

IMPACT HUB: GLOBAL MEMBER SURVEY 2015

ZÜRICH

Note: Sequence of questions in this file is organized into the most relevant thematic blocks. It differs from the sequence on which questions were answered.

I. WHO ARE YOUR MEMBERS?

1 [Age]

Age

Sample	All
#	151

	Absolute (n)	Relative (%)
< 26	7	5.3%
26 - 35	59	44.7%
36 - 45	47	35.6%
46 - 55	17	12.9%
> 55	2	1.5%
missing	19	
Total	151	
Total valid	132	

	Absolute (n)	Relative (%)
< 26	7	5.3%
26 - 35	59	44.7%
36 - 45	47	35.6%
46 - 55	17	12.9%
> 55	2	1.5%
missing	19	
Total	151	
Total valid	132	

2 [Gender]

Gender

Sample	All
#	151

	Absolute (n)	Relative (%)
Female	50	37.9%
Male	81	61.4%
Transgender	0	0.0%
Genderqueer/Non-Binary	0	0.0%
Other/no answer	1	0.8%
missing	19	
Total	151	
Total valid	132	

	Absolute (n)	Relative (%)
Female	50	37.9%
Male	81	61.4%
Transgender	0	0.0%
Genderqueer/Non-Binary	0	0.0%
Other/no answer	1	0.8%
missing	19	
Total	151	
Total valid	132	

3 [Education]

Education

Sample	All
#	151

	Absolute (n)	Relative (%)
Did not complete high school	3	2.7%
Completed high school	13	11.5%
Completed undergraduate degree	23	20.4%
Completed graduate degree	85	75.2%
Other missing	8	7.1%
Total (multiple answer options)	132	
Total valid	113	

4 [Work experience] Work experience: How many years of work experience do you have?

Sample	All
#	151

	Work experience					
	In the private sector		In the public sector		In civil society / the nonprofit sector	
	Absolute (n)	Relative (%)	Absolute (n)	Relative (%)	Absolute (n)	Relative (%)
No experience	8	5.3%	104	69.3%	82	54.7%
1 to < 3 years	22	14.7%	13	8.7%	28	18.7%
3 to < 5 years	9	6.0%	11	7.3%	10	6.7%
5-10 years	55	36.7%	17	11.3%	17	11.3%
> 10 years	56	37.3%	6	4.0%	14	9.3%
missing	1		0		0	
Total	151		151		151	
Total valid	150		151		151	
	Average	Median	Average	Median	Average	Median
	10.41	10	1.67	0	2.45	0

5 [Entrepreneurial experience] How many years of experience do you have as an entrepreneur ?

Sample	All
#	151

	Entrepreneurial Exp.	
	Absolute (n)	Relative (%)
No experience	30	23.6%
1 to < 3 years	46	36.2%
3 to < 5 years	19	15.0%

5-10 years	18	14.2%
> 10 years	14	11.0%
missing	24	
Total	151	
Total valid	127	

6 [Founder] Are you the founder or initiator of this activity, project or organization?*

Sample	Individuals in start-ups, up&running, and scaling organisations
#	129

	Absolute (n)	Relative (%)
Yes, sole founder / sole initiator	54	41.9%
Yes, cofounder / cointiator	55	42.6%
No	20	15.5%
Total	129	

* "this activity, project, or organization" refers to the project, job, or organization that respondents spend most effort on.

7 [Role] What is your personal role in this activity?*

Sample	Individuals in start-ups, up&running, and scaling organisations
#	129

	Absolute (n)	Relative (%)
Board Member	27	20.9%
CEO / Executive	66	51.2%
Manager / Director	35	27.1%
Sole Proprietor / Freelancer	23	17.8%
Employee	26	20.2%
Volunteer	2	1.6%
Intern	0	0.0%
Other	4	3.1%
Total (multiple answer options)	183	

* "this activity, project, or organization" refers to the project, job, or organization that respondents spend most effort on.

8 [Year] In what year did you start or join this activity, project or organization?*

Sample	Individuals in start-ups, up&running, and scaling organisations
#	129

	Absolute (n)	Relative (%)
<2005	3	2.6%
2005-2009	8	7.0%
2010	7	6.1%
2011	10	8.7%
2012	10	8.7%
2013	9	7.8%
2014	24	20.9%
2015	44	38.3%
missing	14	
Total	129	
Total valid	115	

Average	Median
2013	2014

* "this activity, project, or organization" refers to the project, job, or organization that respondents spend most effort on.

