



# Accelerating Market Entry in Africa

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## Executive Summary

Africa—one of the world's largest, and fastest growing, marketplaces—is ripe with both need and opportunity, but many American companies otherwise well poised to take advantage of these prospects are resisting the temptation. Why? The reason is often long-standing and inaccurate or overstated stereotypes.

Unleashing the potential of these firms requires a shift in attitude away from outdated paradigms of the continent. One of the best ways to enable this change is to provide future corporate leaders with first-hand experience on the ground. Short-term, pro bono immersion programs can provide the important insights that enable corporations to better assess, and ultimately invest long-term in, mutually beneficial business models.



## Introduction

Since 2012, the [Doing Business in Africa Campaign](#) has sought to encourage American businesses to invest in Africa, a collection of markets that are rich in economic opportunity.<sup>1</sup> Yet, despite efforts to ease the pain points of market entry, many large corporations still struggle to establish a foothold on the continent. In line with growing support from U.S. government departments and other agencies, the U.S.-Africa Leaders Summit was held this month in an effort to embolden leading U.S. businesses to actively seek new pathways into these markets. Yet, many companies still struggle to figure out how to get started.

### The Challenge:

#### Business in Africa is Complex and Time Consuming

Africa is a large and dynamic continent, where more than 54 countries and an even greater number of unique cultures and languages can complicate what many American CEOs might consider a standard approach to doing business. Understanding the nuance of the dynamics in each country—be it Ghana, Kenya, Mozambique, or Tanzania—is difficult to do. Furthermore, personal trust is a necessary foundation for doing business in markets across Africa—something many American business interests either do not recognize, or worry they cannot afford to spend the time to build. Corruption is also widely assumed to pervade many African markets, making personal relationships all the more important. With so many gaps between the opportunity and an effective business plan, it is little wonder so few U.S.-based, multinational corporations are doing business in Africa.

### The Opportunity:

#### Pro Bono Can Accelerate Market Entry in Africa

A few leading companies have discovered a new approach that enables them to understand these nuances and bridge the gap to prosperity by way of new market development. Companies like The Dow Chemical Company and IBM are sending teams of employees into new and expanding markets, offering pro bono advisory services for local non-profit organizations, educational institutions, and governments. In such programs, teams of three to five individuals work with their pro bono client for one to five months, seeking to solve a specific capacity gap identified by the organization. For Dow and IBM specifically, these engagements are often facilitated by PYXERA Global, a non-profit firm with over 25 years of experience matching global talent to pro bono projects in emerging economies. Careful to ensure that the pro bono service does not duplicate or usurp services that are already readily available in the local market, this







approach injects capability to build capacity, complementing the work of local African businesses.

Individuals who participate in these programs are typically on a leadership development track, which enables the company to provide its local client with the best service it has to offer. Working alongside local organizations allows participants to quickly develop a first-hand understanding of realities, priorities, and pressures in the region; the strongest stereotypes about Africa quickly fall away. Upon their return home, those individuals may bring their new and more nuanced perspective into their own organizations, enabling the development of a more Africa-friendly strategy within their respective divisions, business units, or project teams.

The pro bono approach to accelerating market entry in Africa has two primary benefits. First, it accelerates a dynamic understanding of the potential in these markets, providing insight to the company as to how it might engage the community long term with a more sustainable approach to business that creates shared value—an element often absent from business in the African context. At the same time, a pro bono team of consultants can enhance the social well-being of communities where such companies seek to operate, authentically raising the profile of the corporate brand amongst their key stakeholders while avoiding any additional

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*"Many managers also acknowledge the way in which global pro bono programs can help achieve their company's corporate social responsibility objectives."*

### PYXERA Global Global Pro Bono Benchmarking Study

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costs to the local client or to the pro bono participants.

