

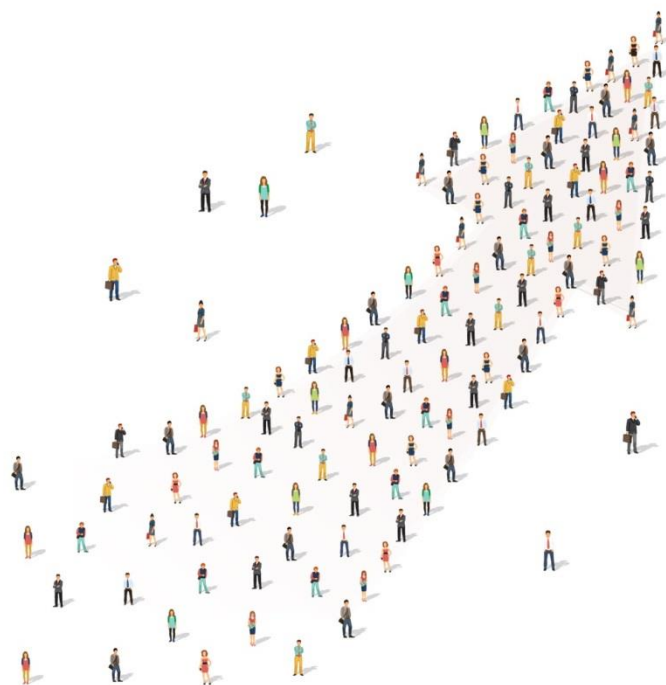
Social Business Accelerator

– Report from the 5th Edition of the Program

PSIK P o l s k i e
Stowarzyszenie
Inwestorów
Kapitałowych

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Introduction

The Social Business Accelerator (SBA) Program is a pro bono initiative of the private equity and venture capital community in Poland. The SBA Program was launched in 2011 by the Polish Private Equity and Venture Capital Association (Polskie Stowarzyszenie Inwestorów Kapitałowych – “PSIK”) in collaboration with Ashoka, an international organisation which promotes innovative social entrepreneurship. Since its 4th edition in 2014, the Program has been managed jointly by PSIK and the Valores Foundation, the first Polish venture philanthropy fund.

The SBA Program is based on individual cooperation between experienced private equity investment professionals operating in Poland (PSIK mentors) and the leaders of social organisations that work towards solving the most urgent social problems in Poland in areas such as children’s care, safety and development, education, equal opportunities for people with disabilities, re-socialisation of ex-convicts, and assisting refugees, homeless persons and other socially excluded groups.

The SBA initiative responds to the need for greater managerial skills and management knowledge within social organisations that want to increase their social impact and scale of operations. Therefore, the PSIK mentors – the most experienced people representing the private equity/venture capital community in Poland – offer their knowledge and time on a pro bono basis under the SBA Program and use their experience, professional skills and contacts to support the development of those social organisations participating in the Program.

So far, there have been five editions of the SBA Program:

- 1st edition: November 2011 – October 2012 (13 participating pairs)
- 2nd edition: June 2013 – June 2014 (13 pairs)
- 3rd edition: September 2014 – June 2015 (16 pairs)
- 4th edition: September 2015 – June 2016 (17 pairs)
- 5th edition: September 2016 – June 2017 (15 pairs)

Participants of the SBA Program from the social side are leaders who strive to develop their social organisations and increase their positive societal impact. On the PSIK side, the Program engages Partners, Managing Directors and Investment Directors of private equity and venture capital firms, each of whom has a minimum of 10 years of experience in the private equity industry.¹ Cooperation with the social organisation leaders and their teams proceeds similarly as in the case of private equity portfolio companies: close work with the organisation’s leader and management team but in this case on a pro bono basis and with the aim of helping the social organisations become financially stable, build organisational capacity and develop strategic priorities.

In each edition of the SBA Program, the PSIK mentors and the social leaders worked as one-on-one pairs for 10 to 12 months, focusing on strategic development and planning, management issues,

¹ Private equity is a type of equity investment that provides a source of external financing for privately owned companies.. Apart from the financial contribution, within the framework of private equity financing, a company may receive support from the investor in various areas such as e.g. strategic, operating, marketing ,financial, legal, tax and organisational advice. A private equity investor, which is usually a fund that manages third-party capital, does not focus on maximising short-term company profits and recovering the capital invested rapidly, but is rather interested in increasing the company’s value in the long term in order to achieve the profit desired when selling its shares in the future. The duration of a typical private equity investment ranges from 5 to 7 years.

finances, cash flow planning, HR and organisational development as well as providing support for developing needed business plans and new marketing strategies or obtaining funding support for the organisations.

The program was complemented by three joint meetings of all the pairings, one in September 2016, a second group meeting in January 2017 and the third one in May 2017. These group sessions provide valuable experience sharing for all the participants of the Program and are educational in nature as well.

