



Chamber of Eco Commerce (CEC)

Portfolio

'Discover new profits in Eco Innovation'

Portfolio Management

We believe that Eco Innovators, Entrepreneurs, and Organizations, can create transformative change if given the right combination of financial and strategic hands-on advisory resources, along with access to critical networks.

Our approach to portfolio management focuses on integrating these critical components to help organizations develop and grow sustainable models of impact and deliver superior results.

We bring together individuals and organizations in Eco Commerce worldwide.

We believe that a viral community of experts, leaders, and learners working together will provide balanced and effective solutions for business, environment, and society.

We connect innovators, investors, business and policy leaders through a low cost, efficient, and powerful platform providing easy access to unique portfolio of partner projects, and actionable information to deepen relationships with partners, delivering profits, lasting competitive advantage, and creating new offerings and jobs.

Navigating Growth

We have built a framework for understanding and evaluating an organization's progress on the path to becoming a high-impact and sustainable business. Our global framework - the fast growing international network of Eco Commerce Hubs - defines three stages of growth post start-up phase. Characteristics of each growth stage include:

Growth Stage 1

Technology and business assessment model; assessing and testing of the innovation or business model to determine which elements drive impact.

Growth Stage 2

Building the delivery model; developing and testing an efficient, scalable delivery model; deepening understanding of elements that drive impact.

Growth Stage 3

Scaling for widespread impact; building the organizational systems and processes required to grow and drive widespread change.

We work with individuals and organizations as they navigate challenges and track their progress along this trajectory based on five major areas:

- Impact and innovation;
- Growth;
- Leadership and governance;
- Organizational strategy;
- Metrics.



CEC Portfolio

Challenges

Many innovative solutions to challenges exist, and Eco Innovators are developing new approaches every day. Yet lack of commercialization support sustains economic competitiveness, and communities are not benefiting sufficiently from these eco innovations. The majority of most effective innovations fail to reach scale and realize their full potential to create big change because:

- Lack of awareness that solutions exist, fostering low efficiency flows and lack of knowledge how to overcome problems.
- Resources do not flow to the organizations that deliver the best results in the most effective ways.
- Lack of high-functioning capital market to identify and grow organizations to the communities where they are needed most.
- Government, philanthropy, the private sector, social entrepreneurs, and citizens lack the incentives and models to collaborate effectively to identify and invest in what works.

Overcoming Barriers to Scale

Through a range of strategies, the CEC aspires to bring the transformative power of eco innovation to bear on most persistent challenges. To overcome the barriers to identifying, fostering, and accelerating knowledge and technology transfer, the CEC's focus currently includes:

Bringing innovators and investors together

We convene leading innovators and investors from the private, public, philanthropic, and nonprofit sectors to spark development of new ideas, relationships, and resources that can help build stronger organizations, overcome the barriers to scale, and dramatically improve opportunities for individuals, organizations, and communities.

***Transforming government's role**

We are pursuing a policy agenda that identifies principles and approaches that can transform government's role in solving problems. These include leveraging public funding and fostering cross-sector partnerships to increase investment in high-impact organizations, catalyze innovation in the Eco Commerce sector, and scale effective solutions.

Eco Commerce Platform

The Eco Commerce Hub platform enables our portfolio managers and investors to assess the development of each portfolio organization, and to then prioritize and focus strategic investment.



CEC Management

Resources for Strategic Support

CEC provides each organization with a dedicated Portfolio Manager. Each portfolio manager acts as a day-to-day advisor to the organization, providing hands-on advisory support and building a partnership with the entrepreneur/ business leader creating an action plan tailored to the organization's needs. The strategic support each portfolio manager provides assumes a variety of forms, from refining the change model and helping source talent, to helping to develop and coach the board. In addition, CEC's partnership with local Preferred Service Providers (PSPs) enables us to bring additional support to bear, including and strategic growth planning and executive coaching for the entrepreneur, and business and policy leader.

