

Appendix 1: Overview of Marketing and Finance Interventions

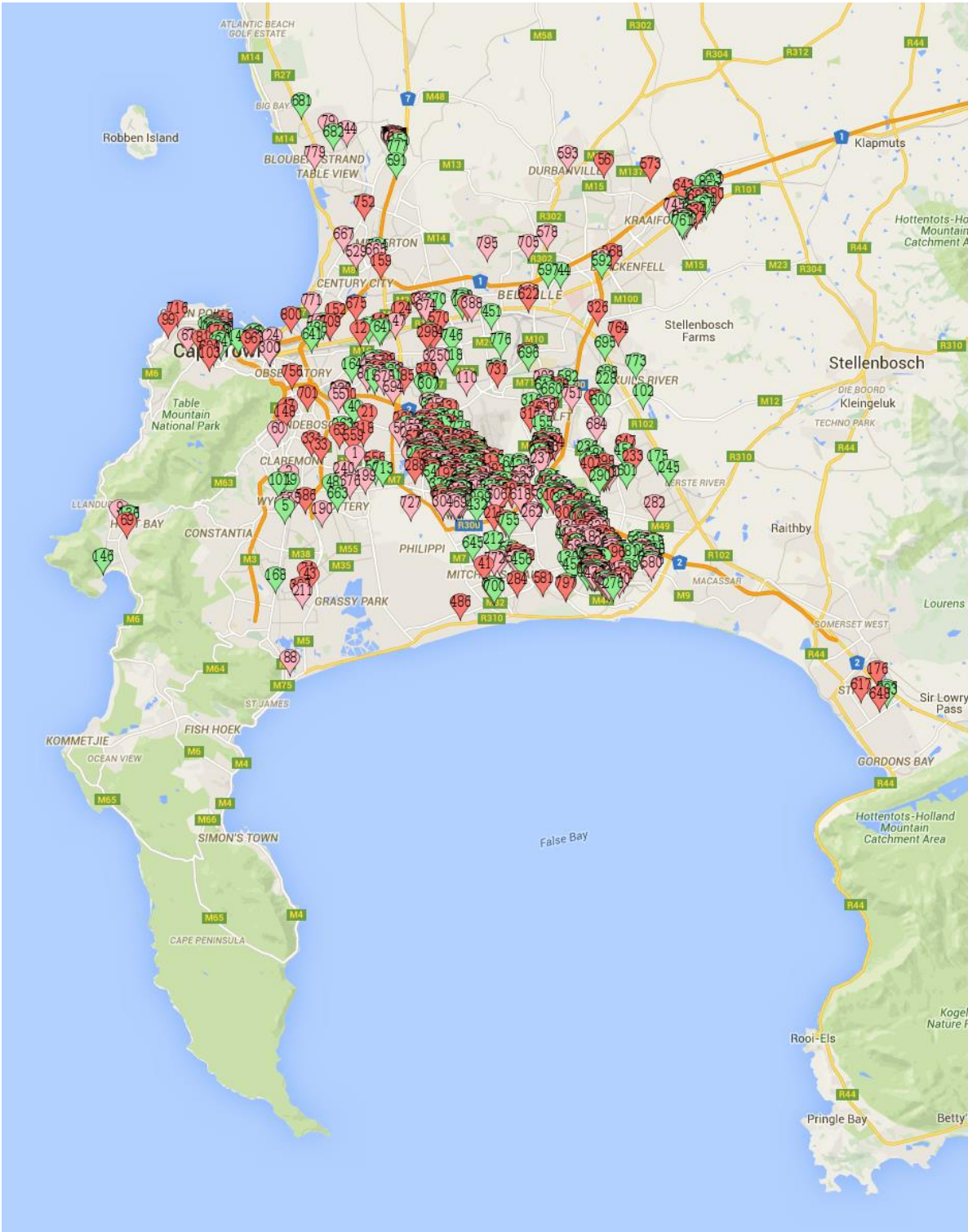
Making Sales [marketing intervention]	Managing Money [finance intervention]
Module 1: What is Value? <i>Price versus value; tangible versus intangible value; communicating and creating value.</i>	Module 1: Financial Jargon <i>The money flow; introducing financial jargon (liability, equity, revenue, expenses and assets).</i>
Module 2: Finding Customer Needs & Solutions <i>Distinguishing customer needs versus wants; finding the sweet spot; discovering business capabilities.</i>	Module 2: Recording Business Transactions <i>The financial process; transactions versus cash flow; the balance of accounts; debits and credits.</i>
Module 3: Matching Solutions & Making Contact <i>Finding and prioritising opportunities; setting objectives and opening a call; building rapport with customers.</i>	Module 3: Reporting on the Business <i>Explaining financial statements (income statement and balance sheet); asset types (current, non-current).</i>
Module 4: Listening & Questioning Skillfully <i>Listening versus hearing; understanding content versus context; asking the right questions; knowing competition.</i>	Module 4: Cost Structures <i>Explaining costs and cost classifications; costing; understanding opportunity costs.</i>
Module 5: Helping Customers Make the Right Choice <i>Understanding customers' buying criteria; the value map; value winners, killers and sleepers.</i>	Module 5: Analysing Business and Financial Decisions <i>Comparing performance to benchmarks and to historical performance; interpreting ratios (profitability, liquidity).</i>
Module 6: Handling Questions & Concerns <i>Understanding objections; dealing with objections and questions through products, pricing, promotions, etc.</i>	Module 6: Budgeting <i>Understanding and constructing a budget; analysing budgeted versus actual spending; monitoring variances.</i>
Module 7: Delivering on Product/Service Promises <i>Meeting customer expectations; after sale responsibility; customers' post-purchase experience and satisfaction.</i>	Module 7: Cash Flow <i>Understanding and predicting cash flows; distinguishing between cash and profits; understanding working capital.</i>
Module 8: Bringing it All Together <i>Consolidation and recap of learning; students share their marketing challenges, examples and solutions.</i>	Module 8: Funding your Growth <i>Setting business goals; assessing financial needs; understanding different funding options.</i>
Module 9: Revision & Make-Up Session <i>Extra sessions are held, covering modules 1-2, 3-4, 5-6 or 7-8, for students to catch up or further refine skills.</i>	Module 9: Revision & Make-Up Session <i>Extra sessions are held, covering modules 1-2, 3-4, 5-6 or 7-8, for students to catch up or further refine skills.</i>
Module 10: Follow-Up & Application Session <i>Recording sales, products and customer information; honing a sales pitch; setting SHARP goals.</i>	Module 10: Follow-Up & Application Session <i>Recording sales and expenses; analysing costs and margins; setting SHARP goals.</i>

