



USAID | **KOSOVO**
NGA POPULLI AMERIKAN
OD AMERIČKOG NARODA

USAID KOSOVO PRIVATE ENTERPRISE PROGRAM

Business Consulting in A Growing Kosovo Workshop Materials

AUTHORS:
MARILYN EVANS
DAWN SCHOCK

Implemented by
Booz Allen Hamilton

Contract No. EEM-I-07-00007-00
Task Order No. 2

MAY 29-30, 2009

DISCLAIMER

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

BUSINESS CONSULTING IN GROWING KOSOVO

Launching Your Solo Consulting Practice (Part I)
Developing Your Small Law Practice (Part II)

FINAL REPORT

Kosovo Private Enterprise Program project Business Consulting in Growing Kosovo May 29-30, 2009
Contract No. EEM-I-00-07-00007-00, TO #2

This report submitted by Booz Allen Hamilton / June 11, 2009

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.

CONTENTS

BACKGROUND	5
EXECUTIVE SUMMARY	5
PURPOSE OF ASSIGNMENT	5
TASK FINDINGS	6
CONCLUSIONS AND RECOMMENDATIONS.....	6
ANNEXES.....	8
ANNEX 1. WORKSHOP MATERIALS	9
ANNEX 2. EVALUATION FORMS SUMMARY	50
ANNEX 3. PARTICIPANTS LIST	53

BACKGROUND

In September 2008, USAID awarded the Kosovo Private Enterprise Program to Booz Allen Hamilton. In May and June of 2009, Component 2, the Business Support Services Component, employed two short term technical consultants, Marilyn Evans and Dawn Schock, to design and pilot consultancy skills trainings for small business and legal consultants to assist them in developing the skills and mind-set necessary to perform effectively and thus encourage and support Kosovo's domestic and international economic development. Because the consultants are being trained for participation in international trade shows and in order to target a younger group, both trainings were conducted in English only.

EXECUTIVE SUMMARY

The pilot consulting skills training, *Business Consulting in a Growing Kosovo*, consisted of two separate trainings of two days each. The first two-day segment, *Launching Your Solo Consulting Practice*, trained thirteen general business consultants; the second, *Developing Your Small Law Practice*, trained nine lawyers. Both segments included presentations on core consultancy skills that were followed by individual and group exercises to reinforce learning and encourage interaction by participants.

The core curriculum for both segments included an introduction to drafting a business plan, communicating an effective business message, identifying target markets, developing marketing strategies, ethics, and time-management. The business consultancy segment also focused on pricing. The legal consultancy segment also focused on document management, contracting and negotiation skills.

Participatory exercises including the consultants' drafting their own business plans, individual presentations on their businesses to the group, small group discussions of target markets and marketing strategies, role plays, and mock negotiations.

Both segments were enthusiastically received and well-reviewed by the participants as reflected in written evaluations, oral comments and subsequent e-mails. Both segments are recommended for future presentation to similar groups, but also to business and law students. Additionally, given the apparent widespread need for training in these core consultancy skills, it is recommended that some training sessions be offered in Albanian with simultaneous translation.

PURPOSE OF ASSIGNMENT

KPEP is dedicated to building the capacity of the business support services sector and business service providers to ensure that they provide high quality, professional services that are demanded by their markets. Sole practitioners were the target audience for training, professionals who were identified as wanting additional skill development to assure strong management insight and implementation of their private legal and business consulting practices. Sole practice lawyers also required additional training to acquire information and skills needed to work effectively as legal consultants to Kosovo businesses to support the development of Kosovo's competitiveness domestically and internationally.

TASK FINDINGS

Business consultant participants initially seemed more experienced than the expected audience of “start-up” level sole practitioners. However, it became evident that the training modules developed were at the proper level for our thirteen business consultants and nine lawyers. Although both lawyers and business consultants demonstrated good ability to effectively manage in some areas, e.g., time allocation and negotiations, it was evident that limited strategic thought had been applied to their overall business planning, communications and marketing. Without exception, participation by each was at a high level during both two-day training sessions, evidenced by keen attention, participation in the several interactive training exercises and nearly 100% return for second day training. Most voiced appreciation and requested additional training.

CONCLUSIONS AND RECOMMENDATIONS

Both business consultants and lawyers who are developing their practices need practical training for nearly all aspects of business development based upon their responses to presentations and exercises and their enthusiastic participation. The following are general and specific recommendations based upon the two two-day training sessions:

- A few training subjects could be covered minimally, e.g., time management, allowing additional time for focus on each participant’s business plan development, marketing strategies, communications and office management.
- A full day could be devoted to marketing strategies, enabling each participant to leave with an individualized marketing plan.
- Current senior university and graduate students could benefit from this type of practical, pragmatic training about business development to supplement their university education that is mainly theoretical.
- The same level of current practice and business development professionals could benefit from more advanced training, e.g., detailed development of their business plans, marketing plans, contract development, office management and proposal writing.
- Thought might be given to providing some training in Albanian, particularly for the licensed lawyers, so few of whom have adequate English language skills.
- Both groups could benefit from cross-communication, assisting each other as individual business and practice owners and representatives of their sectors to boost economic development and opportunities.
- Women lawyers and business owners could benefit from specific strategies related to presentation, image, communications and marketing subject to their specific challenges within a generally male-dominated environment.
- More focus may be valuable for development of recruitment strategies to acquire additional professionals for the trainings who are motivated to learn and seem at about the same level of practice and business development.
- The two-day training occurring on Friday and Saturday seemed optimal; both hotels provided good settings for interaction.
- As expected, participants especially responded to the trainers’ specific experiences that resonated with their challenges.
- The training strategy of a presentation followed by an interactive exercise and then discussion overall proved successful.

- It would be helpful to revise the participant evaluations form to acquire more specific data about each training segment, providing more objective insights about each training subject.

