



Business Development Services Facility Management: Guidance Booklet



Purpose of the document

This document is a guidance booklet developed by the Dutch Good Growth Fund (DGGF) and Dalberg Advisors to support BDS facility managers and funders to think through key design elements when setting up their programs.

This toolkit has four key parts:

- Part One captures DGGFs guidance for designing the key components of a business development (BDS) facility.
- Part Two captures the structure of three typical BDS facilities.

This guidance booklet has been developed on the basis of an evaluation that was done of the DGGF portfolio. You can find the lessons learned from this exercise [here](#).

User Manual | The toolkit offers different entry points and can be best leveraged by using the toolkit's features

Structure and toolkit's entry points



Documentation to familiarize with BDS

Key components to set up and implement BDS

Illustration of the structure of 3 typical types of BDS facilities

DGGF contact details for more information





Appendices

Abbreviations and terminology

Definitions

Toolkit's features



-  Description boxes of key lessons and data that inform effective design and implementation
-  Check-list of each component to support design features
-  The tool icon indicates practical tools and frameworks that BDS providers can use
-  The click icon has hyperlinks to tools and definitions



01 Step by Step approach for BDS facility management

The toolkit will step through key areas that inform BDS strategy and implementation considerations

Tracker to guide you through the components

The BDS strategy provides a guiding star for BDS and is a useful tool for communication



A. What is the strategy?

- Overview of BDS and objectives
- Parameters of the BDS

There are multiple approaches to breaking down BDS components- this approach looks at seven key areas



B. Who is the client ?

- SME by growth stage
- SMEs by type of SGBs



F. What is the level of financial resources?

- Enterprise cost share
- Budgeting



C. What is the content?

- Tailored, standard, mixed



G. What is the format?

- Modality – In-person vs virtual



D. How is BDS facility managed?

- BDS manager profiles
- Governance structure



H. How should BDS be measured?

- Results management



E. What is the delivery model?

- Retainer support, knowledge resources, and events

To define the BDS strategy several components should be considered- with team, resources and target group being the most critical for strategy

A. What is the strategy?

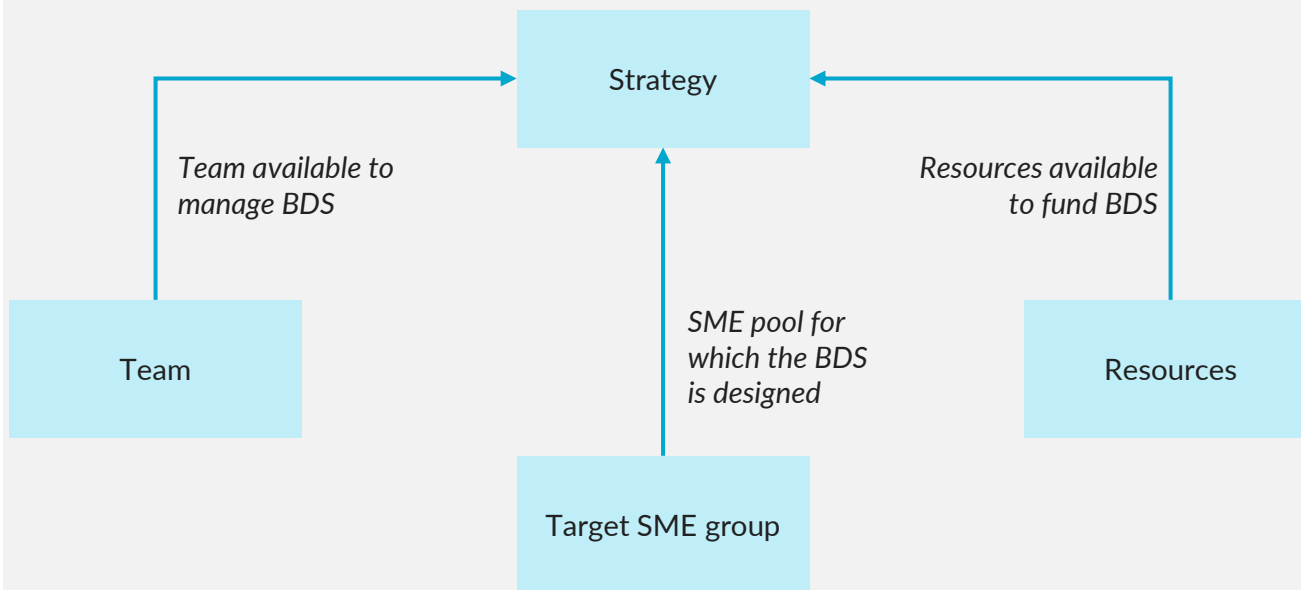
- Overview of BDS and objectives
- Parameters of BDS



Guidance note



- While all the questions on the previous slide are important for the implementation of your BDS program, to design a BDS strategy, three key sub- components are critical



