

# DIN CWA 14523:2002-10 (E)

Description for the types of business advice and support services provided to small enterprises in Europe (English version CWA 14523:2002)

---

<b>Contents</b>	<b>Page</b>
<b>PART I : BUSINESS ADVICE TO VERY SMALL ENTERPRISES (VSEs) : WHY HAVE RECOURS TO IT? .....</b>	<b>5</b>
1.1 What is meant by "Very Small Enterprise"?	5
1.2 A fragility vis-a-vis the external challenges of the coming years	5
1.3 Breaking with isolation in order to adapt to a changing environment	6
1.4 Standing back (from situations) with the aid of an outside view	6
<b>PART II : ACCESS OF VSE TO BUSINESS ADVICE .....</b>	<b>7</b>
2.1 The initial perception of business advice by the VSE is linked to its regulatory obligations...	7
2.2 ... but outside business advice proves to be valuable in others domains	7
2.3 The role of the generalist business adviser	7
2.4 Encouraging the promotion of business advice	8
2.5 New technologies at the service of VSEs	8
<b>PART III : WHAT DOES SUPPORT OF A VERY SMALL ENTERPRISE (VSE) ENCOMPASS?.....</b>	<b>9</b>
<b>PART IV : THE FUNDAMENTALS OF THE BUSINESS ADVICE SERVICE .....</b>	<b>10</b>
4.1 The business advice service must be customer-focused	10
4.2 A clear and transparent service offer	10
4.3 A necessary coherence of the service	10
4.4 A fair cost	11
4.5 The mutual commitment of the parties	11
4.6 A possibility of ongoing improvement of the service	11
<b>PART V : THE ROLE OF THE BUSINESS ADVISER IN HIS RELATIONSHIP WITH THE VSE.....</b>	<b>12</b>
5.1 The role of a business adviser	12
5.2 The relationship between the business adviser and the enterprise	12
5.3 Generalists not specialists	13
5.4 Involving the customer	13
5.5 The ongoing relationship between adviser and customer	13
5.6 The skill of advisers and the role of business structures	13
5.7 The value of the adviser	14