This combination of resources is deployed to provide support in the following areas:

Change Model Development

Clarifying beliefs about the target problem, long-term vision, barriers to change, and approach to creating the desired impact.

Growth Planning

Developing a multi-year plan for growth of direct and widespread impact; helping inform a growth capital campaign.

Performance Management

Establishing enterprise-level performance targets

Leadership Support and Organizing for Growth

Facilitating the recruitment and development of the senior team and board of directors; designing organizational structure, decision rights, and processes to support growth.

In addition to these areas of support, our portfolio organizations are given access to critical networks through the CEC. The Eco Commerce Hub platform gathers Eco Innovators with investors, philanthropists, foundation leaders, policymakers, and business leaders to remove organizational and national barriers to growth and impact. The CEC initiative brings entrepreneurs together to advance a policy agenda and create an infrastructure for entrepreneurs and government to act together to scale the impact of solutions that work.

Current Portfolio of Projects

CEC stakeholders and organizations are tackling some of our most urgent problems and making an impact of regions they serve. To learn more about CEC partner projects, go to: <http://www.chamberofecocommerce.com/partnerprojects.html>



CEC Portfolio

Investment Selection

Through our investment selection process, we seek to identify innovations and entrepreneurs and pathbreaking organizations that can accelerate change and effectively tackle some of most urgent problems in business, environment, and society.

Selection Process

CEC's selection cycle is a six-month process that meaningfully engages candidate organizations to best determine which ones fit both investment criteria and fund priorities. Through this process, we aim to not only assess the potential of technology or partner project, and each organization for outstanding impact, but also to help these organizations hone their visions and ability to communicate their ambitious goals.

Our selection cycle includes three distinct rounds - Pipeline, Screening, and Due Diligence. This rigorous process provides us with the opportunity to learn about each candidate and their organization, discern whether each organization is the right fit for our portfolio, and advance only those organizations most likely to receive investment to subsequent rounds.

Selection Criteria

Organizations that we select have demonstrated impressive track records of performance, strong appetites for growth, and high potential for impact.

While intensive, our selection process is only the beginning of our extensive 36-month relationship with organizations we work with and in which we invest. Once an organization becomes part of CEC portfolio, we provide multi-year support to increase organizational capacity and highly engaged strategic support to anticipate and plan for the challenges organizations face as they grow.

Eligibility Guidelines

We believe that it is uniquely positioned to help propel a specific subset of entrepreneurs and organizations along a growth trajectory aimed at solving problems. Given our strategy and our commitment to engaging deeply with each entrepreneur or organization by dedicating significant staff time and resources across a 36-month investment of resources, we are able to consider a limited number of organizations for each cycle.

If an organization falls outside of any of the categories for our selection, we strongly discourage them from submitting an application.



CEC Management

Approach

Our unique approach to portfolio management gets results. CEC portfolio projects, initiatives, and organizations are among the fastest growing and highest impact companies in the sector, consistently outperforming other high-performance organizations and groups.

Measuring Performance

We approach measurement across two key areas - impact and performance - for both individuals and organizations and our entire active portfolio. Specifically we track growth in revenue, which act as a proxy for both performance and impact, for each of our portfolio organizations. Through our work, we have observed that growth in revenue and economic development in regions we serve can drive increased program quality as organizations invest in strategy development, capacity for execution, and talent. In addition, we track specific program quality metrics for each organization, and assess each organization's ability to effectively and efficiently deliver their intended impact.

Impact and Results

Performance of the portfolio growth targets, realizing revenue and regional economic development impact. All organizations have to maintain strong commitment to transparency and quality, and meet or exceed our specific goals.

CEC Model

We believe that just as entrepreneurship and innovation can drive progress, so too can we harness spirit of Eco Innovation, vision, and value to help solve our most pressing problems.

We exist to help innovative entrepreneurs and their organizations dramatically improve opportunities for business and communities. We also aspire to help all intrapreneurs and social entrepreneurs bring about widespread impact on the critical problems their organizations are tackling.