In addition to delivering high quality content that is relevant and engaging, there appear to be four generalizable features of this business training program that contribute to its effectiveness:[†]

- (i) *Reducing information overload* (by including only one business function per course and offering sessions at weekly intervals so students have time to process, absorb and apply new concepts).
- (ii) *Encouraging behavior changes* (by getting students to share their real world business experiences and solutions, as well as assigning homework that reinforces the newly acquired knowledge).
- (iii) *Developing practical skills* (by focusing application exercises on each student's own business and incorporating review sessions that concentrate on implementing new business tools and activities).
- (iv) *Increasing the overall strength of the intervention* (by increasing the total duration of training time invested both inside and outside of the classroom).

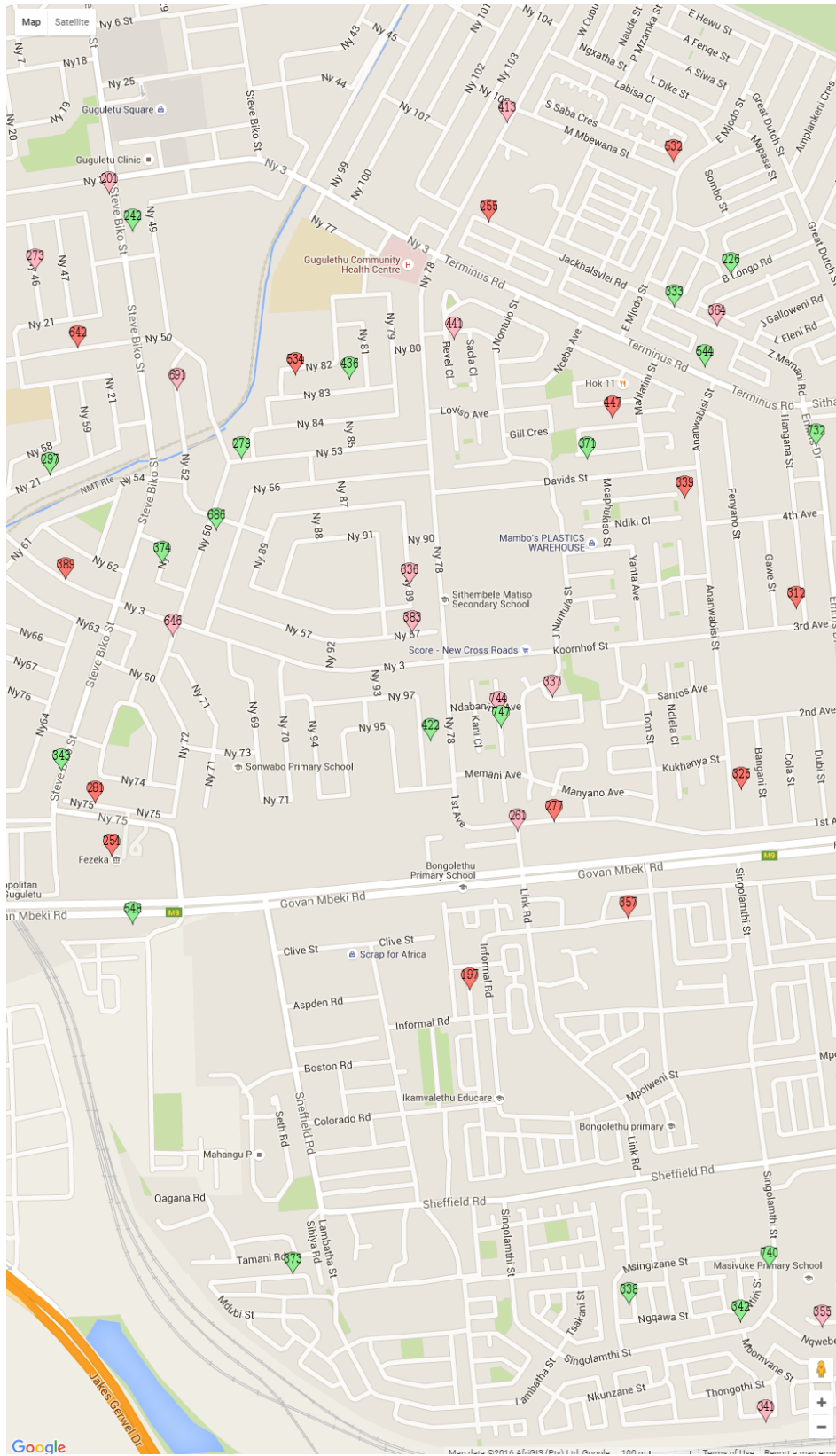
[†] Note, however, that this is merely speculation since we do not explicitly test the relative effectiveness of these features (e.g., by randomly varying features across multiple treatment arms).

