



COMBA - Competence Based Approach
LLP-LdV-TOI-10-IT-51

Entrepreneurial skills glossary
Strategic Map of an Entrepreneur
Strategic Map to draw up a Business Plan

GLOSSARY OF ABILITY

ABILITY	DESCRIPTION
TEAM WORKING	Competence in assigning work to group members, in supporting motivation, in assessing the state of the art of activities supporting colleagues with one's experience
PROBLEM IDENTIFICATION AND SOLVING	Ability, with reference to the context and objective to fulfil, to seek the most efficacious solutions, in defining the operative methods of the group and highlighting the shortfalls of vocational competence
AUTONOMY AND SENSE OF INITIATIVE	Ability to analyse problems, investigation and action, with proactive and autonomous methods.
COMMUNICATION MANAGEMENT	Competence shown in illustrating work, in choosing the most efficacious communication methods with respect to the objective to fulfil, speaking in public, promoting the circulation of ideas and news with new techniques
TEAM LEADING	Ability to organise consensus, obtain collaboration and guide individuals or the group to fulfil objectives established. Be credible and authoritative.
TEAM MANAGEMENT	Ability to coordinate and bring together people intent on working together on the basis of common needs, but not necessarily in sync, guide them towards the desired results. Identify the priority actions in relation to the objectives to fulfil.
TEAM PLAYING	Openness to collaborate and integrate one's energy to that of others to fulfil objectives, comparing and valorising the contribution of others.
PROPENSITY TO CHANGE	Orientation to seek original and efficacious solutions in order to take advantage of new opportunities and fulfil established objectives. Extend possible approaches to situations and problems. Align the organisation to change and support any resources that one coordinates during the passage.
ADAPTABILITY AND FLEXIBILITY	Ability to quickly grasp changing situations, adapting one's behaviour in order to take advantage of the opportunity and to fulfil the established objective. Experience change in an open, constructive way gaining new possibilities.
ORIENTATION TO INTERNAL CLIENT	Great attention to gather and stimulate implicit and explicit needs of own internal clients, understanding the priorities and providing the most suitable solutions with continuous control. Understand one's point of view and not discourage the most suitable solution.

RESULTS ORIENTED	Ability to constantly address one's activity and that of others to fulfil established objectives, providing a performance level coherent with the nature and importance of objectives. Respect standards and in the case of variance lead actions back on track.
TENACITY/REALISATION	Ability to concentrate on a task without getting discouraged and aiming for the conclusion expected. Capacità di dedicarsi a un compito con concentrazione e senza scoraggiarsi e puntando alla conclusione attesa. Work with constancy and tenacity until the task is completed.
ACCURACY AND QUALITY	Ability to work with care and attention, making scrupulous controls on work undertaken in order to maintain a high quality standard, in the respect of norms and procedures.
DECISION	Ability to choose from different alternatives with deliberation, lucidity, alacrity also in critical and complex situations. Identify alternatives, envisage results, risks and consequences.
PLANNING/PROGRAMMING	Ability to define medium -long term action plans in order to fulfil objectives established. Identify priorities, critical issues and interim steps clearly.
ORGANISATION	Ability to efficaciously distribute activities, define times and assign resources in relation to objectives to fulfil. Attain integration, synergy and efficacy.
PEOPLE MANAGEMENT	Ability to form and transfer knowledge to own staff motivating them to work and to their professional development. Evaluate them objectively, favouring the development and acquisition of new responsibilities.
CONFLICT MANAGEMENT	Ability to understand, tackle and monitor situations that generate contrast in the group and tension in interpersonal relationships, without getting discouraged with difficulties and identifying essential critical elements.
GLOBAL VISION	Ability to know how to consider different problems in an integrated way, seeking efficacious solutions.
SOCIAL INTELLIGENCE	Ability to know how to act, being efficacious in relation to different contexts. Ability to position oneself in a relationship, paying attention to feedback from other party/ies and from the environment.
ANALYSIS	Rational and profound thinking approach, that includes deductive thinking, consequential logic, correlation, conceptualisation, the search for sophisticated, high quality solutions.

SYNTHESIS	Capacity of pragmatic, intuitive thinking that adapts to time limits and the multiplicity or incompleteness of inputs, selecting few significant elements summarising them in a useful practical situation even if not conceptually optimum.
NEGOTIATION	This refers to the ability to act as an authoritative and respected interlocutor and to manage to obtain the result that one has imagined, seeking to convince others



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Strategic Map of an Entrepreneur

General Mission	The entrepreneur defines the general strategy of the enterprise and supervises its running.				
Main activities	The entrepreneur conceives the enterprise modernisation and development objectives and defines the generic framework of the marketing, distribution and penetration into new markets policies. The entrepreneur supervises the means (organisational, technical, human, financial, logistic, etc) to fulfil established objectives.				
Process	Activity	Behaviour	Ability	General knowledge	Specialist knowledge
Administration and economic, financial management	Manage relationships with banks and other institutions (i.e. venture capital, seed funds, business angels, programmi UE, leasing)	Go to various banks to compare the conditions proposed Assess the coherence of contractual contents with company economic/financial needs Recognise the advantages and disadvantages of external funds. Combine correct sources of external and internal funding	social intelligence global vision decision	Knowledge of reference legislation and public regulations. Knowledge of principles of accounting Knowledge of different forms of external funding. Knowledge of regulations on funding management (balancing of internal and external funding)	<p>The entrepreneur should be able to:</p> <ul style="list-style-type: none"> -create a relationship with the bank based on trust and professionalism, in order to acquire and provide the information needed to identify the real financial needs of the company and define in detail the technical, structural and cost aspects of the relationship to activate; - provide any useful indications to define the characteristics of funding to request from banks, in terms of duration, sums and conditions to activate the most suitable form of credit lines to support the economic and productive development of the enterprise; - assess the existence of the conditions to access short, medium or long term bank funding on the basis of both sums to request and costs to incur, the company strategy, the investment plan, the commercialisation plan of the product/service and the production plan prepared, the defined current and forecast organisational structure and economic and financial forecast flows; - assess the conditions of possible access to concessionary funding foreseen by local, regional, national and community regulations in the field of technological and product/process organisation innovation, research and training, safety and environmental protection, to transmit via the banking system or to integrate with further short, medium or long term credit lines; - choose payment methods; - agree invoice discount rates; - evaluate or ask the bank for necessary indications and information to undertake foreign operations; - observe the development of the relationship to verify if the credit lines activated, as regards the correspondence of the technical forms applied by the bank, are really appropriate to the specific characteristics of the company production process, promoting, if to the contrary and with the bank's agreement, changes to those that have not been used much or never been used, in order to allow credit to suitably assist its operational needs; - evaluate and request an increase in existing lending lines, by increasing the technical forms needed, when the company is significantly developing or in relation to investments to make as regards increase in turnover, company production and of new company markets, elaborating and providing the necessary business plan to quantify the new economic-financial variables -use methodologies to evaluate project investment

