



# *Facilitation Focus*



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# A TALL STORY

*(One woman's story of passion, commitment and frustration)*

When Penni Lamprey heard the news of the world's largest tall women's retailer closing in June 2019, she and **many other women of height** around the country panicked - where would they shop now?

Standing at 184cm or 6'1 the mum-of-three had experienced a life of ill-fitting clothes that were too short in every department, and while sewing clothes for herself had always been an option, Penni's business mindset quickly saw an opportunity to beautifully dress not only herself but all taller Australian women.

As it was for many women, the global turmoil of 2019/20 was an emotionally confronting time for her professionally. The trading restrictions during the first wave of COVID-19 meant she was unable to continue her career as a workplace health and wellbeing consultant, delivering in-house wellbeing and nutrition sessions.

It was then Penni and her husband decided to take a risk, investing their savings to launch her brand Miss G & Me: Beautiful clothes for the tall.

She knew the Australian market was utterly undersupplied, and what was available were garments that were cheap, flimsy and often smelled toxic, the zips would fail, seams would pull apart, and the hassle of returning garments to a faceless international was not worth the effort."

*"Additionally, we, the taller women, only ever had access to off-season garments, without factoring in the difference in*



*dressing styles of European, US and Australian women."*

She intended to radically change the landscape of the Australian market; no experience in the fashion or design industry, during a global pandemic seemed muted points.

*"I researched mentoring programs and was burnt by my first 'learn the industry', it was a costly reminder to back myself and use what I know", she said.*

Penni fervently believes that relationship building and sharing your purpose is key – *"fabric merchants and industry agents want this label to work as much as I do".*

"The fashion and textile industries have taken a hammering from offshore manufacturing, cheap imports, loss of skilled machinists so they too want to support a label that enables the industry to rebuild while contributing to an individual's wellbeing."

"I don't need to know how to make a pattern, rather, I engage specialist pattern makers who know exactly what clothes that beautifully fit can do for an individual's wellbeing and life, in general, can do - skilled professionals who could turn my drawings and bold ideas into beautiful clothing for the tall."

"I am the interface of all the specialists who make a garment come alive. My business operations and project management skills had

been well developed during previous positions of hospitality management, self-employment and public servant administration," she said."

Two years in, she now feels she can talk some of the industry language fluently, which contributes to gaining the respect of lifelong industry professionals who work with her. "I know who to call when I need expert input."

The Tasmanian said the immediate interest and support buoyed her. Penni received messages from tall women from around the country, expressing their desire for a sustainable, fashionable, Australian, tall specific women's clothing label.



*"To honour this, commencing as 'Australian Design & Made' was paramount".*

From the onset, the label created and applied sustainable development goals to establish responsible consumption and production, gender equality, work and economic growth and sustainable cities targets. The label's Victorian patternmakers and manufacturers are all Ethical Clothing Australia accredited which protects the wages and working conditions of staff and the customers appreciate.

"It's just me, working for peanuts." Penni jokes.

"We don't have the R&D budgets of the major retailers to turn plastic into fabric, however with design and clever pattern making,

*(Continued next page)*

just by association clothes that fit the taller silhouette will reduce the waste of a market that is nearly 2% of Australian women."

"As technology evolves, access to these fabrics will become greater for all labels."

It hasn't all been smooth sailing, the Victorian lockdowns of 2021 did become problematic for the innovator as she could not travel out of her home state to attend fitting sessions, and all industries in the supply chain were suffering from staff shortages.



It wasn't until January 2022 that operations began to settle and a 'normal' began to emerge.

Social media reviews of satisfied taller women tell of the great fit of the garments and the quality of the materials used - some with a little bit of magic sewn in claimed one well-dressed customer.

Operating from her studio in North Hobart, the lifelong Tasmanian is itching to jump on a plane to visit the 'Big Isle' to attend the fashion shows and witness her products on the catwalks of Melbourne and Sydney fashion shows.

But who will be the models?

"I've always been asked what supermodels wear. However, they are rarely over 6 feet tall and are not sought after by the industry; society considers us to have unconventionally tall physiques - it does present dressing and lifestyle problems.

For example, if you were to look

at your blazer or shirt cuff, they will be sitting comfortably between your wrist and thumb joint".

