



Artisan Accelerator Impacts 2018



building a new handworker economy
www.buildanest.org



Introduction

Nest's Artisan Accelerator is an intensive year-long program designed to give 10 promising and engaged artisan businesses the support they need to become vital players in the international marketplace for fashion and home design.

Following a rigorous application process, participating accelerator businesses become part of a cohort of highly motivated like-minded enterprises from around the world, who, under Nest's direct support, engage in a series of intensive business development programs over the course of a minimum 12-month period. Recognizing the power of person-to-person collaboration to drive accelerated growth, Nest focuses on on-site support for Accelerator businesses. Nest measures the results of this program through pre- and post-engagement surveys. The survey responses in the baseline and 12-month datasets are compared to determine the positive impacts that the Nest Artisan Accelerator Program had on participating artisan businesses.

INTEGRATIVE

**HIGHLY
TAILORED**

**PEER-TO-PEER
COMMUNITY**

Overview of Accelerator Participants



7
Countries

10
Artisan Businesses

90%
Percent of
Female Business Leaders

3–17
Range of years of operation
for participating businesses

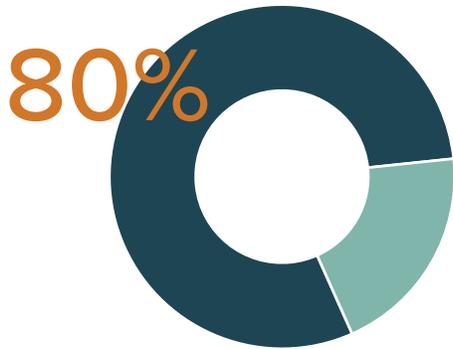


Findings

Based on a comparative review of the baseline and 12-month survey responses, there is significant evidence of positive impacts on artisan businesses in the following key areas: artisans employed, non-artisan staff employed, revenue, business objectives, and increased business acumen.

EMPLOYMENT

8 out of 10 Accelerator participants either maintained or increased their staffing during the period of their Accelerator participation. A net of 76 new jobs were created across all participants.

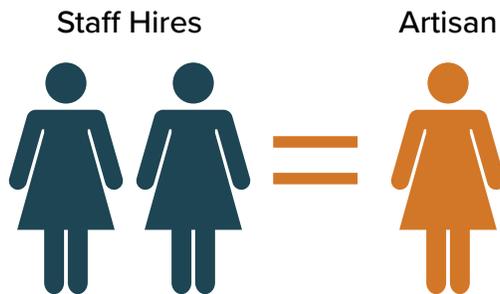


maintained or increased their staffing

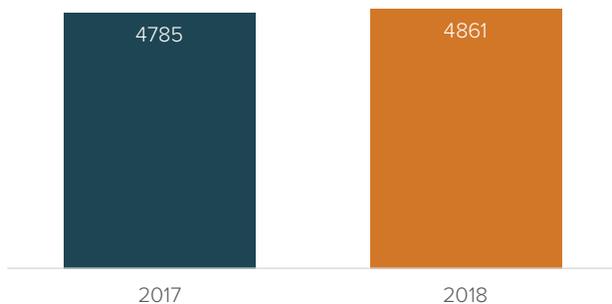
+76 net new jobs created across all participants

created across all participants

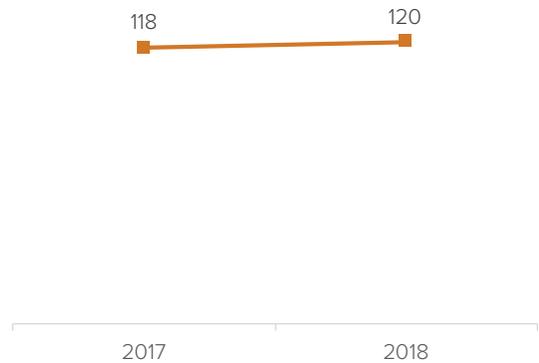
Artisan businesses also increased their staffing, bringing on essential new people to support business growth: on average more than 2 new staff hires were brought on for every 1 artisan bringing administrative and leadership positions to community members as well.