IBM's Corporate Service Corps, which was launched in 2008, is now the largest program in the world, sending an average of 500 participants overseas each year. Nearly 3,000 IBM employees based in 56 countries have been sent to 37 nations since the program began. With over 800 team projects completed, IBM has provided \$60 million in value. Additionally, IBM has opened participation in its program to other companies such as Citibank, JPMorgan Chase, and John Deere.

In 2003, Pfizer became one of the first companies to deploy its employees into emerging markets to strengthen health systems through its [Global Health Fellows](#) program.<sup>ii</sup> The Dow Chemical Company engages employees in pro bono projects globally through the Dow Sustainability Corps, which also includes a specialized







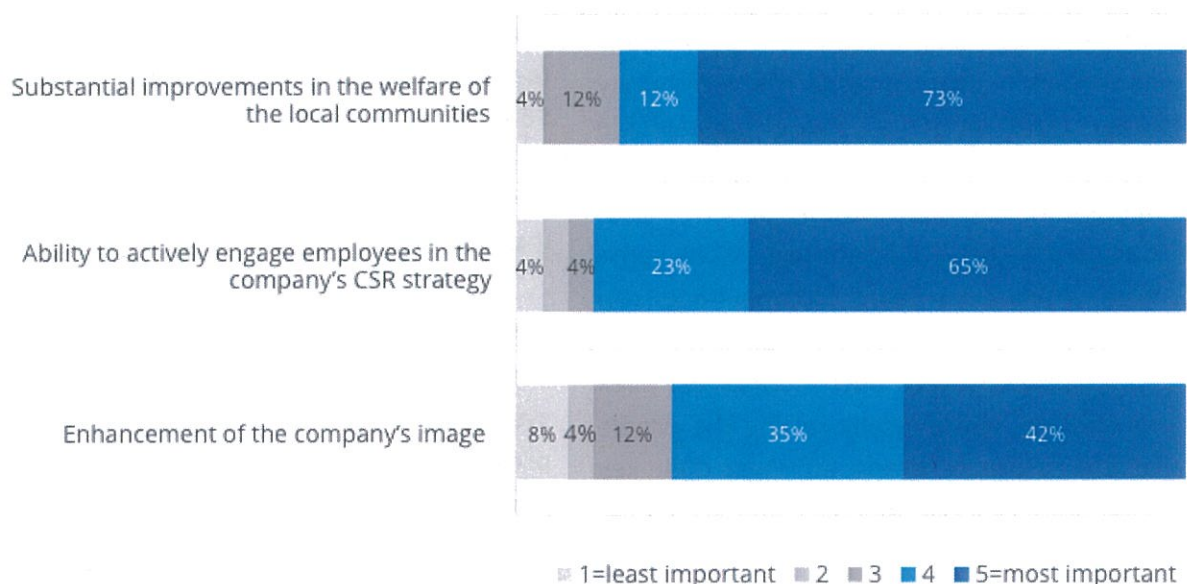
leadership development program<sup>iii</sup> that pairs new market discovery with leadership training.

Today, a number of multinational corporations leverage their talent to accelerate market entry while also fostering social impact and economic growth in 80 countries around the world through global pro bono programs. Such companies include Accenture, BD, Celanese, CitiCorp, Credit Suisse, The Dow Chemical Company, Eli Lilly and Company, EY, FedEx Corporation, Google, GSK, IBM, Intel, John Deere, JPMorgan Chase, "La Caixa" Foundation, Mars, Medtronic, Merck & Co., Inc., PepsiCo, Pfizer Inc., PIMCO Foundation, PwC, and SAP AG, among others.

According to PYXERA Global's annual benchmarking study of this practice, all

program managers who responded to the survey identified "better understanding of the opportunities and challenges in emerging markets" as somewhat important (3 or higher on a scale of 5) and a plurality (38%) ranked it as the most important. Almost all (96%) recognized "increased knowledge of the operations and business environment in emerging markets" as important. Additionally, many managers also acknowledge the way in which global pro bono programs can help achieve their company's corporate social responsibility objectives. Specifically, a plurality (42%) believes that enhancing the company's image is one of the most important benefits of pro bono programs.

