



**Ranyaka**  
Activating  
Communities

PROUD PARTNERS



# BUILDING BUSINESS

COMMUNITY TOOLKIT

ON THE COVER:

**ASIPHE COSA**

PLUMBER, ENTREPRENEUR & OWNER

**JUST SIP MO PLUMBING & PROJECTS**

KAYAMANDI, STELLENBOSCH · WESTERN CAPE

[CLICK HERE TO READ HER STORY](#)

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# BUILDING BUSINESS – BUILDING COMMUNITIES

A robust local economy with productive local businesses not only creates financial well-being and stability, but ultimately supports all-round community well-being – instilling a sense of hope for a better future.

The small businesses in a busy street, the informal trader on the side of a road, the carpenter, the baker and the barber shop - they all represent the dreams of the place where they trade and sell their goods and skills.

At Ranyaka Community Transformation, one of our objectives is to help create environments where businesses can flourish. With our roots in urban planning, we believe that strong social fabric and the creation of so-called enabling places are key to unlocking entrepreneurial and economic opportunities for communities.

A community that is struggling – whether it be because of crime, high unemployment rates or neglect – will have a negative impact on the local economy. On the flip side, a safe, resilient and cohesive community will support local business and help create an environment for growth, to the benefit of all.

We do not work alone – and we do not reinvent the wheel. As we explore ways to build our local economy and build strong communities, we invite you to join us on this journey. To build with us – and allow us to build with you.

## PREAMBLE

There is no disputing the fact that South Africa as a country faces seemingly overwhelming challenges. Even before Covid-19 hit our nation, we found ourselves on precarious ground – a situation which has since been exacerbated by the pandemic. For many years, we have been confronted with unsettling local and global sentiments about the future of our country.

### We choose to adopt an alternative outlook.

Not from a position of naïvety, denial or ignorance about the realities we face, though. We choose to see the future differently because we are increasingly seeing a growing tidal wave of ordinary South Africans rising up to do the extraordinary.

At Ranyaka Community Transformation, both our philosophy and our operational model are at their very core all about activating the strength that lies within our towns, neighbourhoods and townships to address challenges head-on. Our role is to help communities self-organise around common agendas – from the initial DNA mapping workshops where challenges, opportunities and resources are identified, through to the creation, support and monitoring of local action groups that then implement a variety of projects and programmes that slot into an over-arching development plan for the area.

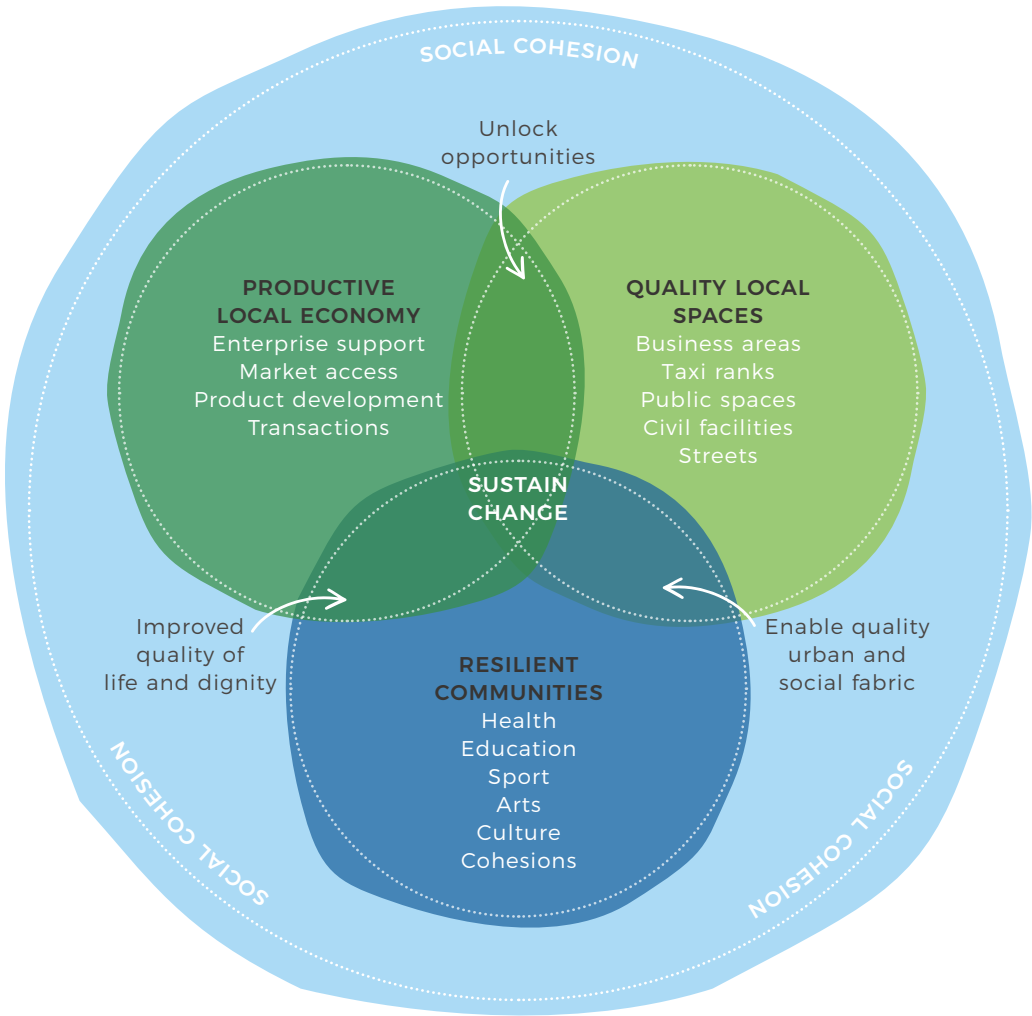
We are also exploring exciting new ways in which we can harness innovative technology to scale these initiatives and place practical tools in the hands of communities that have been activated to drive transformation in their midst.

We are privileged to work with an extensive network of partners across multiple sectors and to be supported by pioneering investors such as **Nedbank** who, through their Proud of my Town initiative, have to date, unlocked doors for Ranyaka to partner with communities in seven provinces nationally.

## THRIVING COMMUNITIES

Ranyaka follows an urban planning and whole-systems development approach. The approach is firstly built on relationships, and secondly combines the power of three fundamental elements that have been found to form the foundation of successful and thriving communities and towns. The three fundamental elements include:

- Productive local economies;
- Quality local spaces; and
- Resilient communities.



Strong and intentional social cohesion forms the glue that keeps these fundamentals and relationships woven together.

Pursuing a situation where the above elements come together and result in sustainable development and resilient communities is not something that can be tackled in isolation. It requires a continuous rhythm of creation and design; implementation and learning; adaptation and agility. It requires a continuous dialogue and the willingness to work together.

# FACILITATING DIALOGUE

Ranyaka is creating a series of booklets that we hope will facilitate discussion and dialogue amongst communities, partners and investors around the development of local areas.

These booklets will address topics that include, amongst others:

- Early Childhood Development
- Building Business
- Fix your Space (the upgrading and beautification of physical spaces)
- Land and Property

These topics and booklets relate directly to the programmes that Ranyaka and **Nedbank** are delivering and implementing hand-in-hand with communities in seven provinces across the country.

The focus of this particular booklet is Building Business.

## SHARE YOUR FEEDBACK

This is a living document. Your input can help us improve its content. Please tell us what works, which areas you are struggling with, what does not work, what you learn along the way, how we could improve our project plan and templates, and what other ideas you would add to the overall plan of building business in any community. Please email your feedback to [admin@ranyaka.co.za](mailto:admin@ranyaka.co.za) or WhatsApp/SMS 082 654 0095. We would love to hear from you!



Ranyaka is an urban planning social enterprise that was established in 2013 to develop transformative strategies for towns and neighbourhoods and work with local stakeholders to implement programmes that bring about positive and sustainable socio-economic change.

Ranyaka is also the official implementation agent for the **Nedbank** Proud of my Town initiative. By mid-2021, Proud of my Town will have been rolled out in over 15 communities in eight provinces across South Africa.

Building Business, the theme of this booklet, is one of ten programmes that comprises our holistic approach to collaborative community development.



## MORE INFO

Read more about Ranyaka at [www.ranyaka.co.za](http://www.ranyaka.co.za) and find out more about Proud of my Town at [www.ranyaka.co.za/proud-of-my-town](http://www.ranyaka.co.za/proud-of-my-town).

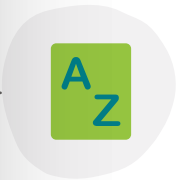
# USING THIS DOCUMENT

We have tried to ensure that important information in this document is easy to spot by including a series of icons. Here is what each one represents:



## IMPORTANT

Important information that you should read carefully.



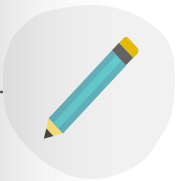
## DEFINITION

Explanations for technical or unusual terms.



## MORE INFO

Links to additional resources or information on a subject.



## MAKE A NOTE

Practical bits of information that will make your life easier.



## DOWNLOAD

Links to downloads such as templates.



## SHARE YOUR FEEDBACK

We value your input. Share your thoughts.



## TAKE ACTION

Tackle the next step.



## MAKE A NOTE

Practical bits of information that will make your life easier.



## WHAT DID YOU DISCOVER?

What you realised from this exercise.



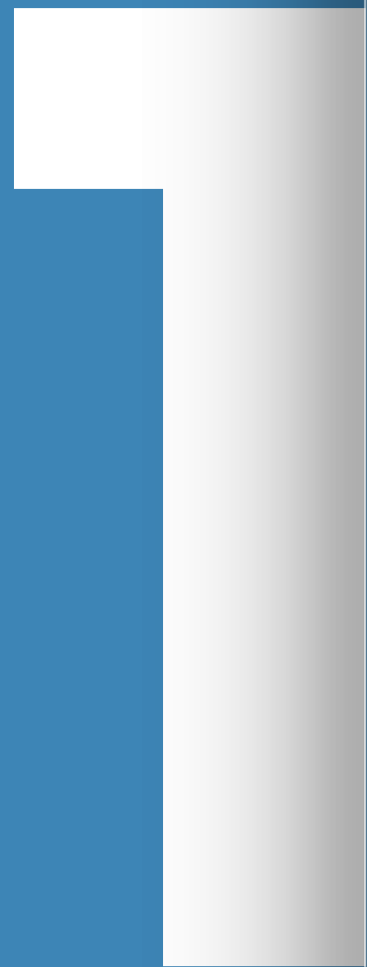
## DID YOU KNOW?

Interesting additional facts.



## IMPORTANT: OPENING LINKS & DOWNLOADING TEMPLATES

This booklet contains many links to useful resources and articles. To ensure that you do not navigate away from the booklet each time you click on a link or download a template, rather right click on the link and select the "Open link in new tab" option.



BUILDING BUSINESS TOOLKIT

# About this booklet

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we're here  
at the moment

# 1. ABOUT THIS BOOKLET

## 1.1 WHO THIS BOOK IS FOR

Anyone who has an interest in assisting small and micro-enterprises (businesses) in their town or neighbourhood to grow and thrive. For example:

- Business forums or networks with a vision to promote economic inclusion for all local communities
- NGOs, NPOs or social enterprises with a business or entrepreneurial development focus
- Community project teams with a desire to support local businesses
- Municipal officials
- Individual business owners or persons who would like to launch a Building Business programme in their community to support the development of local entrepreneurs

Several sections in this booklet could also add value for entrepreneurs, business owners, or even those who would like to establish new businesses.

## 1.2 WHAT IT OFFERS

- A sample plan of action based on the Ranyaka Building Business programme that could be implemented in your town or community to support small and micro businesses. Note that this plan **does not** represent a fixed recipe. You can select the sections that are relevant to your needs and situation to craft your own Building Business programme.
- Step-by-step guidelines for the implementation of specific activities and projects, including checklists and templates.
- Stakeholder example lists to guide you as you compile a database of roleplayers who could support you in your programme.
- Practical examples of activities and interventions
- Useful tips and examples of quick wins that can be implemented with limited to no funding - both for entrepreneurs and Building Business programme managers.
- Useful templates.
- Links to online resources.
- An understanding of how a Building Business programme forms part of the overall well-being of your community, the importance of tapping into local resources and the power of collaboration.

## 1.3 WHAT IT DOES NOT OFFER

- This is not an academic or business science handbook. There are many books and online resources available on the market. This booklet is based on practical experience working with entrepreneurs and small businesses in the South African context.
- This e-Booklet is not exhaustive. In other words, it cannot possibly cover all aspects of business and entrepreneurial development and neither does it attempt to do so.

- It does not offer financial advice.
- It does not propose a one-size-fits-all recipe for a Building Business programme. Your local context and available resources will guide the development of your programme and the interventions you select.

## 1.4 HOW TO GET THE MOST FROM THIS BOOKLET

- Take the time to read it all. There are useful nuggets of information, resource lists and templates throughout the booklet.
- Be realistic about what aspects of the plans and tips you can implement with the resources at your disposal.
- Place emphasis on building your stakeholder database, collaborating with others and discovering resources in your town or community.
- Please provide us with your honest feedback.

## 1.5 A LIVING DOCUMENT

This booklet is a living document. Your input can help us improve its content. Please tell us what works, which areas you are struggling with, what does not work, what you learn along the way, how we could improve our project plan and templates and what other ideas you would add to the overall plan of building business in any community. Email your feedback to [admin@ranyaka.co.za](mailto:admin@ranyaka.co.za) or WhatsApp/SMS 082 654 0095.



### IMPORTANT

The process you will follow to assist the entrepreneurs will depend on the resources at your disposal. There is no one-size-fits-all approach. You can use your own initiative to design a programme that could make a big difference in the life of an entrepreneur – even without spending a lot of money. This booklet does not propose a fixed plan of action or a certain number of steps to follow.

# 2

BUILDING BUSINESS TOOLKIT

## Introduction

1 2 3 4 5 6 7 8 9 10 11

now we're here



## 2. INTRODUCTION

### 2.1 LET'S TALK BUSINESS

When we think of the word 'business' we often think of 'big business'. We think of large corporate, high-rise office blocks, shopping malls, factories and fancy boardrooms. We often forget that micro, small and medium businesses are the lifeblood of the South African economy.

So, think of your local barber shop, the car wash on the corner and the lady who bakes the best chocolate cake in town. Think of the small internet café where scholars gather after school, the plumber who lives next door or the carpenter who creates beautiful furniture in a small, make-shift workshop behind the community centre.

These small businesses are the lifeblood of our economy – and there are over 5 million such micro and small businesses across South Africa, most of them, in the informal sector.

These survivalist informal traders, micro and small businesses are also the most vulnerable in South Africa. Their formalisation status ranges from registered (but not fully compliant) to informal. In terms of employment, the targeted enterprises range from individual traders (owner employment) to informal (casual/temporary employment) and limited formal employment. All these businesses have a small asset base.



#### DID YOU KNOW?

The National Development Plan envisions that by 2030, 9 out of 10 new jobs will be generated by micro, small and medium businesses (SMEs).

### 2.2 CHALLENGES FACING SMALL BUSINESSES

Research has shown that between 62% and 80% of SMEs fail in their first two to five years of trading. Government has designed programmes and adopted new strategies and policies to improve the conditions of SMEs to enable them to grow and become competitive in both the local and global markets<sup>1</sup>.

Civil society (businesses, NPOs, NGOs, social enterprises etc.) has come alongside government in the development of the SME sector. By close of 2020, there were more than 100 incubation programmes across the public and private sectors in South Africa. Although these are important drivers of economic growth and job creation in South Africa, small and micro enterprises (businesses) from under-resourced areas face many barriers to inclusion in their local economies.



#### DID YOU KNOW?

An **incubator** is an organisation designed to help startup **businesses** grow and succeed by providing free or low-cost workspace, mentorship, expertise, access to investors, and in some cases, working capital in the form of a loan.

The facilitation of financial inclusion and access to new markets are key elements of Ranyaka's Building Business programme.

#### 2.2.1 CHALLENGES

These challenges may include the following:

- SMEs have limited access to market and no access to market-centred business premises.
- Investment in high-risk early stage micro-entrepreneurs is almost impossible in a traditional market setting and as such, SMEs have limited access to formal finance.
- SMEs often struggle with a lack of technology.
- SMEs often have limited access to business development services. Most programmes focus on small businesses with a track record and little focus is given to migrating survivalist and micro entrepreneurs to the formal economy or developing pipeline for formal economy incubation programmes.
- Entrepreneurial development programmes often take an umbrella approach to training and development; Not taking into consideration the exact challenges (physical, environmental or business-related) faced by the individual entrepreneur.
- Most incubators focus on specific industries (single-or multi sector), markets or target high potential early stage enterprises. It is not often that programmes adopt a geographical approach where all businesses are taken into consideration, regardless of their size or sector.
- Incubation takes time and success is seldom seen in the standard 12 to 18-month incubation period.

#### 2.2.2 EXTERNAL FACTORS

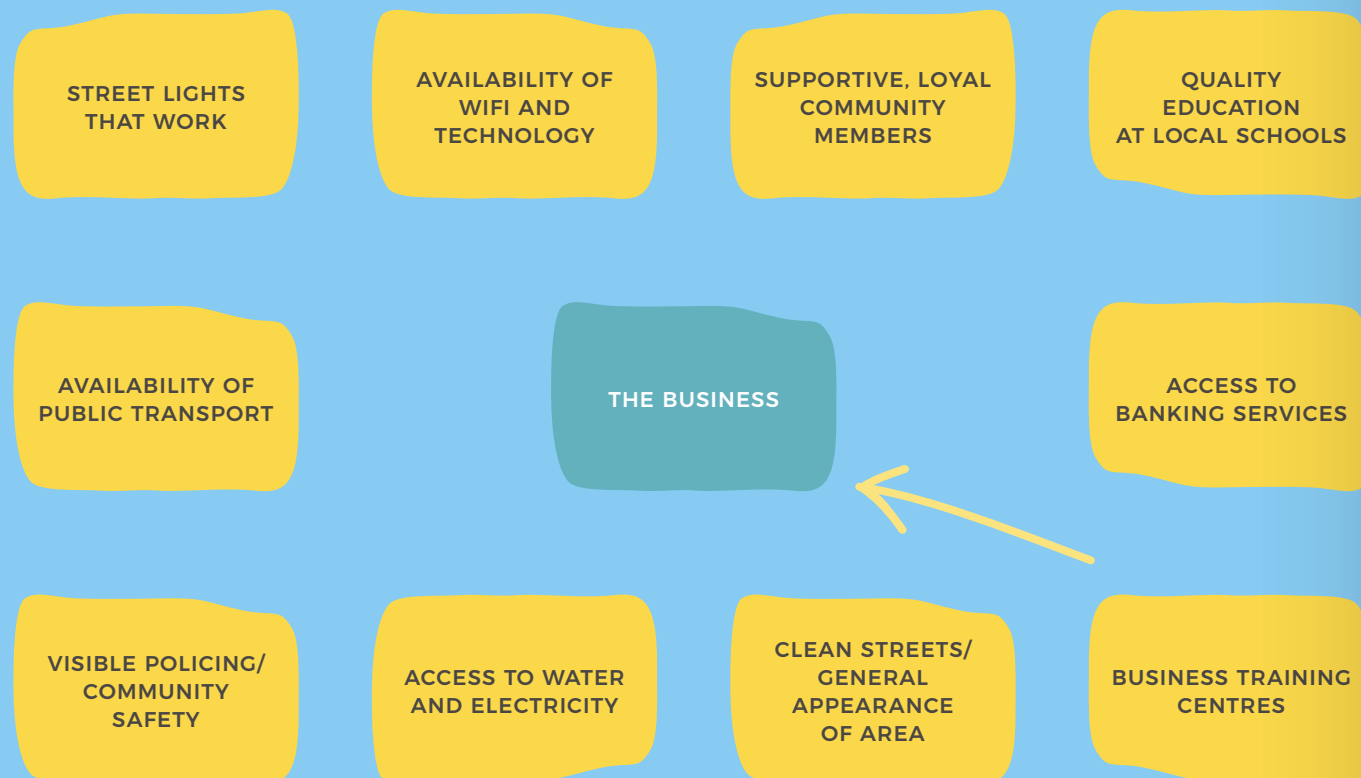
Multiple external factors affect the well-being and growth possibilities for SMEs. As an urban planning social enterprise, Ranyaka adopts an eco-systems approach to everything we do. When developing a programme to build local businesses, we need to keep reminding ourselves that it is not simply a matter of capacitating and equipping the entrepreneurs and business owners to improve their skills and boost their resources.

The physical environment and community within which they conduct their business, the well-being of that environment and the services available will have a profound impact on business. Take a look at the exercise below to illustrate this point.

