



UNCHARTED

FORMERLY KNOWN AS THE
UNREASONABLE INSTITUTE

LEARNING & IMPACT
REPORT 2017

Where We've Been

Founded in 2009 as the Unreasonable Institute, we have run 61 programs in 24 countries and worked with over 590 ventures.





Over The Past **Eight** Years We Have



Run six Global Institutes in Boulder, Colorado.



Supported the launch of Unreasonable Mexico and Unreasonable East Africa, both of which are now thriving, independent organizations.



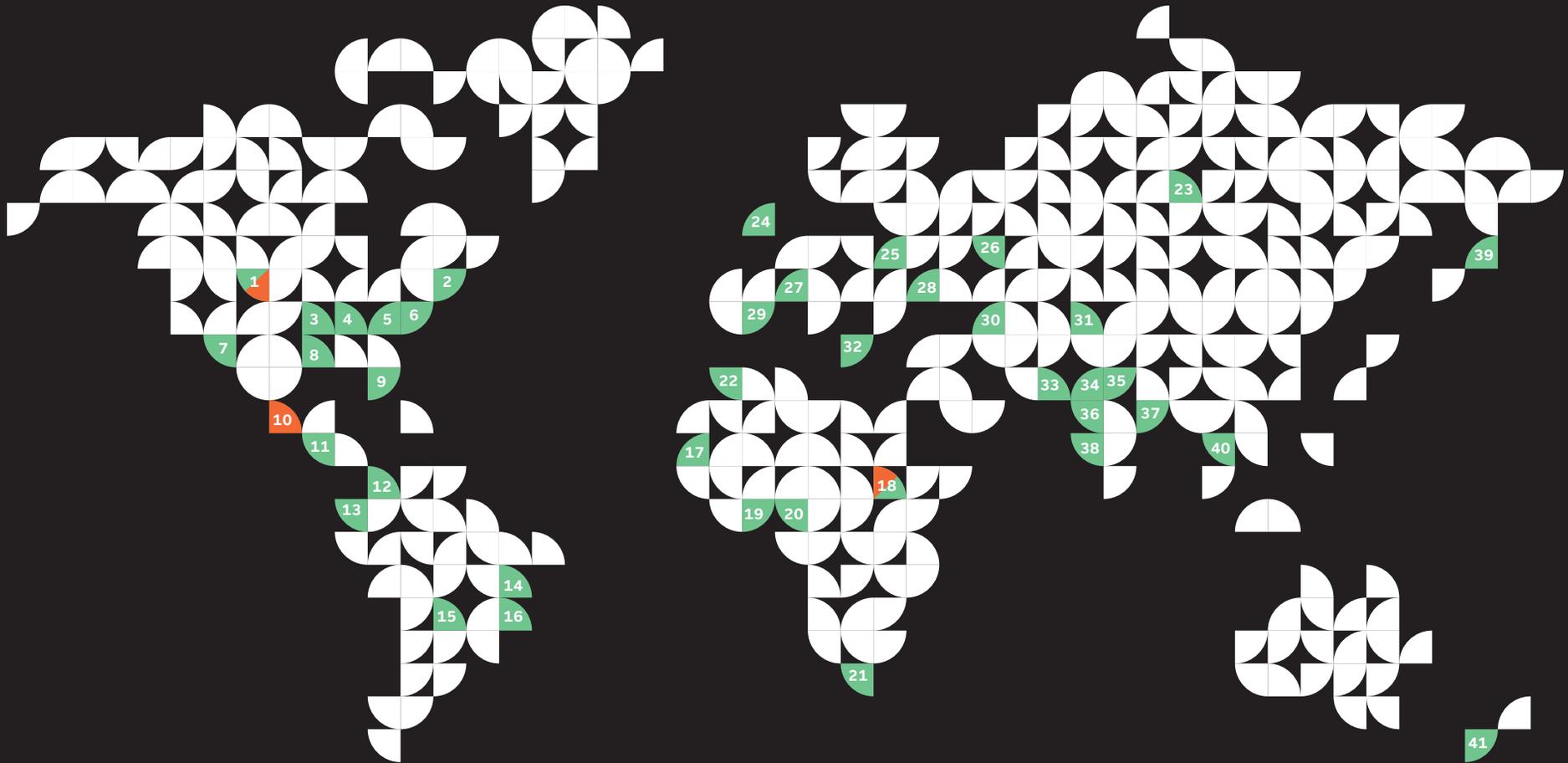
Equipped 32 teams to run 5-day accelerator programs (called Labs), bringing our programming and curriculum to communities across the globe, from Afghanistan to Cambodia to Sierra Leone.



