

Dalberg

Application deep dive

AFRICA'S BUSINESS HEROES COMPETITION
APPLICATION WORKSHOP

DEVELOPED BY DALBERG ADVISORS FOR ANPI

APPLICATION OVERVIEW

Pre-application check:

- Pass the eligibility criteria: 1) Are you a founder?, 2) Are you African or of African descent?, 3) Does your business operate mainly in Africa?, 4) Do you have three or more years of revenue?
- Give a reference: Can be a close friend, a colleague, a former employer or a mentor

Section A

Founder's Profile: This section seeks to establish who the founders are, their value system and what motivates them. Getting to know the founder of the business is as equally as important as getting to know the businesses they lead.

Section B

Company Profile: This section seeks a basic understanding of the business. It requires candidates to fill out basic information such as slogan, industry, city of operation, number of staff, address of headquarters, etc.

Section C

Business Deep Dive: This section seeks to better understand the company and learn about the details of the business including the business model, the future plan and the impact it's creating

Section D

Award and recognition: This section seeks to understand whether the entrepreneur has received any awards or won any competitions, and whether the entrepreneur has been published

Section E

Introductory video: The video will provide ANPI judges a chance to understand the entrepreneur, their business and their team a little better. Videos can be shot using a smartphone or laptop and they do not need to be professionally shot

We will focus on sections A, B & C as these are the sections which form the base of the application



HOW TO APPROACH THE APPLICATION PROCESS?

Overall principles to observe when approaching the application

- 1 Alignment with ANPI Values – tone, language and positioning
- 2 Be consistent in having a single key narrative throughout the application and provide examples as much as possible
- 3 Make it personal – tell the story of who you are and let the readers get to know you and get a sense of who you are.
- 4 Clearly articulate the problem you are addressing, the solution you are providing, and strong evidence that customers are buying into the solution
- 5 Writing the application is an iterative process, leverage your network to get good feedback on your application



THE ANPI VALUES – THE ANCHOR FOR YOUR APPLICATION

Key values that ANPI uses to define heroes include:

“passion, boldness, resilience, mission-driven, innovativeness, impact-oriented and vision”

What do these mean to you as a prospective applicant?



SECTION A: FOUNDER'S PROFILE – Who are you? What is your story? What sets you apart from the crowd?

The screenshot shows the application form for ANPI Africa Business Hero, Step 3: Founder Profile. The form is part of a multi-step process: Eligibility Check, Reference, Founder Profile (current step), Business Profile, Business Deep Dive, Awards & Recognition, and Video Introduction. The form includes fields for personal information, business role, and a bio. The bio field is a text area with a 25-word limit.

APPLICATION
Step 3: FOUNDER PROFILE

Eligibility Check | Reference | **Founder Profile** | Business Profile | Business Deep Dive | Awards & Recognition | Video Introduction

At ANPI, the founders - who they are, what they believe in and what they do is equally as important as the businesses they lead. We want to know you and your story.

First name:* Last name:*

Country / region code:* Mobile phone number:*

Gender:* Male Female

Date of birth:* Nationality:*

Languages you're fluent in:*

Role in business:*
 Founder Co-Founder Other
Please specify:*

Position in business:*
 CEO CMD CFO CPO Other
Please specify:*

Please give us a twitter version of your bio. Who are you, what are your interests and your motivations? (25 words)*

Tips and tricks (extract from application guide):

- Please give a twitter version of your bio. Who are you, what are your interests and motivations. Example: I'm an adventurous person with a love for art and live music; an avid proponent of Female Education on a mission to teach 25,000 girls how to code by 2025.
- Why do you believe you deserve to be a 2020 ANPI Africa Business Hero? Key values that ANPI uses to define heroes include: passion, boldness, resilience, mission-driven, innovativeness, impact-oriented and vision
- If you made it to the Grand Finale, what question would you want to ask Jack Ma? During the Africa Business Heroes show, finalists have the chance to ask finale judges questions, including Jack Ma. Imagine you're on stage and have such an opportunity. What would you ask? Think about what you would ask and state it



This is where you start building your narrative as a founder

The screenshot shows the ANPI application form with the following sections:

