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## **Scaling Innovation Works Baltimore: A Playbook for Bridging the Racial Wealth Divide Using Social Entrepreneurship**

Pearl Heumann

Alexa Williams

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**Miller Center**  
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**INNOVATION  
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Scaling Innovation Works Baltimore: A Playbook for  
Bridging the Racial Wealth Divide Using Social  
Entrepreneurship



Pearl Heumann and Alexa Williams

# EXECUTIVE SUMMARY

While the population of Baltimore is overwhelmingly Black, Black and Hispanic folks are more likely to be excluded from the traditional labor market and are deeply mired in poverty. Innovation Works (IW), a social impact accelerator and community network organization, endeavors to close the racial wealth divide through job creation, social enterprise acceleration, and community investment. Frank Knott founded Innovation Works Baltimore (IWB) in October 2017 Through its community outreach with programs or via physical spaces, IWB connects entrepreneurs with the resources and knowledge to solve social problems by leveraging local assets.

IWB has been facilitating key community connections and conversations for years. However, its operating model and business logic have not been documented. Therefore, we created this playbook to document IW's methodology and create a roadmap to scale its impact outside of Baltimore, to other communities that would greatly benefit from the partnerships IW forges with community members. These locations will have location-specific needs that IW will need to tailor its documented methodology to, as well.

To investigate how IW creates impact, we conducted 25 interviews of employees, board members, mentors, and entrepreneurs in IW's network, and administered two quantitative surveys. Data collection focused on the stakeholders' experiences of working with Innovation Works, and their perception of IW's impact. Our data collection investigated the interactions between Innovation Works employees, mentors, and community members in Baltimore. Additionally, we documented the pipeline through which Innovation Works organizes its support, and what aspect of this support each employee is responsible for.

We created a 10-module playbook documenting IW's business model, leadership and team, markets and customers, services and suppliers, marketing and public relations, technology and technological requirements, and financial model. Notably, we detail the steps to replicate each aspect of the IW model. Key milestones along the path to replication include determining need and fit for new location(s), hiring a CIO deeply embedded in the local networks, tapping into connections with local leaders and entrepreneurs, soliciting funding, hiring employees, and beginning to offer services for social entrepreneurs. The "Preface" provides further explanation of how to use this playbook.

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# Preface

## **A Playbook Explains How To Replicate Social Impact**

Innovation Works Baltimore has developed a robust business model for bridging the racial wealth gap in Baltimore by incubating and accelerating local social enterprises. This business model is driven by IW's Theory of Change which outlines how the services IW provides creates sustainable neighborhood economies and closes the racial wealth divide. IWB has developed innovative programs and practices and adapted the Miller Center's GSBI methodology in response to local needs. However, IW and Miller Center believe that IWB's model has broad applicability to other US cities like Baltimore. To guide this approach to scaling, IWB and the Miller Center have collaborated to develop this playbook.

This playbook has two fundamental purposes: to describe the existing programs and activities of IWB, and to prescribe replication of IWB's methodology while also adapting according to the needs and opportunities in other cities. In this public version, we present only the descriptive explanation of IWB's model. However, in each module, the sections addressing each purpose will vary from brief to expansive in content and length. Therefore, the ratio of descriptive versus prescriptive content will fluctuate from module to module.

The first section of each module is descriptive and is intended to help the reader understand IWB's model. This section will help the reader understand IWB's path to creating meaningful social impact. The second section is prescriptive and is intended to guide the reader in the replication of IWB's model in new locations. Therefore, the prescriptive section of each module will include a combination of the following: guiding questions, step-by-step suggestions, and important considerations.

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# Key Terms

<b>Phrase</b>	<b>Meaning</b>
SEs	Social enterprises/social entrepreneurs
CPs	Community partners (AKA Ignite Hubs)
IWB	Refers specifically to the current IW location in Baltimore
IW	Refers to the IW methodology that will be replicated outside of Baltimore
MC	Miller Center for Social Entrepreneurship
GSBI	MC's Global Social Benefit Institute programming
CIO	Chief Innovation Officer

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# Introduction

## THE IW MISSION



Close the racial wealth divide in Baltimore that disproportionately affects Latino and Black Baltimoreans

## BACKGROUND

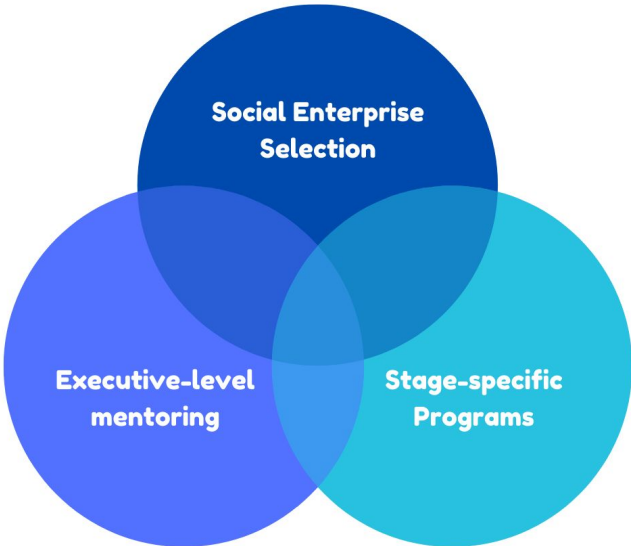
Innovation Works Baltimore is a social enterprise accelerator and community resource network founded by Frank Knott, who conducted extensive community research prior to launching IW. IW endeavors to close this divide through job creation, social enterprise acceleration, and community investment. Through its community outreach in physical spaces such as Ignite Hubs and with programs such as BOOST, IWB connects entrepreneurs with the resources and knowledge to solve problems by leveraging local assets. These workshops and community spaces offer free business consulting through one-on-one meetings with members of the IW team. To expand their impact and resources, IW has also partnered with the Miller Center. Through this partnership, IW has access to the GSBI curriculum, the Miller Center's extensive mentor network, and the expertise of members of the Miller Center team such as Rob Shelton and Pamela Roussos.




Jay and Frank recognized the value of the MC methodology and its emphasis on "impact-first," so they adapted it for Baltimore. IWB utilizes the Miller Center's GSBI BOOST workshop, 6-month accelerator, and continuous mentoring to support entrepreneurs. This methodology has allowed them to create social impact and build value exchanges in Baltimore. For example, IWB has held two BOOST workshops in the last two years which supported over fifty enterprises.

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THE THREE-PRONGED MC METHODOLOGY



 <p><b>Social Enterprise Selection</b></p>	}	<ul style="list-style-type: none"><li>- Selection of SEs that would be a good fit for GSBI BOOST</li><li>- GSBI BOOST helps early-stage SEs develop their business models and build out their businesses</li></ul>
 <p><b>Stage-specific Programs</b></p>	}	<ul style="list-style-type: none"><li>- Includes the GSBI 6-month accelerator.</li><li>- The accelerator also caters to early-stage SEs and helps them create their business plans and test assumptions</li></ul>
 <p><b>Executive-level mentoring</b></p>	}	<ul style="list-style-type: none"><li>- The GSBI accelerator provides executive-level mentoring to SEs that are ready for scale and investment</li></ul>

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# Getting Started

The findings of Knott's research guided his development of the IWB business model. Knott was recruited by the Jesuit Provincial, Fr. Robert Hussey, SJ to undertake this endeavor. As a serial entrepreneur, Knott knew the power of entrepreneurship, and also the importance of a strong support system to nurture entrepreneurs in pursuing their endeavors. To establish that there was indeed a need for an accelerator like IW in Baltimore, Knott spent over 15 months researching social entrepreneurship all over the world and determining if Baltimore would benefit from resource networks for social entrepreneurs.

Knott noticed that there were social accelerator programs for international enterprises, but that these accelerators were often not successful in the United States. His research led him to conclude that programs in the United States often do not offer the caliber of time-intensive mentoring that is offered for international enterprises. Domestic accelerators run through universities did not have formal programs, and mentors would only be present for programs like the 3-day BOOST workshop for early-stage SEs. This meant that entrepreneurs could not form strong connections with their mentors, and mentors would not become trusted advisors, assisting with business problems as they arose for the SEs.

In addition to determining a need and strategy for social entrepreneurship in the US, Knott conducted over 200 interviews with community leaders in Baltimore. He explored the local social issues and the measures being taken by community leaders to address those pressing issues. Knott also spoke with many social entrepreneurs to determine if they would actually utilize the services he imagined IWB would be able to offer them.

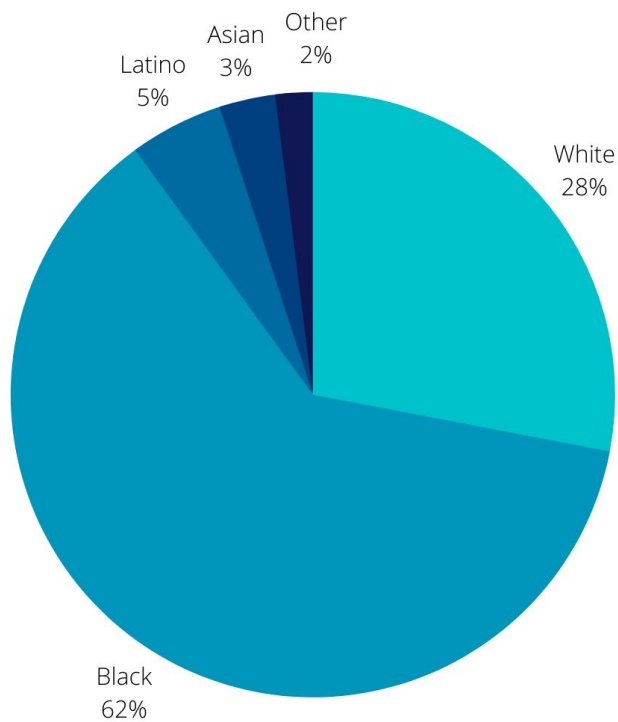
Knott determined that there was both need in Baltimore and that there was a market of community members who would benefit from IWB's services. So, Knott founded Innovation Works and established the Baltimore location in 2019. Knott cultivated the partnership with MC, with the Jesuit role as a strong tie between IWB and MC. The IWB team later determined that the role of Jesuit leadership in Baltimore and its partnership Jesuit organizations has been instrumental in the growth and success of IW. Therefore, Jesuit presence in future communities must be prioritized.

