



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

# USAID KOSOVO PRIVATE ENTERPRISE PROGRAM

## Business Consulting in A Growing Kosovo Workshop Materials

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Implemented by  
Booz Allen Hamilton

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### **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

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Kosovo Private Enterprise Program project Business Consulting in Growing Kosovo, June 5-6, 2009  
Contract No. EEM-I-00-07-00007-00, TO #2

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# CONTENTS

BACKGROUND .....	5
EXECUTIVE SUMMARY .....	5
PURPOSE OF ASSIGNMENT .....	5
TASK FINDINGS .....	6
CONCLUSIONS AND RECOMMENDATIONS.....	6
ANNEXES.....	7
ANNEX 1. WORKSHOP MATERIALS .....	8
ANNEX 2. EVALUATION FORMS SUMMARY .....	45
ANNEX 3. PARTICIPANTS LIST .....	49

## 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

<b>9:00 - 9:30</b>	Introductions: Who We Are All Participants
<b>9:30 - 10:30</b>	Fictitious Kosovo Small Consultancy Business Plans: What Your Law Practice Might Be Dawn and Marilyn – Presentations
<b>10:30 - 10:45</b>	Break
<b>10:45 - 11:30</b>	A Kosovo Real Law Practice Business Plan: Yours! Creation of Your Business Plan Marilyn – Exercise #1: Business Plan
<b>11:30 - 12:30</b>	Consistent Business Message Dawn-Presentation Dawn and Marilyn Give Their Elevator Speeches
<b>12:30 - 13:30</b>	Lunch
<b>13:30 - 14:30</b>	Creating and Delivering Your Own Elevator Speech: Concisely Describing Your Law Practice Dawn and Marilyn – Exercise #2: Elevator Speech
<b>14:30 - 14:45</b>	Break
<b>14:45 - 15:55</b>	Good Ethics = Good Business Dawn-Presentation Dawn and Marilyn Exercise #3
<b>15:55 - 16:00</b>	Wrap up and Home Assignment Discussion

# **The Law Office of Kay Krasniqi**

Meeting the Legal Needs of Kosovo's Growing  
Transportation Sector

## **FICTITIOUS BUSINESS PLAN: 2009-2013**

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10000 Prishtina Kosovo  
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## **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.<sup>1</sup>

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.<sup>2</sup> 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.

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<sup>1</sup> *Fictitious Facts*. [www.KOSOVOFACTS.edu](http://www.KOSOVOFACTS.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.

<sup>2</sup> *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

**Fictitious Kosovo Consulting Business: Anita Berisha and Associates  
Business Consulting in a Growing Kosovo  
Kosovo Private Enterprise Project – Pristina  
June 5-6, 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 risk*

## 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

**Business Plan Outline – Exercise #1  
Business Consulting in a Growing Kosovo  
Kosovo Private Enterprise Project – Pristina  
June 5-6, 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:**

**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?

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<sup>3</sup> Lawyers are cautioned to consult the relevant professional ethics rules with respect to advertising.

### **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?

**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 Hamilton**  
**June 5-6, 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**  
**June 5-6, 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.”<sup>4</sup>

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]

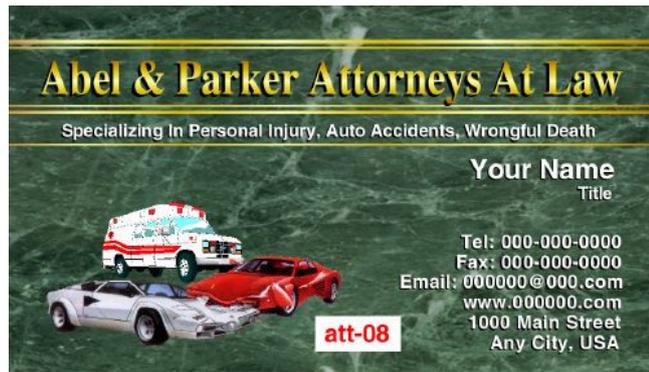
The “Elevator Speech” concept<sup>5</sup>