Total net employment across all artisan businesses grew during the course of the program



The median number of employees per artisan business also increased



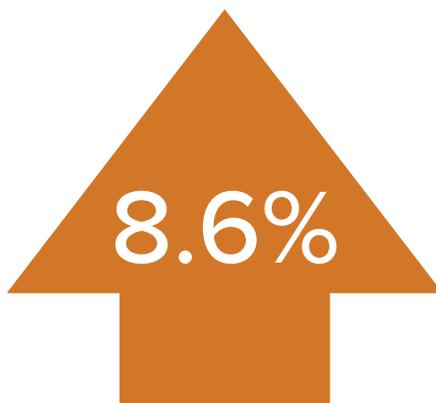


REVENUE

90% of businesses increased their revenue or kept it constant year over year. Average revenue growth across all businesses was 8.6% year over year. Across all participants, more than half a million dollars in new revenue was generated for artisan handcraft.



Increased or Maintained Revenue

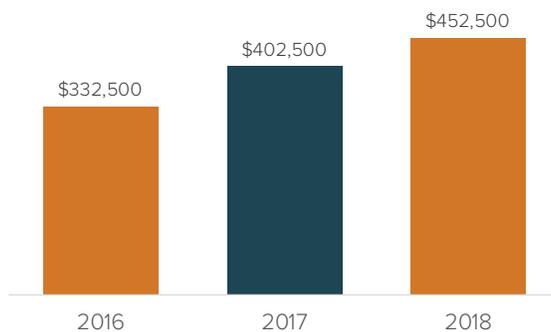


Average Revenue Growth



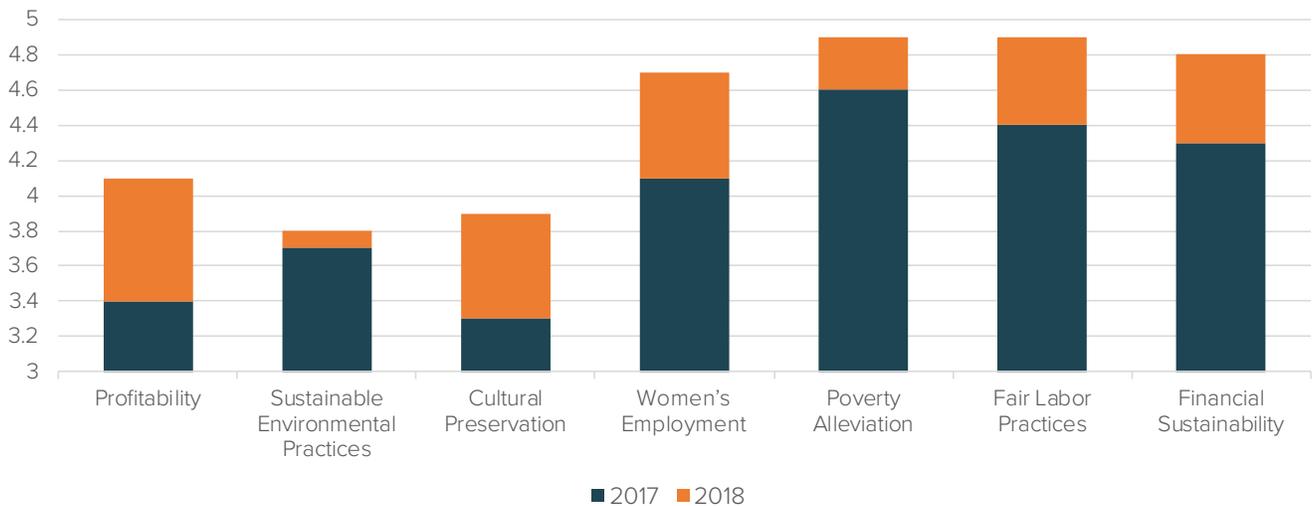
New Revenue Generated

The median revenues across all participating businesses grew



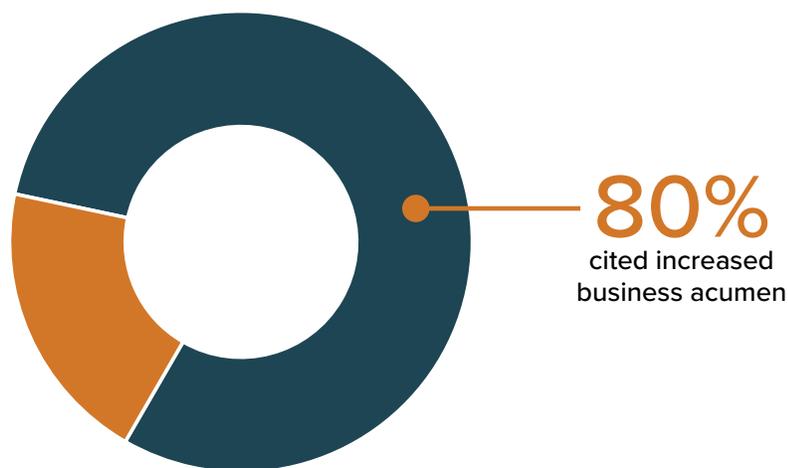
BUSINESS OBJECTIVES

At the start of the Nest Artisan Accelerator program, artisan businesses were asked to rank seven core business objectives: Profitability, Sustainable Environmental Practices, Cultural Preservation, Women's Employment, Poverty Alleviation, Fair Labor Practices, and Financial Sustainability in terms of their business success. A scale of 1 to 5 was used to measure the level of importance the objectives are to the