

Small Enterprise Development Programme Improve Your Business (IYB)

IYB is part of the SIYB family of products: Practical small enterprise training

I. FOR WHOM IS IYB TRAINING

Emerging entrepreneurs

*Desire to increase sales
and reduce costs*

*Willingness to pay for
training*

*Especially effective in
targeted group approach
(youth, women, elderly
and vulnerable groups)*

The IYB training programme is for emerging entrepreneurs running small enterprises that want to sustain their businesses, increase sales and reduce costs. IYB training answers the following core questions: i) “How to improve my business performance?”, ii) “What are the priorities for improving my sales and for reducing my costs?”, iii) “What is my action plan for doing so?”, iv) “What results will I get and by when?” and v) “How can I achieve this in collaboration with my employees?”.

Small scale entrepreneurs who have reasons to expect good results from the IYB training and related services need to be willing to pay for good training.

To fully benefit from the IYB training, the entrepreneur should be able to read, write, and make basic calculations. IYB training has proven to be equally suitable for men and women, young and old, whether living in rural or urban areas.

II. WHAT IS IYB TRAINING

*Basic, modular, step by
step from the known to
the unknown*

7 modules

*Minimum 40 hours pre-
structured training
followed by at least 3
counselling sessions*

*Business action plans for
sales increase and cost
reduction*

IYB is a modular training programme and can address the most urgent need for business management improvement. It is supported by a set of manuals, the basic IYB modules (marketing, buying, stock control, costing, record-keeping and financial planning) are complemented by the people and productivity manual that focuses on improving working conditions and labour productivity.

IYB is results oriented. The participating entrepreneurs first go through the IYB needs assessment. They then choose to participate in the training modules based on their own priorities. Results are best achieved if the trainer provides structured training (of approximately 40 hours) followed by counselling sessions on the three prioritised modules. Each of the modules helps to build a customised and profitable action plan.

The IYB training is easy to understand as it uses a step-by-step approach, with simple explanations, illustrations, clear check lists, relevant exercises and examples. The theory will be applied by playing the SIYB Business Game (see the Game factsheet) in a safe simulated environment.

III. OBJECTIVES OF IYB

Enable access to small enterprise training services

Increased financial viability of business service providers

Better service provision of business associations to their members

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

The objective of IYB training for the emerging entrepreneur is to set up a more profitable business management system. By the end of the training course, action plans are developed which address the most constraining factors for improving sales and reducing costs. Upon completion of the IYB programme (and after up to 3 counselling sessions) improved management practices are in place.

IYB training is mostly promoted by employers' organisations, business associations and the providers of Business Development Services. Their objective with IYB is to provide better access to services and to generate revenues through service provision.

In order to reach these objectives at the micro and meso level the ILO works together with employers and governments to set up large scale training provision systems. This will help strengthening individual businesses but also the businesses community as a whole, contributing to more and better jobs

IV. IYB TRAINING SERVICE PROVIDERS

ILO certified IYB Trainers deliver and institutionalise the programme

ILO licensed Master Trainers set up the national system

The provision of IYB training follows well defined trainer competencies. The IYB trainer develops a credible relation with the client: first assesses the training needs, then provides modular training and follow-up counselling, documents the client case and evaluates client satisfaction with the services provided (during and after the training process). For recertification, the trainer reports on her/his activities and results. IYB training is therefore delivered by certified IYB trainers, ideally working for certified SIYB Training Service Providers.

Broad national access to IYB training is often promoted and facilitated by employers' organisations and business associations. This is done by referring to the IYB network, led by ILO licensed Master Trainers, who maintain SIYB quality standards and use best practices and evidence of success.

IYB training can be directly provided or sub-contracted to any competent IYB Training Service Provider.

V. IYB PROGRAMME COMPONENTS AND MATERIALS

Training Needs Assessment → pre-structured training → action plan → individual counselling → business improvement

Materials:

- *IYB Basics*
- *Trainer kit*
- *SIYB Business Game*

7 Modules with action plans:

Marketing: Selling more by applying marketing mix

Buying: Less costs by better purchase management

Stock control: Applying stock management systems

Costing: Understanding costs for better pricing and better sales

Record-keeping: Preparing the profit-loss statement for improving the business strategy

Financial planning: Forecasting sales, costs and cash flow for a more profitable business strategy

People and Productivity: Increasing profitability by improving productivity of the workers through fair incentives

IYB training addresses the most acute business challenges by rethinking the full organisation of production and sales in 7 modules. Each module is supported by a separate manual. Entrepreneurs subscribe to prioritised topics (as per needs and availability). IYB training needs to be customised.

The initial IYB training course takes minimum 40 hours of pre-structured classroom based training. The complete 'standard' package of 7 modules could take up to over 60 hours plus an additional 15 hours for playing The SIYB Business Game.

After the initial training, emerging entrepreneurs should receive three individual counselling sessions in their business. These sessions drive the implementation of the action plan and should lead to increased sales and/or reducing costs. Counselling sessions are delivered within a month after the initial training and ensure results in the enterprise.

The IYB trainer will ensure i) that the client implements the action plans and ii) that the initial and final situation is documented. The trainer-counsellor links the client to entrepreneurs dealing with similar problems and with relevant providers of financial and non-financial services.

IYB Training and follow-up programme is supported by:

- 7 IYB Manuals (in many languages)
- The business game (in the main languages)
- Training Needs Assessment and the Business Performance Card
- The Client Case Record

IYB trainers are provided with a toolkit that supports each of the required IYB trainer competencies. It contains guides to provide training with detailed session plans, to apply the principles of adult education, to carry out marketing and monitoring of the programme. The trainer kit also contains the SIYB Business Game with the Game trainer guide. Monitoring tools allow to track business and client performance and to report on activities.

VI. IYB PROGRAMME OUTREACH AND IMPACT

100,000+ entrepreneurs coached in IYB

40% created additional jobs leading to at least 40,000 new jobs

1,500 IYB Training Service Providers globally

250 Master Trainers

IYB Trainers active in over 60 countries

IYB was initially implemented with Swedish assistance in Africa from the mid eighties till the mid nineties. Many employers' organisations promoted and adopted the programme. IYB has clearly its own niche and is still actively used in over 60 countries in Asia, Africa, Europe, the Caribbean and Latin America.

It is estimated that the SIYB programme has coached over 4,500,000 trainees globally out of which more than 100.000 with the Improve your Business training package. This extraordinarily high outreach and impact indication is the result of a sustained effort to meet the demand for basic management training in developing countries and the large-scale take-up that SIYB has had in countries like China and Viet Nam.

The SIYB programme has developed and fully licensed more than 250 SIYB Master Trainers globally. Based on several impact assessments and evaluations carried out in 2003¹, 2004, 2007² and 2010³, the Master Trainers have in turn trained and developed over 17,000 trainers from 2,500 partner organisations. Based on these studies it is estimated that small-scale entrepreneurs add 1 job place for every second person trained in IYB.

VII. FOR MORE INFORMATION ABOUT IYB TRAINING



Visit the global SIYB website here:

www.ilo.org/siyb

Or write to us:

siyb@ilo.org

¹ SIYB Global Outreach Report 2003

² SIYB China, Evaluation Report 2004-2007

³ SIYB Global Tracer Study 2010 (forthcoming)