

THE BUILDING BLOCKS

INVESTOR FACING PLATFORMS



Building block	Key elements	Identifying features	Identifying procedures
Vision 	Mission and strategy	<ul style="list-style-type: none"> • A social mission with an articulated and understood strategy • Adaptability to learnings and a changed environment 	<ul style="list-style-type: none"> • Beneficiaries are clearly defined, targeted and consulted • Identified risks of not achieving social goals with planned mitigation
Culture 	Motivation	<ul style="list-style-type: none"> • Board members and staff exhibit organisation's values through behaviour • The willingness to learn from experience and failures in order to improve 	<ul style="list-style-type: none"> • Open communication channels and access to front line organisations
	Collaboration	<ul style="list-style-type: none"> • Trusting relationships amongst staff and board • The willingness to engage with other intermediaries, arrangers, investors and investees as well as and sector stakeholders, where appropriate 	<ul style="list-style-type: none"> • Internal communications' processes
Governance 	Strength of board	<ul style="list-style-type: none"> • A diverse, balanced and engaged board • An independent and entrepreneurial chair • The relationship between Chair and CEO • The alignment of the skills of the board to the needs of the organisation 	<ul style="list-style-type: none"> • Process for engaging board in strategy development • Management information measuring progress against strategy • Governance systems to detect and address risks and opportunities • Clear decision making structures and processes • Mission lock (and asset lock) policies
People 	Recruitment and professional development	<ul style="list-style-type: none"> • High quality recruitment and development prioritised in organisation • Achievement recognised through financial and non-financial rewards 	<ul style="list-style-type: none"> • Recruitment and performance management processes reflective of social mission, values and requisite skills • Process for learning and development
	Staff skillset	<ul style="list-style-type: none"> • Staff capability to adapt and deliver on multi-functional roles • The balance and diversity of skills in the senior management team 	<ul style="list-style-type: none"> • Senior management team with mitigated key person risk • The degree that management and team structure reflects size and life stage of organisation

Building block
Key elements
Identifying features
Identifying procedures
Impact


Social impact delivery

- Staff experience in planning, measuring and reporting on social outcomes

- Social mission involves clear plan for making a positive difference to identified beneficiaries
- Metrics for tracking impact gathered regularly and used to tailor existing programmes and future investment decisions
- Transparency around impact measurement results

Business development and investment process


Investment readiness and corporate finance support

- Strong relationships with providers of investment readiness support and corporate finance advice to sign post investees.
- Degree of internal capability and capacity to provide light touch corporate finance advice to potential investee organisations

- Process for connecting potential investee organisations to investment readiness support *i.e. by becoming an 'Access Point'*
- Structured process for assessment and provision of corporate finance support to potential investee

Strong business development, pipeline and conversion rates

- Understanding of platform investors and investee organisations and capability to build partnerships
- High success rates of listed projects raising or exceeding target investment

- Process for market testing
- Lines of communication with platform investors, advisors and arrangers and investees
- Quantitative and qualitative feedback mechanisms allowing adaptation of offering
- Strategy for pipeline development

Portfolio prioritisation

- Active prioritisation of investment prospects
- Portfolio level thinking and decision making

- Structured process to consider strategic and portfolio fit of investments before due diligence

Assessment and due diligence




- Proven, cohesive approach to diligence of investment offers prior to listing (in-house or outsourced), delivered by a team with a balance of skills and experience
- Quality of investment analysis and judgment

- Proportionate investment and diligence process
- Mechanism to signpost potential investees to other funding avenues and maintain relationships
- Feedback procedures with investee organisations

Monitoring and portfolio management

- Builds ongoing collaborative relationships with investees

- Pragmatic but consistent approach to post-investment support including regular reporting framework
- Feedback/complaints system
- Exit strategy
- Relationship managers for each investment

Building block	Key elements	Identifying features	Identifying procedures
Business model 	Sustainable business model	<ul style="list-style-type: none"> • The understanding of competitive landscape and the organisation's competitive advantage • The willingness and ability to adjust model to meet market's demands 	<ul style="list-style-type: none"> • Identified pathway to growth and sustainability
External communications and fundraising 	Communication and marketing strategy	<ul style="list-style-type: none"> • Capability of articulating USP to investors, arrangers/advisors and investee organisations • Strong digital marketing capability 	<ul style="list-style-type: none"> • Communications and digital marketing strategy • Brand development
Operational systems 	Technology platform	<ul style="list-style-type: none"> • Industry-standard, responsive investor-facing platform built around understanding of user needs • Platform with capability to scale 	<ul style="list-style-type: none"> • User-led approach to design and testing of the platform
	Content and data management systems	<ul style="list-style-type: none"> • Systems used across different areas of the organisation 	<ul style="list-style-type: none"> • Data and content management systems and processes established
	Security and data protection	<ul style="list-style-type: none"> • Robust, best in class and fully compliant approach to ensuring security and data protection 	<ul style="list-style-type: none"> • Data protection and security systems and processes established
	Legal documentation processes	<ul style="list-style-type: none"> • Understanding of appropriate use of legal documents 	<ul style="list-style-type: none"> • Legal guidance
	Financial and operational risk management	<ul style="list-style-type: none"> • Proactive and timely risk management 	<ul style="list-style-type: none"> • Reporting on financial and management accounts • System of internal control • Disaster recovery, anti-fraud and recovery and resolution plans
	Regulatory permissions and controls	<ul style="list-style-type: none"> • Culture of compliance 	<ul style="list-style-type: none"> • Regulatory permissions in place • Compliance and risk management planning/actions in place