

SHFT Enterprise Academy Innovation Village

PROPOSAL PLAN JANUARY 2023

SHFT ENTERPRISE ACADEMY



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SHIFT ENTERPRISE ACADEMY

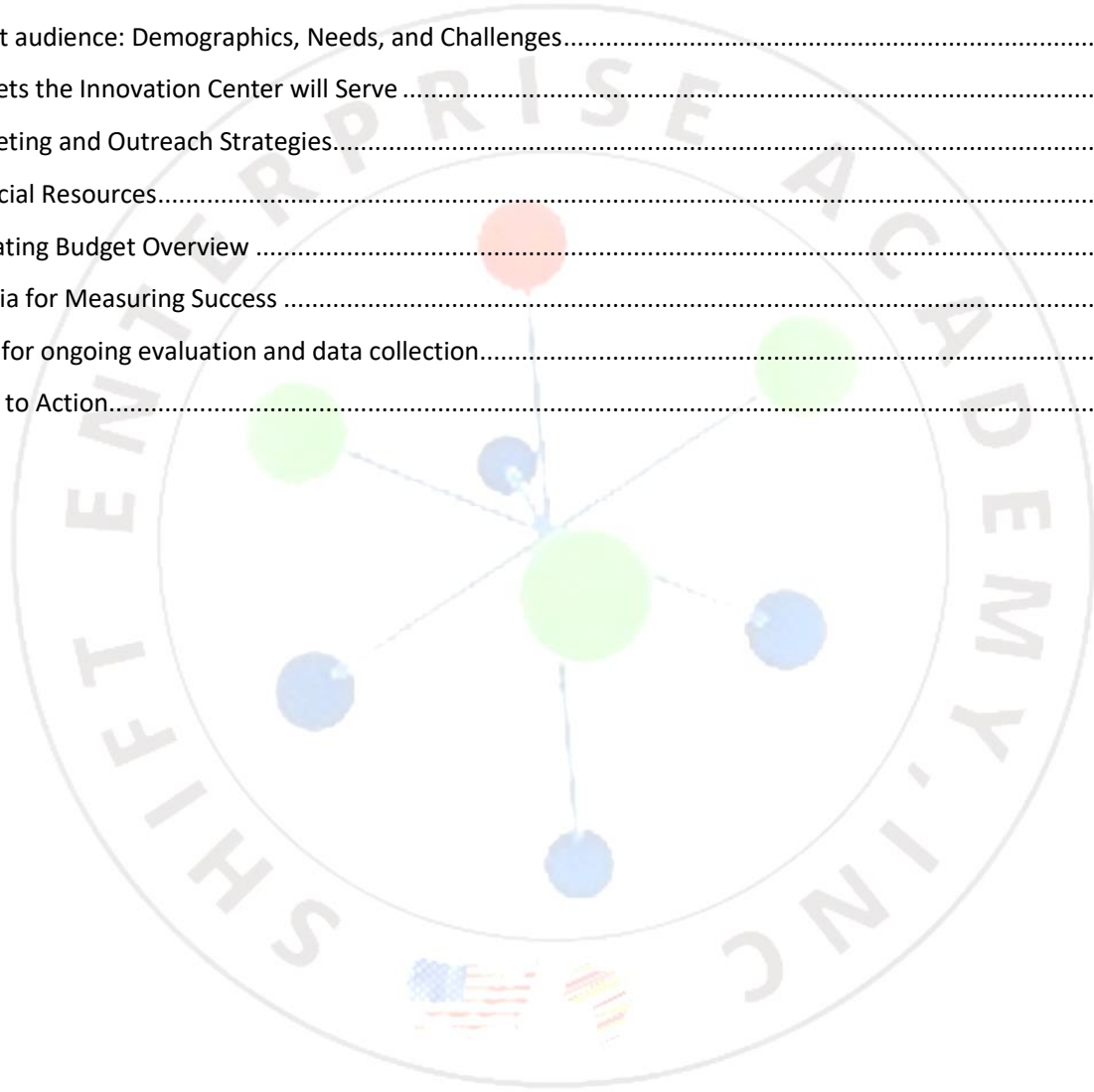
January 9, 2023

PROPOSAL PLAN FOR THE SHIFT ENTERPRISE ACADEMY INNOVATION CENTER



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Executive Summary

The SHIFT Enterprise Academy Innovation Center is a proposed project aimed at supporting entrepreneurship and economic development in the East Africa region. The center will be located in Uganda and target young adults age 18-35, a population that is disproportionately affected by unemployment and limited access to education and resources. The center will offer a range of services and programs to support entrepreneurship and innovation, including workshops, training, and business incubation services.

