



## Iraq Venture Partners

# REQUEST FOR PROPOSAL

Call For Proposals for Service Providers under the  
Orange Corner Innovation Fund  
2025001 Ext 1

<b>RFP Release Date:</b>	30 March 2025
<b>Proposal Submission Deadline:</b>	30 April 2025
<b>Question/ Inquiry Submission Deadline:</b>	15 April 2025

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## I. INTRODUCTION

### A. COMPANY BACKGROUND

Iraq Venture Partners (IVP) is a venture capital firm based in Baghdad, Iraq. It was founded with the aim of providing smart capital and support to exceptional Iraqi startups. IVP focuses on investing in startups in various sectors, including technology, internet, and communication. They aim to fuel entrepreneurship and innovation in Iraq by supporting early-stage companies with growth potential. IVP partners bring their expertise and experience in launching, scaling, and managing ventures in Iraq, helping startups capture the Iraqi market. In addition to providing financial capital, IVP also offers operational support, strategic guidance, and assistance in becoming investment ready.

### B. PROGRAM BACKGROUND

The Orange Corners Innovation Fund (OCIF) is a flagship initiative aimed at fostering entrepreneurship and innovation in Iraq. Implemented by Iraq Venture Partners (IVP), OCIF seeks to empower early-stage startups by providing financial and technical support to enhance their capacity for growth and scalability. The program is structured to address critical gaps in funding, business development, and market access for promising startups, particularly those in underserved sectors and regions.

OCIF operates across two tracks:

1. **Track 1:** Focused on pre-investment support, providing selected startups with prototype development grants and tailored workshops to refine their business models, validate their products, and prepare for market entry.
2. **Track 2:** Designed for investment-ready startups, offering financial support through interest-free loans or co-investment grants to help them scale their operations, build financial credibility, and prepare for external investment opportunities.

The program emphasizes sustainability, accountability, and capacity-building, equipping startups with the necessary tools to navigate real-world challenges. In addition to financial support, OCIF provides technical assistance, mentorship, and access to a robust network of stakeholders, including investors, industry experts, and ecosystem enablers.

By bridging the gap between early-stage entrepreneurs and critical resources, OCIF contributes to economic development, job creation, and innovation in Iraq, aligning with national priorities to foster a thriving entrepreneurial ecosystem. Through its implementation, IVP is committed to ensuring effective program delivery, stakeholder engagement, and measurable impact for participating startups and the broader ecosystem.

## II. PURPOSE

The purpose of this Request for Proposals (RFP) is to invite proposals from qualified consultants and consulting firms with proven expertise in working with tech startups. The RFP aims to identify and select service providers who can deliver specialized support in key areas critical to

the growth and success of early-stage startups participating in the Orange Corners Innovation Fund (OCIF). These areas include investment analysis, business analysis, governance, financial reporting, strategy development, capital raising strategies, and marketing.

The selected consultants or firms will provide tailored consulting and execution assistance to address the unique challenges faced by tech startups in Iraq. By leveraging their expertise, these service providers will play a vital role in enabling startups to achieve scalability, attract investment, and strengthen their business operations. The RFP process is designed to ensure the engagement of top-tier professionals who will contribute significantly to empowering Iraqi startups and advancing the entrepreneurial ecosystem within the country.

### **III. SCOPE OF WORK**

Iraq Venture Partners (IVP) seeks to pre-select a pool of eligible individual consultants and consulting firms specializing in investment analysis, business analysis, governance, financial reporting, strategy development, capital raise strategies, and marketing. These pre-qualified service providers will be engaged through a streamlined procurement process to deliver targeted support to startups participating in the Orange Corners Innovation Fund (OCIF).

The selected service providers will play a pivotal role in supporting tech startups in Iraq by identifying and addressing key challenges through tailored interventions. The goal is to enhance the operational and strategic capacity of these startups, ensuring their readiness for growth and investment opportunities.

#### **1. Service Identification:**

- Conduct a review of each startup's existing business plans, financial documents, and operational structure.
- Perform a detailed gap assessment to identify key areas requiring improvement, including financial reporting, governance, and market strategy.

