**PED – Proposed Training Material Outline**

**NOTES and SUGGESTIONS:**

1. Suggest that we develop material for a max of 5 day workshops for 1) BI Managers and BEDCO staff; 2) BDSPs and 3) MSMEs
2. Suggest that to a large extent the training should be practical – hence a limited amount of theoretical information.
3. Training normally costs about R12500 per person per week. It is found that participants, who do not contribute towards the training, invariably do not take it seriously. It is suggested that participants where feasible should make a partial contribution to the training cost to cover refreshments, lunch and material.
4. We would need about a month to develop material into specific and suitable programmes, including a workbook and PPTs.

Below is the content pages for the proposed modules and listed alongside for which group the training should be targeted.

**Module 1: Characteristics of ED and BI - (1/2 day)**

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| **Content** | **BIM & BEDCO** | **BDSPs** | **MSMEs** |
| **1. Understanding entrepreneurship**  **1.1. What is entrepreneurship?**  **1.2. Necessity/Opportunity entrepreneurship**  **1.3. Scope of entrepreneurial activity**  **1.4. Number of start-ups per adult population**  **1.5. Enterprise life and growth cycles**  **1.6. Innovation and Entrepreneurship**  **2. Understanding Entrepreneurs**  **2.1. Characteristics of entrepreneurs**  **2.2. Learning styles**  **2.3. Engaging entrepreneurs**  **3. BUSINESS INCUBATION & ED BASICS**  **3.1. History and environment**  **3.2. How an incubator / Programme adds value**  **3.3. Definitions**  **3.4. Stages of Incubation**  **3.5. What is a business incubator?**  **3.6. Good Practices** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** |

**Module 2: ED and BI models (1/2 day)**

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| **Content** | **BIM & BEDCO** | **BDSPs** | **MSMEs** |
| **1. Incubation and ED convergence and hybrids**  **1.1. Introduction to enterprise development**  **1.2. Technology parks and industry clusters**  **1.3. Business Development Services (BDS)**  **1.4. Business accelerators**  **1.5. Supply Chains & Value Chains**  **2. Incubator Models**  **2.1. Virtual Incubators**  **2.1.1. Virtual Incubation Terminology**  **2.1.2. Rational for the development of Virtual Services**  **2.1.4. Virtual Services**  **2.1.5. Principle Components of Virtual Business**  **2.1.6. Facilities Considerations in Virtual Incubation**  **3. Issues to consider when designing a model** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** |  |

**Module 3: Planning and Establishing a BI/ED programme or Business (1/2 day)**

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| **Content** | **BIM & BEDCO** | **BDSPs** | **MSMEs** |
| **1. Design of a Business Incubator or Business**  **1.1 Stakeholder Group**  **1.2 Feasibility Study and Planning**  **1.3 Market research**  **2. The Strategic Plan**  **3. Preparing the Business Plan**  **4. Organizational Structures, Management and Public Private Partnerships (PPP)**  **4.1 Synergies and linkages** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** |

**Module 4: Business Models and Finance Management** **(1 +1 day)**

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| **Content** | **BIM & BEDCO** | **BDSPs** | **MSMEs** |
| **1. Initial requirements**  **1.1 Establishment Budget**  **1.2 Revenue**  **1.3 Expenses / Expenditure**  **1.4 Incubator models**  **1.5 Business models**  **1.6 The Business Model Canvass and Lean Start-up (Full day)**  **2 Incubator Business Models**  **2.1 Categorisation of models**  **2.2 Property Based Model**  **2.3 Co-work space**  **2.4 Sponsored Models**  **2.5 Success sharing models**  **2.5.1 Small percentage of equity**  **2.5.2 Royalty**  **2.5.3 Finance brokerage**  **2.5.4 Seed Fund Management**  **2.6 Seed Acceleration**  **2.7 Commercial Activities**  **3 Implications of the Incubator principle “operating like a business”**  **3.1 What sustainability means to different stakeholders**  **4 Bringing it together in a business model**  **5 Financial Management**  **5.1 Financial Requirements**  **Accounting Records**  **Financial Statements**  **Accounting authority**  **Appointment of Auditors**  **5.2 Executive Committee**  **5.3 Code of Ethics**  **5.4 Delegations** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** |