ANNEXES

Annex 1	Workshop materials
Annex 2	Evaluation forms summary
Annex 3	List of participants

Annex 1. WORKSHOP MATERIALS

DAY 1

9:00 - 9:30	Introductions: Who We Are All Participants
9:30 - 10:30	Defining Your Market Segments: Who Are Your Targets? Dawn – Presentation and Exercises
10:30 - 11:30	A Kosovo Fictitious Consulting Company Business Plan: What Your Company Might Be Marilyn and Dawn – Presentations and Exercises
11:30 - 12:30	A Kosovo Realistic Consulting Co. Business Plan: Yours! Creation of Your Business Plan Marilyn - Exercise
12:30 - 13:30	Lunch
13:30 - 14:30	Communications: How to Communicate an Effective Message Dawn – Presentation Dawn and Marilyn Give Their Elevator Speeches
14:30 - 15:00	Creating Your Own Elevator Speech Dawn and Marilyn – Exercise
15:00 - 15:45	Practicing Your “Pitch”: Delivering Your Elevator Speech
15:45 - 16:00	Wrap up and Home Assignment Discussion

**Business Consulting in a Growing Kosovo
USAID-Kosovo Private Enterprise Project (KPEP) – Booz Allen Hamilton
May 29-31, 2009**

Exercise #1: Identifying Your Target Market

Nothing better focuses the entrepreneur’s vision for her business than thinking about her target market: those business segments, businesses and individuals to whom she would most like to sell her products or provide her services. This exercise is designed to help you best allocate the limited resources of your business—including your own time and energy—by helping you define your target market.

1. **Your “wish list”:** List those business segments, businesses, and/or individuals you would most like to have as customers or clients. Let yourself dream in this segment of the exercise. The object is to help you define your long-term goals.

2. **Your “reality show”:** List those business segments, businesses, and/or individuals who you have a realistic chance of having as customers or clients within the next three years. Focus here on those markets where you either: have a contact that you can approach for business, have a particular expertise that you can offer, have a concrete plan for gaining experience or training relevant to the market.

3. **You’re “here and now”:** List those business segments, businesses, and/or individuals who you presently have as customers or clients.

**Fictitious Kosovo Consulting Business: Anita Berisha and Associates
Business Consulting in a Growing Kosovo
Kosovo Private Enterprise Project – Pristina
May 29-31, 2009**

Executive Summary

Anita Berisha and Associates will provide consulting to hospitality industry companies to enable retention of highly profitable customers, increase this loyal customer base and gain new customers. Tourism is increasing in Kosovo, the world's newest nation, especially members of the Diaspora, tourists who seek adventure by visiting developing countries and those interested in visiting family and friends of Kosovo's thousands of ex pats. We will develop creative products for hotels, restaurants and cafes, plus cultural and adventure venues that will increase customer base and assure customers increase expenditures per visit, modeled on innovative strategies from the Western hospitality industry.

- *What will your company do?*
- *How does your service fill a need?*
- *What customers will it serve?*
- *What makes you different from your competition?*

Company Name

- *Will using your name provide credibility or be limiting?*
- *Can you create a name that will be broad enough for company growth, e.g. expanding services to other markets?*
- *Will the name have any relevance in the future for your business as an acquisition target?*

Anita chose to use her name, a strong message of assurance to her customers that she personally will guarantee satisfaction for services and products. Secondly, using her name will not prevent engaging in market segments additional to hospitality, allowing business growth flexibility. She recognizes the company name's potential downside for acquisition, considered a minor issue.

Company Objectives

Year 1 Objectives:

- Customers: Four restaurants/cafes, three hotels and one adventure tourism business, serving each for 3-6 months
- Revenue: 30,000 e
 - 2,000 euros per month for 6 months for 1 hotel, totaling 12,000 e
 - 1,000 euros per month for 3 months for 3 restaurants, totaling 9,000 e
 - 5,000 euros for adventure tourism project, totaling 5,000 e
 - 2,000 euros for two travel agency projects, totaling 4,000 e
- Profitable by month 9, resulting in year end profit of 6,000 e

Year 2 Objectives:

- Double number of customers across three targets: hotels, restaurants and tourist venues
- Add airline industry, one airline customer
- Double revenue
- Profitability increased by year end to 12,000 e

Year 3 Objectives:

- Continue to double customer base
- Add travel agencies, creating travel packages for their customers

Year 5 Objective:

Dominant hospitality industry consulting firm in Kosovo, an acquisition target for newly arrived Western hotel companies, e.g. Marriott

- *What will the company accomplish in Year 1? Project the number of customers, revenue and profit.*
- *How will you achieve the first year objective?*
- *When will your company be profitable?*
- *What will the company accomplish Year 2?*
- *And for Year 5?*
- *Will your business remain a sole proprietorship or will it be acquired?*

Description of Services

Year 1

- Develop creative tourist packages for Kosovo hotels that include restaurant and travel venues, e.g. museums, religious sites, sports opportunities (e.g. hiking, fishing, skiing, mountain biking, etc.)
- Develop creative Pristina restaurant events, e.g. holiday parties, viewing sports events (e.g. World Cup), film festivals events, cooking classes, etc.
- Develop adventure sports options for ex pats and tourists, e.g. ski resort packages, hang gliding company packages, hiking and mountain biking events for Gërmia restaurants, etc.
- Create promotional strategies and pieces for all events

Year 2

- Add another industry segment: develop travel packages for an airline customer that serves Pristina

Year 3

- Add another industry segment: develop travel packages for Pristina travel companies
- *What services will be offered?*
- *To which industries?*
- *What services will be offered in the future?*
- *Where will services occur?*
- *What geographical area will be served?*

Management Team

Anita will provide services solely during the first year, add an associate during the second year, an administrator in year 3 and two more associates by year 5.

Anita has extensive experience as former hotel and airline employee, working in communications and customer service. Additionally, she earned a degree in economics from the U of Pristina; immediately after graduation, she served in Kosovo's Ministry of Trade and Industry. She plans to recruit associates with Western hospitality experience, e.g. former associates of Marriott.