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

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<sup>4</sup> 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](http://www.abanet.org/lpm/lpt/articles/mkt07081.shtml)

<sup>5</sup> 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#](http://www.abanet.org/lpm/lpt/articles/mkt05063.shtml#)



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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  
June 5-6, 2009**

**Exercise #2: 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.*

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Developing Your Small Law Practice  
USAID - Kosovo Private Enterprise Project – Booz Allen Hamilton  
Presented by Dawn Schock and Marilyn Evans  
June 5-6, 2009**

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**Good Ethics = Good Business**

By Dawn Schock

**Two Unique Business Opportunities in Kosovo: New Laws and a Developing Bar Association**

**Ethics Component: Legal Competence**

KCA Code of Professional Ethics, Article 3  
Law on the Bar  
ABA Model Rule 1.1

**Ethics Component: Bar Activities**

Ethics Code Art. 3  
Ethics Code Art. 36

**Biggest Business Loser: Poor Communications with Client**

**Ethics Component:** Kosovo Ethics Code Art. 30

**Ethics Component:** ABA Model Rule 1.4

**Written Communications:**

Develop system of regular reporting  
When begin the relationship  
When require client's decision, consent, and waiver  
When developments occur in the case or project  
When client asks for information  
When you must decline client requests

**Telephone and e-mails**

Telephone  
Accessibility Policy  
24-hour rule  
Keep notes of telephonic communications; follow up in writing  
where necessary  
E-mail  
Response policy  
Label and file e-mails  
Confidentiality

**Lawyer Websites vs. Advertising**

**Ethics Code**

Article 13  
Article 96  
Article 99

**Website**

Foreign clients, probably a necessity  
Disclaimers  
attorney/client relationship  
legal advice  
confidentiality

Working with Foreign Lawyers

**a. Ethics Code Article 72**

**Resources:**

- -Stephanie Francis Ward, *Top 10 Ethics Traps*, ABA Law Journal, Nov. 2007  
[[www.abajournal.com/magazine/top\\_10\\_ethics\\_traps/](http://www.abajournal.com/magazine/top_10_ethics_traps/)]
- -Betty Adams, *Client Communication and Contact*, GP SOLO, Feb. 2008,  
[[www.abanet.org/genpractice/magazine/2008/jan-feb/clientcommunication.html](http://www.abanet.org/genpractice/magazine/2008/jan-feb/clientcommunication.html)]
- -ABA Standing Committee on Professional Discipline, *Ethics Checklist for Solo and Small Firm Practice* [[www.abanet.org/cpr/regulation/scpd/checklist.pdf](http://www.abanet.org/cpr/regulation/scpd/checklist.pdf)]
- -KCA Code of Professional Ethics
- -ABA Model Rules of Professional Conduct [[www.abanet.org/cpr/mrpc](http://www.abanet.org/cpr/mrpc)]  
-[www.abanet.org/cpr/solo.html](http://www.abanet.org/cpr/solo.html)

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 Developing Your Small Law Practice  
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**Exercise #3: Lawyer Advertising**

*The Kosovo Ethics Code Article 96 (b) and (c) allow a lawyer to disseminate and have on her website the following information: “Advocate’s name; Contact information; Educational background; Membership in any professional organization; Any other information allowed by the Chamber.” But that same section prohibits an advocate from making “public appearances, announcements in press, internet and similar by overstressing advocate’s values, which can be understood as an impose to the opinion . . . or to write down previous professions, with the purpose of taking clients . . . .” Additionally, Article 13 prohibits lawyer advertising.*

*You have seen a number of examples this weekend of what may or may not constitute unlawful advertising under the Kosovo Ethics Code. In your small groups, discuss the propriety of each of the following and the bases for your conclusions:*

1. p. \_\_\_\_: *Business cards and webpage description for Abel & Parker*

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2. p. \_\_\_\_: *Business cards, letterhead and webpage description for Adem Gashi*

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3. pp. \_\_\_\_: *Business Description portion of Kay Krasniqi Business Plan*

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4. PP Slide: *Sample elevator pitch of Kay Krasniqi*

