



# THOLOANA ENTERPRISE PROGRAMME

## **IMPACT REPORT**

January 2015 to December 2019

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## 1. ABOUT THIS REPORT

This impact study report has been conducted by the SAB Foundation impact team for the period 2015 to 2019. The report includes data from 268 entrepreneurs from six cohorts of the Tholoana Enterprise Programme and provides details of the impact of our work in assisting unemployed people with the start-up of their businesses.



## 2. A NOTE FROM BRIDGIT EVANS, SAB FOUNDATION DIRECTOR



The SAB Foundation was founded to drive economic and social empowerment in South Africa, primarily through entrepreneurial development. Each year, we assess the impact of our key programmes to ensure we are effectively working towards this objective. Impact assessment helps organisations understand the effectiveness of their activities, so that they can address shortcomings, build on strengths and implement more effective solutions, a process that the SAB Foundation is 100% committed to.

With this in mind, we analysed the impact of our Tholoana Enterprise Programme from 2015 until 2019, gathering survey responses from 268 entrepreneurs that represented six cohorts of programme participants. To enhance transparency and encourage others to measure their impact, we now share the results of this research with the public.

We are very pleased with the results of our survey, as there are improvements recorded in almost all of the areas that we have analysed. Our partners continue to deliver at a high standard and our open lines of communication mean that we can effectively manage any challenges that are identified. One area that remains a challenge is the adherence to financial reporting after the programme, as we know that without this, businesses will struggle to grow and will find it difficult to access commercial finance. We are looking at ways to address this.

Having said this, our ongoing challenge remains benchmarking ourselves against others in this field, to see where we can improve. Since few other organisations report on their collective social impact, it is impossible to know what best practice looks like. We remain hopeful that this will improve.

### SOME KEY FINDINGS

As at December 2019, the SAB Foundation had invested a total of R168 254 024 in our three entrepreneurship programmes. Income generation and job creation are foremost objectives of the SAB Foundation and we were heartened to find that not only had all of our participants succeeded in keeping their businesses open, but they had also raised their overall combined turnover by **85%** from roughly **R169.6 million** per annum at inception to roughly **R315 million** as at 2019.

At a time when unemployment in South Africa has risen to **30.1%**, our entrepreneurs have grown their staff numbers by **52%**, collectively employing **2 445** people and creating **832 new jobs**.

Lived poverty measures a number of different indicators, including shelter, clean water, nutrition, electricity, cash income, medical

treatment, fuel to cook and money to send children to school. It is encouraging to note that, since participating in the Tholoana Enterprise Programme, the overall average levels of lived poverty have decreased by **16%** from inception to 2019. There was also an average overall increase of **19%** in business skills and knowledge amongst entrepreneurs from inception to 2019.

Some **74%** of our entrepreneurs reported that they were servicing more customers, which contributed to a marked increase in how much they were earning through their businesses. The majority (58%) earn between **R10 600** and **R100 000** a month, **27%** earn between **R101 000** and **1 million** per month and **2% earn over R1 million**.

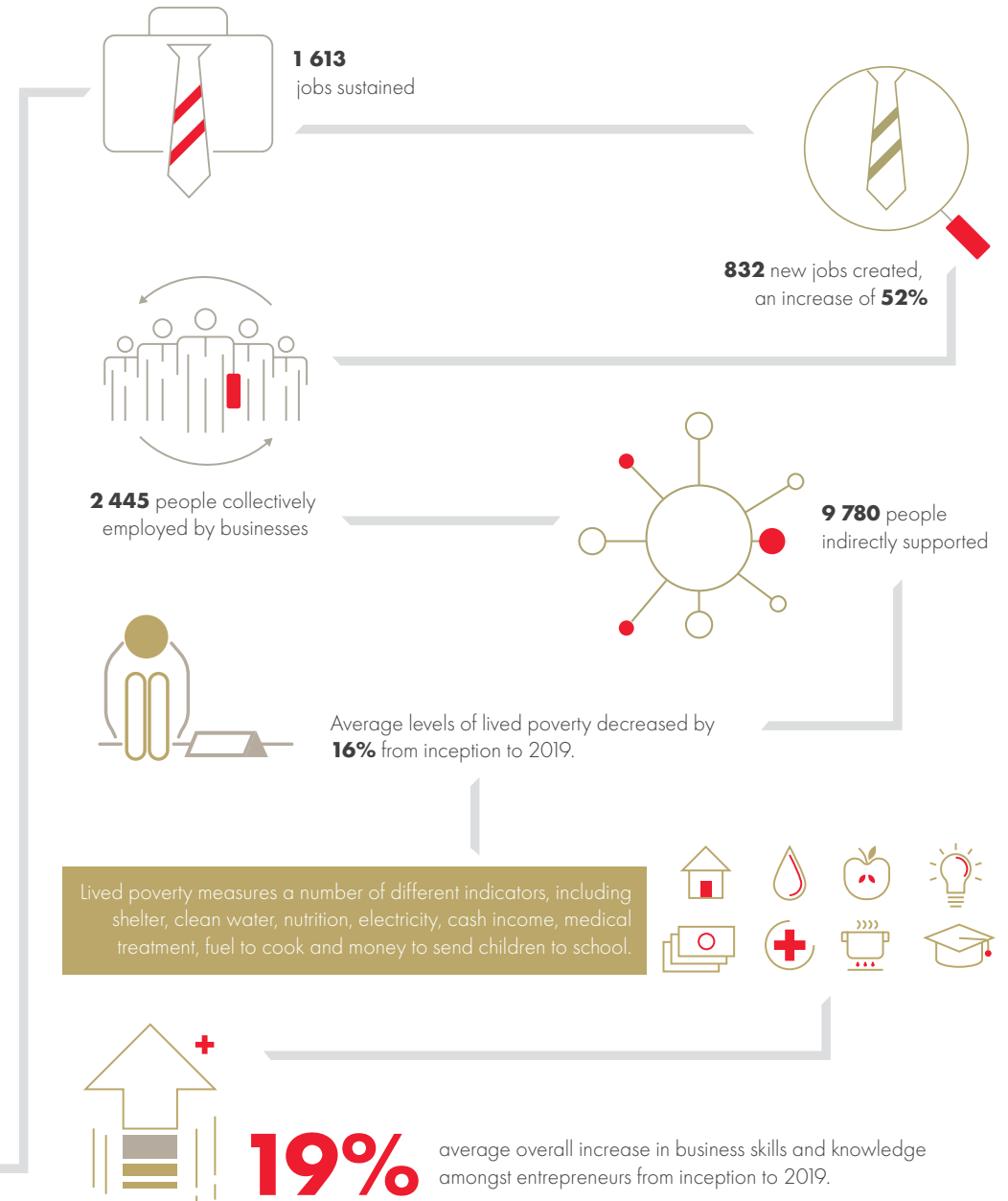
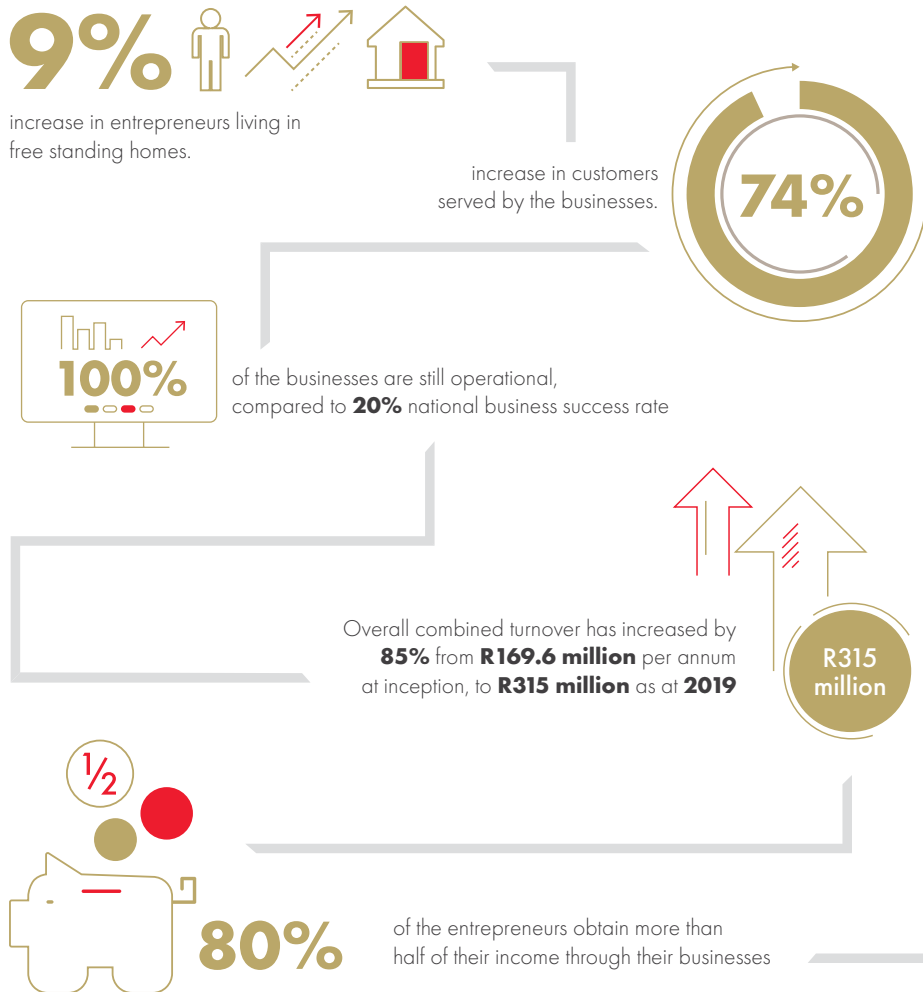
**80%** of our entrepreneurs reported that they obtained more than half of their monthly income from their business and **55%** indicated that they were solely dependent on the money they obtained through their business each month. For the **80%** of entrepreneurs who are parents or guardians, this income means improved living conditions and opportunities for their families.

With the support of SAB Foundation's programmes, **92%** of entrepreneurs claimed that they were very confident in their abilities to start and run a successful business, an improvement of **21%** compared to inception. Business skills training and mentorship is a focal point of the Tholoana Enterprise Programme and we are pleased to note that the entrepreneurs had more confidence in a number of areas including sales, marketing, strategic planning, financial management, the ability to attract investors and secure funding, and the ability to comply with legislation. However, the assessment also confirmed a lack of entrepreneur confidence when it came to coping with stress at work, dealing with various staff and HR issues as well as finding resources or supplies that a business needs.

While we are pleased to note a significant improvement in entrepreneurs' personal and business circumstances, it is also useful to take note of any shortcomings so we can implement more effective solutions and enhance the support we offer entrepreneurs going forward.

### 3. THE IMPACT OF THE SAB FOUNDATION THOLOANA ENTERPRISE PROGRAMME

KEY FINDINGS: Of the SAB Foundation Tholoana Enterprise Programme participants who took part in the study.



## 4. THE SAB FOUNDATION'S PROFILE

The SAB Foundation was founded in 2010 as a beneficiary of SAB's broad based black economic empowerment deal. It is an independent trust overseen by a board of trustees, which include respected South African business people. The foundation's mandate is:

*"The provision of funding for small, medium and micro-sized enterprises, in order to contribute to the economic and social empowerment of historically disadvantaged persons. This is done primarily (but not necessarily exclusively) by means of Entrepreneurship Development and with a priority focus on providing opportunities within small, medium and micro-sized enterprises for women, the youth, people in the rural areas, as well as persons with disabilities".*





## 5. OUR DEVELOPMENT IMPACT

All of our work with entrepreneurs is done through the lens of reaching our key beneficiary groups, namely women, youth, people in rural areas and people living with a disability, and our entrepreneur selection processes take this into account.

We are very intentional about reaching people in all provinces, and while we do accept entrepreneurs from Gauteng and the Western Cape, priority is given to other provinces, particularly rural and peri-urban areas where entrepreneurs do not necessarily have access to the same support as those in major metropolitan areas. We do not cherry pick the most sophisticated businesses that are guaranteed to show the best growth, but rather focus on those that will create jobs in areas where unemployment is high. Having said this, the selection process is highly competitive with multiple rounds and layers.

The SAB Foundation believes that a critical mass of small businesses is needed to address the unemployment challenge in South Africa. We therefore intervene in three ways:

- We assist to create hundreds of start-ups in partnership with Socionext;
- We grow early stage businesses through the Tholoana Enterprise Programme by providing mentorship, skills training, access to markets and strategic funding in partnership with Fetola;
- Post the Tholoana Enterprise Programme, via the Tholoana Enterprise Programme Alumni Fund, we select a small group of rural-based businesses each year to provide further support to, where the support will guarantee a significant number of new jobs.

We believe that through these three interventions we are creating a pipeline of entrepreneurs that have been de-risked to a certain extent, and it is our hope that they will be able to access more commercial capital in order to grow.

### IDEA GENERATION

Socionext

### EARLY STAGE

Tholoana Enterprise Programme

Two year business development programme: skills training, mentorship, access to markets, seed funding

### GROWTH

Tholoana Enterprise Programme Alumni Fund

R200 000 - R1 million  
Grants + loans

## 5.1. SOCIONEXT PROGRAMME OVERVIEW

In conjunction with Socionext, the SAB Foundation runs ten five-day acceleration workshops in peri-urban and rural areas across the country, consisting of between 40 and 50 participants. The workshops are targeted at the unemployed and aim to give people the confidence and early stage skills to start a business in their area.

Over the course of one week, participants form groups, come up with business ideas, conduct market research, sell to customers and pitch to investors. The SAB Foundation impact team have attended three different workshops in different provinces and have been so inspired by the business ideas and the personal transformation achieved in such a short time.

Socionext stays in contact with previous participants and has established that only 16% remain unemployed after completing the workshop. 31% keep working on the business that they started during the workshop, 29% start their own businesses and the balance are either employed or studying.

The SAB Foundation's overall intention is to allow top performers of this group to enter into a pipeline for the Tholoana Enterprise Programme and so far, three people have graduated into the next phase.

As at 2019, R5 638 400 has been deployed to support 1 037 entrepreneurs. Of the 1 037 entrepreneurs, 60% are still operational, 58% are women and 65% are youth.

Province	Number of participants
Gauteng	116
Mpumalanga	103
Free State	120
Eastern Cape	451
KwaZulu Natal	247





## 5.2. THOLOANA ENTERPRISE PROGRAMME OVERVIEW

Launched in 2015, the Tholoana Enterprise Programme is one of SAB Foundation's flagship programmes. It is a carefully designed two-year programme that is run in partnership with Fetola to assist small businesses to grow.

The programme includes extensive entrepreneurial skills development, mentorship, access to tools and templates, and financial support. The unique aspect about the programme is that it focuses extensively on businesses that are outside the major metropolitan areas, as they have limited or no access to support and opportunities.

As such, the Tholoana Enterprise Programme is one of the very few supporters of rural businesses and businesses that are outside of major supply chains. Although one of the goals is to assist these businesses in accessing corporate supply chains, often they also provide goods and services to geographic areas in which they were previously unavailable.

It has been encouraging to see how many of these businesses thrive, while also creating a significant social impact. Some examples include swimming schools which cater for people with disabilities, as well as pharmacies and radiology clinics.

Something as simple as an internet and print shop in a rural area makes a significant contribution, providing access to a computer, a place to print CVs and a place to complete and submit distance learning assignments. This further helps by eliminating the need for long commutes, often 50 kilometres or more, putting significant funds back into the pockets of those who need them the most.

To date, over **R157 million** in grant funding and business support has been deployed to support **473 entrepreneurs**. Of the entrepreneurs supported, 48% are women, 49% are youth, 52% are from rural areas and 4% are persons living with a disability.

### Business support is offered for:

- Businesses in their early developmental phase (do not have to be registered yet); and
- Registered businesses in their growth phase.

### The programme focuses on:

- Enterprises run by or benefitting people living with disabilities;
- Women and youth-owned businesses;
- Peri-urban and rural enterprises; and
- Enterprises that create jobs in areas with few other opportunities.

### In addition, the programme identifies enterprises with good long-term growth potential and high-impact, for example:

- Export potential and/or import substitution;
- Growth sectors;
- Water, energy and waste sector;
- Education (excluding early childhood development sector);
- Technology;
- Agro-processing.



Renewable energy



Import and export



Education



Agro processing



Green economy



Technology



**Eligibility criteria:**

- The business is black-owned and managed;
- The business is operational;
- The business is headquartered and registered (if applicable), within the South African borders;
- The business is a going concern, commercially sustainable and viable;
- The applicant is involved in the business's daily operations and management on a full time basis, and is not employed by any other organisation;
- The applicant has the skills and experience necessary for the type of business engaged in;
- The business is in the early stages of growth (older than six months and no more than five years).

Participants are expected to undergo a process of self-assessment, goal setting and growth during which the performance of their business is closely monitored. Mentors assist in setting milestones intended to set the foundations for growth and development of the businesses. The programme includes five compulsory business-skills workshops and a range of elective support tailored to the needs of each participant.



### **Key elements of the programme include:**

#### **I. Business skills workshops**

These five workshops form an important part of the programme and attendance at these sessions is compulsory. The topics include vision setting and strategic planning, costing and pricing, sales and marketing, human resource management and finance for small business.

#### **II. Mentoring and coaching**

Participants have access to a personal mentor for up to three hours per month, with a compulsory quarterly on-site session. In addition to the mentor, ongoing support and guidance from portfolio coordinators and the programme manager is available.

#### **III. E-Learning programme**

A number of online training modules enable participants to develop their skills. Simple e-learning assignments based on the course chosen consolidate their learning. A consultant will review and respond to assignments, providing input to ensure easy implementation of newfound knowledge in entrepreneurs' businesses.

#### **IV. Nip 'n tuck interventions**

These tightly focused assignments provide specific assistance to participants to translate learning into actual practice in their business. Examples include the development of effective company profiles, pricelists and other sales tools.

#### **V. Access to resources**

Participants have access to a suite of resources in the field of legislation and compliance, business development, market access, access to finance and media and public relations.

#### **VI. Performance indicators**

The monitoring and evaluation of business data requires entrepreneurs to submit their key performance indicators. This data allows the Tholoana Enterprise Programme impact team to track the performance of the whole group, giving an overview that shows their performance in relation to the group. Additionally, it enables the team to identify individual challenges and success deserving of attention. Financial information, management accounts and jobs data must be submitted on a monthly basis.

#### **VII. Peer to peer community and networking**

In addition to the networking opportunities facilitated at the workshops, a digital peer-to-peer networking platform enables participants to share information, collaborate and discuss concerns. Active participation in-group activities is required.

### 5.3. THOLOANA ENTERPRISE PROGRAMME ALUMNI FUND OVERVIEW

Responses from our annual surveys identified access to further funding as a challenge. To address this, the Tholoana Enterprise Programme Alumni Fund was launched in 2019. It is a fund that allows selected Tholoana Enterprise Programme alumni to access further support in the form of grants and interest-free loans, provided that they meet certain criteria.

The aim of this growth fund is to further increase participants' turnover and create as many new jobs as possible. Funding terms are determined on a case-by-case basis according to the cash flow cycles of the business. Most commercial banks do not offer bridging finance or capital investment to small and medium-sized enterprises as it is considered too risky. Interest charged to small and medium-sized enterprises by financing houses can be as high as 40%. This offering has been put in place to assist enterprises fulfil a new contract or invest in capital for a growing business.

To date, over R5 million has been deployed to support six entrepreneurs, of which **50% are women**.





## 6. METHODOLOGY

From 2011 to 2015, the SAB Foundation had a Tholoana Enterprise Fund, which provided once-off funding to 197 entrepreneurs. The SAB Foundation only began measuring impact in 2015, so we don't know as much as we'd like to about these businesses.

A student (D.B. Tlou) from the University of Johannesburg reported on the fund, as at the end of 2015. Through her Masters Research dissertation, the statistics on the fund's impact revealed that 98% of respondents indicated that the fund had a moderate to major effect on the continued existence of their businesses, while 84% of respondents indicated that the fund had a moderate to major effect on increasing employee numbers.

Furthermore, 89% of respondents indicated that the fund had a moderate to major effect on increased profits in their businesses and 87% of respondents indicated that the fund had a moderate to major effect on increased revenue in their businesses.

This impact report reflects on the survey responses of participants from the Tholoana Enterprise Programme from 2015 (inception) to 2019 (current) and the Tholoana Enterprise Programme Alumni Fund. The monitoring and evaluation of the idea phase work is conducted by our partner, Socionext and entrepreneurs are contractually obligated to complete surveys for five years.

This is because we want to see long term change, and not just improvement on the programme. The effectiveness of the programme is only validated once entrepreneurs leave and are running their businesses independently. To date, 276 entrepreneurs have completed the programme and 268 entrepreneurs (97%) took the survey. This is considered a very strong sample.