Administration and economic, financial management	Maintain company economic equilibrium	Periodically monitor economic equilibrium Quickly intervene in the case of critical areas and imbalances between costs and income.	negotiation analysis planning/programming decision results oriented	knowledge of own margins managerial knowledge	<p>The entrepreneur should be able to:</p> <ul style="list-style-type: none"> - identify the company's competitive advantage as regards the competition and propose a competitive strategy that valorises its strong points; evaluate the relationship between fixed costs and variable costs; - if the financial status of the company is solid, re-negotiate the price of raw materials and components to purchase with suppliers. If instead there is financial tension, negotiate longer payment conditions with suppliers; - evaluate the feasibility of access to contributions and concessionary free funding for various aspects, such as: innovation, energy saving, ecology, youth enterprise, female enterprise, advanced business management techniques, search for new sales mediums, commercial penetration, export development, etc...; - evaluate turnover progress also in relation to the commercial policies adopted or to adopt when one wants to conquer a new space in the market, studying an attractive pricing policy, that will allow penetration and consolidation of the company. For an efficacious entry strategy that needs to include particular consistent discounts, even if limited in time, one needs to have considerable knowledge of one's margins, so that one can formulate introductory prices that, even if reduced, do not lead to losses for the company; - elaborate the business plan, so as to acquire the managerial prudence needed to quickly make the right decisions. People who have thought about a situation that they have to face for months and daily check the exactness of their will seldom have serious difficulties and panic. In the worst possible scenario they could pilot the reduction of the company without any damages; in the best possible scenario they will have studied the options to adopt and will be ready to change direction taking the road to recovery before others; - evaluate the return of investments made; - analyse the economic performance of the company;
Administration and economic, financial management	Maintain company financial equilibrium	Make any periodical evaluations on the basis of objective data and realistic forecasts	decision analysis global vision results oriented	Knowledge of principles of accounting knowledge of financial tools	<p>The entrepreneur should be able to:</p> <ul style="list-style-type: none"> - avoid unbalancing the company with non strategic investments; - evaluate the need for circulating capital, continually balancing the net circulating capital; - distinguish short term from medium-long term, avoiding using short money for investments, even if short term but only to fund credit to clients; - maintain short term financial planning updated and strictly monitor payments to clients, as the "age" of credit granted to clients is important since the more time has passed the less the credit payable is due; - evaluate costs/benefits of various types of investment funding; - document the real financial situation to the bank, demonstrating that one continues to merit the trust shown complying with the Basel dictate, preparing and periodically presenting a complete balance sheet, without waiting for them to be requested; - assess costs and passive interest on bank statements received from the bank/s with whom you have relationships, in order to review the rates and conditions that have been applied, even more so if they have been changed without any prior communication; - evaluate the trend of outgoings and income by period; - define the remunerative use of available liquidity; - determine the need to resort to external funding; - analyse the financial and asset situation of the company.
Administration and economic, financial management	Communicate the information and results of activities in the enterprise	Monthly draw up a tool containing the company's financial results and present them in a meeting.	Analysis Global vision	Knowledge of communication tools Knowledge of financial tools	<p>The entrepreneur should be able to:</p> <ul style="list-style-type: none"> - ask the manager for results of service, analyse these results comparing them with objectives established at the beginning of the year, present these results in an internal meeting to the manager: if positive, the entrepreneur should congratulate the manager, if negative the entrepreneur should ask them to work more efficiently.

Production/implementation Management	Plan and monitor the acquisition of raw materials/semi-finished products needed for production	Guarantee balanced management of the store room also in economic-financial terms, Make choices that are coherent with economic, temporal and quality constraints, Assess the quantity/convenience ratio of individual supplies, Guarantee continual availability of raw materials and semi-finished products required for production	global vision analysis social intelligence	Knowledge of planning techniques Knowledge of supply management	The entrepreneur should be able to: - identify supply needs, establishing conditions thereof also in relation to habits and previous contracts; - gather information from other companies and clients to identify the profile of potential suppliers to contact, divided by type of supply, territorial affinities, trademark policies etc.; - request and evaluate estimates received, elaborating and constantly updating the list with potential suppliers; - evaluate supplier reliability; - choose the most qualified supplier/s establishing general supply conditions; - send the purchase department of one's company the purchase plan of raw materials/semi finished products needed for the production process; - manage relationships with suppliers and relative economic aspects;
Production/implementation Management	Plan the production/implementation process phases	Assess the coherence of decisions made with respect to product/service standards, Assess the economic-financial feasibility, Periodically identify technological evolutions to improve the process, Define the coherence of phases with logistic and temporal constraints, etc.	planning/programming decision oriented team leader problem identification and solving know how to involve people	Technical knowledge of the sector. Knowledge of the production process.	The entrepreneur should be able to: - define the activities/activity regarding the entire production/provision cycle; - list correlated activities and identify those that are "transversal" to the entire production/provision cycle, defining the outputs of each activity; - define product/service and process indicators and indices needed to govern the production quality system; - prepare the technical/technological system in relation to production characteristics; - prepare and give line managers production documentation and orders; - define the monitoring system and identify the critical areas/anomalies in the production/provision cycle, identifying the objects, times and methods to monitor; - assess opportunities of possible "variations" to the standard process; - define support actions and corrective solutions to adopt in emergencies, to guarantee the respect of the production/provision cycle; - define the human and energetic resources needed to produce the good/service; - validate the continual improvement plan, defining responsibility and the reporting system
Production/implementation Management	Analyse reference regulations and the company context	Periodically monitor the outcomes of technical survey results, Manage relationships with public regulatory bodies, trade unions etc	analysis decision	Knowledge of sector regulations	The entrepreneur should be able to: - validate the company system to identify environmental impact; - assess the results of periodical surveys; - identify/analyse any non-conformities; - make corrective choices when faced with any critical issues.

