

ADB

ENERGY FOR ALL

BUSINESS DEVELOPMENT WORKSHOP

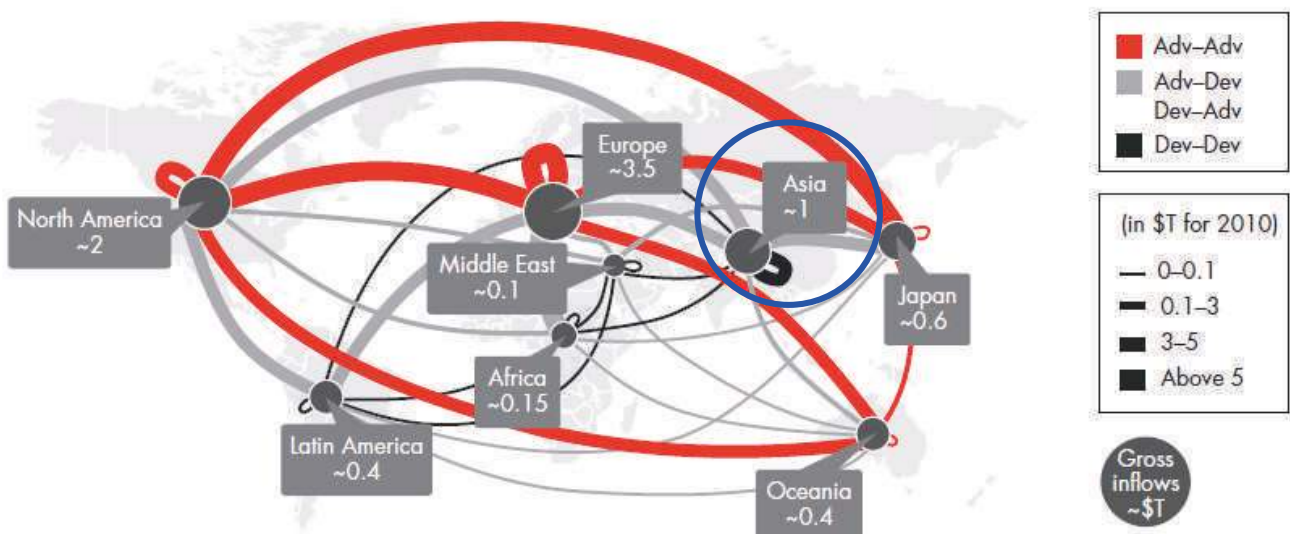
12 Nov, New Delhi, India

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CAPITAL SUPPLY IS LESS THAN DEMAND

Advanced economies dominated world capital flows as both sources and destinations of capital in 2010