Run the Early Childhood Accelerator, a partnership with Gary Community Investments, to find and scale innovative solutions to improve the lives of low-income children under 5 throughout the U.S.



Run the Future Cities Accelerator, a partnership with the Rockefeller Foundation, to find and scale innovative solutions to improve the lives of poor and vulnerable populations in U.S. cities.



Where we have run programs

- Institutes & HQ Programs
- Labs

North America

- 1 Boulder, USA, 2015
- 1 Denver, USA, 2015
- 1 Global Institute, CO, USA, 2010-15
- 1 Early Childhood Accelerator, CO, USA, 2016
- 1 Future Cities Accelerator, CO, USA, 2017
- 2 Boston, USA, 2015
- 3 Houston, USA, 2016
- 4 Nashville, USA, 2017
- 5 Virginia, USA, 2016
- 6 New York, USA, 2016-17
- 7 San Diego, USA, 2016-17
- 8 Dallas, USA, 2016-17
- 9 Miami, USA, 2017

Latin America & The Caribbean

- 10 Unreasonable Mexico (UMX), 2014-17
- 11 Costa Rica, 2017
- 12 Colombia, 2016
- 13 Ecuador, 2015
- 14 Salvador, Brazil, 2015-16
- 15 Paraguay, 2017
- 16 Sao Paulo, Brazil, 2017

Sub-Saharan Africa

- 17 Sierra Leone, 2016-17
- 18 Uganda (UEA), 2016
- 18 Unreasonable East Africa (UEA), 2014-17
- 19 Ghana, 2015
- 20 Nigeria, 2016
- 21 South Africa, 2017

Middle East & North Africa

- 22 Morocco, 2015

Europe & Central Asia

- 23 Russia, 2016
- 24 London, 2017
- 25 Czech Republic, 2016-17
- 26 Ukraine, 2015
- 27 France, 2015-16
- 28 Serbia, 2016-17
- 29 Spain, 2016-2017
- 30 Turkey, 2016
- 31 Kyrgyzstan, 2017
- 32 Italy, 2016-2017

South Asia

- 33 Afghanistan, 2016-17
- 34 Pakistan, 2017
- 35 New Delhi, India, 2015
- 36 Mumbai, India, 2016
- 37 Kolkata, India, 2016
- 38 Bangalore, India, 2016

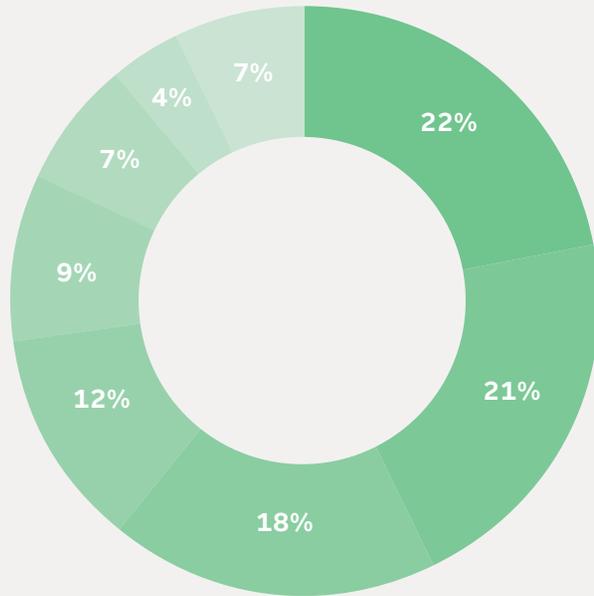
East Asia & The Pacific

- 39 Japan, 2015-17
- 40 Cambodia, 2016
- 41 New Zealand, 2015



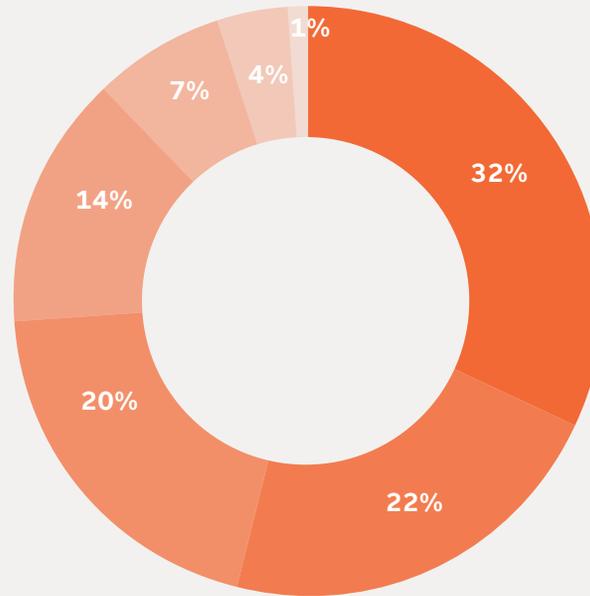
Our ventures are doing truly incredible work all over the globe. They are creating impact in **95 countries** and have affected over **25 million** lives.