Check-list

- ✓ Define clear objectives and indicators for BDS
- ✓ Understand non-financial needs of the SMEs – who they are and what are their needs will be different
- ✓ Design a programming strategy to meet the SME needs
- ✓ Ensure BDS strategy matches available financial resources
- ✓ Ensure resources available can deliver on BDS strategy

Tool: Strategy key consideration worksheet



A. What is the strategy?

- Overview of BDS and objectives
- Parameters of BDS



Tool

Key categories	Questions	Answers
BDS objectives	What is your intention for the BDS facility? (i.e. intentions to build a portfolio of unique types of niche businesses, scale businesses etc.)	
SME client	In your context, who are the available SMEs that may be within your potential pool?	
	What are their unique non-financial needs?	
	What are the common needs across different SMEs served where there is limited access to alternative support?	
Team	Do you have dedicated resources to support the BDS facility?	
	Is your team able to be hands on, or have less capacity to design or implement programs	
Finances	How much financing do you aim to spend per SME?	
	Is your team able to be hands on, or have less capacity to design or implement programs?	

Instructions:

Use this framework to capture key initial aspects that will support your strategic program design and refining your early considerations

Good BDS requires knowing your customer and their needs – mapping the stage of business to the type of business identifies some nuanced insights



B. Who is the client ?

- SME by growth stage
- SMEs by type of SGBs

Guidance note



- There are two frameworks that can be used to help you understand your SMEs – 1) the stage of the SME and 2) the type of small and growing business - A sub-section of SMEs
- **Overlaying these two frameworks provides a nuanced understanding of the client and can be used by BDS managers in the initial diagnostic phase**
- **Framework 1: SME stage**
 - **Early-Stage:** Core management team and proven concept/product, but not cash flow positive
 - **Growth:** Received prior round of financing and now testing/adapting product
 - **Scale-up:** Proven concept, achieved significant revenue growth and is cash flow positive
- **Framework 2: SGB type**
 - **Livelihood:** Sustaining enterprises opportunity-driven small businesses, that may be formal or informal, that have grown beyond subsistence to hire additional employees
 - **Dynamic Enterprises:** Well-established small to medium-sized businesses, typically operating in traditional industries such as manufacturing, agriculture, services, and retail
 - **Niche Ventures:** Entrepreneurs seeking to grow, but whose products/services target niche markets
 - **High-Growth:** Ventures Led by ambitious entrepreneurs with significant risk tolerance, who are seeking to scale into large addressable markets

Check-list



- ✓ Map SME against the different frameworks
- ✓ Assess SME needs based on where they are situated
- ✓ Test with SMEs if their challenges are typical to the category or anything unique

Source: DGGF SME survey, 2024, stakeholder consultations, Dalberg analysis, ANDE, Missing Middle Report, 2016, .

Tool: SME diagnostic worksheet to plot SME group



B. Who is the client ?

- SME by growth stage
- SMEs by type of SGBs

Tool



		SME Stage		
		Early-Stage	Growth	Scale-Up
SGB type	High growth venture			
	Niche venture			
	Dynamic enterprise			
	Livelihood sustaining enterprise			

Instructions:

Use this framework to understand your SME portfolio. Complete how many SMEs you have per category

Tailoring content to meet SMEs needs is a lever that BDS providers can use to enhance performance



C. What is the content?

- Tailored, standard, mix (tailored + standard)

SME Type	Stage	Core operations support				Market development		Impact themes	
		Finance management	Regulatory support	Business planning	Talent management	Sales & Marketing	Product development	Gender	Climate
High growth ventures	Early								
	Growth								
	Scale up								
Niche ventures	Early								
	Growth								
	Scale up								
Dynamic enterprises	Early								
	Growth								
	Scale up								
Livelihood sustaining businesses	Early								
	Growth								
	Scale up								

Additional impact themes could be added

Check-list



- ✓ Conduct diagnostic of SMEs needs
- ✓ Capture on the worksheet/report the gaps and support needs
- ✓ Validate assessment with SMEs
- ✓ Prioritize areas that are most critical
- ✓ Cross-check that it suits type or stage of business
- ✓ Decide which services are needed at what stage – sequencing

Instructions:

This framework can be tailored, updated and expanded, but can be used to highlight by stage and type unique SME needs

BDS managers drive the value and performance of a facility



D. How Is Bds Facility Managed?

- BDS manager profiles
- Governance structure

Guidance note



- Approaches to BDS management can either be hands-on or hands-off. Hands-on BDS is when a BDS provider supports program design, while hands-off BDS entails most elements to be contracted, and the role is focused on BDS financing
 - A hands-on approach is taken when there is sufficient capacity/dedicated resources to support activities
- There is not a one-size-fits-all approach – e.g. these capabilities could be covered by two people- a junior person who manages efforts such as monitoring and a senior person who manages partnerships
- An idea profile to manage a BDS facility includes:

Work experience	Attributes	Skills	■ Hands on	■ Hands off	■ Agnostic
Experience in program management or providing TA	Strong analytical thinking enables proper needs assessment	Capacity needs assessment	■		
		Good stakeholder management to communicate, influence, and engage	■		
Relevant knowledge of SME finance and Fund's investment sectors	Adaptable to evolving market conditions and SME needs	Monitoring and evaluation		■	
		Procurement and negotiation		■	
Former entrepreneurs bring firsthand knowledge	Empathetic to understand/ resonate with the needs	Strong networking skills to identify and build strategic partnerships			■
		Strong program and project development and management			■

Check-list



- ✓ Understand the available team and establish if the BDS manager will take on a hands-on or hands-off role based on capacity
- ✓ Check relevant experience against ideal profile – work experience, attributes and skills

Source: Dalberg, Stakeholder Discussions, 2024; Dalberg Analysis, 2024

Having governance bodies in place can support effective and efficient decision-making (1/2)

Guidance note



Benefits of centralized governance bodies

- Creates clear lines of authority and decision making
- Provides better supervision and control
- Simplifies communication
- Gives funders comfort and can potentially draw in additional investment

Questions to ask in design of the governance structure

- 1 **Does the proposed organizational design amplify or hinder** our approach to decision effectiveness, who has which roles and rights, and where they sit in the structure?
- 2 **Do we have the right composition of the governance body?** – will the members support effective guidance and decision making?
- 3 **What are the roles and responsibilities of the various bodies?**
- 4 **How will coordination be managed?** Policies, standards, and guidelines for BDS delivery need to support the structure
- 5 **How will you ensure investments and efforts consider gender, and ESG/impact (if applicable to the fund)?**



D. How is bds facility managed?

- BDS manager profiles
- Governance structure

Check-list



- ✓ Define clear roles and responsibilities for the bodies in the structure
- ✓ Develop and implement governance policies and guidelines
- ✓ Ensure the right people are selected to support strategically

Having governance bodies in place can support effective and efficient decision-making (2/2)



D. How Is Bds Facility Managed?

- BDS manager profiles
- Governance structure

Guidance note



To support this structure, it is advised that BDS managers design a manual on processes and procedures of the facility and design making

Structure and set up: BDS facilities can benefit from a governance body with a minimum of two committees, where capacity allows:

1. Grants/approval committee:

- A grants committee is a decision-making body
- It should have executive members and can have independents
 - independents generally only come into the structure for matured/large BDS facilities (usually +Euro 5 million)
- For the first year, donors sometimes sit on the grant committee. Over the long run, however, it is advised that the grant committee only consist of executive and independents
- It could include an impact advisor, intentionally sitting on the governance structure to ask questions about impact



2. Steering group:

- A steering group communicates with donors on strategy but does not have direct decision-making power
- The steering committee is made up completely of executive members



Source: Dalberg, Stakeholder Discussions, 2024; Dalberg Analysis, 2024

To manage costs effectively, a BDS manager can use a mix of delivery models



E. What Is The Delivery Model?

- Retainer support, knowledge resources, and events

Guidance note



- There are several different ways in which BDS content can be delivered:

Example of delivery model:	Cost implications:
<u>Individualized/Tailored</u> : Specific one-time BDS programs tailored, with 1:1 support for specific needs of the SME	Requires tailored material for each person being the costliest option
<u>Retainer support</u> : Ongoing advisory and consulting services provided on a continuous basis over an extended period	Depending on the period and requirements can be costly
<u>Events and workshops</u> : Attending events, seminars, or workshops designed to offer training, networking, and knowledge	Includes several SMEs at the workshop/event making is cost effective
<u>Cohort programs</u> : Structured programs aimed at providing comprehensive support	Includes several SMEs using same material and taught together, being very cost-effective
<u>Knowledge resources</u> : Knowledge material, toolkits, online resources to support business growth and development	Has broad reach through online dissemination, keeping costs low

Check-list



BDS managers should design how programs are delivered based on the needs of the SMEs. Activities to decide on delivery models include:

- ✓ Assess which delivery methods are suitable and can be used to lower costs
- ✓ Identify which topics are best suited for what type of modality
- ✓ Think through the sequencing of delivery and how that may change as SME needs change
 - E.g. starting with a cohort-based program can help cover foundational needs for multiple SMEs efficiently. Once the basics are in place, more customized support can be provided as needed