Technological and structural resource management	Define the structural characteristics of the work environments	implement systemic, planning-oriented thinking; dedicate particular attention to economic-financial resource management; define requisites as regards technological development	organisation global vision	Knowledge of production flows and processes. Knowledge of layout models Basic knowledge of technologies	The entrepreneur should be able to: <ul style="list-style-type: none"> - identify the types of work environments required; - adapt the environments (quantity, area, volume),, in relation to the different types identified; - identify the structural characteristics needed for the product/service to offer for each environment; - evaluate the degree of flexibility of the characteristics identified, in the light of future product/process innovations; - co-design, with support from technicians, the structure and layout of work environments; process;
Technological and structural resource management	Define the specifics of equipment	implement Problem Solving style thinking; liaise efficaciously with human resources in the organisation; dedicate particular attention to the management of economic-financial resources;	overall vision analysis decision	Knowledge of production flows and processes.	The entrepreneur should be able to: <ul style="list-style-type: none"> - identify the types of equipment needed, also by evaluating what is used by competitors and/or available on the market; - estimate the dimensional characteristics of different pieces of equipment (quantity, capacity, speed etc.), for each type identified; - formalise the specifics of the individual pieces of equipment as an input for their procurement;
Technological and structural resource management	Define the standards of use of equipment	liaise efficaciously with human resources in the organisation; dedicate particular attention to technological resource management; constantly work with quality in mind;	decision planning/programming team leader organisation	Knowledge of production flows and processes. Knowledge of techniques to assign and control man/machine work loads.	The entrepreneur should be able to: <ul style="list-style-type: none"> - identify use methods, choosing from amongst the most efficacious for the provision of the product/service; - plan activities for ordinary and extraordinary maintenance; - define any efficiency/productivity indicators as regards the use of specific equipment; - provide dispositions to apply any binding regulations (hygiene, safety, etc) as regards individual equipment; - obtain agreement from collaborators on standards defined;

<p>Quality system management and monitoring</p>	<p>Identify quality standards expected</p>	<p>respect binding norms that have an impact on the product/process; apply quality logics and principles and any voluntary reference regulations (e.g. : ISO 9000 regulations for management systems; UNI, CEI norms etc. for products); adopt a systemic approach to quality that involves suppliers, collaborators, staff, etc.,</p>	<p>results oriented global vision</p>	<p>Knowledge of sector regulations. Knowledge of reference market</p>	<p>The entrepreneur should be able to:</p> <ul style="list-style-type: none"> - define objective product/service quality standards; - define process quality standards to implement the product/service; - define levels of acceptability of quality perceived by clients, established by undertaking customer satisfaction surveys; - define quality improvement objectives; - oversee the preparation of support documentation to respect quality standards (operational instructions, procedures, manuals etc.);
<p>Quality system management and monitoring</p>	<p>Diffuse documents concerning the quality system to staff</p>	<p>respect the logics and principles of quality and the regulations established for one's own management system, maintaining a collaborative attitude towards staff.</p>	<p>team management global vision organisation</p>	<p>Knowledge of sector regulations</p>	<p>The entrepreneur should be able to:</p> <ul style="list-style-type: none"> - identify company referees who should possess documentation; - manage document distribution tasks in a controlled way; - provide indications to diverse referees on any changes to make to documents; - guarantee the constant updating of documents, also based on requests for changes from different referees;
<p>Quality system management and monitoring</p>	<p>Monitor the respect of quality standards</p>	<p>interact with the appropriate referees/functions and applying the logics and principles of quality and what is foreseen in the documentation prepared (Manuals, Procedures, Operational Instructions, etc.).</p>	<p>analysis problem identification and solving planning/programming decision</p>	<p>Knowledge of monitoring and control techniques</p>	<p>The entrepreneur should be able to:</p> <ul style="list-style-type: none"> - structure the management system to follow to monitor the respect of standards; - identify any unforeseen/unexpected problematic situations (variances); - analyse the situation; - define intervention methods in terms of time and referees to involve; - promptly take any corrective actions necessary (if possible); - choose appropriate methods to analyse the causes of problems emerging; - identify the causes that have generated problematical situations; - define an action plan to remove the causes (so that the problematical situation does not arise again); - assess the outcome of planned actions to remove the causes;