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# Mission and Impact

## BALTIMORE'S RACIAL DEMOGRAPHICS IN 2015



## SOCIAL WELFARE INDICATORS

	White	Black	Latino
<b>Unemployment</b>	4%	14%	7%
<b>Cost-Burdened Renters</b>	47%	59%	59%
<b>Home Ownership</b>	60%	42%	30%
<b>Liquid Asset Poverty</b>	32%	67%	65%

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## IWB's Model

While the population of Baltimore is overwhelmingly Black, Black and Latino people are more likely to be excluded from the traditional labor market and are deeply mired in poverty. Additionally, unemployment rates for Black residents are triple that of their white counterparts and double that of Latino residents. White families are more likely to own homes than Black or Latino residents. Perhaps most importantly, Black and Latino households have fewer liquid assets (savings) to cover unexpected crises like the loss of a job, a medical emergency or other financial crisis (Racial Wealth Divide in Baltimore).

IWB leverages the local knowledge of Baltimoreans to deeply understand community needs and to work with local social entrepreneurs to develop entrepreneurial solutions for their communities. IWB guides community leaders in turning this local knowledge into sustainable social enterprises that revitalize their communities and create sustainable economic growth. To do this, IWB based its methodology after the three-pronged MC methodology that endeavors to eradicate global poverty. See "Introduction" and "Services and Suppliers" for more information. IWB also adapted the MC's curriculum to fit local needs. Former GSBF fellow Avery Rissling partnered with IWB in 2019 to analyze last year's BOOST workshop and recommend best practices going forward.

The MC methodology was identified as the best fit because of two core reasons. Firstly, the Miller Center approach provides a path to economic sustainability for African Americans and Latinos disengaged from the Baltimore workforce. Additionally, this methodology helps to create opportunities for a community presently underserved by the existing social entrepreneurship ecosystem in Baltimore.

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## IWB's GOALS



Help launch and grow 250 social enterprises in 10 years that will employ 5,000 Baltimore residents and attract \$100M in capital to Baltimore's under-resourced neighborhoods

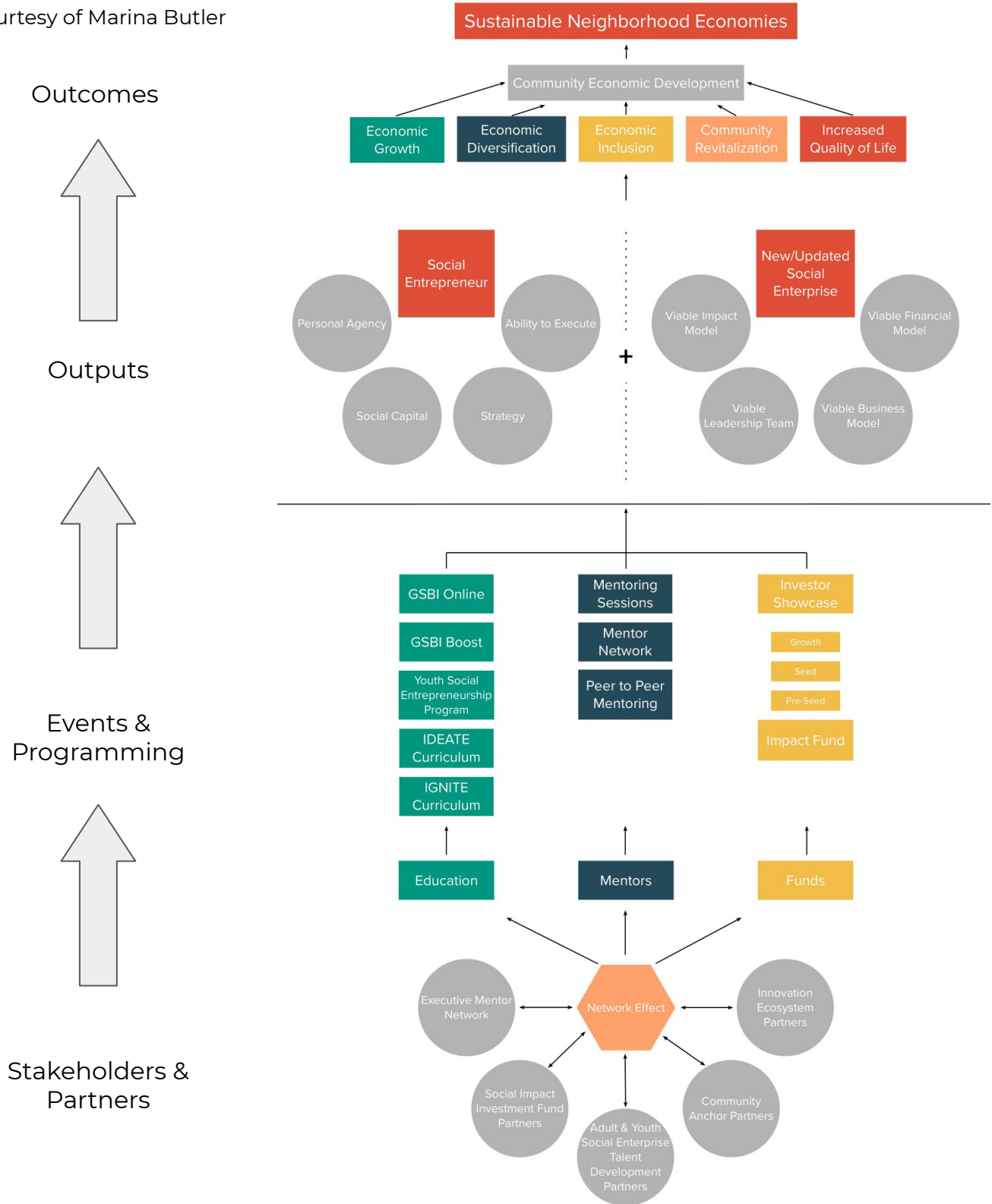
To achieve these goals, IWB has put forth some key initiatives for the coming fiscal years. These initiatives are as follows: expand the Ignite Hub network, strengthen and grow the mentor network, invest in Baltimore-based social enterprises, continue core programming delivery and SE support, develop youth social entrepreneurship programming, and execute beta testing of key technology infrastructure. Some of the current projects IWB is engaged in include a reclaimed urban wood project and a natural dyes project that endeavor to bring more business into Baltimore by creating markets for reclaimed urban woods and dye production.

IWB has lofty goals to create social impact in Baltimore. However, IWB has few quantitative data points that measure social impact or the organization's progress toward completing their goals. IWB's strategic initiatives associate has developed a theory of change graphic to illustrate how the organization creates social impact.

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THEORY OF CHANGE  
 Courtesy of Marina Butler



Prepared by:

The graphic outlines the inputs, stakeholders, and processes that are involved in the value creation process. IWB's services at the bottom—event programming, curriculum, network creation, capital, and mentorship—are offered to SEs, leading to economic growth, community revitalization, and overall, the development and expansion of sustainable network economies at the top.



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# Operating Model and Business Logic

## IWB's MODEL

Prior to pursuing a partnership with the Miller Center, Frank Knott conducted extensive research in Baltimore with community leaders to assess the need for an accelerator in Baltimore. As a Baltimore native, Knott drew on his extensive network of contacts to assess the community's needs and opportunities for social entrepreneurship. His roughly 200 interviews showed that IWB could provide a valuable and unique service to the community. He found many local social entrepreneurs in Baltimore, but discovered that many, especially minority entrepreneurs, did not know of the resources available to them, and many donors/investors did not know that these entrepreneurs existed. Knott understood the power of Miller Center's GSBI methodology, but he recognized how important it would be for IWB to build entrepreneurial networks, provide support, and connect entrepreneurs to funding. Knott then hired a CIO, Jay Nwachu, to head daily operations and recruit employees for IWB.



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# BUSINESS MODEL CANVAS

KEY PARTNER-SHIPS (inputs)	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATION-SHIPS	CUSTOMER SEGMENTS
<ul style="list-style-type: none"> <li>- The Miller Center!                             <ul style="list-style-type: none"> <li>- Mentors</li> </ul> </li> <li>- Community members and leaders</li> <li>- Partnerships with 2 universities to teach entrepreneurship workshops and develop business curriculums</li> <li>- Advisor for the development of a database of social welfare metrics (BNIA)</li> <li>- Investors                             <ul style="list-style-type: none"> <li>- Those who sustain IW</li> <li>- Those interested in funding SEs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Hosts 3-day Boost workshops</li> <li>- Runs 6-month online program</li> <li>- Investor showcase</li> <li>- Connect with community centers and community members</li> <li>- Mentor support and one-on-one meetings</li> </ul>	<p><b>For</b> entrepreneurs and organizations in Baltimore</p> <p><b>who</b> are working to build sustainable neighborhood economies</p> <p>IW Baltimore <b>is</b> a collaborative resource network</p> <p><b>That connects</b> neighborhoods, social entrepreneurs, social innovation assets, and investors</p> <p><b>Which, unlike</b> other resource networks for SEs,</p> <p><b>Partners</b> with neighborhood anchors to build sustainable networks at the neighborhood level, and links impact investors to community partners.</p>	<ul style="list-style-type: none"> <li>- Entrepreneurs submit interest forms</li> <li>- Investors submit online inquiries</li> <li>- Mentor relationships - mentor reception</li> <li>- Intentional community building and engagement with community members</li> </ul>	<ul style="list-style-type: none"> <li>- Social Entrepreneurs                             <ul style="list-style-type: none"> <li>- interested in business expertise, funding, connections</li> <li>- Early and late-stage</li> <li>- nonprofit and for-profit</li> </ul> </li> <li>- Impact Investors                             <ul style="list-style-type: none"> <li>- interested in seeing their funding result in the flourishing and development of SEs</li> <li>- social impact return</li> <li>- possibly interested in capital returns</li> </ul> </li> </ul>
	KEY Resources (inputs)		CHANNELS	
			<ul style="list-style-type: none"> <li>- Utilizing the GSBI curriculum and modifying it for a domestic context</li> <li>- Online website and social media presence</li> <li>- Ignite Hubs (4-5) to deliver workshops and info</li> <li>- Partnerships with universities and Impact Hub Baltimore</li> </ul>	
COST STRUCTURE			REVENUE STREAMS	
<ul style="list-style-type: none"> <li>- Free workshops, curriculum, and mentorship</li> <li>- Events, programs, and day-to-day operations</li> <li>- Investment fund for SEs - raising capital</li> <li>- Two physical workspaces: rent, utilities, and upkeep</li> </ul>			<ul style="list-style-type: none"> <li>- Investor funding                             <ul style="list-style-type: none"> <li>- Local Jesuit province</li> </ul> </li> <li>- <i>May be applying for grant funding</i></li> </ul>	