### **Each entrepreneur was asked questions that related to:**

- Personal socio-economic information on the entrepreneurs and their household circumstances;
- Information on their businesses including financial status, employment and job creation details;
- The confidence in their knowledge and skills pertaining to accessing alternative funding options, governance compliance and ability to develop networks and access to markets;
- Details on investments, finance and shareholder composition;
- Reflections on the past year, as well as ongoing business confidence and perceived threats to their business operations.

A baseline survey was conducted with the entrepreneur cohorts from each year, with subsequent annual surveys being conducted until December 2019. The insights gained from the survey responses will assist the SAB Foundation in understanding the value of the Tholoana Enterprise Programme, and provide insights on the ways in which the foundation can improve its offering so that it is relevant to the needs of entrepreneurs.

## 7. LIMITATIONS OF THE SURVEY

The major limitation of the survey is that the data collected is self-reported. There is belief that there are threats to the validity of self-reported data, which serve to weaken the intended substantive inferences to be drawn from the data. Self-reported answers may be exaggerated; various biases such as social desirability may affect the results; respondents may provide responses that make them look good or make them appear more distressed to receive promised services. We have tried to mitigate this risk in a few ways.

Firstly, entrepreneurs only fill in surveys once a year and do not have access to their previous answers. Our assumption is that most will not be able to recall what they said a year ago, and will therefore fill it in to reflect their current status.

Secondly, they only complete the baseline survey once they have already been accepted onto the programme, so there is no incentive to give exaggerated answers.

Thirdly, there is extensive education throughout the programme about the importance of surveys and the importance of accurate information.

Lastly, we use data triangulation to crosscheck the data from the annual survey against monthly reports received. Throughout the 18 month programme entrepreneurs report on their financial and job data on a monthly basis using a bespoke system, which is checked by their mentors. Fetola, who run the programme in partnership with, manages the monthly reports, therefore there is also an element of investigator triangulation where the monthly data is gathered and analysed by Fetola.





## 8. THE NATIONAL CONTEXT

Minister of Trade and Industry, Rob Davies, confirms that over 70% of new businesses fail in less than two years of being in operation.

In their recent annual report, Finmark Trust are of the view that “small enterprise access to appropriate financial services is an enabler in the financial well-being and growth of enterprises and leads to increased economic development, reducing poverty and increasing employment levels.” Furthermore, part of the South African Government’s National Development Plan is to ensure that 90% of new jobs are created by Small Medium and Micro Enterprises (SMMEs) by 2030. To achieve this, it is essential that policies and programmes that support entrepreneurs are a national priority.

Chronically high unemployment is a major socio-economic problem in South Africa, with the current unemployment rate sitting at 30.1%<sup>1</sup>. Economic growth and job creation remains the cornerstone of addressing South Africa’s socio-economic challenges and a major contributor to job creation in South Africa is self-employment and the creation of SMMEs.

SMME development is a government imperative that forms part of the core strategy for economic development, through poverty alleviation and job creation initiatives. The development of enterprises aid in the progression of sustainability and financial independence for the beneficiaries, and subsequently contributes to economic growth.

However, if these enterprises are to increase their contribution to the economy, and sustain existing jobs while increasing the number of new jobs they create, South Africa will need to have an enabling environment and entrepreneurial ecosystem that allows entrepreneurs to thrive.

<sup>1</sup> Stats SA, <http://www.statssa.gov.za/>

<sup>2</sup> Sustainable Development Goals, <https://sustainabledevelopment.un.org/?menu=1300>

It is with this view that government and businesses in the private sector have developed initiatives that aim to encourage entrepreneurship and contribute to the growth of the economy. The SAB Foundation is a key player, with its focus on identifying and funding new ideas and innovations, grooming entrepreneurs, and providing business support services and mentorship aimed at boosting start-ups in South Africa. Besides the direct link to fulfilling the goal of job creation by SMMEs in the National Development Plan, the SAB Foundation’s Tholoana Enterprise Programme’s impact directly meets six of the 17 United Nation’s Global Sustainable Development Goals<sup>2</sup>.



NO POVERTY



ZERO HUNGER



QUALITY EDUCATION



DECENT WORK AND ECONOMIC GROWTH



INDUSTRY INNOVATION AND INFRASTRUCTURE



REDUCED INEQUALITIES

## 9. THOLOANA ENTERPRISE PROGRAMME IMPACT

### 9.1. SOCIO-ECONOMIC STATUS OF ENTREPRENEURS

The first section of the Tholoana Enterprise Programme annual survey seeks to understand the impact on the personal circumstances of the entrepreneurs who participated in the programme.

One would expect levels of lived poverty to decrease as businesses take off and become increasingly more successful through the interventions of the Tholoana Enterprise Programme. In order to assess the impact of the programme, a plethora of questions are asked each year to entrepreneurs in the programme.

By using Factor Analysis, these questions are combined to form what is known as the Lived Poverty Index (LPI), which tracks the frequency with which entrepreneurs go without essential items. The questions used for this index are listed below:

- How often have you gone without food to eat?
- How often have you gone without enough fuel to cook?
- How often have you gone without electricity in your home?
- How often have you gone without clean water?
- How often have you gone without shelter?
- How often have you gone without a cash income?
- How often have you gone without enough money to send your children to school?
- How often have you gone without medicines or medical treatment?

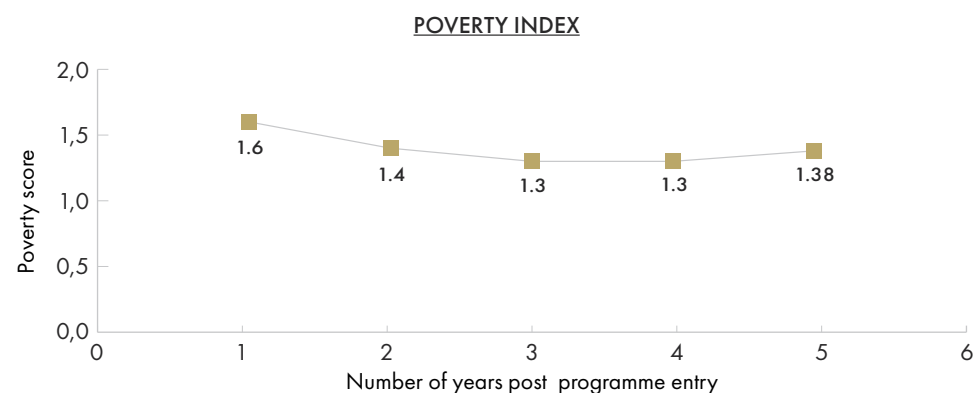
By using this LPI, we are able to assess the impact of the Tholoana Enterprise Programme vis-à-vis the increase or decrease in lived poverty of entrepreneurs over time. Each year, entrepreneurs in the programme answer these poverty-based questions. As such, we are able to track their responses over time and thus track the degree to which lived poverty increases or decreases over time. If the programme intervention is working as theorised, we would expect levels of lived poverty to decrease year on year.

The graph below represents this relationship with the X-axis representing the number of years post programme entry and the Y-axis representing the combined lived poverty score. At the programme's inception, the average lived poverty score was 1.6. By year 4, lived poverty had decreased by 19% to 1.3.

A small number of entrepreneurs (48) are on their fifth year post programme entry, resulting in a jump from year four to year five. We anticipate that, as the dataset sample increases, this issue will likely be resolved and we will be better positioned to understand if this is a substantive issue or a result of statistical error. Regardless of this apparent anomaly, average levels of lived poverty decreased by 16% from inception (year 1) to December 2019 (year 5).

To further test the robustness of this relationship, we ran some bivariate analyses. Specifically, we conducted a correlation analysis which shows a statistically significant relationship between these two variables ( $R = -0,207^{***}$   $p < 0.01$ ). This correlation suggests that the number of years post programme entry directly correlates with lower levels of lived poverty.

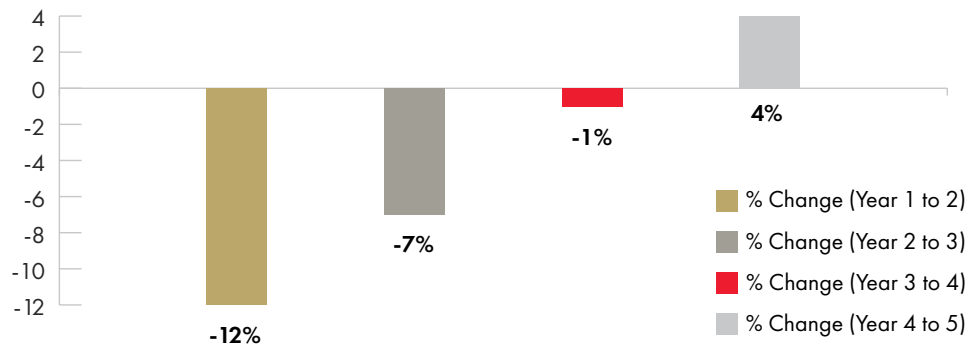
As such, we can tentatively conclude that one's levels of lived poverty are likely to decrease as entrepreneurs spend in, and benefit from, the Tholoana Enterprise Programme.





Interestingly, the below graph shows how lived poverty decreases year-on-year. It appears that lived poverty decreases the most in the first year - a drop of 12% from year one to year two. While levels of lived poverty continue to decrease in years two (7%) and 3 (1%), it would appear that the most significant change occurs at the outset of the programme. Lastly, as aforementioned, the change from year four to five runs against the working hypothesis, most likely for aforementioned reasons.

**PERCENTAGE CHANGE YEAR ON YEAR**



## 9.2. LIVING ARRANGEMENTS AND RESPONSIBILITIES OF ENTREPRENEURS

To further understand the impact on their personal circumstances, entrepreneurs were asked about their living arrangements and responsibilities. On the question, relating to what types of dwellings entrepreneurs lived in, the following was gathered from the analysis:

At inception 65% of the entrepreneurs indicated that they lived in a free standing house, while as at 2019 this number had increased to 74%, resulting in a 9% improvement. Similarly, at inception 10% of the entrepreneurs reported that they lived in a shack either in the backyard of a free-standing/semi-detached house or in an informal settlement, while as at 2019 only 3% of the entrepreneurs reported that they lived in a shack. This is an improvement of 7%. Some 3% reported to living in a traditional dwelling at inception, while as at 2019 none of the entrepreneurs were living in a traditional dwelling. Furthermore, 15% of the entrepreneurs at inception reported that they lived in an apartment in a block of flats while as at 2019, 19% reported that they lived in an apartment in a block of flats, resulting in an improvement of 4%.

According to the Organisation for Economic Co-operation and Development (OECD)'s<sup>3</sup> Better Life Index, "housing costs take up a large share of the household budget and represent the largest single expenditure for many individuals and families, by the time you add up elements such as rent, gas, electricity, water, furniture or repairs.

<sup>3</sup> OECD Better Life Index 2018: <http://www.oecdbetterlifeindex.org/countries/south-africa/>

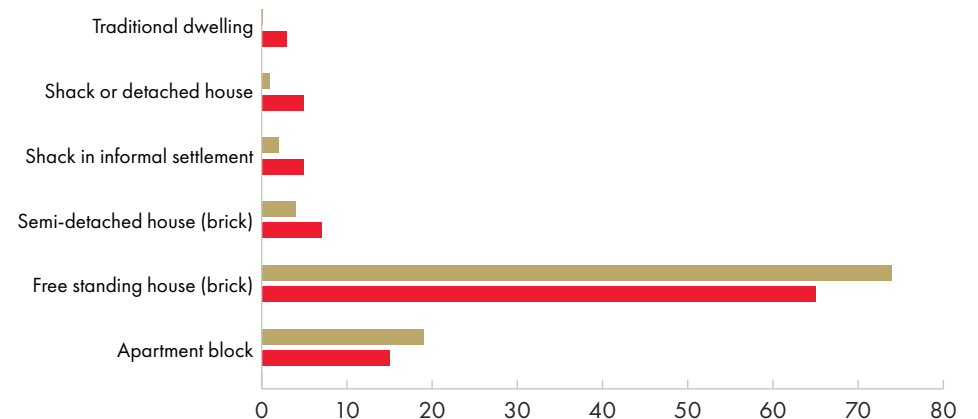


In South Africa, households on average spend 18% of their gross adjusted disposable income on keeping a roof over their heads, below the OECD average of 20%." Therefore, from the above analysis, it is clear that most of the entrepreneurs' living arrangements improved and that more entrepreneurs are now able to afford to live in a free standing home or an apartment, signalling an improvement in the living conditions of these entrepreneurs. The majority of entrepreneurs, 75% at inception and 80% as at 2019, are parents or guardians who as at 2019 are collectively caring for 230 children whom are emotionally and financially dependent on them. 82% of these children are attending school or college/university, while 18% of the children are below the school going age.

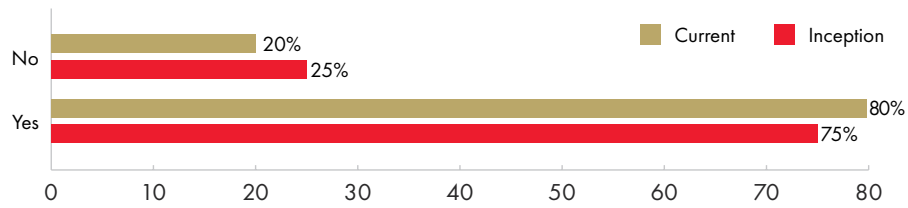
In addition to being a parent or a guardian, the analysis revealed that as at 2019, 80% of the entrepreneurs live with between zero and five people while 20% live with between five and nine people who are dependent on them. 57% of these people are between the ages of 0 and 10 years, 35% are between the ages of 11 and 20 years, while 8% are over the age of 21 years. Entrepreneurs reported to living with either their partner, child(ren) mother, sister(s), brother(s), grandparent(s), aunt(s), uncle(s), helper, niece(s), nephew(s) etc.

In an article published by Investopedia, entrepreneurship was recognised as important because it has the ability to improve standards of living and create wealth, not only for the entrepreneurs, but also for their families, related businesses and communities at large. It is therefore heartening to note that the trends observed in the entrepreneurs' responses regarding their personal circumstances shows a significant improvement in their standards of living over the years.

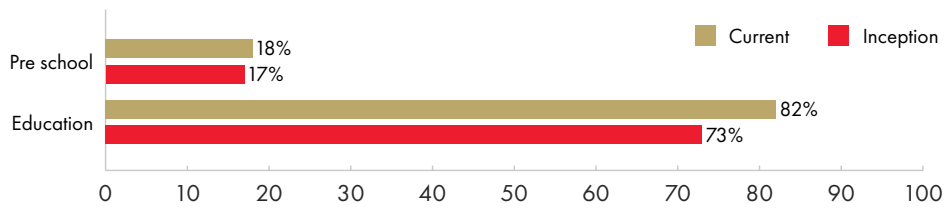
**WHICH TYPES OF THESE DWELLINGS DO YOU CURRENTLY LIVE IN?**



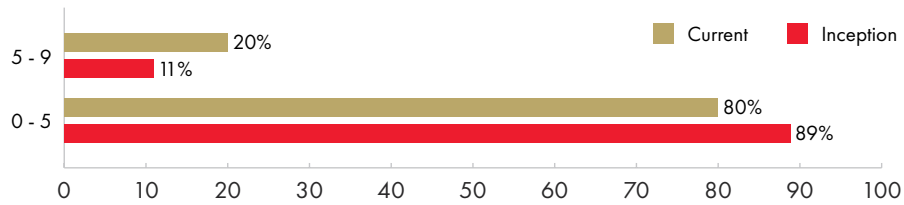
**ARE YOU A PARENT OR GUARDIAN?**



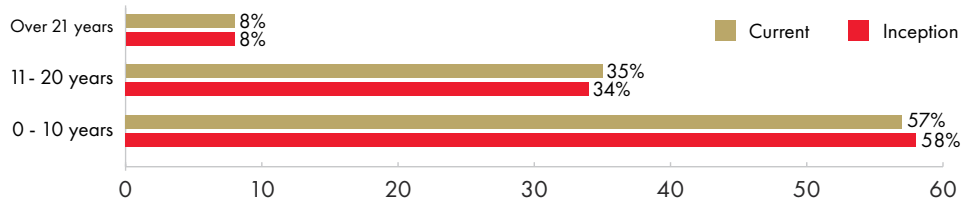
**STATUS OF CHILDREN BEING CARED FOR BY THE ENTREPRENEUR**



**NUMBER OF PEOPLE WHO LIVE WITH THE ENTREPRENEUR**



**AGE OF PEOPLE LIVING WITH THE ENTREPRENEUR**



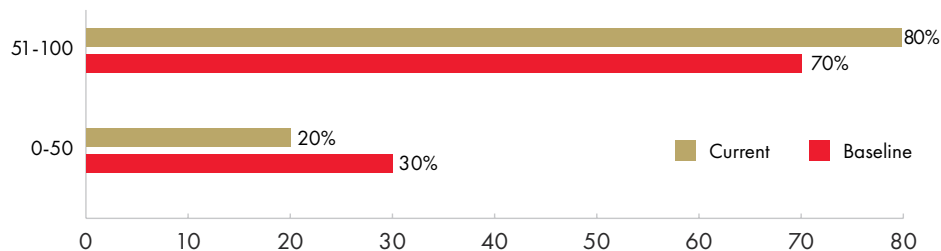
### 9.3. PERSONAL FINANCIAL STATUS OF ENTREPRENEURS

At inception, 58% of the entrepreneurs reported a personal monthly income of between R0 and R10 000 per month on average while 42% of the entrepreneurs reported the same as at 2019. Similarly, 23% of the entrepreneurs indicated that they had a monthly personal income of between R10 001 and R21 000 while as at 2019, 24% of the entrepreneurs reported that they earned a personal monthly income of between R10 001 and R21 000. As at 2019, the analysis reveals that a lot more entrepreneurs begin to move to a higher earning bracket, for example 14% of the entrepreneurs compared to 11% at inception reported a personal monthly average income of between R21 001 and R31 000. While 9% compared to none at inception reported a personal monthly average income of over R50 001 with 4% of these entrepreneurs reporting to earning R100 000 or more.

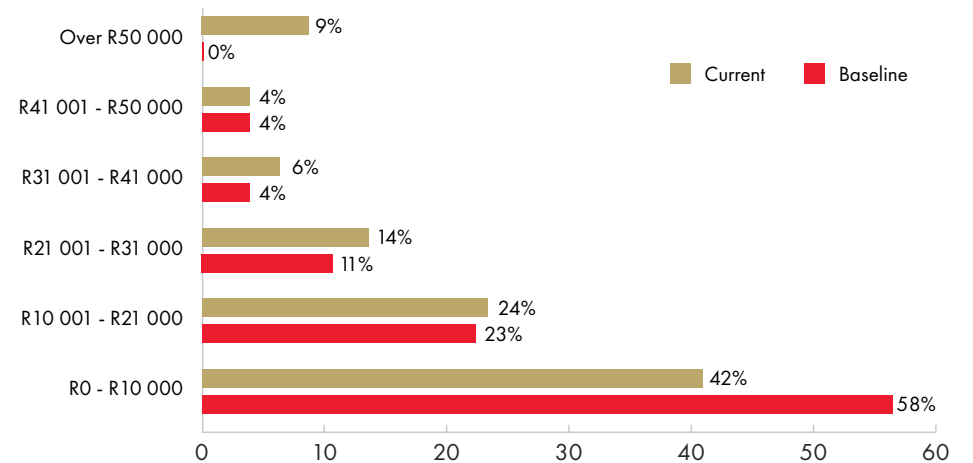


At inception 70% of the entrepreneurs reported that more than half of their income was obtained through the business while as at 2019, the number had increased to 80%, resulting in a 10% increase in entrepreneurs who obtained more than half of their income through their businesses.

#### WHAT % OF YOUR INCOME COMES FROM THE BUSINESS?



#### WHAT IS YOUR AVERAGE PERSONAL MONTHLY INCOME?



### 9.4. OPERATIONAL STATUS OF ENTREPRENEURS' BUSINESSES

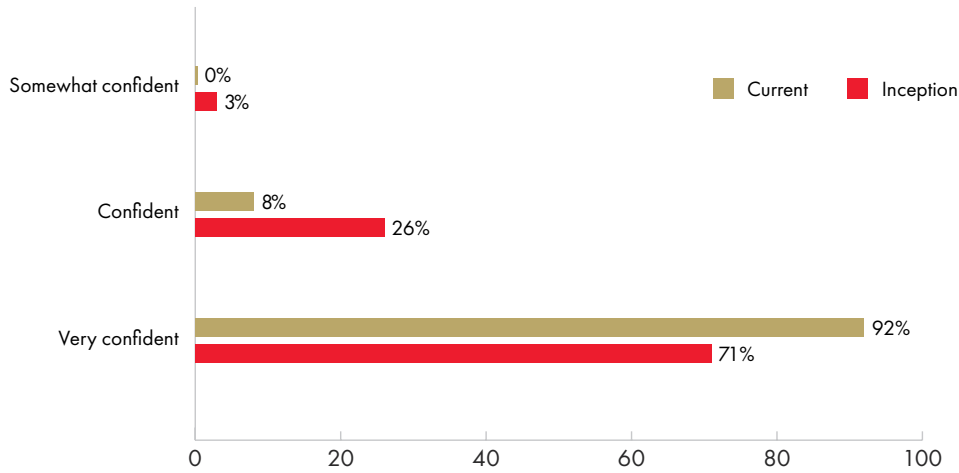
As at 2019, 92% of the entrepreneurs reported being very confident in their abilities to start and run a successful business, representing a significant increase of 20% when compared to 72% at inception. Similarly, at inception 26% compared to 8% as at 2019 reported that they were confident in their abilities to run a successful business. The analysis reveals a shift from entrepreneurs being confident and/or somewhat confident at inception to being very confident as at 2019.

