

# Empowering Entrepreneurship Initiative by enpact

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## Executive Summary

to the Final Report of the  
Empowering  
Entrepreneurship Initiative  
2020 - 2021

enpact

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### to the Final Report of the Empowering Entrepreneurship Initiative

The **Empowering Entrepreneurship Initiative**, developed by **enpact e.V.**, launched with **two pilot COVID-19 relief programs** between August 2020 and May 2021. A sector-agnostic “**COVID-19 Relief Program**” (P1) and a “**COVID-19 Relief Program for Tourism**” (P2), the latter in partnership with TUI Care Foundation, were put into action in **Mexico, Egypt, Jordan, Ghana, Indonesia, and Kenya**, offering relief and support for a total of **330 businesses** (180 in P1; 150 in P2). Over a period of six months, participating companies received **technical support** through online training, workshops, and dedicated mentoring as well as **financial support** of up to EUR 1,500 per month. This final report gives an overview of the implemented interventions in multiple phases and an assessment of outcomes and effects on the beneficiaries.

## Participant Selection Phase

The Participants for the programs were selected through a digital application scheme consisting of three rounds:

- *Round 1: Automatic pre-selection* based on knock-out criteria
- *Round 2: Manual pre-selection* based on a 1-5 rating on predefined selection criteria
- *Round 3: Final selection through interviews*, based on a 1-5 rating on predefined selection criteria

The **four-eyes principle** was applied in all application assessments. For P1, enpact received 1,154 applications, of which 478 remained after the pre-selection. 298 businesses were interviewed. For P2, enpact received 1,123 applications, of which 415 remained after the pre-selection. Here, 202 businesses were interviewed.

Applicants’ data, as summarized in the report, reveals the severity of the impact that COVID-19 had on the businesses’ operations. The **need for relief** in this unprecedented crisis was high at the time of the programs. According to surveys among the program participants, in addition to the 605 (P1) and 352 (P2) directly supported team members, a further 2,488 (P1) and 1,213 (P2) employees of the participating businesses received indirect support. When considering suppliers benefiting from the continued existence of supported businesses, the number of indirect beneficiaries is even higher (6,492 for P1; 3,001 for P2).

## Expert training Phase

The **expert training/workshop phase** was implemented as a **capacity building measure** to support participants and their businesses in becoming more resilient, agile, and self-sustaining in the current crisis. Participants’ particular needs were surveyed and considered in the **selection of topics**. The content phase itself then consisted of virtual learning videos and Q&A sessions with leading experts as well as written assignments. Also, participants received periodic newsletters with additional tools and resources and could actively network and exchange knowledge through an online community platform.

Participants were polled and expressed **great satisfaction** with the expert training/workshop phase in both programs:

### Spotlights P1

1. **The expert training/workshop phase was reviewed satisfactorily by P1 participants.**  
88.40% of respondents indicated being at least *mostly satisfied* with the expert training/workshop phase
2. **The selection of program topics was effective to the extent that participants considered them relevant to their business.**  
87.90% of respondents think the most relevant topics for their business were covered by the expert training phase
3. **Participants mostly achieved the goals they set for themselves and their business.**  
85.40% of respondents indicated achieving the goals they set for their business during the expert training/workshop phase
4. **All program topics were rated satisfactorily in terms of content.**  
At least 82.95% of participants indicated being at least *mostly satisfied* with each topic in terms of content.
5. **The most relevant topics for participants were "Managing your Products & Services" (40.10% of participants) and "Resilience and Communication" (37.10% of participants).**
6. **The most relevant formats were expert videos and written assignments according to participants.**  
68.10% of participants selected expert videos while 13.10% selected Q&A sessions as the most helpful format.

### Spotlights P2

1. **The expert training/workshop phase was reviewed satisfactorily by P2 participants.**  
93.87% of respondents indicated being at least *mostly satisfied* with the expert training/workshop phase
2. **The selection of program topics was effective to the extent that participants considered them relevant to their business.**  
87.90% of respondents think the most relevant topics for their business were covered by the expert training phase
3. **Participants mostly achieved the goals they set for themselves and their business.**  
85.79% of respondents indicated achieving the goals they set for their business during the expert training/workshop phase
4. **All program topics were rated satisfactorily in terms of content.**  
At least 86.00% of participants indicated being at least *mostly satisfied* with each topic in terms of content.
5. **The most relevant topics for participants were "Resilience, Communication and Leadership" (30.60% of participants) and "Sustainability" (22.67% of participants).**
6. **The most relevant formats were expert videos and Q&A sessions according to participants.**  
57.10% of participants selected expert videos while 22.40% selected Q&A sessions as the most helpful format.