The Issues Our Ventures Are Addressing



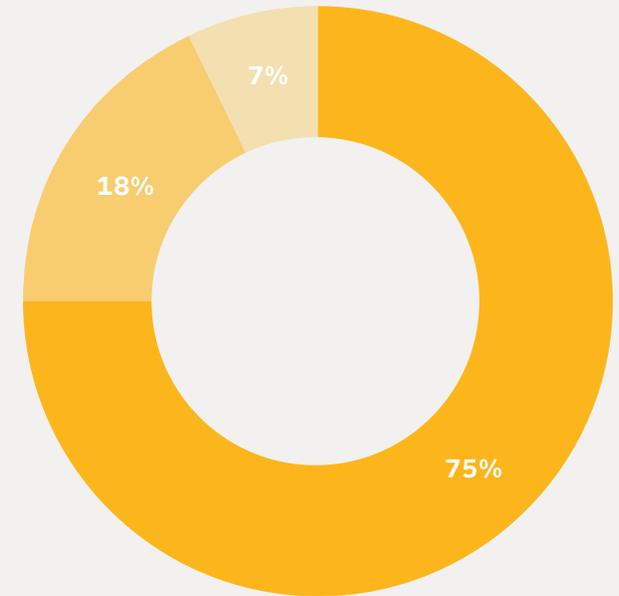
- 22% Livelihoods
- 21% Health
- 18% Education
- 12% Environment
- 9% Empowerment
- 7% Energy
- 7% Other (e.g., anti-corruption, internet access)
- 4% Security / Housing

Where Our Ventures Are Creating Impact



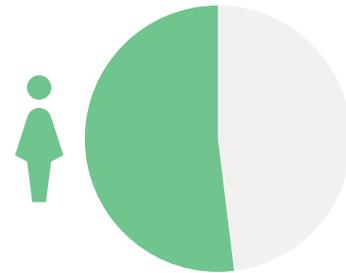
- 32% Sub-Saharan Africa
- 22% Latin America & The Caribbean
- 20% North America
- 14% South Asia
- 7% East Asia & The Pacific
- 4% Europe & Central Asia
- 1% Middle East & North Africa

Venture Breakdown By Legal Status



- 75% For-profit
- 18% Non-profit
- 7% Undecided, hybrid, or other

Data represents ventures that participated in Global Institutes, Unreasonable East Africa, Unreasonable Mexico, the Early Childhood Accelerator, and the Future Cities Accelerator. For more information, please see the Methodology section.



52% of our ventures
have at least one
female co-founder

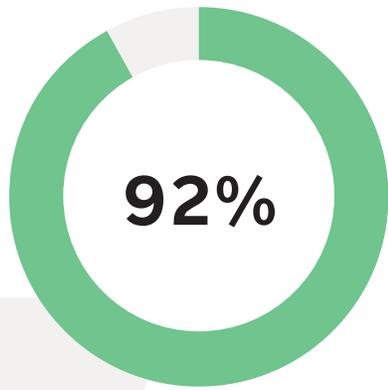
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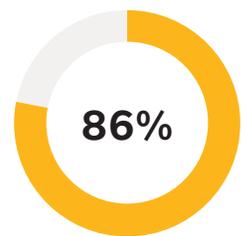
How We Know It's Working

Of the ventures we've supported through Global Institutes, Unreasonable East Africa, Unreasonable Mexico, the Early Childhood Accelerator, and the Future Cities Accelerator:

Funding



Have raised funding



Are still active



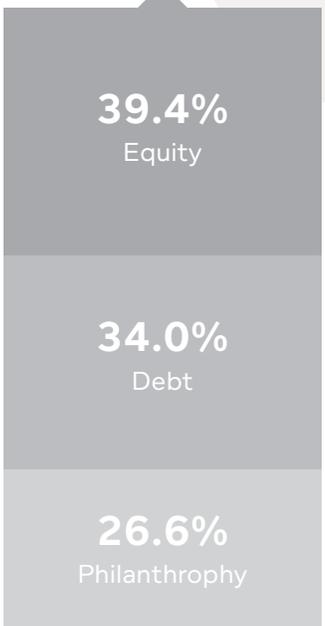
\$229M+

In earned revenue



\$223M+

Raised



Of the total funding raised, Mosaic has raised \$38m, TALA has raised \$19m, and Kingo has raised \$13m.

