

MANUAL

Knowing where you are going is all you need to get there.



IMPRINT

This JA-YE Alumni Europe Manual was developed in close cooperation by JA-YE Alumni from several nations spread all over Europe - and beyond.

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But they go especially to those who are going to help us in the future, either by their comments or by actively contributing to this piece of Alumni history. You are warmly invited!

JA-YE Alumni Europe, July 2005

DEAR FRIENDS,

here it is, right in front of you. Our first real European JA-YE Alumni project: our long-expected manual.

After our exciting first European JA-YE Alumni Conference we felt the need of such a manual to document our vision, our history, and, most important, all the information, one might need, being a JA-YE alumnus (or alumna, of course...) when looking for guidance in the process of building up a new JA-YE Alumni Organization..

Our main intention was to inform - and to inspire - those who are new to the JA-YE Alumni movement. Yes, we want YOU to feel the unique spirit uniting JA-YE Alumni all over Europe and beyond.

It took a lot of time and uncountable hours until we finally arrived where we are now. These pages are the result of endless hours of work, uncountable emails, everlasting phone calls and close cooperation between JA-YE Alumni divided not only by borders but by up to seven time zones and the big fat ocean lying in the middle of the continents...

All this would not have been possible without a huge amount of personal commitment by several great people - who became great friends.

Given the limited space I'd like to mention Ani from Armenia, turning ordinary texts into mere miracles using her magic wand, uhm, pencil, while she was officially working at her office... Anna living in Chile, who kept me busy 24 hours a day, always full of enthusiasm and new ideas, sometimes even preferring writing articles on the rooftops of her building to sleeping... and last but not least Brynhild for her endless patience facing uncountable mails, for her precious comments, especially for confronting us with a JA-YE staff's point of view, for her inspiration and motivation and so much more...

Even though this manual is already a big step into the right direction and we've been investing a lot of work and even more thoughts into it, there are still many things we forgot to mention, or didn't have the time or knowledge to work into this manual. That is why we are asking all of you to help us make this manual not only a guideline, but also an everlasting source of information and inspiration for JA-YE Alumni all over Europe.

Of course, it will never be really finished and always growing further, representing our dynamic and diversified JA-YE Alumni network - so we warmly invite you to become a part of it.

Enough words for now -

We wish you at least as much fun reading this manual as we had when creating it!

Dennis

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1

What is JA-YE Alumni?

A definition

JA-YE Alumni is a connecting interface of former JA-YE students from around Europe who have different cultural backgrounds and different values, but share the same goals:

- Of achieving and making a difference through establishing local JA-YE Alumni networks in all European countries,
- Of helping local JA-YE organizations,
- Of inspiring, motivating and guiding current JA-YE students to fully explore their potential and be able to think broadly,
- Of building bridges between school and work life,
- Of organizing big local and global projects together with other Alumni organizations, and
- Of expanding the precious network of JA-YE students.

Oh yeah... and of course HAVING FUN!
(Don't worry, we'd never forget to have that ... ;-)

Maybe you're still wondering what is behind all this ... what is, what are JA-YE Alumni. So let's try to give a definition:

JA-YE Alumni

share the mission of creating an organization of young, engaged, motivated and talented leaders, who, by having in common their JA-YE experience and by working together as a network, will help to ensure that the young people coming after them will make the most of their potential.



JA-YE Alumni

are former JA-YE students, who have the potential, enthusiasm, passion, and inner drive to fully commit themselves to the further expansion of JA-YE and its emergence into a completely new stage of relationships.

JA-YE Alumni

are part of a national and International network maintaining the enthusiasm for entrepreneurship and preparing members for professional life

JA-YE Alumni

have in common the vision of becoming the largest youth organization in Europe with main focus on leadership, creativity, networking, and entrepreneurship one day.

JA-YE Alumni

are the ones JA-YE "entrepreneurs" can always turn to. They have been through the same process, problems and situations the JA-YE participants may experience, but they still inherit the youth necessary to explain possible solutions in the best and most understandable kind of ways.

JA-YE Alumni

are young people who can truly go far beyond the narrow frames of local perception, who can think and act globally.

JA-YE Alumni

are young people who have the commitment to make a difference.

JA-YE Alumni

are role models of tomorrow.

A JA-YE ALUMNUS/ALUMNA IS SOMEONE WHO HAS SUCCESSFULLY COMPLETED A JA-YE FULL YEAR OR FULL SEMESTER SECONDARY SCHOOL PROGRAM (WITH CERTIFICATE)

2 Where do we come from?

History of JA-YE Alumni

BECAUSE ENTREPRENEURS ARE MADE, NOT BORN !

Sometimes, you do something, which impacts your life so much that you want more of it and it becomes a passion, a love affair. It all comes down to the raw feelings and emotion that it gives you. It's simply because you want to do it. There is an innate drive in you that gets you up in the morning and stops you sleeping at night.

Being involved in Junior Achievement - Young Enterprise is a similar experience. So many people have come through this scheme over the years and have never looked back.

Maybe if they did, they would realize that often it was this program that has changed them beyond recognition, and provided them with the insights into the real world, which give them the direction for the rest of their life.

But, sadly, JA-YE for most students usually only lasts for one year. And what about all the passionate people who sit there at the end of the year, that they have enjoyed so much, and who still want more?

2.1 EUROPEAN HISTORY

The European JA-YE Alumni organization was officially launched on September 16, 2004.

This is the day when all active Alumni from different European countries met at the First European JA-YE Alumni Conference held in Vilnius, Lithuania on September 16-22, 2004 and ventured upon firing an unprecedented Alumni revolution and creating a big network of JA-YE Alumni across the Europe.

The prehistoric roots of this event date back to the beginning of the XXI century when in a myriad of European countries many active JA-YE graduates chose to prolong their incredible JA-YE experience by establishing local JA-YE Alumni groups and actively engaging in the activities of their national JA-YE organizations.

These are the youngsters who have participated in various international events and conferences, such as the MGGTI conference for developing future entrepreneurs organized by JA Worldwide (formerly known as JA International) and held in Chicago, IL,

USA, the CANJAC conference held in Canada and the TRACE conference for young leaders held in Central and Eastern Europe in 2001, amongst others.

The camaraderie and leadership skills they learned there, the lifelong experience they obtained there, the unforgettable memories they were bestowed there inspired many of them to strive to find ways to stay involved with JA-YE's activities carried out in their communities, as well as help the JA-YE national staff to shape a new generation of JA-YE Alumni.

These are the youngsters on whose lives JA-YE has had an immense impact, for whom it has opened endless opportunities, made them drop away the veil of constrained mentality and limited perspectives, and set their imagination free to fly in order to be able to think, act and achieve even the most challenging and brave ideas.

These are the youngsters for whom JA-YE has become a passion and an unlimited source of inspiration and innovation.

These are the youngsters whose future JA-YE once shaped and who now have decided to fully commit themselves, their time, endeavors and experience to the development of their JA-YE; a true commitment, which flows directly from within their hearts!

Due to the distance dividing them, these inspired Alumni were forced to act locally and in complete seclusion from each other, however they always felt a strong need for being united in order to be able to communicate, share ideas, thoughts and experience, help each other and move forward. This essential need was the main incentive that gave boost to the idea of creating this big, precious European JA-YE Alumni family.

The newly born network, being still in its infancy, is the result of the endless commitment of truly dedicated people...

This old continent - the cradle of civilization - which during many years of its existence has seen and endured every possible and impossible, every minute and humongous things human mind was able to invent, now has survived to witness yet another miraculous revolution - the birth of the European JA-YE Alumni!



Uniting Alumni - Beaver Spirit !

2.2 NATIONAL HISTORY

From north to south, from east to west... in nearly every corner of Europe JA-YE Alumni hand-in-hand with JA-YE start to organize local networks, to breed big ideas and undertake challenging initiatives and to implement them, to lead, motivate and inspire other JA-YE students and to together pursue their objective of uniting the innovative souls of Junior Achievers all over Europe.

JA-YE Alumni Lithuania

was established on March 4, 2000.

Currently they have 38 members. Alumni organize constant meetings with a myriad of Lithuanian businessmen and public leaders, among them Laureates of Business Hall of Fame, Members of Parliament, and former Prime Minister of Lithuania in order to burn inspiration inside of Alumni members by presenting the experience of truly successful people.

In the summer of 2001 JA-YE Alumni assisted JA Lithuania in organizing an event called Summer Forum for high-school students by conducting team-building activities, business-related case studies, economic quizzes and sport/fun games. Since academic year 99/00 Alumni have organized a MESE contest for university students.

JA-YE Alumni Bulgaria

was established in October 2000 by four former JA students.

Currently they have 50 members, who are dedicated university students and young professionals. Apart from organizing big events in their country Alumni members also provide assistance to JA Bulgaria in order to help spread the "JA message" all over the country, and to assist JA Bulgaria in JA Annual Student Day, Job Shadow Day and the MESE finals.

Since 2001 the Alumni have assisted JA Bulgaria with the administration of MESE, in 2002 they launched the official JA Alumni Bulgaria website, from 2002 to 2003 they translated JA's program called "JA Connections", and since 2002 they have presented it to JA teachers and students. They also organized the "EuroMESE Finals 2001" held in Bulgaria.



JA-YE Alumni France (AMEF)

was established on April 12, 2002.

Currently they have 800 members. They organized Alumni meetings in four different places throughout France. AMEF, as they are called, have organized such successful projects as a website contest or xxx and in 2005 they are going to organize the „Manager-for-a-Day“ project in France. Their new website was successfully launched in January 2005.

**JA-YE Alumni Norway (UE Alumni)**

officially started on October 21, 2003 and so far they have recruited 455 members. JA-YE Alumni Norway is organized as one national organization and since the beginning of 2005 they have ten JA-YE Alumni county organizations operating in Norway.

Norwegian JA-YE Alumni were acting as team-leaders at the National Company Program Competition on April 22- 25, 2004 and at Norway Innovation Trade Fair May 7-9, 2004.

On May 6, 2004 JA-YE Alumni Norway organized Manager-for-a-Day where they had 40 former JA-YE Students follow 40 top representatives of Norwegian business community and government during a day. The event culminated with a big banquet, where all the student-participants, JA-YE Staff and all the leaders were present.

JA-YE Alumni Norway organized their consecutive Manager-for-a-day event on May 3, 2005. Big Brother/Big Sister project is just getting started in Norway, where JA-YE Alumni members get to be an adviser for JA-YE Student companies.



**JA-YE Alumni Denmark (YEAD)**

was officially launched on September 14, 2003 during its first general meeting. Currently they have 80 members, who are spread all over the country, but are set up in a way which allows to operate as one big national JA-YE Alumni group. Since its launch, YEAD helped to organize and arrange the national trade fairs. The first major event they independently organized was a Networking seminar for JA-YE Alumni Denmark. Recently they have managed to build up a close connection with many entrepreneurial organizations around Denmark and are now establishing YEAD's friends – a formalized network of business people and organizations, who believe in the idea of YEAD and are willing and interested in supporting it. Additionally they will be organizing “Manager for a Day” in 2005 –inspired by Norway, a “speakers service” where JA-YE Alumni visit schools and tell their story to help promote the JA-YE company program and are also helping JA-YE Denmark to launch regions all over Denmark.

YEAD's current main goal is it to activate more members, and of course to go on assisting JA-YE Denmark.

**JA-YE Alumni Armenia (JAAA)**

was founded on October 1, 2004. Currently it has 20 members, all between the ages of 18 and 24. The members have a variety of educational backgrounds, ranging from Economics to Political Science. Being a brand-new organization, JAAA is in the start-up process. Apart from regular meetings and other events-to-be-organized, they are in very close cooperation with JA Armenia. JAAA organized One-Day Professional event on April 15, 2005. 50 high school students currently enrolled in Applied Economics and Civics Education courses taught by JA Armenia visited over a dozen of various companies, were introduced to their field of activities and had a unique opportunity to meet and network with each other and with business people they were introduced to.

During May of 2005 JAAA together with JA Armenia participated in the Enterprise 2010 survey launched by JA-YE Europe. Around 500 current JAA students were surveyed and the results were registered online by Alumni members. Each year Armenia has 170,000 new JA graduates, so there are lots of potential new members!

