

More than Money: Mapping the landscape of advisory support for inclusive business

The Webinar will start shortly



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Welcome to our conversation

More than Money: Mapping the landscape of advisory support for inclusive business

Panellists

- **Alexis Bonnell**, Chief, Applied Innovation & Acceleration, USAID Global Development Lab at USAID
- **Caroline Ashley**, report co-author, Director at Ashley Insight , and Editor, Practitioner Hub
- **Claire Reid**, CEO and Founder of Reel Gardening
- **Kevan Hayes**, Acceleration Facilitator, Securing Water for Food: A Grand Challenge for Development, Technical Assistance Facility
- **Amy Sticklor**, Portfolio Manager, Global Development Lab at USAID

Facilitator

- **Aline Menden**, report advisor and Founding Director Endeava

Agenda for today's discussion

1

USAID's rationale for commissioning an assessment of advisory support

2

Presentation of report and key findings

3

Reflecting on experience of using and providing advisory support

4

Your questions and panellist discussion

5

Wrap up, where next?

Note: some people will need to leave after 1 hour. For those that want to continue discussion, we will run for 1.5 hours.

How it works

1. Type your questions in 'Chat' to 'all panellists and attendees' (not just the panellists) at anytime
2. Vote in our 'polls' by clicking on the correct answer
3. Provide your feedback afterwards
4. No need to ask: the presentation slides, webinar recording and useful links will be available on the webinar page tomorrow
bit.ly/WebinarIBSupport
5. Join the discussion on Twitter
[#MorethanMoney](https://twitter.com/MorethanMoney)



The Practitioner Hub
FOR INCLUSIVE BUSINESS



ABOUT KNOW-HOW THEMES GATEWAY GOOD PRACTICE & INSIGHT PARTNER PROGRAMMES GET INVOLVED

WEBINAR More than Money: Mapping the landscape of advisory support for inclusive business



Thursday 31 August 2017

5pm Nairobi | 3pm London | 10am Washington | 9am Lima

[Register here](#)

Impact entrepreneurs and their backers are increasingly looking beyond the finance that enterprises need. Different types of **non-financial support** or advisory support for inclusive business have mushroomed in recent years and this is increasingly seen as fundamental to success at scale.

In this webinar, we launch a new report from USAID's Global Development Lab on the landscape of advisory support. The authors of the report will present a summary of its findings, exploring the range of support currently available, key operational issues facing providers of advisory support, and the effectiveness and value that support has for beneficiaries. We'll also hear directly from a business that has accessed advisory support and an organisation that provides it.

Alexis Bonnell, Chief, Applied Innovation & Acceleration, USAID Global Development Lab at USAID

Introduction



Agenda for today's discussion

- 1 USAID's rationale for commissioning an assessment of advisory support
- 2 Presentation of report and key findings
- 3 Reflecting on experience of using and providing advisory support:
- 4 Your questions and panellist discussion
- 5 Wrap up: where next?

Poll 1: My organisation...

- Provides advisory support
- Provides finance
- Has already used advisory support
- Is seeking advisory support
- Supports organisations that provide advisory support or enterprises that use it
- None of the above – but it's still relevant and interesting to me!

Acceleration and Technical Assistance for Inclusive Business



MORE THAN MONEY:
MAPPING THE LANDSCAPE OF ADVISORY
SUPPORT FOR INCLUSIVE BUSINESSES

A study of existing research
and analysis

on current practices in
acceleration and technical
assistance services

for enterprises focused on
achieving development
impact

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Newly launched report

What it provides

- **A stock take of the landscape** of advisory support for inclusive businesses
- **teasing out trends**
- **highlighting lessons** that have been learnt to date.

What it is based on

- **a review of relevant literature**
- **review of 65 initiatives** that provide support
- **interviews** with 21 advisory support providers.

Caveat: based on existing (mainly grey literature), and views of providers not clients

Written by:

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Structure of the presentation

Landscape of advisory support

- What and why
- Types of providers and recipients
- Different tools used
- Trends

Lessons about making advisory support effective

- Pros, cons and challenges of different tools
- 5 operational issues
- Impact and value for money

Section 1: Landscape of advisory support

- What and why
- Who - providers and recipients
- Tools used
- Trends

1.1 'Advisory support' - what and why

WHAT?