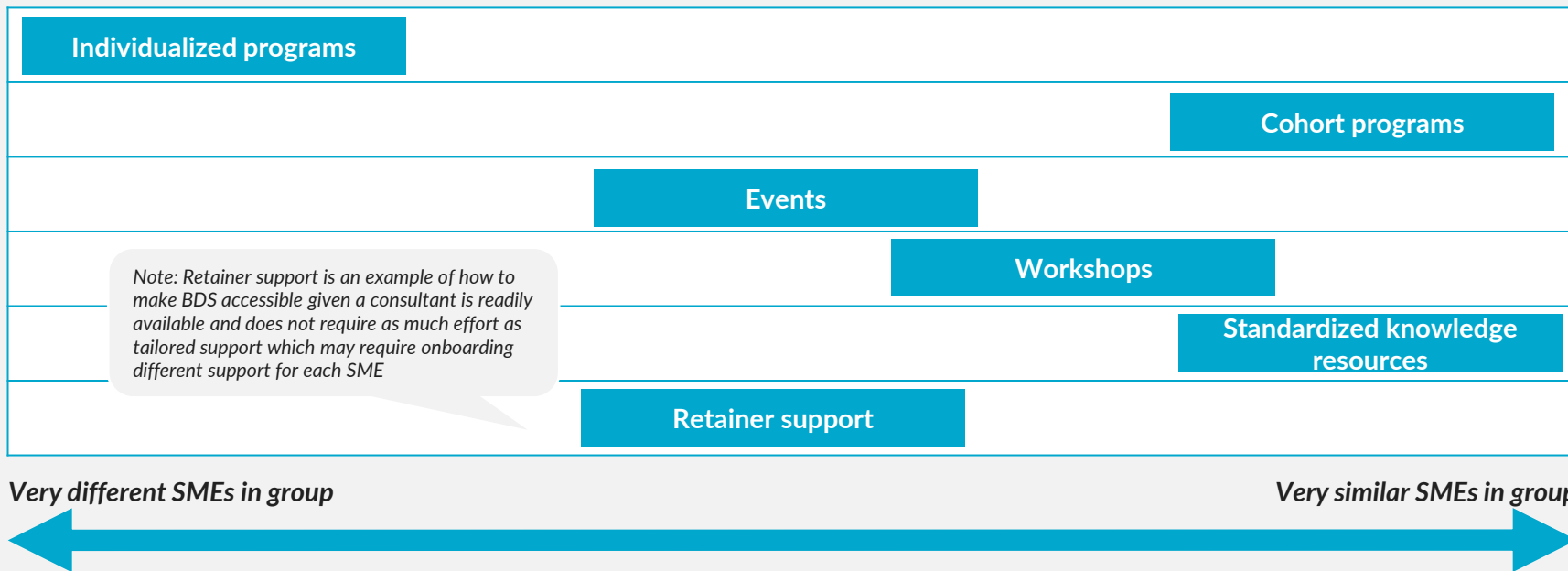
Tool: Map the support models based on SMEs



E. What Is The Delivery Model?

- Retainer support, knowledge resources, and events

Tool



Instructions:

This framework can be used to decide based on how different your SMEs are, the modalities of support that can be used

Source: DGGF BDS provider survey, 2024, stakeholder consultations, Dalberg analysis

BDS facilities need to understand their potential portfolio from the design phase to plan the budget bottom up



F. What is the level of financial resources?

- Enterprise cost share
- Budgeting

Guidance note



- BDS budgets can be financed in several ways already mentioned, such as: SME cost sharing, the contribution from BDS funders, and self-financing through management fees
- There are **two key aspects to consider** when **developing a budget** for BDS:
 - 1) the programmatic costs and 2) the management/governance costs
- To do this BDS managers need to:
 - **Understand their potential portfolio** from the design phase to plan the budget bottom-up
 - Develop a governance structure and **plan for the non-programmatic budget**
- Key driver's provide indicators that can help support budget development

Note: Program size does not affect performance so increasing program size so the cost is lower per SME could be used as a budgeting technique

1a. Program activities

1b. Program # of new investees per annum

1c. Estimate program cost and duration per investee

2a. Estimate non-transaction budget (marketing, M&E, technology etc.)

2b. Estimate reasonable # of core staff

2c. Estimate travel and other expenses (e.g. committee)

2d. Estimate admin legal KYC and overhead costs

Total program budget

Management Budget

Check-list



- ✓ Identify key drivers of the budget such as activities of the program, number of participants and costs of provision of those activities
- ✓ Capture management budget needs for BDS
- ✓ Complete budget template

Tool: BDS budget tool



F. What is the level of financial resources?

- Enterprise cost share
- Budgeting

Tool



File Home Insert Draw Page Layout Formulas Data Review View Automate Help Acrobat Power-user

Clipboard Font Alignment Number Styles Cells

33

BDS Facility Budget Template			Allocation by year					
A	B	C	Year 1	Year 2	Year 3	Year 4	Year 5	
1	Products:							
2	Product 1	% of Total Facility						0%
3	Product 2							0%
4	Product ...							0%
5	BDS Facility Overhead Expenses							0%
6	<i>Est. Budget - Operating Expenses e.g. audit</i>							
7								
8								
9								
10	Allocation		%					
11	TA Facility		Year 1	Year 2	Year 3	Year 4	Year 5	
12								
13								
14	B Total BDS Amount USD							
15								
16	BDS Facility Investors							
17	Contributor 1							
18	Contributor 2							
19	Contributor ...							
20								
21	D Est. Profit Tax Rate							
22	E Market Average Interest Rate							
23	F Default Rate							
24	Drawdown % Contributor 1							
25	Drawdown % Contributor 2							
26	Drawdown % Contributor 3							
27								
28	Year		Year 1	Year 2	Year 3	Year 4	Year 5	Total
29	Drawdown							
30	+ Contributor 1		-	-	-	-	-	-
31	+ Contributor 2		-	-	-	-	-	-
32	+ Contributor ...		-	-	-	-	-	-
33	- Disbursement		-	-	-	-	-	-