<sup>1</sup> SA Incubator Handbook

## EXERCISE: CONNECT THE DOTS

Imagine that the blue box represents a local business. This could be a spaza shop, hairdresser, car wash, ECD centre, fashion designer, plumber or any other business you could possibly think of. Which of the issues in the orange bubbles do you think could affect the well-being and profitability of the business? Draw a line to connect the yellow bubbles with the business bubble in the middle if you think that there is a connection!



### WHAT DID YOU DISCOVER?

Hopefully you discovered that every one of the yellow bubbles connects with the business bubble. Your business will certainly benefit when your streets are safe, clean and attractive, you have access to technology and basic infrastructure, clients have public transport to reach your business, local training institutions provide quality education so that you can employ qualified employees and your community is supportive!



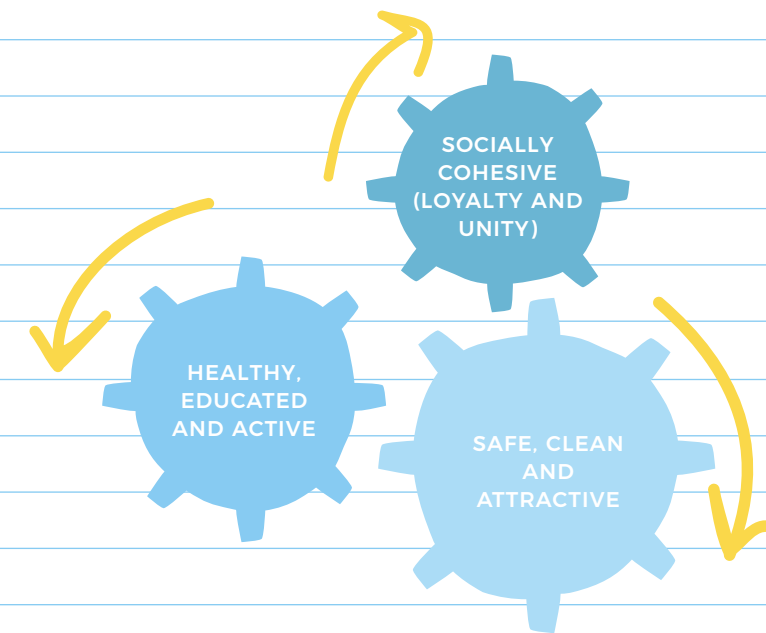
## WHAT TO DO WITH YOUR DISCOVERY

Understanding that businesses are affected by the surrounding community and that businesses can positively affect their environments will have an impact on the way you design your Building Business programme.

## TIME TO BRAINSTORM

To build business, you need to think beyond business. Consider planning a workshop or brainstorming session with your project team, fellow businesses, local NGOs and NPOs, friends and neighbours to talk about both the challenges (pain points) as well as the resources (strengths) in your community that could influence your Building Business programme.

Think of ways to make your community become more...



### MORE INFO

Chapter 10 offers useful information about the location and physical environment surrounding businesses and why it is so important that you take certain important factors into consideration before deciding where to do business.



### DOWNLOAD

Download our [Project Design Workbook](#) to plan community interventions to tackle specific challenges or email [admin@ranyaka.co.za](mailto:admin@ranyaka.co.za) to request the workbook.



## ASK YOURSELF

Is there anyone in your town or community that takes a localised approach, connecting local businesses with local resources and collaborating with others towards a common goal? Include these stakeholders in your database!

3

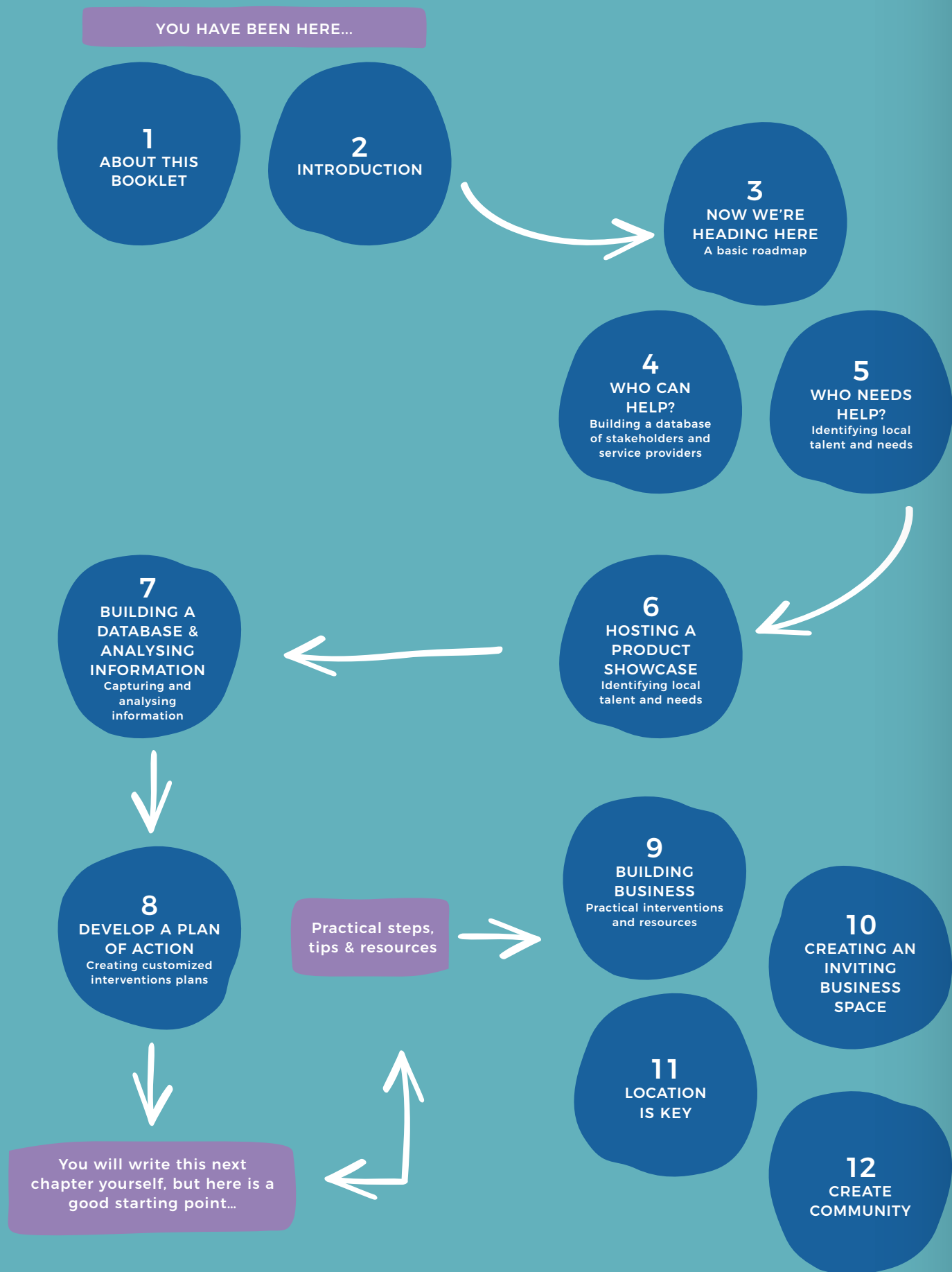
BUILDING BUSINESS TOOLKIT

# Your Building Business programme: a basic roadmap

1 2 3 4 5 6 7 8 9 10 11

→ over here

### 3. A BASIC ROADMAP



**DAVENE POOL**  
ENTREPRENEUR & BEAUTICIAN  
**DAVENE POOL BEAUTY STUDIO**  
IDAS VALLEY, STELLENBOSCH • WESTERN CAPE

[CLICK HERE TO READ HER STORY](#)

# 4

BUILDING BUSINESS TOOLKIT

## Who can help?

Building your database of stakeholders and service providers

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now we're here



## 4. WHO CAN HELP?

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### DEFINITION • STAKEHOLDER

A stakeholder is a person or organisation with an interest or a concern in your project. Stakeholders can either influence, fund or be actively involved in your Building Business programme. This could include other businesses, a local business forum, your local municipality, government departments, training institutions like colleges or universities, your community or town newspaper etc.

A  
Z

### DEFINITION • STAKEHOLDER MAPPING

Stakeholder mapping is the process of finding out who all the key stakeholders are relating to your project. The process involves identifying all the individuals and organisations who have an interest in the outcome of your project or who could influence, assist or fund your activities.

A  
Z

### DEFINITION • STAKEHOLDER DATABASE

Your stakeholder database is simply a list of all the stakeholders that you have identified in the mapping process. An example of a stakeholder database is included in [Appendix A](#).

## 4.1 GREAT PARTNERS MAKE ALL THE DIFFERENCE

To run this collaborative programme successfully, it is important not to reinvent the wheel. You will be working with different stakeholders in your Building Business programme. The first step in your programme is to identify stakeholders and service providers who can assist you and partner with you – and to create a database.

This is a critical step. Whether you are an entrepreneur or the manager of a Building Business programme, the right project partners on board makes all the difference. Throughout your project, you need to:

- Identify trusted partners who share your values and objectives
- Nurture strong relationships
- Build new networks
- Tap into existing networks
- Choose collaboration over competition
- Explore existing resources rather than reinventing the wheel

Prove yourself to be a trustworthy community champion who has the best interests of local businesses at heart. Remember that many of the stakeholders you are going to start engaging with, may not know you. You need to make your intentions very clear and share your agenda as you invite others to join you on this journey.

## 4.2 POSSIBLE AREAS OF SUPPORT

In designing and implementing your Building Business programme or even as an entrepreneur running your own business, you will need to work with service providers, trainers and other professionals who are experts in their various fields. These partners or stakeholders could include individuals or organisations that offer services and support related to, at the very least, the following fields:

- Business registration
- Business plan development
- Business compliance
- Business training
- Legal matters
- Financial management
- Human resources
- Digital training
- Funders for equipment
- Soft skills training
- Access to business premises
- Networking channels
- Mentorship channels
- Marketing
- Life coaching/counselling
- Connections to investors



### MAKE A NOTE

Take the time to identify stakeholders who will truly add value to the common goal of economic inclusion. Meet with them in person. Share your story. Be open to input and advice. Steer clear of local politics. Develop a good stakeholder database and communicate effectively. When reaching an agreement, get it in writing!

## 4.3 FIND OUT WHO DOES WHAT

Remember that different stakeholders will play different roles. Some stakeholders could offer advice and guidance. Others could play an active role in your programme by providing training. Others could participate as business mentors. Some may be able to influence your programme in some way, but not actively participate. Then you have potential funders who cover your costs. Stakeholders like the local media could help tell your story.

When you start doing research about a stakeholder, it is important to understand a few points:

- What they do
- How they might fit into your Building Business programme
- Whether there is a cost involved to the services they offer
- Whether anything they are already doing overlaps with any part of your plan and if so, whether you could collaborate with them so that you do not duplicate efforts.



### MAKE A NOTE

If you are uncertain about the role a stakeholder could play, do your research. Visit their websites and Facebook pages to get an idea of the work they do. Schedule appointments with representatives from these organisations and gather information.

## 4.4 START BUILDING YOUR STAKEHOLDER DATABASE

The table below provides examples of typical stakeholders who could be involved in a Building Business programme. Research their details and compile your Stakeholder Database using the template provided in [Appendix A](#).

If any of the stakeholders provide training, workshops, business support services or other resources, also update the details in the Training and Workshop Resource Database in [Appendix B](#). Indicate whether training is free of charge or requires funding. This is critical information as you will need this after the product showcase to match training needs to resources.

Stakeholder Name	Stakeholder role Potential value to the programme
<b>Local government</b> <ul style="list-style-type: none"><li>Local District Municipality</li><li>Local Municipality: Local Economic Development Department</li><li>District SEDA branch</li></ul>	<ul style="list-style-type: none"><li>Infrastructure provider</li><li>Business development support and training partner</li><li>Funding</li></ul>
<b>Business sector</b> <ul style="list-style-type: none"><li>Formal business networks or Chambers of Commerce</li><li>Informal business networks in your area or community</li><li>Sector-specific networks i.e. tourism or agriculture networks</li><li>IT partner</li><li>Local business mentors</li><li>Local business sector branch</li><li>Professional services i.e. local bookkeeper, lawyer, labour specialist, designers, psychologists, marketing services, IT specialist, tax consultant</li></ul>	<ul style="list-style-type: none"><li>Acquisition of beneficiaries or programme clients</li><li>Marketing channel</li><li>Access to local mentors</li><li>Access to supply chains</li><li>Business skills training</li><li>Business support services</li><li>Enterprise development funding</li><li>Infrastructure development funding</li><li>Business equipment sponsors</li><li>Pro bono professional services to entrepreneurs</li></ul>

### Banking sector

- Local banks

- Business registration with CIPC
- Access to banking services
- Business support/advice
- Banking products and services that serve small businesses/entrepreneurs
- Training
- Mentorship
- Funding (e.g. through loans)

### Academia or training partners

- Local tertiary institutions (colleges and universities)
- Local research institutions
- Local incubators – Entrihub portal
- Training programmes/institutions – Entrihub portal
- Sector specific incubators with a local footprint
- Local SEDA branch
- Internship programmes
- YES Hubs
- Business hubs

- Training venues
- Business skills training partners
- Mentors

### Investor networks

- Entrihub portal
- Finfind
- Local investors

- Access to capital for businesses

### National and provincial government

- Department of Small Business Development
- Department of Economic Development
- Department of Trade and Industry
- Provincial Economic Development Partnership (i.e. WCEDP)

- Provides regulatory frameworks
- Access to industry or sector thought-leadership and/or forums
- Access to public funding

### NGOs and NPOs

- Non-governmental and non-profit organisations

- Some NGOs and NPOs provide entrepreneurship/business support and/or training



Local media

- Local newspapers
- Local radio stations
- Online media platforms

- Source of information
- Channels through which you can advertise your project (e.g. advertise your product showcase in your local newspaper events calendar)
- Platform to share your story and invite participation

Social media and online platforms

- Local community Facebook pages
- Business Facebook pages for your community
- Advertising Facebook pages for your community
- Online business directories (websites that list businesses in your town or community)

- A source of information – here you will find local businesses and other resources

Service providers

- Venues
- Caterers
- Equipment hire (e.g. sound system, projectors, screens)
- Printers
- Photographers

- Provide assistance with events, meetings and networking occasions such as your product showcase

Funders/potential funders

- Existing funders that support your projects
- Trusts
- Funding platforms
- Large businesses
- Philanthropists

- Source funding for your Building Business project as well as to support the businesses that you will include in the project

4.5 TAP INTO YOUR OWN NETWORK

Remember that very often there are resources within our midst. We do not always have to look to the outside for help. Within your group of Building Business programme participants, there may be businesses that are able to assist others in the same network with their services. For example, if you have a graphic designer participating in your programme, they may be able to assist other businesses in the group with their websites, branding and marketing material. Within the network, you have prospective service providers, clients and a support network – all in one.



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# 5

BUILDING BUSINESS TOOLKIT

## Who needs help?

Identifying local talent and needs

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over here

## 5. WHO NEEDS HELP?

Whilst you are working on the database of stakeholders and service providers who could support your Building Business programme, you should also start compiling a database of entrepreneurs and local SMEs that you would like to support.

There is no one-size-fits-all recipe when it comes to identifying entrepreneurs and SMEs that you could include in your Building Business programme. One challenge is that the small business owners who probably need support the most, may be the least likely to already be listed on a formal business directory or be a member of a local business forum – or possibly even have a social media presence. These may be precisely the kind of businesses you **SHOULD** include! This means that you will need to do your homework and compile your own list.



### MAKE A NOTE

Before you launch your programme, you need to decide on your target audience and set the criteria that the entrepreneurs/SMEs need to meet in order to participate in your programme.

Note that the Ranyaka Building Business programme outlined in this booklet caters specifically for Small, Medium and Micro Enterprise (SMEs) who, for various reasons, may be struggling to gain access to, and benefit from mainstream entrepreneurial and enterprise development support programmes. (Read more about the challenges SMEs face in [Chapter 1](#).) Perhaps they simply do not know about the resources that are available and your role will be to facilitate an introduction that could unlock opportunity for those entrepreneurs.

### 5.1 WHO TO SIGN UP?

Decide what kind of businesses your programme will target. Are you focusing on survivalist and micro-entrepreneurs? Medium-sized enterprises? Start-up businesses only? Perhaps you would prefer for the businesses on your programme to have been running for a certain minimum period of time (e.g. a year)?

Draw up a basic questionnaire or checklist that you could use when evaluating an entrepreneur/enterprise to determine whether the business would be a good fit for your programme goals. The type and number of businesses you could assist will, of course, depend heavily on the availability of resources – both financial and otherwise.

### 5.2 MANAGE EXPECTATIONS

It is very important to manage expectations from the beginning. Even if you do not have a clear programme planned, with financial and other resources lined up to offer the support these entrepreneurs may need, it is very risky to raise hopes and create expectations that you may not be able to fulfil. Also, there is always a strong possibility that you will not be able to onboard all the businesses on your initial database onto your Building Business programme.



### MAKE A NOTE

If you convey the wrong message and people feel that you have made promises that you could not keep, this will not only cause you to lose face – it will also break trust and hamper any of your future efforts.



### IMPORTANT: MANAGE EXPECTATIONS

Make it clear from the start that you are:

- building a database of local entrepreneurs and SMEs;
- working to gain an understanding of the gaps in terms of business knowledge and support required;
- exploring the resources that are available to support entrepreneurs; and
- not offering any guarantees or promises.

## 5.3 IDENTIFY LOCAL TALENT AND NEEDS

### 5.3.1 Harness the power of social media

Social media platforms (Facebook, Instagram, Twitter etc.) can be a very valuable source of information.

- Join your local community Facebook groups.
- Look for groups dedicated to local businesses, buy and sell groups/advertising platforms and groups that focus on serving the community.
- You could also create your own Facebook group. Note that a Facebook group works better than a Facebook page if your goal is to create an online gathering space for people with similar interests. If your goal is to promote your organisation or movement or build a brand, then you would create a Facebook page. You can also have both!



### MAKE A NOTE

Note that there is a difference between your personal Facebook profile, a Facebook page and a Facebook group. Read more about social media in [Chapter 9](#) under [9.3.2](#).



> POST A SIMPLE QUESTION

Ask for information, but make your intentions clear. For example, you could word the post to read:

“I would like to build a database of entrepreneurs and businesses in our town/community to identify local talent and learn a bit more about the greatest challenges facing businesses in our area. Please share more about your business in the comment section below. If you are happy for me to contact you, please include your contact details or send me a direct message. Let’s work together to explore ways of building businesses in our community!”

> CONDUCT A SURVEY

Create a survey using an online survey tool. The basic plans of some survey tools are free of charge. [SurveyMonkey](#) for example, is an easy-to-use option. However, you will need to upgrade to a paid service to export your survey results. Have a look at some options of survey tools here: [www.g2.com/categories/survey/free](http://www.g2.com/categories/survey/free)

> CREATE A FACEBOOK POLL ON A GROUP OR YOUR PAGE

Creating a poll on a Facebook group page gives you the opportunity to ask the group members certain questions. When someone answers a Facebook poll, the question will also appear on that person’s own profile page. You will see everyone’s answers on your page and you can then keep a record of everyone’s answers.

Before you run a poll on a Facebook group, remember to check whether you have permission to place a poll on that group.

**“A poll on your page can also serve as a useful tool in keeping up user interaction within a group.” - Mikhail Polenin, Houston Chronicles**

> MORE ABOUT FACEBOOK POLLS

SOURCE	WEBSITE LINK
Clickable links below	
Business Insider	<a href="http://www.bit.ly/businessinsider_howtopoll">www.bit.ly/businessinsider_howtopoll</a>
Polls for Pages	<a href="http://www.poll.app.do">www.poll.app.do</a> <a href="http://www.facebook.com/simple.polls">www.facebook.com/simple.polls</a>
YouTube (video) tutorial	<a href="http://www.youtube.com/watch?v=dhpuCwOu2I0">www.youtube.com/watch?v=dhpuCwOu2I0</a>
Adding a poll to a Facebook group page	<a href="http://www.mobilemonkey.com/blog/how-to-create-a-poll-on-facebook">www.mobilemonkey.com/blog/how-to-create-a-poll-on-facebook</a>

> RUN A “TAG YOUR FAVOURITE SMALL BUSINESS” CAMPAIGN

Invite Facebook group members to tag their favourite small businesses in a post. Make it clear that you are creating a database and that you will be approaching these businesses to ask them if they are happy to be listed on your database for potential participation in a Building Business programme.

