

# Aspen Network of Development Entrepreneurs

## **BUSINESS DEVELOPMENT ASSISTANCE**

Priorities, Tools & Funding



Delivering Value

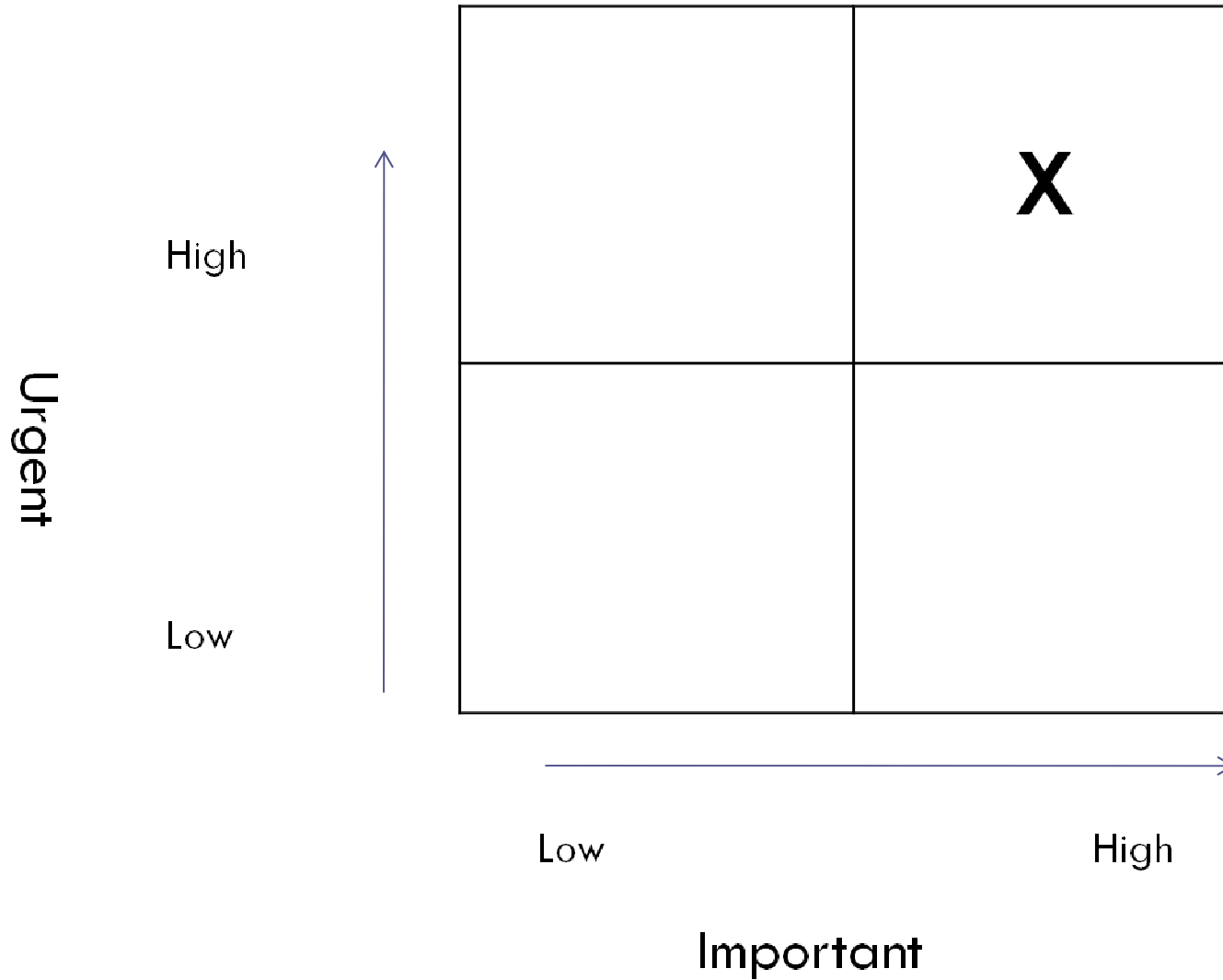
# Defining Business Development Assistance

“Services that improve the performance of the enterprise, its access to markets, and its ability to compete.”

\*Committee for Donor Agencies in Small Enterprise Development – renamed “Donor Committee for Enterprise Development” in 2005.