The innovation center's development process is led by Ethan Brisby, the founder of SHIFT Enterprise Academy and Brisby Development Services. After impacting his home community in the areas of affordable housing development, youth programming, and business creation, Ethan Brisby is bringing his expertise in project management to Sub-Saharan Africa. Likewise, the center plans to help bridge the gap between Africans and African Americans by utilizing African American leaders as contractors, business advisers, and program speakers.

The innovation center will be a phased mixed-use development situated within a 30-kilometer radius of a Ugandan tourism attractions, and along the rail line planned to connect Uganda, Kenya, and Tanzania. In addition to the in-person learning classrooms equipped with the latest technologies, the center will be an innovation village with retail, residential, hotel, and recreational land uses once all development phases are complete.

SHIFT Enterprise Academy is seeking funding from various sources, such as national, regional and global institutions, private foundations, and corporate sponsorship. In addition to building a strong development team for design purposes, the center's startup team is gathering formal and informal insights from key local stakeholders to ensure the site serves the indigenous population.

The SHIFT Enterprise Academy Innovation Center is an ambitious project aiming to make a meaningful impact on the East Africa region. The village is seeking to provide young ambitious minds access to key resources. This will foster a coordinated mindset aligned with best practices for personal development, innovation, business creation, and ultimately regional economic growth.

SHIFT Enterprise Academy prepares people for the Digital Age

SHIFT Enterprise Academy is a social enterprise focused on training ambitious minds, “Enterprisers” to develop the skillset and mindset needed for success in life and their business ventures. The SHIFT programming includes “Launching into E-Commerce,” a five-week virtual training academy that ends with a pitch competition. “SHIFT Launch Pad,” an in person three-day intensive accelerator. SHIFT Ventures, a nine-month incubator program providing Enterprisers with a \$1,000 monthly stipend, and centralized marketing, legal, and accounting services.

Some of the key areas that SHIFT Enterprise Academy focuses on in helping young Enterprisers develop the skills and mindset needed for success include:

- **Leadership:** Developing strong leadership skills is critical for any Enterpriser looking to succeed in business. SHIFT Enterprise Academy helps young Enterprisers develop the leadership skills needed to inspire and motivate their teams, make difficult decisions, and navigate complex challenges.
- **Entrepreneurial mindset:** Successful Enterprisers need to be able to think creatively, take calculated risks, and persevere in the face of obstacles. SHIFT Enterprise Academy helps young Enterprisers develop the entrepreneurial mindset needed to succeed in the dynamic and often unpredictable world of business.
- **Business skills:** Building a successful business requires a range of business skills, including financial forecasting, time management, marketing, sales strategy, and operations. SHIFT Enterprise Academy helps young Enterprisers develop these skills while providing them with tools and resources they need to progressively succeed.

Overall, SHIFT Enterprise Academy is a valuable resource for young Enterprisers looking to develop the skills and mindset needed to succeed in the world of business. Through a range of training and mentorship programs, SHIFT Enterprise Academy helps young Enterprisers get from where they are now to where they want to be in the future.

Problem Statement

The problem the SHIFT Enterprise Academy Innovation Center aims to address is the high unemployment rate and limited access to education and resources for young adults beginning with the East African Community. This demographic is disproportionately affected by economic challenges, resulting in limited opportunities for career development, personal growth, and financial stability. The region is facing a shortage of qualified and skilled workforce, which is hindering its economic growth, and young adults are often caught in the middle of this problem.

The lack of access to resources, education, and networking opportunities makes it difficult for these young adults to develop the necessary skills and knowledge to start and grow successful businesses, which limits their potential to contribute to the region's economic development. Furthermore, the lack of access to opportunities and resources also limits the personal and professional development of these young adults.

