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**Overview**

This standard is about applying your knowledge and experience of business and enterprise to support the personal and business development of the client. This includes strategy, money, customers, people and skills, business processes and laws and regulations. You also need to understand how they link to and support each other. Alongside this understanding of business development, you will also need experience or practical knowledge of the competing demands, pressures, and motivations of the client you are working with, whether they are considering starting their own business or developing and growing a small business.

For the purposes of this standard, business support refers to assistance which is received from individuals or organisations outside of the business, related to a specific business problem or opportunity and/or development of the business. Enterprise support refers to assistance which is received by individuals considering starting their own business. A 'business' can mean an independent entity such as a private sector business, a social enterprise, a charitable or voluntary organisation, or a significant operating unit, with a relative degree of autonomy, within a larger organisation. It can also refer to a formal partnership where two or more businesses are working together towards common goals.

This standard is recommended for individuals and organisations providing assistance to support the development of individuals considering starting their own business and existing businesses, either on a voluntary or commercial basis.

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**Performance  
criteria**

- You must be able to:
- P1 encourage the client to explain clearly what they want to achieve from considering starting their own business or developing the business
  - P2 use your experience and knowledge in the most appropriate way to help the client in moving from opportunity to action
  - P3 explain issues and concepts in a way that the client can use in moving from opportunity to action
  - P4 identify when the needs and requirements of the client are outside your knowledge and experiences
  - P5 work with the client to introduce others when your knowledge and experiences are unable to address the needs and requirements of the client

## Knowledge and understanding

### Strategy and planning

You need to know and understand:

- K1 the current performance of a business and future ambitions and plans
- K2 business planning processes
- K3 how to establish success factors for the client

### Money and finances

You need to know and understand:

- K4 how to work out financial requirements of the client in moving from opportunity to action
- K5 sources of funding and the accessibility criteria
- K6 planning, monitoring and recording of cash flow
- K7 basic accounting terms and practices and the basic rules regarding business taxation

### Customers

You need to know and understand:

- K8 how to research a market for a business opportunity
- K9 ways of gaining insights into the needs of potential customers
- K10 ways of delivering a good customer service and measuring and monitoring it

### Business and enterprise experience

You need to know and understand:

- K11 the emotional investment entrepreneurs make in their businesses
- K12 the key “how to’s” associated with being in business and the ways in which they link to and support each other
- K13 what it takes to successfully start and run a business
- K14 the competing demands and pressures when running a small business
- K15 the diverse capabilities required in being enterprising including calculated risk-taking, dealing with uncertainty and ambiguity, managing networks and relationships and learning by doing
- K16 the time, energy and commitment required in running a small business
- K17 when and how to apply the principles of running a business in practice

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**People and skills development**

You need to know and understand:

- K18 how recruitment and selection methods used by small businesses differ from larger businesses
- K19 approaches to people management in small businesses
- K20 sources of advice and guidance, and the associated accessibility criteria, to address learning and skills development needs of the client
- K21 the relationship between the development of the owner-manager and the development of their business
- K22 the landscape for learning and skills development support at a national, regional and local level

**Business processes and practices**

You need to know and understand:

- K23 the ways in which small businesses develop new markets
- K24 the advantages and disadvantages of different methods for raising awareness and generating orders
- K25 product and service development processes in small businesses
- K26 the ways in which technology can be used to support business processes and practices
- K27 how the approaches to acquiring and managing resources differs between small and large businesses
- K28 quality control and quality assurance techniques

**Business models**

You need to know and understand:

- K29 the different business models which can be used to move from opportunity to action including privately-owned for profit businesses, social enterprises and replicated businesses models
- K30 the advantages and disadvantages of different legal structures for being in business

**Laws and regulations**

You need to know and understand:

- K31 the legal and regulatory requirements associated with being in business including health and safety, environmental and equality and diversity
- K32 what are the thresholds associated with appropriate laws and regulations applying to being in business
- K33 terms and conditions relating to dealing with customers, suppliers and other stakeholders
- K34 sources of advice and guidance on the legislative and statutory requirements related to contracts and agreements
- K35 the advantages and disadvantages of different ways of protecting a business idea and intellectual property
- K36 when to refer a client to a professional adviser for specific advice and guidance

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**Additional information**

**Behaviours:**

- 1 tailor your approach to align with the goals and circumstances of the client
- 2 gain respect of the client by operating in a professional and credible manner
- 3 develop cooperation by considering the perspective of others
- 4 apply experience and expertise effectively, yet be open to exploring new ideas
- 5 identify the key “how to’s” which need to be addressed by the client
- 6 listen and respond effectively, and check understanding
- 7 have a rigorous but impartial questioning style
- 8 adapt your personal style to empathise with a whole range of clients
- 9 build and maintain rapport over sustained periods
- 10 invite a two-way exchange of information and feedback with the client and others

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Apply your knowledge and experience of business and its core functions



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<b>Relevant occupations</b>	Higher education teaching professionals; Further education teaching professionals; Chartered and certified accountants; Management consultants and business analysts; Business and financial project management professionals; Business and related research professionals; Finance and investment analysts and advisers; Vocational and industrial trainers and instructors
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