations, and next steps participants will take with them as they leave the Potluck. It's an opportunity to reflect on how the event has sparked new ideas, partnerships, and actions, while also setting the stage for continued growth and progress. In this section, we explore the ongoing momentum from the event and outline how everyone involved can contribute to building the future for impact enablers.

Sustaining Momentum: Continuing the Conversations

The energy and connections built at this year's event will continue through ongoing convenings and collaborative efforts. Workshops and webinars will provide opportunities for members to strengthen their skills, explore key industry topics, and engage in peer learning. These sessions will create space for sharing experiences, successes, and challenges while gaining insights from others in the network.

Pollinate Impact is also introducing new collaborative initiatives designed to bring members together to explore shared

challenges and co-create solutions that support the incubation ecosystem. These efforts will foster deeper engagement and collective problem-solving within the network.

To keep the conversation going, the Pollinate Impact WhatsApp group, launched in late January 2025, is already serving as a space for members to exchange insights, share opportunities, and cultivate meaningful collaborations.

More updates on these initiatives will be shared soon as the network continues to grow and evolve.





THE NEXT COURSE:

WHAT'S ON THE HORIZON FOR IMPACT ENABLERS

Pollinate Impact is committed to fostering connection and collaboration through a blend of virtual and in-person convenings, ensuring that members can engage meaningfully no matter where they are. The network's upcoming programming includes capacity-building sessions tailored for mid-to-junior-level staff, funding conversations featuring investors and funders to provide deeper insights for impact incubators, and strategic sessions with partners to enhance the incubation ecosystem. To strengthen global connections,

Pollinate Impact will introduce Pulses in new locations such as Dakar, Senegal, and Singapore—creating spaces for local networking and knowledge-sharing. Virtual happy hours will continue to bring members together across geographies, reinforcing the value of peer exchange and support.

Building on the momentum of the 2024 Global Potluck, Pollinate Impact is also launching three Regional Potlucks this year in East Africa, Southeast Asia, and South Asia. These gatherings will allow members to explore regional challenges and opportunities, recognizing that each ecosystem has its own unique nuances.

All these initiatives will culminate in the 2026 Global Potluck, set for March 2026. The network is now accepting expressions of interest from members who would like to co-host this global convening, shaping the next big gathering for impact enablers.





THE JOURNEY DOESN'T END HERE

It's just getting started! If you are an impact incubator, accelerator, or entrepreneurial support organization, now is the time to become a member of Pollinate Impact and be part of a growing network dedicated to strengthening the impact incubation ecosystem.

By joining, you gain access to exclusive funding opportunities, convenings, peer-learning opportunities, and strategic collaborations that will help you scale your impact. Stay engaged, share your knowledge, and take tangible steps toward building a more resilient and thriving future for impact enablers everywhere.

Let's keep the Potluck spirit of collaboration, learning, and collective action alive—because together, we can go further.

For more information on member benefits, scan the QR code below:



If you're an impact incubator/accelerator and are ready to apply for membership, scan the QR code below:



TALK TO US TODAY!



OUR PARTNERS



The Pollinate Potluck 2024 wouldn't have been possible without the incredible support of our partners, who helped bring this gathering to life. Their commitment to strengthening the impact incubation ecosystem made every conversation, collaboration, and shared meal more meaningful.

From all of us at Pollinate Impact, thank you for believing in the power of coming together.

HOSTED IN COLLABORATION WITH



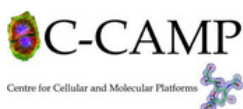
CHEF'S SPECIAL



KNOWLEDGE PARTNER



IMMERSION PARTNERS



OUTREACH PARTNERS





A MEMBER-DRIVEN NETWORK OF IMPACT INCUBATORS AND ACCELERATORS IN THE GLOBAL SOUTH

ABOUT POLLINATE IMPACT

Pollinate Impact is a member-driven network of impact incubators and accelerators in the Global South. What was once an emergent concept of a 'network of impact incubators' in January 2023, has become a reality. Since its launch in September 2023, Pollinate Impact has rapidly grown into a thriving community of 40+ impact enablers who are embracing a movement to improve impact incubation and the system in which they operate.

We know that capacity building of incubators is important, but it's not enough. We need collective action and a unified voice of impact enablers to innovate and advocate for the changes they want to effect. Our vision for the future is that our members will drive a systems-change-approach to revolutionise the impact incubation industry through Collective Action and informed research initiatives.