JA-YE Alumni United Kingdom

was officially launched on December 10, 2004, with the Board elections. This Board consists of approximately 12 people, currently all students of the University of Bath, UK. With alone 45 members, who are all studying at the University of Bath, the JA-YE Alumni Organization promises to be a huge success over the coming years and beyond.

JA-YE Alumni UK is organized in such a way that it will continue its existence in every University in the UK within the next 5 years. This is their ultimate ambition and one they will strive to achieve. It will be comprised of local boards (such as the one in Bath), regional boards (the first will be the Southwest board set up in the 2nd half of this year), and the national board.

**JA-YE Alumni Germany (JENZ)**

was founded on June 19th, 2004 when a couple of former JA participants met at the national company of the year contest.

So far it has about 20 active members with another hundred (and counting...) registered in the Alumni database. In 2005 JENZ run their first project - a website-contest for the youngsters which turned out to be a big story of success.

In June 2005, shortly after the Online-Database and Networking Forum was launched, the active JA-YE Alumni met again in Stuttgart and elected their county-leaders and their two national representatives. The current task is to now establish the nationwide structure with contact persons and local groups in order to spread the idea even further.

Acting in close cooperation with JA Germany, a website is being worked on and the number of members is hopefully going to increase even further in the nearest future.



3

What are we there for? Our fundament, direction & destination

„KNOWING WHERE YOU ARE GOING IS ALL YOU NEED TO GET THERE.“

Keeping these wise words in mind, we felt the need to formulate the mission we are striving to achieve, the goals we have set and the priorities we currently have - and our visions for the future.

OUR MISSION

We strive to create a generation of young and talented leaders, who by having in common their JA-YE experience and by working together as a network, will

- help to ensure that the young people coming after them will make the most of their potential,
- maintain, sustain, and enlarge a network of former JA-YE students,
- work to increase public awareness and interest in the work of JA-YE,
- support and contribute to the expansion and quality of JA-YE educational programmes, activities and events,
- foster creativity, cooperation, networking and management skills among former JA-YE students,
- help JA-YE Participants to make the best of their abilities,
- inspire young achievers to establish their own enterprises in the future,
- contribute to and be a part of JA-YE Alumni's international activities,

- and cooperate with other organizations, on both national and international levels, which will be beneficial to the success of this entity.

OUR GOALS

- Establish JA-YE Alumni organizations in countries where none exist
- Acquire support from JA-YE staff to support JA-YE Alumni groups
- Organize events for JA-YE Alumni and current JA-YE students on both national and international levels
- Set up a JA-YE Alumni administration for Europe
- Host an annual JA-YE Alumni Conferences
- Find out the best practices for a good cooperation between the JA-YE organization and the JA-YE Alumni



Time to get up ...

OUR VISIONS

- Organizing international internships, where JA-YE Alumni groups visit different countries and get in touch with the JA-YE Alumni Organization there
- Establish summer or winter camps and retreats on an internal basis
- Spread the JA-YE Alumni movement all over Europe - and beyond...

OUR PRIORITIES FOR 2005

- Create a JA-YE Alumni Europe homepage, including at least information on JA-YE Alumni for the public, a forum, a bulletin board and a mailing list
- Choose JA-YE Alumni who are responsible for setting up the European JA-YE Alumni staff that rotates around Europe
- Assist JA-YE in organizing large JA-YE European and local events
- And, of course, celebrate the first official Anniversary Day on September 16, 2005 for founding JA-YE Alumni Europe - preferably with big parties all over Europe

4

How to contribute to JA-YE Alumni? JA-YE Alumni Projects

JA-YE Alumni want to give something back to JA-YE at a national, as well as at European and a worldwide level.

This can be done by support like volunteering in and outside classrooms. But there are a lot of different ways for JA-YE Alumni to support the JA-YE organizations, basically it all depends on the national JA-YE organization and what their needs for support are.

Hence, most JA-YE Alumni entities have different priorities and projects. And luckily, most of the national projects are easily adapted by other JA-YE Alumni entities all over Europe, so one good idea can be easily shared.

We will now begin with a general guideline on how to organize an event, and then explain in the second part of this chapter of all current JA-YE Alumni projects in detailed descriptions.

4.1 HOW TO ORGANIZE AN EVENT?

Well, first of all, just keep in mind that it is NEVER as difficult to organize an event as it may seem to be, when you finally get the courage together to sit down and think of possible events or projects to organize. The first step is, of course, to decide, what kind of event you want it to be like...

- Do you want to encourage the current JAs to learn new skills? Maybe by setting out a prize for a special kind of achievement, like with a website-contest?
- Do you just want to help your JA-YE Organization setting up and organizing a contest, meeting, or convention?
- Do you want to organize a conference or seminar for your own JA-YE Alumni Network?

In fact, there are hundreds and thousands of possible ideas for great things you can do.

So here a little advice: generally, it is a lot easier to sit down together in a group of people and just brainstorm... Brain capacities just seem to have the capability to add themselves up...

And in the worst case - just have a look at the following points, where you will find more information about the events that have already been organized by other JA-YE Alumni countries. Don't be afraid to steal... uhm ...borrow.

After you decided WHAT to do, the next step would be to work out a very detailed concept. This step is very important because you should try to think about all the things that need to be organized, and every possible problem that may occur in order to prepare solutions in advance. To make things a little clearer, here are a few key ingredients for your concept:

- What is the project about?
- What will it give to the participants? Practice Teamwork? Acquire Technical knowledge? ...?
- Who can participate? What are the criteria for applying?
- What are the exact rules or requirements?
- How is the project supposed to proceed?
- How much will it (approximately) cost?
- How many sponsors will you probably need?
- Will you need any particular kind of sponsor (e.g. a computer company for a website contest)

The concept is crucial to the further progress & success of your event and therefore a great deal of thought and effort should be invested in it.

This step is that important because it has to be a thoroughly thought through basis for your project and you should try to eliminate as many possible problems, as you can. You have to have a stable project and have to confide in it in order to sell it :-)

Additionally it may also help to present your concepts to people who have not been involved in the process before - they tend to come up with problems (and ideas) none of you have ever dreamt of thinking of...

And always remember that your JA-YE Organization has the advantage of having already been through many stages of developing projects... so, if you experience any kind of problems, do not hesitate to ask, be it JA-YE, be it other JA-YE Alumni! There will surely be a way to help you.

JA-YE organizations are the only and best way to get in touch with sponsors,



... there's so much to be done

which is definitely the next step you have to take... because „money makes the world go round“

Eventually there are a few rules you must follow when you want to organize an event and need a sponsor. When we, as the JA-YE Alumni Organization, signed a cooperation agreement with the JA-YE Organization, we agreed to notify them about approaching a sponsor (cf. point 9.3.1. in the Cooperation Agreement).

Usually the first thing you have to do when looking for a sponsor, is to tell your national JA-YE Organization what you have in mind and who exactly you want to contact. This point was established in order to prevent the JA-YE Alumni Organization from approaching a sponsor who would otherwise have sponsored the JA-YE Organization and hence cause confusion and trouble.

If you think about contacting a sponsor, who is already supporting your JA-YE organization, please ask your national JA-YE organization to approach this sponsor for you. They will probably know whether it is possible, or whether you may have to go and search for another way to finance your project. For more detailed information just, scan down to chapter “Money Money Money.”

So and after all this thinking and paper work, now the REAL organizing can begin!

- Draft up a first time schedule, set the first deadlines, and find people who are willing to commit themselves to your project.
- Divide these people into “task forces” and assign them different parts of the “TO-DO” list.
- Always put ONE person in charge of an assignment, so you have someone to provide you with answers.
- Update the financial outline regularly and never stop reminding people of the deadlines. As the “Creator” of this project, YOU have to keep things together!
- And last, but not least: ENJOY THE EVENT!

4.2 HOW TO GIVE BACK? SUPPORT TO JA-YE

JA-YE has been providing knowledge, experience, and inspiration to the JA-YE Alumni of its programs for quite some time now.

It has been investing money, knowledge, and time in development of the JA-YE Alumni. Then doesn't it seem sad when after only one short year it all seems to be over?

Over? No! It's actually just getting started!

Watch out, because now it is time to return back what we've been given.

And of course to have fun while doing so...

WHY?

A support to JA-YE also means support of hundreds and thousands of participants of the JA-YE programs. With giving assistance to JA-YE, JA-YE Alumni can support and encourage youth; just as JA-YE has been doing for them. They can also amplify the work of the JA-YE Organizations and, hence, make it even better.

Furthermore, it is extremely relevant to realize the mission of this organization - it improves the welfare of the country and creates new entrepreneurs and wise consumers by teaching economy and business in an extraordinary, extremely interesting and practical way.

HOW?

Options to support and to help JA-YE are practically unlimited and solely depend on the fervor and will of the JA-YE Alumni organization.

Support to JA-YE does not only mean helping them in carrying out JA-YE projects, but also performing extra projects and actions that pursue the same objectives.

Being JA-YE Alumni, we have so many different possibilities - let's make use of them.

The possible ways of supporting JA-YE can be separated into three main groups:

I. KNOWLEDGE

Of course, without knowledge there would be ... nothing.

Luckily, by graduating from the JA-YE curriculae, JA-YE Alumni have already acquired experience and specific knowledge not only about these curriculae and contests (e.g. student companies or MESE contests) but also about the topics and problems young achievers ,may come across.

In addition, taking advantage of their age, JA-YE Alumni are currently acquiring or even have already acquired specific knowledge and experience in universities and working life. As it can be useful to pass this baggage of experience on to the new participants of the programs, there are lots and lots of possibilities JA-YE Alumni can engage in.

Knowledge and Experience of the JA-YE contests and the actual working life can be passed on in various ways:

- The „Big Brother/Sister project“ is a way to pass knowledge and expertise of the JA-YE contests directly on to the participants of those contests. Here a JA-YE Alumnus or Alumna has one or more Students companies, MESE teams, or participantgroups of other projects to work with.
- By working with teachers, representatives of the JA-YE Alumni organization can impart their experience and provide suggestions during teacher’s seminars.
- When working on manuals of the specific contests (e.g. a manual about the Students companies contest). Here JA-YE Alumni can incorporate their personal experience and suggestions.
- While Spreading the idea of JA-YE by contacting potential participants (schools and students) from one’s area
- During meetings of young entrepreneurs with JA-YE Alumni of JA-YE. This way real examples will reveal, how young people are able to start their own business.

Each meeting attracts more and more potential JA-YE Alumni and makes the organization more popular! And the more people, the more knowledge to share!

If the organization has not enough intellectual resources or people with experience, it is necessary to attract experts, mainly young, experienced entrepreneurs, and managers.

Maybe „somebody knows someone“ who would like to talk about what he/she is doing? Take advantage of every contact. That way, one of the main objectives of JA-YE will be implemented - to bring together students and the world of business.

II. TIME

An enormous amount of work of course equals investing a huge amount of time into the project. That aspect makes time a relevant resource. The time JA-YE Alumni can invest in development of the JA-YE organization should definitely not be underestimated.

Work, donated to the JA-YE organization, is work that is directly linked to the projects, curriculae, and contests of national or international JA-YE organizations.

Work that is contributed to the JA-YE Alumni organization's internal activities (meetings, leisure activities) is not part of the work dedicated to the JA-YE organization.

The proportion between time that is dedicated to the JA-YE organization and time that is spent for internal JA-YE Alumni actions depends on various factors:

- The stage of development of the JA-YE Alumni organization (the amount of time needed to secure its functioning),
- The number of JA-YE Alumni involved,
- The level of independence of the JA-YE Alumni organization

Irrespective of the kind of cooperation your national JA-YE Alumni entity and its national JA-YE organization have - just keep the following nuances in mind:

- Always consult your JA-YE staff first, as they have enormous experience,
- Never hesitate to ask for help! JA-YE staff will never reject you, as they fully understand the importance of the job you do,
- Always coordinate your activities with the JA-YE organization. It is extremely relevant in seeking financial supporters and organizing events.



Time ...

