



## SERVICES

### A. Entrepreneurship Development Services

Impakt Africa supports high-potential entrepreneurs, firms and organisations in Kenya. Our services empower you to strengthen your business operations and increase your sales and profitability. Our entrepreneurship development services are tailored to help private sector-led manufacturing and service industries, especially small and medium enterprises, sustainably improve their competitiveness and revenue creation potential. We provide our clients with innovative entrepreneurship skills training and provision of customized business development services to new and existing Micro and Small Enterprises.

### Services

1. Training
2. Business Development

#### 1. Training

Impakt Africa provides various entrepreneurship training packages in order to increase the capacity (skill and competency) of entrepreneurs. The types of training packages that IAC provides to entrepreneurs include:

- Entrepreneurship Training Workshop
- Customized Entrepreneurship Training
- Women Entrepreneurship Training
- Youth Entrepreneurship Training
- Rural Entrepreneurship Training
- Intrapreneurship (Corporate Entrepreneurship)

##### *a). Entrepreneurship Training Workshop*

The Entrepreneurship Training Workshop provides intensive entrepreneurship training aimed at helping entrepreneurs to put their idea into action, bring an attitudinal change and build their personal entrepreneurial skills. It gives the participants the possibilities to lab test their Personal Entrepreneurial Competencies (PECs) and improve on the latter. The ETW also equips the participants with the necessary knowledge to implement green practices in their businesses. The ETW is a “transformational experience” which provides the drive to fulfil one’s goals and dreams. We target entrepreneurs with positive entrepreneurial record who are running enterprises with potential growth prospects. The training is also beneficial



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to aspiring entrepreneurs who are in the planning phase to establish an enterprise with growth prospects. We work with Entrepreneurs operating in any sector.

### ***b). Women Entrepreneurship Training***

The Women Entrepreneurship Training is an intensive training with an emphasis on women entrepreneurs with limited business experiences and /or who are at the start up stage. The training methodology is a practical, hands-on, attitudinal and behavioural change training program built upon adult learning principles.

### ***c). Youth Entrepreneurship Training***

The Youth Entrepreneurship Training is a program for university students and unemployed youth. The training inspires and motivates them to develop the attitude of entrepreneurship. It is a speaker led inspirational training program that aims at rousing the youth to consider entrepreneurship as a career option. The IAC youth training program helps the participants practice some of the basic requisite for business start-up such as idea generation, opportunity identification, and business planning.

### ***d). Customized Entrepreneurship Training***

Impakt Africa Customized Entrepreneurship Training targets individuals with low literacy level and limited business experience. The training methodology is a practical, hands-on, attitudinal and behavioural change training program built upon adult learning principles. Much of the facilitation is done by way of case studies, games, role-plays, exercises and experiential sharing. High level of simplicity is maintained in order to ensure the objectives of the training is customized with the literacy level of the participants.

### ***e). Rural Entrepreneurship Training***

The Impakt Africa Rural Entrepreneurship Training is tailored for micro entrepreneurs operating in rural areas to develop their entrepreneurial and business skills. The training is intended to enable the rural community to tap into the entrepreneurial opportunities within the rural areas and to help them develop a positive entrepreneurial disposition. The training includes a combination of entrepreneurial skill development and basic business management skills. The training emphasizes agricultural value addition and value chain along different agricultural product lines such as crop production, animal husbandry, fruit and vegetables, and others. The business management skills training includes: record keeping, customer



handling, and diversification of agricultural activities considering business opportunities in the rural areas.

#### *f). Intrapreneurship (Corporate Entrepreneurship)*

This is a non-residential training program designed to upgrade productivity of senior and medium management executives operating in the government, private, and NGOs. The training is aimed at helping the executives to think like entrepreneurs and continuously introduce innovative improvements in their organizations. It is learners' centered, practical, hands-on attitudinal and behavioural change training program built upon adult learning principles. Much of the facilitation is done by way of case studies, games, role play, exercises and experiential sharing. Transformational leadership and entrepreneurship are the two major pillars of topics to be covered in the training.

