



FINFIND SME MARKETING

MOBILISATION OF BSO'S FOR SME MARKETING

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FINANCIAL SECTOR PROGRAM

**FINFIND SME MARKETING
MOBILISATION OF BSO'S FOR SME MARKETING**

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

BBSDP	Black Business Supplier Development Program
BDS	Business Development Services
BDSP	Business Development Service Provider
BSA	Business Support Agency
BSO	Business Support Organization
CEO	Chief Executive Officer
COJ	City of Johannesburg
DTI	Department of Trade and Industry
ECDC	Eastern Cape Development Corporation
EDC	Enterprise Development Centre
FFC	Finfind Consultant
FI	Financial Institution
FSP	Financial Sector Program
ICT	Information, Communication and Telecommunication
LED	Local Economic Development
M&E	Monitoring and Evaluation
MOE	Municipally Owned Entities
NEF	National Empowerment Fund
NMBC	Nelson Mandela Bay Chamber
NMMM	Nelson Mandela Metropolitan Municipality
NMMU	Nelson Mandela Metropolitan University
NYDA	National Youth Development Agency
PGWC	Provincial Government Western Cape
SACCI	South African Chamber of Commerce and Industry
SEDA	Small Enterprise Development Agency
SME	Small and Medium Enterprise
SMS	Short Messaging Service
UDDI	Uitenhage Despatch Development Initiative

EXECUTIVE SUMMARY

This assignment was undertaken by the Nelson Mandela Bay Consortium, registered as Finfind (Pty) Ltd, in order to market WWW.FINFIND.BIZ (finfind) to the ultimate user of finfind, namely, small and medium enterprises (SMEs). The particular strategy adopted by Finfind was to reach SMEs by mobilizing their network of business support organizations (BSOs) to market finfind to their SME members.

BSOs were targeted in the three provinces where Finfind currently has active finfind consultants, namely Eastern Cape, Gauteng and Western Cape. In total, thirty BSOs were visited, of which 47% represent the private sector and include institutions such as banks and chambers, and 53% are public sector bodies representing national, provincial and local government. BSOs were selected based on their perceived broadness of reach to the SMEs in their area.

The marketing channel chosen to mobilize the BSOs was print media, namely posters and brochures promoting and creating awareness of the finfind brand. BSOs were invited to display and distribute this material in their walk in centers.

Outcomes of the mobilization initiative show the reluctance of organizations to give direct access to their SME members, preferring to channel any communication to their members themselves. However, there is a willingness to leverage their service provider and consultant networks as an additional way to reach SMEs.

Specific opportunities which emerged from the BSO visits were a presentation by a finfind consultant to more than 200 SMEs at the Tshwane Business Club in which she addressed the perceived need by businesses for finance and how to assess whether the need is real or not, and in what way finfind can assist the SME to access finance.

Additionally, Finfind embarked on a pilot with FABCOS, an SME member organization, in which SMEs in the Eastern Cape and Gauteng with an expressed need for finance were invited to approach finfind consultants to assist them. The purpose of the pilot will be to reflect on the lessons learned from the process before FABCOS further promotes finfind to their 4000 members.

From the visits, Finfind identified BSOs who are willing to actively market finfind and so require further follow up, compared to those whose response is more passive.

Monitoring of the website shows that the number of SME approaches to finfind consultants via the site spiked during August and then dropped off, but translated into an increased number of SMEs assisted during subsequent months, suggesting that use of finfind depends on consistent and intentional marketing.

Finally, while the mobilization effort facilitated greater visibility of finfind, it is recommended that additional marketing approaches be developed in order to further the reach of finfind.

SECTION A: BACKGROUND AND INTRODUCTION

The Nelson Mandela Bay Consortium (NMBC), registered as Finfind (Pty) Ltd, hereafter referred to as Finfind, has been designated to host **finfind**. Finfind has committed to a number of performance indicators in the concession agreement held with USAID which includes 100 **finfind** consultants registered by September 2012, each servicing at least 3 SMEs leading to at least 300 SMEs assisted by **finfind** consultants and 150 SMEs assisted to access finance by **finfind** consultants by end December 2012.

Since its appointment, Finfind, with FSP assistance, has implemented an application process with embedded selection criteria and a scoring system for BDSPs wanting to become **finfind** consultants, introduced a Non - Disclosure Agreement as part of the consultation process, implemented two pilot and one fee based orientation programs, oriented and registered sixty six **finfind** consultants, made significant enhancements to **finfind**'s database of **finfind** consultants as well as to the directory of financial institutions (FI's), and have completed the beta phase of the site.

To date, the focus of Finfind has been primarily on registering **finfind** consultants and enlisting financial institutions in the financier directory. Marketing efforts have been directed at business support organizations (BSOs) to promote **finfind** to their BDSP members and at meetings with FI's and direct correspondence with FI's to promote the value of **finfind** to them. In order to drive SME traffic to the website, however, extensive marketing is required. FSP have thus committed to assist Finfind to develop a robust and innovative marketing strategy to ensure **finfind**'s visibility and profile in the market. Under this assignment, the consultant was required to develop and implement a strategy for mobilizing SME member organizations to market **finfind** to their members.

