



Bridges for Enterprise

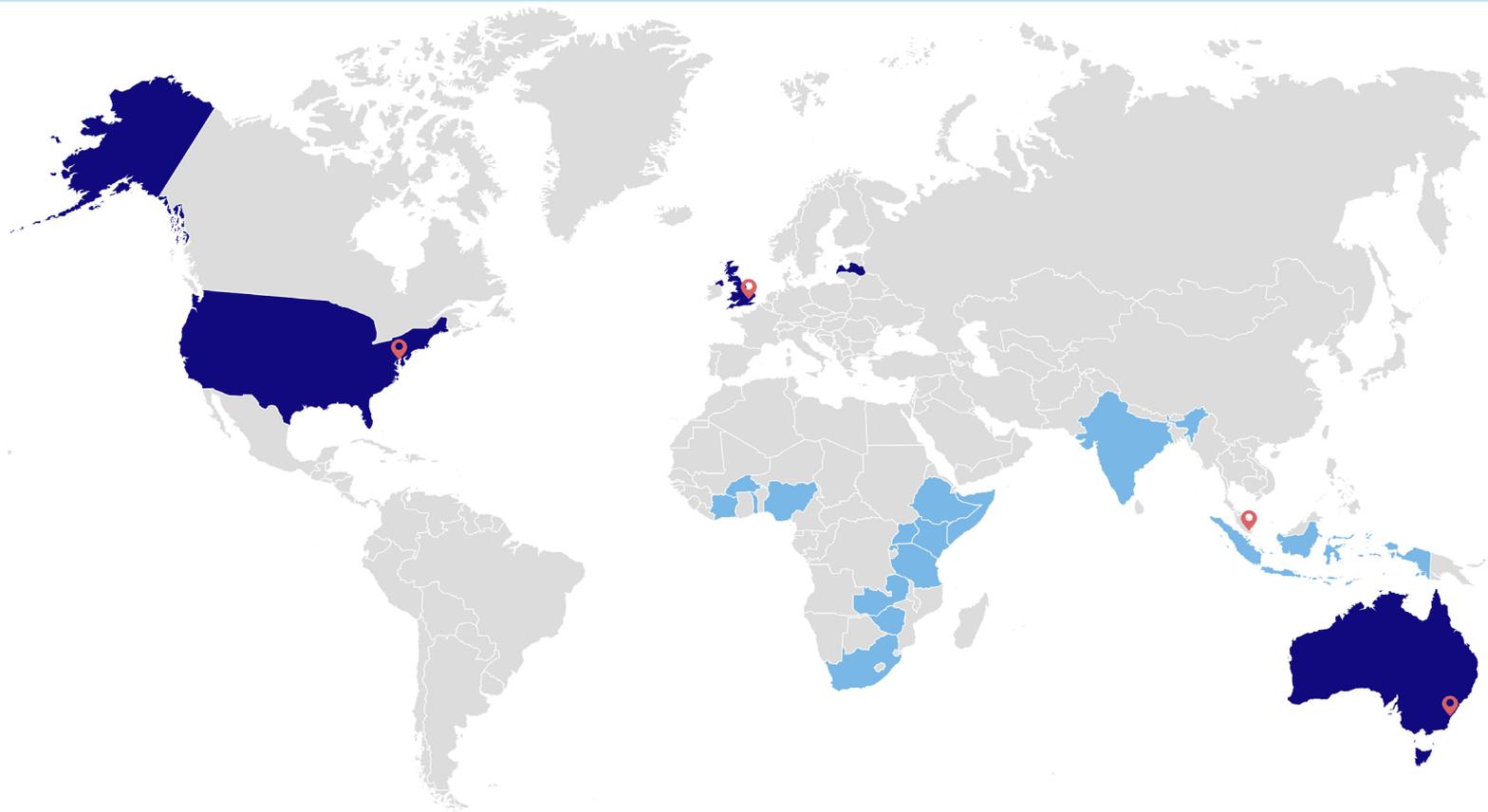
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 /BridgesforEnterprise