- *Who will deliver the services?*
- *What are their credentials, including experience?*

Marketplace

Market and customer segments will include the following:

- Kosovo hotels
 - Hotel Royal
 - Hotel Prishtina
 - Hotel Afa
 - Hotel Baci
- Kosovo restaurants
 - Tiffany's
 - Pishat
 - Te Komiteti
 - EX
- Airlines serving Kosovo
 - Austrian Airlines
 - Turkish Airlines
 - Malev Airlines
- Kosovo travel agencies
 - Alta Via Travel
 - Eurokoha Travel
 - Blue Sky Travel
 - MCM

- *Who will purchase your services?*
- *Which market segments will be targeted?*
- *Which companies?*
- *What individuals?*
- *What is the size of the market?*
- *How much of the market can your company capture?*
- *What is the geographical area of your market?*
- *Will there be additional markets for your services in the future?*

Marketing Strategies

Networking

- Former employers
- Companies personally utilized, e.g. favorite restaurants, airlines, travel companies
- Former associates

Develop promotional pieces (e.g. company brochure) and send with follow up call

Create website that will promote packages and events developed for customers

Acquire media coverage of events, e.g. for restaurants or sports companies

Pricing per project, either per project or an hourly charge, plus a bonus for attendance over projections

- *What strategies will be utilized to reach potential customers?*
- *What communication strategies are available?*
- *What networks do you have access to or can obtain?*
- *Will you advertise? If so, through what media outlets?*

- *Can you acquire publicity, free media?*
- *How will your pricing create a competitive advantage?*

Competition

Anita Berisha and Associates will be the only hospitality industry consulting company that serves multiple venues, including hotels, restaurants, sports companies, airlines and travel agencies, creating customer alliances that will increase their profitability.

- *Are there companies or individuals who currently provide similar services?*
- *How will your service be superior or different?*
- *Are there opportunities for partnerships or alliances?*

Risks of the Business

Risks are minimized by initiating the business as a sole proprietorship, utilizing only Anita's services and contributing her equipment (computer, phones and printer) until the company has an adequate revenue stream to open an office and acquire an assistant. The company must deliver on every contract, reaching customer goals on time and within budget.

- *What are the financial risks?*
- *What could negatively affect the company's reputation?*
- *Are there legal risks?*

Implementation Plan

Initial Steps for First Month

- Register company name and gain legal licenses
- Establish a landline telephone number dedicated only to the business and address (home address)
- Choose fonts; create and print business cards
- Create a simple three-fold brochure that can be mailed with a cover letter or personally handed to potential customers
- Develop an accounting system
- Develop a communication log
- Develop a customer structure form with time-frames and expense logs that can be used for each customer and project
- Begin networking, updating the networking plan with each experience

- *What do you need to accomplish before acquiring a customer? What do you need to do first, second and third?*
- *What infrastructure must be in place, including systems, space and equipment?*
- *What collateral pieces need to be developed?*
- *How will you develop deliverables with timeframes?*

Capital Requirements

- Initial requirements for landline, collateral materials (business cards and brochure), and contributing personal equipment for the company, transportation costs; Anita will not capitalize her salary.
- Capital may be necessary after the first year to open and equip an office and hire an associate.
- Outside capital should not be necessary subsequently.
- *What will be the costs of doing business during the first six months?*
- *What will be the costs of doing business until profitable?*

Financial Plan

Using your first year calendar, calculate costs per each month: salaries, office rent, equipment amortized over a year, collateral pieces, supplies, transportation, phones and usage, entertainment, etc.

- *What will be your monthly needs financially, each month for the first year?*
- *What will be your needs for year two and five?*
- *How will you obtain capital?*
- *What will be the cost of capital?*

Any Supporting Exhibits

- Anita's resume
- Company registration documents
- Letters of recommendation that include valuable quotes from associates or employers about her successes
- Copies of former hospitality promotional pieces
- Mockups of potential customer packages and promotional pieces

- *Your resume and those of your management team*
- *Letters of recommendation related to your business*
- *Legal documents, e.g. licenses, etc.*

Attribution: Write a Business Plan in No Time, Frank Fiore; Que; Start Up & Run Your Own Business, Jonathan Reuvid, Kogan Page

The Law Office of Kay Krasniqi

Meeting the Legal Needs of Kosovo's Growing
Transportation Sector

FICTITIOUS BUSINESS PLAN: 2009-2013

Pashko Vasa #8
10000 Prishtina Kosovo
+38 245 172
kkrasniqi@gmail.com

I. BUSINESS DESCRIPTION:

Kosovo's transportation infrastructure is currently underdeveloped, and the international community is showing signs of increasing funding for transportation and commercial sector improvement projects. Therefore, Kosovo's transportation sector can be expected to show significant signs of growth within the next ten years. See *attached*, Kosovo Technical Background Paper Transportation Sector (Kosovo Donor's Conference, July 11, 2008). The sector includes vehicles, railroads and airplanes.

Kay Krasniqi's transportation practice focuses on the unique business and legal issues arising in Kosovo's growing transportation industry. Ms. Krasniqi offers a wide range of legal services to both **transportation providers** and **business consumers** of transportation services in **domestic and foreign commerce**. Her services include:

- **Transportation documentation:** licenses, bills of lading, transportation contracts, invoices, owner-operator leases, and logistics management and distribution agreements;
- **Litigation Defense:** all types of transportation-related accidents;
- **Freight loss and damage claims:** claims processing, negotiation, and litigation;
- **Employment law:** all general employee status issues;
- **International trade:** customs clearance, export licensing, letters of credit, and other trade financing documents;
- **Transportation logistics:** supply-chain management planning and implementation;
- **Freight invoice collections**

Kay Krasniqi is a founding member of the Transportation Legal Services (TLS) committee of the Kosovo Chamber of Advocates, and she served as its chair in 2007-2008. She is currently the editor of the *TLS Newsletter*. Ms. Krasniqi also publishes a periodic newsletter, *Transportation Law Update*, as a service to her clients and others in the commercial sector. The newsletter provides timely articles on new trends in the law and the potential impact of these developments on the transportation industry. Ms. Krasniqi will teach Transportation Law at the University of Prishtina Law Faculty in the Fall 2009 semester.

The Law Office of Kay Krasniqi is committed to providing the highest quality legal services at reasonable prices. Ms. Krasniqi utilizes a number of fee arrangements according to the individual needs of the client. All agreements are stated clearly in writing. All costs and fees are disclosed before engagement.

II. THE MARKET

Ms. Krasniqi delivers legal services to both the providers and consumers of transportation services. Her target market includes: (1) the owners and operators of commercial trucking, bus and taxi companies, railroads, and cargo and passenger airlines; (2) cargo and freight owners, shippers and handlers; and (3) passengers.

