

# Scaling Impact

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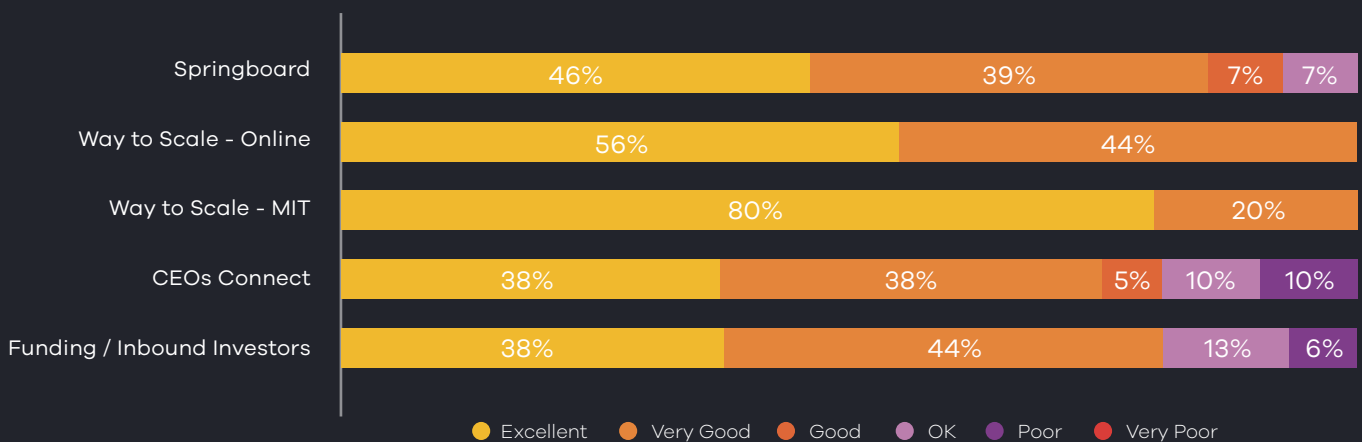
## Surveys

As part of the research by Capaxo & Maureen O'Reilly, a survey was issued to a sample of participants of three of our Early Stages programmes: Co-Founders, Frameworks, and Invent. Of the 90 responses across all programmes, 35% represented Early Stages, and a further 32% had participated in both Entrepreneurship and Growth, and Scaling programme offerings. They were asked to rate the programmes on a scale, with the outcome as follows:

### Overall Catalyst Programme Rating



As shown, **Way to Scale** was our most highly rated programme, with **80%** 'Excellent' and the remaining **20%** at 'Very Good'.



### Case Studies

**In recent case studies, we spoke to previous participants of the Scaling programmes:**

- **Haru** had no experience of a start-up. We provided ongoing advice and support via **Springboard**, which was invaluable to their co-founders. They were **valued at £1.1m** in 2020.

- **TeamFeePay** attended Way to Scale. They told us that it was 'life-changing', and the lessons learned have directly influenced their strategy. Turnover for TeamFeePay has increased from £29,000 to £750,000, with a projected £25m in 3 years.

### Return of Investment (ROI)

ROI is highest at **£1:£58\*** for those involved in Scaling-only programmes. At a cost of £236,000, there's a £13.7m impact on revenue. Taking part in both Entrepreneurship & Growth and Scaling returns £3.9m on a £189,000 cost (£1:£21)\*.

As expected, the impact to revenue of these programmes is significantly larger than our Early Stages. Companies receiving Growth & Scaling-only support account for 74% of the increase in turnover. Those who received both account for 22%.

Companies attributed the importance of our Growth & Scaling support to 45% of their increase in revenue. 3 companies credited all their growth to us, including a large ICT company that participated in CEOs Connect.

Average revenue per company stands at £595,000 for Growth & Scaling only, and £328,000 for those participating in both Early Stages and Growth & Scaling programmes.



### Companies reporting increased revenues attributed to Catalyst by early stage and scaling

	Companies with info	Cumulative Annual Starting Revenues £000	Cumulative Annual End revenues £000	Cumulative Annual Difference £000	Catalyst Contribution	
Early Stage Only	3	£125	£2,000	£1,875	£1,116	60%
Both	12	£500	£9,700	£9,200	£3,930	43%
Scaling Only	23	£17,650	£48,530	£30,880	£13,862	45%
	38	£18,275	£60,230	£41,955	£18,728	45%

**Source:**  
Catalyst Programme Impact Survey 2021

### Average revenue attributed to Catalyst by early stage and scaling

	Av. Revenue Per company £000 Total	Total
Early Stage Only	£372K	3
Both	£328K	12
Scaling Only	£595K	23
Overall	£493K	38

**Source:**  
Catalyst Programme Impact Survey 2021

For some programmes, benefits are in building a platform for longer-term benefits to the NI economy, as well as building high-value companies where investment will facilitate future growth. It must also be noted that FY21 was a challenging year due to COVID-19.





