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# Action My Business Growth: A Trainers Guide

**Authors:** Carmen Armstrong  
Cephas Chikanda  
Grania Mackie



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First Published 2011

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ILO

Action My Business Growth: A Trainers Guide

ISBN 978-92-2-124962-7 (print)

ISBN 978-92-2-124963-4 (web pdf)

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Printed in South Africa



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# Action My Business Growth

This guide has been developed as part of the NORAD Funded Women's Entrepreneurship Development and Gender Equality (WEDGE) Southern African Project, implemented by the International Labour Organization (ILO). The WEDGE Project operates in the context of the ILO's Decent Work Country Programmes' (DWCP) objective of making full and productive employment and decent work for all, a central objective of relevant national and international policies and national development strategies.

The ILO's programme in women's entrepreneurship development (WED) and the Women's Entrepreneurship Development and Gender Equality Project in Southern Africa (WEDGE-SA) have been developing a range of tools for supporting women entrepreneurs and their service providers. The WEDGE-SA project aims to promote women's entrepreneurship and support women entrepreneurs to create decent employment, achieve women's empowerment and gender equality, and work towards poverty reduction. This tool builds on the experience of the WEDGE-SA project to assist women entrepreneurs to grow their businesses. The project's overall objective is to contribute to the creation of an enabling national environment for the promotion of women's entrepreneurship development and gender equality to support poverty reduction and job creation initiatives in Southern Africa and beyond.

The International Labour Conference on sustainable enterprises in June 2007 concluded that "women's economic empowerment is critical for sustainable societies" (ILO 2008:1) and can make a substantial contribution to the economic well being of communities and families (ILO 2008:2) and the development of the world economy (GEM 2007:6). Many women owned business are faced with gender based barriers in their establishment and pursuit of business growth due to a multitude of factors such as; lack of collateral, lack of skills, balancing business and family responsibilities and gender based discrimination. The Action My Business Growth (AMG) tool is designed for women in the formal economy to highlight these barriers and to provide potential solutions and strategies for women entrepreneurs to initiate the growth process in their businesses.

In line with the ILO's women's entrepreneurship development strategy document, Action My Business Growth (AMG) Guide is intended to place particular emphasis on women entrepreneurs whose businesses have growth potential as a more strategic way to create sustainable jobs and decent work. Enabling more women to pursue enterprise growth through a more favorable supportive environment, empowers women and brings social and economic benefits to women and to society at large.

Vic Van Vuuren  
Director, ILO Pretoria Office  
International Labour Organization



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# Acknowledgements

The methodologies and expertise utilized in this guide has been developed through working closely with academics, training consultants, entrepreneurs and ILO officials. Multiple sources were consulted and included in the guide which are referenced in the Bibliography. The authors wish to express their profound gratitude to:

- Ms Carmen Armstrong, National Project Coordinator for ILO's the WEDGE (Women's Entrepreneurship Development and Gender Equality) - South Africa project who conceptualized and developed the guide.
- Ms Grania Mackie, the Chief Technical Advisor for WEDGE Southern Africa for her technical input and continued support in developing this guide.
- Ms Joni Simpson, Specialist and Coordinator for Women's and Youth Entrepreneurship in ILO Geneva for her valuable time and expertise to finalize this guide.
- Dr. Cephass Chikanda and Associates (South Africa) who researched and developed the first version of this guide in conjunction with the WEDGE-Southern Africa Project.
- Ms Lucia Rodrigues the Finance and Administration Assistant for the WEDGE Southern Africa project, for her skill and perseverance in the editing and design of this guide.
- The financial support from Norwegian Agency for Development Cooperation (NORAD) has made the development and production of this guide possible.
- In addition, further valuable inputs were made by the University of Pretoria's, chair of entrepreneurship and the University of Kwazulu Natal's, chair of entrepreneurship

# Objectives of the Training Workshop

## The purpose of the Guide:

The purpose of the training tool is to assist Growth Orientated Women Entrepreneurs (GOWE) to start the process of growing their businesses. It helps entrepreneurs to make decisions about the timing and possibilities for the growth of their businesses. This is done through the use of participative training techniques to assist GOWEs to:

- Understand the challenges and opportunities of growing their businesses.
- Identify potential barriers to business growth and possible ways to overcome these barriers.
- Understand how to plan for and manage business growth.
- Explore potential business growth strategies.
- Identify new opportunities for sustainable growth.
- Develop a mini action plans for growing their business.

## The target group for the Guide:

The guide has been developed for women entrepreneurs who have an established business and intend to take the next growth step. It is recommended that participants attending the training should have at least:

- Have a level of education that is equivalent to senior/high schooling.
- Have an established and formalized business.
- Be operational for at least 1 year.
- Have a desire and willingness to learn, share and discuss relevant topics.

## **Trainer's Notes**

This training has been designed to assist entrepreneurs to take the next step to grow their businesses. It is a **one day introductory overview** of how to identify barriers to growth and plan for, and manage growth. It is crucial to recognize that this training should be the first step to the growth process. It is recommended that once the participant has completed this Action my Business (AMG) training that they continue to the ILO Expand your Business (EYB) tool or similar tool, which will actively take them through the growth process and assist in developing and implementing a growth action plan.

The training techniques within the materials are participatory and are further assisted with a case study (if required) at the back of the guide. Prior to training please ensure that the case study has been adapted to make it relevant based on training needs and geographic region of the participants. It is further suggested that the case study be provided to participants prior to training as preparation reading. The facilitators should adapt the materials as required and if time permits within training use actual market examples, video's and visuals to illustrate the learning.

# Introductions!



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## **Trainer's Notes**

There are many ways to do participant introductions.

The ways that work best are those that allow participants to relax and feel safe to talk openly to other participants. This introduction is very important to set the tone for the training.

There are good on-line resources for training techniques that are free:

<http://wilderdom.com/games/Icebreakers.html>

[http://www.mindtools.com/pages/article/newLDR\\_76.htm](http://www.mindtools.com/pages/article/newLDR_76.htm)

<http://www.icebreakers.ws/>

<http://www.training-games.com/pdf/40FreeIceBreakers.pdf>

<http://www.Businessballs.com>

If time is available the trainer may consider having the participants do the elevator pitch, but with a twist, since it is at the beginning and people are just arriving. Have chairs set up across from one another and within speaking distance. Two-by-two, WEs pitch their business to each other. The other person has to relate back to the group what she has learned about the person's business. It will already show the entrepreneur whether she came across clearly to her counterpart and may give her ideas on how to communicate it differently by seeing another do it. Often it is easier to pitch for someone else, so this is a nice way to have another person relate the information back to the main group.



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## Timetable for GOWE Training

Time	Content
08:00 – 09:00	<b>Registration and Welcome</b> Baseline and Introductions Outline Workshop Outcomes and Participant Expectations Case Study Revision.
09:00 – 10:00	<b>Session 1</b> Understanding Growth and the Barriers to Growth for Women Entrepreneurs
<b>10:00 – 10:30</b>	<b>Tea Break</b>
10:30 – 11:55	<b>Session 2</b> Going for Growth
11:55 – 13:00	<b>Session 3</b> Growth Strategies
<b>13:00 – 13:30</b>	<b>Lunch Break</b>
13:40 – 14:20	<b>Session 4</b> Sustainable Competitive Advantage
14:20 – 15:30	<b>Session 5</b> The Marketing Strategic Process
15:30 – 16:45	<b>Session 6</b> Growth Action Planning and Presentations
16:45 – 17:00	<b>Session 6 Continued</b> Monitoring and Managing Growth
17h00 – 17h15	<b>Closing</b> Next Steps Evaluation

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### **Trainer's Notes**

**Pre-training preparation:** It is suggested that the case studies as supplied in the back of the guide be provided to the participants a few days prior to training to serve as reading materials.

#### **Duration and timing:**

The GOWE training is designed as a FULL one-day training of at least 6 hours contact time, comprised of six (6) sessions as indicated below with the applicable time allocations. The session time includes an individual assignment after each session. It is critical that these assignments are completed as they form the core of the training and the growth process within this tool.

**Session 1: 60 Minutes:**

**Session 2: 85 Minutes:**

**Session 3: 65 Minutes:**

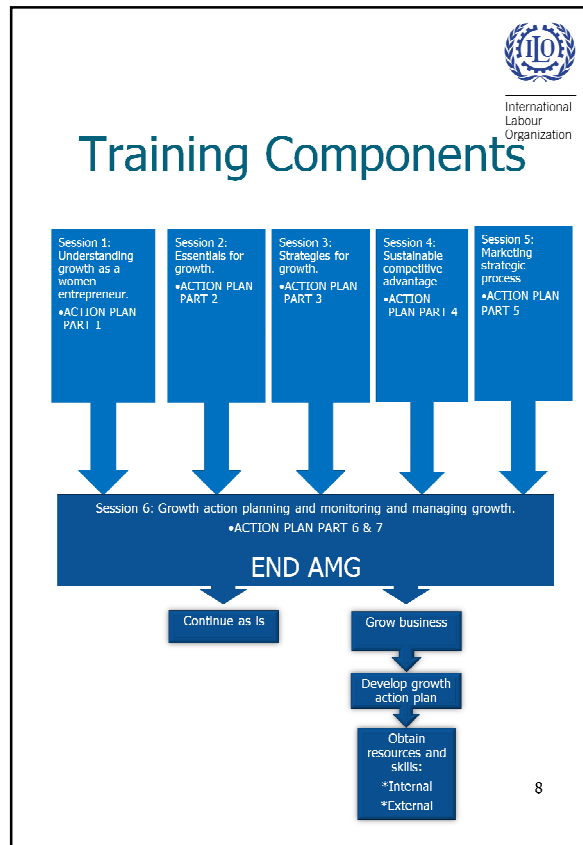
**Session 4: 40 Minutes:**

**Session 5: 70 Minutes:**

**Session 6: 75 Minutes:**

AMG is a participatory training of entrepreneurs with a significant portion being either open floor discussions, case studies review, audio-visual clips or group exercises. **Trainers require good time keeping and organization to keep the sessions on track.**





### **Trainer's Notes**

**Session 1: Understanding growth as a woman entrepreneur:** This session looks into the fundamentals of growing a business and explores the gender based barriers that women entrepreneurs face when they try to grow their businesses, it then explores ways in which these barriers can be overcome. At the end of the session the participant will complete an individual assignment which forms part of their growth action plan.