A. Owners and Operators

It is estimated that up to 15 intercity and international private **bus lines** operate in Kosovo and that between 20 and 30 small privately owned buses and vans offer rides in and around Pristina and its suburbs. These include: AJAX Bus, AIR Bus, ABD Bus, International Ride, Superior Bus Lines International and H&L Buses.¹

Pristina Airport handles over 1 million passengers per year and 15 tons of cargo. 22 **airlines** operate in and out of the airport. At least 5 international **freight forwarders** utilize the airport cargo facilities.

There are an estimated 10 **taxi companies** in Pristina. These include: XYZ Cab, Green Cab, Swift Taxi, Fast-Track Cab, and Fortune Taxi.

At least 5 **international trucking companies** haul cargo throughout Kosovo, including We-Haul, Trucks, Inc., and Fortune Trucking. Numerous independent truckers work throughout the region.

Kosovo has essentially two **rail lines**: one North-South that is part of the Belgrade-Skopje connection and one east-west. When it was operating at capacity during the 1980's rail traffic was approximately 3 million tons of freight and about 4 million passengers.² The railroads are operated by UPRR, Inc.

B. Cargo Owners, Shippers and Handlers

Kosovo has numerous small businesses requiring the transport of raw and processed **lumber products**. These include: Trees, Inc., Family Mill, Inc. and Processed Pulp of Kosovo.

Kosovo's small **farmers**, produce growers and **food** processors and packagers require the transport of product to domestic and international markets. These include: Homegrown Vegetables, Inc., Kosovo Wines, Inc., Premium Fruits and Best Cheese and Dairy.

¹ *Fictitious Facts*. www.KOSOVOFACETS.edu. Please note that the statistics presented in this business plan are for demonstration purposes only and have not been obtained from reliable sources unless otherwise indicated.

² *Strategic Environmental Analysis of Kosovo*. The Regional Environmental Center for Central and Eastern Europe.

III. THE COMPETITION

Of Kosovo's 500 lawyers, 20 have been involved in the Transportation Legal Services committee of the KCA and can be considered viable competitors in the field of transportation law. Of those 20, John Doe and his partners, Frank and Leslie, focus solely on ground transport, representing mostly trucking companies. Only 3 lawyers can be identified who have represented international transportation clients. Purportedly those lawyers—who now practice together—tend to bill for costs (for example, per page copy costs) that were not clearly disclosed before engagement and seem inflated.

IV. BUSINESS DEVELOPMENT AND OVERHEAD

A. Years 1-2

The business development strategy consists of the following steps:

- a. "Brand" the business by designing a professional and appropriate presentation of the name and office for use on all business cards, stationary, law firm CV, other printed materials, office signage and, eventually, a website.
- b. Expand the list presented in section "III. Market," obtain specific contact persons, telephone numbers and e-mails through research and enter that information in a database that allows the efficient printing of labels and sending of mass e-mails.
- c. Review the list of existing clients, friends and family and schedule informal meetings with those who may have additional business or contacts with business in the transportation sector or who may be a source of information or expertise related to transportation. Use these meetings as an opportunity to educate existing clients on the legal aspects of transportation and on Ms. Krasniqi's expertise.
- d. Present Ms. Krasniqi's legal and transportation expertise to the target market through a series of educational seminars and publications, which will include: 1) *The Transportation Law Update*: short summaries of one or two key portions of newly promulgated laws of interest to be mailed and e-mailed to the target market list on a bi-monthly basis. The new laws may include the Law on Civil Aviation, Law on Railways in Republic of Kosovo, Law on Food, Law on Agriculture Inspection, Law on Supporting Small and Medium Size Enterprises, various tax laws; 2) followed by a series of in-depth seminars presented by Ms. Krasniqi on these new legal developments to trade associations, business groups and selected owners and
- e. Managers of the target market; and 3) a more general seminar appropriate for all employers on the management of employees and personnel so as to avoid legal problems to be delivered to those segments of the target market that may not be interested in the summaries of new laws that are developed.
- f. Join the following associations: Kosovo Chamber of Commerce, Rotary International, and European Commercial Lawyers Bar Association. Continue to edit the *TLS* newsletter.
- g. Participate in continuing legal education seminars presented by international bar associations in at least the following areas: international alternative dispute resolution, issues in international contracting, European ethics standards for lawyers.

- h. Determine the costs of creating a website.

B. Years 3-4

Business development in the second two years will be a continuation and refinement of the steps outlined above. Additionally, a website will be launched and consideration will be given to expanding the law practice to include other lawyers as partners and/or as associates.

During year one, Ms. Krasniqi believes that she can attract 10 new transportation clients at an average billing of 75EUR/hour for 10 hours each for 7500EUR in transportation income. That income will be supplemented by continuing her present practice of representing clients obtained through ex officio appointments at the court and through the Legal Aid Commission and through her general practice. She believes that she can nearly triple her transportation practice income by year four.

C. Overhead

The estimated monthly costs of practice are as follows:

- Rent:
- Paper and incidentals
- Telephone, fax and internet
- Generator
- Computer
- Professional Fees
- Association Fess
- Continuing Education

**Business Plan Outline – Exercise Two
Business Consulting in a Growing Kosovo
Kosovo Private Enterprise Project – Pristina
May 29-31, 2009**

Executive Summary – A Paragraph

- What will your company do?
- How does your service fill a need?
- What customers will it serve?
- What makes you different from your competition?

Company Name:

- **Marketing Strategy**
- What strategies will be utilized to reach potential customers?

- What communication strategies are available?

- What networks do you have access to or can obtain?*

- Will you advertise? If so, through what media outlets?*

- Can you acquire publicity, free media? How?

- How will your pricing create a competitive advantage?

³ Lawyers are cautioned to consult the relevant professional ethics rules with respect to advertising.

Competition

- Are there companies or individuals who currently provide similar services?

- How will your service be superior or different?

- Are there opportunities for partnerships or alliances?

Risks of the Business

- What are the financial risks?

- What could negatively affect the company's reputation?