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**DAY 2**

<b>9:00 - 9:30</b>	Defining Your Market Segments: Who Are Your Targets? Dawn and Marilyn – Exercise #4: Target Market
<b>9:30 - 10:45</b>	Business Development and Marketing Strategies: How to Acquire Your Target Customers Marilyn- Presentation Marilyn and Dawn – Exercise #5: Strategies
<b>10:45 - 11:00</b>	Break
<b>11:00 - 11:30</b>	Time and Document Management: How to Maximize Your Most Important Resource and Meet Your Obligations to Your Clients Dawn–Presentation
<b>11:30 - 12:30</b>	Lunch
<b>12:30 - 14:00</b>	Essential Contracting Skills for the Commercial Lawyer Mark Walter (KPEP) - Presentation
<b>14:00 - 14:15</b>	Contract Terms: Sources and Examples Dawn Schock-Presentation
<b>14:15 - 14:30</b>	Break
<b>14:30 - 15:45</b>	Negotiation Skills Discussion and Exercise-Mark and Dawn
<b>15:45 - 16:00</b>	Wrap up

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USAID-Kosovo Private Enterprise Program (KPEP) – Booz Allen Hamilton  
June 6-7, 2009  
Exercise #4: 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.

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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.

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

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## **Business Development and Marketing Strategies**

### **Business Consulting in a Growing Kosovo Kosovo Private Enterprise Program (KPEP) – Booz Allen Hamilton June 5- 6, 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

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USAID-Kosovo Private Enterprise Program (KPEP) – Booz Allen Hamilton  
June 5-6, 2009**

**Exercise #5: 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 this morning's exercise, devise as many strategies as you can for developing each target.*

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Developing Your Small Law Practice  
USAID - Kosovo Private Enterprise Project – Booz Allen Hamilton  
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June 5-6, 2009**

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**Time and Document Management: How to Maximize Your Most Important Resource  
and Meet Your Obligations to Your Clients**

By Dawn Schock

**Ethical Considerations**

Kosovo Code of Professional Ethics

1. Article 87: "It is the advocate's duty to handle cases on time and properly, to archive notes, to keep regular evidence of the trial schedule. . ."
2. Key to compliance is organization and regular procedures

**Document Management**

- a. Develop Document In-take and Distribution Procedure
  - Appointed in-take person/place/time
  - Date stamp or hand-written
  - Calendar all deadlines, appointments
  - Appointed distribution procedure
- b. Develop a Filing System<sup>6</sup>
  - i. Alphabetical Miscellaneous File for Consultations
  - ii. Year/Matter Numbers for Open Files
  - iii. Cross-referenced Client Index Cards
  - iv. Closed File Designation and Procedure

Each file organized the same

- Correspondence
- Working
- Miscellaneous
- File number on all parts

Allow no deviations

- Designated person/time for filing

Telephone note pads

- File important messages

Manage Computer Files

- Label each by case or matter number
- Keep form files for documents frequently used
- Track changes to electronic documents
- In group, designate one person to collect all changes, drafts

**Time Management**

- a. Calendaring System
  - Choose an effective electronic or hardcopy calendaring system AND USE IT
    - Benefits of electronic
      - Can set reminders
      - Can share appointments with others in office
    - Benefits of hardcopy

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<sup>6</sup> *How to Start and Build a Law Practice* (5<sup>th</sup> Ed. 2004 ABA Law Practice Management Section) pp. 458-462.  
[[www.abanet.org/abastore/index.cfm?section=main&fm=Product.AddToCart&pid=5110508](http://www.abanet.org/abastore/index.cfm?section=main&fm=Product.AddToCart&pid=5110508)]

More easily accessible in courtroom, meetings unless have wireless

Coordinate with document in-take

b. Another common cause of ethical breaches: missed deadlines

**RESOURCES:**

- ABA Law Practice Management Section [www.abanet.org/lpm/](http://www.abanet.org/lpm/)

**Developing Your Small Law Practice**  
**USAID - Kosovo Private Enterprise Project – Booz Allen Hamilton**  
**June 5 - 6, 2009**

