

## C<sup>3</sup> GROWTH – Training Modules

### Introduction to Systemic Consultancy

Definition of (systemic) management consulting  
Consulting approaches  
The consulting cycle

### Accession to the Enterprise

Advising through communication  
First contact with the entrepreneur  
Preliminary diagnosis  
Being contracted

### Enterprise Diagnosis

Systems analysis:  
• SWOT  
Problem analysis  
• Portfolio analysis  
• ABC analysis  
• Balanced-Score-Card  
• Benchmarking

Data collection  
Data analysis

### Organisation & Management

Analysis of an organisation's setting  
Processes and structures  
Human resource management  
Management culture

### Market Place & Marketing

Market analysis  
The marketing mix  
Competitors' analysis  
Analysis of the product portfolio

### Production & Technolog

Choice of technology  
Supply chain management

Stock management  
Production planning  
Production management  
Quality management  
Environmental impacts  
After-sales services

### Financial Analysis

Financial functions and terms  
Financial statements and analysis  
Ratio analysis  
Costing  
Cost apportionment/centres

### Change Management

Systemic change  
Symptoms, causes, attractors  
Resistance to change

### Creation of a Consulting Company

Marketing consulting services  
Group consultancy  
Organisation and management  
Financial aspects  
Business planning

### Field Work

Application of the full consulting cycle  
Company analysis  
Market research  
Elaboration of a consulting report  
Presentation of a consulting report to the client



### C<sup>3</sup> TRAINER

TRAINING AND MODERATION TECHNIQUES



### C<sup>3</sup> START

BUSINESS START-UP & PLANNING



### C<sup>3</sup> GROWTH

CONSULTANCY FOR SUSTAINABLE ENTERPRISE GROWTH



### C<sup>3</sup> CREDIT

CREDIT APPRAISAL & MONITORING



### C<sup>3</sup> CRISIS

TURN-AROUND MANAGEMENT OF ENTERPRISES IN CRISIS



### C<sup>3</sup> COMPLIANCE

MANAGING SOCIAL AND ENVIRONMENTAL STANDARDS



### C<sup>3</sup> ASSOCIATE

STRATEGIC AND FINANCIAL PLANNING FOR ASSOCIATIONS



### C<sup>3</sup> LOCAL

MULTI STAKEHOLDER PROCESSES FOR LOCAL ECONOMIC DEVELOPMENT



## Why C<sup>3</sup> GROWTH?

Small and medium enterprises typically have limited resources and cannot afford to hire specialised personnel for every function within their business. Therefore, the entrepreneur is often expected to meet the managerial requirements him/herself. In most cases he or she cannot perform every function needed equally well, and occasionally will need to seek advice from external resources. This is where a consultant comes in.

### GROWTH is ...

... an integrated and a practice-oriented method for capacity building of management consultants. **GROWTH** Training enables consultants to guide and facilitate a change process at company level which is based on thorough analysis of the enterprise and an integrated understanding of enterprises as systems.

### Target group

**GROWTH** training elevates the consulting competency of business experts with a background in economics, engineering or business administration who want to acquire skills for management consulting in micro, small and medium-sized companies.

### Understand systems

**GROWTH** training puts a holistic view on structure and processes within enterprises and shows them in their economic and social environments. Guidance and assistance are potentially needed within the entire range of business activities. A well trained and experienced management consultant is therefore available to support the change processes through participative diagnosis and strategic planning input, as well as during the implementation of intervention strategies.

### Soft skills

Successful consultants need more than profound analytical competence – they also need consulting skills in order to effectively contribute to solutions. **GROWTH** training strengthens communication skills, creativity, self-confidence, goal orientation and teamwork ability.

### Training through action learning

**GROWTH** is a highly participatory training approach consisting of

- action-oriented sessions with simulation exercises
- group work, case studies and
- field work within existing enterprises

Modern adult training methods safeguard sustainable learning progression. The field work includes amongst others company visits, market research and report preparation.

### Content

The comprehensive **GROWTH** package covers all relevant areas of systemic business consultancy. The manual comprises several modules with comprehensive instructions for facilitators that are especially valuable should any training of future trainers be required. The modular structure allows for the flexible adaptation of the package to meet the special needs of each individual training group.