In addition to these broader challenges, there are specific barriers to entry that make it difficult for young adults to create and grow successful businesses in the region. These barriers include:

1. **Lack of access to funding:** Many young adults in the region do not have the financial resources or access to credit to start and grow their own businesses.
2. **Limited business education and training:** Many young adults do not have access to education and training that would help them develop the skills and knowledge they need to start and grow successful businesses.
3. **Lack of support and mentorship:** Many entrepreneurs in the region lack the mentorship and guidance they need to navigate the complexities of starting and growing a business.
4. **Inadequate business infrastructure and resources:** In some cases, young adults in the region may face challenges in finding the resources and infrastructure they need to start and grow their businesses, such as office space or reliable internet access.

These barriers make it difficult for young adults in the region to create and grow successful businesses, limiting their potential to contribute to the region's economic development. Furthermore, the lack of access to opportunities and resources also limits the personal and professional development of these young adults.

Goals and Objectives

The specific goals and objectives of the SHIFT Enterprise Academy Innovation Center are:

1. **To increase employment opportunities for young adults in the East Africa region:** by providing access to education and resources that will foster entrepreneurship, innovation, and economic growth. According to research, promoting entrepreneurship is considered one of the most effective ways to create jobs and reduce poverty.
2. **To improve access to education and resources:** by providing young adults in the region with access to training, workshops, and business incubation services. By improving access to education and resources, the center hopes to empower young adults to develop the skills and knowledge they need to start and grow successful businesses.
3. **To foster innovation and entrepreneurship:** by providing a supportive environment that encourages and nurtures innovative thinking and creative problem-solving. This will be achieved through creating an innovation center and eventually a mixed-use innovation village where people can learn, network, and innovate.
4. **To bridge the gap between Africans and African Americans:** by bringing African American leaders as contractors, advisers, and program speakers to the project. This will help provide a diverse perspective while sharing knowledge and experiences in a cross-cultural environment conducive to long-term sustainability.
5. **To contribute to the region's economic growth:** by supporting the development of sustainable and profitable businesses that will create jobs and contribute to the region's economic growth. The center will also provide access to resources and opportunities for education and networking, which will support the personal growth and development of the young adults that attend the center.

To achieve these goals, the SHIFT Enterprise Academy Innovation Center will be working with professionals such as architects, land use planners, and contractors to develop the site plan and design of the center. It will also be seeking funding from various sources, such as national, regional and global institutions, private foundations, and corporate sponsors to activate its plans. Once fully functional, the center will be monitoring its impact through evaluation and data collection and will continue to adapt its programming regionally to be most effective.

Target audience: Demographics, Needs, and Challenges

The target audience for the SHIFT Enterprise Academy Innovation Center is young adults, specifically those between the ages of 18-35, residing in the East African Community. This demographic is disproportionately affected by economic challenges and limited access to education and resources, resulting in limited opportunities for career development, personal growth, and financial stability.

In terms of demographics, the target audience will likely be a diverse group of individuals from different backgrounds, including both urban and rural areas, and different levels of education and income. However, a common thread among them is their age and ambition. These young adults will have faced similar challenges in terms of unemployment and lack of access to education, resources, and opportunities.

The needs of this target audience include access to education and resources that will help them develop the skills and knowledge to start and grow successful businesses. Additionally, they will require access to funding and mentorship to help them navigate the complexities of starting and growing a business. Finally, this target population will need access to resources and infrastructure that will help them establish and grow their businesses, such as office space, reliable internet access, and other tools and equipment.

In terms of challenges, the target audience may face a variety of barriers to entry when it comes to creating and growing businesses. These barriers may include limited access to funding, lack of business education and training, lack of support and mentorship, and inadequate business infrastructure and resources. Additionally, they may have limited access to professional networks and opportunities for personal and professional development. This is why the innovation center is being created, to provide access to education and resources, support, mentorship and networking that will help overcome these challenges.

Markets the Innovation Center will Serve

The SHIFT Enterprise Academy Innovation Center will serve the young adults of the East Africa region. It will initially focus on technological innovation, specifically applying artificial intelligence, big data, and digital marketing to healthcare, tourism, manufacturing, and agriculture.

The technology sector is an area of high potential for economic growth in the region and it is a sector that is ripe for innovation and entrepreneurship. Artificial intelligence and big data, in particular, are areas that are expected to experience significant growth in the coming years and there is a significant demand for professionals with the skills and knowledge to work in these fields. By focusing on these areas, the innovation center aims to help young adults develop the skills and knowledge they need to take advantage of the opportunities in this sector.