9 [Hours] How many hours per week are you approximately working on these activities?*

Sample	Individuals in start-ups, up&running, and scaling organisations
#	129

	Min	Max	Average	Median
Absolute	2	80	39.7	40

	Absolute (n)	Relative (%)
< 10 hours/week	6	4.7%
10-35 hours/week	46	35.7%
> 35 hours/week	77	59.7%
Total	129	

* "these activities" refers to the project, job, or organization that respondents spend most effort on.

II. WHAT'S YOUR MEMBERS' RELATIONSHIP TO IMPACT HUB?

10 [Membership_Duration] How long have you been a member?

Sample	All
#	151

	Absolute (n)	Relative (%)
0-6 months	52	34.4%
7-12 months	30	19.9%
1 - 2 years	28	18.5%

2 - 3 years	13	8.6%
3 - 5 years	20	13.2%
5 years or more	8	5.3%
Total	151	

11 [Membership_Hours] Which membership level do you currently hold?*

Sample	All
#	151

	Absolute (n)	Relative (%)
0 hours per month	36	23.8%
5-15 hours per month	36	23.8%
20-40 hours per month	25	16.6%
50-90 hours per month	10	6.6%
100+ hours per month	16	10.6%
Program	1	0.7%
Permanent	17	11.3%
Other	10	6.6%
Total	151	

* Respondents were asked to select the level that best represents their membership.

III. IN WHAT KIND OF ACTIVITIES ARE YOUR MEMBERS INVOLVED?

12 [Fields] In what field or industry are you active or planning to get active?

13 [Issues] What social or environmental issue are you aiming to address through these activities?

Sample	All for fields / min 10% Impact-Orientation for "Issues"
#	151

Main fields and Issues	Absolute (n)	Relative (%)
Arts and Lifestyle	24	15.9%
Business Support	59	39.1%
Community and Social Inclusion	60	39.7%
Democracy and Politics	19	12.6%
Economic Development	45	29.8%
Education and Research	50	33.1%
Employment	19	12.6%
Environment and Energy	60	39.7%
Finance and Media	46	30.5%
Health	34	22.5%

Manufacturing and Trade
Religion
Technology
 Total (multiple answer options)

7	4.6%
0	0.0%
58	38.4%
481	

Detailed list: Fields

Agriculture
Architecture and Design
Arts and Culture
Business Support
Community Development
Consulting
Corporate Social Responsibility
Data and Information
Education and Learning
Energy
Finance and Investment
Food and Nutrition
Health and Care
Lifestyle and Fashion
Information Technology
Manufacturing
Media and Communication
Music and Entertainment
Philanthropy
Politics
Religion
Research
Social Work
Technology
Trade
Transportation and Travel
Other
Not applicable
 Total (multiple answer options)

Absolute (n)	Relative (%)
7	4.6%
7	4.6%
14	9.3%
11	7.3%
18	11.9%
37	24.5%
11	7.3%
11	7.3%
30	19.9%
11	7.3%
9	6.0%
9	6.0%
10	6.6%
9	6.0%
38	25.2%
5	3.3%
31	20.5%
1	0.7%
6	4.0%
2	1.3%
0	0.0%
4	2.6%
2	1.3%
20	13.2%
3	2.0%
5	3.3%
24	15.9%
2	1.3%
337	

Detailed list: Issues

Aging and the elderly
Children, youth and families
Climate Change
Democracy
Disabilities
Education and Learning
Employment and Job creation
Environment
Gender Equality
Health and Wellbeing
Homelessness and Housing
Human Rights
Sharing Economy
Infrastructure and Urban Development
Intercultural Relations
Intergenerational Issues
International Development
Migration and Integration
Poverty Alleviation
Refugees
Strengthen regional economies
Supporting NGOs and Social Entrepreneurs
Sustainability
Volunteerism
Water and Sanitation
Other
Not applicable
 Total (multiple answer options)

Absolute (n)	Relative (%)
5	3.3%
14	9.3%
29	19.2%
11	7.3%
4	2.6%
39	25.8%
19	12.6%
25	16.6%
6	4.0%
22	14.6%
0	0.0%
7	4.6%
10	6.6%
13	8.6%
13	8.6%
3	2.0%
13	8.6%
9	6.0%
10	6.6%
2	1.3%
13	8.6%
14	9.3%
35	23.2%
6	4.0%
2	1.3%
15	9.9%
4	2.6%
343	

14 [Stage] How would you describe the current stage of your activities? *
15 [Stage_Join] Please remember the time when you joined Impact Hub. How would you describe the stage of your activities?