III. USING AND ESTABLISHING CONTACTS

As the JA-YE organization is a public organization, it is crucial for it to keep the contact with society and the public alive. It is especially important to cooperate closely with universities and colleges.

Cooperation between universities and the national JA-YE organization is extremely relevant, as it provides the opportunity to clarify academic requirements for economic and business education at high school level. It can help the JA-YE organization to better prepare students for studies in business universities and colleges.

Results of bringing universities and the national JA-YE organization together would not only be better curriculae, but also increase popularity among business universities and colleges.

The highest acquisition could even be facilitated conditions of entrance in those schools for JA-YE Alumni of the JA-YE programs.

But always keep in mind that cooperation with the JA-YE allows keeping essential aims of the JA-YE Alumni organization alive and links the JA-YE Alumni with potential colleagues.

Having read this text until its very end, there is only one thing you should do: close your eyes and remember your own time being a JA-YE student, hard times, successful times, the friends you found, the experiences you gained. Now it's your turn to help others have such a great time, too!

BASIC INFORMATION ON JA-YE ITSELF

JA-YE is an umbrella organization connecting all 40 national JA-YE Organizations in Europe.

JA-YE organizations teach enterprise, entrepreneurship, and “economic literacy”, focusing on the importance of market-driven economies; the role of business in the economy; the relevance of education in the workplace; the impact of economics on a child’s future; and the commitment of business to social, environmental, and ethical issues.

JA-YE organizations engineer multi-level and community-based “Private-Public-Partnerships” encouraging businesspeople to be involved in classrooms as volunteers, in the organizations themselves as board members, and in programme expansion through sponsorship.

JA-YE programmes are hands-on, activities-oriented, and “fun” and involve experienced businesspeople directly in the teaching process. (The most important JA-YE Programmes being the “Company Programme”, the “MESE - Management Economic Simulation Exercise”, the HP European Challenge, the “Job-Shadow” programme and there are many more...)

Although this information could barely provide a small insight into JA-YE’s wide-spread activities, their main vision can be expressed using one single sentence:

BECAUSE ENTREPRENEURS ARE MADE, NOT BORN !

4.3 JA-YE ALUMNI PROJECTS

When looking back at the past few years, it becomes apparent that the development JA-YE Alumni has undergone, especially on the European level, is tremendous. National JA-YE Alumni organizations are being founded where none existed before, and the existing ones are growing, expanding, and prospering.

Many new creative and great projects are being launched and the European community of JA-YE Alumni organizations is sharing their ideas and their projects. Currently we are working hard on spreading all those wonderful projects, establishing them in other JA-YE Alumni Countries, as well as perfecting the concepts behind those projects by gathering more and more information on them.

In the nearest future we will be able to connect some of these projects and even turn them into real European success stories (e.g. establishing a European competition for the winners of the several website contests in several countries). Working closely together does not only give JA-YE Alumni the possibility to learn from each other and to profit from each others ideas, it will also enhance the projects in near future by making them even better, more tantalizing, challenging compatible, and more exciting.

For now, here are descriptions of some of our cur-

4.3.1 BIG BROTHER / SISTER

Objective:

JA-YE Alumni members, who carry around tons of inspiration, motivation, and knowledge, are given the unique opportunity to take this in to a JA-YE student company.

They will function as big brothers or sisters for the student company. It will be a “win-win” situation. On the one hand, the student companies will now have access to a completely new kind of information and knowledge, from someone who has already been through the programs and events of JA-YE. On the other hand, the JA-YE Alumni members are given the opportunity to contribute their knowledge and enjoy the feeling of being an influence in something big.

How to get started?

It is recommended that JA-YE Alumni in each county/region are regularly in touch with the schools that belong to their county/region. Phone calls should be made concerning the reactions from the JA-YE teachers, and hopefully the JA-YE teachers will look upon this as something positive which can result in an even bigger involvement in JA-YE and their programs. A meeting with the JA-YE teachers should be arranged, so that they receive sufficient information and witness our involvement.

Thereafter, an arrangement should be made for the JA-YE Alumni, who are interested in becoming a big brother or sister

for a JA-YE student company. (How this is to be arranged is up to each county. However one JA-YE Alumni per enterprise is recommended)

Big brother & sister's role:

- As the title implies, a brother/sister should function as a supportive and guiding figure for the Young Enterprise throughout the whole year, from the beginning to the end.
- Yet it is important to emphasize that the big brother/sister should not take over the role of the teacher or mentor. A big brother/sister shall only provide support along the way, someone, who the youngsters can call, e-mail or contact in any way; in short: someone who is at hand when needed. It is crucial to just lightly push JAs into the right direction, and not eliminate the process of learning by mistakes by completely preventing them.
- One advantage is that a brother/sister can help when things aren't going as easy as always. Another one is the support the achievers can get when they feel the tensions before the competitions. In those situations, it is a great emotional support to talk to someone who has been through a similar situation before.
- A brother or sister can also be spectator on the board meeting, maybe once every month to keep everybody updated.
- To act as a big brother/sister may at first seem to be quite a lot of work, but when you look at it in perspective it really isn't. The only thing required from a brother/sister is for them to tell about their experience, provide different point of views, and to "back up".

After one year of serving as a big brother or sister, the brother or sister will receive a personal course diploma. (A good reference to bring along the way...)

Good luck to all you Big Brothers & Sisters out there! This will become a success among JA-YE Alumni worldwide!



Norwegian Big Brother and Sisters

Project initiated by:
JA-YE Alumni Norway
 First executed:
2004
 Already implemented by:

...

Project initiated by:

JA-YE Alumni France

First executed:

2004

Already implemented by:

JA-YE Alumni Germany

4.3.2 WEBSITE CONTEST

Every year JA-YE Alumni France organizes a website contest for the participants of the «Company Program». The goal for each participating company is to prepare their own website.

We, the JA-YE Alumni, want to incite the participating JA achievers to deal intensively with the new possibilities the Internet offers to them as far as the presentation of their company and accumulation of prospective clients are concerned. It is our aim to motivate the achievers to acquire the required knowledge and to work together as a team in order to fulfill this task.

But, moreover, we want students to realize that there is more to a good website than a great design. The content, the quality of the texts and the presentation of the company are just as much important and all of it should be considered and connected in the best way possible.

This way we're providing the current participants with the possibility to prove their creativity and their technical know-how, and all of it collateral to the usual JA competitions on the regional and national level.

The only conditions in France are: Pictures have to be JPEGs and sound MP3-encoded. The only thing the companies have to do in order to be able to participate, next to build a website, is to pay a small fee of 20€ per company.

Of course, the participants can host their website wherever they want, but in order to give everyone an equal chance and make it easier for the inexperienced the use of "Voila" (www.voila.fr) is explained in the presentation file. Then, they just need to submit the URL of their website and it is published it on our site (www.amef-france.org).

The next step is to have the websites judged by several well-chosen JA-YE Alumni, who follow a strict and thoroughly worked out catalogue of criteria for a good webpage in order to establish a final ranking. It is very important that not only the best design is rewarded, but that the contents of the page are constantly updated and informing, as well.

In the end, the two best web pages are chosen as winners. In the past, we rewarded the winners during the national Company Program Championship. But recently we decided to actually go to the schools of the winners and organize a real official ceremony there. This is not only a better PR

event, but additionally the participants feel more attended to and are very proud of having an official ceremony with representatives of the National JA-YE Alumni organization at their school.

It's also a magnificent way to spread information about the JA-YE Alumni network and convince achievers to join the year after...!

Thanks to a partnership with Hewlett Packard, the two best teams receive HP Material as reward. So either a bigger sponsor or several smaller ones are definitely needed.

If you are interested in organizing such an event, let us know! We could then even consider a European championship, which would reward the best European website... as the Germans have established a similar competition as well!

4.3.3 HPEC

JA-YE Alumni Europe, together with JA-YE Europe, is closely cooperating on the organization of the HPEC competition. Together JA-YE Alumni and JA-YE staff are organizing a team of jurors, who are able to evaluate the Essay Contest of HPEC.

All of the work, hence the judging and evaluating of the essays, can be done online, which means that the members of the jury team do not have to travel! It also gives us the opportunity to form an international jury mixing different cultures.

This whole contest and our involvement in it will become an on-going project of cooperation between JA-YE Alumni and JA-YE Europe. In the competition for HPEC 2004, there were 50 essays from 50 different teams across Europe, which were evaluated.

The topic of the 2004 essay was "What has JA-YE given you that you think will help you in the rest of your life?", a topic which just seemed to have been made for us - JA-YE Alumni!

This whole project was, is and will be a great opportunity for us to promote JA-YE Alumni to potential members, sponsors and all the others. So we hope you can join and be a member of the jury in the future.



So far, there's only a picture...

Project initiated by:
EUROPEAN PROJECT
 First executed:
2005

4.3.5 MANAGER FOR A DAY

All youngsters that are given the opportunity to take part in this event have been through the process of starting up, operating, and settling a Young Enterprise. They have been carefully chosen after long procedures, and comprise only a small percentage of those who want to take part in this event.

In this description, you will find some tips and advice on what is important to remember and other crucial matters. The most important though, is to always remember the intention of the event.

The intention of “Manager for a day”

The intention of this event is to give former JA-YE students an opportunity to be the “shadow” of a manager during one working day. The manager should be a leader: either a general manager, marketing manager, restaurant manager, or somebody else. JA-YE students, or alumni, will experience what it takes to be a manager in a company, seen from “the outside”. The event is to be a place for network-building, both among business life, the youth and the business life, and among young people themselves.

Another objective of this event is to attract new JA-YE Alumni members, serve as a so called “membership-recruitment-event”. “Manager for a day” is something exciting for JA-YE students to take part in. It creates an excellent picture of the opportunities they can benefit from by being a member of the JA-YE Alumni. Based on this, the event should be held during the spring, when the students are starting to settle their enterprises (April/May for example). Then potential members, those who are taking a Junior Achievement course that year, should be chosen and given the opportunity to follow a leader throughout a workday.

Though the selection can be done in many different ways, here are some **basic suggestions:**

- As a competition during the regional exhibitions: this can lead to good press coverage and it is also a great opportunity for JA-YE Alumni to show their capabilities, not only to the ones who are to take part in “Manager for a day”, but to all potential members.
- The ones who wish to take part in the event can apply by handing in an application.
- Principals or teachers from different schools can recommend students.

Project initiated by:
JA-YE Alumni Norway
 First executed:
2004
 Already implemented by:
 ...

Preparations

There are a lot of small matters that need to be taken care of in advance, but it, of course, depends on what a scale you want the event to be. No matter what, it might be smart to have a certain division of work that needs to be done. Here are some examples of work division and other issues:

- **Project manager:**

The Project manager is the Person, who is responsible for the event. This person's main assignments will be:

- Delegate assignment to involved parties
- Have an overview on what happens at different points
- Be the contact person
- Take responsibility if something was to go wrong
- Motivate
- Have good communicational skills

In other words, the project manager is to make sure that the goals for the project will be achieved corresponding to stated deadlines, and that work is done properly.

- **Working groups/responsible persons:**

It is the project manager's responsibility to spread this, and here is a piece of advice on how to do it:

A **working group**, which contains 2-4 persons, should be responsible for finding companies which employ a manager whom a student can follow during a working day.

The **Creativity group**: Their responsibility is it to find the best JA-YE Alumni representatives, competitions, applications, etc..

The **Image group**: are responsible for shaping the event outwards. That can be writing press releases, communication with the press, marketing of the event and so on.

The **Practical group**: Are the ones who take care of all the practical things, like the assembly room, food, drinks, or things like that. They also have to write invitations (if needed) and diplomas for the participants



Manager for a day in Norway

and so on.

The **Sponsor group**. This group is only necessary if a “get-together” is wanted before or after the event, e.g. a banquet at the end of the day with all the leaders and their “shadows” for the day. It then may be a great idea to try to find some event sponsors.

In the company

When a “shadow”, or a former JA-YE student, is part of the Young Enterprise, there is nothing you have to do. The company itself is responsible for the day and what they want to show the “shadow”.