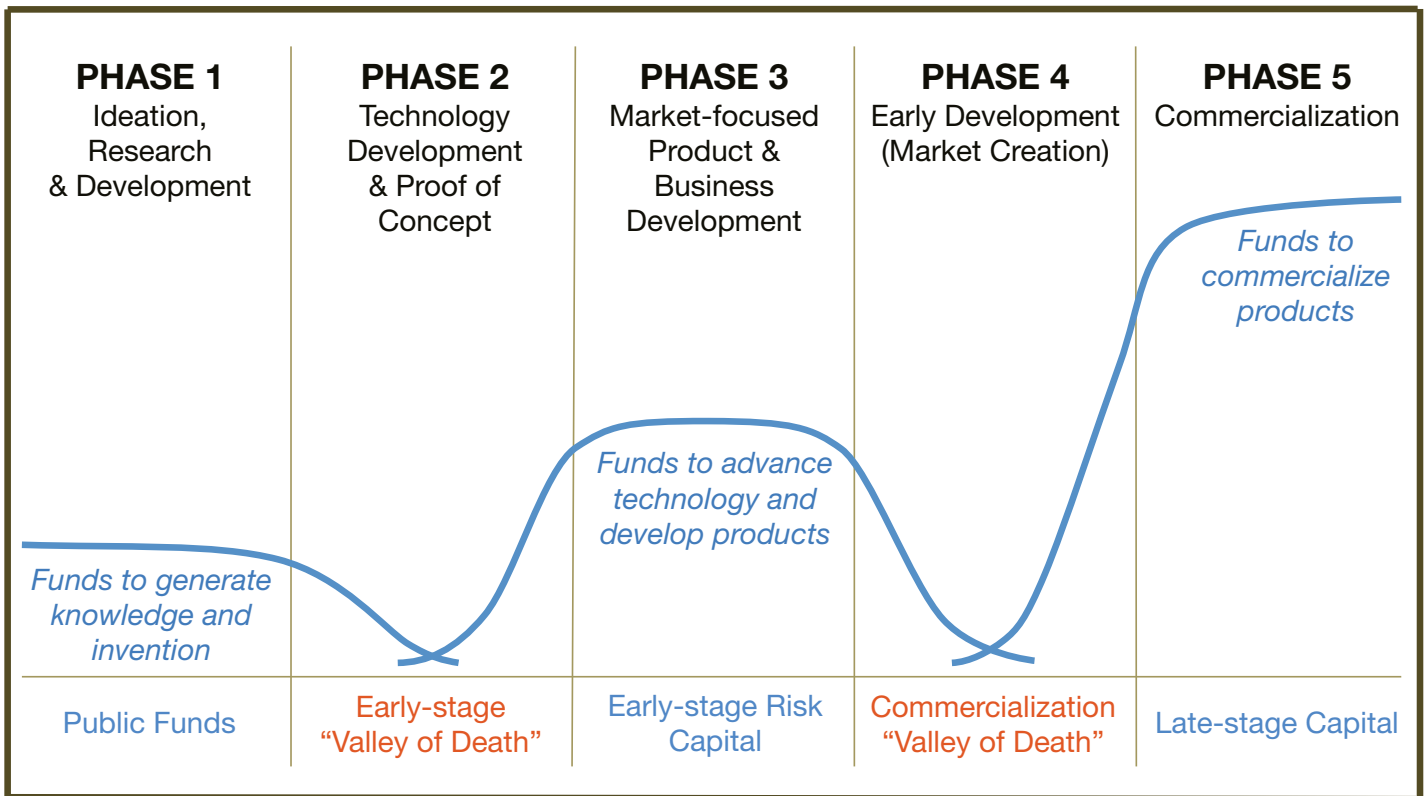
FDI and portfolio investments



Source: **Bain & Co.**

The global impact investment market has the potential to absorb between **US\$400 billion and US\$1 trillion** over the next decade

Source: **J.P. Morgan**



Source: Ambuj Sagar

Source: Ambuj Sagar



IMPACT FIRST

←

Financial Outcomes are Secondary

- ! Foundations
- ! Philanthropic individuals
- ! Patient capital
- ! 0-5% returns
- ! Scaled impact

DOUBLE BOTTOM LINE

Financial and Social Outcomes are of Equal Priority

- ! Impact investment funds
- ! HNWI/Family Offices
- ! 5-10% returns
- ! Moderate+ impact

FINANCIAL FIRST

→

Social Outcomes are Secondary

- ! Venture capital/private equity funds
- ! Clean Tech Funds
- ! Family Offices
- ! 15-20+% returns
- ! Bonus impact