<p>Quality system management and monitoring</p>	<p>Establish actions to improve the quality system</p>	<p>interact collaboratively with appropriate company referees/functions apply the logics and principles of quality and what is foreseen in prepared documentation (Manuals, Procedures, Operational Instructions, etc.).</p>	<p>analysis global vision planning/programming decision team management</p>	<p>Knowledge of quality management system</p>	<p>The entrepreneur should be able to:</p> <ul style="list-style-type: none"> - evaluate opportunities to improve one's quality management system; - identify actions to take; - plan actions, identifying tasks and responsibilities; - monitor the fulfilment of actions; - evaluate the efficacy of actions;
<p>Marketing</p>	<p>Identify the reference client target group to contact</p>	<p>assess the reliability of information gathered define in detail, for each product/service, what needs it should respond to guarantee maximum equilibrium between costs and benefits safeguard the image that the company wants to transmit to the reference market and guarantee coherence with company objectives assess the quality of criteria adopted in the choice of potential clients</p>	<p>analysis global vision</p>	<p>Basic knowledge of marketing Basic knowledge of the national and international scenario</p>	<p>The entrepreneur should be able to:</p> <ul style="list-style-type: none"> - Analyse the main characteristics of potential clients to contact, gathering information on them, - Identify potential clients that respond to these characteristics, identifying their relative needs and expectations that one intends to satisfy - Identify quality levels expected by potential clients - Validate the communication plan and relative promotional and other activities to undertake to develop contacts with potential clients identified, - Verify the results of initiatives undertaken, evaluating commercial returns - define market segments (client profiles) to whom to offer the product
<p>Marketing</p>	<p>Identify the product/service to launch on the market</p>	<p>be coherent with respect to company potential evaluate the feasibility of possible choices assess provision/supply variables re-examine the technical-economic bid prior to sending to the client</p>	<p>analysis global vision accuracy and quality adaptability and flexibility</p>	<p>Knowledge of principles of marketing Knowledge of elements of the marketing-mix and their inter-relationship</p>	<p>The entrepreneur should be able to:</p> <ul style="list-style-type: none"> - analyse the information that has been gathered previously in market research, data analysis, needs, etc.. - define precisely and in detail the main characteristics of the product/service that one intends to produce/deliver, above all with respect to the benefit that the user/client obtains in response to needs identified, - define, with respect to each product/service, a short description of the know-how of resources and technologies needed to produce/supply it, - gather information on the identified sector using internet, specialist interviews, contacts with consultants etc., - undertake/validate technical-economic feasibility, - define the technical-economic bid, complete with realisation times, payment conditions, etc.,

Marketing	Delineate the product/service sales strategy	assess the coherence between individual decisions act to valorise one's products/services evaluate the cost/benefit ratio of choices made ex-ante and ex-post	global vision analysis planning/pro gramming	Knowledge of principles of marketing Knowledge of elements of the marketing-mix and their inter-relationship	The entrepreneur should be able to: - define the reference geographical area to distribute the product and provide the service - choose distribution channels - define types of sales (direct, assisted, on-line, by correspondence, door to door, etc.) - establish sales techniques - analyse information on events and exhibitions regarding the company reference sector - choose suitable events to satisfy company promotional needs - provide indications on the commercial, logistic and organisational aspects for direct participation
Marketing	Prepare the sales catalogue (catalogue sales)	make strategic sales choices and range of products/services offered, as well as reference target	global vision results oriented	Knowledge of reference market	The entrepreneur should be able to: - identify the products/services to supply by preparing a catalogue - highlight the peculiarities that distinguish products/services from those of competitors and also distribution opportunities - define and/or indicate the contents of the message that one intends to transmit by creating a catalogue to sell products/services that are coherent with the company mission and image - define the financial entity available for this initiative - identify and choose the catalogue producer
Marketing	Acquire the contract	explain and document as clearly as possible the items and information cited.	decision social intelligence negotiation	Commercial knowledge	The entrepreneur should be able to: - formalise the type, characteristics and requisites, as well as the quantities, of products/services offered - indicate delivery methods, times and place - define the guarantees that relate to product functioning and quality - establish the price as well as payment times and methods - agree any costs related to sales and supply of any accessories - establish any types of post-sales assistance
Marketing	Activate and monitor tools to assess client satisfaction	assess process implementation methods to identify customer satisfaction and its efficacy	planning/pro gramming organisation results oriented	Knowledge of the process. Knowledge of the reference target	The entrepreneur should be able to: - plan the process to identify customer satisfaction, - prepare a system to gather and select useful information to survey client satisfaction, - perceive and valorise any critical areas and client complaints, - prepare/evaluate initiatives to manage any critical areas and for the continual improvement of the organisation,
Human resource development	Evaluate human resource needs	liaise with the professionals directly involved in the production process	analysis global vision	Knowledge of production flows and processes. Knowledge of techniques to assign and control man/machine work loads. Knowledge of techniques to evaluate competences.	The entrepreneur should be able to: - evaluate the work load of different company areas, - analyse the company development forecast, - determine the number of staff needed for each role/vocational profile, - analyse requests for resources from different referees, - identify profiles required, - identify any competences to assess with technical-specialist tests bearing in mind the evolution of the company context both in terms of turnover and new skills required/needed, - anticipate needs for staff, manage in a planned way uses and competences

Human resource development	Define methods to recruit staff	define in detail the requisites identified by the company	social intelligence global vision	Knowledge of company needs	The entrepreneur should be able to: <ul style="list-style-type: none"> - choose the most suitable communication medium to identify potential candidates, - contact job centres, recruitment consultancies, temporary agencies etc., - define any text for advertisements, - consult data banks or existing sources, - draw up a job profile
Human resource development	Evaluate potential candidates	assess the congruency of competences, experience and attitudes with company development needs	people development	Knowledge of techniques to evaluate competences.	The entrepreneur should be able to: <ul style="list-style-type: none"> - analyse personal and professional development s well as the competences required with the candidate; - compare what has emerged with the requisites of the profile, - identify behavioural aspects such as motivation to work, attitudes, willingness to travel etc., - ascertain the candidate's potential, .
Human resource development	Assign staff tasks/responsibilities in relation to roles and manage contractual levels	maintain coherence between competences, profiles, company roles, and professional aspirations, foresee any career developments	global vision team management Know how to involve people	Knowledge of techniques to evaluate competences. Knowledge of principles of contractign and tax concessions as regards recruitment. Legal knowledge to adapt work contracts accordingly	The entrepreneur should be able to: <ul style="list-style-type: none"> - define the professional competences needed to guarantee the correct implementation of activities foreseen, - identify the logical connection between competences and company roles, during design phases, - define the most suitable vocational profile for each role, - foresee human resources investment costs, - manage the relative employment contracts to apply to each role/vocational profile,
Human resource development	Evaluate any staff training needs	bear in mind the budget available, respect any temporal constraints for the company, create consensus on the initiative	people development social intelligence analysis	Knowledge of techniques to identify competence gaps	The entrepreneur should be able to: <ul style="list-style-type: none"> - identify competence gaps in completing company work activities, - foresee development plans that are coherent with the needs and critical issues identified, - contact vocational training companies/training agencies, - evaluate the most suitable and efficacious training proposals, - involve interested staff in defining gaps and training plans, - undertake internal shadowing activity
Human resource development	Define/implement the human resource evaluation system	constantly liaise with staff	social intelligence analysis	Knowledge of techniques to evaluate and monitor competences.	The entrepreneur should be able to: <ul style="list-style-type: none"> - prepare performance identification systems and tools, - periodically assess outcomes of surveys, - liaise with staff to assess the level of fulfilment of objectives, - analyse surveys undertaken, - prepare actions to undertake in the case of non-conformity,
Human resource development	Manage relationships with union representatives	constantly bear in mind the organisational strategy be flexible in the search for solutions	conflict management negoiation social intelligence	Knowledge of collective work contracts Knowledge on labour legislation	The entrepreneur should be able to: <ul style="list-style-type: none"> - agree the management of internal mobility with union representatives, - agree overtime management, - manage any controversies, - communicate and negotiate with Union representatives