It might be smart though, to ask the participants to fill out an evaluation form about the event and the day itself. You should have one form for the “shadow” and one for the manager.

4.2.6 ANNUAL EUROPEAN JA-YE ALUMNI CONFERENCE

Every year there will be a networking conference for JA-YE Alumni members across the world.

This will be a place for exchanging knowledge and experience from their national JA-YE Alumni entities, making new friends, learning more about business life, project management, running a JA-YE Alumni entity and for doing other interesting things.

The next venue of the annual conference is to be decided at the consecutive JA-YE Alumni conference. In 2004, the annual conference took place in Vilnius (Lithuania), in 2005 the location was Oslo (Norway)

Criteria for being the host country of this annual JA-YE Alumni conference, is that the country should have a national JA-YE Alumni entity, should receive prior permission from their national JA-YE organization to hold such a conference, and should make sure that the JA-YE Alumni entity of the country has the financial support needed to organize such a huge and costing conference.

Organizing Alumni conferences in different places will also help its participants to get valuable insights into different cultures and places all over Europe and ensure a big diversity in host countries.



Alumni Conference 2004 - Vilnius, Lithuania

5

How to put some order in here? Organizational structures for JA-YE Alumni

So, you managed to gather a group of interested JA-YE Alumni, have your head full of ideas and then ... CHAOS breaks loose.

Well, don't panic! Here you go with some ideas of "How to bring some order in here" And soon everything will go as smoothly as you ever wished it would go. You just have to sit down all together and draw out the structure you want your little soon-to-be-grand network to have, carefully keeping in mind your relation to the JA-YE organization.

We only exist because of the JA-YE Organization and they will always be our "Mothership." Of course, as the name already implements, a member of JA-YE Alumni has to be a former participant of one of the various JA-YE programs. Additionally, only we, the JA-YE Alumni, besides the JA-YE Organizations, have the right to use the JA or YE names and logos.

Keeping all this in mind, just keep on going (or reading...)

5.1 THE NATIONAL STRUCTURE

In order to give you a few ideas on how you could effectively organize your national network, we summarized some basic examples of a few possible organizational structures. And to make this purely theoretical concept more alive and real, you will also find a detailed description of the actual structure-models of JA-YE Alumni Norway, the UK, and Denmark with their advantages and disadvantages, with their strong and weak points at the end of this section.

There exist a myriad of different ways of establishing your own JA-YE Alumni entity, however one important and vital thing to bear in mind is that there should always be a delegation of authority. The "power" should flow down within the JA-YE Alumni entity wherever possible and the positions should rotate on a yearly basis, as this will aid in recruiting new members, giving them a sense of purpose and belonging. The more actively you engage your members in the work and mission of JA-YE and JA-YE Alumni, the better, stronger and integrated your JA-YE Alumni organization will be.

As is provisioned in the Cooperation Agreement, every national JA-YE Alumni organization needs to have a National Representative/Chair/President/Coordinator, who is to be elected by members. This person is entitled to serve in his/her position for three years at a time.

It is up to each national JA-YE organization and JA-YE Alumni entity to decide whether they want their national JA-YE Alumni organization to be founded as a legal independent organization, separate from JA-YE, or as a special subgroup within the national JA-YE organization.

5.2.1. BASIC ORGANIZATION STRUCTURES

First of all, as specified in the Cooperation Agreement, you as a JA-YE Alumni Entity need to elect one Person amongst yourself to be your leader/President/Coordinator, and one person to be his deputy. all the rest, if you want to elect a board (which is recommended as soon as the Network gets close to a certain size), or organize your JA-YE Alumni Organization by using counties, is up to you.

In the following chapter, you will find the different descriptions of the different offices and institutions. This way you can decide which ones are crucial to the needs of your JA-YE Alumni Organization and you can either discard them or use them...



Basically, it's already planned - Alumni Republic

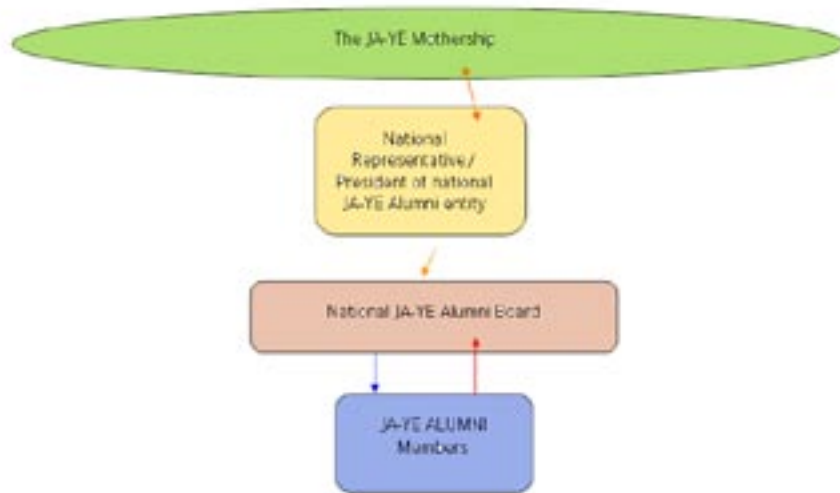
5.2.1.1 THE FORMAL STRUCTURE WITHOUT COUNTIES

➡ The JA-YE Alumni members elect the National Representative/President of JA-YE Alumni Country, as well as the National JA-YE Alumni Board, and propose their ideas to these executive bodies.

➡ The National JA-YE Alumni Board delegates the drafting of project concepts and the organization of such, sets up and monitors the work of the organization and gives assignments to the Alumni members.

➡ The National Representative/President of JA-YE Alumni Country is responsible for monitoring the overall work and success of the organization, providing guidance, and representing the JA-YE Alumni country organization on a national and international level.

↔ The National Representative/President of JA-YE Alumni Country is responsible for constant communication flow between the national JA-YE organization and the Board through regular reporting to national JA-YE organization.



The National JA-YE Alumni Board ...

- Coordinates and oversees all the Alumni activities
- Coordinates and supervises all national projects
- Sets up and coordinates all task forces for projects
- Organizes the meetings
- Takes care of the website
- Is in charge of the newsletter
- Should be all ears to every JA-YE Alumni, their ideas, their input and feedback

The National Representative/President/Coordinator ...

- Represents the JA-YE Alumni entity nationally and internationally
- Presides over the Alumni Board
- Coordinates every move the Alumni Board makes
- Reports back to national JA-YE organization on a regular basis
- Oversees all the activities and interferes if needed
- Should be a connection point in between the Board and the JA-YE Alumni, the national JA-Ye Org and the JA-YE Alumni and should have open ears for everyone.

5.2.2.2. THE FORMAL STRUCTURE WITH COUNTIES

← The JA-YE Alumni Counties elect the JA-YE National Alumni board and propose their ideas to them.

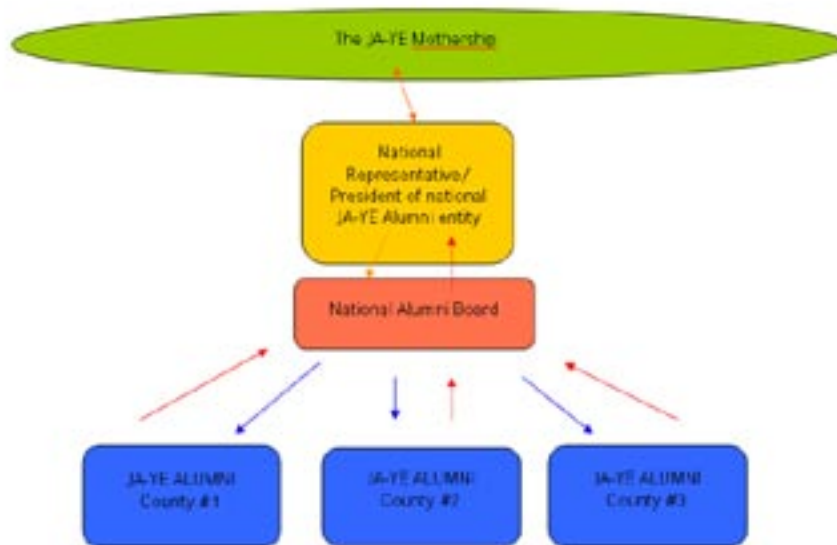
← The National Alumni Board organizes projects, sets up and monitors the work and assigns tasks.

← The National Representative/President of JA-YE Alumni Country is responsible for the overall activities of the organization, monitoring the success and making suggestions coordinating moves of the Board.

↔ The National Representative/President of JA-YE Alumni Country is responsible for reporting to and keeping an active dialogue with the national JA-YE organization, ensuring constant information and communication flow between national JA-YE organization and JA-YE Alumni entity.



Alumni Conference 2004 - Vilnius, Lithuania



National Representative/President of JA-YE Alumni Country

- Serves as a link between the JA-YE Mother ship and JA-YE Alumni
- Organizes and keeps the board together
- Represents the JA-YE Alumni Organization at meetings, conventions etc.
- Attends all meetings
- Presides over the board meetings
- Is in charge of the Newsletter & Webpage (collecting articles, being responsible for the printing, updating the Website, etc.)
- Visits counties
- Is in contact with sponsors:
 - Contact with main sponsor
 - Search for new Sponsors
 - List of Sponsors for certain Projects
- Has an oversight over everything

Board

The board, which is elected by all Alumni members and is composed of presumably 5 to 8 people (this number may vary across countries), makes all the decisions and coordinates all projects. Other Alumni members can always discuss their ideas and suggestions with the board either during regular meetings or via communicational means. The board is also responsible for budgeting, funding, dealing with sponsors, maintaining connection with the JA-YE Mother ship, and for other issues. In some cases it may involve a considerable amount of time and commitment of effort to be part of this board and for keeping things going. Make sure you involve as many volunteers on the committee as would be needed to ensure a continuous and effective process of delegating the tasks. Identify clear areas of responsibility for each person serving on the Committee. You might want to allocate roles such as secretary, treasurer, events' coordinator, PR (Public Relations) coordinator, etc. An appointment of Committee members should follow an open procedure in which all alumni are able to offer their services.

- After a year everyone should be given a chance to be elected as a Board member
- This position changes in every 1-3 years
- Is Responsible for setting up the national convention

- Monitors the counties activities
- Monitors the money flow
- Manages the database
- Coordinates the national projects
- Gives assignments and creates task forces for specific projects
- Discusses and accepts new ideas from Alumni or other parties

Counties

Every county has an administrative group, which sets up projects in those counties, recruits new members, visits schools, spreads the idea of JA-YE, of course, not forgetting to add the idea of JA-YE ALUMNI as well, attends the local contests, events & even helps those local achievers (Brother & Sister Program). Each county is presided over by a coordinator. All coordinators work together with the National Representative/President, decide upon all the national matters, and set up task forces for all the national projects and events.

County Contact Persons

Every County Coordinator needs to work and communicate closely with every other group. The conduction of regular meetings plays a crucial role for the organization of national alumni projects; therefore, they should be planned and set carefully.

- Responsible for the county work
- Responsible for the networking in the county and in between the different counties
- Report back to the President and the Board
- Coordinate meetings
- Coordinate projects in the counties
- Organize county meetings
- Organize county communication



Alumni Conference 2004 - Vilnius, Lithuania

5.2 THE EUROPEAN STRUCTURE

But, Europe does consist of more than just one country, in fact of more than 40 different countries, most of them having an active JA-YE Alumni Organization, or are just constructing their own JA-YE Alumni Org... Of course, in order to fully tap out the potential of all this workforce, creativity and intelligence we also need to install a structure on an European level, in order to insure a flowing and smooth cooperation and exchange.

This is why the Cooperation Agreement with the JA-YE Europe Organization states the following:

“The national JA-YE alumni entity shall elect one of its members to serve as National Chair or President for a period of no more than 3 years at one time. This individual, or his/her delegate when this individual is unavailable, shall also serve on the JA-YE alumni council established at the European level. The costs of this participation are to be borne by the national alumni entity.”

The European JA-YE Alumni board annually will meet at least once. This meeting can be organized at the same time as for instance the annual JA-YE Alumni conference. This will save some expenses for the national JA-YE Alumni entities.