#### **2. Action Plan Development:**

- Collaborate with the startups to co-create tailored action plans that address the identified gaps and align with their growth objectives.
- Establish clear deliverables, timelines, and success metrics for each intervention.

#### **3. Service Implementation:**

- Deliver consulting and execution assistance in the following areas:
  - Investment Analysis and Business Valuation
  - Financial Reporting and Governance Structures
  - Strategy and KPI Development
  - Capital Raising Strategies and Fundraising Material Preparation
  - Marketing and Brand Positioning Strategies
- Provide hands-on guidance and tools to implement recommendations effectively.

#### **4. Performance Monitoring:**

- Work closely with IVP's technical team to monitor the startups' progress against the action plans and make adjustments as needed to achieve desired outcomes.

Pre-selected service providers will work collaboratively with IVP and the beneficiary startups, leveraging their expertise to implement sustainable solutions. By addressing critical operational and strategic gaps, these interventions will empower startups to attract investments, scale their businesses, and contribute to the overall development of Iraq's entrepreneurial ecosystem.

## A. TECHNICAL TASKS DESCRIPTION

For early-stage tech startups aiming to progress towards post-revenue or advanced revenue generation, the following technical tasks are designed to address critical gaps in their business models, operations, and strategies. The tasks are structured to ensure startups can achieve sustainable growth, scalability, and investment readiness.

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### 1. Investment Analysis and Business Valuation

- **Task Description:**
  - Evaluate the startup's financial health, including income statements, cash flow projections, and balance sheets.
  - Conduct market and competitive analysis to establish the startup's potential valuation.
  - Develop a robust financial model to reflect realistic growth scenarios and align with industry benchmarks.
  - Prepare a detailed investment analysis report to attract potential investors, highlighting risk factors and opportunities.
- **Objective:**
  - Provide the startup with an accurate valuation and clear investment proposition to secure funding and build financial credibility.

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### 2. Financial Reporting and Governance Structures

- **Task Description:**
    - Establish or enhance financial reporting systems for transparency and compliance with industry standards.
    - Set up basic governance frameworks, including board structures, advisory committees, and reporting mechanisms.
    - Train startups on maintaining accurate records of revenue, expenses, and financial obligations.
    - Develop tools and templates for periodic reporting to stakeholders and potential investors.
  - **Objective:**
    - Ensure startups demonstrate financial accountability and reliability, positioning them for future investment opportunities.
-

### 3. Strategy and KPI Development

- **Task Description:**
    - Review the startup's current business model and growth strategy to identify gaps or inefficiencies.
    - Co-create a tailored growth strategy that aligns with market needs and revenue goals.
    - Define measurable Key Performance Indicators (KPIs) to track operational, financial, and strategic progress.
    - Develop a milestone-based roadmap to guide the startup's transition to advanced revenue generation.
  - **Objective:**
    - Equip startups with a clear, actionable strategy and KPIs to measure and achieve their growth objectives.
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### 4. Capital Raising Strategies and Fundraising Material Preparation

- **Task Description:**
    - Develop a comprehensive capital-raising strategy, identifying suitable funding sources (e.g., venture capital, angel investors, grants).
    - Assist in preparing professional pitch decks, executive summaries, and other fundraising materials.
    - Provide training on delivering investor pitches and negotiating terms effectively.
    - Support startups in building investor relationships and navigating due diligence processes.
  - **Objective:**
    - Prepare startups to secure the necessary funding to fuel growth, with professional fundraising materials and strategic positioning.
- 

### 5. Marketing and Brand Positioning Strategies

- **Task Description:**
    - Analyze the startup's current market positioning and customer acquisition strategy.
    - Develop a go-to-market plan, focusing on digital channels, customer segmentation, and user engagement.
    - Optimize branding elements, including messaging, visuals, and brand identity, to resonate with target audiences.
    - Provide tools and strategies for customer retention and loyalty programs.
  - **Objective:**
    - Strengthen the startup's market presence, attract more customers, and boost revenue generation through effective marketing strategies.
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**Overall Goal:**

These technical tasks aim to move startups towards stable revenue generation by addressing their operational and strategic challenges. The process equips startups with the tools, knowledge, and systems they need to achieve sustainable growth and investment readiness.