"For me, and many other tall women, clothes cut into the abdomen and required a 'jig or three' to completely readjust each time we sit or stand. The mental energy used to dress each day can negatively add up".

She goes on to explain that the psychological safety, obtained from wearing clothes that fit your silhouette, can not be underestimated. "You stand without fidgeting, you sit without discomfort and you stop making excuses for your appearance by comparison with others."

Not only is the label beautifully dressing people, but will also contribute to the label's values of 'well' and 'being'.



The very name Miss G & Me is about the now and the future. "It has been surreal living through a pandemic, closing a business and creating a new enterprise, and raising three destined-to-be-tall children".

The couple's 13-year-old son is already 194cm (6'4) tall whilst his sister, the namesake's Miss G, at 10-years-old is also destined to pass both her parents in height. So much so, a second label is already planned - "TallTwins, for when she reaches 175cm (5'10) - the height considered tall for women".

Without a doubt, the reflected interest and need for the Miss G & Me label occupies a niche in the Australian Fashion Industry. With sustainability, inclusion and contributing positively to society as its core values the predictions of success will continue well into the future.



### Bio

*Miss G & Me was founded in 2019 by Penni Lamprey, who gracefully stands at 6'1. She is on a mission to radically change the landscape of tall women's fashion - never have Australian women had garments designed and created for them – they don't want boring clothes that fit, they want beautiful clothes that fit.*

*Without a doubt, the reflected interest and need for the Miss G & Me label occupies a niche in the Australian Fashion Industry. With sustainability, inclusion and contributing positively to society as its core values the predictions of success show Miss G & Me is well on its way to delivering.*

- [Tall Women's Clothing | Miss G & Me | Australia \(missgandme.com.au\)](https://missgandme.com.au)
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## *“A new way to build an Australian economy in the 21st Century”*

Co-operative and mutual enterprises offer a way to build a more resilient, innovative and stable economy in the 21st Century, claims [Melina Morrison](#), the CEO of the Business Council of Co-operatives and Mutuals.

Having witnessed the remarkable fragility of some of our most essential supply chains during the height of the pandemic, we cannot now erase that knowledge however ebullient the current mood. Our vulnerabilities, once exposed, will remain part of our collective character and consciousness for generations to come.

### **What could this period of flux look like for our economy and where could it lead us?**

For some years, I've had an idea of what resilience in business looks like and, bear with me here, co-operative and mutual enterprises (CMEs) are it.

How exactly is a 200-year-old idea borne out of the Industrial Revolution going to create a more resilient, innovative and stable economy in the 21st Century? Trust me, I've heard every imaginable interpretation of what a co-op is and who they serve over the years but there are few economically and socially desirable outcomes that co-ops and mutuals will not help us achieve.

This pandemic has left countries across the globe tackling the same problems at the same time. We are witnessing, in real time, the power of robust, diverse intellectual thought as economists and analysts from all schools of thought turn their attention to the challenges wrought upon us by a global health crisis.



[Business Council of Co-operatives and Mutuals](#)

What analysis of the Australian economy is telling us is that we have a “missing middle”. Our economy will not be rescued by the ASX 200, where large scale job creation is not on the cards. At the other end of town, many once-thriving small businesses are struggling to survive, and others are not in a position to bear the brunt of taking risks.

Add to this the impact of an increasingly urgent transition to a low carbon economy seeing many traditional sectors shed jobs, giving way to new employment areas, often service-orientated, with casualised labour markets the norm.

We need business models that support workers to find fulfilling, high quality work in the gig economy. Co-ops and mutuals are ideally suited to handing back choice and control to employees as the owners of their labour hire platforms (platform cooperativism).

What we also need is more medium-sized businesses to bridge the gap: businesses in sectors where job creation is not only possible, but essential.

We need to harness the drive of locally or family-owned small business while competing with the multinationals that are shifting local supply chains in favour of off-shore suppliers, or moving their headquarters and corporate roles to the cities.

The co-op model allows small businesses to function as medium or

large businesses, accessing all the advantages of scale, while remaining locally owned and continuing to support local supply chains.

This opportunity to build the middle of the Australian economy is further enhanced by changes to the Corporations Act, meaning that co-ops and mutuals can now raise capital without risking demutualisation or taking on debt.

