



Partnership Program Highlights

Empowering Women Entrepreneurs



SWISS CAPACITY BUILDING FACILITY
Association for Income and Employment Generation



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INTRODUCTION

This case study highlights the Trestle Group Foundation's Empowering Women Entrepreneurs Partnership Program (EWEPP) with Credit Suisse and three female business owners in Dar es Salaam, Tanzania.

The six-month program was conducted in collaboration with Swisscontact and Equity Bank to provide expertise, training support and resources including access to capital to 250 female entrepreneurs in Tanzania.

ABOUT THE PROGRAM

The Trestle Group Foundation, Swisscontact, Equity Bank and Credit Suisse have teamed up to link expertise, financial capital, networks and resources to empower women entrepreneurs in Tanzania. We believe that empowering women entrepreneurs in emerging economies drives economic opportunity, personal and professional growth, and social progress.

In this project Swisscontact, funded by the Swiss Capacity Building Facility, extends its 10 year working relationship with Equity Bank to serve the mission of the Trestle Group Foundation.

Through this partnership we deliver:

- ▶ The award-winning, six-month, customized coaching relationships and expert team provided by Credit Suisse for the Empowering Women Entrepreneurs Partnership Program
- ▶ Skills-based business training designed by the International Labor Organization and Equity Bank
- ▶ A network of like-minded, early-stage, high-potential female entrepreneurs supported by Equity Bank
- ▶ Access to capital, Equity Bank's Fanikisha+ loan designed especially for women-led businesses.

In the first stage of the program, three flagship entrepreneurs, role models in their community, were paired with Credit Suisse executives through the Trestle Group Foundation's partnership program to provide human capital and expertise vital to propelling these diverse women-led businesses to the next level, creating employment stability and growth.

For Credit Suisse, the experience offers a chance to connect internally across functions and business units, and utilize expertise in creative ways that encourage innovative thinking.

The second stage of the program includes skill-based training in financial literacy and business processes for high-potential, earlier stage women entrepreneurs in Dar es Salaam.

After successful completion of the training, businesswomen are eligible for the Fanikisha+ loans. The financial product offered by Equity Bank, Fanikisha +, means "to help to succeed." "Women make great entrepreneurs if provided the right resources," says Samuel Makome, CEO & Managing Director of Equity Bank Tanzania.



Quote

"From the very first conversations with Claudia, I started thinking differently about my business. You cannot imagine what's going to come out of this. We are proud to tell the world that we are Teleflora members. We are really looking forward now."

Dina Bina, Dina Flowers



Anna Matinde

Quote

"Women entrepreneurs face so many challenges in Tanzania. I want to support others. Women here need a voice, and skills. Many thanks to the team for developing the new web site for me. It looks wonderful!"

Anna Matinde, H & AN Enterprises

PROGRAM HIGHLIGHTS

Women entrepreneurs across industries and geographies share the same core business needs:

- ▶ Creating sustainable business processes and structures
- ▶ Utilizing varied media to the best possible outcome
- ▶ Strategic perspective and guidance based on reliable data
- ▶ Access to networks and professional connections

Dina Bina, founder and owner of Dina Flowers, asked from the beginning of the partnership, "How do I go to the next level? How do I make leadership decisions?"

The Credit Suisse team discovered that Dina had no financial data regularly at her fingertips so she could assess her business. Instead, like most entrepreneurs, she was taking opportunities as they came and basing her decisions on estimations and assumptions. Her uncertainty was well-founded.

The Credit Suisse team built a "leadership dashboard," a tool so Dina and her staff can see which product lines are thriving and which are not, and plan accordingly. Dina learned in the process that she needs to record much more complete information, in one place and in a common language.

Dina reported, "I've learned I need to always track what I'm paying for. I need clearer categories and cost per product to give me a good picture so I can make decisions." Through Trestle Group Foundation connections, Dina Bina has become Tanzania's first Teleflora florist, creating an entirely new stream of revenue for Dina Flowers.