## A. DELIVERABLES

The following outlines the specific deliverables for each technical area to ensure startups achieve measurable outcomes and progress towards post-revenue or advanced revenue stages.

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### 1. Investment Analysis and Business Valuation

- **Deliverables:**
    - Comprehensive financial model including revenue forecasts, expense breakdowns, and growth scenarios.
    - Market and competitive analysis report highlighting startup positioning and market opportunities.
    - Investment analysis report outlining valuation, risk assessment, and financial viability.
    - Pitch materials tailored to present valuation insights to potential investors.
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### 2. Financial Reporting and Governance Structures

- **Deliverables:**
    - Set of financial templates for income statements, cash flow statements, and balance sheets.
    - Standardized monthly and quarterly reporting formats for stakeholders.
    - Governance framework document including roles, responsibilities, and reporting structures.
    - Training session materials and guides on financial record-keeping and governance best practices.
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### 3. Strategy and KPI Development

- **Deliverables:**
    - Detailed business model assessment report identifying gaps and areas for improvement.
    - Customized growth strategy document aligned with market needs and startup goals.
    - Defined list of KPIs categorized by operational, financial, and strategic objectives.
    - Milestone-based roadmap, including timelines and key deliverables to achieve growth targets.
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#### 4. Capital Raising Strategies and Fundraising Material Preparation

- **Deliverables:**
    - Capital-raising strategy document detailing funding options, target amounts, and timelines.
    - Investor pitch deck designed for professional presentations.
    - Executive summary highlighting key business metrics, achievements, and growth potential.
    - Guidance documentation for investor relationship-building and navigating due diligence processes.
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#### 5. Marketing and Brand Positioning Strategies

- **Deliverables:**
  - Market positioning report with customer segmentation and competitive analysis.
  - Go-to-market strategy document with specific digital and offline marketing plans.
  - Enhanced branding package, including brand guidelines, messaging, and visual identity updates.
  - Customer retention toolkit, including loyalty program concepts and user engagement strategies.

### IV. CONTRACT MECHANISM & TERMS OF PAYMENT

The Orange Corners Innovation Fund (OCIF) Procurement Department, managed by Iraq Venture Partners (IVP), intends to establish a Blanket Purchase Agreement (BPA) with a qualified Offeror who will serve as the primary service provider for designated categories of the program. This BPA will provide a structured yet flexible framework, enabling IVP to efficiently engage the services of the selected Offeror as required during the implementation phase.

The BPA will outline the terms and conditions of the partnership, including the scope of work, the Offeror's responsibilities, and the procedures for issuing and fulfilling task orders. This mechanism is designed to ensure agility while maintaining control over various program components, enabling IVP to deliver timely and effective services to startups participating in OCIF.

Once the BPA is signed, IVP will utilize the agreement to address specific program needs identified through comprehensive assessments of the participating startups. Task Orders will be issued to the qualified Offeror based on these needs, specifying the required services within the framework of the agreement.

#### Task Order Response Requirements

Upon receiving a Task Order, the selected Offeror must respond using a structured template provided by IVP. The response must include:

1. **Detailed Evaluation and Recommendations:**
  - A thorough evaluation of the task requirements outlined in the Task Order.
  - Specific recommendations for addressing the identified needs.
2. **Team Composition:**
  - Details of the team members who will execute the task, including their roles and expertise.
3. **Costing Details:**
  - A detailed breakdown of costs associated with the task execution, with justifications aligned to the costing agreed upon in the BPA.

This structured approach ensures clarity, transparency, and alignment with program objectives, promoting efficient collaboration between IVP and the service provider.