Source: Impact Investment Exchange Asia



13.5%

Cost of Capital

- + Processing fees
- + Base lending rate

Source: **Consultations**Powered by 

+ 2%

Fund Management

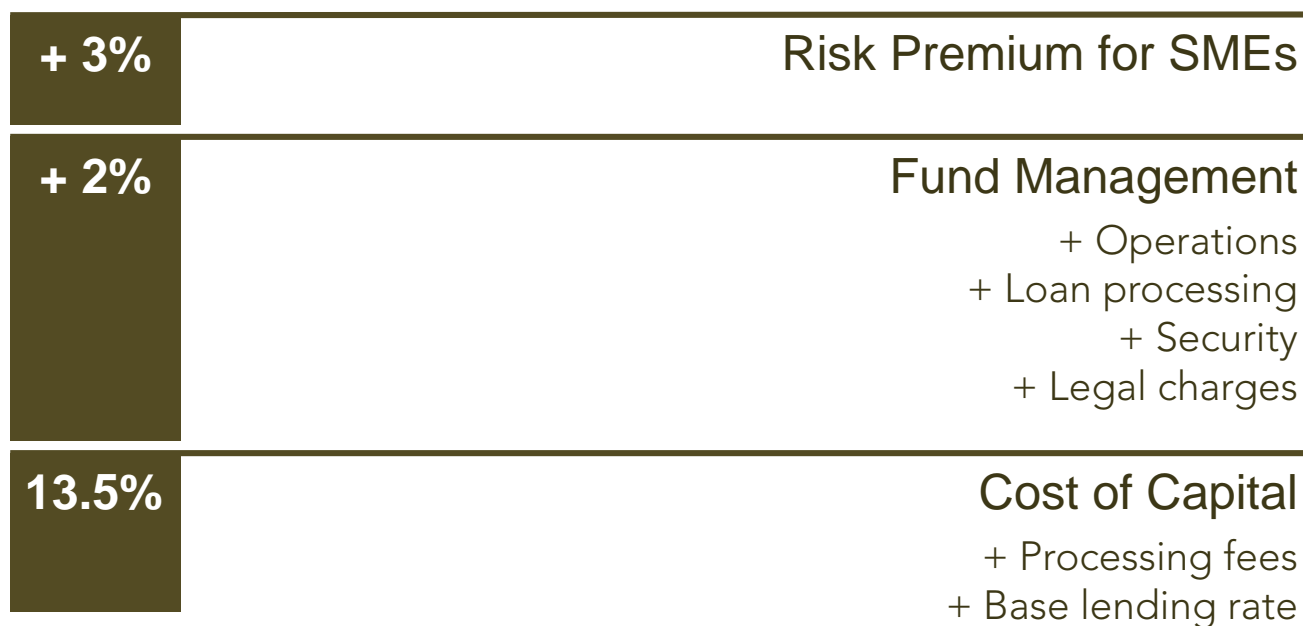
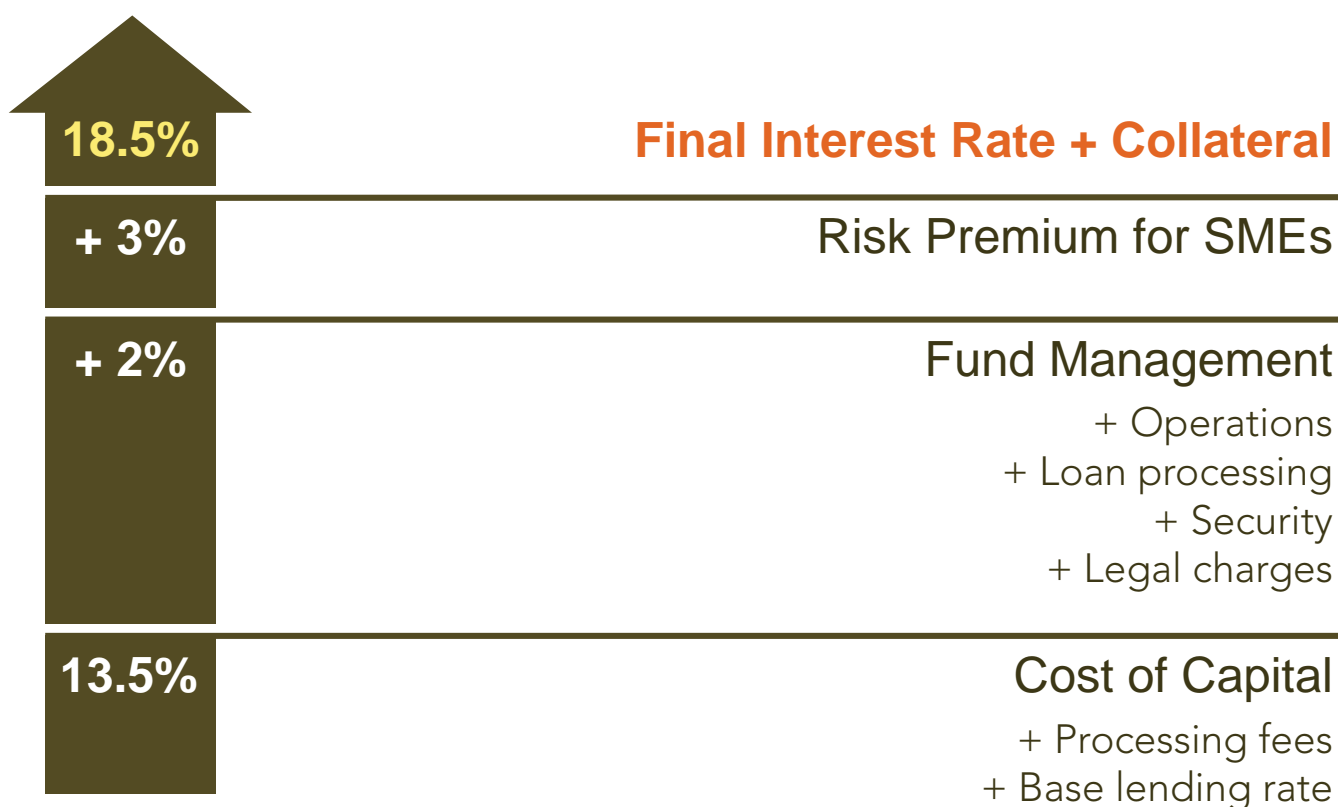
- + Operations
- + Loan processing
- + Security
- + Legal charges