**Session 2: Going for growth:** This session examines the prerequisites for growth and allows participants to examine their business situation for the purposes of growth. The session all covers the fundamentals of handling finances, inventory management and the basics of managing a business for growth. This session permits the participants to interrogate the 'whys' of getting it right before going for growth. At the end of the session the participant will complete an individual assignment which forms part of their growth action plan.

**Session 3: Strategies for growth:** This session focuses on increasing the participants' understanding of the different growth strategies that they can exploit. At the end of the session the participant will complete an individual assignment which forms part of their growth action plan.

**Session 4: Sustainable competitive advantage:** This session looks at the differences between a unique selling point and a sustainable competitive advantage. At the end of the session each participant will explore their sustainable competitive advantage which forms part of their growth action plan.

**Session 5: Marketing strategic process: strategies for growth:** This session assists the entrepreneurs to understand the process involved in the marketing strategic process and explores the strengths/weaknesses of their business. It explored the external/internal environmental challenges which are vital to the success of a growth oriented business and what may potentially hinder the growth process. At the end of the session the participant will complete an individual assignment which forms part of their growth action plan.

**Session 6: Growth action plan and monitoring and managing growth:** The last session enables women entrepreneurs to explore how growth needs to be managed and monitored and to develop their growth action plans and present them before the group and get feedback (time permitting).

After completing this training the GOWE will take one of two steps. They will either decide to grow their business or remain as is. The training also acknowledges that if a participant realizes she/he is not ready for going on a growth path, it is a positive outcome, as growth has to be managed and appropriately timed.

## Session 1

### Understanding Growth and the Barriers to Growth

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#### **Trainer's Notes: Session 1: Understanding growth and barriers to growth**

**Duration:** 60 Min (50 min facilitation, 10 min individual activity)

**Activities:** Discussion and individual activity

**Trainers Materials Needed:** Flip charts, coloured markers (avoid red markers as people with visual impairment find this hard to see).

#### **Special Notes to Trainers:**

- It is important that participants understand that growth as a strategy is challenging so that they prepare themselves accordingly and achieve their goals. This session therefore needs to be anchored in real life experiences. Explore the gender specific barriers to growth such as time management in balancing work and family life, interference of family in the business, particularly the pressure to hire unqualified relatives , and the gender bias challenges of not being taken seriously by banks and potential customers.
- Large businesses are inevitably more complex than smaller businesses. This can make the management of the business more time-consuming and expensive and so they may need to delegate management, which results in losing direct control of their business.
- Lack of management skills is a problem as most SMEs have a limited senior management team.
- Lack of a planning is often a fundamental problem for many SMEs and reason for failure.
- Lack of focus is often a real challenge for an entrepreneur in a SME as there are constant changes in priorities, issues that need attention and other fires to be extinguished.
- It can be more difficult to give a personal service as their business grows. As a small business they can provide a one-to-one service to all of their customers, but as they grow they might not be able to deal with every customer themselves.
- There can also be cash flow problems. They may need to borrow money to buy new premises and equipment, and if they plan to sell more products they will need to spend money upfront to make them.
- Often companies do not measure their results and when something specific causes a irregularity (positive or negative) in results they do not know what has caused the success or problem.

## Session Objectives

- By the end of this session participants will have:
  - An increased understanding of business growth.
  - Identified the barriers to growth in their business.
  - Identified potential solutions to growth barriers in their businesses.

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**Trainers Notes: Session 1: Growth and barriers to growth**

**Duration:** 1 Min

**Activities:** Briefly identify the session objectives.

## Why Consider Growing my Business?



- To enhance the business' market position.
- To increase profitability.
- For optimal use of company resources – economies of scale.
- To exploit the maximum use of a product/service.
- To extend the utilization of the product/service by:
  - Increasing frequency of use or number of users.
  - Finding new uses for the product.
  - Changing package size, label, or quality.
- To remain in business.

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### **Trainers Notes: Session 1: Why consider growing my business**

**Duration:** 15 min

**Activities:** Participative group discussion: Ask the participants why Puleng in the case study "Soul Food Kitchen" grew her business, write the answers on a flip chart. Once the reasons have been given, ask the participants what other reasons are there to grow their businesses and thereafter reinforce the learning with the points on the slide.

#### **Special Notes to Trainers:**

- The objectives, which a company wants to achieve, can be varied. They can range from sales revenue maximization, to increasing market share and growth; but the major objective is to remain in business. Business that do not constantly seek to grow and expand face the risk of failing. When a business grows it can:
  - Achieve the triple bottom line. Women often aspire to improve the wellbeing of their employees and communities
  - Achieve financial gain, social benefits such as increased employment and better communities.
  - Achieve/benefit from economies of scale: Larger businesses can often get discounts by buying in bulk and receive preferential credit terms from suppliers.
  - Increase its market shares and decreases competition by gaining market advantage. If they grow their business they are likely to sell more products and services to this market segment.
  - Increase profitability: A larger turnover can also mean a greater potential for profit, although this depends on the profit margin.
- A company starts making more profits and can use these in constructive ways such as employing specialist workers, training staff and improving the variety and quality of products, by delving more into research and development.
- Use the example of Coca-Cola who are consistently growing their business with the objective of keeping market share.



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## Barriers Facing Women Entrepreneurs

- Lack of individual property rights.
- Lack of collateral and access to finance.
- Lack of control over income and household investments.
- Lack of confidence and ability to enter new areas of activity.
- Lack of access to information and networks.
- Lack of time and autonomy.
- Cultural pressures to hire family members.

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### **Trainers Notes: Session 1: Barriers facing women entrepreneurs**

**Duration:** 33 min

**Activities:** Participative group discussion: Ask the participants what were some of Puleng's barriers to growing her business in the case study "Soul Food Kitchen". write the answers on a flip chart. Once the reasons have been given, ask the participants what other barriers are there to grow their businesses based on their own experiences. Thereafter, reinforce the learning with the points on the slide. Once the barriers have been identified enter into a discussion about what the potential solutions to these problems are based on their experiences. Write the solutions down next to the barrier in a different coloured marker.

#### **Special Notes to Trainers:**

- The gender based constraints faced by WEs obviously vary between countries, but often include:
  - Property rights: Only 2% of the world's land is owned by women. In 25% of developing countries women do not have the right to own land. Even in countries where they have this right it is often difficult to obtain property as a result of cultural norms.
  - The lack of collateral is often exacerbated by a gender bias by many financial institutions and the household assets being controlled by husbands.
- Many legal systems treat women as dependents rather than as individuals – this can lead to lack of control .
- Lack of skills: Many countries have a gender gap in schooling and a lack of opportunities for girls.
- Lack of support for women dominated industries and at times frequent harassment of women, particularly in the informal economy.
- Time: Due to womens multiple roles, most women have a lack of time and autonomy, including, in some cases, the ability to move around.
- It is important for the trainer to highlight that all women entrepreneurs (WE) are not the same and that their needs may vary according to their socio-demographic background. Some WE's face multiple challenges, such as those living in poverty, with disability or living with HIV/AIDS.

#### **Additional Reading Materials:**

*ILO-ILO ITC, 2006, Women's Entrepreneurship Development: Capacity Building Guide, Enterprise and Employment Department, WEDGE Theme, ILO, Geneva. Module 1.*

[http://www.ilo.org/dyn/empent/empent.Portal?p\\_lang=EN&p\\_category=TOOLS&p\\_mode=PROD&p\\_lang=EN&p\\_theme=WET](http://www.ilo.org/dyn/empent/empent.Portal?p_lang=EN&p_category=TOOLS&p_mode=PROD&p_lang=EN&p_theme=WET)

*Maureen Gilbert, ILO Skills and Employability Department (2008) Count us in: How to make sure that women with disabilities can participate effectively in mainstream women's entrepreneurship development activities*

[http://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/--ifp\\_skills/documents/publication/wcms\\_106558.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_emp/--ifp_skills/documents/publication/wcms_106558.pdf)



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## Part 1: ACTION PLAN GUIDE

QUESTION 1: Why do you want your business to grow?

1.
2.
3.
4.

QUESTION 2: Barriers to Growth: What are your potential barriers to growing your business and how can you overcome these barriers?

Growth Barrier	Solution
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

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### **Trainers Notes Session 1: My barriers facing and solutions, (slide 3)**

**Duration:** 10 min

**Activities:** Individual activity: Ask the participants to spend 10 minutes completing two questions as indicated on the slide.

#### **Special Notes to Trainers:**

- The answers provided in the exercise **MUST** be based on their own businesses in an attempt to start identifying their potential problems and solutions within their businesses.
- Before the trainers ends the session do not forget to revisit the session objectives to see if they have been reached.



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## Session 2

### Going for Growth

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#### **Trainer's Notes: Session 2: Going For growth**

**Key Areas:** Prerequisites for growing your business, essentials of financial management, record keeping, managing inventory, inventory control.

**Duration:** 85 minutes (75 min facilitation and 10 min personal activity)

**Materials Required:** Flip charts, coloured markers (avoid red markers as people with visual impairment find this hard to see), paper and pens.

#### **Special Notes to the Trainer :**

- The session hinges on covering some of the most basic aspects of growing a business. While it does not go into details on key aspects of handling cash, inventory and people management, this session serves to highlight key issues that need to be addressed before going for a full expansion of the business. It therefore serves as a checklist for the entrepreneurs to ensure that these issues are addressed before growing a business and an opportunity to explore new ideas.



## Session Objectives

- By the end of this session participants will have:
  - Examined common pitfalls in growing a business.
  - Examined the building blocks for growing a business.
  - Have increased understanding of the basics of handling finances.
  - Have increased understanding of the basics of inventory management.

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**Trainers Notes: Session 2: Going for growth**

**Duration:** 1 Minute

**Activities:** Briefly identify the session objectives



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## Common Pitfalls in Growing a Business

- Over-estimating market size.
- Poor design of product/service.
- Service/product not effectively promoted.
- Overpricing of products/services.
- Wrong timing of introduction of new lines of products/services.
- Inappropriate naming of services/products.
- Poor/inadequate risk management.
- Bad cash flow management.
- Inability to respond to sudden increase in demand.