All of the entrepreneurs indicated that their businesses were still in operation, with 3% of the entrepreneurs indicating that they owned the business but were not responsible for the daily operations of the entity.<sup>4</sup>

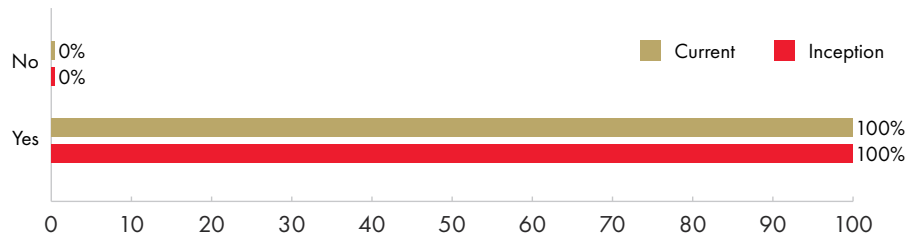
Compared to inception, there has been a slight increase of 6% in entrepreneurs working from a formal office building and a 3% increase in entrepreneurs working from a factory. Similarly, as at 2019 19% of the entrepreneurs, compared to 21%, at inception reported that they worked from their homes, resulting in a slight decrease of 2%. Furthermore, as at 2019 15% compared to 23% at inception reported that they worked in other facilities. Most of the entrepreneurs who indicated that they worked in 'other' facilities were referring to farms or farming operations.

<sup>4</sup> We note that there may be a high propensity for businesses to be not operational among those who did not report. However, non-reporting was very low.

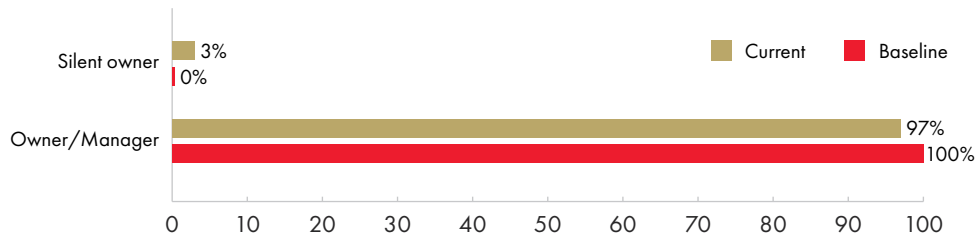
**HOW CONFIDENT ARE YOU IN YOUR OVERALL ABILITY TO START AND RUN A SUCCESSFUL BUSINESS?**



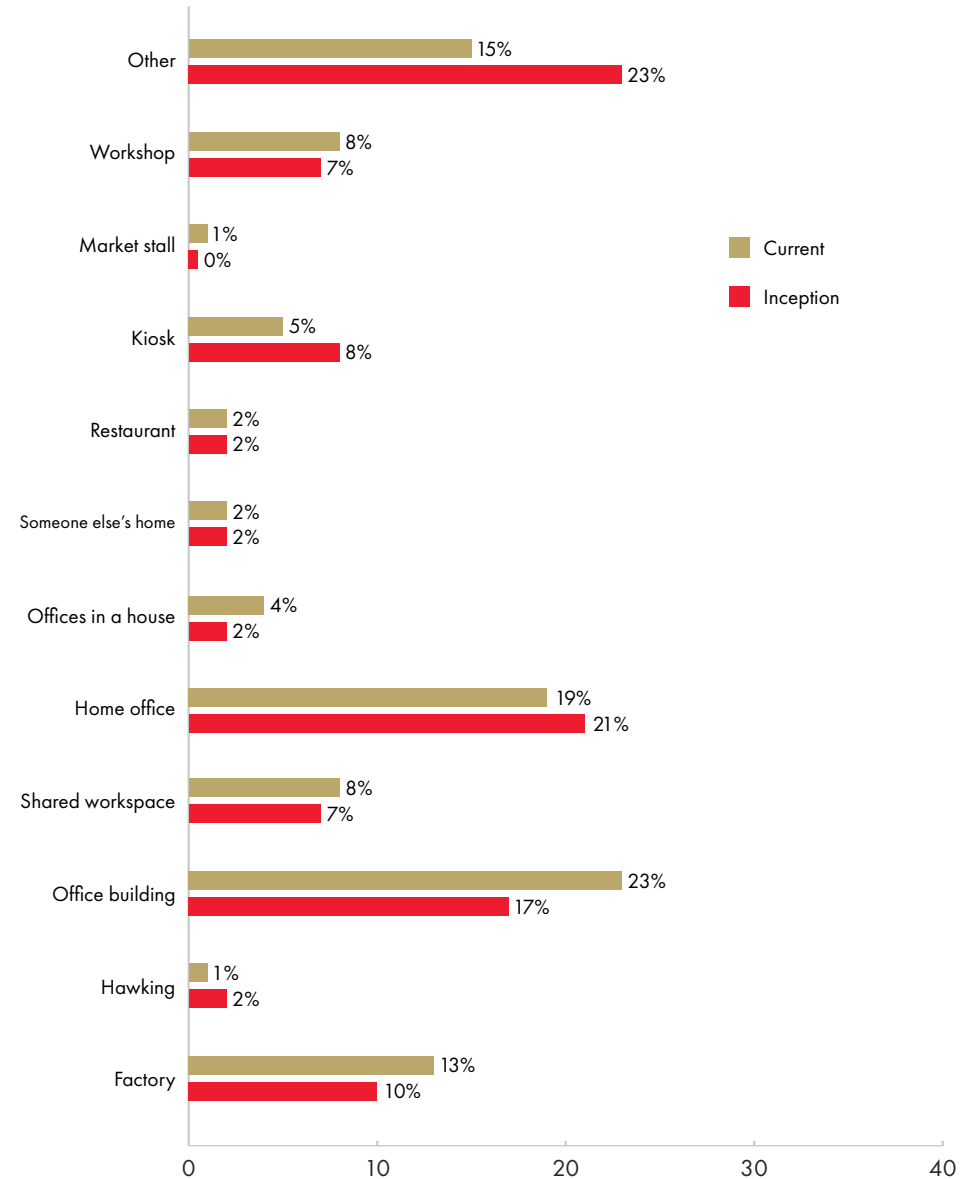
**IS THIS BUSINESS STILL OPERATIONAL?**



**WHAT IS YOUR CURRENT INVOLVEMENT WITH THE BUSINESS?**



**WHAT TYPE OF DWELLINGS DOES THE BUSINESS PRIMARILY WORK OUT OF?**



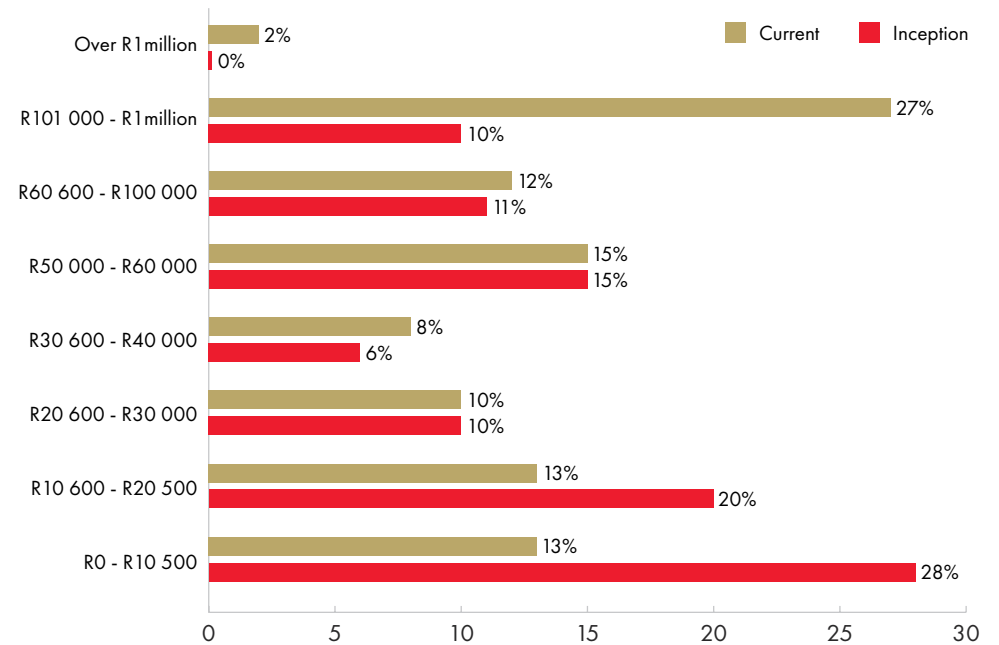
### 9.5. FINANCIAL PERFORMANCE OF THE BUSINESS (ANNUAL TURNOVER)

The majority of entrepreneurs (58%) reported that their businesses earned an average of between R10 600 and R100 000 in monthly revenue as at 2019. 13% of the entrepreneurs indicated that their average monthly revenue was between R0 and R10 500. A further 27% reported earning between R101 000 and 1 million per month, and the remainder (2%) reported earning over R1 million per month. Compared to inception, the entrepreneurs showed an increase in revenue with the biggest jump being noted in the R101 000 to R1 million category.

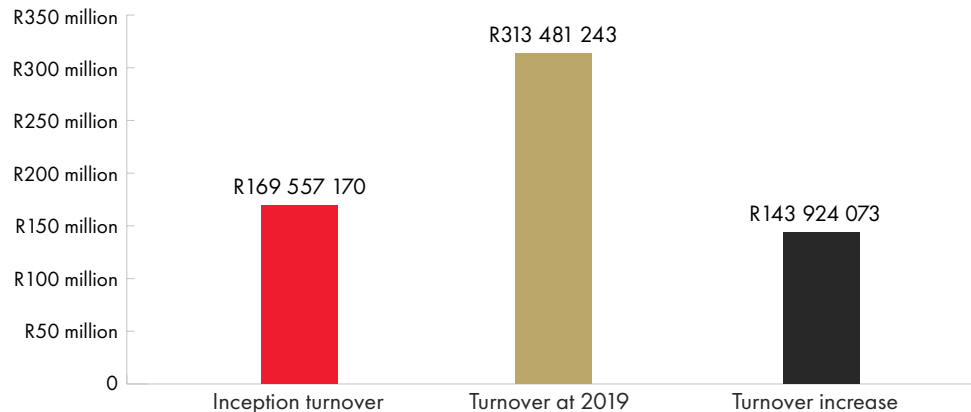
Further to the above, a comparison of the annual income reported by the entrepreneurs from inception to December 2019 was undertaken to determine any income growth that the businesses had experienced. The trends observed reveal a significant turnover increase of 85% with a collective income growth from R169.6 million at inception to R313 million at the end of 2019. This shows a great social return on investment given that over R157 million has been invested by SAB Foundation to date.

A further comparison of the annual income reported by the entrepreneurs from the Tholoana Enterprise Programme Alumni Fund was also undertaken to understand the impact that this fund has had on entrepreneurs' turnover and to see whether this fund really makes a difference in entrepreneurs' businesses. The analysis, revealed 441% turnover increase from R3 404 600 at inception to R18 421 446 at the end of 2019. This is very encouraging and a satisfying increase, given the fact that the programme was only launched in 2019. This also shows a great return on investment given that over R2 million has been invested by SAB Foundation to date. The 2019 cohort of entrepreneurs have recently joined the programme and will therefore only be able to report on their progress at the end of 2020.

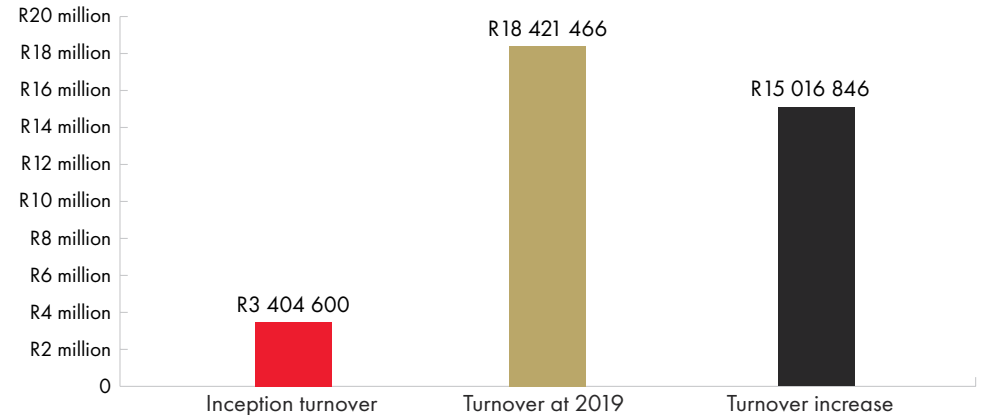
### WHAT IS THE AVERAGE MONTHLY INCOME FOR THE BUSINESS?



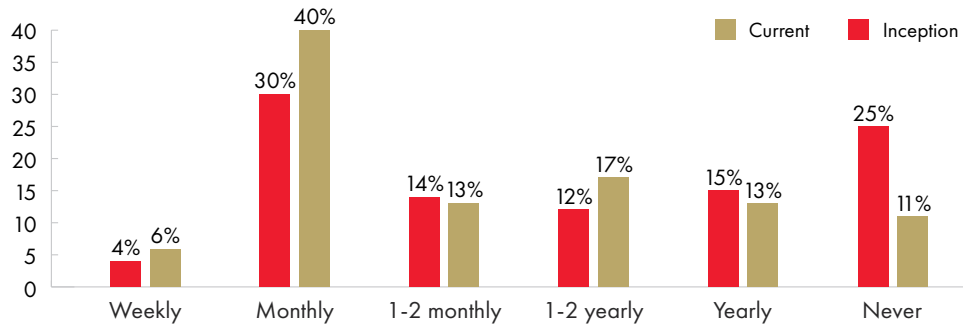
### THOLOANA ENTERPRISE PROGRAMME ANNUAL TURNOVER



### THOLOANA ENTERPRISE PROGRAMME ALUMNI FUND TURNOVER



**HOW OFTEN DO YOU PREPARE A CASH FLOW PROJECTION?**



One of the compulsory workshops that the entrepreneurs are required to attend encourages and shows them how to prepare their businesses' financial statements so they can better understand the financial position of their company. As such, entrepreneurs were asked questions vis-à-vis how often they prepared a balance sheet, cash flow projection and income/expense statement.

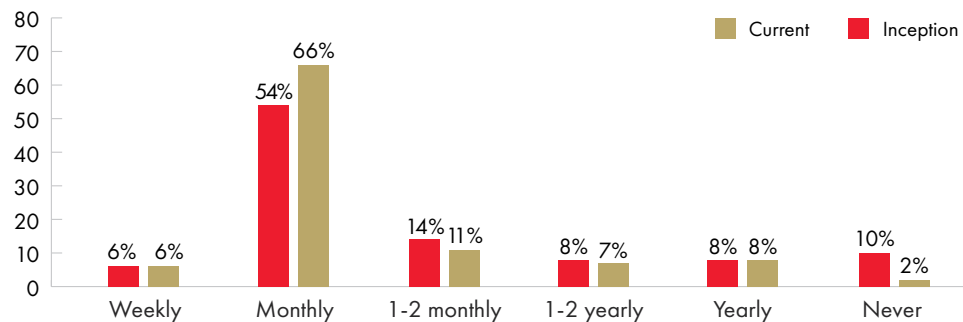
At inception 25% of the entrepreneurs reported that they never prepared a cash flow projection for their business. At the end of 2019, this number had decreased to 11%, resulting in an improvement of 14%. Similarly, at inception 30% of the entrepreneurs reported that they prepared a cash flow projection on a monthly basis. At the end of 2019, this number had increased to 40%, resulting in a 10% improvement.

At inception, 10% of the entrepreneurs reported that they had never prepared an income/expense statement for their business while as at 2019, this number had dropped to only 2%, resulting in an improvement of 8%. Important to note is that the majority of entrepreneurs are leaning towards preparing an income/expense statement for their business every month, with 66% of the entrepreneurs reporting that they prepare income/expense statements on a monthly basis as at 2019, compared to 54% at inception. This is an improvement of 12%.

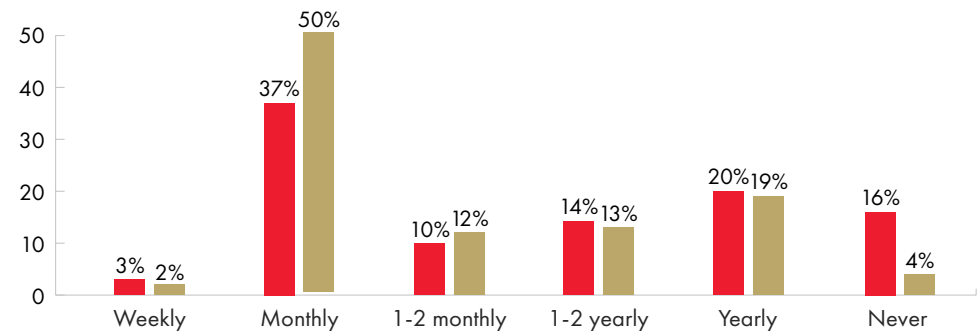
At inception, 16% of the entrepreneurs reported that they had never prepared a balance sheet for their business while as at 2019 this number dropped to only 2%, resulting in a 14% improvement. Encouraging to note is that as at 2019, half (50%) of the entrepreneurs reported that they prepare a balance sheet on a monthly basis compared to 37% at inception, resulting in an improvement of 13%.

Although there is improvement in the entrepreneurs' efforts to compile financial statements for their businesses, this is an area of concern for SAB Foundation, given that we would expect to see much higher numbers post the programme. Poor financial reporting limits growth as well as access to further opportunities. This has been prioritised and we have made some changes in 2020. We will be monitoring it closely going forward.

**HOW OFTEN DO YOU PREPARE AN INCOME/EXPENSE STATEMENT?**



**HOW OFTEN DO YOU PREPARE A BALANCE SHEET?**



## 9.6. EMPLOYMENT AND JOB CREATION

In a study by Katua, the contribution of formal SMMEs to employment and job creation in 99 developing countries was examined using a new dataset from the World Bank's Enterprise Survey<sup>5</sup>. Based on this new dataset, they found that SMMEs were more prevalent and larger contributors to employment and job creation in low-income countries than high-income countries. It was found that SMMEs contribute 66% of total, full-time formal sector employment and generate 86% of new jobs<sup>6</sup>. In low-income countries, the SMME contribution to employment is even higher, at 78%. According to Stats SA<sup>7</sup>, the unemployment rate in South Africa is currently 30.1%.

As such, a comparison analysis of the number of people who have been employed by the Tholoana Enterprise Programme entrepreneurs since inception until December 2019 was undertaken. This revealed that as at December 2019, the entrepreneurs collectively employ 2 445 people as compared to 1 613 people at inception, resulting in 832 new jobs (75% permanent and 25% casual/seasonal.) This is an increase of 52% in job numbers. These numbers are not as high as we'd like, however, they are significant when considering the early stage that these businesses are at and the tough economic environment that they are operating in. A further analysis was undertaken to document the impact that the Tholoana Enterprise Programme Alumni Fund has had on job creation. As at December 2019, the entrepreneurs collectively employ 182 people as compared to 72 people at inception, resulting in a creation of 110 new jobs. This is an increase of 153% since inception. This clearly indicates how catalytic a second round of funding can be and has given us food for thought when planning our resource allocation going forward.

The OECD Better Life Index states that, "having a job brings many important benefits, including: providing a source of income, improving social inclusion, fulfilling one's own aspirations, building self-esteem and developing skills and competencies. In South Africa, about 43% of the working-age population aged 15 to 64 has a paid job." Therefore, in a country like South Africa where there is a desperate need for economic growth and job creation through SMMEs, it is essential that interventions like the Tholoana Enterprise Programme enable entrepreneurs to avoid the challenges that often lead to the failure of their ventures. The above positive trends noted in both revenue generation and job retention and/or creation are encouraging, because this shows that entrepreneurs are succeeding in the areas that are key to economic growth in South Africa.

