



ENTERPRISES

MANAGEMENT COURSE FOR ENTERPRISE SUPPORT ORGANIZATIONS AND BDS PROVIDERS

20 – 30 OCTOBER 2026
TURIN, ITALY

Information Note

INTRODUCTION

The aim of this course is to create a space in which **enterprise support organizations (ESOs) and BDS providers** can learn **how to improve performance** of their organizations, companies, firms or departments dealing with enterprise support services.

As a management course, it is designed to broaden participants' perspective, management potential and resource base, not just to convey technical topics.

WHO ATTENDS THIS COURSE?

The course targets a wide audience of professionals:

- Staff of enterprise support organizations and BDS providers
- Government agencies involved in supporting MSMEs
- MSME consultants and trainers.
- Staff of consulting and training units of development institutes or commercial companies
- Wider MSME development community and project managers

JOINT EDITION WITH ARGIDIUS FOUNDATION

This edition is offered in a partnership and collaboration between the ITC ILO and the Argidius Foundation. Argidius mission is to address poverty by improving the effectiveness and reach of SME development services. Learn more about Argidius Foundation here: [Welcome to Argidius | Partnerships for jobs and hope](#)

WHAT WILL I LEARN?

The course has four objectives:

- To broaden understanding of the various functions that contribute to the successful performance of the organization
- To supply a portfolio of management tools that can assist managers in strengthening performance of their unit or company
- To improve understanding and skills in design and delivery of client-oriented business development services to male and female led MSMEs
- To stimulate the sharing of experiences and strategies for meeting current challenges.

The course is practical in nature, providing tools and insights, and drawing out the wisdom and experience already gained by members of the group.

As a management course, it is designed not just to convey technical topics, but to broaden participants' perspectives, management potential and resource base.

As a practical course, it will focus on applying course content to participants' actual challenges and opportunities in order to improve the performance of their companies or units.

The course will also assist managers in identifying areas they would like to explore in more detail in the future.

COURSE CONTENT

Please visit the [course page here](#). The course is designed around 5 modules:

- **Module 1:** Stakeholder management and focus on clients.
- **Module 2:** Developing a successful business model
- **Module 3:** Your offer: products and services
- **Module 4:** Growth strategies
- **Module 5:** Financing mechanics and focus on sustainability

Participants who wish to qualify for the certificate of achievement will be requested to complete the course work: "Diagnostics of the institutional practices with use of SCALE framework".

PRICE

Tuition €2,695
Subsistence €1,805
Total €4,500

REGISTRATION

Registration is not binding. We recommend registering as soon as possible to allow sufficient time for obtaining visa. Register here: <https://oarf2.itcilo.org/STF/A9019382/en>

CERTIFICATE

Upon completion of the course, participants will receive a **Certificate of participation**. Participants who accomplish the course assignment will receive a Certificate of achievement.

CONTACT

Contact the ITCILO: mmw@itcilo.org for any question you may have.

Course manager: Ms. Margarita Lalayan, m.lalayan@itcilo.org at Sustainable Enterprises and Economies (SEE) programme

COURSE PARTNERS

ARGIDIUS FOUNDATION

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Partial scholarships from the Argidius Foundation might be available. Contact the course team to learn more.

TIMETABLE

Management course for enterprise support organizations and BDS providers, 20 to 30 October 2026

Timetable



	Preparations	OCTOBER 20 TUESDAY	OCTOBER 21 WEDNESDAY	OCTOBER 22 THURSDAY	OCTOBER 23 FRIDAY
	Self-diagnostics with use of SCALE	FOCUSING ON CLIENTS	SEGMENTATION	PRODUCTS AND SERVICES	BACK TO CLIENTS' NEEDS
9:00 – 10:30		OPENING SESSION	SEGMENTATION OF MSMEs	SERVICE PALETTE	SEGMENTS AND PRODUCTS
		Management and sustainability challenges of the ESOs and BDS providers	Exploring various segments of MSMEs that are served by ESOs and BDS providers	Menu of BDS and ESO support	Designing support strategies for various segments
10:30 – 11:00		COFFEE BREAK			
11:00 – 12:30		CLIENT CENTRICITY IN BDS PROVISION	SERVING A SPECIFIC SEGMENT	PRODUCTS	SEGMENTS AND PRODUCTS
		Who is your client? Shift towards SMEs as clients.	Focusing on a selected segment. Market/segment development process.	Core features of effective products	Designing support strategies for various segments
12:30 – 14:00		LUNCH			
14:00 – 15:15		CLIENT CENTRICITY IN BDS PROVISION	PRICING AND CHARGING	KNOWLEDGE FAIR	
		Client centrality in BDS provision. Dimensions of value. Value triangle.	Value dynamics related to pricing and charging	Presentations of services and products (participating ESOs)	
15:15 – 15:45		BREAK will start between 15.15 and 15.30			
15:45 – 17:00		CLIENT CENTRICITY IN BDS PROVISION	PRICING AND CHARGING	KNOWLEDGE FAIR	
		Contd: building BDS provision business models around value proposition	Costing, pricing and budgeting activity	Contd. With Green, Tech and digital	