Non-financial support – advice, technical assistance, training, mentoring, in-kind support

Provided to enterprises/ entrepreneurs/ innovators

Sometimes alongside finance, sometimes stand-alone input

WHY?

To support inclusive business

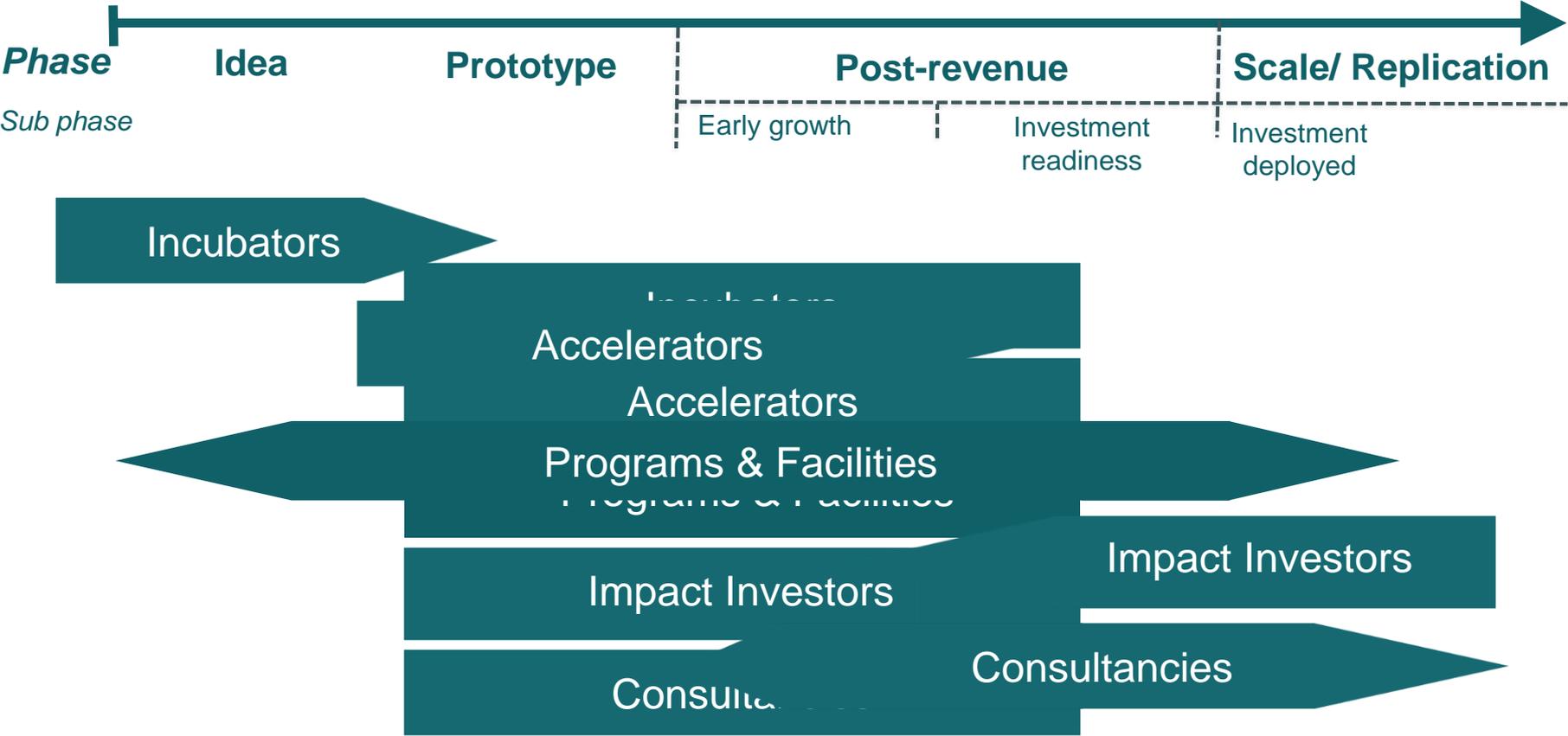
Assumption that finance alone is not enough for growth and scale of inclusive business