Create a post that stands out by using an image or campaign advertisement that grabs the attention. Canva is a free, easy-to-use online design tool that offers a wide range of templates that make it really easy to create eye-catching designs.



MAKE A NOTE

Create your own eye-catching designs. Canva is a free, easy-to-use online design tool that will help you to create eye-catching designs. Read more [here](#) or type [www.canva.com](http://www.canva.com) into your browser. Visit [www.canva.com/learn/a-step-by-step-guide-to-designing-from-scratch](http://www.canva.com/learn/a-step-by-step-guide-to-designing-from-scratch) to learn the basics about designing with Canva.

5.3.2 SEARCH LISTINGS

Do your research to identify local business directories. These may be websites, Facebook pages or even hard copy booklets/pamphlets and lists in local newspapers.

- Identify the businesses that you believe could benefit from a Building Business programme.
- Contact these businesses via email or telephonically.
- Schedule personal or small group meetings.
- Conduct interviews with the business owners and if possible visit their places of business.

5.3.3 HOST A PRODUCT SHOWCASE

To date, the Ranyaka Building Business programme has always kicked off with a so-called product showcase where local entrepreneurs and SMEs present their products and services to a team of evaluators. Because there is simply so much detailed information to share about hosting such an event, we have decided to break the rules when it comes to numbering the sections of content in a booklet – and we have dedicated an entire chapter to the product showcase. Refer to [Chapter 6](#)!



## 6. HOSTING A PRODUCT SHOWCASE

A great way of identifying local talent and finding out more about the products and services offered by the local community, is to host a product showcase. This is the route that we follow at Ranyaka.

This showcase is not something that is open to the public, although one could definitely plan public showcases too! The product showcase we will explain below is all about finding out the following:

- Who needs support?
- What kind of support is required?
- What level of support is required?

### DEFINITION • PRODUCT SHOWCASE

A **product showcase** is an event where local entrepreneurs and small business owners meet at a physical venue and at a fixed time with your project team and a panel of **evaluators** to find out more about their businesses. The information you collect at the product showcase will help you to decide (a) which of these businesses are suitable to be included in a Building Business programme (b) what kind of support they need and (c) what level of support they need.

### DEFINITION • EVALUATOR

An evaluator is a representative from a business or institution that has experience in the field of business and enterprise development. The evaluators need to understand what it takes to make a business work so that they can evaluate the entrepreneur or business person they are interviewing. They are not “judges” and this is not a competition. Their role is to do a basic evaluation of the gaps in the business and make support recommendations. The evaluators will ask specific questions from a questionnaire that you will provide.



### DEFINITION • BUSINESS SUPPORT

**Business support** could include:

- Business registration
- Business compliance
- Business training
- Business plan development
- Financial management
- Legal
- Access to business premises
- Networking channels
- Digital training
- Human resources
- Mentorship
- Marketing
- Soft skills
- Investor connections
- Equipment funders
- Coaching/counselling



### MORE INFO

In [Chapter 4](#) you can read more about how to draw up a list of service providers who can assist local small businesses with the support services listed above.

## 6.1 REACH FOR THE STARS, BUT MANAGE EXPECTATIONS

Make it clear from the start that the product showcase is simply a way for local entrepreneurs to introduce their products and services to a panel of evaluators. Attendance of the product showcase does NOT mean that a participating business is automatically going to be included in your Building Business programme.

Communicate the fact that the Building Business programme can provide assistance in specific areas (depending on the resources at your disposal). Also make it clear that the purpose is NOT to provide funding or capital to small businesses.

6.2 IDENTIFY YOUR PRODUCT SHOWCASE PARTNERS

Your stakeholder database will assist you to identify the partners who will participate in your product showcase either as advisors, evaluators or service providers. For example:

POSSIBLE PARTNER	HOW THEY WOULD BE INVOLVED
Municipality: Economic Development Department	<ul style="list-style-type: none"><li>Venue: possibly free of charge</li><li>Evaluators</li></ul>
Your regional Small Enterprise Development Agency (SEDA) office	<ul style="list-style-type: none"><li>Evaluators: (SEDA representatives could act as evaluators AT your product showcase event)</li><li>Marketing: Event could be marketed to the businesses on their database</li><li>Pipeline providers: SEDA could connect your entrepreneurs with other resources that could assist them in the development of their businesses.</li></ul>
Local bank (The Ranyaka Building Business programme works with Nedbank)	<ul style="list-style-type: none"><li>Evaluators: The bank's small business advisors would be valuable participants as evaluators</li><li>Service providers: Future providers of business advice, support, access to banking services and training</li></ul>
Organisations and institutions including NGOs and NPOs that provide training in entrepreneurship and business development	<ul style="list-style-type: none"><li>Evaluators</li><li>Pipeline providers: They could in future assist your entrepreneurs with a range of services they need to develop their businesses.</li></ul>
Local business forum or Chamber of Commerce	<ul style="list-style-type: none"><li>Evaluators</li><li>Networking opportunities for the entrepreneurs participating in the showcase</li></ul>
Local schools, churches and community centres	<ul style="list-style-type: none"><li>Possible venues</li><li>Marketing of product showcase (e.g. notice boards at community centres and churches)</li></ul>
Local newspapers and news platforms (printed and online)	<ul style="list-style-type: none"><li>Marketing of showcase</li></ul>

Community radio stations	<ul style="list-style-type: none"><li>Marketing of showcase</li></ul>
Local caterer	<ul style="list-style-type: none"><li>Catering services for the day</li></ul>
Equipment hire companies	<ul style="list-style-type: none"><li>Equipment hire for the event (e.g. tables and chairs if the venue does not have; sound system; projector and screen if you are going to do a presentation)</li></ul>
Printing company (if you do not have a printer)	<ul style="list-style-type: none"><li>Printing of a variety of documents you will need for the day (all included in <a href="#">Appendix K</a> and <a href="#">Appendix J</a>)</li></ul>
Photographer	<ul style="list-style-type: none"><li>Photography for the day</li></ul>
Sponsors	<ul style="list-style-type: none"><li>Funding of event costs (e.g. venue hire, equipment hire, catering, stationery, printing and photography)</li></ul>

6.3 IDENTIFY EVALUATORS

From the database above, invite a group of evaluators that represent different organisations. You should have a good 'mix'. For example, all your evaluators should not be from ONE organisation. Ensure a selection – e.g. select one evaluator from SEDA, two evaluators from training institutions, one or two evaluators from your local bank, etc. (These numbers are merely guidelines.)

> HOW MANY EVALUATORS?

You will need at least one evaluator for every five business owners/entrepreneurs present. So, if you have 40 businesses participating, you will need eight evaluators.

> ARE EVALUATORS PAID?

No. The evaluators you invite should gain value from the partnership in the form of marketing or a data sharing agreement. You need to discuss this with the evaluator upfront when you invite them. Refer to [Appendix C](#) for a general introductory letter and general guidelines.

> LANGUAGE

If possible, it would be a good idea to have evaluators present who can communicate in the languages spoken by the entrepreneurs.



MAKE A NOTE

You need to communicate the objectives/goals of the product showcase and your Building Business programme to the evaluators very clearly before the event.

6.4 SELECT A DATE AND VENUE

Date and time	<ul style="list-style-type: none"><li>• Select a date at least four weeks away</li><li>• A Friday morning, mid-month, is usually a good option. Do not choose a date close to month-end.</li><li>• Time: 9:00 – 13:00 (recommended)</li><li>• Book the venue from 7:30 – 14:00 as you need to set up beforehand and clear up after the event.</li></ul>
Venue booking	<ul style="list-style-type: none"><li>• Select a central location</li><li>• Ask the Municipality, community centres and churches</li><li>• Preferably free of charge</li><li>• Enough parking space</li><li>• Visit the venue beforehand to ensure that it meets your needs and to plan the layout</li><li>• A large room or hall would be needed with space to accommodate minimum 20 tables (that can each seat two people) and 50 chairs. This will assist you with adhering to Covid protocols. An outdoor venue, under cover and in full shade would also work well!</li></ul>

6.5 CONFIRM DETAILS WITH EVALUATORS

Once you have confirmed the date and venue, confirm these details with the evaluators and provide them with the documents that will be completed at the product showcase so that they can familiarise themselves with the content and ask any questions they may have. These documents are:

- Entrepreneur Questionnaire – completed by entrepreneur [Appendix D](#)
- Evaluator’s Questionnaire – completed by evaluators [Appendix E](#)
- Evaluator’s Comment Sheets [Appendix F](#)

6.6 INVITE SMALL BUSINESSES TO THE SHOWCASE

> HOW MANY BUSINESSES?

We recommend that you limit the number of businesses who will participate in your showcase to between 20 and 30. It is quite time-consuming to interview a very large group of business owners and you need to make sure that you have enough evaluators to assist.

> RECOMMENDED CRITERIA

Businesses need to have been running for at least six months to a year. The entrepreneurs need to be willing to be interviewed by various evaluators who will ask them a series of questions to get to know their businesses. If they are not comfortable to share details about their business, they will not be able to participate. Send out invitations to invite entrepreneurs and small businesses to the product showcase.



DOWNLOAD

Refer to [Appendix G](#) for a template invitation you can send out to small businesses you would like to invite.

Send invitation to	Recommendations
<b>Local media</b> <ul style="list-style-type: none"><li>• Newspapers</li><li>• Online news platforms in your area</li><li>• Community radio stations</li></ul>	<ul style="list-style-type: none"><li>• Send the product showcase invitation to local media at least three weeks before your event. Many newspapers (printed and online) have events calendars. Remember that printed newspapers have deadlines. Phone your local paper and ask them by when they need the information to publish it in time.</li><li>• Ask your community radio station if they would like to interview you. Share your story.</li></ul> <b>See example/template wording for an email to your local media outlet in <a href="#">Appendix G</a>.</b>
<b>Social media</b>	Advertise your showcase on your own Facebook page as well as local Facebook groups. Some towns have their own business/advertising Facebook groups. Ensure that you abide by group rules and post on the correct days. <b>See example/template wording in <a href="#">Appendix G</a>.</b>
<b>Local SEDA office</b>	Ask your SEDA office (if you have one in your town) to promote the showcase on their database.
<b>Local business forums and networks</b>	Send digital invitation for posting on their social media pages and for emailing to their database.
<b>NGOs and NPOs</b>	<ul style="list-style-type: none"><li>• Send digital invitation for posting on their social media pages.</li><li>• Posters for notice boards (consider printing costs; try and secure a sponsor; print black and white; select venues carefully)</li></ul>
<b>Faith-based institutions (e.g. churches)</b>	Many churches are willing to announce events that will benefit the community during their services. Some churches also have newsletters and Facebook pages.



6.7 RSVP AND TELEPHONIC DATA COLLECTION
(PRE-REGISTRATION)

- Set your RSVP date at least one week prior to the event.
- For every entrepreneur who RSVPs: Ask them a series of questions telephonically: Name, product or service, number of attendees from business and display needs (space, technology). Fill in the entrepreneur data form. (See Appendix H for a template)
- Once you have collected the data:
  - Confirm the RSVP.
  - Provide the entrepreneur with details of the venue telephonically
  - Send an email, WhatsApp or SMS confirmation to the entrepreneur, confirming date, time and venue.
  - Make it clear that the entrepreneur may not invite additional people to the event who have not pre-registered.
- Ask the entrepreneurs to bring along:
  - Examples of their products (if these are easy to transport), especially if these are made by the entrepreneur.
  - Any marketing material they have already developed such as business cards, flyers, brochures, business profiles etc.
  - A business plan (if they have one) or any documents they have drawn up that share information about their business or their plans.
  - Documents (e.g. certificates) showing any business training they have done to date (if relevant). This is not a requirement/compulsory.
  - Documents that show whether they are registered with any regulatory bodies, if available. They will not be handing these files over to the evaluators. They will simply show them. This is not a requirement/compulsory.

IMPORTANT



Do not include the venue in any of the invitations that you send out. Only include the date, time and RSVP details. When an entrepreneur contacts you to RSVP, they need to answer a number of questions telephonically to pre-register. Once they have pre-registered, provide them with the venue details. The purpose of this is to prevent entrepreneurs from arriving at the venue without pre-registering. Your event can only cater for a certain number of participants. You need to know how many participants there are and who they are in advance.

6.8 LOGISTICS: PLAN YOUR EVENT

Your team	<ul style="list-style-type: none"><li>• Event facilitator</li><li>• Registration table administration person</li><li>• Helpers to assist with set-up and clean-up</li><li>• Catering assistance (if you are not making use of a caterer)</li></ul>	
Venue booking	<ul style="list-style-type: none"><li>• Central location, free of charge, parking</li><li>• Indoor space/hall and bathroom facilities</li><li>• Must accommodate minimum 20 tables (that can each seat two people) and 50 chairs</li><li>• Confirm your venue booking in writing (email/ letter)</li></ul>	Venue booking request letter template Appendix I
Venue set-up Arrange the following equipment and items	<ul style="list-style-type: none"><li>• Registration table</li><li>• Interview tables: One table for every two persons attending (so, for 50 participants you would need 25 tables)</li><li>• Presentation table</li><li>• Tables for coffee/tea/catering</li><li>• Chairs: one per attendee</li><li>• Tablecloths for all tables (plain black - white tablecloths show pen marks and stains)</li><li>• Additional space and tables will be needed if entrepreneurs bring products for display</li><li>• No decor needed</li><li>• Partner branding (i.e. banners)</li></ul>	Venue set-up checklist Appendix J
Catering	<ul style="list-style-type: none"><li>• Support a local community caterer</li><li>• Coffee, tea and muffins/biscuits upon arrival</li><li>• Water on the tables</li><li>• Light lunch if budget allows</li></ul>	Catering checklist Appendix J
Catering equipment	Some caterers supply equipment. Some venues supply both equipment and catering. Check before you hire any equipment.	Catering equipment checklist Appendix J

<b>Presentation equipment</b>	Data projector, screen, extension leads and multi-plug adaptors	Presentation equipment checklist ● <a href="#">Appendix J</a>
<b>Registration table</b>	Set up the registration table. Assign a person to the welcome table to receive guests. You will need: <ul style="list-style-type: none"> <li>Attendance register</li> <li>Pens, koki pen and sticker labels for names.</li> <li>If Covid regulations are still in place, include Covid-19 checklist, thermometer, hand sanitiser and spare (new) masks.</li> </ul>	Registration table checklist ● <a href="#">Appendix J</a>
<b>Documentation</b>	<ul style="list-style-type: none"> <li>Entrepreneur contact list</li> <li>Evaluator contact list</li> <li>Service provider contact list</li> <li>Registration form</li> <li>COVID-19 protocol form</li> <li>Entrepreneur questionnaire ● <a href="#">Appendix D</a></li> <li>Evaluators' questionnaire ● <a href="#">Appendix E</a></li> <li>Evaluators' comment sheet ● <a href="#">Appendix F</a></li> </ul>	Documentation templates ● <a href="#">Appendix K</a>
<b>Branding</b>	<ul style="list-style-type: none"> <li>Pull-up banners or marketing material of each of the stakeholders represented (e.g. Municipality, SEDA, <b>Nedbank</b> etc.)</li> </ul>	
<b>Signage</b>	<ul style="list-style-type: none"> <li>Printed A2-size poster at entrance</li> </ul>	
<b>Cleaning equipment</b>	<ul style="list-style-type: none"> <li>If the caterer is not providing this service, remember dish liquid, dish cloths, kitchen cloths</li> <li>Cloth and paper towels to wipe down tables/chairs/equipment in the venue if necessary</li> <li>Cleaning detergent and wipes to clean bathroom, if necessary (before and after event)</li> </ul>	Cleaning equipment checklist template ● <a href="#">Appendix J</a>
<b>Stationery and additional items</b>	<ul style="list-style-type: none"> <li>Several rolls of toilet paper (not all venues have)</li> <li>Prestik</li> <li>Masking tape</li> <li>Scissors</li> <li>Stapler</li> <li>Box in which all questionnaires can be placed after event</li> </ul>	Stationery checklist ● <a href="#">Appendix J</a>

## 6.9 ADMINISTRATION: CONFIRMATION OF ATTENDANCE AND ARRANGEMENTS

One week before the product showcase:

- Confirm attendance of each evaluator via email/WhatsApp
- Send reminder WhatsApp/SMS to entrepreneurs
- Confirm venue and make arrangements for venue to be unlocked at the correct time
- Confirm caterer
- Confirm any hiring of equipment

## 6.10 DAY OF THE EVENT: PREPARATIONS

If the venue will allow you to set up the tables and chairs the evening before the event that would be ideal. Remember not to leave any valuable equipment in the venue/hall overnight.

If you only have access to the venue on the day of the event, start set-up at least 1,5 hours before the event.



### IMPORTANT

It does not convey a professional image if one is still busy setting up a venue or making arrangements once participants start arriving. Be ready to welcome your guests – and bear in mind that some guests may arrive early!

### 6.10.1 ENTRANCE

Place welcome poster at entrance. If you have a sponsor/sponsors for the day who would like their branding displayed, arrange for them to place their branding (e.g. teardrop banners/ banners) at the entrance during the set-up time. Keep the front door locked until the registration table has been set up and a person has been stationed at the registration table.

### 6.10.2 REGISTRATION TABLE

- One person should be assigned to remain at the registration table from 30 minutes before the event until all participants are present. Once everyone is present, the front door should be locked.
- One or two tables (depending on number of attendees) with black tablecloths
- Registration list that contains the names and contact details of the businesses attending. Only persons whose names appear on the list, may attend.
- Pens (regular)
- Koki pens
- Sticker labels with names of entrepreneurs, evaluators and service providers

### 6.10.3 STAKEHOLDER TABLES

Some of the participating stakeholders (e.g. **Nedbank**, training institutions, SEDA, local media or the Municipality) may wish to have a table at the event where they provide more information about their services. Ask them beforehand (when you invite them) whether they will need a spot. If so, provide:

- Tables
- Tablecloths
- Chairs
- Access to a wall plug (if necessary)

### 6.10.4 CATERING AREA SET-UP

- Table(s) for coffee/tea station
- Black tablecloths
- Extension cord with plug for urn

### 6.10.5 HALL SET-UP

#### > FRONT OF VENUE

- Pull-up banners/banners of stakeholders and sponsors
- Pull-up screen/white wall/frame with white sheet (if projector is to be used)
- Small table with projector
- Extension cord with multi-plug for projector and presenter's laptop
- Sound system
- Use masking tape to tape the cord to the floor/carpet to prevent attendees from tripping



#### IMPORTANT

Testing, testing... Remember to test the sound system, projector and any presentations before the participants arrive.

#### > PREPARING THE TABLES

- Write or print each entrepreneur's name and business name (if available) and place this on the table where that entrepreneur will be seated.
- Place a pen and a small bottle of water or jug with water and glasses on the tables.
- Important! Place the following documents on the tables for every entrepreneur:
  - Entrepreneur Questionnaire – to be completed by entrepreneur
  - Evaluator's Questionnaire – to be completed by evaluators

#### > FLOORPLAN

The floorplan on the next page is a suggested plan based on the product showcases held by Ranyaka and **Nedbank** to date. You can adapt your floorplan based on the layout of your venue.