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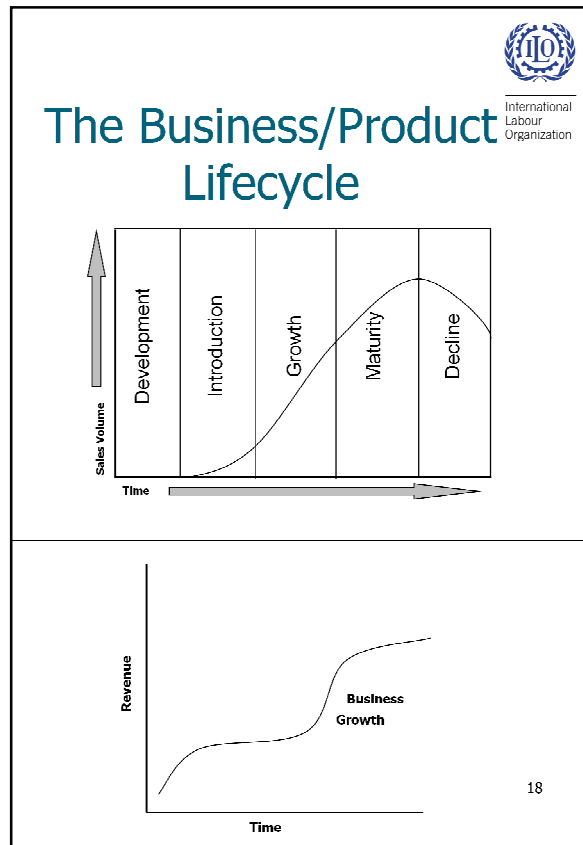
### **Trainers Notes: Session 2: Common pitfalls in growing a business**

**Duration:** 15 min

**Activities:** Participative group discussion: Ask the participants to identify the common pitfalls in growing their businesses even when they have tried to address the barriers discussed in the previous slides. Examples can also be pulled from Puleng in the case study "Soul Food Kitchen", write the answers on a flip chart and reinforce the learning with the points on the slide.

#### **Special Notes to Trainers**

- Even after addressing the different barriers to growth for women entrepreneurs there still remain vast challenges for growth. Therefore the goal in itself should not be growth but planned, achievable and sustainable growth. The trainer should raise issues of timing of growth and the window of opportunity. The rest of the training hinges on planning for growth, however more importantly entrepreneurs need to be ready for growth. The next few sessions thus emphasis the areas in which the entrepreneurs need to work hard before they can be ready for growth.
- With respect to risk management, highlight to the participants that: risk management is one of the most overlooked areas in small businesses. Each business has different types of risks. Insurance covers the most common risks, and is only part of the package of risks to be considered including marketplace risk, illness, disability, damages, losses, injuries, and natural disasters. Risk takes 4 main forms, i.e. strategic, operational, financial and hazard.



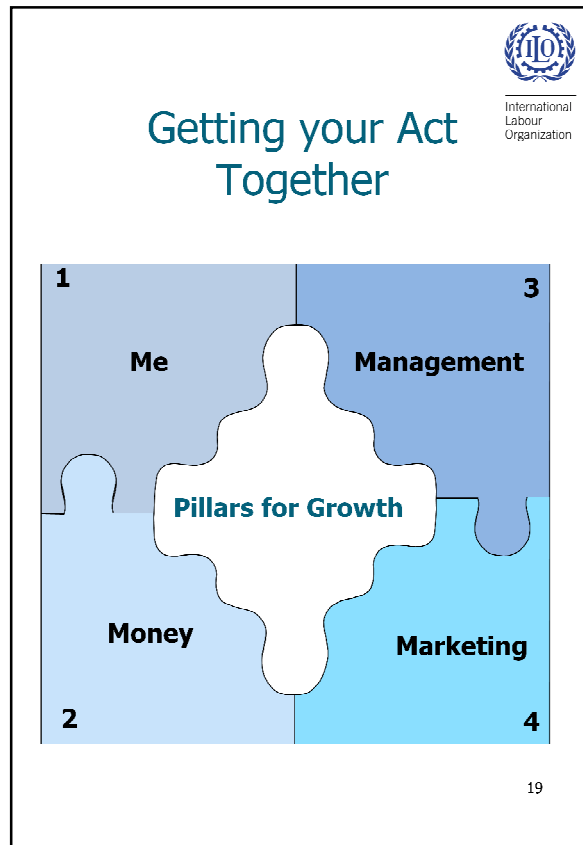
### **Trainers Notes: Session 2: The business lifecycle**

**Duration:** 5 min

**Activities:** Lecture: Show the participants the business product lifecycle and explain why businesses fail if they do not keep developing.

#### **Special Notes to Trainers:**

- Stress to the participants that in a short space of time the business grows rapidly and shows an increase in sales volume but also needs an increase in resources (financial, human and technical), usually the resources put into the business exceeds the sales generated. Link one or two examples from the previous slide to this slide to illustrate why growth must be managed otherwise businesses fail.



### **Trainers Notes: Session 2: Getting your act together**

**Duration:** 5 min

**Activities:** Lecture: Show the participants the slide and indicate the four pillars for growth which will form the basis of the session.

### **Special Notes to Trainers**

- This session is about understanding the building blocks for growing a business. These are the fundamental aspects of growing a business that need to be addressed before even embarking on a growth path. The facilitator should emphasize to participants that they need to “stabilise” their business before they start thinking of expanding.
- Allow an open discussion into what the participants understand to be the building blocks for the growth process.
- This slide introduces the core section of the whole training. The four sections that are highlighted are the essential components for a growth oriented entity. However due to time limitations the training will focus more on the markets and market access. This section serves to underscore the fact that its not only market access that is essential for growth. The sections covered are:
  - **Me:** This aspect focuses on the management and personal skills of the entrepreneur. It is about understanding the personal characteristics needed for growth.
  - **Money:** Most growing entities struggle to transform themselves from a informal entity into a professionally run formal entity. One of the missing links is the way finances are handled and managed. This section looks briefly into issues of inventory management as excess inventory ties up much needed resources.
  - **Management:** The management aspect focuses on basics of managing a business for growth. In particular most business owners struggle with relinquishing authority as well as hiring the right people for the right jobs. This should be interrogated from a participatory perspective with participants bringing their personal experiences.
  - **Marketing:** The marketing and market access is then covered in the next session and continues for the greater part of the training. The 5 P's of marketing can be brought in here very briefly (people, place, product, promotion and price)
- Relate some of the barriers mentioned in slide 12 to these four pillars of getting your act together. I.e. get your participants to think about the gender based influences when it comes to assessing their capacity for growth during the training.



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## Me?

- Some of the characteristics you need to grow:
  - Commitment and determination.
  - Leadership.
  - An obsession for finding business opportunities.
  - Tolerance of risk, ambiguity and uncertainty.
  - Creativity, self reliance and ability to adapt.
  - Motivation to be the best.

Source: Timmons, J. (1999) New venture creation: Entrepreneurship for the 21<sup>st</sup> Century, 5<sup>th</sup> Edition

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### **Trainers Notes: Session 2: Getting your act together**

**Duration:** 10 min

**Activities:** Participatory discussion: discuss what characterises is needed from the entrepreneur to grow his/her business? Write answers on the flip chart and reinforce learning with the slide.

#### **Special Notes to Trainers:**

- What About Me? This aspect focuses on the managerial and entrepreneurial skills characteristics of the entrepreneur. It is about getting themselves ready for the job of putting the entity on a growth path.

## Money Matters!

- **Fundamentals of Handling Money:**
  - Separate business and personal finances.
  - Be exact about your books of accounts.
  - Have a cash record for your cash inflows and outflows.
  - Pay only when you have original invoices.
  - Be careful about giving credit and long term payment periods.
  - Keep a debtors book and actively pursue your debtors.
  - Keep a tight purse.
    - Avoid overdraft, watch interest rates, keep track of expenses, bank all income, self fund growth if possible, check bank statements regularly.

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### **Trainers Notes: Session 2: Getting your act together**

**Duration:** 10 min

**Activities:** Participative group discussion: Ask the participants what Puleng did correctly/incorrectly in the case study regarding her money. Thereafter ask the participants what they have learnt regarding money. Thereafter, reinforce learning with slide.

#### **Special Notes to Trainers:**

- Poor financial management is one of the leading reasons why businesses fail. In many cases, failure could have been avoided if the owners had applied sound financial principles to all their dealings and decisions. Financial management is about understanding the basics of handling money. This includes proper book keeping, internal control and managing inventory.
- Separate business and personal finances - It is imperative that they maintain separate bank accounts for the business and the individual. Please note that separating business and household finances can often be more difficult for WEs where they don't have the same negotiation skills or household power to separate them.
- Be pedantic about their accounts - Maintain up to date books of accounts with a record all transactions
- Have a cash record for their cash flows - The cash coming in and out of the business should be recorded. Restrict/control access to cash and the cash book.
- Have an income statement and a balance sheet at all times
- Keep a debtors book - Maintain a record of all debtors including details of how much they owe and actively pursue debtors. No matter how careful they are when it comes to extending credit privileges to customers, once in a while they will not be paid on time or at all. Keep the lines of communication open with their delinquent client, and keep the pressure on to get paid through the use of non-threatening telephone calls and letters.



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## Management

- **Fundamentals of Management:**
  - Ensure that business fundamentals are in place and stabilized before considering growth.
  - Institute controls in the business (insurance, security, legal).
  - Identify your weaknesses and strengths as the owner/manager and of the business and implement solutions.
  - Continuously acquire new business skills.
  - Balance family life and business.
  - Learn to delegate – avoid burn outs.
  - Identify and acknowledge your problems and deal with them with brutal honesty.
  - Stop being the business and start managing the business.

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### **Trainers Notes: Session 2: Getting your act together**

**Duration:** 5 min

**Activities:** Lecture: Briefly go through the above slide explaining organic growth for the business and why it is crucial to grow only once the systems and processes are in place. Ask the participants if they have any additional pearls of wisdom to add.

