

HOW-TO GUIDE

- 1 Stimulus**
Identify the external landscape the corporation is responding to
- 2 Seeding the Idea**
Gain initial buy-in and sponsor for developing the idea further
- 3 Strategy**
Set your direction, level of ambition and level of risk
- 4 Structure**
Agree the legal and decision-making frameworks
- 5 Source**
Engage the people that have the relevant experience, networks and skills
- 6 Set-Up**
Create the processes to deliver your outcomes
- 7 Start (and Strengthen)**
Launch your initiative and continuously learn

For more info on these 7 steps, see the Practitioner's Guide: Steps to Corporate Investment, Innovation and Collaboration.
<http://www.fomin.org/en-us/Home/Knowledge/idPublication/168329.aspx>

BEYOND THE B1NARY

Delivering Profits and Purpose through Corporate Venturing

Keep the ball rolling...

SDGS

Beyond the Status Quo... take the first step and allocate more of your cash to corporate venturing activity which creates positive outcomes. The SDGs represent a helpful roadmap. Within your financial constraints, be clear about what impact you expect to achieve against the SDGs, as it will enable more productive partnerships.

TOOLS

Incorporate impact tools into your corporate venturing activity; e.g., include the online B Corp Impact Assessment in your investment diligence process
bimpactassessment.net

PARTNERS

Explore partnership opportunities. Engage with the Inter-American Development Bank Group to learn about their impact investing work in Latin America and the Caribbean:
www.fomin.org
and with Global Corporate Venturing:
www.globalcorporateventuring.com
to receive their regular updates of key developments in the CV space.

THANK YOU FOR READING

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For more information on the next phase of this 'Beyond the Binary' project please contact charmian@corporateimpactx.com

Corporate Venturing teams are all about engaging with entrepreneurs. This enables corporates to bring entrepreneurial energy and ideas into their business strategy. And the entrepreneurs that are focused on creating positive outcomes through their businesses can find helpful partnerships by working with these corporate venturing teams. The result? A mutually beneficial partnership for both entrepreneur and the corporate entity as well the opportunity to scale positive outcomes.

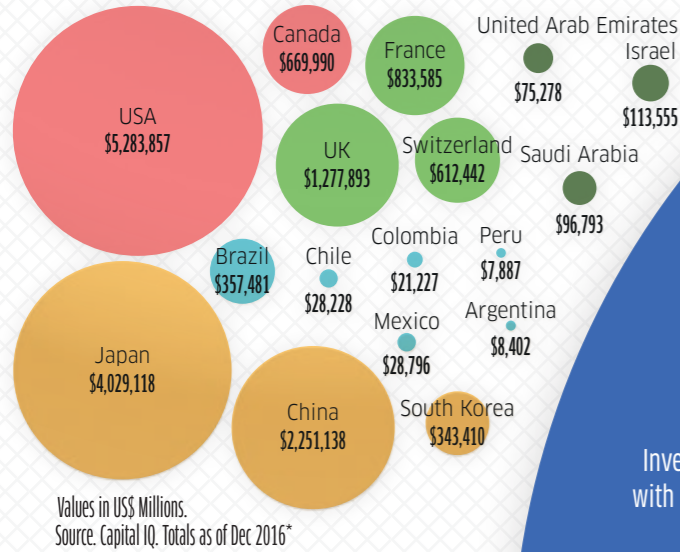


Global Corporate Venturing

Corporate Venturing teams are all about engaging with entrepreneurs as a way to bring entrepreneurial energy and ideas into a business strategy

CASH TREASURE CHESTS

Companies are holding significant amounts of cash, cash equivalents and short term investments. This is not always an effective strategy—for investors/shareholders, for company growth, or for society. There are better choices than to hold so much capital on the balance sheet.