In addition to technology, the center will also focus on other sectors such as health, tourism, manufacturing and agriculture. These sectors are also key drivers of economic growth in the region, and offer a wide range of opportunities for entrepreneurship and innovation. For example, the health sector is a vital aspect of economic growth as it provides essential services and jobs in the region. Tourism is one of the most important industries that have a positive impact on the region's economy, it provides jobs, income, and opportunities for small business. Manufacturing and agriculture will help in providing job opportunities, reducing poverty and increasing the number of small businesses in the region.

By focusing on these specific markets and sectors, the innovation center aims to support the development of sustainable and profitable businesses that will create jobs and contribute to the region's economic growth, while providing access to resources and opportunities for education and networking that will support the personal growth and development of the citizens the center serves.

The SHIFT Enterprise Academy Innovation Center will focus primarily on Uganda, with the goal of supporting the development of sustainable and profitable businesses that will create jobs and contribute to the region's economic growth. However, it will also seek to include the larger East Africa community, including other countries in the region such as Kenya. By focusing on Uganda and the larger East Africa community, the innovation center aims to support the development of a

skilled and qualified workforce that will be able to take advantage of the opportunities in the region, particularly in the technology, health, tourism, manufacturing, and agriculture sectors.

The center will be located in a location that is convenient and accessible to the target audience, with the goal of making it easy for young adults to access the resources and opportunities that are available. This may include partnerships with local organizations and institutions to help reach more young adults and provide them with access to education and resources.

Overall, the goal of the SHIFT Enterprise Academy Innovation Center is to support the development of a skilled and qualified workforce that will be able to take advantage of the opportunities in the region, particularly in the technology, health, tourism, manufacturing, and agriculture sectors. By focusing on Uganda and the larger East Africa community, the center aims to create jobs, contribute to the region's economic growth, and support the personal and professional development of young adults in the region.

Marketing and Outreach Strategies

The SHIFT Enterprise Academy Innovation Center will use a variety of marketing and outreach strategies to reach its target audience of young adults in the East Africa region. These strategies will include:

1. **Social media:** The center will use platforms such as Facebook, Instagram, and Twitter to share updates and news about the center, as well as to engage with our audience in a more personalized and interactive way.
2. **Advertising:** The center will use various platforms such as print, radio, and TV to reach a large, targeted audience and promote events or initiatives it is hosting or supporting.
3. **Partnerships:** The center will build partnerships with other organizations and institutions that share its mission and vision, which will help reach a wider audience and provide valuable resources and support for our initiatives.
4. **Email marketing:** The center will use email marketing to stay in touch with its audience and share updates and news about the center.

5. **Public relations:** The center will work with the media to share information about the center and its initiatives and to raise awareness about its work.
6. **Story telling:** The center will create and share inspiring and informative content through its website and social media channels to attract and engage our target audience.

By using a combination of these strategies, the center aims to effectively reach and engage our target audience and support their personal and professional development. Here are two examples of Ugandan organizations that the SHIFT Enterprise Academy Innovation Center could partner with to reach its objectives:

1. **The Uganda Investment Authority:** The Uganda Investment Authority is a government agency that promotes and facilitates investment in Uganda. Partnering with the Authority could provide valuable resources and support for the center's initiatives, as well as help to connect with potential investors and partners.
2. **The Uganda Chamber of Commerce and Industry:** The Uganda Chamber of Commerce and Industry is a business organization that represents the interests of businesses in Uganda. Partnering with the Chamber could provide valuable networking and support for the center's initiatives, as well as help to connect with potential partners and clients.

Here are two examples of African American-led organizations that the center could partner with:

1. **The National Black Chamber of Commerce:** The National Black Chamber of Commerce is a business organization that represents the interests of African American businesses in the United States. Partnering with the Chamber could provide valuable resources and support for the center's initiatives, as well as help to connect with potential partners and clients in the United States.
2. **The African American Chamber of Commerce of Central Florida:** The African American Chamber of Commerce of Central Florida is a business organization that represents the interests of African American businesses in Central Florida. Partnering with the Chamber could provide valuable resources and support for the center's initiatives, as well as help to connect with potential partners and clients in the United States.

