




# A practical, scalable, data-driven approach to SME development

# Traditional entrepreneurship training doesn't work!

A close-up, low-angle shot of a man in a dark suit and a pink and white striped shirt. He has his eyes closed and a slightly open mouth, appearing to be asleep or bored. The background is a blurred classroom or meeting room with other people.

**Poor (if any) ROI** – no data to prove that traditional training actually translates into business growth for SMEs

**Ineffective delivery** – traditional lectures don't lead to behaviour change. But consulting/TA is expensive & can't scale

**Not practical** – entrepreneurs hate generic courses! They want solutions that meet THEIR business needs.

**Missing when needed** – entrepreneurs are impatient – they need tools 'just in time, just for me'

# Training for SMEs works when... it focuses on habits



## Personal habits

Practicing the **personal skills** of managing self, building resilience, staying motivated and getting things done through others



## Organisational Habits

Taking **practical steps to implement** the **simple core practices** of good business – in your business

# Focus - Pick 4 key practices to work on in your business



## Focus...

On 4 core business practices the SME isn't doing (or not doing well/consistently)... and then focus their efforts on implementing them

**Choose from 5 Categories of practices, 24 practices in total (example below)**

## Planning

Hold a strategic review at least once a year where you set/review long-term plans and targets (that go beyond 1 year) for your business, and break them down into SMART goals

## Customers

Talked with at least one former customer in the last month to find out why former customers have stopped buying from this business

## Money

Write down all money transactions, including sales, purchases, loans, deposits and payments

## Operations

Regularly (daily/weekly/monthly) track inventory to ensure that the business does not run out of stock in the last 3 months

## Talent

Every staff member has at least one discussion of a more formal nature about their performance with the person they report to every 6 months

# Programme Flow (6 month programme)



# Benefits – a personalised approach that remains scalable

## Personalised

SMEs select their critical priorities to work on – no 1 size fits all

## Scalable

Low cost, high impact, works for dispersed groups

## Data

Tracks SME performance and generates evidence of programme ROI

## Research-backed

Based on cutting edge MIT research, subject of RCT

## Peer Support

From team members, other businesses, buddies and coaches

## On-demand

SMEs can work on practices any time, with online support

# Reaching Entrepreneurs & SMEs at Scale: case studies and partners

## Success in Nigeria

Example: Bank of Industry/ EDC

- 7,000 entrepreneurs
- 12-week programme
- EDC-run sessions + 20 AMI online course
- 75-85% online course completion rates (compared to global average of 10%)
- Over 350,000 resources downloaded, over 4,000 posts



## Success in Kenya

Example: KCB

- 6-month GYB programme
- 100% attributed improved operational efficiency to programme
- Participating businesses reported increased revenues, lower costs and new job creation
- Women-owned businesses performed better than male-owned



## Success in South Africa

Example: LoveLife/ People Bottomline

- 200 young entrepreneurs
- 3 month blended-learning programme
- Over 50% completion (without access to computers)



# Built on research... ongoing evaluation



- Building on research by Bloom & Van Reenen
- 1-year research study with 500 SMEs in East & South Africa
- Looking for link between the introduction of select organisational practices & tangible business growth/results



# Case Study – KCB Biashara Club in Kenya

- **60 SMEs, all members of KCB's Biashara Club, revenues >\$30k/year**
- **Female owned businesses more engaged & experienced better results**
- **26-35 year olds were more successful in implementing business practices**
- **Businesses that sent owner plus manager saw greater impact**

- ✓ 80% of completing businesses described tangible business results
- ✓ 100% reported improved operational efficiency
- ✓ 100% reported increased profit
- ✓ 94% reported improved revenue
- ✓ 94% reduced costs
- ✓ 82% created new jobs



# Sam Mwamu & Erick Rumanzi – Directors, SILCHIP International



“The immediate impact of the GYB course was significant savings. We were able to reduce our KCB debt from \$40,000 to \$8,000. We were also able to lower our pricing to better match the market and bid competitively.”

# Margaret Mugala – Owner, Dimples Lounge Restaurant



"Before AMI's GYB programme, I was at the lowest point in my business. I owed KCB \$30,000 and was going into foreclosure. I have now been able to fully clear this loan!

With the inventory tracker, I was able to analyse which business was most profitable and in turn focus more of my efforts on that specific branch."

# Hellen Kamau – Logistics Manager, Treasure Cargo Services

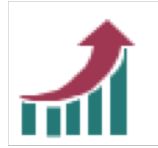


**“Grow Your Business is different!** It is practical; from the very first learning lab we were in practical mode. After I came back into work, I had to start thinking about the organisation, and look at the tools we had been given and see how best I could use them and apply them in my organisation.”

# Our Impact



**20,000 people**  
through structured blended  
learning programmes



## OUR REACH

**55,000 users**  
have engaged with our online  
platform



**11 countries**

## TRANSFORMING INDIVIDUALS

### AMI GRADUATES ARE MORE SKILLED



- 89%** of participants felt they are more effective at work
- 97%** apply what they learn at work
- 92%** of client's CEOs saw improvements in management and leadership skills

### AND PERFORM MORE EFFECTIVELY



- 92%** of clients report improved productivity across the whole company (not just AMI participants)
- 96%** noted improved employee engagement

## TRANSFORMING ORGANISATIONS

### AMI PROGRAMMES LEAD TO BETTER COMPANY PERFORMANCE

- 100%** said business improved
- 92%** of companies were more efficient and their customers were happier
- 100%** of CEO's saw tangible **performance improvements** in staff



**OVER 2/3 DIRECTLY  
LINKED THIS  
TO AMI PROGRAMMES**

EMPOWER YOURSELF  
[www.africanmanagers.org](http://www.africanmanagers.org)

# Some of Our Clients



“Our staff love AMI, it's creating a real buzz. By the end of your program, participants have made so much progress. I would thoroughly recommend AMI as a learning partner.”  
Kati Regan, Head of HR and Talent at Off Grid Electric

# THANK YOU

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