XCUXION LABS

Batch ’22 — Retrospective Report

Technology Wrights · February–December 2022

The batch that taught us everything we needed to get right

Solomon Annan Ayisi · Founder
solomonayisi@xcuxion.org · xcuxion.org · Accra, Ghana · 2026

C O N T E X T

What Batch ’22 Was

Batch ’22 was not called Batch ’22 when it happened. It was called Technology Wrights — an initiative launched in February 2022 by Solomon Annan Ayisi, then a first-year Computer Science student at KNUST, to teach technology and entrepreneurial skills to tertiary students across Ghana.

The goal was simple and ambitious: identify the most talented students in Ghana’s university system, expose them to real product-building and entrepreneurship skills, and see what they could create. Solomon was 18. He had been building startups for less than a year. He had no external funding, no team, no institutional support, and no precedent to follow. He had a conviction that Ghana’s talent was not the constraint — the environment was.

Batch ’22 was the first test of that conviction. It did not go as planned. And it taught us everything we needed to build something that would.

S C A L E A N D R E A C H

What we built

The reach of Batch ’22 exceeded initial expectations significantly. Within weeks of launching the initiative, applications arrived from students at five of Ghana’s leading universities: Kwame Nkrumah University of Science and Technology (KNUST), the University of Ghana (UG), the University of Health and Allied Sciences (UHAS), Ashesi University, and the University of Cape Coast (UCC).

100+	5	2	GHS 0
Applications received	Universities represented	Startups produced	External funding received

The demand validated the thesis before the programme had run a single session: Ghana’s graduates wanted an alternative to the job market. They were willing to apply, compete, and commit to building something. The pipeline existed. What did not yet exist was the infrastructure to convert that pipeline into companies.

W H A T W E L E A R N E D

The structural failures — documented honestly

Every flaw in the Batch ’22 model became the specification for Batch ’25 and Batch ’27. None of these failures are hidden. They are the most valuable data Xcuxion Labs has produced.

1. No physical infrastructure

Technology Wrights operated entirely remotely — no physical space, no hacker house, no shared environment. Founders built alone in their rooms, in student halls, in spaces not designed for company-building. The isolation was the most significant structural failure. Building a company

requires proximity: proximity to co-founders, to mentors, to the energy of other builders. Without a physical home, the programme could not replicate the conditions in which startups actually succeed. This failure directly led to the design of the Hackers Village hacker house model.

2. No capital pipeline

There was no capital available to participants. No milestone-gated funding, no small grants for prototyping, no financial cushion for founders who needed to experiment. In practice, this meant that founders who came from families without disposable income could not build with the same freedom as those who could absorb the cost of failure. The model excluded exactly the students who most needed it. This failure directly led to the milestone-gated capital architecture in Batch ’27.

3. No alignment with national systems

Technology Wrights operated independently of any national system — no NSS alignment, no university MOU, no government endorsement. This meant that participants had to choose between the programme and their other obligations. It also meant no institutional credibility when asking universities to refer their best students. This failure directly led to the NSS pipeline strategy and the KNUST MOU design.

4. No structured graduation threshold

There was no defined standard for what ‘completing’ the programme meant. A participant who built a functioning MVP was treated the same as one who produced a presentation. The absence of a revenue threshold allowed the programme to congratulate effort rather than validate commercial viability. This failure directly led to the GHS 10,000 MRR graduation threshold in Batch ’27.

5. No equity framework

There was no formal equity agreement between Technology Wrights and the companies it supported. The two startups that emerged from Batch ’22 had no documented relationship with the institution that incubated them. This was not sustainable. It also meant that the institution received no financial return from the companies it helped create, making it impossible to self-fund future cohorts. This failure directly led to the 8–20% equity matrix and the revenue-share model documented in the current Labs framework.

THE OUTCOME

What Batch ’22 produced

Two startups emerged from Technology Wrights. Both were founded by participants who showed exceptional individual commitment despite the structural deficiencies of the programme. Their names are withheld in this retrospective document for privacy reasons, but their existence is documented in Xcuxion Labs’ internal records.

Neither startup was formally equity-tracked by Xcuxion. Neither is formally in the portfolio. This is one of the documented failures of the Batch ’22 model — and it is the reason why all equity frameworks are now signed before participants enter, not negotiated after they graduate.

What those two startups represent is more important than their specific outcomes: they are proof that Ghana’s graduates will build companies if the conditions are right, even when those conditions are as imperfect as they were in 2022. The demand for the opportunity was real. The question was only whether the infrastructure could be made adequate to convert that demand into durable companies.

WHY WE PUBLISH THIS REPORT

Xcuxion Labs publishes honest retrospectives of its cohorts because every funder, partner, and investor we approach should understand that this institution was built through learning, not through luck. Batch ’22 was our research phase. We documented every failure. We redesigned the model. The evidence that we have done this correctly is Batch ’25, and the evidence that Batch ’25 worked is Batch ’27. Funders who respect evidence respect honesty more than they respect inflated success metrics.

THE LEGACY

What Batch ’22 built into the institution

The failures of Batch ’22 are the architecture of Batch ’27. Every structural element of the current Labs model — the hacker house, the milestone capital, the NSS alignment, the GHS 10,000 MRR threshold, the equity matrix, the university MOUs — was designed in direct response to a specific failure identified in 2022.

This is not unusual in institution-building. The first iteration of almost every successful institution was the research phase. Technology Wrights was ours. We are grateful for everything it taught us.

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xcuxion.org · solomonayisi@xcuxion.org