Sample	All
#	151

	Current stage		Stage at time of joining	
	Absolute (n)	Relative (%)	Absolute (n)	Relative (%)
Intention formation	8	5.3%	17	12.9%
Idea development	5	3.3%	35	26.5%
Start-up initiative	59	39.1%	38	28.8%
Running operations	54	35.8%	28	21.2%
Scaling	16	10.6%	3	2.3%
Other	9	6.0%	11	8.3%
missing	0	0.0%	19	14.4%
Total	151		151	
Total valid	151		132	

Intention Formation: Looking for ideas
 Idea Development: Deciding on an idea
 Start-up Initiative: Starting to build a business
 Running Operations: Having a business
 Scaling: Actively expanding
 Other: General interest in the field

* "activities" refers to the project, job, or organization that respondents spend most effort on.

16 [Scope] What is the current geographic scope of your activities?*

Sample	Start-ups, up&running, and scaling organisations (excl. double counts)
#	122

	Absolute (n)	Relative (%)
One city / municipality	17	13.9%
Two or more cities / municipalities	14	11.5%
National (1 country)	25	20.5%
International (2 countries or more)	36	29.5%
Global (2 continents or more)	28	23.0%
Not applicable	2	1.6%
Total	122	

* "activities" refers to the project, job, or organization that respondents spend most effort on.

17 [Scope_New] Did the geographic scope of your activities increase in 2015?

Sample	Scaling organisations (excl. Double counts)
#	15

	Absolute (n)	Relative (%)	Compared to all organisations in Impact Hub
Yes, activities are now offered in new places in my country	2	13.3%	1.6%

Yes, activities are now offered in new countries
No
 Total

8	53.3%
5	33.3%
15	

6.6%
4.1%

!Scaling Destinations" refer to countries in which the respective organization has started activities during 2015.

18 [Scaling_Strategy] Which of the following describes best your current approach to scaling?

Sample	Scaling organisations (excl. Double counts)
#	15

	Absolute (n)	Relative (%)
Branching (e.g. by establishing new operations of my own organization)	5	26.3%
Creating affiliations with partners (e.g. through franchise and/or licensing agreements)	7	36.8%
Disseminating knowledge (e.g. through seminars, websites, handbooks)	7	36.8%
Total (multiple answer options)	19	

20 [Innovation - Uniqueness product or service]

Sample	Start-ups, up&running, and scaling organisations (excl. double counts, management only*)
#	109

Does your activity, project or organization offer a product or service which completely lacks an equivalent...

No, there is at least one similar offer in my community. / Don't know
 ...in your community?
 ...in your country?
 ...in the entire world?

	Absolute (n)	Relative (%)
No, there is at least one similar offer in my community. / Don't know	51	46.8%
...in your community?	9	8.3%
...in your country?	30	27.5%
...in the entire world?	19	17.4%
Total	109	

Please note: the two items reflect two types of innovation that can slightly differ. a) Innovation as development of completely a novel offer/product/service/process in a certain market (uniqueness of product or service) b) Innovation as strategy to serve a target or beneficiary group that has before been overlooked/underserved before (newness to target group). Both types are equally important and

* "Management" is defined as respondents who hold the roles of Founders, Co-Founders, Board Members, CEO/Executives, Manager/Directors, Sole Proprietors and Freelancers and can be expected to be knowledgeable about their organizations' performance and key metrics.

21 [Innovation - Newness to target group]	
Sample	Start-ups, up&running, and scaling organisations (excl. double counts, management only*)
#	109

"Does your activity, project or organization provide products/services to beneficiaries or customer groups to which no other organization..."

No, there are similar products and services offered to this group in my community. / Don't know

...in your community offers similar products or services?

...in your country offers similar products or services?

...in the entire world offers similar products or services?

Absolute (n)	Relative (%)
63	57.8%
8	7.3%
24	22.0%
14	12.8%

109

Please note: the two items reflect two types of innovation that can slightly differ. a) Innovation as development of completely a novel offer/product/service/process in a certain market (uniqueness of

22 [Revenue Change] How did the revenue out of your activities change in 2015 in comparison to the year before?	
Sample	Start-ups, up&running, and scaling organisations (excl. double counts, management only*)
#	109

Strongly increased (more than 50% increase compared to 2014)

Increased (10-35% increase compared to 2014)

Stable (+/- 10% increase/decline compared to 2014)

Decreased (10-35% decrease compared to 2014)

Strongly decreased (more than 50% decrease compared to 2014)

Missing

Total

Total valid

Absolute (n)	Relative (%)
24	25.8%
22	23.7%
42	45.2%
3	3.2%
2	2.2%
16	

109

93

* "Management" is defined as respondents who hold the roles of Founders, Co-Founders, Board Members, CEO/Executives, Manager/Directors, Sole Proprietors and Freelancers and can be expected to be knowledgeable about their organizations' performance and key metrics.