The main tasks of this board are:

- Inform each other about each JA-YE Alumni country
- Share Best Practices
- Set guidelines for JA-YE Alumni projects and activities at the European level in accordance with the partnership agreement
- Update the JA-YE Alumni operating manual.
- more to come soon...

Every registered, active, capable and committed JA-YE Alumni member can run for office on the board..



Alumni Conference 2004 - Vilnius, Lithuania

6 How to attract new members?

Finally your JA-YE Alumni Organization has been set up and you are ready to go... just: You don't have enough people to spread the enthusiasm...

Well? We cannot tolerate this and that's why the situation is just about to change!

6.1 RECRUITING TIPS

Here are a few tips:

- First of all you need to get hold of ex-achievers. Whether they have graduated recently or quite some time ago, it doesn't matter. One way would be to contact your JA-YE organization and either ask them for the addresses of those ex-achievers or send them a letter you drafted and kindly ask whether they could distribute it. Write about the JA-YE Alumni Idea, possible or even already planned and coming up projects and events and try to arouse the pleasant memories they had while taking part in the JA-YE programme.
- Visit schools and inform the JAs there. Tell them about your next meeting or project and invite them to participate.
- Go to every possible JA-YE event and especially: convention. There you can watch the achievers and talk to them, inform them & recruit the most motivated and enthusiastic JAs.

Just tell them about your experiences, about the Idea behind the JA-YE Alumni Or-

ganization and get their mouths watered...

- Don't just be a passive spectator of JA-YE events, actively help organizing them, and tell every single participant about JA-YE Alumni.
- Take advantage of the publicity at those events, and get the JA-YE Alumni mentioned in the Papers. Ask your JA Organization to bring it up here and there, so that people get to know the organization.
- With consent of your JA-YE organization you could even set up a stand at bigger JA-YE events, and tell achievers who exactly we are and what fabulous and fun things we do, right there. You could even print up some flyers/handouts including your website's address (if available, of course) there as well...
- Additionally, you will need a very good and constantly updated webpage with all the information about the next national JA-YE Alumni meeting in plain sight. Everyone visiting this webpage, may it be out of curiosity or serious search for information (maybe you DID catch some interest at that JA event :-)) should get the constant need to show up...
- Of course, why only invest in the JA-YE Organization? Organize your own JA-YE Alumni events (for inspiration, see rest of the manual) for the JA-YEs. Show them your own enthusiasm and strike them on with a great event. Those events are the very best opportunity to feed them an insane amount of JA-YE Alumni spirit...
- If you got people interested, just let them join your organization. You should not immediately confront them with the obligate membership fee, but first give them a few months, to get to know you – then they'll probably volunteer to support this amazing organization :-)
- And when you finally got all those members... Keep them active! GO GO GO! :-)



Still need a reason to join?

6.2 10 REASONS TO BECOME A MEMBER



Take this! :-)

1. Once you participated in a JA-YE programme and found it so fascinating that it made you really sad when it was over? If yes, guess what? Now you can be part of the JA-YE Alumni organization for your whole life. So, that makes it a really long time for assisting and helping and still being part of the FUN, doesn't it?!

2. Remember all the nice people you met during that one short year in JA-YE?

Here come good news, there are even more people in the JA-YE Alumni Organizations and they are waiting just for YOU to join... what are you waiting for?

3. Every time you hear the word: "JA-YE Alumni Organization" you feel mesmerized? Well... could be we hypnotized you (cf. 6.1 recruiting tips)... just give up wanting to resist... You're OURS. But don't worry, we'll love you :-)

4. You always enjoyed sharing and passing on your knowledge to younger people? By working with the JA-YE Alumni Organization, you get to do just that, and at the same time: YOU can learn a lot as well!

5. JA-YE Alumni are the FUTURE. Want to be part of it? :-)

6. Do you need help finding an internship/job/solution for a problem? Given the fact that there are a lot of people in the JA-YE Alumni Network who have already achieved great things, the odds are good, someone here will be able to help you... just ASK!

7. Did you know JA-YE Alumni are spread all over the world? There are JA-YE organizations in over 40 European countries... and nearly all of them have or are building up an JA-YE Alumni Organization. Can you even start to imagine all the knowledge gathered in one place at a European or even global JA-YE Alumni Conference?

8. You are bored and have too much spare time? Well, with the JA-YE Alumni, you will have meetings to attend, postings and tons of emails to read, and if you REALLY have too much time on your hands, it will certainly be no problem at all to find something you can work upon, even fulltime :-)

9. Do you want to learn how to set up, plan, and finally organize a project? By being part of the JA-YE Alumni projects you will have plenty of opportunities to learn from some of the best in class.

10. And last but not least: You're going to feel the unique JA-YE spirit!

6.3 WHY JA-YE ALUMNI? A MORE SERIOUS APPROACH

Sometimes, you do something which impacts on your life so much, that you want more of it. It becomes a passion, a love affair. Whether that is translated through a sports career, in performing arts or even a business profession, it all comes down to the raw feelings and emotion that it gives you. It's simply because you want to do it. There is an innate drive in you that gets you up in the morning and stops you sleeping at night.

Being involved in Junior Achievement - Young Enterprise is a similar experience. So many people have come through this scheme over the years, and never looked back. Maybe if they did, they would realize that often this program has changed them beyond recognition, and provides them with the insights into the real world that gives them direction for the rest of their life. But for most students, JA-YE typically only lasts for one year. What about the passionate people who sit there at the end of the year, have enjoyed it so much and want some more? This is where the JA-YE Alumni are vital.

When you have got so much out of something like JA-YE, it is only natural that you want to give something back. Communicate the message of how inspirational it has been to you, and why others should follow in your footsteps. But also, you want to continue developing your skills as a leader and continue to extend those networks that you have built up in JA-YE. The foundations of JA-YE Alumni do just that, and that is why it is one of the fastest growing organizations around at this moment in time. It is built up of people who have that passion, motivation, and drive to better themselves, but also the need to help others. This is what the JA-YE Alumni Organization stands for and lives by, and that is why so many people are getting involved as this „revolution“ spreads!

The true importance of the JA-YE Alumni may not at first be apparent to you. Take a look at it this way. For so many of us from the age of 18-25, we are in education doing a degree in various disciplines, 'cocooned' in a learning environment that is nothing like the real world. You may know all the theories from the book, but can you really put it into practice? Only time will tell. That is why University degrees only create good employees. Get involved in the JA-YE Alumni and you will be part of an organization that is creating great employers and leaders. Shaping and creating the leaders of the future.

The JA-YE Alumni generates a dynamic environment to grow as a leader, through various events coordinated nationally and internationally. Leadership conferences working on areas like debating, leading a high impact team effectively, telephone etiquette, project management, and effective public relations. As a member, you develop all these skills, which are often overlooked, but vital to succeed as a leader in today's world. This is where University's are severely lacking.

Not only will you grow as a person and enlarge your network through these leadership conferences, but also you get a chance to work these ideas in the real world. As a member of the JA-YE Alumni in your country, you will be given responsibility to match the effort you wish to put into the organization. You can sit on the National board, or be a CEO of your local area, or even work on the website, marketing or recruitment area of any board at National, Regional or Local level. It is real world responsibility where your ideas can be put into action, and you get to see the results right before your eyes. The larger the organization becomes, the more power is shifted down within the organization, because for any member it is 'their' organization, everyone takes on responsibility and a purpose in helping the JA-YE Alumni. With this in mind, it is in your hands to take the challenge and put your leadership skills to the test.

The benefits of belonging to the JA-YE Alumni are immense. If you speak to anyone who is involved in any country in Europe, they will have endless stories of how it has benefited them and how excited they are as to where this organization is going.

It is still in its relative infancy, which presents even more exciting opportunities because it means that you or I have the ability to shape the direction

of this organization, in your own country and the world over. That is worth thinking about, because as individuals we can make a difference, but working together we will do great things.

Sometimes seeing things is believing in them. I invite you to join your JA-YE Alumni in your respective country, and see what you get out of it. There was no better evidence of this than at the 1st Annual JA-YE Alumni Conference in Lithuania in September this year. 43 inspired people from 17 vastly different countries across Europe. The energy and ideas created were electric, and it inspired you because you knew all these people were talking from the heart about where they had come from, and where they wanted to go. So working together in that atmosphere was rejuvenating, and was the first of many more amazing experiences. This coupled with the intense speakers we had, such as the former World Debating champion, created that dynamic environment we all hoped for, and left us with a feeling that was beyond inspiration, something completely indescribable.

We all want to develop as individuals and better ourselves. If you were involved in JA-YE, and it gave you something that nothing else has, it makes sense to continue that passion. If you are motivated, ambitious with big ideas and a thirst for working with like-minded people, the only advice I can give is, GET INVOLVED!!!



Alumni - we'll get YOU, too!

7

How to keep your members? Management, meetings, motivation

JA-YE has been providing knowledge, experience, and inspiration to the JA-YE Alumni of its programs for quite some time now.

It has been investing money, knowledge, and time in development of the JA-YE Alumni. And doesn't it seem sad; when after only one short year it all seems to be over?

Over? No! It's actually just getting started!

Watch out, because now it is time to return back what we've been given. And of course to have fun while doing so...

7.1 HOW TO STAY IN TOUCH?

Luckily, we live in the XXI century - the era of technology. Today there exist a myriad of easy and convenient ways to keep our contacts alive, e.g. MSN and Yahoo Messengers, ICQ, e-mail- with all of its varieties, post, telephone, car, train, ship, and airplanes, your legs at last! In addition, our brand-new lovely JA-YE Alumni website will be operating soon.

A common database plays a crucial role when it comes to communication - a database where you collect all the information about your current members. In addition to the European JA-YE Alumni website, your national JA-YE Alumni Network should have their own website, or at least a part in the national JA-YE Organization's Webpage. This website should include a forum, the possibility to subscribe oneself to a mailing list and a bulletin board, where all the current information is displayed.

Another possibility is the increasing number of Online Messengers, which can be quite handy when it comes to discussing issues immediately even over long distances.

Phone conferences and regular meetings are of course still the best way to talk about all the important issues and to plan most of the bigger projects, as all active JA-YE Alumni will be present. Such meetings should be organized at least annually, at the national level even semiannually, to facilitate this process. It will all work out one-way or the other, if we keep the most important thing in mind: to have commitment and faith in what we do!

7.2. HOW TO KEEP MEMBERS MOTIVATED?

Of course, it will not always be a cup of coffee to keep your fellow JA-YE Alumni motivated. Some may be very enthusiastic in the beginning and then something goes wrong and the whole thing just begins to fall asleep. One of the best things would be to have someone who works full time for the JA-YE Alumni organization and keeps a constant contact. But unfortunately, this is not possible to realize for every JA-YE Alumni Network, as it is very expensive to maintain. So, what other possibilities are there to keep everyone happy and working?

A really great thing and huge motivation for your hard-working JA-YE Alumni are certificates. If there is the possibility of getting an official certificate for the work they do, for the projects they participate in, they can also use those for their CVs or job applications, and this may just be the last kick to motivate them into investing even more time into JA-YE-work.

Another incentive for JA-YE Alumni is to offer them the possibility to run for the office of a member or even for the presidency of the JA-YE Alumni Board, after they were active in the JA-YE Alumni Network for some time. This way they will have a little more impact on how things are going and this usually motivates people a lot. And by keeping the terms in those positions at a year or two, more of them will have the chance to get more tightly involved.

But, as specific positions consume more time and hence not all JA-YE Alumni will be able to run one, another chance of keeping up their excitement are regular meetings. There should be at least a biannual national meeting in order to keep your JA-YE Alumni informed and involved. By regularly updating them on the progress of projects and new upcoming projects, they



One day there will be an Alumnus instead ...

will feel included. It will also give them the possibility to still have influence on where the JA-YE Alumni Organization is going and what will be the next step to approach.

Very active members should additionally be awarded with treats like going to JA-YE events or even attend the annual European JA-YE Alumni Convention. That way they will see the amazing progress and will be able to spread, their newly won or even broadened enthusiasm...