Appendix Figure 1: GPS Location of Businesses in Study Sample

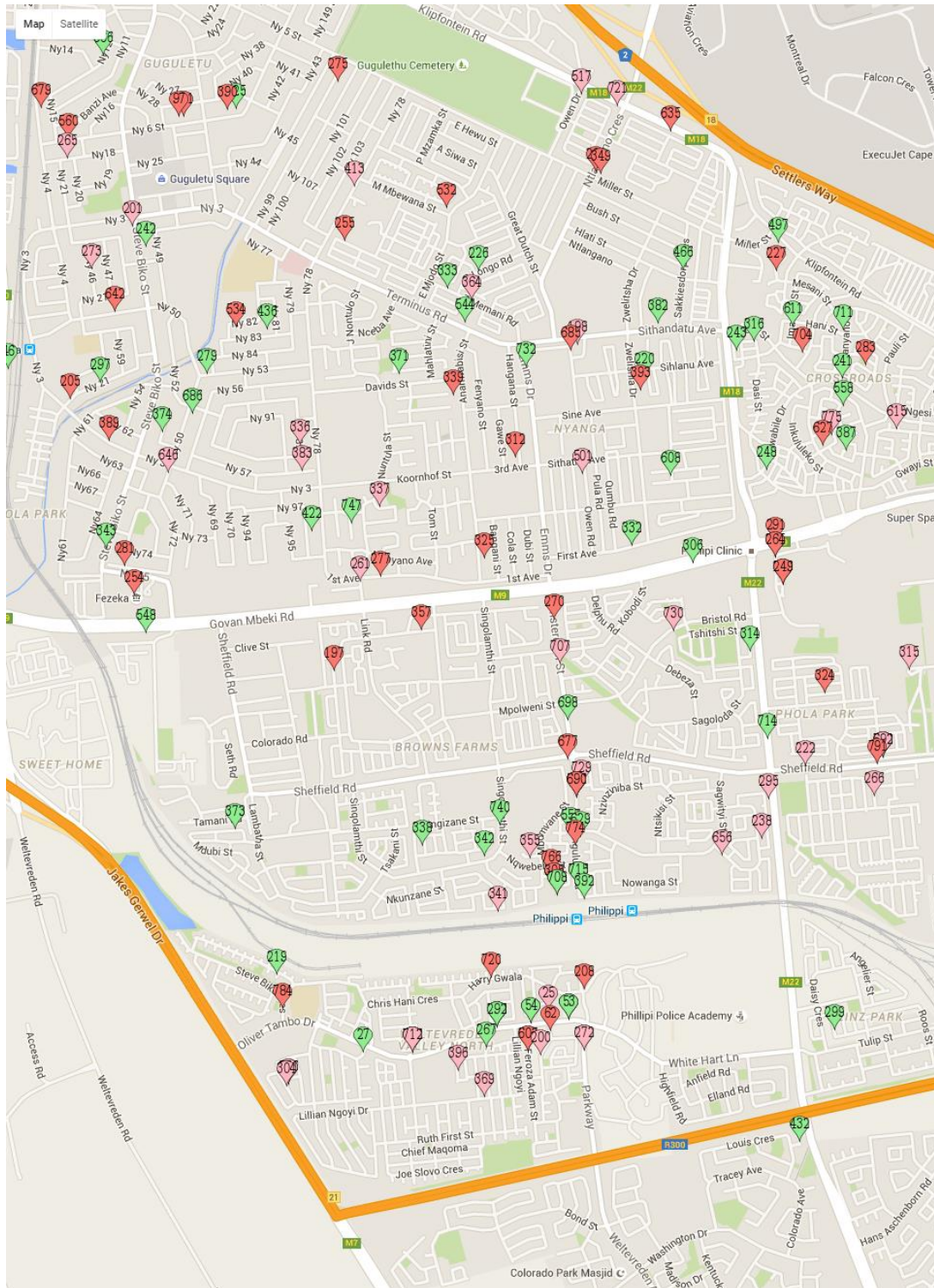


This figure plots the GPS based location of businesses in the study sample. Each pin on the map represents a separate business. Pink pins represent businesses in the finance treatment and red pins represent those in the marketing treatment. Green pins represent businesses in the control group. A fully interactive map of the study sample can be found here: <https://www.mapcustomizer.com/map/Map%20Three%20Colors>.