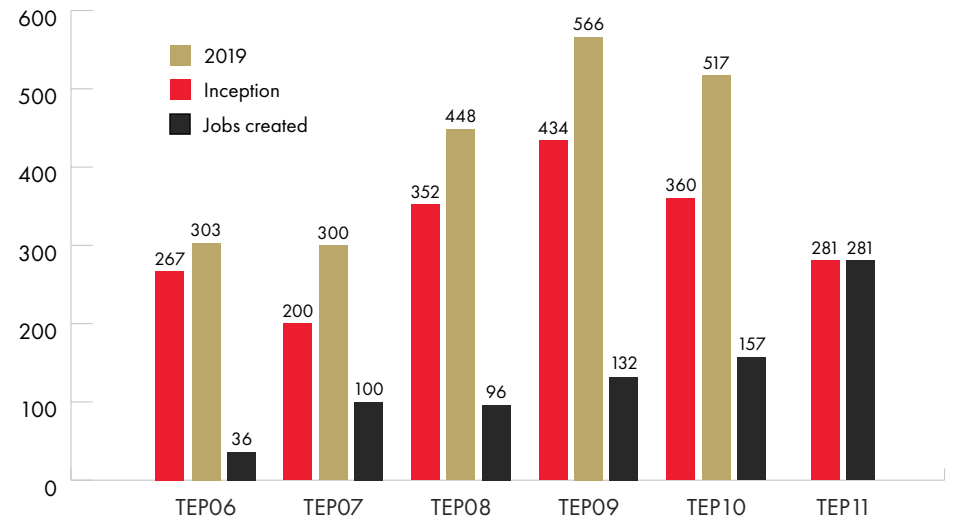
The 2019 cohort of entrepreneurs have given a baseline indication of job numbers currently in their businesses, and a comparison will be made at the end of the reporting period for 2019.

<sup>5</sup> N. T Katua. "The Role of SMEs in Employment Creation and Economic Growth in Selected Countries" 12 December 2014.

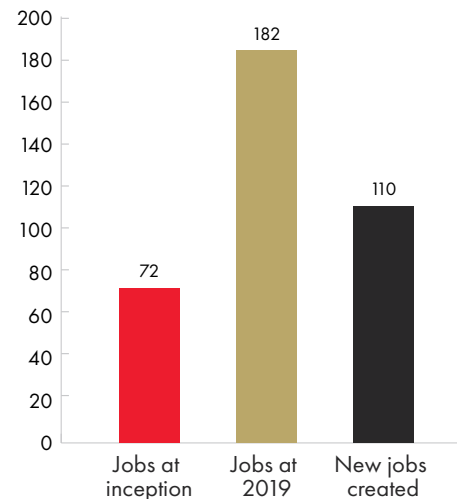
<sup>6</sup> Aspen Network of Development Entrepreneurs: Small and Growing Businesses: Investing in the Missing Middle for Poverty Alleviation- Literature Review, March 2012.

<sup>7</sup> Stats SA, <http://www.statssa.gov.za/>

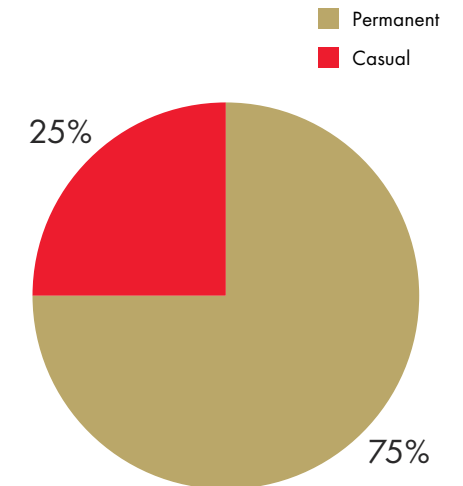
### THOLOANA ENTERPRISE PROGRAMME NUMBER OF JOBS CREATED PER COHORT



### THOLOANA ENTERPRISE PROGRAMME ALUMNI FUND JOBS



### THOLOANA ENTERPRISE PROGRAMME ALUMNI FUND JOBS







## 9.7. BUSINESS FINANCE AND INVESTMENTS

One of the purposes of the training we provide is to make businesses more investable. This is critical to their growth in the longer term. As at 2019, the number of entrepreneurs that reported to having obtained business loans over the past year is currently 31% as compared to the 32% that indicated they had received business loans at inception.

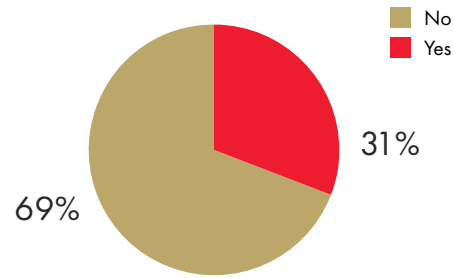
10% of those entrepreneurs claimed to have obtained business loans from banks such as First National Bank, Standard Bank, Absa Bank, Wesbank and Nedbank. 14% reported that they obtained business loans from family and friends, while the rest (6%) reported that they obtained loans from micro finance institutions and other institutions such as churches, enterprise development trusts and online lending market places.

Apart from the SAB Foundation, the analysis indicated that 33% of the entrepreneurs accessed grants from other institutions such as government entities, corporate companies, foundations and family.

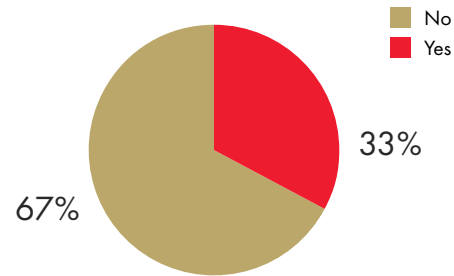
Some of the funders were listed as LifeCo Unlimited, MEGA, Tourism Grading Council of South Africa, National Youth Development Agency, Department of Agriculture, Technology Innovation Agency, Department of Science and Technology and the Small Enterprise Development Agency. As with loans, the funds were used to purchase materials, for operational costs, expansion purposes, and to purchase business assets such as equipment, property and vehicles.

It is reassuring to see that some businesses are able to access further funding, as access to finance remains a major stumbling block to growth for smaller businesses. The answers to these questions were interesting in that they demonstrated that the financials in some cases were strong enough to access bank finance, which is a major aim of the Tholoana Enterprise Programme. They demonstrated that the majority of other grant funding comes from government agencies, which is also encouraging.

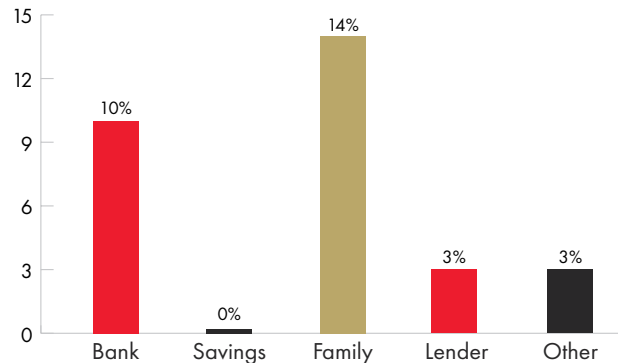
**HAS THE BUSINESS RECEIVED ANY LOANS IN THE PAST 12 MONTHS?**



**HAS THE BUSINESS RECEIVED ANY GRANTS IN THE PAST 12 MONTHS?**



**FUNDING TYPE**



## 9.8. CUSTOMER PROFILE

A diversified and growing customer base is an important indicator for us to understand, as it shows business growth as well as risk mitigation. The more customers a business has, the less likely they are to be significantly negatively affected if they lose one customer. At inception, 72% of the entrepreneurs reported that the number of customers they had in their businesses had increased in the past 12 months, while 8% reported that the number of customers had decreased in the last 12 months. 19% of entrepreneurs reported that the number of customers they had in their businesses had stayed the same.

As at 2019, 74% of the entrepreneurs reported that the number of customers they had in their businesses had increased, 11% reported that they had decreased, while 16% reported that they had stayed the same. This is a positive outcome as it shows that from inception to the end of 2019, almost 90% of businesses are either acquiring new clients each year or have the same number of customers. This is remarkable given the current state of the South African economy. Knowing the areas in which the businesses operate helps us to determine if the businesses are growing beyond their immediate geographical locations and accessing new markets both nationally and internationally.

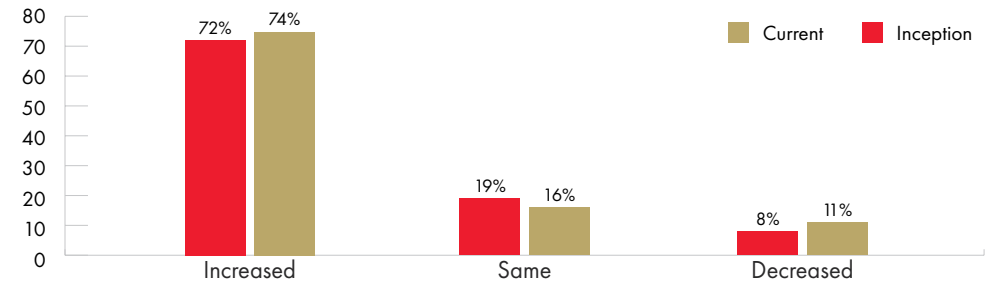
At inception, 26% of entrepreneurs reported that most of their customers are based in the town or city where they operate, compared to 21% in 2019. In addition, 20% of the entrepreneurs at inception reported that most of their business customers are based in their local communities, while 24% reported the same in 2019, reflecting in a 4% increase. This increase is encouraging because this means that the entrepreneurs are adding value in boosting the local economy, where money is circulating within their local communities.

Similarly as at 2019, 18% of the entrepreneurs reported that most of their business customers are based in the provinces in which they operate, compared to 21% who reported the same at inception. Furthermore, as at 2019, 12% of the entrepreneurs reported that most of their business customers were either international or from neighbouring countries. From the analysis, there is a balance regarding the location of entrepreneurs' customers, enough to allow them to conduct business, make a significant profit and create impact.

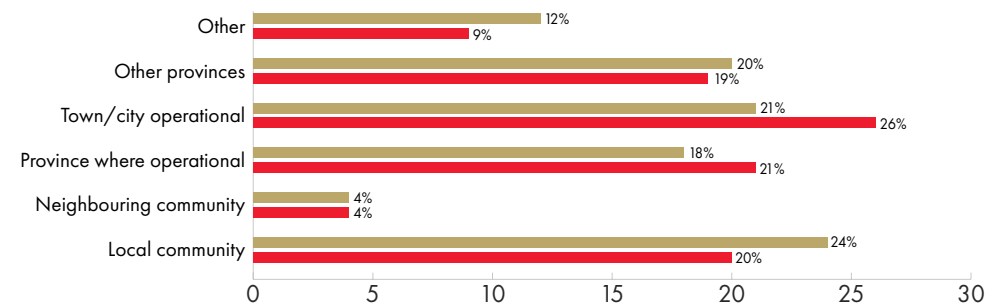
On the question pertaining to their customer groups, entrepreneurs reported the following as their main customer groups as at 2019: general public/consumers (46%), businesses (40%) and government (7%). From the analysis, entrepreneurs' customer groups have been consistent over the years. It is good to note that the majority of entrepreneurs are mostly selling to the general public and other businesses because these two customer groups are characterised by being lower risk in terms of payment.

It is also interesting to note that our entrepreneurs have very few customers from the government. This is also encouraging as much of the work with government is in response to tenders. Tenders are often short term and can be once-off opportunities and companies who rely solely on this type of income carry a much higher risk.

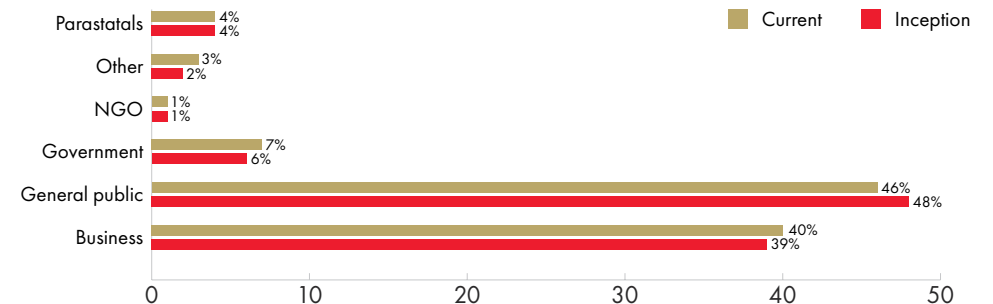
### HOW HAVE THE NUMBER OF CUSTOMERS IN YOUR BUSINESS CHANGED OVER THE PAST 12 MONTHS?



### WHERE ARE MOST OF THE BUSINESS CUSTOMERS BASED?



### WHICH OF THESE CUSTOMER GROUPS PROVIDES THE BUSINESS WITH THE MAJORITY OF ITS INCOME?



### 9.9. BUSINESS CONFIDENCE AND REFLECTIONS

Asking this question assists SAB Foundation to see where gaps are still identified by entrepreneurs and helps us see where we can close them. From the analysis, accessing funds for growth and accessing more clients were at the top of the list of challenges that entrepreneurs reported having faced both at inception and as at 2019. Looking for partners who can provide growth financing is something we continually work on. Interestingly, the perception that equipment is inadequate has come down. This is probably due to the grant funding entrepreneurs access via the programme.

As at 2019, 26% of entrepreneurs reported to be very concerned about changes in legislation and service delivery related issues, such as supply of electricity and water. 19% of entrepreneurs also reported that they were very concerned about the high levels of crime in the communities where their businesses operated.

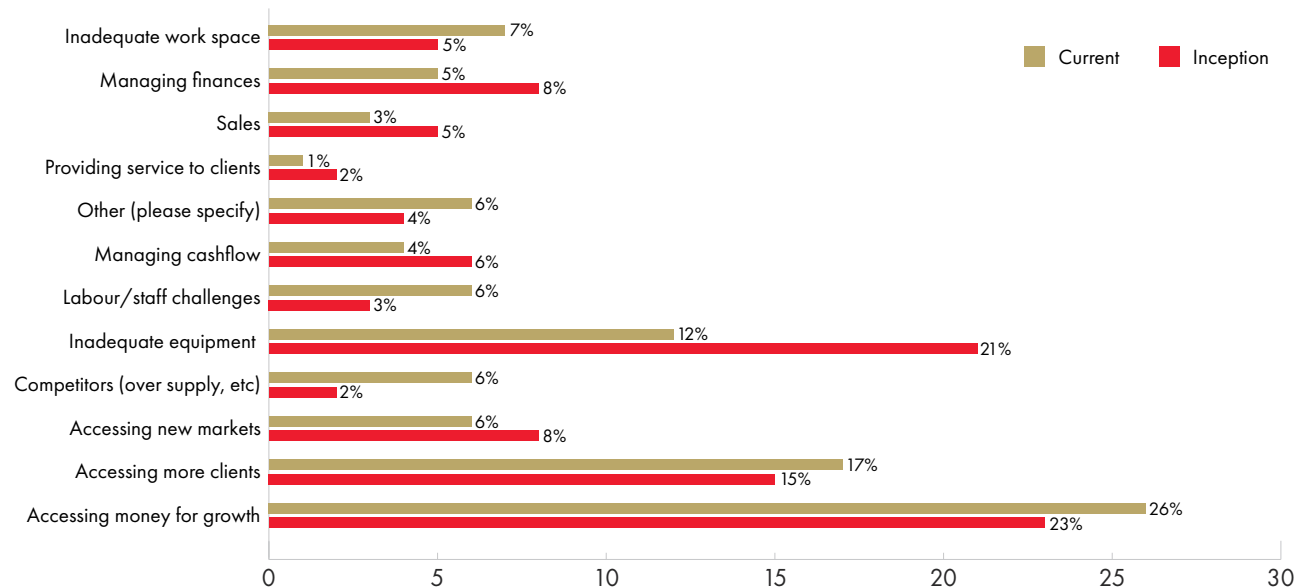
Only 15% of entrepreneurs reported to be very concerned with the threat of competitors in taking revenue from their existing or new customers. Trends on this analysis seems to be consistent over the years with very slight improvements on aforementioned threats to entrepreneurs' businesses.

According to Statistics South Africa, less than a decade into the 21<sup>st</sup> century, many countries, including South Africa, experienced the global economic crisis and this has affected economic growth in South Africa over the last four years, prompting a deceleration in the rate of economic growth. It is therefore not surprising to observe the above trends in the Tholoana Enterprise Programme.

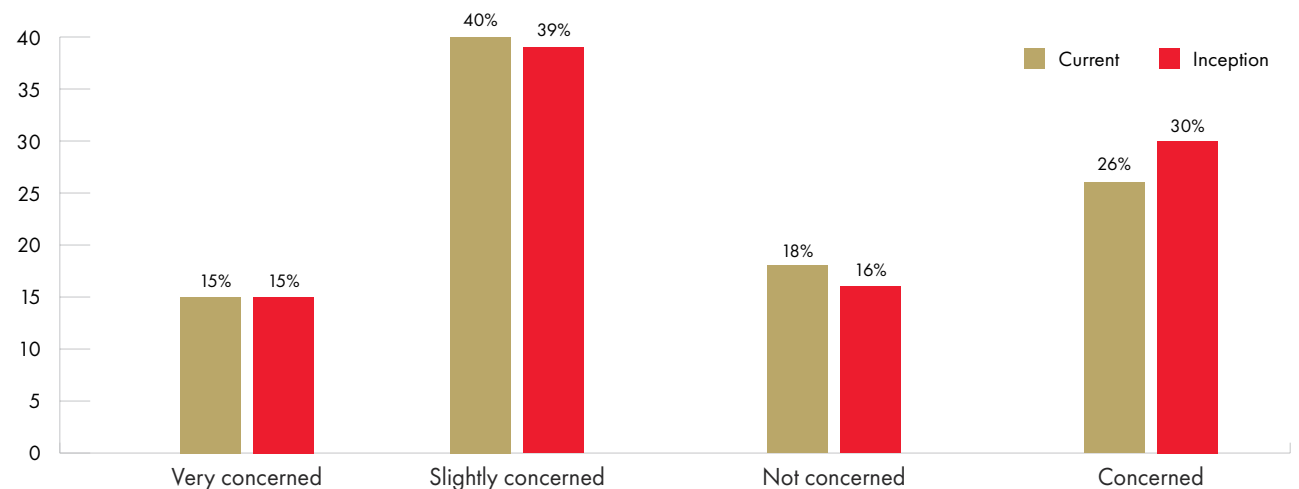
Entrepreneurs were asked to report on their financial and strategic situation over the past 12 months and over the next 12 months.

The following was gathered from the analysis:

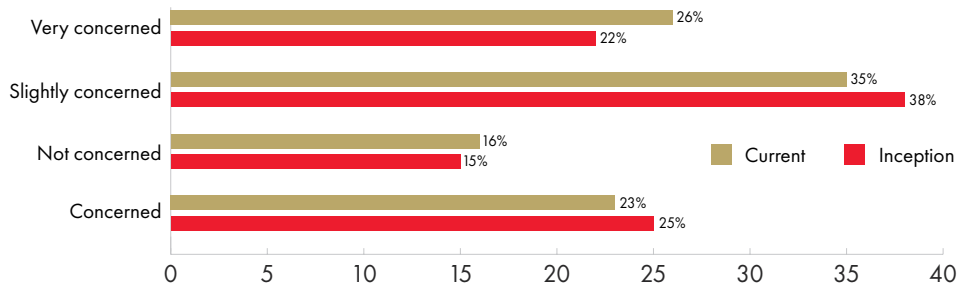
**WHAT HAS BEEN YOUR BIGGEST CHALLENGE AS AN ENTREPRENEUR IN THE PAST 12 MONTHS?**



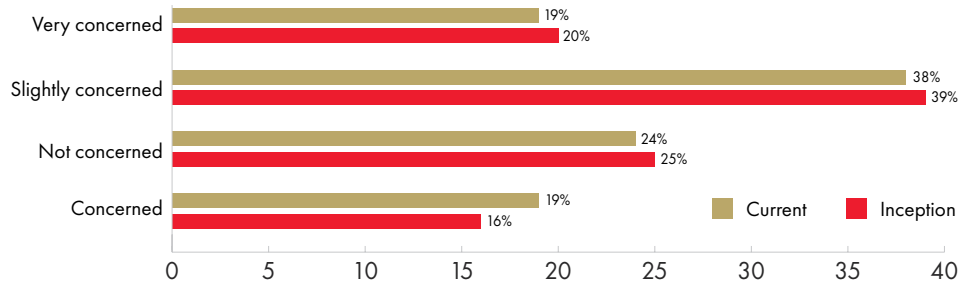
**THE THREAT OF COMPETITORS IN TAKING REVENUE FROM YOUR EXISTING CUSTOMERS OR NEW CUSTOMERS**



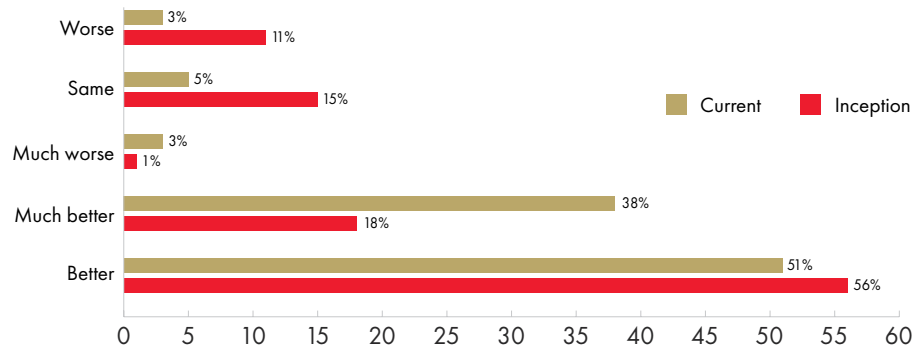
**CHANGES IN THE LAW/LEGISLATION AFFECTING MY BUSINESS, ELECTRICITY SUPPLY ETC**



**LEVELS OF CRIME IN THE COMMUNITY WHERE THE BUSINESS OPERATES**



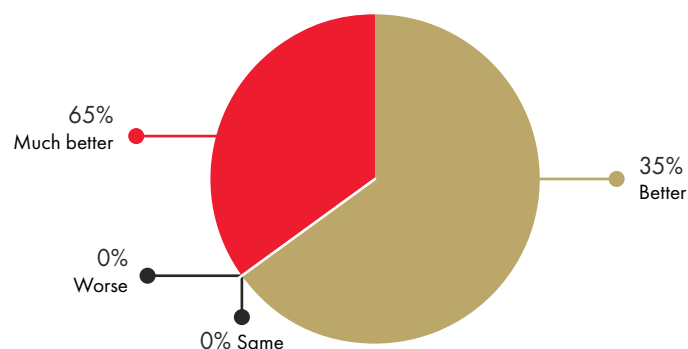
**HOW THE FINANCIAL AND STRATEGIC BUSINESSES COMPARE TO 12 MONTHS AGO**



At inception, 18% of the entrepreneurs reported that their financial and strategic situation was much better than it was 12 months ago. However, as at 2019, this number increased to 38%, resulting in a significant improvement of 20%. Similarly as at 2019, 51% compared to 56% at inception reported that their financial and strategic situation was better than it was 12 months ago. Encouragingly, the number of entrepreneurs who reported their financial and strategic situation as worse and much worse at inception decreased by 8% and 2 % respectively.