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**“Quid Pro Quo”: Contracting in a Globalizing World**

By Mark Walter

**I. Quid Pro Quo**

The lawyer’s role  
Sources of increased risk  
Sources of protection from risk

**II. The Export-Import Transaction: The Foundation of International Trade**

**a) The export-import contract**

- i. Lex mercatoria
- ii. International organizations and international private law

**b) The documentary sales transaction**

- i. The basic structure (attached)
- ii. Major issues in a documentary transaction
  - 1. Time for payment of price by buyer
  - 2. The importance of the document of title
  - 3. The consequences of non-performance/excuse for non-performance
  - 4. Damages for breach

**III. Planning for the Resolution of Disputes**

**a) Choice of forum and choice of law**

- i. The law of forum selection
- ii. The law on choice of law

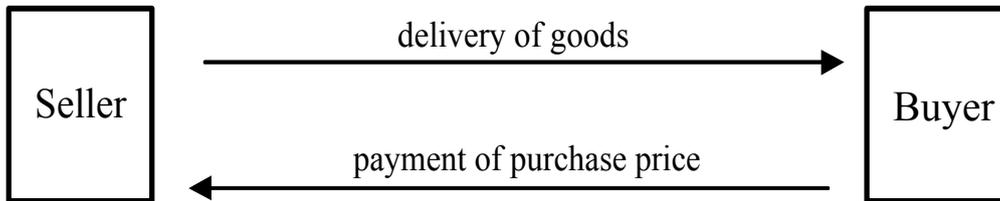
**b) Arbitration or litigation?**

- i. Advantages to arbitration
- ii. Advantages to litigation
- iii. Alternative dispute resolution methods

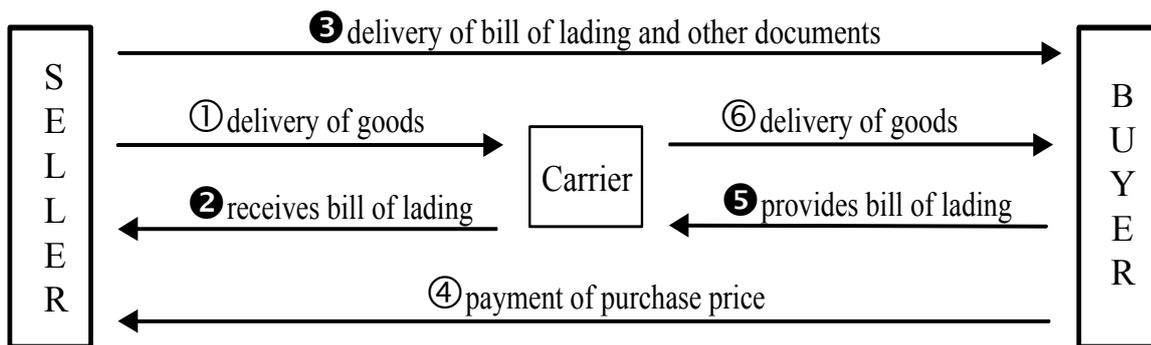
**RESOURCES:** International Chamber of Commerce [www.iccwbo.org](http://www.iccwbo.org)