Each of the SBA editions were evaluated using an online questionnaire and also through personal interviews with the PSIK mentors and social leaders. The surveys show that the SBA Program is very highly rated by the participants and its success rate increase with each edition: a 70% success rate in the first kick-off edition and more than 90% in all subsequent programs (more details on the evaluation are provided on the following pages and in previous reports on earlier editions).

The highly positive result of the evaluation of all editions of the SBA Program overwhelmingly supports its continuation by the organisers. In fact, the 6th edition of the Program, in which 16 pairs are taking part, commenced in September 2017, and the launch of the 7th edition is planned for September 2018.

The model of cooperation between private equity mentors and social organisations under the SBA Program contributed to the establishment of the first Polish venture philanthropy fund: the Valores Foundation. Venture philanthropy combines an investment-like approach, i.e. financial support tailored to the organisations' individual needs and long-term involvement in developing their competencies, with philanthropy, i.e. supporting organisations which fulfill a social mission. Since its inception in 2014, the Valores Foundation has provided financial and non-financial support to eight social organisations that had previously participated in the SBA Program. The SBA has become a natural way of selecting high potential organisations, which are subsequently invited to apply for Valores support. The role of SBA mentors in preparing candidate organisations for collaboration with the Valores team is crucial for their further development and enhancing their social impact. Valores provides financial support in the form of three year grants, plus supplements the SBA mentoring with additional non-financial support.

In this report summarizing the 5th edition of the SBA Program, you will find a description of the results of cooperation between mentors from the private equity/venture capital industry and the social organisations that participated in the Program.

March 2018

Agnieszka Borek
SBA Program Coordinator,
President of the Management Board of the
Valores Foundation

Robert Manz,
Managing Partner, Enterprise Investors,
Co-Creator of the SBA Program,
Head of the PSIK Philanthropy Committee,
Member of Valores Foundation Board



designed by  freepik.com

This Program is valuable: on the one hand it helps the social organisations to set and achieve goals, and on the other hand it provides an opportunity for mentors to become involved in charitable activities.

Bartłomiej Trzebiński

This is a very good platform for demonstrating how NGOs can work better. Typically, the social leaders' experience so far gave them little exposure to running their organisations in a more businesslike way.

Dariusz Prończuk, Enterprise Investors

This is a much-needed program. It significantly improves the efficiency of those non-governmental organisations which take part, and allows their leaders to develop.

Monika Morali-Majkut



This program drives improvement in quality in the NGO sector. In general, social organisations do not have the opportunity to consult such high-level specialists in business development matters. The program also allows NGOs to inspire the business community with their ideas. The exchange of experience, knowledge and comments is refreshing and enables all parties to see other aspects of their activities and their impact on their respective environments. Personally, I'm glad that there are businesspeople who want to share.

Ariel Fecyk, Stowarzyszenie Twoje Nowe Możliwości

I believe that the SBA Program provides an important experience for NGOs – when confronted with the world of business, we must think about the way we work and about the efficiency of our actions.

Teresa Ogrodzińska, Fundacja Rozwoju Dzieci

The Program targets the needs of NGOs in Poland perfectly and is the quintessence of well-thought-out business involvement in, and support for, civil society activities by providing responsible and meaningful assistance for organisations engaging with important social issues. It provides an alternative to typical CSR initiatives are beneficial from the PR point of view, or employee volunteering programs, which are of more use to the employees themselves than to the organisations supported. When joining the SBA Program, we had the impression that we participated in an initiative similar to those we had the opportunity to observe in the U.S. where the development of NGOs is seen similarly as company development; in our organisation, we consider this the right approach, especially given the need for NGOs to become independent of public funding.