ANNEXURE

List of participants

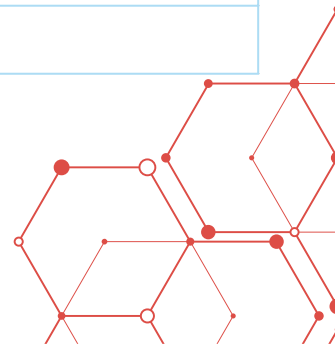
Name	Country	Organization	Job Title
Aaqib Jameel	India	IKP EDEN	Senior Manager
Akshita Sachdeva	India	Trestle Labs	Co-founder and Director
Alok Pandey	India	AIC IIT Delhi	CEO
Anand Sri Ganesh	India	NSRCEL, IIM Bangalore	CEO
Arielle Molino	Kenya	Pollinate Impact	Chief Convenor
Ashish Garde	India	Marathwada Accelerator for Growth and Incubation Council (MAGIC)	Director
Ashish Khetan	India	INDIGRAM LABS FOUNDATION	President & CIO
Bonny Dave	India	Trestle Labs	Co-founder
Chitvan Chamadia	India	NSRCEL, IIM Bangalore	Senior Program Manager
Christopher Odongo	Kenya	WYLDE International	CEO
Deepak Menon	India	Village Capital	Chief Program Officer
Devyani Srinivasan	India	Probex Management Consulting	Senior Consultant
Dr. Rajesh Gurani	India	Uddyam PAHSUI Foundation Incubation Centre, Solapur	Chief Executive Officer (CEO)
Gangotri Naik	India	NSRCEL, IIM Bangalore	Senior Programme Manager, Early Stage Incubation
Gauri Parate	India	NSRCEL, IIM Bangalore	Programme Manager, Idea Stage Incubation
Gladys Kivati	Kenya	Shared Value Hub	Team Lead
Grande Vikas	India	Global Incubation Services	Investments & Funding - Executive
Harsha B P	India	GINSERV	Manager - Incubation & Startup Programs



ANNEXURE

List of participants

Name	Country	Organization	Job Title
Helle Dahl Rasmussen	Rwanda	Inkomoko Rwanda	Business Growth Services Director
James Gachiri	Kenya	DIMEWISE	Executive Director
Jessica Stewart	UK	Creative Metier	Head of Consulting and Partnerships
Lakshmi Chockalingam	India	NSRCEL, IIM Bangalore	Engagement Manager, Ecosystem Capacity Building
Lakshmi Jagannathan	India	IITB Innovation Center	Chief Executive Officer
Manobin Devassia	India	Founders Cube Cowork Incubation Private Limited	Chartered Accountant
May Aung Thin Zar	Myanmar	ONOW	Managing Director
Nachiket Kulkarni	India	NSRCEL, IIM Bangalore	AVP Social Entrepreneurship
Nhung Thi Phuong Nguyen	Vietnam	New Energy Nexus Vietnam	Program and Impact Manager
Nikhil Raghuveer	India	Impact Hub Hyderabad	Consultant
Pallav Bose	India	Probex Management Consulting	Ph.D. Candidate (Strategic Management) - Indian Institute of Management, Ranchi.
Prateek Madhav	India	AssisTech Foundation (ATF)	Co-founder & CEO
Purushotham Shivkumar	India	Villgro	Senior Associate, Impact Measurement & Technology
Rachna Chandrashekhar	India	Upaya	Manager- Accelerator Investments
Radhika Ramesh	India	Villgro	COO
Rameez Roshan	India	NSRCEL, IIM Bangalore	Assistant Manager