We work to fulfill our mission with two mutually reinforcing approaches:

We provide strategic support to our portfolio of entrepreneurs and their organizations to help them realize their full potential for impact.

We use a range of strategies to help create an environment in which all entrepreneurs and their organizations may realize their full potential for impact.

How it Works



CEC Portfolio

Since our founding in 2010, we have made explicit choices that have shaped our model and honed our approach.

To get the right combination of resources, experience, and expertise to help our portfolio realize their full potential for impact, and to help improve the environment for all entrepreneurs, we bring together:

CEC's community of conventional and philanthropic investors, that are passionate about creating the greatest possible impact with their investment.

CEC's stakeholders augment our capacity and leverage investors' contributions.

CEC's talented team, whose diverse experiences, nationalities, and backgrounds help them identify and anticipate the challenges organizations face as they grow and to embrace opportunities to create widespread impact across industries and continents.

In addition, we highly value several priorities in pursuit of our mission, including:

The importance of leadership in our portfolio strategy

We believe that entrepreneurs' and business leaders' bold aspirations and articulation of a visionary path, rigorous use of data and results to manage their organizations, and relentless determination to attract the necessary resources to make their vision a reality are powerful determinants of an organization's ability to scale its impact. Strength of leadership plays a critical role in our selection process.

A focus on organizations tackling issues

We prioritize investments in organizations that address issues related to efficiency flows including business, economic development, public health, education, and poverty alleviation. Our focus is global.

The role of direct and widespread impact in solving our greatest problems

Our choice to pursue a dual approach through our own model reflects this conviction. We explicitly take into account an organization's widespread impact on problems when evaluating the potential for growth and scale of its programs. We are also highly focused on our own ability to generate widespread impact, combining our work with our portfolio of partner projects, a group within CEC dedicated to helping entrepreneurs and intrapreneurs realize significantly greater impact on the tough, systemic problems they aspire to solve.

The CEC emerged from our desire to help Eco Innovators realize significantly greater impact on the tough, systemic problems they aspire to solve.

We believe that the impact any single organization can have on business, environment, public health, and poverty alleviation - while real and meaningful - is limited, and will never be enough to transform business, environment, and society. For this reason, in 2006 we began to develop the idea for a global "Eco Commerce Hub" - a network of Hubs within the global Hub that works beyond the bounds of individual organizations to reshape busi-



CEC Management

nesses, create new business models, and more effectively allocate resources for problem solving. We believe that all sectors have an important role to play in transforming our approach to the challenges we face, and improving efficiency flows and opportunities for individuals, organizations, and communities we serve.

CEC is currently accepting Letters of Inquiry for technology, projects, initiatives, funding:

Technology Submittal Form (TSF):

<http://www.chamberofecocommerce.com/sustainabilitycenters/tsf.html>

Partner Projects/Initiatives:

<http://www.chamberofecocommerce.com/sustainabilitycenters/initiatives.html>

Regional Eco Commerce Hub:

<http://www.chamberofecocommerce.com/ecocommercehub.html>

Financing:

<http://www.chamberofecocommerce.com/finance/financinginnovation.html>

Business Development:

<http://www.chamberofecocommerce.com/sustainabilitycenters/businessdevelopment.html>

Integrated Marketing Communication:

<http://www.chamberofecocommerce.com/sustainabilitycenters/imc.html>

First Application and Market Replication:

<http://www.chamberofecocommerce.com/sustainabilitycenters/faandmr.html>

Media:

<http://www.chamberofecocommerce.com/mediaportal.html>

Collaborative Training:

<http://www.chamberofecocommerce.com/sustainabilitycenters/learningcenter.html>

Education K-12:

<http://www.chamberofecocommerce.com/sustainabilitycenters/stem.html>



CEC Portfolio

***Transforming Governments Role**

We believe governments of the 21st century has the potential to harness the power of Eco Commerce.

Government can spark new, more powerful ways to tap the expertise and resources of the private sector, and serve as a leader in creating new partnerships that enable communities to identify and grow the strongest eco innovative solutions to our challenges.