Piotr Bystrianin, Fundacja Ocalenie

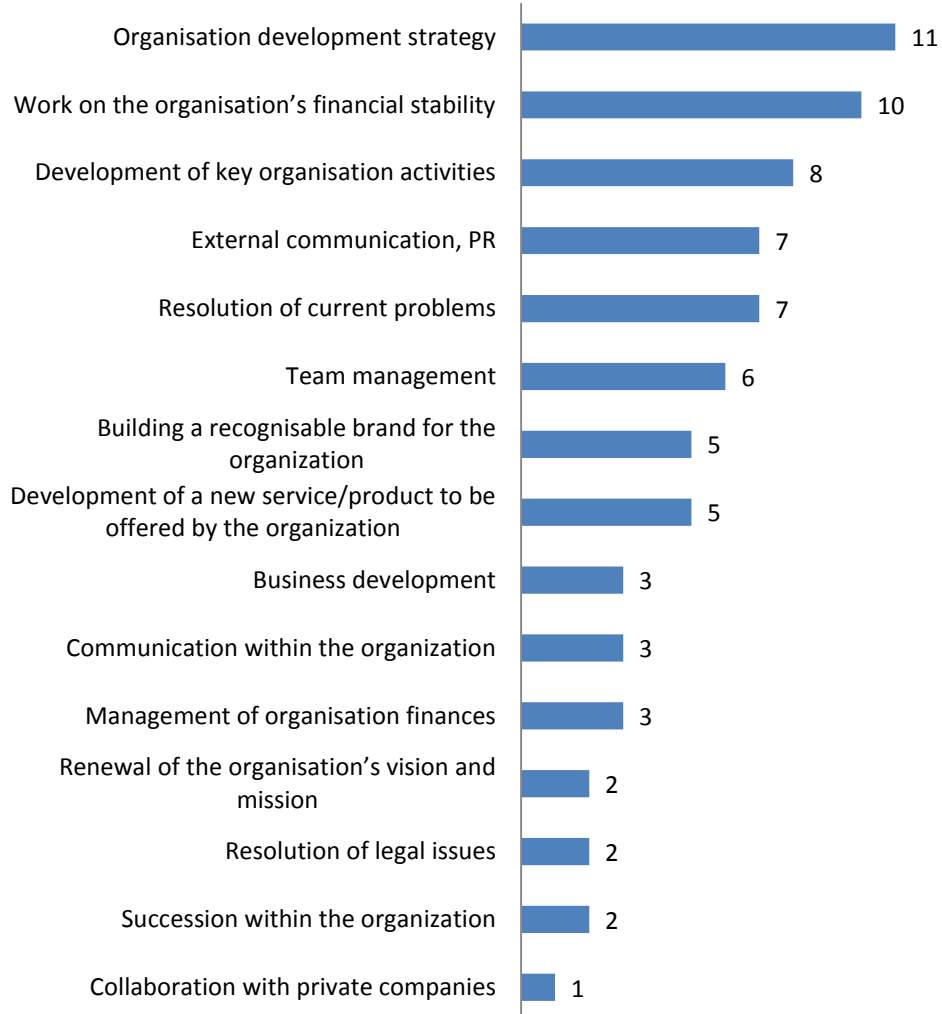
5th Edition of the SBA Program in Numbers

- 15 PSIK private equity mentors participated in the 5th edition of the SBA Program.²
- 15 leaders of social organisations were invited to the Program and all completed the entire edition.³
- During 10 months of work (from September 2016 to June 2017), around 100 meetings between organisation leaders and PSIK mentors took place.
- In total, PSIK professionals worked for over 300 hours with social leaders and their organisations.
- In the case of five organisations, key people other than the leader were also regularly involved in the cooperation with the mentor, and at seven organisations, other team members were involved in cooperation from time to time.
- The most pairs (11) focused their work on the organisations' development strategies. Other major work areas included the organisations' financial stability, external communication, development of key activities of the organisation such as their principal programs and products, as well as solving current problems.

² 12 PSIK mentors took part in the survey.

³ Leaders of 14 organisations took part in the survey.

Fields of cooperation and number of pairings that worked on the indicated field



Social organisation leaders' opinions

- 13 out of 14 leaders declared that participation in the Program significantly contributed to the development of their organisations and that it promoted their professional and personal development as well⁴.
- 13 out of 14 leaders declared that cooperation with the mentor helped them develop key programs and products and they rated progress as high or very satisfactory.
- Most often, the organisation's leaders indicated that the greatest progress was made in the following areas:
 - Building a recognisable brand for the organisation
 - External communication and PR
 - Renewal of the organisation's vision and mission
 - Work on the organisation's financial stability
 - Resolution of current problems
 - The organisation's strategy for development
- According to 11 out of 14 leaders, the results achieved are sustainable for their organisations.
- The participation in the SBA Program proved to be a valuable or very valuable experience for almost all of the participating social organisations' leaders (13 out of 14).
- Half (7) of the leaders declared that the Program met their expectations, five stated that it exceeded them, but for two leaders it fell short of expectations.

I am happy that I got to know the business world which used to be alien to me, I made new contacts and had the opportunity to take a fresh look at my work and at relationships within my organisation's team, and to exchange experiences.

Maciej Mandelt,
Stowarzyszenie na Rzecz Integracji Społeczeństwa
Wielokulturowego NOMADA

I am glad to have met fantastic people – mentors, the other organisations' teams and project facilitators. Our joint meetings were extremely valuable.

Zuzanna Janaszek-Maciaszek,
Fundacja im. Dr Piotra Janaszka "Podaj Dalej"

I appreciate the business experience we gained and also the opportunity to look at our activities from the point of view of an external observer.

Irena Dawid-Olczyk,
Fundacja La Strada

I am pleased with the opportunity to look at the organisation from a high level, to learn strategic thinking and to better focus on achieving our goals.

Adrian Kowalski, Fundacja Pomocy Dzieciom ULICA

⁴ Leaders of 14 organisations took part in the survey

PSIK private equity mentors' opinions:

- All mentors stated that the Program contributed to the development of social organisations⁵.
- 75% of mentors declared that it also promoted their own professional and personal development.
- The mentors highly rated the organisations' progress in the following areas:
 - Renewal of the organisation's vision and mission
 - Work on the organisation's financial stability
 - Resolution of current problems
 - Development of key programs and/or products
 - The organisation's strategy for development
 - Management of the organisation's finances
- According to 10 out of 12 mentors, the results achieved are sustainable for the social organisations.
- The participation in the SBA Program proved to be a valuable or very valuable experience for all mentors:

I am glad because I can actually see the Foundation implement the activities which I helped to develop and which have real impact on the life of those persons whom they are caring for.