The legislative changes were the result of a unified campaign led by the Business Council of Co-operatives and Mutuals (BCCM) and its members to create a more enabling business environment for co-ops and mutuals to compete and thrive.

The introduction of mutual capital instruments (MCIs) was a fundamental step forward for existing co-ops and mutuals and as it turns out, a timely one, as these businesses are now primed to take on a central role in our economic recovery.

Member-owned businesses that have the primary objective of creating, protecting and returning value to members can be solely focused on those outcomes.

In the contribution of co-ops and mutuals to our sustained growth, their potential to enhance our capability in new sectors and their global outlook while maintaining local values we see a new way to build an Australian economy in the 21st Century: a way to build resilience, not as a buzzword of 2020, but as a foundation for whatever the next 200 years might have in store.





# Should you be allowed to complain about businesses online?

## One man doesn't think so

[Frank Chung from news.com](#) recently wrote an article regarding customers being able to complain about poor service or products online.

Frank stated: *"In a time when anonymous reviews from disgruntled customers can make or break small businesses, one man is on a personal mission to bring some positivity back to the internet."*

Paul Ryan, head of marketing company Intouch group and co-founder of the company formerly known as Wizard Home Loans, is the behind a new venture called [Kudos2](#).

It's an online testimonial service in the vein of [UrbanSpoon](#) or [Yelp](#), but with a fairly significant catch — you're only allowed to post positive feedback.

"Service is subjective," Mr Ryan explains. "One man's drink is another man's poison. What could be good service for you might not be good service for others."

According to Mr Ryan, sometimes "people have bad days" and while your grievance may be legitimate, it's unfair to publicly sledge a business without first giving them the opportunity to rectify the issue.

"Today we're very quick to jump on negativity, but I think we should be rewarding effort. If you post a negative review online, it just breeds more negativity."

Mr Ryan hopes people will use Kudos2 to share positive service experiences, and others will make

their judgement based on the number of recommendations a particular business has.

"Say you wanted to move to Port Macquarie — you'll need to find a real estate agent, an insurance broker, a dentist, a nice coffee shop," he says. "We want people to be able to jump on Kudos, type in 'Port Macquarie', and see all the businesses that have happy customers."

It all sounds lovely, but it begs a fairly obvious question — what if a business just isn't up to scratch? Don't customers have a right to warn off others if they believe they'll have a bad experience?

"When a customer has a bad experience, they want one of two things — they either want to vent, or they actually want something done about it. If it's the second one, the best people to speak to are the businesses themselves."

And if it's the first one, Mr Ryan would prefer it was done the old-fashioned way — having a whinge to your mates at the BBQ, rather than putting it up on Facebook where thousands of people can potentially see.

"Seventy per cent of people are now researching online and trusting recommendations they find — there's still Facebook, Yelp and the rest. They can see all the negative reviews there as well, and they'll make their own decision."

Kudos2 is only three months old and Mr Ryan isn't sure when it will turn a profit. Around three hundred businesses have been given 'Kudos', and the site has around



200 registered users. "There are 1.4 million businesses out there with fewer than four employees. These are businesses that don't have huge marketing budgets, so the question is how do they get themselves known in the wider community?"

However, on the 'flip-side' Matt Wade senior journalist from "The Age" believes that the vast majority of customers fail to complain about poor service or treatment, and are prone to suffer in silence.

Matt writes: *"A 2011 survey conducted for the Australian Communications and Media Authority found that 76 per cent of those who contacted their communications provider with a grievance did nothing more about it."*

So why are so many consumers so passive? One reason is what behavioural economists call "loss aversion" — the tendency for consumers to care more about preventing a loss than making a gain.

Conversely, there is a website dedicated to nothing else but harvesting complaints: ["Crappy Customer Service"](#) claim to be Australia's largest complaint site, and they claim to have received over 13,000 complaints in the past 4 years.

***What do you think? Do you agree with Paul Ryan?***



# BizTips



To succeed in business today, you need to be flexible and have good planning and organizational skills. Many people start a business thinking that they'll turn on their computers or open their doors and start making money, only to find that making money in a business is much more difficult than they thought.

You can avoid this in your business ventures by taking your time and planning out all the necessary steps you need to achieve success.

