

# WHITE BOOK

HOW TO SET UP A JUNIOR ENTERPRISE

PART OF THE RAINBOW COLLECTION

## **Preface**

JADE is a student-run, pan-European network representing about 20.000 young entrepreneurs in more than 150 local non-profit organisations, called Junior Enterprises. By running professional consulting studies and managing small- to medium sized enterprises, the students add practical experience to their theoretical skills. JADE promotes the idea of Junior Enterprises throughout Europe, helps to set up new organisations and furthers the exchange of knowledge and management skills between its members. Together with the affiliated Junior Enterprise Network in Brazil and several contacts to student consulting groups in non-member countries, the JADE Network is one of the largest student networks in the world.

## **Our Mission:**

“JADE is promoting the Junior Enterprise concept to third parties, ensuring constant quality of its members and offering a platform for knowledge transfer. We provide extensive support and coordination to our international network in order to foster the entrepreneurial spirit among students during their higher education.”

This document is designed to help students who want to set up a Junior Enterprise (JE).

It is part of a series of manuals – The Rainbow Collection - which are being developed by JADE. They will serve as general directives for each country, and may support national confederations, Junior Enterprises, and Junior Initiatives.

**The Rainbow Collection is composed of:**

White Book : Creation of a Junior Enterprise  
Green Book : Quality Management in a Junior Enterprise  
Blue Book : Project-methodology topics  
Yellow Book : International activities of a Junior Enterprise  
...among others.

In this document we dealt with the most important questions you need to face when starting.

**Hints for “quick reading”:**

Not much time, but still want to get an idea of how to found a JE?

Well, just read the chapters 1 and 2 and skip the yellow (“Nice to know”) and blue boxes (“Practical Use” and “Example”).

In about 30 minutes you can get a good overview of the concept proposed in this guide.

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## 1. Introduction

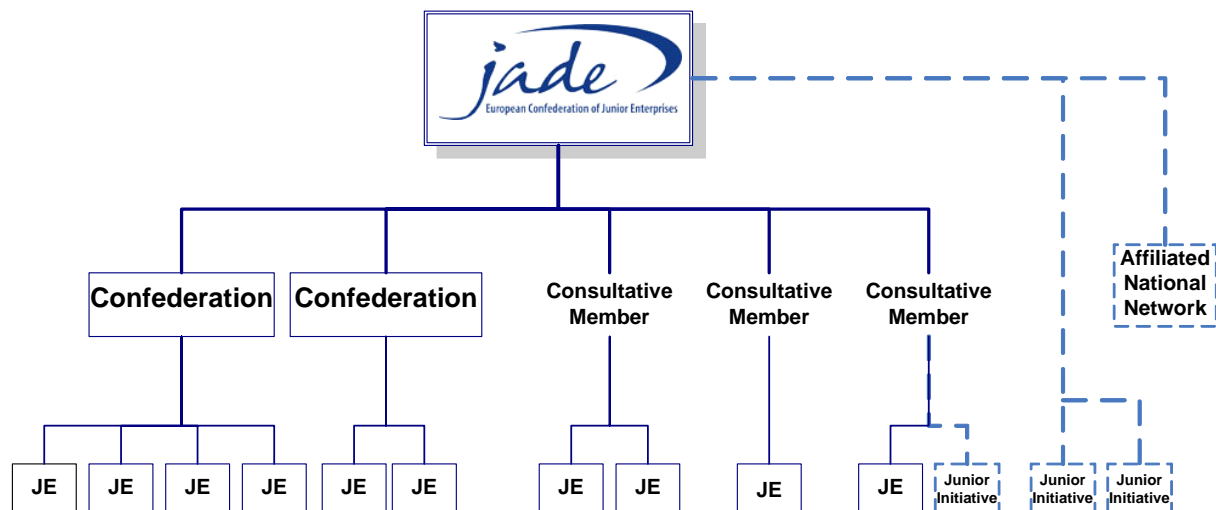
### 1.1 Junior Enterprise Concept

The Junior Enterprise concept is on one hand obligatorily defined for the country by its national confederation in the membership form, and on the other hand, as a global directive defined by JADE in the 'Basic European Junior Ethics'.

In Europe, the Junior Enterprises are renown for quality with respect to its organisation in general and project management in particular. To be able to guarantee this quality and to keep up the accompanying reputation, the Junior Enterprises embrace the principle of professionalism and work by means of standardized procedures and methods, as defined by the national confederation.

### 1.2 The process of founding a Junior Enterprise

When a group of students wants to start a Junior Enterprise (JE), they first found a Junior Initiative (JI), i.e. the gateway to becoming a JE (for a definition of both organisations, see below). Every admitted JI and JE is member of a national confederation of Junior Enterprises (if there is one).