To increase the growth rate or decrease the risk of failure

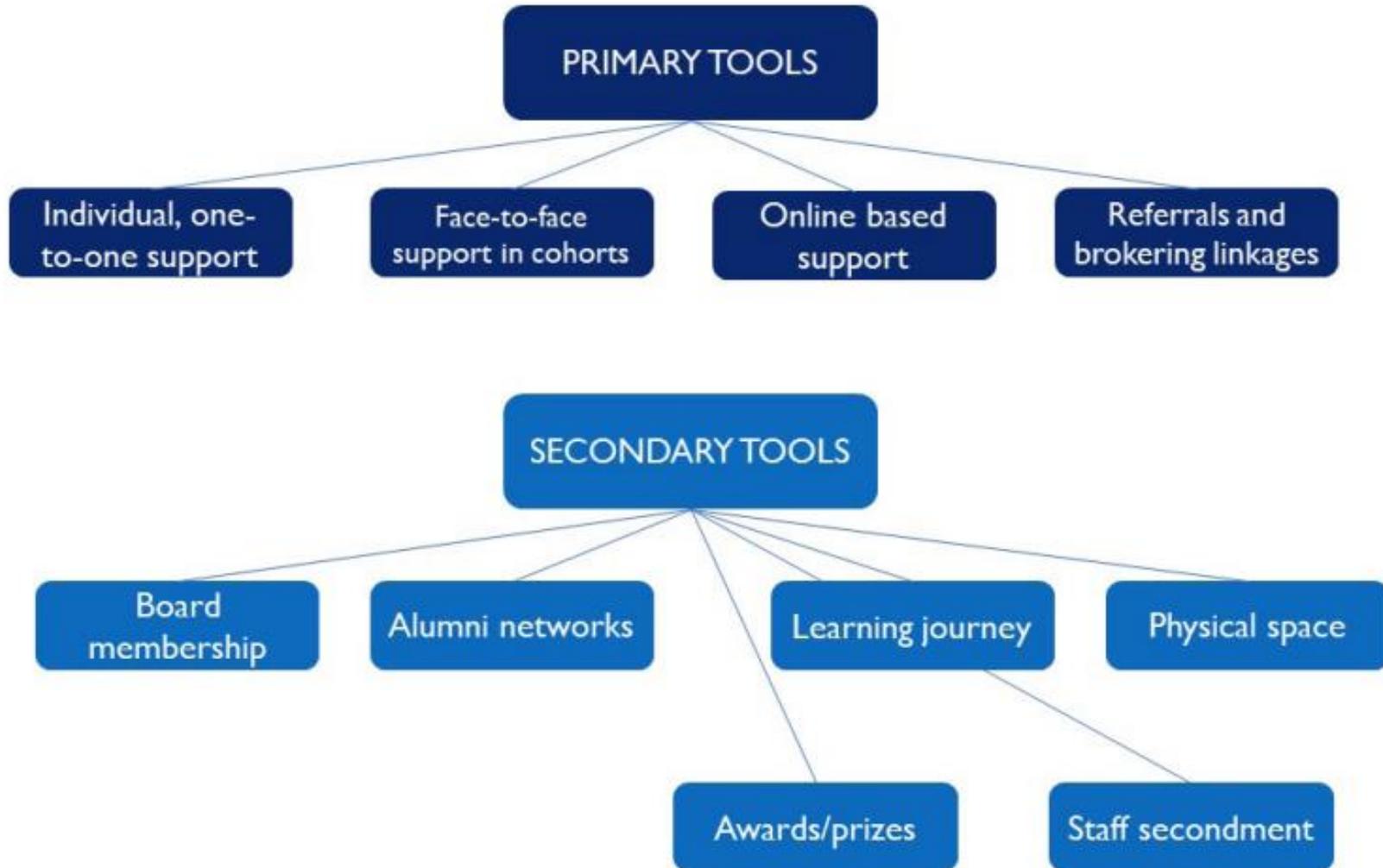
Poll 2: select which of the below statements you think are true

- Incubators and accelerators make up the majority of advisory support for inclusive business
- Impact investors only provide finance, not advisory support
- Advisory support is most useful, and most used by, start-ups and early stage enterprises.
- The two main types of advisory support are a face-to-face group event for several days, and one-to-one expert advice on site at the enterprise.