ANNEXURE

List of participants

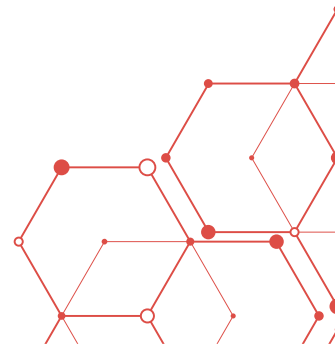
Name	Country	Organization	Job Title
Ravikiran G	India	RICH Research and Innovation Circle of Hyderabad	Director (Food & Agriculture)
Rini Dutta	India	Villgro	Lead - Fundraising & Partnerships, Impact Measurement and Communication
Ruod Ariete	Philippines	Pollinate Impact	Community Choreographer
Sachin Laddha	India	University of Mumbai	Director-Innovation, Incubation & Linkages
Saumya Prasad	India	Centre for Cellular and Molecular Platforms (C-CAMP)	Program Manager
Seemant Dadwal	India	Meraki Foundation	CEO
Shami Rao	United States	Pollinate Impact	Network Catalyst
Sharun A	India	Villgro	Manager, Program Partnerships
Shreya Agrawal	India	NSRCEL, IIM Bangalore	Lead - Fundraising & Partnerships
Shubham Singh	India	C-CAMP	Senior Project Manager
Sneh Bharadwaj	India	Upaya Social Ventures	Data Analyst - Impact Measurement & Management
Solomon Twum	UK	Reach for Change	Country Manager
Srinivas Madhusudhan Kandada	India	CPDMED TBI, IISc	Head of Operations
Tess Thuo	Kenya	Pollinate Impact	Network Nurturer
Vaikunt Prasad	India	NSRCEL, IIM Bangalore	Senior Program Manager - Ecosystem Capacity Building
Vaishnavi Chandrasekar	India	Villgro	Associate, Program Partnerships



ANNEXURE

List of participants

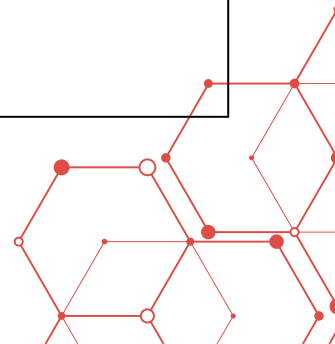
Name	Country	Organization	Job Title
Vibha Sharma	India	Villgro Innovations Foundation	Head, Impact Financing
Vijaya Balaji	India	Social Lens Consulting	Founding Partner
Vishnu A	India	PSGCT-Science & Technology Entrepreneurial Park (PSG-STEP)	Project Officer
Wilfred Njagi	Kenya	Villgro Africa	Co-Founder
Yash Kodwani	India	IRMA ISEED FOUNDATION	Lead Programs



ANNEXURE

Agenda

	Day 1	Day 2		Day 3
9:00 – 9:30 AM	Welcome	Networking Activity: Partnership Brokering		Incubator Site Visits to: VillgroC–Camp KP Eden
9:30 – 10:00 AM	Keynote: Nirman – Shaping Tomorrow for Impact Enablers			
10:00 – 10:30 AM	Networking Activity: Human Bingo& TEA BREAK	Co-creation Workshop: Diversifying revenue streams to improve sustainability		
10:30 – 11:00 AM				
11:00 – 11:30 AM	Capacity Building Workshop Part 1:Defining your unique value proposition as an incubator	LUNCH		
11:30 – 12:00 AM				
12:00 – 12:30 PM				
12:30 – 1:00 PM	LUNCH	Peer-led Workshop: Managing and deploying funds to your enterprises		Lunch on site at Incubator
1:00 – 1:30 PM				
1:30 – 2:00 PM	Capacity Building Workshop Part 2:Defining you unique value proposition as an incubator	TEA BREAK		END Transit to Hotel/Airport/NSRCEL, IIM Bangalore
2:00 – 2:30 PM				
2:30 – 3:00 PM		Escape Room 1: How do weDevelop Talent for theImpact IncubationIndustry?	Escape Room 2:Improving Quality of Incubation	
3:00 – 3:30 PM				
3:30 – 4:00 PM	Networking Activity: Asks & Offers & TEA BREAK	HEALTH BREAK		
4:00 – 4:15 PM				
4:15 – 4:30 PM				
4:30 – 5:00 PM	Toolbox Workshop: Impact Measurement	Co-creation Workshop:mapping our system...		
5:00 – 5:30 PM				
5:30 – 6:00 PM		CLOSING ACTIVITYThe Garden of Life		
6:00 – 6:30 PM	Key takeaways/Insight	TRANSIT TO COOKING CLASS		
6:30 – 7:00 PM	EVENING BREAK			
7:00 – 7:30 PM		BY INVITATION ONLY:Community Cooking Class		
7:30 – 8:00 PM	Cookie/Snack Exchange			
8:00 – 9:30 PM	Cultural Gala Dinner			
8:30 – 9:00 PM				
9:00 – 9:30 PM				