As at 2019, 3% regarded their financial and strategic situations as worse and the reason for this was either because the business was breaking even or that they had a few customers with delayed payment terms leading to cash flow being affected negatively. Entrepreneurs cited increase in turnover and client base, as well as the lessons learned through the Tholoana Enterprise Programme workshops that they attended as the main reasons for the improvement in their financial and strategic situations. The following is what some of the entrepreneurs had to say about their learnings from the Tholoana Enterprise Programme workshops:

#### EXPECTED FINANCIAL AND STRATEGIC POSITION IN 12 MONTHS TIME



65% of the entrepreneurs reported that they expected the financial and strategic situation of the business to be much better in the next 12 months, while 35% expected it to be better. Reassuringly, none of the entrepreneurs reported foreseeing the financial and strategic situation of the business to be worse or much worse in the upcoming year. Therefore, it is encouraging to learn that the majority of the entrepreneurs are very positive about the financial and strategic position of their businesses over the next 12 months. The majority of the entrepreneurs indicated that they would focus on accessing new clients, accessing additional funding for growth, implementing financial management systems and improving on their products and services

The following is what some of the entrepreneurs had to say regarding the financial and strategic position of the business in the next 12 months:

*“Now that I have attended the workshops conducted by Fetola, I strongly believe that I will make a difference. I have started recordings, keeping receipts and working on planning strategies.”*

*“With the support mentorship, business development tools and the grant, I only expect things to be much better than they are currently.”*

*“I have been able to run a business without the right skills, but with only knowing the basics and not being concerned of other business responsibilities. The SAB Foundation has blessed me with professionals who are able to look at all angles of a business, and I know it’s going to grow.”*

*“We are optimistic that the introduction of the Tholoana Enterprise Programme will guide us with the mentoring, which will assist us in increasing our market share. We understand our market and have the support through the programme that will help us obtain some of the essential basic tools and equipment. This will improve our sales and profit margins. Our target market is increasing, and we will need to improve our service delivery and exploit areas beyond our city to ensure our sustainability and our vision of socio-environment impact. Some challenges were overcome by the exploitation of our true potential carried out by the Tholoana Enterprise Programme team during the vision session, and it made us re-learn business models. We are now yielding positive results.”*

*“The business is finding a way of making more money from existing clients. We also want to reduce overhead costs, whilst increasing revenues. We will be expanding our product range and offerings.”*

*“The growth in revenue gives me confidence that our finances will be managed on a better level and the hope to get finance to support my business will make it possible for all systems to be in place for better cash flow monitoring. The financial support will enable us to build our business and implement a fully planned infrastructure, which will increase our cash flow.”*

*"After attending the Tholoana workshop led by Fetola, I realised that I need to know more about the business. Through the mentor, I started to improve my production and quality. I was not reporting monthly and I was not checking cash flow. I was not monitoring my income and expenditure. But after attending the workshop, I started to do that and I can see the difference."*

*"Last year the boat was sinking, there was no delegation and things were complicated and not in order. Our financials were a mess, we were experiencing a loss all the way. We enjoyed buying materials for sewing and taking t-shirts to be embroidered, buying in bulk and thinking out of the box. We attended the Tholoana workshop led by Fetola, and we were taught about savings, policies and visions. We implemented them, and we are glad since then that we have never made a loss. We can now negotiate and save."*

*"Initially when I started the business I had no idea of what I was doing, I only wanted money. As months passed, I learned that it is not just about money, but how much one loves what he's doing. I started focusing on customers and hearing their recommendations, and eventually it paid off because the business is still growing. The Vision workshop that was held by Fetola opened my eyes even more, so now I am not running after money like before but chasing to achieve my company's vision."*

*"During the Tholoana workshop with Fetola we learned how to manage the financial situation, and by applying the rules we found so many strategies that we were not aware of for the business. At this moment we know how much is needed to run the business per day. We have also completed our monthly financial reports."*

*"The Tholoana Enterprise Programme has really made me pay more detail and attention to the finances of the business in terms of how I price, as well as how I spend, and to account for every penny that comes and goes into the business. The programme has solidified the manner in which I think in terms of decision making, whereas before my only concern was to only worry about having money in the account, not knowing if I was breaking even making a profit or a loss."*

*"There has been a decline in sales; however this is due to a number of reasons which are as follows: We lost customers because we had cash flow difficulties and were not able to buy enough stock to supply all our customers on time. We have not been confident enough to go out and look for new business knowing that we would not be able to supply them. Our pricing let us down. After attending the Tholoana pricing workshop we took a serious look at our pricing and realised that we were too cheap and on some items we were either making a loss or not enough profit to cover our overheads"*





## 9.10. KNOWLEDGE AND SKILLS OF THE ENTREPRENEURS

Besides reduced levels of lived poverty, a key part of the Tholoana Enterprise Programme remains intensive business skills training along with mentorship that aims to improve the entrepreneurs' skills, knowledge and capabilities in dealing with the various aspects of their businesses. The entrepreneurs rated their ability across a number of business focal areas, which provided insight into how they react or manage the various aspects of their business. Using factor analysis, we extrapolated 11 indexes measuring various knowledge and business skills.

As was the case with the impact of the Tholoana Enterprise Programme of levels of lived poverty, we used a correlation analysis to better understand the relationship between the number of years post programme entry and the development of knowledge and business skills.

As can be seen from the table below, there were significant and positive bivariate relationships between each of the 11 indexes and the number of years post programme entry. As such, for all the 11 knowledge and skills areas under investigation, we can tentatively state that the more years post programme entry, the more likely entrepreneurs' competencies in business skills and knowledge would be stronger.

INDEXES FOR KNOWLEDGE AND BUSINESS SKILLS	CORRELATION COEFFICIENT (PEARSON'S R)	% CHANGE: YEAR 1 TO YEAR 4	% CHANGE: YEAR 1 TO YEAR 5
Index 1: Cope with stress at work	0.200***	11%	10%
Index 2: Sell products and market your business	0.338***	26%	16%
Index 3: Develop a strategy and business plan	0.274***	31%	21%
Index 4: Establish operational policies & procedures	0.332***	35%	30%
Index 5: Deal with various staff and HR issues	0.291***	20%	19%
Index 6: Manage finances and establish financial systems	0.389***	36%	34%
Index 7: Raise finance (e.g. loans and equity)	0.303***	33%	24%
Index 8: Find resources/supplies that a business needs	0.228***	20%	12%
Index 9: Develop business networks and partnerships	0.234***	25%	6%
Index 10: Comply with South Africa's labour, tax, B-BBEE and company Laws	0.361***	29%	23%
Index 11: Use technology to help your business	0.241***	22%	13%
Average		26%	19%



Furthermore, in complimenting the correlation analyses, we also calculated the average increases (percentage change) of each of the indexes over the course of four and five years post programme entry.

The table above shows the average percentage improvements for each index over these two periods. Entrepreneurs reported a 26% overall increase in their competence in business skills and knowledge from year one to year four. As was the case with the poverty index, the percentage change for entrepreneurs in their fifth year was surprisingly lower than in the fourth year.

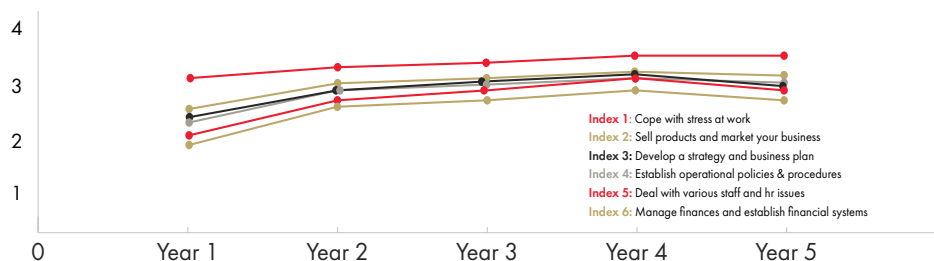
While there may be a substantive reason for this, the small size of the sample is most likely driving this decrease in percentage change. As was the case with the poverty score, the more data gathered and added to this dataset, the more likely we will be able to understand this apparent anomaly.

The above analysis shows how the development of business skills and knowledge competencies during the course of the programme are directly correlated with the number of years post programme entry. Indeed, those entrepreneurs with the most years post programme entry tend to report on having better business skills and knowledge competencies indicating the impact of the programme.

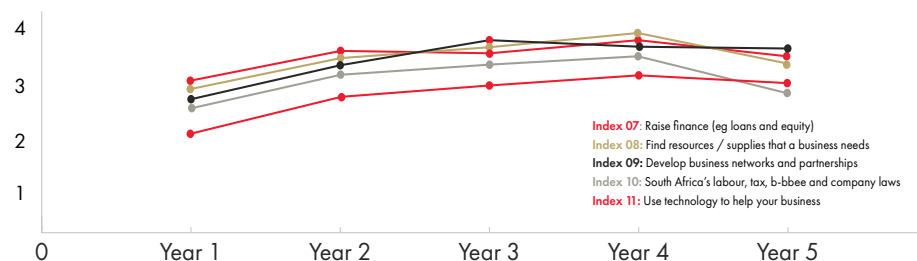
The paragraphs below look at the individual indexes and their relative improvement over time as per the entrepreneurs' perceptions regarding their knowledge and skills competencies. The following two graphs visualise the individual relationships between the 11 indexes and the time spent in the programme.



**BUSINESS KNOWLEDGE AND SKILLS (INDEXES 1-6)**



**BUSINESS KNOWLEDGE AND SKILLS (INDEXES 7-11)**



While the entrepreneurs' competencies in knowledge and skills vary over time and space, a similar trend appears to be taking place. Indeed, as previously confirmed the graphs show higher competence in knowledge and skills amongst entrepreneurs with the most years programme entry. For all the indexes, entrepreneurs report being more skilled and knowledgeable year-on-year. However, as aforementioned, these improvements over time appear to flatten or decrease amongst entrepreneurs in the fifth year.

**The largest improvements stem from the following indexes:**

- Index 3: Develop a strategy and business plan – a 31% increase from year one to year four.
- Index 4: Establish operational policies & procedures – a 35% increase from year one to year four.
- Index 6: Manage finances and establish financial systems – a 36% increase from year one to year four.
- Index 7: Raise finance (e.g. Loans and Equity) – a 33% increase from year one to year four.



**Conversely, the following four indexes, while showing improvements over four years, improved the least:**

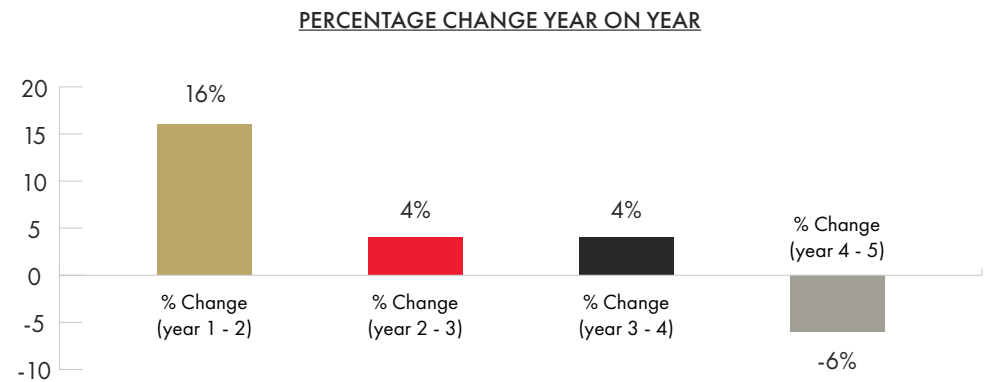
- Index 1: Cope with stress at work – an 11% increase from year one to year four.
- Index 5: Deal with various staff and HR Issues – a 20% increase from year one to year four.
- Index 8: Find resources/supplies that a business needs – a 20% increase from year one to year four.
- Index 11: Use technology to help your business – a 22% increase from year one to year four.

In trying to develop a better understanding of the data, we also sought to see how entrepreneurs improve year on year. The graph below attempts to map the percentage with which entrepreneurs increase or decrease their knowledge and skills competence year-on-year.

As was the case with the LPI, the evidence below suggests that much of the improvements take place in the first year. Indeed, there is an average overall improvement of 16% in entrepreneurs' perceived competencies across all 11 indexes from inception to the end of the first year.

While entrepreneurs' perceived competencies in knowledge and skills continue to improve from year two to year three and year three to year four, this improvement takes place at a much slower pace – 4% increase from year two to year three and 4% from year three to year four.

As previously mentioned, and for aforementioned reasons, the data shows a decrease in knowledge and skills from year four to year five. These results thus suggest that much of the improvement that takes place in the programme occur in the first year.



### 9.11. BUSINESS SUCCESS

Entrepreneurs were asked to share their most notable achievements over the past 6 to 12 months. Entrepreneurs listed the following as their achievements: access to markets; business growth and sustainability; hiring more staff; access to finance; access to skills; exposure and credibility; purchasing equipment and being part of the SAB Foundation Tholoana Enterprise Programme.

It is heartening to see entrepreneurs reporting access to markets, skills and finance as some of their notable achievements as these are the most prevalent hurdles that entrepreneurs encounter on a daily basis.

A few of the comments are included on the following page. For detailed feedback, please see Appendix 1.



- *“The biggest achievement was entering a new industry and creating our own market, we developed new product lines and value chains that were previously not explored. The work we have done has allowed us to become industry representative in terms of emerging farmers in aquaculture.”*
- *“Notable achievements included having registered my company, employing 10 casual labourers as well as having established my company to Pretoria and Johannesburg markets. Harvesting green beans and chillies were also some exciting moments for me.”*
- *“We managed to get new market access accreditation that allows us to penetrate the export market, in addition to an organic certificate. We also managed to be a representative at an international trade show to prepare for the export market. The greatest part is that we have managed to open a store in our area where all of our products will be sold. We also managed to get a training programme which helps us capacitate other farmers in our area so that together we can supply big markets.”*
- *“We have managed to employ more permanent staff and now rank in big retail stores such as Boxer superstores, Spar supermarket and Pick n Pay. We are now a known competitor to one of the well know water-bottling companies in our location.”*
- *“My biggest achievement in the last twelve months has been the ability to grow my business from operating in my backyard with a box of 100 chicks to having 500 chicks in a proper poultry farm. It hasn't always been easy, and the growth has been slow, but being able to compare where we started to where we are now gives me hope that I can only grow bigger.”*
- *“We have secured a R1.8 million, three-year contract with Kaefer and created more than 19 job opportunities. We have invested more than 40% of our turnover on new machinery and have managed to stabilise the enterprise to be self-sustaining and financially viable. We have inspired a lot of confidence with both our team and our key strategic clients and grown strong in crafting and managing our vision of becoming a well-rounded manufacturer, brander and marketing services provider with a footprint in most strategic markets.”*
- *“In the past 12 months the biggest achievements have been getting our own premises, buying new machinery and taking the tally to two machines. Registering the business and complying with the law (BEE certificate, tax clearance, bank account). Increasing our sales margins. Having a brand identity including having email accounts as well as banners. Being able to negotiate with my suppliers.”*
- *“To open my own shop in one of the tourist destination outlets in Durban, to exhibit at the Africa Tourism Indaba, to be approved to sell online with well-known online outlets, and to appear in the one of the business slots in the Sunday Tribune newspaper.”*
- *“The biggest would have to be, staying in business given the challenges one has face over the past year. Managing to maintain and grow relationships which contribute to the growth of the company”*
- *“In the past 12 months we have seen a consistent growth of the business, an increase in clientele and attainment of profitable contracts that are expanding the company. This has allowed the company to employ two extra employees and obtain a financial system.”*
- *“Our biggest achievement in the past 12 months has been growing our revenue from R260 000 in 2017/2018 to R553 000 in 2018/2019. In the past six months, we also delivered our biggest corporate order to date within the agreed timeframe and client was happy with our on-time delivery and the quality of our work.”*

## 10. CASE STUDIES

The following case studies are success stories from previous years of businesses that have been enrolled on the Tholoana Enterprise Programme.



# WHYCOOK

**OWNERS:** Mathapelo Montsho; Yolanda Nomoyi

**PROVINCE:** Gauteng

**INDUSTRY:** Catering

**AREA:** Urban



## GAUTENG PROVINCIAL OUTLOOK (2019)

**Official Gauteng unemployment:** 29%,

Provincial unemployment dropped by 0,1% (2018 -2019) vs the business 160% employment growth

**GDP per capita:** R111 171 business rand creation increased by 2,6 times the provincial GDP per capita

## The Business story

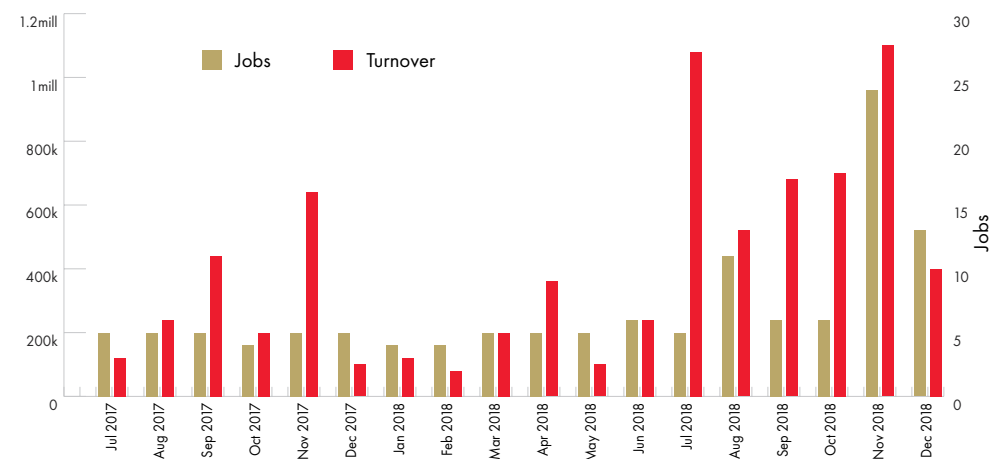
Mathapelo Montsho and Yolanda Nomoyi combined their love for cooking and creativity to establish an award-winning catering company, WhyCook. Each of WhyCook's meals are made in a home-style way and presented with modern flair. The company caters for events of any size and has hosted some high-profile events for clients such as DSTV, ACSA, L'Oreal and Giorgio Armani, amongst many others.

## The Tholoana Enterprise Programme journey

Throughout their time on the Tholoana programme, Mathapelo and Yolanda worked closely with their Tholoana mentor, Ismail Kajee, to revise their growth strategy and align it to their sales forecasts. They developed a marketing plan which they used to identify and access niche markets with great success. Their mentor guided and supported them to repair a longstanding relationship with a major client, and they negotiated more favourable payment terms which boosted their cash flow and increased efficiency and capacity. In addition, they diversified their offering, secured new clients and added resources to help meet demand, which led to them more than doubling their turnover and creating new jobs. Because of their consistency and focus in implementing all aspects of the programme, the business won the Tholoana Rocket Fuel Award.