1.2 Mapping of 5 types of provider and the target enterprise by stage

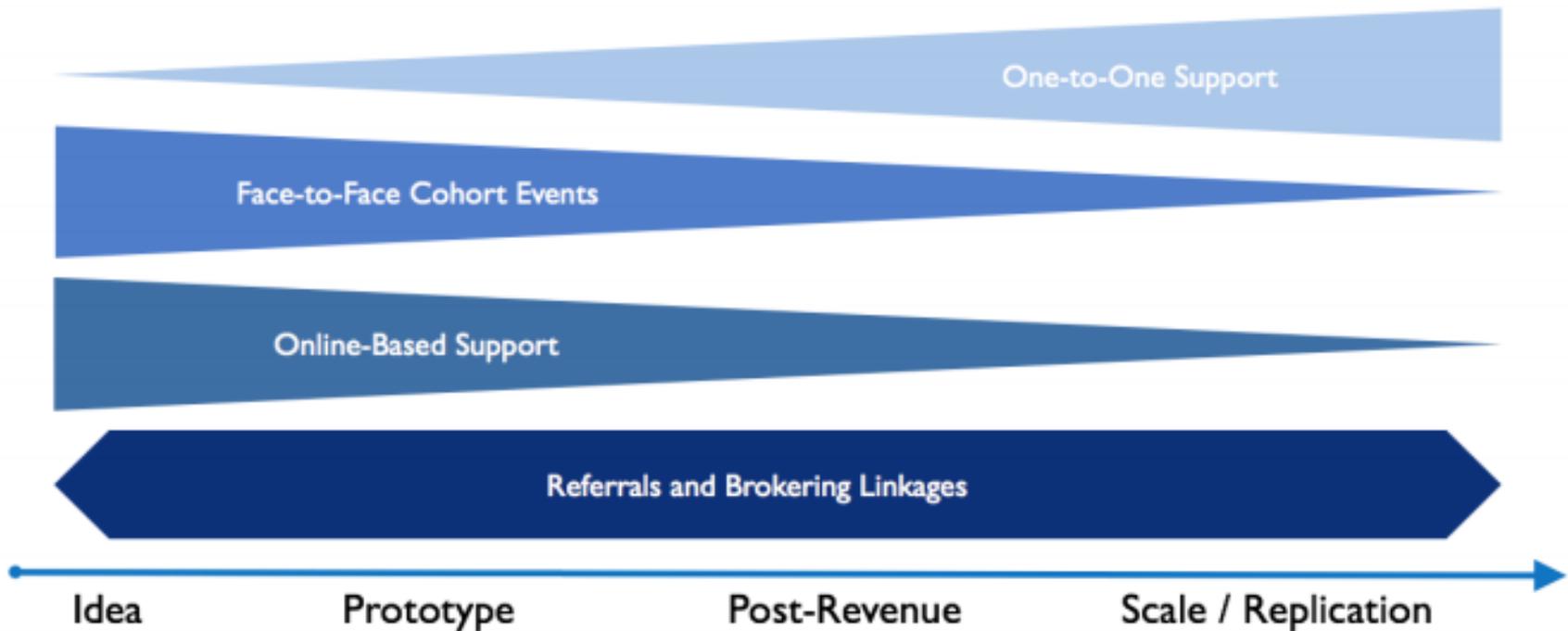


1.3 Most common types of tools used



1.3 Mapping of primary tools by enterprise stage

Figure 10: Four Core Service Delivery Tools by Enterprise Stage



1.4 Trends in the landscape of provision

- Agreement that advisory support is needed but not easy
- Explosion of provision over a decade
- Fragmented market, diversity of offers
- Providers are piloting, adapting, going beyond their traditional boundaries
- Starting to look longer-term - pricing and sustainability of the eco-system