 Bridges for Enterprise

www.bridgesforenterprise.com

It has been another exciting year for BfE. With a continual expansion of our services, and a focus on improving our relationships with both clients and alumni, we have seen a steady growth of operations across all our global chapters. To help fulfill our vision to help create a more sustainable and equal future, we have recruited more members to join our team, allowing for a stronger and wider outreach. Our younger chapters including Singapore, Sydney and New York, have made remarkable progress and contributes to our international ethos, seeing BfE flourish with members from different backgrounds working together to achieve a common goal. By increasing our presence on social media this year, BfE hopes to raise awareness for our mission and extend our services to a greater range of social entrepreneurs. We sincerely hope to continue our work with the same level of commitment, vigour and enthusiasm seeking to aid those of the developing world in growing their ventures, creating a more inclusive and sustainable future.



BfE - Global Impact 2018

Light Blue - BfE Startup Projects

Dark Blue - BfE Consulting Partners

Red Pins - BfE City Chapters



CAMBRIDGE

BfE's Cambridge chapter has seen promising growth throughout the year. 2019 saw the start of some promising opportunities such as running our pilot technical advisory engagement in collaboration with Cambridge University Engineering Society on one of our startups. We hope to launch our technical advisory team later this year and we look forward to more exciting projects to come! We also organised a London social in April where we had representatives from the Global Leadership team, Cambridge chapter, and even the New York chapter presidents! This truly proves that we are a global community of changemakers and we will continue to foster such cross-chapter relationships.

For the past half a year, we have been actively getting in touch with local social enterprises. We hope to continue drawing on our local ecosystems to gain inspiration and motivation to make social impact in our local communities.

Currently, we are working on a few internal projects to provide better support for training and development for our new and existing members across all chapters. We are also working on finalising an Incubation Programme Guide which will help streamline our incubation operations.

The first half of 2019 has been an fruitful journey of making stronger connections with our external and internal networks, as BfE continues to expand and grow our operations across all global chapters. We are excited also to announce that most engagements have been completed successfully as our newly recruited members conclude their first engagement with BfE. We are very much looking forward to the upcoming challenges and opportunities and hope to see even more progress as the year draws to an end.

-Xiao Yen Thean, President



LEGAL TEAM

In January, the Legal Team decided to focus on two key areas for development. We are improving the standardisation and the quality of our legal engagements whilst also starting to develop strong links with international law firms for training and research development. Having engagements based internationally from Asia, Africa and Europe, our team required thoughtful research in foreign jurisdictions which have had limited accessible information in English. Whilst this has been challenging, it was incredibly rewarding to provide detailed answers to our clients' questions. Our Team have been more engaged with the clients from start-to-finish, with associates engaging in our pre-engagement calls. This was invaluable to developing strong client relationships and proved a greater sense of reward, having seen the personal positive impact our advice makes. We have assisted a consultancy start-up in West Africa that works with SMEs with numerous intellectual property, taxation and contractual questions. In Asia the team has provided advice on personal data protection regulation and taxation issues. We have greatly improved on the standardisation of the legal advice we provide, creating a Legal Briefing Document repository that will act as a first reference for common issues that appear in jurisdictions we regularly deal with and look forward to streamlining this system further. We have had a number of exciting exchanges with prestigious law firms of international presence and with firms with expertise in local jurisdictions in which we regularly work. We are moving to establish partnerships with these firms, and are excited to organise training events for the Legal Team to gain greater expertise in legal research and improve the quality of the work we can provide for start-ups around the globe.

-Esme Harrington, Director

CONSULTING TEAM

Over the past year, the Consulting Team has been involved in many different engagements which are primarily concentrated in the education sector. The Lent term saw the recruitment of four new associates. Our first in-house consulting project was with an education sponsorship company in Malaysia. This engagement began as a marketing engagement, but we realised we could help in many other ways. We decided to create a formal organisational structure for the company, revise their mission statement, outline who their main stakeholders were and how we could reach out to them, and proposed a high level and in-depth timeline they could use. Overall, we had an extremely successful engagement, and look forward to other opportunities to work with Brain for Future. We also had an external consulting project, with our longstanding partner, CCN London. This was for an online education hub, Angaza Elimu, based in Kenya. We created the sales pitch deck for the company to use during their marketing campaigns. Overall, we have had a highly successful year, and look forward to future engagements planned for the upcoming Michealmas.