25 [Profit Distribution] How is profit being handled or planned to be handled in your activities?	
Sample	Start-ups, up&running, and scaling organisations (excl. double counts, management only*)
#	109

	Absolute (n)	Relative (%)
Profit fully retained in organization	46	42.2%
Profit mainly retained in organization	39	35.8%
Profit mainly distributed to owners / shareholders	8	7.3%
Profit fully distributed to owners / shareholders	8	7.3%
I don't know.	8	7.3%
Total	109	

26 [Legal Form] What is/are the legal form(s) of your main activities?	
Sample	Start-ups, up&running, and scaling organisations (excl. double counts, management only*)
#	109

	Absolute (n)	Relative (%)
Association	16	14.7%
Charity or Nonprofit	3	2.8%
Commercial company	48	44.0%
Cooperative	0	0.0%
Foundation	3	2.8%
Partnership	4	3.7%
Public institution	0	0.0%
Social enterprise / hybrid organization	8	7.3%
Sole proprietorship	24	22.0%
Not incorporated (e.g. project)	15	13.8%
Other	5	4.6%
Total (multiple answer options)	126	

* "activities" refers to the project, job, or organization that respondents spend most effort on.

IV. WHAT IS YOUR MEMBERS' IMPACT?

27 [Impact_Focus] How important are the following categories to measure the success of your activities?*	
Sample	All
#	151

	Min	Max	Average	Median
Financial Return	0	100	46.1%	40.0%
Social Return	0	100	36.2%	34.0%

Environmental Return	0	81	17.7%	17.0%
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% in sample

Financial First (Financial Focus > 50%)	32.5%
Impact First (Social and Environmental Focus together >%50)	55.6%
Social First (Social Focus > 50%)	20.5%
Environment First (Environmental Focus > 50%)	4.0%

* "activities" refers to the project, job, or organization that respondents spend most effort on.

Please note: In this year's survey, every Impact Hub member received this question. While this gives a fuller picture of your members' intentions and goal frameworks, results may not directly comparable

28 [Impact Approach] What approach describes best how your activities (will) create positive impact?

Sample	All
#	151

Absolute (n) Relative (%)

The Politician	3	2.0%	Create change through policy
The Enabler	38	25.2%	Consult and support others to create impact
The Entrepreneur	21	13.9%	Increase my own organization's positive impact
The Campaigner	12	7.9%	Inform or influence public opinion
The Investor	8	5.3%	Invest in other projects, ventures or initiatives
The Social Business (Wo)Man	44	29.1%	Sell products or services with positive impact
The Social Worker	7	4.6%	Work directly with beneficiaries
Undecided	5	3.3%	I don't know (yet)
Not applicable	2	1.3%	Not applicable
Other	3	2.0%	Other
Missing	8	5.3%	Missing
Total	151		

* "activities" refers to the project, job, or organization that respondents spend most effort on.

29-35 [Reach] How many people did you approximately reach with your activities in 2015?

Sample	All
#	151

	Cases (n)	Average	Median	SUM in sample
The Politician	3	683.3	1000	2050
The Enabler	38	311.4	12.5	11832
The Intrapreneur	20	26263.9	200	0
The Campaigner	12	86130.8	650	1033570
The Investor	8	12.8	5	102

The Social Business (Wo)Man
The Social Worker

Sell products or services with positive impact
Work directly with beneficiaries

44	33964.2	90	1494426
7	391.4	20	2740

37 [Staff]		How many other people are currently working with you in your activities (excluding yourself)?*	
Sample	Start-ups, up&running, and scaling organisations (excl. double counts, management only*)		
#	109		

Paid:

	Average	Median	Sum in Sample
Full-time (35h/week or more)	3.88	0	423
Part-time (10-35h/week)	1.14	0	124
Support (less than 10h/week)	0.64	0	70

Unpaid:

	Average	Median	Sum in Sample
Full-time (35h/week or more)	0.25	0	25
Part-time (10-35h/week)	0.35	0	35
Support (less than 10h/week)	0.94	0	94

* "activities" refers to the project, job, or organization that respondents spend most effort on.