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Strategic Map to draw up a Business Plan

Process	Activity	Behaviour	Ability	General Knowledge	Specialist Knowledge
BUSINESS IDENTIFICATION	Specificaiton of the business idea	Use methods and techniques to evaluate market opportunities. Establish the operative methods to identify unsatisfied segment needs. Use the operative methods needed to articulate the business idea, defining possible reasons for success and coherence with aims one intends to pursue.	Analysis Global vision	Knowledge of the activity sector Knowledge of the market Knowledge of reference laws and principles of marketing , organisation, finance....	The person should be able to: - summarise in a few lines what the idea consists of, - define the activity sector, - specify initial reference users, - specify the first methods which he/she intends to use to launch and carry out initiatives - justify the success of the initiative
BUSINESS IDENTIFICATION	Identification of the needs to satisfy	Apply operative methods and techniques to identify specific types of target client/user for the business. Use methods and techniques to identify and evaluate specific needs perceived of individual types of clients/users chosen.	Global vision	Knowledge of the market and reference target.	The person should be able to: - list the needs to satisfy and the purchase reasons, - associate each of these with the primary or secondary nature in respect to the reference users, - evaluate the relevance (value) of each need and measure (with the same scale) the current perceptible satisfaction of the user in virtue of the current offer, with suitable client oriented behaviour
BUSINESS IDENTIFICATION	Identification of reference client/user segments	Trace an identikit of the characteristics of the main types of reference clients/users. Analyse the specific needs of each category of client/user in relation to the need/s to satisfy that one has identified. Diagnose for each client/user category the types of behaviour demonstrated. Evaluate the degree of elasticity of each category of client/user with respect to new interlocutors and/or new products/services. Determine the means to directly or indirectly reach the reference client/user segment.	Analysis	Knowledge of the market and reference target.	The person should be able to: - specify the type of customers which he/she wants as a reference, - associate each of these with direct or indirect accessibility, - evaluate the level of elasticity of each type of user both in respect to new interlocutor and new products/services
BUSINESS IDENTIFICATION	Specification of the contents of the supply	Specify for the types of products/services that one intends to offer each category of potential client/user the characteristics of the product or servcie; industrial or consumption type; immediate use or long life good; new entry or mature; constant or seasonal use. Determine the appeal of each product/service offered per client/user segment, specifying if a question of: luxury or primary need genre; subject to fashion or not subject to fashion.	Analysis Global vision Accuracy and quality	Knowledge of the reference market.	The person should be able to: -evidence the relevant needs for each type of user, - specify by macro typology the products/services that he/she intends to offer, - define in correspondence with each type initial characteristics (product or service, industrial or consumption type, immediate use or durable goods, new or old entry, constant or seasonal use), - highlight the desirability of each segment of the offer for each customer segment considered in respect to further characteristics (luxury goods or necessity, subject to fashion or not), taking care to use the predefined scale.

BUSINESS IDENTIFICATION	Initial evaluation of the boundaries of the initiative (economic, organizational, legal, technological and know-how commitments).	Identify multiple factors: availability of capital, know how, organisational constraints but also access to technologies. Evaluate costs/benefits	Analysis Global vision	Knowledge of financial resources of the enterprise. Knowledge of techniques to evaluate costs/benefits.	The person should be able to: - outline which contents find space directly inside the company and instead which will be absorbed by the surrounding world
BUSINESS IDENTIFICATION	Analysis of the degree of innovation/differentiation	Classify the components of innovation/differentiation of investment. Design forms of product/services with different components to those of competitors. Estimate the investment required in correspondence to each type of product/service.	Analysis Accuracy and quality	Knowledge of methods to evaluate investments.	The person should be able to: - classify the innovation and differentiation elements that he/she intends to introduce, - evaluate the relative endogenous/ external components - evaluate each element in terms of relevance (S = Strategic, H = High, A = A - highlight the degree of extra investment required to guarantee the element
BUSINESS IDENTIFICATION	Reconstruction of the evolution of the business idea	Diagnose causes and effects of the evolution of the entrepreneurial idea.	Global vision	Knowledge of the activity sector.	The person should be able to: - identify and classify the most significant characteristics associated with the initial business idea - keep track of the changes introduced gradually to the idea and the reasons (critical issues).
BUSINESS IDENTIFICATION	Definition of composition of team	Determine the components of the team able to contribute in different ways. Elaborate a method to assign ownership quotas.	Analysis	Knowledge of principles of company law.	The person should be able to: - identify and define partners who bring different types of contribution (financial, operational and support), - put together a first hypothesis of assignment of shares of the business
ENVIRONMENT ANALYSIS	Analysis of the Business life Cycles	Model the profile of volumes and income in relation to the life cycle of the chosen business. Determine the duration of each phase of the cycle and the current position of products/services chosen in correspondence with one's life cycle. Establish the positioning of one's company on the basis of the product/service supplied.	Analysis Global vision	Knowledge of the activity sector. Knowledge of life cycle of chosen products/services.	The person should be able to: - design the life cycle of products/services, - define the duration of each phase, - identify the current position of products/services in correspondence with the curve.
ENVIRONMENT ANALYSIS	Analysis of the main economic trends characterising the Business	Draw up the matrix of the product/service portfolio. Determine the position in the matrix (growth rate of market and market share), for each category of product/service the one wants to provide. Design the route to follow on the basis of specific characteristics and trends perceived	Analysis Global vision	Knowledge of reference market and sector.	The person should be able to: - identify, for each type of product/service that one intends to offer, the position in the matrix (rate of market growth and market share), - define the course that he/she can most likely follow.