### Pro Bono Addresses CSR Objectives







## The Solution

### How Dow and IBM Leverage Pro Bono in Africa

For both Dow and IBM, pro bono projects have helped accelerate their entry into key markets in Africa. The Corporate Service Corps, which has sent 800 of its 3,000 problem solvers to Africa, has helped IBM open new markets and win new contracts on the continent. As IBM has established or strengthened a presence in multiple African countries in the last six years, the opening of new offices has often been either preceded or quickly followed by Corporate Service Corps teams.

These engagements have given the company valuable insights into the cultural and business climate, and have familiarized local governments and businesses with IBM. Moreover, the Corporate Service Corps provided a mechanism for IBM to introduce itself not only as a service provider, but as a company that positively contributes to the communities in which it operates.

IBM has placed Corporate Service Corps and Smarter Cities Challenge teams (its more urban-oriented sister program) in Ghana, Kenya, Morocco, Ethiopia, Angola, Egypt, Tanzania, Nigeria, Senegal, and South Africa. These engagements showcase IBM's talents and capabilities, and the company's familiarity with popular technologies such as cloud computing, big data, and mobile and social computing. It gives the company an on-the-ground understanding of how these technologies could be best applied for the greatest value in the long term. For example, following a Corporate Service Corps engagement, IBM

competed for and won a consulting contract in the Cross River Province of Nigeria to [help administer social service and welfare programs, Project Hope and Project Comfort.](#)<sup>iv</sup>

Dow entered the realm of pro bono, skills-based employee engagement in 2009 with the launch of the Dow Sustainability Corps. With a focus on matching employee skills and talent with the needs of non-governmental organizations (NGOs), social entrepreneurs and government agencies, particularly in emerging geographies and growth regions, employees use their time and professional skills to help improve the lives of people around the world.

In 2013, the Dow Sustainability Corps launched its leadership development program, which sent its first class of 36 employees to Accra, Ghana, for a five-day intensive collaboration, book-ended by periods of virtual consulting support. By sending employees directly into Ghana on pro bono assignments, Dow built high-value relationships with government and







commerce in Ghana, a strategic market where it had recently opened an office.

"One of the learnings that came out of this is what can constitute new business opportunities in emerging markets," said Ross McLean, President of Dow Africa.

"Working with the local staff, our participants identified business opportunities as a result of the engagement. More importantly, these projects enabled our emerging leaders to appreciate and better manage some of the unexpected challenges of doing business in Africa—such as the lack of infrastructure, the interruption of communications, the criticality of relationships (instead of time)—and realize that it's worth it. The projects, and the connections made because of them, became great 'door openers' for us to further build relationships which will be important to the success of our long-term business."

Dow is following this inaugural leadership development initiative with a second effort in 2014, this time sending 41 employees to Addis Ababa, Ethiopia, for a similar experience. Over a five-month virtual consulting period, Dow employees work with eight local partners, including the Ethiopian Chamber of Commerce and the International Leadership Academy of Ethiopia, to name a few. As part of the program, Dow and IBM will collaborate on a pro bono project with the International Medical Corps (IMC). The project will capitalize on the marketing and

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- Ross McLean  
President, Dow Africa

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communications expertise of Dow and the data analytics expertise of IBM to support IMC's work in creating sanitation solutions in the country. The team's work in country will be followed by the opening of Dow's Ethiopia office later in 2014.

For its part, IBM will assess, recommend, and design methodologies by which IMC can measure how the community fares in the face of public health and infrastructure challenges. Many companies hire experts or consultancies to develop market-entry strategies for key African markets, but such expertise—while invaluable—is no substitute for insights obtained by employees directly responsible for carrying out these strategies. An intensive immersion in the market of interest not only helps these individuals gain unique insight into key challenges and opportunities; it also hones participants' empathy, cultural competence, and adaptability. These experiences have also been shown to [provide exceptional leadership development benefits](#) as well.<sup>v</sup>







## Pro Bono is a Customizable Solution

Dow and IBM are just two examples among dozens of companies exploring how global pro bono can accelerate market entry. Plus, placing a team of 10 participants costs less than many leadership development, market research, or corporate brand-building efforts, making it a remarkably affordable and effective solution.