-Thaneesha Raveendrakumar, Director



FINANCE ADVISORY TEAM

Lent term saw several changes in the direction on the Financial Advisory team led by Xuan Yi Ng and Dheer Karia as we recruited new members to supplement our existing team as we took on two startups (Kleos Africa and ImpactXchange). Carrying forward from the new engagement structure put by our predecessors, the team working on both engagements set out to improve the startup's growth strategy through conducting research on how to raise funding from a range of investors by remodelling the firm's pitch book and executive plan. Crucial to this was understanding our client's current balance sheet and their projected future earnings. Overall, the team prepared a comprehensive report on their findings which would help both startups with their future plans as they set out to develop their platform. We would like to thank all the FA team members for their commitment to the engagements they have worked on and we wish for more future success in the coming terms.

-Dheer Karia, Director

TECHNICAL ADVISORY TEAM

Prior to 2019, our incubation program involved consulting, financial and legal advisory services only. However, due to the demand for additional technical support from our start-ups, the Cambridge chapter has decided to run a pilot technical advisory engagement in January - April this year by partnering with Cambridge University Engineering Society (CUES), one of the largest and most active academic societies in Cambridge. So far, we have established the team structure which consists of two directors directly managing teams of technical consultants from CUES. Our pilot project had been successfully delivered to Angaza Elimu, one of our existing clients which dedicates to provide a better educational platform for primary school kids in Kenya, from which the team had gathered feedback and learned some best practices throughout the engagement.

In the two-month engagement with Angaza Elimu, our consultants completed a literature review, an existing technology review, an in-depth analysis of the provided data and eventually made several proposals in the final feasibility report to help Angaza Elimu make the best use of their current data, migrate to a more efficient framework in the future, and accommodate the changing curriculum. We are looking into scaling the programme size to benefit more of our past or existing clients. The team will not recruit permanent members into BfE like the other teams but instead, work on a project-by-project basis, as proven effective in the pilot round. This will give more students a chance to give advice on real-world business engineering problems, and allow technically-inclined individuals to be involved in the work of BfE where we share the same mission of #bridgethegap.

-Heng Wang, Director



STARTUP RECRUITMENT TEAM

It has been an exciting term for Startup Recruitment (SR). Firstly, we have been preparing ourselves to the creation of some SR teams in chapters other than the Cambridge one. The Cambridge SR will be involved in the next few months in training these new SR teams and explaining them how to recruit the best startups for our consulting engagements.

We have also continued our engagement with Growth & Partnership in trying to reach out to new incubators around the world. With the help of our president, we recently contacted a couple of consulting professionals with whom we had an interesting call on how to maximise our recruitment results.

Last, but of course not least, these are very hot times for our normal interviewing activities. July has been busy and we interviewed many startups that will be next year's consulting engagements.

-Alessandro Angelico, Director

GROWTH AND PARTNERSHIPS TEAM

It has been a year of learning and productivity for the Growths and Partnerships team. Having recruited 4 African associates last year, this year we set to further our communication and collaboration to further our outreach to social enterprise incubators in the African region. 42 new social enterprise incubators have been contacted, with 3 expressing further interest in partnering with BfE in the long term. In the process, we were able to revamp our pitch decks, and Sola, our Ugandan G&P associate even produced her own BfE name cards to assist in the publicising of the work that we do at BfE. Even though not all the social enterprise incubators that we reached out to responded, the experience was invaluable in helping us learn about where we still needed to improve in our publicity and communication channels. In April, 3 more Cambridge G&P associates were recruited. The Cambridge G&P team worked to cater towards other partnership needs, which included the recruitment of more legal mentors for the Legal team. Moreover, we are now in the process of setting up better communication between G&P directors from other chapters to learn from each other. Overall, it has been a real privilege getting to shape the future direction for G&P, particularly in the African region. Having now identified areas we can work on and how best to collaborate with other divisions to expand upon our network, I believe G&P has large potential to be the "bridge" within BfE itself. To a great year ahead!