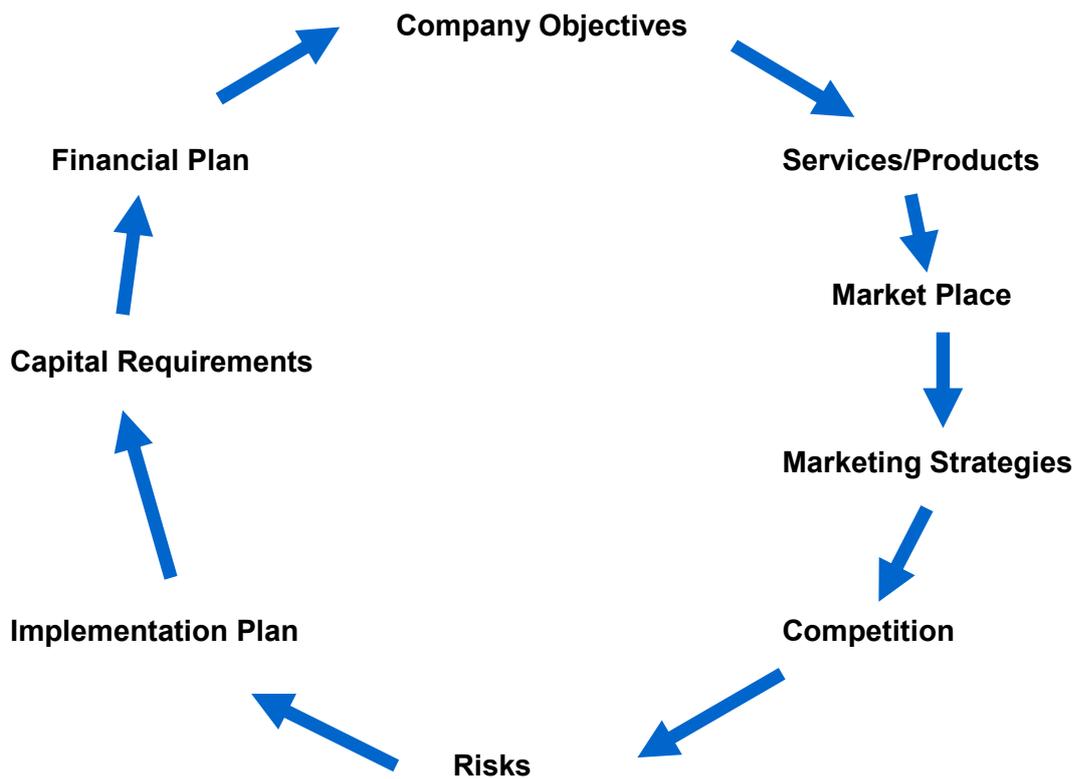
- Are there legal risks? What are these risks?

Any Supporting Exhibits

- Your resume and those of your management team
- Letters of recommendation related to your business
- Legal documents, e.g. licenses, etc.

**Business Re-evaluation Loop
Business Consulting in a Growing Kosovo
Kosovo Private Enterprise Project (KPEP) - Booz Allen
May 29 – 31, 2009**

Successful entrepreneurs continually re-evaluate their business model by routinely considering their business plan: what is working well, what is not working, what are new opportunities and what will work better.



Business Consulting in a Growing Kosovo
USAID-Kosovo Private Enterprise Project (KPEP) – Booz Allen Hamilton
May 29-31, 2009

Developing a Consistent Business Message
By Dawn Schock

The Importance of a Consistent Message

- a. A Tale of Two Consultancies: Compare and discuss the impact on a potential client of the mixed messages of law consultancy A with the more focused, tailored communications of law consultancy B.
- b. Identify and discuss the verbal messages
- c. Identify and discuss the non-verbal messages
- d. Introduce and discuss “setting the stage metaphor.”⁴

How to Develop a Consistent Message

- a. Focus on your target audience
- b. Focus on your expertise, skills
- c. Answer these questions about your consultancy [Exercise #2 handout]

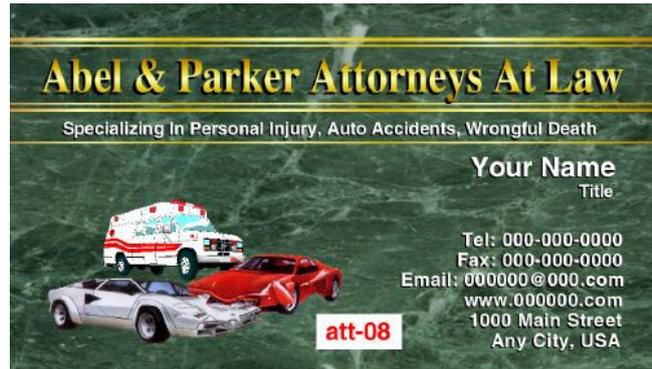
The “Elevator Speech” concept⁵

- a. Introduce and explain the concept
- b. Dawn’s elevator pitch for her fictitious consultancy
- c. Marilyn’s elevator pitch for her fictitious consultancy

ABEL &

⁴ *Setting the Stage for Lawyers: Trends in Strategic Marketing for Law Firms*. Janet Ellen Raasch, *Law Practice Today* (ABA Law Practice Management Section, July 2008), www.abanet.org/lpm/lpt/articles/mkt07081.shtml

⁵ *Practical Law and No Cost Marketing and Rainmaking*. Dan Pinnington, *Law Practice Today* (ABA Law Practice Management Section, May 2006), www.abanet.org/lpm/lpt/articles/mkt05063.shtml#



ABEL & PARKER

Attorneys at Law

P.O. Box 247

Los Angeles, CA 90278

(310) 374-6543

www.businesslaw.com

Why Abel & Parker?

Because we believe that justice is for all, even the "little guy." And we have what it takes to make a stand against big interests — and win. What sets Abel & Parker apart in the practice of law is the value we place on personal relationships. The power of simple human courtesy is astounding.

Adem Gashi, Esq.

Advisor to the Legal Community

Pashko Vasa #8
10000 Prishtina Kosovo
+38 245 172
adem.gashi@gmail.com

Adem Gashi, Esq.

Advisor to the Legal Community

Pashko Vasa #8
10000 Prishtina Kosovo

+39 245 172
adem.gashi@gmail.com

www.ademgashi.com

www.ademgashiesq.com:

A former member of the Kosovo Chamber of Advocates disciplinary committee, Adem Gashi is committed to delivering the highest quality legal services to attorneys and other legal professionals at fair and reasonable fees. He provides his attorney clients with practical, experienced advice and defense in the areas of legal ethics, practice management, KCA disciplinary proceedings defense, attorney-client fee disputes, conflicts of interest and disqualification. Mr. Gashi also draws on over twenty years of successful advocacy to serve as a consultant on civil and criminal appeals. With excellent English language skills, Adem Gashi, Esq. acts as local counsel for and advises foreign lawyers on their obligations under the Kosovo Professional Ethics Code and on local procedures.