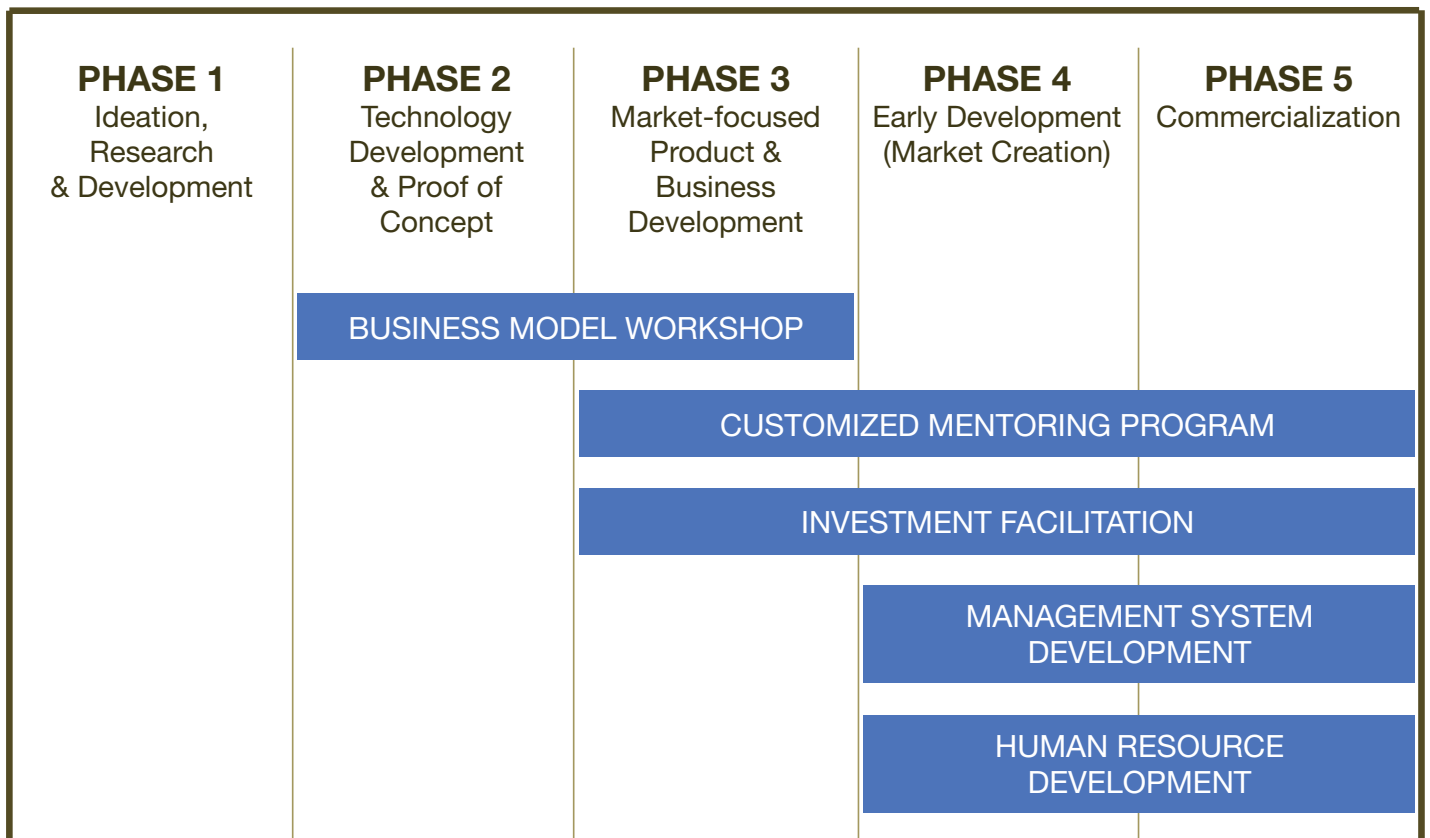