## **Nice to Know: The Basic European Junior Ethics**

### **The Concept**

The Junior Enterprise concept is based on non-profit organisations whose aim is to bridge the gap between theory and practice for students that follow higher education studies. In order to achieve this, the students carry out projects for companies and institutions. The activities of a Junior Enterprise aim at professionalism in projects and organisation.

### **Organisation**

A Junior Enterprise is an association or co-operative society which is, in most cases, linked to a university or graduate school. A Junior Enterprise and its operationally active administrators are completely independent of influences that are outside national and European confederations of Junior Enterprises. A Junior Enterprises dissociates from political and religious issues, and refrains from any form of discrimination.

### **Project**

A project is a sequence of linked activities that are bound by a contract and are carried out at fixed financial and temporal conditions. The project is realised by using a specific methodology to reach the aims that have been agreed with the client previously. A project is the Junior Enterprise's means to improve student's know-how and finance its activities.

### **Performance and Management**

Students are involved in managing both the Junior Enterprise and the projects. Managing a Junior Enterprise means to define and to implement a strategy. This work is never remunerated, while project management and performance are. Managing a project means ensuring the progress of the service related to a specific customer while co-ordinating the activity of the performers.

## **1.3 Junior Initiative Concept**

The JI-stadium of an organisation is the gateway to becoming a JE. In the period in which an organisation has the status of Junior-Initiative, it has to demonstrate to be able to fulfil all criteria which are set for the Junior Enterprise status. In general, a JI functions just like a JE, without calling itself a Junior Enterprise. In practice, this means that a JI uses the JE concept. In this way, the European network can recognise an organisation as residing in the start-up phase, and at the same time, companies are offered a consistent methodology.

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## 1.4 Life Cycle of a Junior Enterprise

### 1.4.1 Identification of a Junior Enterprise

There are a number of criteria that JADE uses to select a new Junior Initiative. In case of an existing national confederation it is up to the confederation's own enlargement efforts to support Junior Initiatives.

Things taken into consideration are:

- Presence of Students interested in Entrepreneurial Activities in the city
- Population of the city and surrounding area
- Closeness of other Junior Enterprises
- Growth rate of industry/entrepreneurial endeavors in the city

Nevertheless this reflects how JADE focuses on regions if there is an interested group who wants to set up a Junior Enterprise in their city/university we are always happy to assist you as well.

### 1.4.2 Life Cycle

The first phases you will go through are

- the Pre-Planning phase.
- JI Kickoff & Development to a Junior Enterprise
- JE Kickoff

**Nice to Know: The Junior Enterprise Movement**

The Junior Enterprise Movement provides a platform for multicultural learning and exchange, synergizing Europe's youth. Fostering the entrepreneurial mindset among students, Junior Enterprises provide a conducive and competitive learning environment.

Junior Enterprises develop future leaders with an understanding of, and dedication to social responsibility. Valued by universities, Junior Enterprises are the first choice for student involvement.

JADE, the voice of the Junior Enterprise Movement represents student-entrepreneurship in Europe. Recognized as experts, we are actively consulted by governments, the private sector and the civil society.

**What we believe in – the Values of a Junior Entrepreneur:**

- Entrepreneurial culture    Believing in ourselves, recognizing possibilities and seizing opportunities
- Personal development    Exploring ourselves, improving strengths and working on weaknesses
- Proactive Involvement    Engaging in change and standing up for our believes
- Committed professionalism    Ensuring quality and dedicating to results
- Social responsibility    Caring about our environment and being aware of every actions consequence
- Open Mindedness    Developing innovative solutions and utilizing creativity
- Intercultural exchange    Sharing knowledge and seeing diversity as strength

## 2. Pre-Planning Phase JI (6-10 members involved)

The pre-planning Phase JI aims at the creation of a base on which a JI can be built. The phase is terminated by submitting a letter of intent and short business to JADE. In case of existing national confederations please refer to their standards.

### The essential ingredients for a firmly constructed base are:

- Reviewing the white Book.
- Having a conference call or meeting with JADE representatives for the purpose of answering any questions.

Or

- If there is a national confederation, it will whenever necessary, inform, guide and support the initiative during the whole preparatory trajectory.
- securing a motivated team of students
- if possible the support of the university

### Goal:

From our experience, the result that should be worked on from the preplanning phase will be a short-business plan.

After you have completed the business plan and send it to JADE or the existing national confederation. JADE or the national confederation can support you with official documents promoting the concept and your efforts.

## 2.1 A Motivated Team of Students

### 2.1.1 From the selection of a group of students....

*Case A : the initiative comes from the students of the university*

The students can contact their national confederation or JADE if a national confederation does not exist. They will be given advice to recruit a team.

*Case B : the initiative comes from a Junior Enterprise, a national confederation or JADE*

In both cases the students/JE/Confederation can:

- contact a similar organisation (if one exists), it may join the network or at least share its experience
- contact students which are relatives or friends of other Junior managers
- contact other student organisations, their experienced board members might be interested to join

to recruit students to form a JE

... by ...