There are several public relations agencies in East Africa with experience working with clients in a variety of sectors, including education, technology, and social impact. These firms could

potentially represent the SHIFT Enterprise Academy Innovation Center's PR interests. Some options could include:

1. **Hill + Knowlton Strategies:** Hill + Knowlton Strategies is a global PR firm with offices in Nairobi, Kenya
2. **PR Consulting:** PR Consulting is a PR firm based in Kampala, Uganda
3. **Golin:** Golin is a global PR firm with an office in Nairobi, Kenya
4. **Ogilvy:** Ogilvy is a global PR firm with an office in Nairobi, Kenya

Ultimately, the best PR agency for the SHIFT Enterprise Academy Innovation Center will depend on the specific needs and goals of the center at the time. The center will research and compare different agencies to find the one that best aligns with its mission and vision.

Financial Resources

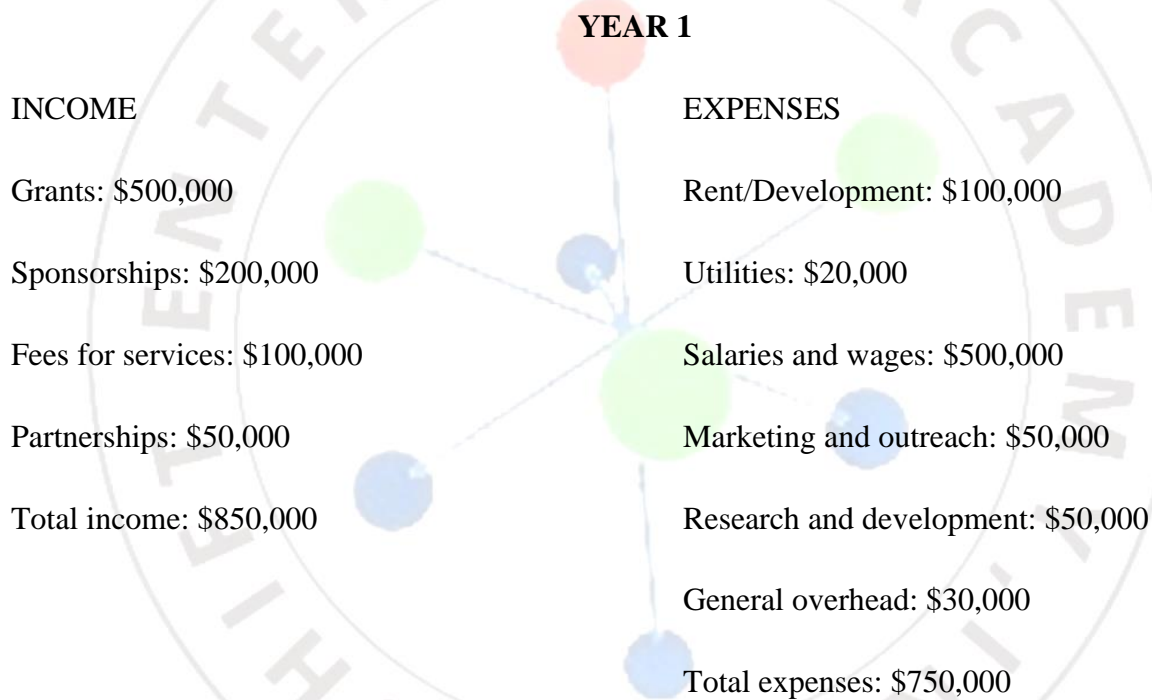
To operate and achieve its goals, the SHIFT Enterprise Academy Innovation Center will need a range of financial resources. These resources will include:

1. **Funding sources:** To fund the center's operations and initiatives, it is necessary to secure funding from a variety of sources. These sources could include grants, sponsorships, and investments from foundations, corporations, and individual sponsors and partners. The center will also consider other funding options such as crowdfunding.
2. **Operating expenses:** To run the center, it is necessary to cover a range of operating expenses, including rent initially and development costs, utilities, salaries and wages, and other general overhead expenses. The center will also need to budget for marketing and outreach efforts, as well as for research and development.
3. **Revenue projections:** To sustain the center's operations over the long term, it is necessary to generate revenue. The center will explore various revenue streams, such as fees for services or products, sponsorships and partnerships, and other opportunities. Based initial research and growth outlook, the center will create detailed revenue projections to guide its financial planning and decision making.

Overall, it is important to carefully plan and manage the center's financial resources in order to achieve its goals and make a positive impact for the East Africa Community.