**The basic structure of a sales transaction**

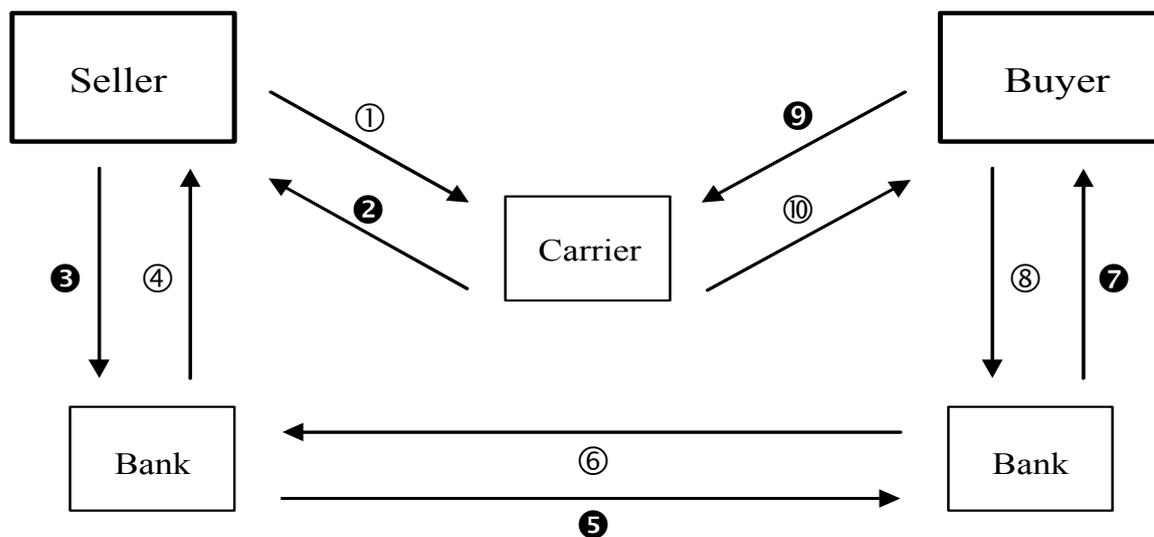
Purely domestic transaction (local):



Transnational transaction:



## The normal steps in a documentary transaction:



- 1) Delivery of the goods to the carrier by the seller.
- 2) Delivery of the bill of lading to the seller by the carrier.
- 3) Delivery of documents by the seller to the advising or confirming bank. These documents usually will include a draft for the payment of the purchase price, the commercial invoice prepared by the seller, the bill of lading prepared by the freight company, and the policy or certificate of insurance. The bank may also require (often on behalf of the buyer) a third party certificate indicating the quality of the goods.
- 4) Upon receipt of the documents, and review of those documents in order to determine their conformity with the letter of credit terms, the bank will credit the seller's account in accordance with the draft presented by the seller. If the draft is a time draft, rather than a sight draft, the bank will note acceptance of the draft, which results in that draft being a negotiable instrument carrying the obligation of the bank for payment at whatever time in the future is indicated on the face of the draft.
- 5) The advising or confirming bank will forward the documents to the issuing bank.
- 6) The issuing bank will credit the confirming bank's account.
- 7) The issuing bank will transfer the documents to the buyer.
- 8) The issuing bank will debit the buyer's account (or otherwise receive payment from the buyer) in exchange for the documents.
- 9) The buyer will take the documents (most particularly the bill of lading) to the carrier upon its arrival in the buyer's port.
- 10) In exchange for the bill of lading, the carrier will release the goods to the buyer. This completes the transaction.

# INCOTERMS 2000

EXW	FCA	FAS	FOB	CFR	CIF	CPT	CIP	DAF	DES	DEQ	DDU	DDP
<b>E</b> EX WORKS FRANCO FABBRICA	<b>F</b> FREE CARRIER FRANCO NEZIONE	<b>F</b> FREE ALONGSIDE SHIP FRANCO LINGHO BORDO	<b>F</b> FREE ON BOARD FRANCO A BORDO	<b>C</b> COST AND FREIGHT COSTO E NOLLO	<b>C</b> COST INSURANCE AND FREIGHT COSTO, ASSICURAZIONE E NOLLO	<b>C</b> CARRIAGE PAID TO ... TRASPORTO PAGATO FINO A ...	<b>C</b> CARRIAGE AND INSURANCE PAID TO ... TRASPORTO E ASSICURAZIONE PAGATE FINO A ...	<b>D</b> DELIVERED AT FRONTIER RESO FRONTIERA	<b>D</b> DELIVERED EX SHIP RESO EX SHIP	<b>D</b> DELIVERED EX QUAY RESO BANCHINA	<b>D</b> DELIVERED DUTY UNPAID RESO NON RICOGLIANDO	<b>D</b> DELIVERED DUTY PAID RESO RICOGLIANDO
AGREED PLACE LUOGO CONVENUTO	AGREED PLACE LUOGO CONVENUTO	EMBARKER'S PORT PORTO D'IMBARCO	EMBARKER'S PORT PORTO D'IMBARCO	DESTINATION'S PORT PORTO DI DESTINO	DESTINATION'S PORT PORTO DI DESTINO	DESTINATION'S PLACE LUOGO DI DESTINO	DESTINATION'S PLACE LUOGO DI DESTINO	AGREED PLACE LUOGO CONVENUTO	DESTINATION'S PORT PORTO DI DESTINO	DESTINATION'S PORT PORTO DI DESTINO	DESTINATION'S PLACE LUOGO DI DESTINO	DESTINATION'S PLACE LUOGO DI DESTINO
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**SELLER - VENDITORE**  
EXPENSES AND RISKS  
SPESA E RISCHI