With guidance from PYXERA Global, an increasing number of companies are developing tailored programs to achieve their goals.

Those who have participated in these types of programs have remarked on the transformation in perspective. Matt Berry, currently Vice President of IBM Marketing for Cloud and Smarter Infrastructure, had the chance to experience both the Corporate Service Corps and the Smarter Cities Challenge. In 2008, he traveled to Tanzania with one of the first CSC teams.

"Not only did I come away with a good

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*"Both of my assignments to Africa truly changed my mindset and my life... I'll never look at the world or my work the same way again."*

- Matt Berry  
Vice President, IBM

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understanding for how people in Tanzania communicate and work with one another in a business environment..." said Berry. "I also learned about the other disciplines across IBM which I usually don't have access to. I learned how to think through financial reporting and planning; I got to see how to design a website, and so much more."<sup>vi</sup>

Following his promotion a few years later, Matt had the opportunity to work with a smaller team of executives to address transportation issues in Lagos, Nigeria, with the Smarter Cities Challenge.

"Both of my assignments to Africa truly changed my mindset and my life," said Berry. "I'll never look at the world or my work the same way again. I treat people differently, and they respond differently."

The programs for Dow and IBM are customized to meet the needs of the corporations and the host clients. Dow's program pairs several months of virtual consulting with a short on-the-ground visit. IBM's program begins for participants with two months of preparation, even as they continue to perform their 'day jobs.' Their on-the-ground experience lasts for one month, completed by debriefing and follow-up analysis when they return to their everyday professional responsibilities back home. All participants complete mandatory pre-work to help ensure their safety and health, as well as an orientation to the culture and other essential skills to ensure their effectiveness in their assignments.





## Summary

Pro bono work can serve the interests of almost any corporation interested in gaining insight and accelerating entry into new markets, and do so in a way that facilitates long-term social and economic development, with co-created value and mutually-shared prosperity.

As a growing number of Fortune 100 to Fortune 500 companies embrace its benefits, those companies that choose to overlook this dynamic approach may find themselves at a disadvantage—particularly in Africa, where cultural nuance and trust driven by personal engagement are a critical foundation for business success.

Smaller organizations, professional associations, or other organizations can develop tailored programs that enable their employees to experience their benefits as well.

According to a recent EY survey of global companies, nearly 90 percent of companies already operating in Africa view it as the most attractive region in which to be expanding at present.<sup>vii</sup> Interestingly, the same EY survey found that more than half of the companies that are not currently operating in sub-Saharan Africa consider it to be the least attractive region in the world to do business. This discrepancy is likely due to the fact they are not in Africa, on the ground, and thus may have difficulty understanding what they can't see.

To learn more about global pro bono programs,

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<sup>i</sup> U.S. Department of Commerce Doing Business in Africa (DBIA) Campaign, <http://1.usa.gov/1sPtoYo>

<sup>ii</sup> Pfizer Global Health Fellows, <http://on.pfizer.com/1nK2afw>

<sup>iii</sup> Video: Dow Leadership in Action: Ghana 2013, <http://bit.ly/1ulolsq>

<sup>iv</sup> Release: IBM Helps Bring Smarter Healthcare to Nigeria's Cross River State, <http://ibm.co/1jVgBlp>

<sup>v</sup> Article: Pro Bono Consulting Builds Global Leadership Competencies, *The New Global Citizen*, <http://bit.ly/1sSgylb>

<sup>vi</sup> Article: Part I: IBMer Matt Berry Takes on Corporate Service Corps, Smarter Cities Challenge, and What It Means to Build a Smarter Planet, *The New Global Citizen*, <http://bit.ly/VdZO1R>