Paweł Maj, bValue

It is good to share knowledge and expertise with others and to be able to help, even by offering your time and leveraging your contacts.

Paweł Padusiński, Mid Europa Partners

I appreciate the opportunity to provide help to others, share my experiences and learn about their' circumstances.

Piotr Misztal, Value4Capital

I met wonderful people who caused me to focus again on fundamental values I had forgotten about because I had taken them for granted.

Konrad Korobowicz, Capital Partners

⁵ 12 PSIK mentors took part in the survey

Participants of the 5th SBA Edition



Leaders of social organisations

PSIK Mentors

1	Adrian Kowalski Fundacja Pomocy Dzieciom ULICA: works with a selected group of children and adolescents in difficult life circumstances	Krzysztof Krawczyk CVC Capital Partners
2	Adriana Porowska Kamilańska Misja Pomocy Społecznej: helps homeless persons return to a normal life	Paweł Maj bValue
3	Celina Maciejewska Fundacja SUBVENIO: helps people in personal crisis	Tomasz Stamirowski Avallon
4	Irena Dawid-Olczyk Fundacja LA STRADA: acts against human trafficking and slavery	Dariusz Prończuk Enterprise Investors
5	Jan Młynarczyk Fundacja na Rzecz Osób Niepełnosprawnych "ARKADIA": works with people with intellectual disabilities and supports them to become self-reliant and independent	Tomasz Głowacki Riverside
6	Krzysztof Peda and Ariel Fecyk Stowarzyszenie Twoje Nowe Możliwości: supports young people with disabilities to graduate from university and then to perform professional work	Jacek Woźniak Enterprise Investors
7	Maciek Mandelt Stowarzyszenie na Rzecz Integracji Społeczeństwa Wielokulturowego NOMADA: works with marginalized groups that have been excluded from society such as immigrants, foreigners, and ethnic and religious minorities	Leszek Muzyczyszyn Innova Capital
8	Maria Schejbal Teatr Grodzki Bielskie Stowarzyszenie Artystyczne: engaged in artistic work with children, teenagers, adults and the elderly from socially excluded groups.	Piotr Misztal Value4Capital
9	Monika Dudek Stowarzyszenie na Rzecz Wspierania Rodzin "Nowe Perspektywy": association for the advancement of families	Monika Morali-Majkut
10	Piotr Bystrianin Fundacja Ocalenie: offers support for migrants and refugees	Paweł Padusiński Mid Europa Partners

11	Regina Bisikiewicz Fundacja Polski Instytut Otwartego Dialogu: supports people experiencing difficulty with mental health	Bartek Trzebiński
12	Teresa Ogrodzińska Fundacja Rozwoju Dzieci im. Jana Amosa Komeńskiego: aims to provide equal opportunities for children to help them grow into open-minded individuals.	Konrad Korobowicz Capital Partners
13	Tomasz Strzymiński, Barbara Szymańska Fundacja Audiodeskrypcja: makes culture and art accessible to the visually impaired	Marek Borzestowski Giza Polish Ventures
14	Zuzanna Janaszek-Maciaszek, Olga Janaszek-Serafin Karol Włodarczyk, Fundacja im. Dr Piotra Janaszka "Podaj Dalej": helps people with disabilities to change their lives and live independently	Bartek Gola SpeedUp Group
15	Paweł Jordan Stowarzyszenie BORIS/ Forum ONI: works on social and financial security of adults with intellectual disabilities	Dariusz Pietrzak Enterprise Investors

PSIK mentors from previous SBA editions

Four PSIK mentors from previous SBA editions continued to work as mentors to organizations that have moved from the SBA program into the portfolio of the Valores Foundation:

PSIK Mentors	Organizations from the portfolio of the Valores Foundation
Khai Tan Bridgepoint	Fundacja Integracja engages persons with disabilities into mainstream society and enables their full social and economic citizenship.
Małgorzata Bobrowska-Jarząbek Resource Partners	Fundacja Szczęśliwe Dzieciństwo - designing and implementing educational programmes for children and young adults through school and after-school activities.
Zbigniew Łapinski 3TS Capital Partners	Fundacja Samodzielni Robinsonowie builds a nationwide system to facilitate young adults' successful transition from institutional foster care to independent living.
Jacek Pogonowski Value4Capital	Fundacja Pomost works with prisoners and ex-prisoners, offers a halfway house for released ex-convicts who would normally have problems re-adapting to society and in Poland.