## 2. Business Development Services

Impakt Africa works with most promising businesses to develop powerful new strategies that accelerate their growth. IAC is a partner to small and medium enterprises that seek to expand their sales and profits while also creating new jobs. Our team of experts has the skills to identify your challenges and provide solutions to fix them. We provide our clients with a variety of services, to support their business growth. We start with a thorough business assessment and training, and then close with a tailored consulting. IAC provides continuous business advisory services (including mentoring, guiding the SMEs through a growth plan, innovative financing, multi-faceted improvement and innovation, operating facilities, marketing and access to market).

IAC Business Development Services consists of a comprehensive package of core services and ancillary interventions designed to improve the operational efficiency and enhance the competitiveness and profitability of emerging micro, small and medium enterprises both in the domestic and export markets and also small scale farmers in the rural areas. Our revolutionary approach to enterprise development transforms SMEs and brings the informal sector into mainstream formal economic activity.

The Impakt Africa Business Development Services (IABDS) department promotes the establishment of new businesses, expansion of existing businesses as well as business formalization and registration with the intended outcome to create jobs.



**We work with a variety of industries including:** Construction, Energy, Education, ICT, Healthcare, Agribusiness and food processing, Manufacturing and retail services, Professional services and Construction.

Our core packages in Business Development Service include:

### *a). Management Skills Training*

Impakt Africa Management Skills Training covers five themes:

- Start-up Toolkit
- Business Operations and Human Resource Management
- Marketing
- Finance and Accounting
- Business Plan Development

The training sessions are offered on an on-going basis and may last between 2 – 4 days depending on the topic. All sessions provide participants with a brief overview of the topic and its applicability to everyday business scenarios. The sessions are practical and interactive and participants and is coupled with follow-up sessions to ensure proper understanding of the topic at hand. The desired outcome is that all participants will have a very good understanding of the topic at hand and how to apply it to their business. For example, at the end of each session, a business must be able to develop own business plan, marketing, financial, operations, and HR systems. The ultimate goal is for the businesses to be self-sufficient.

### *b). Customized Business Advisory Services*

Impakt Africa Customized Business Development Services is available for entrepreneurs who seek to accelerate the growth/expansion of their business through specialized counselling services. A Business Advisor will be assigned to work with the client on a one-to-one basis. The one-to-one approach will enable the Business Advisor to understand the growth trajectory and challenges of the client that will allow the Advisor to develop a customized approach to support the client for a given period of time (usually up to 4 months).

The types of customized business development support services include (but are not limited to:

- Sub-contracting
- Export development
- Franchising/licensing
- Joint ventures
- Credit sourcing/access to finance, loan monitoring
- Developing market linkages
- Expanding market penetration



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- Diversification of products

The goal of the one-to-one counselling is to provide the clients with technical advice in order to make the businesses more competitive in terms of being able for them to export their products, developing market linkages, diversifying their product base, expanding their market penetration.

### *c). On Demand Business Development*

Impakt Africa On demand BDS is provided to entrepreneurs during regular business hours. This is a one-time service that is offered to entrepreneurs. The on-demand service is designed to provide short advisory services to entrepreneurs as it relates to their business. IAC has worked with retail-based business to develop sales forecasts, streamline supply chains, and develop new marketing strategies.



## B. Leadership Services

We all know a great leader when we see one. Moving from good to great can require some tough decisions on your part. Sometimes developing leadership styles to become one requires a little help.