<sup>vii</sup> Article: Sub-Saharan Africa – Mind the Gap, *Global Finance*, <http://bit.ly/1ukYlAs>





## Anadarko: Staying Ahead of the Curve in Mozambique

By Katie Levey, Director of Media Relations, PYXERA Global



### COMPANY DESCRIPTION

Anadarko Mozambique Area 1 (AMA1) is a development project being operated by Anadarko Petroleum Corporation to construct a liquefied natural gas (LNG) park. To ensure Mozambican companies are prepared to compete for the business opportunities that will accompany AMA1's construction, Anadarko is working with PYXERA Global, an international economic development organization, to localize the project's supply chain.



### THE OPPORTUNITY

Governments in emerging economies enforce strict regulations on the number of citizens employed and the amount of goods and services that are purchased locally by multinational companies. These regulations are known generally as local content policies and are most often implemented to regulate the behavior of multinational companies engaged in extractive industries such as oil and gas and mining. While governmental intent is to benefit the local economy, these policies can have unintended consequences because these requirements often exceed the availability and capabilities of national companies and workers. As the Mozambican government embarks upon setting standards for its own local content policy, Anadarko is undertaking an innovative approach compared to many international oil companies.

- Anadarko elected to invest resources in local content development at the start of the project, before specific local content levels are required as a matter of national policy or law.
- By identifying potential suppliers and providing training, Anadarko and PYXERA Global are preparing local suppliers (SMEs) to participate in the supply chain and the bidding process for the LNG park's construction.

### THE STRATEGY

In 2011, Anadarko began working with PYXERA Global through the nonprofit's Supplier Development Program, a training and advisory service package designed to improve the ability of small and medium enterprises (SMEs) to meet multinational company procurement and contracting standards.

Upon entering Mozambique, PYXERA Global first conducted a capabilities assessment to understand the project's demand for goods and services and the capability of Mozambican companies to meet this demand. After conducting due diligence on local companies, PYXERA Global created a database of potential local suppliers for the LNG park's construction. To inform the local market of contracting opportunities and procurement processes, PYXERA Global hosted several Supplier Awareness Events, convening local suppliers, banks, governmental agencies, and AMA1 representatives.

PYXERA Global is now designing a series of trainings for Mozambican companies in areas including business



processes, quality control, financial management and invoicing, and environment, health, and safety. The trainings will prepare participating companies to bid on AMA1-related contracts as the opportunities arise.

**Level of shared value:**

- **Redefining productivity in the value chain:** Oil and natural gas companies traditionally address local content after operations commence, which can lead to missed opportunities for local suppliers and workers to participate in the construction phase. Employment during the construction of an LNG park, for example, can reach an estimated 15,000 people, while longer-term staffing levels may decrease to 500 people during operations. These early investments in maximizing local content strengthen the capability of suppliers and help ensure more profit remains within Mozambique. Additionally, this fosters job growth and supports the production of locally generated goods and services.

## RESULTS – VALUE FOR BUSINESS AND SOCIETY

AMA1 has generated significant mid-project results for both Anadarko and the local economy of Mozambique:

- This project has the potential to generate an estimated \$20 billion of foreign direct investment in the Mozambican economy.
- The project is expected to have 1,600 registered suppliers in its database at the end of four years. With no reliable directory at the project's start, PYXERA Global has already registered 450 suppliers for the LNG plant's construction and identified 29 local service providers to train local enterprises to meet international contracting standards. This database allows Anadarko to keep track of local suppliers' capacity, and provides a platform for the company to send out information about opportunities directly to registered suppliers.
- As the Mozambican government determines the country's local content requirements, Anadarko is now in a favorable position to assist the government's policy dialogue based on experience and data. The early assessments offer one of the few realistic benchmarks of local capacity.
- The upfront investment has earned valuable trust among the Mozambican government, suppliers, and community. In response to an awareness event designed to communicate opportunities to work with Anadarko, one local representative stated, "This type of event proves that Anadarko has a strong and reliable local content focus. This will not only grow the industry, but also the citizens of Mozambique."