#### **Special Notes to Trainers:**

- Management is a key area of concern when growing a business as the entrepreneur often fulfils multiple rolls in the business, for example they are the legal advisor, the sales manager, the HR manager, the public relations officer. For women entrepreneurs it is often even worse as they have added responsibilities as home which adds to the work load. It is important for the participants to realise that they need to start putting systems into place to manage their business and ensure that the fundamentals are in place before the growth process.



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# Marketing

- Fundamentals of Marketing:
  - People
  - Place
  - Promotion
  - Price
  - Product

23

## **Trainers Notes: Session 2: Getting your act together**

**Duration:** 5 min

**Activities:** Participative group discussion: Before showing the participants the slide ask them what the 5 “P’s” of marketing are, otherwise known as the marketing mix. Once consensus has been reached briefly go through the slide and inform the participants that this will be discussed later in the day in slide 49. If time permits use the Puleng case study to further explain the marketing mix in her business

### **Special Notes to Trainers:**

- The marketing mix is further discussed in slide 49 as part of marketing strategy , however keep in mind that they are:
  - People: Hire the right people who have the right skills, people will make or break your businesses.
  - Product: Know your product benefits and weaknesses, know your competitors products
  - Price: Be consistent in your pricing strategy, value versus price and your competitors pricing.
  - Place: Location, location, location, use the internet as a platform.
  - Promotion: Ensure that you allocate enough funds to promotion, this has a direct impact on turnover and growth. The best and most cost effective customers are often return customers.



## Managing Inventory

- Inventory management is - developing and maintaining adequate assortments of products and services to meet customers' needs.
- Inventory control is a key component on inventory management. It entails:
  - Keeping minimal quantities but not running out of stock.
  - Inventory analysis - assessing stock turnover (i.e. how frequent the goods get sold, obsolete stock, fast movers, medium movers, slow movers and seasonal stock).
- Assessing the opportunity cost of stock-out:
  - Loss of potential customers.
  - Loss of customer goodwill.
  - Customer defection.

24

### **Trainers Notes: Session 2: Inventory management**

**Duration:** 10 min

**Activities:** Participative group discussion: Ask the participants to identify the common pitfalls in inventory management write the answers on a flip chart and reinforce the learning with the points on the slide.

#### **Special Notes to Trainers:**

- Services could be considered intangible products. The same basic issues apply to products and services. They may have to alter the way they describe inventory management if your participants are service providers.
- Research shows that many new small businesses will fail. The dominating reason for this failure has been attributed to poor or inadequate record keeping, resulting in out-of-stock merchandise, reckless invoicing, and lost opportunities.
- The facilitator should also emphasize that inventory control and management is a very important component of business operations as excess inventory unnecessarily ties up resources. In the long-term this may also affect cash flows particularly when the business is expanding.
- Inventory management is: Developing and maintaining an adequate assortment of products to meet customers' needs. Whether they have in services, retail, wholesale, distribution, or manufacturing, effective inventory management is key to running a profitable business.
- The business needs to understand stock turnover. You should emphasize the importance of inventory control. The information required for purposes of inventory control includes an analysis of: 1) What is selling, and what is not 2) When does it sell 3) Who is buying your merchandise 4) Inventory levels in Stock, 5) Which items are under-stocked, 6) When to buy and how much to buy?



## Providing Decent Work Conditions for Growth

- Allow freedom of association in the work place.
- Institute a no discrimination policy especially among the disadvantaged groups such those with disabilities or living with HIV/AIDS.
- Pay all employees a decent living wage.
- Provide at least the minimum prescribed basic conditions of employment regardless of gender or physical abilities.
- Put mechanisms in place for occupational safety.
- Do not exploit migrant labourers.

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### **Trainers Notes: Session 2: Providing decent work conditions suitable for growth**

**Duration:** 5 min

**Activities:** Participative group discussion: Ask the participants what in their opinion would be the attributes of a work environment conducive to business growth. Write their responses on a flip chart. Augment the responses with the points on the slide.

#### **Special Notes to the Trainer:**

- Emphasize to the participants that the importance of creating an environment that encourages innovation and is not critical to ideas. The environment should be such that the people feel that they are part of the team rather than just robots who are simply issued with instruction codes. This encourages participation, and gives a sense of ownership and accountability.



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## Part 2: ACTION PLAN GUIDE

### QUESTION 3: Rate yourself

*Excellent – Highly Competent in that aspect of business*  
*Good – Competent but needs some work*  
*Poor – Needs attention before business goes for growth*

Entrepreneurial skill	How do I rate myself?	How I can I develop this further?
<b>1. Personal management</b>		
Knowledge of the business		
Understanding of growth markets		
Personal management skills		
Professional conduct		
Ability to delegate		
Self-awareness e.g. shortcomings and areas of weakness		
<b>2. Financial matters</b>		
Managing books of accounts		
Functioning of cash flow control systems		
Tracking of business expenses		
Chasing debtors, and actively managing of debtors book		
Use financial information in management and planning of business		

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### **Trainers Notes: Session 2: Go for growth**

**Duration:** 10 min

**Activities:** Individual activity: Ask the participants to spend 10 minutes completing the questions as indicated on slide.

#### **Special Notes to Trainers:**

- The answers provided in the exercise **MUST** be based on themselves and their own businesses in an attempt to start identifying their potential problems and solutions within their businesses.
- Before the trainers end the session do not forget to revisit the session objectives to see if they have been reached.



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Entrepreneurial skill	How do I rate myself?	How I can I develop this further?
<b>3. Inventory management</b>		
Inventory analysis systems		
Inventory control systems		
Physically check all deliveries.		
Frequently conduct stock counts?		
<b>4. Managing people</b>		
Performance management systems		
Recruitment (recruitment policy)		
Plans to improve the skills complement of the team to prepare for growth		
Reward and recognition of employees		

## Session 3

### Growth Strategies

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**Trainer's Notes: Session 3: Growth strategies**

**Duration:** 65 Min (50 min facilitation and 15 min personal activity)

**Trainers Materials Needed:** Flip charts, coloured markers (avoid red markers as people with visual impairment find this hard to see), paper and pens

**Special Notes to Trainers:**

- This topics in this session are very open and wide covering a range of issues. It is important to keep check of time.

## Session Objectives

- By the end of this session participants will have:
  - An increased understanding of four different growth strategies as per the growth matrix.
  - Identified the opportunities for business growth.
  - Started developing a marketing strategy for their business.

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### **Session 3: Marketing and market access**

**Duration:** 1 Minute

**Activities:** Briefly identify the session objectives

## Marketing Strategy

- A Marketing Strategy is a roadmap of a business' future markets – providing specifics about:
  - Customer focus.
  - Products and services to be pursued.
  - Where markets are.
  - The technology to be used.

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### **Trainer's Notes: Session 3: Marketing strategy**

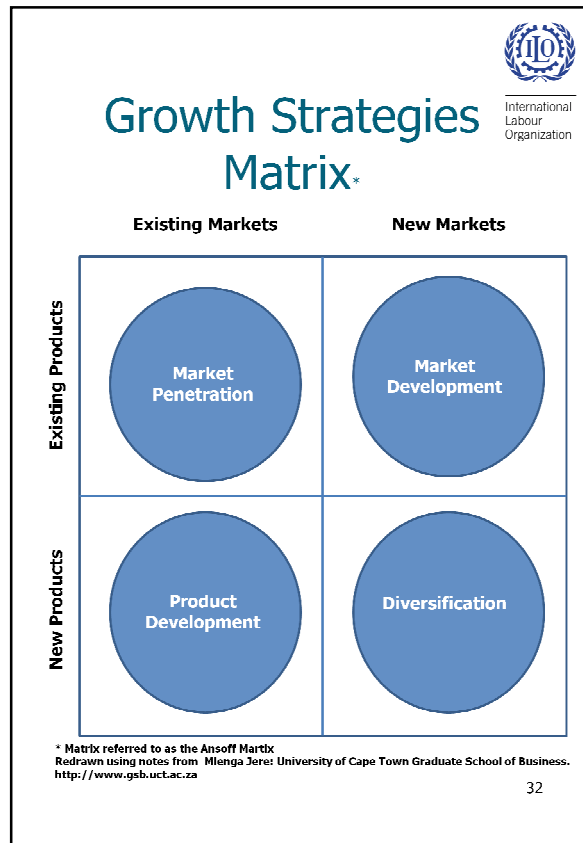
**Duration:** 25 Min

**Activities:** Participative group discussion: Before beginning this session revisit the case of Puleng and ask participants to each write down on a piece of paper what growth strategies were used in growing her business? Ask each one or two of the participants to provide an example of strategies that they have used in their business and what was their experience, what worked and what did not work? Go through the different inputs from the participants and write them on cardboard cue cards and display them on the wall.

### **Special Notes to Trainers:**

- A marketing strategy is a process or model, to allow a company or organization to focus limited resources on the best opportunities that increase sales and thereby achieve a sustainable competitive advantage and growth. It usually takes the form of a written plan (usually a part of the overall corporate plan) which combines product development, promotion, distribution, people and pricing approach, identifies the firm's marketing goals, and explains how they will be achieved within a stated timeframe. A marketing strategy determines the choice of target market segment, positioning, marketing mix, and allocation of resources. It is a roadmap of a business' future markets. A marketing strategy provides specifics about the technology, customer focus, the geographic markets, products and services to be pursued.
- Allow the group to have a discussion on the different growth/marketing strategies as per Slide 32 (Growth Strategies using the Ansoff Matrix). Ask them to discuss specific companies such as the beverage industry - Coca-Cola/Pepsi, the banking industry – FNB/ABSA/Capitec, the computer industry – Microsoft/Apple. The group should come up with solid examples of how the companies have grown in the past two decades. Ask them what growth/marketing strategies these companies have employed to remain in business.
- The purpose of this slide is to emphasize that before embarking on a growth process a business needs to have a marketing strategy. Marketing is part of the growth process. In some instances these can be used interchangeably.





### **Trainer's Notes: Session 3: Growth strategies**

**Duration:** 15 minutes

**Activities:** Group activity: Attach the identified growth strategies in prior slides within the Ansoff matrix. Use local and relevant examples to clarify 4 growth strategies to reinforce learning if required.