ANNEXURE

Case Studies – Value Proposition



Value Proposition

- **For start-ups:** Advanced lab infrastructure with high end instruments; diverse pool of mentors and industry experts; robust technology deployment pipeline; bridging connects with industry; prototype design and development; funding pipeline developed to address the diverse needs of a venture throughout its journey up to series A funding (grants as well as investments); supporting innovations with IP consulting; capacity building via training for high-end technology platforms; ever-growing network of national and international stakeholder.
- **Investors and funding agencies:** Scouting and putting potential start-ups into the funding pipelines of the agencies or investors; tailored screening protocols; capabilities to conduct thorough technical due diligence; regular updates on the advancements in the life sciences technology space.
- **Government agencies:** Smooth, end to end execution of programs and schemes; robust promotion channels for creating awareness; due diligence capabilities.
- **Researchers:** Contract research services; access to high end equipment and infrastructure; hands-on training on technology platforms
- **Industry:** Facilitation of technology transfer; contract research services; access to high-end equipment; access to promising start-ups for acquisition.
- **Enablers:** National and International network of start-ups and ecosystem players.

Impact by C-CAMP

Outcomes and impact: 85+ Life science products in market; 230+ new patents filed by C-CAMP; 13 technologies licensed; 15 technology platform; 500+ collaborating organisations; 400+ start-ups funded and incubated; 12M+ funds disbursed; 90+ start-ups with follow on funding; 470M+ funds raised by C-CAMP start-ups; 1.2B+ cumulative valuation of C-CAMP start-ups.

Strategic Alliances

Through partnerships with Government agencies (BIRAC, Government of Karnataka), international philanthropy organisations, ecosystem enablers, we intend to support innovators and start-ups addressing key global challenges via deep technology.



Purpose Statement

We exist to foster and enable deep tech innovations in life sciences, Healthcare, Medtech, Agriculture, Climate tech.

Target Audience

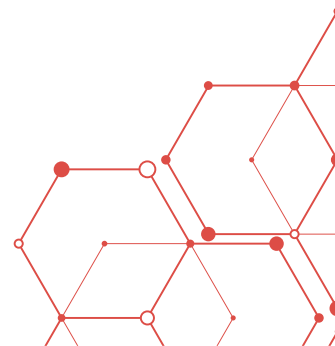
We serve start-ups, individual innovators, researchers as well as ecosystem enablers- industries, research institutes, investors, government agencies, CSR organisations and other stakeholders associated with innovation and entrepreneurship. We go India and beyond to enable innovation and entrepreneurship ecosystem associated with our theme of expertise (life sciences, Healthcare, Medtech, Agriculture, Climate tech).

Unique Offering

- We offer an advanced lab infrastructure for start-ups to carry out their R&D activities. This bypasses the need for huge capital investment in the early days of venture building, fast forwarding the R&D activities and it makes it easy to exit as well.
- Vast national and international network of ecosystem enablers (industry experts and mentors, funding agencies, potential collaborators and many more).
- A customised technology deployment program.
- A single stop platform to carry out their R&D activities, raise funds, launch pilot stage studies as well as deploy their technologies.
- Mentorship programs catering to technology as well as business needs of entrepreneurs.

Call to Action

We invite impact driven funding agencies to support our endeavours in enabling deep tech innovations in life sciences, healthcare, agriculture space and climate tech.



ANNEXURE

Case Studies – Value Proposition



Value Proposition

MAGIC provides comprehensive support to its incubatees, including assistance with funding, market access, prototype development, intellectual property rights (IPR) and patent filing, legal advisory, and investor connect. Additionally, the organization facilitates government Liaisoning and capacity building, ensuring startups have access to the necessary resources for their success.

For startups in the manufacturing sector, MAGIC provides access to shared facilities, technical expertise, and specialized equipment, further enabling their growth and scalability.

Purpose Statement

To promote innovation, nurture entrepreneurship, support startups, and create new jobs in semi-urban and rural areas of India. MAGIC aligns with the vision of Aatmanirbhar Bharat and actively facilitates export opportunities, supporting grassroots innovators and aspiring entrepreneurs.

Intended Outcomes

MAGIC aims to inspire students and youth to view entrepreneurship as a viable career path, thereby contributing to job creation in rural and semi-urban areas. It seeks to support grassroots innovators, facilitate the creation of intellectual property, and align with national development goals such as Aatmanirbhar Bharat (Make in India Initiative). By focusing on fostering job creators rather than job seekers, MAGIC envisions an empowered entrepreneurial ecosystem that significantly contributes to India's economic growth.

Strategic Alliances

Collaboration is a cornerstone of MAGIC's operations. The incubator works closely with government agencies to align with national and state-level policies, creating funding opportunities and opening doors for startups to secure government contracts.

