

Small Enterprise Development Programme

Expand Your Business (EYB)

EYB is part of the SIYB family of products: Practical small enterprise training and consulting

I. FOR WHOM IS EYB TRAINING AND CONSULTING

Growth oriented entrepreneurs

Desire to take calculated risk for business expansion

Not targeted by commercial providers and business schools

Willingness to budget for training and consulting as part of the growth strategy

EYB training is for entrepreneurs wanting to expand their small sized enterprises. EYB therefore first helps to answer the questions: i) “What is my growth potential?”, ii) “What growth orientation(s) will I pursue for sustaining my profits?”, iii) “What results can I expect?”, iv) “What should be my actions and from where will I get the needed resources?” and v) “What additional services do I need and can I afford?”.

Those small scale entrepreneurs who have reasons to expect good results from the EYB training, consulting and related services will subscribe to the programme and be ready to pay in full for upfront agreed services. There is the principle of “no cure, no pay”.

EYB training has proven to be very suitable in combination with entrepreneurship development for growth oriented women entrepreneurs. The programme pays special attention to obstacles that limit growth of women-led enterprises and suggests strategies for women growth oriented entrepreneurs. To fully benefit from the EYB training, the growth oriented entrepreneur should be able to make advanced business calculations.

II. WHAT IS EYB TRAINING AND CONSULTING

EYB addresses strategic growth constraints

2-10 days and 3 or more counselling sessions, adapted to demand

Action plan for growth strategy and sustainability

The EYB programme provides training and consulting for competitiveness and growth, enabling the entrepreneur to reach sustainable profits and provide good workplaces. The end result of the training is the implementation of a strategic growth plan that addresses core growth constraints.

EYB helps to communicate the business strategy to stakeholders effectively. This means that the entrepreneur will strengthen her/his customer relations, investor and business community relations. This requires first of all a business vision and a strong technical and financial performance.

EYB flexibly integrates a number of interventions that are important to realise growth with a minimum of costs. Pre-structured group training and counselling establishes further specific training and consulting needs. EYB initial group training consists of 2-10 days training followed by at least 3 counselling sessions for identifying, assessing, refining the growth orientations. The length of the training will depend on the demand of

the entrepreneur.

The 4 key modules in the EYB programme are:

- Marketing and sales management
- Financial management
- Human resource management
- Operations management

The EYB programme builds on the foundation that long term competitiveness can only be achieved through the integration of economic, social and environmental concerns in the business growth strategy.

III. OBJECTIVES OF EYB TRAINING AND CONSULTING

Business growth

EYB covers a market niche between services developed for micro and small enterprises and those services available to medium sized and bigger enterprises. It addresses the needs of entrepreneurs who are set on a growth path but have to overcome key growth constraints.

Lean business management systems

Increased access to advanced enterprise training services

The objective of EYB training is to enable these entrepreneurs to successfully expand their business. By the end of the EYB training course, participants will develop a feasible growth strategy.

Increased financial viability of business service providers

The objective concerning training providers is to help them to identify and assist enterprises with growth potential, enabling providers to commercially sell their Business Development Services, including EYB training.

Better service provision of business associations to their members

For the facilitators, such as employers organizations and business associations, the EYB programme can strengthen their own service provision and relevance to the smaller enterprises they represent.

Setting up a national training system for more and better jobs in enterprise

IV. EYB SERVICE PROVIDERS

ILO certified EYB Trainers to deliver the programme

EYB training is delivered through experts selected from private sector-Business Development Service (BDS) providers that have been trained and certified by the ILO. The ILO selection mechanisms and support ensure high service delivery standards.

ILO certified EYB Training Service Providers to institutionalise the programme

The non-training components of the programme include facilitation of business and financial linkages, individual consultations and Business Support Groups. This package will be delivered by trainers or consultants who focus their commercial services on clients who pay the full costs of those services (plus a profit margin). The EYB trainer will systematically monitor and evaluate satisfaction with the service and impact derived from participating in EYB activities.

EYB Programme Facilitators promote the programme nationally with the ILO licensed Master Trainers

Broad national access to EYB training is often promoted and facilitated by the employers' organisations and the business associations. This is done by referring to the SIYB network, led by those SIYB Master Trainers fully conversant with the EYB programme. They maintain minimum quality standards, use best practices and evidence of success.

V. EYB PROGRAMME COMPONENTS AND MATERIALS

*Service acquisition →
Training Needs
Assessment →
Initial training →
Action plans →
Individual counselling →
Consulting and referral*

Materials:

- *EYB Manual*
- *Case studies*
- *SIYB Business Game (advanced module)*

The EYB delivery process covers a number of stages:

1. A product briefing to introduce the service offer, and to enable the entrepreneur to make an informed buying decision.
2. A Training Needs Analysis (TNA) to enable the EYB trainer to group the entrepreneur with other prospective clients and to customize the training intervention to customer needs
3. The initial training course
4. Individual counselling sessions
5. Upon request and after the training course, the EYB trainer will link the entrepreneur with other business development service providers and possibly with potential investors.

The EYB manual presents a step by step process of developing a business growth strategy. The EYB manual supports the training sessions with additional background information and serves as reference after the training course. The steps are:

- Why am I in business? Need for refining vision, objectives and performance measures.
- What is the growth potential of my business? Identification of key success factors of industry, core competencies and comparative advantage.
- How can I grow my business? Preparing a spectrum of distinct growth strategies, covering risk assessment with technical and financial indicators in assessment grid.
- Strategic initiatives for business growth? Strategy for marketing (information and quality), finance, operations (for efficiency) and human resource management (for qualifications and motivation), all in support of business growth
- Selecting the right growth strategy? Why and how
- How to turn strategy into action? Drawing the strategy map and devising the strategy control system.

The EYB chapter on human resource management looks at how to increase labour productivity and improve labour relations.

The EYB training uses an advanced module of the SIYB Business Game (see the SIYB Business Game factsheet). This will help to understand the complexity of multiple products for multiple markets.

VI. EYB PROGRAMME OUTREACH AND IMPACT

Several thousand entrepreneurs coached in EYB alone

EYB Consulting Service Providers

The EYB programme is currently active in a number of countries Good results have been achieved in China, Sri Lanka, Jordan, Zambia, Mozambique, South Africa and Zimbabwe.

The EYB programme is also used as a tool to translate the conclusions from Value Chain analysis to strategic growth plans for the involved enterprises. This happens through a participatory exercise with both management and employees in medium sized enterprises.

It is expected that the employment effect of EYB training will go well beyond that of the IYB programme (which on average adds 1 job place for every second person trained in IYB). Moreover, EYB is expected to have a long-lasting employment effect because of its emphasis on financial, social and environmental sustainability.

VII. FOR MORE INFORMATION ABOUT EYB TRAINING AND CONSULTING



Visit the global SIYB website here:

www.ilo.org/siyb

Or write to us:

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