## What is Networking?

Connecting with the right people to help your business grow and making sure everyone knows about your exceptional products or services is critical to your success in business.

Learning to be an effective networker is the key in achieving these two goals. Networking is a life skill, not just something we do when we want something.

Great networkers:

- Give without expectation.
- Do things for others - not to get something back. Have a "share and support" mentality and with this alone anything is possible.
- Believe in making the pie bigger for everyone. They cross network with competitors and regularly give away referrals.
- Know that having a "protection" mentality, where people come from fear - fear of sharing ideas, of giving information away freely - is a negative way to live.
- Believe in the universal law of reciprocity, they know that what you give out comes back ten-fold.

***Remember great networkers work at their networks for a minimum of 15 minutes per day.***

## Build a Precise Picture of Your Ideal Customer

Identifying your target market is the first step of any marketing plan and it's essential that you are as precise as possible.

If not, you run the risk of a scatter-gun approach that will dilute your message and drain your budget. Instead, think about your target market in terms of specifics – who in your current customer base is the right fit for your product or service?

What have they purchased from you before?

Do their purchasing patterns suggest they might be a good target? Are they the kind of customer you even enjoy doing business with?

What about reaching new customers outside your customer base?

The more specific you can be, the easier it will be to craft the right message and tactics for reaching that audience.

## How Can You Reach your Target Market?

Now that you know who you want to reach and what actions you want them to take, you'll need to identify the best ways to reach them and with what message.

To do this, consider the following about your customers and prospects:

- What associations do they belong to?
- Are they active on social media?
- Do they subscribe to your email marketing?
- What print or online media do they read?

- What are their 'pain' points (how can you help address these)?
- What types of messages or call to actions have they responded to in the past?
- Why should they care about
- what you have to offer (what's in it for them / in what ways will they benefit)

## How Much Should I Spend On Advertising?

This question is often asked, and there are a number of methods by which advertising budgets are determined.

However, it is worth noting that only **direct** advertising expenditure should be charged against your advertising account.

Direct advertising may include:

- ☐ Media space or time;
- ☐ Preparation of advertising material;
- ☐ Photographs and show-card writing for display signs and posters;
- ☐ Printed promotional material and sales literature.

Direct advertising expenses **do not** include:

- ☐ Advertisements that are placed in publications that are planned to assist charities – this should be charged to your Donations Account;
- ☐ Gifts to clients at Christmas time;
- ☐ Lunches, entertainment, or membership of clubs or organisations.

Your advertising budget, therefore, should set out *what amounts* are to be allocated to *which media*, and *when* these amounts will be spent.



# Enterprise Facilitation and Business Coaching: Using Constructive Feedback vs. Praise and Criticism

Which is more effective in improving an individual or team's performance?

[Jack Zenger and Joseph Folkman](#) in an article in the Harvard Business Review believe that there is an Ideal Praise to Criticism Ratio using positive feedback to let people know when they're doing well, or offering constructive comments to help them when they're off track?

New research suggests that this is a trick question. The answer, as one might intuitively expect, is that both are important. But the real question is — in what proportion?

[Marty Brounstein](#) believes that One of the responsibilities of Enterprise and Business Facilitators is to give performance feedback to employees. Performance feedback can be given two ways: through constructive feedback or through praise and criticism.

Don't fall into the trap of giving praise and criticism on employee performance.

□ **Constructive feedback is information-specific, issue-focused, and based on observations.** It comes in two varieties:

*Positive feedback* is news or input to an employee about an effort well done.

*Negative feedback* is news to an employee about an effort that needs improvement. Negative feedback doesn't mean a terrible performance, rather a performance in which the outcomes delivered should be better. So negative isn't a negative word in this case.



Marty Brounstein

□ **Praise and criticism are personal judgments about a performance effort or outcome.**

The information given is general and vague, focused on the person, and based on opinions or feelings.

The following examples help show the difference between constructive feedback (either positive or negative) and praise/criticism:

□ *Praise:* You did a great job on that project. Good work.

□ *Positive feedback:* The contributions you made on this project were a big help. I noticed that the work you produced was thorough and accurate. In addition, whenever I needed help in coordinating the team and managing the project schedule, you stepped in and covered for me or gave me assistance, which kept the team and the project on schedule.

