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# USAID KOSOVO PRIVATE ENTERPRISE PROGRAM (KPEP)

## “So you want to be a consultant” Workshop

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**USAID KOSOVO PRIVATE ENTERPRISE PROGRAM**

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### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government

## **Kosovo Private Enterprise Program (KPEP) STTA Report**

**Submitted by Suzi Kanyr Hagen, KPEP Business Support Specialist**

### **Report Summary (Including recommendations and “next steps”**

A 29 January 2009 workshop designed for former KCBS staff who were not employed by KPEP appears to have “hit the target” in its objectives – to help them better understand the role of a consultant and market those services. All have technical expertise, and most are working as consultants now. (Copy of all workshop materials attached.)

Six of seven participants gave feedback on the evaluation forms provided. No scores were below 3 (“good”). The topics “entrepreneurship” and “marketing” were both rated “very good” (4 each) and “excellent” (2 each). All felt their training objectives were met and overall, thoughtful comments were made about skills acquisition, use of what was learned, what was beneficial and suggestions. From the more average ratings on group discussion (3 “good”, 3 “very good”), more could have been done to encourage that. (Copy of a summary of the evaluation forms is attached.)

#### **Agreed to next steps:**

- Participants to email capabilities statements and related support documents to trainer
- Trainer to review and comment on those and clean up language if needed
- Trainer to make capabilities statements available to KPEP sector teams
- Trainer to include consultants in next pilot of Kosovo Premier Advisor training
- Trainer to hold informal “update” gathering for the group
- Participants to practice what they learned

### **Report Detail**

Seven former KCBS staff plus 2 KPEP short-term staff took part in a two-and-a-half hour workshop (presentation and discussion) to help them better understand the role of a consultant, consultancy as entrepreneurship, targeting a marketing, marketing consulting services. (One KCBS staff member now employed by KPEP took part in the first half of the workshop.) The workshop was designed to be informal and practical, based on real life examples from my experience or knowledge.

Attendees were KCBS – Hysen Shabanaj, Reshat Ajvaz, Samir Riza and Zijadin Gojnovci; KPEP short-term staff – Kushtrim Mehmetaj and Fisnik Dragusa; and KPEP staff Burim Meqa (first half only)

#### **Attachments:**

- PowerPoint Presentation
- Handouts
- Report on Participant Evaluations
- Sign up Sheet



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# **“So you want to be a consultant” Workshop**

Suzi Kanyr Hagen  
Business Support Specialist

29 January 2009



## Agenda

- Entrepreneurship and Consulting
- Marketing Overview
- Client Profile
- Capabilities Statement
- Q/A and next steps



## Why are you becoming a consultant?

- Short-term solution?
- Something you think you'd like and have a chance to try out?
- Burning passion?
- Being a successful consultant means becoming an entrepreneur.



## Are you an entrepreneur?

- Are you a self-started?
- How well do you get along with people who are different from you?
- How good are you at making decisions?
- Do you have the physical and emotional stamina?
- How well do you plan and organize your work?
- Is owning your own business your driving passion?
- How will your choice affect your family?



## What is marketing?

- Definition: Finding out what people want/need and selling it to them
- Therefore --
- Need to answer these questions
  - Who is your client? Kush është klienti Juaj?
  - What are your capabilities? Cilat janë aftësitë tuaja?
  - How does the client know? Si e di klienti?

# Who is your client?

- Primary target market
  - You cannot be “all things to all people”
- Key characteristics
  - Type (specific types of businesses, associations, aid projects; specific sector)
  - Size – number of customers, how much do they spend each year on your service (how do you know this?)
  - Geographic location, seasonality of purchases, growth trends, etc.
  - Pricing structure and payment schemes
  - Information sources and decision making process

# Who is your competitor?

- How is your target market meeting its needs now?
  - Doing the work internally
  - Using another consultant
  - Not doing anything (ignoring the need or doesn't know need exists)
- Who are your competitors?
- What do you know about them?
  - “SWOT analysis”
  - Market's perception
  - Expertise/specialties
  - Experience/years in business

# What are your capabilities?

- What's the difference between features and benefits?
  - “Sell the sizzle”
  - Value added
- What are your strengths, weaknesses?
  - SWOT analysis of your CV
- What opportunities have you identified? What are the threats to your success?
  - Develop one- to two-page capabilities statement for each target market

# How does the client know?

- Clients who will provide direct recommendations
- Success stories
  - Articles from news media, for example
  - Letters of recommendation that address concrete and relevant examples and results
- “Scrubbed” samples and case studies
- CV that focuses on results and outcomes, as well as identifying

