

passion. motivated.  
fulfilment. persistence.  
entrepreneurship.  
innovation. leadership.  
cross-border trade. business link.

## Empretec India

Celebrating business and social entrepreneurship.



INTERNATIONAL BUSINESS  
FACILITATORS



UNITED NATIONS  
UNCTAD

## EMPRETEC CENTRES IN THE WORLD

1. Angola
2. Argentina
3. Benin
4. Botswana
5. Brazil
6. Chile
7. Colombia
8. Dominican Republic
9. Ecuador
10. El Salvador
11. Ethiopia
12. Ghana
13. Guatemala
14. Guyana
15. India
16. Jordan
17. Mauritius
18. Morocco
19. Mozambique
20. Nigeria
21. Palestine, Occupied Territories
22. Panama
23. Peru
24. Romania
25. Russian Federation
26. Senegal
27. South Africa
28. Tanzania
29. Uganda
30. Uruguay
31. Venezuela, Bolivarian Republic
32. Viet Nam
33. Zambia
34. Zimbabwe



# EMPRETEC: INSPIRING ENTREPRENEURSHIP ACROSS THE WORLD

Empretec inspires entrepreneurs in developing countries and countries with economies in transition to start, grow and develop their businesses. The main beneficiaries are aspiring entrepreneurs, women entrepreneurs, small businesses, young people and employees of large public or private firms.

Empretec is the flagship capacity-building programme of the United Nations, and is hosted in India by International Business Facilitators (IBF). Empretec was set up by the United Nations Conference on Trade and Development (UNCTAD) to promote innovative and internationally competitive, sustainable small and medium enterprises. The programme is implemented through Empretec's National Centres, which are currently in operation in **34 countries**. Since its formation in 1988, Empretec has successfully trained over **300,000 people** – helping to found or expand businesses, and creating thousands of jobs in the process.

### A PERSONAL PROGRAMME OF PRACTICAL HELP

The programme has four main products: Empretec Training Workshop (ETW), Business Development Services (BDS) component, Empretec networks, and an institutional facility (i.e. Empretec programme/centre).

- ETW is the central product of Empretec. It aims at coaching entrepreneurial behaviour and attitudes by focusing on 10 key competencies of a successful entrepreneur. It fosters motivation and self-confidence of participants; and

builds trust that facilitates partnerships. It is supplemented by training-of-trainers workshops to develop local trainers.

- The BDS component provides access to follow-up consulting services to participating entrepreneurs to help them maintain, grow and expand their businesses. These include specialized courses in business planning, marketing, accounting, access to financing and other technical courses.
- The Empretec network, another core product, has several levels, including local, national, regional and global. Local networks are created by participants to share experience and information, and facilitate their business opportunities. Local networks evolve into national networks, that, with the support of UNCTAD, are integrated into regional forums and the global Empretec network.
- The programme also builds a national institutional facility, led by a national Empretec Director, assisted by an Advisory Board which consists of major players and stakeholders from the public and private sector in the area of entrepreneurship to ensure coordination of Empretec activities with national policies in this area.

# EMPRETEC ENTREPRENEURSHIP TRAINING WORKSHOPS

At the heart of the Empretec service is the **Empretec Training Workshop (ETW)**. The ETW promotes a methodology of behavioural change that helps entrepreneurs put their ideas into action and **helps fledgling businesses to grow**. Training is initially delivered by international master trainers who, in turn, would train local participants to become master trainers. **All trainers are also entrepreneurs**.

The Empretec Training Workshop is an intensive **entrepreneurship training programme** for building the personal entrepreneurial skills of the individual through an interactive process of **role-play, structured exercises and experience-sharing modules**.

A typical Empretec Training Workshop is about **6 days (48 hours)** and consists of **30 participants**.

The workshop focuses on the **ten Personal Entrepreneurial Competencies (PECs)** that worldwide research has found to distinguish successful entrepreneurs from

less successful entrepreneurs. Lectures, films, exercises, role-play and business creations and competitions all form part of the framework for understanding how a particular PEC is related to the success of an entrepreneur.

## BENEFITS OF THE WORKSHOPS

Empretec is different from other programmes in the sense that the methodology used during the workshops is based on a **behavioural approach to entrepreneurship**. The Empretec Programme strives to identify and reinforce these successful entrepreneurial traits through **self-assessment** and individual transformation, and **business simulation** activities.

Successful graduates of the programme obtain a clear vision of what they want to do with their businesses in the short- and long-term. It seeks to build a **'culture of entrepreneurship'** where participants become open-minded and forward thinking, and look for **win-win situations**.