- Header:** The Prize, ANPI Summit, ANPI Finalists, News, Gallery, About, Fr, f, t, i, a, s icons.
- Question 1:** Please give us a twitter version of your bio. Who are you, what are your interests and your motivations? (25 words)*
- Question 2:** How would your friends describe you? (25 words)*
- Question 3 (highlighted):** Why did you start the business? (150 words)*
- Question 4:** What excites you the most about your business? (100 words)*
- Question 5:** Why are you applying for the Prize? (50 words)*
- Question 6:** Do you have any criminal convictions?* (Yes/No radio buttons, No selected)
- Question 7:** Have you ever been bankrupt or been disqualified from being a director of a company?* (Yes/No radio buttons, No selected)
- Question 8:** Links to any professional or social profiles or personal website: (Name, Link, + button)
- Question 9:** How did you learn about this competition? (Please Select dropdown)
- Question 10:** Have you been referred by an ANPI partner organization?*

Question: Why did you start the business?

A strong answer will:

- Explain what motivated you to start the business e.g. observation of problem in community
- Highlight importance/urgency of addressing the problem
- Highlight why you felt capable to solve the problem.
- Be customer/beneficiary centric in articulating motivations
- Link back to your personal and ANPI value system

A weak answer will:

- Focus mostly on financial /personal gain as the key motivator and not broader impact in communities
- Fail to highlight intended objectives or desired impact



Be sure to convey your passion and link it to your excitement for growth

The Prize ANPI Summit ANPI Finalists News Gallery About | Fr f t i

Why did you start the business? (150 words)*

What excites you the most about your business? (100 words)*

Why are you applying for the Prize? (50 words)*

Do you have any criminal convictions?*
 Yes No

Have you ever been bankrupt or been disqualified from being a director of a company?*
 Yes No

Links to any professional or social profiles or personal website:

Name Link

How did you learn about this competition?
Please Select

Have you been referred by an ANPI partner organization?*
 Yes No

Finally, please upload a high-resolution headshot. ⓘ

10MB max, in JPG or PNG
At least 2000 x 2000px

← Back Save Next →

Question: Why are you applying for the prize?

A strong answer will:

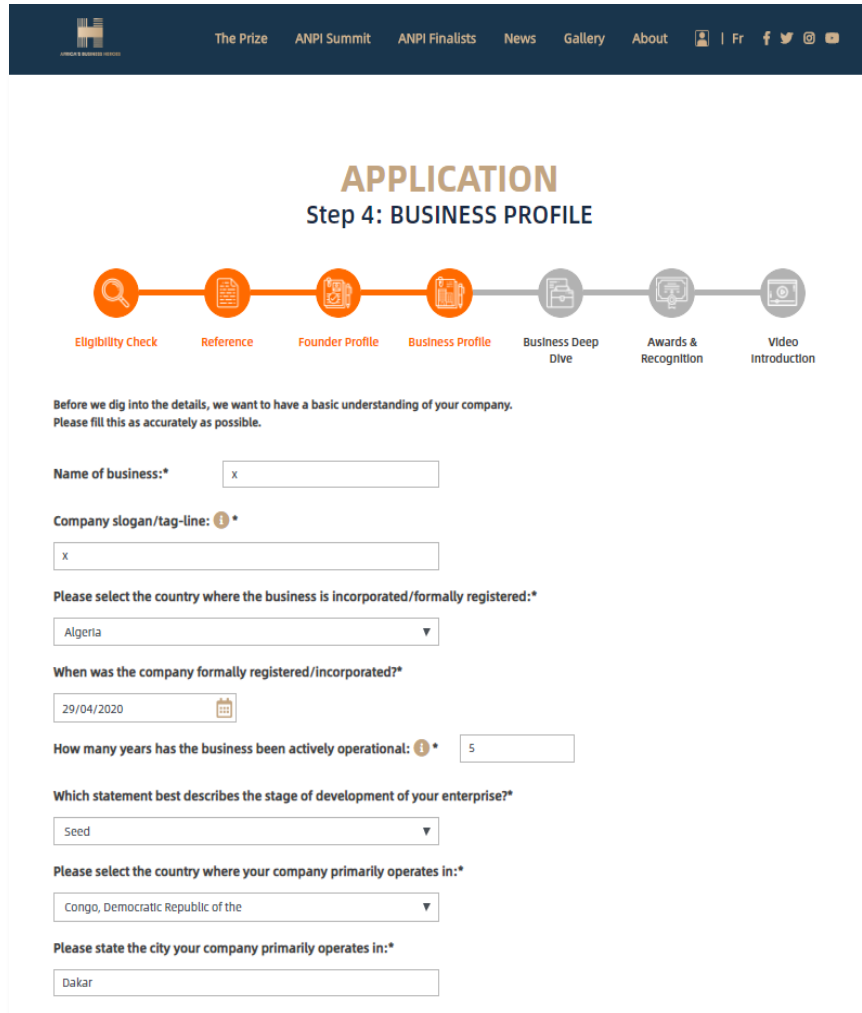
- Anchor on the desired impact if one wins the prize and its importance thereof
- Show how the prize aligns with the applicant's values
- Show enthusiasm about the opportunity to compete