**Business Consulting in a Growing Kosovo
USAID-Kosovo Private Enterprise Project (KPEP) – Booz Allen Hamilton
May 29-31, 2009**

Exercise #3: Writing Your Own “Elevator Speech”

Now it's your turn to write an “elevator speech” for your business. Remember, you have only a minute or two to succinctly convey a picture of your business.

DAY 2

- 9:00 - 10:45** Business Development and Marketing Strategies: How to Acquire Your Target Customers
Marilyn – Presentation
Marilyn and Dawn - Exercises
- 10:45 - 12:00** Business Ethics: How to Maintain a Highly Credible Reputation
Marilyn – Presentation and Exercise
- 12:00 - 13:00** Lunch
- 13:00 - 13:45** Time-Management: How to Maximize Your Most Important Resource
Marilyn – Presentation
- 13:45 - 14:30** Time-Management: Creating Your Plan
Dawn and Marilyn – An Exercise
- 14:30 - 14:45** Break
- 14:45 - 15:30** Pricing: How to Develop Fee Structures
Marilyn – Presentation and Exercise
- 15:30 - 16:00** Wrap up; Sign Up for Tomorrow's Individual Consultations

DAY 3

- 9:00-11:00** Optional Individual Consultations About Any Seminar Topic:
Marilyn and Dawn

**Business Development and Marketing Strategies
Business Consulting in a Growing Kosovo
Kosovo Private Enterprise Project (KPEP) – Booz Allen Hamilton
May 29-31, 2009**

Business Development to Capture Customers (AKA Sales):

- Networking
 - Image/branding
 - Your rolodex
 - Kosovo is “small town;” concept of six degrees of separation
- Direct Marketing
 - Mailings with follow-up
 - Email and website communications
- Advertising and Public Relations

Marketing Strategies:

- Alliances and Partnerships

Sales Maxim:

It is easier to retain a current client, possibly sell more services to a current client, than gain a new client.

Attribution: Write a Business Plan in No Time, Frank Fiore; Que; Start Up & Run Your Own Business, Jonathan Reuvid, Kogan Page

**Business Consulting in a Growing Kosovo
USAID-Kosovo Private Enterprise Project (KPEP) – Booz Allen Hamilton
May 29-31, 2009**

Exercise #4: Your Strategies for Developing Your Target Market

Now it's your turn to plan your strategies to develop your target markets. Focus on your "Reality Show" and "Here and Now" lists from yesterday's exercise, devise as many strategies as you can for developing each target.

**Business Ethics
Business Consulting in a Growing Kosovo
Kosovo Private Enterprise Project (KPEP) – Booz Allen
May 29-31, 2009**

Business ethics is the application of ethical values to all aspects of business conduct, including both individuals and the conduct of a business as a whole.

Ethics of Accounting

- Creative accounting – misrepresentation of income and assets
- Bribery, kickbacks and facilitation payments

Ethics of Human Resource Management

Rights and duties between employer and employee

- Discrimination
- Privacy
- Employee – employer agreements

Ethics of Sales and Marketing

- Price fixing, skimming, price discrimination
- Anti-competitive practices
- Unethical marketing practices: bait and switch, shill, planned obsolescence
- Content of advertising
- Confidentiality

Ethics of Intellectual Property

- Patents, copyright and trademark infringement

**Time Management
Business Consulting in a Growing Kosovo
Kosovo Private Enterprise Project (KPEP) – Booz Allen
May 29-31, 2009**

Time management is a myth; there are only 24 hours in a day.

Create time management goals: daily and weekly to support monthly goals

Set business goals that are relevant, actionable and achievable.

Implement a time management plan, utilizing time management tools

Develop a calendar system that works for you:

- Check your calendar at least once a day.
- Keep a “to do” list but with just a few things for each day.
- Identify 2-3 things that must be completed each day and add other things that will be good to complete but not necessary on that specific day.

Prioritize effectively, aggressively

Learn to delegate or outsource

Establish routines and stick to them

Get in the habit of setting time limits for tasks

Organize your systems

Use a filing system that works for you:

- Keep a folder of each project
- Keep a folder with contact information; this might require several folders, organized by key categories (e.g. hotel targets, restaurant targets, travel agency targets, cultural center targets, festivals, etc.)
- Keep a folder of newspaper and magazine articles, and websites and online articles
- Keep a folder of ideas
- Keep a folder of projects that you might want to do in the future

**Business Consulting in a Growing Kosovo
USAID-Kosovo Private Enterprise Project (KPEP) – Booz Allen Hamilton
May 29-31, 2009**

Exercise #5: Planning a Monthly and/or Yearly Calendar

Year: _____ Business: _____

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER

**Pricing for Consulting Companies
Business Consulting in a Growing Kosovo
Kosovo Private Enterprise Project (KPEP) – Booz Allen
May 29-31, 2009**

Factors for Consideration to Develop Pricing Options

- Must understand all costs of doing business, concrete expenses plus your time as a consultant to create a unit of cost (an hourly, daily or project rate)
- Must have realistic insights about sales within short term and long term time-frames
- Must have knowledge of the competition's charges, related to *what the market will bear*
- Must decide about marketing strategy, marketing on quality or price
 - Price-led marketing relates to high volume; must be cheaper than the competition
 - Quality-led marketing, usual for consultants; if services are priced too cheaply, may result in a negative message
- If unsure about pricing, it is easier to lower prices than increase
- If you believe your services are high quality, charge accordingly without hesitation.
- Consider price ceiling and price floor rates, the highest charge the market will bear and charges that just cover your expenses. Profitable businesses usually charge an amount in between the price ceiling and floor.
- Consider promotional services that you can provide for little expense that may attract new customers

**Business Plan Outline
Business Consulting in a Growing Kosovo
Kosovo Private Enterprise Project – Pristina
May 29-31, 2009**

Executive Summary – A Paragraph

- What will your company do?
- How does your service fill a need?
- What customers will it serve?
- What makes you different from your competition?