And if you still encounter problems with unmotivated JA-YE Alumni, there is no such thing as the BEAVER song to brighten up the spirits!! :-)



Another way to meet - and have fun!

7.3 WHEN SHALL WE (THREE) MEET AGAIN?

As far as your national meetings are concerned, we strongly recommend at least a semiannual frequency. Those meetings are great for building up courage and motivation and also help to organize future events, discuss past ones, and just have a great time hanging out with each other.

At the international level, we certainly realize that it would be awesome to meet each other every single instant, every single day in a week, or every single month. However, we also realize that the organization of such big meetings is very hard to accomplish in a short period of time. There are numerous things that have to be thought of, funds to be raised and additionally people have to have TIME. Hence, it would be ideal if there could be a big European meeting once in a year- either in summer or in winter, preferably during a time where most Alumni won't have classes, ergo summer or winter. Date and place of each consecutive meeting should be specified during the current meeting. Each member country is eligible to apply for hosting a conference after discussing that priorly with JA-YE Europe and the JA-YE Alumni Coordinator! So there are hundreds of wonderful places out there we will be able to explore. ENJOY!

How to organize an JA-YE Alumni meeting

In order to gather as many people as possible on a meeting or convention, certain things should be considered carefully when arranging the next meeting or even convention. First of all: most of the JA-YE Alumni, at least

for quite some time until there will be a new generation (scary thought, ey? ☹️), will be students. Hence, try to schedule the most important and biggest meetings during vacation time or at least including a weekend.

For a national meeting, the best date would probably be during the national competition, as they are mostly in summer when the most stressful time at school is already over and, as most JA-YE Alumni Organizations will choose to use this event for projects or for helping with the organization of it anyway. Just sneak away for a few hours or meet the day before or after.

Smaller meetings, e.g. meetings of a county (if your JA-YE Alumni Organization is divided into those) should be agreed on in advance to insure the best date.

Even though you will probably always try to decide on the next date for a meeting at the last meeting, you should send out invitations, anyway. There will be other people who have joined in the meantime and of course, you can invite prospective new JA-YE Alumni in order to have a chance to “mesmerize” them. Additionally include a note or a schedule of the upcoming meetings in the next JA-YE Alumni newsletter, send out reminders via email and put a pop-up or news-box on your website.

A small remark on those county meetings:

If you decide to set up counties, you could, as well, use JA events for meeting each other, but, depending on the size of the county, try to meet as often as possible and stay in close contact. This ensures a flowing stream of communicational exchange and helps to avoid communication problems or - congestions.

As far as the organization of a meeting in general is concerned, it is probably the best to form a committee for the organization of meetings, at least for the bigger national or even international ones. Otherwise, chaos will reign. Organizing a bigger meeting always need a lot of thought and will require some great fundraising skills. Depending on how you choose to set up your national meeting, you may want to include fun events during the sincere meetings to help the participant to loosen up. So, basically, just as with any other project, you will have to

- work out a concept,
- find a sponsor,
- find a place to meet,
- find a hotel for the participants to stay at,



There are lots of ways to stay in touch

- decide on the events,
- organize catering,
- draft a timetable.
- send out invitations
- and organize the coordination during the event.

For some of these points, especially for the choice of the hotel, the place to meet, etc. your JA-YE Organization will probably be able to help you immensely, as they have organized things like these before and already have established contacts. Or even better, if, e.g. the national meeting takes place during the national competition, just ask them whether they could include you into their planning.

8

How to popularize our idea? Marketing and promotion

It is an incredible feeling to know that there are so many JA-YE Alumni all over Europe, supporting JA-YE, recruiting members, organizing various projects for current JA-YE participants and for JA-YE Alumni themselves.

There is so much we can achieve! When reading the following pages, you will find many inspiring ideas from all over Europe.

8.1 CORPORATE IDENTITY

So, you have set up your national JA-YE Alumni entity, your first Project is ready to go, but you don't know how to present your entity? There are certain rules we, as part of the JA-YE Network, have to obey to, especially as far as promotion is concerned! Many of these rules and rights are described in the Cooperation Agreement, some not, so here you go...

“The parties agree that by the way of this agreement to acknowledge and recognize the national JA-YE organization as the “founding” or “mother” entity for the national JA-YE Alumni entity as it is the unique source of all existing and future JA-YE Alumni in the country, and holds the sole rights/access to the use of the JA or YE names and properties in the country. “

In other words, we only exist because of the JA-YE organization and they will always be our “Mother ship”. As the name already implies, a member of JA-YE Alumni has to be a former participant of one of the various JA-YE programs. Additionally, JA-YE Alumni have the right to use the JA or YE

names and logos.

“3.1. The name “JA-YE ALUMNI” (same name is to be adopted across Europe) + the standard triangle logo with the name of the country written under the line + the tag line “a partner of (name of national JA-YE organization)”

Meaning that we have to use the standard triangle logo and the Name “JA-YE Alumni”, as well as the tag-line “ a partner of “JA-YE COUNTRYNAME”. This gives us the great opportunity to use all the advantages and benefits of a corporal identity, which has already been worked out (less work for us) and which immediately raises our level of name recognition.

3.2. In those countries where a unique national logo has already been adopted by the national JA-YE organization, the requirement- as is the practice throughout JA Worldwide- shall be to use to name “JA-YE ALUMNI” in association with the national logo and add as a tagline “a partner of JA-YE Alumni Europe” + triangle logo. “ Attachment- Triangle logo etc. logo with the tagline “partner of JA-YE national org”

Should your country already have inducted a national corporate identity with its own logo, etc. then you of course can keep it and just, according to the JA Worldwide Practice, add the tagline: “a partner of JA.YE national org” and the triangle logo.

8.2 WEBSITE

Of course, it would be really wonderful to see each other every day, enjoy a little bit of BEAVER time and talk about the recent issues. Unfortunately, that is almost impossible.

Yet, fortunately there have been a couple of really intelligent people before us, who invented a lot of very, very useful technology ... and that is where our JA-YE Alumni website comes into the picture.

Which doesn't mean that we cannot all enjoy the occasional emails from other JA-YE Alumni containing nice or/and funny pictures of oneself from the last meeting - or just a nice little cheer...

Nearly everyone nowadays has access to a computer and the Internet, eit-



her at home, in school, in university or at work. And if not, then there are still Internet Cafes all over the place. To put it in a nutshell, a website is an easy and reliable way of reaching everyone quickly.

A Website is mostly supposed to act as a blackboard having all the important information about past events and achievements displayed there clearly and vividly for every concerned party.

Newbies can get an insight scoop about what the JA-YE Alumni work really is about and how the whole organization is set up.

Sponsors or prospective Sponsors can get information about the wonderful work being done and maybe decide to help achieving even more.

So, a big part of it should contain a detailed explanation of the JA-YE Alumni organization's setup, an extensive contact information sheet about who is the best person to contact for what and, of course, all the nice pictures, and newspaper articles about past events.

Of course, the most important thing is that your website has an edition with at least the most important information about the JA-YE Alumni structure and your recent projects in English. That way people from JA-YE Organizations and JA-YE Alumni Networks can learn about your great ideas - and go ahead and steal them :-). As if you would conceal something from those nice people, anyway. Normally they volunteer...

It might also be helpful to include the JA-YE Alumni Newsletter, maybe even with a little archive of the last issues, as they contain a lot of information about what the latest developments and events concerning JA-YE Alumni Europe. If you have a national newsletter, or sent out special announcements, those should be downloadable as well.

But besides informing the public, the page is also a place to gather and discuss new ideas and to summon the workforce of your fellow JA-YE Alumni to actually realize them. It is a way of informing everyone about what is coming up next and how exactly he/she can implement his/her knowledge and potential in those projects.

Hence, it should at least include a forum where announcements and opinions can be posted and maybe even a mail newsgroup should be created, where special announcements and discussions can take place via email.

And again, a little box with a newsflash on the front page can achieve won-

ders in attracting people's attention.

A little archive of the last 10 – 15 recent ones could also ensure that if there are several news at once, all of them will be noticed.

The website itself can be part of your country's JA Website, or it can be a stand-alone project. That depends on your JA organization.

A very big advantage would be if someone from the JA organization could be in charge of the page, it would make it easier to ensure that there is always constant updating going on. It would be an "outsourcing" of a lot of work. On the other hand, this "outsourcing" could make the matters more complicated, because in this case information has to travel from the JA-YE Alumni to the JA-YE Organization and then onto the webpage.

If you decide, to set up the webpage by yourself, there, however, should be at least one person in your JA-YE Alumni organization, who is in charge of the contents of this webpage to ensure a regular and quick updating. It might help if he or she knew a little bit about WebPages... :-)

8.3 THE JA-YE ALUMNI NEWSLETTER

During the first international JA-YE Alumni conference, with representatives from over 17 JA-YE Alumni countries, it was decided that one of the ways we could communicate in JA-YE alumni matters was through an JA-YE Alumni newsletter. The task of preparing the newsletter was assigned to JA-YE Alumni Denmark and the first official newsletter was issued on December 1, 2004.

Shortly after our trip to Lithuania, a little group from Denmark visited our Nordic neighbor to celebrate their first year of existence. On this occasion, we decided that the newsletter would be called Flying High to symbolize how far we - the members of JA-YE Alumni Europe - can actually go by cooperation and information sharing. We also decided that JA-YE alumni should write the newsletter articles from all the different countries.

The way that the newsletter is put together is pretty simple; in each of the countries that participated in the conference, there is a newsletter representative, whose job is to make sure that his/her country submits articles. This representative isn't necessarily the writer, every JA-YE Alumni is wel-



Flying High... !

come to contribute. The topic of the article is up to the writer to choose and as long as it somehow relates to JA-YE alumni matters, no topic is too small or too broad and hence no limits exist. Then the national representative submits the article and picture material to Denmark, where the editor-in-chief takes care of the pictures, editing and the overall layout.

We would love to see the newsletter serve as a source of constant inspiration, where every country could write about new ideas; programs and personal experience, thus inspiring others.

The newsletter also enables a reader to closely scrutinize all the new JA-YE Alumni projects and events happening around Europe.

Currently the vision for the newsletter is to set a clear framework and goals for the future of it. We also hope to get it more structured, reach all interested parties, and get more people involved.

So, if you have anything to say, to share, ideas, statements, explications, stories, reports, pictures, anything, just send it to us and we will gladly enrich our newsletter with them. We are waiting just for YOU!

9

Money, Money, Money...

In comparison to other organizations of the same size the JA-YE Alumni entity doesn't need much money for its work, as the organization heavily relies on the voluntary work of its members. JA-YE Alumni enjoy the work they are doing because of their commitment to the vision behind JA-YE Alumni, a vision – and this is indeed our main advantage – which is shared by outstanding individuals striving all over Europe. It is a vision of working together in order to see our common dream come true, and keeping this in mind, we don't need to pay all the enthusiastic working bees, for which other companies might offer a real fortune in order to get a tight grasp of them – they sometimes even come after us :-)

Yet, as we all know, money makes the world go round. There are many situations where you will just need money – ranging from sending out letters to paying a speaker's travel costs. The issue of attracting financial support is difficult and complex, so the JA-YE Alumni organizations and JA-YE organizations must cooperate in attracting sponsors, in dividing resources and in promoting supporters as well. In this section, you will find a guideline to this complex, yet crucial part of a public organization (as we are).

9.1 HOW TO RAISE MONEY?

In wishful thinking, money always lies around on the streets... unfortunately that is not the case and so we have to explore and use the different ways to collect the money we need to make our vision happen. So what choices do we have?

First of all there will be a small membership fee or/and registration fee for the JA-YE Alumni established sometime in near future, so that is a coming up source of income for your organization as well.

Those fees are supposed to be used for maintaining and supporting the JA-YE Alumni entity, e.g. for the costs caused by sending out a letter to all former JA-YE participants and hence prospective JA-YE Alumni. If you, and if yes, how much you want to charge your new members when they register themselves, is up to the JA-YE Alumni entity, as is the amount of the annual JA-YE Alumni membership fee. Just remember to establish a detailed Member Database :-)

(Official Information: Partnership Agreement Point 9.4)

Besides your members' fee, there is another way to get hold of the necessary coins and bills: donations!