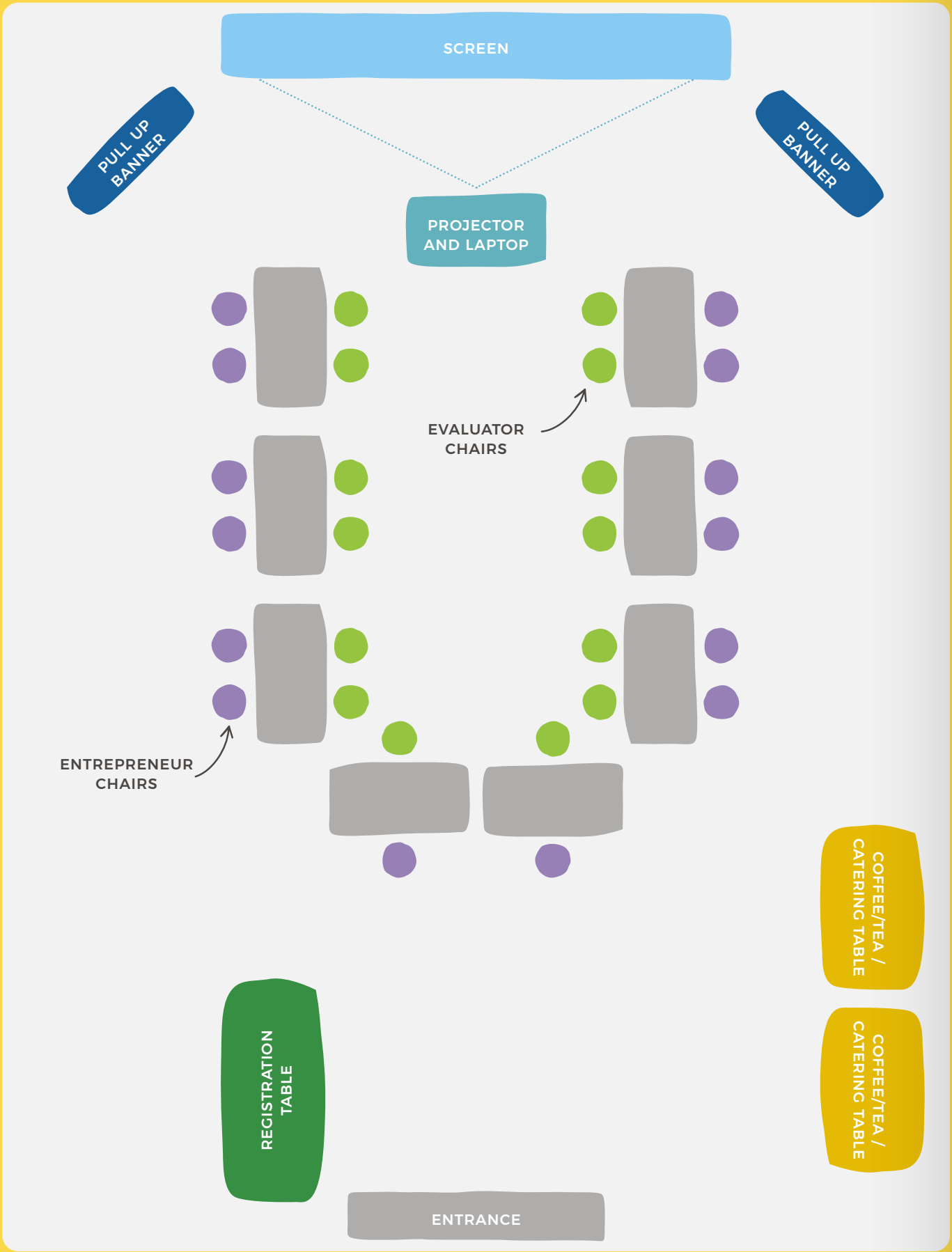
- If the venue has an entrance hall or foyer, place the registration/welcome table in that area.
- Every table (depending on table size) will have two entrepreneurs seated at the table.
- There should be sufficient space for an entrepreneur to display any marketing material that they have brought along.
- Entrepreneurs who bring products to display, will each need their own table.
- Entrepreneurs who are bringing products that need electricity for demonstration purposes, need to have access to wall plugs. Some entrepreneurs may want to bring presentations.
- The entrepreneurs all sit side-by-side on the one side of the tables.
- The evaluators will move around the room and sit opposite the entrepreneurs.
- During the event, the entrepreneurs will remain seated in the same place. The evaluators will circulate around the room and ask questions from each entrepreneur's questionnaire.



#### MAKE A NOTE

Keep in mind that businesses attending your product showcase could also become service providers for other small businesses. A graphic designer could design logos for other businesses participating in the programme. A carpenter could build shelving for a shop. The resources you need might be right there under your nose! Encourage the small businesses to network and support one another.

> POTENTIAL FLOORPLAN FOR PRODUCT SHOWCASE



6.11 DAY OF THE EVENT: PROGRAMME

ACTIVITY	DURATION	COMMENTS
Venue set-up	1.5 hours	Ensure that the venue will be unlocked on time
Coffee and registration	30 minutes	
Entrepreneur set-up	30 minutes	Displaying of products and marketing material
Entrepreneurs take their places	5 minutes	Displaying of products and marketing material
Welcome: Facilitator Introduction Invitation to connect	15 minutes	<b>Refer to <a href="#">Appendix K</a> for key points to cover</b> <ul style="list-style-type: none"><li>• Welcome</li><li>• Explain process</li><li>• Introduce sponsors, evaluators and other key stakeholders</li><li>• Invite all attendees to join your local Building Business Facebook group (if you created one) and WhatsApp group.</li></ul>
Evaluation	1-2 hours	Entrepreneurs to leave all documentation on their table when they are done.
Connection	As soon as an entrepreneur's interviews are concluded, they can move to the interaction area. Entrepreneurs are free to leave at any time.	If there is a foyer/entrance area where entrepreneurs can have a cup of coffee once their interviews are concluded, encourage them to interact and exchange contact details, with one another.





### IMPORTANT

Make sure that both the entrepreneurs and evaluators know that they should not take any of the paperwork home. The entrepreneurs should leave their paperwork on their tables. Evaluators should hand their comment sheets to you or the person assisting with administration. Provide a box where these comment sheets can be safely stored. This information is confidential!



### MAKE A NOTE

Remember that the entrepreneurs and small businesses you invite may be nervous. They may even feel intimidated by the idea of being interviewed by a team of evaluators. The way you communicate with the entrepreneurs right from the start will set the tone for the programme going forward. You will need to be encouraging, enthusiastic and keep reassuring them that they are the heroes of the day. Everyone else who is present at that event is there to serve and support them. The entrepreneurs are the VIPs!

## 6.12 AFTER THE EVENT: IMMEDIATE ACTION

### 6.12.1 PAPERWORK FIRST

- Ask the evaluators to give you their evaluator comment sheets before they leave.
- Collect all the documents on the tables. Before you pick up a set of documents at an entrepreneur's station, ensure that his/her name and name of business is written clearly at the top of each page. We recommend that you have a paper file or plastic sleeve for every entrepreneur and that you place their documents in there. A lever arch file with divisions will also work well. Store the paperwork in a safe place whilst you complete the venue clean-up.

### 6.12.2 VENUE CLEAN-UP

- Work with your volunteers to ensure that the venue is left in a clean and tidy condition. Also check the kitchen (if applicable) and bathrooms. Tables and chairs provided by the venue should be placed back where they were before the event. You need to build up a good reputation with service providers – and this includes the venues you use.
- Check all items you hired. You will have to pay for items that went missing or that broke.
- Return hired equipment, crockery, etc to the service provider as soon as possible. In many cases, hiring companies will come and collect the items. You need to arrange this beforehand. Do not leave hired equipment and other items at the venue unattended.

## A WEALTH OF INFORMATION

The product showcase should have had the following outputs:

- Classification of entrepreneurs: You now have the information you need to sort the entrepreneurs into groups according to what they do and services they can offer.
- Database and directory: You now have the data to start developing a local entrepreneurial database and business directory.
- Assessment: You have the information you need to complete a basic entrepreneurial evaluation and needs assessment. This will enable you to match the needs of these small businesses with the support provided by the service providers on your stakeholder database.



### MICHAEL TLOU

FASHION DESIGN & MANUFACTURING  
KHUMU KHUMU (PTY) LTD  
BOITEKONG, RUSTENBURG • NORTH WEST

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# 7

BUILDING BUSINESS TOOLKIT

## Building your database & analysing information

Harnessing data and tracking progression

1 2 3 4 5 6 7 8 9 10 11

this is where  
are we're now

## 7. BUILDING AND ANALYSING

### 7.1 PUT YOUR INFORMATION TO USE

Whether you held a product showcase or gathered information about businesses you would like to support by searching on social media or any other avenue, you need to capture that information in a format that makes it useful – and then analyse it to see how you can match the needs of the businesses with available resources.

If data capturing, administration or working with spreadsheets is simply not your strong point, this is where you should reach out to someone who just loves paperwork and enjoys working on a computer! In fact, your Building Business team should ideally include someone who shares your vision and who can assist you with the administrative and data analysis side of things. This will ensure that you stay organised – and that you develop the best possible plan of action for the entrepreneurs who are participating in your programme.



#### IMPORTANT

Treat the information that the entrepreneurs have provided with the utmost confidentiality. This information may not be shared with anyone else without the entrepreneurs' consent. Take note of the latest amendments to the Protection of Personal Information (POPI) act. Refer to [7.2.1](#) for more information.



#### WHAT WILL YOU NEED?

Ideally, you should have access to a computer or laptop, a scanner and the internet to take the next step. If you do not have computer access, you can create a paper-based system by printing out (e.g. at an internet café) the necessary spreadsheets. You can also create your own hand-written spreadsheet. You will need to take good care of your paperwork, though!

### 7.2 CREATE YOUR MAIN ENTREPRENEUR DATABASE

First, you need to create your **Main Entrepreneur Database**. Use the spreadsheet provided in [Appendix L](#) to consolidate the information you have gathered for every small business/entrepreneur.

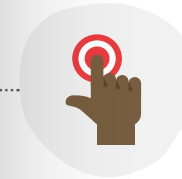
If you held a product showcase, include the following information in the database:

- The telephonic pre-registration interview with the entrepreneur
- Entrepreneur Questionnaire – completed by entrepreneur at showcase or during a personal/group meeting
- Evaluator's Questionnaire – completed by evaluators at showcase/completed by yourself during telephonic conversations, surveys and personal meetings with entrepreneurs
- Evaluator's Comment Sheets – completed by evaluators at showcase
- Any information gathered during any subsequent meetings or discussions



#### MAKE A NOTE

Remember that you can also use the template questionnaires and comment sheets provided for the product showcase to capture information that you have obtained telephonically, via social media, etc. Customise the questionnaires to suit your needs!



#### TAKE ACTION

- Scan all hard copy questionnaires and paperwork before you start data capturing. If you do not have access to a scanner, you can also download a scanner on your smartphone.
- Name the files in such a way that you can access them easily.
- In addition to saving the scanned documents on your computer or phone, we recommend that you also upload the documents to the Cloud (e.g. Google Drive – see below). This means that even if the computer you are using or the memory stick where you have saved the information goes missing or breaks, you will still always have access to the information. Also, you will be able to share the documents with others who have access to the Drive – for example, someone who may be assisting you with administration.



#### WHAT WILL YOU NEED?

[Google Drive](#) is a cloud-based storage solution that allows you to save files online and access them anywhere from any smartphone, tablet, or computer. You can use Drive on your computer or mobile device to securely upload files and edit them online. Drive also makes it easy for others to edit and collaborate on files. For more information about how to use Google Drive, visit [www.bit.ly/googledrivehowtouse](http://www.bit.ly/googledrivehowtouse)

#### 7.2.1 PROTECTION OF PERSONAL INFORMATION ACT

All businesses with employees, customers and suppliers must comply with the Protection of Personal Information Act (POPI Act or POPIA) which comes into effect on 1 July 2021.

##### Kick-start your compliance\*

- Under POPI, a business must be able to justify why it needs to keep records of personal information. Valid reasons for keeping such records can be found in the POPI Act (see link below).
- Under POPI, a business may not keep records of personal information if the reason for which you collected that information no longer exists. The exception to this is if the recordkeeping of such information is required by law. If you no longer need the personal information in your records, you need to dispose of it in a safe manner.
- The POPI Act also requires that you put the necessary measures in place to ensure that the records holding personal information is secure.
- The POPI Act now also requires that you obtain permission from someone BEFORE you send out marketing material. You may no longer send out marketing material with an "opt out" or "unsubscribe" option. You need to obtain permission up-front.

\*Adapted extract from a useful article by The South African on [www.thesouthafrican.com/lifestyle/popi-comes-into-effect-on-1-july-2021-what-you-need-to-know](http://www.thesouthafrican.com/lifestyle/popi-comes-into-effect-on-1-july-2021-what-you-need-to-know)



### IMPORTANT

The Protection of Personal Information (POPI) Act is a must-read for every business owner and you can find it here on [www.popia.co.za/act](http://www.popia.co.za/act)

## 7.3 CONDUCT A BASELINE ASSESSMENT

Before you can start matching entrepreneurs' needs to the resources you identified during your Stakeholder Mapping exercise, you need to have a clear picture of their needs and the main challenges they are facing.

The next step after capturing all the information in the Main Entrepreneur Database, is to meet the entrepreneurs (in person or online) to do an in-depth baseline assessment.

A baseline assessment:

- Gives you a clear picture of the entrepreneur's needs.
- Helps you to set targets/objectives for the plan of action you will help to design for the entrepreneur.
- Guides you as you develop this plan of action (the Interventions Plan) for the entrepreneur.
- Gives you a before picture against which you can measure progress as you implement each entrepreneur's intervention plan.

## 7.4 HOW TO CAPTURE THIS INFORMATION

As you interview the entrepreneurs, capture the information you collect in the Baseline Assessment and Impact Measurement spreadsheet you will find under [Appendix M](#).

### BASELINE ASSESSMENT

#### Example: A weight-loss journey

Let's use someone's journey to lose weight as a very simple explanation of this process. Before one decides to start losing weight, you first need to know what you weigh. This is your baseline. If you didn't know your weight to start off with, how would you know if you are steadily losing weight?

Then you need a plan of action to shake off those extra kilogrammes. Every person's plan of action may look slightly different. That is your Interventions Plan. You also need a goal – a target weight. Without a clear picture of your desired destination, how could you ever reach it?

Then, as you implement your personalised Interventions Plan, you need to do regular weigh-ins to see if you are still on track and losing weight steadily. During your Building Business programme, you will also need to check on a regular basis whether the plan for each entrepreneur is working – and you need to document this journey.

## EXAMPLE: BASELINE ASSESSMENT AND IMPACT MEASUREMENT SPREADSHEET

Below is an example of the Baseline Assessment and Impact Measurement spreadsheet that you can find in [Appendix M](#). You can use these outcomes, indicators and questions or you could create your own spreadsheet customised for your target audience.

Business operations outcomes		Baseline assessment			
Outcome	Indicator	Question	Baseline Data	Month 1	Month 2
Insert your own outcomes in this column	Insert your own indicators in this column	Insert your own questions in this column	Insert answers in this column	Update progress here	Update progress here
Example	Example	Example	Example		
Improved business knowledge and skills	Business goals in place	Do you have short and long-term business goals in place?	Yes	Yes	
	Business plan in place	Do you have a business plan?	No	No	Yes
	Marketing plan in place	Do you have a marketing plan?	No	Yes	
	Management controls in place				
Operational management efficiency	Improved access to technology	Do you have access to technology? (e.g. laptop, cellphone, internet)	Yes		
	Access to legal support	Do you receive any legal support for your business?	No		
	HR policies and procedures	Do you have HR policies and procedures in place?			
	Marketing material in place				



#### OUTCOME

What you would like to achieve? Your outcome is your desired result.



#### INDICATOR

How will I know that I have achieved the desired outcome? When these things are in place!



#### BASELINE ASSESSMENT

These are the questions you will ask the entrepreneur in your first baseline assessment interview. These questions will give you information about the INDICATORS.



#### MONITORING AND EVALUATION

Interview the entrepreneur on a regular basis. Ask the same questions and fill in the new responses to see if there is progress.



**UNDERSTANDING OUTCOMES, INDICATORS AND BASELINE ASSESSMENT QUESTIONS**

Let us continue our example using the analogy of someone who would like to lose weight:

**OUTCOME** (Desired result): Good overall fitness level

**INDICATOR:** A daily exercise routine is in place

**BASELINE ASSESSMENT QUESTIONS:**

- Have you researched and written down a daily exercise plan? (Yes/No)
- Do you set your alarm to wake up early every day to follow this plan? (Yes/No/Sometimes)
- Do you have a comfortable space in your home where you can do your exercises? (Yes/No)
- On a scale of 1 to 5, how committed are you to doing your daily exercises with 1 being not committed at all and 5 being very committed?



**SANDISO COSSA**

PHOTOGRAPHER

**HOT ICE**

BOITEKONG, RUSTENBURG · NORTH WEST PROVINCE

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# 8

BUILDING BUSINESS TOOLKIT

## Develop a plan of action

Creating a customised interventions plan

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- 10
- 11

we're here  
now





**GIVEN MABOELA**  
INTERNET CAFÉ OWNER  
FLEX INTERNET CAFÉ  
MAMELODI, TSHWANE • GAUTENG

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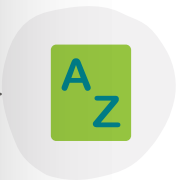
## 8. DEVELOP A PLAN OF ACTION

At this point, you should now have a clear picture of:

- The stakeholders and resources available in your area to assist entrepreneurs ([Chapter 4](#))
- Which entrepreneurs you would like to assist ([Chapter 5](#))
- The main needs and challenges facing the entrepreneurs on your database ([Chapter 7](#))

If this is the route you would like to follow, you can now start working on customised interventions plans for the entrepreneurs on your database.

### DEFINITION • INTERVENTIONS PLAN



An **Interventions Plan** is simply a plan of action in which you identify in detail the kind of support that each entrepreneur or small business needs. You can then match these needs with the resources and service providers that you identified during your initial stakeholder mapping exercise. Your budget will determine whether you will be able to pay Service Providers that charge a fee for their services. Remember that there is a wide range of support that you can facilitate with limited to no funding, so do not allow apparent lack of resources stand in your way!

The Interventions Checklist below is an example of how you could match the potential interventions with the entrepreneurs who need assistance in these specific areas.

1. Type in or write the entrepreneurs' names in the top row.
2. Using the information you have gathered so far, tick off who needs help and in which specific area.
3. You could also add a column where you insert the name of the stakeholder or service provider who could assist in this area.

You can customise this spreadsheet to contain the list of possible interventions that YOU would like to include in your programme. The checklist below is simply a guideline.

INTERVENTIONS CHECKLIST

See the template under [Appendix N](#)

Category (need)	Possible interventions (areas where assistance is needed)	Entrepreneur 1	Entrepreneur 2	Entrepreneur 3
Business training	Formal business training			
	Finance training			
	Marketing training			
	Social Media training			
	Costing, pricing and break-even			
Business registration	Business registration and Companies Act advice			
Business plan development	Business registration and Companies Act advice			
Legal support	Client Terms of Engagement			
	Ownership/agreements			
	Asset evaluations			
	IP registrations			
Financial management	Financial clean-up			
	Financial system tools (quoting, invoicing, recordkeeping)			
	Bookkeeping tools			
	Bookkeeping			
Human resources	Employment contracts			
	Code of conduct			
	Basic conditions of Employment Act			
	Disciplinary procedures			
Quality control	Quality management systems			
	Product testing or certification			
Productivity	Resources			
	Product development			
Management controls	Time Management Planning and Control			
	Scheduling			
	Project Management			

Technology	Digital diagnostics			
	Digital benchmarking			
	Google training			
	Software upgrades			
	Access to hardware			
Marketing	Marketing plan development			
	CANVA design			
	Promotional material and signage			
	Digital marketing			
	Trade exhibitions			
	Packaging			
Access to market	Customer relationship management			
	Access to business premises			
	Supply chain inclusion training			
	Supply chain plotting			
	Market research			
Compliance support	Business network subscription			
	PAYE			
	UIF			
	TAX			
	Insurance			
	B-BBEE affidavit/certificate			
	Asset register			
	Workers compensation			
	Industry compliance			
Mentorship	Business mentorship			
	Technical mentor			
Psycho-social support	Individual counselling			

# 9

BUILDING BUSINESS TOOLKIT

## Practical interventions & resources

Ideas and tools for entrepreneurs and programme coordinators

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this is where  
we're now

9. PRACTICAL INTERVENTIONS & RESOURCES

There is a wealth of information out there about the support services available to entrepreneurs. In the section that follows, we share examples of categories of support that could form part of your programme. Many of these activities require very little to no funding. Note that the guidelines that follow do not comprise a comprehensive list. This outline offers a highly practical launchpad to get started.

This section is useful for both the individual entrepreneur/small business owner, as well as the coordinator of a Building Business programme.



9.1 TACKLE THE BASICS

Before opening your business there will be many issues you need to address – depending on the type and size of your business. Perhaps your business has been running for a while, but you do not have all the building blocks in place. The Business Pre-opening Checklist prepared by **Nedbank** below provides an overview of things to do when you start up a business. Note that not all these points may be relevant to your business or to the businesses participating in your Building Business Programme.

9.1.1 BUSINESS PRE-OPENING CHECKLIST

Source: The list below is an extract from a table in The **Nedbank** Ultimate Business Companion 2014 (pages 2 to 5). This list merely provides the headings and not the detail under each task. Please consult the source document for full details and research the topics below. Send an email to [office@ranyaka.co.za](mailto:office@ranyaka.co.za) to enquire about obtaining your own copy of the original document.