Impakt Africa Leadership Solutions allow you to assess and develop your leaders with just the right amount of support. They're designed to give you maximum return – to equip current and future leaders to address the issues they face in the business, the organization, their role and their behaviours. They include a collection of assessments and development programs which are rooted in our consulting experience and tailored to raise performance in specific roles. We provide our clients with leadership services/solutions in these areas:

- **Strategy Development** – We help clients create leadership strategies aligned with their business strategies – to determine where and when they'll need new leaders and what skills they'll require. To do this, we draw on our talent analytical tools, including competency modelling, critical workforce segmentation and predictive modelling
- **Current System Evaluation** – For clients who have a leadership development system in place, we help measure its strategic effectiveness, identify gaps and map improvements.
- **Development and Transformational Coaching** –We support individuals and leadership teams, through mentoring, coaching and personal development. We offer a one-to-one coaching to inspire and empower individuals to clarify and create their desired reality.
- **Team Leadership Sessions** – We organise team event to inspire and empower teams to become a powerful collective to: Raise awareness of self, others and team dynamics and create and energise shared purpose, mission and values.
- **Student Leadership Services** – Institutions, students and parents recognize the importance of leadership skills. Today's students are graduating into a world that is much riskier and unpredictable. In short, they will need to recognize and develop leadership skills in themselves and be equipped to make their own opportunities. They need the skills, knowledge, and qualities that IAC leadership programs



cultivate: self-reliance, social and cultural capital, appreciation for lifelong learning, creativity, conflict-resolution and team-building skills, ethics, understanding of economics, and more. We also organise workshops, camps and conferences on Emerging Leadership, Healthy Choices, Leadership Styles, Listening and Communication, Mentoring, Decision Making skills, drug and alcohol awareness, peer resistance skills, personal safety, peer education, violence prevention, community service, environment awareness and many more. You name it, we've got it.

## C. Strategy Consulting

Impakt Africa are the strategists of choice for entrepreneurial leaders and their management teams in leveraging their ambition and creativity to meet the challenges of regional and local competition. We help such leaders enhance their organization's competitive momentum by designing breakthrough solutions and generating major, transformative initiatives.

While we leverage world-class methodologies in our engagements, our way of thinking and doing strategy is driven by: ambition, speed, flexibility, optimal use of time and manoeuvring. Together, we work on a range of issues from optimising resource allocation to new market entry and tackling evolving regulations, always doing so in a way that is clear, insightful and practical.

Impakt Africa delivers superior industry strategy consulting services across key areas including:

### a) Corporate strategy and strategic planning

The Hackett Group works closely with clients to develop robust corporate and business unit strategies while building alignment across the organization. We provide industry-specific strategy consulting for fundamental strategic challenges such as market assessment, scenario planning, strategic planning process design, and alliance management.

### b) Brand strategy, growth, and innovation

The Impakt Africa provides strategy consulting to help your business create new sources of revenue growth. Tailoring proven best practices to your particular business and industry, we will work with you to develop world-class innovation processes, fill your innovation pipeline with new products and services, and create distinctive brand strategies.

### b) Organizational effectiveness



Our strategy consulting services can help you tap the full potential of your workforce. We offer deep expertise and experience in organizational design, including leading-edge solutions such as global business services and centres of excellence; as well as innovative approaches to leadership development, performance management, and other aspects of workforce development.

#### d) Mergers and acquisitions

The IAC strategy consulting can provide you experienced, expert support for all facets of mergers and acquisitions including target identification and screening, due diligence, and post-merger integration.

#### e) Functional strategy

Our strategy consulting services include support for functional strategy development across all back-office operations including finance, human resources, procurement, and information technology. We can also help you with enterprise performance management solutions including best practice-based SAP implementation.

### *Our Approach*

#### 1. Top-level Strategy Management

Managing strategy at the top is about putting in place a management platform that enables connecting the organization's long-term vision with specific strategic goals.

We help Boards, CEO's and their top teams create the overarching framework and the management platform within which the organization can effectively set its strategic direction, deploy its key strategic initiatives and maximize operational impact. IAC achieves this by:

- Establishing long-term vision – Defining and tuning a clear and compelling vision is crucial for unifying and focusing the organization's efforts.
- Linking strategy and governance – Effective Board involvement in the organization's strategic process enhances the nature and extent of the organization's strategic thinking.
- Running the strategic management process – Strategic management is not what it used to be. It is changing from traditional goal setting to steering of strategic ideas and process.





- Linking strategy and market-valuation – Building shareholder value requires effectively linking strategic moves and capital structure management.