A marketing strategy was developed which attempts to mobilize BSOs to market **finfind** and to stimulate use of the portal viz. demand and use of BDS as well as demand for finance through the site. The strategy was designed for implementation in the three provinces where **finfind** orientations have been conducted and consultants registered, namely, Eastern Cape, Western Cape and Gauteng. This report summarizes the strategy in terms of its objective and goals, which BSOs were targeted, and what the approach was that was used to market **finfind** to the BSO's and their members as well as what the marketing message is, how it will be delivered and to who, and what marketing tools were used.

The expected outcome of the marketing strategy is for 300 SMEs to approach **finfind** consultants via the site, receive assistance to apply for finance, and submit applications for finance by the end of December 2012. Results will be monitored via **finfind**'s built in tracking system which measures how many visits are made to the site and how many SME approaches to **finfind** consultants are made each month and translate to assistance given to the SME and finance accessed.

SECTION B: MARKETING STRATEGY

B1. Objective

The objective of the BSO mobilization strategy is to increase the number of SMEs who approach **finfind** consultants for BDS and apply for finance through the **finfind** portal.

B2. Goals

The strategy for marketing to SMEs via BSOs consists in the following goals:

- Identification of key BSO partners as the primary target group through whom to market to SMEs on an agreed basis;
- Identification of and testing a variety of traditional marketing tools to direct SME traffic to the **finfind** portal;
- Increase in SME use of the **finfind** site, with at least 50% of the SMEs meeting the eligibility criteria as per defined market segments identified (See Annex 1) i.e. existing enterprises who have a finance need of at least R 250 000;

B3. Activities

The sample of BSO's to partner in Finfind's marketing efforts were identified specifically because their target markets of SMEs match the **finfind** SME profile, i.e. existing SMEs with a funding required exceeding R 250 000, and also because of the potential reach they have within the Eastern Cape, Gauteng and Western Cape. Each of these BSO's boasts a comprehensive SME client database which can be reached and directed to **finfind**. The BSO's which were targeted were comprised of a mix of both public and private sector organizations to ensure that a broad spectrum of eligible SMEs were reached. Public BSOs have extensive SME databases, but also work through service providers and consultants, potentially an additional channel for sending out **finfind** information to their SME clients. The Table below shows the communication channels that were used to arrange meetings with BSOs:

Table 1: Communication channels with BSOs

Email	An introductory email was sent to all BSOs in the targeted provinces informing them about finfind and providing them with a link to the finfind website for their perusal. The email also requested an interview with the relevant person/s dealing with SME development of access to finance within the targeted BSO.
Telephone call	A follow up telephone call was then made to ensure that the email reached the BSO and that it was read by the relevant person and to confirm the possibility of a personal interview.
Confirmation Email	Once the appointment was secured a confirmation email [Outlook Meeting Request] was sent to confirm attendees and the agreed venue and time.
Face to Face Meetings	Formal personal interviews were arranged with the BSOs and a standardized agenda (as listed above) was followed.

Having identified key potential BSO partners, the marketing strategy goals were then pursued through the following activities in the designated provinces:

Activity 1

Meetings were held with identified BSO's whose direct membership base matches the target **finfind** SME segment and /or with BSO's who work through BDSPs to reach SMEs who match the target SME segment. The purpose of the meetings with BSOs was to:

- Confirm that the SMEs they support fit the profile of **finfind**'s market segment;
- Confirm the numbers of active SMEs in their database;
- Present **finfind** and its benefits to them;
- Introduce tools developed for the purpose of marketing to their members i.e. posters and brochures, as a means to get the **finfind** portal to gain more visibility in the SME market;
- Gauge which other tools may be appropriate for reaching their SMEs;
- Solicit their commitment to assist Finfind to reach the SMEs using the agreed to methods;
- Confirm if they could reach a target of at least 20 SMEs per month who visit the **finfind** portal.

A standard agenda was used during BSO meetings and included:

- A demonstration of **finfind** (public and private space);
- A discussion on the value of **finfind** to their typical SME clientele;
- Assessment of which marketing tools are likely to be the most effective for their SME clientele;
- Confirmation of their willingness to support the SME marketing campaign by displaying brochures and posters in their facilities;
- Assessment of what results and impact are expected through marketing of **finfind** to their SME clients; and
- Discussion about other possible marketing techniques which they could support e.g. SME campaigns, workshops, Email marketing etc.

A detailed listing of BSO's visited is included in **Annex 2**.

Activity 2

To complement the visits to the BSOs, they were provided with purpose designed **finfind** posters and brochures to distribute through their offices and ensure visibility and awareness of the **finfind** brand. It is anticipated that the posters and brochures will each generate at least 20 SME hits on the **finfind** website per BSO where posters are displayed.