Krzysztof Krawczyk, CVC Capital Partners

Adrian Kowalski, Fundacja Pomocy Dzieciom Ulica, Zabrze

The pair worked together in the 4th and 5th SBA editions

Focus areas:

- Renewal of the organisation's vision and mission
- The organisation's strategy for development
- Team management
- Management of the organisation's finances
- Development of key activities of the organisation
- Work on the organisation's financial stability

Results:

- Greater awareness of the need to concentrate efforts on strategically important activities and improving the Foundation's ability to choose the appropriate activities
- Redirected the organisation's potential to previously unexplored areas
- Looking at the organisation as at an enterprise which pursues its goals (not only social but also business targets), employs people and raises funds to achieve its goals



CVC Capital Partners is one of the world's leading private equity and investment advisory firms. Founded in 1981, CVC today employs over 420 people throughout Europe, Asia and the U.S. CVC manages capital on behalf of over 300 institutional, governmental and private investors worldwide. Over the years, CVC has secured commitments of more than USD 71 billion in funds from our investors (including CVC Credit Partners).

www.cvc.com



Fundacja Pomocy Dzieciom ULICA is an organisation whose members have worked to improve the welfare of children, youth and adults both in Silesia and in other parts of Poland for 25 years. The Foundation reaches thousands of schoolchildren who want to turn away from negative patterns transmitted within their families (such as violence, alcoholism, unemployment, poverty). Its activities include focused meetings with young people, training courses, internships, support groups, consultations, supervision and conferences.

www.fundacjaulica.pl

Paweł Maj, bValue

Adriana Porowska, Kamiliańska Misja Pomocy Społecznej, Warsaw

The pair worked together in the 5th SBA edition

Focus areas:

- Development of a new service to be provided by the organisation
- Business development
- Work on the organisation's financial stability
- Legal structuring of the Foundation

Results:

- Launched a consumer bankruptcy procedure for those persons helped by the organisation
- Conducted the organisation's first social fund-raising campaign, which proved to be very efficient and gives hopes for similar results in the future
- The lasting effect of cooperation is the Foundation's constant focus on the future, beyond its current day-to-day management



bValue is among the largest VC funds in Poland, currently managing assets of approximately PLN 100 million. It invests in scalable projects. The fund invests in companies at the early growth stage. <http://bvalue.vc/pl>



The Foundation supports homeless persons by offering stays at its St. Lazarus shelter, running a distributed training flat scheme and conducting street work in the Warsaw districts of Włochy, Ochota and Ursus. www.misja.com.pl

Tomasz Stamirowski, Avallon

Celina Maciejewska, Fundacja Subvenio, Łódź

The pair worked together in the 4th and 5th SBA editions

Focus areas:

- The organisation's strategy for development
- Team management
- External communication, PR
- Building a recognisable brand for the organisation

Results:

- A look from the outside, seeing the organisation from a distance
- More businesslike attitude
- Started work on the development of paid-for activities



Avallon is an independent Polish firm which manages private equity funds. The firm's owners manage the Avallon MBO Fund, which ensures speedy and independent investment decisions. Avallon Management Company has many years of experience in executing deals in cooperation with managers (management buyouts – MBOs). They have performed over 100 equity investment deals so far. MBO (management buy-out) transactions are our specialised field, which we have been dealing in for over 20 years.

<http://www.avallon.pl/>



The Subvenio Foundation provides assistance to people who are in crisis. It lets them look at the brighter side of life, gives them energy to act, change and fight for themselves and for what they love.

It runs a support centre for victims and witnesses of crime and a psychological and legal support centre for senior citizens, and offers free legal assistance as well as digital education to senior citizens.

<http://subvenio.org.pl/edukacja-cyfrowa/>

Dariusz Prończuk, Enterprise Investors

Irena Dawid-Olczyk, Fundacja Przeciwko Handlowi Ludźmi i Niewolnictwu La Strada, Warsaw

The pair worked together in the 4th and 5th SBA editions

Focus areas:

- The organisation's strategy for development
- Support in the organisation's marketing and communication activities
- Development of the key program of the organisation
- Resolution of legal issues related to the organisation's activities
- External communication, PR

Results:

- A new look at the organisation and its goals
- Developing new services for business clients
- Revised the Foundation's Articles of Association
- Legal changes: gained the status of a Public Benefit Organisation and the ability to engage in business activities



Enterprise Investors is the oldest, and one of the largest private equity firms in Central and Eastern Europe. It specialises in buy-outs of medium-sized companies and financing the development of rapidly growing enterprises from various sectors of the economy. It has operated since 1990. To date, it has established nine funds with a total capital exceeding EUR 2.5 billion. These funds have invested EUR 1.8 billion in 139 companies.
www.ei.com.pl



The La Strada Foundation focuses on combatting human trafficking and slave labour by identifying victims, offering legal and psychological help and raising awareness
www.strada.org.pl/

Tomasz Głowacki, Riverside

**Jan Młynarczyk, Fundacja na Rzecz Osób Niepełnosprawnych “ARKADIA”,
Toruń**

The pair worked together in the 4th and 5th SBA editions

Focus areas:

- Business development
- Development of a new service to be provided by the organisation
- Team management
- The organisation’s strategy for development
- Renewal of the organisation’s vision and mission

Results:

- Developed a plan for establishing a social economy entity and launching a non-profit limited liability company
- Changed the organisation of teamwork



Riverside is a leading private equity firm. It has operated since 1988. Since its founding, it has focused on the most successful and well-managed enterprises with a value of up to USD 400 million. To date, Riverside has invested in more than 480 transactions. The firm’s international portfolio includes more than 80 companies.

www.riversideeurope.com



In its activities, the Foundation primarily targets people with intellectual disabilities. It supports them in achieving independence at all stages of their lives. We achieve our goals by helping special needs schools to support pupils with intellectual disabilities from their birth until they complete their education, holding occupational therapy workshops, directly preparing our wards to enter the labour market, providing assisted employment, and running training flats and a Community Self-Help Centre.

www.arkadia.torun.pl

Jacek Woźniak, Enterprise Investors

Krzysztof Peda and Ariel Fecyk, Stowarzyszenie Twoje Nowe Możliwości, Wrocław

The pair worked together in the 5th SBA edition

Focus areas:

- Renewal of the organisation's vision and mission
- The organisation's strategy for development
- Team management
- Development of economic activity
- Work on the organisation's financial stability
- Succession within the organisation

Results:

- Set clear goals for the near future
- Subordinated the organisational structure and its changes to these goals
- Started the implementation of a system for monitoring progress and for improved management of the organisation
- Started preparations for succession



Enterprise Investors

Enterprise Investors is the oldest, and one of the largest private equity firms in Central and Eastern Europe. It specialises in buy-outs of medium-sized companies and financing the development of rapidly growing enterprises from various sectors of the economy. It has operated since 1990. To date, it has established nine funds with a total capital exceeding EUR 2.5 billion. These funds have invested EUR 1.8 billion in 139 companies.

www.ei.com.pl



The “Twoje nowe możliwości” (Your New Opportunities) Association has helped people with disabilities gain equal access to education since 2008. For nearly ten years, it has organised team-building and training trips, language courses and training courses to raise the qualifications of students and graduates with disabilities; it has also adapted academic textbooks so that they are accessible to visually impaired persons. It also runs career guidance and offers psychological support to university applicants, students and graduates.

www.tnm.org.pl

Leszek Muzyczyszyn, Innova Capital

Maciek Mandelt, Stowarzyszenie na Rzecz Integracji Społeczeństwa Wielokulturowego NOMADA, Wrocław

The pair worked together in the 5th SBA edition

Focus areas:

- The organisation's strategy for development
- Team management
- Development of new solutions in the search for funds for the organization's activities and establishing relationships with business
- Work on the organisation's financial stability
- Communication within the organisation

Results:

- Strengthened teamwork by leveraging the methods used in business
- The organisation opened its mind to forms of activity and sources of financing which have not been considered or have been rejected until now
- Established relationships with business
- Started work on developing fund-raising based not only on grants



Innova Capital is a leading mid-market private equity firm in Central Europe. Founded in 1994, Innova has since invested almost EUR 700 million in almost 50 companies, across 10 countries in the region. In 2010, Innova won the CEE Fund of the Year Award presented by the *Unquote* magazine for its fifth Innova/5 fund. In the fifth edition of the "Private Equity Diamonds" Competition, which was held in 2016 under the auspices of the PSIK, Innova was awarded two prizes in the following categories: PE Portfolio Company of the Year 2015 and Fund Manager of the Year 2015.

www.innovacap.com/pl



The NOMADA association is a non-governmental organisation based in Wrocław which works for human rights by promoting and defending them, in particular among excluded groups, immigrants, foreigners and ethnic or religious minorities. It works for the comprehensive development of an open civil society. It strives to promote interpersonal solidarity and understanding between people with different backgrounds and social statuses. Its mission is to overcome stereotypes and prejudices. Through its activities, projects and participation in the life of the groups with whom it works, it attempts to establish relationships based on mutual understanding and good communication.

www.nomada.info.pl

Piotr Misztal, Value 4 Capital

Maria Schejbal, Stowarzyszenie Teatr Grodzki, Bielsko-Biała

The pair worked together in the 3rd, 4th and 5th SBA editions

Focus areas:

- Development of a new service to be provided by the organisation
- Business development
- Work on the organisation's financial stability

Results:

- Partial financing of the reconstruction of the building which is to be adapted for staging theatre plays.
- Raising funds for the first stage of the theater renovation
- New thinking about the organisation and its functioning.



Value4Capital is a private equity firm focused on investments in mid-market Central European companies. It became an independent fund management company at the end of 2011.

V4C focuses on buy-outs of companies with an established market position which operate in Poland and in other EU Member States from Central Europe. It supports their development to make them leaders in their respective sectors.

<http://value4capital.com/>



The "Teatr Grodzki" Artists' Association from Bielsko-Biała has run theatre classes for persons with disabilities and for children and youth in difficult situations since 1999.

It employs people with disabilities at its two occupational activity centres. The Association has launched the "We Need You" occupational therapy workshop in Bielsko-Biała where people with disabilities can learn. It also runs a number of educational, artistic and social programs in collaboration with local, regional and foreign organisations.