**BUYER - COMPRATORE**  
EXPENSES AND RISKS  
SPESA E RISCHI

**BASIC GROUPS** - Seller's Obligations  
CATEGORIE FONDAMENTALI: Obblighi Venditore

- E** EX WORKS - FRANCO FABBRICA
- F** FREE - FRANCO
- C** CARRIAGE - TRASPORTO
- D** DELIVERED - CONSEGNATO

**D** EXPORT CLEARANCE - DOCUMENTAZIONE  
IMPORT CLEARANCE - DOCUMENTAZIONE  
DOCUMENTAZIONE DI SPORTELLONE



**BGL**  
BARRETT  
GLOBAL LOGISTICS

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Developing Your Small Law Practice  
USAID - Kosovo Private Enterprise Project – Booz Allen Hamilton  
June 5-7, 2009**

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***Common Contract Clauses: Sources and Examples***

By Dawn Schock

- **International Chamber of Commerce** [www.iccwbo.org](http://www.iccwbo.org) free arbitration rules and clauses; for purchase/membership model contracts
  - ICC Standard Arbitration Clause:

”All disputes arising out of or in connection with the present contract shall be finally settled under the Rules of Arbitration of the International Chamber of Commerce by one or more arbitrators appointed in accordance with the said Rules.” [www.iccwbo.org/court/arbitration/id4424/index.html](http://www.iccwbo.org/court/arbitration/id4424/index.html)
  - ICC ADR Clause:

Optional: “The parties may at any time, without prejudice to any other proceedings, seek to settle any dispute arising out of or in connection with the present contract in accordance with the ICC ADR Rules.”  
<http://www.iccwbo.org/policy/law/id272/index.html>
- **FindLawforms** [contracts.corporate.findlaw.com/](http://contracts.corporate.findlaw.com/) : free source for actual contracts searchable by company, business type.
  - Choice of Law and ADR Clauses:

“SECTION 19.9. APPLICABLE LAW. This Agreement shall be governed by federal law of contracts, to the extent applicable, and otherwise by the laws of the State of New York.

“SECTION 19.10. DISPUTES.

(a) Any dispute or any difference of opinion between the parties hereto relating to conformity of the construction of the Vessel or material used to the Classification Society requirements or relating to any other technical matters shall be referred to the Classification Society for settlement by and between the parties and the Classification Society. In the event that the settlement cannot be reached by the three parties above-mentioned, then such matter shall be referred to arbitration as hereinafter provided.

(b) Except for cases that are settled under paragraph (a), any dispute arising under or by virtue of this Agreement or any difference of opinion between the parties hereto concerning their rights and obligations under this Agreement, shall be referred to arbitration in New York City, unless otherwise agreed by the parties. The arbitration shall be conducted in accordance with the commercial arbitration rules of the American Arbitration Association and the parties shall be able to conduct reasonable discovery.

