Expand Your Business (EYB)

I. WHAT IS EYB?

The Expand Your Business Programme (EYB) is an integrated business training and support package for small to medium sized enterprises that have growth objectives in mind. These small and medium enterprises that have growth potential are called Growth-Oriented Enterprises (GOEs). The EYB programme is 'integrated' because it provides a number of interventions that are important to the growth and expansion of businesses. These are training and non-training interventions.

II. OBJECTIVE

The EYB programme aims to achieve the following objectives for the growth-oriented entrepreneur:

- Growth of the business by:
  - Developing and implementing a strategic business growth strategy; and
  - Strengthening the business and its core functions.

The immediate objectives are:

- To capacitate national business associations/Chambers, management institutes or other organizations as well as EYB trainers to deliver the EYB programme with all its components effectively and independently, in a commercial manner; and
- To enable growth-oriented small and medium sized enterprises to take part in the EYB programme and expand their business, and to create quality employment for others in the process.

III. TARGET GROUP

The target group is composed of growth-oriented entrepreneurs of small and medium sized enterprises. The growth orientation is the main selection criteria and growth indicators need to be considered to identify the target group, e.g. changes in asset base, turnover, etc.

EYB training is suitable for manufacturers as well as traders and service operators since it focuses on generic growth strategies and their implications for key business functions.
IV. PROGRAMME COMPONENTS

The training component of the EYB programme consists of the four modules:

- **Why am I in business?**
  - Review your business vision, refine your business objectives and align your performance measures

- **What is the growth potential of my business?**
  - Assess the key success factors of your industry and analyse the core competencies of your business to identify the competitive advantage of your business

- **How can I grow my business?**
  - Analyse the spectrum of growth strategies and how your marketing, operations and human resource management functions could support the business growth
  - Make a technical and financial appraisal to identify the most suitable growth strategy for your own business

- **How can I make my growth strategy actionable?**
  - Develop a strategy map and set up a strategy control system

In addition the entrepreneurs are assisted through:

- A business growth simulation game where entrepreneurs practice growth decision and learn more on the impact of these decisions on the growth of their business
- A computer software, based on the Balanced Scorecard principles, to steer the business growth strategy
- Linkages such as to export and trade organizations, technology transfer organisations, links to mentorship programmes, and links to other business-to-business partners such as insurance companies, accountancy firms, etc.
- Individual counselling / follow-up to finalise the growth plans
- Access to finance through linkages to finance institutions and possibly venture capital organizations
- Networking opportunities among entrepreneurs

The main programme support tools are:

- EYB Implementation guide
- EYB Coordinator selection tool
- EYB Trainer selection and assessment tool
- EYB Training of trainers and counsellors guide
- EYB Marketing strategy
- EYB Monitoring and Evaluation system
- Letters/Memorandums of Understanding for National Coordinators, Partner Institutions, Finance institutions and business linkages partners
- EYB Website with various downloads for entrepreneurs and trainers.
V. Delivery

EYB is delivered commercially, and on at least full cost recovery. The price for the programme varies from country to country depending on the exact components and duration of the programme. Participants’ fees range from US$200 to US$1,000.

In situations where the programme is introduced through a technical cooperation project, it is the responsibility of the project office to build the capacity of Trainers and Partner Institutions to perform their respective roles in the programme, assist in developing the market for EYB and developing a quality control and sustainability strategy. The institutional set-up of an EYB programme is subject to the local BDS market conditions and might therefore be different from country to country.

VI. Expected Outcome

- Capacitated growth-oriented entrepreneurs (and possible managers) for business growth and expansion
- Developed strategic growth plan with business function alignment plans and financial growth plan
- Established linkages to finance, markets, trade, technology, etc.

VII. Where Has It Been Implemented?

EYB has so far been implemented in Jordan, Jamaica, Kenya, Nigeria, Sri Lanka, Uganda, Zambia, Zimbabwe and China. Results of the EYB preliminary assessment conducted in Zambia and Zimbabwe and Sri Lanka in 2004 show a very high customer satisfaction with the programme and:

- 80% of the GOEs realised growth (measured against developed indicators) within 6 months of completing the EYB programme
- 38% of the GOEs increased sales growth by more than 50% within 6 months of training
- 53% of the GOEs increased profits by more than 25% within 6 months of training
- On average each enterprise created 10 new jobs 6 months after the training.

VIII. Contact Persons

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EYB, “EXPAND”

SIYB Family small enterprise management training solution