## 2. Setting Strategic Direction

- Setting strategic directions requires being more creative than your competitors in envisioning the future business landscape, assessing what innovative approaches are necessary, and choosing the role the organization will play in shaping industry changes. This involves:
  - Sharpening the competitive focus– The concept of sustained competitive advantage is often elusive and still, the heart of business strategy consists of accurately determining which corporate battles to engage in and consistently developing the capabilities required to win.
  - Defining regionalisation models and Africa business priorities – Expanding out of a unique home market is tricky. It necessitates outperforming local players with distinct local advantages as well as regional giants who leverage regional competitive assets and economies of scale.
  - Directing non-organic growth – Companies often reach a ‘glass ceiling’ to their organic growth. The challenge is to direct non-organic growth initiatives to adjacent businesses in order to maximize the probability of success in non-organic growth.
  - Developing national public policy – Government policy-makers must optimize the impact of regulation on markets, develop public assets and ensure effective delivery of services while considering a variety of stakeholder concerns.
  - Crafting non-profit strategy – Third-sector organizations face a constant challenge: maximize the impact of limited resources in advancing their vision and goals, while competing for public attention and philanthropic and public funds.

## 3. Deploying Strategic Intent

Having established the strategic direction, a high-performing organization deploys its strategic intents with high velocity and executes with all the energy required.

This means successively launching new business and operating models as well as developing new assets and competencies that position the company ahead of its competitors.

To do so in a systematic and relentless manner, we join forces with our clients in an original execution-driven management framework.

- Establishing and running an effective execution campaign – Strategy is "an art all of execution" but execution is often more complex than planning. An energetic, synchronized and well-monitored campaign of rapid capability



building and launching of new initiatives (often referred to as a PMO) maximizes the returns of a well-conceived strategy.

- Creating innovative business models – Effective design of new business models is key to seizing upon discontinuities in the environment earlier, faster and more effectively than competitors.
- Aligning people with strategy – Precise design of structure, processes and incentives provides the necessary foundation for successful execution of strategy.
- Upgrading critical capabilities – Well-designed and developed capabilities are at the heart of sustainable competitive advantage in the evolving core of the company's business.

#### 4. Maximizing Operational Impact

Organizations that are lean in their competitive race are those that excel in their operations in ways that are fully tuned with their strategic intents. This allows them to maximize the operational impact of their strategy and to achieve sustained high performance. IAC helps you to achieve impact by:

- Making the delivery-system efficient – Managing the company value-chain in a way that efficiently delivers on strategy often requires major transformation across all the stages of the value creation process.
- Improving customer-experience – A comprehensive and integrative customer experience concept embedded across the entire value chain constitutes part of the organization's competitive positioning and is at the heart of any business model the organization deploys.
- Rationalizing and focusing the product/service portfolio – To achieve portfolios that are balanced and aligned with strategy, organizations must ensure that the offering maximizes competitive benefits to customers at best use of internal resources.
- Designing the performance metrics system – Performance metrics are important for linking long-term strategy with short-term actions. A strong performance metrics system communicates strategy, aligns work processes and enables guidance of behaviour while remaining simple to comprehend and operate.
- Driving profit-improvement and turnaround – A successful profit-improvement plan both "stops the bleeding" and puts the company on a path towards longer-term sustainability. Ensuring a successful turnaround requires simplifying operating processes, separating out activities that don't add significant value and achieving greater efficiency in execution.



## D. Innovation Services

Driving innovation, especially the sort that can generate revenue, is no easy task. Impakt Africa is a one-stop-shop Innovation services provider offering a full range of business innovation solutions and models for enterprises in Sub Saharan Africa. Since being innovative does not only mean inventing, we go further in helping you shift your business model and adapt to changes in your environment to deliver better products or services. IAC introduces successful innovation as an in-built part of your business strategy, where we help you create a culture of innovation and lead the way in innovative thinking and creative problem solving.

We help our clients increase the efficiency of their employees through organisational innovation. IAC helps in creating innovation work groups, encouraging open innovation, enhancing idea generation, and encouraging sharing of responsibility.