## KEY FEATURES: MOTIVATION AND PERSONAL COMPETENCIES

The Empretec methodology is based on the finding that **everyone has an inner motivation to improve**. This 'motive for action' is divided into three motivational categories: **achievement, affiliation, and power**.

There are 10 personal entrepreneurial competencies, which form the basis of the Empretec Training Workshop. They are:

### *Opportunity-seeking and initiative*

Entrepreneurs seek opportunities and take the initiative to transform them into business situations.

### *Persistence*

When most people tend to abandon an activity, successful entrepreneurs stick with it.

### *Fulfilling of commitments*

Entrepreneurs keep their promises, no matter how great the personal sacrifice.

### *Demand for quality and efficiency*

Entrepreneurs try to do something better, faster or cheaper.

### *Calculated risk-taking*

Taking calculated risks is one of the primary concepts in entrepreneurship.

### *Goal-setting*

This is the most important competency because none of the rest will function without it. Entrepreneurs set goals and objectives which are meaningful and challenging.

### *Information-seeking*

Entrepreneurs gather information about their clients, suppliers, technology and opportunities.

### *Systematic planning and monitoring*

Systematic behaviour means acting in a logical way. Planning is deciding what to do. Monitoring means checking.

### *Persuasion and networking*

Entrepreneurs influence other people to follow them or do something for them.

### *Independence and self-confidence*

Entrepreneurs have a quiet self-assurance in their capability or potential to do something.



# UNCTAD's Business Linkages Programme

Business linkages offer substantial mutually beneficial opportunities to TNCs and domestic firms who create and deepen their linkages activities. In fact, it enables a win-win situation for all stakeholders in the programme

**E**MPRETEC also operates UNCTAD's Business Linkages Programme, which is aimed at facilitating the creation of new linkages, and deepening existing relationships between transnational companies and domestic small- and medium-sized enterprises.

UNCTAD's Business Linkages Programme is built on the mutual self interests of all actors. On the one hand, business linkages are potentially one of the fastest and most effective ways of upgrading domestic enterprises, enhancing their competitiveness and allowing them to access international markets, finance, technology, management skills and specialized knowledge.

On the other, by entering into partnerships with local firms, transnational corporations (TNC) may reduce transaction and factor costs, increase their flexibility, and adapt technologies and products better and faster to local conditions.

Empirical evidence shows that strong business linkages can be one of the most effective ways for businesses to integrate, grow and secure footholds in emerging markets. The Business Linkage Programmes build on UNCTAD's research and practical experience in the area of small and medium-sized enterprise (SME) development and entrepreneurship. UNCTAD, together with its Empretec network, provides policy advice and business training in the countries where it operates linkage programmes. The key activities of the programme include:

- Upgrading local businesses to meet international standards;

- Strengthening small businesses to become dependable partners for large companies;
- Providing policy advice on improving the environment for sustainable business linkages;
- Sharing effective international business linkage strategies with the various stakeholders;
- Involving companies in cost-sharing with a view to operational sustainability.

## IMPROVES PERFORMANCE AND PRODUCTIVITY

UNCTAD's Business Linkages Programme improves the performance, productivity and efficiency of local suppliers through training, mentoring, information exchange, quality improvements, innovation and technology transfer.

UNCTAD also assists developing countries' governments and other stakeholders to build an enabling policy environment, and supports networks of business development and other service providers, based on the analysis of international experience and best practices.

To date, eight country programmes are being implemented in Argentina, Brazil, Dominican Republic, Mozambique, Peru, Tanzania, Uganda and Zambia.

Among the large companies that have become part of this programme are **Toyota Uganda, Philips, Gerdau, Alcoa, Renault, Volkswagen, General Motors, Peugeot-Citroen SA, and Fiat-IVECO.**

## Business Linkages: Roster of good practices

As part of their normal business operations, many TNCs take various steps to develop linkages between their foreign affiliates and SMEs in host developing countries. Some affiliates provide assistance in a broad range of areas, while others may only support specific activities. The most intense relationships are those affecting the technological status of SMEs and their ability to meet the scale, quality and cost needs of the buyer.

Examples of good TNC practices worldwide include, but are not limited to, the following activities:

1. Encouragement, initiation and support of linkage-promoting programmes
2. Support of linkages activities by internal TNC systems
3. Providing funding
4. Providing access to markets
5. Facilitating access to finance
6. Providing feedback, coaching and mentoring
7. Encouraging human development
8. Encouraging seeding
9. Contributing to technology transfer
10. Supporting clustering, networking and other forms of cooperation
11. Supporting exporters
12. Supporting gender balance
13. Supporting agricultural producers
14. Promoting linkages with non-business entities

## EMPRETEC ALSO OFFERS. . .

### 'INTRAPRENEURSHIP' TRAINING TO IDENTIFY THE ENTREPRENEURIAL SPIRIT WITHIN BUSINESSES AND INSTITUTIONS

Large enterprises and government institutions in countries undergoing economic reforms are exposed to significant changes. **Managers with entrepreneurial attitudes – “intrapreneurs” – are increasingly needed to help these large companies develop competitive strategies and achieve their goals.** Empretec trains:

- Mid-level and top managers to identify business opportunities;
- Employees who have lost their jobs and who are willing to start their own businesses.