ENVIRONMENT ANALYSIS	Analysis of the main technological trends characterising the Business	Estimate the average technological level of the sector in which it operates in terms of products/systems (highlighting one's target technological level), Evaluate expected progress within 3/10 years (3 years for products or 5-10 years for systems), Measure the ability to adapt to changes identified Specify the incidence of technological progress on one's sector and on production costs.	Analysis Global vision Adaptability and flexibility	Knowledge of reference sector.	The person should be able to: - indicate the average technological level of the sector in which it operates in terms of products and systems (highlighting the technological target level), - highlight the expected progresses within 3/10 years (3 years for a product or 5-10 years if systemic); -highlight the incidence of technological progress on one's sector and on production costs; -highlight the ability to adapt to changes identified.
ENVIRONMENT ANALYSIS	Evaluation of the social-cultural dynamics	Analyse and determine environmental factors (of a political, normative, social, cultural and economic nature) that influence the course of the business Assign each one of these an importance on the basis of three values (High, Medium, Low)	Analysis Global vision	Knowledge of reference social, political, cultural and legislative context.	The person should be able to: - identify and classify environmental factors (of a political, normative, social, cultural and economic nature) that influence the course of the business - give each one of these an importance (H - M - L) -analyse demographic changes.
ENVIRONMENT ANALYSIS	Analysis of the reference territory for the Business	Evaluate strategic factors of the territory. Justify the reasons for choosing that area on the basis of strategic factors analysed.	Analysis Global vision	Knowledge of territory and potential market.	The person should be able to: - identify and define the territorial reference area of the business, - justify the reasons for this choice, - highlight the strategic factors like the vicinity of the supplying markets, the presence of infrastructure, the availability of qualified personnel in the area and the possibility of obtaining public funds.
ENVIRONMENT ANALYSIS	Analysis of threats and opportunities	Find various approaches and diverse solutions, choosing essential elements.	Analysis Global vision Visionary approach	Knowledge of methods to analyse the threats and opportunities of the market and reference sector.	The person should be able to: - identify and describe the threats and opportunities also detecting the possible temporal horizon in which they could take place in the short, medium and long term period, - precisely evaluate on a scale of high (H), (A) or low (L) both the possible impact that they could have on the initiative and the probability of their effectively taking place - evaluate the most important threats and opportunities to pay most attention to
CLIENT ANALYSIS	Strategic analysis of the Business	Obtain results established bearing in mind priorities.	Analysis Global vision Results oriented Visionary approach	Knowledge of market. Knowledge of reference target	The person should be able to: - fragment the business ideas into more contained dimensional segments, in which it is easier to evaluate the dynamics and options available, - identify the reference segment of own business, - formulate the strategic medium and long term objectives to be pursued.
CLIENT ANALYSIS	Evaluation of contractual power	Elaborate documents suitably balancing analysis and syntheticity.	Analysis Global vision	Knowledge of activity sector. Knowledge of reference target.	The person should be able to: - classify the relevance of the elements that determine contractual power of customers based on the specific business sector, - valorise the position of the customer considered as a reference in respect to the single element, and finally, - elaborate, based on the foreseeable developments over the next three years, an evaluation of useful summaries to understand current trends.

CLIENT ANALYSIS	Customer segmentation	Find various approaches and diverse solutions, choosing essential elements. Elaborate documents suitably balancing analysis and syntheticity.	Analysis Global vision	Knowledge of market. Knowledge of reference target	The person should be able to: - identify an initial set of characteristics (e.g. sex, income, culture, use frequency, profession, place, sector, use function etc.) in respect to which one expects of find significant differences of use or purchase of products/services for the different customer segments, - organise a possible classification of each characteristic, - indicate possible couples of characteristics to diagnose further and in which to identify specific customer segments of particular interest. - be client oriented - be congruent to the client
CLIENT ANALYSIS	Size of potential markets	Find various approaches and diverse solutions, choosing essential elements. Elaborate documents suitably balancing analysis and syntheticity.	Analysis Global vision	Knowledge of methods to analyse the size of potential reference markets	The person should be able to: - identify the number of active candidates relative to his/her own potential market, - eliminate the eventual duplication of data, - indicate in correspondence with each segment the purchase number of each person that, on average, is predicted in each period, the average number of products/services bought from time to time, the average cost of each product/service unit, - determine the total number of purchases that one predicts will be made in the period, - determine the total value of the Business expressed in numerical and monetary terms.
CLIENT ANALYSIS	Evaluation of potential market trends	Find various approaches and diverse solutions, choosing essential elements. Elaborate documents suitably balancing analysis and summary.	Analysis Global vision	Knowledge of market. Knowledge of reference target	The person should be able to: - identify a short term target in respect to which to express various trends, - to formulate in correspondence with each indicated value in the course of potential market evaluation, the possible percentage variations (with a negative sign in case of downturn) that one foresees registering during the entire period and at the end - determine the expected dimension of the reference market, the total number of purchases that one foresees from then on and the total expected value of the business expressed in monetary terms.
CLIENT ANALYSIS	Analysis of important purchase behaviour	Analyse current trends. Estimate purchase behaviour. Evaluate the degree of appeal of one or more potentially interesting segments.	Analysis Global vision		The person should be able to: - obtain information with reference to all segments of interest, - evaluate if, in light of the collected information, there is a scarce desirability of one or more segments initially thought of as potentially interesting
CLIENT ANALYSIS	Identification of Critical Success Factors	Find various approaches and diverse solutions, choosing essential elements. Elaborate documents suitably balancing analysis and syntheticity.	Analysis Global vision	Knowledge of market. Knowledge of reference target	The person should be able to: - identify Critical Success Factors (CSF); - supply where necessary further descriptive information (where the specifics of customer segments identify different needs which could be useful to identify CSF separately), - evaluate, thus the specific importance of each CSF that, depending on the issue, could be Strategic (S), High (H), Average (A) and Low (L).
CLIENT ANALYSIS	Initial mapping of the offer	Find various approaches and diverse solutions, choosing essential elements. Elaborate documents suitably balancing analysis and syntheticity.	Analysis Global vision	Knowledge of market. Knowledge of reference target	The person should be able to: - list the company's products/services that are most suitable for each segment, - summarise the sustainability of the results of analysis conducted in respect to the segment dimensions, purchase behaviour, CSF, threats and opportunities and laws with respect to the initiative; - identify the segments that one intends to govern; - indicate in which segments one intends to work in immediately (immediate governance) and those in which one intends to work in in the future (deferred governance).