(c) Either party may demand arbitration of any such dispute or difference of opinion by giving notice in writing to the other party. Any demand for arbitration by either of the parties hereto shall state specifically the question or questions as to which such party is demanding

arbitration. A single arbitrator chosen by the parties shall hear the matter. In the event that Seller and Purchaser cannot agree on a single arbitrator within fourteen (14) days of the parties agreeing to arbitration, then the arbitration shall be by a board of three persons, consisting of one arbitrator appointed by each party, and one arbitrator chosen by the other two arbitrators.”

contracts.corporate.findlaw.com/agreements/alex/kvaerner.vessel.2002.05.2html

- **HG.org** [www.hg.org/forms.html](http://www.hg.org/forms.html): A directory of sources for legal forms
- **SME ToolKit** [www.smetoolkit.org](http://www.smetoolkit.org): Very basic franchise, partnership form contracts and explanations.

**Business Consulting in a Growing Kosovo  
Developing Your Small Law Practice  
USAID - Kosovo Private Enterprise Project – Booz Allen Hamilton  
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**Negotiating Fundamentals**

By Dawn Schock

- A. Sociological studies prove that any negotiation for money will usually go through three steps.
- B. “Anchoring” the negotiation: very often the last number offered is determined by the first number offered.
- C. Don’t make outlandish offers and demands.
- D. Look for incentives other than money: point of delivery, immediate payment rather than installments, installments + small interest in exchange for more time; product exchanges; goods for services.
- E. Money always has a time value.
- F. Avoid establishing a hostile relationship; look for the “win-win”

**Resources:**

Foonberg, *How to Start and Build a Law Practice*, 5<sup>th</sup> Ed. (2004 ABA Law Practice Management Section) pp. 411-413. [Available at [www.abanet.org/abastore/index.cfm?section=main&fm=Product.AddToCart&pid=5110508](http://www.abanet.org/abastore/index.cfm?section=main&fm=Product.AddToCart&pid=5110508)]

## Annex 2. EVALUATION FORMS SUMMARY

<p style="text-align: center;"><b>Evaluation Forms Summary</b>  <b>“Business Consulting in A Growing Kosovo”</b>  <b>Lawyers (Advocates)</b>  <b>June, 5 – 6, 2009</b>  Pristina, Kosovo</p>					
<b>Part 1. Workshop Content and Structure</b>					
<b>Workshop Topics</b>					
Please circle the number that best represents the usefulness of each topic.					
<i>Trainers: Marilyn Evans &amp; Dawn Schock</i>	<b>Poor</b>	<b>Adequate</b>	<b>Good</b>	<b>Very Good</b>	<b>Excellent</b>
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
<p>There were <b>nine (9) participants</b> who attended the training and filled the evaluation forms.  <b>All (9) participants</b> gave excellent to the usefulness of each topic.</p>					
<b>II. Instructional Methods</b>					
Please circle the number that best represents the usefulness of the instructional methods.					
	<b>Poor</b>	<b>Adequate</b>	<b>Good</b>	<b>Very Good</b>	<b>Excellent</b>
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?

All nine (9) participants gave highest evaluation - Excellent

- Group discussions?

Eight (8) gave highest evaluation – Excellent

One (1) gave – Very Good

- Questions and answer periods (formal and informal)?

Eight (8) gave - Excellent

One (1) gave – Very Good

- Handouts?

Six (6) gave – Excellent

Two (2) gave – Very Good

**Part 2. Program Scope and Content**

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

What were your training objectives?

1. Learning more
2. Listen and observe the U.S. and other international experiences and work methods in establishing law firms
3. Understanding the Fundamentals of commercial law, how to prepare a business plan, group discussion
4. Developing Law Office, Skills, especially concerning commercial law
5. My objective was to learn as much as possible about commercial law
6. To learn much more about commercial law
7. Understand planning process in developing the Law Firm, advertising importance vs. ethical limitations of the profession
8. To learn more about ABA lawyers, experience on commercial law.
9. Absolutely!