"There were a lot of things that I struggled with at the beginning, such as costing and sales, but the training offered on the programme and our mentor have been very helpful."

### – Mathapelo Montsho, co-owner of Whycook



# SUNKISSED

**OWNERS:** Bukelwa Nqoqo

**PROVINCE:** Eastern Cape

**INDUSTRY:** Wholesale and retail sales

**AREA:** Rural



## EASTERN CAPE PROVINCIAL OUTLOOK (2018)

**Official Eastern Cape unemployment:** 36%,

Provincial unemployment increased by 1% (2017 - 2018) vs the business 400% employment growth

**GDP per capita:** R55 095 (the lowest in South Africa) business rand creation increased by 0,8 times the provincial GDP per capita

## The Business story

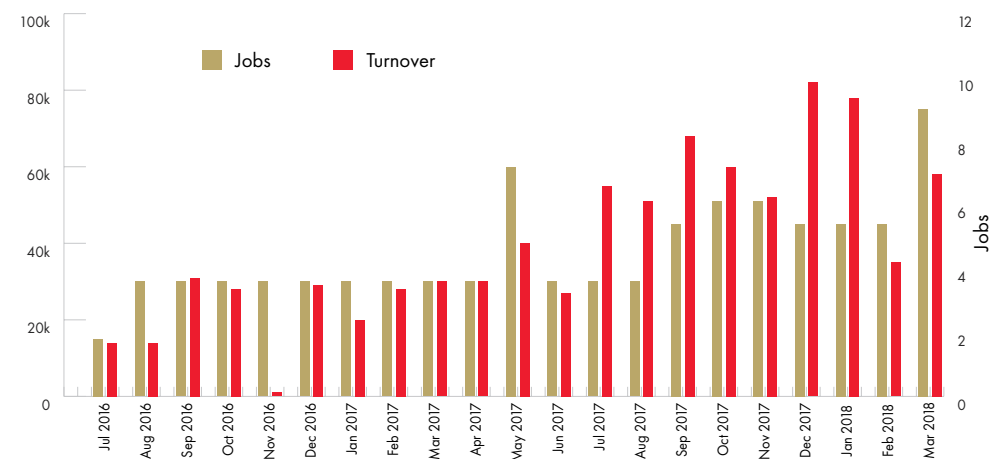
Sunkissed owns retail outlets at three of South Africa's major airports. The focus is on celebrating the very best of South African fashion, literature, arts and crafts and décor items. Founder, Bukelwa Nqoqo, is a passionate champion and advocate for African creativity and its special place in the world.

## The Tholoana Enterprise Programme journey

When Sunkissed joined the Tholoana programme in 2016/2017, they had one small outlet at East London Airport and were struggling with systems, marketing, brand positioning and sales. The founder, Bukelwa Nqoqo, had a big vision and huge capability but lacked the confidence to take the steps needed to create genuine growth and traction. Working very closely with her mentor, as well as the Tholoana branding team, the focus was placed on repositioning the brand through events and brand activations, coaching Bukelwa to trust her instincts and be more assertive with staff and suppliers, as well as implementing solid POS systems to track sales and identify fast moving product lines. The results were three new stores – one in KZN and two in Gauteng – increased turnover, and increased in number of jobs of over 400% during her time on the programme.

"My mentor is the 'ultimate' mentor who created the opportunity for me to find my own direction, while gently nudging me away from pitfalls and towards success. Thank you to Anton Ressel for being who he is! The best advice I have received from my mentor is to "BREATHE".

## - Bukelwa Nqoqo, owner of Sun Kissed



# INNOVATIVE CONCEPT EVENTS

**OWNER:** Manini Mbongwa

**PROVINCE:** Kwa-Zulu Natal

**INDUSTRY:** Events and Entertainment

**AREA:** Rural



## KWAZULU- NATAL PROVINCIAL OUTLOOK (2018)

**Official Eastern Cape unemployment: 26%**

Provincial unemployment increased by 2.6% (2017 -2018) vs the business 225% employment growth

**GDP per capita:** R66 254 business rand creation increased by 5.5 times the provincial GDP per capita

## The Business story

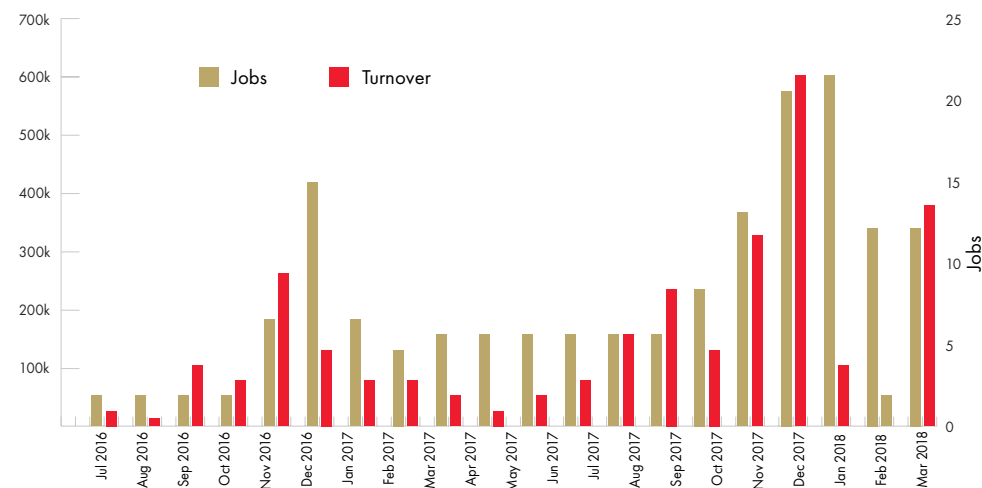
Innovative Concept Events offers creative brand activations and events. In addition to designing, managing and implementing these events, the company’s marketing division ensures that the client gets the exposure it needs. Founder, Manini Mbongwa has over a decade of experience in events, conferencing and brand activations and has made a name for herself as the go-to person for high-end, memorable functions in the KwaZulu Natal region.

## The Tholoana Enterprise Programme journey

The big challenge for this business on entry into Tholoana was the cyclical nature of the eventing industry, which played havoc with cash flow. Over the course of the programme, Manini implemented financial management systems and a savings plan, created a marketing plan and a seasonal strategy. While they still experienced a low-income period over January and February, thanks to Tholoana they are much better prepared and now understand their cash flow cycle, and are able to plan and anticipate for slower periods. Over their 18-month journey on the Tholoana programme, the business grew their turnover by an astounding 3062% and increased their number of employees from 4 to 13.

“Since being on the programme, I understand my business better. I am more aware of what I need to do to improve myself and my business. I highly value the programme. Thank you SAB Foundation and thank you Fetola.”

### – Manini Mbongwa, owner of Innovative Concept Events





# MOKOJI TRADING AND PROJECTS

**OWNER:** Mokoji Modjadji

**PROVINCE:** Gauteng

**INDUSTRY:** Agriculture, hunting, forestry and fishing

**AREA:** Rural



## GAUTENG PROVINCIAL OUTLOOK (2019)

**Official Gauteng unemployment: 29%**

Provincial unemployment dropped by 0,1% (2018 -2019) vs the business 100% employment growth

**GDP per capita:** R111 171 business rand creation increased by 0,2 times the provincial GDP per capita

## The Business story

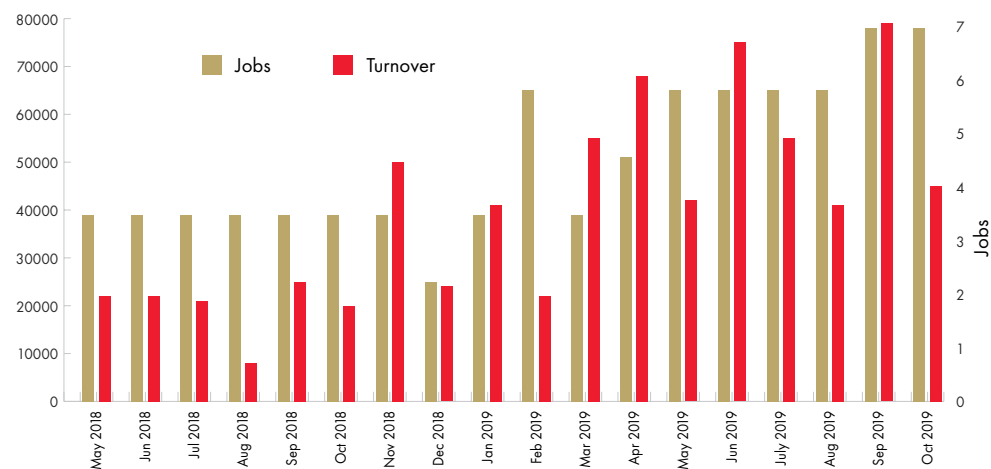
Mokoji Trading and Projects sells broiler chickens. The company follows best practice growing, feeding and maintenance standards and sells to community members, either on a small scale for their private consumption or in bulk for individuals and organisations who resell these in nearby locations.

## The Tholoana Enterprise Programme journey

On entry the business was faced with several challenges including security, transport, inaccurate costing and an ineffective pricing structure. Working closely with her mentor, Mokoji refined her strategy and added three casual staff to help meet demand. Mokoji purchased a vehicle as part of her investment request, which assisted in deliveries and improved margins. During the programme period, Mokoji not only built her business confidence, but she also created strong community networks and increased her production capacity from two chicken houses to six. To support increased production, she increased her staff by 100%. Mokoji was better able to manage her cashflow and increase her margins which she reinvested in her business. Mokoji Trading and Projects graduated as part of the TP10 cohort in February 2020 and spoke on behalf of the cohort to say that during the programme “she started walking, running and now she flies.”

“For me, it is the growth! This programme helped me a lot. I came from a very bleak place but now I see sparks. I’m grateful for the relationships that I’ve built. This programme has helped me to grow both personally and professionally.”

## - Mokoji Modjadji, owner of Mokoji Trading Enterprise



# LIFESHIELD HOME SECURITY

**OWNER:** Puseletso Mbhele

**PROVINCE:** Gauteng

**INDUSTRY:** Professional Services

**AREA:** Peri-urban



## GAUTENG PROVINCIAL OUTLOOK (2019)

**Official Gauteng unemployment: 29%**

Provincial unemployment dropped by 0,1% (2018 -2019) vs the business 338% employment growth

**GDP per capita:** R111 171 business rand creation increased by 5,9 times the provincial GDP per capita

## The Business story

Lifeshield Home Security Projects is owned and managed by Puseletso Mbhele. They provide residential and commercial security solutions in Gauteng and are fully accredited by SASSETA to provide training and by Psira to provide security services.

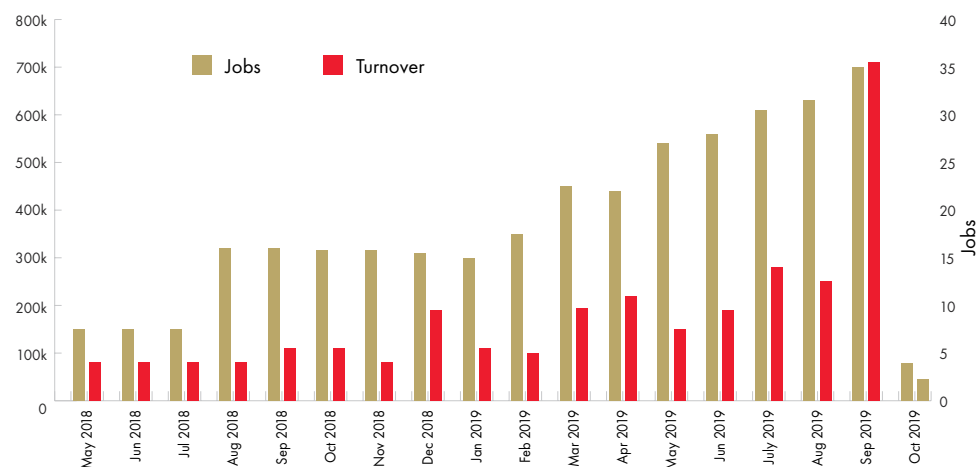
## The Tholoana Enterprise Programme journey

Puseletso had only one contract and her weakest point was marketing. After attending the workshops and mentorship she mastered this and exited the programme with five new clients.

With the support of the Tholoana programme, Puseletso resolved numerous gaps in her business, including creating job descriptions for all employees, which clarified roles and reduced HR issues; implementing a financial management system that helped her understand the business and make more strategic decisions; and creating a marketing plan to diversify the client base and formalising contracts with clients to reduce contract risks.

“When I started on the programme, I had one client and now have five new clients. I can see my business growing and it makes me happy to be part of SAB Foundation Tholoana Enterprise Programme! I have grown as an individual in this programme. Thank you!”

## - Puseletso Mbhele, Owner Lifeshield



# FREDDY AND SONS MAINTENANCE ENGINEERING

**OWNER:** Freddy Sibuyi

**PROVINCE:** Mpumalanga

**INDUSTRY:** Engineering

**AREA:** Peri-urban



## The Business story

Freddy and Sons Maintenance Engineering is an electrical contractor and engineering consultancy based in Mpumalanga. The business was the Tholoana Award winner of 2019.

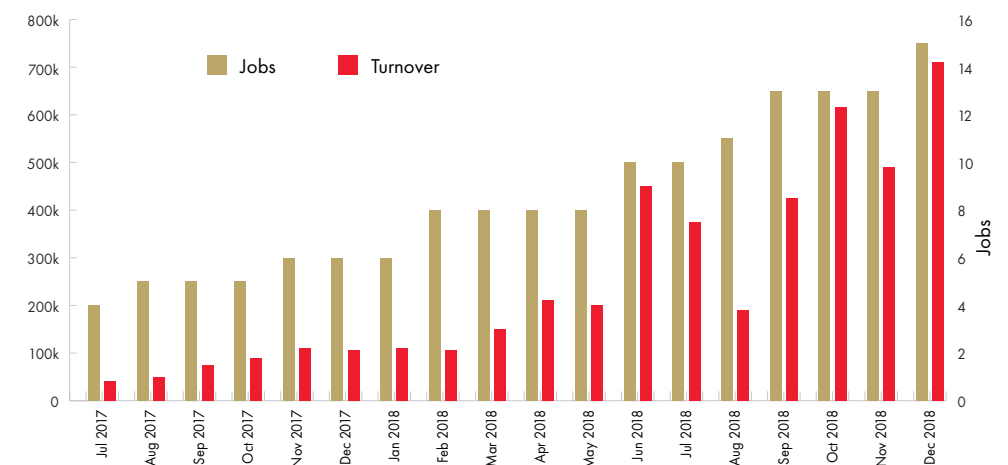
## The Tholoana Enterprise Programme journey

The business was capable of technically advanced work but was stuck in a space servicing a smaller and less advanced market, with more technical and lucrative contracts being offered to competitors. This low value work was time consuming, labour intensive and unprofitable. The focus was to help restructure the business, encouraging Freddy to delegate and plan strategically. He could then start targeting much larger and longer-term contracts.

Freddy worked on personal and team growth, raising the staff skill level through training and recruitment of highly skilled technicians and restructured marketing. His Tholoana journey has seen 10x growth in 18 months, with potential to grow at the same pace in the next two years. This is attributed to increased confidence, willingness to learn and mentorship received.

"I have learnt a lot from the programme and have been exposed to many opportunities. I have been well equipped by my mentor to face more business channels and I am now more than ready to take on any project, small, medium or large."

## - Freddy Sibuyi, owner of Freddy And Sons Maintenance Engineering



### MPUMALANGA PROVINCIAL OUTLOOK (2019)

**Official Mpumalanga unemployment: 34%**

Provincial unemployment increased by 1,8% (2018 -2019) vs the business 275% employment growth

**GDP per capita:** R78 462 business rand creation increased by 8,4 times the provincial GDP per capita

# CONCEPT FITNESS

**OWNER:** Tyy Ford

**PROVINCE:** Gauteng

**INDUSTRY:** Wholesale and retail trade

**AREA:** Urban



## GAUTENG PROVINCIAL OUTLOOK (2019)

**Official Gauteng unemployment:** 29%,

Provincial unemployment dropped by 0,1% (2018 -2019) vs the business 500% employment growth

**GDP per capita:** R111 171 business rand creation increased by 3,2 times the provincial GDP per capita

## The Business story

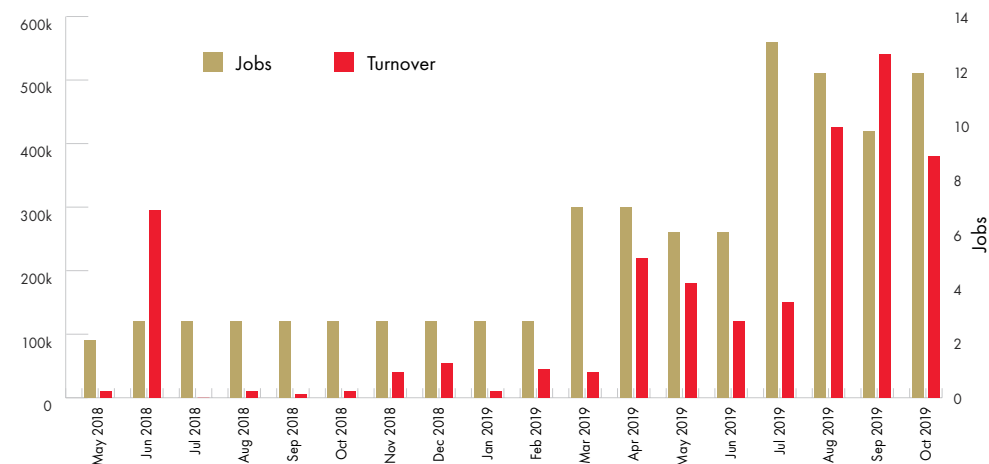
Concept Fitness, based in Gauteng, provides gym equipment, installation and repairs, on-site technical support, preventative maintenance plans, facility design and floor plans, corporate wellness solutions and facility management. Founder, Tyy Ford, has taken the organisation from a two man show to a respected business in South Africa.

## The Tholoana Enterprise Programme journey

Despite significant challenges, including the loss of a major contract, they kept pushing and after a few months they secured Takealot as a sales platform, and some local hotel chains. An e-commerce platform was launched and services were expanded to include fitness event and facility management. An investment in hiring and training an additional employee for admin support allowed Tyy to focus his efforts on driving marketing and sales. Tyy's success can be attributed to a clear vision and growth plan, the focused implementation of set milestones, the use of grant funds for new equipment, the creation of a professional brand, media, the support of his mentor, and a positive attitude and willingness to work hard.

"It has been a pleasure working with my mentor and she should continue asking us the tough questions and maintain her impartiality, She's always kept me honest and challenges me to make the right decisions"

### - Tyy Ford, owner of Concept Fitness



# CITRUS GREEN SOLUTIONS CC

**OWNER:** Mosa Dikobo

**PROVINCE:** Eastern Cape

**INDUSTRY:** Industrial Cleaning

**AREA:** Peri-urban



## EASTERN CAPE PROVINCIAL OUTLOOK (2019)

**Official Eastern Cape unemployment:** 37%,

Provincial unemployment increased by 1,8% (2018 -2019) vs the business 127% employment growth

**GDP per capita:** R55 095 (the lowest in South Africa) business rand creation increased by 8 times the provincial GDP per capita

## The Business story

Citrus Green Solutions is an industrial cleaning company providing a range of ISO-accredited products and cleaning services in the food, automotive and pharmaceutical manufacturing industries. Its inspiration comes from owner Mosa Dikobo's grandfather, who ran a small carpet cleaning operation.

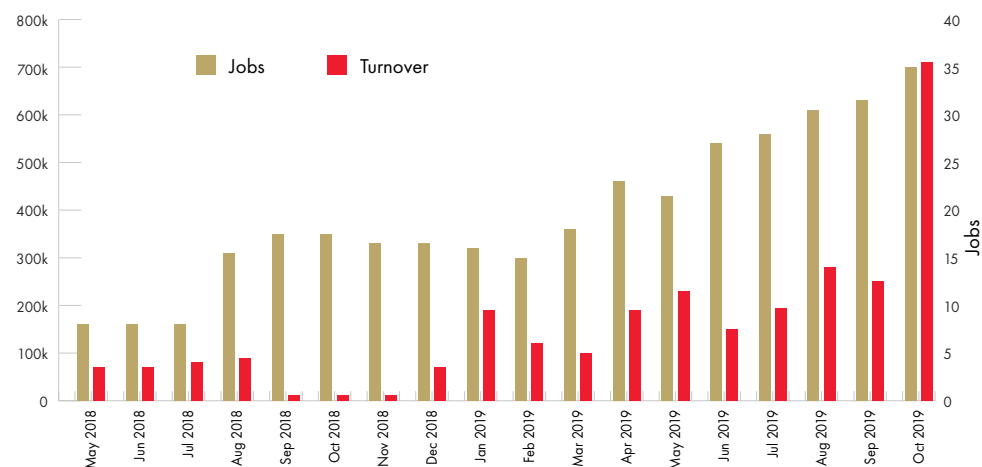
## The Tholoana Enterprise Programme journey

The business had challenges with labour, ineffective costing and pricing, as well as a weak sales and marketing strategy which affected business growth. Mosa really examined his financial data and as a result got to grips with his operating costs. The Tholoana team linked him with an HR specialist who assisted him with labour challenges.

