

Nudge

GROWING GOOD



Impact Report 2023



A Runway for Caribbean Entrepreneurs

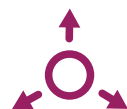
A Sea of Challenges

There is a community of innovators in the Caribbean waiting to translate great ideas into great companies, but these would-be entrepreneurs face deeply rooted obstacles that stand in the way of them pursuing their dreams.



Access to capital:

Caribbean entrepreneurs consistently struggle to access the loans, grants, and other financial resources needed to develop and expand their brands. In many cases, entrepreneurs are denied financing despite meeting the collateral and credit requirements of local banks.¹ In others, banks require entrepreneurs to submit official company pay stubs and records, which are often not available to individuals who are self-employed.



Market access:

Successful businesses reach the right audience with the right products. Many Caribbean entrepreneurs have the products but lack the direct channels to customers that drive consistent sales.



Know-how:

Having a good idea is only the first step in building a successful business; reaching scale requires experience, experimentation, and savvy. Many Caribbean entrepreneurs cannot easily access the business education programmes and mentorship opportunities needed to build this expertise.



Entrepreneur community:

Building a business is hard. Building it alone is even harder. Entrepreneurs often lack access to a community of like-minded innovators. This impedes valuable collaborations between complementary startups and makes it difficult for entrepreneurs to develop confidence in their products and in the Caribbean as an innovation hub.

¹Antonia Caselles and Judith Mendes, "Empowering High Impact Female Entrepreneurs and Stimulating Economic Growth in the Caribbean by Reducing the Social Costs to Women Entrepreneurs," (Kingston: Planning Institute of Jamaica, 2023).

Going Against the Grain

For generations, Caribbean cultural norms and the local education system have elevated established industries, businesses, and career paths over entrepreneurship, discouraging independent thinkers from striking out on their own.

The legacy of colonialism casts a shadow over many practices, laws, and institutions in the region, which makes it difficult for new entrepreneurs to access the resources they need to break through.

A Viable Career Path for Today's Talent

Young people² are key drivers of economic growth and innovation; yet in the Caribbean, nearly 30% are unemployed³. A generation of Caribbean youth have the talent and tenacity to strike out on their own with innovative businesses that transform their communities—but far too many do not see a viable pathway to create that reality.



Growing up in the Caribbean, we're encouraged to pursue traditional careers like law or medicine. Choosing entrepreneurship is not seen as a 'real' career choice and following your passion is often considered too risky.

MARIA-ELENA NAVARRO
REGIONAL PROGRAMME MANAGER,
NUDGE CARIBBEAN

"Until recently, it was against the law to convert cocoa into chocolate in Trinidad. You had to sell the cocoa to the cocoa board, which was established during British colonialism. Trinidadians could not make their own chocolate bars. This is one example of how the system and culture are set up to resist people becoming entrepreneurs."

MARK THOMAS, UNITED NATIONS PARTNERSHIPS OFFICER, TRINIDAD AND TOBAGO

For Caribbean entrepreneurs, the climb is steep. Nudge is addressing these challenges head on.

²Young people, as defined in the hyperlinked International Monetary Fund report, are between the ages of 15 and 24.
³International Monetary Fund, "Chart of the Week: Crime, Joblessness, and Youth in the Caribbean (2018)."

A Bridge Between Micro and Macro



Nudge started as a spark between two people.

Anya Ayong-Chee and Julie Avey were drawn together by a mutual desire to empower Caribbean entrepreneurs.

Anya Ayong-Chee is a design strategist, social entrepreneur and winner of Project Runway Season 9. Anya's deep love for her native Caribbean, and her background in design thinking, led her to a role in driving social innovation in the region. She co-founded Nudge to address the challenges facing fellow entrepreneurs across the region.

Julie Avey is EVP People and Culture for the Massy Group. She is driven by Massy's purpose, vision, and values and by the potential to positively impact the Caribbean. With traditional jobs being disrupted, Julie co-founded Nudge as an avenue to strengthen relationships across sectors serving MSMEs which will ultimately lead to the thriving of Caribbean talent.

Now, we're growing a community of hundreds.

Until now, most entrepreneurs have been unable to access the opportunities presented by collaboration with big business. We identify the challenges entrepreneurs face and harness the resources of big business to address them.