Using our Sustainable Innovation Model, IAC will assist you in doing breakthrough innovations over and over again, which is different from typical innovators. Most enterprises are going to be "typical innovators," and that's fine; but we will help you achieve clarity on the direction and the goals that you want to achieve with your innovations hence driving your enterprise agility within the markets.

IAC's Innovation Objectives include:

- Identifying the latest innovation trends emerging in the African institutional, political, legal, and socio-economic context – for example, Circular Economy, the Internet of Things and clean technologies
  - Identifying the dynamics of good business practices of innovative companies, with a special focus on small and medium-sized enterprises (SMEs)
  - Understanding the barriers to innovation and propose policy tools to overcome them
  - Nurturing 'win-win' relationships between entrepreneurs, policy makers, innovation facilitators and researchers



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- Enhancing awareness of the latest business innovation trends, success stories, and related business opportunities and barriers, through case studies, trend reports and workshops/conferences
  - Developing research and innovation capacities by helping to create synergies with other players

IAC works with individuals, organizations, and communities who believe that business model innovation is on the critical path to transforming our most important social systems. We help our clients design and test new business models in the real world.

## Our approach to Innovation

### a) Customer-centred

We help businesses shift their lenses and develop a rich understanding of the people they serve. By understanding their experience, behaviours, and motivations, businesses can identify the needs of their customers and imagine wholly new opportunities to serve them.

### b) Co-Creation

We engage enterprises in the co-creation of new models, systems, and solutions. We don't just design for clients, we design with them. From employee engagement to customer-centred thinking, we believe co-creation generates more relevant and engaging models.

### c) Systems Thinking

IAC believes in working across systems hence avoiding the tendency to introduce point solutions. Systems are networks of business models that have evolved into cooperation. This is how we align incentives to drive innovation.



## E. Sustainability Advisory Services

Social, environmental and market changes have significant impacts on an organisation's sustainability and long-term success. IAC helps you in finding a balance between your interests and solutions to the challenges arising from the labour market, high cost of environmental resources and the social impact of your operations. Our sustainability services specialists help you identify opportunities to enhance your reputation, win and maintain market share, increase income and cut costs, and create reliable relationships with your stakeholders.

### 1. Sustainability Strategy and Governance

We help companies and organizations to set strategy, structure and governance to achieve sustainable advantage. We develop sustainability principles and strategies that inspire business transformation and drive innovation, cost savings and enhanced brand equity.

#### *Our Expertise*

- Vision and objective setting
- Organizational structure and design
- Policies and process development
- Strategy formulation
- Program development and design
- Strategy tracking and risk management

### 2. Materiality Analysis

We help businesses to be able to identify the most relevant sustainability issues, taking into account the effect each issue has on the business and its stakeholders.

This will be from the financial reporting perspective as well as triple bottom line perspective. We will help the businesses to identify the risks and opportunities posed



by sustainability issues affecting environmental, social and governance (ESG) domains that have impacts on corporate performance and on stakeholders in the long term.

### *Our Expertise*

- Identification and fair representation of issues as per the G4 Standards
- Development of clear and replicable assessment criteria
- Development of an integrated assessment approach
- Stakeholder outreach and engagement with purpose to identify the material issues
- Risk and opportunity assessment on the material issues
- Alignment with reporting standards and frameworks
- Defining balanced and transparent disclosure systems for the material items

## 3. Sustainability Reporting and Communications

Our Sustainability Reporting Services provide support throughout the full reporting cycle and at the same time, helping organizations to think strategically about their Sustainability reporting and maximize the internal and external value of the reporting process and outputs. This is for integrated reports as well as the stand alone reporting.