CORPORATE VENTURING

SURVIVING & THRIVING

12% 1955-2015, only 61 of the companies listed on the Fortune 500 maintained a position on the list

“In looking at those the list of companies that maintained their position across the 60-year period – many are acknowledged pioneers and leaders in corporate venturing”

James Mawson
Founder and Editor-in-Chief
Global Corporate Venturing

“Corporate venture capital is expanding because every sector is being disrupted by technology and companies are looking for ways to have a lens on innovation and what’s coming next. Seeding startups is a faster and more efficient way to predict the future than relying on R&D departments”

Elizabeth Boggs Davidsen
Chief of the Knowledge Economy Unit
Multilateral Investment Fund, IDB Group

CODELCO, Mitsui & Co. – AURUS Fund

The Chilean National Copper Corporation (CODELCO) developed an innovation platform in Cuba, that eventually became the springboard for CODELCO’s \$5 million investment in the \$50 million AURUS Fund, an industrial technology fund financing innovation and environmentally-focused investments around the copper and mining industries. Mitsui & Co. joined as another anchor investor for \$5 million, alongside the MIF, CAF, Family Offices and Chile’s National Agency for Innovation (CORFO), bringing its global networks and expertise in mining, as well as in other industries such as food, energy, infrastructure, chemicals and lifestyle.

Patagonia – Tin Shed Ventures Fund

Tin Shed Ventures™ is Patagonia’s corporate venture capital fund, which is used to invest in environmentally and socially responsible startup companies. Originally launched as \$20 Million and Change in May 2013, Tin Shed Ventures partners with businesses focused on building renewable energy infrastructure, practicing regenerative organic agriculture, conserving water, diverting waste and creating sustainable materials. Tin Shed Ventures places environmental and social returns on equal footing with financial returns and provides long-term, patient capital that helps to support forward-thinking entrepreneurs for the long haul.