#### **Special Notes to Trainers:**

- Participants should understand the types of growth strategies and start to identify potential new growth strategies:
  - Market Penetration/Expansion: Is a growth strategy in which the business focuses on selling/offering more of its products to its existing markets. There are four ways of achieving this: 1). Increasing market share of the current products, 2). Securing dominance of growth markets – by gaining and maintaining customer confidence, 3). Increasing consumption by existing customers – repeat customers, 4). Restructuring a mature market to out-do your competitors; for instance through pricing and promotion strategies.
  - Market Development: This is a growth strategy in which a business seeks to expand by selling its existing products/services into new markets. There are four ways of achieving this: 1). New geographical areas, 2). New ways of managing relationships and New distribution channels, 3). New product dimensions or packaging, 4). Different pricing policies.
  - Diversification: This is a strategy in which the business markets new products in new markets. This is a high risk approach as the business is venturing into a very unfamiliar territory. However the returns may also be very attractive hence the need for businesses to do their homework before going for this strategy. Examples include: 1) New ways of delivering product/service to the customer, 2) New businesses/products/services.
  - Product Development: In this strategy the business seeks to introduce new products into existing markets. The business is banking on its existing competencies to attract existing customers with new products. This does not necessarily need to be a totally new product. It can include: 1) Improving on quality of products/service, 2) Developing new products/services.

## Marketing Growth Plan

Plan an appropriate strategy for exploiting market opportunities. Three interrelated tasks:

**1. Establishing goals and objectives for growth:**

- Usually derived from business objectives with achievable objectives which are measurable.

**2. Conduct market analysis by answering four main questions:**

- What do customers want/need?
- What must be done to satisfy these wants/needs?
- What is the size of the market?
- What is the growth profile of this market?

**3. Rank your target market(s)/segment(s) according to:**

- Profitability.
- Present and future sales volumes.
- Match between market requirements and organisational capability (skills and resources).

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### **Trainer's Notes: Session 3: Growth Strategies : Marketing growth plan**

**Duration:** 10 Min

**Activities:** Lecture: Discuss what phases are used when developing a marketing growth plan and what should to be covered in each phase and why it is important. Reinforce learning with slide.

**Special Notes to Trainers:**

- Emphasize the difference between marketing strategy (the high-level rules that will govern what marketing efforts they focus on) and marketing plan (which will describe the specific, detailed marketing activities that they plan on engaging in to achieve the marketing strategies and business goals). A process needs to be followed to develop a marketing growth plan and must be rooted in the goals and objectives of growth.
- Emphasize to participants not to neglect their existing customers when developing new market share strategies and that the most cost effective way of growing their business is to use their existing customer base.



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### Part 3: ACTION PLAN GUIDE

**QUESTION 4:** Which growth strategy(s) can I develop for my business?

*Tip: Focus on internal growth strategies such as increasing market share, gaining and maintaining customers, new market areas and new locations. External growth strategies include buying a customer, competitor, supplier or unrelated business.*

**4a: What ways or means can you use to increase your market share?**


**4b: What new products/services can you introduce to grow your business?**


**4c: What new markets/locations can you pursue or expand to?**


**4d: How else can you diversify your business?**


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### **Trainer's Notes: Session 3: Growth strategies**

**Duration:** 15 min

**Activities:** Individual activity: Ask the participants to spend 15 minutes completing four questions as indicated on slide.

#### **Special Notes to Trainers:**

- The answers provided in the exercise **MUST** be based on their own businesses in an attempt to start identifying their potential growth strategies within their businesses.
- Before the trainers ends the session do not forget to revisit the session objectives to check if they have been realised.



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## Session 4

### Sustainable Competitive Advantage

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**Trainer's Notes: Session 4: Sustainable competitive advantage**

**Duration:** 40 Minutes (30 min facilitation, 10 min activity)

**Activities:** Group discussions and audio-visual examples

**Trainers Materials Needed:** Flip charts, coloured markers (avoid red markers as people with visual impairment find this hard to see), paper and pens. A laptop and projector is very useful for this session, regarding the audio-visual examples.

**Special Notes to the Trainer**

- This section is about identifying the business's sustainable competitive advantage and unique selling point. Throughout this session participants should be encouraged to identify their own unique selling points and to identify the unique selling points of the different businesses in their environment.

## Session Objectives

- By the end of this session participants will have:
  - Increased understanding of a unique selling point.
  - Identified their sustainable competitive advantage.

Source: <http://edmasia.files.wordpress.com/2010/01/unique-selling-point.jpg>

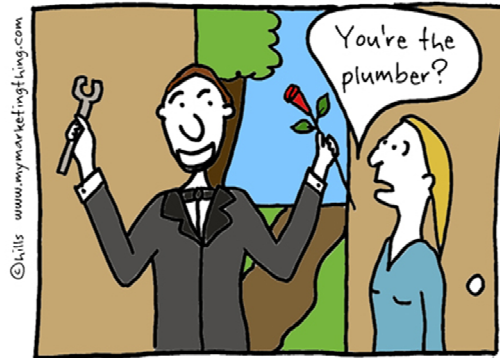
38

**Trainer's Notes: Session 4: Sustainable competitive advantage**

**Duration:** 1 Minute

**Activities:** Briefly identify the session objectives

## What is the plumbers' USP?



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### **Trainer's Notes: Session 4: Sustainable competitive advantage**

**Duration:** 15 min

**Activities:** Participative group discussion: Before showing this slide Ask the participants "what is a unique selling point (USP)". Once the USP has been explained ask the participants to identify common USP's. Use the slide or show videos that clearly demonstrate a companies unique selling pint. Often advertisements for product and services make their unique selling points obvious. These types of videos can be found on the internet and loaded on to your computer if you have one. Adapt the businesses in the slide to localize if needed.

#### **Special Notes to Trainers:**

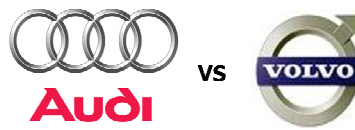
- A USP is a unique and specific attribute/benefit of a product or service that is used to differentiate one product from another. The USP should give the consumer the reason to buy.

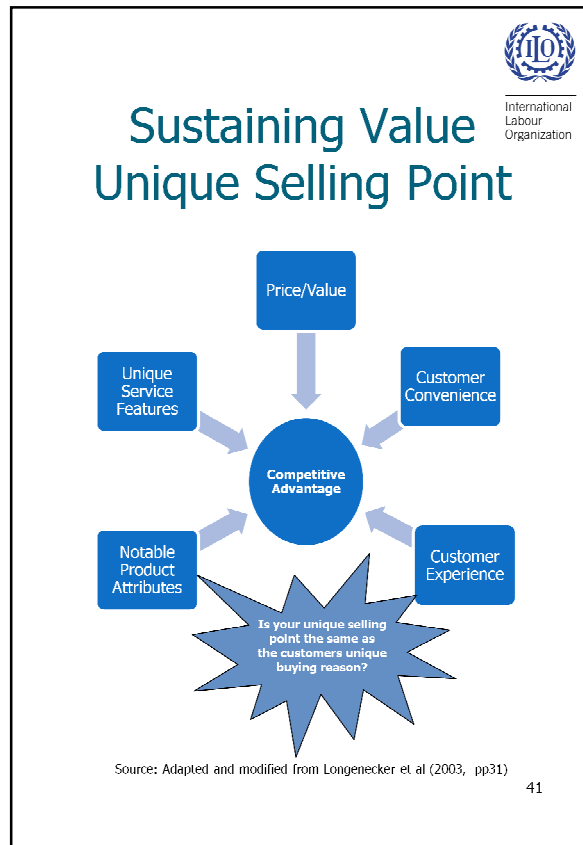




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## Identify the Unique Selling Point





#### **Trainer's Notes: Session 4: Identify the unique selling**

**Duration:** 15 Min

**Activities:** Group discussion: Discuss what elements could make up a USP and thereafter discuss the differences between a USP and ask the participants if their USP is the same as the products' unique buying reason. Thereafter explain what a sustainable competitive advantage is. Throughout this session participants should be encouraged to identify their own unique selling points and to identify the unique selling points of the different businesses in their environment.

#### **Special Notes to Trainers:**


- Sustainable competitive advantage (SCA) – Where a product/service has a USP that is difficult for the competitor to copy.
- One of the critical drivers of business success is having a unique competitive advantage. Most managers understand that to attract a larger share of the market, or find enough customers prepared to pay a premium price, they must provide something of greater value than their competition. Sometimes a competitive advantage just happens, but small business managers are far more likely to gain an edge in the marketplace when they are careful and deliberate in identifying an entrepreneurial opportunity and designing a strategy to exploit it.
- A unique buying reason is the purpose/reason why customers purchase a product from a company. It takes the perspective of the buyer and not the seller. The unique buying reason and the unique selling point should be the same to ensure they are targeting the correct market, with the correct strategy and the correct product.

#### **Additional Reading Materials:**

<http://about.sensis.com.au/IgnitionSuite/uploads/docs/Chapter6.pdf>



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## Part 4: ACTION PLAN GUIDE

**QUESTION 5:** What makes my existing products/services different from competitors? What is my unique selling point?


**QUESTION 6:** How will I create a sustainable competitive advantage for my growing business?


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### **Trainers Notes: Session 4: Unique selling point and sustainable competitive advantage**

**Duration:** 10 min

**Activities:** Individual activity: Ask the participants to spend 10 minutes completing four questions as indicated on slide.

**Special Notes to Trainers:**

- The answers provided in the exercise **MUST** be based on their own businesses in an attempt to identify their unique selling point and sustainable competitive advantage.
- Before the trainers ends the session do not forget to revisit the session objectives to see if they have been reached.



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## Session 5

### Strategic Plans for Marketing: A Process

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**Trainer's Notes: Session 5 : Marketing strategic process**

**Duration:** 70 Minutes (60 min facilitation and 10 min individual exercise)

**Activities:** Lecture: This session is mainly lecture style given the time allocation. If the facilitator has available time other more participative techniques can be used for this session.