Mosa then successfully opened branches in other provinces to expand his national footprint in Gauteng, Eastern Cape, Western Cape and KwaZulu-Natal. Significant growth milestones achieved include onboarding Mahle and Europcar as key clients, and growing the staff complement from 30 to 88 ISO trained and accredited employees. Citrus Green Solutions has created a scalable business with franchise potential, giving life to its vision of being a credible provider of eco-friendly cleaning solutions in the areas they operate.

"I have learned a lot and I appreciate the programme as it is so different from others. All of the training is very useful!"

## - Mosa Dikobo, owner of Citrus Green Solutions



## 11. CONCLUSION

All over the world during the past decade, there has been a phenomenal surge of interest in the creation of SMMEs as a way to achieve sustainable economic growth and improve human well-being. In the same vein, the National Development Plan sees 90% of jobs in South Africa being created by small businesses by 2030<sup>8</sup>.

As such, it is therefore encouraging to note that the above analysis suggests that the SAB Foundation is playing a pivotal role in funding small businesses and is an engine of employment and a success driver of much needed sustainable economic growth in South Africa, creating a positive impact on the economy and to society. Economic growth and job creation remain the cornerstones of addressing South Africa's socio-economic challenges.

The OECD Better Life Index states that, "an essential factor of employment quality is job security, in terms of expected loss of earnings when someone becomes unemployed. Workers facing a high risk of job loss are more vulnerable, especially in countries with smaller social safety nets. In South Africa, workers face an expected loss of earnings if they become unemployed." It is therefore quite encouraging, to note that despite the contracting economy of South Africa, all the Tholoana Enterprise Programme businesses analysed above are still operational with a turnover increase of 85% and a job increase of 52% this is an increase of 14% in turnover and 18% in jobs compared to the previous year.

<sup>8</sup> Kevin Chika Urama & Ernest Nti Acheampon: Social Innovation Creates Prosperous Societies: Stanford Social Innovation Review Summer 2013.



## 12. APPENDIX

### WHAT HAS BEEN YOUR BIGGEST ACHIEVEMENT AS AN ENTREPRENEUR IN THE PAST SIX TO 12 MONTHS?

#### 1. Access to markets/customers/clients

*"The signing of a contract with Heading South Safaris has been our biggest achievement in the past six months, we are very excited that this will bring more business to our organisation. This will help expand our operations into other parts of the Kruger, and this will in turn create more jobs for our fellow community members."*

*"The business has only been operating for less than a year, and the feedback we receive from our clients is positive."*

*"Breaking into the market and securing an arrangement with an abattoir to supply the pigs."*

*"We managed to get a new market access accreditation that allows us to penetrate the export market (Global Gap) in addition to the organic certificate. We also managed to send one member in the company to visit an international trade show to prepare for an export market. The greatest part is that we have managed to open a store in our area where all of our products could be sold. We also managed to develop a training programme, which help us capacitate other farmers in our area so that we can together supply big markets."*

*"I signed two new contracts with Patel hardware and BuildIt hardware at Schoemansdal, so now our monthly turnover has grown up to R30 000 per month, which is good, but not enough for our cash flow. It's very challenging when we want to buy more raw material, but with what we have, we manage to buy raw material and continue with our orders for the customers. For me, I think it's a big, big achievement so far."*

*"We have managed to rank in big retails stores such as Boxer superstores, Spar Supermarket and Pick n Pay Family store. And we have managed to employ more permanent staff. We are now one of the known competitors to one of the well known water bottling companies in our location."*

*"We were able to get two new business customers, namely Five Star Super Spar and Secunda Spar, and were able to initiate discussions with Tsebo Fedics to grant us access to their canteens in the province. We have however been unable to close the deal due to insufficient infrastructure, so we moved our operation from a home based operation to designated business premises at a strategic location with access to +/- 1 400 residential homes, and a residential development of +/- 2 000 residential homes underway 5km's from the location. This location is situated next door to a Goldi Factory shop with great market potential i.e. caterers, shop owners and consumers who buy chicken from the shop. Being selected to be part of the SAB Tholoana Enterprise Programme has also been a great achievement for us, and being granted an approval to meet our funding requirements is a blessing!"*

*"My business was dealing with cut, make and trim only for the past 10 years. My customers like RW Design, Fashion Apparel etc. gave us fabrics and other materials to make up garments. Labour, threads and boxes will be for my own costs. Last year I approached Makro at their head office at JHB. I started to deal with them for direct supplies of ladies, sports and ladies casual apparel."*

*"Growth in customers which has resulted in growth in sales, but I can't cover the entire township and town fully."*

*"Gaining a new area to supply."*

*"Gaining one parastatal as a client."*

*"To be a premium provider of catering and conference solutions in Empangeni and surroundings."*

*"I managed to keep all my clients happy and convince them with my new design, especially in uniforms."*

*"I have been recognised for good service in my district. I am able to gain new customers in every local municipality I visit and on top of that I gain referrals."*

*"We became THE BEST SMME OF THE YEAR @ SmartXchange incubation programme, winning R25 000 in cash."*

*"I have managed to establish a unique business and gain clientele in three months. Seeing increased month-to-month sales and expanding my business in a short period is one of my proudest moments."*

*"Growing a steady customer base. Identifying suitable products and adjusting to demands of airport clients."*

*"Getting new customers. Growing more crops. Created a new shop in Observatory that targets homes directly."*

*"Having more clients from private companies and securing other sites from both government and private buildings."*

*"Developing new products."*

*"Constantly offering new products/services to my clientele. We strive to be unique and want to make a lasting impression. This is what keeps us fresh and our customers enjoy this. Just being innovative, I have lots of ideas all the time."*

*"I managed to build and finish my own premises, increase my customer base, complete an accreditation course and secure a place on the Tholoana Enterprise Programme."*

*"We have been able to increase our customers by 20%. We have also been able to buy a bakkie and trailers to deliver to our customers."*

*"Secured a work relationship with The African Schoolroom. Visited and marketed my products in Switzerland, Germany and England."*

*"The outcomes from my strategic relationships I formed with various partners: Trudon - to have secured the contract to run their schools recycling projects for them nationally. Uviwe - through their EPWP funding I gained access to labour to employ in my projects at no cost to me. NAPDI - investing in infrastructure at a school which will serve as a drop-off site for me."*

*"We were listed at Dischem as a vendor. We distribute via the KZN D/C."*

*"The biggest achievement was entering a new industry and creating our own market, we developed new product lines and value chains that were previously not explored. The work we have done has allowed us to become industry representative in terms of emerging farmers in aquaculture."*

*"Last year we exported over 30 tonnes of lemons to the UK, Russia, and the Middle and Far East. This year we have exported over 165 tonnes of lemons to date, and we are still harvesting."*

*"I secured an order for 2019 from my biggest client."*

*"Finding customers with standard orders. The customers are Wimpy at Buffalo Park, King William's Town and Archies' Coffee shop at the Metlife Mall, King William's Town. There is a supermarket at Keiskammahoeek - Royal Dealers - which has a standing weekly order with us. This has ensured that I sell all my eggs within a week."*

*"I sealed a deal with Westbank Senior Secondary School for which I will supply and maintain copy machines for the next five years and they pay a monthly maintenance fee."*

*"We managed to establish ourselves in the market which was dominated by big corporates. We pride ourselves that some of our competitors are approaching us for partnerships."*

*"Getting SMME support from Transnet Pipeline. Winning a thatching tender worth R3.5 million from a government client. Being appointed by SAB Foundation Tholoana Enterprise Programme to attend their workshops."*

*"To get four Spars and other supermarkets, received a certificate from the President and Deputy President of South Africa as one of the young achievers in the country, and being visited by the Member of the Executive Council for Economic Development in KwaZulu Natal."*

*"Over the past 12 months I have achieved quite a number of things in the business as an entrepreneur. I managed to expand the shop; I have managed to attract a number of customers and our customer base has increased; I managed to add a number of new products in the shop, which were in huge demand; our sales have increased and the shop has been marketed in many other areas so is now very well known in the whole of the Nkomazi Region. We are planning on making the business grow a lot bigger than it is currently."*

*"My biggest achievement has been able to prove that there is a market for my business and I can now start selling and attracting clients."*

*"Customers and my monthly sales have increased."*

*"Being able to win over the trust and confidence of customers in the wine industry."*

*"My business was registered and started trading last year, however within six months it was providing gardening services to the Department of Health at Vredenburg Hospital. The business has furthermore been contracted to provide gardening services to the West Coast District office, and we secured a 12 month contract with the Department of Health in Malmesbury and Vredendal Emergency Services. We are also contracted by the Department of Public Works for site cleaning at Acasia Park, Goodwood. After the successful site cleaning project, we were asked to submit quotations for gardening services for the Clanwillam and Citrusdal Municipal Courts. It is a big achievement for my business to be registered on the Public Works supplier database. It is also a big achievement to be part of the Swartland Municipality's environmental programme to carry out aquatic weed control at the Diep River in Malmesbury and Moorreesburg. With effective research we were able to offer new services as part of our business and we have a 12 month contract to supply and deliver copy paper and stationery to the West Coast District Municipality. This progress has been achieved within six to eight months, and this motivates me every day! It is very exciting!"*

*"Getting new clients and reaching our monthly targets."*

*"We managed to expand our customer base, as there is an increased demand for both cattle and vegetables. The cattle market requires 60 cattle per week and we were recently requested by MEGA to supply school nutrition and to supply hospitals with vegetables."*

*"We have managed to strengthen our relationship with one of our clients (Thaba Eco Hotel) and supplied eight more candidates to them this year. We have secured a contract with TETA that has seen 48 of our candidates being offered various opportunities. We have successfully negotiated two more contracts where 10 (Britehouse) and 24 (Ericsson) of our candidates will be placed respectively in the last part of this year, with the projects continuing next year. We have also secured an additional contract with Bytes People Solutions where we will provide interpreter services and manage the learnership programme for Deaf candidates that they will recruit."*

*"Securing a big multinational as a client."*



"Being approached by four well-established organisations, and being asked to offer them our services. This has helped a great deal in building the brand. The overall perception of our business in town is an achievement. The people speak very well of our business."

"Having systematic processes in place, the renewal of current contracts and the roll out of a new product offering."

"The last 12 months have been exhilarating, besides making a profit. We signed a big deal with a manufacturing company in Germany to provide their products in Africa. We have made in-roads into Rwanda and we are opening an office there. Also being featured in the Guru Planner annual magazine and being nominated as top 40 women in MICE 2018. Also signing a three-year deal with SALGA."

"My goal for 2019 was to have at least one international client, which we were successful in securing a contract with."

"I have managed to increase the number of clients from three to over 30."

"It was finding a business client which contributes 25% of our monthly revenue. The name of the client is Sen li da Chemical Fibre. They have been with us for the past 12 months and they consistently buy from us every month. We are truly grateful for this."

"Increasing our wedding clientele from 14 to an average of 21."

"I managed to secure a contract with a big corporate, and have since managed to move into another division within the same organisation. I aim to get a lot more work from them, as the opportunity is there."

"Our achievement as a business was to secure contracts of up to R30 million from Service Seta through collaborating with other companies, and having been accredited with seven different SETAs. Another big achievement was for us to move to a bigger premises."

"Procurement of a vinyl cutter and heat presser for t-shirt printing."

"Increasing our client base and sales and the improvement of quality of our products and lead times."

"Entrance to new markets."

"Supplying hotel clients."

"My biggest achievement was to penetrate the market in the area I am operating in and to be able to double my turnover compared to the previous financial year."

"Establishing an independent tyre shop in the area amongst franchises and national tyres suppliers, and successfully bidding for a tender contract to supply mining tyres."

"Having established a good customer base in my community has been a great achievement for my business. Although my market is informal, the level of consistency of orders is quite helpful in guiding my direction towards growth. This puts me in a position where I can now successfully map out my sales plan, marketing plan and business model."

"I have been exporting my products more to neighbouring countries, so my sales have increased over the past six months. I have managed to manufacture equipment to add to my stock and the intention is to participate in the exhibitions and shows."

"Able to grow customers by supplying to the Gauteng Province and increase income."

"Securing more clients has enabled me to grow and increase my business."

"Getting new clients through marketing and word-of-mouth referrals from happy clients. Another achievement is seeing my business grow and developing as an entrepreneur, as well as applying the knowledge I have gathered at the workshops. Lastly, my business is well known in my area with at least 50% of people being aware of it."

"Being able to grow the number of clients."

"Having received an order with a local retail store."

"Securing an undertaking from CHECKONE to supply 12 stores and then go onto 20 to 30 stores thereafter."

"My biggest achievement has been accessing new markets. I have been approached through a referral by an owner of a supermarket chain who currently owns three shops and is in the process of securing a fourth. He asked me to plant vegetables and supply his shops. My business is growing because it is attracting customers. The other major achievement for me, which is a big milestone, was to be the one of the very lucky few who were selected to participate in the SAB Foundation Tholoana Enterprise Programme. This is a massive business achievement, not only for me, only but also for my community. It means at the end of the programme I will be able to grow a viable and sustainable business, which will be able to employ more people and be able to contribute to the economy of the country."

"To attract new clients who were referred to us for our good service."

"Obtaining working space and moving my business out of my home. Registering with online stores like Takealot and having proper labels produced for the brand."

"Every month the business is now able to cover its all of its expenses. The biggest achievement was for our auto glass division, which became insurance-approved to replace damaged glass on insured vehicles. Insurers include Santam, King Price, Standard Bank and many more."

"I managed to secure a huge contract for my company which will enable it to make greater income than before. All that is needed now is equity to start the project."

"Supplying three municipalities, and one big lodge."

"We secured a contract to supply our produce."

*"We have managed to service our local mayor and some of her colleagues. I have trained and appointed two therapists."*

*"I have been able to secure a big order that helped me recover the money that was lost when two of my shareholders resigned from the business earlier this year. This helped me get the business back on track, and I now also have to think hard about my next steps of how to grow within the private sector market."*

*"One of my biggest achievements as an entrepreneur is that I secured the contract to supply matric jackets again to one of the biggest schools in our area. I also attracted more clients, such as two of the Educares in the area."*

*"Acquiring a contract with the Department of Transport and Public Works that brings steady income, and maintaining current private clients."*

*"Being accepted into the Tholoana Enterprise Programme. I am now able to realign my goals and dreams according to my current capabilities, and am changing my mind-set to improve as a person and a business owner. I have increased the customer base on products on offer from AfriMealz and gained more customers for consultancy services. Almost every day I receive new business opportunities and at times it is extremely overwhelming. It is necessary to do proper planning and feasibility studies on projects. I have been offered permanent employment twice by my customers I consult for and rejected their offers. I have the confidence to say 'NO' to possible sustainable income and to rather focus on my business to develop it to optimal performance. It has not been an easy ride but with the programme, it makes the journey to success possible and a dream of being a successful business owner is turning into reality. I enjoy it when I can change the negative into positive realities and helping others who experience similar struggles."*

*"Completing a learnership programme successfully with very few drop outs for 25 learners for an organisation linked to the City of Cape Town. Also obtaining a contract to train 500 nature reserve guides in the Western Cape."*

*"More on new product training and certification as a foreign product manufacturer."*

*"Being able to attract returning clients who recommend our services to their friends. In addition, being able to supply large corporate companies."*

*"I have managed to acquire a brick supply contract from PNL Hardware and I managed to improve my business operations by buying new machinery which produces better bricks. My turnover has increased compared to the previous year. I have acquired business skills such as strategic planning and cost of operation calculations."*

*"For the 12 months that we have been in operation, we started working at Old Mutual and now we have managed to add another hotel client, which is the Sanderson hotel in Cape Town."*

## **2. Business growth/scaling/sustainability/resilience and hiring more staff/job creation**

*"We have managed to create a unique business that is a good prospect for the future. We have created six new jobs. The company has grown significantly into a recognised brand."*

*"Having registered my company, employing 10 casual labourers as well as having established my company in the Pretoria and Johannesburg areas. Harvesting green beans and chillies were some of the exciting moments for me."*

*"Growing my business from farming 1 500 chickens per month to 6 000 chickens per month; increasing my staff from two to seven employees; national television exposure on SABC 2's Leihlo la Sechaba show and being chosen to be part of the Tholoana Enterprise Programme for two years."*

*"We have installed Wi-Fi, bought a new machine and our business is growing."*

*"Managing to sustain and grow the business turnover. To engage with Anglo Thermal Coal for a recycling project. To work with the SAB Foundation."*

*"To start a business from scratch where people could not see an opportunity. We have turned a place that was seen as a negative space into a decent place."*

*"I have managed to formalise my operations by registering my business and complying with SARS, as well as keeping financial records and banking the business money."*

*"Business growth: from May to June we grew our revenue by 20%; June to August we grew revenue by 111.11% and August to October our revenue grew by 23.68%. Revenue over the entire six month period grew by 213.33%. We have also achieved great recognition from the schools we have marketed our services to. The Department of Education is aware of our services and has endorsed it. We have secured office space, which was our main challenge. We have managed to brand ourselves professionally, which has increased our visibility. We have achieved fair to good media coverage. We are proud to have been accepted into the SAB Tholoana Enterprise Programme."*

*"Being able to sustain the existence of my business and balancing my business and personal life."*

*"Doubled our sales, and have created a huge demand for our product."*

"We have managed to sustain the business through the ups and downs. Being able to do on the job training and complete projects with a quick turnaround time. We have built our reputation with our client when called for breakdown on critical jobs. Observing how our competition do business and learning from it. The management of our manpower has helped our business to formulate an effective team building model as an essential programme to keep our staff motivated and focused. Our acceptance into the Tholoana Enterprise Programme is another big achievement in my entrepreneurship journey."

"To be able to establish a company in the male and white dominated industry in rural places. The envisaged change and empowerment to the communities around me."

"Registering my business and making it operate for more than a year with a total of nine employees."

"My biggest achievement in the last 12 months has been the ability to grow my business from a box of 100 chicks to 500 chicks. It is not easy and the growth has been slow, but to be able to see where I have started and where we are now gives me hope that I can only grow bigger. I was operating my business from my back yard and now I am part of a working poultry farm."

"Employed two more employees and completed the first stage of SABS ISO9001: Quality Management System."

"I started my butchery business in a 50 square metre building and have now added a store room of 22 square metres and have enlarged the butchery by 112 square metres."

"We managed to increase our bulk and non-customer base to almost 60%, and also provided training to empower at least 10 ladies in rural areas."

"Since the start of our business, we had to establish our business as a reliable and sound business that is able to handle big contracts as well as walk-in customers. To date we were able to secure a big contract for the second consecutive year."

"To keep going despite not having accessed the necessary funding for growth, losing a major account in the process. Re-organising the business to focus on the growth opportunities and investing ahead of the curve with limited available resources. Winning the confidence of major industry players and the Polystyrene Association. I have developed and carved out a niche for the business in the market and created employment opportunities for a further seven people over the past 12 months."

"Launching new products for vehicles in line with a tracking app."

"The company has been recognised as a renowned cleaning detergents business, and as a result we have been getting a good response to government projects."

"Getting accredited by Media, Information and Communication Technologies Sector Education and Training Authority."

"The biggest achievement was to meet the targets of the company, acquiring office space and purchasing a company vehicle. We also created employment opportunities to previously disadvantaged South African youth."

"We finally moved to our new and bigger business workshop which helps with growth, new customers and new challenges."

"Reaching R1 million in annual turnover. Acquiring one of the big hotel groups as a client. Even though they do not buy frequently, they offer a lot of opportunities."

"Development of a new range of tracers."

"To fulfil the needs of the sickly and healthy South Africans."

"Being able to make R2.4 million in December."

"Employing and training young people. Acquiring new equipment and new premises for our business."

"My biggest achievement in the past 12 months is being able to create employment. It is positive seeing my employees happy and enjoying coming to work - even as far my employees asking me for more work when sales are low. I have also been pleased to be on social media, seeing people responding and recommending my business to others. I have seen myself being challenged in terms of manufacturing products that are outside the scope of the company."

"Managed to keep the business afloat and grow consistently over the past year."

"I was able to open two stores in the Thohoyandou CBD (one that focuses on baby products and the other that focuses on party accessories). One of our biggest stores in the Thohoyandou Mvusuludzo Mall was closed due to renovations, which was to take six months. We needed to open new stores so that we did not lose our customers. Those two stores managed to keep the business going."