### PROGRAMMES FOR YOUTH

Empretec also supports the development of curricula in formal education programmes. In some countries, Empretec's methodology has been selected by governments to develop curricula for primary and secondary schools on the strength of its excellent track record. Empretec participates in the **Global Entrepreneurship Week – a global initiative to inspire young people** around the world to embrace innovation, imagination and creativity.



### EMPRETEC WOMEN IN BUSINESS AWARDS

The Women in Business Award is granted every two years to **women-owned businesses that have benefited from the business development services of Empretec.** An independent panel of international experts selects finalists on the basis of criteria that include innovation, entrepreneurial talent and performance. During the award ceremony, the finalists give an account of their experiences and are presented with their awards by prominent personalities. Depending on the specific needs of the business, the prizes may be allotted for participation in trainings, seminars and networking events. The prizewinners also act as goodwill ambassadors to disseminate best practices via seminars, workshops and other events on women's entrepreneurship.

As a result of the Empretec Training Workshops, successful graduates of the programme obtain a clear vision of what they want to do with their businesses in the short- and long-term and build a 'culture of entrepreneurship', where participants become open-minded and forward thinking, look for win-win situations and become internationally competitive.

*Be Visible. Create Excitement. Be Involved.*

*Sponsor an UNCTAD-Empretec India Workshop Delegation.*

## **We offer two categories for sponsorship**

- 1. Implementation Partner Sponsorships:** An Implementing Partner is any body, corporate, trust, association, organization, or any bona fide entity who sponsor an Empretec India Training Workshop (ETW) delegation/s (an ETW delegation comprises 30 participants), and/or
- 2. Branding Sponsorships:** Branding sponsorships are undertaken to enhance the brand visibility of any body, corporate, trust, association, organization, any bona fide entity at Empretec Training Workshops (ETW). Sponsorship opportunities for the first year of operations would be restricted to India and Switzerland at ETWs and would be reviewed when a new sponsorship agreement is signed. The branding agreements will be exclusive and try to ensure that specific brands are best matched to sponsorship opportunities available at ETW locations. Sponsorships would be tracked over a period of time to measure value (monetary/brand) and alignment with Empretec's objectives.

**Sponsorships may comprise financial support, in-kind support or a combination of both.**

**Since Empretec India is a not-for-profit programme, all sponsorship will be used for sustaining it and for certification purposes.**

### **I. Features of Implementation Partner Sponsorship**

- An Implementing Partner can only sponsor certificates. An Implementing Partner must sponsor a minimum of 30 certificates which is the delegate strength of a single ETW. Non-certificate funding will not be accepted.
- The certification sponsorship will meet the expenses of UNCTAD missions, training, certification, venue and refreshments at the venue during the ETW. This does not include cost of travel to the venue or stay. Taxes, if any, will be extra.
- The sponsor may choose who to be trained (of course, the trainee must meet UNCTAD's selection criteria); else, select entrepreneurs who may need the sponsorship in partnership with credible agencies may be chosen.
- One member from the sponsor/donor can co-sign the Certificate of Participation with UNCTAD, the National Director of Empretec and UNCTAD-certified Master Trainer(s) who conduct the workshops.
- If the Implementing Partner were to sponsor an annual training calendar (12 ETWs; one per month in either Switzerland or India), the implementing partner gets preference in the brand sponsorship at little or no additional cost and can customize the programme on a co-branding platform with Empretec India.

### **II. Features of Branding Sponsorship**

- Brand sponsorship includes but is not limited to brand building, logo placement and media, public relations and content exposure for Empretec India activities as prescribed in the Sponsorship Guidelines.
- Brand sponsorship will entail a sponsorship fee for ETWs conducted in either India or Switzerland for all the activities listed in the sponsorship guidelines for Empretec India.
- Empretec India further proposes to unlock brand value that contribute positively to the Empretec brand's relationship with the Sponsor, including:
  - i. Media opportunities and publicity
  - ii. Strategic partnership opportunities
  - iii. Speaking opportunities
  - iv. Attendance at key stakeholder events
- Empretec India would ensure that relevant elements critical to brand positioning at the ETW in terms of data would be made available to its brand partners and would also ensure that brand partners get exclusivity. Also, care would be taken to ensure that competing brands are not signed on for ETWs at any time.