Another challenge for small and growing businesses is creating solid strategic plans required to obtain second-stage funding.

For Anna Matinde, owner of H & An Enterprises, that meant narrowing her focus to just a few product lines. Like many entrepreneurs, Anna wound up selling every product that passed through her sphere of influence. The Credit Suisse team helped Anna narrow H & An's Enterprises's core product lines to three (carving, clothing and jewelry) and focused her brand message on local sourcing, staff development and wholesale distribution.

For Fatma Riyami's NatureRipe Tanzania, the Credit Suisse analysis means the company's focus will be on expanding the exportation of the cashew product line, not the original mango products. The team also connected Fatma with potential international distributors.

MEET THE ENTREPRENEURS

Dina Bina, Dina's Flowers

- ▶ Began Dina's Flowers in 1996 with airport contract: VIP lounges, sweeping streets, gardening & landscaping
- ▶ Dina's flowers operates shop for walk-ins, event decoration, and regular contracts for offices, hotels and other public facilities
- ▶ In growth mode, expanding product lines and annual revenue
- ▶ Deeply committed to poverty alleviation in value chain
- ▶ Has both local and remote farms for back-up flowers, using communal lorry, looking to do cold storage in rural areas
- ▶ The Credit Suisse executive team addressed Dina's primary challenge to gain a better understanding of how cash moves through the organization: which product lines are most profitable? Where should she focus and where should she subcontract? How should she grow?
- ▶ The team is also exploring infrastructure development by supporting Dina to become a Teleflora or Interflora distributor and computerizing her day-to-day operations. Online order processing is an uncovered priority. Equity Bank will be working with Dina on that.

Anna Matinde, H & An Enterprises

- ▶ H&An Enterprises began exporting bulk handcrafts and textiles in 1996
- ▶ 3 Retail locations and wholesale presence in South Africa
- ▶ Customers across region and United States, United Kingdom
- ▶ Anna is keenly aware of profit margins on each product line and is focused on business growth
- ▶ One of Anna's primary drivers is supporting other women entrepreneurs in Tanzania
- ▶ The Credit Suisse executive team addressed the primary growth challenge that H & An has no Web presence. Future plans include participation at trade shows in Europe and North America, and H & An Enterprises will need a solid online brand identity. The team is also creating a strategic plan for H & An.

Fatma Riyami, NatureRipe Kilimanjaro

- ▶ First Tanzanian exporter of mangoes, 1 – 2 tons/week to Dubai in 2000
- ▶ Product lines now include: mangoes, processed mango products (pickle, sauces), roasted nuts, packaged nut products
- ▶ Family-owned business operates a 200-acre mango orchard in Mkuranga District – coastal region
- ▶ Maintains a nursery of mango seedlings and other plants for sale. The nursery can produce over 50,000 seedlings annually
- ▶ The company is in rapid growth mode, with annual turnover expected to double from 2011 – 2013
- ▶ The Credit Suisse executive team addressed Fatma's primary challenges including: review of business plan, cash flow analysis and review of product line profitability, as well as providing valuable connections to new markets and distributors.



"From this program I've learned there's value in expanding my network. Just the first few conversations with Claudia had me thinking differently about my business."



"Thank you for the Web site. It is beautiful."



"Through this program, I've realized I had priced my products for only 10% of the potential market."



Claudia Franceschetti

"When I speak to my team about this, they all want to be involved. They start coming up with ideas right away. It definitely sparks creativity and discussion."



Nathaly Bachmann Frozza

"The primary benefit for Credit Suisse team members may have been the opportunity to meet and work with colleagues from other parts of the bank. It's a great cross-functional networking opportunity for us."



Bemi, Okorodudu

"This work is a perfect fit for Credit Suisse. We're a bank, yes, and we also support an array of initiatives for women and children. Of course we'd support women's financial literacy and entrepreneurship."