"This project has the potential to generate an estimated **\$20 billion of foreign direct investment** in the Mozambican economy."

## LESSONS LEARNED, CHALLENGES AND OUTLOOK

- **Engage local suppliers as early as possible.** PYXERA Global's broad global experience on programs such as this shows that it is critical to engage local companies in the earliest phases of a project. Small and medium local enterprises that are unfamiliar with the procurement and contracting requirements of major companies struggle to understand and develop the capabilities to meet project requirements.
- **Invest early in local content for stronger returns.** In this case, Anadarko has made an early investment to understand initial capabilities, clarify requirements, and provide opportunities for SMEs to increase their capacity to be competitive suppliers.

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## CASE STUDY

\$20

BILLION EXPECTED  
INVESTMENT IN  
LOCAL ECONOMY

600

LOCAL SUPPLIERS  
REGISTERED

32

LOCAL BUSINESS  
SERVICE PROVIDERS  
IDENTIFIED

4

YEAR  
CONSTRUCTION  
PHASE

## AMA1: Staying Ahead of the Curve in Mozambique

### Project Description

Anadarko Mozambique Area 1 (AMA1) is a development project being operated by Anadarko Petroleum Corporation to construct a liquefied natural gas (LNG) park. To ensure Mozambique companies are prepared to compete for the business opportunities that will accompany AMA1's construction, Anadarko is working with PYXERA Global, an international economic development organization, to localize the project's supply chain.

### The Opportunity

Governments in emerging economies enforce strict regulations on the number of citizens employed and the amount of goods and services that are purchased locally by multinational companies. These regulations are known generally as local content policies and are most often implemented to regulate the behavior of multinational companies engaged in extractive industries such as oil and gas and mining. While governmental intent is to benefit the local economy, these policies can have unintended consequences because these requirements often exceed the availability and capabilities of na-

tional companies and workers. As Mozambique's government embarks upon setting standards for its own local content policy, Anadarko is undertaking an innovative approach compared to many international oil companies.

- Anadarko elected to invest resources in local content development at the start of the project, before specific local content levels are required as a matter of national policy or law.
- By identifying potential suppliers and providing training, Anadarko and PYXERA Global are pre-



PYXERA Global





paring local suppliers (SMEs) to participate in the supply chain and the bidding process for the LNG park's construction.

## The Strategy

Since 2011, PYXERA Global has been working with Anadarko through the Supplier Development Program, a training and advisory service package designed to improve the ability of small and medium enterprises (SMEs) to meet multinational company procurement and contracting standards.

Upon entering Mozambique, PYXERA Global first conducted a capabilities assessment to understand the project's demand for goods and services and the capability of Mozambique companies to meet this demand. After conducting due diligence on local companies, PYXERA Global created a database of potential local suppliers for the LNG park's construction. To inform the local market of contracting opportunities and procurement processes, PYXERA Global hosted several Supplier Awareness Events, convening local suppliers, banks, governmental agencies, and AMA1 representatives.

PYXERA Global is now designing a series of trainings for Mozambique companies in areas including business processes, quality control, financial management and invoicing, and environment, health, and safety. The trainings will prepare participating companies to bid on AMA1-related contracts as the opportunities arise.

## Levels of Shared Value:

- **Redefining productivity in the value chain:** Oil and natural gas companies traditionally address local content after operations commence, which can lead to missed opportunities for local suppliers and workers to participate in the construction phase. Employment during the construction of an LNG park, for example, can reach an estimated 15,000 people, while longer-term staffing levels may decrease to 500 people during operations. These early investments in maximizing local content strengthens the capability of suppliers and helps ensure more profit remains within Mozambique. Additionally, this fosters job growth and supports the production of locally generated goods and services.
- **Creating local clusters:** The project is expected to have 1,600 registered suppliers in its database at the end of four years. With no reliable

directory at the project's start, PYXERA Global has already registered 600 suppliers for the LNG plant's construction and identified 32 local business service providers to train local enterprises to meet international contracting standards.