<input type="checkbox"/>	1. Prepare a business plan
<input type="checkbox"/>	2. Determine your target market
<input type="checkbox"/>	3. Select a site (Where will your business be located)
<input type="checkbox"/>	4. Decide on the name and legal entity of your business
<input type="checkbox"/>	a. Sole proprietor
<input type="checkbox"/>	b. Partnership
<input type="checkbox"/>	c. Private company
<input type="checkbox"/>	5. Pay deposits (e.g. rent, water, electricity)
<input type="checkbox"/>	6. Apply for services (e.g. telephone, ADSL)
<input type="checkbox"/>	7. Comply with statutory registrations
<input type="checkbox"/>	8. Register for value added tax (VAT) (for businesses with a revenue of over R1 million per year)
<input type="checkbox"/>	9. Industry body registrations
<input type="checkbox"/>	10. Open a cheque account
<input type="checkbox"/>	11. Insure the business
<input type="checkbox"/>	12. Rent a post office box
<input type="checkbox"/>	13. Equip the business premises
<input type="checkbox"/>	14. Stationery and supplies
<input type="checkbox"/>	15. Business corporate identity





### IMPORTANT

For the purposes of the first version of this Building Business booklet, we will provide basic information around a few of the points mentioned in the checklist, as well as a few additional aspects that are included in the Ranyaka Building Business programme. As mentioned at the start of this booklet, this is not meant to be a comprehensive A to Z guide around all things entrepreneurial. There are enough books and websites out there that cover all this information! The emphasis on this booklet is to provide practical examples and resources that will assist someone in supporting and promoting entrepreneurs and small businesses in their community.

## 9.1.2 PREPARE A BUSINESS PLAN

A well-considered business plan helps any business to identify opportunities, eliminate risks and create focus and direction. It also provides clarity on financial and cash flow needs. A business plan covers aspects like strategy, operations, sales, marketing, human resources and finance. If you are launching a Building Business programme in your community and are looking for ways to support entrepreneurs, encourage the participants of your programme to take this important step.

The following is a very basic overview of what a business plan could entail.

### > WHAT IS A BUSINESS PLAN?

A business plan states very clearly and specifically what your business idea is. Very simply, your plan needs to explain:

- **What** you intend doing;
- **How** you plan on doing it;
- **When** you plan to do it; and
- **Why** you believe you will succeed.

Four main areas your business plan should cover:

1. **Your strategic focus:** What is your core business? What exactly is it that your business will do? What makes it special? What won't your business do?
2. **The marketing plan:** How are you going to promote your product? How are you going to price your product? How do you plan on getting your product to your market (customers/clients)?
3. **The operations plan:** What staff will you have and what will they do? Who will supply you with what you need? How will you manage your business?
4. **The financial plan:** What profits and losses will you make? How much do you need to sell every month to break even? How much cash do you need to cover costs each month? What is the source of your funds? How will you use your funds? If you need a loan, what can you offer as security for that loan?

### > IMPORTANT ADVICE

- Work out how big your market is (What is the total number of people who will be your market? Are there enough people in your neighbourhood or town to support your business?)
- Is the market growing or not? (Is there increasing demand for your product or is there an over-supply?)

- List all the factors about your business that will bring you success (e.g. is it located in a good place, is it cheap, is it high quality?)

### MAKE A LIST OF THE FOLLOWING:

- |                          |   |
|--------------------------|---|
| <input type="checkbox"/> | Your strengths and weaknesses in comparison to your competitors   |
| <input type="checkbox"/> | All the obvious market opportunities and threats                  |
| <input type="checkbox"/> | The advantages you have over your competitors                     |
| <input type="checkbox"/> | Advantages that your competitors have over you                    |
| <input type="checkbox"/> | Ways of using your advantages to your benefit                     |
| <input type="checkbox"/> | How you will deal with the disadvantages you face                 |
| <input type="checkbox"/> | What must be done, when it must be done and how should it be done |

### > SOURCES

- [www.gov.za/about-government/small-business-development](http://www.gov.za/about-government/small-business-development)
- The Essential Guide for Small-Business Owners by **Nedbank** ([www.bit.ly/nedbanksmallbusinessguide](http://www.bit.ly/nedbanksmallbusinessguide))

## 9.1.3 DECIDE ON A NAME FOR YOUR BUSINESS

Whether you register your business or not, you need a name that tells the story of who you are and what you do. Choose a name that is easy to remember.

You need to check whether the name you have chosen is available – there may already be a business out there with the same name. To check, contact the Companies Intellectual Property Commission (CIPC).



### MAKE A NOTE

Not registering your business? You still need to check if the name you have chosen is available!

## 9.1.4 DECIDE ON A LEGAL ENTITY FOR YOUR BUSINESS

When you are setting up your business, there are a number of legal entities from which you can choose. Each one has its own advantages and disadvantages. Choosing the right legal entity is an important part of business success.

For example, a sole proprietorship (often called a “trading as”) requires no formal registration, but may still have to meet some licensing requirements. On the other hand, both companies and trusts have to meet many legal requirements and have to be registered with the relevant authorities.

It is important to equip yourself with the right information to make the right decision from the very start. Although one can change your business entity at a later stage, this means more administration and additional costs!

## > DO ALL BUSINESSES HAVE TO REGISTER?

No, not all businesses need to be formally registered. For very small or informal businesses there may not be enough financial benefit to do so. You may however have to obtain a licence or permit, depending on the kind of business you would like to operate.

If you have a sole proprietorship, no business registration is required. You can simply start using your chosen trading name when, for example, you open a bank account or print your business cards.

## CHOOSING A BUSINESS ENTITY

### Who can help?

- CIPC ([www.cipc.co.za](http://www.cipc.co.za))
- The South African Institute of Tax Professionals ([www.thesait.org.za](http://www.thesait.org.za))
- The Law Society of South Africa ([www.lssa.org.za](http://www.lssa.org.za))
- SEDA
- Essential Guide for Small Business Owners by **Nedbank** ([www.bit.ly/nedbanksmallbusinessguide](http://www.bit.ly/nedbanksmallbusinessguide))
- The **Nedbank** Ultimate Business Companion (email [office@ranyaka.co.za](mailto:office@ranyaka.co.za) to request a hard copy)

## > WHAT INFORMATION DO YOU NEED TO REGISTER A BUSINESS?

- Name of the company (a few names are required in order of preference)
- Registered and/or street address
- Postal address
- Financial year end (if any)
- Directors information, which includes:
  - Full names
  - Identity and/or passport numbers (date of birth and where director is from if not South African)
  - Residential addresses
  - Company's business address
  - Postal address
  - Cell phone numbers
  - Email addresses
- Shareholder(s) details (if any) which include:
  - Full names
  - Residential addresses
  - Auditor details (if any, as you are not required to have auditors)
  - Name of auditors
  - Designated person at auditor firm
  - Postal address
  - Street address
  - Their professional status i.e. chartered accountants as well as their practice code

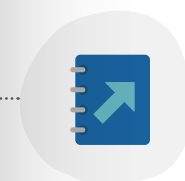
The CIPC also requires original certified copies of all identity documents of all nominated directors. Tax registrations are attended to by SARS, and compulsory VAT registration commences once your turnover exceeds R1 million per annum.

## MORE INFO

To find out more about which types of businesses need to be registered, the costs of registration, as well as the process to follow, contact:

- SEDA ([www.nationalgovernment.co.za/units/view/157/small-enterprise-development-agency-seda](http://www.nationalgovernment.co.za/units/view/157/small-enterprise-development-agency-seda))
- BizPortal ([www.bizportal.gov.za](http://www.bizportal.gov.za))
- The Companies Intellectual Property Commission (CIPC) ([www.cipc.org.za](http://www.cipc.org.za))
- Your bank

How to register a business in South Africa: ([www.briefly.co.za/20810-how-register-a-business-south-africa](http://www.briefly.co.za/20810-how-register-a-business-south-africa))



## REGISTER A BUSINESS THROUGH NEDBANK

**Nedbank** in collaboration with the Companies and Intellectual Property Commission (CIPC), developed a service that allows you to register your business and reserve a name online. With this service clients can both register their business online and open a business bank account in one convenient, efficient and seamless process.

To register your business online with **Nedbank**, visit:  
[www.nedbank.co.za/content/nedbank/desktop/gt/en/business/beyond-banking/business-services/online-business-registration](http://www.nedbank.co.za/content/nedbank/desktop/gt/en/business/beyond-banking/business-services/online-business-registration)



## 9.1.5 OPEN A BUSINESS BANK ACCOUNT

Many small business owners use their personal bank accounts when they start up their businesses. However, there comes a point when a business owner should open a separate bank account for their business. We would recommend that you encourage the businesses in your programme to open business banking accounts if they do not already have a separate bank account for their businesses.

## MAKE A NOTE

Mixing your business and personal finances will not only complicate your administration – it will also affect the image of your business and prevent you from running your business effectively. You will also miss out on great opportunities! Below are a few of the top reasons to open a separate business bank account.



## > BENEFITS OF OPENING A DEDICATED BANK ACCOUNT FOR YOUR BUSINESS

### a. Safeguard your identity

It is safer NOT to provide clients or prospective clients with your personal bank account details. If someone gains access to your personal account, both your personal and business finances will be at risk. If you have a separate business account, you are limiting your potential damage.

**b. Build a relationship with your bank**

To grow your business, you will need support from a financial institution. If you have a strong relationship with a business banker, this will give you access to a wide range of business support, financial and administration services. In addition, when you have a good financial track record with your bank, it could help you gain access to loans, financing and/or an overdraft facility. It makes perfect sense – if your bank can see that you are managing your business finances well, the bank (as well as any other investors) is much more likely to support your business!

**c. Managing your finances**

Having a separate business account helps you to separate personal and business income and expenses. This makes it so much easier to effectively track your business cash flow. If you have a clear picture of what you are spending, this will help you to budget. If you have separate records, this will also enable you to manage and organise all the financial information that you need when it comes to taxes and possible deductions at the end of the year. You will have what is referred to as a “clear audit trail”. If you need to appoint a bookkeeper/accountant, their work will be so much easier if all your business financial records are in one place and not mixed up with your personal finances.

**d. Extra cards/multiple users**

Depending on how your business is set up, a business account will make it possible for you to have more than one bank card that has access to the account. You may have a business partner or staff member who also needs access.

**e. Accepting credit card payments**

Depending on the type of business you run and your clients’ preferred method of payment, you could benefit greatly from being able to accept credit card payments. As the world moves increasingly towards a cashless society, more transactions are being done with cards (and in particular, credit cards). You cannot accept credit card transactions through a personal bank account.

**f. Dealing with government and corporate contracts**

If you run the kind of business that may want to deal with any government departments, big corporates and/or financial institutions, you will need a business bank account.

**g. Portray a professional image**

In business, it is very important to convey an image of professionalism. When you send out an email, invoice or any form of communication using personal banking details, clients and prospective clients may not take you seriously. If you have a dedicated business bank account, you are sending a message that you are a legitimate, reputable business that is run professionally.

**h. Selling your business**

If you ever want to sell your business, the bank account that the business has been using needs to be transferred to the new owners together with the sale because that bank account is seen as ‘property of the company’. Think about it – when you want to buy a business, you will want to have an in-depth look at its financial records. You would like to inspect the business’ financial statements. If you are using your personal bank account, this will not be possible – and you would definitely not like to share your personal bank account records with the buyer!

**9.2 IMPROVE BUSINESS KNOWLEDGE AND SKILLS**

Tap into the wealth of resources available to support and grow entrepreneurs and SMEs. The information in the table below provides a starting point.

**9.2.1 RESOURCES TO IMPROVE BUSINESS KNOWLEDGE AND SKILLS**

RESOURCE	SERVICE/SUPPORT PROVIDED
Small Enterprise Development Agency (SEDA)	The Small Enterprise Development Agency (SEDA) supports the growth of small businesses. SEDA provides tools for clients who are ready to start a business and require assistance. They also offer support to strengthen existing businesses and help them become more profitable. There is a SEDA branch in each district municipality. Website: <a href="http://www.nationalgovernment.co.za/units/view/157/small-enterprise-development-agency-seda">www.nationalgovernment.co.za/units/view/157/small-enterprise-development-agency-seda</a> National Information Centre: 0860 663 7867 Email: <a href="mailto:info@seda.org.za">info@seda.org.za</a>
Simplybiz: Free business resource	SimplyBiz® is a platform for business owners by business owners. Powered by <b>Nedbank</b> , it is a one-stop shop for business owners to get everything they need. It is a free resource for both <b>Nedbank</b> and non-Nedbank businesses as part of our Banking and Beyond™ value proposition. Business owners can set up both a personal and professional profile in order to connect with other businesses and opportunities. Visit the site at <a href="http://www.simplybiz.co.za">www.simplybiz.co.za</a>
SME Toolkit	The SME Toolkit South Africa is an online resource for small businesses that offers easy access to information, resources and online training relevant to small, micro and medium enterprises (SMMEs) across various industries and business sectors. It is aimed at any entrepreneur looking to start or grow an existing small. Access the toolkit at <a href="http://www.smetoolkit.businesspartners.co.za">www.smetoolkit.businesspartners.co.za</a>
Essential Guide for Small Businesses	The <b>Nedbank</b> Essential Guide for Small Businesses has been developed to make you aware of some of the basic decisions every business owner faces, to better prepare you for your engagements with your bank (whether to obtain banking services or ask for funding support) and to help you avoid some of the common mistakes so that you are set up for success from the start. Download the guide at <a href="http://www.bit.ly/nedbanksmallbusinessguide">www.bit.ly/nedbanksmallbusinessguide</a>



BizPortal	<p>BizPortal is an online platform developed by the Companies and Intellectual Property Commission (CIPC) to offer company registration and related services. Services offered:</p> <ul style="list-style-type: none"> <li>• Company Registration</li> <li>• Name Reservation</li> <li>• Tax Registration</li> <li>• Domain Name Registration for .co.za websites</li> <li>• B-BBEE Certificates for Exempted Micro Enterprises (EME) with turnover between R0 and R10 000 000.</li> <li>• Compensation Fund Registration</li> <li>• Unemployment Insurance Fund (UIF) Registration</li> <li>• Business Bank Account Opening</li> </ul> <p>Find BizPortal at <a href="http://www.bizportal.gov.za">www.bizportal.gov.za</a></p>
Your bank	<p>Banks also often provide information and resources free of charge. Have a look at your bank's website or contact your local branch for more information. For example, read more about <b>Nedbank's</b> Small Business Services at <a href="http://www.nedbank.co.za/content/nedbank/desktop/gt/en/business/small-business-services.html">www.nedbank.co.za/content/nedbank/desktop/gt/en/business/small-business-services.html</a></p>
<b>Nedbank</b> financial education	<p>Arrange a free financial education session for a group of business owners/entrepreneurs or community members. Contact by Ranyaka Community Transformation by sending an email to <a href="mailto:office@ranyaka.co.za">office@ranyaka.co.za</a></p>
Downloadable resource: <a href="#">Developing costing and pricing models</a>	<p>Use these simple calculations to develop costing and pricing strategies for your business, calculate your direct and indirect costs, as well as mark-ups and breakeven points. Download the <a href="#">template</a> and <a href="#">learner guide</a>.</p>
Local and district municipalities	<p>Contact your local and district municipality's Local Economic Development departments to enquire about training opportunities and business support services.</p>
Business forums	<p>Reach out to local business forums to enquire about training opportunities and information sessions.</p>
Local incubators	<p>Contact local business incubators to enquire about resources and training opportunities available to entrepreneurs.</p>
Biz Community	<p>Access a host of articles and blog posts about entrepreneurship as well as a wide range of industries within South Africa at <a href="http://www.bizcommunity.com/Entrepreneurship">www.bizcommunity.com/Entrepreneurship</a></p>

## 9.3 GET MORE CUSTOMERS

### 9.3.1 QUICK WAYS TO GET THE WORD OUT

There are many ways to market your business or the businesses on your programme without spending a lot of money – and many of these options will not cost you a cent! Tap into free marketing platforms and start getting the word out about the products and services on offer. Also, do not underestimate the value of networking with other business owners.

RESOURCE/ACTIVITY	SERVICE/SUPPORT PROVIDED
Register a Google My Business Profile	Engage with customers on Google for free. With a Google My Business Account, you get more than a business listing. Your free Business Profile lets you easily connect with customers across Google Search and Maps. (See example below.)
Harness the power of social media	Set up social media accounts (Facebook, Instagram, Twitter etc) that would meet the needs of the business. If the business already has social media accounts, explore ways to improve their online presence. See more detail below.
Create a simple website	Easy-to-use platforms such as Wix enable entrepreneurs to build their own websites without having knowledge of coding. A simple one-page website may be all that you need! Not every business needs a website, though. Do your homework!
Register with your local business forum/network	For business referrals, networking, promotion of your products or services and socialising opportunities, register with your local industry or business forums.
Register on local business directories (printed and online)	Search online “e.g. YOUR COMMUNITY NAME business directory” and make sure your business is listed!
Marketing: <a href="#">Canva design tool</a>	Design your own digital adverts, banners and icons using this free online tool! One of the benefits of using <a href="#">Canva</a> is that you have access to thousands of templates and images at your disposal—so you don't need to start from scratch.



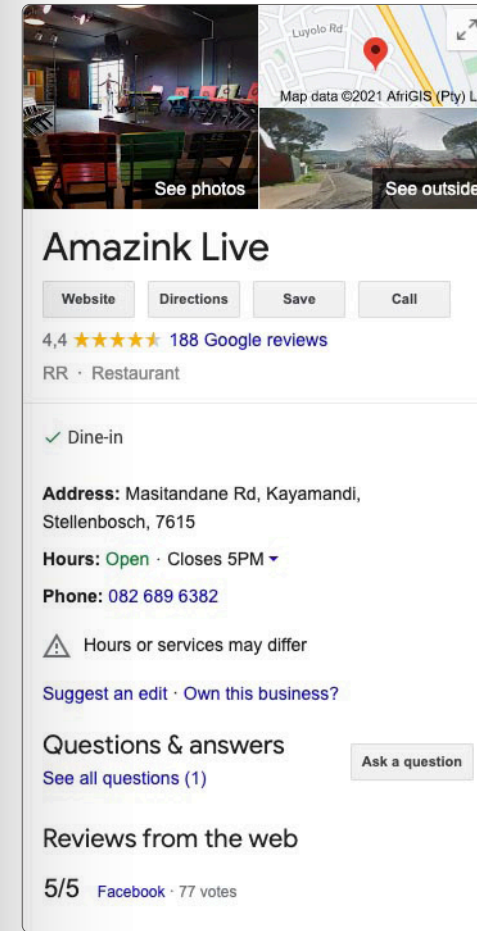
Local Facebook groups	Read more about harnessing the power of social media under 9.3.2. Just as you made use of local social media platforms to identify businesses to participate in your programme, you can also use these platforms to market your business/the businesses in your programme. Remember to check whether advertising is allowed.
Local newspapers, online news platforms (websites and Facebook groups) and radio stations	By simply sharing an entrepreneur's story with a local newspaper, radio station, magazine or blogger, you may just open doors to wonderful opportunities for them! Remember to ask permission before sharing the story and give the entrepreneur the opportunity to fact-check anything before you submit it or post it online for marketing purposes. Also share the story of your Building Business programme and invite others to come on board.
Connect with other businesses	There may be other small businesses in your community or on your Building Business programme that can provide certain services. For example, a social media agency could assist you with your social media marketing. Remember that you may already have many resources and service providers in your network. Building relationships with other businesses expands this network.
Liaise with local training institutions	Local training institutions, for example training academies for graphic design and photography often need internship opportunities for their students at local businesses. You could negotiate for students to assist you with your graphic design and photography requirements as part of their coursework or as part of an internship, for example.
Liaise with your local tourism office	If you provide services or create products that would be attractive to the local or international tourist market and if you have a tourism office in your town, speak to them about marketing opportunities e.g. displaying your business cards or flyers at the office or having your business listed on tourist information maps or directories that they print and distribute.
Facilitate access to market	See <a href="#">9.3</a>
Facilitate access to local supply chains	See <a href="#">9.4</a>



## MORE INFO

If you have not done so already, visit the websites listed under [9.2.1](#) in the RESOURCES TO IMPROVE BUSINESS KNOWLEDGE & SKILLS table. Search for keywords such as 'social media', 'advertising', 'marketing', 'networking' and 'public relations' for useful guidelines, resources and tips about these topics.

## > MORE ABOUT GOOGLE MY BUSINESS



A Google My Business Profile looks like this. With a Google My Business Account, you get more than a business listing. Your free Business Profile lets you easily connect with customers across Google Search and Maps.

## 9.3.2 HARNESS THE POWER OF SOCIAL MEDIA

In this digital age, it is becoming increasingly important for businesses of all shapes and sizes to have what is referred to as an 'online presence'. Whether it is a social media page, a website, an e-commerce platform, a Google My Business profile or a combination, getting your business (or the businesses on your programme) online could open up a whole new world of opportunities for virtually any business.