Most common topics addressed via support

	Advisory support service categories	Example
Core BDS	Internally facing BDS <i>(how the enterprise operates)</i>	<ul style="list-style-type: none">• Human resources & management training support
	Externally facing BDS <i>(how the enterprise and its products fit in the market, engage with clients and others)</i>	<ul style="list-style-type: none">• Sales, Marketing & Distribution Support
Beyond core BDS	Investment facilitation	<ul style="list-style-type: none">• Investor matchmaking
	Strengthening relationships across the ecosystem <i>(beyond investment facilitation)</i>	<ul style="list-style-type: none">• Partnership development with manufacturers, distributors, local governments, etc.
	Strengthening inclusive and innovative business model components	<ul style="list-style-type: none">• Inclusive supply chain development

Poll recap: which of these does the report confirm?

- | | |
|--|--------------|
| 1. Incubators and accelerators make up the majority of advisory support for inclusive business | Probably yes |
| 2. Impact investors only provide finance, not advisory support | No |
| 3. Advisory support is most useful, and most used by, start-ups and early stage enterprises. | Yes but... |
| 4. The two main types of advisory support are a face-to-face group event for several days, and one-to-one expert advice on site at the enterprise. | Yes |

Section 2: Lessons about making advisory support effective

- Adapting delivery
- Pros and cons of different tools
- Priority operational issues

Poll 3: select which of the below statements you think is true

- In this sector, provision of advisory support is too new to have generated lessons for improvement yet
- Providers of advisory support need to invest considerably in outreach and selection processes
- The most important success factor is finding the right international expert to provide technical support
- Technical support is more successful when the enterprise pays for it, as it increases buy-in

Delivery is adapting as providers learn what works

For example

- Short events, but longer-term engagements
- More applied training methods – not classroom teaching
- Blending tools in combination (cohort, one-to-one)
- Ecosystem signposting – an easy win
- Developing local providers for on-site expertise

Pros and cons of different tools:

One-to-one support

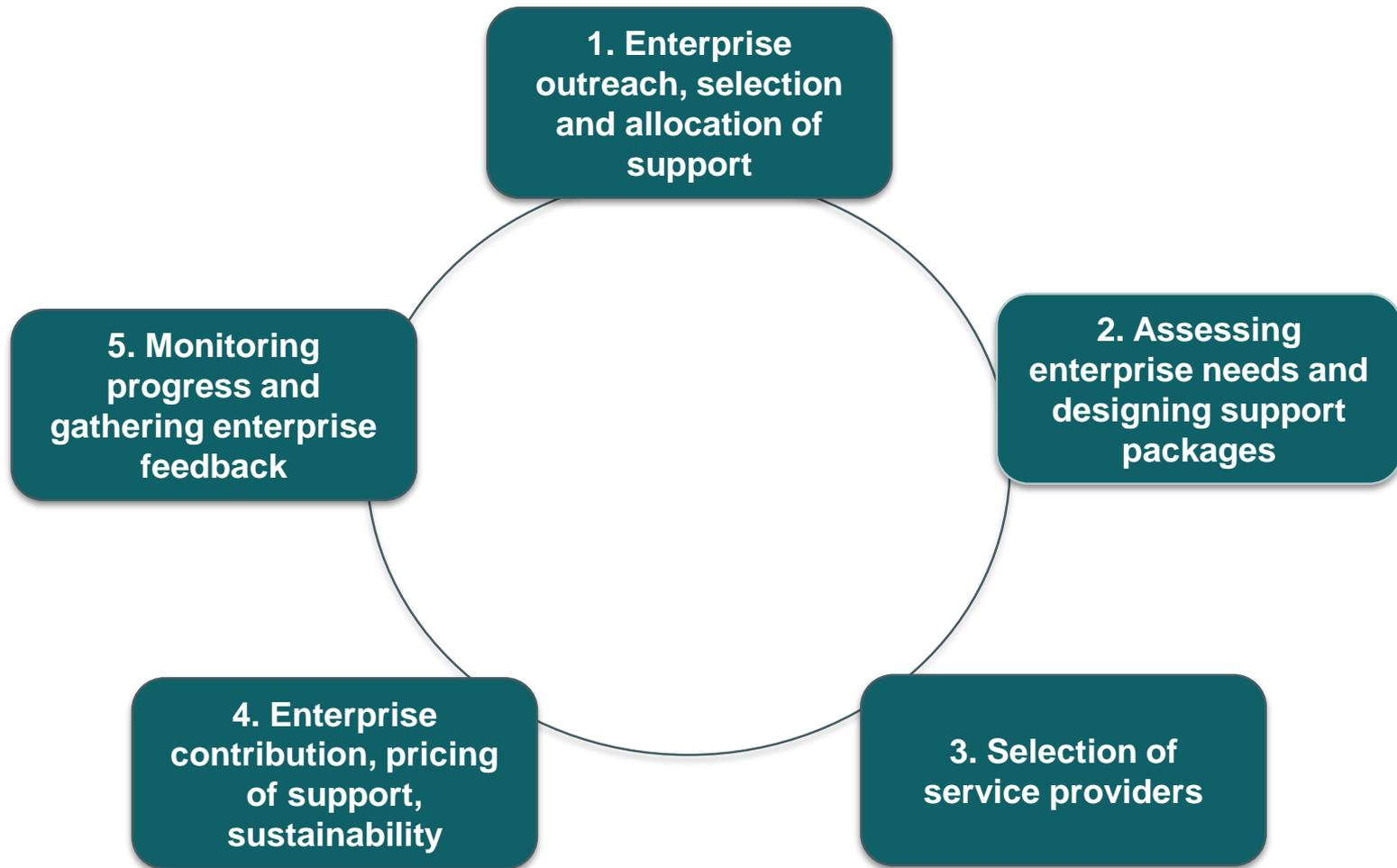
Benefits	Challenges	Success factors
<ul style="list-style-type: none">● Tailor-made to client needs● High likelihood to help a business overcome specific issues faced● On-site● Good fit for mature business	<ul style="list-style-type: none">● Man-hour intensive and costly● Requires trust and collaborative relationships● Risk of using the wrong service provider● Not easily scalable	<ul style="list-style-type: none">● Quick, flexible, careful selection of experts● Experts with local knowledge● Adaptive management● Long-term engagement

Pros and cons of different tools:

Face-to-face cohort events

Benefits	Challenges	Success factors
<ul style="list-style-type: none">● Moderate costs● Peer-learning● Networking opportunities● Broadens thinking● Quickly covers the basics needed by most early stage businesses	<ul style="list-style-type: none">● Less tailored to individual needs● Generic learning approach● Takes entrepreneurs away from their normal business operations	<ul style="list-style-type: none">● Common denominator of participants● Short and action-oriented sessions● Location close to entrepreneurs● Peer-learning elements● Detailed planning● Part of a longer process● Needs assessments and customization of sessions

Five priority operational issues for effective service provision



Poll 3: did you get it right?

- | | |
|---|------------------|
| 1. In this sector, provision of advisory support is too new to have generated lessons for improvement yet. | No |
| 2. Providers of advisory support need to invest considerably in outreach and selection processes | Yes |
| 3. The most important success factor is finding the right international expert to provide technical support. | No |
| 4. Technical support is more successful when the enterprise pays for it, as it increases buy-in. | Not quite |

Evidence of value or cost-effectiveness of advisory support is not conclusive

- Impossible to assess the counter-factual: i.e. business action and performance without the input
- Immediate feedback from participants is positive but mixed (and rarely published)
- Little data on how businesses *use* the input
- GALI's unique data set has rich data on performance post-input for accelerators and incubators.
- Investors and grantors voting with their wallet – more in advice and not all in cash
- Entrepreneurs are voting with their feet – signing up