MAGIC also collaborates with domain-specific incubators across various geographies to leverage mutual strengths and create value for startups. The organization has developed strong ties with academic institutions, ensuring that entrepreneurial thinking is nurtured at the grassroots level. Partnerships with industry clusters, tool rooms, and common facilities centers allow MAGIC's incubatees access to advanced equipment, workshops, and technical expertise, which are critical for their success.

Target Audience

MAGIC addresses the entrepreneurial aspirations of a wide and diverse audience. It works with students, youth, and innovators across all genders and age groups, as well as grassroots innovators in rural and semi-urban areas. By being sector-agnostic, it provides pan-India support, regardless of educational background or the startup's lifecycle stage.

The organization places a special emphasis on empowering women entrepreneurs and grassroots innovators, ensuring inclusive development through its incubation programs. This inclusive approach underlines MAGIC's commitment to fostering a more equitable entrepreneurial ecosystem in India.

Unique Offering

MAGIC stands out for its inclusivity and accessibility. Innovators and startups can approach the incubator at any stage of their entrepreneurial journey without any preconditions. Each startup is paired with a dedicated mentor who possesses over 25 years of industry experience, ensuring personalized guidance throughout the incubation process.

The organization actively supports women entrepreneurs and promotes grassroots innovation to ensure these often-overlooked groups have access to resources and opportunities. This approach ensures

MAGIC not only helps startups succeed but also contributes to building a more inclusive innovation-driven economy.

Call to Action

MAGIC invites global incubators and ecosystem enablers to collaborate and explore opportunities for joint programs, knowledge exchange, and soft landing of startups. By working together, MAGIC aims to strengthen the global startup ecosystem and amplify the impact of entrepreneurship worldwide.



ANNEXURE

Case Studies – Value Proposition



Value Proposition

Assistech Foundation (ATF) is India's first Assistive Technology ecosystem that empowers Persons with Disabilities (PwDs) by enabling learning, livelihood, and living opportunities through innovative technology products and services, strategic partnerships, and a vibrant startup ecosystem.

Purpose Statement

We exist to empower Persons with Disabilities (PwDs) by enabling learning, livelihood, and living opportunities (3Is of empowerment) by leveraging the Assistive Technology (AT) ecosystem.

Intended Outcomes

Our work has already impacted 9.1 lakh+ lives, supported 50+ portfolio startups in our acceleration program, and enabled the development of 100+ Assistive Technology products through our network of 450+ AT startups. We aim to further empower 5 million Persons with Disabilities (PwDs) in the next 3 years, improving their quality of life, promoting social inclusion, and enhancing their independence through Assistive Technology solutions.

Strategic Alliances

We have partnered with Government institutions (NITI Aayog, Govt of Karnataka, TSIC), Educational Institutions (IIT Madras, IIM Bangalore, IIIT Bangalore), 500+ disability-focused NGOs, corporate organizations, investors, and global networks (Inclusive Innovation Network)

Target Audience

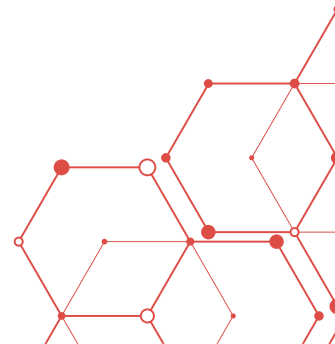
We serve Persons with Disabilities (PwDs) of all ages, senior citizens, and their caregivers, along with entrepreneurs in the Assistive Technology ecosystem in India.

Unique Offering

Our unique value lies in [harnessing the power of Assistive Technology (AT) to support the development of innovative technology products and services that enable learning, livelihood, and living opportunities for Persons with Disabilities (PwDs).]

Call to Action

We invite impact investors, corporate organizations, and disability-focused NGOs to collaborate with us] to [support the development of innovative Assistive Technology solutions and empower Persons with Disabilities (PwDs) across India.



