



### **Case Study incubator:**

## **Transforming, a New Brunswick incubator from in-person and to a fully virtual incubator reaching a wider, more diverse audience**

**Timeline: End of 2019 (pre-pandemic) - June 2020**

### **Background and Challenge:**

The incubator had the goal to be able to service startups all around the province. However, their approach at the time did not allow them to do so. They were lacking a virtual tool that will truly enable to monitor startups and give them a business structure, and regular tools such as email and video-calls were not enough. Similarly, the in-person delivery also limited the incubator's capacity to a fixed number of start-ups.

### **Solution and Digital Strategy:**

The goals of the digital strategy were to:

1. Enable the incubator to deliver the content and support startups 100% virtually, while retaining the option for in-person engagement,
2. Increase capacity and number of supported clients,
3. Increase reach of clients to all New Brunswick, for both rural and urban settings.

We chose an agile, step by step, approach because the goals were dependent on each other. Our approach on a high level included:

- Delivered strategy workshops:
  - o Understanding the current approach, including its pros and cons. This step also focused on challenges that could be overcome via digitization.
  - o Set the boundaries of the strategy to ensure alignment with the mission statement
- Built a roadmap for all pain points and goals. This roadmap differentiated pure technology solutions, as well as the human challenges of making this shift.
- Analyzed and identified the main pain points to the administrative overhead in managing start-ups and ensuring they would still receive the required support while participating virtually.
- Recommended technology solutions fulfilling both the identified needs and the government regulations.
- Recommended a self-serve and engagement strategy concept, which cuts down the overhead by 50%.
- Recommended optimization for documentation and their knowledge base.
- Assisted in the implementation of the solution within budget and timeline - this project was actually achieved three months early to ensure the incubator was prepared to face the changes brought by the pandemic.

### **Outcome:**



The incubator moved their start-up support to a 100% virtual basis. They also increased their capacity to support NB-based startups by 50% and widened their outreach from local city limits in the Greater Moncton area to outreach in the entire province. The incubator now has startups from places across the whole province.

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*I have worked with cloud&more and Norbert Demps for almost two years, and I am always grateful for their support in making our incubator more and more innovative. The solutions cloud&more offers are easy to implement, and most importantly, safely guarded in Canada. Our clients are always reassured their data is for them and not for sale.*

*Program Manager, Startup Services*

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