**Questions?**

Next Steps

## Handouts

- Home Page for US Small Business Administration (SBA), a great resource for entrepreneurs anywhere
- Three articles from SBA web site
  - Using the Business Plan
  - Writing the Plan
  - Finding a Niche
- Copy of slides with note space
- Evaluation form



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SBA's new assessment tool will help you determine if you're ready...  
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Using the Business Plan

A business plan is a tool with three basic purposes: communication, management, and planning. As a communication tool, it is used to attract investment capital, secure loans, convince workers to hire on, and assist in attracting strategic business partners. The development of a comprehensive business plan shows whether or not a business has the potential to make a profit. It requires a realistic look at almost every phase of business and allows you to show that you have worked out all the problems and decided on potential alternatives before actually launching your business.

- > Planning
- > Getting
- > Writing
- > Starting
- > Managing
- > Getting

FAQ

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As a management tool, the business plan helps you track, monitor, and evaluate your progress. The business plan is a living document that you will modify as you gain knowledge and experience. By using your business plan to establish timelines and milestones, you can gauge your progress and compare your projections to actual accomplishments.

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As a planning tool, the business plan guides you through the various phases of your business. A thoughtful plan will help identify roadblocks and obstacles so that you can avoid them and establish alternatives. Many business owners share their business plans with their employees to foster a broader understanding of where the business is going.

MARKETING AND OUTREACH

Sample Business Plans

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What goes in a business plan? The body can be divided into four distinct sections: [> Get](#)

- 1) Description of the business [> Write](#)
- 2) Marketing [> Start](#)
- 3) Finances [> Manage](#)
- 4) Management [> Get](#)

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Agenda should include an executive summary, supporting documents, and financial projections. Although there is no single formula for developing a business plan, some elements are common to all business plans. They are summarized in the following outline:

**Elements of a Business Plan**

1. Cover sheet
2. Statement of purpose
3. Table of contents

**I. The Business**

- A. Description of business
- B. Marketing
- C. Competition
- D. Operating procedures
- E. Personnel
- F. Business insurance

**II. Financial Data**

- A. Loan applications
- B. Capital equipment and supply list
- C. Balance sheet
- D. Breakeven analysis
- E. Pro-forma income projections (profit & loss statements)
- F. Three-year summary
- G. Detail by month, first year
- H. Detail by quarters, second and third years
  - I. Assumptions upon which projections were based
- J. Pro-forma cash flow

**III. Supporting Documents**

- A. Tax returns of principals for last three years Personal financial statement (all banks have these forms)
- B. For franchised businesses, a copy of franchise contract and all supporting documents provided by the franchisor
- C. Copy of proposed lease or purchase agreement for building space
- D. Copy of licenses and other legal documents
- E. Copy of resumes of all principals
- F. Copies of letters of intent from suppliers, etc.

**Sample Plans**

One of the best ways to learn about writing a business plan is to study the plans of established businesses in your industry.

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[Review examples of real business plans.](#)

**For Additional Information:**

See:

[SBA's Startup Guide](#)

[Business Plan Workshops](#)

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A market in its entirety is too broad in scope for any but the largest companies to tackle successfully. The best strategy for a smaller business is to divide demand into manageable market niches. Small operations can then offer specialized goods and services attractive to a specific group of prospective buyers.

FAQ

There are undoubtedly some particular products or services you are especially suited to provide. Study the market carefully and you will find opportunities. As an example, surgical instruments used to be sold in bulk to both small medical practices and large hospitals. One firm realized that the smaller practices could not afford to sterilize instruments after each use like hospitals did, but instead simply disposed of them. The firm's sales representatives talked to surgeons and hospital workers to learn what would be more suitable for them. Based on this information, the company developed disposable instruments which could be sold in larger quantities at a lower cost. Another firm capitalized on the fact that hospital operating rooms must carefully count the instruments used before and after surgery. This firm met that particular need by packaging their instruments in pre-counted, customized sets for different forms of surgery.

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While researching your own company's niche, consider the results of your market survey and the areas in which your competitors are already firmly situated. Put this information into a table or a graph to illustrate where an opening might exist for your product or service. Try to find the right configuration of products, services, quality, and price that will ensure the least direct competition. Unfortunately, there is no universally effective way to make these comparisons. Not only will the desired attributes vary from industry to industry, but there is also an imaginative element that cannot be formalized. For example, only someone who had already thought of developing pre-packaged surgical instruments could use a survey to determine whether or not a market actually existed for them.