Operating Budget Overview

Here is an example operating budget for the SHIFT Enterprise Academy Innovation Center that forecasts the first five years of operations, assuming the center receives significant financial support from private foundations:



NET INCOME YEAR 1: \$100,000

YEAR 2

INCOME	Partnerships: \$100,000
Grants: \$500,000	Total income: \$1,000,000
Sponsorships: \$200,000	
Fees for services: \$200,000	

SHIFT Enterprise Academy Innovation Center Proposal Plan

EXPENSES

Development: \$100,000

Utilities: \$20,000

Salaries and wages: \$550,000

Marketing and outreach: \$50,000

Research and development: \$50,000

General overhead: \$30,000

Total expenses: \$800,000

NET INCOME YEAR 2: \$200,000

YEAR 3

INCOME

Grants: \$500,000

Sponsorships: \$200,000

Fees for services: \$300,000

Partnerships: \$150,000

Total income: \$1,150,000

EXPENSES

Development: \$100,000

Utilities: \$20,000

Salaries and wages: \$600,000

Marketing and outreach: \$50,000

Research and development: \$50,000

General overhead: \$30,000

Total expenses: \$850,000

NET INCOME YEAR 3: \$300,000

YEAR 4

INCOME

Grants: \$500,000

Sponsorships: \$200,000

Fees for services: \$400,000

Partnerships: \$200,000

Total income: \$1,300,000

EXPENSES

SHIFT Enterprise Academy Innovation Center Proposal Plan

Utilities: \$20,000

Research and development: \$50,000

Salaries and wages: \$650,000

General overhead: \$30,000

Marketing and outreach: \$50,000

Total expenses: \$800,000

NET INCOME YEAR 4: \$500,000

YEAR 5

INCOME

Grants: \$500,000

Sponsorships: \$200,000

Fees for services: \$500,000

Partnerships: \$250,000

Total income: \$1,450,000

NET INCOME YEAR 5: \$600,000

EXPENSES

Utilities: \$20,000

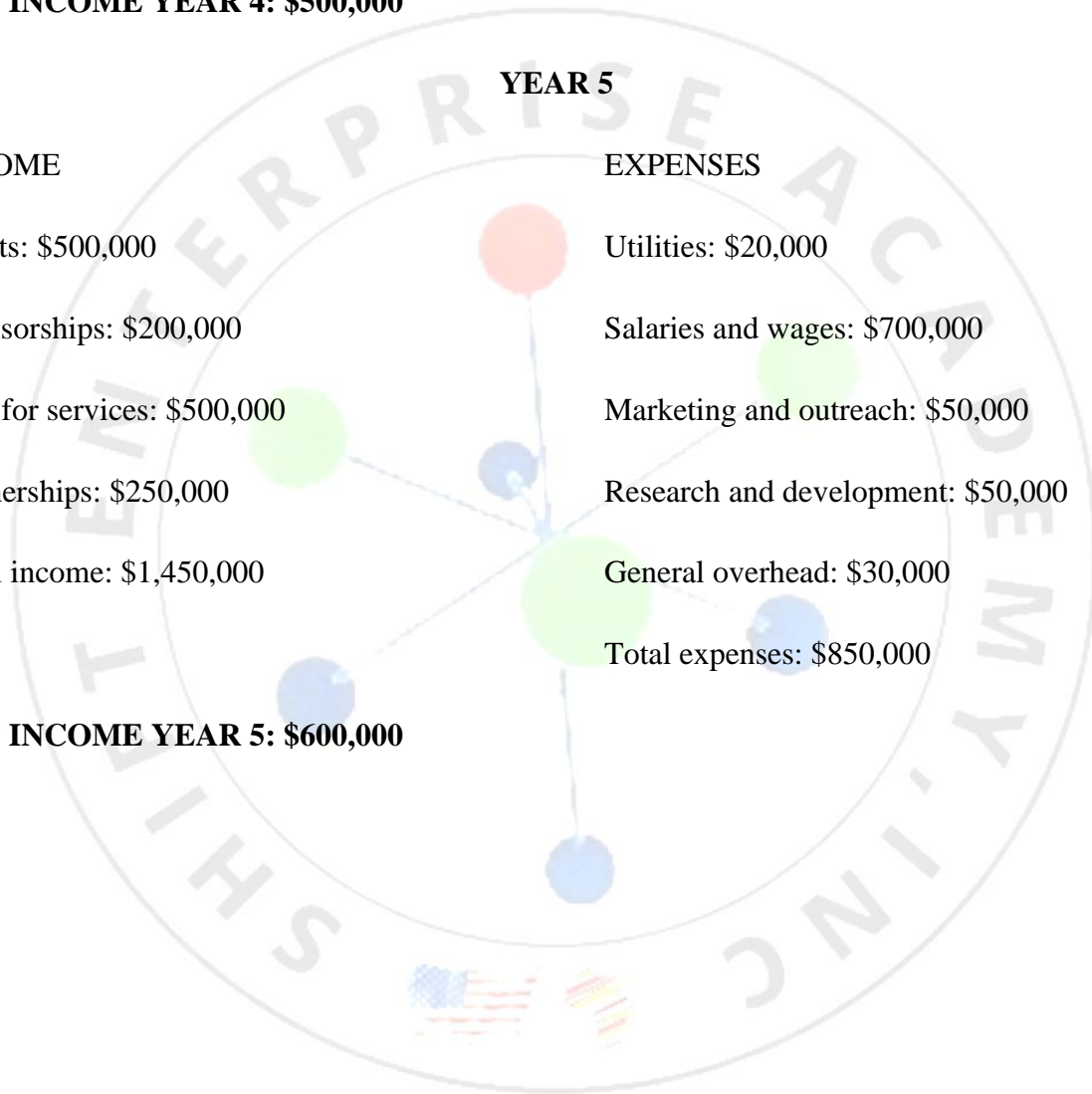
Salaries and wages: \$700,000

Marketing and outreach: \$50,000

Research and development: \$50,000

General overhead: \$30,000

Total expenses: \$850,000



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Criteria for Measuring Success

Here are some specific criteria that will be used to measure the success of the SHIFT Enterprise Academy Innovation Center and the impact it has on its target audience:

1. **Number of participants:** One way to measure the success of the innovation center is to track the number of participants who engage with the center's programs and services. This includes the number of attendees at workshops, the number of entrepreneurs who participate in accelerators or incubators, and the number of students who enroll in online and in person courses and programs.
2. **Business outcomes:** Another way to measure the impact of the innovation center is to track the outcomes of the businesses and entrepreneurs who engage with the center. This includes metrics such as the number of businesses that are launched, the number of jobs created, and the amount of revenue generated.