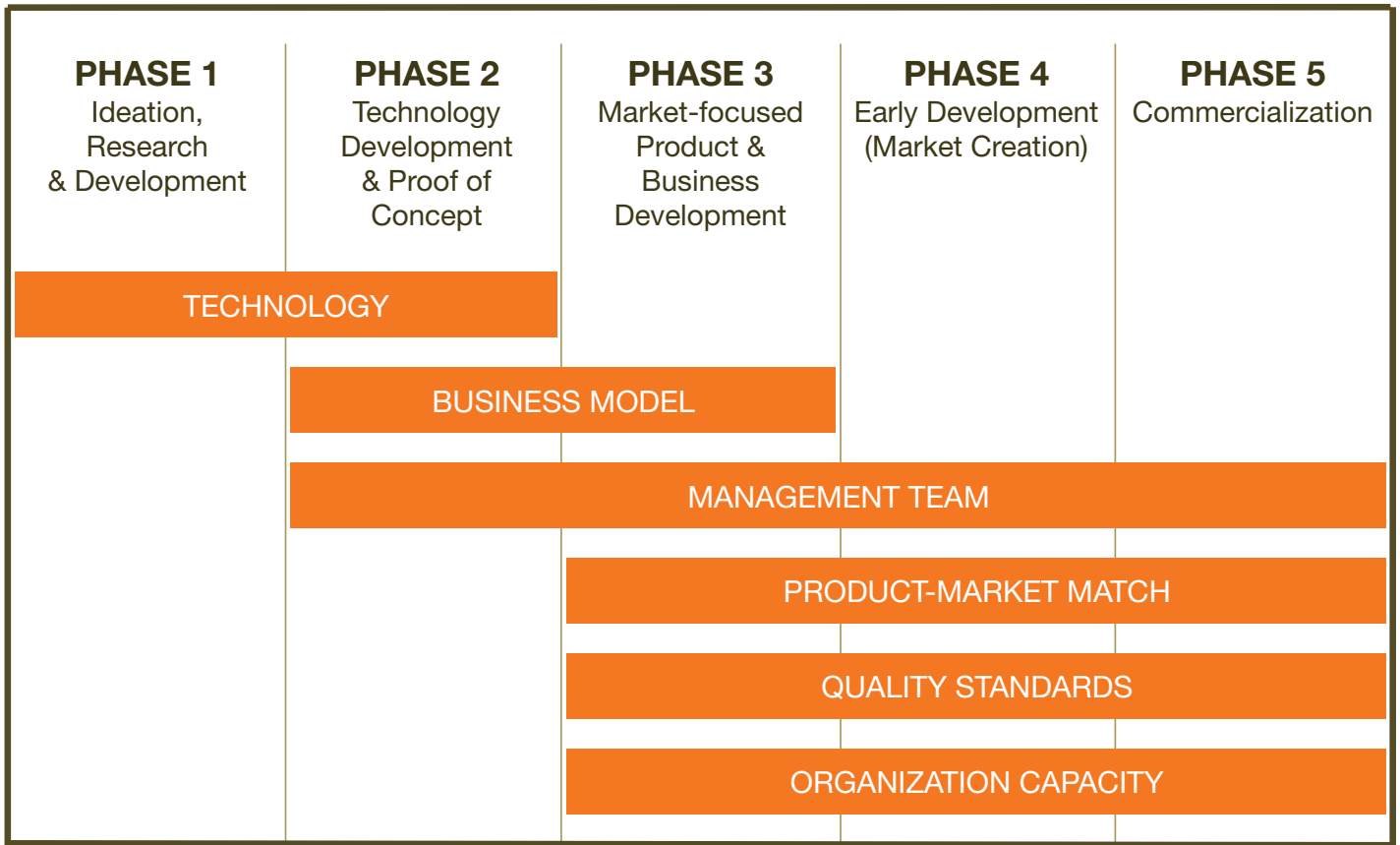
13.5%