-Belinda Ng, Director



DATA ANALYTICS TEAM

We finalized our Investor selector tool, and beta tested with the New York Division's Financial Advisory team. The beta testing session was short but intense. FA team reported that the investor selector tool turned out to be very handy in enriching their team's funding research. The success of the beta testing proved that it is necessary to store and index the legacy data of the funding research result of Financial Advisory team, and can potentially avoid many repetitive research. As for the BfE tracker, the switch from pure google drive excel to Streak is almost completed. We can expect the directors and members of each team to use Streak to make their management of startup progress and contacts much clearer and more efficient. It will also allow for more systemic data analytics in the future.

-Xiaodong Wu, Director

COMMUNICATIONS TEAM

The Communications Team has seen radical changes throughout the year, from an increase in team size to the beginning of several new projects aiming to boost our social media presence. We aimed this year to continue our goal of widening BfE's outreach through creating a stronger public image. This saw our blog posts featuring different teams within BfE to take a deeper insight into their specific roles in order to give anecdotal, first-hand engagement descriptions from our members themselves.

We have been committed to creating more material for both online and printed use, such as brochures and leaflets, to better convey our vision and experience visually. From a more reflective stance, we are also excited to be working on case study stories which will allow startups and team members alike to understand how BfE works and helps their entrepreneurs on a case-by-case basis. We will be working with other teams such as the Growth and Partnerships Team in order to accurately present the engagements and better portray the journey of BfE and its clients.

In the coming months, our Team hopes to continue to feed our blog, Facebook page and LinkedIn profile, as well as brainstorm more ways in which to help spread BfE's mission message in order to continue to help the global development of BfE.

-Neha Sreekumar, Director



SINGAPORE

The Singapore chapter has gone through a productive cycle with 4 projects on hand. The team is pleased to have recruited over 20 new members as a young chapter. With the establishment of our new Growth and Partnerships Team, Data Analytics Team and constant efforts in building up our Consulting & Finance Advisory team, the Singapore chapter is pleased to have spread our impact around the world. The Consulting team is growing as a stronger in-house Consulting base filled with motivated members sharing a strong passion to solve deep business problems faced by passionate entrepreneurs around the world. On the Finance Advisory side, the team is flourishing alongside our partnering social enterprises. Given our deep experience in the Finance Advisory arena, the team has been able to put together well defined and high quality outputs for our entrepreneurs such as pitch decks, funding research and more. The Singapore is also excited to have established the Growth and Partnerships team with hopes of establishing a stronger base in the APAC region. Being the representative of the APAC region for our growing organization, BfE Singapore seeks to form partnerships across multiple spheres - Social Enterprises, Social Organizations, Corporations, Student Organizations and many more in time to come. Last but not least, the Singapore chapter also had a productive trial in establishing a Data Analytics team. While the team is still young and exploring its future options, the limits are endless. Moving forward, the Singapore chapter will only grow to expand, include more students hungry to make an impact. We strive to establish a stronger base in Asia through strong partnerships and high quality work with entrepreneurs that put their trust in us.

-Cheri Tng, President

CONSULTING TEAM

The Consulting team in Singapore is privileged to have worked with 2 social enterprises based in India and Columbia - TribesforGood and Movilizadorio. This cycle, the team achieved a couple of key milestones. Firstly, the Consulting team has been able to dive into their industry landscapes and gain insight into their unique target segments, business models and competitive landscapes. The economies of concern were new to our Consultants thus the team had an interesting time dissecting further and learning from the entrepreneurs. Secondly, the team devised a marketing and business strategy specific to the clients' volunteer and social engagement platforms, propelling the impact of social good further through the clients' channel. Lastly, the leadership team was committed to developing the Consulting team's business, research, analysis and client management skills through a series of training cycles and on-the-job mentorship structure. The Consulting team is growing stronger than ever, poised to propel its impact further in the following cycle.