- underlining the good sponsors/companies contacts the JE has
- motivational speeches
- a good initial presentation in university; underline: membership to an European network, the practical steps the team has planned to make the idea work out, the advantages the students and the university as a whole get (students better prepared, image, contacts with companies..)
- general promotion by dispatching posters, an article/advertisement in the university newspaper

*When students have been found, you can organise together*

- work on concrete issues
- give people responsibilities
- clear benefits and target definition
- balance between internal (legal, events, audits) and external (projects) tasks: continuous internal work guarantees efficiency and quality and gives the new members a chance to prove their abilities and most of all their commitment
- keep the whole team updated on all areas of the project's progress
- attract new interested students, so you can build up a pool for projects. But look actively for the right people – i.e. a questionnaire to students could serve as an application form but also as a way to underline the lack of a practical experience besides the academic one

### 2.1.2 “... to the building of a team spirit”

The formed group will care for the initial development of the initiative. In this context, it is important to stress that besides of a group, a team is built, led by one of the group's members. In the team, each individual will choose an assignment based on the overall goal setting. In any case, there will be a need to co-ordinate tasks. Especially those team-members that carry out the lastly stated activities will have to stimulate and lead the group. The task distribution is set up in mutual accordance, and based on the group's ideas and national confederation's or JADE's advice.

A training week can be organised, which is also the opportunity to interest sponsoring companies. The team could also organise several weekends in the nature as it is the best opportunity to create a team-spirit.

## 2.2 Support of the University

With the support of a national confederation of JADE, you should then convince your university of the importance of having a Junior Enterprise by stressing on how important it is in the other countries in

Europe or even in the other universities of one's country. JADE or/and a national confederation can support with a letter of support for instance.

The persons that can be contacted are:

- the director of university
- other important people (famous and influent professors, people responsible for contact with press and for transfer of knowledge to companies, alumni of the university)

look also for support from a well known company so that university will come on its own

You should be present and visit you contacts frequently to tell them about the progress made. They have their own contacts and can provide support, for instance by providing a room in the university as it is often the case for a Junior Enterprise.

### 2.3 Short-Business Plan

Based on the received information and on existing and developed ideas, you need to work on the business-plan. The business plan should be done before the creation of the Junior Initiative.

The business-plan enables you to concretely shape your ideas. Besides of standard components of business-plans, it should especially focus on the organisational structure, the contribution of individual members, and general management. For an effective start of a JI, these points are of considerable importance.

After you have completed the business plan and send it to JADE or the existing national confederation. JADE or the national confederation can support you with official documents promoting the concept and your efforts.

### 3. JI Kick-off

The preparation phase aims at the creation of a base on which a JI can be built. The phase is terminated by the formal foundation of the JI. The essential ingredients for a firmly constructed base are:

- a business-plan for the future JI;
- an access point consisting of an address and telephone, and PR materials for presenting the future JI to the own university and industry;
- a financial base which leads to the foundation of the JI.
- A good recruitment and a way of keeping the quality and motivation of the students
- Developing local membership procedures and systems.
- meetings at least once month
- A short-term learning (education) calendar.

Goal:

The result that should be worked on is a smooth running JI with a long term plan. After a period of 6 months, enough funding to guarantee a JADE membership fee and some completed projects the JI automatically evolves into a Junior Enterprise.

### **3.1 Essential Facilities**

You should have access to certain facilities before establishing the JI, such as:

- an address, i.e. at least a homepage and if possible an office (the JI has its proper location preferably in the university)
- a phone and a fax number, as well as an e-mail account
- an answering machine
- if possible a computer and a printer
- It may take some time and effort to acquire these facilities. Besides the university, also local community officials and sponsoring companies may provide useful assistance.

### **3.2 Adapting the Business Plan**

Following the kickoff assistance will be provided in creating a full business plan for the Junior Enterprise. Also, a review of the vision for the Junior Enterprise Movement in the region will be discussed.

Action steps should be in place to continue developing the foundational systems. These systems include:

Also please re

### **3.3 Marketing, Branding & Brochure**

At the same time you also need to create a branding for your JI. That way not only your members can easier identify with your initiative and a team spirit is easier created, in addition you will faster get known by companies and at the university. Focus for example on quality and name your JI "JADE ..." in order to get the advantage of a already existing reputation.

The brochure/leaflet will serve to support the acquisition (finding customers) activities. Since acquisition is a necessary condition for a JI's survival, early development of a brochure is primordial. It is important to keep the text short and simple, and the layout clear and convincing - essentially, simply explaining the JE-concept. Such a brochure is a vital part of a successful start. Sponsors can be found to finance this leaflet against presence of an advertisement or a logo, which will also give a good and serious image. You should also develop a homepage and spread your address wherever you can. Nonetheless: The best contacts are still made eye to eye!