'Catalyst and the Springboard has been a key factor in getting our business to where we are today. We were forced to look at the financials and really understand our business. Understand our customers and their problems. And ultimately understand and how to communicate our value proposition.'

'Springboard introduced us to our two mentors, both of whom we continue to work with (one is now also an investor in the business). The programme also introduced us to the various investment opportunities.'

'We were already established before pitching at Halo and then we were getting ready for second Investment during our time with Springboard. We weren't aware of Catalyst when we first started up.'

'Invent and Springboard helped us better understand our customer and shape & price our product.'

'Springboard dramatically helped with the business side.'

'As part of Springboard, we explored various pricing models resulting in us increasing our annual subscription costs positively impacting turnover and profit.'

'Company performed well - Catalyst could not have assisted more. Rebranding from Uni Baggage to My Baggage was a big help to increase sales. This was pushed earlier in our road map due to the Way to Scale program.'

'The focus on creating communities that can then self-organise and help themselves is a real differentiator - CEO Connect being a prime example.'

'The peer-to-peer networks have been very supportive and Springboard dramatically changed the structure of the organisation, and the focus on sales and delivery to aid growth.'

'Catalyst has been a good networking environment particularly around CEO Connect.'

'Springboard is an excellent programme and played a critical role in the progress of our business. We have already recommended the Springboard programme to colleagues.'

'I have experience of the Springboard program personally and thought this very useful for startups.'

'Springboard programme gave us access to a fantastic mentor who is now our CFO.'

'I can only comment on the Springboard programme, and it made a real difference in our approach to getting investor ready.'



**'As part of Springboard, we explored various pricing models resulting in us increasing our annual subscription costs positively impacting turnover and profit.'**



'The intangible benefit of having a group of fellow CEOs who are going through the same problems and stresses is a fantastic resource and has definitely helped my general wellbeing. This element must not be underestimated and I feel if this is all CEOs Connect provides, then it is providing a valuable service.'

'Springboard challenged us throughout the programme, building confidence in the Co-founders to make sharper decisions about the business in terms of marketing, sales and development increasing the progress made with regards our business plan.'

'Being part of CEO Connect in particular has helped me understand the local investment scene and reset my expectations of what can be achieved.'

'Springboard was a game changer for SustainIQ. Working with John Knapton and our mentors, we drilled down into our financial model to really understand our business, our customers and our value proposition.'

**\* For every £1 invested into Catalyst Entrepreneurship & Growth initiatives, £41 was generated in economic impact and return on investment for the programme participants, their respective business and the NI Economy.**

VERAGES

SWEET TREATS

**BREAKFAST**

SERVED 8AM - 10:30AM

Fresh Apple or Orange Juice	2.00
All-Butter Croissant with Butter and Jam	1.00
Plain Au Choucroute	1.50
Melba Diner Toast	1.00
Crêpe with Bacon and Jam	1.50
Deep Fried Pork and	1.50
Shrimp with Cheese Sauce	1.50
Maple-Caramel Chick-Pea Ball	1.50
Melba Diner Toast with Breakfast Pizza	2.00
Quinoa Bacon Bowl	2.00
Carrot-Ginger-Honey-Maple-Sausage-Burrito	2.00
Burrito Special (with Rice or Avocado)	4.00
Melba Diner Croissant Toast (assorted)	4.00
Play Day Smoothie (any Flavors)	3.00
Play Day Smoothie (any Avocado)	6.00
Hot Milk w/ Cream	1.00
w/ Homemade Apple-Pie-Sauage	1.00

**FUEL  
FOR THE  
BRAVE  
& THE  
BOLD**

**HOT FUEL**

SERVED 10:30AM - 1PM

Steep of the Day (Melba Diner Bread)	6.00
Hot Dog Sandwich with Chips	6.00
Vegetarian Special	6.50
Hot Special	6.50
Carrot-Ginger-Honey-Maple-Sausage-Burrito	6.00
Melba Diner Croissant Toast	6.50
w/ Chips	2.00
w/ Salad	2.00

**COLD FUEL**

Hot Dog Sandwich	4.00
Hot Milk w/ Cream	4.00
Melba Diner Croissant Sandwich	4.00
w/ Chip w/ Sauce	1.50
Seasonal Fruit Box	3.50

FRESHLY  
**SOURCE**  
GROWN  
**LOCAL**