Appendix Figure 2a: Zoom in Location of Sample Businesses



Appendix Figure 2b: Alternate Zoom in Location of Sample Businesses



These figures zoom in on two randomly selected locations in the study area. Each pin on the map represents a separate business. Pink pins represent businesses in the finance treatment and red pins represent those in the marketing treatment. Green pins represent businesses in the control group. A fully interactive map of the study sample can be found here: <https://www.mapcustomizer.com/map/Map%20Three%20Colors>.

Appendix Table 1: Summary Statistics and Tests of Randomization for Businesses that Survive till Endline

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Full Sample	Finance Training (A)	Marketing Training (B)	Control Group (C)	P-value A = B	P-value A = C	P-value B = C
	<i>N</i> = 476	<i>N</i> = 152	<i>N</i> = 138	<i>N</i> = 186			
<i>Business Owner Background:</i>							
Female	0.45	0.44	0.42	0.48	0.726	0.491	0.3
Race: Black or Colored	0.84	0.82	0.8	0.89	0.688	0.045 **	0.017 **
Origin: Foreigner	0.14	0.16	0.18	0.1	0.599	0.091 *	0.027 **
Matriculated or Higher Education	0.57	0.61	0.57	0.55	0.491	0.342	0.838
Age	39.33 (9.97)	39.08	39.15	39.66	0.955	0.602	0.643
Number of Children	2.09 (1.58)	2.18	1.96	2.12	0.231	0.709	0.378
<i>Business Owner Exposure:</i>							
# of Previous Salaried Jobs	1.68 (1.91)	1.64	1.62	1.75	0.895	0.622	0.52
# of Employees at Longest-Held Salaried Job	3.10 (2.78)	3.16	3.09	3.06	0.847	0.744	0.911
# of Products at Company where Longest-Held Salaried Job	1.95 (2.18)	1.85	2.04	1.96	0.466	0.627	0.767
# of Years Lived Outside Current State/Province	8.30 (11.94)	9.29	6.52	8.81	0.049 **	0.714	0.088 *
# of Languages Spoken Fluently	2.79 (1.55)	2.93	2.75	2.72	0.35	0.203	0.851
<i>Business Establishment:</i>							
Business is Formally Registered	0.40	0.36	0.42	0.41	0.258	0.272	0.91
Business has Independent Commercial Store	0.49	0.53	0.51	0.43	0.755	0.06 *	0.133
Age of Business in Years	5.94 (5.96)	6.61	5.51	5.7	0.141	0.181	0.753
Number of Employees	2.50 (3.53)	2.63	2.56	2.35	0.877	0.468	0.594
Hours per Week Spent on Business	54.14 (17.74)	54.43	54.94	53.32	0.807	0.56	0.422
Accessed Formal Business Credit in Last Year	0.07	0.06	0.09	0.06	0.263	0.998	0.235
Startup Capital Invested	29779.75 (203288.20)	20836.52	41095.8	28692.41	0.42	0.626	0.648

This table presents baseline summary statistics for business owners and their businesses that survive till the endline survey. Columns (2)-(4) present average values by treatment status and subsequent columns present p-values for equality of means tests across treatments. Statistically significant p-values are highlighted by: * (10% significance level), and ** (5% significance level).

Appendix Table 2: Quantile Regressions for Business Profits

	(1)	(2)
	Business Profits: Composite Measure	
	Midline	Endline
1st Decile:		
Assigned to Finance Training (A)	46.884 (374.796)	319.493 (341.583)
Assigned to Marketing Training (B)	573.952 (348.387)	585.052* (330.049)
2nd Decile:		
Assigned to Finance Training (A)	-141.685 (319.047)	697.203** (344.958)
Assigned to Marketing Training (B)	281.088 (309.889)	759.309** (359.421)
3rd Decile:		
Assigned to Finance Training (A)	-35.868 (340.842)	626.860* (376.427)
Assigned to Marketing Training (B)	510.041 (340.430)	881.546** (413.799)
4th Decile:		
Assigned to Finance Training (A)	10.916 (406.381)	1027.599** (426.869)
Assigned to Marketing Training (B)	523.850 (391.699)	971.825** (465.629)
5th Decile:		
Assigned to Finance Training (A)	1.806 (461.790)	1566.057*** (479.427)
Assigned to Marketing Training (B)	941.404** (425.943)	1424.396*** (516.409)
6th Decile:		
Assigned to Finance Training (A)	-44.876 (606.473)	1686.085*** (540.227)
Assigned to Marketing Training (B)	896.137* (533.498)	1620.277** (654.205)
7th Decile:		
Assigned to Finance Training (A)	566.035 (716.090)	970.861 (668.425)
Assigned to Marketing Training (B)	833.793 (606.571)	1600.446** (760.289)
8th Decile:		
Assigned to Finance Training (A)	1354.373 (900.209)	1005.267 (934.747)
Assigned to Marketing Training (B)	1432.262** (727.800)	2166.685** (923.386)
9th Decile:		
Assigned to Finance Training (A)	1278.866 (1338.823)	1744.486 (1417.943)
Assigned to Marketing Training (B)	1163.109 (1083.050)	2581.765* (1532.983)
10th Decile:		
Assigned to Finance Training (A)	544.638 (406.710)	214.829 (356.280)
Assigned to Marketing Training (B)	286.272 (401.317)	460.340 (314.461)
Baseline Dependent Variable, Other Controls, and Industry		
Dummies	YES	YES
Sample Size	588	476
Dependent Variable Mean in Control Group	6143.161	6608.245
Dependent Variable Standard Deviation in Control Group	10365.689	12867.043