38 [Staff_New]		Out of the currently paid positions, how many have been newly created in 2015 (please exclude staff	
Sample	Start-ups, up&running, and scaling organisations (excl. double counts, management only*)		
#	109		

	Average	Median	Sum in Sample
Full-time (35h/week or more)	1.27	0	138
Part-time (10-35h/week)	0.47	0	51
Support (less than 10h/week)	0.5	0	55

39 [NewStaff_Type]		Does new staff include people from disadvantaged backgrounds or people who normally face difficult	
Sample	New Staff > 0		
#	57		

	Absolute (n)	Relative (%)	
Yes	8	14.0%	of organisations that created new jobs in 2015 in sample

No

49 86.0% of organisations that created new jobs in 2015 in sample

V. WHAT IS YOUR IMPACT HUB'S IMPACT ON YOUR MEMBERS?

40 [Support]		Looking back at 2015: How important was it in general for you to receive support in the following
Sample	All, but without respondent who stated not having been members of Impact Hub long enough to assess quality of services	
#	151	

	Importance				(Important + Very Important)	Only respondents who ranked the topic important and very important		
	Not Important	Important	Very Important	Not member long enough to assess (0)		Not supportive (1)	Rather not supportive (2)	
Come up with new ideas and initiatives	24.5%	43.7%	31.8%	●	75.5%	12	2	6
Learn about new issues and topics	25.2%	52.3%	22.5%	●	74.8%	17	0	4
Strengthen your personal motivation	23.8%	41.7%	34.4%	●	76.1%	16	0	2
Start an own project or venture	51.0%	27.8%	21.2%	●	49.0%	14	1	2
SUPPORT_Inspire	31.1%	41.4%	27.5%	●	68.9%	17.6%		82.4%
Build international connections	40.4%	39.7%	19.9%	●	59.6%	15	3	11
Connect to advisors, experts and supporters	18.5%	48.3%	33.1%	●	81.4%	14	0	5
Feel part of a larger community and network	15.9%	55.0%	29.1%	●	84.1%	20	1	2
Find and keep good talent and staff	43.7%	37.1%	19.2%	●	56.3%	14	1	9
Partner and collaborate with other members	17.2%	55.0%	27.8%	●	82.8%	19	2	6
SUPPORT_Connect	27.1%	47.0%	25.8%	●	72.8%	17.5%		82.5%
Access new clients or beneficiaries	23.2%	44.4%	32.5%	●	76.9%	17	6	18
Develop skills and capabilities	24.5%	54.3%	21.2%	●	75.5%	16	4	9
Gain visibility and credibility	27.8%	40.4%	31.8%	●	72.2%	15	2	8
Generate revenue	43.0%	36.4%	20.5%	●	56.9%	9	11	12
Access better working infrastructure	31.8%	49.7%	18.5%	●	68.2%	13	2	3
Obtain financial capital	59.6%	23.2%	17.2%	●	40.4%	9	9	7
Advocate for better policy frameworks and market conditions	66.2%	22.5%	11.3%	●	33.8%	11	3	8
Expand into new geographic areas	66.2%	25.2%	8.6%	●	33.8%	8	3	8
Evaluate impact of own activities	51.0%	42.4%	6.6%	●	49.0%	15	2	10
SUPPORT_Enable	43.7%	37.6%	18.7%	●	56.3%	33.6%		66.4%

MEMBERSHIP 0 hours per month 5-15 hours per month	MEMBERSHIP 50-90 hours per month 100+ hours per month	MEMBERSHIP Permanent Programme
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20-40 hours per month							
	n=97		n=26		n=18		
	% Important /very important	SUPPORTIVE, i.e. (4) + (5)*	% Important /very important	SUPPORTIVE, i.e. (4) + (5)*	% Important /very important	SUPPORTIVE, i.e. (4) + (5)*	
Come up with new ideas and initiatives	76.3%	56.5%	69.2%	68.8%	72.2%	75.0%	
Learn about new issues and topics	72.2%	72.1%	84.6%	75.0%	61.1%	90.0%	
Strengthen your personal motivation	73.2%	77.0%	88.5%	85.7%	66.7%	100.0%	
Start an own project or venture	47.4%	40.5%	50.0%	50.0%	38.9%	66.7%	
SUPPORT_Inspire	67.3%	61.5%	73.1%	69.9%	59.7%	82.9%	
Build international connections	64.9%	46.3%	65.4%	60.0%	22.2%	0.0%	
Connect to advisors, experts and supporters	81.4%	64.4%	80.8%	78.9%	72.2%	83.3%	
Feel part of a larger community and network	82.5%	73.5%	84.6%	94.7%	83.3%	92.9%	
Find and keep good talent and staff	51.5%	48.8%	57.7%	58.3%	77.8%	76.9%	
Partner and collaborate with other members	78.4%	60.3%	88.5%	73.7%	94.4%	93.3%	
SUPPORT_Connect	71.7%	58.7%	75.4%	73.1%	70.0%	69.3%	
Access new clients or beneficiaries	81.4%	39.1%	65.4%	57.1%	61.1%	90.9%	
Develop skills and capabilities	75.5%	60.6%	73.1%	43.8%	66.7%	63.6%	
Gain visibility and credibility	75.3%	63.6%	73.1%	66.7%	50.0%	88.9%	
Generate revenue	54.6%	20.4%	61.5%	14.3%	66.7%	41.7%	
Access better working infrastructure	59.8%	65.4%	80.8%	73.7%	88.9%	80.0%	
Obtain financial capital	42.3%	24.3%	46.2%	20.0%	27.8%	0.0%	
Advocate for better policy frameworks and market conditions	34.0%	21.4%	23.1%	20.0%	38.9%	40.0%	
Expand into new geographic areas	39.2%	29.0%	38.5%	33.3%	5.6%	0.0%	
Evaluate impact of own activities	47.4%	23.1%	53.8%	36.4%	38.9%	50.0%	
SUPPORT_Enable	56.6%	38.5%	57.3%	40.6%	49.4%	50.6%	