**Trainers Materials Needed:** Flip charts, coloured markers (avoid red markers as people with visual impairment find this hard to see), paper and pens.

**Special Notes to Trainers:**

- The topics in this session cover a wide range of areas. **It is important to keep check of time.**

## Session Objectives

- By the end of this session participants will have:
  - A basic understanding of a marketing strategy process.
  - Started the process of developing a marketing strategy for their businesses.

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**Trainer's Notes: Session 5: Marketing strategic planning process**

**Duration:** 1 Minute

**Activities:** Briefly identify the session objectives

## Assessing Growth Opportunities

- Businesses always operate in changing environments – both the internal and external environment.
- Since the environment is always changing, so should the business.
- Some of these environmental factors can work for or against the business.
- The impact of the changing economic environment can be obvious, such as electricity price hikes or very uncertain such as economic policies in one of the countries where your business exports to.
- To understand the environmental challenges it is vital to assess the market opportunities.
- A SWOT analysis helps to assess market opportunities.

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### **Trainer's Notes: Session 5 :Assessing growth opportunities**

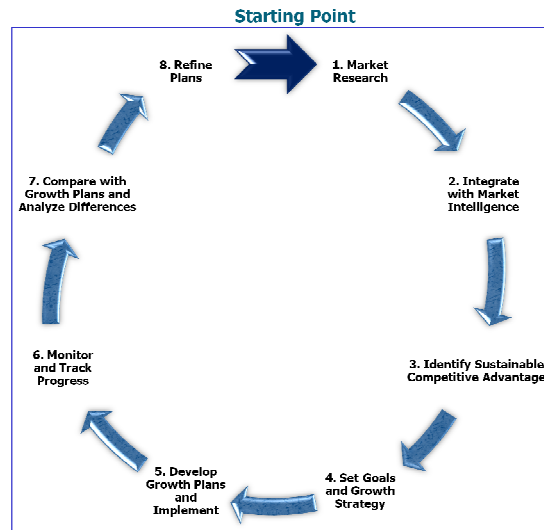
**Duration:** 5 min lecture

**Activities:** Lecture: This session is mainly lecture style given the time allocation. If the facilitator has available time other more participative techniques can be used.

**Trainers Materials Needed:** Flip charts, coloured markers (avoid red markers as people with visual impairment find this hard to see), paper and pens.



## The Growth Process



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### **Trainer's Notes: Session 5: The growth process**

**Duration:** 15 min Activity and discussion

**Activities:** Group activity: Before showing the participants the slide write down the 8 steps of the growth process on 4 sets of cardboard flash cards. Ask the participants to divide into their groups and on a flip chart develop the growth process using the flash cards.

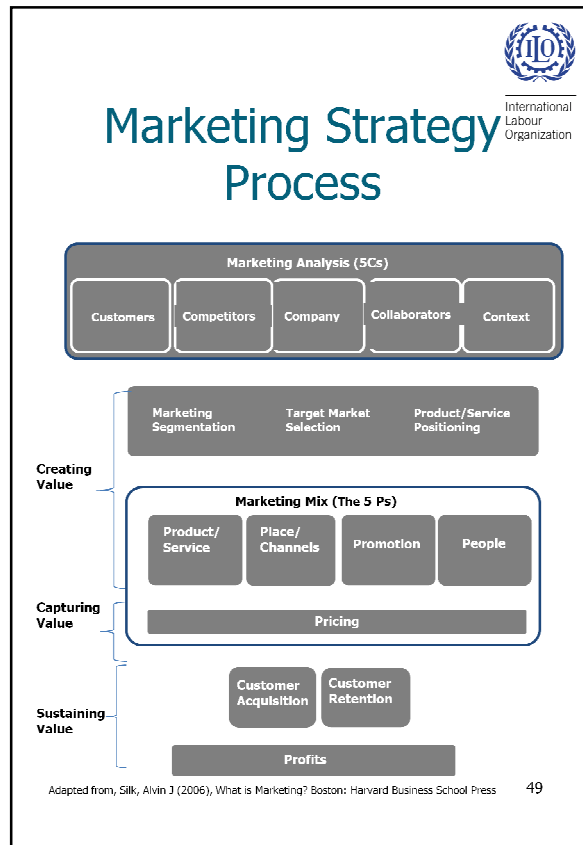
**Trainers Materials Needed:** Flash cards and coloured markers.

#### **Special Notes to Trainers:**

- The cycle demonstrates the various critical steps towards growing an enterprise/business. The purpose of this slide is to highlight the different slides (covering the various steps of the growth process) that will follow in sequence.

#### The 8 Steps for a Growth Oriented Business:

1. Conduct market research to identify the existing gaps within the market.
2. Integrate your research results with what you know about your business and the marketing dynamics. This is integrating market intelligence.
3. The first and second steps enable the business to identify and define its sustainable competitive advantage. The SCA enables the business to outdo and out maneuver its competitors and thereby increase its lifespan and its growth.
4. Once the company identifies and defines its SCA, only then can it set realistic growth objectives which are SMART. (Specific, Measurable, Attainable, Reasonable and Time-bound).
5. This step is then followed by consolidation of the growth plan and implementation of the growth framework.
6. The next step is to put in place metrics to monitor and track the planned business growth.
7. There is need to constantly compare the growth objectives with current market dynamics. There is need to be responsive to market changes and adjust plans accordingly.
8. The market is a moving target hence growth plans will constantly need to be reviewed, modified and refined to align with existing market conditions.



### **Trainer's Notes: Session 5 Marketing strategy process**

**Duration:** 10 min

**Activities:** Lecture: Explain the marketing strategy process to the participants.

#### **Special Notes to Trainers:**

- This slide forms the basis of the remainder of Session 5. It covers steps 1 to 5 of the Growth Process illustrated on Slide 48. Steps 6-8 will be covered in Session 6.
- This session is an overview and should serve to give the participants the basics of marketing language and processes. The remainder of the session will be split into the following sections:
  - **Market Research and Analysis:** Covers understanding the customers and the business environment i.e. the competitors, company, collaborators and context.
  - **Market Segmentation :** Covers the market segmentation process, target market selection and the product positioning.
  - **The Marketing Mix:** Covers the 4Ps – Product, Place, Price and Promotion, as well as the 5th P- People.
  - **The Sustainable Competitive Advantage:** Covers Customer Acquisition, Customer Retention and Profits.
  - Details of each of these elements will be provided in the following slides.

# Customer Analysis



- Customer analysis is a component of market analysis that seeks to understand the buying behavior, needs and wants of the customer.
- Customers are key to the business – no customers, no business.
- Every business needs to know its customers better.
- Every business needs to get close to the customers to understand their needs.

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## **Trainer's Notes: Session 5: Marketing strategy process**

**Duration:** 5 min

**Activities:** Participatory group discussion and lecture: The facilitator should lecture on the slide and thereafter lead a discussion on ways of gathering customer information and the different sources of information. These include:

- Desk research: Magazines and newspapers, Journals in libraries, internet, talking to key industry players .
- Field work: Most small businesses cannot afford or do not have time for extensive field work. However, should field work be an option, it entails conducting research on: Key retailers and their product mix, assessing the competitors, talking to consumers, questionnaires.

### **Special Notes to Trainers:**

- Market analysis (focused in customers) is a tool companies use in order to better understand the environment in which they operate. It is one of the main steps in the development of a marketing plan. The first step is to conduct market research. Then comes market analysis, which involves critically reviewing and organizing the data collected so that it can be used in making strategic marketing decisions. "Just as one would not build a house on sand, one should never undertake a marketing program that is not built on a firm foundation of market knowledge.
- A good market analysis should include information on industry trends, an assessment of major competitors and their strategies, a review of the channels of distribution, and a wide variety of data on current and potential customers. The market analysis provides the input for the next step in developing a marketing plan-market segmentation.
- The various elements covered by market analysis include the customers and the business environment; i.e. the competitors, company, collaborators and context.

# Competitor Analysis



- Competitor analysis seeks to answer the following questions:
  - What are the competing products/services?
  - Which firms represent the most direct competition?
  - How are competitors positioned on a relative price basis?
  - How active is price in their marketing strategies?
  - What is the competitors' success with their pricing strategies?
  - What are the competitors' probable responses to alternative price strategies?
  - How can we beat the competition?

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## **Trainer's Notes: Session 5: Market analysis (customers)**

**Duration:** 5 min

**Activities:** Lecture: Facilitator to lecture on the slide

### **Special Notes to Trainers:**

- Market Analysis (focused on competitors) is the practice of analysing the competitive environment in which their businesses operate (or wish to expand into). This includes strengths and weaknesses of the businesses with which they compete, strengths and weaknesses of their own company, demographics and customer wants and needs in the marketplace, strategies that can improve their position in the marketplace, impediments that prevent them from entering new markets, and barriers that they can erect to prevent others from eroding their own place in the market.

# Industry Analysis



- Industry analysis seeks to understand the operational environment in which your business operates.
- Industry analysis seeks to answer the following questions:
  - What industry is a firm in?
  - Who are major competitors and what are their details?
  - What strategies are competitors using?
  - Is there a threat of new competitors and/or substitute products?
  - What are the relative bargaining powers of suppliers and buyers?

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## **Trainer's Notes: Session 5: Market analysis (industry (company, collaborators, context))**

**Duration:** 5 min

**Activities:** Lecture: Facilitator to lecture on the slide

### **Special Notes to Trainers:**

- Industry analysis looks at the conditions in an industry at a particular time, including the behaviour of and relations between competitors, suppliers, and customers. It encompasses company, collaborators and the business context.
- Porter's 5 forces: Porter's five forces is a framework for the industry analysis and business strategy development that seeks to understand the competitive and collaborative environments in which a business entity operates. It seeks to understand the market dynamics for the standpoint of all the key players and their products/services. It reviews the conditions in an industry at a particular time, including the behaviour of and relations between competitors, suppliers, and customers.

  
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## SWOT Analysis

Internal

Strengths

Weaknesses

External

Opportunities

Threats

- Assessing current and future opportunities is the key to long-term market success.
- Market opportunities will help with:
  - directing business efforts in profitable areas.
  - determining resource utilisation.
  - determining the future structure of the business.
- SWOT analysis and market assessment therefore attempts to answer one fundamental question: What business should the business be pursuing?