In addition to the information gathered in information sessions, you can also access written documents, like: a brochure of an already existing JE, a national confederation quality guidebook, European subcontract, Chart of Goodwill, the rainbow collection.

Besides this, and of answering questions, the national confederation or JADE will neither assist in determining a business-plan nor in developing a brochure. But they will be checked. The reason for this is that the team-members have to demonstrate their ability to operate as entrepreneurs, and have also to see and take the responsibilities involved in doing business.

However, JADE can help you in finding a mentor, an experienced JE which will help you to pass the first obstacles. Use this opportunity, so you can avoid the beginner's mistakes almost every JE has experienced!

### **3.4 HR & Learning Calendar**

(Events, Trainings, Knowledge development and management)

### **3.5 Financing**

Financing of both the establishing and the first expenditures can be done in several ways. A well-established business-plan will help in most situations. Some possibilities are the following:

- acquiring a sponsor: either the university, a fund or a company
- financing of initial costs by team members
- performing the first projects without any remuneration for students, keeping them for the JI
- getting a subsidy from a national confederation or another JE when possible
- getting a subsidy from JADE when the creation of the Junior is part of a program financed by international institutions such as European Commission.

### **3.6 Governance & Founding**

You also have to design the statutes, legal form and governance (Board of directors etc.)

The legal form of the Junior Enterprise has to follow the one described by the national confederation or has to be thought of with JADE and its legal partners.

You can then found the JI by deposing the statutes which are based on the standard laid down either by the national confederation, either by JADE. With the establishment act, the JI and its managers can be inscribed at the local Chamber of Commerce or the respective institution of your country. Then, after reception of a formal confirmation of the inscription, the JI can open a bank-account.

Next you need to send a written request to the national confederation to ask for admission to the national network, i.e. to its pool of JI's. With this request, the statutes, the business-plan, and the brochure of your JI and university you can usually apply for membership (for exact national requirements, please ask the national boards, and some confederations have even programs to help you from the very beginning on).

In case no national confederation exists in the country, the JE can apply to being Consultative Member of JADE.

#### 4. JE Kickoff (10 members + new recruitments)

A Junior Enterprise kickoff meeting is meant to officially inaugurate JADE in your university/city. The kickoff is intended to include representatives from the JADE Network. JADE recommends that this event can be used to create an initial buzz for your soon to be Junior Enterprise.

At the kickoff meeting, the vision and direction of the JE should be discussed, as well as an overview of the key benefits for membership in JADE.

It is then up to you to build a strategy that will make your Junior Initiative become a Junior Enterprise and turn your Junior Enterprise into a recognized organisation in which all members are be happy and proud to work in!

#### 5. Practical Use: Good Practices

In this section you find statements of some of our members on how they got started, are operating, are funding themselves and other questions that are of interest when founding a Junior Enterprise. Maybe you can extract some ideas for your JE.

##### 5.1 Vision/Motivation

###### Junior Enterprises:

*Question: What vision do you promote?*

###### WBC (Westminster Business Consulting, London):

WBC serves the UK and international markets in: consultancy, market research and business services. We aim to be the best student business by adhering to quality assurance standards and working without clients to satisfy their strategic objectives. WBC is focused on the development and maintenance of a learning environment that challenges and inspires students to work with increasing confidence, dynamism and ability in the workplace.

###### iCUE (innovative Consulting University of Edinburgh):

We aim to improve the skills, confidence, and business awareness of each and every iCUE member, by providing invaluable project experience, regular workshops and through aiding the running of iCUE itself.

###### Academy Consult Munich:

Our motivation is LEARNING BY DOING. The JE provides its members a platform where they can gain professional project and management experience and improve their soft skills. As we do almost everything

of our own, the practical experience we gain reaches usually much farther than a university can provide. Especially the fact that we have students from different universities and therefore a huge range of subjects studied allows us to widen our personal perspective by working in interdisciplinary teams. Our vision is to have self-confident and experienced graduates with a high sense of quality and responsibility and the ability to provide professional work either independent or in a team.

### **Confederations:**

*Question: What vision do you promote?*

#### JADE Switzerland:

Cooperation of the Junior Enterprises on the Swiss as well as on the European level

Promotion of the concept of Junior Enterprises to companies, schools and universities and their decision-makers. Promotion of the quality of the services rendered by its members and to do it by promoting JADE Switzerland as a quality label

#### JADE Italia:

To be the strongest and biggest network in Italy.

#### BDSU Germany:

Our motivation is to spread the idea of Junior Enterprises to universities and companies.

The BDSU understands himself as a guarantor for quality. Each member has to fulfill a certain level of high quality working. Therefore we focus our work on continuously improving this standard.

## **5.2 Organisation**

### **Junior Enterprises:**

*Question: How is your JE organised?*

#### WBC (Westminster Business Consulting, London):

Managing Director (answerable to a Board of Directors - a legal obligation). A core team of students and then a more flexible system of project teams.