ANNEXURE

Case Studies – Value Proposition



Value Proposition

- Be recognized as a leader in incubation and entrepreneurial learning
- Play a leadership role in areas that are under-served currently and have large downstream economic or societal impact
- Contribute to body-of-knowledge for the ecosystem
- Help build ecosystem capacity & capability

Purpose Statement

Deliver nation-scale Impact by motivating 10,000 aspirants to consider entrepreneurship as a career and remain an entrepreneur

Intended Outcomes

- Touching 1 million lives, by creating direct employment through incubatees and impact beneficiaries
- Delivering \$1bn in incremental revenue from incubatees

Target Audience

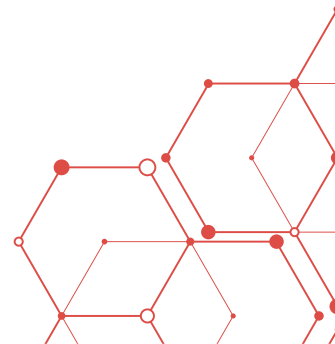
Women Entrepreneurs (Startups, SMBs & rural)

Commercially Driven Entrepreneurs (Mobility, Sustainability, Fintech, AI)

Impact First Entrepreneurs (Tech Enabled Social Innovations, Circular Economy, Climate Smart Agri)

Unique Offering

- Largest in volume and only incubator to incubate for-profits & non-profits together
- Network beyond Impact ecosystem- IIMB & Commercial Startup Ecosystem
- Access to alternate sources of capital for entrepreneurs (Impact Orbit Demo days include beyond VCs- Fam offices, Corporates, RBFs, Debt Funds & Banks)
- Invest in areas that are under-served currently and have large downstream economic or societal impact



ANNEXURE

Case Studies – Deploying Funds to Entrepreneurs

— 2024 —



Gallery Walk Deploying Funds

Type of funds you invest:

Convertible Debt / Equity, Equity

Ticket size

INR 25 to 50 Lakhs

Summary of investment terms:

2-5% Equity, Exit Horizon - 5/6 years

Total AUM

USD 5 Million

How long have you been making these investments?

7 years

What is the source of your funding?

Govt Grants, Proprietary Capital, Past Exits

What is the biggest success / impact you've had when providing funds directly to entrepreneurs?

Around 10 multi bagger exits in terms of returns and also impact

What's the biggest learning you've had?

Invest in entrepreneurs who understand the space well and also have developed existing networks

Is there anything you want to share?

Build your own playbook rather than relying on what other incubators / investors are doing

ANNEXURE

Case Studies – Deploying Funds to Entrepreneurs



ANNEXURE

Case Studies – Deploying Funds to Entrepreneurs



Gallery Walk Deploying Funds

Type of funds you invest:

*Equity,
Convertible Notes*

Ticket size

USD 50,000

Summary of investment terms:

*Most of this is
subjective,
interest rate on
average is 12%
and exit horizon
can be between
4-7 years*

Total AUM

How long have you been making these investments?

13 years

What is the source of your funding?

*Philanthropic
capital
(retail, family
offices,
foundations)*

What is the biggest success / impact you've had when providing funds directly to entrepreneurs?

*41 investments
creating 44K+ dignified
jobs*

What's the biggest learning you've had?

- Investing in the "zebras" is a good bet. With the right type of capital at the right time, we have seen steady growth
- Social business need patient yet catalytic capital; taking these bets at the early stages has started to show success
- Founder mindset: Mission-alignment is not only for the business but the founder(s) also has to be the right fit. Deep knowledge & understand of the sector is important for founders, along with a profitability mindset (this is critical)
- Creating and measuring impact (quality jobs) is hard but not impossible. At Upaya, we closely measured and monitor our portfolio impact

ANNEXURE

Case Studies – Deploying Funds to Entrepreneurs

निर्माण
Nirmaan

Pollinate
POTLUCK
FOOD FOR IMPACT: SHARE SOME, TAKE SOME
— 2024 —

villgro
africa

Gallery Walk Deploying Funds

Type of funds you invest:

*Grant,
equity,
convertible debt,
SAFE notes*

Ticket size

*USD 20,000
to USD 100,000*

Summary of investment terms:

*2.5% to 5% equity stake
for seed investment,
exit horizon of 7yrs.*

*Sometimes we take
additional stake (1 to
2%)
for Technical
Assistance*

Total AUM

How long have you been making these investments?

*5 years
since 2019*

What is the source of your funding?

*Family Offices,
Corporate
Foundations
& Multilateral
Development
Agencies*

What is the biggest success / impact you've had when providing funds directly to entrepreneurs?

*Growth in AUM,
Increased uptake in TA*

What's the biggest learning you've had?

*Companies value our
advice when we have an
equity stake*

If you want to go fast, go alone.

If you want to go far, go together.

~ African Proverb

Go with us!



Pollinate Impact

<https://www.pollinateimpact.org/>
secretariat@pollinateimpact.org