TA Budget 0 % Loan Schedules Schedule Dropdown +

[Link to excel budget template](#)



Cost sharing with SMEs can be an effective way to manage costs



F. What is the level of financial resources?

- Enterprise cost share
- Budgeting

Guidance note



- The ability of SMEs to contribute to BDS cost can be influenced by several factors
- As such, when designing the approach to cost sharing BDS managers should consider:
 - **The size of the SME** – Smaller enterprises typically have fewer resources
 - **The stage of the enterprise** – Later-stage firms are more likely to pay fees
 - **Perceived quality of service** – Services that are demand-driven to SMEs are more likely to see willingness to pay
 - **Market conditions** – Number of BDS services that are subsidized/grant-based in the market setting free services as a norm
 - **Impact outcomes** – Impact and market output-related activities could attract impact investment/donor funding, with more subsidization and less cost share
- **Cost sharing can range from 15-50%** – Depending on the SMEs ability to contribute
- Cost sharing has several benefits for BDS facilities:
 - **Encourage commitment** to the program and act as a mark of ‘perceived value’
 - Increase the performance of SMEs – SMEs that have “skin in the game” and pay **part of their BDS also seem to perform better**
 - **Manage costs effectively** using cost share as an additional resource
 - **Enhances sustainability** of BDS programs

Check-list



- ✓ Assess SME capacity and willingness to pay
- ✓ Determine fee structure – proportion
- ✓ Develop payment scheme
- ✓ Track feedback from SMEs and results

Note: Cost share: BDS program are paid for in part by the SMEs, who share an agreed % of the total cost; Sponsorship: BDS program costs are covered by the TA facility or fund, and require no spending by the SME

Source: DGGF BDS Provider survey, 2024, stakeholder consultations, Dalberg analysis.

Virtual sessions can effectively compliment in-person programming and support in managing costs

Note: See note of budgeting for program size

G. What Is The Format?

- Program size
- Modality – in-person vs virtual



Guidance note



- **Certain strategic and feasibility considerations** support the decision in the mode of support
- **Strategic considerations**
 - Who is your target clients?
 - How important is offline interaction to achieving your objectives?
 - What bottlenecks have held back your organization from achieving service outcomes?
 - To what extent could online vs offline improve service quality?
- **Feasibility considerations**
 - What existing talent and infrastructure do you have to support different modalities of training?
 - How large is your budget for courses?
 - To what extent do you and your clientele have access to ICT infrastructure?
- **Importantly, where possible using a format that is SME demand-led can increase SME satisfaction and uptake**

Check-list



- ✓ Assess SME needs
- ✓ Assess content and training needs
- ✓ Assess market conditions
- ✓ Evaluate digital infrastructure and team capabilities
- ✓ Budget formatting requirements
- ✓ Design program format

Tool: Example of a decision tool to support format design

G. What Is The Format?

- Program size
- Modality – in-person vs virtual



Note: See note of budgeting for program size

Tool					Non-exhaustive
Category	Key questions to design format	Possible responses	Online	In-person	Notes
Location	Where are the SMEs are located?	Far from the BDS support offering			A mix can provide flexibility for distance
		Close to BDS support offering			
SME portfolio	What are the SMEs support needs?	SMEs need very technically hands-on supporting nature			Although some SMEs may not need hands-on support, mixing formats and use of in-person can build trust
		SMEs do not need hands on or technical support			
	What is the gender break down of the cohort?	The cohort consists largely of females			Women often take on care roles and online can provide flexibility
Infrastructure/tech	What is the tech and machinery need of SMEs?	Specific infrastructure or machinery is required to grow the businesses			In-person would only work for activities related to these needs
	Does the BDs have the infrastructure it needs to digitize courses?	There is technology available to support online courses			Investment in skills and tech will be important to support BDS if there are environmental issues – ie. COVID
		The team does not have the tech or skills to support online BDS			
Recourses	What is the budget?	The budget is limited			A mix reduces costs

Source: ASPEN, Argidius, Digital Delivery: A digitalization guidebook for enterprise support organizations, 2021

■ Suitable
 ■ Could be used alongside other mode
 ■ Not suitable

Learning and measurement elevates the performance of BDS programs and enterprises it supports



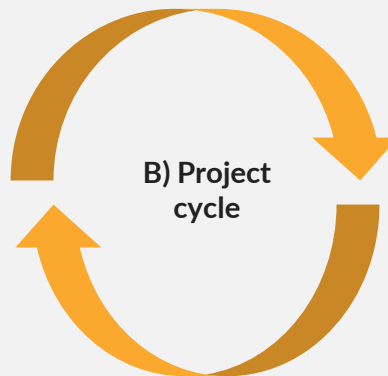
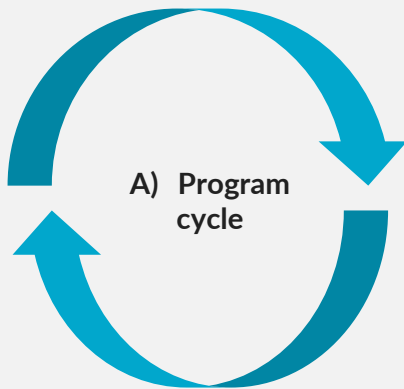
H. How should bds be measured?