#### Flexibility in Service Provision

While the BPA establishes a primary service provider for each category, IVP reserves the right to issue task orders to other pre-qualified service providers for specific subcategories. This flexibility allows IVP to effectively manage timelines and ensure that all project needs are met promptly and efficiently.

#### Terms of Payment

Payment terms under the BPA will be clearly defined to ensure a smooth and efficient delivery of services. Payments will be tied to predetermined milestones or deliverables as agreed upon in the contract. Key aspects of the payment process include:

- **Milestone-Based Payments:** Payments will be released upon completion and approval of specific milestones or deliverables.
- **Upfront, Interim, and Final Payments:** The payment schedule may include an initial advance, progress payments based on task completion, and a final payment upon successful delivery of all contracted services.
- **Documentation and Verification:** The Offeror will be required to submit invoices, progress reports, and other necessary documentation as proof of task completion. All payments will be subject to IVP's verification and acceptance of the submitted deliverables.

## V. PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS

### A. INSTRUCTIONS FOR PROPOSAL PREPARATION

The selection committee will evaluate the Offerors based upon their written technical and financial proposals. Each section will be evaluated according to the criteria for evaluations in Section V. Offerors are expected to examine the specifications and all instructions in the RFP. Failure to do so is at the Offeror's risk. Interested Offerors must provide the following:

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1. CAPABILITY AND TECHNICAL EXPERIENCE STATEMENT

Demonstrate capabilities and technical experience by providing the following:

- a. Organization Overview

- b. Detailed Activity Plan for Each Category, the Organization is willing to Apply to.
- c. Previous Experience (specially with similar projects if any)
- d. Website / social media.

For Individual Consultants, Please share your CV and Portfolio if Applicable.

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## 2. PROJECT STAFFING

Identify the project staffing, their role within the organization, their expertise. Include no more than a half-page bio sketch for each individual considered essential for the successful implementation of this contract.

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## 3. Financial PROPOSAL

Offerors will submit a proposed budget in English with their proposals in a separate file via email. labeled “Orange Corner Innovation Fund Technical Assistance” Pricing is expected to be fair, reasonable, allowable, allocable, and cost-effective, and shall be subject to a cost/price realism analysis.

Offerors must propose a fixed hourly rate (inclusive of salary and any profit or overhead) for each category. Offerors shall ensure no pricing information mentioned in the technical proposal.

The proposed budget will have sufficient detail to allow evaluation of elements of costs proposed. Budgets should be submitted in USD currency. IVP reserves the right to request any additional information to support detailed cost and price and the right to re-negotiate cost and price upon first selection.

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## 4. REFERENCES

Please include three client references and contact information. References should have worked with your organization within the past two years in connection with the countries or regions applicable to this RFP.

## B. INSTRUCTIONS FOR SUBMISSION OF PROPOSAL

1. The technical and Financial proposals shall be separately bound and identified as such (or sent via email). Each volume shall be clearly identified with the RFP number and the Offeror’s name.

All responses to this RFP must be received no later than the submission deadline on the cover page of this RFP.

**Faxed offers are not acceptable.**

2. All inquiries and requests for information regarding this RFP must be submitted by email to the following no later than the question/inquiry submission deadline on the cover page of this RFP. Reference the RFP number in all questions/inquiries.

<b>Email:</b>	<a href="mailto:Procurement@iraqventurepartners.com">Procurement@iraqventurepartners.com</a>
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3. Iraq Venture Partners will not compensate Offerors for their preparation of responses to this RFP.

## **VI. CRITERIA FOR EVALUATION**

Iraq Venture Partners will evaluate proposals based on a best-value determination; Offerors should submit their most competitive price proposal. Proposals will be evaluated using the following criteria:

- The Technical part will be evaluated as 60% of the total score.
- The Financial Part will be evaluated as 40% of the total score.

The evaluation committee will review the technical proposal based upon the technical criteria listed above. The financial proposals will be reviewed to ensure they are complete and free of computational errors. The committee will also assess the reasonableness of costs and the cost-effectiveness of the budget, and will determine whether the costs reflect a clear understanding of project requirements. A contract will be offered to the responsible Offeror whose proposal follows the RFP instructions and is judged to be the most advantageous to Iraq Venture Partners.

