
Overview

This standard is about delivering a demand-led and professional consultancy service that meets the needs of the client. It complements other national occupational standards related to consulting by outlining the skills and knowledge that are needed to be effective when working with individuals considering starting their own business or existing business owner-managers. It requires you to develop a relationship with the client, manage expectations around the nature of the relationship and service to be provided, deliver a service which meets the needs of the client and introduce the client to other sources of support to add value to the experience of working with you.

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.

**Performance
criteria**

- You must be able to:
- P1 demonstrate your enthusiasm and passion for business and enterprise learning and skills development
 - P2 communicate your experience of working with individuals considering starting their own business and/or owner-managers of small businesses
 - P3 take time to understand what the client wants from their relationship with you
 - P4 show an understanding of the situation of the client, including the business opportunities, their business model, the market, the people and the internal and external influences
 - P5 explain the process involved in working with you including expectations, specific stages and any costs involved in work that would be undertaken
 - P6 deliver a consultancy service that is up to date, relevant and adds value to the client at a practical level
 - P7 deliver a consultancy service in a way that motivates the client to move from opportunity to action
 - P8 make sure the client maintains control of decisions about professional services they purchase from you
 - P9 suggest to the client how they may enhance the effectiveness of the way they do things and the associated benefits and costs
 - P10 suggest practical options that are viable and add value to the client at a personal and/or business level
 - P11 refer the client to other business support providers to address specific areas of action

Knowledge and understanding

Empathy with enterprise

You need to know and understand:

- K1 the day to day pressures and responsibilities associated with running your own business
- K2 the interplay of family and business relationships that small business owner-managers and entrepreneurs may have to deal with
- K3 the different ways that entrepreneurs may think and behave from those in employment

The life world of the small business

You need to know and understand:

- K4 the enterprising skills and knowledge that allow someone to start up, survive and thrive
- K5 the different stages involved in starting a business
- K6 the different functions involved in running a business including the key inter-relationships and the ways in which they affect each other
- K7 how your experience can apply to different types of businesses and sectors
- K8 the current issues and practices related to the topics that you deliver consultancy on
- K9 the legal issues that small business must comply with that are relevant to your area of work

Deliver a consultancy service to a small business

You need to know and understand:

- K10 the type of language and terminology that is appropriate for small businesses
- K11 how to adapt your service to suit the needs of the client
- K12 the ways in which the core service you offer can be expanded to deal with other issues that may be useful to the client
- K13 frameworks and tools which can be used to identify the improvements in the way the client manages activities after using a consultancy service
- K14 the benefits of taking a longer term view of the business and what it will need in the future
- K15 why it is important to build the capability of the client and how this may lead to

more business in the long term

K16 how to develop a pricing structure that will attract small businesses

K17 other professionals and business support providers who deliver complementary services to yours who have a strong business and enterprise perspective

Develop the relationship with the client

You need to know
and understand:

K18 why it is important to get to know the client as an individual and build a relationship with them

K19 how to develop the client's trust in you

K20 the strength of personal recommendation as a source of new business

K21 the tendency of small business owner-managers and entrepreneurs to compare thoughts about costs and quality of service with each other

K22 the importance of being proactive and thinking of innovative solutions when dealing with the client

K23 how to translate technical terms and concepts in to language that the client can understand

Improve your performance

You need to know
and understand:

K24 the boundaries of your expertise and knowledge so that you know when to refer the people you are working with to others

K25 how to collect and evaluate feedback to improve the consultancy you deliver

Additional information

Behaviours:

- 1 appreciate how a business operates in different client sectors
- 2 develop co-operation by considering the perspective of others
- 3 think strategically, takes a holistic view of the way forward
- 4 identify people's information needs
- 5 seek the right information to analyse a situation and draw sound conclusions
- 6 seek to understand people's needs and motivations
- 7 generate justifiable alternatives to solve a problem or reach an outcome
- 8 strive to add value by achieving results in the best way
- 9 develop self to improve performance
- 10 work to turn unexpected events into opportunities rather than threats
- 11 try out new ways of working

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