- Results management

Guidance note



- BDS should **design for and budget for effective measurement** and learning
- In setting up a measurement plan BDS providers should consider:
 - Collecting relevant data without burdening the SMEs
 - Using key indicators that can support performance comparison across their portfolio
 - Suggested comparable indicators to test performance include: 1) revenue growth, 2) jobs results – before and after programming and 3) SME satisfaction levels
 - Measuring at both program (facility) and project level (BDS provided to SME)



Check-list



- ✓ Develop a Theory of Change for the program
- ✓ Develop key indicators to measure the desired goals and impact

[Click for support to develop indicators](#)



- ✓ Develop results frameworks for the projects- capturing objectives for the SMEs

[Click for results framework template](#)



- ✓ Decide on frequency and tools for collection
- ✓ Measure results on an on-going bases
- ✓ Share results with team and investees

Tool: Framework to develop indicators

Tool

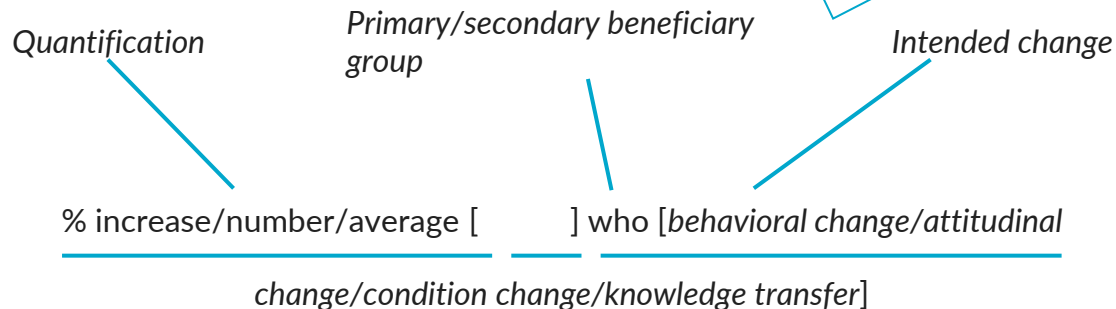


A useful framework to develop strong indicators is SMART:

- **Specific:** The measured changes should be expressed in precise terms
- **Measurable:** Capacity to be counted, observed, analyzed, tested, or challenged
- **Achievable:** Information is attainable at a reasonable cost within set timeframes
- **Relevant:** Relevant to those who will use the data (e.g., foundation, grantees)
- **Timebound:** There should be a time limit within which changes are measured

It isn't necessary to quantify all indicators as these can be qualitative, too

General structure for developing indicators



Common indicators

Common indicators used to measure the performance BDS are:

1. % Increase in revenue of the SME from before and after the BDS support
2. % Increase in profit of the SME from before and after the BDS support
3. # Additional jobs created for the SME from before and after the BDS support
4. Net-promoter score or 1-10 ranking of satisfaction levels by SMEs of the BDS

Tool: Example of a results framework

[Click for DGGF manual template](#)


Tool



	Indicators	Data sources	Frequency of collection	Risk/Assumptions
Impact				
Outcome				
Outputs				
Activities				
Inputs				

Instructions:

- Clearly outline the main indicators for your program
- For each indicator, capture the expected data sources you will use to collect this information, how often you expect to collect and any risks you may encounter




A photograph of three women sitting at a table outdoors. The woman on the left is wearing a black top and a blue face mask, and is writing on a piece of paper with a blue marker. The woman in the middle is wearing a red jacket and a blue face mask, looking down at the paper. The woman on the right is wearing a white long-sleeved shirt and a red headscarf, also looking down. The table is made of corrugated metal. There are water bottles and a pink bag on the table. The background is slightly blurred, showing an outdoor setting with other people and structures.

02 Illustration of 3 types of typical BDS Facilities

In our research, three archetypes of BDS were identified, which have each made unique decisions in defining their BDS strategy

Standardized

- BDS A spoke has enterprises with similar needs and should standardize their offering

Service Scope Narrow	
Delivery method (Events, cohort learning, knowledge resources)	
Spend per SME Low-med, \$2k-20k	




“

We manage a start up fund for early-stage high growth ventures. We provide ongoing support which included an executive coach for leadership, financial consultants, marketing consultants, and specific studies

– BDS A ”

Agile

- BDS B enterprises and mostly at the early stage and to cater to both segments, BDS B should provide a diverse offering

Service Scope Expansive	
Delivery method (Mix including individual)	
Spend per SME Low-med, \$15k-20k	




“

We invest and support primarily early-stage ventures small businesses. Our BDS focuses on enhancing investment readiness and operational efficiency

