

THOLOANA ENTERPRISE PROGRAMME

Your business works.
Where could it go next?



**YOU'VE BUILT
A BUSINESS
WITH PAYING
CUSTOMERS,
REAL REVENUE
AND EVIDENCE THAT
THERE IS A MARKET
FOR WHAT YOU DO.**

Now you can see
an opportunity to grow.





PERHAPS YOU NEED STRONGER SYSTEMS TO HANDLE INCREASED DEMAND.

You may be ready to reach new customers or larger markets. Your financial management may need strengthening, or you may need to build your team and change the way you lead as the business grows.

The SAB Foundation Tholoana Enterprise Programme is an 18-month business growth programme for entrepreneurs leading commercially proven businesses that are either growing or poised for growth.

The Tholoana Enterprise Programme meets your business where it is and provides tailored support to strengthen your leadership, systems, financial capability and market access, helping you pursue sustainable growth.

IS THE THOLOANA ENTERPRISE PROGRAMME RIGHT FOR YOUR BUSINESS?

THIS PROGRAMME IS DESIGNED FOR BUSINESSES THAT HAVE MOVED BEYOND TESTING AN IDEA.

Your business should have paying customers, recurring commercial revenue and evidence of market demand. It should have a viable commercial model and a credible opportunity to reach additional customers, enter larger or more formal markets and create jobs.

You do not need to arrive with sophisticated systems or consistently rising revenue. The programme is designed to identify the constraints holding a commercially proven business back and provide support based on what that business needs to grow.

It is not designed for businesses that are still testing whether a market exists or for businesses requiring rescue or survival support.



WE'RE LOOKING FOR ENTREPRENEURS WHO WANT TO GROW TOO

Building a stronger business requires growth from the person leading it.

We are looking for entrepreneurs with the ambition to build bigger, stronger businesses. You should be willing to learn, make difficult changes, delegate as your team grows and professionalise the way your business operates.

You need to be open to intensive support and mentoring, ready to act on what you learn and able to commit fully to the 18-month programme.

WHAT CAN THE THOLOANA ENTERPRISE PROGRAMME HELP YOU ACHIEVE?

1. Lead a growing business	Strengthen your growth mindset, leadership, decision-making and ability to build and manage a growing team.
2. Build stronger business systems	Strengthen your operations, governance and financial management according to the needs of your business.
3. Create more consistent operations	Improve and standardise the way your business operates so that delivery becomes more consistent and replicable.
4. Reach more customers and markets	Identify and pursue credible opportunities to reach additional customers, larger or more formal markets and participate more deeply in value chains.
5. Prepare for appropriate growth capital	Strengthen your financial management and build a credible case for growth capital and future investment where appropriate.
6. Turn growth potential into results	Work towards converting proven demand and growth potential into sustainable revenue, jobs and local economic value.

SUPPORT BUILT AROUND YOUR BUSINESS?

EVERY BUSINESS ENTERS THE THOLOANA ENTERPRISE PROGRAMME FROM A DIFFERENT STARTING POINT.

Your programme begins with a structured diagnostic to understand you as the entrepreneur, your business's current capabilities, the opportunities in your market and the constraints that may be limiting your growth. Together, these insights are used to define a growth outcome and practical milestones for your business.

You will work with a dedicated business growth mentor across areas including leadership, operations, financial management, market access and investment readiness.

The level of support is shaped by what your business needs. For example, one participant may need more foundational financial management support, while another with established financial systems may focus on advanced financial strategy and investment readiness.

All participants take part in structured programme learning, with one-on-one mentoring and specialist support tailored according to their starting points and agreed growth outcomes.





GROWTH NEEDS A MARKET

MARKET ACCESS FORMS AN INTEGRAL PART OF THE THOLOANA ENTERPRISE PROGRAMME.

From the start, you will work on understanding your market opportunity, priority customers, value proposition, optimising route to market and readiness to pursue larger or more formal markets.

The programme will then support you in turning credible market opportunities into sustainable customers and revenue.

DO YOU QUALIFY?

YOU MUST MEET THE FOLLOWING REQUIREMENTS:

- Be a South African citizen.
- Be a majority shareholder and key decision-maker in the business.
- Work full-time in the business and not be employed by another organisation.
- Have the relevant skills and experience for the type of business you operate.
- Demonstrate ambition and an appetite to build a bigger, stronger business.
- Be willing to learn, make difficult changes and implement new strategies.
- Be willing to delegate and professionalise the business as it grows.
- Be coachable and open to intensive support.
- Commit fully to the 18-month programme.
- Demonstrate high moral and ethical standards.