Nudge is the most direct bridge between innovative entrepreneurs and the Caribbean's largest and most established companies. We are a unique actor that has trust with and proximity to both entrepreneurs and big business.

"Nudge's decision-making is driven by continuous learning and constant communication with the nearly 200 entrepreneurs we support across Trinidad and Tobago, St Lucia, and Barbados. With Nudge team members embedded in the community, we are able to gather regular feedback, address concerns and challenges, and improve our programmes to support our community of entrepreneurs."

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ANYA AYOUNG-CHEE

"Our entrepreneurs have incredible unique stories and are so much more than numbers – their work is deeply meaningful and about more than a bottom line. We work with funding agencies, NGOs, private and public sectors across the region to serve innovators so they can scale, elevate, and perfect their brands and drive meaningful impact in the Caribbean's diverse communities."

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JULIE AVEY



We are uniquely equipped to respond to the needs of each entrepreneur we serve, helping them navigate roadblocks and seize opportunities. Sometimes, the greatest gift is letting them know they are not alone.

JULIE AVEY
EVP PEOPLE AND CULTURE
MASSY GROUP



A Cornerstone Relationship

Anya and Julie built a partnership between Nudge and Massy, one of the Caribbean’s leading businesses. Massy has contributed invaluable human capital and unprecedented financial resources to support Nudge’s mission to empower Caribbean entrepreneurs to build companies that benefit our communities. This cornerstone relationship has attracted other major investors—including the United Nations and the Caribbean Development Bank—as well as our region’s most promising entrepreneurs. Through Massy and other partners, entrepreneurs gain access to markets, expertise, education, funding, and community engagement to reach and capture a broad base of consumers.

Nudge is not just a B2C incubator. We are also developing the capacity to help entrepreneurs broker scalable relationships with B2B wholesalers interested in products with an authentic Caribbean voice.



An Agent for Change

A Home-Grown Social Innovation Hub

Our work began in 2020 with a discovery process to learn about the challenges facing Caribbean entrepreneurs. Now, three years later, we're empowering nearly 200 entrepreneurs to build successful companies, contribute to healthier communities, and scale their impact across the Caribbean and beyond.

Nudge is where leading entrepreneurs and the Caribbean's biggest businesses come together to solve problems. Through our unique partnership with Massy,

we have created an ecosystem for Caribbean entrepreneurs to engage as a community and gain access to resources, support, camaraderie, and guidance.

We're fundamentally Caribbean.

Founded in Trinidad and Tobago with reach across the region, we uplift entrepreneurs in the communities where we live.

We're scaling rapidly to support the Caribbean's brightest entrepreneurs.



In just three years, we've grown into a major programmatic facilitator uniquely positioned to empower entrepreneurs and rewrite the narrative around entrepreneurship in Caribbean society.

ANYA AYOUNG-CHEE



Moving At the Speed of Entrepreneurs

We do things a bit differently.

“There’s a philosophy in the Nudge space: ‘You are who you are, so let’s find a way for you to shine.’ You don’t have to shine according to rules or regulations.”

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NIGEL JORDAN, TWIGS NATURALS FOUNDER & NUDGE ENTREPRENEUR

Our process begins and ends with listening.

We’re a human-centred endeavour that places mindfulness at the heart of our work. Our culture prioritises listening to—and understanding—our entrepreneurs, partners, and each other to find solutions that work for all.

We deeply understand today’s Caribbean entrepreneur.

We are embedded in the communities we serve and maintain constant dialogue with the dreamers building great micro, small, and medium-size businesses

We are data-driven, tech-savvy, and always iterating.

Our design thinking methodology encourages entrepreneurs to test, experiment, and collect data to build better brands.

We address the biggest challenges facing Caribbean nations, one entrepreneur at a time. Our partnerships with Massy and others enable us to provide entrepreneurs the resources they need to level up their brands, including:

Direct access to markets

Business expertise, mentorship, and education

Micro-funding

Community engagement

“It gives the Massy team incredible pride to be part of the entrepreneurs’ journey, and support their transformation from creator to successful business leader. Whether we are volunteering or mentoring to support important growth opportunities around financial literacy, customer service, branding, and quality control, or critical soft skills like networking, adaptability, and work-life balance – we go deep. We become family.”