This table presents quantile regression results for business profits. All regressions include the baseline value of the dependent variable, controls for owner and business characteristics at baseline, as well as a full set of business industry fixed effects. The output presents treatment effects for each decile. Standard errors in parentheses are bootstrapped with 1,000 replications. Statistically significant p-values are highlighted by: * (10% significance level), ** (5% significance level), and *** (1% significance level).

Appendix Table 3: Bounding Exercises for Business Profits

	(1)	(2)	(3)
	Bounding 1: Profit Growth = Control Group Profit Growth for all Attriters	Bounding 2: Profit Growth = 0 for all Attriters	Bounding 3: Profit Growth = 0 if Treatment Attriter; Profit Growth = Control Group Growth if Control Attriter
Assigned to Finance Training (A)	1945.301** (856.212)	1931.597** (858.217)	1854.676** (857.770)
Assigned to Marketing Training (B)	2698.672*** (999.346)	2674.666*** (996.924)	2596.444*** (997.143)
Baseline Dependent Variable, Other Controls, and Industry Dummies	YES	YES	YES
R-squared	0.468	0.463	0.464
Sample Size	717	717	717
Mean of Dependent Variable in Control Group	6282.882	6204.663	6282.882
Std Dev of Dependent Variable in Control Group	11578.783	11515.333	11578.783
Test: A-B = 0 (p-value)	0.466	0.472	0.473

This table presents analysis for three different bounding exercises for endline business profits as robustness for differential attrition. Column (1) assigns the average profit growth of the control group to all attriters; Columns (2) assigns a profit growth rate of zero to all attriters; and column (3) assigns all attriters in the control group the average profit growth of the control group and all attriters in the treatment group a profit growth rate of zero. All regressions include the baseline value of the dependent variable, controls for owner and business characteristics at baseline, as well as a full set of business industry fixed effects. Robust standard errors are reported in parentheses. Statistically significant p-values are highlighted by: * (10% significance level), ** (5% significance level), and *** (1% significance level).

Appendix Table 4: Individual Business Costs

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(7)	(8)
	Stock and Material Costs		Wages and Salaries		Rent, Energy, and Transport Costs		Business Services and Fees		Business Loan Repayments	
	Midline	Endline	Midline	Endline	Midline	Endline	Midline	Endline	Midline	Endline
Assigned to Finance Training (A)	-1313.561	2404.719	-97.089	526.278	-320.149	-302.953	-157.068	114.567	154.743	245.116*
	(1779.199)	(1754.440)	(862.425)	(754.260)	(287.118)	(607.961)	(187.578)	(312.127)	(148.821)	(136.936)
Assigned to Marketing Training (B)	1890.073	6796.854**	2672.347	2418.420*	-436.956	62.806	-128.547	1221.754	8.134	217.180
	(1486.314)	(3146.390)	(2336.069)	(1324.327)	(267.203)	(502.689)	(166.803)	(1500.702)	(88.272)	(240.007)
Baseline Dependent Variable, Other Controls, and Industry Dummies	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
R-squared	0.292	0.578	0.297	0.517	0.452	0.322	0.315	0.074	0.241	0.139
Sample Size	588	476	588	476	588	476	588	476	588	476
Mean of Dependent Variable in Control Group	6993.345	6771.774	3546.641	3568.573	2292.456	2096.949	1123.261	846.869	297.775	106.438
Std Dev of Dependent Variable in Control Group	18867.096	15653.582	8483.841	9333.895	3941.134	6237.101	2229.810	2017.430	1585.503	505.285
Test: A-B = 0 (p-value)	0.037	0.153	0.310	0.082	0.671	0.401	0.865	0.454	0.316	0.884

This table presents analysis for individual business costs. All regressions include the baseline value of the dependent variable, controls for owner and business characteristics at baseline, as well as a full set of business industry fixed effects. Robust standard errors are reported in parentheses. Statistically significant p-values are highlighted by: * (10% significance level), ** (5% significance level), and *** (1% significance level).