Figure 1 Pictures of marketing material displayed at BSO sites

Activity 3

Monitoring and evaluation (M&E) was undertaken to track the impact of the implementation of the marketing strategy. The SME hits cited for Activity 1 and 2 above were tracked through traffic count software linked to the **finfind** portal (Google Analytics) and additional tracking (M&E) tools that were linked to **finfind** consultant activity registered via the site e.g. through tallying of quotation letters and recommendation letters issued to SMEs. These M & E tools were used to reflect how effectively the BSO's communicated / implemented the **finfind** marketing to their SME clientele, evidenced by tracking the number of SME hits on the **finfind** portal.

SECTION C: OUTCOME OF BSO MEETINGS

In total, 30 BSOs were visited during this marketing initiative, exceeding the initial target of 15, or 5 per province. This illustrates the interest that organizations have in **finfind** and their recognition of its potential to provide real value to their members. Of the 30 visited, 14 (or 47%) represent the private sector and include institutions such as banks and chambers, whereas 16 (53%) are public sector bodies representing national, provincial and local government. Additionally, few of them have a sector specific focus, which means that their outreach to SMEs is broad rather than narrow.

12 BSOs were visited in the Eastern Cape, 9 in the Western Cape and 9 in Gauteng.

See **Annex 3** for a summary of the key issues and action steps agreed to.

The meetings with Business Support Organizations were met with relative optimism and excitement in respect of the product (**finfind**). Most of the BSO's visited welcomed the display of marketing materials (brochures and posters) within their office facilities with only a few who declined display of posters as it contravened their organizational policies or where they preferred to prevent precedence.

BSO's generally declined permission for Finfind to contact their SMEs directly and preferred to channel communication to SMEs themselves so as to vet content prior to on-sending to their SME clients. In this respect, Finfind did not succeed in confirming the size of SME members served by these organizations. However, public BSO's offered to market **finfind** through their BSO service providers and consultants so as to widen the footprint to reach more SMEs.

During the BSO meetings some indication was sought in respect of the number of SMEs in their databases and an indication of the anticipated impact of communicating with the SMEs. Most BSO's indicated that the impact of communication and marketing to SMEs would take at least a month or two to manifest through hits on the site. BSOs were also not willing to share the number of SMEs they have access to and in some instances e.g. with the Chambers of Commerce, they invited **Finfind** to join as a member as a condition to allowing Finfind access to the database of SMEs.

From the BSO meetings it emerged that some organizations readily committed to facilitate marketing **finfind** to their target audiences (SMEs) and indicated additional measures such as arranging information sessions with SMEs, inviting Finfind to present at their SME or other platforms. These BSOs were classified as being *active* marketing partners who are prepared to go beyond the display of posters and brochures. Another group of BSOs which emerged were the *passive* marketing partners who only committed to display the **finfind** marketing material and who made no further recommendations or commitments in marketing **finfind**.

The list of targeted BSOs for further marketing interactions include:

- ABSA Enterprise Development Centres
- Activa (City of Cape Town)
- City of Johannesburg
- Eastern Cape Development Corporation (ECDC)
- Enablis

- Evergrow
- Foundation for African Business and Consumer Services (FABCOS)
- National Youth Development Agency (NYDA) at branch level
- Nelson Mandela Bay Business Chamber (NMBC)
- Nelson Mandela Metropolitan Municipality (NMMM)
- Provincial Government Western Cape (PGWC)
- Small Enterprise Development Agency (SEDA)
- South African Chamber of Commerce and Industry (SACCI)
- The Business Place (TBP)
- Tourism Enterprise Program (TEP)
- Tshwane Business Development Forum

From the above list a number of immediate marketing actions have already been committed to and are highlighted below.

a) Absa Enterprise Development Centres

Following the meeting with Absa Enterprise Development Centres at national level, all **finfind** consultants were approached to register on the Supply Chain Network portal i.e. www.scnnet.co.za. Once registered as service providers the **finfind** consultants will be able to access SME referrals from the Absa Enterprise Development Centres located in three pilot provinces i.e. Gauteng, Eastern Cape and Western Cape.

b) Foundation for African Business and Consumer Services (FABCOS)

Following the meeting with the CEO of FABCOS, it was agreed that a pilot be implemented in Gauteng and the Eastern Cape, to test **finfind** as a tool to assist the FABCOS SMEs in accessing finance. The local FABCOS coordinators in Gauteng and Eastern Cape were contacted to assist in recruiting SMEs to participate in the pilot. Once the pilot group was identified, briefing sessions were held in both Gauteng and the Eastern Cape to brief SMEs and **finfind** consultants. **finfind** consultants were linked to FABCOS SMEs and the consultation processes are currently underway. In the event that the pilot is perceived to be successful, FABCOS agree to promote **finfind** to all their SME members.

c) Provincial Government Western Cape (PGWC)