**Please ask for the 'Empretec India Sponsorship Guidelines and Policy' document to get the details.**

# Key benefits of the Empretec programme

- **Overall:** inspires entrepreneurs to start, grow and develop their businesses.
- **For the government:** generates employment, improves quality of life, strengthens the base of the national economy.
- **Lending institutions:** lender-client relationships become more reliable, stable, and profitable.
- **Transnational companies:** better quality of suppliers, lower transaction costs.
- **SMEs:** improves productivity and efficiency, and increases domestic and cross-border business linkages.

These benefits have been delivered to stakeholders of the programme in 34 countries and over the 23 years that Empretec has been in existence.

## WHO CAN PARTICIPATE IN THE EMPRETEC WORKSHOPS



- Individuals with experience in **business ownership**, whether current or previous
  - Individuals (special emphasis on **women and youth**) with **plans to establish or expand** a private business venture
  - Entrepreneurs and intrapreneurs interested in becoming **UNCTAD-certified trainers**
  - Individuals in **senior management/decision-making positions** in large companies and financial institutions with large SME client base
- Individuals involved with **corporate social responsibility** and **affirmative action** in corporate houses
  - **Retired individuals** and those who face **early retirement**
  - Adults or employed professionals not satisfied with their current incomes and willing to explore **other income-generating opportunities**

'UNCTAD-Empretec' or 'Empretec' is the United Nations' flagship capacity-building programme managed by the United Nations Conference on Trade and Development. International Business Facilitators (IBF) hosts the programme for India. The programme is endorsed by the Government of India.

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To participate in our workshops, or for partnerships, sponsorship opportunities, and media, write to:  
ask@empretec.in



It was inspiring to hear that you (Ministry of Commerce and Industry) consider the Empretec and Business Linkages programme useful for India in order to address its needs in the area of SME development, their internationalisation and export facilitation. . . coordination between all national players in the area of SME and entrepreneurship development is crucial for Empretec to ensure its highest and lasting impact on the economic development of the country.'

**Tatiana KRYLOVA**

Head – Enterprise Development Branch  
Division of Investment and Enterprise  
UNCTAD  
Geneva, Switzerland



IBF, host to the UNCTAD-Empretec programme in India, has the mandate to work with interested partners, both institutions and individuals, to foster the development of an entrepreneurial culture in keeping with UNCTAD's values, principles and methodology. We believe that Empretec and the Business Linkages Programme of UNCTAD will help Indian SMEs improve efficiency at home and integrate better into global value chains.'

**Arnab CHAKRABORTTY**

National Director, UNCTAD-Empretec India  
Partner, International Business Facilitators  
Geneva, Switzerland

**How did Empretec (those who participated in ETWs) benefit from the workshops**

Your annual revenues before and after the ETW	Higher 73% Lower 6%	Equal 21%
Has Empretec contributed to your growth?	Strong 80% Weak 2%	Average 18%
Profitability before and after the ETW	Higher 61% Lower 8%	Equal 31%
Easier to get a job after becoming an Empreteco?	Yes 88%	No 12%

Source: Empretec Directors' Meeting, UNCTAD, Geneva 2012

The Empretec training programme was motivational, educative and engrossing, so engrossing that from being an 'observer', I became a participant! Good selection of trainers.' – **Dr Renu PARMAR**, Planning Commission, Government of India

Life changing – **Mark L NIELSEN**, Consultant, International Finance Corporation (the World Bank Group)

**Supporters and Participants in UNCTAD-Empretec's India Programme**

- Government of India
- Government of Kerala
- Government of Tamil Nadu
- Government of West Bengal
- Planning Commission of India
- West Bengal Industrial Development Corporation
- State Bank of India
- Indian Overseas Bank
- Indian Bank
- Canara Bank
- Corporation Bank
- Indian Oil Corporation Limited
- Confederation of Indian Industry
- Coir Board of India
- Indian Institute of Technology (Delhi)
- Republic and Canton of Geneva, Switzerland
- SME Corporation of Malaysia
- International Finance Corporation



INTERNATIONAL BUSINESS FACILITATORS

**International Business Facilitators (IBF)**

International Business Facilitators is the host of the UNCTAD-Empretec programme in India. IBF is a consortium of business facilitation specialists that works with international agencies, governments, industry groups and small and medium enterprises on entrepreneurship development, business linkages, cross-border trade and investment.

IBF is based in Switzerland and India and represented in several other countries. Its team of experienced professionals have held positions of leadership in banking, trade, investment management, inter-governmental negotiation and diplomacy.

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