A weak answer will:

- Focus entirely on profit without attention to customer needs or solving big problems
- Not be consistent with the candidate's personal values and the ANPI's values



SECTION B: BUSINESS PROFILE – Introduce the judges to your business- be honest and concise



The screenshot shows the 'APPLICATION Step 4: BUSINESS PROFILE' page. At the top, there is a navigation bar with links for 'The Prize', 'ANPI Summit', 'ANPI Finalists', 'News', 'Gallery', 'About', and social media icons. Below the navigation bar, a progress bar indicates the current step: 'Business Profile' is highlighted in orange, while 'Eligibility Check', 'Reference', 'Founder Profile', 'Business Deep Dive', 'Awards & Recognition', and 'Video Introduction' are in grey. The main content area contains the following fields:

- Name of business:***
- Company slogan/tag-line: ⓘ ***
- Please select the country where the business is incorporated/formally registered:***
- When was the company formally registered/incorporated?***
- How many years has the business been actively operational: ⓘ ***
- Which statement best describes the stage of development of your enterprise?***
- Please select the country where your company primarily operates in:***
- Please state the city your company primarily operates in:***

Question clarifications:

- **Business Registration/Incorporation:** please provide the date that your company was formally registered with the “Registrar General” or other related government agency. This should be the date on your business license
- **Number of years actively operational:** refers to the number of years the business has been running for; in other words, when you first started to execute on your idea
- **Primary country of operation:** refers to where your company has a majority of its staff, equipment and customers
- **Fulltime staff:** refers to workers who occupy a permanent position and work for a minimum number of hours over a week/month/year (as defined by the employer) and are paid weekly, biweekly or monthly



SECTION C: BUSINESS DEEP DIVE – expand on your narrative and link it to your business

APPLICATION
Step 5: BUSINESS DEEP DIVE (1/5)

Eligibility Check Reference Founder Profile Business Profile Business Deep Dive Awards & Recognition Video Introduction

This is our opportunity to learn about the details of your business - the impact you're creating and how you're doing it. Please be detailed and refer to the **1** icon for support in answering the questions.

PROBLEM & SOLUTION

What is the big mission and vision of your business? **1** (50 words)*

What are your business' core values? (5 words)*

What problem are you trying to solve? **1** (100 words)*

What inspired you to solve this problem? **1** (150 words)*

How does the business solve this problem? **1** (100 words)*

Tips and Tricks

- **Try to explain the challenge you are tackling.** Please outline the problem, how the customer addresses it and why current solutions are not working. To do this, identify the specific inefficiency in the current solution (e.g. cost, efficiency, quality) and what the customer's pain point is
- **Explain what motivated you to start your business and why you are solving this particular problem.** Provide an understanding of why it should be solved – the urgency and magnitude of the problem. Finally, highlight why you felt capable to solve the problem
- **Demonstrate your company's value-add** – how does your solution improve the customer's life?
- **Provide examples and customer insights where possible**

Problem and Solution: Concisely explain the challenge your business is addressing in your community

APPLICATION
Step 5: BUSINESS DEEP DIVE (1/5)

Eligibility Check Reference Founder Profile Business Profile Business Deep Dive Awards & Recognition Video Introduction

This is our opportunity to learn about the details of your business - the impact you're creating and how you're doing it. Please be detailed and refer to the **i** icon for support in answering the questions.

PROBLEM & SOLUTION

What is the big mission and vision of your business? **i** (50 words)*

What are your business' core values? (5 words)*

What problem are you trying to solve? **i** (100 words)*

What inspired you to solve this problem? **i** (150 words)*

How does the business solve this problem? **i** (100 words)*

Question: What problem are you trying to solve?