“ This project has the potential to generate an estimated \$20 billion of foreign direct investment in Mozambique's economy. ”

## Results: Value for Business and Society

AMA1 has generated significant mid-project results for both Anadarko and the local economy of Mozambique:

- This project has the potential to generate an estimated \$20 billion of foreign direct investment in Mozambique's economy.
- As Mozambique's government determines the country's local content requirements, Anadarko is now in a favorable position to assist the government's policy dialogue based on experience and data. The early assessments offer one of the few realistic benchmarks of local capacity.
- The upfront investment has earned valuable trust among Mozambique's government, suppliers, and community. “This type of event proves that Anadarko has a strong and reliable local content focus. This will not only grow the industry, but also the citizens of Mozambique,” stated one local representative.

## Lessons Learned, Challenges, Outlook

PYXERA Global's broad global experience on programs such as this shows that it is critical to engage local companies in the earliest phases of a project. Small and medium local enterprises that are unfamiliar with the procurement and contracting requirements of major companies struggle to understand and develop the capabilities to meet project requirements.

In this case, Anadarko has made an early investment to understand initial capabilities, clarify requirements, and provide opportunities for SMEs to increase their capacity to be competitive suppliers. ■



# LOCAL CONTENT DEVELOPMENT

### Extractive Industries Benefitting Host Countries

Oil, gas, and mining companies are entering ever-more challenging markets to identify new sources of minerals and hydrocarbons. The demand for these commodities is staggering as emerging markets continue to grow. Whether it is iron ore for India's steel industry, copper to electrify rural China, natural gas for Thailand's chemical industry, or petroleum to supply the 3,000 new cars registered daily in China and India alone—the rising demand for resources is astounding.

Discoveries previously deemed not economically viable have now become necessary. These opportunities are generating a growing interest from a variety of multinational companies (MNC) in new markets. These countries have also observed the benefit Nigeria, Trinidad and Tobago, Angola, South Africa, and Brazil have derived from policies that require MNCs exploring these resources to employ citizens and to purchase goods and services from national companies. Many are now enacting legislation to require local content of MNCs—and where the legislation is not yet in place, smart companies are anticipating these requirements with a proactive approach.

This is where PYXERA Global seeks to provide value to partner organizations. We deliver solutions that address the challenges associated with preparing smaller, local companies for the rigorous process of winning contracts with extractive industry companies. We bring nearly 20 years of experience working with international oil companies to facilitate the integration of local companies within the supply chain in places such as Russia, Azerbaijan, Angola, Equatorial Guinea, Mozambique, and Ghana.