Venture Growth



9.2X

Average increase in funding within 1 year of our program



6.2X

Average increase in revenues within 2 years of our program

Scope Of Impact



6300

Jobs created



25M+

Lives affected

Satisfaction With Our Programs



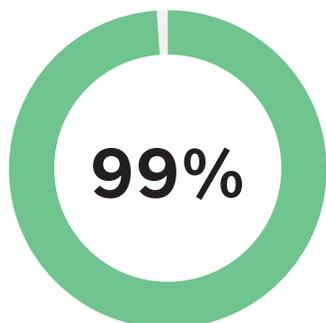
Are still in touch with our community



Have recommended our programming to a fellow entrepreneur



Of the ventures we have supported through Labs:



Of entrepreneurs agree or strongly agree that the Lab was valuable to them as an entrepreneur



Of entrepreneurs would recommend our programming to a fellow entrepreneur





Where Our Ventures Are Creating Impact

Note: Numbers indicate the number of ventures impacting each country

● Countries impacted

North America
 United States 141
 Canada 3

Latin America & The Caribbean
 Belize 1
 Venezuela 1
 Peru 2
 Mexico 26
 Honduras 2
 Haiti 3
 Guatemala 4
 El Salvador 1
 Dominican Republic 2
 Colombia 27
 Brazil 21
 Aruba 1
 Suriname 1
 Trinidad & Tobago 1
 Curacao 1
 Paraguay 1
 Ecuador 10

Sub-Saharan Africa
 Central African Rep. 1
 Benin 1
 Botswana 1
 Burkina Faso 1
 Burundi 2
 Cameroon 2
 Chad 1
 Congo (DRC) 2
 Cote d'Ivoire 1
 Eritrea 1
 Ethiopia 2
 Gabon 1
 Gambia 4
 Ghana 25
 Guinea 1
 Guinea-Bissau 1

Kenya 30
 Liberia 2
 Malawi 1
 Mali 2
 Mozambique 3
 Niger 1
 Nigeria 18
 Rwanda 5
 Senegal 2
 Sierra Leone 23
 South Africa 2
 South Sudan 1
 Sudan 2
 Swaziland 1
 Tanzania 9
 Togo 1
 Uganda 22
 Zambia 2
 Zimbabwe 2

Europe & Central Asia
 Italy 22
 United Kingdom 1
 Spain 19
 Slovenia 1
 Russia 8
 Romania 1
 Poland 1
 Norway 1
 Hungary 1
 Estonia 1
 The Netherlands 1
 Montenegro 1
 France 14
 Ukraine 7
 Czech Republic 24
 Serbia 10
 Turkey 7
 Kyrgyzstan 11

Middle East & North Africa
 Egypt 2
 Morocco 8

South Asia
 India 60
 Sri Lanka 1
 Pakistan 5
 Bangladesh 1
 Nepal 1
 Afghanistan 15

East Asia & The Pacific
 Australia 1
 Vanuatu 1
 Thailand 1
 Philippines 1
 Papua New Guinea 2
 Myanmar 2
 Mongolia 1
 Madagascar 1
 East Timor 1
 Dem. Rep. Korea 1
 China 2
 Cambodia 12
 Japan 21
 New Zealand 9

What We've Learned

We began by running a 10-week Institute in Boulder, Colorado, that brought together under one roof incredible entrepreneurs, mentors, and funders tackling huge social and environmental challenges around the globe. Through six years of running Institutes, we learned what early-stage ventures need to scale their impact. We honed our curriculum and methodology. We saw the incredible power of providing entrepreneurs the resources, training, and relationships they need to grow their ventures. And we made several other important discoveries along the way:

We can help entrepreneurs create even more impact when we focus our efforts on a specific problem.

Instead of running programs to support any entrepreneur working on any problem, we began to experiment with running programs focused on one specific problem at a time. What did we learn? Entrepreneurs benefit even more deeply from a community of peers tackling similar issues. Mentor-mentee relationships are even stronger and longer-lasting when expertise is more focused. And ventures have an even higher likelihood of getting funded when we can connect investors to an issue- and geography-specific pipeline.