## Mentoring Phase

In the **mentoring phase** participants received personalized, dedicated one-on-one support and **guidance from experienced experts** in the relevant industries. enpact recruited and selected a diverse pool of mentors and applied a **sophisticated matchmaking scheme** based on participants' individual needs. Once partnered, mentors and participants scheduled and held sessions individually, with ongoing monitoring and progress tracking through enpact. General **satisfaction** in both programs was high, with polled participants predominantly stating that the mentoring phase was helpful for their businesses. Most participants incorporated adaptations into their businesses related to marketing & sales or digitalization based on the mentoring sessions and the feedback received from their mentors:

## Spotlights P1

1. **The mentoring phase was reviewed satisfactorily by P1 participants.**  
76.00% of respondents indicated being at least *mostly satisfied* with the mentoring phase
2. **The mentoring concept was effective to the extent that participants considered mentoring relevant to their business.**  
75.00% of respondents think the mentoring phase was helpful for their business
3. **Participants mostly achieved the goals they set for themselves and their business.**  
62.00% of respondents indicated achieving the goals they set for their business during the mentoring phase
4. **Mentees made relevant adjustments to their businesses based on the mentoring sessions.**  
The most common adaptations incorporated by mentees were related to marketing/branding (19.00%) and business plan/strategy (19.00%)
5. **Outcomes and relationships built during the P1 mentoring phase show strong potential for sustained effects.**  
85.00% of mentees indicated the intention of staying in contact with their mentors after the program phases out.

## Spotlights P2

1. **The mentoring phase was reviewed satisfactorily by P2 participants.**  
94.00% of respondents indicated being at least *mostly satisfied* with the mentoring phase
2. **The mentoring concept was effective to the extent that participants considered mentoring relevant to their business.**  
93.00% of respondents think the mentoring phase was helpful for their business
3. **Participants mostly achieved the goals they set for themselves and their business.**  
86.00% of respondents indicated achieving the goals they set for their business during the mentoring phase
4. **Mentees made relevant adjustments to their businesses based on the mentoring sessions.**  
The most common adaptations incorporated by mentees were related to marketing & sales and digitalization (42.00%)
5. **Outcomes and relationships built during the P2 mentoring phase show strong potential for sustained effects.**  
97.00% of mentees indicated the intention of staying in contact with their mentors after the program phases out.

## Outcomes

As a prerequisite for receiving the financial support of up to EUR 1,500 per month, participants were required to submit **monthly financial and performance reports**. Data from these reports shows that on average the financial situation of participating businesses and their general outlook in terms of surviving the crisis **improved significantly over the program duration**. Through the written assignments, enpact was able to monitor participants' performance in the capacity building measures. Aggregated data from the assessment of these assignments indicates that for a vast majority the expert training/workshop phase **enabled participants to apply acquired knowledge** to their operations: 52.27% of P1 participants and 78.33% of P2 participants across all countries aggregately fulfilled all four assessment criteria of the assignments. Overall, the **majority of participants was fully satisfied with the program**, with outstandingly high satisfaction rates in P2.

## Spotlights

- **The majority of participants was fully satisfied with the program:** 59.55% of P1 participants and 75.08% of P2 participants indicated full satisfaction with the program in general
- **Mentees made relevant adjustments to their businesses based on the mentoring sessions:** The most common adaptations incorporated by mentees were related to marketing & sales and digitalization, business plan and strategy
- **The most relevant topic for participants was “Resilience, Communication and Leadership”:** 37.10% of P1 participants and 30.60% of P2 participants selected “Resilience, Communication & Leadership” as the most relevant topic for their business
- **Financial support was selected the most helpful programme component for both P1 and P2 participants:** 73.40% of P1 participants and 57.10% of P2 participants selected financial support as the most helpful program component
- **Participating businesses show positive trends in revenue and client growth:** P1 participants showed a monthly average growth rate of 94.25% (P2: 43.43%) in revenue and 38.27% (P2: 39.72%) in number of clients

**We look forward to  
hearing from you!**

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