Following the meeting with the Director and Deputy-Director of Economic Development, PGWC, it was agreed that a seminar be organized with **finfind** consultants to brief them on the funds available within PGWC to assist existing SMEs. The seminar will equip **finfind** consultants in the Western Cape to promote PGWC's grants to SMEs.

d) South African Chamber of Commerce and Industry (SACCI)

Following the meeting with the CEO of SACCI, it was requested that Finfind provides SACCI with marketing collateral i.e. brochures and information packs. The CEO committed to promote **finfind** at SACCI's Annual Convention in October. The information packs were duly delivered to the SACCI offices. It was agreed however that Finfind membership of SACCI at provincial rather than national level would be more effective if Finfind wanted to use this as a route to "local" level BSO members.

e) Tshwane Business Development Forum

Following the meeting with the Tshwane Business Development Forum it was agreed that Finfind contacts the Deputy Director of Industrial Trade and Investment Promotion at Tshwane Municipality to assist with contacts for the eight business chambers which fall within the Tshwane district. This was pursued but no favorable feedback was secured. At the meeting Finfind was invited to do a presentation to a gathering of 200 SMEs within the Tshwane business district to provide training on access to finance and to position **finfind** as a possible solution for SMEs. Finfind used this opportunity for one of their **finfind** consultants to attend the Tshwane Business Club on the 26th September and to facilitate a **finfind** presentation at the well-attended session.

SECTION D: CONCLUSION

The BSO meeting campaign yielded greater visibility of the **finfind** product achieved through the display of **finfind** brochures and posters within BSOs in the Eastern Cape, Western Cape and Gauteng.

Given the limited resources held by Finfind, future efforts will focus on the group of BSO's who have indicated a commitment to actively market **finfind** within its own or allied SME databases.

Monitoring of the website shows that the number of SME approaches to finfind consultants via the site spiked during August and then dropped off, but translated into an increased number of SMEs assisted during subsequent months, suggesting that use of finfind depends on consistent and intentional marketing.

While the BSO meeting campaign was well received by BSOs, it did not translate into the anticipated volume of SMEs approaching the site or **finfind** consultants for assistance. It is suggested therefore that the impact thereof is reinforced with secondary marketing activities including SMS campaigns (to SME clients), audio-visual marketing (to BSOs and SME clients) and an aggressive online marketing campaign.

ANNEX 1: FINFIND'S MARKET SEGMENTS

Segment	Finfind's key value proposition	Marketing channels to reach these segments
Small and Medium Enterprises	<ul style="list-style-type: none"> Information and expertise to help SMEs access finance Assisting SMEs to prepare a more bankable finance application Improve SMEs chances of getting finance 	INDIRECT: SME member organizations & chambers (private BSOs) Public sector BSOs Financial Institutions DIRECT: Media, blog, events, etc.
Business Service Organizations (BSOs) / Business Development Service Providers (BDSPs)	<ul style="list-style-type: none"> Access to information and a tool which will help BDSPs assist SME clients to access finance Assisting BDSPs to grow consultancy business by enhancing the "access to finance" service offering 	INDIRECT: Public sector BSOs (government agencies) Private sector BSOs (incubators, institutes, etc.) Other finfind consultants DIRECT: Membership lists of BDSPs
Financial Institutions	<ul style="list-style-type: none"> Access to finfind consultants (ffc's) with relevant expertise to lead to more bankable deals Increased deal flow from SMEs Opportunity to educate ffc's about products & services Exposure to the market via advertising on the finfind portal 	INDIRECT: finfind consultants (who refer FI's to list in the FI directory) DIRECT: FI directory /database
finfind Consultants	<ul style="list-style-type: none"> Exclusive access to up-to-date information about financial products and providers Access to be part of a community of practice which will grow the business finance network Access to new SME clients and FI relationships 	DIRECT: Database of registered ffc's

ANNEX 2: BSO'S VISITED PER PROVINCE

EASTERN CAPE

Business Support Organization	Private / Public Entity	Target / Sector Focus	Contact Person/s	Contact Details
ABSA Enterprise Development Centres	Private	General	Gcinashe Vambe	Gcinashev@absa.co.za Tel: 041 502111
Border Kei Chamber of Commerce	Private	General	Tish Holbrook	tishh@bkcob.co.za
Comsec Business Incubator	Private	General	Rajen Ryan	rajen@comsec.co.za 041 487 3996
Department of Trade and Industry	Public	General	Nopinkie Gqalo	ngqalo@thedti.gov.za 041 582 1267
Eastern Cape Development Corporation	Public	General	Belinda Vabaza	bvabaza@ecdc.co.za 041 373 8260
National Youth Development Agency	Public	Youth	Vusumzi Makinana	Vusumzi.Makinana@nyda.gov.za 041 503 9100
Nelson Mandela Bay Chamber of Commerce	Private	General	Sam Venter	manager@nmbbusinesschamber.co.za 041 373 1122
Seda Chemical Incubator	Public	Chemical	Colin Mkhonta	colin@chemin.co.za 041 503 6700
SEDA ICT Incubator	Public	ICT	Ellen Fischat	fischate@snmbicti.co.za
Small Enterprise Development Agency (SEDA)	Public	General	Xolisa Singeni	xsingeni@seda.org.za 041 502 2400
Tourism Enterprise Partnership	Private	Tourism	Akhona Maqhwezima	angie@tep.co.za
Uitenhage Development Initiative	Public	General	Nafeesa Dinie	ndinie@uddi.co.za