artisan businesses' success. All ten artisan businesses reported an increase in perceived importance across all seven objectives. On average across all businesses, the most significant increase in evaluation of importance was within the profitability objective. In spite of this significant leap, profitability remained the third least valued objective across all categories, falling below women's employment, poverty alleviation, fair labor practice, and financial sustainability. This suggests that while the program may have helped participants earn an increased appreciation for the importance of profitability, social goals remained paramount. The second and third most significant increases in objective importance were seen in cultural preservation (18%) and women's employment (15%), both key pillars of the Nest mission and Accelerator program specifically.



INCREASED BUSINESS ACUMEN

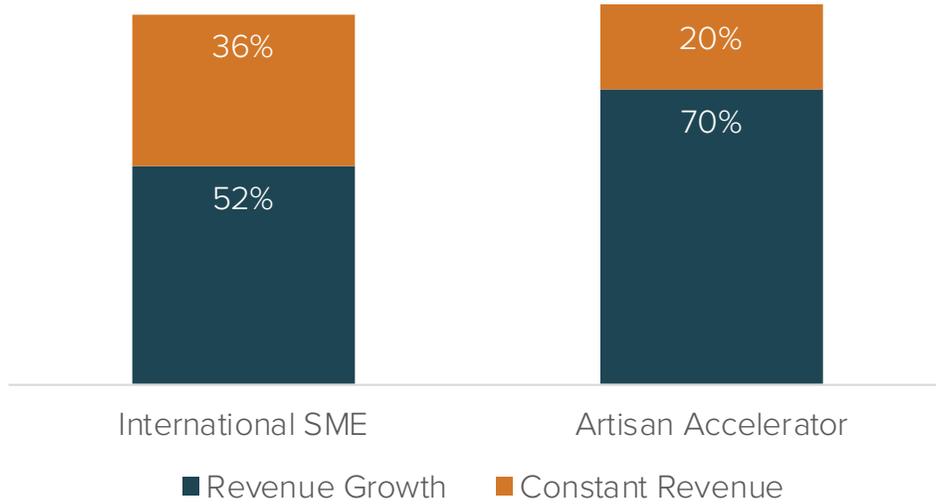
After 12 months, 8 out of 10 participants cited greater increased business acumen due to their participation in the Nest Artisan Accelerator. Of the businesses who cited increased acumen, 88% reported that their knowledge was significantly greater.