-
AMANDA MCMILLAN, VICE PRESIDENT, GROUP WELLNESS & BENEFITS, MASSY

“Nudge gave us funding, but they’re so much more than capital. They have industry connections across the region. They bring an understanding of business and a real belief in the entrepreneurs they support.”

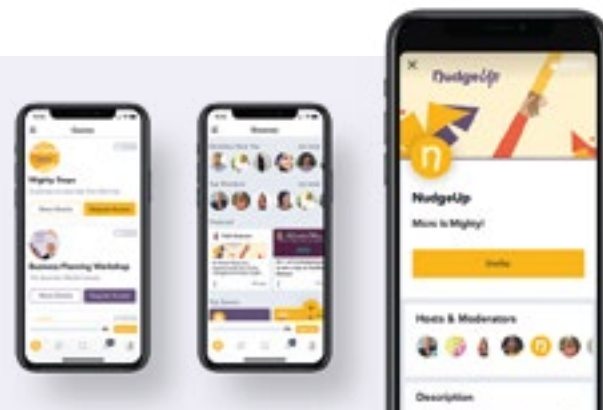
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JOHANAN DUJON, FOUNDER OF ALGAS ORGANICS + NUDGE ENTREPRENEUR

“At Nudge, we look at each individual business to see what it really needs. The answer isn’t always funding. We’ll see where you are at that moment and go from there. It’s not one-size-fits-all.”

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DAWN-LISA CALLENDAR-SMITH, NUDGE COORDINATOR, BARBADOS



Is our one-stop platform for entrepreneurial education that promotes capacity and community building.



“NudgeUp is our own little space where we can go back and forth about what to try at markets, and have live chats with our community managers. We share information to get better prices on orders... The spirit of community goes beyond NudgeUp. The true benefit transcends what they’ve done with the app.”

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NIGEL JORDAN,
TWIGS NATURALS FOUNDER & NUDGE ENTREPRENEUR

“I had one entrepreneur reach out through the app because they were coming to Barbados, and wanted to meet up to see my business. I thought that was very cool. I like that I get the opportunity to learn from other food brands overseas.”

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ROYSTON HOYTE,
CO-FOUNDER OF LIQUID DESIRES & NUDGE ENTREPRENEUR

Choiselle

Nydia Norville has a cherished childhood memory: her grandmother often brought her into her St. Lucia backyard to harvest natural ingredients to use in a wide range of homemade solutions—from tea to skincare.

When Nydia moved to New York City in her youth, she encountered chronically dry skin exacerbated by the city’s dry winter air. After realising much of the skincare market was saturated with synthetic ingredients, Nydia wanted an alternative—one closer to nature. She drew on her childhood in St. Lucia and the healing power of natural botanicals to found Choiselle – a natural skincare and wellness company with effective products in aesthetically pleasing packaging.

Upon relocating back to St. Lucia in 2019, Nydia aspired to re-introduce the Choiselle brand to the island. The business was faced with several challenges, including responding to a rapidly changing market for consumer goods, navigating an unprecedented global pandemic, and addressing the need for authentic and locally sourced products across the island. Nydia determined that she needed to create a new product line, developed exclusively with local ingredients and tailored to the unique needs of St Lucians.



Opportunity:

Capital:

Nudge awarded Choiselle two \$1,000 USD Micro is Mighty grants that allowed Nydia to maintain production of existing products while simultaneously developing a new line. Additionally, the grants allowed Nydia to build relationships with St. Lucian artisans to develop a pipeline of indigenous ingredients.

Direct market access:

Nydia knew the products were great, but would they sell? Strategic market testing was key, and through access to pop-ups at Massy Stores, she could pressure test Choiselle’s new line across St. Lucia.

Outcome:

Together, the capital, mentorship, and pop-ups allowed Nydia to launch the new product line. In the course of just eight months, this product line went from ideation and design to implementation and market-testing. Thanks to the success of the pop-ups at Massy, and the relationships built along the way, Nydia now has an ideal access point to reach her

customer base. And Nydia’s use of local St. Lucian ingredients has driven interest in Choiselle as a brand with an authentically Caribbean voice, driving B2C and B2B demand across the island. Major St. Lucian businesses now stock Choiselle products on their shelves.

Nudge Love



Nydia is grateful to the Nudge community for supporting her transition back to St. Lucia, from both a strategic business standpoint and in navigating the cultural shift. Choiselle benefits from connections with complementary businesses. Together they build a stronger presence at market activations and actively support each other in their entrepreneurial journey.