3. **Learning outcomes:** In addition to tracking business outcomes, it is also important to measure the learning and personal development outcomes of the participants. This will include tracking the number of participants who acquire new skills or knowledge, or the number of participants who report increased confidence or motivation as a result of their involvement with the innovation center.
4. **Community impact:** Finally, the success of the innovation center will be measured in terms of its impact on the broader community. This includes metrics such as the number of businesses that are supported by the center, the number of jobs that are created, and the amount of economic development that is generated as a result of the center's work.

By tracking these and other metrics, it will be possible to gauge the success of the innovation center and the impact it is having on its target audience.

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Plans for ongoing evaluation and data collection

Here are some ongoing evaluation and data collection helping to guide the plans for developing the SHIFT Enterprise Academy Innovation Center:

1. **Researching into funding organizations:** To ensure the long-term sustainability of the innovation center, the startup team is researching potential funding organizations and develop strategies for securing ongoing support. This includes conducting market research to identify potential funding sources, developing relationships with key decision-makers at funding organizations, and creating compelling proposals that align with the priorities of potential funders.
2. **Tracking startup statistics related to East Africa:** To understand the impact of the innovation center on the startup ecosystem in East Africa, it will be important to track key metrics such as the number of startups launched, the number of jobs created, and the amount of economic development generated. This information can be used to inform decision-making and continuously improve the programs and services offered by the center.
3. **Hosting trainings:** To ensure that participants are receiving high-quality support and resources, SHIFT Enterprise Academy is offering ongoing training and professional development opportunities. This includes hosting workshops, seminars, and other learning events that focus on key skills and knowledge areas relevant to the center's target audience.
4. **Grassroots research:** To truly understand the needs and challenges facing the target audience, it will be important to conduct grassroots research and gather insights directly from the people who will be served by the innovation center. This includes conducting formal and informal interviews, surveys, and focus groups to gather feedback related to program design.

