**BDSPs Capacity building and Business Support Tool Kits (Operational manual)**

The following write up is an indication of capacity building programs anticipated for BDSP training. The expectation is to end up with user friendly training manuals / training tool kits that will be used by the BDSPs in carrying out their business support activities.

1. **Consulting Approach:** consulting process including the various models and tools which are used is considered one of the key approaches needed by BDSPs also known as Business Consultants. They are also considered to be absent, or minimum among the BDSPs. A simple outline like the one shown below could go a long way to address this deficit. While definitions of concepts is necessary, the tool kit could outline the approach as simple as shown below.
   1. **Consulting process:** 
      1. Entry
         1. First contact (Preparations needed, building rapport)
         2. Preliminary problem diagnosis
         3. Engagement letter and acceptance, consulting contract etc
         4. Opening client file (documents needed etc)…
      2. Diagnosis
         1. Purpose and problem analysis
         2. Fact analysis and synthesis
         3. Report writing and its validation with client
      3. Action planning
         1. Draw and agree action plan with client
         2. Developing solutions with client
         3. Evaluating alternatives and acceptance by client
         4. Project planning for implementation
      4. Implementation (working together or assisting the client. Bringing in element of coaching)
      5. Termination
         1. Evaluation
         2. Report writing
         3. Settling commitments (payments etc)
         4. Plans for follow-up
         5. Commissioning and closing file.
   2. **Methodology**: participatory, coaching, telling etc)
2. **Business diagnosis models and tools:**

There are numerous models/tools used to diagnose businesses and the environments in which they operate. Only a few are listed below starting with the most frequently used.

It is proposed that in the manual the following, and more, are included:

1. List the model
2. Situations where the model is appropriate
3. How it is used. Give some worked examples
4. Forms/templates which could be used when applying the model
   1. List of some commonly used business and management models:

* SWOT Analysis
* Situation analysis
  + PESTEL,
  + Value chain analysis
  + Ansoff Matrix
  + Competitive analysis: Porter’s 5 Forces, Competitor analysis
  + Stakeholder analysis
  + Root cause analysis etc
  1. Financial performance diagnosis models and tools

It is hoped that once the BDSPs have been introduced to some of the key scientific business diagnosis models and the benefits of employing them, they will be able to discover others by themselves.

* 1. Consulting and ethics, etc

1. **Coaching Approach:** The same outline as shown above applies

* Definitions of concepts,
* Coaching models
* Preparing for a coaching session
* Conducting coaching sessions
* Tips on coaching, (questioning tips etc)

1. **Essentials of project management and key models and tools**
   1. Projects and business plans appraisals

**Note:** for BDSPs capacity building, the following skills are identified as essential:

Consulting, Business Coaching, Project Management and Appraisal. These are in addition to the business, functional and financial management skills which are basic requirements for anybody to be able to provide any business support.

There is one local Consultant, Mr Robert Likhang who is former CEO-BEDCO, Principal Coach for Vodacom Innovation Hub, and renowned Business and Management Consultant. His engagement could assist in facilitation of training and packaging tools in Consulting and Coaching Skills.