Cost of Capital

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1. Last mile distribution is costly and requires a different skill set
2. Cook stoves are not aspirational products
3. Limited capital sources in the clean cook stove sector.

1) Business Model Canvas

- ! Structured way to map the information contained in a business plan

2) Message House

- ! Provides a structure the the investment pitch that makes it compact and concise

3) Investment Pitch

- ! Verbalization of the merits of investing in your company

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure			Revenue Streams	

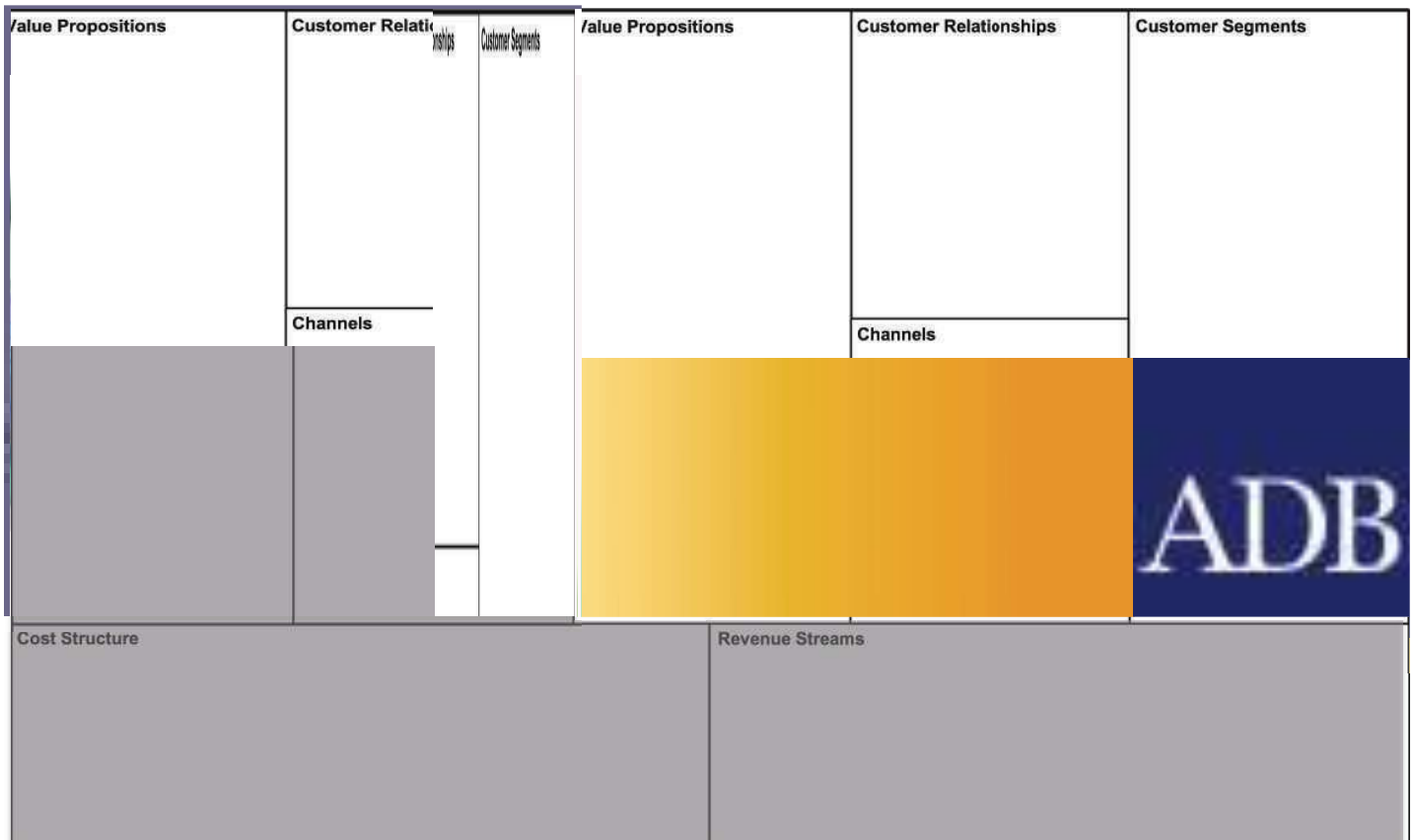
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Value Propositions	Customer Relationships	Customer Segments
		<div data-bbox="1018 232 1380 315">CBD Developer</div> <div data-bbox="1018 342 1380 425">Employees</div> <div data-bbox="1018 452 1380 535">Call Center Agents</div> <div data-bbox="1018 562 1380 645">Students</div> <div data-bbox="1018 669 1380 752">Consumer Firms</div> <div data-bbox="1018 779 1380 862">Food Companies</div>
	Channels	

Value Propositions	Customer Relationships	Customer Segments
<div data-bbox="225 1348 587 1431">Green vehicles</div> <div data-bbox="225 1458 587 1541">10-min waiting time</div> <div data-bbox="225 1568 587 1650">Point-to-point</div> <div data-bbox="225 1677 587 1760">Discounts</div> <div data-bbox="225 1787 587 1870">Visibility</div> <div data-bbox="225 1897 587 1980">Tap cards</div>	<div data-bbox="612 1319 997 1706"></div> <div data-bbox="612 1713 997 2123">Channels</div>	<div data-bbox="1018 1348 1380 1431">CBD Developer</div> <div data-bbox="1018 1458 1380 1541">Employees</div> <div data-bbox="1018 1568 1380 1650">Call Center Agents</div> <div data-bbox="1018 1677 1380 1760">Students</div> <div data-bbox="1018 1787 1380 1870">Consumer Firms</div> <div data-bbox="1018 1897 1380 1980">Food Companies</div>

Value Propositions	Customer Relationships	Customer Segments
Green vehicles		CBD Developer
10-min waiting time		Employees
Point-to-point		Call Center Agents
Discounts		Students
Visibility	Channels	Consumer Firms
Tap cards	Route	Food Companies
	e-Jeep stops	
	Ad space	