**Module 5: Managing an ED and BI programme** (1/2 day)

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| **Content** | **BIM & BEDCO** | **BDSPs** | **MSMEs** |
| **1. Client eligibility and entry**  **1.1 Selection Panel / Committee**  **1.2 Procedure for Client Admission**  **1.3 Enterprise review and engagement plan**  **2. Corporate governance**  **2.1. Legal and statutory requirements**  **2.2. Board Selection**  **The Role of Trustees/Directors**  **The Role of Chairperson**  **Board Meetings**  **2.4. Financial Requirements**  **3. Staff & staffing**  **4. Incubator documents and contracts**  **5. Policies and procedures** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓** |

**Module 6: Funding for SMEs (1/2 day)**

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| **Content** | **BIM & BEDCO** | **BDSPs** | **MSMEs** |
| **1. Preparing clients to engage with funders**  **1.1 Understanding client funding requirements, patterns and management**  **1.2 Financing stages, demand, supply and gaps**  **1.3 Financing gap**  **1.3.1 Demand and supply**  **1.4 Financing requirements of clients**  **1.4.1 Financing a Business**  **1.4.2 How Much Money Do You Need?**  **1.4.4 Loans (Debt) vs. Investment (Equity)**  **1.5 Sources of client funding**  **2 Incubator capacity to assist clients**  **2.1 Building incubator capacity**  **2.2 External experts**  **2.3 Incubator support**  **3 Funding from the client’s perspective**  **3.1 Language of funders**  **3.1.1 Mezzanine Financing**  **3.1.2 Seed Capital**  **3.1.3 Private placement**  **3.1.4 Dilution**  **3.1.5 Due diligence**  **3.1.6 Equity stake**  **3.1.7 Sweat equity**  **3.2 The Art of Getting the Money**  **3.3 Addressing expectations of funders**  **3.4 Preparing to engage with funders**  **3.5 Pitching the deal**  **3.6 After You Get the Money**  **4 Funding from the incubator’s perspective**  **4.1 Developing and managing sources of funding**  **4.2 Programs for connecting incubatees and funders** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** |

**Module 8: Mentoring and Employee Volunteering** - Edited version (1/4 day)

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| **Content** | **BIM & BEDCO** | **BDSPs** | **MSMEs** |
| **1. Mentoring & Coaching**  **1.1 An introduction to Mentorship**  **1.2 Volunteering**  **2. Finding Mentors**  **2.1. Types of Mentors/Coaches/Advisors**  **2.2. Identifying mentors and organisations**  **2.3. Accessing partners**  **2.4. Good Practices for Building and Maintaining Partnerships**  **3. Screening Mentors**  **4. Orienting Mentees**  **5. Orienting Mentors**  **6. Matching Mentors with Mentees**  **6.1. The first mentor-mentee meeting**  **6.2. Supporting and monitoring the match** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** |  |

**Module 9: Monitoring and Evaluation (1/4 day)**

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| **Content** | **BIM & BEDCO** | **BDSPs** | **MSMEs** |
| **1. Monitoring & Evaluation**  **1.1 Definitions of M&E**  **1.2 Management Information Systems (MIS)**  **1.4 The Added Value of M&E for Businesses**  **2. What to measure**  **2.1. Introduction to Incubator Evaluations**  **2.2. M&E Framework**  **2.3. Performance Drivers**  **3. Incubator Monitoring & Evaluation**  **4. How to Measure**  **5. Benchmarking**  **5.2 Designing the Benchmarking Process**  **5.3 Choosing What Processes to Benchmark** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓** |  |

**Module 10: Marketing for Incubators and clients (1/2 day)**

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| **Content** | **BIM & BEDCO** | **BDSPs** | **MSMEs** |
| **1: What is marketing really?**  **2: The story of the three “C’s” and seven “P’s”**  **2.1. Strategic marketing**  **2.2. Doing the marketing mix**  **2.3. Putting it together**  **3: The incubator marketing plan**  **3.1 The marketing plan**  **3.2 Attracting good clients**  **3.3 Promotion**  **3.4 Unique Selling Proposition (USP)**  **4: Helping clients to understand marketing** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** | **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓**  **✓** |