DO YOU QUALIFY?

YOUR BUSINESS MUST:

Be at least 51 % black-owned and managed.
Be headquartered and registered in South Africa.
Be registered with CIPC, where applicable.
Be SARS and/or VAT registered.
Have traded consistently for at least two years.
Be commercially sustainable and viable.
Have a proven commercial model and be either actively growing or demonstrably poised for growth.
Generate recurring commercial revenue and have a verifiable sales history.
Show evidence of repeat customer demand over the past 12 months through repeat sales, purchase orders, contracts or similar evidence.
Maintain basic, verifiable financial records and be open to having performance and support needs assessed.
Have identifiable constraints that the programme can realistically help address.
Operate in a sector with demonstrable demand and have a credible opportunity to reach additional customers, larger or more formal markets, or participate more deeply in value chains.
Have a credible pathway to job creation.
Capital requirements linked to growth rather than business rescue or survival funding

PRIORITY CONSIDERATION

Among qualifying applicants, priority will be given to businesses owned by women, youth and/or persons with disabilities, as well as businesses based in or meaningfully serving rural and township communities.

Businesses linked to productive value chains, local procurement, import substitution, export opportunities and sectors with strong growth potential will also be favourably considered.

WHAT WILL YOU RECEIVE?

AS A THOLOANA ENTERPRISE PROGRAMME PARTICIPANT, YOU WILL RECEIVE:

Leadership development focused on growth mindset, decision-making, delegation and leading a growing enterprise.
Structured core business-skills workshops, with additional foundational or advanced support where needed.
One-on-one mentoring based on your business diagnostic, growth outcome and priority constraints.
Specialist support in areas such as compliance, technical operations, process improvement and investment readiness.
Online information sessions supporting knowledge-sharing and peer learning.
Market-opportunity validation, market-readiness and buyer-preparation support, followed by access-to-market interventions linked to a defined customer pathway.
Financial management support matched to your business’s starting point, from foundational financial discipline to advanced financial strategy and investment readiness.
Performance tracking, peer-to-peer networking and access to the Tholoana Enterprise Programme participant and alumni community.



WHAT WILL THE THOLOANA ENTERPRISE PROGRAMME EXPECT FROM YOU?

THIS IS AN INTENSIVE 18-MONTH PROGRAMME, AND YOUR ACTIVE PARTICIPATION MATTERS.

You will be expected to participate fully in programme activities, workshops, peer groups and business growth interventions; work towards the milestones agreed with your mentor and programme team; engage consistently with your mentor; and act on agreed priorities.

You will also need to provide accurate monthly financial and employment information, participate in required monitoring surveys, communicate openly with the programme team and be willing to make the changes your business needs to grow.

This includes formalising systems, delegating where appropriate and actively pursuing your agreed market access pathway.

WHO SHOULD NOT APPLY?

THOLOANA IS NOT SUITABLE IF:

Your business has traded for less than two years or is still at idea, concept or market-validation stage.
You cannot demonstrate commercial revenue, repeat customer demand or basic financial records.
Your business is distressed and primarily needs rescue finance, emergency working capital or survival funding.
You are applying on behalf of an NPO, NGO or other not-for-profit entity.
You are seeking a donation, sponsorship, bursary, scholarship or funding for an event rather than structured enterprise-development support.
Your business is a franchise.
You or your business have previously received SAB Foundation support, unless the specific call allows previous beneficiaries to apply.
You are an employee of the SAB Foundation, SAB, AB InBev or an affiliated entity.

The programme also excludes businesses operating in the other prohibited areas set out in the eligibility requirements, including gaming, gambling, tobacco, illegal activities and activities that conflict with SAB Foundation policies and values.

WHAT WILL YOU NEED TO APPLY?

HAVE THE FOLLOWING INFORMATION READY:

CIPC registration documents and current ownership information
South African identity documents for the business owner/s
Valid SARS and/or VAT registration documentation
Monthly revenue information for the previous 12 months
Bank statements, financial statements, management accounts or other verifiable financial records

READY TO TAKE THE NEXT STEP?

Applications open

8 September

M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Applications will go through eligibility screening, shortlisting and verification.

Due diligence, interviews and/or site visits may also form part of the process before final selection and onboarding.

APPLY NOW



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