### *Our Expertise*

- Assess reporting readiness and needs for organisations and design mechanism for reporting
- Review and benchmark existing report(s) for improvement
- Help in the total reporting sustainability reporting cycles
- Capacity building the teams on reporting Develop reporting roadmap, cycle and data collection systems
- Develop internal capacity
- Map and engage Stakeholders from the perspective of their information and reporting needs
- Determine material issues within organizational and the parameters for reporting
- Report content development, design and production
- Creation of PR and e communication strategies and plans
- Third party assurance for reports and preparation of the same in line with the and evaluation
- Global Reporting frameworks

## 4. Stakeholder Engagement



We can help your organization to engage relevant stakeholders for a clear purpose in order to achieve agreed outcomes. Stakeholder engagement is a fundamental accountability mechanism since it obliges an organization to involve stakeholders in identifying, understanding and responding to sustainability issues and concerns, and to report, explain and answer for their decisions, actions and performance.

Underpinned by the AA1000 SES (Accountability Stakeholder Engagement Standard), Impakt Africa supports organizations to develop, implement and manage an integrated strategy for stakeholder engagement and improve operational performance.

### *Our Expertise*

- We help in stakeholder identification, mapping and prioritization
- We assist in stakeholder and organizational risk assessment
- We plan integrated strategy development
- Planning, prepare ring and engage thing stakeholders on your behalf
- Engagement and dialog facilitation between the company and the stakeholders
- Monitoring and, evaluation the outcomes and activities agreed on during the stakeholders engagement process.
- Communications and reporting on stakeholder's engagement

## 5. Environmental and Social Compliance

IAC supports organizations to map their relevant compliance environment, identify and manage associated risks, and to develop robust processes, systems and controls to ensure compliance and to effectively deliver sustainability programs and activities.

### *Our Expertise*

- Compliance environment review
- Environmental and social risk assessment
- Gap analysis against selected standards / guidelines
- Stakeholder mapping and prioritization
- Processes, systems and controls development
- Policy review, assessment and revision
- Environmental and social strategy formulation

## 6. Impact Assessment



IAC uses a proprietary, evidence and outcome-based framework to assess and quantify the social and environmental impacts of an organization's strategy, programs, products and services

We use our framework to help organizations develop impact metrics and KPIs, measure performance, communicate results and set future goals.

### *Our Expertise*

- Objective setting and scoping
- Impact assessment tool development
- Metrics and KPI development
- Impact Performance Scorecards
- ESIA reporting

## 7. SDGs Integration and Partnerships

We work with companies to assess their alignment with the Global Goals and develop strategic responses to maximise their impact through partnerships.

The Sustainable Development Goals (SDGs) are a universal set of goals, targets and indicators that call for worldwide, joint action among governments, businesses and civil society to end poverty, create a life of dignity and opportunity for all and ensure the planet's stability by 2030.

Businesses have a huge responsibility and opportunity to demonstrate their positive influence on society. Impakt Africa helps businesses to better align their corporate sustainability and responsibility practices with and engage on the SDGs.

## 8. Sustainable Supply Chain Management

We develop more socially responsible and sustainable supply chains by identifying key risks and opportunities, developing innovative solutions, measuring impact, and engaging with stakeholders.

We help our clients to integrate sustainability aspects into business supply chain management. Our tailored approach provides companies with the information they need to deal with the wide-ranging economic, social and environmental challenges of supply chain management:

- Supply chain mapping – We help create a clear understanding of the origin of materials and sourcing relationships in your supply chain to help identify potential risks and opportunities for the company and its suppliers
- Strategy development – We build our approach around your particular business needs to create an effective strategy to minimize the negative impacts and maximize the positive ones





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- Impact measurement – We offer custom tools and approaches to measure the performance of your supply chain sustainability over time
  - Engagement – We help identify and facilitate opportunities to collaborate with stakeholders to embed sustainability in supply chain management systems

## 9. Sustainable Branding

Impakt Africa creates sustainable long-lasting social, environmental and economic value for our clients through developing and revitalizing meaningful and authentic brand experiences, for each key audience, at every touch-point. We define, refine and showcase your company's social responsibility initiatives by designing brand content both online, in print and through engagement events. Specialising solely in eco and ethical brand design, we can help distinguish your product from the ever-growing number of brands - green or otherwise - competing for precious shelf space. Our aim is to help you achieve sustainable growth through ideas that inspire.