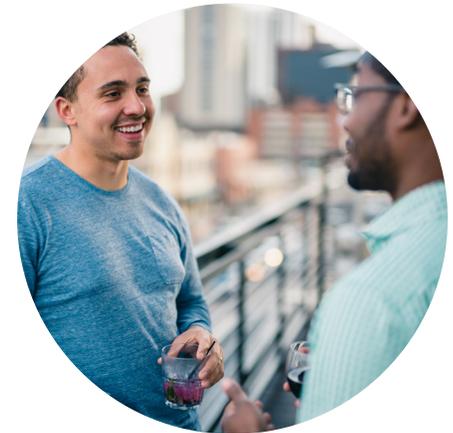
Entrepreneurs are an important catalyst for solving the world's problems, but they're not the only catalyst.

As the Unreasonable Institute, we put the entrepreneur at the center of our work. While this allowed us to be laser-focused on doing everything we could to support people doing extraordinary things, we learned that it didn't

necessarily set us up to effectively solve the world's largest problems at scale. To make a real dent, we need to think bigger, and to involve everyone who can help make a difference —not just entrepreneurs, but policymakers, corporations, and civil society.

We need to build movements of diverse stakeholders, all mobilized around a specific challenge.

Intractable problems are complex and can't be solved by a single, isolated solution. Instead, they require a coordinated movement. By moving from an entrepreneur-centric model to a problem-centric model, we can put the challenge (like how to get low-income students into college, or how to improve access to high-quality prenatal care) at the center of our universe, identify the best people and organizations to create change, and accelerate their impact so that we can measurably move the needle on the problem.



Where We're Headed

The world's problems are only getting more urgent. And the traditional approaches to solving them aren't working. We need new thinking, new innovations. We need to move into Uncharted territory.

Going forward, we will take everything we've learned, all the building blocks of our proven methodology and approach, and focus our efforts on solving one critical social or environmental issue at a time. Our goal? To learn how to meaningfully move the needle on a specific problem, measure the change, learn, improve, and do it again.

We are proud of the impact we've created to-date, and are fired up to do even more. Building off our history and traction as the Unreasonable Institute, we are becoming Uncharted. We are committed to discovering what it takes to solve the toughest challenges of our time, charting the path, and helping others replicate the impact.

Our New Mission

Chart the course from impossible to possible.

Our New Approach

At Uncharted, we zero in on a big, persistent problem, and put it at the center of our universe. We identify what's fueling the problem, then mobilize the people likely to make headway in tackling it. Whether entrepreneurs, government officials, or corporations, our programs swarm those most likely to create change with the world-class mentors, funders, and customized training they need to collectively put a dent in the problem. Throughout, we measure our impact, improve our methodology, celebrate our wins, and learn from our failures.





Uncharted At-A-Glance

Our network is global, passionate,
and committed:



150+

Active mentors
supporting our
ventures



30K

Facebook
fans



540+

Active funders
investing in our
ventures



35K

Twitter
followers



350+

Pipeline partners
helping us find the
most promising
ventures



14K

Email
subscribers



Story of Impact

Yellow Leaf Hammocks

Uncharted Fellows:
Rachel Connors, Joe Demin
Global Institute, Class of 2014

Story of Impact

Yellow Leaf Hammocks

Before Uncharted

Rachel Connors and Joe Demin co-founded Yellow Leaf Hammocks to fight extreme poverty in Thailand by employing tribal communities to weave beautiful, high-quality hammocks to be sold in global markets. Hammock weaving allows local workers to earn wages 650% higher than the regional average, promotes hill tribe members as equals in society, and helps prevent slash-and-burn agriculture - the prevailing alternative employment option. Yet in order for Yellow Leaf to create more impact, Rachel and Joe knew they needed to develop a powerful sales strategy to sell more hammocks.

The Uncharted Difference

Yellow Leaf attributes much of the success and scale the company has achieved to support Uncharted provided at the 2014 Global Institute and beyond.

- Uncharted mentor Karen Gibbs guided Rachel and Joe in creating a wholesale sales strategy. She helped them plan for tradeshow, work with retailers, and successfully raise prices in order to create better margins. As a result of their work together:
 - Yellow Leaf hammocks are now carried by over 200 retailers, including Bloomingdales, Tommy Bahama, Crate and Barrel's CB2, Pendleton, and L.L. Bean.
 - Sales grew 280% the year Rachel and Joe attended the Institute.
 - To meet increased demand, Yellow Leaf has grown production by 640%, providing the weavers with increased income stability.
- Uncharted mentors Quayle Hodek, Robbie Vitrano, and George Deriso have provided ongoing support to Yellow Leaf. In Rachel's words: *"Quayle helped a TON with building our sales strategy, Robbie helped us work on storytelling and marketing, and how did George NOT help? Anytime we were wrestling with anything, we could turn to him and say, 'How would you tackle this?' He was such a fountain of wisdom."*
- Yellow Leaf implemented the "rapid prototyping" approach taught by Uncharted mentor and co-creator of Google Glass, Tom Chi. The process enabled Yellow Leaf to successfully diversify its product line to include hammock accessories.
- Uncharted connected Yellow Leaf with The Greater Impact Foundation, which provided the company with a \$160,000 grant, allowing them to implement a marketing strategy to boost e-commerce sales. This grant and the resulting increased sales enabled Yellow Leaf to bring 360 weavers out of poverty permanently, offering them employment contracts guaranteeing income for the whole year, and making them eligible for Thai social security, providing them health insurance for the first time.