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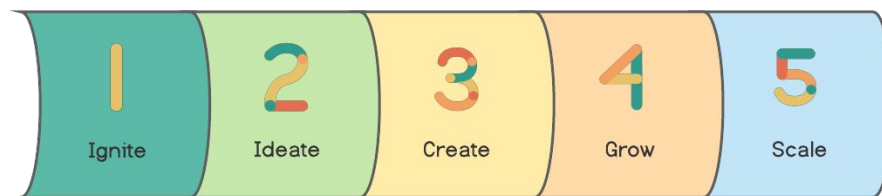


IWB's business logic includes financial and human capital as inputs, programming and meetings as activities, mentorship and curriculum as outputs, job creation and increased business knowledge as outputs, and the shrinking of the racial wealth divide in Baltimore as the impact. IWB creates value by utilizing financial assets and its team to conduct business meetings, create connections, and put on events and programs for the community. The main activities that constitutes the IW "pipeline" model are:

- the 6-month accelerator,
- individual business development through meetings with the CEO and other members of the IWB team
- Ignite Hub community engagement.

These activities are a part of IWB's 5-stage pipeline; IWB endeavors to move entrepreneurs through the pipeline toward stage 5. However, SEs may enter the pipeline at different stages.

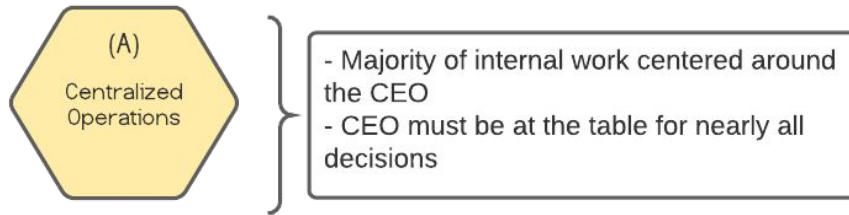
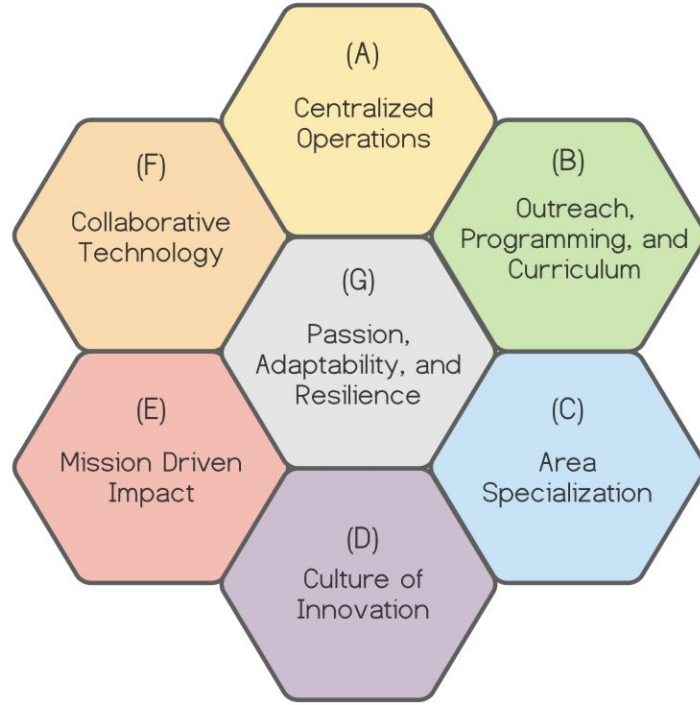
## PIPELINE



The first stage in the pipeline is "ignite." Ignite Hub locations fall into this stage as they connect community members with resources and are a hub for generating local interest in social entrepreneurship. The next stage, ideation, utilizes design thinking to support emerging SEs. In the creation stage, IWB supports the launch of new and established SEs, nonprofits, and hybrid businesses by helping these organizations build out sustainable social impact models; this is done primarily through the BOOST workshop. After that, IWB helps facilitate the growth of these enterprises, to prepare them for long-term success and job creation; this is done through the 6-month accelerator program. Finally, the last stage is scaling these enterprises beyond the local market. All of these stages and activities are harnessed in pursuit of IWB's mission to close the racial wealth divide and in the process, increase quality of life and community collaboration.

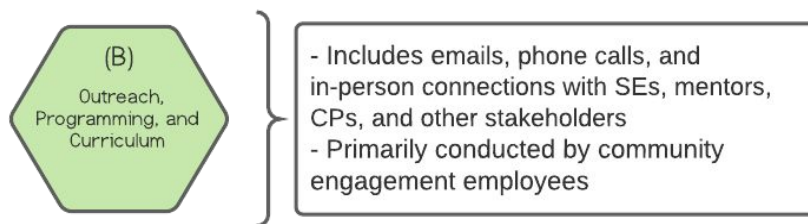
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# OPERATING MODEL

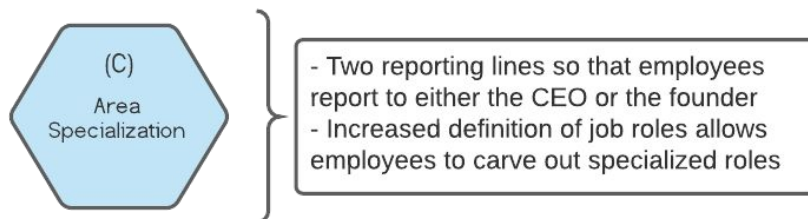


Multiple members of the team explained in interviews that they wait upon Jay's feedback and approval to be able to move forward with their projects and initiatives. This is an unsustainable operating model because it places a disproportionate amount of responsibility and work on IWB's CEO's shoulders. IWB also puts a lot of its operations in one place, as many initiatives cannot proceed without Jay's input and approval.

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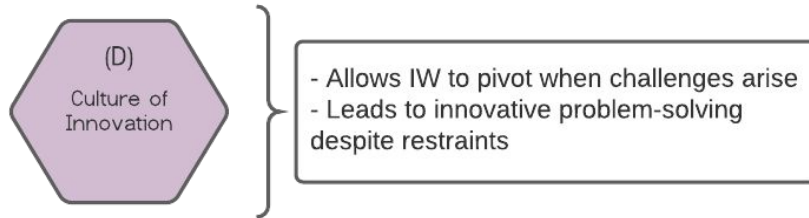


Community outreach is primarily done by the community engagement employees: Hannah and Nicholas. Hannah and Nicholas reach out to SEs who are in the first and second stages of the IWB pipeline and connect them with other folks in the IWB network. Moreover, Sally is largely in charge of the event programming. She hosted the BOOST workshop in-person last year, as well as organized other speaking events for the IWB team to reach out to more folks. Curriculum is the final way that IWB connects with the community. IWB conducts an annual 3-day BOOST workshop as well as a 6-month online accelerator program. See the Services and Suppliers section to learn more.

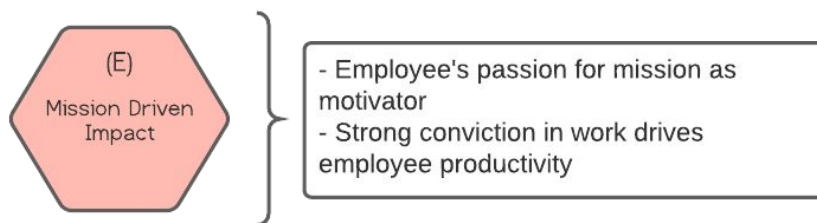


The neighborhood representatives, executive assistant, and the operations/project manager are in the CEO's chain of command while the strategic initiative associate reports directly to the founder. However, the neighborhood associate reports to the neighborhood manager and the communications associate/program coordinator reports to the operations/project manager which allows a level of separation from the CEO. The employees had the opportunity to flesh out their job responsibilities starting in FY'21 as well.

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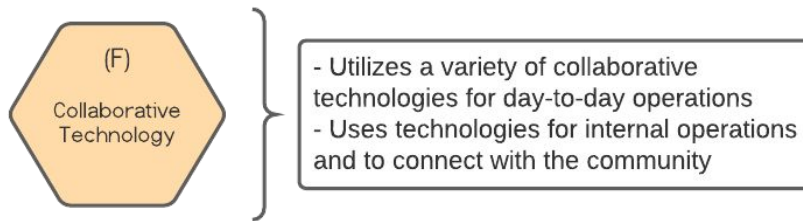


IWB's culture of innovation allowed them to still conduct the BOOST workshop this year and include interactive elements, instead of cancelling the workshop altogether. Moreover, the IWB team is still moving forward with their initiatives and even took on a new initiative with the rise of COVID-19: a PPE initiative that utilized maker labs across Baltimore to produce PPE for healthcare workers on the front lines.