A strong answer will:

- Clearly articulate the nature problem (e.g. gap in the market, inefficiency), the scale of the problem and identify who is affected
- This can be something you have observed as a failure in a particular system/value chain or a social problem resulting in negative consequences
- Clearly articulate the pain-point
- Use a few key data points or facts to validate the problem and express the scale of the problem

A weak answer will:

- Be unclear in why the problem needs to be solved and what would happen if the problem was left unaddressed
- Lack the specific details that capture the key aspects of the problem
- Not clearly indicate an opportunity that lies within the challenge



Problem and Solution: Expand on how your business addresses the challenge you mentioned above

APPLICATION
Step 5: BUSINESS DEEP DIVE (1/5)

Eligibility Check Reference Founder Profile Business Profile Business Deep Dive Awards & Recognition Video Introduction

This is our opportunity to learn about the details of your business - the impact you're creating and how you're doing it. Please be detailed and refer to the ⓘ icon for support in answering the questions.

PROBLEM & SOLUTION

What is the big mission and vision of your business? ⓘ (50 words)*

What are your business' core values? (5 words)*

What problem are you trying to solve? ⓘ (100 words)*

What inspired you to solve this problem? ⓘ (150 words)*

How does the business solve this problem? ⓘ (100 words)*

* Please note that you may skip the mandatory questions at this moment, but all these questions must be answered before your final submission of the

Question: How does your business solve this problem?

A strong answer will:

- Show them that it works –how does your solution make it work better or fix a failure in the system
- Link back to the challenge outlined in the previous question
- Have a clearly structured description of the solution:
 - [how the solution changes the dynamics of the problem] + [what the outcome will be with the solution in place] + [impact for the target customers/beneficiaries]

A weak answer will:

- Rush to discuss the impact without unpacking how the product/services you are offering solves the challenge
- Have an unclear link between the solution and the problem
- Be focused on the technical aspects of the business



Market - size, profile and dynamics: Calculate your estimated addressable market (1/2)

APPLICATION
Step 5: BUSINESS DEEP DIVE (2/5)

Eligibility Check Reference Founder Profile Business Profile **Business Deep Dive** Awards & Recognition Video Introduction

This is our opportunity to learn about the details of your business - the impact you're creating and how you're doing it. Please be detailed and refer to the ? icon for support in answering the questions.

MARKET - SIZE, PROFILE, DYNAMICS

Who is your primary customer and/or user? ? (25 words)*

How large is your addressable market? ? (100 words or an uploaded image)*

Optional: submit an Image showing your calculations.

10MB max. In JPG or PNG

How many active customers/users do you serve? ? *

How has your customer base/user pool grown and/or shifted since you began operations? ? (100 words)*

COMPETITION

Question: How large is your addressable market:

A strong answer will:

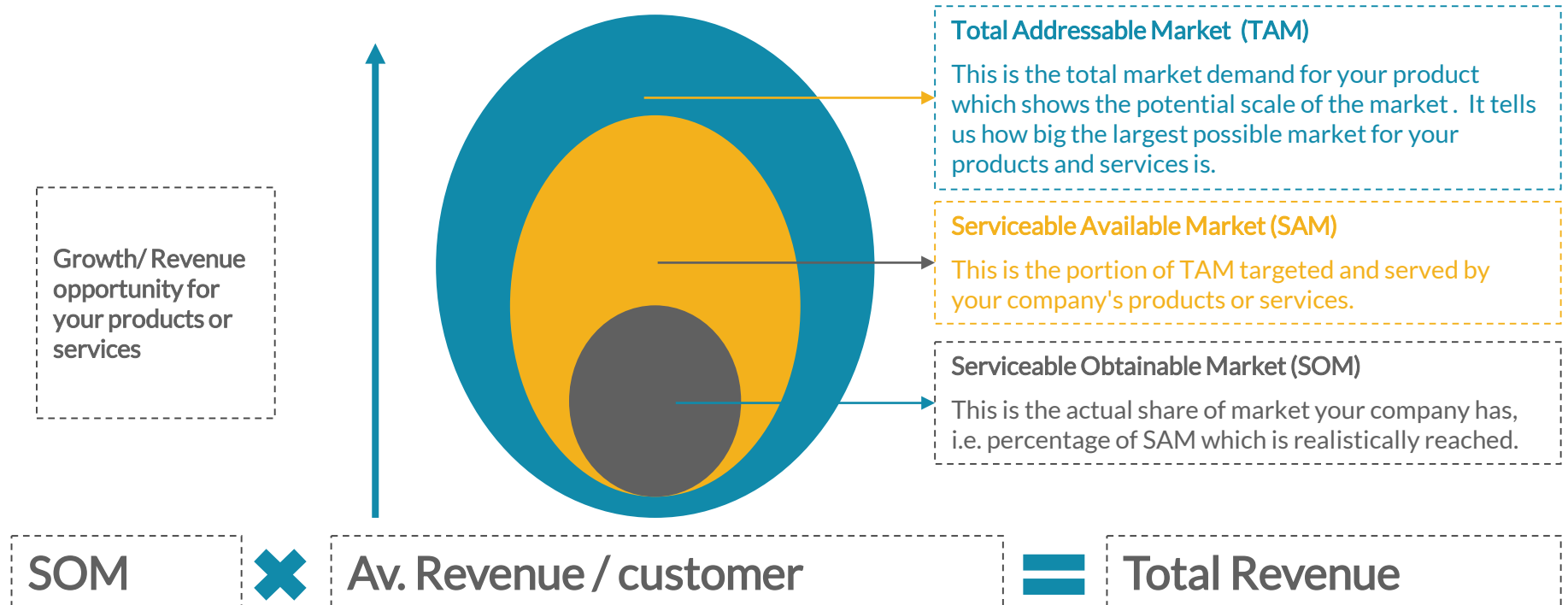
- Provide figures that are backed by logical assumptions and statistics/estimates. Use census data and/or proxy data to identify estimated number of potential users.
- Clear segmentation of target customers relevant to opportunity / solution
- Demonstrate uptake/ traction achieved to date e.g., sales volumes, subscriptions etc and leverage for forecasts
- Use a base calculation appropriate to your business model e.g. **average revenue per user x the total number of (real) potential customers / demand in the target market.**

