



Be Your Own Boss

Trainer Handbook

This handbook contains the trainer and learner notes for the modules contained in the business start-up training course.

BYOB ETHOS AND BACKGROUND

Be Your Own Boss is a business start-up course aimed at giving good basic knowledge on the requirements of starting a small business to delegates who are about to start or have just started a small enterprise. It is not specific to any sector or industry or business type, but gives a general foundation of knowledge about starting a business.

Be Your Own Boss is an EU funded project researched and developed under the Leonardo da Vinci programme. To quote the body responsible, "The Leonardo da Vinci programme focuses on the teaching and training needs of those involved in vocational education and training.

It aims to establish and bolster the competitiveness of the European labour market by helping European citizens to acquire new skills, knowledge and qualifications and have them recognised across borders.

It also supports innovations and improvements in vocational education and training systems and practices. One main objective is to increase the quality and attractiveness of vocational education and training in Europe.

Leonardo da Vinci is open to the entire spectrum of subjects covered by vocational education and training. It supports the transfer of knowledge, innovation and expertise between all key actors in this domain.

Leonardo da Vinci funds a wide-range of actions, notably transnational mobility, European projects focusing on the development or the transfer of innovation and networks. It addresses trainees in initial vocational training, people available on the labour market and professionals in vocational education and training, as well as any organisation active in this field."

Source: Europa Education Programmes

http://ec.europa.eu/education/programmes/llp/leonardo/index_en.html

Seven trans-national partners have been involved in the research and development of the BYOB Business Start-Up course.

The partners are:

- Stoke on Trent City Council, United Kingdom
- Business Initiative Stoke, United Kingdom
- Udviklingscenter Haderslev, South Denmark
- Euroface Consulting, Czech Republic
- Academy of Management, Poland
- Euro Training, Bulgaria
- Kaunas Regional Innovation Centre, Lithuania
- Euroface Consulting, Czech Republic
- Hellenic Regional Development Centre, Greece

This is an EU funded adult training development project.

THE 'BE YOUR OWN BOSS' COURSE

The text based modules in this pack have been designed as an accessible introduction to business start-up, underlining the main points where possible with examples, case studies, graphics and illustrations. Trainers may use the content as a guide to delivery or use their own materials to underpin the key learning points in each module.

Delegate Handbook

The modules contain a high level of detail in the delegate handbook. The handbook serves as a long term reference for businesses as they progress through their first two-three years in operation.

It is not a requirement that the trainer cover everything that is contained in the delegate handbook, but to use it as a reference point for delivering the basics of starting and developing a small business. **It is important for the trainer to point out to their delegates at the start of the course that the hand book is a long term reference and not a direct reproduction of course content.** This will reassure delegates about the level and depth of material that will be covered during the course.

Accessibility

A CD Rom may also be provided to delegates in their pack, which contains all the material and case study examples. Alternative access is available via the web: www.eubyob.eu. This gives delegates the background to the course and its international partners. For some delegates it provides an opportunity to complete activities on-line instead.

This training course can be delivered in a variety of methods. Face to face in a traditional learning environment; in Moodle which is an Internet based learning platform. www.moodle.com. Some partners may have made training materials available on www.moodle.com/BYOB. It is also available on CD disc for self-paced learning.

Modules

The modules can be used as independent units, or in conjunction with each other to form a comprehensive guide to all aspects of starting in business. Trainers may use the key learning points in each module as a guide to training delivery.

Throughout the handbook delegates are asked to work through a number of activities which allow them to focus on the development of their individual business idea. In the main these are accompanied by checklists which are suggestions and guide points which will help delegates generate beneficial results of the activities.









The trainer may opt to use the activities contained in the handbook during the course, or use activities of their own choice which reinforce the key same learning points.

Case Studies

Some of the modules give case study examples but experienced trainers can use their own material as long as it meets with the key learning objectives and module content.

Learning Key

The modules will have certain support material or tasks, which are represented by the following symbols:

	I remember ...
	Information, tip
	Question for you to check your knowledge
	Important
	Extra information to improve understanding: you should have heard of this.
	Something for you to think about.
	Writing exercise to hand in to your tutor.
	At the beginning and end of a lesson there is usually a learning goal or conclusion.



Write your information – use the template at the end of your work book.

Additional material

This pack is suitable for all users with additional extension material and suggested reading available in the Annexes at the back of the pack. Trainers may also find that business support organisations will provide a variety information relevant to the levels of funding and support available at the time the course takes place. This will be contained in the Annexe of the pack.

PRIOR TO THE COURSE

It is important the business support organisations and their trainers gather information about delegates prior to the course so that the delivery may be correctly aimed at the needs of the majority of the group.

Business support organisations should collate more information to determine the education, knowledge and experience levels of the delegates – as this will help the trainer determine the level and depth at which they will deliver the training course. This will make the delivery more appropriate to the group.

Business support organisations such ask delegates the following:

- What educational levels they achieved
- What type of business they want to run
- What knowledge they have of that type of business
- What business knowledge they have
- What knowledge they need the most (i.e. sales, marketing, finance, business planning, sector specific information)

This might lead the trainer to focus more on one module if there is a shared priority.

