



THE  
EC-AFRICA  
PROGRAM



# Entrepreneurship and Competitiveness in Africa



Columbia Business School's **11-month** Entrepreneurship and Competitiveness in Africa (EC-Africa) program allows entrepreneurs from **mid-sized African companies** to gain the **skills, tools, and professional network** to optimize their businesses in today's global economy.

## The rigorous curriculum features:

- **MBA Core Courses:** Sessions on Operations, Management, Marketing, Business Analytics, Leadership, and more
- **Capstone Project:** Projects may involve process improvement, a new marketing strategy, entering new markets, or any other ambition.
- **Project team:** Each company will be assigned a team of MBA student consultants and a faculty advisor to help diagnose and create a solution for issues in the company.
- **Morocco Immersion Week:** One week at the Africa Business School campus in Rabat, Morocco to connect with other participants in the program, visit companies in Morocco, and kick-off the project implementation phase.
- **Campus Immersion Week:** One week at the Columbia campus in New York for a week of project presentations, networking, meetings with faculty, and local company visits.



## Immediate Results, Long Lasting Benefits

- **Acquire tools and skills** to grow your business beyond borders and lead change within your organization.
- **Collaborate with MBA students and a faculty advisor** to work on a process improvement project with measurable results.
- **Build a strong network** of entrepreneurs, industry coaches, and business leaders from around the world.
- **Gain international exposure** to a region with a unique business and entrepreneurial culture.
- **Experience the ideal environment** to share challenges with peer entrepreneurs and benefit from professors' expertise and insight.
- **Take the opportunity to step back** as a team and analyze your company from a distance.
- **Join the Columbia Business School alumni network** of more than 42,000 executives across industries in over 120 countries.
- **Audit Columbia Business School classes** at any time — a lifelong alumni privilege.





2023

SCHEDULE & CURRICULUM

2024

NOV 13-17  
MODULE I:  
*Online Immersive*

Week-long half day sessions to introduce the program and fellow participants

DEC-APR  
MODULE II:  
*Live-online classes*

Bi-weekly online sessions focused on strategy, operations, marketing, data analytics, accounting, and more

APR 29-MAY 3  
MODULE III:  
*ABS Campus Rabat, Morocco*

Week-long in-person session to launch projects and visit companies

MAY-AUG  
MODULE IV:  
*Live-online classes*

Bi-weekly online sessions focused on leadership, change management, and growth

SEP 9-13  
MODULE V:  
*Columbia University, NYC*

Week-long in-person session to present project results, visit companies, and graduate

### I. PROBLEM DEFINITION

*Two-month* process of identifying, defining, and prioritizing problems within the company, using practiced methodologies taught in the program

### II. MBA STUDENT CONSULTANT PROJECT

*Four-month* engagement with a team of MBA consultants developing a project for your company based on the Problem Definition phase

### III. CAPSTONE PROJECT

*Four-month* project under the guidance of a faculty advisor, focused on the implementation of the project developed with the MBA student consultants

## PROGRAM PARTICIPANTS

Each participating company enrolls a team of two or three decision makers—CEOs, founders, managing directors, CFOs, and other leaders.

#### *Participant profile:*

- Proficient in English
- Bachelor's degree
- Global mindset
- Intellectual curiosity

#### *Company profile:*

- US \$1M+ annual revenue
- 10+ employees
- 2+ years in business
- Scalable business model

# CREDIBLE BLOOMS

## Rose Farm, Kenya

Credible Blooms is a family business specializing in roses and other exported products. They suffered a serious loss in sales with the start of the Russian invasion into Ukraine, which made their project all the more urgent. In collaboration with CBS MBA consultants and Think Bigger Coach Allie Dixon, they were able to increase the share of sales of their most profitable product by 13%, diversify their product mix (including value added products), and introduce sustainable practices on the farm which reduced the cost of production.



# JUSTRITE NIGERIA

## Retail Store Chain, Nigeria

JustRite is a successful chain of superstores spread across Southwest Nigeria. They found themselves wasting resources and losing sales due to frequent and unexpected stock outages. Under the guidance of Professor Adam Elmachtoub and using the Think Bigger Methodology, they redesigned their inventory management system, procurement process, and forecasting, saving them \$1M USD in excess stock in 6 months.

# DABADOC

## Networked Care and Practice Management, Morocco

DabaDoc is a healthtech company improving access and outcomes of medical care through a series of solutions for patients, doctors, and medical practices. Working with their Faculty Advisor, Bob Dorf, they developed a new pricing model, reorganized their sales teams, and introduced an incentive program. Just a couple of months in, conversion increased by 8%, churn has decreased, and they are on track for their target compound annual growth rate of 60-100%



# ALPAL

## Bulk Packaging, South Africa

ALPAL is an innovative and sustainable bulk packaging solution. Although the product has been sold for a number of years, it never reached sustainable sales and the team was brought together to "relaunch" the product with a clear go-to-market strategy. With the help of several Faculty Advisors, Professors Kamel Jedidi, Robert Morais, Jorge Guzman, and Jack McGourty, they developed an innovative collaborative sales strategy, which garnered positive feedback in its pilot and they plan to implement across the company.

# Looking for the Class of 2024

## Applications are open!

The application form can be found [here](#). Applications are reviewed on a rolling basis, so apply soon!

For more information regarding the application process, please consult our FAQs [here](#).

Thank you to our sponsors for their generous support...



From the family of  
**Oluseyi Bickersteth**  
in his memory



## Program Fees:

The majority of the cost of the program is subsidized by our sponsors. Program fees are determined on a sliding scale **based on annual revenue**. Program fees include accommodation, class materials, and most meals for 2-3 participants. Airfare is not included for any in-person sessions.

Company Revenue (USD)	Program Fee (USD)
<\$2M	\$10,000
\$2M-\$5M	\$15,000
\$5.1-\$10M	\$20,000
>\$10M	\$25,000