Where Big and Small Business Meet
Enabling Enterprise Development through Collective Development
With the new B-BBEE Codes of Good Practice now in full effect, large enterprises are grappling to find optimal ways of complying with the legislative framework. They are faced with complying in a way that protects or enhances their competitiveness, while realising value for their shareholders, customers, value chain partners and the host communities in which they operate.

To achieve such a multitude of objectives is no easy task. Many discover that it is not easy to readily find B-BBEE suppliers meeting their quality, delivery and competitive costing requirements.

In a situation where qualified B-BBEE suppliers are not available, large enterprises have the challenging task of finding, screening, developing and sustaining these suppliers.

Many have made large investments into Enterprise Development in the past without promoting qualifying SMME’s into qualified B-BBEE suppliers.

In contrast, many deserving small enterprises with the potential to grow into sustainable B-BBEE suppliers continue to languish and fail before they can access the enterprise and supplier development opportunities presented by large enterprises.

Moreover, through its partnership with large industry members who are skilled in supply chain management, analytics, local industry knowledge and its access to a membership of over 3500 small and large businesses; the Chamber is further able to deliver leading enterprise development services.

Context

With the B-BBEE Codes of Good Practice now in effect, most large enterprises are grappling to find optimal ways of complying with the legislative framework while protecting or enhancing their competitiveness and delivering value for their shareholders, customers, value chain partners and their host communities.

Large Enterprises

- Require meaningful integration of SMME’s into their supply chain
- Lack experience and capacity in implementing Enterprise Development (ED) and Skills Development (SD)
- Need to collaborate in the identification of Enterprise Development and Skills Development opportunities and the implementation thereof

Many have made large investments into Enterprise Development in the past without promoting qualifying SMME’s into qualified B-BBEE suppliers.
The Chamber presents an ideal platform for small and large business communities to synergise their needs and collectively address their common challenge, being how to best facilitate economic activity amongst large and small enterprises.

Through its Enterprise Development offering, the Chamber helps large enterprises develop best-fit enterprise development programmes and facilitate the matching of suitable enterprise development candidates to the correct supplier development opportunities.

Through its partnership with large industry members skilled in supply chain management, analytics, local industry knowledge and its access to its members, the chamber is further able to deliver leading enterprise development services.

The Chamber presents an ideal platform for small and large business communities to synergise their needs and collectively address their common challenge, which is how to best facilitate economic activity amongst large and small enterprises.

Small Enterprises

- Seek to gain access to the broader market
- Require skills and capability development
- Seek to be involved in the core supply chain(s) of larger enterprises
Our support for large enterprises

Few large companies can count enterprise development as one of their internal core competencies.

Sustainable Enterprise Development starts with the identification of optimal preferential procurement opportunities that are ripe for Enterprise Development candidates to be matched to once they have qualified.
...Yields benefits for both large and small enterprises

Enterprise Development candidates taking part in the Chamber’s Enterprise Development programme benefit from an array of interventions, while leveraging the networking opportunities accessed through their membership.

<table>
<thead>
<tr>
<th>Large enterprises</th>
<th>Small enterprises</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current state review</strong></td>
<td>Training and mentorship</td>
</tr>
<tr>
<td>• Enterprises can focus on their core businesses, while the Chamber will train and qualify candidates</td>
<td>• Training that is applicable to the skills and capabilities required by small enterprises</td>
</tr>
<tr>
<td>• This ensures that enterprises only deal with credible candidates</td>
<td>• Regular group and one-on-one mentorship sessions</td>
</tr>
<tr>
<td><strong>Match candidates</strong></td>
<td>Incubate</td>
</tr>
<tr>
<td>• Screening of qualified candidates</td>
<td>• Access to an incubation hub: A facility with desks, meeting rooms, telephone and internet services</td>
</tr>
<tr>
<td>• Provides access to a large pool of Enterprise Development candidates</td>
<td>• Access to back-office services, such as: Payroll, Tax, Accounting and Marketing</td>
</tr>
<tr>
<td><strong>Enterprise Development Management</strong></td>
<td>Network</td>
</tr>
<tr>
<td>• Identify Enterprise Development opportunities</td>
<td>• Talks with industry advisors</td>
</tr>
<tr>
<td>• Peer benchmarking</td>
<td>• Local and international industry tours</td>
</tr>
<tr>
<td>• Establish a long-term plan for the execution of sustainable Enterprise Development and Skills Development programmes</td>
<td>• Buyer conferences, forums and seminars</td>
</tr>
<tr>
<td><strong>Sustain</strong></td>
<td>Funding</td>
</tr>
<tr>
<td>• Assist with integrating qualified candidates into the enterprise’s supply chain</td>
<td>• Support in developing feasible business plans</td>
</tr>
<tr>
<td>• Continuous mentorship and training to sustain developed suppliers</td>
<td>• Assist in identifying and obtaining a source of funding</td>
</tr>
</tbody>
</table>
The cherries on top...

Large enterprises that choose to leverage the chamber’s enterprise development programme stand to realise immediate gains, sustained by the critical mass enabled by the Chamber’s scale.

- **Claim points**: Large enterprises are able to claim points, with regards to B-BBEE Codes of Good Practice, when ceding funding to the Chamber.
- **Benchmarking performance**: Against peers in terms of Enterprise Development and Skills Development.
- **Claim costs**: All planning costs, including costs associated with spend analysis, and the development of Enterprise Development and Skills Development plans which contribute towards Enterprise Supplier Development points.
- **Chamber membership**: Access to the broader business network, and thus increased sales opportunities, Access to other Chamber membership benefits.
- **Cost reduction**: In the process of spend analysis lies further cost reduction opportunities.
- **Shared pool of suppliers**: In addition to developing suppliers, large enterprises will also have access to the pool of suppliers developed by other members of the Chamber.
Contact details

**Dumile Cele**  
Chief Executive Officer  
Durban Chamber of Commerce  
dumile@durbanchamber.co.za

**Nanana Sabela**  
Enterprise Development Manager  
Durban Chamber of Commerce and Industry  
sabelae@durbanchamber.co.za

**Lerato Sithole**  
Director  
Supply Chain Management  
Deloitte  
lesithole@deloitte.co.za

**K hutso Sekgota**  
Associate Director  
Supply Chain Management  
Deloitte  
ksekgota@deloitte.co.za

The Durban Chamber of Commerce and Industry is a vibrant organisation, which is fortunate enough to function in a rapidly growing region. Durban's position as an established economic hub due to its port, together with the current infrastructure development occurring in the region, makes the business sector all the more significant.

The Durban Chamber of Commerce and Industry has mushroomed, from its small beginnings in 1856 to a substantial association, with a membership of over 3 500 businesses, respected by its sister chambers throughout the country. We continue to add value to our chamber members through our robust interactions and partnerships with both the private and public sector. These initiatives are over and above the many great services offered by the chamber, as well the business information that we distribute to our members, as well as the entire Durban business community.
Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (DTTL), its network of member firms and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms.

Deloitte provides audit, consulting, financial advisory, risk management, tax and related services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries and territories, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte’s more than 225 000 professionals are committed to making an impact that matters.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms or their related entities (collectively, the “Deloitte Network”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2016. For information, contact Deloitte Touche Tohmatsu Limited

Designed and produced by Creative Services at Deloitte, Johannesburg.
(000000/DEN)