It is important to point out that delegates will not received sector specific information or learning, but these can be addressed by referral to a specialist advisor or organisation after the course. This will help delegates understand that the course will give them important basic business training and that more specialised and specific assistance can be arranged after the course.

Sector specific support and information

At the back of each delegate training manual, the business support organisation should add any other material or information helpful to the individual delegate.

This will guide the delegate towards additional specific advice and further courses appropriate to their sector or business type.

Special requirements and assistance

The trainer(s) should check with the business organisation whether any delegates have special requirements such as wheelchair access, support workers, signers or any other appropriate forms of assistance and aids which might assist a person with a disability.

This might mean booking or taking into account special assistance and equipment, and ensuring training takes place in properly accessible rooms.

Some delegates may have a support worker with them to help them through the course.

Catering

Some organisations might provide lunch each day, and/or provide refreshments at break times. Catering requirements are left to the individual organisation to decide upon.

Housekeeping

The trainer should check with the venue provider where the fire exits are, the fire safety routine and fire assembly points outside the building. They should check with the building supervisor what the fire drill is and repeat this at the beginning of the course each day so the delegates know how to ensure their safety in a fire.

The trainer should find out where the toilets are, canteen or restaurant and any other facilities which are useful to the delegates. In some buildings smoking may not be allowed and so the trainer should find out where delegates can safely smoke.

The daily start and end times of the course should be given to the delegates along with any break times.

Equipment

Trainers should arrive in good time to check that they have the correct equipment such as whiteboard, flip chart, laptop and projector. Trainers should check electrical and technical equipment prior to starting the course to ensure that everything works.

Materials

Trainers should ensure that all delegates have their packs and keep 1-2 spare packs available should a delegate forget to bring theirs in.

Group education/knowledge levels

The trainer should check with the business support organisation what the general ability levels of the group are.

As the delegate handbook contains a good deal of in-depth material, the trainer should decide how to pitch the information according to the knowledge and experience levels of the majority of delegates within the group.

Some modules or business knowledge areas might have to be explained in more detail and some modules will require less focus.

The trainer should study the manual carefully and select the material most appropriate to the group needs and deliver this. The trainer should discuss and agree with their business support organisation what they are to deliver in relation to group needs.

Timing and control

The trainer should ensure that they keep to time and take control of delegate questions to ensure that no one person dominates the group or disrupts the learning of others. They should also keep questioning to a reasonable level to ensure that all the material can be covered in a timely manner.

Course Development

The trainer manual is not exhaustive and new information and learning might be discovered as the programme is delivered throughout different countries. Trainers and business support organisations are encouraged to submit additional ideas for the trainer manual and these will be considered and included where appropriate.

Introducing the course

This has been noted earlier in the Trainer Handbook but it is important to ensure that delegates understand the purpose of the course and how the delegate handbook will be used.

The trainer should point out to delegates that the modules contain a high level of detail in the delegate handbook. Delegates should be told that the handbook serves as a long term reference for businesses as they progress through their first two-three years in operation.

Where appropriate, the trainer should explain that they are not going to cover everything that is contained in the delegate handbook, but to use it as a reference point for delivering the basics of starting and developing a small business.

It is important for the trainer to point out to their delegates at the start of the course that the hand book is a long term reference and not a direct reproduction of course content.

This will reassure delegates about the level and depth of material that will be covered during the course, as some delegates might be concerned if they do not have a strong education and knowledge.

Business Plan Template

As well as the handbook, delegates should be provided with the business plan template and the delivery of the course may follow the completion of the business plan.

Personal Attributes Module

Trainers and business support organisations may opt not to deliver the personal attributes module unless they are training special groups or where delegates have little or no knowledge of running a business. This is left to the decision of each organisation.

Some organisations might opt to use this material for awareness sessions or send it out prior to the course, depending on the knowledge level of each individual delegate.

Further Training and Support Options

Trainers should spend the appropriate amount of time necessary to make themselves familiar with the delegate handbook, and all the current further training and support options available so that they can recommend delegates onto additional learning and mentoring.

Guide to the Modules

Overall content of each module, learning objectives and key learning points. Trainer might use this as a direct guide to what they will deliver or they may use their own material to underpin the key learning points given in the delegate manual.

Trainers must explain to the delegates whether they are following some of the manual content in delivering the course, or whether they are using other relevant material to support the information in the manual.

This ensures that the delegates understand what they are being told and whether they should refer to their manual during the training course.

Module 1: Personal attributes

Objectives

At the end of this module delegates should be able to:

- Decide upon their own personal strengths and weaknesses
- Identify confidence levels in their own venture
- What learning styles best suit him or her
- Levels of present knowledge and skills
- Identify further support for the delegate's business idea

Summary

This module will help delegates decide whether self-employment is right for them and how they can best use the skills they have to get the most out of their business idea. It aims to help delegates decide how they like to study –whether through practical Workshops or following case studies or completing on-line worksheets with tutor support.

The module begins by using a short quiz to help delegates decide whether self-employment would be something they really want to do.