### What Makes PYXERA Global Different?

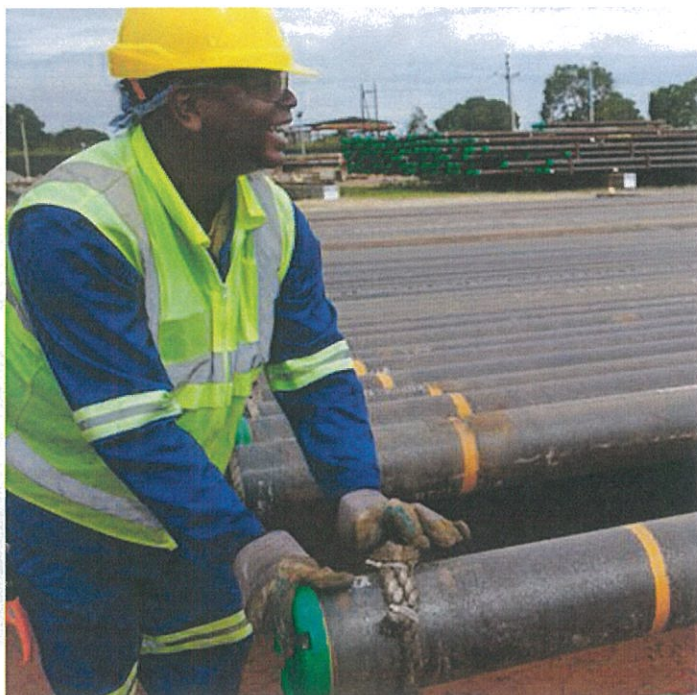
- **Focus on Localization:** We identify and assess the capabilities of local business service providers and institutions—consultants, lawyers, accountants, health and safety experts, business associations, and government ministries—to ensure localization of programs.
- **First-hand Industry Experience:** PYXERA Global's local content team comes from a private-sector background with extensive understanding of industry perspectives and prerogatives.
- **Understand the Challenges:** With 25 years of experience in over 90 countries, we have extensive knowledge of the challenges faced by small and start-up companies in challenging markets.
- **Prioritize Collaboration:** Purposeful engagement underpins all we do and is key to success in local content. Motivating the various industry actors is incredibly difficult, but enormously valuable and rewarding.
- **Project Lifecycle:** We are aware of the different requirements presented by each phase of oil, gas, and mining projects.



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The New Frontier of Global Engagement



## LOCAL CONTENT



### Early Identification and Awareness

In Mozambique, PYXERA Global is advising a major IOC on development of local supplier capabilities in advance of Mozambican legislation, even before the IOC has reached a final investment decision. PYXERA Global began with understanding the demands of the IOC for local goods and services, and created an SME development strategy, taking into consideration the capability of the local industry to supply high-quality goods and services to the early phases of the liquid natural gas (LNG) plant development and construction. To date, the Supplier Development Program (SDP) has delivered the following results:

- Supplier Capabilities (Gap) Analysis to assess the demand of the LNG plant for goods and services, assess the capability of the local supply base to satisfactorily meet the demands, to provide recommendations for interventions that bridge this gap, and to identify local business opportunities that can be developed by the IOC and its subcontractors;
  - A credible and regularly updated database of over 800 suppliers, to house detailed and current information on local suppliers categorized by industry, technical and financial capacity, and past industry experience;
- Supplier awareness events throughout the country convening over a thousand participants representing suppliers, business associations, government agencies, media, financiers, and the IOC;
  - Increased long-term sustainability of the local content development efforts by identifying local business service providers and a business service institution to take over management of the SDP.

### SME Capacity Building

PYXERA Global's USAID Supply Chain Development Program is a 5-year project based in the Western Region of Ghana where the oil industry is concentrated. The project is working to increase sustainable participation of Ghanaian small businesses in the procurements of the oil and gas sector, with a key focus on building Ghanaian firms' capacity to supply to the oil and gas sector through:

- Improved understanding of the oil and gas sector's procurement requirements and standards;
- Increased capacity of local business services providers to train firms;
- Enhanced partnership with the Ministry of Trade and Industry;
- Implementation of a sustainable program governed and funded by oil and gas industry stakeholders.

### Procurement Linkages

PYXERA Global developed the local capacity of SMEs in Angola to provide high-quality goods and services to the oil industry. Partnering with several IOCs to implement a 5-year \$11.7 million USD supplier training initiative known as the Centro de Apoio Empresarial (CAE), the project delivered the following results:

329

Contracts

valued at more than \$214 million have been awarded to CAE clients.

125

Companies

became prequalified to contract with the oil companies.

1000+

SMEs

from 22 different sectors were listed in CAE's client contact list.

2500+

Participants

in trainings on HSE, quality, bids & contracts, strategic planning, and financial management.

To learn more about PYXERA Global's Enterprise and Community Development Programs, contact Dr Jurie van Niekerk at [jvanniekerk@pyxeraglobal.org](mailto:jvanniekerk@pyxeraglobal.org) or +27-83-254-4146 Visit [www.pyxeraglobal.org](http://www.pyxeraglobal.org)



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