Value Propositions	Customer Relationships	Customer Segments
Green vehicles	Franchise	CBD Developer
10-min waiting time	Performance	Employees
Point-to-point	Ad packages	Call Center Agents
Discounts		Students
Visibility	Channels	Consumer Firms
Tap cards	Public Transport	Food Companies
	e-Jeep Stops	
	Ad Space	

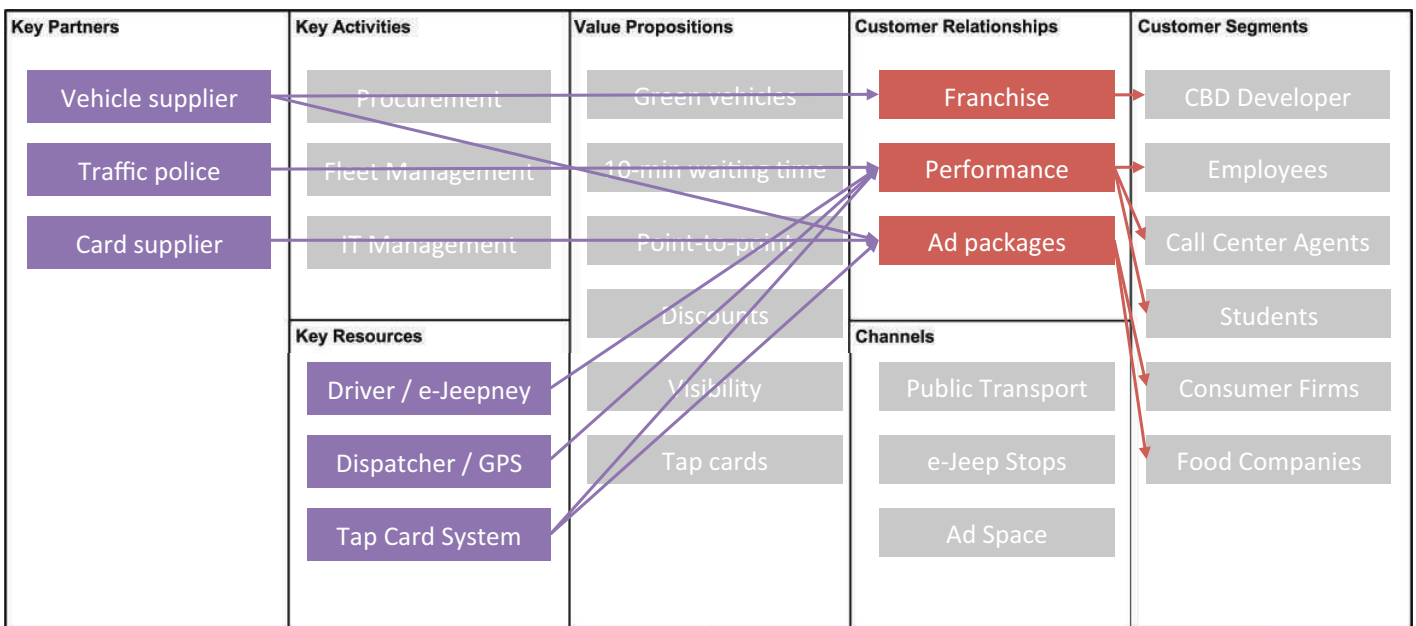
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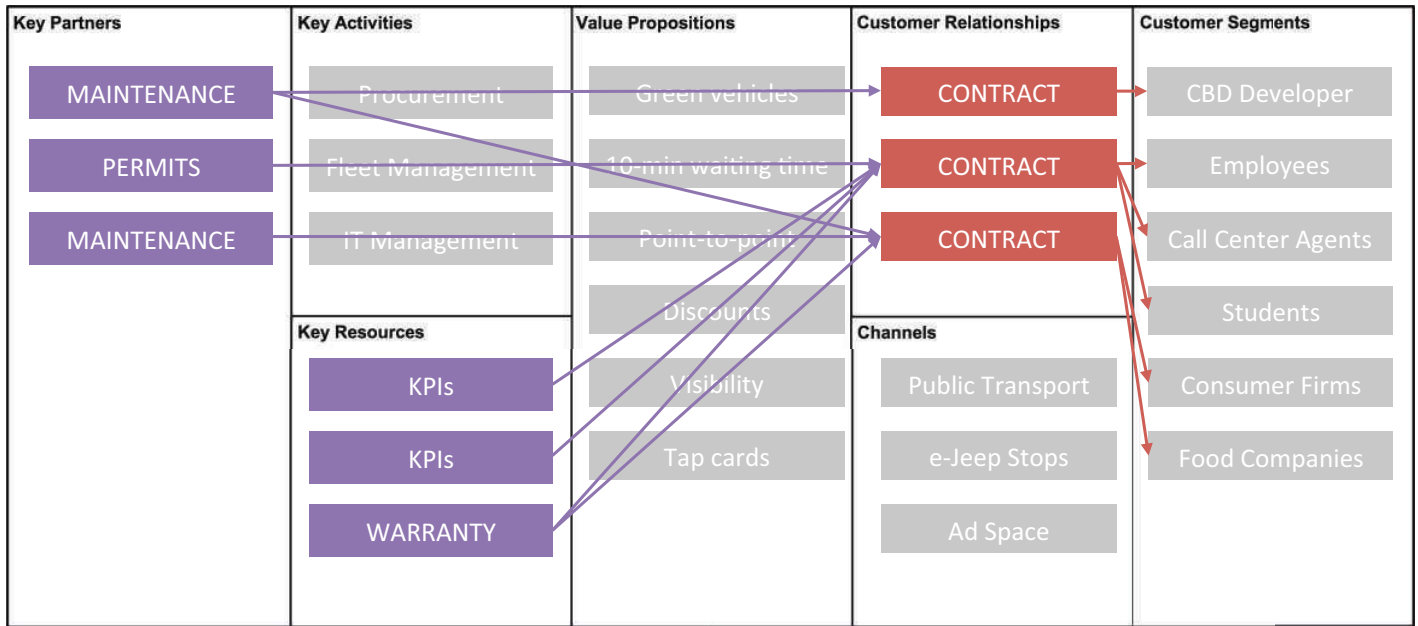
Key Partners	Key Activities	Value Propositions
	Key Resources	
	<p>Procurement</p> <p>Fleet Management</p> <p>IT Management</p>	<p>Green vehicles</p> <p>10-min waiting time</p> <p>Point-to-point</p> <p>Discounts</p> <p>Visibility</p> <p>Tap cards</p>