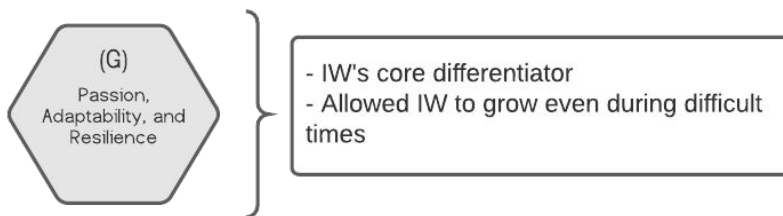


Employees' passion results in true satisfaction and fulfillment when they can see the impact of their work. For example, they were very happy to hear the glowing feedback we received from the SEs, mentors, and community partners we interviewed. IWB continues to hire folks who are highly invested in the work they are doing.

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IWB uses the Miller Center GSBI online portal for the 6-month accelerator which allows SEs and mentors to connect as the SEs learn and apply the curriculum to their businesses. They also use Google Drive to manage documentation, notes, and share important information. The team also has been using Zoom to conduct their weekly team meetings, hold virtual engagement meetings, and meet with different stakeholders. IWB is also beginning to use an Incubator Portal tool that will allow them to track SEs progress and their journeys. See Technology and Tech Requirements for more information.



Stakeholders reiterated how they could tell IWB was willing to truly invest in their communities. IWB also adapted to the current events and unlike many other social enterprises and nonprofits, has been able to survive and grow during the COVID-19 pandemic.

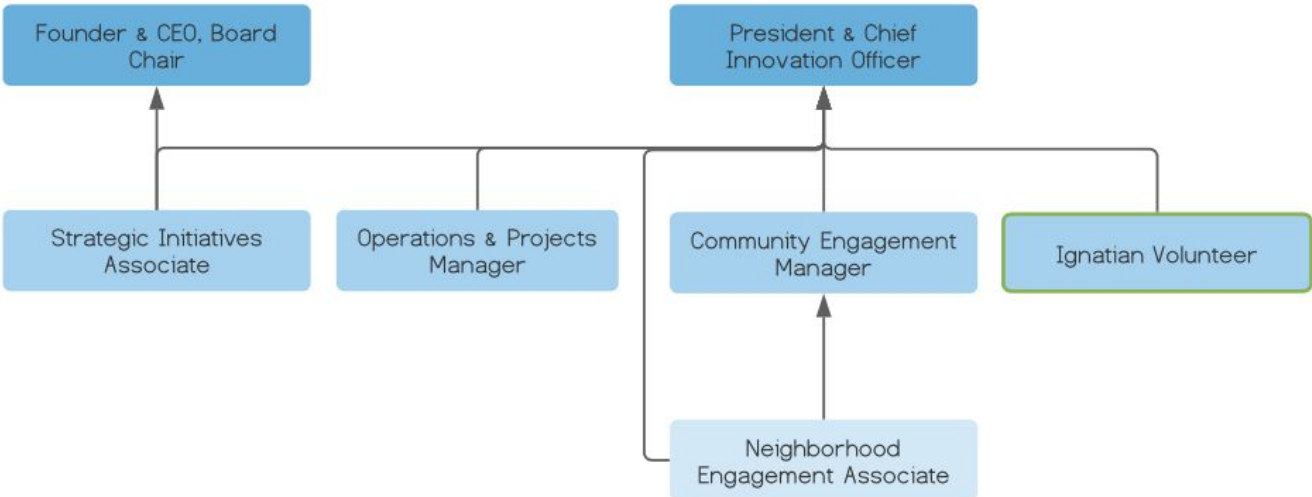
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# Leadership and Teams

## IWB's MODEL

NETWORKS OF COMMUNICATION AT IWB

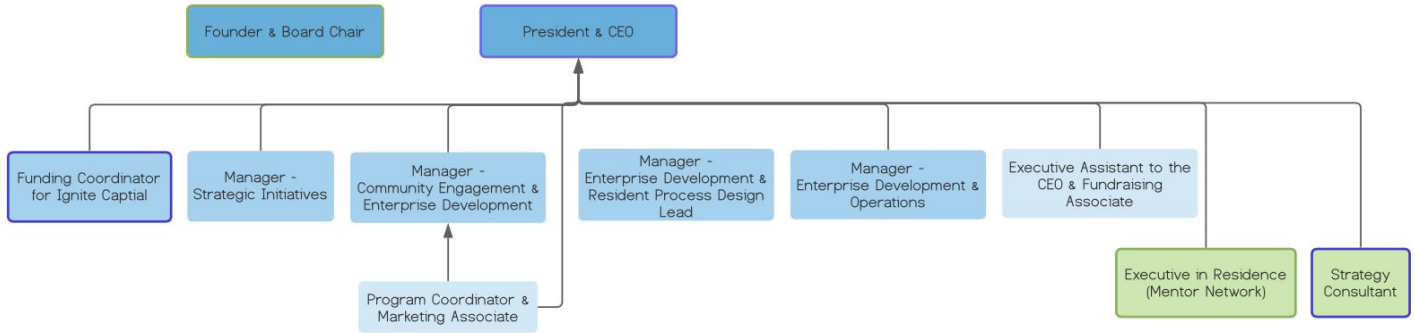
### Initial Organizational Structure



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## Current Organizational Structure



In both models, the green outline represents employees other than full-time hires, and the green-filled boxes represent positions that have yet to be filled. In the initial organizational structure, Mart was an Ignatian Volunteer whose role to manage the mentor network was a part-time volunteer position. In the current organizational structure, the title of this position of Executive in Residence (Mentor Network). This position is not yet filled, but will also be part-time. The Founder & Board Chair in the current organizational structure is a volunteer.

The purple outline represents employees other than those employed solely by IWB. The strategy consultant position, as the name suggests, will be filled by a consultant, and as such, this member of the team will not be a direct employee of IWB. The Funding Coordinator for Ignite Capital is employed by Ignite Capital Fund itself and not IWB directly. The President & CEO of IWB is employed by both IWB and Ignite Capital, and as such, has a lighter-purple outline around their position title.

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## TEAM CULTURE AT IWB

The employees at Innovation Works Baltimore are a group of hard-working, dedicated individuals. They all have values that strongly align with the mission of IWB, and as such, go above and beyond to serve as many entrepreneurs as possible. Each employee takes on both the responsibilities in their position description and additional responsibilities as they arise. These additional responsibilities are to address the needs of IWB that arise as they expand, as well as initiatives taken by the employees to find new and innovative ways to build their network and expand their impact. Both of these reasons are direct and indirect reactions to the needs of the communities in Baltimore that they are serving. As such, IWB takes great care to make sure that they are in touch with the needs of the community. For example, during the COVID-19 pandemic, they hosted a virtual stakeholder engagement happy hour over zoom for members of their network. This served as both an opportunity for IWB to check-in on the needs of their network, as well as offer their continued support to members of their community. Topic of discussion varied widely, but did not shy away from addressing current social issues and injustices. Therefore, IWB strove to make sure community members felt heard and valued, a key goal of every team member that expands to every conversation they have with their stakeholders.

Every team member also has a great deal of grit, and this characteristic is central to the culture of IWB, and the work it does. In addition to their facilitation of innovation in the entrepreneurs they serve, IWB is also constantly innovating. Team members come to meetings with updates on their progress as they work towards different goals, and often have innovative ideas as they strive to maximize their impact. Their determination to create this social change is what leads them to not be dismayed for long by what others may consider a failure, if at all.

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When a strategy they are using to reach community members isn't as effective as they would like, they quickly brainstorm ways to either change their strategy or add to it to make it more successful. These brainstorms happen at every level of IWB: between team members, as a whole staff, and individually. Each team member initiates innovation when they see that it is needed while also keeping the other members of the team up-to-date on their progress. This team and individual grit is what allowed IWB to quickly transition to virtual support at the start of the pandemic. They found ways to adapt BOOST to an online format using technology that was most successful for them, and delivered branded care packages to the entrepreneurs taking part in the program. They also pivoted to providing support to local entrepreneurs who were producing personal protective equipment in light of the pandemic, thereby supporting the Flatten the Curve Baltimore Project initiated by Makers Unite!. This speaks both to IWB's determination to support community members in Baltimore, and also the adaptability of the team to tailor their support based on the community's needs.

## SHIFT IN ROLES AT IWB

The only difference in communication structure before the addition of the three most recent hires, explained above, is that the Neighborhood Engagement Associate used to report directly to the Community Engagement Manager. The neighborhood Engagement Associate would report indirectly to the CIO, and the Community Engagement Manager would report directly to the CIO. With the shift in position, both of those employees, now serving as the Enterprise Experience Manager & Resident Designer and Manager for Community Engagement & Enterprise Development, respectively, report directly to the President and CEO (who was initially the CIO).

Other than this adjustment, the actual roles that each team member plays in supporting IWB's operations and growth are not changing drastically at this point in time, although they may shift as they have throughout IWB's growth thus far. However, the shift in title for most positions is not trivial. This adjustment, which occurred in August 2020, is important because it is representative of IW's expansion, and of each employee's growth during their time at IWB.

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Because of the start-up nature of IWB, each team member had numerous and sometimes separate responsibilities which were both directly and indirectly related to their position title. For example, Hannah, the neighborhood engagement associate, completed work directly connected to neighborhood engagement, such as neighborhood outreach and support. However, she was, and continues to be in charge of managing a stage of the IWB pipeline, and also helps create marketing materials when needed. Therefore, the employees' new titles' are a more accurate representation of the work they have been doing, and an indication of the work they will be doing in the future as IWB continues to grow. These titles accurately reflect the effort and skill of each employee and distinguish them as leaders on IWB's team, which will be important as IWB continues to expand.