At the federal, state, and local levels, governments are by far the greatest source of funding aimed at many of our most persistent and widespread problems. In Eco Commerce, we are limiting the ability of innovative solutions to transform our communities by keeping them outside the set of approaches that receive public financing.

Forging a Deep Partnership between Governments and Eco Commerce Experts

Our policy strategy seeks to forge and deepen a partnerships between governments and Eco Commerce experts worldwide. We aspire to create an environment in which government leverages cross-sector support to identify and invest in growing innovative and efficient solutions to complex problems. A set of policymaking principles guides this approach:

Scale Proven Programs: Open doors for new, high-impact organizations to receive the resources they need. This includes identifying ways to measure what works and allowing for regular competition for resources in the Eco Commerce sector.

Inspire Innovation: Problem solving requires a system of research and development, testing, application, and scaling similar to the system that exists in the private sector.

Make Markets: Tackle the barriers that prevent Eco Innovators from accessing human and financial capital.

Engage Everyone: Make public dollars go farther by leveraging private-sector resources, engaging in partnerships, and inspiring a commitment to service among all citizens.

At the core of our effort is a non partisan team of Eco Commerce experts that works with policymakers, legislators, and thought leaders to identify ways to combine public and private resources with the effectiveness and impact of eco innovators. We have advanced this initiative through the leadership of a coalition of CEC's Eco Commerce Hubs, results-oriented, entrepreneurial organization.

CEC launched in 2010 to fuel an international discussion about eco innovative ways to solve problems. It has advanced a non partisan policy agenda to create the infrastructure to expand eco innovative solutions. CEC meets with all potential policy leaders, to introduce them to the high-impact approaches of eco innovators. As we continue to advance this effort, we will focus on growing these pilot efforts across government into a sustainable new system for solving problems at local level and at global scale.



CEC Management

FREQUENTLY ASKED QUESTIONS

When was CEC founded, what does CEC do, and what is CEC's ultimate goal?

CEC provides strategic support to entrepreneurs, and business and policy leaders, access to growth capital, while also pursuing a set of innovation strategies to improve the environment in which all organizations operate.

CEC's ultimate goal is to create an environment in which innovative entrepreneurs and intrapreneurs, and their organizations have the necessary strategic and financial resources to grow their solutions to scale and achieve sustainable, transformative impact against some of the biggest problems facing businesses and communities.

Investment Selection and Management

Looking for information about CEC, or definition of Eco Innovation or Eco Commerce? Below you can find some of our most frequently asked questions which will be discussed during our regional Eco Commerce development meetings. To learn more, join CEC meeting in your region, or visit CEC website.

What is CEC's selection process for portfolio organizations?

Is my organization a good fit for CEC's portfolio?

What happens after I submit a Letter of Inquiry (LOI) to CEC?

How does CEC support organizations and investors in its investment portfolio?

Does CEC support non-profits?

What is the relationship between CEC and stakeholders?

What is conventional, venture, and philanthropic Capital?

What is Eco Commerce?

What is an Eco Commerce Hub?

What is Eco Innovation?

What is an Eco Innovator, an Intrapreneur, a Social Entrepreneur?

What is the Eco Commerce Fund (ECF)?

Will CEC, through the ECF be proactive in seeking out innovative organizations and projects to be funded?

Does CEC already have a portfolio Companies and Projects prepared or will the organization conduct an open selection process to find them?

Who invests in CEC portfolio of companies and projects?

In addition to investing in CEC projects, how do individuals and organizations support CEC's work?

How does an investment in CEC project differ from an investment or donation directly to an organization?

How do I apply to join the CEC team?

How can I join CEC team(s) or one of the portfolio organizations?

How can I contact an individual at CEC?

I'm a member of the media. Who do I contact for more information?

Who should I contact at CEC with a press/media inquiry?

I'm doing a project and would like to interview or survey CEC. Who should I contact?