ACCELERATOR GROWTH AS COMPARED TO INTERNATIONAL SMALL BUSINESS GROWTH

While Nest acknowledges the mercurial global market forces that impact small businesses, we have aimed to control for this variability by benchmarking Accelerator performance indicators against available global economic data on small business growth.

Artisan Accelerator participants outpaced global small businesses in revenue growth, with 70% increasing revenue and 20% maintaining. This is compared to 2018 data from Goldfale Consulting that looked at 573 global product-based small businesses, only 52% of the small businesses saw growth in 2018, with 36% staying constant compared with 70% of Artisan Accelerator businesses growing with 20% staying constant.



Artisan Business Spotlight: All Across Africa

Artisan Accelerator 2018 graduate All Across Africa's program participation has helped set the business up for success and significant growth in 2019. Since graduating from the program, the 90% female powered artisan business has realized **\$489,000** USD in sales from two large orders for handwoven baskets placed by major national and international brands. The brand connections were fostered by Nest, with All Across Africa proving its vendor eligibility and successfully delivering sophisticated design and high product quality, while meeting both quantities and timelines demanded by its partners.

The economic wins are helping to spur broader social impact in the communities in Rwanda and Uganda, which takes on even greater significance when considering that unemployment in Sub-Saharan Africa is estimated to fall somewhere between 80–96%.



“ Weaving enables me to pay for all of my children's school fees. Through my savings, I've been able to purchase 2 pigs, land, and I recently started my own chapati business.—Margret Nampina

Of the 497 women engaged in fulfilling the international orders:

80%
are actively
using a savings account

100%
stated that their income enabled
their children to complete
high school or will in the future

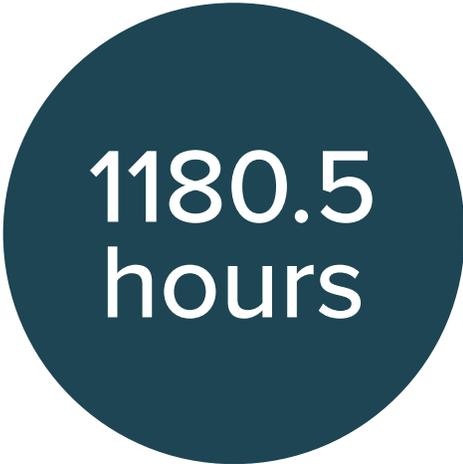


94%
have purchased
health insurance coverage

100%
said they are
proud of their craftwork

Pro Bono Business Development Consulting

By delivering a small business development curriculum that is: highly tailored to the individual needs of each participating business; integrative across business functions; intensive in terms of the depth of hands-on consulting provided; and highly sophisticated with regard to the level of specialized industry expertise shared, Nest seeks to set Artisan Accelerator program participants on a growth path that they will have the knowledge and tools to sustain on their own following completion of the twelve-month program.



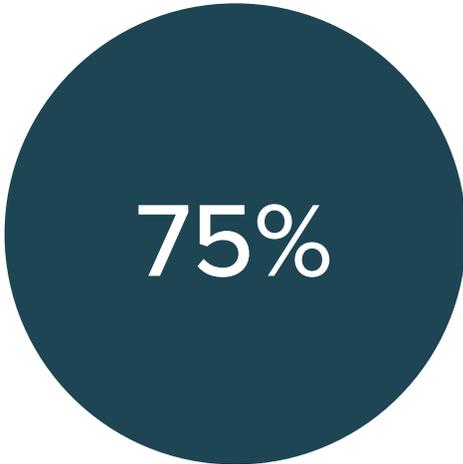
Total cumulative hours of pro bono consulting delivered



Total dollars of pro bono consulting delivered



Average number of years of experience of participating pro bono consultants



Percent of pro bono consultants who work for a major brand or retailer

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