## MENTORS AS IWB TEAM MEMBERS

Until recently, the mentor network was managed by Marti, an Ignatian Volunteer who served in this role since the founding of IWB. She transitioned out of her role in August 2020, just as the Program Coordinator & Communications Associate, Executive Assistant & Fundraising Associate, and the Funding Coordinator for Ignite Capital were being hired. At this point, the Neighborhood Engagement Associate, soon to become the Enterprise Experience Manager & Resident Designer, took over Marti's responsibilities. While this is a reasonable delegation of responsibility in the short term, it is not sustainable, as the Neighborhood Engagement Associate is already in the process of taking on more responsibilities. Therefore, it is suggested that a new volunteer is recruited to help with this process, or that an official position be created to manage mentor relationships, and other potential networking opportunities/responsibilities that may arise. This position may be full-time or part time, depending on the amount of responsibilities that need to be managed. This determination should most likely be made by the CEO based on the amount of hours/week the outgoing volunteer had been working, and how many new projects/responsibilities the CEO will need the new employee to take on. This position, titled Executive in Residence (Mentor Network), is included in the current organizational structure presented above.

To learn more about how to become a mentor, the services mentors provide, and how they are connected to entrepreneurs, see the Services and Suppliers module.

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## BOARD MEMBERS

At the founding of IWB, the board consisted of Frank Knott, and representatives from numerous Jesuit ministries that were sponsoring IWB. This includes John Ciccone representing St. Ignatius Loyola Academy, Fr. Bill Watters representing Loyola Early Learning Center, Nick Napolitano representing Jesuit Maryland Province, Anthony Day representing Loyola Blakefield, and Bill Heiser from Cristo Rey Jesuit High School. AS IWB has grown, the board has expanded to include numerous stakeholders, such as entrepreneurs that receive support from IWB, members of the Miller Center, and community leaders, to name a few. Board members are passionate about IWB's mission and methodology, and enjoy working with a group of driven individuals with diverse perspectives to help IWB be successful. See the replication section of this module for more information on key characteristics, activities, and strengths that board members have.

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# Markets, Customers, and Stakeholders

## IWB's MODEL

IWB's target markets are social entrepreneurs, local partners, and regional partners. The SEs are anywhere on the spectrum from earlier to later stage entrepreneurs—anywhere from folks with just an idea, folks with some established processes, to folks with established businesses and revenue streams. These SEs are IWB's primary customers. They tend to be working and middle-class African Americans; IWB also prioritizes outreach to female entrepreneurs. Currently IWB's active SE network is composed of 62% female-led enterprises and 84% people of color-led enterprises. Moreover, 26-35 years old is the most populous age range for the most recent BOOST cohort. IWB's theory of change is driven by its robust value exchange with these target markets.

Value Created for SEs:

- Business and financial curriculum
- Networking and connections to other folks and resources
- Personal mentors
- Access to capital
- Encouragement and validation of their ideas and businesses
- Participation in a learning community

SEs drive **job creation** and **sustainable social impact**.



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Next, IWB also has a community partner market to consider. As a part of their outreach, the IWB team reached out to local nonprofits, churches, community centers, and universities. These organizations are vital partners as they help IWB establish credibility in the community and help them connect with community members through established channels. CPs contribute their local credibility, physical spaces, networks, and resources through their partnerships with IWB.

Value Created for CPs:

- Assistance addressing local problems such as real estate, childcare, after school youth programs, hunger, public safety
- IWB's willingness to show up for their community socially and financially



IWB has deep connections to the Jesuit community and those stakeholders are interested in living by the Jesuit values of being a person for others and eradicating poverty through their support of IWB. The IWB team sought out the Jesuit community for support and funding in the new location. Many of these Jesuits are also investors too. Investors, particularly impact investors, are vital to making IWB's work a reality. Investors are particularly interested in SE's detailed financial reports and projections with expected revenue and expenditures. They are also interested in hearing the differentiating characteristics of an SE that explain why that enterprise is especially adept to solve a social problem. Impact investors contribute capital to IWB and to SEs.

Value Created for Impact Investors:

- A measurable social impact return for their investment
- Opportunities to invest in viable social enterprises (i.e. investment deal flow)

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Mentors are also an essential ingredient for success. There is much overlap between the investor and mentor group. Mentors are interested in providing their business, real estate, financial, technical, and marketing expertise to see these SEs create social impact. IWB tapped into the Miller Center mentor network, but also developed relationships with seasoned entrepreneurs in the area to serve as mentors. These local mentors have more specialized knowledge and a deeper understanding of the local community. Mentors support SEs individually throughout their journey to social impact, contributing their time and expertise to these enterprises' growth.

#### Value Created for Mentors:

- Ability to give back to local community
- Professional volunteer opportunity where they can pass on earned business knowledge to rising social entrepreneurs

An important aspect of understanding the larger Baltimore community is understanding the community identity. IWB is successful at building strong networks within Baltimore because the city itself has a strong sense of identity, at both the neighborhood and city level. This will be important in any city that IWB scales to.

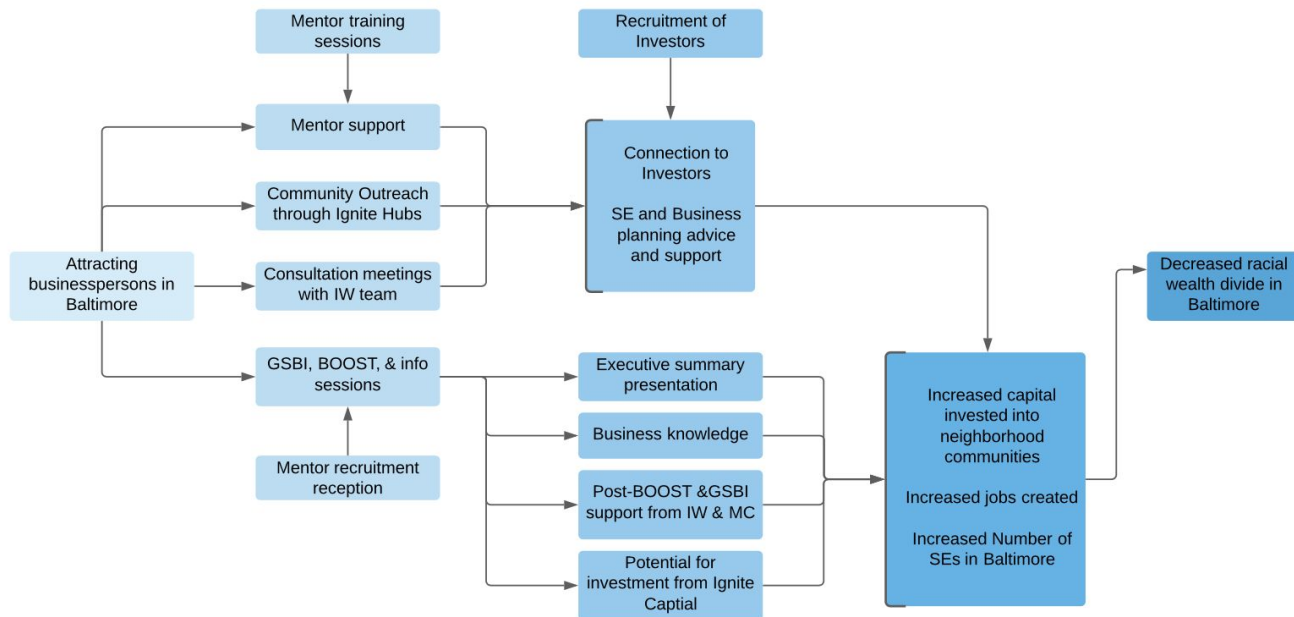


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# Services and Suppliers

## IWB's MODEL

### IWB VALUE CHAIN



### ADAPTING THE GSBI METHODOLOGY TO BALTIMORE

Innovation Works offers numerous services to entrepreneurs in Baltimore. Through their partnership with the Miller Center, they run two programs using the Miller Center methodology, which has been adapted to support domestic entrepreneurship. The first is a 3-day BOOST program, run by the Operations and Project Manager, who is supported by their Program Coordinator and Communications Associate. This program is an intensive, 3-day experience for entrepreneurs, in which they sit through lessons on business fundamentals taught by members of the Miller Center, and work on their business plans with experienced business professionals who serve as mentors. This program is open to entrepreneurs who already have an established business in Baltimore, although there is great flexibility as to what this business is. Therefore, this program is best suited for entrepreneurs in Stage 3 of Innovation Works' pipeline.

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The second program run using Miller Center methodology is a 6-month online accelerator program for entrepreneurs. This program is coordinated by the entire IWB team, with the Operations and Project Manager taking the lead. After a kick off event, pods of entrepreneurs meet in person at least once a week to discuss their progress working through the online modules, and receiving support from their mentors. There are 12 total modules: 8 modules of impact, 2 modules concerning marketing, a business model module, and a growth module. Many SEs highlighted the financial module and business modules as being most helpful in addressing their needs. Entrepreneurs also expressed that finding funding was often difficult, and so were especially excited about and grateful for the opportunity to receive funding through IWB's Ignite Capital Fund.

The entrepreneurs going through this program are those that are in stage 4 of IWB's pipeline. Many have completed the BOOST program, and the BOOST alumni pool is often recruited by employees of IWB to complete the online accelerator program. An ideal number of entrepreneurs for the online program is 10, although 10-15 would be manageable. This smaller cohort allows members of the IWB team to pay closer attention to each SE and check in with them more often than they would be feasible if the cohort was bigger. For example, the CEO and Operations & Project Manager conducted impromptu video-call check-ins between module 2 and module 3 with each SE. All participants also complete a mid-way assessment of the program.

## BUSINESS AND COMMUNITY SUPPORT

In addition to structured programs, one of the most powerful and important resources IWB offers to entrepreneurs in Baltimore is access to their extensive mentor network. Mentors are experienced professionals in the business world whose values align with those of Innovation Works. Individuals interested in becoming a mentor must apply, and then go through a casual interview with members of the IWB team. Mentors have been recruited through both the CEO and Founder's networks, as well as through the existing Miller Center pool of mentors. Mentors are a key aspect of the support given to SEs during the two programs described above.

