

## Le complément essentiel pour Apprendre à réussir...

Des solutions pratiques pour améliorer la gestion de votre entreprise!

### INDEPCO: The Transition from Micro-Garment Producers to Business Managers

Haitian SMEs face many challenges in implementing effective management and sound business strategies, which often leads to limited SME growth and lost market opportunities. Post-earthquake, there has been an even higher need for management training due to the increased competition from other markets. The **IFC Business Edge program**, launched in 2009 in Haiti, strives to fill this gap for many organizations, including INDEPCO.

INDEPCO, a Haitian Non-Profit Organization that groups tailors, seamstresses, and small sewing shop owners across Haiti, has about 600 members in 32 cities. To fulfill its mission of promoting sustainable development of the garment sector, INDEPCO provides ongoing technical training to make the garment and textile industry more competitive. They teach them how to produce garments in series -instead of single pieces- and also produce items with manual embroidery, crochet, pailletage, to name a few.

To help its members move to the next level, INDEPCO contacted the International Finance Corporation (IFC) to provide the IFC Business Edge program, a managerial training suite that would assist them in improving their leadership skills which in turn would lead them to new business opportunities, as well as contributing to jobs and income generation.

IFC Business Edge is a branded high-quality SME Management Training program developed by IFC since 2002 to help improve leadership and managerial skills for owners/managers of smaller companies and/or middle management of medium sized firms. Training is delivered in an interactive, practical and application-oriented style and all training materials are adapted to meet local market needs.

In 2009, IFC signed a cooperation agreement with SOFIHDES, a Haitian private development finance corporation, to provide Business Edge training on a large scale in Haiti. Since then, IFC trained and certified SOFIHDES' trainers who have already successfully trained over 2,300 entrepreneurs across the country (of which 46% women). In 2010, the SOFIHDES team started training INDEPCO members and so far 38 training workshops were organized reaching 858 members in seven cities.

#### IFC Business Edge INDEPCO workshops - results:

- ✓ 38 workshops in seven cities
- ✓ 858 participants (414 women - 48%)
- ✓ Average satisfaction rate: 98.22%

Participants in the seven cities received the following training workshops:

- ✓ Controlling Costs
- ✓ Working with Budgets
- ✓ Planning and Controlling Work
- ✓ Becoming a More Effective Manager

Participants in three cities received two additional training workshops as part of an initial pilot:

- ✓ Understanding Quality
- ✓ Improving Your Selling Skills



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## Ironce Bienaimé (St-Marc)

"We are very pleased with these training workshops. They have definitely changed the way in which we manage our business. These changes are even felt by our customers. Now they call me an 'effective manager' and everything definitely works better in the company. Since June 2011 my orders have tripled and I had to rent a larger production space (from 25 square meters to over 80 square meters). I have even refused orders which I knew had an insignificant profit margin, something I would have never done before out of ignorance or necessity. I've never been a rational buyer and this has changed since the training. They have taught us to better manage our time, improve our customer service and how to better calculate our breakeven point. And I can say that these courses changed the course of my life. I am a better manager now working effectively. It has been a real success."

## Noly Official (Cap-Haïtien)


"First of all, I would like to thank SOFIHDES. I must say that I really benefited from the training workshops and thanks to them, my wife and I have successfully launched two new business activities today, despite our limited resources. I really liked how the training was delivered. Everyone around us has noticed the change and I wonder when we can receive similar training workshops again. I have shared my new knowledge with some close colleagues and will continue to do so."

## Henri Alexis (Port-au-Prince)

"This training has definitely allowed me to increase my production. From January to June, I produced 3,600 items (trousers, shirts etc.). From July to November, after the training courses, my production increased significantly to 11,107 items. In my workshop I now also share all the concepts that I learned, with my employees. The methodology is adequate and effective and if I had followed this training earlier on, I would have achieved much more to date"

## Robenson Joseph (Gonaïves)

"I was not the only one who took these courses and I think that it would be interesting for all those involved in the management of a business to attend these training workshops. The manager I was before is no longer the man I am today. My ways of working have changed and I have become more effective at what I do. Before the training, my company did not have any real operational structure. Everything was informal. The courses "Working with budgets" and "Controlling costs" gave me significant added value. I went from being a tailor working on one piece at a time to the owner and manager of a micro-enterprise which now has a small scale production line, employing about eight persons. My production capacity is now four times bigger and my personal income has increased significantly. I would recommend this training to everyone especially to all those involved in entrepreneurship. I was very satisfied."



INDEPCO members need management training in other finance, marketing, operational and personal productivity topics. Please, contact INDEPCO ([indepcoi@yahoo.com](mailto:indepcoi@yahoo.com) or [gadeanacaona@yahoo.com](mailto:gadeanacaona@yahoo.com) | +509-2513 2120 or +509-3729 5040) or SOFIHDES ([businessedge@sofihdes.com](mailto:businessedge@sofihdes.com) or [info@sofihdes.com](mailto:info@sofihdes.com) | +509-2513 3411 or 3412) if this important training component could be included in one of your projects.