– BDS B ”

Comprehensive

- BDS C has enterprises at various growth stages with diverse support needs and to cater these needs, they should adopt a comprehensive strategy

Service Scope ~1/2 of providers report a broad BDS offering	
Delivery method (Mainly individual)	
Spend per SME Higher spend with \$48k avg, ranging from up to \$200k	

“

We deploy equity and equity linked instruments supporting a wide range of SMEs across various sectors. Given the diversity of the portfolio, we need to provide a wider range of support

– BDS C ”

Standardized: Works well when you have a similar group of SMEs at earlier stages ensuring support focuses on getting business processes/operations right in a cohort-type model

Standardized

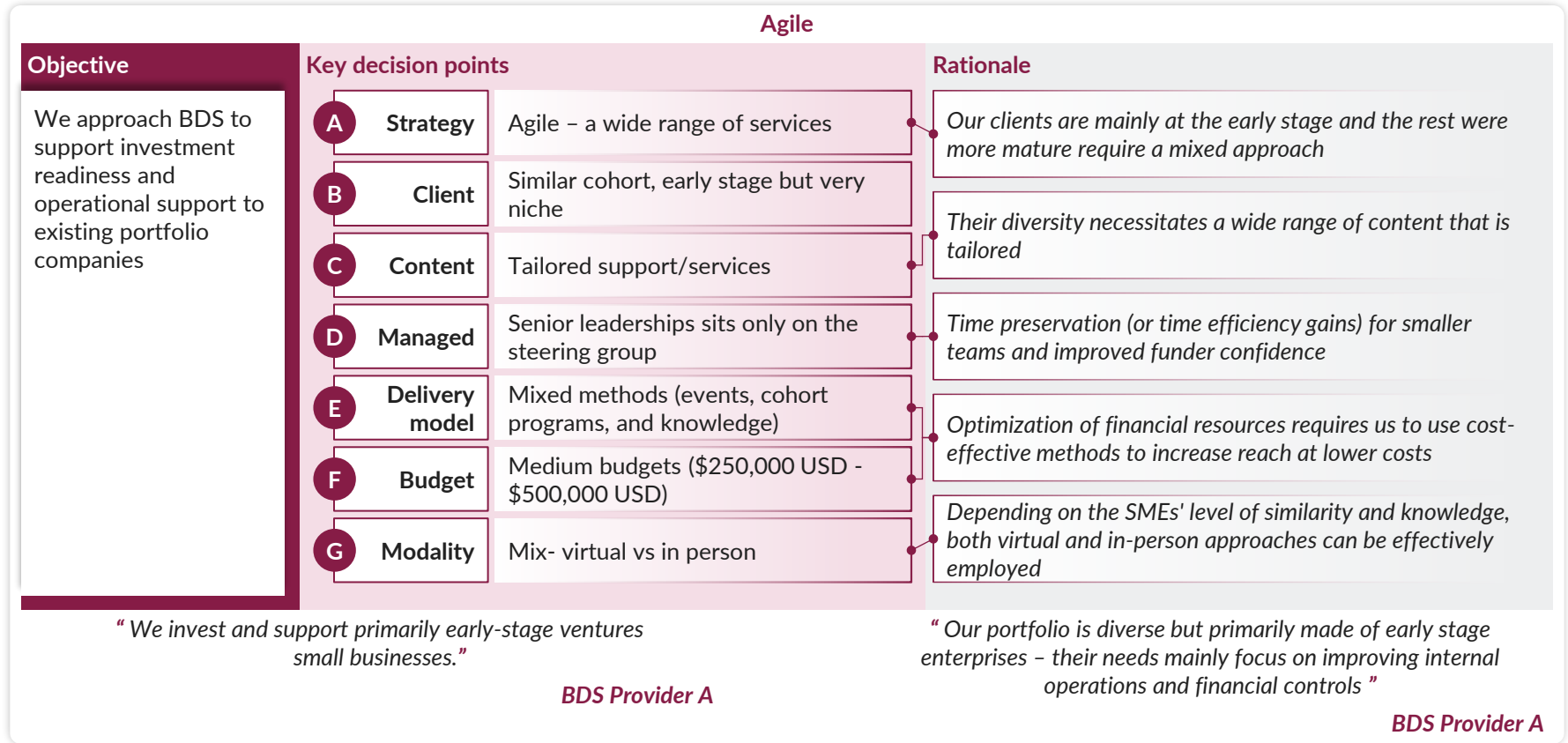
Objective	Key decision points		Rationale
<p>We approach BDS as a tool that augments the growth of our portfolio by driving greater sales while building strong internal financial controls</p>	A Strategy	Standardized - narrow range of services	Our clients (portfolio enterprises) are at similar stage and type
	B Client	Similar stage and type of client	Their key needs lie in finance, operations, and sales
	C Content	Focused on getting business processes and operations right	Alignment and coherence with the Funds strategy and support efficient resource allocation
	D Managed	Senior leaders at the fund sit on grants committee and steering group	Lower financial resources require us to use cost effective methods to maximize reach and lower cost
	E Delivery model	Co-hort based	Mix methods preferred in low resource settings. Virtual methods through cohort-based learning are used where SMEs have similar characteristics. In person methods are embedded where there is a large knowledge gap
	F Budget	Limited resource-constrained environments (<\$ 250,000 USD)	
	G Modality	Mix- virtual vs in person	