Appendix Table 5a: Individual Finance Business Practices - Tracking Finances

	(1)	(2)	(3)	(4)	(5)
	Separated Business and Personal Finances	Created and Tracked Business Records	Recorded Total Assets	Recorded Total Liabilities	Recorded All Money In and Out
Assigned to Finance Training (A)	0.077 (0.047)	0.201*** (0.047)	0.136*** (0.047)	0.081* (0.045)	0.202*** (0.048)
Assigned to Marketing Training (B)	0.008 (0.047)	0.020 (0.046)	0.022 (0.044)	-0.029 (0.041)	0.041 (0.048)
Baseline Controls and Industry Dummies	YES	YES	YES	YES	YES
R-squared	0.168	0.161	0.133	0.136	0.158
Sample Size	588	588	588	588	588
Mean of Dependent Variable in Control Group	0.417	0.307	0.252	0.243	0.408
Test: A-B = 0 (p-value)	0.169	0.000	0.020	0.017	0.002

This table presents analysis for business practices related to finance. The data comes from the midline survey when the business practice questions were asked. All regressions include controls for owner and business characteristics at baseline, as well as a full set of business industry fixed effects. Robust standard errors are reported in parentheses. Statistically significant p-values are highlighted by: * (10% significance level), ** (5% significance level), and *** (1% significance level).

Appendix Table 5b: Individual Finance Business Practices - Analyzing Finances

	(1)	(2)	(3)	(4)	(5)
	Used Records to Assess Available Cash	Used Records to Check Sales Growth	Identified Fixed and Variable Costs	Compared Performance Against Targets	Examined Working Capital of Business
Assigned to Finance Training (A)	0.180*** (0.047)	0.120** (0.047)	0.112** (0.049)	0.000 (0.050)	0.073 (0.049)
Assigned to Marketing Training (B)	0.085* (0.046)	0.084* (0.046)	0.016 (0.047)	-0.037 (0.047)	0.012 (0.049)
Baseline Controls and Industry Dummies	YES	YES	YES	YES	YES
R-squared	0.136	0.117	0.117	0.088	0.107
Sample Size	588	588	588	588	588
Mean of Dependent Variable in Control Group	0.275	0.275	0.330	0.362	0.376
Test: A-B = 0 (p-value)	0.062	0.477	0.052	0.457	0.238

This table presents analysis for business practices related to finance. The data comes from the midline survey when the business practice questions were asked. All regressions include controls for owner and business characteristics at baseline, as well as a full set of business industry fixed effects. Robust standard errors are reported in parentheses. Statistically significant p-values are highlighted by: * (10% significance level), ** (5% significance level), and *** (1% significance level).

Appendix Table 5c: Individual Finance Business Practices - Planning Finances

	(1)	(2)	(3)	(4)	(5)
	Made a Business Budget	Analyzed Spending Against Budget	Made an Income Statement	Made a Balance Sheet	Used Records to Assess Affordability of Loan or Investment
Assigned to Finance Training (A)	0.138*** (0.047)	0.130*** (0.045)	0.108*** (0.041)	0.056 (0.036)	0.152*** (0.043)
Assigned to Marketing Training (B)	0.057 (0.046)	0.066 (0.044)	0.013 (0.038)	0.049 (0.036)	0.067* (0.040)
Baseline Controls and Industry Dummies	YES	YES	YES	YES	YES
R-squared	0.140	0.132	0.196	0.188	0.178
Sample Size	588	588	588	588	588
Mean of Dependent Variable in Control Group	0.294	0.225	0.183	0.151	0.183
Test: A-B = 0 (p-value)	0.109	0.197	0.029	0.871	0.067

This table presents analysis for business practices related to finance. The data comes from the midline survey when the business practice questions were asked. All regressions include controls for owner and business characteristics at baseline, as well as a full set of business industry fixed effects. Robust standard errors are reported in parentheses. Statistically significant p-values are highlighted by: * (10% significance level), ** (5% significance level), and *** (1% significance level).

Appendix Table 6a: Individual Marketing Business Practices - Market Research

	(1)	(2)	(3)	(4)	(5)
	Observed a Competitor	Discussed Products with a Supplier	Discussed Preferences with a Customer	Asked a Former Customer for Feedback	Researched the Needs of Customers
Assigned to Finance Training (A)	0.013 (0.049)	0.102** (0.048)	0.002 (0.047)	-0.003 (0.050)	0.037 (0.050)
Assigned to Marketing Training (B)	0.043 (0.046)	0.149*** (0.048)	0.065 (0.045)	0.130*** (0.049)	0.122** (0.050)
Baseline Controls and Industry Dummies	YES	YES	YES	YES	YES
R-squared	0.070	0.141	0.084	0.093	0.077
Sample Size	588	588	588	588	588
Mean of Dependent Variable in Control Group	0.656	0.353	0.679	0.408	0.459
Test: A-B = 0 (p-value)	0.529	0.360	0.185	0.010	0.108

This table presents analysis for business practices related to marketing. The data comes from the midline survey when the business practice questions were asked. All regressions include controls for owner and business characteristics at baseline, as well as a full set of business industry fixed effects. Robust standard errors are reported in parentheses. Statistically significant p-values are highlighted by: * (10% significance level), ** (5% significance level), and *** (1% significance level).