	STAGE intention formation idea development n=13		STAGE start-up initiative running operations n=113		STAGE scaling n=16		
	% Important /very important	SUPPORTIVE, i.e. (4) + (5)*	% Important /very important	SUPPORTIVE, i.e. (4) + (5)*	% Important /very important	SUPPORTIVE, i.e. (4) + (5)*	
Come up with new ideas and initiatives	84.6%	50.0%	73.5%	59.2%	75.0%	80.0%	
Learn about new issues and topics	92.3%	71.4%	69.9%	74.6%	87.5%	83.3%	
Strengthen your personal motivation	76.9%	40.0%	74.3%	84.2%	87.5%	72.7%	
Start an own project or venture	61.5%	66.7%	49.6%	42.9%	43.8%	80.0%	
SUPPORT_Inspire	78.8%	57.0%	66.8%	65.2%	73.5%	79.0%	

Build international connections	61.5%		50.0%	57.5%		47.4%	68.8%		66.7%
Connect to advisors, experts and supporters	84.6%		87.5%	78.8%		70.7%	93.8%		57.1%
Feel part of a larger community and network	84.6%		66.7%	83.2%		81.9%	87.5%		72.7%
Find and keep good talent and staff	30.8%		100.0%	54.0%		64.8%	81.3%		33.3%
Partner and collaborate with other members	92.3%		87.5%	80.5%		65.4%	87.5%		75.0%
SUPPORT_Connect	70.8%		78.3%	70.8%		66.0%	83.8%		61.0%
Access new clients or beneficiaries	76.9%		50.0%	74.3%		45.3%	87.5%		41.7%
Develop skills and capabilities	76.9%		66.7%	71.7%		56.2%	93.8%		76.9%
Gain visibility and credibility	61.5%		60.0%	72.8%		64.9%	81.3%		81.8%
Generate revenue	30.8%		0.0%	58.4%		24.2%	91.3%		18.2%
Access better working infrastructure	61.5%		75.0%	67.3%		72.9%	75.0%		72.7%
Obtain financial capital	30.8%		0.0%	45.1%		25.0%	31.3%		0.0%
Advocate for better policy frameworks and market conditions	30.8%		100.0%	29.2%		20.7%	56.3%		28.6%
Expand into new geographic areas	23.1%		50.0%	33.6%		27.3%	56.3%		42.9%
Evaluate impact of own activities	53.8%		0.0%	48.7%		29.2%	56.3%		57.1%
SUPPORT_Enable	49.6%		44.6%	55.7%		40.6%	69.9%		46.7%

*Note: color coding marks satisfaction values between 0-29/30-59/60-100 for the particular subgroup. Please interpret with caution and in consciousness of your local environment, history and goals.

**Note: no results for subgroups below n=10.

41 [Recommendation] How likely are you to recommend Impact Hub to a colleague or friend?

Sample	All
#	151

	Absolute (n)	Relative (%)		
1	0	0.0%	Detractors	Least likely
2	0	0.0%	Detractors	
3	2	1.3%	Detractors	
4	0	0.0%	Detractors	
5	9	6.0%	Detractors	
6	5	3.3%	Detractors	
7	20	13.2%	Passives	Most likely
8	28	18.5%	Passives	
9	26	17.2%	Promoters	
10	61	40.4%	Promoters	
Average	8.5			
Net Promoter Score	47.02			

Please note: Responses were given on a 10-point scale, ranging from 1 (least likely) to 10 (most likely). Results may thus differ marginally from those which would be achieved with typical 11-point NPS scale.

42 [Attribution]

How important do you consider Impact Hub for the overall success of your activities?*

Sample	All
#	151

	Absolute (n)	Relative (%)	
1	10	6.6%	Not important
2	5	3.3%	
3	16	10.6%	
4	9	6.0%	
5	21	13.9%	Very important
6	28	18.5%	
7	25	16.6%	
8	22	14.6%	
9	7	4.6%	
10	8	5.3%	

Average	5.8
% Rather or very important for my success	59.6%

* "activities" refers to the project, job, or organization that respondents spend most effort on.