Story of Impact

Yellow Leaf Hammocks

Yellow Leaf Today

Today, Yellow Leaf's sales have soared, and the company is both generating buzz and transforming lives. Yellow Leaf has been featured by Good Morning America, Vogue, Forbes, Inc. Magazine, Sunset, Men's Journal, and others.

The company currently employs more than 200 weavers, 98% of whom are women, and the impact is dramatic. Among the Hmong hill tribe in rural Thailand, no one had ever been to university, until this year. A family of weavers with Yellow Leaf were able to send their daughters to university entirely due to the income they earned through hammock weaving. The daughters plan to use their degrees to better their community and amplify the change that began with their parents and Yellow Leaf.

Yellow Leaf expects to employ more than 350 weavers by the end of 2017, when it will also move toward international expansion.

Why Uncharted?

In Rachel's words: *"Everyone should attend Uncharted! They helped us clarify our goals and then build a truly concrete strategy to achieve them. Entrepreneurs benefit so much from getting both the high-level perspective and the up-close actionable plans that Uncharted offers. We are still implementing everything we learned!"*

Mor, a single mother of three, who recently rebuilt her entire home with income from hammock weaving and for the first time is able to invest in her children's education—something that she never imagined would be possible before Yellow Leaf. When Rachel and Joe visited Mor's new home in December, she beamed as she pointed to her new roof, walls, and pillars, and told them about the concrete she would soon be pouring to replace her old dirt floor.



Story of Impact

Peekapak



Story of Impact

Peekapak

Before Uncharted

Ami Shah and Angie Chan founded Peekapak in 2014 to “help children become the best possible versions of themselves.” They understood the importance of social-emotional learning, and that those critical skills need to be learned at a young age in order for children to grow into responsible and caring adults. From there, an idea was born: Through both classroom and home lessons, Peekapak uses exciting original stories to teach children character skills and social-emotional learning - like getting along with others, regulating emotions and persevering.

In December of 2015, Peekapak launched as a freemium platform, and within three months had reached over 19,000 users. Yet, Ami knew Peekapak had the potential to reach many more children if she could sell directly to schools. Having never done so, Ami came to the Early Childhood Accelerator (ECA) in 2016 to get help with the two main drivers she knew could make or break her sales dreams: research and investment.

The Uncharted Difference

While at ECA, Peekapak made game-changing connections that impacted the trajectory of the business. As Ami says: *“In such a short period of time, Uncharted facilitated incredible connections —people who really believe in each other and really want to help each other out.”*

- Uncharted connected Peekapak to Denver Public Schools, one of largest and most innovative school districts in the country. This introduction was a major stepping stone in Peekapak’s ability to scale its impact: *“The credibility Uncharted has given us has opened doors, not just here in Denver, but also in other districts and states.”*
- Mentor Charlotte Cole, Executive Director of Blue Butterfly Collaborative and former SVP of Global Education at Sesame Workshop, helped Peekapak develop a new research strategy to amplify the organization’s credibility. As a result, Peekapak has created powerful partnerships

and paid pilots with multiple school districts. About Charlotte’s guidance, Ami says: *“Charlotte has been invaluable to our research design and planning. I can’t rave about her enough!”*

- As a for-profit company, Peekapak had never leveraged grant funding until ECA taught them how. During the year of the program, Peekapak raised \$75,000 in philanthropy alone, and is now in discussions with other notable foundations and investors in the Uncharted network.
- Peekapak has received multiple direct investments through Uncharted’s network, enabling the company to secure customers and boost confidence amongst schools in the region. For example:
 - Tom Virden, Co-Founder of NymbiScience, invested in Peekapak and became a mentor for the organization, providing invaluable guidance on online marketing and analytics. In Ami’s words: *“He’s fantastic. He believes in what we’re doing and is really bought into our mission and vision.”*
 - Gary Community Investments gave Peekapak a grant to support the company’s research efforts, complemented by additional mentoring and resources.
 - Voqal invested in Peekapak to help the company fund its new learning games, which have already been pre-sold in more than 450 classrooms and will launch more broadly in Fall 2018.