## **VII. SOLICITATION PROCESS**

Once the RFP is released, the Offerors must prepare a formal proposal to be sent to the contact person at Iraq Venture Partners Procurement Department as indicated in Section IV (b) (1). The submitted proposals will be reviewed against the criteria for evaluation defined in Section V above and rated on their ability to satisfy the requirements stated in this RFP document. A preferred Offeror will be chosen and formally notified. A formal contract called BPA will be negotiated with the selected Offeror and, if endorsed, the Offeror will begin work on the project.

## **VIII. TERMS AND CONDITIONS**

### **A. LATE SUBMISSIONS**

Proposals received after the submission deadline stated in the cover page of this RFP may not be considered. Offerors will be held responsible for ensuring their quotations are received according to the instructions stated herein. A late offer will be considered if the cause was attributable to Iraq Venture Partners Procurement or its employees/agents, or if it is in the best interest of Iraq Venture Partners.

### **B. MODIFICATION OF RFP REQUIREMENTS**

Iraq Venture Partners retains the right to terminate the RFP or modify the requirements upon notification to Offerors.

### **C. WITHDRAWALS OF PROPOSALS**

Proposals may be withdrawn by written notice via email at any time before award. Proposals may be withdrawn in person by an Offeror or authorized representative, if the representative's identity is made known and the representative signs a receipt for the proposal before award.

### **D. RIGHT OF NEGOTIATION AND ACCEPTANCE OF PROPOSAL**

This RFP represents a definition of requirements and is an invitation for submission of proposals. Iraq Venture Partners reserves the right to award any or none of the submitted proposals. No commitment is made, either expressed or implied, to compensate Offerors for costs incurred in the preparation and submission of their proposal.

Iraq Venture Partners may reject any proposal that is nonresponsive. A responsive proposal is one that complies with all terms and conditions of the RFP. A proposal must be complete, signed by

an authorized signatory, and delivered no later than the submission time and date indicated on the cover sheet of this RFP. IVP may reserve the right to waive any minor discrepancies in a proposal. Iraq Venture Partners reserves the right to issue an award based on the initial evaluation of proposals without discussion. IVP also reserves the right to enter into best and final negotiations with any responsive Offerors for all or part of the proposed scope.

#### **E. VALIDITY OF PROPOSAL**

Proposals submitted shall remain open for acceptance for (enter number of days 90 days is recommended) from the last date specified for receipt of proposals. This includes, but is not limited to, pricing, terms and conditions, service levels, and all other information. If your organization is awarded the contract, all information in the RFP and negotiation process is contractually binding.

#### **F. MINIMUM OFFEROR QUALIFICATIONS**

Offerors submitting proposals must (1) be officially licensed to do such business in (insert country), (2) be able to receive funds and (3) not have been identified as a terrorist or has not been blacklisted by any government, semi-governmental institute, or private institute nor involved in any litigation in the current or during the last three (3) years. In addition, Offeror may be required to provide the following information:

- Documentation to verify licensure (e.g., tax id, registration certificate, etc.)
- Demonstration of adequate management and financial resources to perform the contract
- Satisfactory records of performance history, integrity and business ethics

#### **G. INTELLECTUAL PROPERTY RIGHTS**

All tangible or intangible property created or acquired under this contract shall be the exclusive property of Iraq Venture Partners and the donor. The term “property” includes all data and reports associated with this engagement. Reference is made to Sections 12 and 13 in the business terms and conditions attached in Appendix A.