Company Name

- Will using your name provide credibility or be limiting?
- Can you create a name that will be broad enough for company growth, e.g. expanding services to other markets?
- Will the name have any relevance in the future for your business as an acquisition target?

Company Objectives

- What will the company accomplish Year 1? Project the number of customers, revenue and profit.
- How will you achieve the first year objective?
- When will your company be profitable?
- What will the company accomplish Year 2?
- And Year 5?
- Will your business remain a sole proprietorship or will it be acquired?

Description of Services

- What services will be offered immediately?
- To which industries or market segments?
- What services will be offered in the future?
- Where will services occur?
- What geographical area will be served?

Management Team

- Who will deliver the services?
- What are their credentials, including experience?

Marketplace

- Who will purchase your services?
- Which market segments will be targeted?
- Which companies?
- Who will be targeted; which individuals?
- What is the size of the market?
- How much of the market can your company capture?
- What is the geographical area of your market?
- Will there be additional markets for your services in the future?

Marketing Strategy

- What strategies will be utilized to reach potential customers?
- What communication strategies are available?
- What networks do you have access to or can obtain?
- Will you advertise?* If so, through what media outlets?
- Can you acquire publicity, free media? How?
- How will your pricing create a competitive advantage?

Competition

- Are there companies or individuals who currently provide similar services?
- How will your service be superior or different?
- Are there opportunities for partnerships or alliances?

Risks of the Business

- What are the financial risks?
- What could negatively affect the company's reputation?
- Are there legal risks? What are these risks?

Implementation Plan

- What do you need to accomplish before acquiring a customer? What do you need to do first, second and third?
- What infrastructure must be in place, including systems, space and equipment?
- What collateral pieces need to be developed?
- How will you develop deliverables with timeframes?

Capital Requirements

- What will be the costs of doing business during the first six months?
- What will be the costs of doing business until profitable?
- Financial Plan
- What will be your monthly needs financially, each month for the first year?
- What will be your financial needs for year two and five?
- How will you obtain capital?
- What will be the cost of capital?

Supporting Documents

- Your resume and those of your management team
- Letters of recommendation related to your business
- Legal documents, e.g. licenses, etc.

*Lawyers are cautioned to consult relevant professional ethics rules with respect to advertising.

Attribution: Write a Business Plan in No Time, Frank Fiore; Que; Start Up & Run Your Own Business, Jonathan Reuvid, Kogan Page

Annex 2. EVALUATION FORMS SUMMARY

Evaluation Forms Summary “Business Consulting in A Growing Kosovo” May, 29 – 30, 2009 Pristina, Kosovo					
Part 1. Workshop Content and Structure					
I. Workshop Topics					
Please circle the number that best represents the usefulness of each topic.					
	Poor	Adequate	Good	Very Good	Excellent
<i>Trainers: Marilyn Evans & Dawn Schock</i>	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
I. Workshop Topics <ul style="list-style-type: none"> Please circle the number that best represents the <i>usefulness of each topic</i>? There were eleven (11) participants who attended the training and filled the evaluation forms. Seven (7) participants gave excellent to the usefulness of each topic. Four (4) gave Very Good. Additionally, two (2) participants gave excellent on Time Management, one (1) gave excellent on Elevator Speech, one (1) gave excellent on Business Ethics, and one (1) gave excellent on Examples Illustrated, Practical Issues and New Opportunities.					
II. Instructional Methods					
Please circle the number that best represents the usefulness of the instructional methods.					
	Poor	Adequate	Good	Very Good	Excellent
Presentations by instructors/trainers	1	2	3	4	5
Group discussions	1	2	3	4	5
Questions and answer periods (formal and informal)	1	2	3	4	5
Handouts	1	2	3	4	5

II. Instructional Methods

- Presentations by instructors/trainers?

Seven (7) from the eleven participants gave highest evaluation - Excellent

Four (4) – Very Good

- Group discussions?

Eight (8) gave highest evaluation – Excellent

Three (3) gave – Very Good

- Questions and answer periods (formal and informal)?

Five (5) gave - Excellent

Six (6) gave – Very Good

- Handouts?

Six (6) gave – Excellent

Four (4) gave – Very Good

One (1) didn't answer this question.

Part 2. Program Scope and Content

Please answer the questions below to help us improve our future offerings.

What were your training objectives?

1. To learn about new techniques
2. To learn more about business consulting, exchange experiences
3. Increase understanding on the subject of consultancy
4. Networking & Skills gained
5. Refresh and reorganize my knowledge on Business Consultancy
6. Networking
7. Capacity building in consultancy company
8. To get new ideas in consulting
9. Exchange of experiences among participants
10. exchange of experiences among participants
11. Cannot understand the writing...

Were your objectives fulfilled? If **Yes**, please explain how. If **No**, please explain why not. **Yes** **No**

From all eleven **(11) participants, 10 (ten) answered Yes** to this question. **One (1) participant answered No**. Additional answers given below:

1. Clear explanations, compact structure of presentations.
2. Shared experience
3. Potential new policy, new client approach
4. Cannot understand writing

Did you acquire new skills or knowledge through this training? If **Yes** or **No**, please describe. **Yes** **No**

From all eleven (11) participants, **nine (9) answered yes** to this question. **Two (2) participants answered No**. Additional answers given below:

1. Expand my knowledge about some topics learned online
2. Refresh of some topics learned online
3. Organize the action of recruiting new consultants
4. New Introduction of ... new approach

	Yes	No
<p>Will you be able to use this new knowledge in your current responsibilities? If Yes, please explain how you will use this new knowledge. If No, explain why you will not be able to use knowledge when you return to your responsibilities. From all eleven (11) participants, eight (8) answered yes to this question. Two (2) participants answered No. One (1) gave no answer. Additional answers given below:</p> <ol style="list-style-type: none"> 1. Introduction, observation, preparation... 2. We can implement in our clients... 3. streamline my office operation 4. Be aware of some details such as time management 5. Time management and pricing 6. Exchange of experiences 7. To extend the level and range of consulting services 		
<p>What was the most beneficial part of the training? Please describe.</p> <ol style="list-style-type: none"> 1. Group discussions and explanations from trainers 2. Exchange of experiences and examples given 3. Business plan time management 4. Meeting new consultants and networking 5. First part 6. Practical demonstrations, examples 7. I understand that you have to update your services and improve the knowledge 8. more life examples 9. Networking 		
<p>Can you suggest any improvements for future training? Please explain.</p> <ol style="list-style-type: none"> 1. More life examples 2. More examples and cases from practice 3. More advanced topics 4. To follow again 5. Expand on the subjects and extend the number of days 6. Everything was excellent 		
<p>Additional comments.</p>		
<p>Thank you for your time in completing the evaluation!</p>		