Story of Impact

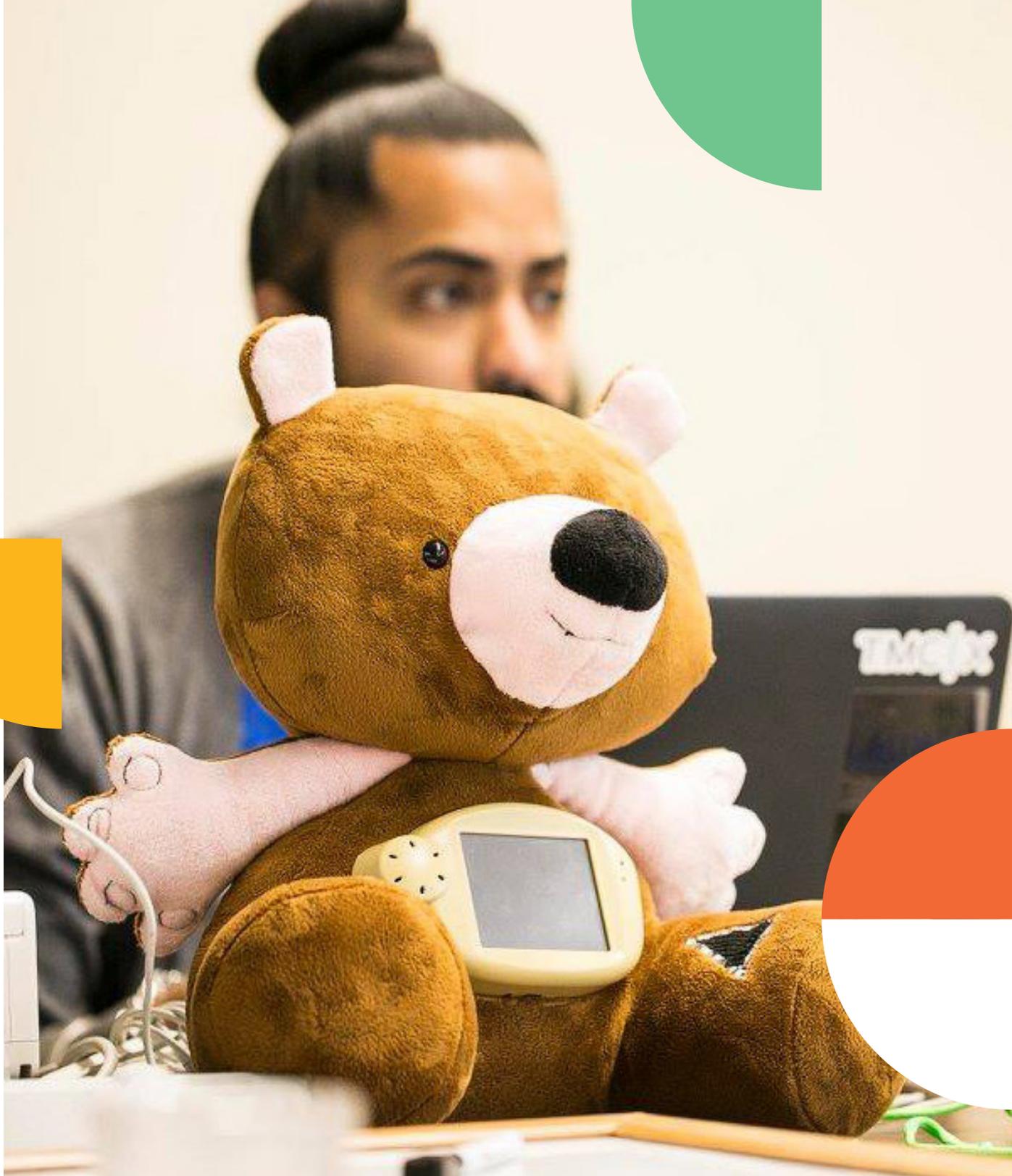
Peekapak

Peekapak Today

Within seven months of participating in the Early Childhood Accelerator, Peekapak increased by 360% the number of schools it serves, grew revenues by 253%, and doubled its team size. The company now reaches children in 90 different countries, has raised over \$225 million, and has impacted over 150,000 lives.

Why Uncharted?