At the very least, you should have a presence on social media. The platform(s) you choose (e.g. Facebook, Instagram, Twitter, Pinterest, YouTube, LinkedIn or Google+) will depend on factors such as your business, where you conduct business (only in a physical space or online as well), the nature of the products and services you provide and your target audience.

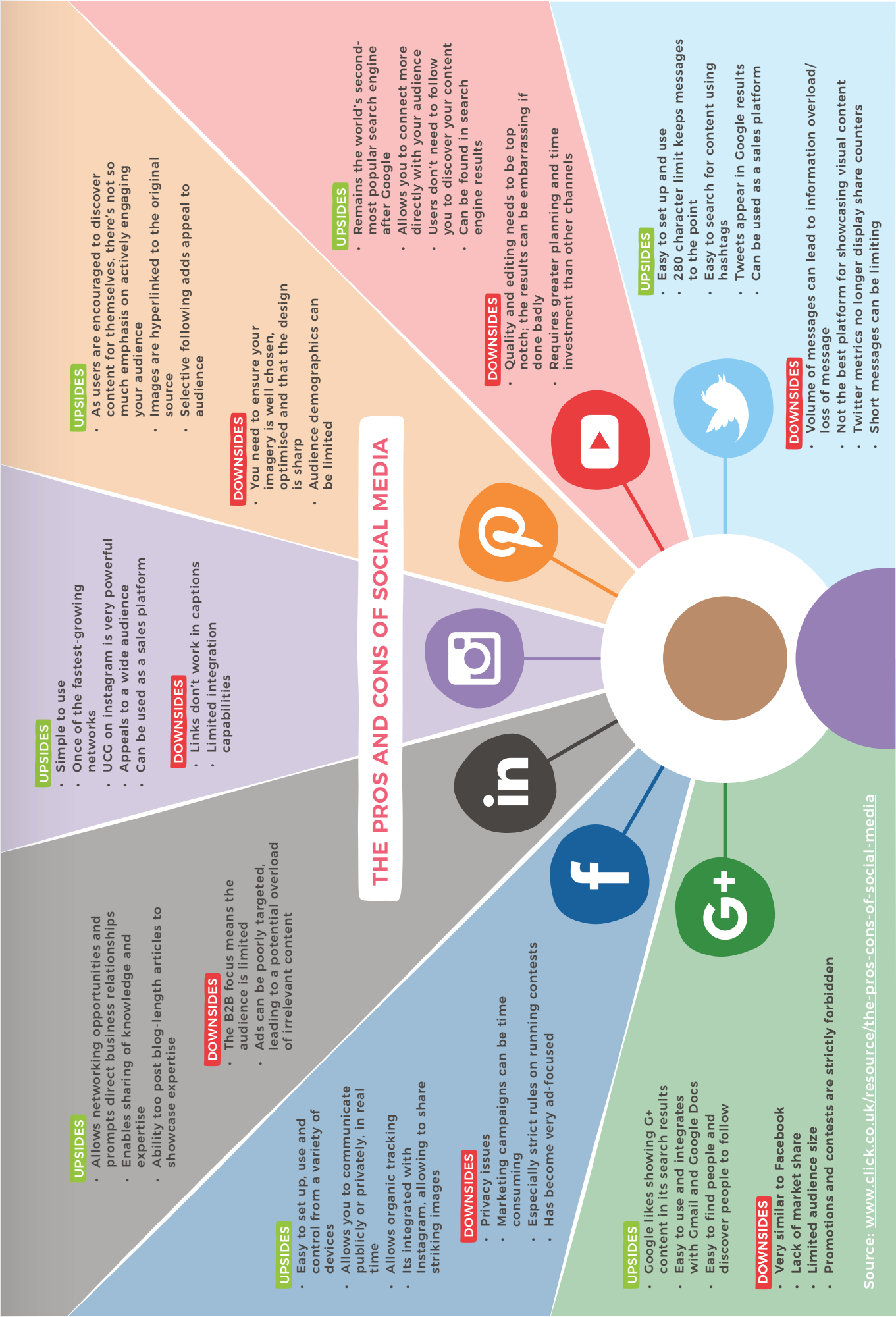
> 10 QUICK SOCIAL MEDIA TIPS

Managing a social media account takes time and effort. Most small business owners are so busy managing their businesses that they do not really have the time to manage social media as well.

1. Be realistic when setting up social media accounts. Don't bite off more than you can chew!
2. Consider starting with one platform (e.g. Facebook). Ask yourself where your ideal clients 'hang out'
3. Consider using a social media management tool. See the table below for free options.
4. Free graphic design tools like Canva help make your life easier!
5. Tap into your networks to see if you have a contact who could assist you.
6. Consistency (regular posting) is key. e.g. Rather be diligent in posting twice a week than posting five times in week one and then falling silent for the next three weeks.
7. Post photos of a good quality – sharp focus and good lighting.
8. Videos are extremely popular on social media. Once again, quality is important.
9. Check spelling and grammar in your posts to ensure that you convey a professional image.
10. Remember to check your inbox for messages once a day!

> THE PROS AND CONS OF DIFFERENT SOCIAL MEDIA PLATFORMS

Do some research about the pros and cons of the various social media platforms that are available and think about which of these platforms would work best for your business/the businesses on your programme.



## > SOCIAL MEDIA: RECOMMENDED READING AND USEFUL TIPS

TOPIC	SOURCE	LINK
Social Media	Small Business Trends	<a href="http://www.smallbiztrends.com/category/social-media">www.smallbiztrends.com/category/social-media</a>
How to use social media to improve your business	SME Toolkit	<a href="http://www.smetoolkit.businesspartners.co.za/en/content/how-use-social-media-improve-your-business">www.smetoolkit.businesspartners.co.za/en/content/how-use-social-media-improve-your-business</a>
How to use social media to market your business	Wikihow	<a href="http://www.wikihow.com/Use-Social-Media-to-Market-Your-Business">www.wikihow.com/Use-Social-Media-to-Market-Your-Business</a>
13 Top Tips for Choosing the Right Social Media Platform for your Business	Forbes	<a href="http://www.forbes.com/sites/forbescommunicationscouncil/2019/07/31/13-top-tips-for-choosing-the-right-social-media-platform-for-your-business">www.forbes.com/sites/forbescommunicationscouncil/2019/07/31/13-top-tips-for-choosing-the-right-social-media-platform-for-your-business</a>
The pros and cons of social media (a comparison of social media platforms)	Click.co.uk	<a href="http://www.click.co.uk/resource/the-pros-cons-of-social-media">www.click.co.uk/resource/the-pros-cons-of-social-media</a>
The advantages and disadvantages of a Wix website	Small Bizsense	<a href="http://www.small-bizsense.com/the-advantages-and-disadvantages-of-wix-websites">www.small-bizsense.com/the-advantages-and-disadvantages-of-wix-websites</a>

## > SOCIAL MEDIA: TOOLS

TOPIC	SOURCE	LINK
9 Exclusive social media tools for your small business in 2021	Social Pilot	<a href="http://www.socialpilot.co/social-media-tools">www.socialpilot.co/social-media-tools</a>
13 of the leading free social media management tools	Influencer Marketing Hub	<a href="http://www.influencemarketinghub.com/free-social-media-management-tools">www.influencemarketinghub.com/free-social-media-management-tools</a>

**Social media is such a big topic that we will not be covering it in detail in this booklet, but do not neglect this as a powerful tool in promoting the businesses on your programme!**

## 9.3.3 FACILITATE ACCESS TO MARKET

One of the primary objectives of your Building Business programme will be to unlock access to market opportunities for the entrepreneurs and businesses in your programme. This simply means that you need to help businesses find suitable places from which to conduct their business and in particular, explore and help unlock ways for the businesses to reach potential clients – and vice versa.



Affordable **PHYSICAL RETAIL TRADING SPACES** where items can be sold (e.g. shop space or even shelf space in existing stores). Find out which businesses in your town would be willing to sell items on consignment basis.



**LOCAL MARKETS** (pop-up markets, permanent markets and seasonal markets)



Local business **HUBS** (read the story of the Stellenbosch CoCreate Hub [here](#))



Affordable **MEETING SPACES** that are well-located to reach your target market



**OFFICE SPACE**



**PRODUCTION SPACE** (if the business produces something)



**FESTIVALS** and special events often offer trading opportunities (e.g. food stalls at festivals and concerts)



**TOURISM OFFICES** that sell the products and artworks of local entrepreneurs



**ONLINE TRADING SPACES:** Online shopping is growing in popularity around the world. Many businesses only sell online. Explore Facebook marketplace, Instagram shops, websites, directories, Facebook pages and if it is a good fit for the business, also explore the possibility of setting up one's own online shop.



**NETWORKS** that could unlock business opportunities, for example local business forums and networks. If there is no business forum in your town, you could consider establishing such a forum.



## > ACCESS TO MARKET: USEFUL READING

TOPIC	SOURCE	LINK
50 Tips on How to Get More Customers to your Store	Small Biz Trends	<a href="http://www.smallbiztrends.com/2017/02/how-to-get-more-customers">www.smallbiztrends.com/2017/02/how-to-get-more-customers</a>
8 Powerful Ways to Market Your Business on a Limited Budget	Entrepreneur South Africa	<a href="http://www.entrepreneur.com/article/286171">www.entrepreneur.com/article/286171</a>
Pop-up shop marketing: A quick how to guide	Entrepreneur South Africa	<a href="http://www.entrepreneur.com/article/296064">www.entrepreneur.com/article/296064</a>
Pop-up stores and the benefit for small businesses	Debitoor	<a href="http://www.debitoor.com/small-business-guide/marketing/pop-up-stores-and-the-benefit-for-small-businesses">www.debitoor.com/small-business-guide/marketing/pop-up-stores-and-the-benefit-for-small-businesses</a>
How to promote your business at community events and festivals	Business Know-How	<a href="http://www.businessknowhow.com/marketing/community-events">www.businessknowhow.com/marketing/community-events</a>
Nine benefits of networking in business	Medium	<a href="http://www.medium.com/swlh/9-benefits-of-networking-in-business-66b2445e6d84">www.medium.com/swlh/9-benefits-of-networking-in-business-66b2445e6d84</a>
10 Things to Consider when choosing a location for your business	Entrepreneur South Africa	<a href="http://www.entrepreneur.com/slideshow/299849">www.entrepreneur.com/slideshow/299849</a>

## 9.4 SUPPLY CHAINS AND COMPLIANCE

### DEFINITION • SUPPLY CHAIN

A supply chain is the network of all the individuals, organisations, resources, activities and technology involved in the creation and sale of a product. A supply chain encompasses everything from the delivery of source materials from the supplier to the manufacturer, through to its eventual delivery to the end user.

Source: [www.whatis.techtarget.com/definition/supply-chain](http://www.whatis.techtarget.com/definition/supply-chain)

### DEFINITION • ACCESS TO THE SUPPLY CHAIN

Any entrepreneur or business has a certain product or service that they sell. This means that they fit into a supply chain. In any geographical area (community, town or city), there will be bigger companies, academic institutions (e.g. universities), municipalities and even government departments who may need to buy the kind of products and services that small and micro businesses can offer. However, with organisations and institutions like these, the business needs to be compliant with CIPC and SARS, and be registered on the buyers' procurement or vendor systems/databases to be able to sell their goods or render services to them. Making this happen often involves a lot of administration and compliance with certain regulations, but if the business succeeds in being included in what is known as the "local supply chain" this can open many doors for the business to grow!

### 9.4.1 OPPORTUNITIES WITHIN A SUPPLY CHAIN

Depending on the type and size of the products and services that are required, there are several opportunities within a supply chain. For example: A factory may need external small businesses who can provide the following services:

- Artisans who are specialists in their fields to produce certain parts (components) of their products
- Specialists in their fields to repair and maintain equipment
- Transportation for products from point A to B
- Someone to supply rusks or biscuits for the staff cafeteria

The supply chain will also include other services that the company or organisation will need e.g. marketing, catering, human resource management and other customer services. Companies invest in supply chain management to save costs and be more efficient.

### MAKE A NOTE

Big companies need catering and cleaning services. Universities and colleges may need gardening services. Factories and distributors need transportation services. **What else can you think of? What does your local supply chain need?**

### IMPORTANT

Companies/institutions put a lot of effort into ensuring that qualified entrepreneurs and enterprises are included in their supply chain network. There are steps all businesses need to follow to qualify for supply chain inclusion.

### 9.4.2 BECOMING SUPPLY CHAIN COMPLIANT AND READY

The following are important criteria for most vendor databases. If you would like to support local supply chain inclusion and readiness, we recommend that you ensure that your Building Business Programme offers training and support services to assist entrepreneurs to get the following in place:



SUPPLY CHAIN DEVELOPMENT: MINIMUM BASIC CRITERIA	
<input type="checkbox"/>	1. Business registration certificate
<input type="checkbox"/>	2. Tax clearance certificate
<input type="checkbox"/>	3. B-BEEE verification certificate/affidavit
<input type="checkbox"/>	4. Products and services clearly defined
<input type="checkbox"/>	5. Company profile and history
<input type="checkbox"/>	6. Maintenance process (if applicable)
<input type="checkbox"/>	7. Product guarantees (if applicable)
<input type="checkbox"/>	8. Proof of bank details
<input type="checkbox"/>	9. Financial statements/financial sustainability letter from accountant

### > BECOMING SUPPLY CHAIN COMPLIANT: WHAT YOU NEED

WHAT YOU NEED	WHERE TO OBTAIN IT
Business Registration Certificate	A business obtains this upon registration. Refer to <a href="http://www.eservices.cipc.co.za">www.eservices.cipc.co.za</a>
B-BBEE Certificate/Affidavit	This shows the level of black ownership in a business. Refer to <a href="http://www.cipc.co.za/index.php/manage-your-business/manage-your-company/bbbee/">www.cipc.co.za/index.php/manage-your-business/manage-your-company/bbbee/</a>
Business bank account	A company must have a business bank account through which all income and expenses flow. Larger companies will only pay invoices into a business bank account.
Tax clearance certificate/pin	This is obtained when all affairs such as annual returns with SARS are in order. Refer to <a href="http://www.sars.gov.za">www.sars.gov.za</a> . The Unemployment Insurance Fund (UIF) and Pay as You Earn (PAYE) are also important. Refer to <a href="http://www.ufiling.co.za/uif/how-to-declare-and-pay">www.ufiling.co.za/uif/how-to-declare-and-pay</a> and <a href="http://www.sars.gov.za">www.sars.gov.za</a>
Letter of Good Standing	A Letter of Good Standing (LOGS) is obtained when the business has registered and paid for Compensation for Occupational Injuries and Diseases (COID). Refer to <a href="http://www.labour.gov.za/coid/how_to_register_with_the_compensation_fund">www.labour.gov.za/coid/how_to_register_with_the_compensation_fund</a> and <a href="http://www.sars.gov.za/ClientSegments/Individuals/TCS">www.sars.gov.za/ClientSegments/Individuals/TCS</a>

### 9.4.4 GENERAL GUIDELINES



If you are not sure whether the business qualifies, speak to business support entities such as SEDA, or find out exactly what the requirements are directly from any local company's procurement department.



Register on the government's Central Supplier Database (CSD) – this is usually a requirement for local municipalities.



Run the business well and comply with all CIPC and SARS requirements annually.



Open a business bank account as soon as possible so that a "financial résumé/ CV" can be built to strengthen the motivation as to why it is a good company to include. It also makes the business appear more professional, and larger companies will not pay invoices in cash or into a personal bank account.



Continuously develop and improve the product and provide a quality service.



Get involved in local business and social networks. Networking will help to identify opportunities and build trusted relationships.



Research the economy of your town/city and identify manufacturers or service provider organisations that have a good reputation and that deliver quality products and services. These do not always have to be large companies. There are also smaller companies that require specialist services or services that they would like to outsource e.g. cleaning of their premises.



Visit company websites and tender portals and scan the local newspapers. Supply chain inclusion opportunities and requirements are advertised and the entrepreneur can only respond if they know about the opportunities.



If the entrepreneur is successful and is awarded a contract, make sure that good and quality service and products are delivered on time and within budget. Ask the customer to provide regular feedback to ensure that the business is addressing their needs and meeting the required standards.



Being part of an Enterprise or Supplier Development Programme is also a good opportunity to enter a supply chain, as this is the eventual goal of these programmes.

## 9.5 ACCESS TO FINANCE

Any business needs capital and cash flow! An important part of your Building Business Programme will be to assist the entrepreneurs and businesses by:

- Researching financing options
- Assisting business owners to apply for funding or investment for growth
- Helping business owners to pitch their ideas

Access to finance is one of the biggest obstacles to the survival and growth of start-ups, and small and medium businesses.

[www.finfind.co.za](http://www.finfind.co.za)

### 9.5.1 FINANCING OPTIONS

#### A. BANK OVERDRAFTS

Overdrafts are useful sources of short-term finance due for repayment in less than a year. Interest is only charged when the facility is used, and the interest payments are tax-deductible. They can be arranged at short notice and are flexible in the amount borrowed at any time.

#### B. BANK LOANS

Approach any bank for finance or to discuss a bank loan for the business. The best prospect is with the bank that the entrepreneur has the business bank account with, as they have a record of the financial history. Banks have Small Business Advisors who can assist with this process. Ensure all the terms and conditions that apply are understood.

#### C. VENTURE CAPITAL FUNDERS

Private investors who are willing to invest capital into the business, as they believe that the business will be successful and will give them a good return on their investment. This return will be in the form of profit share or equity.

#### D. COST-SHARING GRANTS

A cost-sharing grant will finance from 35% to 100% of the application amount. Grants that are less than 100% require the business to fund the balance of finance required for the project at hand.

#### E. GOVERNMENT GRANTS

An award of financial assistance in the form of money by the federal government to an eligible grantee with no expectation that the funds will be paid back.

#### F. GOVERNMENT LENDING AGENCIES

These grants are handled on behalf of the government by organisations such as SEDA or SEFA etc., and are usually not repayable. The government lending agency provides for 100% of the financial need. However, these types of grants are significantly less common and tend to be once-off opportunities to assist new businesses.

#### G. PRIVATE GRANTS

Private funds are donated mainly through private corporations or philanthropic efforts by a private organisation or individual. These grants often are used for projects dealing with new

ideas, or start-ups that are not necessarily widely known by the public. There are no legal requirements that dictate how private grant money can be spent, so the application process generally is less intense than public grant applications.

#### H. PURCHASE ORDER FUNDING

Purchase order finance, also known as 'PO Finance', provides funding for businesses with purchase orders to pay their suppliers directly.

#### I. PROJECT FUNDING

Project financing is a loan structure that relies primarily on the project's cash flow for repayment, with the project's assets, rights, and interests held as secondary collateral.

#### J. ANGEL INVESTORS

An angel investor is a high-net-worth individual who provides financial backing for small startups or entrepreneurs, typically in exchange for ownership equity in the company. The funds that angel investors provide may be a one-time investment to help the business get off the ground or an ongoing injection to support and carry the company through its difficult early stages. On rare occasions, some angel investors may not want anything in return.

#### K. CROWDFUNDING

Crowdfunding is a method of raising capital through the collective effort of friends, family, customers, and individual investors. This approach taps into the collective efforts of a large pool of individuals, primarily online via social media and crowdfunding platforms, and leverages their networks for greater reach and exposure. There are four different types of crowdfunding: rewards, donation, debt and equity.

#### L. INVOICE DISCOUNTING

The business sells its rights to future invoice payments to a financial institution. They pay the business owner immediately, take over the invoice and collect the money from the debtor when the invoice is due for payment. The difference between the invoice amount and the amount paid to the business owner is the discount, i.e. the fee charged by the financial institution.

#### M. INCENTIVES

Many incentives are actually grants in that the money does not need to be repaid. However, unlike grants, where the money is provided for the service or asset, incentives are paid AFTER the event has occurred. That is, the approved project must be funded by the business and then the portion of the project that the incentive addresses must be claimed back.

#### N. EQUITY FUNDING

Equity means that the funder buys a certain part of the business in return for a percentage shareholding. The equity provides the finance to grow the business and the investor receives a share of the profits and a lump sum when they exit.



### MAKE A NOTE

Google is your friend! There are numerous websites that provide a wealth of information on financing options for small businesses, step-by-step guides on how to apply and details around the criteria. Spend time researching options that would match the financing needs of the entrepreneurs and businesses participating in your Building Business Programme. Better yet – spend time WITH the entrepreneurs so that they too learn more about how to source useful information from the World Wide Web!