#### iCUE (innovative Consulting University of Edinburgh):

iCUE is made up of four different levels. The Executive Board and Sub Board Teams run and develop the society. Project teams are made up of members from these two boards, iCUE's network of Consultants and a member of the University staff from the Board of Advisors.

#### Academy Consult Munich:

We have a managing board of 3 directors (External Affairs, Internal Affairs and Finance/Law) which are legally responsible. They are supported by 5 departments (Business Contacts/Project Acquisition, IT, PR/Marketing, Networks [JADE/BDSU and others] and Human Resource). Each department has an elected head. Together with the directors they run our JE. Each member of ours has beside the project work to engage himself in one of the departments. That way the work is shared.

### Confederations:

#### *Question:*

*How is your confederation organised? Are your members organised in the same way / which organisational form do they have?*

*Which kind of support your confederation receives from public sector?*

*Which kind of support your member JEs receive?*

#### JADE Switzerland:

- Every JE has a Network Manager who is in his JE. The 8 Network Managers constitute de JADE Switzerland board. The roles are then distributed. Generally they have a "standard" executive board of 3 persons. Then there is a team of managers (generally 5 to 8).
- None
- University support, offices, phone communications, internet access

#### JADE Italia:

- President-Vice President-Treasurer- Secretary General-Administrator (generally he is International Manager, too): these are the names, then each one of them take care about 1 to 2 departments: internal relation (JE-Meetings) - external relation (media-public sector-partners-website-etc.). The Executive Board of each Junior Enterprise has generally the same structure.
- The Confederation has no support (even if some politicians attends our meetings and bring Press & TV)
- They often have the office from the Universities, and some sponsorship from the local Governments.

#### BDSU Germany:

- Board with five members (external affairs, internal affairs, finance/law, quality management, public relations/marketing). The BDSU is a federation, i.e. the single member JEs are free to organize themselves according to their needs as far as they meet the BDSU requirements.
- None
- Some were given offices by their universities; others rented a office by their own. Usually they have mentoring companies from which they receive some support (money, equipment, trainings).

### 5.3 Legal Form

#### Junior Enterprises:

- *What is the legal form of your JE?*  
*How are the project teams organised?*

#### WBC (Westminster Business Consulting, London):

- Wholly owned subsidiary
- The contract exists between the client and the project manager who represents WBC for all intents and purposes. The teams are selected by the MD and project manager along lines of experience and competency with a mix of less experienced students. Obligations are laid out for the team in the WBC constitution articles 3 and 7.

#### ICUE (innovative Consulting University of Edinburgh):

- University of Edinburgh Society
- All projects are done under the iCUE name. Individual members do not sign contracts. iCUE projects are insured by the University's personal liability insurance. A member of the University of Edinburgh's Staff must be on each project team. They are involved [without remuneration] only to assure the quality of work and so should have minimal input.

#### Academy Consult Munich:

- Non-profit association
- Private partnerships under the Civil Code. They act legally independent from the JE.

#### Confederations:

*What is the legal form of your National Confederation?*  
*What legal forms have your member JEs?*  
*How are the project teams usually organised?*

#### JADE Switzerland:

- Association simple
- Association à but non lucratif mais à vocation économique: Non-profit association but with an economical vocation (we can make money and pay salaries, the profit must be equal to zero)
- One project supervisor (from the executive board), one or two project managers, other people (as much as needed)

JADE Italia:

- "Associazione senza scopo di lucro". It's an association without the possibility to receive money for the associates.
- The same
- The members usually do the project, so there is no contract

BDSU Germany:

- Non-Profit Association
- Usually also Non-Profit Associations
- Mainly Partnerships under the Civil Code (private partnership, full liability), depends on the size of the project, i.e. fees, taxing, etc.

## 5.4 Competences

Junior Enterprises:

*Question: In which area is your JE specialized / core competence?  
Do your members mainly perform projects with companies, universities or other institutions of the public/private sector?*

WBC (Westminster Business Consulting, London):

- Business consultancy, market research, translation and IT services.
- All of the above - less so the public sector due to the high amount of regulatory approval required before subcontracting can occur

ICUE (innovative Consulting University of Edinburgh):

- Web design, marketing, startup assistance, event organization
- With companies

Academy Consult Munich:

- Business development, market researches, processes, controlling, QM, IT services, ...
- Mainly with the public sector

Confederations:

*Question: In which area are your JEs specialized / have their core competence?  
Do your members mainly perform projects with companies, universities or other institutions of the public/private sector?*

JADE Switzerland:

- Business Administration, Law, IT, Finance

- Both

JADE Italia:

- Marketing Research, Job fair & Career day, Customer Relationship analysis, Business Plans, Competitors structure analysis, web site design and development, Legal advice
- With companies

BDSU Germany:

- Marketing/Sales/Market Research, Customer Relationship/Competitors analysis, Business Plans, web site design and development, IT, Process analysis, TQM, ISO 9000/Eco-Audit, Training, Human Resource, Controlling, Finance, Logistics, R&D Management, Reengineering, Technology and Environment Protection, Organisation
- Mainly companies but also other institutions

## 5.5 Human Resource

Junior Enterprises:

*Question: Are you composed interdisciplinary or do you focus on a special study? Do your work the whole year or only a certain period, e.g. during semester-break? How usually is the student's availability for projects planned?*

WBC (Westminster Business Consulting, London):

- Interdisciplinary
- All year
- Large pool base, matching demand and supply where possible. Planning usually around events such as exam sessions.