" We are startup fund operating for more than 10 years and have more than one funds under management, both providing BDS support. Our investments are focused on high growth start ups in tech " - BDS Provider A

" As our portfolio is made of high growth ventures, they scale rapidly. Their key drivers for growth are increasing sales by expanding the customer base while managing costs "

BDS Provider A

Agile: Is effective when focusing on SMEs with a distinct focus/niche businesses, i.e climate, at earlier stages which lends itself well to tailored support



Comprehensive: Works well when focusing on business across different stages that require a broader range of services – requiring more tailored support

Comprehensive		
Objective	Key decision points	Rationale
<p>We provide BDS to meet the specific needs of SMEs. Given the diversity of the portfolio, BDS is tailored with “no standard replicable” project – each is distinct and individualized to the SME.</p>	<p>A Strategy Comprehensive - broad range of services</p>	<p>Our clients (portfolio enterprises) are diverse and sit at various growth stages and comprised of various types</p>
	<p>B Client Very different cohort of SMEs- requiring individualized support</p>	<p>Their key needs are wide ranging and require individualized content</p>
	<p>C Content Tailored support/services</p>	<p>Complete fund oversight and compliance monitoring to ensure the facility operates in a manner consistent with Funds values</p>
	<p>D Managed Senior leaders at the fund sit on grants committee and steering group</p>	<p>The financial resources allow for tailored, individual services- BDS favors a more individualized approach.</p>
	<p>E Delivery model Mainly individual</p>	<p>SMEs exhibit diverse needs and characteristics, making a mixed-methods but individualized approach appropriate</p>
	<p>F Budget Large budgets (> \$ 1,000,000 USD)</p>	
	<p>G Modality Mix- virtual vs in person</p>	

“ We deploy equity and equity linked instruments supporting a wide range of SMEs. We are a sector-agnostic fund; we have investments in waste management, clean energy, and financial inclusion. ”

BDS Provider A

“ The BDS services offered are highly tailored to the specific needs of the SMEs, ranging from financial management and fundraising to technology updates and leadership coaching ”

BDS Provider A



For more information,
please visit the DGGF
website at:
<https://english.dggf.nl/>

or contact:
dggf@pwc.com

Abbreviations and definitions

Abbreviations	Definition
BDS	Business Development Services
DGGF	Dutch Good Growth Fund
TAF	Technical Assistance Facility
USD	United States Dollar
VC	Venture Capital
WSME	Women owned SMEs

Term	Definition
SME	Enterprises that are profit oriented enterprises. An SME can be defined by the following characteristics: <ul style="list-style-type: none">• Must be able to service an investment of \$50,000 --\$2M• More than five but fewer than 250 employees (at least 25 members)• Annual turnover of \$100,000 --\$5 M USD• Total assets of at least \$20,000
BDS	BDS facilities managed by fund managers in order to create investable pipeline, de-risk investment portfolio or provide value adding services to their portfolio companies and that are at least partially supported by grant support
BDS Provider	Organizations that provide business development services to SMEs

Definitions

Terms	Definition
Stages of SMEs	<ul style="list-style-type: none"> • <u>Early-Stage</u>: Core management team and proven concept/product, but not cash flow positive • <u>Growth</u>: Received prior round of financing and now testing/adapting product • <u>Scale-up</u>: Proven concept that has achieved significant revenue growth and is cash flow positive
Types of SMEs	<ul style="list-style-type: none"> • <u>High-Growth</u>: Have highly innovative business models serving large addressable markets with a rapid growth trajectory • <u>Dynamic</u>: Operate in established “bread and butter” industries and deploy proven business models • <u>Livelihood</u>: Are small, opportunity-driven, family-run businesses that are on the path to increased formalization • <u>Niche</u>: Create innovative products and services that target niche markets or customer segments
Tailored vs standardized	<ul style="list-style-type: none"> • <u>Standardized</u>: BDS program is cohort-based with standardized content • <u>Mixed</u>: BDS program is mix of standardized content and tailored 1:1 support • <u>Tailored</u>: BDS program is tailored, with 1:1 support specific to the needs of the SME
Modalities	<ul style="list-style-type: none"> • <u>Individualized/Tailored</u>: Specific one time BDS programs tailored, with 1:1 support for specific needs of the SMEs • <u>Retainer support</u>: Ongoing advisory and consulting services provided on a continuous basis over an extended period • <u>Events and workshops</u>: Attending events, seminars, or workshops designed to offer training, networking, and knowledge • <u>Cohort programs</u>: Structured programs aimed at providing comprehensive support • <u>Knowledge resources</u>: Knowledge material, toolkits, online resources to support business growth and development