Ami says: *"The most amazing thing about Uncharted is their network of socially-minded, super-powerful individuals who are really open to new ideas and willing to help. It's incredible to have them on your side, helping you navigate challenges and grow your business. They offer all the right things for any entrepreneur who taps into, and takes advantage of, this network. It's game-changing."*



Our Approach To Impact Assessment

Focus On Learning

Our primary objective for impact assessment is to learn and improve. We want to know what's working and what's not, so we can better serve the entrepreneurs and innovators we support and ultimately achieve our mission.

Contribution Not Attribution

Our entrepreneurs' success is the result of their own blood, sweat, and tears. We never claim that any specific portion of their success is attributable to our programs, and are content knowing that we contributed in some way.

Baked-in Impact

We work with ventures that have integrated business models and impact models. In other words, for every dollar they earn, they also create impact. Therefore, we feel confident that revenue growth, while an imperfect measure, can serve as an indicator for scaling impact.

No One Approach Tells The Whole Story

We track growth metrics over time to better understand how our ventures are scaling, and how their growth rate was accelerated by our programs. We do surveys and focus groups at the end of every program to better understand how valuable the experience was to our entrepreneurs, what went well, and what could have been improved. We also capture stories of impact to better understand critical nuances that can't be captured quantitatively.

None of these approaches by itself tells the whole story, but taken together they give us a strong sense of how our ventures are doing and the role that our programs play in their growth.



Methodology For This Report

For all of the ventures that have participated in our Institutes, we gather data for the year before they participate in the program, the year of the program, and for five years after the program. If a venture shuts down, we gather data for their last year of activity, then do not survey them again. Our survey response rates for this report were as follows: 80% of ventures who participated in Global Institutes from 2011-2015, 86% of ventures that participated in Unreasonable East Africa Institutes from 2014-2015, 100% of ventures that participated in Unreasonable Mexico Institutes from 2014-2015, 100% of ventures who participated in the Early Childhood Accelerator, and 100% of ventures that participated in the Future Cities Accelerator.

Our practice is to survey all ventures in January and ask them to report on the entire preceding calendar year. Because the Early Childhood Accelerator ran in 2016 and the Future Cities Accelerator ran in 2017, we are only able to include in this report baseline data (not growth data) for those ventures (stay tuned for growth data next year!).

We also survey all participating ventures on the last day of every program to assess the value of each element of support, what was most helpful, and what could have been improved. Response rates for these surveys are 100%.

For ventures that participate in Labs, we collect end-of-program data as described above, but do not track their growth over the next five years because we do not expect that a limited, short-term intervention will fundamentally transform their growth trajectory (although we understand anecdotally that in many cases is certainly does!).

We know that self-reported data is always susceptible to inaccuracies, so we carefully review all of the information our entrepreneurs provide us, check for accuracy, and ask for clarification on any discrepancies we discover. We also know that outliers can dramatically sway a data set, so we remove all outliers (e.g., a venture with hugely atypical growth compared to others in the cohort) before crunching the numbers.



The Limitations Of Our Data

We are proud of our commitment to collect robust impact data and continuously learn from it, and we also acknowledge the limitations of our measurement efforts. We know that numbers can never tell the whole story. For instance, calculating growth in revenue and funding is helpful for us to understand the rate at which our companies are scaling. However, averaging year-by-year growth for early-stage ventures, which are by their very nature volatile, can be misleading. (We try to correct for this by removing outliers, but still recognize that averages cannot convey the nuanced growth pattern of each venture.)

Likewise, we report aggregate lives benefited in order to provide a sense of the scope of impact our ventures are creating, but we recognize that this one number can never fully account for the differences in depth of impact created by our ventures. (That being said, we do everything we can to ensure that the number is meaningful: We spend time

checking the data reported to us by each and every venture, as well as the methodology used to calculate it. If we don't think the impact is both deep and lasting, we adjust or exclude the data.)

Stay Tuned For Changes...

Historically we have worked with a wide breadth of ventures—across geographies and sectors—and as a result have not been able to meaningfully aggregate most impact metrics. (We believe this can lead to measuring “lowest-common-denominator impact” and doesn't truly reflect the unique goals and ambitions of our ventures). Going forward, however, as we focus on tackling specific problems, we will be able to determine key metrics that are relevant across an entire cohort of ventures. We are thrilled to soon be able to track impact at this level and learn how our programs are helping move the needle, one problem at a time!



LEARN
FROM
EVERY
THING

(LAURA WEINBLATT)



A Note Of Gratitude

An enormous **"Thank You!"** to all of the incredible entrepreneurs, mentors, funders, Lab teams, and partners around the world who have been with us every step of the way. We couldn't do this work without you! And we can't wait to continue the journey as we move into Uncharted territory, tackling the world's greatest challenges together.