Appendix Table 6b: Individual Marketing Business Practices - Marketing Tactics

	(1)	(2)	(3)	(4)	(5)
	Improved Quality or Design of a Product/Service	Advertised Business in Any Form	Opened a New Distribution Channel	Changed Pricing of a Product/Service	Developed a New Product/Service to Create Value
Assigned to Finance Training (A)	0.036 (0.048)	0.029 (0.049)	0.046 (0.041)	0.061 (0.050)	0.035 (0.050)
Assigned to Marketing Training (B)	0.096** (0.047)	0.050 (0.049)	0.063 (0.040)	0.084* (0.048)	0.052 (0.050)
Baseline Controls and Industry Dummies	YES	YES	YES	YES	YES
R-squared	0.137	0.098	0.084	0.112	0.090
Sample Size	588	588	588	588	588
Mean of Dependent Variable in Control Group	0.555	0.385	0.183	0.472	0.472
Test: A-B = 0 (p-value)	0.221	0.687	0.701	0.664	0.761

This table presents analysis for business practices related to marketing. The data comes from the midline survey when the business practice questions were asked. All regressions include controls for owner and business characteristics at baseline, as well as a full set of business industry fixed effects. Robust standard errors are reported in parentheses. Statistically significant p-values are highlighted by: * (10% significance level), ** (5% significance level), and *** (1% significance level).

Appendix Table 6c: Individual Marketing Business Practices - Sales Tactics

	(1)	(2)	(3)	(4)	(5)
	Analyzed Own Business Capabilities	Offered Advice to Customers on Suitable Products/Services	Matched Body Language, Voice, and Expressions of a Customer	Ranked Products/Services Based on Customer Purchasing Criteria	Contacted Customer After Sale to Evaluate Satisfaction
Assigned to Finance Training (A)	0.145*** (0.047)	0.058 (0.038)	0.014 (0.044)	0.075 (0.051)	0.052 (0.044)
Assigned to Marketing Training (B)	0.103** (0.045)	0.078** (0.037)	0.083** (0.039)	0.091* (0.049)	0.049 (0.044)
Baseline Controls and Industry Dummies	YES	YES	YES	YES	YES
R-squared	0.099	0.081	0.059	0.077	0.091
Sample Size	588	588	588	588	588
Mean of Dependent Variable in Control Group	0.243	0.794	0.761	0.546	0.711
Test: A-B = 0 (p-value)	0.394	0.576	0.094	0.752	0.943

This table presents analysis for business practices related to marketing. The data comes from the midline survey when the business practice questions were asked. All regressions include controls for owner and business characteristics at baseline, as well as a full set of business industry fixed effects. Robust standard errors are reported in parentheses. Statistically significant p-values are highlighted by: * (10% significance level), ** (5% significance level), and *** (1% significance level).

Appendix Table 7: Heterogeneous Effects on Business Profits by Entrepreneur Characteristics

	(1)	(2)	(3)
<u>Heterogeneity Variable</u>	Entrepreneur is Male	Entrepreneur Age	Entrepreneur Formal Education
Assigned to Finance Training (A)	3294.50*	2681.14**	2719.41**
	(1771.85)	(1239.30)	(1226.73)
Assigned to Marketing Training (B)	4401.46***	4032.33***	4069.36***
	(1673.70)	(1489.28)	(1482.68)
Entrepreneur Characteristic * Finance Training	-1066.34	-99.46	637.34
	(2539.64)	(113.73)	(802.51)
Entrepreneur Characteristic * Marketing Training	-667.17	-44.01	1369.87
	(2888.21)	(143.25)	(1060.96)
Baseline Controls and Industry Dummies	YES	YES	YES
R-squared	0.46	0.46	0.46
Sample Size	476	476	476
Mean of Dependent Variable in Control Group	6608.25	6608.25	6608.25
Std Dev of Dependent Variable in Control Group	12867.04	12867.04	12867.04
Test: A-B = 0 (p-value)	0.54	0.37	0.36
Test: A + Interaction = 0 (p-value)	0.21	0.04	0.04
Test: B + Interaction = 0 (p-value)	0.11	0.01	0.01

This table presents heterogeneous analysis for business profits by entrepreneur fixed characteristics of gender, age, and formal education. In all columns, the dependent variable is business profits at endline, winsorized on both tails at the 1% level. All regressions include the interacted variables themselves as well as controls for owner and business characteristics at baseline, and a full set of business industry fixed effects. "Entrepreneur is Male" is a dummy equal to 1 if the entrepreneur is male and 0 if female. "Entrepreneur Age" and "Entrepreneur Formal Education" are continuous variables representing the age in years and formal education of the entrepreneur, respectively. Both Age and Education variables are de-meanned. Robust standard errors are reported in parentheses. Statistically significant p-values are highlighted by: * (10% significance level), ** (5% significance level), and *** (1% significance level).

Appendix Table 8: Sample Comparison with 2010 FinScope Survey

	(1)	(2)	(3)
	Our Study	FinScope Study	P-value of Difference in Means
<i>Panel A: Comparison with All FinScope Businesses</i>	<i>N = 852</i>	<i>N = 5676</i>	
Female	0.45	0.55	0.00 ***
Race: Black or Colored	0.87	0.87	0.79
Origin: Foreigner	0.12	0.12	0.74
Matriculated or Higher Education	0.67	0.42	0.00 ***
Age	38.04	41.06	0.00 ***
Business is Formally Registered	0.42	0.21	0.00 ***
Age of Business in Years	5.06	5.50	0.02 **
Number of Employees	2.40	1.24	0.00 ***
Hours per Week Spent on Business	53.17	59.12	0.00 ***
Accessed Formal Business Credit in Last Year	0.06	0.04	0.00 ***
<i>Panel B: Comparison with FinScope Businesses with at least One Employee</i>	<i>N = 852</i>	<i>N = 1961</i>	
Female	0.45	0.42	0.22
Race: Black or Colored	0.87	0.75	0.00 ***
Origin: Foreigner	0.12	0.11	0.54
Matriculated or Higher Education	0.67	0.60	0.00 ***
Age	38.04	41.51	0.00 ***
Business is Formally Registered	0.42	0.45	0.16
Age of Business in Years	5.06	6.51	0.00 ***
Number of Employees	2.40	3.59	0.00 ***
Hours per Week Spent on Business	53.17	59.55	0.00 ***
Accessed Formal Business Credit in Last Year	0.06	0.05	0.12