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During the BOOST program, two to three entrepreneurs are paired with a mentor, who supports them throughout the program. When BOOST was conducted in-person, entrepreneurs would sit at tables with their mentor throughout the program. In the 6-month online program, each entrepreneur is paired with two mentors who not only provide guidance as they work through the modules, but also approve their completed deliverables at the end of each module.

Entrepreneurs in IWB's network do not need to be in one of the two curriculum programs to receive mentor support. They can always reach out to any member of the IWB team to ask for support, at which point the team will connect them with a mentor that can address their specific need. Some SEs only make use of the mentor(s) they have from the programs they participate in, while others "recruit" numerous mentors to help them with their various needs. There is no limit to the number of mentors that an SE can receive support from, so the level of support that the entrepreneurs receive is often dependent on their level of engagement, not only in the programs, but also with members of the IWB team.

In addition to the support offered by mentors, one of the most-used services IWB provides is one-on-one business consultation meetings with Jay, their former CIO, now CEO. Jay has a wealth of experience in the entrepreneurial world, and also has the most extensive knowledge of the IWB network, including the entrepreneurs, mentors, CPs, board members, and community members that IWB is connected to. As such, he is an invaluable resource for entrepreneurs in any stage of the IWB pipeline. These meetings vary widely in the topics covered, depending on the needs of the entrepreneur. Jay often connects people with a specific mentor that can give them the advice they seek, and connects them to other entrepreneurs to help them build their network.

In addition to the business expertise provided by Jay and the mentors, numerous other forms of entrepreneurial support are offered by IWB. For example, network creation is an important aspect of both business and community support. Entrepreneurs are connected to mentors, other entrepreneurs in IWB's network, and other business support through programming, meetings with Jay, and interactions between stakeholders at different events IWB puts on.

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Innovation Works conducts community outreach through Ignite Hubs. Ignite Hubs are important community centers throughout Baltimore, such as churches and other organizations, where members of the community can be connected to the IWB network. Through these Hubs, IWB employees can connect with the community and assess its needs. IWB members will sit in on community meetings and brainstorm different ways that IWB can offer support with community members. These Ignite Hubs allow IWB to offer support that fits the needs of the community, and also have a presence in these communities. Stakeholders expressed clearly that IWB not only stated their support of Baltimoreans, but also showed it through their actions. This includes both the time and the financial capital that IWB invests into the communities in Baltimore. As such, this community support is critical in IWB's model, as it increases their credibility, and helps them build a strong network of support.

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# Marketing, Outreach, and Public Relations

## IWB's MODEL

Marketing to local SEs is key as they are IWB's core beneficiaries. This marketing is largely conducted via word of mouth, through the founder and CEO's networks. However, IWB has posted on their website, on LinkedIn, hung up physical fliers, and sent out information in newsletters for events. The flyers were posted in the Impact Hub and in Open Works where IWB is located. IWB has also created marketing brochures to hand out at a talk the founder gave in the past. IWB also sends out a weekly newsletter with information about events and opportunities within IWB's network and outside of it, too.

The operations & projects manager primarily creates flyers, sends out emails, and updates the social media accounts (Instagram, LinkedIn, Twitter, and Facebook). There did not appear to be a social media strategy and content is produced on an as-needed basis—for example, when they have specific information to share or haven't posted in a while. The CEO and operations & projects manager run the social media accounts. They post primarily on Facebook and Instagram and crosspost content from those sites to Twitter. LinkedIn is used for networking related events or needs.

In regards to graphic design, IWB contracted their original assets from a company called Younts when they were starting up; later, IWB also contracted two designers for other design needs. These contractors completed the following for IWB.

- Younts: Marketing, branding, and designing of IWB's original assets.
  - The operations & projects manager and neighborhood engagement associate have tweaked those graphics as needed since then, usually using Canva.
- Younts: Helped IWB develop their website.
- Graphic design contractors: made graphics and designed an investor showcase brochure

IWB primarily connects with the community via word of mouth. Of the about a dozen interviews we conducted with SEs, mentors, and community partners none had anything truly negative to say about IWB or about their interactions with the team. IWB appears to have a very good image in the community and is viewed as committed to its growth. This positive ethos makes it easier to pitch IWB and its programs to potential stakeholders.

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# Technology and Tech Requirements

## IWB's MODEL

### TECHNOLOGY USED PRIMARILY FOR MC PROGRAMS

IWB makes use of numerous technologies to support their operations. Their need for user-friendly technology that is helpful to both their team and the entrepreneurs they support has been more important than ever as they have pivoted to offering remote support during the pandemic. For example, while the 3-day BOOST program is usually completed in-person, the Operations and Project Manager quickly researched different methods of technology that could support the program online. They decided to and successfully ran the program using Airmeeet, a platform with the purpose of hosting events, workshops, and programs like BOOST. To conduct their 6-month online program, IWB uses Salesforce, an online platform also used by the Miller Center which gives entrepreneurs access to the modules and the ability to submit deliverables for review.

### TECHNOLOGY USED PRIMARILY FOR TEAM AND STAKEHOLDER COMMUNICATION

To conduct their weekly team meetings and meetings with various stakeholders, the team primarily makes use of Zoom. In addition to Zoom, general team communication, whether remote or in-person is conducted over text, phone, and email. The team uses Microsoft and Google Suite, and have their own google emails under the domain of iwbc.org. The CIO/CEO has a dropbox account which is used on occasion and an amazon account, which is used primarily to buy office supplies for the team. IWB employees also make use of Miro, an online whiteboard software, to create sticky notes on their computers and collaborate on different projects.

Numerous methods of communication are used to communicate with stakeholders like mentors and entrepreneurs. These methods are determined both by the preferences of the stakeholders and of the IWB team.

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The team has been successful at learning the best method of communication with each individual in their network, and thereby uses an individual approach. For example, they communicate with many mentors over email, but have found texting and phone calls to be a more effective way to stay in contact with community partners and entrepreneurs.

When IWB was started, the team made the decision to use Grasshopper, a professional phone service that provides an office phone number attached to a cell phone. Therefore, one call can ring to numerous cell phones, which the team thought would be helpful when fielding calls from numerous stakeholders. Now, however, the team does not make use of this technology. All members have felt comfortable giving out their personal cell phone numbers to stakeholders, and as such, can have a more direct line of communication with the SEs that they are in charge of communicating with. As many members have a specific part of the pipeline that they are in charge of, they often interact with different SEs at different times. Therefore, it does seem reasonable that Grasshopper is no longer used. It is our recommendation that the team at a new IW location talks amongst themselves about their own comfort level with giving out a personal phone number, and about how helpful they think Grasshopper would be for them, both for running a smooth operation and making genuine connections with stakeholders. If the team feels that Grasshopper would support their endeavors, then it may be a worthwhile technology, but it is not necessarily needed to run operations.

## TECHNOLOGY USED PRIMARILY FOR NETWORK ENGAGEMENT AND OUTREACH

Another technology used to connect to their network and build connections among entrepreneurs is Slack, a platform for professional communication. IWB has used it recently to give updates about COVID-19, and how IWB has adapted. They also give updates about their partnership with the Miller Center, and more general updates that serve the community, such as opportunities for small businesses in Baltimore, and announcements about their upcoming events. In addition to their announcement channel, they have a more colloquial channel meant for random chat topics in which SEs can connect with each other and post about topics of general interest.

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Numerous technologies are used for marketing purposes, managed primarily by the Programs and Operations Manager and the Program Coordinator and Communications Associate. Canva is used for basic marketing and design, such as flyers and announcements for events or programs. When more complex designs are needed, IWB relies on the Adobe Suite, which is used by their neighborhood engagement associate. The Innovation Works website was created through Squarespace, a website creation software.

## TECHNOLOGY USED PRIMARILY FOR ADMINISTRATIVE PURPOSES

Airtable, an organizational software, and Gusto, a software used to handle payroll, are used to manage administrative tasks at IWB, and to help each team member keep track of their progress as they work towards their individual goals in a given fiscal year.

To keep a record of all of the entrepreneurs in their network, IWB is implementing the use of Incubator Portal. In this software, members of the team are able to create an account for each entrepreneur they interact with. On this platform, they can assign them to a stage in their pipeline, and keep track of the support they are currently providing that SE, such as the mentors they have communicated with or the programs they have participated in. The software was not used initially, but is being implemented now in the hopes of streamlining their onboarding process for new entrepreneurs and making it easier for the team members to offer the most effective and personalized support to each entrepreneur. Incubator Portal is currently being managed by the Programs and Operations Manager and the Project Manager for Strategic Initiatives.

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# Financial Model

## IWB's MODEL

IWB uses Airtable to organize their finances (see Technology and Tech Requirements module for more details about Airtable). On spreadsheets created through Airtable, IWB plans out their costs for each fiscal year. Below is a sample line of the expense spreadsheets used by IWB showing the different categories used. It should be noted that IWB uses the headers, “Expense Type,” and “Expense Category,” to organize their expenses. However, the “Expense Category” header refers to the output product that the expense goes toward, either programming, administration, or fundraising. Therefore, for the sake of more effective analysis in this module, “Expense Category” will refer to each grouping of expense types. These categories, and the organization of each expense type into these categories, were seen and endorsed by the CEO during the research process. “Output Category” will refer to each grouping of expense types that explains the output product that the expense goes toward.

Examining IWB's Financial model by both expense category and output category is essential to understanding their operations and efficiency. Each of the expense categories represents an essential aspect of IWB's functionality, and must be maintained in whatever location the model is replicated in. The proportion of the total budget that each of these categories makes up may fluctuate depending on numerous factors.

