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**Overview**

This standard is about recognising the influence and value added of the support offered by you and/or your organisation to the client in moving from opportunity to action. It requires you to identify ways that the support offered by you and/or your organisation could be enhanced and reflect upon the implications for management of the relationship with the client in the near-term.

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 agree with the client how often to review progress in working with you and in how much detail
  - P2 develop appropriate measures of the performance of the support provided by you to the client
  - P3 encourage the client to review their progress against the programme of action
  - P4 encourage the client to assess the impact and value added of the support intervention on the business opportunity and the business
  - P5 work with the client to identify any concerns or problems with the support programme
  - P6 investigate any problems with the support provided by you and take action to solve problems within your area of responsibility or direct the client to the appropriate people, where the problem lies outside the limits of your responsibility
  - P7 agree with the client how to improve an element of the support provided by you and make changes that will enhance the effectiveness of your support
  - P8 regularly reflect on the business and enterprise support provided by you and/or your organisation

## Knowledge and understanding

### Performance monitoring techniques

#### You need to know and understand:

- K1 why it is important to monitor the support services provided to the client by you
- K2 how to apply informal and formal ways of monitoring the progress and quality of the support provided by you against the standards set by you, your organisation and/or an appropriate professional body
- K3 the limitations of self-appraisal
- K4 how the type of client and their personal and business needs can affect your performance
- K5 any performance goals set by your organisation
- K6 how to evaluate feedback from the client

### Monitor support services

#### You need to know and understand:

- K7 what are the drivers to personal and business development
- K8 the importance of establishing and applying appropriate measures for evaluating the performance of business support services provided to the client
- K9 the value of a customer focused culture in offering services to the client
- K10 the importance of finding out the cause and effects of problems and changes
- K11 what are the principles and processes of effective communication and how to apply them
- K12 how to establish systems for collecting and assessing information on the overall performance of the support services provided by you and/or your organisation
- K13 how to use the insights from monitoring the support services provided by you to identify opportunities where performance could be improved
- K14 the approaches to benchmarking the performance of the services provided by you and/or your organisation against others and the ways of addressing the outcomes
- K15 how to select and use appropriate methods for evaluating the support programme provided by you to the client
- K16 the guidelines for evaluating services set by your organisation or professional body including:

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- K16.1 the conditions and measures of economy, efficiency, effectiveness, value for money and quality
  - K16.2 the effect of financial and time limits
  - K16.3 any local or regional priorities and problems

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**Additional information**

**Behaviours:**

- 1 identify people's information needs
- 2 seek to understand people's needs and motivations
- 3 appreciate how a business operates in different client sectors
- 4 tailor your approach to align with the goals and circumstances of the client
- 5 think strategically and take a holistic view of the way forward
- 6 apply your experience and expertise effectively, whilst being open to exploring new ideas
- 7 comply with, and ensure that others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 8 act within the limits of your authority
- 9 show integrity, fairness and consistency in decision making

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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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