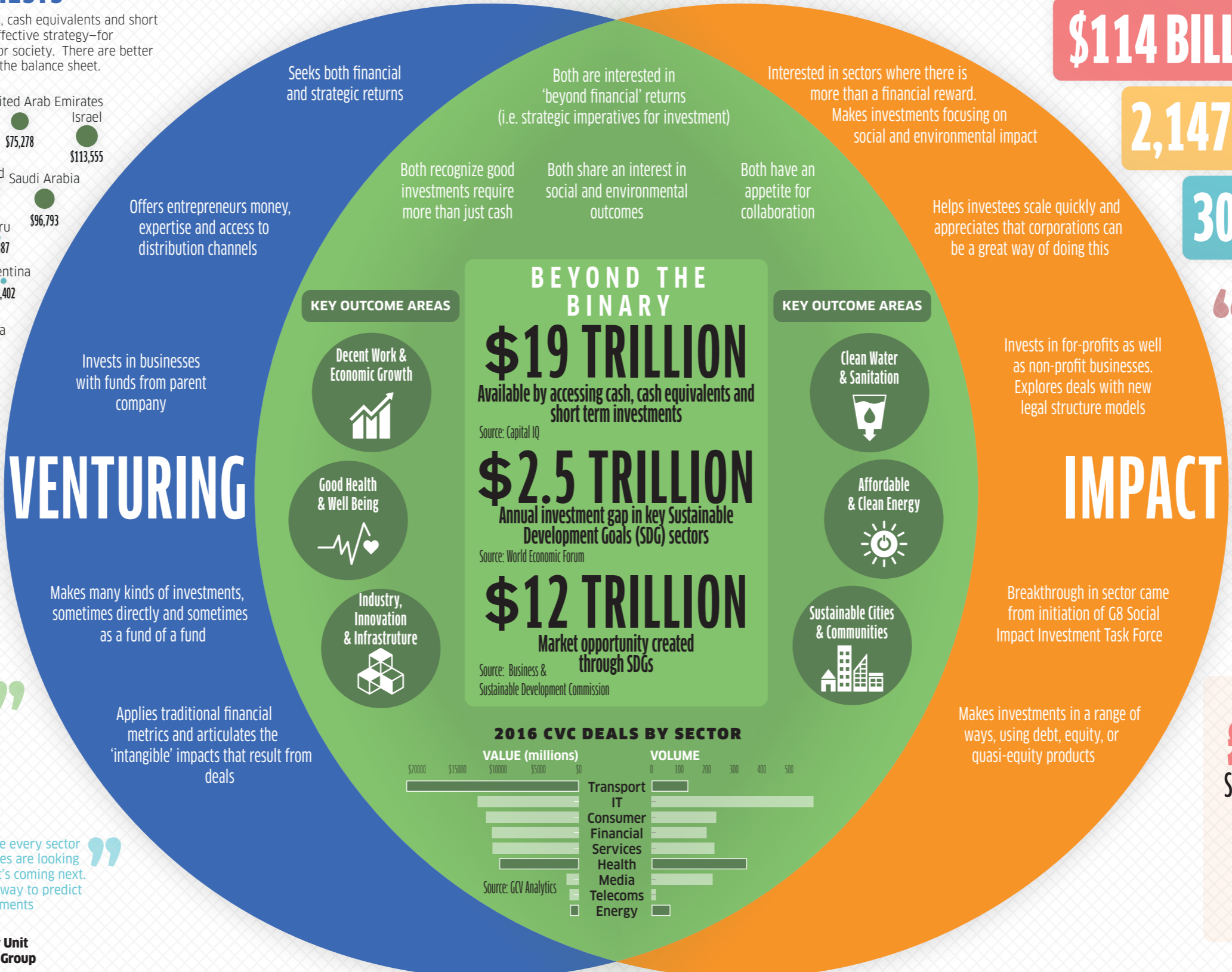
POSITIVE OUTCOMES IN ACTION

Engie – Rassembleurs d’Energies

ENGIE Rassembleurs d’Energies, is ENGIE’s corporate impact venture fund, which invests in profitable, local enterprises providing B to C, sustainable and relevant energy access solutions to poor and remote populations in Africa, Latin America, Asia and Europe. The mission of ENGIE Rassembleurs d’Energies fits within ENGIE’s objective to provide 20 million people around the world with access to sustainable, decentralized energy by 2020. In April 2016, ENGIE reinforced its fund, raising its endowment from €10 million to €50 million.

Danone – Manifesto Ventures

Danone Manifesto Ventures is part of global food and beverage company Danone, a company with a mission to bring health through food to as many people as possible. Danone Ventures was created in July 2016 to invest in innovative food & beverage and foodtech companies, both in the US and Europe. With a team based in New York, Danone Ventures is focusing on enterprises sharing its vision of a healthy and sustainable future of food, and brings Danone’s decades of experience in food to support their growth.



\$114 BILLION Impact investing assets under management by 208 survey respondents
GIIN ANNUAL IMPACT INVESTOR SURVEY 2017

2,147 Certified B Corps (for-profit businesses which are run for the benefit of both shareholders AND stakeholders)
50 Countries
130 Industries

30+ Impact-focused incubators and accelerators launched in LAC since 2010 and traditional incubators/accelerators are increasingly incorporating an impact focus into their work

“Aligning the financial and impact goals of corporate venturing teams and impact investors will channel more, smarter capital into organisations who are stepping up to the biggest challenges of our time. It’s already happening.”
Amanda Feldman

IMPACT INVESTING

IMPACT INVESTING CAN PROVIDE BOTH FINANCIAL RETURNS AND POSITIVE OUTCOMES

In 2009, Bridges Ventures invested in Babington Group - a UK-based provider of apprenticeships and training courses.

Babington Group

£22mm Sale Price in 2016

33% IRR

32,000 Learners

3,700 Found Jobs

*The Cash exhibit draws financial data from the S&P Capital IQ screening tool. The analysis includes Cash and Cash Equivalents and Short-Term Investments from companies that meet the following criteria: (1) generated more than USD\$100mm in revenues in 2016 or 2015; (2) trade as public companies or public investment firms; and (3) classify as ‘Operating’ in S&P Capital IQ’s Company Status field. S&P Capital IQ defines Operating companies as those that are not controlled, such as companies where no majority stake is held by any single company. This analysis excludes companies classified as ‘Operating Subsidiaries’, which are defined by S&P Capital IQ as companies where a majority stake of 50% or more lies with any other company, and the stake is held for strategic reasons, as opposed to being held for investment purposes.

2.5 Trillion. Source: <https://www.weforum.org/agenda/2016/07/divided-finance-sustainable-development-goals/>. 12 Trillion. Source: Business & Sustainable Development Commission (<http://businesscommission.org/news/press-releases-sustainable-business-can-unlock-at-least-12-trillion-in-new-market-value-and-repair-economic-system/>)