"Selling at exhibitions."

"Growing existing relationships, the target has been to grow confidence with our clients and have them give us more responsibility. We have achieved this through on time delivery every time. Another achievement has been the ability to create exceptional teams that are self-disciplined and need less monitoring."

"Buying a centre pivot and water pump with the money from the business, and employing casual employees on a permanent basis."

"In the past few months one of the major retailers opened a shop in the local complex, which had a negative impact on our business. We have managed to survive with reduced sales volumes and have been able to pay our employees and suppliers."

"Having established good relationships with our major clients; moving from a home-based business to an office-shared workshop; buying two small machines; learning to manage our financial reports and being accepted into the Tholoana Enterprise Programme."

"I managed to keep my business afloat even with the difficulty to access funding. I received sponsorship from the SAB Tholoana Enterprise Programme."

"Sustaining myself and the business despite the challenges, having the ability to allow myself to learn more of what I really want to do, and staying focused on my goal for personal and community development. Positive changes to my sales record is a great achievement."

"Keeping the business going on my own despite chronic illness and cash flow problems."

"Maintaining the growth momentum despite restrictions in funding. Maturing business processes."

"Managed to get a factory for the business to work from."

"My biggest achievements are to register a business with CIPC and increasing local community based customers."

"Migrating from a home office environment to an office park, the right location and good signage to increase our brand awareness."

"In the past 12 months the biggest achievements have been getting our own premises, and buying new machinery; registering the business and complying with the law (BEE certificate, tax clearance, bank account); increasing our sales margins; establishing a brand identity, including having email and banners; being able to negotiate with my suppliers."

"Opening my own business and brand from scratch on my own."

"Completing 175 windows for the school I was subcontracting at."

"Opening a new branch."

"The biggest achievement is that we have managed to introduce our services to six schools in the Eastern Cape and creating good relationships with them."

"The fact that my business is still running and making money is an achievement. My first business venture failed in which I lost my entire pension fund."

"Relocating to Johannesburg and establishing my brand with new customers."

"In the past 12 months we have seen a consistent growth of the business, an increase in clientele and acquiring profitable contracts that are growing the company. This has allowed the company to employ two more employees and obtain a financial system."

"The biggest would have to be staying in business given the challenges we have faced over the past year. Managing to maintain and grow the relationships which contribute to the company"

"My biggest achievement was to diversify my business into three different divisions and remain profitable. Building a team that understands the vision of the business."

"Setting up all corporate, financial and statutory structures."

"Growing the business from part-time to full-time. Taking on a part-time intern and two part-time employees and securing other food retailers were our biggest achievements."

"Managing to have all of our current products certified as Low GI by GIFSA."

"My biggest achievement is not giving up, irrespective of the many challenges I am facing in the sales department, and realising that the more I can sell, the bigger my business can grow. I also learnt to reinvent my range according to the seasons, e.g. in winter my waterproof jackets sell more than my other garments. I also tapped into an infant clothing range."

"Being able to keep the doors open through difficult times without funding or loans from any organisation or investors, and seeing the business improve by serving clients without any problems or debt is an achievement for me."

"Being chosen as participant in the SAB Foundation Tholoana Enterprise Programme. The construction of new pig stalls for our piggery. Preparation for the construction of a nursery for growing and selling seedlings to crop farmers. We are incorporating new products as part of our new business model."

"Establishing our second clinic in September 2018."

"Growing sales and working on marketing our product."

"Being able to pay salaries at the end of the month given the economic difficulty that the country has been facing."

"I have managed to be part of the Tholoana Enterprise Programme that allows for business growth and stability. This programme has changed my way of thinking and working towards my business. Furthermore, I have been able to increase my production of sales although drought has been really affected us over the past few months."

"The biggest achievement has been to keep the doors open. With all the challenges in terms of getting clients and managing money, it is a great achievement that we are still operating through these tough times. Many businesses fail and close within the first year and now that I understand why that is the case, I'm happy that we are still running and looking for growth."

"Our biggest achievement in the past six to twelve months, we have increased our revenue from R260 000 in 2017/2018 to R553 000 in 2018/2019. In the past six months, we also delivered our biggest corporate order to date within the agreed timeframe and the client was happy with our on time delivery and the quality of our work."

"To be able to run a cash flow positive business from month-to-month."

*"Building the warehouse that our business is currently using. Owning the business land and buildings. Now the business has a site and allows room for expansion of the product range."*

*"The sales have doubled over two years consecutively. We have created jobs in the local community. The product is energy efficient and we are glad to be able to contribute to reducing climate change."*

*"My biggest achievement was when I opened a business account, which is when I started to record income and begin to see where my business is headed."*

*"Being able to increase the pass rate in my community for all the learners in our programme."*

*"I am glad to have been able to keep the business running for the last two years, providing employment and making a difference in my employees' lives. Being a start-up with not much financial background, it is an achievement for me to get this far with the business."*

*"My biggest achievement is that I have secured a premises that I have been trying to occupy since last year, as the premises has the potential to develop my future plans for my business. I will also have a chance after two years to purchase the premises."*

*"To start a bakery and increase the number of customers."*

*"Keeping the doors open in this tough environment without accessing new markets."*

*"I have succeeded in becoming more creative and motivated by adding value to my business and developing new products. My business is slowly starting to show growth, because I have put more effort and energy into the financial management so I can see what my income and expenses are to minimise my losses. The past 12 months in my business has also positively changed my attitude towards my business and what I want to achieve. To date my biggest achievement as an entrepreneur was that I successfully launched my product with my business name on it to supermarkets for local customers to appreciate local talent from a backyard home-based business."*

*"Providing more opportunity for young graduates to access the work environment and grow their career. We have doubled our local clientele. We were amongst the top 76 businesses nationwide nominated by the SAB Foundation to be part of a personal transformation workshop."*

*"My biggest achievement was opening the ICT lab in Bathurst. This project gives me so much joy and fulfilment because it enforces what I stand for, which is developing our youth through skills development. The project is based in a rural setting where access to information is very limited. Not only does this project give these learners the formal qualification in end-user computing, but it is life-changing as we expose them to different business opportunities and work related opportunities through inviting external stakeholders like the NYDA and providing mentorship support. It is for these reasons that I left my career as a lawyer and started a training company. I believe that the only way to progress as a country is through skills development in the critical sectors of the economy."*

*"Our biggest achievement in the past 12 months was a 41% increase in our revenues from R950 000 to R1 600 000. Secondly, we achieved a long-term strategic business move to partner with the Department of Health and the local university. This enables us to service a public market within the hospital premises, whilst also using our facility as training institution which will enable us to acquire better supplier rates. To this effect, the Department of Health has allocated a building for us within the hospital."*

*"We have managed to rent our own place in town and purchased equipment to deliver our services. We have also increased our profits and turnover by 30%. We have been able to hire an addition three staff members. We were accepted into the Tholoana Enterprise Programme and get good business knowledge we are now applying in our company."*

*"Starting a business and creating employment"*

*"Creating more jobs."*

*"We got the site to build my house."*

*"My biggest achievement turns out to be my biggest loss. I recently did the Winter Wonderland festival in June and invested all my time and stock into the festival. The festival is popular amongst residents and people from surrounding areas. My over-confidence blinded me and I could not cater to the market, which meant I walked away with over a R3 000 deficit which is the bad news. The good news is that I learnt that customers need a limited range of goods and that marketing is important. Moreover, I need to stick to my pricing because when they sense you are wavering, they back off and you lose the sale. I am hoping to be better prepared next year."*

*"My biggest achievement was being brave enough to take the decision to establish a clothing manufacturing company on my own, creating sustainable employment opportunities for three people, being prepared and confident to face challenges faced by start-ups companies and to afford myself an opportunity for mental growth and development."*

### 3. Access to skills

"The business was registered in 2011, but wasn't fully operational because we were all working full-time. The decision to leave my full time job to focus on growing the business full time is a big and brave achievement, because I managed to conquer fear and take the risk. I will admit it is not easy in the beginning, since not much profit is made, but my marketing skills have since improved, and I have also learnt to be patient and accept that sometimes failure is part of the process in order for me to grow. Being hands-on full time gives me faith that the business is bound to expand locally and internationally in the long run."

"Knowledge and experience of running my own business and making it a success, and meeting achievable goals. Obtaining new valuable clients and maintaining customer relationships to boost sales."

"To get more people to understand the catering business and being able to employ more people in my business and train them in hygiene. I am able to sign on more customers in government and the local municipality, and secure contracts with private institutions."

"Being able to save money based on a percentage of our weekly income. Also being able to set specific budgets for different business needs and saving up for them."

"Implementing a financial administration system. Successfully keeping financial records."

"Since starting with the Tholoana Enterprise Programme, we are now able to close the gaps, especially with the general running of the business and how to do costing and pricing of the products."

"We are renting a facility, we have 13 computers, two medium sized printers and have added other services. We have the opportunity to be mentored and equipped with business skills as well as the advantage of grant funding to grow our business."

"We can now froth milk, make the best cappuccino, bake artisan products in large batches and the list goes on! This has been the most amazing time of my life watching people develop skills they never knew they possessed. Happy staff in a wonderful work environment."

"Attending skills programmes like Tholoana Enterprise Programme is my biggest achievement because it teaches me how to manage and grow my business."

"My biggest achievement was to get my staff trained to deliver quality service and comply with the Labour Act. To secure private sector customers who prefer to use our services, and to develop a quality management system which is in line with the ISO 9001."

"Improving internal efficiency by using tools, templates and software to maximise business productivity. Growing our stock and stabilising our finances."

"My greatest achievement comes from overcoming my greatest challenge, which was wearing different hats in business and balancing it. Very often as young entrepreneurs we become 'jacks and jills' of all trades but masters of none. Learning to understand every aspect of my business without having to perform the task, instead outsourcing or delegating certain tasks. So learning to work on the business and not in the business."

"I have managed to apply myself in every part of my business and upskill my knowledge of the industry I operate in, to a point that I can now compete with other businesses in the same industry. I have defined my business and created a brand that is growing."

"Learning to manage the company finances and separating personal from company expenses. Also, having company goals that I can work on to grow the company. I have also gained a lot more confidence in selling my product to potential clients."

"Being able to impart skills to my two assistants, share the vision with them and seeing them embrace and run with it. This has enabled the business to continue in my absence."

"Learning more about the water treatment business and the ability to showcase what we do at a Supplier Development Exhibition."

"I completed my BCom General degree and have learnt a few things in business."

"I have learnt a lot regarding my target market, their preferences and behaviour. I have learnt the importance of attracting clients and keeping them. The development of policies and procedures that make it easier to manage the business. Achievements include finding a good base of therapists to work with despite the challenges, the development of a database and building a good foundation for the brand."

"In the past 12 months my biggest achievement is that I have invested in myself in my studies of business and implemented what I was taught. By doing so, I have accessed great target markets, taken up a day care centre and have increased my clients. More special needs children have enrolled in the programme and showed many other kids they also have the same opportunity and that everything is possible."

"I have realised that I have value, experience and knowledge to add to the environmental planning field and my greatest achievement to date has been my appointment as Environmental Assessment Practitioner for the Still Bay East Environmental Assessment."

"Learning more about running, managing the business in a proper way for improvement and growth."

### 4. Being part of the SAB Foundation Tholoana Enterprise Programme

"To have been chosen by the SAB Foundation was the biggest achievement ever and to have attended the vision work shop and mingle with other entrepreneurs from different provinces and races."

*"My biggest achievement is qualifying for the Tholoana Enterprise Programme as this will open bigger doors for me, and it will assist us in getting our accreditation which is part of the red tape in the concrete industry."*

*"Being accepted into the Tholoana Enterprise Programme helped us to rent a workshop and supported us with marketing material and other training. Renting my own office space shows that we are independent."*

*"My biggest achievements was to network at the workshops where I could assist other entrepreneurs and in turn be given a business opportunity which will cost me nothing and yet create a secondary income. I am really looking forward to this new venture."*

*"To manage to get through the Tholoana Enterprise Programme and be able to move from employee to a franchise owner."*

*"Making it into the Tholoana Enterprise Programme is my biggest achievement within the past 12 months, because the assistance offered to participants is what will turn my business into a professional business which is key to succeeding."*

*"The projects that the business has been awarded and being part of the Tholoana Enterprise Programme."*

*"Being accepted into the Tholoana Enterprise Programme. Winning a Gentlemen in Business Awards in June 2019."*

*"Getting into the Tholoana Enterprise Programme for business mentoring and incubation and growing the number of employees from four to eight people."*

*"The biggest achievement is being a finalist in the SAB Tholoana Enterprise Programme and having the opportunity to learn, be mentored and take the business forward another step."*

*"Getting into the Tholoana Enterprise Programme! Also came third in the Nampak CanDo Competition and I joined my business full-time in November."*

*"Managing to make it into the Tholoana Enterprise Programme is one of the highlights; managing to run the business for over the year and improve sales are the greatest achievements."*

#### **5. Access to finance**

*"Being a Tholoana Enterprise Programme and finalist of Eskom Business Development Competition. I was also a finalist for the SAB Kickstart Programme. Another main achievement was when BANKSETA registered me for entrepreneurship with the University of Potchefstroom. Accessing new markets in other provinces such as Gauteng and Mpumalanga. This shows me that our product can go very far if we get funding. Employing a bookkeeper who put our finances in order through the help of the Tholoana Enterprise Programme was positive and most important for my business was when I attended workshops to develop my mission and vision, and learnt how to manage costing and pricing."*

*"Being the first runner up for the Africa Growth Institute; getting grant support from the Tholoana Enterprise Programme; being part of the Transnet Supplier Development Programme; being a NSBC finalist and being granted a loan from Anglo American to increase production."*

*"The financial and non-financial support from SAB Foundation Tholoana Enterprise Programme and the NYDA."*

*"The grant from SAB Foundation has been the greatest achievement for my business, as finally we see that sponsorship can work for any business with potential. We are finally going to buy our embroidery machine, and with our mentoring and support with our marketing strategy we will then invite job creation and income into our business."*

*"Having successfully established the business in a workshop. To be selected into the Tholoana Enterprise Programme."*

*"Securing a loan that will enable us to get equipment, so that we can get a premises of our own to service our clients."*

*"Being part of the SAB Foundation Tholoana Enterprise Programme. SEDA agreeing to fund development of a quality management system and working with Servest."*

*"Being part of the Tholoana Enterprise Programme. SEDA approved my marketing material (loyalty cards, business cards, suggestion cards and teardrop banners.) To take my staff to a customer care and professional training workshop and realising that they are implementing what they have learned into the business."*

#### **6. Exposure and credibility**

*"Our greatest achievement in the last 12 months was to be selected as one of the businesses that would be supported by the Tholoana Enterprise Programme. Through this programme, we are able to tap into the vast knowledge base that can only make us grow. Outside the programme, we have received recognition as a business that is making strides in the Eastern Cape through various publications such as the Business HiLite, Iso Lezwe and Destiny Magazine. The exposure has been highly appreciated. It helped to put us in the forefront and to spread the word about what we do."*

*"National media exposure on Top Billing as I did the brides make-up, and I have since made a name for myself within the community. Being selected as the finalist for the Tholoana Enterprise Programme. gave us skills through a number of training workshops. The salon was named the head of hair and make-up for the Miss Eastern Cape beauty pageant. I was the make-up artist for SIBA'S TABLE for the time she was in East London, which is a documentary that is internationally televised. I was the make-up artist for MobiDixons an internationally recognised House DJ's album cover. I was appointed as a hairstylist and make-up artist for a Metro FM DJ. We sponsor Lilita, (a musician who newly released an album which is top on the Metro FM and Umhlobo Wenene charts show) with make-up for all of her television and public appearances."*

"Training unemployed youth in scuba diving and helping them to find jobs is the first project of its kind in South Africa. Organisations and State Owned Enterprises are beginning to understand the impact that diving could have on unemployment in South Africa."

"Being nominated as one of the finalists for the City of Joburg Smart Supplier Competition. This has proven our attainment of excellence when it comes to our product and has driven us to ensure that our business succeeds."

"We won the 'Young Entrepreneur of the Year' award by the French South African Chamber of Commerce and Industry."

"Marketed my business on Lesedi FM after which the government and many people from different provinces expressed interest in supporting my company."

"Participating in the AFASA annual conference where we got to engage with other farmers and expand our network."

"Being nominated for 'Youth in Agriculture' as a small scale agro-processing business; being nominated 'Women of the Future' by Fairlady under 'Rising Stars'; building a sustainable reseller model where people buy from us at a discount and sell for profit, which makes a difference in the township in terms of skills development; being placed in Food Lovers Market Boksburg, Metro Cash and Carry Brits and Supa Save in Burgersfort; surviving two years in business and increasing our customer base."

"The past 12 months I have achieved a lot as entrepreneur. I was on DJ Sbu's radio show and I received more clients after the show. I received a certificate from PSA as a new member, and from there my first exhibition promoting my product at the Sandton Convention Centre that was sponsored by PSA. Managed to buy filling machine worth R15 000."

"Went to showcase our products in the New York Shoe Expo winter show in February 2019 and we are going to the summer show in August."

"Being shortlisted for the Tholoana Enterprise Programme and currently at final stage; benefitting from the training provided and being able to get my house in order for the business; showcasing our collection at the Drakensberg Extravaganza Fashion Show; moving business out of home to a shop; currently renting a shop in partnership with another fashion entrepreneur, Zolution Fashion; the business submitting its first retail order to Durban Fashion Fair Emporium at Mega City Umlazi for about 70 garments; gaining access to new markets and trading at an international level; being afforded an opportunity to trade at the Africa Tourism Indaba Sustainability Village by the KZN Department of EDTEA."

"To open my own shop in one of the tourist destination outlets in Durban, to exhibit in the Africa Tourism Indaba, to be approved to sell online with well-known online brands, and to appear in the one of the business slots in the Sunday Tribune Newspaper."

"When I started my business in 2018 I had a goal of providing my services to corporate and also shooting TV shows, and the following strides have been achieved in realising these goals: in April 2019 we started working with the Mangosuthu University of Technology. The vice chancellor of the institution loved our work and every time they host events, they always procured our company to deliver video production and photography services. In May I was approached by the South African Association of Campus Health Services to start providing my services to them; in July 2019 we provided our services for the biggest reality TV show in the country, Being Bonang, on DSTV. We also penetrated the property development industry, by approaching the oGatsheni Architectural and Engineering company to procure our services. They loved our proposal and we will start working with them in July 2019."

"The Gordons Institute of Business Science to do motivational speaking for the Kulisani/ Godisanang Biz Initiative participants and we provided catering services for eight months. We also provided catering for the National Empowerment Fund and The Sasol Am I Preneur Programme. We provided our services to our local Mayoral office and we collaborated with SANCA EMALAHLENI and our local municipality for an anti-substance abuse sports tournament."

"I was one of the nominees of the Business Women's Association Port Elizabeth Chapter this year in March 2019 and a feature on my business was published in our local paper, The Herald. My business turned three years old in October 2018 and reaching that milestone gave me added assurance of my business success."

## **7. Purchase equipment and renovate**

"I managed to buy equipment with the money I received from Anglo American. I am now able to bake more bread in the mornings and our products are fresh. Initially we were baking today for tomorrow, having to bake through the night because of lack of equipment."

"I have successfully established a detergent manufacturing plant, bought a mixing machine and raw materials. I have also established a solid local market. I have been accepted in the SAB Tholoana Enterprise Programme and I believe that this will only add massive value to the development of my business and will help us to grow the business significantly."

"Managed to build the abattoir as part of our growth plan."

"Increasing assets (bought two delivery bakkies); employing people to gain efficiency; secured a new big customer (Exxaro mines); implementing templates to quote (I used to be the only one to quote, now everyone in the company can quote using the template and guidelines I provided)."

"Being appointed to be part of Tholoana Enterprise Programme gave us confidence that even though we are not where we would like to be as a company, someone else sees the potential in us. Also being able to buy new pad printer."



*"The purchase of the company bakkie has to be the biggest achievement for us in the past 12 months. Having our own bakkie means that we are now able to deliver to our customers on time and are able to load more stock. We are also now able to go and see customers for meetings and to look for new business. We have also been able to supply a big trucking company that has a lot of clients, which makes them buy in bulk."*

*"Was able to buy two more cars for the company. I am learning a lot from the SAB Foundation Tholoana Enterprise Programme."*

*"We moved to bigger and better premises and bought two more vehicles for our business."*

*"I had two chicken houses and managed to build the third chicken house."*

*"My biggest achievement was being able to buy a delivery van and get the business mobile. This is as a result of an increase in our sales"*  
*"Acquiring equipment and municipal contract and growing the business."*

*"With the four sows and one boar that I have, I managed to breed 63 piglets. I was able to feed all of the animals on the farm. I was able to renovate the pig houses in order to accommodate more pigs"*

*"I managed to build my workshop and bought new tools to better my services"*

*"Acquired basic equipment, though it is second hand. Management of cash flow and expenditure, as well as job scheduling and improved production."*





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