## IX. ATTACHMENTS

Appendix A: Sample Budget Format

Appendix B: Technical Proposal Submission Sheet

Appendix C: Service Provision Sheet

### APPENDIX A. SAMPLE BUDGET FORMAT

Category	Seniority	Local Iraq Resource		Regional Resource Level Resources	
		Unit Rate In Person (USD/hour)	Unit Rate (USD/hour)	Unit Rate In Person (USD/hour)	Unit Rate Online (USD/hour)
Technical Product	Junior Level				
	Mid-Level				
	Senior Level				
Governance and Financial Reporting	Junior Level				
	Mid-Level				
	Senior Level				
Strategy and KPIs Development	Junior Level				
	Mid-Level				
	Senior Level				
Fundraising Assets Provision	Junior Level				
	Mid-Level				
	Senior Level				

All companies are advised to follow this template.

- Legal Setup Assistance should be presented as a lump sum including a description of costs.

## APPENDIX B. TECHNICAL PROPOSAL SUBMISSION SHEET

(Complete this form with all the requested details and submit it as the first page of your technical proposal, with the documents requested above attached. Ensure that your proposal is authorized in the signature block below. A signature and authorization on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorized, it may be rejected.)

ATTN: Procurement Team

Iraq Venture Partners.

Reference: Request for Proposals#

[Offeror: Insert date]

Subject: [Offeror: Insert name of your organization]'s technical and cost proposals

Name of Organization's Representative	
Name of Offeror	
Type of Organization	
Taxpayer Identification Number	
Address	
Telephone	
Fax	
E-mail	

We offer to provide the goods/services described in the Scope of Work, in accordance with the terms and conditions stated in Request for Proposal referenced above. We confirm that we are eligible to participate in public procurement and meet the eligibility criteria specified.

The validity period of our proposal is 90 days from the time and date of the submission deadline.

**Offerors: It is incumbent on each offeror to clearly review the IQS RFP and its requirements. It is each offeror's responsibility to identify all required annexed and include them as such:**

- I. Copy of registration or incorporation in the public registry, or equivalent document from the government office where the offeror is registered.**
- II. Copy of company tax registration, or equivalent document.**
- III. Copy of trade license, or equivalent document.**
- IV. Evidence of Responsibility Statement.**

## APPENDIX C. SERVICES PROVISION SHEET

Intervention Area	Services Provided
Legal Setup Assistance	SPV or Holding Company Setup
	Operational Company Setup in Baghdad or Kurdistan Regional Government (KRG)
	Entity Registration & Bank Account Assistance
	Agreements Revision (Shareholders agreement, Cap Table Establishment, NDA Template Development, Convertible Note Agreement, Term Sheet Agreement, Recruitment Agreement)
	Intellectual Property (IP) Protection Consultation
	Legal Consulting Hours
Technical Product Upgrade	Tech Features Roadmap Development
	Product Design and User Experience Improvement Consulting
	Technical Due Diligence (Team, Security, Development Processes, System performance, Support processes, Analytics compliance)
	SEO audit for the startups website to assess how much it is efficient and ready for SEO optimization.
Governance & Financial Reporting Setup	Gaps Identification, Internal Controls and Risk management Support
	SOPs Establishment
	CFO Support (Cash Flow Management, Budgeting and Forecasting Support)
	Data Analysis
	Business Valuation
	Internal Audit Services
	Tax Planning and Compliance Assistance
	Evaluation of Governance Structures and Governance Framework Development
Strategy & KPIs Development	Financial Projection Review (financials, valuation, projections, KPIs. )
	Business Performance Metrics Assessment, Development and Review
	Growth Plan Support (Scalability and Resiliency)
	Market Analysis and Entry Strategy Consulting
	Competitive Analysis and Positioning Support
Fundraising Assets Provision	Business Model Refinement and Validation
	Data Room Design, Review and Setup
	Investor Pitch Training & Review
	Pitch Deck Improvement Services (Pitch deck design, narrative and content)
Human Resources Support	Capital raise brokerage that helps a startup do a road show and connect with potential investors.
	Talent Recruitment Support (Developing Job Descriptions, Recruitment Process)
	Human Resources SOP
	Salary Scales
Soft Skills	Performance Appraisal, Employee Turnover Assessment
	Advanced leadership for MSMEs and soft skills development for owner, managers and staff
Marketing	Advanced sales & Marketing training
	Marketing and Social media Strategy