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The **SIYB programme** has evolved over the years since it was developed, with several developments and improvements being made in response to market needs and demands. A case in point is the material development process, which has seen the development of the Start Your Business (SYB) and Generate Your Business Idea (GYBI) programmes being added to the pioneering Improve Your Business (IYB). Even then there have been significant improvements and adaptations of the core materials, with new modules being added (e.g. People and Productivity) and simplified versions of the SIYB (SSIYB) being added into the family. Now we are also talking about the Expand Your Business (EYB), a support package for a specific target group of SMEs who have different profiles and needs of our traditional SIYB.

The Digitalise your Business (DYB) booklet is part of the ILO Start and Improve Your Business (SIYB) series of products.

Digitalise Your Business (DYB) discusses the basic requirements and main steps for getting any existing or future business online. After an introductory chapter explaining some key concepts, DYB is composed of three core modules describing the main steps for a business to have an online presence, sell its products or services through the Internet and adapt its processes to the digital needs.

More specifically: Module 1 discusses the main ways of establishing a digital presence. It first reviews some fundamental elements necessary for a business to be noticed online, including the creation of social network platform accounts and a website. Then it offers an overview on the use of digital marketing and online branding.

Module 2 provides guidelines for understanding when and how to sell goods and services online. It describes the main strategies for a business to establish an e-commerce. In particular, three possibilities are analysed: selling through social network platforms, establishing a virtual store in an e-commerce marketplace or setting an e-commerce in the company's own website.

Module 3 defines some adaptations that businesses must apply in their operations when entering the digital space. It first describes how to deal with online orders and payments. Then, it discusses the shipping and delivery of physical goods ordered online. Finally, it develops on new challenges related to ethics, security and trust.

Trainer Development

Trainers play a key role in SIYB implementation. This is because they are responsible for training roll out at the entrepreneur level – starting from training needs assessment to post-training follow-up support provision – independently and in line with the SIYB quality standards so as to ensure that beneficiary needs are met. SIYB Trainer development follows a multi-phase process providing Trainers with the required competencies. The processes of Trainer development and certification are outlined in the sections that follow.





The Training of Trainers (ToT) cycle

- Selection of candidates to become SIYB Trainers:

Once partner organizations have been identified and are on board, trainers working for the partner organizations are selected to be trained in SIYB. Individual consultants or one-person companies operating as trainers may also apply to become SIYB Trainers. Trainer Candidates are selected based on information provided by them in the “Trainer Entry Form” and/or in interviews; a contents-test is sometimes also given to applicants. The minimum requirement for Trainer selection is a combination of at least two out of the three following elements: BDS experience, experience with adult education and own business experience.

- Participating in an initial ToT workshop: The ToT workshop facilitated by a Master Trainer introduces participants to both the technical content of the relevant SIYB package(s) and to adult learning methodologies through a participatory approach (including the delivery of at least one practice session by each participant during the workshop). Successful completion of the workshop requires a sufficiently high score on the “Trainer Observation Record” and the passing of a post-test (see Certification section below). An important part of the workshop is the development of action plans by the Trainer Candidates for the next steps of the ToT cycle (as outlined below). The duration of the ToT workshop for DYB is normally 5 to 8 days

- Executing at least one Training of Entrepreneurs (ToE) cycle for each of the relevant SIYB packages: This is done under the supervision of a Master Trainer, allowing the Trainer Candidate to practice the skills acquired during the ToT workshop and for the supervising Master Trainer to assess to what extent the Candidate’s performance is satisfactory. In this phase, the Trainer Candidates undertake all activities normally required in a ToE cycle, namely: selecting participants and carrying out a training needs assessment, designing the training programme, delivering the ToE workshop, providing after-training support in the form of individual or group counselling, and reporting on the training to the Master Trainer.

This phase normally lasts several months, as it involves the design and delivery of one or more full training cycles, depending on the number of packages that are involved.

- Participating in a Competency Reinforcement Workshop (CRW) : The workshop delivered by the Master Trainer, and conducted as an optional element in cases where deemed necessary based on the results of the practice phase, aims to address issues encountered during the practice phase and refine Trainer competencies in view of certification. The CRW normally lasts 3-10 days,
- Certification: Upon completion of the above steps, a Trainer Certificate of Competence is issued by the responsible Master Trainer, which provides the Trainer Candidate the right to call himself/herself a certified DYB Trainer, and to provide training services using the DYB materials



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and brand name. While the Trainer Certificates of Competence do not contain an expiry date, should a Trainer fail to show a sufficient level of activity (execution of at least one ToE cycle every three years), he/she will be classified as a non-active trainer, and Master Trainers will be discouraged from providing referrals to his/her training services. Attendance certificates are sometimes provided to participants who complete the ToT workshop, and where conducted, the CRW. Where issued, these certificates only provide proof of attendance, and should not be confused with Trainer Certificates of Competence.