43 [Other Support Actors]

Considering your most important support needs in 2015: Did you receive significant support by any of

Sample	All
#	151

	Absolute (n)	Relative (%)
Angel investors / Venture Capitalists	9	6.0%
Banks or financial institutions	5	3.3%
Customers and beneficiaries	63	41.7%
Education and research institutions	28	18.5%
Family and friends	66	43.7%
Foreign aid agencies (USAID, EU,...)	4	2.6%
Incubators and accelerators	21	13.9%
Media	12	7.9%
Other professional peers and entrepreneurs outside of Impact Hub	59	39.1%
Philanthropists	12	7.9%
Professional advisors	28	18.5%
Public institutions in my country	12	7.9%
Total (Multiple choice)	319	

VI. WHAT ARE YOUR COMMUNITY'S BEHAVIOURS, NORMS, AND COLLABORATION FOOTPRINTS?

44 [Community_Interaction] Which of the following activities did you engage in at least once in 2015?

Sample	All
#	151

	Absolute (n)	Relative (%)
Attended an event organized by another member	113	74.8%
Collaborated with members from Impact Hubs in other cities	39	25.8%
Gave feedback and advice to another member	111	73.5%
Organized an event for members	34	22.5%
Provided valuable information to another member	93	61.6%
Shared resources with another member	64	42.4%
Started a new project or organization with another member	25	16.6%
Worked jointly on a project or activity with another member	41	27.2%
Hired another member	16	10.6%
None	13	8.6%
Total (Multiple choice)	549	

45 [Community_Norms] Looking at your interactions with other members, please rate the following statements.

Sample	All
#	151

	Average	Median	High Agreement with Statement, i.e. (4) + (5)
I find it easy to approach other members and ask them for help	3.8	4	71.5%
I find it easy to identify competent members when I seek advice	3.1	3	36.4%
I feel comfortable discussing a new idea with other members	3.9	4	72.2%
The time and support I invest in others, comes back to me over time	3.8	4	63.6%

46 [Community_Hours] How many hours do you approximately spend each month on receiving support from or providing sup

Sample	All
#	151

Average	4.77
Median	3
Maximum	50
SUM in sample:	720

47 [Connections] Approximately how many valuable connections with new people did you make through Impact Hub in

Sample	All
#	151

	Min	Max	Average	Median	SUM Sample
People you talked with (low interaction)	0	300	26.4	10	3963
People you worked with (high interaction)	0	50	3.8	2	535

48 [Entrep_Cogn] Please estimate: How many opportunities for a new project or venture have you identified last year? I

Sample	All
#	151

How many opportunities for a new project or venture have you identified last year?

	n	# of opportunities
0	45	0
1	30	30
2	31	62
3	15	45
4	8	32
5	10	50
6	1	6
7	0	0
8	0	0
9	1	9
10	0	0
10+	10	120
Total		354.00

In how many of these opportunities did Impact Hub play a role (e.g. inspiration through ano

	n	# of opportunities
0	65	0
1	47	47
2	16	32
3	9	27
4	2	8
5	7	35
6	1	6
7	0	0
8	0	0
9	1	9
10	0	0
10+	3	36
Total		200.00

56.5% of opportunities that members in the sample discovered are related to Impact Hub (e.g. inspiration come from another member)

Average # of opportunities perceived - general	2.3
Average # of opportunities perceived - through Impact Hub	1.3

VII. HOW DO MEMBERS RATE THE QUALITY OF IMPACT HUB'S OFFERINGS?

49 [Local_Space] How do you rate the following aspects of your local Impact Hub?

Sample	All
#	151

	Rather positive or very positive (%)	
	Average	
Atmosphere	4.5	90.7%
Connections globally	3.6	49.0%
Connections locally	4.0	72.8%
Events	4.1	84.1%
Hosting	4.0	71.5%
Internet	4.0	66.9%
Noise	3.0	31.8%
Opening hours	3.8	63.6%
Price	3.3	39.7%
Space aesthetics and design	4.3	85.4%
Space functionality	3.9	74.2%
Updates and communication	4.0	74.2%
Technical equipment	3.7	58.3%
Total	3.9	66.3%

VIII. GLOBAL PERSPECTIVE

50 [Support_Plans]

In which area will you/your organization likely need the most support in 2016?

