# Job-Focused Business Incubator Theory of Change™

MANCUSO
Business Development Group

**1 Situation**

Too many people unemployed and/or underemployed

**2 Aims**

Increase the quantity, quality, and diversity of local job and career opportunities by creating and operating a mixed-use business incubator

| 7 Inputs | 5 Activities | 6 Outputs | 3 Outcomes | 4 Impact |
|---|---|---|---|---|
| Process | | | Impact | |
| --Clear purpose with mission/margin clarity<br>--Strategically sized & located building that can serve industrial, commercial & office activities<br>--Experienced business support staff<br>--Operating cash through stabilization<br>--Time commitment through stabilization<br>--Decision flexibility to timely respond to market opportunities | --Business plan review<br>--Reduce client risk with creative short-term obligations<br>--Affordable [market rate or below] occupancy cost<br>--Training events<br>--Strategic networking connections<br>--Flexible occupancy management<br>--Mingle events<br>--Mixed-use assortment of enterprises<br>--Management by “dropping in”<br>--strategically shared space, staff & services | --New business starts<br>--Business expansions<br>--Building occupancy increases<br>--Rents/Revenues increase<br>--Jobs increase<br>--incubatees graduate out of BI [Business Incubator] into the community | --Local jobs increase<br>--Local business diversity increases<br>--Enterprises survive and prosper that may have failed otherwise<br>--Property aesthetics improve<br>--Property achieves operating financial independence<br>--"Community of Opportunity" is created and carried on in growing BI "family"<br>--trade activity increases for suppliers and service providers in local/regional ecosystem | --Community reputation as “business friendly” increases and attracts additional businesses<br>--Diversity accelerates innovation from hosted firms<br>--Local prosperity increases [tax revenue, median income & employment numbers increase]<br>--Incubator graduates lease, buy & build local properties strengthens market and increases property values |

**8 Rationale & Assumptions**

People "learn by doing" so increasing the number of business starts and improving the quality of each attempt will result in more survivals to produce jobs. Reduced risks will encourage more starts. The affordable nurturing environment acts as a "shock absorber" to stretch scarce founder resources and allow a longer runway to profitability. The extra time enables precious space to finetune the enterprise, when needed, or self-generate earlier reinvestable profits. In either event, better results are made possible than if the project was not implemented.

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