A weak answer will:

- Present assumptions that have flawed logical links
- Lack credibility of supporting data
- Fail to demonstrate knowledge of customer segment



Market - size, profile and dynamics: Calculate your estimated addressable market (2/2)



For example

- You are a producer of non-alcoholic drinks (e.g. fruit juice).
- The total Africa consumer expenditure on food in 2019 (including catering, alcoholic drinks, non-alcoholic drinks and other foods) was USD200 billion. This represents the total addressable market of food.
- However, the Serviceable Available Market (SAM) for non-alcoholic drinks, which producers of alcoholic drinks also target and serve, is USD50 billion. Since the market for non-alcoholic drinks is not a monopoly, the share of market for a company producing non-alcoholic drinks can never reach 100% of SAM. Your addressable market is NOT \$50bn.
- Your addressable market is the Serviceable Obtainable Market (SOM), which you can estimate based on internal factors e.g. your production capacity, distribution channels etc and external factors e.g. share of the market already captured by your competition.

Competition: Describe what special characteristics make your business stand out amongst its competitors

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How large is your addressable market? ⓘ (100 words or an uploaded image)*

Optional: submit an Image showing your calculations.

10MB max, In JPG or PNG

How many active customers/users do you serve? ⓘ *

How has your customer base/user pool grown and/or shifted since you began operations? ⓘ (100 words)*

COMPETITION

Who/what are your competitors? ⓘ (100 words)*

What is your value-add and competitive-advantage? ⓘ (150 words)*

What are the key risks to your business? (100 words)*

* Please note that you may skip the mandatory questions at this moment, but all these questions must be answered before your final submission of the application.

Question: What is your value-add and competitive-advantage?

A strong answer will:

- Describe how your product/service fills a gap in the market or complements an existing solution in a unique way
- Reference a specific aspect of your business model that makes it unique (e.g. input sourcing, technology, skills make-up of your team or positioning of your product in the market)

A weak answer will:

- Be fluffy – the answer will be more descriptive of the solution rather than highlight the opportunistic elements of the solution
- Fail to be convincing that competitive advantage is real and sustainable



Business model: Be concise when describing how your business makes revenue

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APPLICATION

Step 5: BUSINESS DEEP DIVE (3/5)

Eligibility Check Reference Founder Profile Business Profile Business Deep Dive Awards & Recognition Video Introduction

This is our opportunity to learn about the details of your business - the impact you're creating and how you're doing it. Please be detailed and refer to the icon for support in answering the questions.

BUSINESS MODEL

What is your revenue model? (250 words)*

Please list your revenue history for the last 3 years.*

Name	Amount of Revenue Generated
<input type="text"/>	<input type="text"/>

What is your sales and distribution model? *

FINANCIAL SNAPSHOT

How has the business been funded to date?*

Self-Funded Family & Friends Bank loans Grants Investment Other

* Please note that you may skip the mandatory questions at this moment, but all these questions must be answered before your final submission of the application.