When team members had questions, you were available to help get them answers. Thanks so much for your contributions in helping make this project a success.

□ *Criticism:* You were not much help on this project. You were really ineffective. I hope this isn't the best you can do.

□ *Negative feedback:* Here are the concerns I have regarding your

assistance on this project. As I explained at the beginning of the project, your services were needed to help coordinate the project management in terms of keeping people focused on their assignments and on the schedule.

I did not see much effort of coordination occurring.

For example, many of the team members came to me with questions about assignments and schedule issues, often after they could not get answers from you.

Most of the time, I noticed that you were working on your part of the project, but the interactions with the others about the overall project and its progress were not evident.

When I asked you to cover for me at three of the meetings, each of the meetings ended after a brief time with no minutes or action items produced.

Delays have occurred in the project, and we'll now require everyone's attention to get back on track.

The two types of constructive feedback come across as far more objective, specific, and nonjudgmental than praise and criticism. Because constructive feedback is based on observations in specific terms about issues of performance, it's not a right or wrong.

Constructive feedback encourages a discussion after the person gets the feedback. As a result, you and your employee can learn more about the situation and, if needed, set a positive course of action.





## AIBEF 2022 INTERNATIONAL SCHOLARSHIP PROGRAM

*"The business advice industry in Australia and in many other countries is self-regulated, and virtually anyone can call themselves a business or enterprise facilitator, advisor, coach, mentor or consultant. Business Facilitation and Coaching has copped its fair share of flak in recent years, primarily because the industry has a reputation for attracting spruikers and touts."*

*Denise McNabb, Sydney Morning Herald*

- **Do you provide Business Advice, Consulting, Mentoring or Facilitation Services?**
  - **Are you looking for recognition of your facilitation skills?**
- **Wanting to give clients the confirmation of your professionalism and experience?**
  - **The AIBEF is awarding 20 + Scholarships in 2022– Apply Now!**

**[www.aibef.org.au/aibef-scholarship-program](http://www.aibef.org.au/aibef-scholarship-program)**

A program has been launched to enable business advisors and mentors to achieve industry-recognised accreditation without the need for lengthy study or expensive courses.

The Australasian Institute of Business and Enterprise Facilitators' (AIBEF) new scholarship program recognises the skills, knowledge and experience of business advisors and mentors who have the expertise but may not have gained relevant accreditation or qualifications.

**There are three Scholarship categories:**

- **Women**
- **Young Advisors (up to 29 years of age)**
- **General**

Additional details and Application Form is on our web site ([www.aibef.org.au](http://www.aibef.org.au)); or you can send an email to [info@aibef.org.au](mailto:info@aibef.org.au) requesting these forms to be sent to you.

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### **AIBEF Code of Conduct**

All AIBEF members are obliged to maintain professional standards and ensure the legitimate interests of their clients are paramount. They must ensure that any conflicts of interests are avoided and confidentiality maintained. Members are required to adhere to the highest standards of facilitation, advice, referral, information provision, support and client care through undertaking ongoing professional development

### **The Process of Becoming an AIBEF Accredited Facilitator**

To be an accredited Member of AIBEF, simply submit your application to the AIBEF Secretariat.

The AIBEF Accreditation Committee then assesses your experience and qualifications and will advise you of the Institute's decision.

Often this decision is partly based on Recognition of Prior Learning (RPL) where the Committee takes into account the equivalent experience of the candidate. The new AIBEF Member is then provided with a certificate of Membership and is invited to have their name listed on the Institute's website, and can immediately use the post nominal *M.A.I.B.E.F.* after their name.

Whether it is a concern about business start-up or growth, a marketing issue, HR or financial issue, a member of the AIBEF can provide effective guidance and support to entrepreneurs, business owners, communities or organisations.

Ph: +61 0410 082 201

## **About the Institute**

### **Benefits of Membership** **Some benefits include:**

**Recognition** of the professional qualifications of Member of the Institute of Business and Enterprise Facilitators (MAIBEF) and Fellow of the Institute of Business and Enterprise Facilitators (FAIBEF) in Australia and New Zealand.