Here are some plans for ongoing evaluation and data collection that will continue tracking the progress and performance of the SHIFT Enterprise Academy Innovation Center:

1. **Evaluation surveys:** Regularly conducting surveys with participants, partners, and other stakeholders can help understand the effectiveness of the programs and services offered by

the innovation center. This provides insights into what is working well, what areas need improvement and what changes needs to be made.

2. **Data collection and analysis:** Collecting data on key performance indicators (KPIs) such as enrollment, program completion rates, and business outcomes provides an overview of the performance of the center and informs decisions related to program design and improvement. This is done using an online system and manually.
3. **Impact assessment:** Conducting periodic impact assessments helps SHIFT Enterprise Academy understand the long-term impact of the innovation center on the target audience, local communities, and the broader ecosystem. This includes assessing the stages of growth for individual Enterprisers and while monitoring long term economic impact.
4. **Performance evaluations:** The innovation center will conduct regular performance evaluations with its staff and contractors, to ensure it is meeting objectives and is maintaining strict alignment with the center's mission and values.
5. **Partnership evaluations:** Regularly evaluating partnerships will help the center stay engaged with its partners and understand the benefits and challenges of the partnerships.

By implementing these ongoing evaluation and data collection plans, the center will track progress and make data-driven decisions to continuously improve the programs and services it offers.

The center is currently in the idea stage. There are some basic steps that need to be taken to move the innovation center from proposal to reality, including securing funding, recruiting staff, and finalizing plans. Here are some specific steps that need to be taken to move the SHIFT Enterprise Academy Innovation Center from proposal to reality:

1. **Securing funding:** One of the first steps in bringing the innovation center to reality is to secure funding from a variety of sources, such as private foundations, government grants, and impact investors. This will involve adding a detailed timeline to the funding proposals, building relationships with key decision-makers, and presenting the center's mission, vision and objectives to potential funders.
2. **Recruiting staff:** To run the innovation center, staff will be needed with a wide range of skills and experience, such as business development, technology, curriculum development, and program management. Recruitment will include posting job listings, networking, and identifying potential candidates for key roles through professional associations.

3. **Finalizing plans:** Once funding and staff are in place, the next step will be to finalize the plans for the center's physical space, programs, and services. This will involve developing detailed site plans, curriculum and program designs, and other logistical details that are necessary to launch and operate the center.
4. **Developing partnerships:** Building relationships with government officials, local organizations, private sector, and academic institutions will help support the center's mission, provide access to new opportunities, and help create an enabling environment for the center to operate.
5. **Community engagement and awareness raising:** Before launching the center, it is important to raise awareness about the center's mission, vision and objectives. This will be done by hosting events, conducting media outreach, and building relationships with key community leaders.
6. **Launch and monitoring:** Launching the center and constantly monitoring its performance by tracking the performance of the center and evaluating impact. Making adjustments as needed and course correcting in areas that need improvement.
7. **Continuous improvement:** Continuously evaluate programs and services, gathering feedback from participants and stakeholders and adjusting accordingly.

By taking these steps and carefully planning each phase, it will be possible to turn the innovation center from a proposal into a reality that can provide valuable resources and support to entrepreneurs and innovators in East Africa.

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A Call to Action

In summary, the SHIFT Enterprise Academy Innovation Center represents an opportunity to address some of the most pressing issues facing young entrepreneurs and innovators in East Africa. While providing access to education, resources, and networks, the center will help bridge the gap between Africa and African Americans. These actions will support the development of a more vibrant and sustainable startup ecosystem. With the right funding, staff, and plans in place, the innovation center has the potential to make a real difference in the lives of young adults in East Africa, while also driving economic development and growth. As such, this project is not just a business initiative but a humanitarian one that aims to empower and uplift the lives of people in East Africa.

In order to make this vision a reality, SHIFT Enterprise Academy needs the support of individuals, organizations, and businesses who share its passion for creating opportunities for young entrepreneurs and innovators. SHIFT Enterprise Academy encourages you to join in this endeavor by investing in the center, partnering, or providing other forms of support. With your help, the center can build a brighter future for young adults in East Africa and support sustainable economic development in the region. Please reach out to Ethan Brisby, the Founder of SHIFT Enterprise Academy and visionary for this ambitious undertaking to discuss how you can get involved and make a difference in the lives of young entrepreneurs and innovators in East Africa.

Together we can make a change.

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