ICUE (innovative Consulting University of Edinburgh):

- Our members' studies vary from international business to biology.
- Usually university term-time only (when required, individual members/teams may work during vacations, although not necessarily in Edinburgh)
- New projects are introduced to the members who decide whether they can dedicate the necessary time

Academy Consult Munich:

- Interdisciplinary
- The whole year through
- The students should be available the whole year, but the companies also understand that during the exam sessions it is hard to perform larger projects. When then try to move the time frame.

New projects are written out to the members who can apply for. Usually the managing board has a good overview on the pool, we also use customized tools.

**Confederations:**

*Question: Are you composed interdisciplinary or do you focus on a special study? Do your work the whole year or only a certain period, e.g. during break time? How usually is the student's availability for projects planned?*

JADE Switzerland:

- The members are very diverse
- They work during the whole
- Either with a project management tool or by the Administrator who is responsible of holding an updated availability list.

JADE Italia:

- Interdisciplinary: Business Administration, Engineering, Law, Psychology
- Depends on the member, generally the whole year between one lesson and the other
- There is an assembly each week and some JEs use an intranet. Some JEs have a detailed graphic with the HR available for the next 6-10 months (including exams, holidays, ...)

BDSU Germany:

- Interdisciplinary (Business Administration, Engineering, Law, Economics, Social Studies, Natural Science, IT...)
- Whole year
- Different universities, different studies and therefore different exams period.

**5.6 Finance**

**Junior Enterprises:**

*How do your finance your JE?  
Do your members pay contributions?  
Do companies/other institutions pay money for the projects?  
Who receives that money (project team or JE itself)?*

WBC (Westminster Business Consulting, London):

- Self-financing
- No
- Yes
- JE who pays project team a percentage

ICUE (innovative Consulting University of Edinburgh):

- Retention by iCUE of 30% of project revenue, Sponsorship from companies, EUSA [Edinburgh University Students Association] grants which are applied for annually and depend on expected expenses and membership
- Membership fees: £3.00 per person, the minimum required by EUSA guidelines
- Yes
- 30% iCUE, 70% project team activity (members are not individually remunerated)

Academy Consult Munich:

- Sponsorship from companies and donors from the project teams.
- Membership fees: 20 % of project turnover
- Yes
- Project team

**Confederations:**

*How your member JEs finance themselves?*

*Do the members of your member JEs pay contributions?*

*Do companies/other institutions pay money for the projects?*

*Who receives that money (project team or JE itself)?*

*How do you finance the national confederation?*

JADE Switzerland:

- Paid by projects
- Yes/Yes
- 30-40% goes to the JE
- The rest is divided between the members on the projects
- Annual fees for each JE, according to their turnover

JADE Italia:

- Working for Companies. No money from Uni or Donations.
- No
- Yes, it's the only way to get money.
- JE itself
- Partnerships with Companies (thanks a lot to Mr. ALTRAN) and JE's fees.

BDSU Germany:

- By partnerships with companies and payed projects
- In most of the JEs, the members have to pay contributions, but only small amounts
- Yes
- Depends on their organisation: JE or project team
- Member JEs pay contributions, sponsoring through companies or partnership with companies.

## 5.7 Marketing/PR

### Junior Enterprises:

What is your understanding of marketing/PR?  
How do you perform marketing, how far does it reach?

### WBC (Westminster Business Consulting, London):

- Same as commercial business with extra responsibility for the JE concept in the UK and Ireland. Also PR related issues with NGOs and IGOs, particularly government and EU.
- Advertising, events, promotions, sponsorship, CRM,

### ICUE (innovative Consulting University of Edinburgh):

- Raising public awareness of iCUE among university students (for recruiting purposes) and building contacts [(potential) customers] from the fields of business and politics
- Current marketing has focused on Edinburgh and has been conducted through newspaper articles, presentations and through personal contact.

### Academy Consult Munich:

- The same as for every business with the additional focus on the JE concept.
- CRM, advertising, presentations, personal contacts, recommendations, ...