### > ACCESS TO FINANCE: USEFUL RESOURCES AND LINKS

ORGANISATION	LINK
SEDA	<a href="http://www.nationalgovernment.co.za/units/view/157/small-enterprise-development-agency-seda">www.nationalgovernment.co.za/units/view/157/small-enterprise-development-agency-seda</a>
SEFA	<a href="http://www.sefa.org.za">www.sefa.org.za</a>
SME South Africa	<a href="http://www.smesouthafrica.co.za/starting-new-business/funding-directory">www.smesouthafrica.co.za/starting-new-business/funding-directory</a>
Funding Connection	<a href="http://www.fundingconnection.co.za/funding-agencies-in-south-africa">www.fundingconnection.co.za/funding-agencies-in-south-africa</a>
National Empowerment Fund	<a href="http://www.nefcorp.co.za">www.nefcorp.co.za</a>
Angel Investment Network	<a href="http://www.investmentnetwork.co.za">www.investmentnetwork.co.za</a>
Venture Capital	<a href="http://www.siliconcape.com/resources/venture-capital-investors">www.siliconcape.com/resources/venture-capital-investors</a>
Crowdfunding	<a href="http://www.finfind.co.za/crowd-funding">www.finfind.co.za/crowd-funding</a> <a href="http://www.smesouthafrica.co.za/crowdfunding-platform-right-look-sa">www.smesouthafrica.co.za/crowdfunding-platform-right-look-sa</a>
<b>Nedbank</b> Small Business Services	<a href="http://www.nedbank.co.za/content/nedbank/desktop/gt/en/business/small-business-services">www.nedbank.co.za/content/nedbank/desktop/gt/en/business/small-business-services</a>
Finfind	<a href="http://www.finfind.co.za/home">www.finfind.co.za/home</a>
Local District Municipality SEED Funds	Research per area



### IMPORTANT

**Disclaimer:** Please note that Ranyaka does not endorse or favour any specific financing option or funder. The information above is merely a guideline meant to increase the business owner's knowledge regarding access to funding. The final decision remains with them.

## 9.6 MENTORSHIP MATTERS

The participants in your Building Business programme could benefit greatly from mentorship by established business owners or mentors who could assist them in the areas of:

- Business (general advice and guidance)
- Technical mentorship (specific to the industry of the mentee)
- Personal growth through life coaching



### DEFINITION • MENTORSHIP

Quite simply, mentorship is “a relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person. The mentor may be older or younger than the person being mentored, but they must have a certain area of expertise.” (Source: Wikipedia) There is a difference between mentorship and training.



### DEFINITION • MENTOR

A mentor is someone from outside your business or organisation that acts as a business or life coach. A mentor is not an employee or a consultant and should never take the place of accountants, lawyers, formal business advisors or your bank manager! A mentor needs to be more knowledgeable or experienced than the mentee.



### DEFINITION • MENTEE

The person who is being mentored is called a mentee.

### 9.6.1 THE BENEFITS OF BUSINESS MENTORSHIP

- A mentor shares their life and business experience so that you can learn from the mistakes they have made and the successes they have achieved.
- A good mentor will help a business owner to look at their business objectively. Often, one cannot recognise your own strengths and weaknesses. A mentor helps you take a step back and see the big picture.
- A mentor provides you with a listening ear – someone with whom you can share your vision, ideas and concerns.
- A good mentor will challenge you, be willing to confront you with tough questions when necessary and not simply agree with everything you say. By encouraging you to look at ideas from different perspectives, good mentorship will assist you to take better business decisions.



- A good business mentor will hold you accountable by helping you to set goals and timelines and checking in with you during your sessions to ensure that you are still on track.
- A good mentor will encourage you to tap into your own network to make valuable business connections and may also introduce you to their network where you could meet business partners, clients or advisors.

### 9.6.2 CHARACTERISTICS OF A GOOD MENTOR

- Commitment to the journey with the mentee as agreed upon
- Experienced in the area in which they are mentoring the mentee
- Objectivity
- Trustworthy (protects the confidentiality of your business information)
- A good listener
- Not afraid to challenge their mentee

### 9.6.3 THE MENTORSHIP PROCESS

The Building Business proposed mentorship process is outlined below.



Copyright JP Cronje Mentorship Specialist

#### STEP 1

##### Agreeing duration and number of delegates

The duration of your mentorship programme will depend on:

- The needs of your entrepreneurs and the level of support they require. We recommend a minimum of a six-month mentorship programme.
- The availability of mentors who are willing to commit to the requested time period
- Availability of funding (if mentorship is not provided free of charge)

The number of delegates will be based on:

- Number of entrepreneurs in need of mentorship as identified by your needs' analysis
- Availability of mentors to assist

#### STEP 2

##### Identifying mentees

The Interventions Checklist ( [Appendix N](#)) you completed will guide you in your decision-making around which of the businesses require mentoring.

#### STEP 3

##### Identifying mentors (ratio vs mentees)

It is crucial to identify the right mentors to include in your Building Business programme.

Identify mentors from:

- Your stakeholder database
- Tertiary institutions in your town (e.g. Universities)
- Your local Chamber of Commerce where established business owners are members
- Your local business forum
- Local or provincial mentorship programmes run by other NGOs

##### Mentor screening

Potential mentors need to complete a mentor screening questionnaire. Here, they will need to answer questions regarding, for example:

- Their experience
- The sector in which they are involved
- Their interest in small business
- Their willingness to commit towards the mentorship programme

#### STEP 4

##### Training for mentors

Even if the mentors you selected are experienced in mentorship, you may need to spend time with them explaining the unique challenges faced by the entrepreneurs who are part of your Building Business programme. If, for example, a mentor has never operated a business within a township setting, they may not understand certain challenges and important contextual issues that may be affecting the growth of their future mentee.

#### STEP 5

##### Training/orientation for mentees

You need to manage the expectations of the mentees. Mentees need to understand exactly what role their mentors should (and should not) play. For example, they need to understand clearly that the mentor does not have decision-making power in the mentee's business. The accountability for decisions rests with the mentee. Any advice a mentee accepts from a mentor is implemented at the risk of the mentee, etc.

#### STEP 6

##### Match mentors and mentees

**It is recommended that mentors and mentees sign a Mentor & Mentee Agreement.**

Match mentors and mentees based on:

- The area of interest of the mentor and whether that matches with the mentee's business
- Specific needs of the mentee. A business that needs mainly marketing advice, would need a mentor with a good understanding of marketing!
- Level of mentorship required. More in-depth mentorship requires a more experienced mentor.
- Compatibility of their personalities. Some people simply do not get along! The mentor and mentee need to develop a trusted and open relationship.

#### STEP 7

##### Evaluation and reviewing

At the start of your mentorship programme, set a number of dates (e.g. monthly, every second month, quarterly) upon which you spend time with both the mentors and mentees to obtain feedback on the mentorship process.

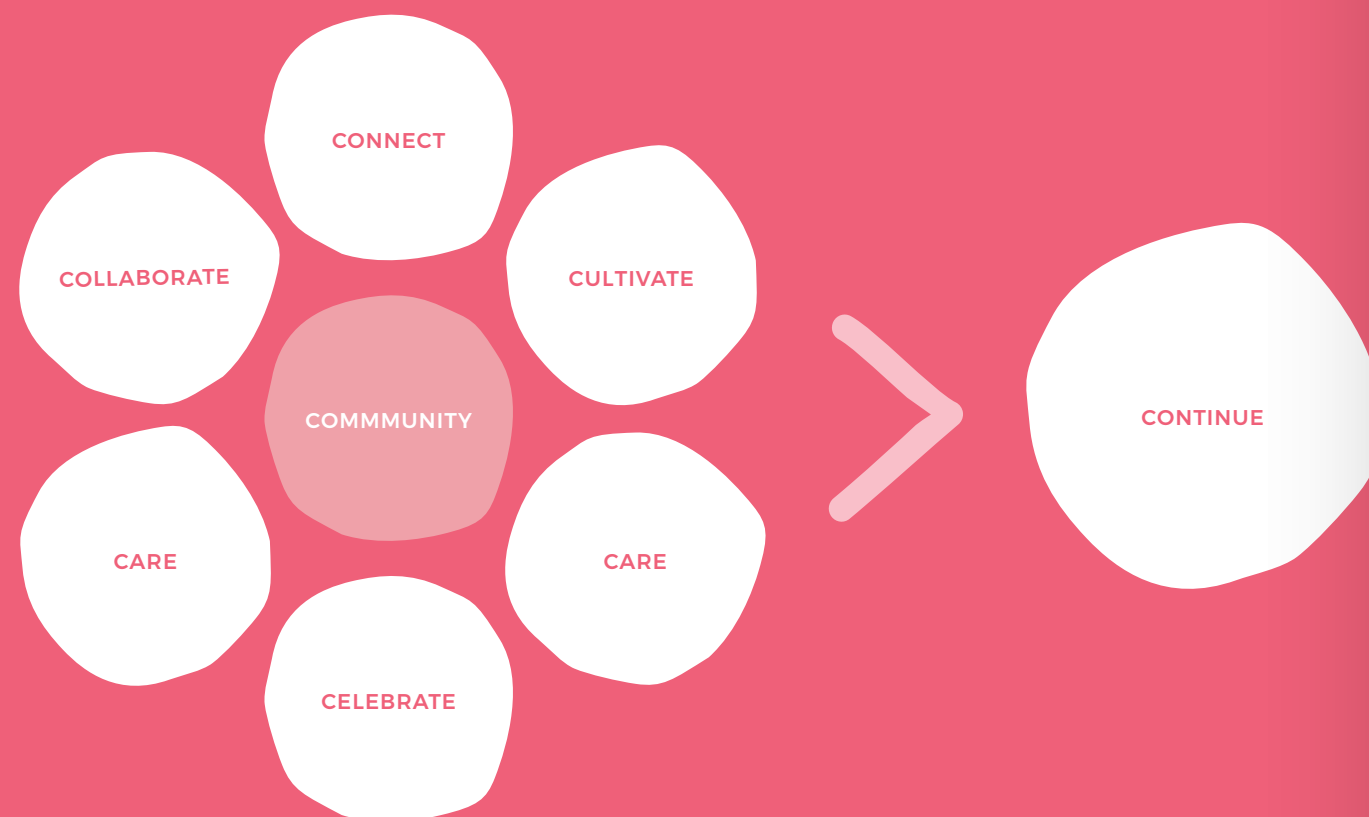


## 9.7. CREATE COMMUNITY

Regardless of the approach you follow in your Building Business programme – whether it be highly formalized or an assortment of interventions that help grow local entrepreneurs – you should never underestimate the importance of connection. There is immense power in building a strong support network for the entrepreneurs in your programme. If you are a small business owner yourself, you too could benefit yourself and others by creating a community of entrepreneurs and business owners.

This does not mean that you have to create a formal business forum or network. Think of this as a network of strategic, informal partnerships – a network where friendships can be forged, where you can learn from others and where you can grow together.

You may just discover that the adventure of creating a community that shares common ground and unites behind the vision to grow and support local businesses, emerges as one of the most powerful vehicles in your Building Business toolbox.



### CONNECT

Obtain the permission of all participants in your Building Business programme to share their details with all other participants. You may already have a WhatsApp group in place where you communicate programme news. If not, create a group where participants can choose to interact should they wish to. See below for details about how to create and run a WhatsApp group to support entrepreneurs.

### CULTIVATE

Create informal opportunities for the participants in the programme to meet on a regular basis (e.g. once quarterly) to encourage interaction and cultivate friendships and network-building. Ideally, you want the entrepreneurs to reach a point where they form business friendships and initiate interaction themselves.

### CARE

Encourage a culture of caring and encouragement. Running your own business can be a lonely journey. You need the support of like-minded individuals along the way.

### COLLABORATE

Tackle projects together. These could even be community development initiatives where the programme participants spend time addressing problem issues in their community.

### CORRECT

The group members should be encouraged to be open to correction. In any community, conflict is inevitable. Cultivate a culture of openness towards receiving constructive criticism – feedback that is intended to uplift, not discourage.

### CELEBRATE

Celebrate important milestones together e.g. completion of a training course, achievements by participants, year-end celebrations.

### COMMUNITY

The group of entrepreneurs should be encouraged to do more than simply support one another on their business journeys. There is power in becoming – and acting as – a community.

### CONTINUE

Building a successful business does not happen overnight. Keep on keeping on!

*“There’s a classic children’s book, Swimmy, where a school of little fish team up and swim as one big fish to avoid being eaten [...] There is power in the collective, and businesses can harness the power of community to move forward.” – Nellie Akalp*

[www.mashable.com/2011/03/14/small-business-collaboration](http://www.mashable.com/2011/03/14/small-business-collaboration)

# 9.8 RUNNING A WHATSAPP GROUP TO SUPPORT LOCAL ENTREPRENEURS

## 9.8.1 HOW TO START

Starting a WhatsApp group can sometimes seem quite daunting as it requires a fair amount of monitoring and making sure that lines of communication are open for all members of the group.

If you followed the steps in [Chapter 5](#) (and possibly [Chapter 6](#), if you hosted a product showcase), you will have built a database of entrepreneurs with whom you have already started engaging – or with whom you would like to engage.

Please ensure that you do NOT add people to a group without first checking whether the person is happy to be added to the group. Firstly, the entrepreneur needs to know what the group is all about and some people do not necessarily want to be in groups – and one needs to respect this wish.

## 9.8.2 ADMIN-ONLY POSTING

The benefit to closing the group for comments (posting only by administrators) is that group members will not be inundated with unnecessary messages. If you choose this option, ensure that the group administrator always makes it clear that questions can be referred to the group administrator personally at any time or provide details of the person who can be contacted.

Here is how to change the group settings so that only an administrator can post.

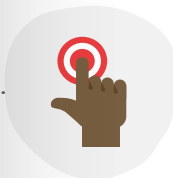
- Go to the group on your phone
- Click on the 3 dots in the corner
- Go to group settings
- Go to send messages
- Change this to “Only Admins”

## 9.8.3 ANYONE CAN POST

If you are happy to deal with a constant stream of messages in the group and know that the group of entrepreneurs with whom you are working is disciplined in terms of their engagement and that they will respect group guidelines, then the list of rules below provides a generic guideline that can be posted on the group at regular intervals.

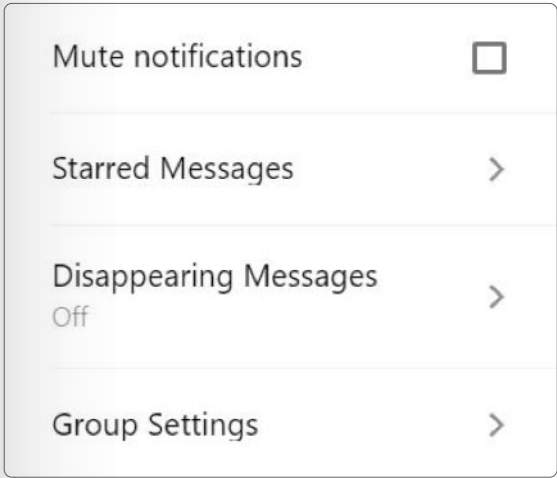
## EXAMPLES OF GROUP RULES

1. Always stick to the purpose of the group. Do not share messages that are not relevant.
2. Do not spam the group. If you would like a group to share memes, advertisements or special deals, then rather set up a group for that specific purpose and invite others to join.
3. Do not be offended if group members leave.
4. Do not post in any group between 20:00 and 07:00 unless it is an emergency. By emergency, we mean the “fire, floods, and broken bones” type of emergency - not the “I needed a scone recipe at 2am because I had the munchies” type of emergency!
5. The group is not a political platform. No arguing, heated opinions, fear-mongering, petitions or fake news, please!
6. Never use the group as a platform to berate someone else or air grievances. If you have an issue with someone, please address it one-on-one with the relevant person.
7. Hit “Mute” on your WhatsApp group (unless you’re part of an emergency rescue group). This is a sanity saver. You will still receive all the messages, but your phone will not buzz or make a noise every time there is an incoming message!



### TAKE ACTION

Click the MUTE NOTIFICATIONS box so that your phone does not buzz every time there is an incoming message on the group.





#### 9.8.4 IN CASE OF TROUBLE

If you do decide to open the group for comments and something goes wrong (e.g. group members start engaging in an argument), close the comments immediately. This can be done temporarily and the group can be reopened for comments again. Do this before the issue escalates further and then resume the conversation off the platform. Speak to the parties separately and see if the matter can be resolved amicably.

#### 9.8.5 CONTENT TO BE POSTED

Apart from the regular Building Business posts, there are many other things that can be shared on the group. This e-Booklet includes numerous tables containing links to websites and entrepreneurship guides – offering a wealth of information that you can share with your group members.

Please also ensure that you familiarise yourself with funding bodies, government organisations and entrepreneurial support services in and around your community or nationally. Follow them on social media so that always stay abreast of any movement or news and share relevant information with your group.

Please ensure that the information you post is factually correct. Remember that if a group is open for anyone to post, the administrator needs to check that all posts are factually correct. If a group is closed for admin-only posting, group members would need to submit posts to the administrator first for checking before the administrator then shares it.



**GLORIA MASHIGO**

BAKER

**TASTECHEF**

MAMELODI, TSHWANE • GAUTENG

[CLICK HERE TO READ HER STORY](#)

# 10

BUILDING BUSINESS TOOLKIT

## Place & space matter

Understanding location & creating an inviting business space

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## 10. PLACE AND SPACE MATTER

### 10.1 GETTING THE BASICS RIGHT

#### LOCATION

Where you choose to locate your business could mean the difference between success and failure. Read more about choosing the right location under [Section 10.3](#).

#### RENT

If you need to pay rent, negotiate a good rental amount with the owner and try to adhere to all contractual arrangements. Seek legal advice before you sign any contract.

#### MAINTENANCE

Ensure that the owner looks after the buildings and that the maintenance of the buildings is up to date. You can even ask to see the owner's maintenance records and schedule.

#### SAFETY IS KEY

Safety and security is a high priority. Ensure that the building and property have adequate measures in place to ensure safe and secure business operations e.g. burglar bars, security gates and alarms that are connected to a response room. CCTV cameras will also assist in keeping the property and your business safe.

#### ZONING

Ensure that the building has the necessary rights (zoning). You can ask the municipality to assist you in this regard.

#### APPEARANCE MATTERS

Well-maintained, attractive business premises make all the difference. Attractive business premises will attract more customers or even investors who might want to invest in your business. [Section 10.2](#) offers handy tips on how to ensure that the area surrounding your business, as well as your premises looks attractive and inviting.

## 10.2 TEN TIPS TO CREATE AN INVITING BUSINESS SPACE

First impressions count. Appearance matters. A safe, clean and visually appealing business premises could mean the difference between success and failure. Here are ten tips to ensure that your business/the businesses that form part of your Building Business programme become spots that attract customers!



**WASTE NOT:** Manage all the waste on the property, e.g. paper, boxes, plastic etc. There are several easy and affordable recycling processes. It can even provide a small business opportunity for yourself or someone else in your community.



**A LICK OF PAINT:** Paint your shop front regularly. Paint is affordable and can even be sponsored. A fresh-looking shop front helps convince customers that you are a serious business owner and that you want to create a pleasant experience for them.



**IN THE LIMELIGHT:** Make sure that your signage looks professional. Your signage should be clear, easy to read and inviting. If you do business at night, your signage should be well-lit.



**ADD SOME GREEN:** If there is space, create a garden or plant a tree. A well looked after green space is also inviting and creates a pleasant experience for customers.



**GET CREATIVE:** Decorate the interior of your business. If your space is clean and well organised, you will attract more customers. Avoid clutter and keep your paperwork out of sight.



**OUT OF SIGHT:** If you have materials or waste that needs to be stored outside, keep this out of the view of customers. Nobody wants to see clutter. You might not always have a separate space for it, but cover it up neatly or put up a screen.



**PAVING THE WAY:** Where it is allowed, pave in front of the buildings and where customers need to park. It does not have to be expensive, but your entrance and parking needs to look neat and clean.



**COVER UP:** Provide cover for your clients in front of your business so that they are protected against the sun and rain. A clean and covered front porch or "stoep" will benefit your clients and even allow them to linger longer at your business.



**LIGHT IT UP:** Ensure that the property is well lit at night. This is not only beneficial for good business security, but will also prevent the property from becoming a dark spot where unsavoury activities take place once the sun has set!



**INVITE OPPORTUNITY:** Create opportunities for customers to visit the property even if these opportunities or activities are not directly related to your business. A Saturday market on the property, for example, will introduce your business to possible customers that would not normally visit the site.