<http://www.teatrgrodzki.pl/>

Monika Morali-Majkut

Monika Dudek, Stowarzyszenie na Rzecz Wspierania Rodzin “Nowe Perspektywy”, Radom

The pair worked together in the 5th SBA edition

Focus areas:

- The organisation’s strategy for development
- Team management
- Management of the organisation’s finances
- Development of a new service to be offered by the organisation
- Business development activities
- Work on the organisation’s financial stability
- External communication, PR

Results:

- Established a strategic plan for the organisation
- Changed the leader’s mentality with respect to team management
- Supported and motivated the leader to introduce changes and to persist in their implementation
- Started a new business activity (training services for teachers and business, coaching, personal development services) and raising part of the funds required for this purpose
- Acquired new, larger premises, which will enable the implementation of development plans in line with the strategy discussed
- Created a professional presentation of the organisation’s strategy for marketing and fund-raising purposes to enable consistent external communication
- Expanded the team to include new people who will perform the tasks resulting from the business activity started

Monika Morali-Majkut is the chair of the Investment Committee at PFR Ventures. She previously was head of the Warsaw office for Advent International, a global private equity management firm.



The Association focuses on activities which help families in difficult situations, running a School for Parents, preventing school failures of children, supporting teenage mothers, helping families who have children with special needs and preventing social exclusion of senior citizens.

www.noweperspektywy.radom.pl

Paweł Padusiński, Mid Europa Partners

Piotr Bystrianin, Fundacja Ocalenie, Warsaw

The pair worked together in the 5th SBA edition

Focus areas:

- The organisation's strategy for development
- Team management
- Management of the organisation's finances
- Development of Welcome Home Program
- Work on the organisation's financial stability

Results:

- The Foundation began to see certain problems and methods of solving them from a more commercial point of view and streamlined its activities just as companies do
- Started to implement a revenue diversification strategy and obtaining more funds from commercial sources with the first successes already achieved
- Opened up to collaboration with companies and gathered first experiences in business networking and cooperation on CSR initiatives
- Conclusions concerning the need to change the organisation's structure and division of duties
- Positive feedback from an expert outsider with experience in managing and developing institutions



Mid Europa is a leading financial investor in Central and South-Eastern Europe. As one of the first private equity firms in the region, it has operated since 1999 and has offices in Warsaw, Budapest, Istanbul and London. It manages funds worth around EUR 4.6 billion. Since 2005, Mid Europa has been fully independent and it is wholly owned by its Partners.

www.mideuropa.com/



Fundacja Ocalenie supports migrants in their integration and individual development. It works to promote intercultural dialogue and strengthen civil society. Its aim is to enable all people to live with dignity and have their rights respected. It is a non-profit NGO and has the status of a Public Benefit Organisation. It has operated since 2000. In fulfilling its mission, it conducts many activities targeted both at foreigners living in Poland as well as Poles.

www.ocalenie.org.pl

Bartłomiej Trzebiński

Regina Bisikiewicz, Fundacja Polski Instytut Otwartego Dialogu

The pair worked together in the 5th SBA edition

Focus areas:

- The organisation's strategy for development
- Management of the organisation's finances
- Development of a key activity of the organisation related to an EU project
- Recruitment of a person supporting the foundation's operations
- Work on the organisation's financial stability
- Succession within the organisation

Results:

- Set priorities for the organisation's strategic activities
- Set short- and medium-term goals
- The successful recruitment of a person who supports the Foundation's leader in operational matters
- Supported the leader in key decisions



Bartłomiej Trzebiński is a private investor, mentor and advisor to entrepreneurs and non-profit organisations. He is also an independent Investment Committee member of the Polish Development Fund, and he runs his own start-up company. He was previously head of the Warsaw office for EQT. Prior to EQT, he worked at Warburg Pincus and Goldman Sachs. Bartek graduated from the Warsaw School of Economics and has an MBA from Harvard Business School.

The Foundation's goal is to give everyone who experiences mental health problems a chance to recover. Its efforts are directed at changing the healthcare system, which is currently focused on illness, hospitalisation, isolation and stigmatisation. The Foundation strives to introduce a new approach instead, which will be focused on the healing process.

www.otwartydialog.pl

Konrad Korobowicz, Capital Partners

Teresa Ogrodzińska, Fundacja Rozwoju Dzieci, Warsaw

The pair worked together in the 3rd, 4th and 5th SBA editions

Focus areas:

- The organisation's strategy for development
- Management of the organisation's finances
- Development of a new commercial service based on the foundation's intellectual heritage transformed into a cohesive, commercial product.
- Resolution of legal issues related to the organisation's activities
- External communication, PR, building a recognisable brand

Results:

- The Foundation has revised its mission and strategy. This has been accomplished by bottom-up efforts involving the entire staff. Development directions have been defined, including those for the Foundation's commercial activities.
- A modern FRD brand has been created and implemented together a visual identification system.
- The previously fragmented intellectual property of the Foundation (which could potentially be commercialised) has been catalogued and transformed into a cohesive, commercial product.