COMPETITOR ANALYSIS	Strategic analysis of the competition	Determine the business segment/area in which to work. Evaluate the contractual power of relative clients/suppliers.	Analysis Global vision	Knowledge of market. Knowledge of reference target	The person should be able to: - identify the characteristics and number of Competitors in the sector (C), Potential entrants (P) and Suppliers of substitute products (S); - identify the main competitors specifying the respective category of provenance (C, P,S); -identify the contractual power of relative clients/suppliers and choose, consequently, the business area segment/s in which one intends to work.
COMPETITOR ANALYSIS	Evaluation of internal competition to the Business	Analyse the data and information gathered. Structure an evaluation report on strategic factors taken.	Analysis Synthesis Global vision	Knowledge of activity sector. Knowledge of principles of analytical accounting.	The person should be able to: - obtain additional information in respect to the themes previously introduced, - analyse the contents with reference to the following strategic factors: rate of growth of the demand, level of differentiation of the offer, structure of typical sector costs, growth methods of production capacity, consistency of exit barriers; summarise the impression in an individual evaluation on a scale of 1=min to 10=max.
COMPETITOR ANALYSIS	Dimensional analysis of most active competitors	Delineate the profiles of main competitors and indirect competitors. Identify the type of information and elements of detail to survey. Define the set of additional information (e.g., budget indicators) useful to provide an analytical framework of the characteristics of the competition in the sector; Define the organizational, operative and performance parameters with which to constantly compare the salient entrepreneurial project characteristics. Classify the skills of resistance and/or development potential of enterprises being surveyed.	Analysis Global vision	Knowledge of activity sector. Knowledge of principles of analytical accounting. Knowledge of main budget indices. Knowledge of market analysis methods	The person should be able to: - define the business profile as regards various elements such as: situation; turnover; number of employees; distinctive characteristics of the products/services offered; distinctive characteristics of the production process or delivery of service; quantity of price of the product/services; quality level of products/services; quota of market absorbed; promotion strategies adopted; strategies of services offered.
COMPETITOR ANALYSIS	Mapping of services offered	Identify the contents of the supply of competitors. Further investigate the client-company ratio in the competitor system. Highlight the most feared competitors (those able to express a wider coverage of the Critical Success Factors).	Analysis Global vision	Knowledge of the competition	The person should be able to: - resume the previously identified CSF, - express, in correspondence with each of these, the level of satisfaction expressed by the offer of each of the previously selected competitors (e.g. judgement on a scale from 1=min to 10=max).
COMPETITOR ANALYSIS	Analysis of strong and weak points	Find various approaches and diverse solutions, choosing essential elements. Elaborate documents suitably balancing analysis and syntheticity.	Analysis Global vision	Knowledge of a SWOT analysis	The person should be able to: - draw up a useful profile to summarise each important competitor's main strong and weak points, - associate, where possible, to each highlighted element a mark to better justify the impact, - revise the tables to search for greater homogeneity amongst contents.
COMPETITOR ANALYSIS	Mapping of competitor positioning	Define the methodology to code various attributes to allow representation in graphic form. Define the most representative variables to map a competitive positioning.	Analysis Global vision	Knowledge of the competition and the reference market	The person should be able to: - identify the most representative variables of the competitive scene, such as the amplitude of the range offered, quality of products/services offered, technology used, selected distribution channels, promotional and price policies; -represent the position of competitors in the business sector in which one intends to work.
COMPETITOR ANALYSIS	Initial sizing of demand	Determine the estimate of the global demand of the business segment in which one intends to work.	Analysis Global vision	Knowledge of the competition and the reference market	The person should be able to: - hypothesise the market share realistically plausible in each segment expressed on the work hypothesis that, in undertaking activities, they should have a precise reply in terms of operative plans and have full economic sustainability.