> CREATING AN INVITING BUSINESS SPACE: USEFUL READING

TOPIC	LINK
25 ideas to boost your business curb (sidewalk) appeal	<a href="http://www.smallbiztrends.com/2018/07/curb-appeal-ideas-small-business">www.smallbiztrends.com/2018/07/curb-appeal-ideas-small-business</a>
Improve your business' appearance	<a href="http://www.prospa.com/blog/5-ways-to-improve-the-aesthetic-look-of-your-business">www.prospa.com/blog/5-ways-to-improve-the-aesthetic-look-of-your-business</a>
Appearance of your physical facility affects customer satisfaction	<a href="http://www.smallbusiness.chron.com/appearance-physical-facilities-affect-customer-service-66223.html">www.smallbusiness.chron.com/appearance-physical-facilities-affect-customer-service-66223.html</a>
Colour is important – Using colour psychology to give your business an edge	<a href="http://www.forbes.com/sites/amymorin/2014/02/04/how-to-use-color-psychology-to-give-your-business-an-edge">www.forbes.com/sites/amymorin/2014/02/04/how-to-use-color-psychology-to-give-your-business-an-edge</a>
Lighting makes a big difference	<a href="http://www.linkedin.com/pulse/why-lighting-important-visual-merchandising-leonardo-novella-1c">www.linkedin.com/pulse/why-lighting-important-visual-merchandising-leonardo-novella-1c</a>
Clean restrooms are a must	<a href="http://www.smallbusiness.chron.com/impact-clean-restroom-business-38421">www.smallbusiness.chron.com/impact-clean-restroom-business-38421</a>

10.3 LOCATION IS KEY

Understand the importance of infrastructure, roads, streets and intersections. Various physical and infrastructure and services elements will influence the functioning and success of a business. Let us take a closer look.



MORE INFO

Ten things to consider when choosing a location for your business  
[www.entrepreneur.com/slideshow/299849](http://www.entrepreneur.com/slideshow/299849)

10.4 ROADS AND STREETS

Streets are important for the survival and growth of an enterprise or business. However, it is important to understand the different types of streets and their influence on doing business. Here are examples of streets.

10.4.1 CLASS 2 AND 3 ROADS

Except for highways, the next order road (Class 2 and 3 per municipal classification) normally has two lanes going into each direction, with fast-moving traffic.



> WHO SHOULD TRADE HERE?

Businesses that are often located along these roads include, for example, filling stations, big shopping centres or malls and in some cases, taxi ranks. If you are selling a large number of items a day or week and need this stock to be delivered regularly, you need your business to be close to these roads to enable access for delivery vehicles.

> WHO SHOULD NOT TRADE HERE?

Because intersections could be dangerous and traffic is fast-moving, these are not good routes for selling consumer goods.

Although intersections are popular trading points for vendors, this is not to be recommended as it could be dangerous and interrupt traffic flow. These spaces are also not safe for pedestrian customers.

10.4.2 CLASS 4 ROADS

These roads are smaller than the Class 2 and 3 roads and have slower-moving vehicles using these routes.





### > WHO SHOULD TRADE HERE?

Whilst these roads do provide more opportunity for consumer business at their intersections, there are still fast-moving vehicles here and laws exist against selling products at the intersections. Also, one may not put up permanent structures at these intersections. Some small businesses do run pop-up or mobile businesses at these sites – businesses that sell products that people want to consume whilst on the road, like cold drinks, food etc.

### > WHO SHOULD NOT TRADE HERE?

Opportunities for businesses are along routes that intersect with the Class 4 roads. For example, if you would like to fix cars, equipment or furniture, these intersections could provide good locations for these types of businesses. Potential customers can reach these spots easily and stock, material and equipment can be transported and stored. (This does not apply to traders standing at the road side!)



## 10.4.2 LOWER ORDER OR RESIDENTIAL STREETS

These streets are narrow with slow-moving vehicles. They are predominantly used by pedestrians, bicycles and in some cases, children who enjoy playing here or do not have alternative play areas.



### > WHO SHOULD TRADE HERE?

Businesses who qualify to trade from home in accordance with municipal regulations may trade in this area.

### > WHO SHOULD NOT TRADE HERE?

These streets are not good for businesses that require a lot of space, make a lot of noise or are working with hazardous materials. If you need a lot of stock or equipment, locating your business on this street will not be helpful to your business.

## 10.5 WHERE TO DO BUSINESS?

### 10.5.1 HOMES AND RESIDENTIAL AREAS

Depending on municipal regulations, you can operate a business from your home. These are important considerations before you start a home business or a business in a residential area:

- **What will the neighbours say?** You have neighbours. Always speak to them when you want to use your house for a business. It is important to maintain a good relationship with the families around you.
- **No-no's!** Do not run a business from home that is noisy, smelly or is busy late at night.
- **Storage?** Houses have limited storage space. If you need to store large amounts of stock or equipment, find a space closer to other similar types of business e.g. those located along with Class 3 or 4 roads as discussed in the streets section above.
- **Services in place?** Make sure that you have adequate services in place. These include electricity, water and sewerage. Some business require more than the standard phase 1 electricity connections. If your business uses large machinery or equipment, you may need phase 3 electricity. If you run a bed and breakfast or lodging facility where there is a large (more than the average family) number of people who have to make use of water and sewer services, you may have maintenance problems at some stage.
- **What's around you?** Make sure that your surrounding area supports your business. If you would like to start a bed and breakfast, for example and the area surrounding your house is unsafe and dirty, not many customers will want to visit you.
- **Get connected!** Connectivity is important for certain home businesses. Nowadays, there is a host of online and digital business opportunities at an entrepreneur's disposal. These businesses require good connectivity. Before you decide to run such a business from a residential area, first ensure that the area can meet your requirements.
- **First impressions matter!** Your front gate and front door is the first thing that customers see. Make your entrance area attractive and create a special experience for people who visit your home business, for example, your hairdressing service, barber shop or beauty salon.



Example of an attractive and clean neighbourhood that will be good for home businesses.



Examples of inappropriate use and badly-maintained access. An area like this might discourage prospective customers.

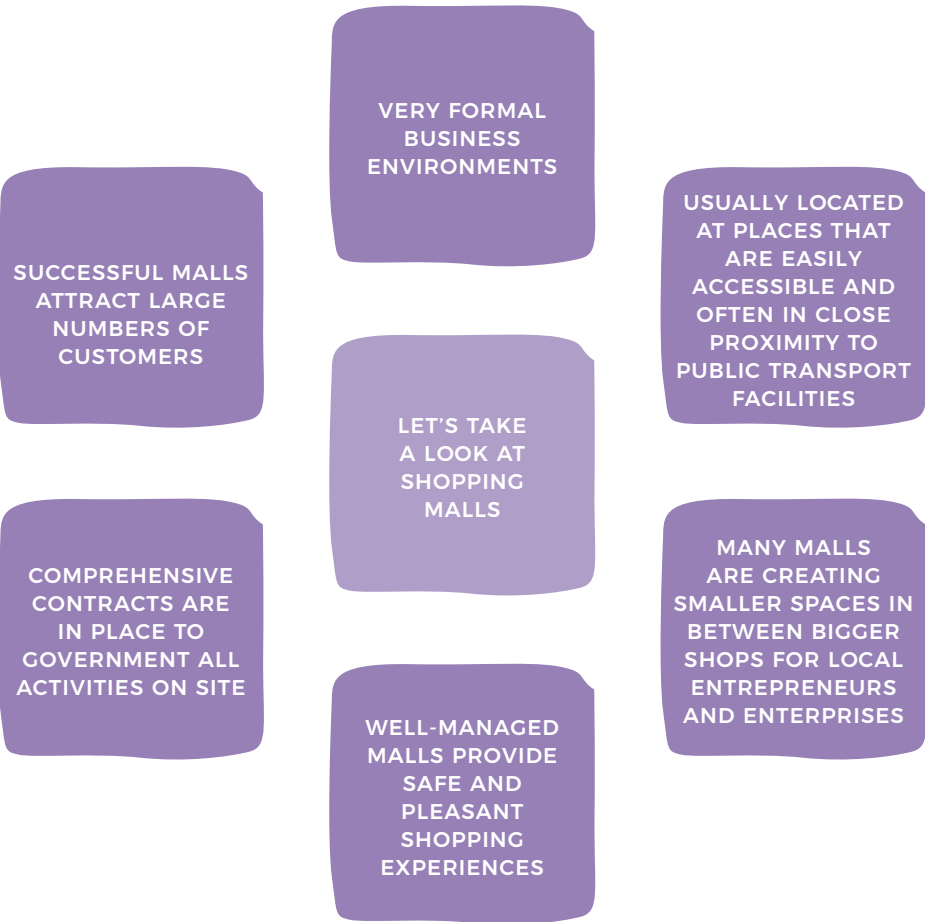


### 10.5.2 SMALL NEIGHBOURHOOD BUSINESS CENTRES

Then one has businesses that are located where residential streets intersect with bigger roads used by faster moving vehicles. Typically, businesses that are operated successfully at these types of locations include dry cleaners, photocopy shops, small retail outlets, bakeries, hairdressers and barbers, beauty salons, small professional offices and restaurants.



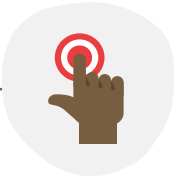
### 10.5.3 MALLS



Malls come in different formats. On the left are two more traditional malls where most of the activity takes place under one roof with clear parking areas and entrances. Others, such as the activity at Baragwanath in Soweto (top right) are more informal and close to large civil facilities e.g. hospitals. They also attract large numbers of customers, but sell products that differ from some of the traditional malls.



> INTERESTED IN TRADING FROM A MALL?



TAKE ACTION

Visit the mall several times during the week and weekend at different times of the day to see how well-frequented it is and to get an idea who the typical customer is that visits the mall. Speak to the mall management if you are interested in possibly trading from the mall.

Ask yourself the following questions:

- ☐ Is it easy to access the mall?
- ☐ Is signage clear, visible and easy to read?
- ☐ Are the parking areas clean and attractive?
- ☐ Is the area safe and well-lit at night?
- ☐ Does the mall have a large anchor shop that will attract customers?
- ☐ Does the mall have access to good water, sewerage and electrical services?
- ☐ Does the mall create a good customer experience?  
(e.g. weekend entertainment, good restaurants and regular events)
- ☐ Does the mall offer support services that your business may require?  
(e.g. banking and photocopying services)
- ☐ Are the bathrooms clean and well-maintained? This will give you a good idea of how well-managed a mall is.

MAKE A NOTE

Considering renting at a mall?

- Make sure that the mall you are considering has a good track record and is viewed in a positive light by the local community and prospective clients.
- Malls usually have long-term rental agreements. Ensure that you fully understand all contractual obligations and legal implications before you sign any agreements.
- Seek legal advice when signing an agreement.
- Because rental at malls is typically higher, it is crucial that you have a good business plan and a solid track record.
- If you are at all in doubt, rather identify a space at a smaller mall or business complex.

TALK TO YOUR CUSTOMERS

Speak to your customers and market to enquire about their perception of the mall. Bigger is not always better. Consider your business location carefully.



ANDRÉ SEGALS

BARBER

LEGENDS BARBER & ACADEMY

STELLENBOSCH • WESTERN CAPE

[CLICK HERE TO READ HIS STORY](#)



## 10.5.4 PUBLIC TRANSPORT FACILITIES

Public transport facilities such as train stations and taxi ranks attract large numbers of potential clients. These are people on the move who require specific services and products. Because they are travelling, they cannot (for example) easily buy large numbers of items or bulk products, except when travelling long distances between cities and provinces. A delivery service could serve as a business opportunity for someone that could help to deliver larger parcels to customers' homes.

**Indirectly, minibus taxi nodes (areas) create central marketplaces of goods and services where informal businesses including retail, food and car washers thrive. Further jobs are created due to the need for ancillary services such as mechanics<sup>1</sup>.**



The pictures depict a taxi rank (top left and right), Ghandi Sqaure Bus transfer station (middle left and right) and the Pretoria station (bottom left and right).

<sup>1</sup> [www.transactioncapital.co.za/downloads/taxi/TC%20website%20SA%20Taxi%20section.pdf](http://www.transactioncapital.co.za/downloads/taxi/TC%20website%20SA%20Taxi%20section.pdf)

## > INTERESTED IN TRADING AT A PUBLIC TRANSPORT FACILITY?

### Stations and bus transfer stations



Bigger train stations and bus transfer stations provide formal business opportunities and often offer permanent spaces that one can rent. Smaller stations will, in most cases, not have formal business space.



In cities, many commuters use trains and move through the station every day. These are specific customers with specific needs. Ensure that you have done your research before you open a business at a station. Consider doing short surveys amongst commuters and consider similar businesses that are thriving in this environment. (Bear in mind that if the competition is too steep, you may have a difficult time establishing your business there. Spot gaps in the market!)



Because of the sheer numbers of people who pass through stations, they provide possible trading spaces that offer high visibility to your brand and products.



Smaller stations provide opportunities for so-called pop-up businesses, such as food trucks or clothes sold from a box. Speak to somebody at the station and ask them to put you in contact with the relevant management agent.



If there are inadequate facilities, make sure that your trading space is clean and well organised. Have clear signs so that people can see what you are selling. If there is space, provide a cover against the sun and rain and somewhere for customers to sit. Make it pleasant - this will encourage customers to return.

### Taxi ranks



Taxi ranks are, in general, managed by the taxi association for that area. Taxi ranks are typically well organised and usually have management committees in place. Speak to the marshalls and ask them who you need to speak to if you are interested in doing business at the rank.



Do business at ranks that are well managed and organised. Safe and clean places are good for business.



If you already have a business, a taxi rank might be a good option for selling products more informally, to a different type of customer. If you sell clothing, for example, consider setting up a pop-up stall at the rank that sells a limited range (e.g. t-shirts, socks etc.) This provides exposure and opens up a new market.



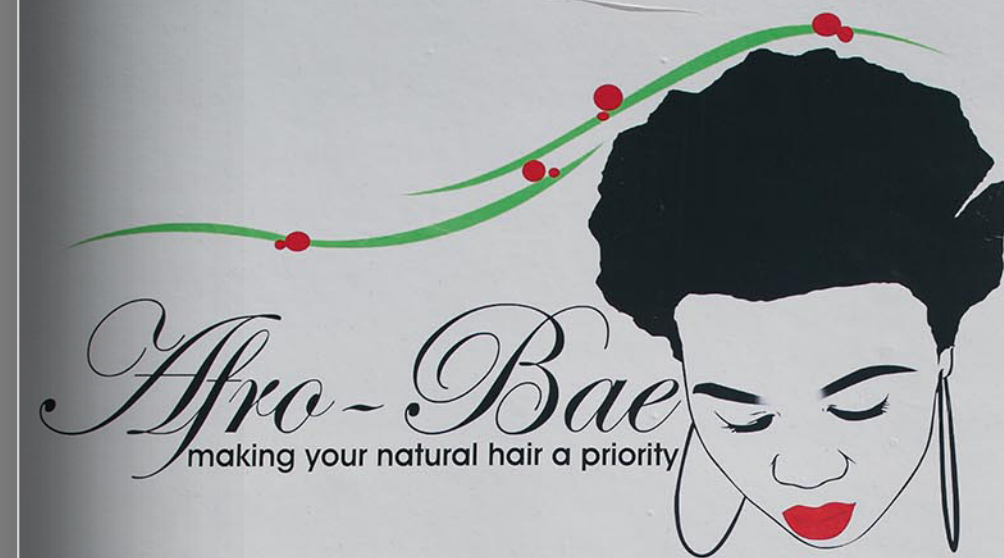
Adapt your trading hours to peak hours at the rank. Some people are there very early and certain types of food businesses may do very well serving breakfast. People also return from work after regular store hours and providing consumer products that they need will also boost your sales.



### 10.5.5 FESTIVALS, SPORTING EVENTS AND MARKETS

Festivals, sporting events, weekend markets or markets held during festive seasons provide great opportunities to sell food, clothing and crafts.

- You will need to obtain permission/a permit up-front to trade at a festival or sporting event. Speak to the facilities' or event management well in advance as they usually only allow a certain number of vendors and conditions apply. The local municipality may also have certain regulations.
- If you are selling food, you will have to comply with municipal health and safety regulations at your food stall.
- Do research on regular and special events markets that take place in your area or in areas close to your place of business where you could attract customers. You may need to pay a fee to book a table or a stall at a market. Some markets require you to be present on a regular basis (e.g. weekly), whilst other markets are annual or once-off events. Creating an eye-catching, attractive table or stall at a market will help your business to stand out from the competition!



☎ 0799 980 640

WhatsApp 0799 980 640

Instagram @Afro\_Bae

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🌐 www.afrobae.co.za



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BUILDING BUSINESS TOOLKIT

# Share your feedback

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almost done!



## 11. SHARE YOUR FEEDBACK

Thank you for engaging with our very first Building Business e-Booklet! As mentioned at the start, this is a living document. That means that we would like to keep improving, keep refining and keep exploring new ways to present information to entrepreneurs and communities looking to grow small businesses in their towns in a way that is both thoughtful and impactful.

We welcome your input, thoughts and ideas. We would love to know what works, what does not work and what insights you have discovered along the way. Share your feedback with us and help us to keep refining this booklet as a growing, ever-improving resource to assist both small business owners, as well as anyone who is rolling out a Building Business programme in their town.



### SHARE YOUR FEEDBACK

Contact us via email at [office@ranyaka.co.za](mailto:office@ranyaka.co.za) or click here to submit your feedback.



**LERATO MTIYA & BULELWA TITO**  
FASHION DESIGNERS  
**YEYETHU DESIGNER STUDIO**  
KAYAMANDI, STELLENBOSCH • WESTERN CAPE  
[CLICK HERE TO READ THEIR STORY](#)



## LIST OF APPENDIXES

APPENDIX	APPENDIX TITLE	WHEN TO USE IT
<a href="#">Appendix A</a>	Stakeholder Database	Capturing details of stakeholders who could potentially be involved in, assist with or influence your Building Business programme
<a href="#">Appendix B</a>	Training and Workshop Resource Database	Database of training and workshop options to assist entrepreneurs
<a href="#">Appendix C</a>	Product Showcase General Introductory Letter and Guidelines	Letter to explain the product showcase to evaluators and general guidelines to enable the evaluators to assist at the product showcase
<a href="#">Appendix D</a>	Entrepreneur Questionnaire	Questionnaire to be completed by entrepreneur at product showcase
<a href="#">Appendix E</a>	Evaluator's Questionnaire	Questionnaire to be completed by evaluator at product showcase
<a href="#">Appendix F</a>	Evaluator's Comment Sheet	Comment sheet to be completed by evaluators at product showcase
<a href="#">Appendix G</a>	Template Invitation – Small Businesses Template Wording – Email To Local Media Outlet Template Wording – Social Media Post	Invitation and wording to promote product showcase amongst local small businesses, local media and the broader community on social media
<a href="#">Appendix H</a>	Entrepreneur Data Form	Collect basic information about each small business that would like to participate in the product showcase to ensure that the table/station you allocate to them meets their needs
<a href="#">Appendix I</a>	Venue Booking Request Letter Template	A template letter that you can use to explain your requirements to the venue you would like to book

<a href="#">Appendix J</a>	Product showcase checklists <ul style="list-style-type: none"> <li>• Venue set-up checklist</li> <li>• Catering checklist</li> <li>• Catering equipment checklist</li> <li>• Presentation equipment checklist</li> <li>• Registration table checklist</li> <li>• Cleaning equipment checklist</li> <li>• Stationery checklist</li> </ul>	A series of checklist templates to ensure that you have all the items you will require to run your product showcase effectively.
<a href="#">Appendix K</a>	Product showcase documentation <ul style="list-style-type: none"> <li>• Entrepreneurs' contact list</li> <li>• Evaluators' contact list</li> <li>• Service providers' contact list</li> <li>• Attendance register</li> <li>• Covid-19 protocol questionnaire</li> <li>• Key points to cover in the Product Showcase welcome</li> </ul>	A series of lists with the contact numbers of everyone who will be involved in the product showcase – from entrepreneurs and evaluators to service providers. Also, the registration form and Covid-19 protocol form you will need to use at your registration table. Lastly, a series of bullet points of items you may wish to include in your welcome address.
<a href="#">Appendix L</a>	Main Entrepreneur Database	A template Excel spreadsheet where you can consolidate all the information you are collecting about each of your entrepreneurs.
<a href="#">Appendix M</a>	Baseline Assessment and Impact Measurement Spreadsheet	A spreadsheet where you can capture the baseline (starting point) of each of the small businesses with who you will be working and also keep track of what kind of impact has been achieved.
<a href="#">Appendix N</a>	Interventions Checklist	A spreadsheet where you can indicate what interventions (type of assistance) each of the entrepreneurs on your Building Business programme requires.





**NKULULEKO NKWANYAMA**  
FINANCIAL SERVICES, EVENTS & PROJECT MANAGEMENT  
**HANA (PTY) LTD**  
MAMELODI, TSHWANE · GAUTENG

[CLICK HERE TO READ HIS STORY](#)



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