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### **Trainer's Notes: Session 5: SWOT analysis**

**Duration:** 5 min

**Activities:** Lecture: Facilitator to lecture on the slide and explain the importance of doing a SWOT consistently in their business. Inform the participants that they will be doing a SWOT as an exercise at the end of the session.

#### **Special Notes to Trainers:**

- A SWOT analysis is a strategic planning methods used to scan the internal and external environment of a business. Factors internal to the firm usually can be classified as strengths (S) or weaknesses (W), and those external to the firm can be classified as opportunities (O) or threats (T).
- The SWOT analysis provides information that is helpful in matching the firm's resources and capabilities to the competitive environment in which it operates. As such, it is instrumental in strategy formulation and market selection.
- Identifying and assessing market opportunities will help with:
  - directing business efforts in profitable areas
  - determining resource utilisation
  - determining the structure and future of the business

  
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## SWOT Analysis

Internal

Strengths

Weaknesses

External

Opportunities

Threats

- Internal analysis – areas to look for strengths and weaknesses:
  - Operational processes.
  - Managerial competences and experience.
  - Past and current markets and sales growth.
  - Skills and competences within the business.
  - Intellectual property rights – patents and copyrights.
  - Premises and geographic location.
  - Technological edge.
  - Financial resource base.

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**Trainer's Notes: Session 5: SWOT analysis (internal analysis)**

**Duration:** 5 min

**Activities:** Participatory group discussion: Discuss some of the internal strengths and weaknesses from the Puleng case study.

**Special Notes to Trainers:**

- The internal analysis is about looking into factors that the business has greater control to influence. Some of these factors are the ones listed on the slide. The instructor has to pay attention to the cooperative environment but without losing sight of the competitive environment.
- You may want to ensure that the gender issues she faces with her work family balance and her family could be considered internal weaknesses.

  
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## SWOT Analysis

Internal

Strengths

Weaknesses

External

Opportunities

Threats

- External analysis – areas to look for opportunities and threats:
  - Competitive environment.
  - Economic factors.
  - Political factors.
  - Legal factors – unresolved conflict or issues.
  - Socio-cultural factors.
  - Technological factors.
  - Research and development.
  - Product/service life cycle.

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**Trainer's Notes: Session 5: SWOT analysis (external analysis)**

**Duration:** 5 min

**Activities:** Participatory group discussion: Discuss some of the external threats and opportunities for Puleng from the case study.

**Special Notes to Trainers:**

- Socio-cultural Factors: demographics lifestyles, educational levels, social attitudes, property ownership in marriage.
- Technology Factors: research and development, product/service life cycle, technology acceptance.
- Political and Legal Factors: legislative structure, monopoly restrictions, government stability, political orientation, taxation policies.
- Economic Factors: money supply, inflation rates, investment level, unemployment, ownership patterns .





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## Part 5: ACTION PLAN GUIDE

**QUESTION 7:** Use the SWOT-analysis to develop new opportunities and identify threats/barriers for growing your business.

OPPORTUNITIES	How you can maximise on these opportunities
THREATS/BARRIERS	How you can minimise these threats

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### **Trainers Notes Session 5 – Action plan part 5**

**Duration:** 10 min

**Activities:** Individual activity: Ask the participants to spend 15 minutes completing four questions as indicated on slide.

**Special Notes to Trainers:**

- The answers provided in the exercise **MUST** be based on their own businesses.
- Before the trainers ends the session do not forget to revisit the session objectives to see if they have been realised.



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## Part 5: ACTION PLAN GUIDE

STRENGTHS	How you can maximise on these strengths
WEAKNESSES	How you can minimise these weaknesses

## Session 6

### Growth Action Planning

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#### **Trainer's Notes: Session 6: Growth action planning**

**Duration:** 75 min (15 min facilitation and 3 individual activities: Part 6 and 7 action plan (30 min) and elevator pitch (30 min))

**Materials Required:** Flip charts, coloured markers (avoid red markers as people with visual impairment find this hard to see), paper and pens.

#### **Special Notes to the Trainer:**

- This topics in this session are very open and wide covering a range of issues. **It is important to keep check of time.**
- Participants should go through the whole Growth Action Plan Guide and review what they have been completing from the earlier sessions.
- Participants should complete the remaining gaps by exchanging information with their peers or seek the help of the facilitator. The information in the template should then be used to formulate the Growth Action Plan

## Session Objectives

- By the end of this session participants will have:
  - Practiced developing action plans for moving forward your business growth.
  - Prepared in groups and presented an 'elevator pitch' on the developed growth action plan.
  - Increased your understanding of the importance of managing business growth.

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**Trainer's Notes: Session 6: Growth action planning**

**Duration:** 1 Minute

**Activities:** Briefly identify the session objectives

## Planning for Growth

- If growth is not managed, the results can be disastrous; therefore:
  - Plan your expansion.
  - Do not rush – beware of high pressure last minute big deals.
  - Do not over expand – manage the pace of growth.
  - Get professional advice – e.g.: get a lawyer to advise on leases and an accountant for finances.
  - Develop a project management schedule for the expansion – have clear milestones
  - Be prepared for challenging times.

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### **Trainer's Notes: Session 6: Planning for growth**

**Duration:** 5 min lecture

**Activities:** Lecture: The facilitator should lecture on the slide and if time permits ask the participants of their experiences.

#### **Special Notes to the Trainer:**

- They need to plan the detail of their expansion, and phase it appropriately. Timing is critical to the strategy as they have to reach the market at the right time. Do not rush – there is nothing like the last minute big deal; but at the same time, do not delay, as the competition may beat them to the market.
- Don't over expand – manage the pace of growth. Some business become victims of their success by growing too fast. They may need to acquire new/bigger premises, hire new staff and management, get additional funding among many other things. Their growth should be in alignment with the rate at which these additional resources will become available. Training is also key to the rate of expansion. They do not want to be in a situation whereby a service is required by a client and they lack the skills to deliver it. Loss of customer goodwill, and even customer defection may result.
- While for the scale of the smaller business, they may have been able to handle everything internally, it may be advisable to get professional advice when embarking on expansion. This may include a lawyer to advise on leases, an accountant for finances, a training consultant for the training requirements, etc. If their business started as a sole proprietorship, or even as a partnership, they may be at a point where it's time to consider whether incorporating would be beneficial. Such a change would involve more paperwork and would certainly entail meeting more accounting and legal requirements, but it also would limit their personal financial liability (an incorporated business is considered a separate entity from its founders and operators). Again such decisions would require the services of professionals.
- Set out clear timelines and milestones for the expansion, and ensure these are adhered to. Where necessary, make appropriate adjustments to the schedule but only with the right approval channels and obviously not as a result of non-performance. Falling behind should be as a result of unforeseen circumstances/external circumstances over which they have no control as a business. At the same time falling behind should be embraced as an opportunity to learn of potential threat along the growth path.
- The ride will most likely not be an easy one - be prepared for difficult times. They need to have a high level of resilience. Do not give up too soon.

## Devising a Growth Plan

- Ask the following questions:
  - **Why** does the business exist?
  - **How** can the business best serve its customers?
  - **What** is the business' sustainable competitive advantage?
- Within this context then ask:
  - **What** activities should be included in the growth plan?
  - **Who** implements what? (be specific)
  - **When** will activities be implemented?
  - **How** will activities be implemented?
  - **How** will progress be monitored and measured?

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### **Trainer's Notes: Session 6: Devising an growth plan**

**Duration:** 8 min lecture

**Activities:** Lecture: Explain the slide to the participants to assist in the activity to follow.

#### **Special Notes to the Trainer:**

- There needs to be a clear understanding amongst all involved as to:
  - what are the business' main growth activities?
  - Who are its members?
  - What are their interests?
  - Where do they live and work?
- A good strategic plan:
  - Outlines very clearly, the objectives that it intends to achieve
  - Has a clear time-frame for activities
  - Is based on clear understanding of the market dynamics:
    - It should emerge from ideas discussed with employees
  - Contextualises activities in the environment within which the business is operating
  - Takes resource availability into account
  - Uses simple language



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## Part 6: ACTION PLAN GUIDE

QUESTION 8: Why does the business exist?


QUESTION 9: How can the business best serve its customers?


QUESTION 10: What is the business' sustainable competitive advantage?


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### **Trainers Notes Session 6 – Action plan part 6**

**Duration:** 10 min

**Activities:** Individual activity: Ask the participants to spend 10 minutes completing three questions as indicated on slide.

**Special Notes to Trainers:**

- The answers provided in the exercise MUST be based on their own businesses





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## Part 7: ACTION PLAN GUIDE

Month start date:	Activity	Capital or equipment required	Employees needed or areas requiring additional personnel	Timeline
Month 1:				
Month 2				
Month 3				
Month 4				
Month 5				
Month 6				
Month 7				
Month 8				
Month 9				
Month 10				
Month 11				
Month 12				

•What time and resources do I need in order to grow my business?

*Tip: Focus on resources such as money, employees, infrastructure and timing.*

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### **Trainers Notes Session 6 – Action plan part 7**

**Duration:** 20 min

**Activities:** Individual activity: Ask the participants to spend 10 minutes completing three questions as indicated on slide.

**Special Notes to Trainers:**

- The answers provided in the exercise MUST be based on their own businesses



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## 1-Minute 'Elevator Pitch'

- Explain your growth plan/strategy/action in one minute.

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### **Trainers Notes: Session 6: 1 Minute elevator pitch**

**Duration:** 30 min

**Activities:** Individual activity: Ask for volunteers to deliver a 1-minute elevator presentation on their action plan. If time permits ask the group for feedback from the group on the growth plan. Not all participants will feel comfortable to present.

**Materials Required :** Stop Watch

#### **Special Notes to Trainers:**

- Individuals/group (voluntary) to deliver a 1-minute "elevator presentation" on their action plan. The following key points should be covered:
  - What are they going to do to grow the business?
  - How are they going to do it?
  - When: what is the timeline for the different aspects of the plan?
  - Who will be responsible for what aspects of the plan?
- Constructive questions and feedback will be asked at the end of each pitch if time allows.