Since 2002, the firm has consistently built value, helping Polish companies to become more competitive and innovative. As an investor, it not only provides capital but, above all, actively supports its business partners. It invests in people because it is they who build businesses and create ideas. Owing to its long-standing presence in the private equity and venture capital market and its financial and business expertise, it is able to introduce efficient solutions which enable enterprises to develop in a stable and rapid manner.

www.c-p.pl



Fundacja Rozwoju Dzieci (Children Development Foundation) was established in 2003 to create the best possible conditions for children already at the early stage of their development and education. Its goal is to give children equal chances to become enlightened adults. It proposes systemic and legal solutions and offers a range of proven methods of working with children. It runs large-scale projects, because its leaders know that investing in children means a better future for all. www.frd.org.pl

Marek Borzestowski, Giza Polish Ventures

Tomasz Strzymiński and Barbara Szymańska, Fundacja Audiodeskrypcja, Białystok

The pair worked together in 5th SBA edition

Focus areas:

- Renewal of the organisation's vision and mission
- The organisation's strategy for development
- External communication, PR
- Communication methods and product concepts

Results:

- Development of communication tools, the website and product concepts
- Assistance in current matters
- A fresh look from a person who has experience managing various companies, and a realistic assessment of ideas at an early stage
- Greater incentives to act



The Giza Polish Ventures Fund is the first Polish-Israeli technology fund in Poland, managed by a team of investment partners who have in total more than 100 years of experience in VC/PE investments, managing technology companies and investment banking. Specialist support for GPV I is provided by Giza Venture Capital – one of the most renowned technology VC funds in Israel, which has invested in 96 companies during its nearly 20 years of operation.

www.gpventures.pl



The aim of the Foundation is to make culture and works of art accessible to visually impaired persons. It operates in the entire territory of Poland. The Audiodeskrypcja (Audio Description) Foundation is run by blind persons and their friends without vision impairments who recognise the need for people with disabilities to fully participate in community life.

www.audiodeskrypcja.org.pl/

Bartek Gola, SpeedUp Group

Zuzanna Janaszek-Maciaszek, Olga Janaszek-Serafin, Karol Włodarczyk,
Fundacja im. Dr Piotra Janaszka “Podaj Dalej”, Konin

The pair worked together in the 5th SBA edition

Focus areas:

- The organisation’s strategy for development
- Development of a key program of the organisation, the “Academy of Life”
- Building a recognisable brand for the organisation

Results:

- External perspective, broadening horizons, new contacts



The SpeedUp Venture Capital Group is a leading group of funds which invest in early stages of enterprise development (seed, pre-revenue and early growth). Its targets include companies and entrepreneurs from Central and Eastern Europe who want to expand into global markets using the solutions they have developed.

www.speedupgroup.com/pl



The Foundation was established in 2004. It supports people with disabilities to become independent by offering training flats and preparing them for work. It opens new opportunities for families of people with disabilities. It builds a world without barriers, discussing the subject of disability during meetings with children and youth. It develops volunteering activities. It shares its expertise with people who work with people with disabilities.

www.podajdalej.org.pl

Dariusz Pietrzak, Enterprise Investors

Paweł Jordan, Boris / Forum ONI, Warszawa

The pair worked together in the 4th and 5th SBA edition (during the course of SBA V, Boris became accepted to the portfolio of Valores Foundation)

Focus areas:

- Structuring the “Safe Future” project (in-depth assistance for persons with intellectual disabilities) in such a way , that it can successfully compete for external funding
- Business development activities

Results:

- Development of the implementation approach for the Safe Future Project



Enterprise Investors is the oldest, and one of the largest private equity firms in Central and Eastern Europe. It specialises in buy-outs of medium-sized companies and financing the development of rapidly growing enterprises from various sectors of the economy. It has operated since 1990. To date, it has established nine funds with a total capital exceeding EUR 2.5 billion. These funds have invested EUR 1.8 billion in 139 companies.
www.ei.com.pl



Boris is an independent non-governmental organization, which supports all kinds of civic activities - including NGOS and social initiatives - in their efforts for the public good. The main objective of its activities is to increase the efficiency of solving social problems through good use of opportunities and strengths inherent in society.
<http://boris.org.pl/>

PSIK – Polskie Stowarzyszenie Inwestorów Kapitałowych/Polish Private Equity and Venture Capital Association



PSIK gathers private equity/venture capital investors active in Poland. Membership is also available for other persons, companies and institutions interested in the development of the private equity/venture capital industry in Poland.

PSIK's mission is to facilitate investment and promote the development of the private equity and venture capital industry in Poland as well as to represent the interests of this community. PSIK has 54 Full Members (representatives of private equity and venture capital management firms) and 73 Associate Members (consulting companies cooperating with the industry). To date, PE/VC funds have invested more than EUR 7 billion in 1,200 Polish companies.

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