Implications

For entrepreneurs

- Be choosy: the wrong help is worse than no help. Don't apply just because it's there.
- Work with the provider to assess priority needs: be open to rethinking what you need
- Participate in selecting the provider (if one-to-one), or priority topics (if event-based)
- If you don't have time to commit, don't bother now

For providers

- Invest in understanding enterprise needs
- Be responsive
- Understand your offer relative to what else the client has
- Don't assume your value/effectiveness
- Test, get feedback, improve

Implications cont'd

Collaboration to build the eco-system

- More enterprise feedback
- Testing & sharing what works and doesn't
- Research on value and impacts of advisory support
- Mechanisms to improve / ensure quality
- Innovations in pricing and financing to build sustainability
- Innovations for affordable scalable and replicable high-touch support



Full report at:

bit.ly/WebinarIBSupport

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- 1 USAID's rationale for commissioning an assessment of advisory support
- 2 Presentation of report and key findings
- 3 Reflecting on experience of using and providing advisory support: CEO of Reel Gardening and the Acceleration Facilitator of USAID's Securing Water for Food Program
- 4 Your questions and panellist discussion
- 5 Wrap up: where next?

Reflections from experience

Claire Reid, CEO and Founder,
Reel Gardening



reelgardening.co.za

Kevan Hayes, Acceleration Facilitator,
Securing Water for Food: A Grand
Challenge for Development, Technical
Assistance Facility



securingwaterforfood.org

Reflections from experience



- What types of advisory support have you received and with what result?
- What would you recommend other enterprises receiving support?
- What would you advise support providers?



- What type of support do you provide?
- How do you make sure your support meets the (changing) needs of your clients?
- Can you share a success case? And a case where support was not effective?

Reflections from experience



- What types of advisory support have you received and with what result?
- What would you recommend other enterprises receiving support?
- What would you advise support providers?



- What type of support do you provide?
- How do you make sure your support meets the (changing) needs of your clients?
- Can you share a success case? And a case where support was not effective?

Discussion and Q&A



MORE THAN MONEY:
MAPPING THE LANDSCAPE OF ADVISORY
SUPPORT FOR INCLUSIVE BUSINESSES

Photo: Green Peace Uganda Ltd for USAID

Any questions? Type them in 'chat'

The report and further resources
can be found on the event page:

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Amy Sticklor, Portfolio Manager, Global Development Lab at USAID

Where next? Reflections from a donor perspective



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We need your feedback

Watch out for the feedback request email from
The Practitioner Hub for Inclusive Business

Tell us what you think

Feedback Matters!

Help us improve our webinars

Suggest topics you want to see covered

Help us report to funders and secure more webinars



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More on advisory support

All resources can be found on the event page:

<http://bit.ly/WebinarIBSupport>

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Organisation Type >

Region/Country >

RESET START SEARCH

Search Intermediaries... Q

This database lists information about organisations that offer financial and/or technical support for inclusive business and social enterprises in developing countries. It aims to help companies and entrepreneurs in inclusive business find initiatives that could provide the support they need.

The database has been developed by the Practitioner Hub, in partnership with Connect to Grow and the Asian Development Bank. The database currently focuses on organisations that offer services to businesses in East Africa - Kenya, Malawi, Nigeria, Rwanda, Tanzania and Uganda - in Nigeria, and in South Asia - Bangladesh, Myanmar and Nepal. However, it includes global organisations with much wider reach as well. It includes descriptions of over 200 relevant organisations, the support they offer and a link to further information.

The database does not include organisations offering microfinance. A comprehensive listing of these, sorted by country, can be viewed [here](#).

If you don't find what you're looking for here, check the earlier excel of the Hub Technical and Financial support database that contains a more global listing of organisations, or browse our [other useful links](#).

We recognise that this is not an exhaustive list and our aim is to add more organisations on a regular basis. We encourage and welcome your feedback and any suggestions of other organisations that could be included. We would also value feedback on the usefulness of this database to your work. Please have a look and [get back to us!](#)

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WARC Group runs an agribusiness in West Africa and offers business solutions globally. As entrepreneurs, we