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

All nine **(9) participants**, answered **Yes** to this question. Additional answers given below:

1. They have opened my eyes
2. To learn more about ABA's lawyers' experience in commercial law
3. Through exchange of experiences during the discussions
4. Information on the internet, negotiations
5. The information on the strategy of finding the clients have been sufficient
6. I have acquired new skills
7. My objectives were fulfilled because trainers like this are very rare, or not at all, and this was new to us
8. Fulfilled entirely as the interactive and practical presentations explained in details each and every step in establishing organizing, managing business
9. Yes, I learn at the first to think a way of starting a business

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

All nine **(9) participants** answered **yes** to this question. Additional answers given below:

1. Communication, written documents, organizing the business
2. Skills regarding the business plan and knowledge regarding the commercial contracts briefly
3. Finding foreign law
4. Skills for new area (commerce)
5. Knowledge yes. Skills to be developed in the process of implementation of information learned
6. I appreciated learning about business planning, office organizing
7. Yes organization of law firm, arbitration, commercial

	Yes	No
<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. <b>All nine (9) participants, answered yes</b> to this question. Additional answers given below:</p> <ol style="list-style-type: none"> <li>1. In better organizing activities of my law firm and change my tenure, clients and negotiation</li> <li>2. Keeping in touch with my clients, organizing business etc.</li> <li>3. Being in a management team of my Law firm, I will be in a position to forward and argument necessity to new approaches in creating a well established Law Firm</li> <li>4. Some of it...</li> <li>5. The maxim we were taught "Plan your work and work your plan" will always work. The business plan we were taught is going to be used to our current responsibilities</li> <li>6. In communication with clients, networking and acquiring new clients, prioritize and develop strategies for extending business.</li> <li>7. Because it is good to share knowledge</li> </ol>		
<p>What was the most beneficial part of the training? <b>Please describe.</b></p> <ol style="list-style-type: none"> <li>1. Combination of presentation with PowerPoint and accompanying materials which provide very intensive information</li> <li>2. The business description, Contract Clause, Arbitration</li> <li>3. Contracting skills</li> <li>4. The business plan part</li> <li>5. Much worse I am more sure in this area</li> <li>6. Understanding planning process our importance of strategic thinking, stihic / ad hoc actions</li> <li>7. Business organization, arbitration etc.</li> <li>8. business plan and arbitration</li> </ol>		
<p>Can you suggest any improvements for future training? <b>Please explain.</b></p> <ol style="list-style-type: none"> <li>1. Deepen knowledge we have gained in the seminar</li> <li>2. Suggest introduction training on substantive commercial matters</li> <li>3. Training for arbitration (legislation and institution form for Kosovo possibility)</li> <li>4. More trainings of this nature will improve our proficiency</li> <li>5. Legal writing could be added for any coming presentation</li> <li>6. Continuation</li> </ol>		
<p>Additional comments.</p> <ol style="list-style-type: none"> <li>1. No comment! Dawn, Marilyn and Mark were excellent.</li> <li>2. Thanks for wonderful presentations</li> <li>3. It has been a very productive training</li> <li>4. Looking forward to further opportunities of cooperation, Thank you</li> <li>5. Hope to see you again</li> </ol>		
<p><b>Thank you for your time in completing the evaluation!</b></p>		

Annex 3. PARTICIPANTS LIST



Kosovo Private Enterprise Program (KPEP)  
 Programi për Ndërmarrjet 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 Schock  
**KPEP Component:** BEE Mark Walter/Arianti Demani  
**Duration (hours):** 7 Hours - each day

No.	Participant name	Position	Company Name	Location	Phone	E-mail address	Gender (M/F)	Signature
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5	Ferki Xhalili	Lawyer	KCA	PR	049 258 053		M	<i>[Signature]</i>
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PARTICIPANTS LIST

Kosovo Private Enterprise Program (KPEP)  
 Programi për Ndërmarrjet Private të Kosovës  
 Program of Private Enterprises Kosovo

Date: 6-Jun-08  
 Topic: Business Consulting in A Growing Kosovo  
 Venue: Hotel Prishtina  
 Conducted by: Marilyn Evans and Dawn Schack  
 KPEP Component: BEE Mark Water/Prishtine Osmani  
 Duration (hours): 7 Hours - each day

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	<i>[Handwritten: M. Krasniqi]</i>	<i>[Handwritten: Lawyer]</i>						