This table presents a comparison between sample characteristics of this study versus the 2010 nationally representative survey of small businesses in South Africa conducted by FinScope. Panel A presents comparisons with all FinScope businesses, and Panel B restricts the FinScope sample to business with above median number of employees (i.e. at least one employee). Columns (1) and (2) present average values for both studies and column (3) presents p-values for equality of means tests. Statistically significant p-values are highlighted by: ** (5% significance level), and *** (1% significance level).

Appendix Table 9: Instrumental Variable Estimates for Business Practices

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	Tracking Finances Aggregate Score	Analyzing Finances Aggregate Score	Planning Finances Aggregate Score	All Finance Aggregate Score	Market Research Aggregate Score	Marketing Tactics Aggregate Score	Sales Tactics Aggregate Score	All Marketing Aggregate Score
Attended Finance Training (A)	0.236*** (0.054)	0.165*** (0.059)	0.198*** (0.056)	0.200*** (0.050)	0.050 (0.048)	0.070 (0.044)	0.116*** (0.043)	0.079** (0.036)
Attended Marketing Training (B)	0.020 (0.050)	0.051 (0.054)	0.080* (0.048)	0.050 (0.044)	0.160*** (0.043)	0.109*** (0.040)	0.127*** (0.040)	0.132*** (0.032)
Baseline Controls and Industry Dummies	YES	YES	YES	YES	YES	YES	YES	YES
R-squared	0.216	0.151	0.219	0.227	0.132	0.164	0.091	0.148
Sample Size	588	588	588	588	588	588	588	588
Mean of Dependent Variable in Control Group	0.305	0.309	0.192	0.269	0.495	0.404	0.584	0.494
Std Dev of Dependent Variable in Control Group	0.340	0.350	0.322	0.305	0.276	0.281	0.277	0.227
Test: A-B = 0 (p-value)	0.000	0.056	0.042	0.003	0.026	0.399	0.786	0.149

This table presents instrumental variable analysis for business practices, where training attendance is instrumented with invitation. Each of the aggregate scores in Columns (1)-(3) for finance and Columns (5)-(7) for marketing are made up of five individual practices, respectively. The full composite scores in Columns (4) and (8) are aggregated over the complete set of individual practices for finance and marketing, respectively. The data comes from the midline survey when the business practice questions were asked. All regressions include controls for owner and business characteristics at baseline, as well as a full set of business industry fixed effects. Robust standard errors are reported in parentheses. Statistically significant p-values are highlighted by: * (10% significance level), ** (5% significance level), and *** (1% significance level).

Appendix Table 10: Instrumental Variable Estimates for Business Behaviors

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	Business Profits: Composite Measure		Business Sales: Composite Measure		Number of Employees: Total		Business Costs: Total	
	Midline	Endline	Midline	Endline	Midline	Endline	Midline	Endline
Attended Finance Training (A)	2762.803*	4293.701**	1319.665	7697.323	0.524	0.693	-2795.558	3557.025
	(1582.065)	(1921.458)	(3576.193)	(4742.329)	(0.421)	(0.561)	(2833.155)	(3786.808)
Attended Marketing Training (B)	2300.828*	6034.599***	4195.357	18513.592***	0.806	1.763***	2718.294	13158.945**
	(1297.055)	(2143.663)	(3238.269)	(6638.795)	(0.520)	(0.636)	(2468.011)	(5451.257)
Baseline Dependent Variable, Other Controls, and Industry Dummies	YES	YES	YES	YES	YES	YES	YES	YES
R-squared	0.356	0.459	0.643	0.550	0.521	0.629	0.628	0.493
Sample Size	588	476	588	476	588	476	588	476
Mean of Dependent Variable in Control Group	6143.161	6608.245	19654.684	19234.568	2.271	2.056	13931.308	13432.953
Std Dev of Dependent Variable in Control Group	10365.689	12867.043	32130.592	37882.218	3.633	4.874	24521.129	26532.027
Test: A-B = 0 (p-value)	0.783	0.434	0.446	0.083	0.590	0.041	0.037	0.066

This table presents instrumental variables analysis for business behaviors, where training attendance is instrumented with invitation. All explanatory variables are identical to those presented in the intention-to-treat regressions in Tables 5-8 of this paper. All regressions include the baseline value of the dependent variable, controls for owner and business characteristics at baseline, as well as a full set of business industry fixed effects. Robust standard errors are reported in parentheses. Statistically significant p-values are highlighted by: * (10% significance level), ** (5% significance level), and *** (1% significance level).