Donations by individuals, organizations, and companies must be accented as the most important source of finances.

By the way: it never hurts putting up a little donation box at JA-YE Alumni events...:-) After some while maybe, sometime not long from now, the JA-YE Alumni themselves will be able to donate as well, of course only according to their prospects...

But until then, the probably most successful way of collecting the money is thru sponsors.

First of all, just keep in mind that it is always easier to raise money for a specific project than just money in general. Sit down by yourself or with other motivated JA-YE Alumni and gather ideas, pick one, work out a specific and thoroughly thought trough concept, write it down and then present it to your national JA-YE organization.

There are a few rules you must follow when you want to organize an event and need a sponsor. When we, as the JA-YE Alumni Organization signed a partnership agreement with the JA-YE Organization, we agreed to notify them about approaching a sponsor (*Point 9.3.1. in the Partnership Agreement*).

Usually the first thing you should do, is to tell your national JA-YE Organization what you have in mind and who exactly you want to contact.

This point was established in order to prevent the JA-YE Alumni Organization from approaching a sponsor who would otherwise have sponsored the JA-YE Organization and hence cause confusion and trouble.

If you think about contacting a sponsor, who is already supporting your JA-YE organization, please ask your national JA-YE organization to approach this sponsor for you. They will probably know whether it is possible, or whether you may have to go and search for another way to finance your project. (*Again: Point 9.3.1 of the Partnership Agreement*)

Luckily, the JA-YE Organization usually has the right connections to bring your project to life and hence you would have told them anyway. They know of sponsors or if those can't help you, at least JA can help you to perfect your concept and find other sponsors who would be willing to finance your project. In order to contact sponsors, you need to work out a letter, in



Sometimes it can get really tough ...

which you shortly explain what JA-YE is, what the JA-YE Alumni do and tell the reader about why you want to organize this event and how their company could profit from it: publicity, investing into the youth and hence into future, etc. Then send it off with your concept.

It may also help to choose sponsors who may fit into whatever projects you are organizing. If your event e.g. is a website contest, computer and software corporations will probably respond more positively than a company selling furniture.

The more projects you managed to organize, the more known you will get and the more people might be willing to donate money, without being a sponsor for a specific event.

Another choice of option may be applying for public grants and funding.

9.2 WHERE TO APPLY FOR PUBLIC GRANTS & FUNDING

YOUTH PROGRAMME of the European Commission.

The YOUTH programme is the EU's mobility and non-formal education programme targeting young people aged between 15 and 25 years.

The Programme is open to youth in 31 European countries. The YOUTH programme offers possibilities to young people in the form of both group exchanges and individual voluntary work, as well as support activities.

The main activities supported are divided into five „Actions“:

Action 1

supports short-term group exchanges of young people aged 15 to 25;

Action 2

supports voluntary service for individuals aged 18 to 25;

Action 3

assists initiatives, which are led by young people themselves;

Action 4

offers the opportunity to develop projects linked to other Community Programmes;

Action 5

is a package of possibilities for support measures to develop new YOUTH projects and to improve their quality.

DEADLINES:

For projects selected at national level, there are five application deadlines a year:

Projects starting between	Application deadline
May 1st and September 30th	February 1st
July 1st and November 30th	April 1st
September 1st and January 31st	June 1st
December 1st and April 30th	September 1st
December 1st and April 30th	November 1st

For projects selected at European level, there are three application deadlines a year:

Projects starting between	Application deadline
July 1st and December 31st	February 1st
November 1st and April 30th	June 1st
April 1st and September 30th	November 1st

The current deadlines can be looked up on the website (<http://europa.eu.int/comm/youth/>), but be aware that an application has to be entered quite some time before the event takes place. So plan ahead!

APPLICATIONS

should go through JA-YE Europe (Diana Filip), you send them to Diana by at least one week before the respective deadline and she then submits them to the EC.

YOU SHOULD contact your member nation before submitting the application!

Where to find all the application forms, guidelines, the so called eligibility criteria and the priorities of the youth programme?

Please visit: http://europa.eu.int/comm/youth/program/index_en.html

THERE ARE NO RESTRICTIONS ON THE NUMBER OF APPLICATIONS, so don't hesitate to have a try :-)

If you have any questions - please contact Diana Filip directly (diana@ja-ye.org), detailed information in the contact section

10 Formal Foundation and Requirements

The famous Cooperation Agreement - explained

JA-YE Alumni are in a very special position compared with other youth organizations, because they recruit all their members among those, who have previously participated in a JA-YE program. In order to seize this unique advantage we have without risking chaos and confusion in this „cooperation“, both parties decided to sign a „Cooperation Agreement“.

In this historic document, the cooperation between JA-YE organizations and JA-YE Alumni is described - unfortunately but necessarily in rather formalistic English.

But don't worry - in this chapter, we will explain all the relevant parts and comment on them.

10.1 THE COOPERATION AGREEMENT

At first, there was a dream, a vision of creating JA-YE Alumni Organization, one that would reach out former Junior Achievers from all over Europe and connect all of those growing, prospering and just starting national JA-YE Alumni Organizations.

Then all of this gradually, but with steady steps started to transform into reality. But as it always happens in real life, new challenges and uncertainties turned up.

For example, imagine a situation when JA-YE Alumni searches for a sponsor to realize a project and suddenly it turns out that their national JA-YE organization competes for the SAME sponsor together with JA-YE Alumni. How to handle this unpleasant situation?

Hence, in order to avoid such annoying and unnecessary problems, a task group, comprised of JA-YE Alumni and JA-YE CEOs, worked out a document where all the rules for an efficient and smoothly operating cooperation were laid out. Now the only thing left to be done, is for a couple of your JA-YE Alumni and your national JA-YE CEO to sign

it...

The primary purpose of the Cooperation Agreement is to officially document the strong ties between each country's JA-YE organization and its subsequent JA-YE Alumni entity. As the JA-YE Alumni movement grows and prospers day-by-day, there is an urgent need to have both party's rights and responsibilities written down on a piece of paper and clarified. The agreement is provided in a purely legal language, and that is why the more understandable interpretation of it is provided below.

This agreement is to be signed between each country's JA-YE organization and its JA-YE Alumni entity based on the following grounds:

There is a rather large number of former participants of JA-YE programs, (the so-called JA-YE Alumni), who loved our JA-YE programs so much that they now want to keep on working with JA-YE, be a part of what we think is a great opportunity and want to return some of the benefits we received from JA-YE by supporting JA-YE with our JA-YE Alumni Network.

The JA-YE Alumni organization can develop and set itself up as it wants, i.e. it is up to each JA-YE Alumni organization to choose their own structure, which however must not contradict with the mission of JA-YE and the points provisioned in this agreement.

By volunteering to work for JA-YE, we do not only get a "free training" about management, leadership, organizational, communicational and other skills, but we also become an inseparable part of a mission we think is worth supporting, meaning we have a win-win situation.

Below are presented all the points on which both parties agreed:

1.

Each national JA-YE Alumni exists only because of a national JA-YE organization and its programs. That is why each national JA-YE organization is considered as the "mother" entity for each national JA-YE Alumni entity. It is also the only source providing JA-YE Alumni, meaning that only former participants of the JA-YE programs can become JA-YE Alumni, and the holder of the JA (JUNIOR ACHIEVEMENT) or YE (YOUNG ENTERPRISE) initials and properties.



A strong partnership!

2.

Each JA-YE organization and its JA-YE Alumni agreed to form an Alumni entity in order to recruit JA-YE Alumni, organize various events, and help the national JA-YE organizations. You and your JA-YE organization, should decide on how your JA-YE Alumni entity wants to function (a separate legal entity, a part of your JA-YE organization, etc.).

3.

The JA-YE Alumni entity has a right to use the JA-YE name and to have its logo. Note that these specifications can change when recommended by JA Worldwide and/or JA-YE Europe.

4.

The JA-YE Alumni entity is formed to pursue the following basic objectives:

- 4.1. To maintain, sustain, and enlarge a network of former JA-YE students
- 4.2. To work to increase public awareness and interest in the work of JA-YE
- 4.3. To support and contribute to the expansion and quality of JA-YE educational programs, activities and events
- 4.4. To foster creativity, cooperation, networking, and management skills among former JA-YE students.
- 4.5. To contribute to and be a part of JA-YE international alumni activities
- 4.6. To cooperate with other organizations both national and international, which may be beneficial to the success of this entity
- 4.7. To inspire young people to establish their own enterprises in the future
- 4.8. ... And such further specific aims as are within the spirit of those described above

5.

If you are 16 and over and you have participated in a JA-YE program then welcome to the JA-YE Alumni entity. After your registration (name, contact information, date of birth, list of JA-YE programs you have participated and which year) you have become a member.

6.

JA-YE Alumni members should elect one member, who will serve as the National Representative or Chair or President or other leadership position for no more than 3 years at one time. This person also represents his/her country's JA-YE Alumni entity at the JA-YE Alumni Europe at his/her entity's own expense.

7.

Each JA-YE organization and its JA-YE Alumni entity should cooperate closely to ensure that their missions are achieved and their goals are met. JA-YE Alumni entity cannot and should not act on its own because this might contradict the mission of JA-YE. They should meet at least twice a year to ensure the realization of this point.

8.

The tasks and responsibilities of the entity include but are not limited to:

8.1. Recruiting and registering members (carrying out the aims of paragraph 4)

8.2. Coordination, promotion, and management of JA-YE Alumni affairs and activities

8.3. Regular reporting to the JA-YE [COUNTRY] Organization

8.4. Ensuring the plan of action is achieved or adjusted as required


8.5. Creating an action plan and budget

8.6. Raising funds for JA-YE Alumni activities (See Point 9 in this Manual)

8.7. Seeking, developing and cultivating strong leaders for the entity

8.8. Create a website with built-in registration system that will have a direct link to the JA-YE Europe alumni website.

9. Policies and Procedures for all JA-YE Alumni entities (others may be added as desired at the national level)

9.1. All JA-YE Alumni entities will receive a copy of the JA-YE Alumni Manual (yes, this exact one ) where all the basic information necessary for the establishment and further operation of the JA-YE Alumni entity is described. The manual will be updated regularly.

9.2. As we mentioned above JA-YE is the only source of JA-YE Alumni and

when a national JA-YE organization stops its existence its JA-YE Alumni entity must eventually do the same, because if there is no JA-YE Organization left, neither the national JA-YE entity, not the JA-YE Alumni entity will be eligible to use the JA or YE name and properties any more. If the national JA-YE organization stops being a member of JA Worldwide and/or JA-YE Europe this agreement will not be valid any longer.

9.3. When you want to organize a particular project make sure you first of all inform your national JA-YE organization, because only it has a right to allow you to organize that event.

9.3.1. Before you decide to approach a potential sponsor for fundraising purposes bear in mind that you should get your JA-YE organization approval beforehand. It may be possible that your JA-YE organization has already approached that same sponsor, which can result in confusion and unpleasant situation.

9.3.2. Because your JA-YE organization is the source of its JA-YE Alumni then it is natural that the JA-YE Alumni database should belong to your JA-YE organization. If your JA-YE Alumni entity is a separate legal body then your JA-YE organization can share its ownership with you. When your entity stops existing, your JA-YE organization again holds 100% ownership of the database. The database must not be shared with a third party unless there is the written permission of its owners.

9.4. Every JA-YE Alumni entity must establish a registration fee. The amount of the fee is up to your entity to decide. The purpose of this fee is to help your entity to sustain its operations. You are also advised, however not required, to establish a modest membership fee. The aim of the membership fee is to give your JA-YE Alumni a perception of ownership, prestige; something desired to be part of.

9.5. You should make sure you read, understand, and sign the general Code of Conduct, which is attached below. Your JA-YE Alumni entity can add more points to this Code on the national level.

9.6. Finally, all left to say is that this agreement is valid for the same time period as the Operating Agreement, which was signed between your JA-YE organization and JA Worldwide. (if you want more information on this agreement and its content, just ask your national JA-YE Organization)

10.2 RIGHTS AND RULES EACH JA-YE ALUMNI MEMBER HAS TO OBEY

According to the cooperation agreement, point 5, each members of JA-YE Alumni have to be at least 16 years old and have to have participated in any of JA-YE's programs.