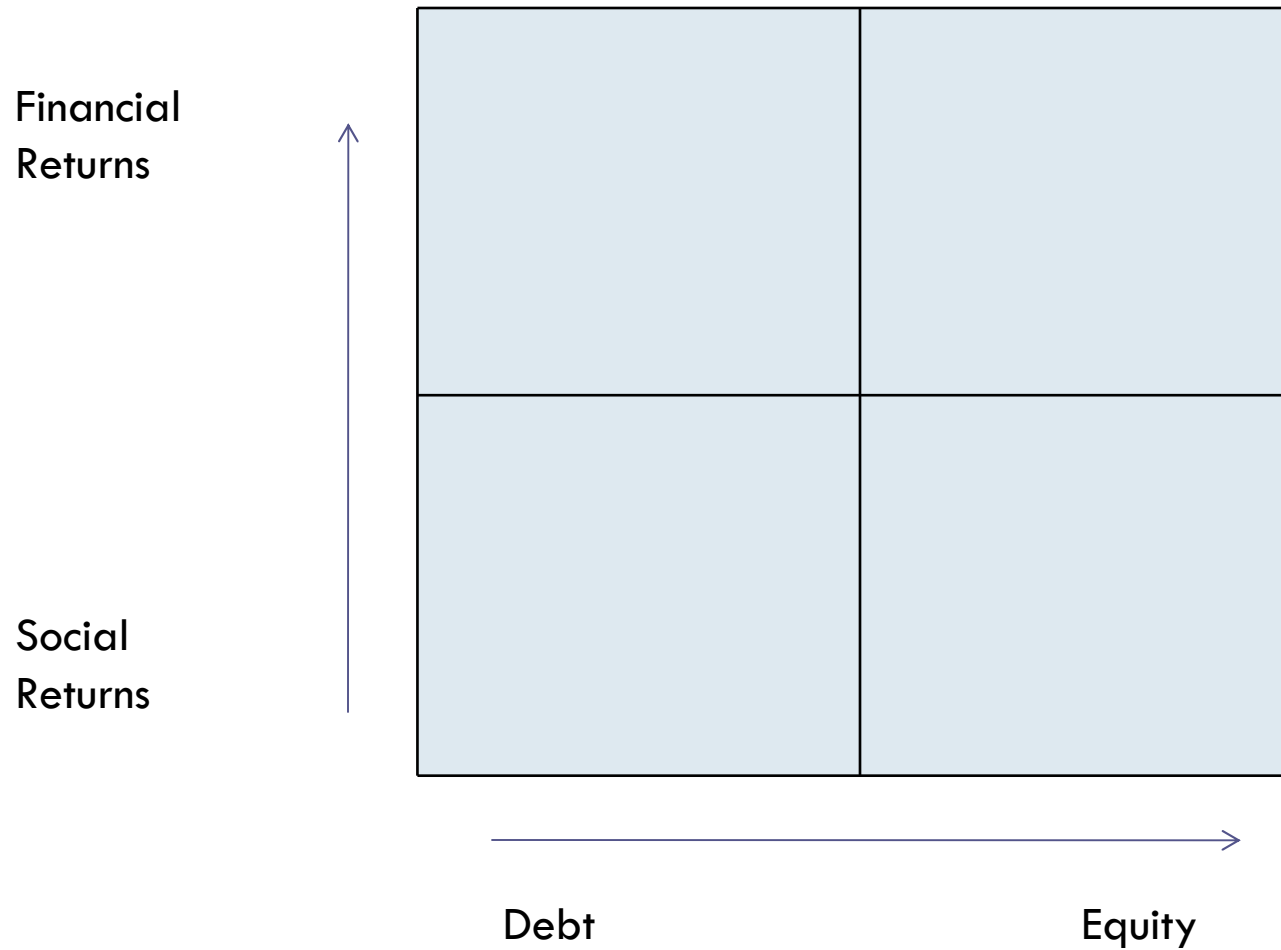
# Urgency and Importance