**The ability to use the post-nominals**, MAIBEF and FAIBEF in promoting their activities and achieve:

- credibility/validation as an enterprise and business facilitator
- a premium for services
- client confidence and direct benefits to their business secure and regular employment/use as a business facilitator and enhanced market/business opportunities

### **Personal confidence and increasing business:**

- through business support organisations including training providers and centres increasingly requiring counsellors/advisers to be professionally trained and experienced facilitators
- achieved through the formal recognition of practitioner skills
- by becoming preferred contractors.

### **The sharing of knowledge and skills and growth of new business through:**

- peer networking and interchange of ideas with other



### **Members and Fellows**

- peer mentoring of other Members and potential Members
- enabling contacts (formal and informal) with peer organisations and alliances

### **Regular electronic Newsletters and communications that:**

- disseminate news of major developments in the business support industry
- notify Members of relevant conferences and events
- keep Members up to date with current issues
- notify Members about opportunities in professional development

### **Development of business facilitation skills and knowledge through the provision of:**

- notification of opportunities to participate in ongoing targeted and specific professional development
- access to professional development in recommended training courses
- the best and most up to date information on business and training/facilitation.

**Representation to others** (government and non-government) on Members behalf on issues



affecting business facilitation.

***A.I.B.E.F. Established 24 years***

Web: [www.aibef.org.au](http://www.aibef.org.au)

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The Australasian Institute of Business and Enterprise Facilitators (AIBEF) was founded in 1997 as a result of the recommendations of the Industry Task Force on Leadership and Management Skills.

In their report, entitled *Enterprising Nation*, the taskforce recommended that: “.... a comprehensive accreditation process be established for small business trainers, educators, counsellors, facilitators and advisers so as to upgrade the quality of small business advice.”

It's a fact that, at the moment, the business advice industry in Australia is self-regulated, and virtually anyone can call themselves a business or enterprise facilitator, advisor, coach, facilitator, trainer or consultant.

Check out Google for instance; there must be a dozen (or more) sites on “*How To Start Your Own Business Consulting Venture*”.

The AIBEF is the Peak Body for Business Facilitators, Coaches and Trainers, and we, the AIBEF Committee, hope to continue the association's great work to further promote the professionalism and quality of our members, and to endeavour to act as a respected voice and advocate for the wider community.

The AIBEF represents a profession that is proud of its independence and confident of the service it provides, committed to continual improvement in the skills and knowledge of our members and Business and Enterprise Facilitators in general, who ably assist in the professional guidance and support of business, enterprise and community development.



## Welcome to our Newsletter

*Facilitation Focus* is an opportunity for Business Facilitators, Coaches, Facilitators, Trainers and Consultants to ask questions, offer answers, and become part of a group where we can all join in peer-to-peer discussions and conversations about challenges, experiences and outcomes. ***It is also worth noting that 'Focus' can be included in your Continuing Professional Development (CPD)***

*Facilitation Focus* is a publication for a rapidly changing world.

Almost daily, SME's are facing constant changes, and it is vital that the Business and Enterprise Facilitator is current with their expert advice and guidance.

*Facilitation Focus* has as its main aim to access to a professional network of peers through the AIBEF, and by gaining more insight into business and industry best practices, as well as increasing the focus on the important aspects of their own business, an AIBEF Focus member can accomplish amazing results.



## Something To Say?

### Thanks for the Info

Just a note to thank you for the helpful information contained in your magazine. I'm a client of one of your members, who sends your magazine onto me. I find it easy to read and some of the ideas in the numerous articles are very useful and valuable.

*Peter Haley  
Solar For Life  
Coffs Harbour, NSW*

## WHO ARE BUSINESS OR ENTERPRISE FACILITATORS?

Virtually any professional, qualified person or organisation involved in assisting entrepreneurs, organisations, or communities to improve their Skills; Knowledge; Business; Staff; and/or Life.

The role of a Business and Enterprise Facilitator is to promote local economic growth by providing support to local entrepreneurs, groups or entire communities wishing to start or expand a small business enterprise or to assist to develop a concept where the community will benefit

The concept of Business and Enterprise Facilitation is a model of development that supports the creation of wealth from within a community by nurturing the resourcefulness of its people.

The Australasian Institute of Business and Enterprise Facilitators is an international not-for-profit institution that works with entrepreneurs, small groups and / or communities to establish sustainable, grassroots enterprise projects.

For more information please contact:

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