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Question: What is your revenue model?

A strong answer will:

- Clearly state what the revenue streams / sources are and related product mix the business offers
- Articulate the revenue structure (e.g., Is it recurring vs. once-off?)
- Define how value is priced (pricing strategy/tactics)

A weak answer will:

- Be descriptive and try go too deep into numbers
- Does not address key variables i.e. “who is paying you, how much are they paying, how frequently and for what?”
- Have unclear links to the business model



Team profile: Articulate what HR gaps are making it difficult for your business to operate smoothly

APPLICATION
Step 5: BUSINESS DEEP DIVE (4/5)

Eligibility Check Reference Founder Profile Business Profile Business Deep Dive Awards & Recognition Video Introduction

This is our opportunity to learn about the details of your business - the impact you're creating and how you're doing it. Please be detailed and refer to the icon for support in answering the questions.

TEAM PROFILE

Do you have other business partners, co-founders or directors, board of advisors?
 Yes No

How do you motivate and engage your team? (150 words)*

What are the biggest human resource gaps/needs that you have? (50 words)*

* Please note that you may skip the mandatory questions at this moment, but all these questions must be answered before your final submission of the application.

← Back Save Next →

Question: What are the biggest human resource gaps/needs that you have?

A strong answer will:

- Discuss those skills critical for your business performance enhancement and how those translate into roles needed in the business
- Demonstrate understanding of mission critical skills for your business performance
- Discuss gaps that if filled would help you reduce costs and optimise your business performance

A weak answer will:

- Not justify why the skills gap is detrimental to the business
- Not highlight the importance of skills for business performance enhancement
- Depending on stage of business must be careful in referencing critical skills that make readers question viability of the business viable

Impact: Describe the positive effect your business could have on its customers and in society

APPLICATION
Step 5: BUSINESS DEEP DIVE (5/5)

Eligibility Check Reference Founder Profile Business Profile Business Deep Dive Awards & Recognition Video Introduction

This is our opportunity to learn about the details of your business - the impact you're creating and how you're doing it. Please be detailed and refer to the 🗨️ icon for support in answering the questions.

IMPACT

What impact do you believe your business is currently creating for the community it operates in? (125 words)*

What impact do you believe your business could create? (125 words)*

FUTURE PLANS

What is the business' 5-year plan? (75 words)*

What do you need to accelerate your business? (75 words)*

Question: What impact do you believe your business could create?

A strong answer will:

- Show the progress achieved to date- what impact has it had so far?
- Discuss how the business model changes an existing condition directly or indirectly
- Be consistent with the previous answer you gave for “why you started the business” and “what problem you are solving”
- Align with your business model
- Demonstrate specific aspects of the business that result in impact direct and indirect (e.g. how the product is made or the effect of the product itself)

A weak answer will:

- Describe impact that is limited in scope and does not fundamentally shift the landscape
- Be too broad in its description



Future plans: Succinctly outline how you would use the prize money

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Eligibility Check Reference Founder Profile Business Profile Business Deep Dive Awards & Recognition Video introduction

This is our opportunity to learn about the details of your business - the impact you're creating and how you're doing it. Please be detailed and refer to the 📍 icon for support in answering the questions.

IMPACT

What impact do you believe your business is currently creating for the community it operates in? (125 words)*

What impact do you believe your business could create? (125 words)*

FUTURE PLANS

What is the business' 5-year plan? (75 words)*

What do you need to accelerate your business? (75 words)*

If you were to become a 2020 ANPI Africa's Business Hero how would you use the funds? (100 words)*

* Please note that you may skip the mandatory questions at this moment, but all these questions must be answered before your final submission of the application.

Question: If you were to become a 2020 ANPI Africa's Business Hero, how would you use the funds?

A strong answer will:

- Have a clear link between growth plans and suggested use of funds
- Articulate the use of funds, results/outcomes and overarching impact, directly from the use of funds

A weak answer will:

- Attempt to explain specific expenditure items rather than broad buckets (e.g. buy xyz software packages vs. invest in software for xyz products or services)
- Suggest utilization that is not clearly linked to the business growth strategy
- Go too deep into utilization of funds and artificially articulate the impact/benefits of the use of funds