WESTERN CAPE

Business Support Organization	Private / Public Entity	Target / Sector Focus	Contact Person	Contact Details
Activa	Public	General	Bruce Wade	www.capetownactiva.com
Cape Chamber of Commerce	Private	General	Viola Manuel	Viola@capechamber.co.za
Enablis	Private	General	Rodney Douglas	Rodney.Douglas@enablis.org
Evergrow	Private	General	Greg Whitten	Gwhitton@evergrow.co.za
National Youth Development Agency	Public	General	Stephen Curry	Stephen.Curry@nyda.gov.za
Provincial Government Western Cape	Public	General	Winston Richards	Winston.Richards@pgwc.gov.za
Small Enterprise Development Agency (SEDA)	Public	General	Rhyno Kleynhans	rkleynhans@seda.org.za
The Business Place	Private	General	Lavendra Naidoo	Lavendran@tbp.co.za
Wesgro	Public	General	Dinesh Harry	dinesh@wesgro.co.za

GAUTENG

Business Support Organization	Private / Public Entity	Target / Sector Focus	Contact Person	Contact Details
ABSA Enterprise Development Centres	Private	General	Basane Mamatje	Basani.Mametja@absa.co.za
Supply Chain Network	Private	General	Malcolm Farrell	mfarrell@scnet.co.za
City of Johannesburg	Public	General	Tsholo Mogotse	TsholoM@joburg.org.za
Tshwane Business Development Forum	Public	General	Christiaan van der Walt	christiaanvdw@tshwane.gov.za
Egoli Bio Incubator	Public	Bio Sciences	Kenny Masobe	Kenny@egolibio.co.za Thembile@egolibio.co.za
South African Chamber of Commerce and Industry (SACCI)	Private	General	Neren Rau	ceo@sacci.org.za
FABCOS	Private	General	Thami Nompula	Thami.nompula@fabcos.co.za
Young Revolution	Private	General	Lawrence Umokoro	lawrence@umkpro.com
Small Enterprise Development Agency (SEDA)	Public	General	Mendu Luhabe	mluhabe@seda.org.za

ANNEX 3: SUMMARY OF BSO VISITS - EASTERN CAPE

LEGEND:

BSO requires further follow-up	Hedging – BSO requires further follow-up	BSO requires no further follow-up
BSO Name	Key Issues	Next Steps
ABSA Enterprise Development Centres	<ul style="list-style-type: none"> • EDCs going through restructuring • New business model will be implemented • Seeking to work with credible business advisors to provide BDS to Absa clientele • Have not committed to any partnerships • Open to discussion on use of finfind consultants • Limited to work with suppliers registered on Supply Chain Network 	<ul style="list-style-type: none"> • Meet with EDC in Johannesburg • FFCs to register on Supply Chain Network (www.schnet.co.za) to become preferred BDS suppliers to ABSA EDCs • Pursue Supply Chain Network directly for further discussions re opportunities for FFCs
Border Kei Chamber of Commerce	<ul style="list-style-type: none"> • No dedicated individual dealing with SMME development • In order to access SME database, Finfind should become a member 	<ul style="list-style-type: none"> • Arrange new appointment with CEO, Les Holbrook • Source and pursue membership application pack
Comsec Business Incubator and Seda Chemical Incubator	<ul style="list-style-type: none"> • Inter-incubator forum comprised of seven Eastern Cape based incubators established • SME funding identified as the most prevalent challenge for SMEs in incubation • Both Comsec and Chemin denied permission for Finfind to contact their SME clients directly • Posters and brochures were welcomed 	<ul style="list-style-type: none"> • Present a demo of finfind at next incubator forum meeting • finfind posters and brochures delivered to Comsec, Chemin, SEDA ICT Incubator, The Hope Factory and Seda Construction Incubator
Department of Trade and Industry	<ul style="list-style-type: none"> • They have significant SME traffic • Typical SME finance needs related to trade finance • Need additional capacity to market the Export incentives • Opportunity to ensure that FI directory include government grants and incentives including the EMIA and Cooperative Incentive Scheme 	<ul style="list-style-type: none"> • Invite the BBSDP Consultants to next finfind orientation • Posters and brochures were displayed • Barry to pursue DTI (National Office) for FI listing
Eastern Cape Development Corporation	<ul style="list-style-type: none"> • Belinda alluded to the fact that she has been given a directive to up-skill the Enterprise Development staff • She liked the content of finfind as it would render the team generalists (both BDS and access to finance skills) • She further committed to assist in getting ECDC listed as an FI on the directory • 	<ul style="list-style-type: none"> • Provide information and invitation to finfind ECDC team • Provide a demonstration of finfind for her full team at their scheduled staff meeting (date to be advised) • Barry to pursue ECDC for listing • Posters and brochures to be delivered