	OCTOBER 26 MONDAY	OCTOBER 27 TUESDAY	OCTOBER 28 WEDNESDAY	OCTOBER 29 THURSDAY	OCTOBER 30 FRIDAY
	ESO BUSINESS MODELS AND VALUE PROPOSITION with SCALE model	GROWTH	FINANCE AND FUNDRAISING		
9:00 – 10:30	EVIDENCE BASED STRATEGIES FOR SERVING VARIOUS SEGMENTS	GROWTH. OPTIONS FOR DIVERSIFIED GROWTH. PRODUCTS AND SERVICES	FINANCING MECHANICS	STAFF, STRUCTURE AND CULTURE	REPORTING AND INSTITUTIONAL COMMUNICATION
	Serving small and growing enterprises using the SCALE approach with ARGIDIUS Foundation.	Growth in segments and products. Options and strategic choices.	Global context for financing and shift of paradigm	Building internal systems for delivery (HR, org structures, data, culture and others)	How ESOs capture results, demonstrate value, and communicate credibly
10:30 – 11:00		COFFEE BREAK			
11:00 – 12:30	EVIDENCE BASED STRATEGIES FOR SERVING VARIOUS SEGMENTS	GROWTH. OPTIONS FOR DIVERSIFIED GROWTH. PRODUCTS AND SERVICES	FINANCING MECHANICS	STAFF, STRUCTURE AND CULTURE	CLOSING SESSION
	Serving small and growing enterprises using the SCALE approach with ARGIDIUS Foundation.	Growth in segments and products. Options and strategic choices.	Combining sources of financing for sustainable operation	Building internal systems for delivery (HR, org structures, data, culture and others)	Action planning and follow up planning. Closing session.
12:30 – 14:00		LUNCH			
14:00 – 15:15	EVIDENCE BASED STRATEGIES FOR SERVING VARIOUS SEGMENTS	MARKETS, COMPETITION AND COLLABORATION	FUNDING AND FINANCING LANDSCAPE	PRODUCTIVITY AND EFFICIENCY	
	Serving small and growing enterprises using the SCALE approach with ARGIDIUS Foundation.	Assessing market dynamics and choosing the best position for growth	Designing an aligned fundraising strategy	Strengthened workload, incentives, tools, and ways of working to improve overall delivery efficiency of BDS providers	
15:15 – 15:45		BREAK will start between 15.15 and 15.30			
15:45 – 17:00	EVIDENCE BASED STRATEGIES FOR SERVING VARIOUS SEGMENTS	FUTURE OF LEARNING	BUILDING SUSTAINABLE PARTNERSHIPS	INVESTING IN TALENT DEVELOPMENT	
	Serving small and growing enterprises using the SCALE approach with ARGIDIUS Foundation.	Evolving beyond traditional classrooms toward flexible and technology-enhanced approaches	Strengthening service delivery through partnerships	Practical approaches to talent development.	

CAMPUS LIFE

A THRIVING UNITED NATIONS CAMPUS AND COMMUNITY OF PROFESSIONAL PEOPLE FROM AROUND THE WORLD

- **Three organizations** from the United Nations system on campus
- **More than 300 training courses** and activities in a stimulating international environment
- **Thousands of participants** from all over the world

ENVIRONMENT AND SURROUNDINGS

Grab a campus bicycle and explore the Turin Centre.

Located in a leafy park on the banks of the Po River, it's a great place for study and collaboration. Experience innovative learning and training methods in modern classrooms equipped with simultaneous translation services.

HOUSING, DINING, AND MORE

Comprising more than 280 private dormitories, the **Turin Campus provides a broad range of services for course participants and partners** including a free-flow restaurant, travel agency, laundromat, post office, gym, medical services and a reception desk open 24/7.

COMMUNITY ENGAGEMENT AND DIVERSITY

Participants can enjoy social events organized by the Turin Centre as well as by their course facilitators. Whether on or off campus, people from different cultural backgrounds have the opportunity to listen to live music together, cook and share traditional foods, or team up to play games and network.

WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course: No penalty, 100% refund of amount paid less applicable bank charges
- 8 to 13 days prior to the start date of the course: Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges
- 7 days or less prior to the start date of the course: Penalty of 100% of course price.

INFO

FOR FURTHER INFORMATION PLEASE CONTACT

International Training Centre of the ILO
Sustainable enterprises and economies (SEE)
Viale Maestri del Lavoro, 10
10127 Turin – Italy

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COURSE CODE: A9019382