## Monitoring the Growth Path

- When businesses grow and the environment changes:
  - Original purpose or plan may become irrelevant.
  - Managers and workers may lose interest in original plan.
  - Original plan may be inappropriate.
- Result: drifting organisation without clear mission:
  - Therefore need to constantly review the plan.
- Business owners should always bear in mind that plans may have to change in the future or even be abandoned.

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### **Trainers Notes: Session 6: Monitoring the growth path**

**Duration:** 5 min

**Activities:** Lecture: The facilitator should lecture on the slide and if time permits ask the participants of their experiences.

**Special Notes to Trainers:** When businesses grow and the environment changes.

- Original purpose or plan may no longer be applicable. Therefore, on a regular basis, it is necessary to review your plans in line with your progress and the changes in the environment.
- Managers and workers may lose interest in original plan - Many fast-growing companies lose the original spirit and character that made them unique. "The bigger you get, the harder it is to preserve that passion".
- Original plan may be inappropriate to the direction in which the growth would have progressed. In such instances, it may be necessary to revise the plan in line with current information and environmental dynamics.
- Not reviewing the plan may result in a drifting organisation without clear mission. Business owners should always bear in mind that the only constant is change, and therefore there is always the potential that plans may have to change in the future.

## Managing Growth

- If growth is not managed, it:
  - Results in cash flow problems.
  - Creates a cover-up for weak management.
  - Dilutes effective leadership.
  - Strays from its goals and objectives.
  - Leads to communication barriers.
  - Leads to lack of resources.
  - Results in training and development receiving limited attention.
  - Leads to stress and burnout.
  - Quality control being sacrificed, quality is usually the 1<sup>st</sup> victim – quality control not maintained.

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### **Trainers Notes: Session 6: Managing growth**

**Duration:** 5 min

**Activities:** Lecture: The facilitator should lecture on the slide and if time permits ask the participants of their experiences.



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## Go for Growth!

"Companies don't fail because they grow. They fail because they don't plan their growth."

Philip Orsino  
(Entrepreneur)

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### **Additional Reading Materials**

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Source: <http://www.entrepreneurmag.co.za/article/h/?a=1879&z=161&title=Entrepreneur+Profiles>

Source: <http://www.tigerbrands.co.za>

Source: [http://www.gemconsortium.org./about.aspx?page=special\\_topic\\_women](http://www.gemconsortium.org./about.aspx?page=special_topic_women)



### **Case Study 1: Puleng's Soul Food Kitchen**

A 35 year old entrepreneur, Puleng has been married to Lefa for 14 years and they have 3 daughters of 13, 11 and 9. Running the household and looking after the children kept Puleng incredibly busy for years. It was only three years ago when all three girls were in school that Puleng suddenly found she had some time on her hands. Having always had a passion for food, and realising an opportunity in the 2010 stadium construction happening just around the corner from her house. Puleng decides to make a small investment in catering equipment to supply these men with affordable meals at lunch time.

Lefa is a sales agent for a large insurance company selling funeral policies in rural areas. The nature of his job inherently involves a lot of travelling (approximately 60%) often leaving home on Sunday afternoon only to return the following Friday evening. He has paid off the bond on the family home and is now focussing his resources on university savings for the children, for whom he has hopes for advanced studies. Until three years ago, Lefa was the sole provider for the family.

For the first three months food preparation was done in Puleng's kitchen. She would load her wares in the back of her old car and set up outside the stadium construction site at about 12 pm. Realising the venture was a profitable one with increasing demand daily, Puleng built a Mukuku/Spaza/Kiosk behind the house to serve as the kitchen, and equipped it with a sink, fridge and gas stove. She invites her husband's sister Thoko, who lives with them, to assist on a full time basis in exchange for a salary.

Constantly looking out for opportunities, Puleng responds to a Local Municipality 'Request for Proposals' for catering services at workshops, and at councillors and other meetings. A year into business she finds herself serving teas and lunches to important dignitaries on a 3-month probationary period. The municipal offices are equipped with a modern kitchen and facilities and therefore, other than time and additional human resources (2 male workers) staff uniforms, basic health and safety and food handling training, there was no major investment required from Puleng. Save for her occasional absence, implications on her routine lunch time business were minimal, and besides the regular clients were familiar with their sister in law (Tholo). Municipal meetings and workshops were sometimes held in the evenings and on weekends.

### **Early Growth**

Having delivered excellent meals for three months, Puleng is offered a 2 year contract with the Municipality. Although they don't require her to be a registered business, she has to sign a contract and a Service Level Agreement (SLA). The SLA has a number of conditions that will be difficult for Puleng to meet, in particular the 60 day payment period after the services have been provided, and the short lead time (as little as 24 hours) from placement of an order to delivery of catering services. Excited by the prospects of expansion, Puleng signs the contract and commences her 2 year tenure. Impressed by the level of commitment of her two new male recruits, she discusses with them the prospects of making them permanent employees, and would ask Lefa to draw up work contracts when he returns from his two week business trip.

The family hears of the seemingly lucrative deal that Puleng has clinched, and three days later, Tsie, Lefa's older brother and Medina, Tsie's 19 year old daughter, arrive on the early morning bus from up country. He informs Puleng that they need the jobs as he has been unemployed for last 3 years and has a wife and 4 children to feed. Puleng is concerned about the skills Tsie will bring to the business as he does not have a driver's license and cannot cook. Tsie, being an older brother to her husband she worries about the difficulties of issuing instructions to him. Medina, however, has some cooking and cleaning skills. Her mother in law puts a lot of pressure on Puleng to hire her family members as she says it's better that the wealth remains in the family than pay two outsiders, who after all, are young men which will cause the community to gossip.

Puleng eventually agrees and both Tsie and his daughter come to work at the catering company, to the dismay of the two young male employees. Puleng has to lay off the two young employees and pay severance. Two months later, Puleng has yet to receive the first cheque from the Municipality. Although they are very busy, cash flows are running low and Puleng needs to buy supplies but there is no money in her bank account. Puleng goes to the bank to ask for a loan to carry her through the difficult times but the bank manager wants security and a business plan for the loan. Puleng does not have time to do the business plan and the end of the month is coming and she needs to pay salaries, stock and her children's school fee's. She takes out a loan from a micro lender at 25% interest per month.

Puleng is completely overworked as she is doing most of the municipality cooking and cleaning and she still has to supervise the stadium site meals and deliver them every day in addition to collecting the supplies from her suppliers. Although Tsie's daughter is hardworking, Tsie constantly complains of the excessive heat in the kitchen and, therefore, spends a significant amount of his time cooling down outside. And besides, he feels, he cannot do the dishes while females are present.

During the Easter holidays, Tsie goes home to visit his wife and children and does not return to work. Puleng sees the opportunity and re-hires one of the young men that she had previously employed to assist with the purchases and drop offs, and the second on a part time basis. At the same time she realises that the company books have not been well maintained as she has been bogged down with the daily operational activities. She also realises that she has hardly been there for her children and husband. But at the same time, the publicity she has obtained through her current clients has generated significantly more business, and she cannot ignore the opportunity for growth.

Puleng has received an offer from a nearby mine for her to provide catering services for a compliment staff of 300. For the mine to award a contract they require that she produces a business licence and inspected cooking facilities of a suitable size that comply with the minimum health and safety standards. In order for her to meet these big orders she will need bigger premises. Her neighbour refers her to someone who works at the local authorities for advice on the process of getting premises for catering licensed. The neighbour's friend informs her that catering licences are not easy to obtain unless she can 'see what she can do' for the officials through a third party. A further complication arises when the closest suitable premises are owned by Mr. Ibrahim who refuses to talk to her in the absence of her husband. He also would require 6 months' rent as deposit for guarantees in the event of damages and rental defaults as he thinks "women are difficult tenants".

Puleng then approaches a bank for a R80,000 loan to expand her business. The bank requests that she produces some collateral. Although Puleng and Lefa have been married for 14 years, they were married under the traditional common law-marriage; and the house which is fully paid for is in Lefa's name. Meanwhile enquiries about catering for weddings and parties have also been on the rise.

### **Questions**

1. What challenges is Puleng likely to face at home?
2. How is the business likely to suffer? (Quality of food, reduced personal touch etc)
3. Workshops and meeting not having a defined schedule, how will she occupy the 2 resources she hired for the municipality? Can she afford to pay them a regular salary?
4. What does Puleng have to do to ensure that she excels in her probation?
5. Do you think Puleng negotiated a good deal?
6. What potential financial problems exist for Puleng? How could Puleng have avoided them before signing of the contract with the municipality?
7. What are the challenges presented to Puleng by family and how else could she have handled them?
8. What are the potential barriers to business growth that affect women entrepreneurs are being faced by Puleng in her business?
9. Should Puleng take up the offer to supply the nearby mine with catering services?
10. What does Puleng need to get right before accepting the new offer and why is this important?
11. What common challenges faced by Puleng affect mostly women trying to grow their businesses?
12. What would you advise Puleng to prepare for these challenges?
13. What can Puleng do to position her business for growth?
14. What business avenues can she diversify into?
15. How can she generate a steady flow of income?
16. What challenges is she likely to face?
17. How can she balance work and family life?

Action My Business Growth (AMG) Guide is intended to place particular emphasis on women entrepreneurs whose businesses have growth potential as a more strategic way to create sustainable jobs and decent work.

The purpose of the training tool is to assist entrepreneurs to start the process of growing their business. This done through the use of participative training techniques to assist GOWEs to:

- Understand the challenges and opportunities of growth;
- Identify potential barriers to growth and strategies to overcome these barriers;
- Understand how to plan for and to manage growth;
- Explore their potential business' growth strategies;
- Identify new opportunities for sustainable growth;
- Develop a mini action plans for growth;

Contact Details:

Joni Simpson

Senior Specialist & Coordinator of Women's & Youth Entrepreneurship

4 route des Morillons

CH-1211 Genève 22

Switzerland

+41 (0) 22 799 6713

Website: <http://www.ilo.org/seed>

Email: [Simpson@ilo.org](mailto:Simpson@ilo.org)

This guide has been made possible by the ongoing support of the Government of Norway for women's entrepreneurship development and gender equality.



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