BSO Name	Key Issues	Next Steps
National Youth Development Agency (East London)	<ul style="list-style-type: none"> • finfind was well received especially since they are often approached by non-youth clients seeking contract financing • Viewed finfind as a valuable referral tool • Will not send info to their SME clients due to organizational policy 	<ul style="list-style-type: none"> • Provide presentation of Finfind to their enterprise finance and BDS advisors • Invite loan officer to attend/apply for the next finfind orientation
Nelson Mandela Bay Chamber of Commerce	<ul style="list-style-type: none"> • Chamber has established an SMME forum • Forum meets once a month and have identified access to finance as a key constraint for SMEs • Current SME Information officer is inexperienced and would welcome mentoring from an FFC 	<ul style="list-style-type: none"> • Do write up on finfind to include editorial coverage on finfind in the Infocom Magazine • Finfind to consider registering as a member of the Chamber to access the SME database • Discuss request that Fezeka (SME Info Officer) be invited to next finfind orientation • Identify strong FFC to mentor Fezeka??? • Follow up meeting with NMBC to discuss further marketing opportunities • Posters and brochures dropped off
Nelson Mandela Metropolitan Municipality	<ul style="list-style-type: none"> • The LED unit is a facilitator more than implementer of BDS • Welcomed the finfind concept and will promote within their service provider network • Permission was awarded to put up a poster on the tender bulletin board for municipal tenders 	<ul style="list-style-type: none"> • Pursue possibility of marketing finfind by means of an advertorial in the Ubuntu Magazine (local community publication) to be investigated – Reference Kupido Baron • Posters and brochures to be delivered • Poster to be erected at Municipal Tender Notice Board

ANNEX 4: SUMMARY OF BSO VISITS - WESTERN CAPE

BSO Name	Key Issues	Next Steps
PGWC – Economic Development	<ul style="list-style-type: none"> Keen interest in finfind, Winston attended the orientation as an observer and thus had a good understanding of the architecture of finfind and the value it has iro a credible group of FFCs and as a vehicle to drive SME traffic to the PGWC They currently run two funds internally i.e. the Growth Fund (70%:30% Grant – Loan Fund) as well as a fund currently managed by NEF They are keen to list as an FI as they have not met their target iro reaching SMEs They also see the FFCs as an ideal vehicle to assist them in identifying and packaging better quality applications for PGWC 	<ul style="list-style-type: none"> Barry to send Winston an FI listing request Winston to meet with Monwabisi (Director) to discuss how they could engage FFCs Ricardo to follow up and arrange a FFC seminar at PGWC where FFCs can be introduced to the two funds, the application process and how to finance the cost of consulting e.g. where a FFC could be the lead applicant for a Growth Fund application for mentoring etc or where they could capitalize the consulting fee as part of the NEF application process Brochures displayed, they not able to display posters due to reception layout
Enablis	<ul style="list-style-type: none"> Rodney is familiar with the site and explained that he has referred a number of SMEs who did not qualify for their Enablis offerings. They have two funds at present (Equity fund and a Guarantee Fund) but both are in the final stages and will be replaced next year Keen to list as an FI Will also refer his current Enablis consultants for FFC orientation 	<ul style="list-style-type: none"> Barry to send FI listing request. Ricardo to send updates iro next FFC Orientation Brochures and posters to be delivered to Enablis offices Maynard to provide Rodney with short term full access to finfind
Evergrow	<ul style="list-style-type: none"> Business is called Evergrow (an ecosystem approach to providing SMMEs with all of the necessary development inputs to render them more competitive) They have been seeking a solution iro access to finance and have checked out the finfind site upon referral by Stephen Curry (NYDA) Keen to look at collaborating with finfind 	<ul style="list-style-type: none"> Wayne to follow up re possible synergies for Evergrow to partner with finfind, when he is down Cape Town Check www.evergrow.co.za for more info on the business