It helps delegates identify strengths and areas needed for further development as well as the best ways for them to learn. The module will help delegates identify what they already know about the type of business they want to go into or whether they might need help in developing their business idea into a commercial venture. If a delegate has not yet decided upon a business idea, this will be covered in Module 2.

Module 2: Business Idea

Objectives

At the end of this module delegates should be able to:

- Generate sufficient ideas to start a business

- Identify the general market conditions in which to launch the business
- Identify typical customers
- Identify typical customer needs
- How to use their own personal knowledge, skills and training to advance ythe business idea.

Summary

This module involves generating business ideas or developing an idea into a feasible business. It examines business development from different approaches and helps motivate delegates with support from other sources to find new products, services or markets. The module involves tried and tested approaches to business ideas generation and will help at all stages of business development.

Module 3: Legalities

Objectives:

At the end of this module delegates should be able to:

- Identify the different types of business structures
- Recognise the basic rules regarding national taxes and business regulations
- Identify the legal acts that may be applicable to the business
- Choose a name for tje business in accordance with legal requirements
- Select insurance cover appropriate to the business
- Initiate procedures for the collection of bad debts

Summary

Most people who start up in business are not aware of the various items of legislation affecting their venture. This module begins by pointing delegates in the direction of professional advice, whilst giving a description of the principal laws which apply to all small business owners and explains the various types of insurance, taxation and pension options delegates are likely to encounter.

Business taxation is also covered for business owners and Company taxation. This will not cover specific situations and therefore delegates will need to check with a professional advisor how their own circumstances will affect their tax position.

Module 4: Marketing and Selling

Objectives:

At the end of this module delegates should be able to:

- Decide upon a range of products or services to satisfy customer needs
- Understand the basic principles of a marketing strategy
- Develop a pricing policy and establish a strategy for pricing the service or product

- Develop a promotional plan for the business
- Plan the selling activity
- Write a marketing plan for the business

Summary

This module introduces delegates to the concept of marketing strategy. It is important to link the marketing strategy with the financial parts of the plan to help be clear about the level of marketing needed to achieve the sales predicted in the business plan.

The area of marketing has attracted a great deal of jargon. This module interprets terms that delegates may have come across already, but do not fully understand, such as a 'Mission Statement', 'Product Life Cycle', 'Marketing Mix' and others.

This module helps delegates make basic decisions about the service/product, the market, customers, promotional activity and the most important aspects of selling that the delegate need to consider.

The tasks at the end of the module can be used to complete towards the overall business plan.

Module 5: Financials

Objectives:

At the end of this module delegates should be able to:

- Estimate the costs in setting up the business
- Set and monitor budgets
- Draw up a cash flow forecast and profit and loss
- Monitor and control the business financials
- Identify what delegates need from a financial record keeping system
- Use simple book-keeping systems and be able to evaluate other systems
- Carry out bank reconciliations
- Deal with government taxes in the business record keeping

Summary

This module will help to dismiss any fears about controlling finances. In working through the module delegates will experience a great sense of achievement when they are able to transfer all that they have learned to their own business needs.

Delegates calculate their personal budget to establish what they need to draw from the business to cover these expenses. They can then calculate the running costs of the business, the funding needed to start it and the point at which the business breaks even. The module helps delegates prepare a cash flow forecast through practical exercises and examples.

Recording money coming in and going out of the business, types of cash books and accounting systems. How to complete bank reconciliations and deal with credit is also covered.

Module 6: Funding/Investment

Objectives:

At the end of this module delegates should be able to:

- Identify different funding options for the business
- Compare funding options available
- Decide on the likely return on any investment the delegate makes

Summary

This module helps delegates identify any national and local funding schemes and programmes to help the business get underway. This includes government funded programmes and points to useful website addresses to check eligibility. It will also help delegates compare funding options such as Bank funding and the likely return on investment for the business, compared to any interest the delegate might gain from leaving the money in a savings account.

Module 7: E-business/Internet Trading

Objectives:

At the end of this module delegates should be able to:

- Decide upon the technology needs for the business
- Identify computerised processes useful to the business
- Understand the elements of online marketing and selling
- Understand online processes and internet terms

Summary

This module will identify the basic principles for establishing a business on the World Wide Web and the processes to go through before a delegate starts to trade over the internet. E-business and European legislation including consumer protection rights and intellectual property rights will be discussed and basic principles to both buying and selling.

Module 8: The Business Plan

Objectives

At the end of this module delegates should be able to:

- Bring together all the information gained and tasks in this pack to form a meaningful business plan
- Identify the main content of a Plan and its uses
- Put together the financial forecasts for the business
- Produce a business plan in hard copy or electronic versions

Summary

The business plan will be individual to each delegate as it will pull together those aspects of the pack that they need to cover for their business, and which will be unique to them. However, BYOB has put together mainstream headings in a flexible format which can be used as a template for a delegate's business plan. If the delegate works through all the modules in the pack, they should also be able to collect all the task sheets together to form their plan. Each section can then be checked with a business advisor or tutor independently to ensure that the information is correct and beneficial for the business idea.