Key Partners	Key Activities	Value Propositions
	Procurement	Green vehicles
	Fleet Management	10-min waiting time
	IT Management	Point-to-point
	Key Resources	Discounts
	Driver / e-Jeepney	Visibility
	Dispatcher / GPS	Tap cards
	Tap Card System	

Key Partners	Key Activities	Value Propositions
Vehicle supplier	Procurement	Green vehicles
Traffic police	Fleet Management	10-min waiting time
Card supplier	IT Management	Point-to-point
	Key Resources	Discounts
	Driver / e-Jeepney	Visibility
	Dispatcher / GPS	Tap cards
	Tap Card System	

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Vehicle supplier	Procurement	Green vehicles	Franchise	CBD Developer
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	Dispatcher / GPS	Tap cards	e-Jeep Stops	Food Companies
	Tap Card System		Ad Space	





	ASK	RISKS	MGT	OPP
KEY POINT				
KEY FACTS				
TAKE-AWAY				

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KEY POINT	USD 150,000 20% Equity 1 Board Seat			
KEY FACTS	21% Equity IRR Captive market 5-year contract			
TAKE-AWAY	It matches the investment profile Warrants further inspection			

	ASK	RISKS	MGT	OPP
KEY POINT	USD 150,000 20% Equity 1 Board Seat	Transition from cash to card		
KEY FACTS	21% Equity IRR Captive market 5-year contract	Phased transition to a card system		
TAKE-AWAY	It matches the investment profile Warrants further inspection	Organization is aware of the risks and can mitigate them.		

	ASK	RISKS	MGT	OPP
KEY POINT	USD 150,000 20% Equity 1 Board Seat	Transition from cash to card	Strong IT expertise through Key Partner	
KEY FACTS	21% Equity IRR Captive market 5-year contract	Phased transition to a card system	2-year contract with Card Company, renewable annually	
TAKE-AWAY	It matches the investment profile Warrants further inspection	Organization is aware of the risks and can mitigate them.	Organization is able to implement the business model well.	

	ASK	RISKS	MGT	OPP
KEY POINT	USD 150,000 20% Equity 1 Board Seat	Transition from cash to card	Strong IT expertise through Key Partner	The Data obtained from the IT System is valuable
KEY FACTS	21% Equity IRR Captive market 5-year contract	Phased transition to a card system	2-year contract with Card Company, renewable annually	IT system will track customer habits (entry and exit points, location traffic, etc.)
TAKE-AWAY	It matches the investment profile Warrants further inspection	Organization is aware of the risks and can mitigate them.	Organization is able to implement the business model well.	Defensible market position

For more information:

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<http://beta.adb.org/sectors/energy/programs/energy-for-all-initiative>

<http://www.energyforall.info>