BSO Name	Key Issues	Next Steps
The Business Place	<ul style="list-style-type: none"> • Explained the SME market they service and the fact that he could see immediate benefit in assisting in marketing finfind to their SME market • The Business Place will assist in also promoting finfind via brochures and posters in the other two TBP branches in Philippi and Khayelitsha • Requested electronic copies of posters and brochures for electronic referrals • Excited about the offering and the value it holds for their clientele. They run a weekly orientation for new clients and will also market finfind there • Introduced me to a colleague - Bruce Wade and asked me to meet with him as well re Activa 	<ul style="list-style-type: none"> • Dropped off brochures and posters • RD sent a copy of the electronic poster and brochure • Lavendra set up meeting with Bruce Wade
Cape Town Activa	<ul style="list-style-type: none"> • Bruce Wade explained the Activa model • Based on concept as piloted in Barcelona (Spain) • Currently planning to develop an F3 model (Access to finance portal) as part of his current project funded by City of Cape Town • Having seen finfind he was excited that it can fulfill the same role 	<ul style="list-style-type: none"> • Bruce is keen to have further discussions on a possible collaboration and would like to meet Barry iro providing some leads for FIs we could consider adding. • See www.capetownactiva.com
National Youth Development Agency	<ul style="list-style-type: none"> • Was evident that the practitioners understand the value finfind holds as opposed better than the Head Office team • Stephen explained the internal frustration iro ineffective loan management system, poor performance and bad loan book and the cautionary approach to taking on new SMEs • Agreed that finfind provides a means to signpost eligible clients to suitable finance offerings • He committed to assist in marketing finfind in their office (posters and brochures) • Also committed to also network with strategic partners e.g. NAFCOC, SANGOCO who also refer a number of non-youth clients to NYDA for service who ultimately get turned away. 	<ul style="list-style-type: none"> • Delivery of 12 posters and 100 brochures to NYDA office • Stephen Curry to set up meeting with NAFCOC, SANGOCO and Shanduka Black Umbrellas and provide them with posters and brochures as well

ANNEX 5: SUMMARY OF BSO VISITS - GAUTENG

BSO Name	Key Issues	Next Steps
National Youth Development Agency (NYDA National Office)	<ul style="list-style-type: none"> • Profile of target group not suitable for finfind • Membership not willing to pay for services of ffc's • No potential for collaboration 	<ul style="list-style-type: none"> • Not applicable
Absa Enterprise Development Centre	<ul style="list-style-type: none"> • Served as a follow up session to a previous meeting held with the National Head for ABSA EDC • Explained their new strategy and potential change in the structure of the EDC and what they will provide • Raised the fact that they will no longer be offering business support directly and would prefer to "hive it out" via the supply chain portal • Supply Chain Portal was introduced • It was proposed that we invite FFCs to register on the portal (www.scnet.co.za) for them to be used by EDCs for business support services to SMMEs • Ringfencing and exclusivity was raised as a red herring as they feared that their SMMEs would be referred to other financial institutions 	<ul style="list-style-type: none"> • Barry to follow up with Shan Naidoo re completion of listing • Mailshot to be sent to FFCs introducing them to the supply chain portal • Investigate potential of getting Absa to fund FI seminars • Meet with Jan from Absa to identify how they could use the FFCs as "preferred" consultants
Tshwane Business Development Forum	<ul style="list-style-type: none"> • Discussed Chamber forum that was established comprised of eight different business chambers in the Tshwane district • Proposed that once the forum becomes functional they will extend an invite for Finfind to do a demonstration / presentation • The next business club meeting is scheduled for 26 September and Finfind has been given a slot • Suggested a soft sell approach with short presentation on access to finance followed by a presentation on finfind • Christiaan has also pledged to assist with active marketing of finfind to their membership 	<ul style="list-style-type: none"> • Kirsten to prepare presentation and invite an FFC to present on first session • Deliver posters and brochures in time for the business club session (26 September 2012) • Pursue additional meetings with the 8 independent Chambers (request details from Christiaan)

BSO Name	Key Issues	Next Steps
City of Johannesburg (COJ)	<ul style="list-style-type: none"> • Tsholo provided an update on current status quo within the City in respect of SMME programs • Raised queries re the value proposition of finfind being focused (skewed) towards benefiting the FFCs • Discussed potential synergy in respect of finfind and the COJ and proposed that they would be willing to share finfind with their SMME database • Referred Finfind to the Gauteng Department of Economic Development and suggested that Finfind also targets Municipally Owned Entities (MOEs) 	<ul style="list-style-type: none"> • Finfind to contact Gauteng Department of Economic Development • COJ to pursue current relationship with The Business Place as an avenue to disseminate info on finfind
Egoli Bio Business Incubator	<ul style="list-style-type: none"> • Explained the business of Egoli Bio Incubator and their focus on the life / biosciences sector • Primarily involved in taking SMEs from “proof of concept” to “commercialization” stage which could span 7 - 8 years • Indicated that preferred funders would be Angel Investors or Venture Capital firms • Explained challenges experienced in raising finance for these incubator clients and the fact that financiers still look for tangible collateral 	<ul style="list-style-type: none"> • Finfind to identify additional venture capital and angel investors to add to the FI directory • Business consultants with specialization in life / biosciences should be identified and trained as FFCs
South African Chamber of Commerce and Industry (SACCI)	<ul style="list-style-type: none"> • Suggested that Finfind considers membership of SACCI as this would allow for SACCI to position and lobby Finfind within its membership base • Explained that SACCI could not partner with Finfind for marketing as brand protection (SACCI) would be compromised • Offered to assist in arranging a multi – pronged strategy for Finfind to promote the access to finance solution, first thereof being a presentation at the next convention • SACCI launched an in-house access to finance track for its members and selected financial institutions 	<ul style="list-style-type: none"> • Supply of 100 brochures by 28 September 2012 • Provide a two page summary of finfind for distribution at the SACCI convention • Finfind to pursue SACI membership