OBJECTIVES, STRATEGIES AND OPERATIONAL CHOICES	Identification of the target market	Elaborate an analytical plan with the estimate of market share that one intends to pursue	Analysis Global vision	Knowledge of the global, national, regional and local market	The person should be able to: - estimate the market share that he/she intends to pursue subdivided into different years up to year following break even point and for various markets in which he/she intends to operate.
OBJECTIVES, STRATEGIES AND OPERATIONAL CHOICES	Detailed sizing of demand	Find various approaches and diverse solutions, choosing essential elements. Elaborate documents suitably balancing analysis and syntheticity.	Analysis Global vision	Knowledge of the reference market and target	The person should be able to: - identify the mix of base products through which he/she will guarantee covering the demand in time; - measure the demand that he/she will be able to instigate on the market on the basis of different needs and use functions
OBJECTIVES, STRATEGIES AND OPERATIONAL CHOICES	Drawing up of the marketing plan	Determine the operational strategy that one intends to adopt so that the product reaches the reference market in the best possible way. Estimate the realisation of specific initiatives and levels of activation of individual levers in relation to each segment in which to place one's products/services. Draw up the budget to undertake specific initiatives and optimise it on the basis of objectives and target groups.	Analysis Global vision	Knowledge of the 4 levers of the marketing mix. Knowledge of the reference market.	The person should be able to: - identify in correspondence with each line of products/services, the combination of the 4 marketing levers (the 4 P) together with useful indications to better understand a strategic interpretation.
OBJECTIVES, STRATEGIES AND OPERATIONAL CHOICES	Definition of the production/supply plan	Specify, in correspondence to each phase, the standard duration foreseen and any additional information such as the consistence of the minimum production lot. Assess the compatibility of joint use of the instrumental resource and resort to specialist resources to use exclusively.	Analysis Global vision	Knowledge of the process and the product.	The person should be able to: - indicate for each identified business target/area, the quantity of every type of product/service to be supplied; - hypothesise the variations expected in the next two years; - indicate the price of which "a unit" of product/service to the different target groups; - evaluate and determine the location of the production plant.
OBJECTIVES, STRATEGIES AND OPERATIONAL CHOICES	Modelling of the production process	Design the process defining the a) basic process (i.e. the process phases); b) the critical points (i.e. the activities that if not undertaken correctly, can lead the entire process to crisis or trigger different process routes or variances– e.g. reworking or destination of waste of interim products or finished products); c) the timing of the process: the identification of standard execution times and the acceptable interval of deviation with respect to that time (particularly for service companies). Define technical-production equipment to use in each phase. Summarise the production methods one intends to use.	Analysis	Knowledge of the process and technologies. Knowledge of the techniques to determine standard times. Knowledge of main production types and layout.	The person should be able to: - indicate for every product/service the main phases that make up the production/supply process; - describe synthetically the procedures used, - determine the best allocation functional to establishments.
OBJECTIVES, STRATEGIES AND OPERATIONAL CHOICES	Choice of technologies	Evaluate: the ability of technologies to contribute positively to create outputs also via improvement in terms of quantity and quality foreseen; the level of specialisation of staff needed for a correct use of technologies; start up times needed to guarantee full use when at regime; the life cycle of technologies; costs of alternative technologies.	Analysis Global vision	Knowledge of techniques to evaluate investments.	The person should be able to: - indicate the goods to be purchased in order to launch the initiative, distinguishing the goods necessary to develop the typical activities and in order to produce/supply products/services (technical investments) and support services to guarantee the running of the company as a whole (general investments).

OBJECTIVES, STRATEGIES AND OPERATIONAL CHOICES	Drawing up of the Bill of materials	Specify the quantity of material to keep in store bearing in mind storage conditions and use in the provision of the product/service. Analyse the production process and relative flows.	Analysis Global vision	Knowledge of processes and technologies	The person should be able to: - indicate for every product/service the material (raw materials, products,...) and immaterial (third services, for example) elements that are needed to produce/supply a product/service unit; - determine the working times possibly distributed amongst the various types of resource for which one has cost differences.
OBJECTIVES, STRATEGIES AND OPERATIONAL CHOICES	Determination of break even point	Respond to the criteria of minimisation of risks and production unit cost.	Planning/progr amming Organisation Analysis	Knowledge of structure of company costs and demand	The person should be able to: - state the list of fixed costs that they should sustain on a timetabled basis (e.g. in a month or in a year); - specify the amortisation costs associated with the period; - determine the optimum productive capacity; -express production unit costs and marginal costs.
OBJECTIVES, STRATEGIES AND OPERATIONAL CHOICES	Drawing up the organisational plan	Guarantee the company the correct governance and coordination of all activities, the correct flexibility functional to its medium-long term operations, a "necessary and sufficient" size with respect to own needs without any superpositioning or oversizing.	Planning/progr amming Organisation Analysis	Knowledge of structure of company costs Knowledge of main types of organisation.	The person should be able to: - determine the organisational structure. - know how to motivate, listen, work in a team.....
ECONOMIC AND FINANCIAL EVALUATION	Planning of investments	Identify the data and information needed to elaborate the investment budget. Extrapolate the quantitative information regardign investments foreseen e.g..machinery and equipment needed.	Analysis Global vision	Knowledge of techniques to evaluate investments.	The person should be able to: - specify for each type of good payment terms, supply conditions, ammortisation period, VAT rate.
ECONOMIC AND FINANCIAL EVALUATION	Financial planning of operational plans	Identify the data and information needed to elaborate the budget of the Operational Plans. Establish the price to sell "a unit" of the product/service to different targets.	Analysis Global vision	Knowledge of structure of company costs	The person should be able to: - indicate the turnover (price of the product/service x quantity) hypothesised and the increases expected in the two subsequent years; - indicate the estimated costs to be sustained in order to carry out the hypothesised sales and production/delivery objectives; -quantify the costs to incur in time to be able to undertake actions planned; - hypothesise the average number of days leyway granted to suppliers and the percentage increase of costs foreseen for two years following start up, also bearing in mind turnover levels foreseen.
ECONOMIC AND FINANCIAL EVALUATION	Analysis of the initial financial requirements	Undertake an analysis of the possible means of external funding.	Analysis Global vision	Knowledge of possible concessionary credit lines	The person should be able to: - determine the resources necessary for start up, launch and management of the initiative, - quantify the financial resources to be found; - determine the profile of potential external financiers, - tweak a mix of sustainable, compatible financial contributons taking care to specify interest rates, active and passive granted; - indicate, if requestign a mortgage, the negotiation conditions foreseen; - guarantee medium/long term sustainability.
ECONOMIC AND FINANCIAL EVALUATION	Economic-financial forecasts	Elaborate documents suitably balancing analysis and syntheticness.	Analysis Global vision Summary	Knowledge of principles of analytical accounting. Knowledge of main elements of budgets	The person should be able to: - quantify the proceeds coming from characteristic management - indicate any income, extra to income obtained from selling the products/services in the first three years of activity; - quantify the determined costs from the operational plans and amortisation quotas; - input other costs to incur but not directly ascribable to the creation/provision of different products/services; - summarise elements in the economic/financial reports (Balance sheet, Profit and loss account and Forecase financial report); - undertake a feasibility analysis of the entire plan.