Nudge’s network, she said, provides invaluable support: “The local Nudge coordinator really fights for us. It feels like having a big sister who’s your cheerleader... the Nudge community and support system makes you feel more confident and empowered.”

Twigs Naturals

Seeking the perfect cup of tea, Nigel Jordan and his son Isaac went searching for herbs around their family home in Trinidad one Sunday afternoon in 2014. They weren't the only ones craving the flavours of granny's kitchen, and soon they launched Twigs Naturals, a collection of teas made with ingredients cultivated by local Trinidadian farmers.

Twigs Naturals was an immediate hit and received recognition across the region. Nigel spent years gradually building an intentional, sustainable supply chain.

When the COVID-19 pandemic caused a sudden, rapid decline in sales, Nigel worried he wouldn't be able to maintain the level of production required to continue those long-standing relationships.



Opportunity:

Nudge helped Twigs Naturals build capacity and market access:

Nigel provided the products, and Nudge staff attended markets and other sales events on his behalf. "They care as if the product is theirs," says Nigel.

Outcome:

Twigs Naturals saw an 80% increase in direct retail sales. The company used the revenue from these B2C channels to stabilise its sales and maintain its relationships with key local

suppliers. "It made all the difference. Had it not been for Nudge, it would have been a way more painful period those few months."

Nudge Love



Nigel was always uniquely engaged in his community, but Nudge offered a new perspective: "Nudge opened the door for me to have more opportunities to shout about my brand; to enjoy and activate that spirit of the community."

Nigel is more motivated to build strategic partnerships

with aligned entrepreneurs: "Many Nudge entrepreneurs encourage me. Some of us have products with similar ingredient profiles. We talked for years about maybe doing something, but within the Nudge framework, this was supercharged. The conversation is now 'we are doing something together. Who else can we pull along for the journey?'"



Liquid Desires

“When life gives you peppers, you make pepper sauce.”

That’s how Royston Hoyte, 23, cheerfully explains how an ill-fated farming attempt ultimately resulted in Liquid Desires, a vertically integrated Barbados-based gourmet food and beverage company that specialises in locally manufactured pepper sauces.

When Royston and his business partner Tyree Weekes launched Liquid Desires, they quickly realised the importance of brand exposure. “When you showcase at farmers markets, people always ask if you’re in supermarkets,” said Royston. “If you’re associated with a big name, it proves you’re a legitimate business and makes people think ‘wow, this is a brand I want to try.’”

Royston turned to Nudge to help broker opportunities for his products to be featured in Massy stores – but soon learnt that Nudge’s support went well beyond market access.



Opportunity:

Capital: Nudge awarded a \$1,000 USD Micro is Mighty grant that allowed Liquid Desires to invest in professional packaging and custom tablecloths and display shelves to cultivate a recognizable brand identity.

Expertise: Barbados’ local Nudge coordinator helped Liquid Desires develop a strategic pricing model. The team now has a system in place to track individual flavours.

Market access: Liquid Desires pepper sauces were sold in a Nudge pop-up booth for six weeks at Massy stores.

Outcome:

Royston’s intuition proved correct: placing Liquid Desires in Massy increased both B2B and B2C sales. The improved brand design also helped drive new business. “We get a lot more attraction. People recognize the logo – I’ll be wearing my pepper sauce hat and people will

say ‘I saw this at Massy!’” With Nudge’s mentorship, Royston developed a stronger understanding of Liquid Desires’ sales pipeline and business model. The team can now measure and identify their most popular products – and adjust production and pricing accordingly.

Nudge Love



Royston is an avid NudgeUp user. He gets practical advice around processes and suppliers, and is inspired by the connections he makes with diverse entrepreneurs across the Caribbean. “We’re only 23, and we’re in agriculture, but NudgeUp lets us interact with other sectors and get insight from other generations of entrepreneurs... Networking is one of the best

things you can do as an entrepreneur. You don’t know everything, but if you can gather as many pieces as possible, it will direct you.”

nudge

Community is essential to creating and sustaining positive impact. Whether you're an entrepreneur, a consumer, or interested in partnering with us we invite you to join us in making a difference.

Let's Grow Good Together

Stay Connected:

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