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## IWB FINANCIAL BREAKDOWN BY EXPENSE CATEGORY

The primary factor influencing these categories is the stage of development of IW, which then has a cascading effect on the categories. For example, as IWB has grown, it has taken on more full-time staff members, increasing their expenses due to staff. Many of their staff members started out as fellows through Baltimore Corps, and eventually transitioned into full-time staff being employed directly by IWB. This allowed IWB to save on staff expenses. As they've grown, they have needed to create new positions to lessen the workload on key employees such as the CIO (now CEO) and the Projects and Operations Manager. Therefore, one can expect that staffing expenses will increase, and that the nature of this increase over time will depend on how quickly the network grows in the city they are replicating in, and how quickly the new team begins running programs for SEs. Reaching out to programs that mirror Baltimore Corps in the city IW is replicating in is a promising avenue of finding potential employees, and may help keep staff expenses relatively low during its first couple of years.

As IWB has grown, they have also taken on numerous strategic initiatives. There is potential for the cost of these initiatives to quickly increase as each one takes a great deal of consideration, time, and effort to research and execute. Currently, for the 2021 fiscal year, IWB's strategic initiatives are the second largest proportion of their proposed budget.

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## IWB FINANCIAL BREAKDOWN BY OUTPUT CATEGORY

Breaking down IWB's expenses by expense category is beneficial in understanding how each expense is classified, and how each expense contributes to the different and necessary tools needed to keep IWB operational. However, this delineation can be misleading, as it does not show how each expense contributes to the outputs IWB produces. For example, technology is a meaningful expense category that groups the different softwares IWB uses together. While it is helpful to understand how much IWB spends on different software overall, it does not show what this software is being used for. Therefore, IWB's expense types are also grouped above by Output Category. This is an important practice for future IWB teams to practice as well; the graph of IWB's financial Breakdown by Expense Category, while helpful for members of the IWB team like the CEO, could be ineffective in explaining IWB's impact to potential donors and stakeholders. Creating a financial breakdown by output category shows how much of IWB's expenses are overhead, and so is much more successful in showing the efficiency of IWB's spending model. In the current IWB model, all Expense Categories except for Administration (Staff, Initiatives, Programming, Technology, and Network Engagement and Outreach) fall under the broader Output category of programming; Administration becomes its own output category. Fundraising Expenses, an expense type that is part of the Network Engagement and Outreach Expense Category, is the only expense type that becomes its own output category (Fundraising).

Most of the expenses IWB incurred are for programming purposes. Their staff, initiatives, programming, technology, and network engagement and outreach expenses can all be grouped together as expenses that are related to programming. A small portion of their network engagement and outreach expenses are related to fundraising, and so were grouped into a fundraising output category. The third output category they have is administrative expenses, which is also a very small portion of their overall expenses.

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## IWB REVENUE BREAKDOWN

All of the services offered by IWB are offered free of charge to their customers. Therefore, IWB does not have a large source of internal revenue. Strategic initiatives, like their Urban Woods and Textiles initiative, present a promising avenue of generating earned revenue, and may contribute to IWB's revenue model as IWB continues to grow.

Because IWB does not charge for their services, they are completely dependent on funding from outside sources. Corporate donations and non-foundation institutional grants are smaller components of IWBs revenue model, making up 11.5% and 13%, respectively, of their 2021 Fiscal Year expected revenue. The largest source of their funding comes from foundation grants. That being said, a significant source of revenue, especially at IWBs conception, was individual donations. 30-40% of the mentors in IWBs network are also funders of the organization. As the founder Frank Knott reached out to his own network during his multi-year research phase of building IWB, he explained to them his vision of IWB's model. The strong and strategic marketing that Frank did contributed to both the number and size of donations he received to start IWB.

In September 2017, Frank Knott received formal authorization from the Jesuits to establish Innovation Works as an independent entity. In October 2017, IWB incorporated, and in 2018, they received authorization from the IRS to solicit and receive funds. Frank, as well as the Jesuits and the founding directors, initially set out with a goal of receiving \$1 million by October 2018, after which IWB was scheduled to start their formal programming. They exceeded this goal, and ended up raising \$1.5 million for IWB in operating capital. As such, Frank and the founding board of directors raised this goal to \$2 million. As of June 2020, \$2.6 million in capital had been raised for IWB.

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IWB runs numerous fundraisers throughout the fiscal year, and is continuously soliciting donations from foundations and grants from non-foundation institutions. Fundraising is conducted through numerous avenues. IWB has a page of their website dedicated to soliciting donations to support IWB operating, Ignite Capital operating, and Ignite Capital itself. Stakeholders such as SEs, CPs and mentors will often hear about recent donations IWB receives through the newsletter sent out by the Operations and Project Manager. On occasion, they also solicit funds through their newsletter. The primary employees responsible for fundraising are the founder/CEO and CIO, and eventually, the fundraising associate. These team members are the primary contact points between IWB and major donors, and will also be the ones responsible for reaching out to major donors. During the research phase of building IWB, the founder was solely responsible for fundraising, but once the CIO was hired, both made significant contributions to this effort. Meetings with potential donors were conducted either one-on-one with the donor and either Frank or Jay, or two-on-two with both Frank and Jay and a pair of potential donors/investors.

## IGNITE CAPITAL

In addition to fundraising for IWB, Frank and the board also fundraise for Ignite Capital, an investment fund with the purpose of providing financial capital to enterprises in Baltimore that are aligned with the mission of IWB. Fundraising for Ignite Capital began in March 2020 with the goal of raising \$4 million. Currently (as of November 2020) Frank has confirmed that the fund has \$1.5 million committed, and expects to have the rest of the \$4 million committed between January and June 2021. The donors and investors contributing the Ignite Capital Fund are from the same sources that contributed to the capital of IWB, such as senior executives, donor advised funds, foundations, successful entrepreneurs, and Jesuit organizations. Additional community foundation and faith based social impact investment funds have contributed to Ignite Capital as well.

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# Appendix

## DATA AND METHODS

### RESEARCH QUESTIONS

**Main Question:** What key features of IWB need to be thoroughly documented and shared with others to allow it to scale successfully?

**Sub Questions:**

- What is the Methodology of IWB?
- What makes IWB special/successful compared to other venture accelerators?
- What features of IWB must be preserved to scale successfully?
- Why is IWB's value preferred by entrepreneurs?
- What are IWB's internal forces of success?
- Which features of IWB are mission-specific and which are location-specific?

### NARRATIVE EXPLANATION

**What data did you gather?**

We gathered qualitative and quantitative data. This data came in the form of surveys we sent to members of the IWB team, BOOST participants, or other community members who work with IWB. Moreover, we conducted interviews, over Zoom and over the phone, with those same stakeholders as well as with our peer educator Avery Rissling. We also gathered data by pulling key pieces of information from the documents and resources IWB shared with us. This data about IWB's practices, methodologies, metrics, etc. was used to identify areas of strength and areas of growth for IWB.

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## NARRATIVE EXPLANATION

### **Who (or what) did you gather data from?**

We gathered data from numerous sources, including Frank, Jay, and employees of Innovation Works. We also reached out to enterprises that IWB has served to understand what services and resources IWB are most valuable to them, amongst other things. We were in constant communication with Rob Shelton, who helped us understand and discuss what aspects of IWB are scale-ready, and what aspects of their business model are in need of growth. We also consulted with Pamela Roussos, a member of the Miller Center who helps run the BOOST workshops in Baltimore every year. We also conducted numerous interviews with Avery Rissling, as noted above, who has valuable information on the working environment and context of IWB that we were not able to experience first-hand during a remote engagement.

### **How did you gather that data?**

We gathered this data through the interviews we conducted with the aforementioned parties as well as through examining the resources shared with us. For the interviews, we recorded transcripts of the meetings (with the consent of the person(s) being interviewed) so that we can easily preserve and reference their words. For surveys, we utilized the survey platform Qualtrics to design and distribute our questionnaire(s).

### **What material form did that data take?**

This data was online (in Google docs, scanned PDF documents, recordings, Qualtrics forms, etc.). We conducted online surveys, and so we used Qualtrics, Google docs, and Excel spreadsheets to organize the data we collect. We recorded interviews that we conducted over Zoom, after we obtained informed consent from the interviewee. We also took separate notes using Google Docs during the interviews. Additionally, because this research was done primarily remotely, many of the documents IWB has relating to their business model were shared through Google Drive.

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## NARRATIVE EXPLANATION

### **How did you analyze this data?**

For analysis, we used resources such as GSuite, Microsoft Suite, SPSS, Stata, Atlas.ti, and Zoom. To analyze the interviews, we obtained a transcript of the interview and used qualitative coding schemes. Atlas.ti is a coding and analysis platform that is intended to assist in the sometimes laborious process of qualitative data analysis. Atlas.ti allows us to upload documents, develop codes, pull out quotes, and write memos for each interview. For the quantitative data, we used SPSS, a statistical analysis platform. With SPSS, we can check frequencies, look at crosstabs (i.e. examine how different variables are related), and run different statistical tests to examine things like correlation, hypothesis validity, and cause and effect. For the document analysis, we conducted this analysis by conducting deep dives into the information as well as scrutinizing it in interviews with people like Frank, Jay, and Rob. We also compared it against what we have learned from our readings and other materials in class.

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# COPY OF PRE-INTERVIEW QUANTITATIVE SURVEY

## IWB Pre-Interview Survey

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Start of Block: Consent

Q1 Dear interviewee: We are student fellows with the Miller Center for Social Entrepreneurship researching Innovation Works' methodology, operations, and overall business model as it looks to scale its impact. We would love to hear your honest feedback about your experience with IW. Therefore, we are requesting your participation in our research, which will involve a roughly 45-minute interview over Zoom, a pre-interview survey, and a post-interview survey through the survey software Qualtrics. We may also reach out at a later date to schedule a follow-up interview. You may choose to leave any question blank on the survey or decline to answer questions during the interview. The data we collect may be published, but your name will not be associated without specific permission. If you have any questions, please email either of us at acwilliams@scu.edu or pheumann@scu.edu Thank you, Alexa & Pearl

---

End of Block: Consent

---

Start of Block: Demographics

Q4 By birth/heritage, what is your race/ethnicity? (select all that apply)

- African American/Black (1)
  - Asian (2)
  - Native Hawaiian/Pacific Islander (3)
  - Caucasian/White (4)
  - Native American/Alaskan Native (5)
  - Hispanic/Latino/Spanish (6)
  - Mixed (7)
  - Other, please specify (8) \_\_\_\_\_
- 

Q5 Which term best describes your gender identity?