EXECUTIVE PERSPECTIVE

Béatrice Fischer, Credit Suisse Head of CEO Stakeholder Management told the team at the program kickoff, "I personally support this program because it accomplishes so many goals simultaneously. We have the opportunity to work together across functions and units, we use our expertise to give back, and it encourages creativity and innovative thinking."

How did the team accomplish those goals and work with the women entrepreneurs? Credit Suisse's Bemi Okorodudu said, "We went in asking ourselves, 'OK, what's needed here? How can we support?' We put together our teams, and then when we saw the reality of life and business for these entrepreneurs, we had to be quite creative in problem-solving." And get creative they did!

Executive Coaches Bemi Okorodudu, Claudia Francheschetti and Nathaly Bachmann Frozza built three sub-teams: Marketing & Communication, Finance, and Business Strategy. Each sub-team included two or three members from different parts of Credit Suisse's organization. The team crafted business plans, built a dashboard to assess product line profitability, designed a logo and Web site, and exceeded expectations by independently acting as sales agents for Fatma's NatureRipe Kilimanjaro with SWISS airlines, PAKKA organic and fair trade distributors and Globus department stores. Their deliverables were custom-designed for the needs of each entrepreneur's business. The finance team located the best source of Sharia compliant funding for Fatma, and secured an invitation to send on her business plan. As a result of the program, Dina Bina is now Tanzania's first Teleflora distributor, creating two new revenue streams for her business.

Program coaches have a significant challenge in terms of program management and engagement when the reality of entrepreneurship in Tanzania hit the team. Nathaly, Bemi and Claudia did a good job keeping the group focused and communicating over time despite communication challenges and surprises over the six months program duration.

The program supports Credit Suisse's initiatives and vision to connect employees across the institution to work together in innovative ways. For the entrepreneurs and for the team, it's our hope that this skill-based volunteering opportunity paid off in more ways than one. Credit Suisse offers a valuable contribution to women entrepreneurs by increasing their financial literacy and strategic mindset and practices.

EXECUTIVE SUPPORT

Executive Coaches:



Bemí Okorodudu



Claudia Franceschetti



Nathaly Bachmann Frozza

Finance & Accounting

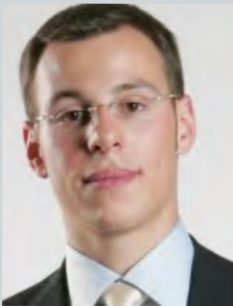


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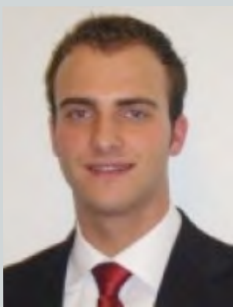


Lorenz Meyer

Business Plans



Martin Moeller



Andreas Rinner



Mark Heiler

Admin Support



Maria Contardi

Marketing



Daniel Huber



Beatrice Schroettner



Mark Hürlimann

Advisory Board



Beatrice Fischer



Valerie Philips



Patricia Morgan



Laura Hemrika



Michelle Gadsden-Williams



G A F F A M E D I A



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- ▶ Klaus B. Pedersen, Creative Director at Gaffa Media
- ▶ Jonathan Glicksberg, Managing Director at ICON Worldwide



Dana Brice Smith

Quote

"This innovative partnership is linking human and financial capital, networks and resources to overcome challenges faced by women entrepreneurs. By improving access to financial services, delivering customized financial products, executive support and training to women-led businesses, we are helping to build a sustainable pipeline and community of women entrepreneurs in Tanzania."