-Shi Min, Director



FINANCE ADVISORY TEAM

The Finance Advisory team in Singapore is proud to have worked with 2 social enterprises in the Energy and Education space in Africa - Alternative Waste Technologies and Scholastic Ultra-Aid Educational Services. An established team with 10 keen members, the team is pleased to have been innovating and delivering high quality output recognized by our partners and fellow BfE chapters alike. Notably, the Finance Advisory team has primarily helped entrepreneurs develop a better understanding of the industry they operate in and provide guidance to them in making key commercial decisions. The team is committed to craft bespoke deliverables tailored to each entrepreneurs' needs based on the stage or maturity of their business to aid in expansion and sophistication. The leadership team is committed to develop the member's competencies in terms of business acumen and technical skill sets in Finance and Valuation. Through these investments and hard work, the Finance Advisory team has seen notable traction with positive reviews from our clients such as Alternative Waste Technologies, an Energy-based African startup who would be returning for an additional project in the next cycle to further the work done with the FA team. The Finance Advisory team is excited to further its impact by taking on more projects and developing the team to achieve greater heights!

-James Nicholas, Director

GROWTH AND PARTNERSHIPS TEAM

As a budding team striving to make an impact, the G&P team has achieved much in just one cycle. With 3 members striving to aid in establishing a stronger base for BfE in the Asia region, the G&P team seeks to form valuable partnerships in a few areas - Social Organizations, Mentors from Corporations, Student Organizations etc. In the past cycle, the team has managed to successfully pitch BfE to a few mentors to be onboarded in the oncoming cycle. Moreover, BfE Singapore has formed a valuable partnership with Social Collider - a Singapore-based social enterprise incubator. The team at Social Collider also hosted our members over an evening to allow our BfE members to be more in touch with the local social scene, learning more about the value of social entrepreneurship. As the new cycle comes around, the G&P team seeks to be in strong partnership with the Startup Recruitment team and is excited to make leaps to establish a stronger base for BfE locally and in the region.

-Darien Soh, Director



NEW YORK

The first half of 2019 has been fast-paced and successful for our chapter. We have continued to improve upon our existing practices and made strides to build a more cohesive community. With Maggie and I both studying overseas in the spring, we relied heavily on our team directors to oversee our campus presence. Ally, Nisarg, and Shinyoung all helped facilitate successful interactions with new team members, outside organizations, and BfE mentors. Heading into the upcoming school year, we are looking forward to completing successful consulting and finance engagements while hosting new social and professional events around campus. On the consulting front, we have partnered with Gamecock Consulting Club at the University of South Carolina and plan to extend our partnership with 180 Degrees Consulting at Indiana University. These two partnerships will allow us to provide even greater support for BfE clients. Additionally, with Maggie and I back on campus for the entire school year, we are keen to engage more with the broader NYU community and New York-based mentors who can offer helpful tips to our team. Lastly, we are focusing on recruiting efforts to shore up our Finance Advisory and new Startup Recruitment team, who will work with BfE Cambridge to expand BfE's global reach in the Americas.

-Jordan Wolken, President

FINANCIAL ADVISORY TEAM

Our Finance Advisory team successfully completed an engagement with Farming Data, an agriculture technology startup that is piloting its services in Colombia. Throughout the engagement, our team focused on setting up the company's financial foundations to enable their launch, as well as communicating the company's financial viability to future investors. Our team utilized BfE's Investor Selector tool to compile a list of suitable VCs and grant opportunities for the startup. For the bulk of the engagement, we completed two VC valuation models to show the company's exit value in 2029 and estimated revenue multiples. One model utilized their company revenue projections, whilst the other was completed based on our own internal projections. These two models were complemented by additional notes and an accompanying 12-page report with broader industry and macroeconomic trends. With two of our team members leaving BfE ahead of the fall, we are focused on recruiting two team members for the upcoming year.