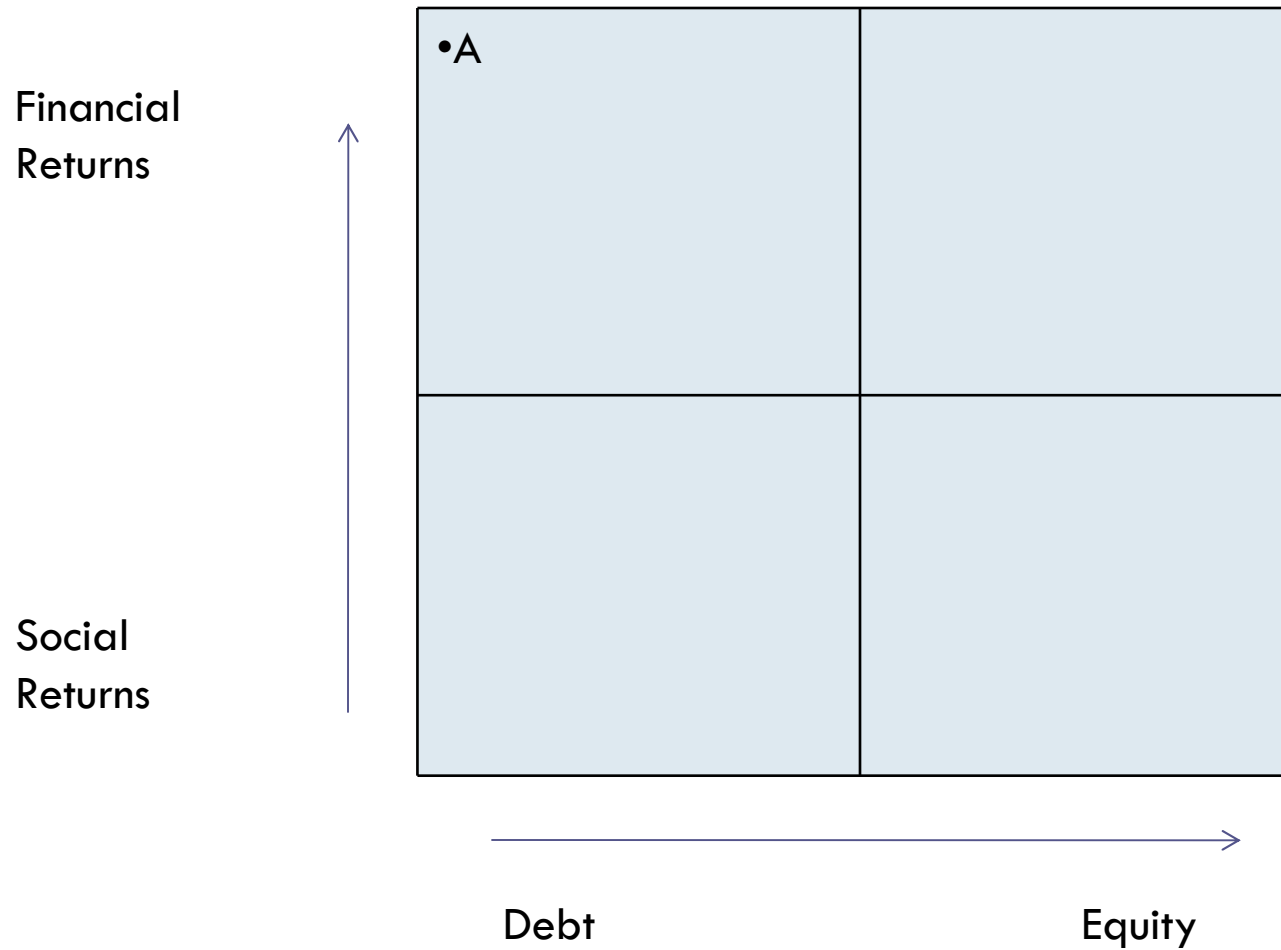
# Areas of Business Development Assistance