Dana Brice Smith, Trestle Group Foundation Co-Founder and Managing Director

ABOUT THE PARTNERS



SCBF

SWISS CAPACITY BUILDING FACILITY

Association for Income and Employment Generation

The Swiss Capacity Building Facility (SCBF) is a public-private development partnership (PPDP) established in April 2011 to assist financial intermediaries such as insurance companies, microfinance banks, and savings and commercial banks, in significantly scaling up their outreach to poor people in developing countries. The SCBF focusses on interventions with a clear social mission to serve women and rural areas, farmers, micro enterprises and small enterprises (SMEs).



swisscontact

Swisscontact promotes economic, social and ecological development by supporting people to successfully integrate into commercial life. Swisscontact creates opportunities for people to improve their living conditions as a result of their own efforts. Swisscontact works to enable access to professional training, promotes local entrepreneurship, creates access to local financial service providers and supports the efficient use of resources with the goal of successfully promoting employment and income generation.



Equity Bank is one of East Africa's leading banks whose purpose is to transform the lives and livelihoods of the people of Africa socially and economically by availing them modern, inclusive financial services that maximize their opportunities. With a strong footprint in Kenya, Uganda, South Sudan, Rwanda and Tanzania, Equity Bank is home to more than 7.3 million customers, the largest customer base in the region. Equity offers inclusive, customer focused financial services that socially and economically empower our clients and stakeholders, championing the socio-economic prosperity of the people of Africa.



Credit Suisse provides companies, institutional clients and high-net-worth private individuals worldwide, as well as retail clients in Switzerland, advisory services, comprehensive solutions, and financial products. Supporting entrepreneurs has been a part of the Credit Suisse story almost from its inception. From 550 offices in 50 countries, we stand for sustainability, service and expertise.



Rebecca Self

Quote

"This partnership delivered outstanding results on numerous fronts. For Credit Suisse, it provided cross-functional teamwork opportunities that engaged and inspired. For Equity Bank and Swisscontact, it provided rich new ways to connect with valued clients and partners. For us here at the Trestle Group Foundation, it was an honor to coordinate and facilitate as this remarkable coalition worked together for a greater good, supporting women entrepreneurs across Tanzania."

Rebecca Self, Trestle Group Foundation Director of Program Development and Executive Coaching

BACKGROUND – Trestle Group Foundation is an innovative nonprofit organization dedicated to creating and expanding sustainable economic opportunities in developing and emerging economies by supporting high potential women-led businesses.

MISSION – Built on a new model of nonprofit support, and guided by the belief that entrepreneurship fuels the engine that drives economic opportunity, growth and social progress, Trestle Group Foundation works to empower women entrepreneurs in emerging economies.

SCOPE – High-potential women-led small and growing businesses (SGBs) in emerging economies.

COUNTRIES – Trestle Group Foundation has supported women-led companies – across industries and business sectors – in Bangladesh, Czech Republic, Egypt, Hungary, India, Jordan, Kenya, Poland, Russia, Slovakia, South Africa, Tanzania, Turkey and Uganda.

INTERNATIONAL EXPOSURE AND AWARENESS – Through integrated awareness efforts – positioning and participation at key global conferences, high-impact short films, customized events, traditional and social media outreach – Trestle Group Foundation strives to raise significant awareness about the important role women entrepreneurs play in developing and emerging economies. And how leading organizations are helping these women succeed.

SUPPORTERS – Trestle Group Foundation has been fortunate to earn the support of leading organizations including: a-connect, Advocates for International Development (A4ID), COFRA Foundation, Credit Suisse, Gübelin, HCL Technologies, HP, IBM, Microsoft, Odgers Berndtson, PepsiCo, Swisscontact, Symphasis, UBS, Voices for Innovation, World Conservation Union (IUCN), amongst others.

MORE INFORMATION – Trestle Group Foundation is a registered tax-exempt (No. CH-440.018.28-4), nonprofit, private Swiss foundation without any political or religious affiliations. To learn more, please visit: www.trestlegroupfoundation.org.

TRESTLE GROUP

f o u n d a t i o n

Foundation Headquarters
Grossholzstrasse 22
8253 Diessenhofen
Switzerland

Foundation Office
Limmatquai 94
8001 Zürich
Switzerland