Annex 3. PARTICIPANTS LIST



Kosovo Private Enterprise Program (KPEP)
 Programi për Ndërmarrje Private të Kosovës
 Program za Privatna Preduzeća Kosova

PARTICIPANTS LIST

Topic: Business Consulting in A Growing Kosovo
 Venue: Hotel Prishtina
 Conducted by: Marilyn Evans and Dawn Schneck
 KPEP Component: BEE Mark Walton/Anarit Osmani
 Duration (hours): 7 Hours - each day

Date: 30-May-09

No.	Participant name	Position	Company Name	Location	Phone	E-mail address	Gender (M/F)	Signature
1	Albina Borsha	Business Consultant	MDA Consulting	PR	044 175 264	alberisha@seemda.com	F	<i>Albina Borsha</i>
2	Berit Abdu	Business Consultant	UBO Consulting	PR	038 225 582	berit@ubiconsulting.com	M	<i>Berit Abdu</i>
3	Bahrije Dera	Business Consultant	FPCG	PR	044 148 222	bahrije.dera@fpcg-ks.com	F	<i>Bahrije Dera</i>
4	Viljana Gashi	Business Consultant	FPCG	PR	044 162 702	viljana.gashi@fpcg-ks.com	F	<i>Viljana Gashi</i>
5	Ylber Blegji	Business Consultant	MDA Consulting	PR	044 760 414	ylber@seemda.com	M	<i>Ylber Blegji</i>
6	Veena Golubovic	Business Consultant	Piramida	PR	083 8394243	veena.golubovic@yahoo.com	F	<i>Veena Golubovic</i>
7	Rashid Ajvazi	Business Consultant	Gema Consulting	PR	044 249 508	Rajvaz@gemaco.com	M	<i>Rashid Ajvazi</i>
8	Bashkim Pllana	Business Consultant	SHPUK	PR	044 157 764	pllanabashkim@yahoo.com	M	<i>Bashkim Pllana</i>
9	Kushtrim Shajli	Business Consultant	IQ Consulting	PR	049 113 848	kushtrim.shajli@gmail.com	M	<i>Kushtrim Shajli</i>
10	Ullix Demari	Business Consultant	UBO Consulting	PR	038 225 582	ucumen@ubo-consulting.com	M	<i>Ullix Demari</i>
11	Olta Cibuku	Business Consultant	IQ Consulting	PR	049 242 294	olta.cibuku@gmail.com	F	<i>Olta Cibuku</i>
12	Suban Norahovic	Business Consultant	Piramita	PR	063 412 552	office@piramitaqm.co.yu	M	<i>Suban Norahovic</i>
13	Rajga M. Rugova	Business Consultant	Real Estate Rugova	PR	044 112 993	mugova@yahoo.com	M	<i>Rajga M. Rugova</i>
14	Zladin Gjajnovi	Business Consultant	E & E Consulting	PR	044 111 155	zladin_e@indmail.com	M	<i>Zladin Gjajnovi</i>



Kosovo Private Enterprise Program (KPEP)
 Program për Ndihmëmat Private të Kosovës
 Program za Privatne Preduzetstva Kosova

PARTICIPANTS LIST

Topic: Business Consulting in A Growing Kosovo
Venue: Hotel Prishtina
Conducted by: Marilyn Evans and Dawn Schock
KPEP Component: BEE Mark Walten-Arslan Osmant
Duration (hours): 7 Hours - each day

Date: 29-May-09

No.	Participant name	Position	Company Name	Location	Phone	E-mail address	Gender (M/F)	Signature
1	Albina Berisha	Business Consultant	MCA Consulting	PR	044 175 284	alberisha@seamca.com	F	<i>Albina Berisha</i>
2	Berati Abdul	Business Consultant	UBO Consulting	PR	048 225 592	berati.ug@ubocconsulting.com	M	<i>Berati Abdul</i>
3	Bahrije Dibra	Business Consultant	FPCC	PR	044 148 232	bahrije.dibra@fpcc-ks.com	F	<i>Bahrije Dibra</i>
4	Milana Gashi	Business Consultant	FPCC	PR	044 162 782	milana.gashi@fpcc-ks.com	F	<i>Milana Gashi</i>
5	Vlber Begri	Business Consultant	MCA Consulting	PR	044 700 414	vbegri@seamca.com	M	<i>Vlber Begri</i>
6	Vesna Golubovic	Business Consultant	Pyramida/DA	PR	063 6394243	vgolubov123@yahoo.com	F	<i>Vesna Golubovic</i>
7	Reshat Ajreza	Business Consultant	Grinia Consulting	PR	044 249 506	R.ahreza@yahoo.com	M	<i>Reshat Ajreza</i>
8	Bashkim Plana	Business Consultant	SHIPUK	PR	044 167 764	plana.bashkim@yahoo.com	M	<i>Bashkim Plana</i>
9	Kushtrim Shupi	Business Consultant	KQ Consulting	PR	048 113 848	kushtrim.shupi@gmail.com	M	<i>Kushtrim Shupi</i>
10	Vilko Gernani	Business Consultant	UBO Consulting	PR	038 225 592	vgermani@ubocconsulting.com	M	<i>Vilko Gernani</i>
11	Olta Ciboku	Business Consultant	IQ Consulting	PR	049 242 294	olaciboku@gmail.com	F	<i>Olta Ciboku</i>
12	Boban Novakovic	Business Consultant	Pyramida	PR	063 412 582	office@pyramida.com.kg	M	<i>Boban Novakovic</i>
13	Rajko M. Rugova	Business Consultant	Real Estate Rugova	PR	044 112 993	mr.rugova@yahoo.com	M	<i>Rajko M. Rugova</i>
14	Aladin Gajnova	Business Consultant	E & E Consulting	PR	044 111 166	zljadin_g@holmail.com	M	<i>Aladin Gajnova</i>