A well-designed database can help you sort through your market information and reveal particular segments you might not see otherwise. For example, do customers in a certain geographic area tend to purchase products that combine high quality and high price more frequently? Do your small business clients take advantage of your customer service more often than larger ones? If so, consider focusing on being a local provider of high quality goods and services or a service-oriented company that pays extra attention to small businesses.

If you do target a new niche market, make sure that this niche does not conflict with your overall business plan. For example, a small bakery that makes cookies by hand cannot go after a market for inexpensive, mass-produced cookies, regardless of the demand.

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## EVALUATION REPORT

“So you want to be a consultant” workshop  
 29 January 2009  
 Pristina, Kosovo

### Attendance:

**Total: 7 (all male)**      **Est. total participants 25 or under: 1 (male)**  
**Target audience attended:** Specialists from former USAID project who are working as consultants;  
 KPEP short term staff (one KPEP staff who had been with KCBS participated in the first half)

### Part 1. Workshop Content and Structure

#### I. Workshop Topics

*Presenter: Suzi Kanyr Hagen, Business Services Specialist*

	Poor	Adequate	Good	Very Good	Excellent
Entrepreneurship				4	2
Marketing				4	2

#### II. Instructional Methods

	Poor	Adequate	Good	Very Good	Excellent
Presentations by instructors/trainers				2	4
Group discussions			3	3	
Questions and answer periods (formal and informal)			2	4	
Handouts			2	2	2

### Part 2. Program Scope and Content

*Note: Not everyone commented and not everyone marked “yes” or “no”*

What were your training objectives?

- Deeper knowledge& skills onto becoming an independent professional consultant
- Improve preparation for project proposal; improve relationship with client, identify client need; strength consultancy capability and quality
- Completing the elements that forms a successful agricultural consultant
- More information about project objectives
- To become an independent consultant, and get the opportunity of attending the real training when it’s organized
- On future to use that you offering my expertise as a consultant in forestry sector

**USAID Kosovo Private Enterprise Program (KPEP)**

<p>Were your objectives fulfilled? If <b>Yes</b>, please explain how. If <b>No</b>, please explain why not.</p> <ul style="list-style-type: none"> <li>• Yes, by giving real life examples</li> <li>• Relationship with client; good relationship on planning, objectives, results with client; use of tools to reach the goal</li> <li>• There was no this (type) of training where I get this from</li> </ul>	<p><b>Yes</b> 5</p>	<p><b>No</b> 0</p>
<p>Did you acquire new skills or knowledge through this training? If <b>Yes</b> or <b>No</b>, please describe.</p> <ul style="list-style-type: none"> <li>• Yes, i.e. on negotiating, business/partnership contracts/arrangements</li> <li>• Strengthen relationship with client and identify weaknesses with competition; show the best tool and capability, and how</li> <li>• Always is a space for improvements</li> <li>• Yes, how to (?) your expertise to other companies</li> </ul>	<p><b>Yes</b> 6</p>	<p><b>No</b> 1</p>
<p>Will you be able to use this new knowledge in your current responsibilities? If <b>Yes</b>, please explain how you will use this new knowledge. If <b>No</b>, explain why you will not be able to use knowledge when you return to your responsibilities.</p> <ul style="list-style-type: none"> <li>• When I am engage in new company, will use it to expand market (sales) and increase quality of ?/services</li> <li>• On relation with clients; on preparation the proposal and implementation</li> <li>• In legal organizing consulting company</li> </ul>	<p><b>Yes</b> 6</p>	<p><b>No</b> 0</p>
<p>What was the most beneficial part of the training? <b>Please describe.</b></p> <ul style="list-style-type: none"> <li>• All of it</li> <li>• Examples on consultancy experience; the why how to reach the goal; capability statement</li> <li>• Legal things</li> <li>• Structuring the important items in which can be used in my future work as consultant</li> <li>• Understanding some tips that an independent consultant must know before getting this business started; "Lessons Learned" from different experiences</li> <li>• Learned about the how to be successful consultant</li> </ul>		
<p>Can you suggest any improvements for future training? <b>Please explain.</b></p> <ul style="list-style-type: none"> <li>• Have more space for case studies, success stories and analysis what can here apply!</li> <li>• Depends on project needs to be informed on time, to have time to be prepared</li> <li>• No</li> <li>• Go to the real training and make this happen; let's get certified as consultants</li> </ul>		
<p>Additional comments.</p> <ul style="list-style-type: none"> <li>• Thank you, we'll be in touch</li> <li>• No</li> </ul>		
<p><b>Thank you for your time in completing the evaluation!</b></p>		