BSO Name	Key Issues	Next Steps
Foundation for African Business and Consumer Services (FABCOS)	<ul style="list-style-type: none"> • Have identified access to finance as one of the key offerings required by FABCOS members • Signed and formed a fund with Khula (now Sefa) called the Small Business Trust Fund • Also formed a loans facility with VT Bank offering exclusive loans to FABCOS members • Suggested that Finfind also targets CIDB Level 1 and 2 members as possible SMEs requiring finance 	<ul style="list-style-type: none"> • Barry to contact FABCOS for listing of the two funding solutions in FI directory • Supply brochures to CEO • Allan to provide leads for FFCs in the Northern Cape for next orientation • Finfind to provide a write-up for the FABCOS newsletter • Requested pilot of finfind with FABCOS members in Eastern Cape and Gauteng • CEO will invite Finfind to AGM & Open Day to be held 20 November in Kimberley
UMKPRO Young Revolution	<ul style="list-style-type: none"> • Provided a briefing on the Tshwane Small Business Week 	<ul style="list-style-type: none"> • Invite UMKPRO to next finfind orientation (Gauteng) • UMKPRO to refer SMMEs via their social media networks
Small Enterprise Development Agency (SEDA) National Office	<ul style="list-style-type: none"> • Summarized previous meeting with Finfind • Explained that Seda cannot offer Finfind preferential treatment • Explained that there is no immediate appetite for finfind as a tailored solution • Suggested that Finfind registers as a Service Provider to Seda • Suggested that Finfind approaches the Seda Provincial branch network independently • Proposed Mr. Sifiso Kunene (Special Projects Manager) as Head Office contact person 	<ul style="list-style-type: none"> • Arrange meeting with Seda Learning Academy (Mr John Francis) • Finfind to approach Seda branch network independently with proposals to market • Invite Seda representatives to next finfind orientation • Invite Seda (local) representatives to future FI Seminars

ANNEX 6: SAMPLE COMMUNICATION SENT TO BSOS

INITIAL EMAIL MEETING REQUEST:

From: Ricardo Dames [mailto:rdames@finfind.biz]
Sent: 20 August 2012 3:27 PM
To: 'Dinesh.Harry@wesgro.co.za'
Subject: REQUEST FOR MEETING

Dear Dinesh

This serves to follow up on our telephonic discussion earlier today. I trust that you are keeping well?

I was hoping I could secure an hour of your time to provide you with a demonstration of what finfind could offer your SMEs and possibly also looking at how this could be marketed to your SME clients to access and secure tailored financing for their small businesses

Just a quick intro to **finfind** – www.finfind.biz

The United States Development Agency (USAID) has invested substantial monies in South Africa to promote the growth and development of SME's and in their interactions in the development and business market place, took cognisance of the development bottleneck of access to finance for SME's. Due to this need, USAID funded the development of an innovative access to finance enabling environment tool and network called **finfind**.

Finfind is a National Access to Finance Network conceptualised and designed to assist SME's to access funding through a range of financiers, using a common methodology and range of tools. Part of the efficacy of **finfind** is achieved by the on-line tool, but the main contributory factor to the success of **finfind** will be credited to the national network of 300 highly experienced **finfind** accredited "SME Access to finance" specialists. These specialists will consult directly with SME's and provide bespoke financing facilitation solutions that take cognisance of the specific requirements of the SME and financier so as to ensure a higher success rate than what is currently being experienced. The **finfind** consultants will also provide pre and post finance support through the provision of business services and mentorship. **Finfind** will not operate in isolation, and meetings have already been held with public sector business support organisations such as Seda and Sefa to ensure **finfind** support to all SME's and business support institutions.

Subsequent to the development process, USAID advertised the opportunity to private sector companies to further develop **finfind** and to take it to the market on a commercial basis to ensure sustainability of the service. After a competitive selection process, a BEE consortium, from Nelson Mandela Bay was awarded the concession and has been tasked to roll out **finfind** on a National basis.

Finfind is currently raising awareness of the initiative in the market and is also investigating the opportunity of obtaining financial and product support from public and private sector sources to implement the programme. The **finfind** network addresses fundamental issues related to the growth and competitiveness of SME's in South Africa and thus **finfind** are looking for partners to invest and support this much needed programme. Much of the current

activity has been self-funded and we are proud to announce that to date we have completed three training of **finfind** consultants bringing to 64 the number of **finfind** consultants already servicing the Eastern Cape, Western Cape and Gauteng provinces respectively.

Please advise if you could me an hour of your time on, **29th August, 14H00 to 15H00** to talk you through **finfind** and to discuss how we could unlock mutual benefit in marketing finfind to your SMEs.

Kind regards

Ricardo Dames

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F: 0866941763

E: rdames@finfind.biz

Web: www.finfind.biz

ANNEX 7: SAMPLE BSO MEETING REQUEST