<ul style="list-style-type: none"><li>• Marketing &amp; sales</li><li>• Human resources</li><li>• Quality</li><li>• Production</li><li>• Strategic planning</li><li>• Governance</li></ul>	<ul style="list-style-type: none"><li>• Financial management</li><li>• Planning</li><li>• Accessing finance</li><li>• Business processes</li><li>• MIS</li><li>• Social impact</li></ul>
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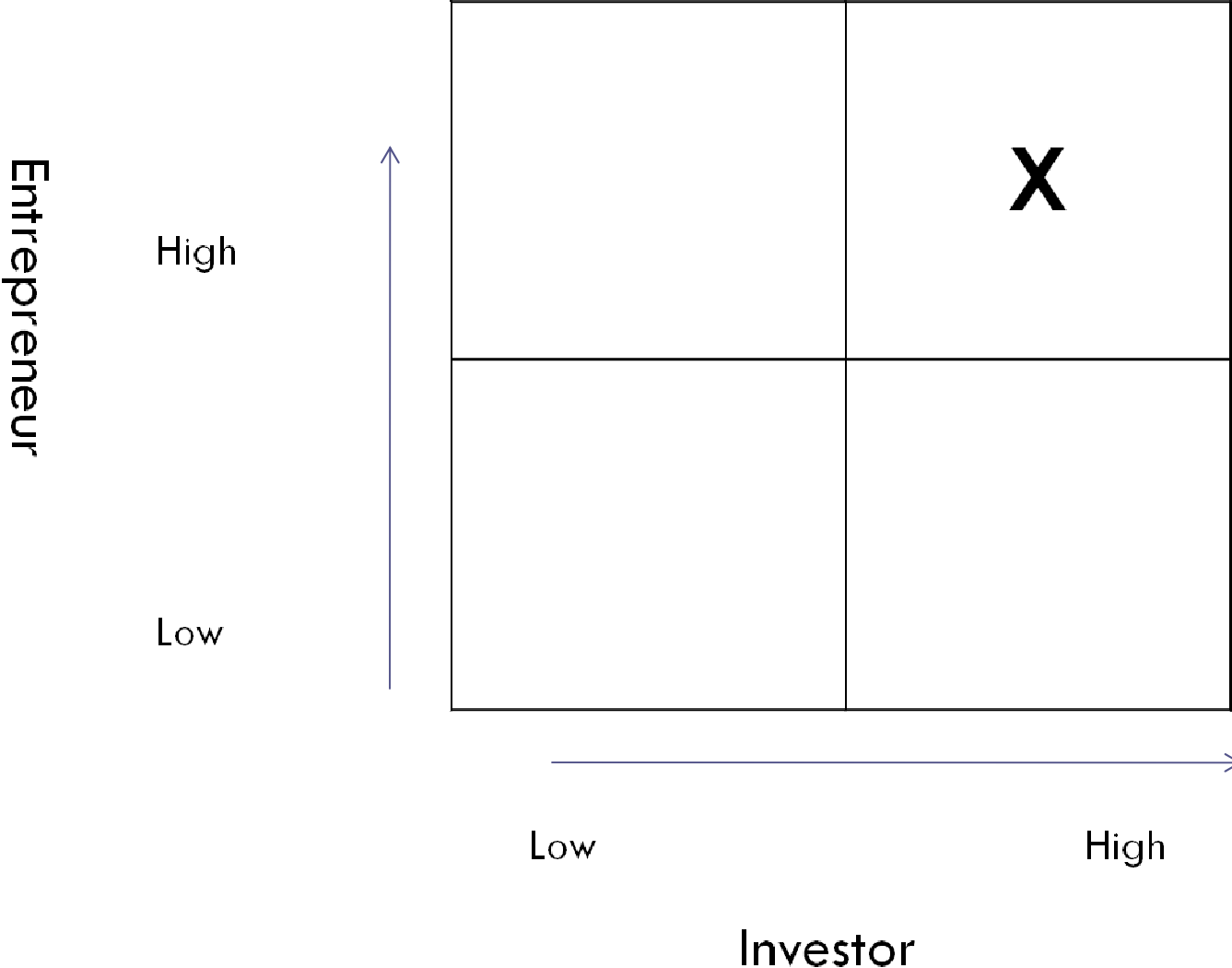
# What Type of Fund Are You?



# Areas for BDA Focus for Fund Managers



# Where are the BDA Priorities?



# High Aligned Interest BDA Tools

## Cash Management

1. Liquidity “dashboard”
2. Cash flow/budgets
3. Inventory analysis
4. Contribution margins
5. Additional financing
6. MIS
7. Cost reductions

## Marketing/Sales

1. Sales staff incentives
2. Marketing plan
3. Introductions
4. Promotional materials
5. Branding
6. Distribution
7. Market research





# High Aligned Interest BDA Tools



<p>[TBD]</p> <p>1. [TBD]</p>	<p>[TBD]</p> <p>1.[TBD]</p>
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# Tough BDA Areas – How to Get Buy-in

<p>[TBD]</p> <ol style="list-style-type: none"><li>1. [TBD]</li></ol>	<p>[TBD]</p> <ol style="list-style-type: none"><li>1.[TBD]</li></ol>
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# Other BDA Prioritization Factors

- ❑ What is most urgent and important
  - Key success factors
  - Think with exit in mind
  - For individual investees and portfolio
- ❑ Take advantage of investment staff know-how
- ❑ But, beware of solutions looking for a problem!
- ❑ Identifying BDA opportunities

# Don't Underestimate Value of .....

- Problem-solving
- Financial analysis
- Power of data
- Unexpected opportunities
- Your network & connections
- Time spent with entrepreneur



# BDA – Let's talk funding

- Management fees
- Donor funded technical assistance pool
- Deal funded
- Investment fund staff as resource
- Vouchers
- Cost-sharing

# BDA – Planning

- Fund BDA Plan
  - Mission and strategy
  - Policies, procedures and responsibilities
  - Budget
  - Metrics for success
- Investee BDA Plan
  - Prioritized BDA needs
  - Action plan for delivering BDA
  - Funding (budget, cost-share, etc.)
  - Entrepreneur sign-off



# BDA – Let's Talk Problems!

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# BDA – Final Thoughts