-Nisarg Patel, Director

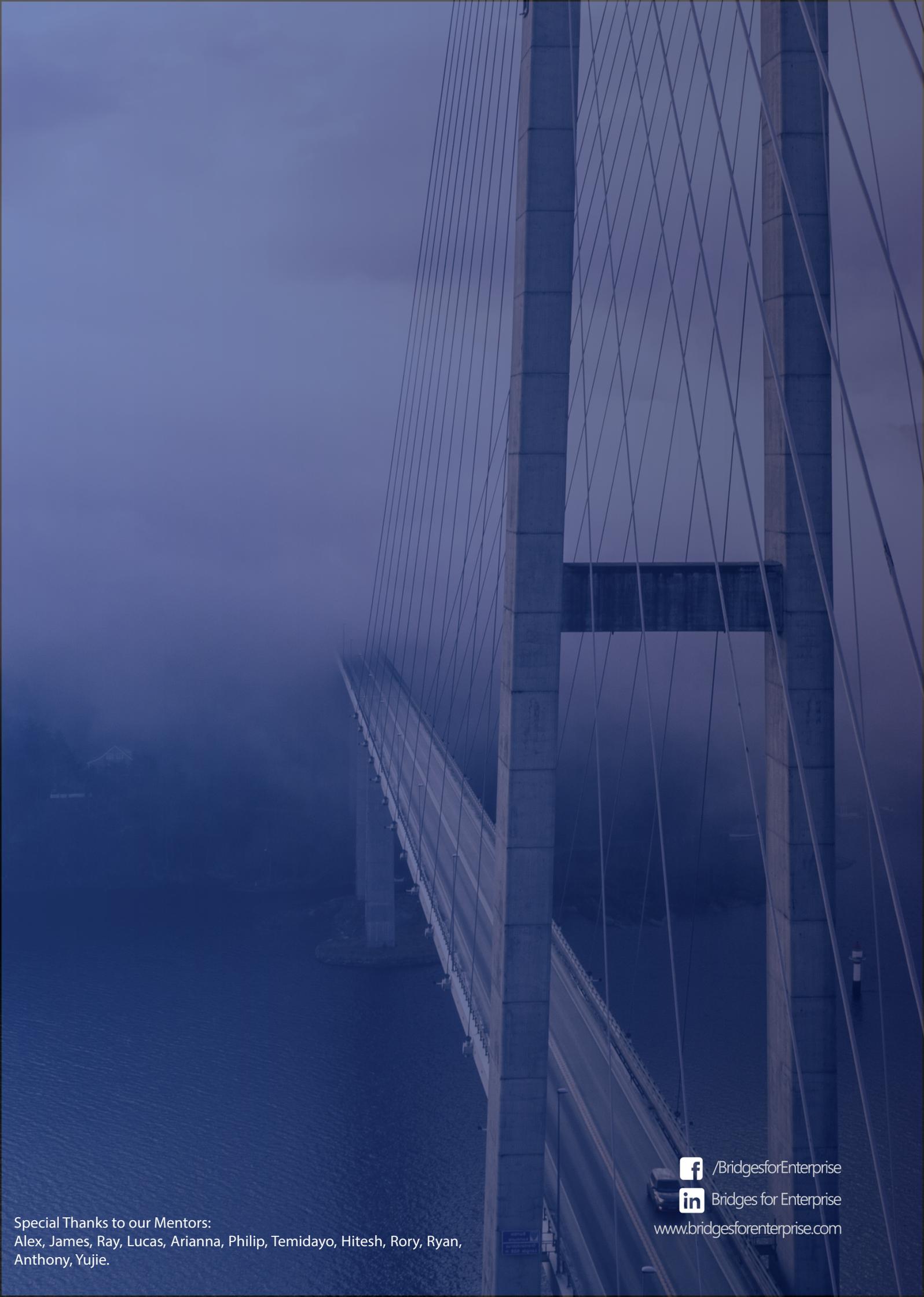
CONSULTING TEAM

Our new consulting team began the semester eager to complete our first engagement. We continued meeting informally and provided support for a social enterprise Jordan is currently working with. Whilst we were disappointed that our first client didn't follow through with the engagement, we regrouped by helping to recruit another member to ensure we are fully prepared to work with another client in the fall.

-Ally An, Director

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Special Thanks to our Mentors:
Alex, James, Ray, Lucas, Arianna, Philip, Temidayo, Hitesh, Rory, Ryan,
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