### Confederations:

*What is your understanding of marketing/PR?*

*How do you perform marketing, how far does it reach?*

*Do your member JEs perform their PR independently from you?*

### JADE Switzerland:

- Promotion of our activities, undertaking of media lobbying and management of relationship with partners
- Mainly oriented on the medias to promote the JE concept
- YES, completely independent

JADE Italia:

- Marketing is a profitable way to satisfy the customers
- PR is communication, communication, communication; we do it on a National level towards students and Public Sector
- Yes. They perform it for their initiatives (job fairs & projects)

BDSU Germany:

- Promotion for our activities
- Like every business: media, communication, lobbying, ...
- The JEs do their PR independently but we also profit from each others PR work

## 5.8 Contact to Companies

Junior Enterprises:

*How do you contact companies: Through your umbrella organisations or independently (on your own via cold-calling, warm-calling, personal contacts or existing contacts)?*

WBC (Westminster Business Consulting, London):

Independently

ICUE (innovative Consulting University of Edinburgh):

Independently of the university, through members' contacts

Academy Consult Munich:

Independently from the BDSU, either through cold acquisition or via Customer Relationship Management.

Confederations:

*Do you contact companies or other institutions on a national level or do your member JEs contact them themselves?*

*Is there an agreement between the national organisation and its members regarding business contacts?*

JADE Switzerland:

The JEs contact them. There is no agreement on business contacts separation

JADE Italia:

We don't contact companies, the JEs do it

BDSU Germany:

- Both and no, there isn't a special agreement.

- The JEs can refer to us in contacting one of the confederation's partners.

## 5.9 Field Report

It was in May 1999, when a student in Munich read an article about a Junior Enterprise. He was such impressed by the idea that he started looking for a JE in Munich. But he did not find one. Therefore he decided to talk to students from the different Munich universities in order to found their own JE. He found soon 17 committed and motivated people who were the same way excited by the idea and wanted to participate.

“We referred to the umbrella organisation and were given a mentor (JMS Augsburg) who helped us to make our idea come true.

The first steps were not easy. We needed to manage organisational and legal matters, which were for almost all of us quite new. But JMS gave us always a helping hand, when needed. They accompanied our first meetings and gave us tips how to manage everything. Our “baby” was about to be born.

In order to manage all the work, we divided into different teams:

The team Foundation and association wrote down the statutes and articles and was dealing with law matters.

PR/Homepage created a brochure and programmed and designed our first homepage

Companies Contact/External Affairs tried to get contact to companies by simply calling them or using existing contacts of our members in order to acquire our first projects.

After a few weeks only we were already able to meet the requirements of the authorities and registered soon as a non-profit organisation.

We even got some new members, so we started our work as a JE with following departments:

External Affairs/Business Contacts, PR/Marketing, Human Resources, Networking/Confederation and JE contacts and last but not least Quality Management.

One year later, we established an IT department in order to help PR with their work and to have our homepage professionally run.

We grow quiet fast. Only one year after our foundation, we matched already the requirements of the BDSU and got a member.

The HR department was busy in organising seminars in order to train and integrate all our new members. Furthermore they promoted our idea at the different universities to attract students with different skills – diversity, but quality!

They also care about the aspirants, as everybody applying for a membership needs first to pass a certain time of working and learning to integrate properly.

Quality Management controls everything going on in our JE. The project teams, which work legally independent from the JE as private partnerships are obliged to regularly write reports how the projects are going on and to write a final documentation on the project. Furthermore, QM is concerned of a proper developing of our JE.

Networks keep close contact to other JEs and the confederations. They organise events and meetings, where the students can come together.

One of such events is for example a weekend for everybody interested at the Munich “Oktoberfest” (of course), but also bigger events like the 10th anniversary of the BDSU, what – for everybody who helped organising that – was an amazing experience.

Now, after five years, we have 54 members, 41 alumni and 33 aspirants. Some of our members have a passive status as they do internships or are abroad.

Today, I can say that we did a quite good job in founding our JE. Of course, we did also some mistakes in the beginning. For example, we have not done a personnel planning at the beginning. The result was that the companies overwhelmed us with projects and we had no manpower to perform them. But we learned out of our mistakes and today we are a successful JE, still growing and well known by many Munich companies.

Founding a JE and being a member of it is in my opinion the best way to learn for your later working life. You learn how to work in teams, how to work independently, how to interact with different kinds of business people – from a simple worker up to a CEO – and how to use your skills and creativity in the real business life.

Christine Lipp  
(founding member and now alumni of Academy Consult Munich)

## **6. Appendix**

### **6.1 Sample Business plan JE Plan Template:**

The main purpose of developing this business plan should not be for the sole purpose of satisfying JADE and your Confederation. It also needs to be referred to on a frequent basis with appropriate changes being made at regular intervals. This is required in order to keep in line with the proposed course of implementation and general JADE/ Confederation/ JE as well as local/ national/ european/ international market trends.

As an overview, your plan may also contain the following sections not only to satisfy your current JE members but also to give the future members an insight into your background and roots.

1. A brief history of relevant facts about the founders
2. A brief description of the service you intend to provide
3. A brief description of the market/ customer base
4. The potential for your services in the market
5. Cashflow forecast from your surplus & deficit projections
6. How much finance is needed to start and where you intend sourcing the same

### 6.1.1 Executive Summary

This is basically an overview of your Business Model. A brief history of your idea and why you intend starting it. Your current position and what have you achieved thus far, explain the industry you propose to enter and what is its current status – which part of the life cycle is it at. The executive summary is the last section of your plan that you will write. It summarises essential factors included in each of the 4 indispensable sections:

1. Staffing
2. Operations
3. Marketing
4. Finance

### 6.1.2 Team and management structure

- Describe the skills, services track record and experience of the core team as well as other members of the founding team
- Describe your team. Explain the key staff, their positions and responsibilities
- Briefly describe the incentives you've put in place (or are planning) to retain them and keep them motivated
- Describe your staff training programme and its budget
- If there are gaps in your team, or you need extra staff to fulfil your short and longer term strategies, outline the gaps here, and who you need to fill those gaps
- Explain how new staff will be trained

Remember this is one of the main reasons JE have failed in the past – lack of team retention

## 6.2 Operations Plan

This section should include the operational procedures to be followed in order to achieve your desired goals. You may want to have operational procedures for: recruitment; project acquisition; project staffing; financial management; client communication; quality management; reporting etc....

You may also describe the various tools and technology that may be used to deliver or achieve the desired targets.

### **6.3 Marketing Plan**

This section is undoubtedly one of the most important sections of your business plan. It is the blueprint for your revenue generation as well as means of tapping into the market opportunity.

It will tell the reader how much you really know about your market and potential/ customers. How well you understand the market; your unique selling points (USP) and 4 P's (People/ Price/ Promotion/ Place) You may want to focus around how you intend creating the demand for your services as well as how you intend supplying and satisfying this raised demand. If you have not undertaken any activities as yet, then you may want to demonstrate this through the presentation of research findings that could provide a good enough reason for you setting up a JE.

Inevitably the marketing plan ends up telling your confederation where you are now, where you are going, and how you will get there.

You may wish to address the following issues:

- Provide a comprehensive description of your product/service
- Explain where you got the idea/inspiration
- Outline the opportunity as you see it
- Provide an overview of the market into which you are selling (market size/sector/segment/geographic/demographic/volume and value of sale/trend analysis)
- Provide an overview of the existing or prospective customer base (consumer, industrial, professional: lifestyle, who, where, social class, age sex, tastes, etc.)
- Provide a PESTEL (political, economic, social and demographic, technological, ecological and legal) analysis of the market
- Provide a summary of research findings demonstrating the viability of your potential business
- Provide a scan/analysis of potential competitors
- Describe the delivery process of the service (where do you deliver – on site or off site or somewhere else? etc.)

#### **6.3.1 Product/ Services**

- Identify unique selling points/propositions (USP) associated with your product/service
- Describe the customer benefits of your product/service
- Describe customer delight (why will they be delighted by your product/service)
- Promotion
- Provide a customer profile and current purchasing practices

- Describe your existing customer base (do you have one?)
- Describe your customer referral strategy (friends, contacts etc.)
- Describe your strategy for attracting new customers
- Describe your overall promotional and advertising strategy

### 6.3.2 Pricing Policy

- Describe your pricing policy (positioning: low, medium, high and why;)
- Describe your operating margins and mark-up policy
- Describe any discounting structure you may adopt
- Describe how are you pricing (hourly rate; daily rate; number of unit sales; number of customer purchases etc)

### 6.3.3 Place

- Describe your working base, location
- Describe your geographical market (local/ national/ european/ international)
- Describe the single/various locations where you will be selling form (telesales from your office; other people's sites; world wide web etc.)
- Describe the location of any member working for you.

### 6.3.4 Sales

- Describe your preferred method of selling (yourself/agents/mail-order etc)
- Describe point of sale strategies (retail, restaurant, customer contact etc)
- Identify any trade shows or exhibitions you may attend

### 6.3.5 Growth

- Describe customer management policies (how will you build a relationship)
- Customer database management (how will you maximise relationships)
- Describe future market trends and product/service development
- Describe growth potential (additional services, new markets)
- What mechanism will you use for customer feedback and satisfaction reports
- Describe how you will maintain quality control
- Describe how you will run after sales service

### 6.3.6 Financial budgets and forecasts

- Include financial budgets and forecasts such as:
  - Surplus and Deficit Forecast
  - Cashflow forecast
  - Breakeven analysis
- Provide brief notes on each of these forecasts. You should ideally present 3 case scenarios: best/ worst/ achievable.
- If the cash flow forecast identifies potentially future cash flow difficulties, explain how you plan to deal with these challenges.

**6.3.7 This section should include section on**

- Sales projection
- The cashflow forecast
- The surplus & defeciet forecast
- Sensitivity (3-Senario) analysis
- Financial Systems
- Team survival budget

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