Additionally, to make things easier for the JA-YE Alumni administration, all members are asked to properly register themselves with the following data as a minimum requirement:

- Full Name (First and Last)
- Full Postal Address
- Telephone and email
- Date of birth
- Participated in JA-YE Programs (list max 3) and which year

The rightful owner of the database, which will contain all of this information, will be the national JA-YE organization.

In case the JA-YE Alumni entity is set up as a separate legal body, the national JA-YE organization can choose to share this ownership with the JA-YE Alumni entity and let them use the information stored in it as well.

If, what we do not hope, the JA-YE Alumni entity will ever be dissolved or liquidated for any reason, 100% ownership of the JA-YE alumni database would automatically be given back to the national JA-YE organization.

In order to protect everyone's privacy it is strictly forbidden to use the database for any external purpose/third party without the express written permission of its owner(s).

11

The Code of Conduct

A guideline for each and every JA-YE Alumni member

A strong organization needs an even stronger foundation.

In this spirit, JA-YE Alumni wrote down the conviction and motivation they share in this Code of Conduct, which shall serve as a guideline and reference for JA-YE Alumni all over Europe.

11.1 JA-YE ALUMNI CODE OF CONDUCT

These standards are designed to help and guide JA-YE Alumni members to understand the practices we expect them to employ whenever they are representing JA-YE and/or JA-YE Alumni. These standards shall be accepted and acknowledged by all JA-YE alumni members.

When working with students:

- Help JA-YE participants (students) to make the best out of their abilities
- Ensure you are a good role-model at all times
- Neither alcohol nor drugs are to be consumed in any circumstances when working with or in the presence of JA-YE students
- Remember to take a step back and let them 'learn by doing'.
- Respect JA-YE codes of conduct (each Member Nation should have one) when working with students
- Respect any rules JA-YE students have to follow at JA-YE events or in school etc
- Remember JA-YE and its benefits – and make it fun!!!

When working/ co-operating with JA-YE:

- Remember the purpose the Alumni serves and its role to JA-YE
- Work in close co-operation with JA-YE
- Ensure clear communication with JA-YE at all times
- Support and contribute to the expansion and quality of JA-YE educational programs, activities and events
- Work to increase public awareness and interest in the work of JA-YE
- Do your work with the honesty and integrity expected by JA-YE

When working with business people:

- Always remember that you are an ambassador for JA-YE and for JA-YE Alumni
- Act professionally and with integrity
- Always have clear communication

JA-YE Alumni Attitude:

“A bright attitude is the right attitude. It is a source of empowerment that can move everyone in the right direction”

- Attitude is a little thing that makes a BIG difference!
- Teamwork - driven by connecting people and resources
- Communicate – mean what you say, say what you mean, but don’t say it mean
- Innovate – be brave to succeed
- Honesty – be honorable by being honest
- Enjoyment – The journey to success will be a whole lot better if you’re having fun!



Again - there is still a lot to do ...

12 Contact Information

Just ask someone ...

Although a lot of dedicated Alumni from all over Europe invested a lot of time and all their energy when preparing this manual, we are fully aware that there will be many situations we would have never imagined, needs we did not think of, ideas we just did not have.

But of course, Alumni never leave their fellow achievers like this.

You still need help? Be assured, that there are Alumni in almost every country, speaking every language - eager to offer you advice, support and even motivation whenever you need it.

Always remember - you are part of the worldwide JA Alumni community!

12.1 JA-YE ALUMNI EUROPE

Let's start right on top - our general „co-ordinatrice“ and contact person for everything you need, especially on the European level.



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12.2 JA-YE EUROPE

Luckily we can rely on support from JA-YE Europe, too.



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12.3 NATIONAL JA-YE ALUMNI ENTITIES

So here we are - JA-YE Alumni, (almost) spread all over Europe. In this section you will find contact persons for many countries. Of course, there are still some blanks - but they are an endangered species... There is just one rule about contacting them - do NOT hesitate - just ask :-)



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12.4 NATIONAL JA-YE ORGANIZATIONS

Although your local JA-YE organizations contact person might be well known to you, this list completes our contact section.

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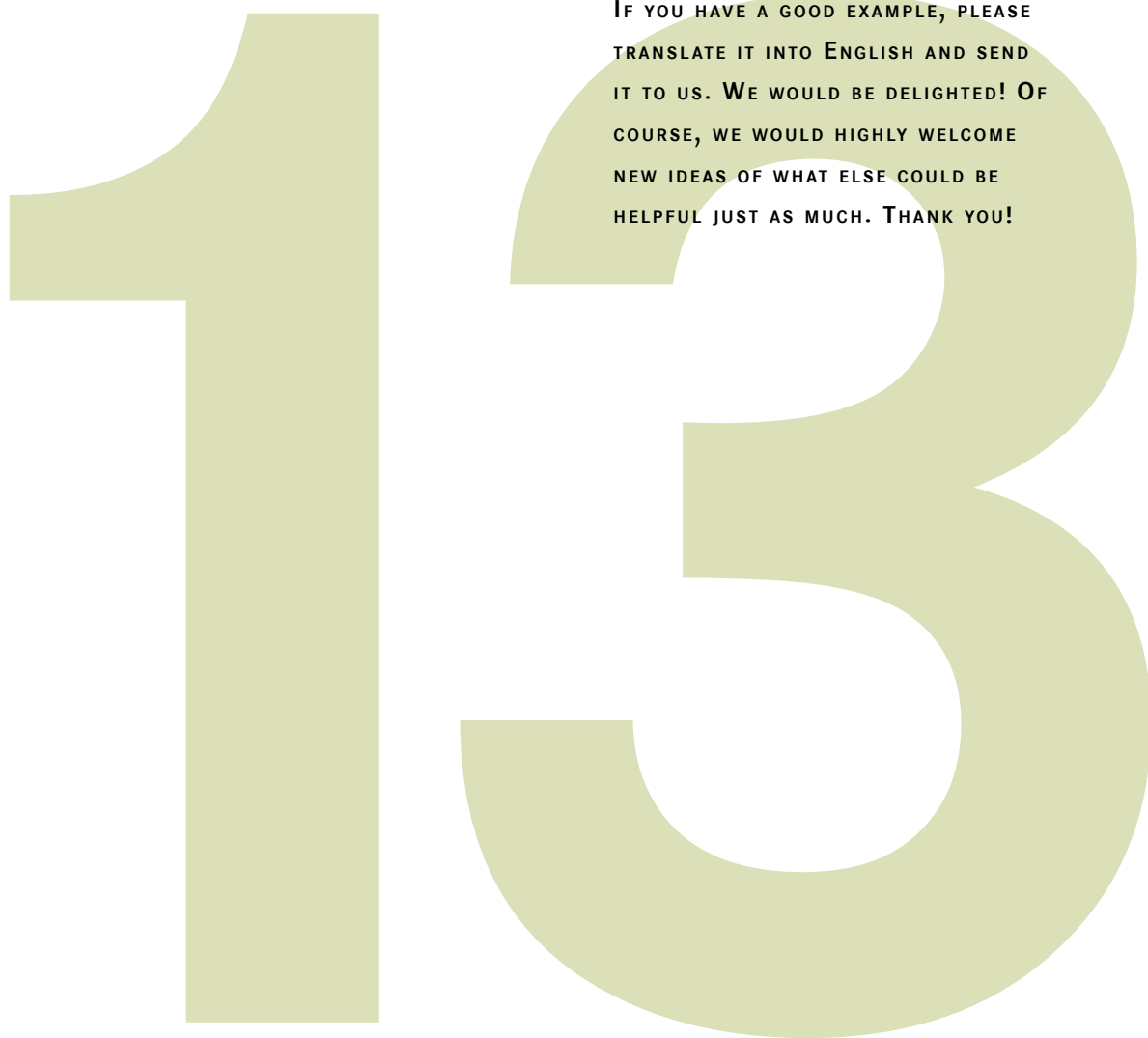
13 Attachments

There's so much we still want to tell ...

...

UNFORTUNATELY, WE DO NOT HAVE MUCH MATERIAL REGARDING THIS TOPIC.

IF YOU HAVE A GOOD EXAMPLE, PLEASE TRANSLATE IT INTO ENGLISH AND SEND IT TO US. WE WOULD BE DELIGHTED! OF COURSE, WE WOULD HIGHLY WELCOME NEW IDEAS OF WHAT ELSE COULD BE HELPFUL JUST AS MUCH. THANK YOU!



13.99.2 ICE- BREAKING ACTIVITIES FOR GROUPS**a) Spider- net**

Equipment: A long line

What? Make a spider net with a long line, by hanging the line between two trees (or something similar)

The group has to try to get 4 of the members safely to the other side of the dangerous spider net. With teamwork they have to manage to get these 4 members through the spider net, without touching the net. If one of the 4 touches the net they have to select a new member of the group to pass through the spider net. When they have managed to get all the 4 members safely on the other side of the net, the whole group is allowed to pass the dangerous spider net.

b) Human knot / The Gordian knot

Maximum 20 people in a group

The group will be making a ring by holding hands. One person will not be included in the ring, this person will be “the knot-maker”. His/her task is to make a big knot with the people in the ring. The members of the group are not allowed to free the hands they are holding. When “the knot-maker” is done, the group will start to loosen up the big human knot, and again become a ring.

The next task is different. Now the group together is “the knot-maker” The person who was the knot-maker, has to close his/her eyes while the group makes a knot together. When they are done, the person outside is allowed to open his/her eyes, and see the knot. This person will now have to loosen up the big human knot.

Lesson: What works best?

1. Working together as a team without a leader, solving the knot?
2. Working together as a team with a leader, solving the knot?

You don't have to do both of the tasks, can do just one.

c) “The race”

2-3 teams with 10-16 people (must be 2 and 2) All the teams will line up in a long line.

Two and two on each team will get different tasks.

- Drink a bottle of water

- Eat a long line with liquorices by only using their mouth, not their hands
- Exchange sweaters
- Eat a dry cookie (or something similar) and whistle a song
- Make a plane from a sheet of paper
- Hug two persons from other teams
- Run around a chair 10 times

There's a lot more they can do, just haven't written them all up. When the last two on the team are done with their tasks, the person in front of the line will get an orange. He/she has to pass this orange to the rest of the team by using his/her neck (no hands are allowed). The team that manages to finish all the tasks and pass the orange to everyone in the team first, becomes the winner :-)

d) Newspaper game

15- 20 persons sitting on chairs (or similar) in a ring. One person is missing a chair and has to be in the middle of the ring. This person's task is to get a chair to sit on.

One of the "sitting persons" will start by saying a name of one of the other in the ring, the person in the middle has a newspaper, and with this he/she has to "hit" the person who was named with the newspaper before the named person manages to say another name of someone in the ring. If the person in the middle manages to hit the named person before he/she has said another name, the person in the middle will get his/her chair, and the person who didn't manage to say a name before he/she was hit, has to stand in the middle of the ring with the newspaper and try to get a chair.

e) Balance team

10- 15 people are lined up on a timber- stick (or something similar). They will receive different tasks that force them to move around on the timber-stick, without touching the ground.

Example on tasks:

- Rank by age

- Alphanumeric rank by name
- Rank by gender

f) Statue

10 persons on a line with their faces against the “audience”. One person with facing the wall (face away from the audience)

One by one will the persons in the line take some step forward, and make a motion they have to keep. When all 10 persons have made their motion, (have now become a “statue”) the person with his/her face against the wall can turn around and look at the statue. This person will now get different task to explain the statue for the audience.

Example on tasks:

- This is the ugliest statue in the world, because....
- This is the statue nobody understands, because....
- The background of the building of this statue is....
- This statue encourages creativity, because....
- The statue is missing a piece....

g) Balloon game

Everybody gets one balloon. They have to fasten this balloon around their ankle. When the “ready- set- go” mark is done, the game begins. The winner is the last standing person with a balloon that’s not destroyed.



It ALWAYS works ... !