Sample	All who opted in for global part
#	47

	Absolute (n)	Relative (%)
Access better working infrastructure	3	6.4%
Access new clients or beneficiaries	19	40.4%
Advocate for better policy frameworks and market conditions for m	0	0.0%
Build international connections	14	29.8%
Come up with new ideas and initiatives	2	4.3%
Connect to advisors, experts and supporters	18	38.3%
Develop skills and capabilities	6	12.8%
Evaluate impact of own activities	4	8.5%
Expand into new geographic areas	6	12.8%
Feel part of a larger community and network	5	10.6%
Find and keep good talent and staff	8	17.0%
Gain visibility and credibility	8	17.0%
Generate revenue	10	21.3%
Learn about new issues and topics	2	4.3%

Obtain financial capital	16	34.0%
Partner and collaborate with other members	8	17.0%
Start an own project or venture	4	8.5%
Strengthen your personal motivation	2	4.3%
Other	2	4.3%
Total (Multiple choice)	137	

Please note: these questions were optional.

51[Professional Services] Which professional services will you/your organization most likely need in 2016?

Sample	All who opted in for global part
#	47

	Absolute (n)	Relative (%)
Finances & accounting	15	31.9%
Fundraising	20	42.6%
HR & recruitment	6	12.8%
Legal advice	17	36.2%
Marketing & PR	17	36.2%
Research & evaluation	8	17.0%
Strategy consulting	15	31.9%
Technology services	12	25.5%
Other	2	4.3%
Total (Multiple choice)	112	

Please note: these questions were optional.

IX. YOUR IMPACT HUB - LOCAL SECTION

52 [Comms1] Where would you like to receive information about events happening at Impact Hub Zürich?

Sample	All
#	103

	Absolute (n)	Relative (%)
Facebook	36	35.0%
HUBNet	28	27.2%
Newsletter	57	55.3%
Membermail	54	52.4%

Website	37	35.9%
Twitter	4	3.9%
Personal Email	31	30.1%
Phone Call	2	1.9%
Inspace Communication (Posters, signage, member board, etc.)	34	33.0%
Blog	9	8.7%
Total	292	

53 [Comms2] Where would you like to receive information about Impact Hub start-up programs (e.g. Fellowships, S

Sample	All
#	103

	Absolute (n)	Relative (%)
Facebook	24	23.3%
HUBNet	25	24.3%
Newsletter	53	51.5%
Membermail	47	45.6%
Website	38	36.9%
Twitter	2	1.9%
Personal Email	25	24.3%
Phone Call	2	1.9%
Inspace Communication (Posters, signage, member board, etc.)	25	24.3%
Blog	10	9.7%
Total	251	

54 [Comms3] Where would you like to receive information about stories around the Impact Hub?

Sample	All
#	103

	Absolute (n)	Relative (%)
Facebook	39	37.9%
HUBNet	24	23.3%
Newsletter	50	48.5%
Membermail	33	32.0%
Website	26	25.2%
Twitter	8	7.8%
Personal Email	7	6.8%
Phone Call	1	1.0%

Inspace Communication (Posters, signage, member board, etc.)	19	18.4%
Blog	30	29.1%
Total	237	

55 [Comms4] Where would you like to receive information about the spaces?

Sample	All
#	103

	Absolute (n)	Relative (%)
Facebook	8	7.8%
HUBNet	26	25.2%
Newsletter	31	30.1%
Membermail	38	36.9%
Website	45	43.7%
Twitter	2	1.9%
Personal Email	14	13.6%
Phone Call	0	0.0%
Inspace Communication (Posters, signage, member board, etc.)	32	31.1%
Blog	5	4.9%
Total	201	

56 [Membership Experience1] Which statement best reflects how you feel about the Impact Hub?

Sample	All
#	103

	Absolute (n)	Relative (%)
I use their services.	9	8.7%
I am a Member of Impact Hub.	70	68.0%
I am a Hubber.	18	17.5%
None of the above.	5	4.9%
Total	102	

57 [Membership Experience 2] How supported have you felt during your Impact Hub Zurich Member Journey so far (from application

Sample	All
#	103

	Absolute (n)	Relative (%)
Not Supported	1	1.0%

Rather not Supported
 Neutral
 Supported
 Very Supported
 Total

6	5.8%
28	27.2%
47	45.6%
21	20.4%
103	

58 [Membership Experience 3]

Have you heard about the new (global) Membership Offering?

Sample	All
#	103

Yes
 No
 I don't know
 Total

Absolute (n)	Relative (%)
50	48.5%
37	35.9%
15	14.6%
102	

59 [Membership Experience 4]

Where do you spend most time of your Membership?

Sample	All
#	103

Colab
 Viadukt
 Both
 Somewhere else
 Total

Absolute (n)	Relative (%)
46	44.7%
20	19.4%
24	23.3%
13	12.6%
103	

THANK YOU FOR HAVING PARTICIPATED IN THE GLOBAL MEMBER SURVEY!