- Male (1)
- Female (2)
- Gender non-conforming (3)
- Other, please specify (4) \_\_\_\_\_

---

End of Block: Demographics

---

Start of Block: General Questions

Q9 In a few words, how do you think IWB presents itself to the community?

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Q10 How satisfied have you been with your relationship with IW?

- Extremely satisfied (1)
  - Somewhat satisfied (2)
  - Neither satisfied nor dissatisfied (3)
  - Somewhat dissatisfied (4)
  - Extremely dissatisfied (5)
- 

Q11 How often do you communicate with IW employees?

- Daily (1)
  - 2-3 times a week (2)
  - Once a week (3)
  - Monthly (4)
  - Never (5)
- 

Q8 What is your relationship to Innovation Works?

- IW Employee/volunteer (1)
- Neighborhood partner (2)
- Miller Center employee (3)
- Entrepreneur (4)
- Mentor (5)

*Skip To: End of Survey If What is your relationship to Innovation Works? = Neighborhood partner*

End of Block: General Questions

---

Start of Block: Role at IW

Q2 What is your job title?

\_\_\_\_\_

---

Q3 How long have you worked at Innovation Works?

- 0-5 months (1)
  - 6-11 months (2)
  - 1-1.5 years (3)
  - 1.6-2 years (7)
- 

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Q13 On average, how many hours did you work per week **before the COVID-19 pandemic**?

- <10 hours (1)
  - 10-20 hours (2)
  - 21-30 hours (3)
  - 31-40 hours (4)
  - 41-50 hours (5)
  - 51-60 hours (6)
  - 61+ hours (7)
- 

Q14 On average, how many hours do you work **now**, in light of the pandemic?

- <10 hours (1)
  - 10-20 hours (2)
  - 21-30 hours (3)
  - 31-40 hours (4)
  - 41-50 hours (5)
  - 51-60 hours (6)
  - 61+ hours (7)
- 

Q6 How would you describe your work environment in just a few words?

\_\_\_\_\_

---

Q7 Is the work typically more collaborative or independent?

- Very independent (1)
  - Somewhat independent (2)
  - A mix of both (3)
  - Somewhat collaborative (4)
  - Very collaborative (5)
- 

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Q12 How important are these in successfully completing your job?

	Extremely important (1)	Very important (2)	Moderately important (3)	Slightly important (4)	Not at all important (5)
People skills (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community knowledge (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaboration (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial resources (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative skills (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other, please specify (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Role at IW

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Prepared by:



# COPY OF POST-INTERVIEW QUANTITATIVE SURVEY

## IWB Post-Interview Survey

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Start of Block: Default Question Block

Q2 Thank you for interviewing with us! You will find a few brief follow-up questions below.

If you have any questions about the pre-interview survey and interview you just completed or about the outcome of the study, please contact Pearl Heumann (pheumann@scu.edu) or Alexa Williams (acwilliams@scu.edu).

End of Block: Default Question Block

---

Start of Block: Block 1

Q3 Is there anything you wish we would have asked you about?

---

---

Q5 Is there anyone else you think we should interview?

---

---

Q4 Is there anything else you would like to mention about your relationship with Innovation Works?

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---

Q6 Are you open to being contacted for a possible follow-up interview with Alexa and Pearl?

- Yes (1)
- No (2)
- Maybe (3)

---

Q7 If we need to contact you, is email the best way to do so?

- Yes (1)
- No (please specify preferred method and contact information) (2)

---

End of Block: Block 1

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# COPY OF INTERVIEW GUIDES

## FOR IWB EMPLOYEES

**\*\*ask about recording the session first\*\***

### **General Questions:**

- *How long have you been working for/with IWB?*
- How were you recruited?/Where did you find out about IWB?
  - How did you find people to work for IWB? How easy/difficult was the process?
- Why did you originally choose to work for/with IWB?
- How were you trained for this position?
- What does a day-to-day look like for you?
  - What role do you play? What are your main responsibilities?
- How has your role changed throughout your time working for/with IWB?
- How do you measure the success of your work? IWB's work?
- How do you want to see IWB change in the future?
- Where do you see IWB in the next few years?
- What are the biggest challenges you think IWB is facing?
- *Who else would you recommend we talk to?*

### **Work Environment**

- *How would you describe your work environment in just a few words?*
- What's the work and team culture like?
- *Is the work typically collaborative or more independent?*
- Can you tell me about the last team social/bonding event you did together?
  - What was the last work event/workshop you put on before the pandemic?
- What's different about working here than anywhere else you've worked?

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## FOR IWB EMPLOYEES

### Employee Relationships

- What does your communication look like with \_\_\_\_?
  - How often? (ex: daily, once a week, etc.)
  - How long is each interaction?
  - Content in each interaction?
  - Why do you interact with them? For what purpose, for what activity, or to fulfill what need?
  - Who do you work most closely with?
- What are the current goals that IWB is focused on, and how does this team work to support hitting those goals?
- *How important are these in getting your job done?*
  - *People skills?*
  - *Collaboration?*
  - *Communication?*
  - *Technology?*
  - *Other?*

### Administrative Areas

- What percentage of your time do you spend communicating with\_\_\_\_\_
  - Members of the community
  - IWB employees
- What percentage of your time do you spend doing administrative things like answering emails, talking on the phone, etc.?

### Workload

- *On average, how many hours do you work per week?*
- Do you feel like you are overburdened with work?
- How is the success of your work measured? (i.e. metrics, reviews, etc.)
- How are you measured/evaluated in your job?
- What are three things that make you successful in your job?
- Describe some things that have gone well in the past year.
  - Describe some things that have not gone well in the past year.
- Is there an employee manual that describes the path to success?
  - What are the unwritten/commonly understood things that make IWB successful?
    - Before you started working, what do you wish you had known about IWB and its/your work?

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## FOR IWB EMPLOYEES

### Scaling Efforts

- If IWB were to take this operation to another city to recreate the social impact, what elements could be recreated easily in another city?
- What elements would be hard to recreate?
- Who handles:
  - The finances? - Jay
  - Donor relations? - Frank
  - Mentor relations? - Jay and Marti
  - Recruiting/hiring? - mostly Jay
  - Employee relations/growth?
  - PR?
  - Marketing/Communications? - contracted out (at least partially)

## FOR IWB COMMUNITY PARTNERS, ENTREPRENEURS, AND MENTORS

**\*\*ask about recording the session first\*\***

### Community Relationships

- Why do you think IWB's model and activities work in Baltimore specifically?
- Can you think of a good specific example of the impact of IWB's work? (ex: a business, entrepreneur, some community change)

### Public Relations

- How do you think IWB presents itself to the community?
  - Do they present themselves well?
- If you could give IWB and/or its programs some constructive criticism, what would it be?

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## FOR IWB COMMUNITY PARTNERS, ENTREPRENEURS, AND MENTORS

### Story-telling:

- For SEs/Community Partners
  - How did you find out about IWB?
  - Tell us about your work/business. How has IWB helped you further that work/business?
  - Tell us about a time that you were struggling with some business/community hurdle, and how someone at IWB/a mentor helped you through it. What did that process look like?
  - Which module of the program/workshop helped you the most? And why?
  - What part of IWB's support has been most helpful to you?
  - How would you like to see IWB grow in the future?
  - Tell us a story about how trust was built between you and someone at IWB/a mentor.
  - What were your goals for joining the program/participating in the workshops?
  - Did the program meet your expectations?
  - What was the most useful element of the program/workshops for you?
  - What aspect of the program/workshops helped you in achieving growth and success?
  - Would you recommend the program/workshops to anyone?
  - How were the mentors helpful for you?
  - Did the in-residence program help? How so?
  - What do you wish you had known before you started down this path?
  
- For mentors
  - How did you find out about IWB?
  - What made you want to be a mentor?
  - Have you been a mentor for other accelerator programs?
    - If so, what makes IWB unique?
  - What did the mentor training look like?
  - Tell us about a time that a SE was struggling with some business hurdle, and how you helped them through it. What did that process look like?
  - Where in the process are the entrepreneurs whom you tend to advise? (i.e. early stage, later stage/more established, etc.)
  - How often do you communicate with your mentee(s)?
  - What types of mentoring/help have your mentee(s) asked for/needed?
  - Tell us a story about how trust was built between you and an SE/community partner.
  - How would you like to see IWB grow in the future?
  - Is there anything you wish you had known going into mentoring with IWB?

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## FOR IWB COMMUNITY PARTNERS, ENTREPRENEURS, AND MENTORS

### Story-telling:

- For board members
  - How did you find out about IWB?
  - What made you want to be a board member?
  - How long have you been on the board?
  - How have you seen IWB grow during your time on the board?
  - How would you describe the culture of IWB?
  - Are you a board member for any other organizations or businesses?
    - If so, what makes the board of IWB different?
  - What does the commitment look like?
    - How often do you communicate with Jay and Frank?
    - How often do you meet?
    - What kind of decisions do you make?
  - Do you serve IWB in any other capacity in addition to your position on the board (i.e. are you a mentor, too)?
  - How would you like to see IWB grow in the future?
    - How have you seen the board grow/change?
  - What do you wish you had known becoming a board member?
  - What kind of contact do you have with the community, SEs, etc.?

## QUESTIONS SPECIFICALLY FOR FRANK / JAY

- Walk us through how you did research to find stakeholders, etc.
  - Background information on the initial vision for Innovation Works
  - The fund development strategy or due diligence for which other staff members would not be aware that might be important to the replication project
  - How IWB might need to enter other markets?
  - Ask Jay: What does Chief Innovation Officer mean to you?
  
- Who handles:
  - The finances?
  - Donor relationships?
  - Mentor relationships?
  - Recruiting/hiring?
  - Employee relations/growth?
  - PR?
  - Marketing?

Prepared by: