

Student Manual

JA Company Programme 2017/18



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WELCOME TO JA COMPANY PROGRAMME

Junior Achievement Hong Kong (JA HK) is a registered charitable institution in Hong Kong and a member of JA Worldwide. We believe in the boundless potential of young people and provide a range of 'Other Learning Experiences' to inspire and empower them for success in a global economy. Using an activity-based learning approach, JA HK partners with educators, the commercial and public sectors to develop the Work Readiness, Entrepreneurial Thinking and Financial Literacy of young people in Hong Kong.

JA Company Programme enables you to learn about entrepreneurial skills through running your own company while still in full-time education. The experience of acting as an owner and executive of your company can provide you with essential life skills to enable you to become the 'boss' of your life.

By the time you complete JA Company Programme, you will have enriched your Career-related Experiences and will feel more confident in achieving greater accomplishments in life. You will be well on your way to creating your own brighter future!

Remember, the more you participate, the more you learn. Good luck and have a great JA Company Programme experience with your Volunteer Business Advisors!

September 2017

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JA COMPANY PROGRAMME

As you participate in JA Company Programme, you will set goals for yourself and your JA Company. You will learn practical information about the daily operation of a small business.

As shareholder and member of the board of directors, you will participate in making important business decisions and develop a business plan.

As company employee, you may earn wages for your work, commissions for selling a product or service, or salary for helping to manage your company.

Your Volunteer Business Advisors will guide you and assist you. They are giving their time to help you gain insights into the world of work.

The following outline describes the major tasks your company is expected to accomplish:

Phase One - Organization (late September – early November)

Milestone: JA Company Registration

Phase Two - Business Plan (early November – early December)

Milestone: Business plan completed, capital raised

Phase Three - Operation (early December – February)

Milestone: Online shop, in-school and / or other sales; Trade Fair & Semi-Final Competition (10 February 2018)

Post-Programme (February – March)

Conclude Company operations and company accounts; distribute final wages, commissions, and dividends

Key Dates of JA Company Programme 2017/18

14 Oct 2017 (Sat)	Orientation for JA Company Team Members
10 Nov 2017 (Fri)	JA Company registration deadline
16 Dec 2017 (Sat)	CEO Briefing – Trade Fair and Design Consultation
3 Feb 2018 (Sat)	Sample product submission deadline and Trade Fair Volunteers Briefing
10 Feb 2018 (Sat)	Trade Fair & Semi-Final Competition
13 Feb 2018 (Tue)	Deadline for submission of Competition Materials for the Digital Marketing Award and Social Innovation Award
28 Feb 2018 (Wed)	Deadline for Nomination for Individual Awards
9 Mar 2018 (Fri)	Deadline for submission of Annual Report by Finalists of JA Company of the Year
Mar 2018 (TBC)	Final Competition (JA Company of the Year) & Interview (CP Achiever)

Spirit of the JA Company Programme

Numerous studies have shown that entrepreneurship education not only helps young people improve their *academic performance*, but also equip them with essential *life skills* including:

- Goal setting
- Problem solving
- Creativity & Resourcefulness
- Leadership & Teamwork
- Communication
- Financial skills
- Organizational skills
- Risk taking and Management
- Learning from mistakes

Recognition

JA encourages students to attain their full potentials and provide recognition for demonstration of excellence in various areas. Awards may be given out at different stages of the JA Company Programme:

Team Awards

- Best Offering
- Best Booth
- Most Popular Offering
- Most Popular Mobile Promoter
- Creativity & Innovation
- Best Presentation
- Best Teamwork
- Corporate Sustainability
- Social Innovation
- Digital Marketing
- JA Company of the Year

Individual Awards

- CP Achiever*
- Most Valuable Team Player (MVP)
- Most Improved Team Player (MIP)

* CP Achiever will be selected from the MVP

The CP Achiever may represent Hong Kong to attend the Next Generation Leaders (NGL) Forum in the North America in summer 2018.

The JA Company of the Year may represent Hong Kong in the JA Asia Pacific Company of the Year competition in 2019.

What is an Entrepreneur?

An entrepreneur is an innovator – one who recognizes opportunities and organizes resources to take advantage of them. The four basic practices of successful entrepreneurs are:

1. Entrepreneurs have a sense of mission about their business – a deep belief that they are doing something important. Successful entrepreneurs identify market needs (the pain and pleasure points) and produce competitive and scalable products and/or services to meet unmet needs.
2. Entrepreneurs create a powerful customer/product vision for themselves and their employees. They have a clear understanding that “loving the customer” and “loving the product” are the keys to creating and maintaining a high-growth business.
3. Entrepreneurs are masters of innovation. They constantly are in action, equipping their company to meet customer needs. Successful entrepreneurs must establish methods that are better, more cost effective, and more efficient than the competitors.
4. Entrepreneurs are self-motivated. They love what they do and continually seek ways to improve how they do it. This high level of commitment and performance results from knowing they will face the consequences (positive or negative) of their efforts on a daily basis.

Keys to Being an Effective JA Company Member

The management team members (i.e. Board of Directors) are expected to lead and attend ALL JA company meetings. Assignments may be made at or after meetings and will require your cooperation with other company members. You are recommended to check out JA CP online resources at: <http://cp.jahk.org/> from time to time as JA HK will upload useful information about the Programme online.

You will learn what it takes to enable your JA Company to achieve your goal effectively:

- **Show Respect** – Demonstrate to others that they and their work are important. Listen to their plans, ideas, and problems with respect.
- **Communicate** – Convey your ideas or instructions clearly. Be sure that other members have the information they need from you to perform the job well.
- **Establish Objectives** – Have written objectives and a timetable for accomplishing them.
- **Take Responsibility** – Once objectives are set, accept responsibility for attaining them. If you need to delegate a task, delegate the responsibility as well. Be polite when giving and accepting orders.
- **Seek Advice** – Ask for input from others on important issues, plans, and ideas.
- **Give Credit and Take the Blame** – Acknowledge publicly others' achievements. Accept responsibility if you have made a mistake.
- **Be Enthusiastic** – A positive and optimistic attitude will help you gain the respect of others. Always be ready to lend a hand.
- **Demonstrate Good Sportsmanship** – Show respect for yourself, your team members, your JA Company, and ALL fellow JA Companies. Learn how to appreciate others' achievements.

Learning Approach

Entrepreneurs are all self-motivating people. Self-motivation is one of the attitudes that you have to learn and acquire from JA Company Programme. Apart from the meetings with the business advisors, student teams are expected to take the initiative to organize and conduct your own team meetings and complete tasks assigned by the business advisors. (You can refer to the suggested timeline in Appendix 2 on the meeting schedule.) JA Company, Business Advisors and the Link Teacher are encouraged to keep JA HK informed of your progress.

Stakeholders of your JA Company

Shareholders are those who make a financial investment in corporate stock; stakeholders are a far larger group. They are those individuals who may make a significant contribution to the success of your company. As a JA Company, you have the obligations to clearly define your stakeholders and your responsibilities to them. You should also consider the interests of different groups and strike a balance among them during the business operations.

Your Company Members

Directors, managers, and members will work closely together to set goals and monitor company progress.

You should have weekly meetings to review specific tasks that must be accomplished and discuss potential problems. At the same time, listen to others' advice and guidance, especially before recommending a change in procedure or policy. It is much more effective to work as a team member than as a dictator or lone ranger.

Your Shareholders

Keep in mind that the shareholders of your company have each invested some money. While that sum may not seem like much, treat it as if it were \$1,000,000. People have trusted you with their money and expect it to be returned with a dividend. Use their money wisely.

Your Customers

Respect your customers. Provide quality goods and services, and charge a fair price. Your company has a reputation to uphold!

Your Business Advisors

The Advisors who assist you are volunteers, and they have invested their time and experience in JA Company Programme. They want to see you gain as much out of the experience as possible. Treat them with respect.

Your School

Teachers and Principal have provided ongoing support for your company. Your active participation in the Programme can become their inspiration and can provide more opportunities for future students.

Your JA Team

JA is committed to the success of your company. If your team cannot resolve a particular issue, call upon JA Hong Kong Team for support.

Your Community

We live and work together in a community. It is important that your company demonstrates good corporate citizenship and contribute to sustainable development of our community.

JA Company Bylaws

Article 1	Membership. Each member must own at least one share of stock. Any member absent from three successive meetings shall be dropped. Members also may be dropped by a two-thirds vote of the board. A member may be reinstated upon recommendation of the CEO and a majority vote of the board.
Article 2	Shareholders. This company is owned by its shareholders. A shareholder may hold no more than two shares and a family may hold no more than 10% of stock in this company. Shareholder meetings may be called by the board of directors.
Article 3	Board of Directors. Control of this company is vested in a board of directors consisting of the membership of the company. A quorum shall consist of one-half of the board. A majority shall decide any question.
Article 4	Management. A management team comprised of the CEO and Director of each department shall carry out the directives of the board.
Article 5	Compensation. The management team shall be compensated with a weekly/meeting salary while other company employees shall be compensated with hourly wages. Wages and salaries are to be paid for all meetings except the first and the last.
Article 6	Finance. Transferring cash amounts exceeding \$500 must be authorized by a Volunteer Business Advisor or Link Teacher.
Article 7	Operations. The company shall terminate operations within the prescribed time limit. Any member's activity outside the territory of Hong Kong must be authorized by both Link Teacher and Volunteer Business Advisor.
Article 8	Products and services. The products and services shall be approved by JA Hong Kong. They shall have value added by company employees. The manufacture, assembly, and use of JA company products or services shall not present a hazard to consumers or employees.
Article 9	Amendments. These bylaws may be amended by at least two-thirds vote of the board of directors and approval of JA Hong Kong.

Review the above standard JA Company Bylaws and consider whether they are suitable for your company.

PHASE ONE – ORGANIZATION

(4 – 5 weeks)

➤ OBJECTIVES

- Understand the JA Company Programme and the learning objectives
- Get to know your business advisors and establish a working relationship with other company members
- Set personal and company goals for your participation in the program
- Understand what “design thinking” is and how it can be used as a problem framing and solving process and a bridge between creativity and innovation
- Discover the key activities involved in organizing and operating a business using the “Business Model Canvas”
- Formulate JA Company Purpose, Vision, Mission and select company name
- Review specific JA company leadership opportunities and assign company responsibilities

➤ MILESTONE: JA COMPANY REGISTRATION (DEADLINE: 10 November 2017, Friday)

A. SET PURPOSE

Purpose

- Goals keep everyone focused and headed in the right direction, and also help you evaluate important decisions
- The purpose of your JA Company governs the vision, mission and the values of the business
- Purpose-driven companies deliver a meaningful “impact” on their customers, employees, the society and/or the environment
- Studies found that companies with a strong sense of purpose will outperform their competitors in the long run and on a sustainable basis

Let’s set your company and personal goals at the beginning of the JA Company Programme!

Company and Personal Goals

Examples:

Hong Kong Broadband: “Make our Hong Kong a Better Place to Live”

Samsung: “Make a better world through innovative, reliable products and services, talented people, and a responsible approach”.

Tesla Motors: “Accelerate the advent of sustainable transport by bringing compelling mass market electric cars to market as soon as possible”.

Set the purpose for your company.

Individual members of the JA Company should also set your personal goals. What would you like to learn and achieve through the JA Company Programme experience? Setting your personal goals at the outset will make your CP experience a lot more meaningful and enjoyable. JA HK will invite members of the JA Company to complete a survey at the beginning of the Programme.

List 1 - 2 personal goals as a company member.

1.

2.

Company Values, Vision, and Mission

A company's values, vision, and mission form the core of its business.

Values

- A company's value system is the ethical behaviour standards to which its employees will hold themselves and their colleagues accountable
- A concrete set of company values helps employees determine business policies and strategies, including how to cooperate and interact with colleagues and others

Let's work out your company values, vision and mission.

Vision and Mission

- A company vision generally represents the desirable future, the company's dream – where the company wants to go and what it wants to be
- A mission statement is a concrete plan that describes and clearly explains how to accomplish the company's vision day to day and over the long term

Company Values, Vision and Mission

Example:

The corporate values of Google are an essential element of the company's culture. Their first value is to "Focus on the user and all else will follow". The company focuses on providing the best user experience possible. Next, "It's best to do one thing really, really well". They focus on their strength in solving search problems. Third, "Fast is better than slow". Google strives to ensure the efficiency in their serving environment.

Our company values are:

Example:

The vision statement of Amazon is "to be earth's most customer centric company". Its mission is "to build a place where people can come to find and discover anything they might want to buy online."

Our company vision and mission are:

When your company has agreed on a set of values, vision and mission, post them in your classroom or meeting place.

(Note: Not all companies have the entire set of purpose, values, vision and mission statements. Some companies just define their purpose and values as the overarching

guiding principles for their business. For JA Companies, we encourage you to define your purpose, values, vision and mission at the outset of the programme.)

Corporate Sustainability

- Corporate Social Responsibility (CSR), as in giving back to the society, is widely practiced in the business community
- More and more businesses nowadays realize the need for a more proactive sustainability strategy to enhance competitiveness and to ensure long-term growth
- Corporate sustainability is often defined as a process by which companies manage their financial, social and environmental opportunities, risks and obligations. There can be 6 pillars in a sustainable business:
 - i. **Purpose** – Creating a meaningful impact on the lives of your customers, employees and other stakeholders is the cornerstone of a sustainable business
 - ii. **Profits** – Constantly innovating to create value for the shareholders
 - iii. **Corporate Governance** – Emphasizing on the completeness and thoroughness of all business operations, and on the importance of integrity, ethics and trust at all levels within the company.
 - Behave ethically in all your business operations. Your JA Company should deliver a quality product or service to customers
 - Protect the interests of shareholders by providing complete and accurate financial statements and reports to all shareholders
 - iv. **Employee Well-being** – Improving internal communications and working conditions, and supporting staff development.
 - Encourage open communication in the company. Feedback and opinion of every staff is respected and taken into consideration
 - Provide training and development to staff by helping members recognize talents they may never have identified, and encourage them to use their strengths in novel ways
 - v. **Environmental Protection** – Promoting environmentally friendly products or services, encouraging environmental protection, waste reduction, or recycling in company operations.
 - Create a product/service that can solve an environmental problem
 - Produce environmental friendly products or reduce product packaging
 - Promote rational use of resources; use recyclable materials for booth decoration at the Trade Fair or print double-sided copies
 - vi. **Social Value** – Delivering direct and indirect benefits upon society by not just giving back (charity or philanthropy); but also generating profits for the business by doing good to the society (e.g., health and wellness innovations, knowledge dissemination and sharing, creating employment opportunities for the underprivileged, preservation of culture, etc.)

Key Questions in the Business Model Canvas

Customer Segment

- For whom are we creating value?
- Who are our most important customers?
- What are the customer archetypes (i.e. persona)?

Value Propositions

- What value do we deliver to the customer?
- Which one of our customers' problems are we helping to solve?
- What products and/or services are we offering to each segment?
- Which customer needs are we satisfying?
- What is the minimum viable product?

Key Activities

- What key activities do our value propositions require?
- What are the key activities of our distribution channels, customer relationships, and revenue streams?

Key Resources

- What key resources do our value propositions require?
- What key resources do our distribution channels, customer relationships, and revenue streams require?

Cost Structure

- What are the most important costs inherent to our business model?
- Which key resources are the most expensive?
- Which key activities are the most expensive?

Revenue Streams

- For what value are our customers really willing to pay?
- For what do they currently pay?
- What is the revenue model?
- What are the pricing tactics?

Channels

- Through which channels do our customer segments want to be reached?
- How do other companies reach them now?
- Which ones work best?
- Which ones are most cost-efficient?

Customer Relationships

- How do we get, keep, and grow customers?
- Which customer relationships have we established?
- How are they integrated with the rest of our business model?
- How costly are they?

Key Partners and Suppliers

- Who are our key partners? Who are our key suppliers?
- Which key resources are we acquiring from our key partners and suppliers?
- Which key activities do they perform?

IMPORTANT:

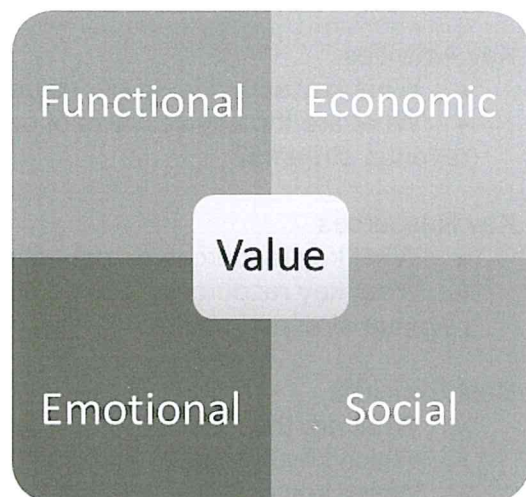
- Think about how you can *differentiate* your JA Company in the different components of the business model
- Innovation is not restricted to the ‘WHAT’ (the product/service offering), but also the other building blocks of the business model
- Think about how you can innovate your customer segments and customer experience, develop novel partnerships and new ways to reach out to customers, identify new sales channels (e.g., other than the Trade Fair) and manage your team differently!

Value Propositions

- Functional value: What functions does an offering serve? (e.g. a smart phone serves to communicate and a wool sweater provides warmth.)

With commoditization, the functional value of a brand is no longer enough to differentiate itself and gain customer loyalty.

- Economic value: What is the price that the customer is willing to pay? The economic value does not necessarily relate to the costs of an offering, but its perceived value in the eyes and hearts of the customers. (e.g. The prices of smart phones vary considerably according to their brands.)
- Emotional value: An offering can satisfy the emotional needs, represent the values and aspirations of its customers through the brand name, logo, tag line, the brand associations and brand personality. This is a powerful means to differentiate an offering. The emotional needs of customers can include family affection, love, friendship, feeling trendy, excitement, harmony, security, social status, justice, truth, freedom, knowledge, creative expression etc. (e.g. A customer is prepared to pay a higher price for a smart phone as a symbol of trendiness.)
- Social value: What is the positive impact that an offering can bring to the society and the environment? The social value does not necessarily have to be related to helping the less privileged, but it is becoming increasingly important as the new generation of consumers look for meaning. (e.g. A smart phone brand is promoting its ethical supply chain in addition to positioning itself as being cool.)



What Value Does this Brand Create?



- Provides footwear, apparel, equipment, accessories and services to enhance sports performance
- Integrate design and technology in its offerings



- Higher prices than its competitors but perceived by its customers as good value for money



- Trendy
- Self-expression
- Unleash potential



- As a leader in corporate sustainability, environmental protection and social responsibility
- Promotes sports culture amongst youth and in the community
- Reduce the environmental impacts of its production process in terms of waste, energy and water consumption
- Ensure its supply chain will protect workers' rights

C. MARKET RESEARCH: CUSTOMER DISCOVERY

The first two questions your JA Company needs to answer in developing your product/service idea are:

- Who: For whom are you creating value?
- What are the problem(s) that you are trying to solve for them?

You can perform market research to first determine the correct market segment to target.

Step 1: Market Segmentation

Market segmentation is the division of the target market into smaller, relatively homogeneous groups. There are 4 ways to do market segmentation:

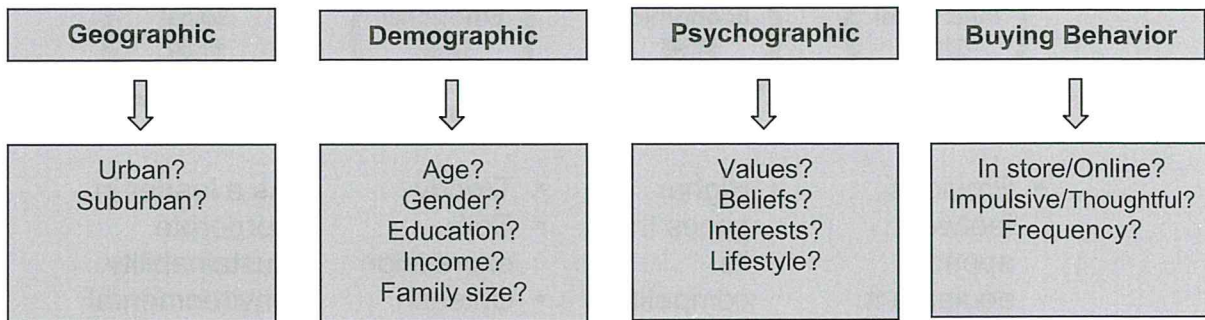



Figure 2. The four common bases for market segmentation and their respective examples

Step 2: Persona of the Customer Segment

Once you decide on the customer segment that your JA Company will serve, you can develop a persona to represent your typical customer.

A persona:

- is the character profile of your target customer segment to bring a potential customer to life
- contains information such as their demographics, their look, personalities, lifestyles, behavior and aspirations
- helps identify the product / service opportunities and develop the value propositions

age	_____	
gender	_____	
marital status	_____	
occupation	_____	
hobbies	_____	
most important person in life:	_____	
most important things in life:	_____	
pain points:	_____	
aspirations in life:	_____	

Let's work out your market segmentation and persona of the customer segment.

Market Segmentation and Persona of the Customer Segment

Action Items

1. Describe your target customer using the different segmentation bases.

Geographic: _____

Demographic: _____

Psychographic: _____

Buying Behaviour: _____

2. Develop a character profile of your target customers with the help of visual images.

D. DESIGN THINKING: IDENTIFY USER NEEDS

- Design thinking is an innovation process that will help your JA Company identify a need in the market and create your product/service
- The objective of design thinking is to create desirable, usable, and useful images, objects, spaces, services or systems
- The design thinking process involves an iterative cycle of observation, idea generation, prototyping, and testing – applying empathy, creativity and rationality in the process
- Also known as human-centered design, one has to step into the shoes of users to experience their pain/problem that can later lead to a range of ideas and solutions
- It is no longer the sole property of professional designers, but business people, scientists, engineers, teachers or civil servants can practice design thinking

We are all DESIGNERS!

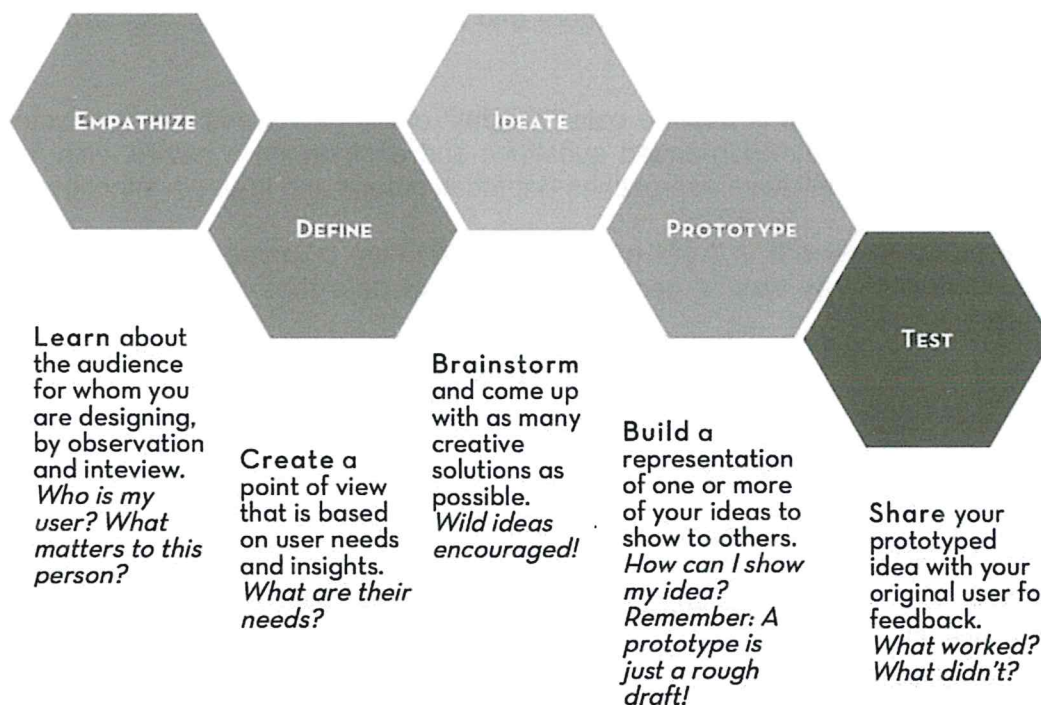


Figure 3. The Design Thinking Process

Design Thinking integrates

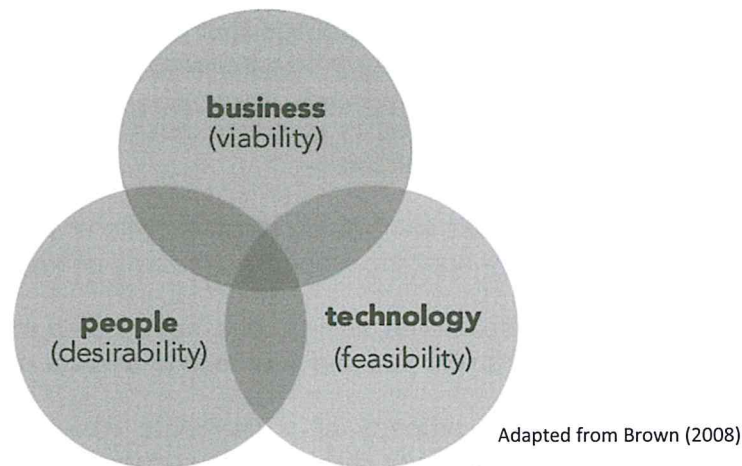


Figure 4. Design Thinking integrates user, business and technology consideration

User Research

- User research aims to understand more and better the needs and aspirations of your target customer
- **Qualitative Research** is used to gain “insights” of the needs and wants of your target customers usually by open-ended questions and exploratory in nature, with the most commonly used qualitative approaches like focus groups and in-depth interviews
- **Quantitative Research** is used to “quantify” attitudes, opinions, behaviour, and other defined variables by way of generating numerical data that can be transformed into useable statistics

Action Plan:

- What is your problem statement?
- Consider your research needs and the required approach
- Divide company members into small groups and allocate tasks for each group. The tasks include:
 - Drafting the questions
 - Conducting the focus groups/interviews or observing potential customers
 - Taking notes (for focus groups and in-depth interviews)
 - Collecting the completed questionnaires (for quantitative surveys)
 - Information and data analysis
 - Reporting
- Tips for drafting the quantitative questionnaire:
 - Write brief, focused and specific questions and ask close-ended questions (e.g., multiple choices) that can be answered and interpreted easily

- Ask your respondents to rate their level of agreement or give scores on a scale so that you can collect quantitative feedback
- Test your questions on some friends to make sure they are clear
- Tips for conducting focus groups or face-to-face interviews:
 - Be courteous to encourage participants to talk openly and don't argue with your interviewee when you are surveying
 - Be honest about the purpose of the questionnaire
 - Give your respondents time to think and respond
- Tips for observation/shadowing:
 - Choose a place for the observation, e.g. work, home or a shop
 - Ask the participants to show you what they do. You may ask someone to focus on specific kinds of activities if you're supporting those specific tasks with your project, or have them carry on a "typical day" if you have a broader focus
 - Let the person explain their activity over the time that you spend together. Ask follow-up questions to clarify, especially points most relevant to your areas of interest

E. PRODUCT / SERVICE DEVELOPMENT

After ascertaining the WHO, the next set of questions your JA Company has to address relates to the WHAT and WHY:

- Which one of our customers' problems are we helping to solve? Develop the problem statement
- What products and/or services are we offering to address the problem?
- What is our unique value proposition? Why should our customer pay for our solution?
- You can start with a problem that no product or service exists to address it
- Alternatively, it is also possible to first select existing products/services, analyze their deficiencies, and then find out whether any enhancements can be made to capture existing or potential customers
- Use the brainstorming process to generate potential product/service ideas,
- In addition to user needs, you need to consider whether technology can be integrated in a feasible manner and how, and whether the solution is viable from the business perspective
- You may also consider the possibility of bundling product and service offerings

① Rules for brainstorming:

- generate as many responses as possible
- use sticky notes (one idea on one note) and post them on the board
- encourage all members to participate
- accept all responses without criticism
- vote on your favorite ideas

JA Company Programme 2017/18 Problem Solving Themes

Hong Kong faces many of the issues in metropolitan cities, including:

- aging population
- wellness and health issues in a stressful city
- education and learning to meet the needs of 21st century
- environmental issues
- information dissemination and communication
- understanding citizens' rights and responsibilities

Below are examples of how we can turn the challenges into opportunities. And some of the offerings were made by students in the JA Company Programme 2015/16 and 2016/17.

Experience elderly daily life
(Source: Eldpathy HK)



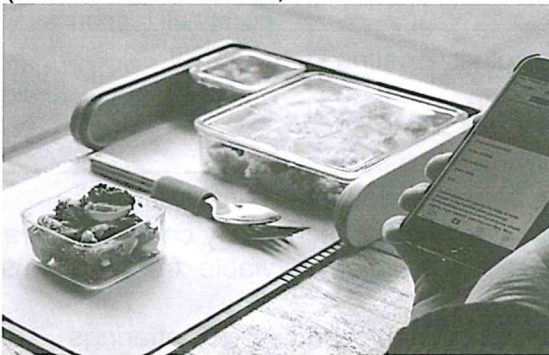
https://www.youtube.com/watch?v=xOxcrl1CU_M

Innovative Alzheimer's App
(Source: www.Alzheimer's Net)



<https://www.youtube.com/watch?v=tFX1nQLZUVM&hl=zh-TW>

Intelligent lunch box
(Source: Green Queen)



<https://www.youtube.com/watch?v=opXBWdk-mbQ>

Self- cleaning door handle
(Source: Apple Daily 果籽 Channel)



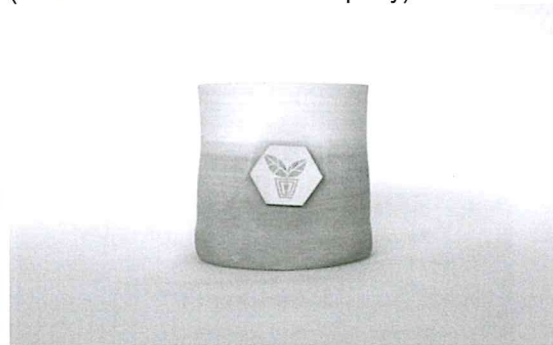
<https://www.youtube.com/watch?v=XsiH4z69PNI>

The Second Box
(Source: The Second Box)



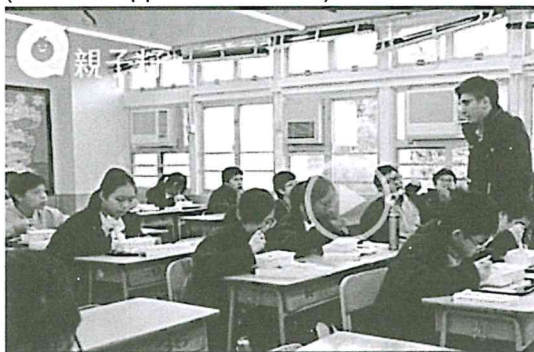
<https://www.youtube.com/watch?v=FrscUCmEtnq&feature=youtu.be>

Intelligent flower pots *
(Source: P.O.T --- a JA Company)



<https://www.youtube.com/watch?v=PJ-vDT2WgW0>

Teach4HK
(Source: Apple Next Media)



<http://hk.apple.nextmedia.com/supplement/family/art/20170109/19444128>

Snapask
(Source: App - Tech HK Channel)



<https://www.youtube.com/watch?v=PX2CmNMBM4>

LOVE4LOVE CARD GAME*
(Source: SumSum --- a JA Company)

- LOVE4LOVE CARD GAME -



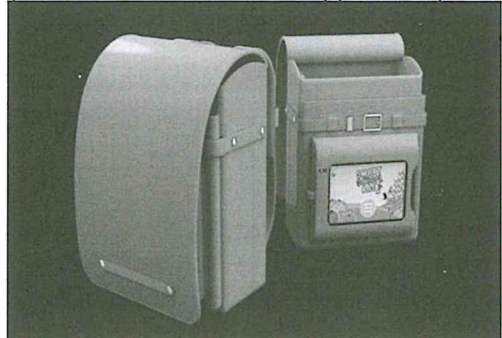
<https://www.youtube.com/watch?v=L5hfJI5CZMc>

Barrier-free School
(Source: Barrier-free School)



<http://bfschoolhk.wix.com/barrierfreeschool#!/about/c1vm3>

IVE Intelligent School bag
(Source:VTC Research Support Unit)



https://rsu.vtc.edu.hk/student_innovation_entrepreneurship_detail.php?sieid=6

Phone Locker*
(Source: Simplex – a JA Company)



<https://m.facebook.com/simplexshcc/>

Main service — Carbon credit **

An app which includes simple and accurate calculators that calculate users' carbon dioxide emission.



A phone case made by cork, with our company logo and mission statement printed on it.



A bag acts as a time capsule, which can be opened after getting the passcode of the lock by achieving carbon balance in the app.



A pen made out of Kraft, a natural and recyclable material, with our company name and mission statement printed on it.



<https://www.facebook.com/sfxcgreenovation/posts/204041770002006>

Rubik's cube with 6 different textures of materials on 6 faces **



https://m.facebook.com/story.php?story_fbid=1293912714050440&id=324004874374567

Umbrella cover & pouch made by used water bottles & used shampoo bottles **



* JA Company Programme 2015/16 winning product
** JA Company Programme 2016/17 winning product

Cost-Benefit Analysis

- A Cost-Benefit Analysis will help you assess the different options in terms of their desirability, technical feasibility and business viability
- It is similar to a “pro/con” list, with the costs representing the “cons”, and benefits representing the “pros”

Let’s do the cost-benefit analysis and finalize your product/offering.

	Product / Service Ideas		
	Idea 1:	Idea 2:	Idea 3:
Pros			
Cons			

Your Offering

Describe your offering:

List the most important features of your product/service that will help address the needs of your target customer:

Explain why your product/service is unique:

Prototyping and Usability Test

- After you have chosen your product / service offering option, you need to test the response of your target customer
- Usability testing is a technique used to evaluate a product by testing it on users. It measures the usability, or ease of use, of a specific object or set of objects
- Usability testing is particularly applicable to consumer products, web sites or applications, computer interfaces, documents and devices

Checklist for Product / Service Approval:

Safety:

- No food or drinks, or any perishable items
- No electronic components that require a power plug (battery operated are acceptable)
- No sharp objects or knives

Respect for Intellectual Property

- No infringement of copyright or trademarked product in the market
- Be an original creation, or have a substantial value-added component. The value-added component can be an enhancement in the raw materials, design concept, production design or process

To learn more about Intellectual Property (IP), visit the Intellectual Property Department website <http://www.ipd.gov.hk>.

NOT Approved Products / Services

- | | |
|---|--|
| ✗ Candle making | ✗ Meat/poultry/seafood/fish products (even if purchased from a wholesaler and prepackaged) |
| ✗ Carnivals, circuses or amusement rides | ✗ Pizza making |
| ✗ Cosmetics (any kind, including lip balm) | ✗ Plants or animals |
| ✗ Dairy products (even if purchased from a wholesaler and prepackaged) | ✗ Safety or first-aid kits |
| ✗ Fire-starters | ✗ Soaps or lotions (manufactured by JA students) |
| ✗ Fruits and vegetables (growing and/or selling) | ✗ Swimming lessons |
| ✗ Homemade food items (including, but not limited to, baked goods, BBQ sauce, honey, and candy) | ✗ Any product that could cause bodily injury or property damage |
| ✗ Lamp or light bulb | |
| ✗ Manufacturing and/or selling fireworks | |

The above list is an example of products and services that are NOT approved for the JA Company Programme. This is NOT an all-inclusive list. If in doubt, contact JA HK prior to production and sales.

F. COMPANY NAME, STRUCTURE & ROLES

Select Company Name

Your company name must reflect your brand; it must be memorable and distinctive. Consider these examples:

IBM

“International Business Machines” may be a name that doesn’t mean much to you. But say IBM instead, and suddenly the name takes on a whole new meaning. So even initials can carry power.

Coca-Cola

“Coca-Cola” was first introduced to the market in 1886 and the name was written in a distinctive script that is still used today. The name comes from the extract of coca leaves and kola nuts contained in the syrup. The Chinese name “可口可樂” imitates the way the name is pronounced in English, and at the same time is conveying the “enjoyment” and “tastiness” of the drink.

Häagen Dazs

“Häagen Dazs” is a name that customers associate with an expensive, European good, but it is a U.S. company. In fact, the name is made up! It has no meaning at all.

Pizza Hut

“Pizza Hut” is translated to Chinese as “必勝客”. The Chinese name has the meaning of “the customer wins”, which also carries the message of Pizza Hut’s company mission of “Pizza Hut always strives to provide the very best customer service.”

Start to work out your JA Company name.

Our proposed JA Company names

All JA Companies must have an official name in English for registration with JA Hong Kong.

In order to protect the unique status of your company as a non-legal corporation, the company name cannot end in “Corporation,” “Incorporated,” or “Limited”. Instead, the phrase “a JA Company” should follow the name of your company wherever it appears, for example: “Unique, a JA Company”

1. _____ 2. _____ 3. _____

Please vote on your proposed names

Our JA Company name is: _____, **a JA Company.**

Assign Company Responsibilities

- You have several options for structuring the company and decide on which structure is best for your JA Company based on the personal skills and leadership styles of your members
- A typical JA Company has a management team that provides leadership and monitors company progress, as well as employees to help produce and sell the company product or service
- Study the following list of possible JA Company jobs and decide which you would like to take up:

Recommended Job Allocation	“Product” Company A team of students specialized in production	“Service” Company Most students involved in offering the service
Sales & Marketing	<ul style="list-style-type: none"> • Less marketing activities • About 2 – 5 staff members* 	<ul style="list-style-type: none"> • Marketing and sales more important • About 10 – 12 staff members* who are responsible for offering service-delivery
Operations	<ul style="list-style-type: none"> • Production is the heart of the company • About 12 – 15 staff members* (depends on production complexity) 	<ul style="list-style-type: none"> • Most students should be familiar with the service, and be prepared to deliver it upon request
Finance	<ul style="list-style-type: none"> • About 4 – 5 staff members* 	<ul style="list-style-type: none"> • About 6 – 8 staff members*
Human Resources	<ul style="list-style-type: none"> • About 2 – 3 staff members* 	<ul style="list-style-type: none"> • About 4 – 6 staff members*
Technology	<ul style="list-style-type: none"> • About 2 – 3 staff members* 	<ul style="list-style-type: none"> • About 2 – 3 staff members*
Creative/Design	<ul style="list-style-type: none"> • About 2-3 staff members 	<ul style="list-style-type: none"> • About 2-3 staff members*

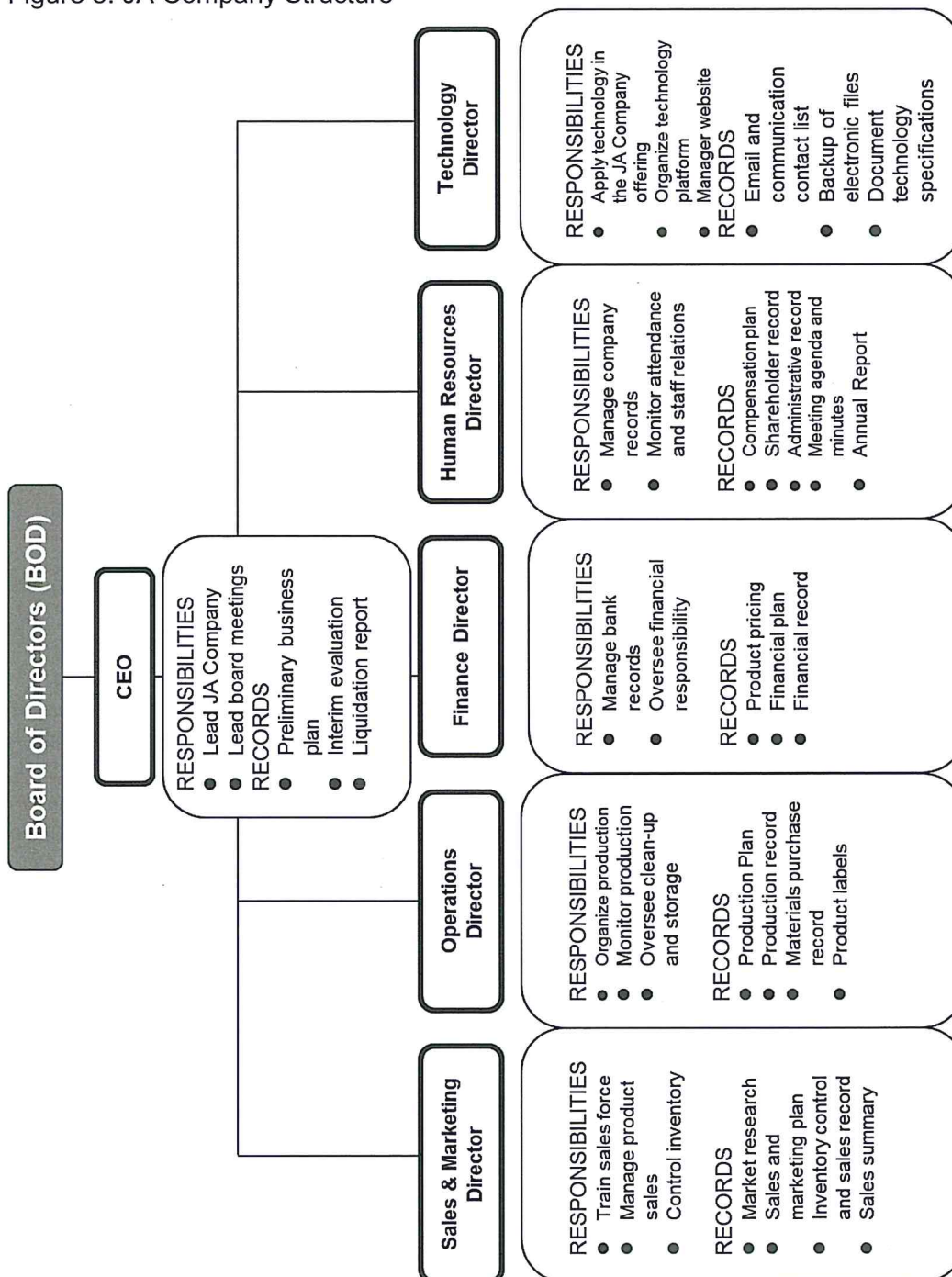
*Based on a company with 20 – 25 staff members

Note:

- There is no universal formula for the allocation of staff members
- Some companies offer both product and service at the same time (e.g. drawing portraits for customers). You should understand the key differences between the two types of companies, and allocate your staff members according to your company's need
- Depending on the number of students in your JA Company, some of these jobs may be combined, and some could be divided further
- For a startup company, the staff members usually take on multiple functions with a less well-defined departmental position in the organizational structure

JA Company Structure

Figure 5. JA Company Structure



(Note: More and more companies have installed the position of 'Chief Design Officer' in the last decade in view of the increasing importance as a business differentiator and the strategic importance of design in each and every aspect of business. If your company places a lot of emphasis on design and innovation, you may like to have a Creative Director / Chief Design Officer position as a core member of the management team.)

Jobs in a JA Company

Chief Executive Officer (CEO)

Monitors all company activities and is responsible for building and maintaining company spirit.

- Reports to the shareholders and board of directors
- Manages overall company operation
- Advises and supports other officers
- Coordinates activities with business advisers
- Presides at board of directors meetings
- Set corporate sustainability policies and ensure that they are well integrated into every departmental function

Sales & Marketing Department

Responsible for developing a marketing plan, setting sales goals and accurate sales projection and recommending sales incentives, conducting sales training, and maintaining sales records. Sales & Marketing team members should be outgoing.

Sales & Marketing Director

- Coordinates development of an integrated marketing and communications strategy
- Supervises department

Sales Manager

- Maintains sales records
- Monitors product inventory
- Conducts sales training

Marketing Manager

- Formulate integrated marketing communications plan

Market Research Manager

- User and market research

Sales Representative

- Sells products or services

Operations Department

Responsible for organizing operations, training the operations staff, scheduling operational activities and monitoring operations quality. Operational details will vary depending on whether the company is making a product or delivering a service or both.

Operations Director

- Coordinates operation
- Supervises operation staff

Operations Manager

- Purchases supplies
- Monitors productivity and quality
- Maintains operation records

Safety/Quality Manager

- Conducts safety training
- Monitors operation quality

Operations Specialists

- Produces products or provides services

Finance Department

Maintains all financial records. It creates the budget, receives bills, and makes payments to employees and vendors. Finance members should be skilled with numbers and able to maintain detailed records accurately.

Finance Director

- Receives and disburses funds
- Maintains financial records
- Supervises Finance Department

Accounts Payable Specialist

- Pays company bills

Accounts Receivable Specialist

- Records receipts

Human Resources (HR) Department

Keep important corporate, employee, and shareholder records. Develop staff compensation plan and coordinate employee relations. Coordinate publishing of Annual Report.

Human Resources Director

- Maintains or oversees company documents and HR records
- Develop employee relations activities to build staff morale
- Supervises department staff

Corporate Secretary

- Files company charter
- Maintains shareholder records
- Takes Minutes at Board of Directors meetings
- Coordinates publishing of Annual Report

Payroll Specialist

- Maintains attendance records
- Maintains payroll records

Technology Management Department

The Technology Management Department is responsible for developing an overall strategy for the company to utilize technology creatively, effectively, and efficiently throughout the entire company. It will help the Marketing Department with planning a website for the company as well as using Internet resources to research product ideas, market needs, competitive pricing etc. It will also work closely with the CEO and Finance team to model the business using a spread sheet by testing different “what if” scenarios with the models. The department can also creatively plan on utilizing Communication Technologies to enhance team work and document management (e.g. using Google drive, Facebook or other online platforms for communication). Operation Department can take advantage of technology support to source, track, and use the supplies, tools, and systems available to product/service design, development and delivery.

Technology Director

- Provides plan on how information and technology will be used in the company
- Manages communication channels available to the company (i.e. voice, email, forum, groups, chats etc)
- Determines and plans on how to productively use computers, mobile phones and other technologies in the company (hardware and software)
- Develops and implements user-training programs, e.g. How to use Microsoft PowerPoint and MovieMaker or Macintosh Keynote and iMovie to do presentations and social media promotion.
- Oversees document backup procedures
- Leverage mobile and web apps to improve productivity and communication, e.g.: Using Evernote, Dropbox, WhatsApp, Google Calendar, GoAnimate, and PowerToon)

App-master

- Designs, Creates and Maintains company website using content management system such as WordPress or Drupal for:
 - Internal communication uses (Intranet)
 - External marketing and sales process
- Standardize the adoption of various commercial (but free) and open source web, desktop, and mobile apps for product/service design, development and delivery
- Internal and external operations

Technical Support

- Provides Technical support and helpdesk service to company staff
- Solves technical problems
- Assist Technology Director and Appmaster
- Backs up documents and electronic files

In addition to the above, optional roles / departments include Deputy CEO, Creative / Design Director / Chief Design Officer, Audit, etc.

Further reference:

<http://www.theguardian.com/media-network/2015/may/21/designers-essential-innovation-companies-startup>

Remember: allocate your members according to your company's need; and have a look of the tips for the Directors.

PHASE TWO – BUSINESS PLAN

(4 – 5 weeks)

➤ OBJECTIVES

- Refine company vision and mission, as needed
- All team members to assume the respective job and leadership responsibilities
- Develop a business plan including:-
 - the product/service offering
 - a product/service pricing plan
 - sales and marketing plan
 - operations plan
 - remuneration plan
 - technology management plan
 - corporate sustainability plan
 - financial control records
- Leverage the use of technology to improve learning, information gathering, planning, communication, collaboration, purchases, financial control, and decision making
- Establish production and sales goals for your product or service given the anticipated sales and production volumes

- **MILESTONE:** BUSINESS PLAN COMPLETED, CAPITAL RAISED (early December 2017)

A. BUSINESS PLAN COMPONENTS

Business plans typically contain:

- Company purpose, vision, mission and values
- An overview of the market and the opportunities that exist in that market
- Description of the offering and the unique value proposition
- Projections of financial performance (cash flow + profit and loss), taking into account the pricing plan, the sales goals and the production/manpower costs
- Operations plan: production and/or service delivery plan, and technology management plan
- Sales and marketing plans, including the technology management plan
- Description of management team
- Corporate sustainability plan

Please include all these elements in your JA Company business plan. You may use PowerPoint / keynote to present your business plan to the business advisors.

Preliminary Business Plan (CEO to complete)

1. What is your business purpose?
2. Who is your target market/customer?
3. What is your product or service? What problem are you trying to solve?
4. In what ways is your product/service unique?
5. How much will it cost to produce a unit of product/service e.g. material cost, labor and other expenses?
6. How are you going to price your product?
7. What is your company's sales goal? What is the sales goal for individual company member?
8. What will be your sales channels other than the trade fair?
9. How would you promote and implement corporate sustainability within your company?

B. PRODUCT / SERVICE PRICING PLAN & FINANCIAL PROJECTIONS (Finance Department to complete)

The Finance Director should gather and consolidate the plans from other departments and complete the following. In order to determine the pricing, you need to understand your cost.

Step 1 – Determine Your Fixed Costs

- Your fixed costs are the expenses of doing business that remain the same regardless of the number of products or services produced.

Step 2 – Determine Your Variable Costs

- Your variable costs are expenses that “vary” with the number of goods you produce or service you provide
- When the operations department completes its plan, you will be able to estimate your company’s variable costs
- The formula:

$$\begin{aligned} & \text{Projected total cost of materials} \div \text{Number of units} \\ & = \text{Material cost per unit} \times \text{Allowance for scrap, mistakes (assume 20\%)} \\ & = \text{Adjusted material cost per unit} \end{aligned}$$

Step 3 – Determine Your Price

a. Cost-Based Pricing

Break-Even Analysis

- Once you have determined your company’s fixed and variable costs, you can establish a profitable price
- Some manufacturing companies use break-even analysis to set prices. It helps to determine how many units must be sold to cover costs or break even
- The formula:

$$\begin{aligned} \text{Net Retail Price per unit} - \text{Commission (at least 10\%)} &= \text{Retail price net of commission} \\ &- \text{Adjusted Material Cost per unit (from Step 2)} \\ &= \text{Gross Profit per unit} \end{aligned}$$

Calculate Your Break-Even Point

- Your fixed costs may be shared among your company’s products or services
- Normally if there is only one single product, all the fixed costs will be allocated to it. If you are planning to sell two products for example, then allocate 50% to
- The formula:

$$\begin{aligned} \text{Allocated Fixed Cost} \div \text{Gross Profit per unit (from Step 3)} \\ &= \text{Break-Even Point (Unit)} \end{aligned}$$

b. Value- Based Pricing

- Value based pricing is the practice of setting the price of a product or service at its perceived value to the customer
- This approach does not take into account the cost of the product or service, nor existing market prices; but tends to result in higher prices and correspondingly higher profits if the companies can persuade their customers to pay for it
- Companies that offer unique or highly valuable features or services are in better position to take advantage of value-based pricing, than companies whose products are services are relatively indistinguishable from those of their competitors
- Further reference:
<http://www.accountingtools.com/value-based-pricing>
<http://www.investopedia.com/terms/v/valuebasedpricing.asp>

Step 4 – Financial Projections

- A profit and loss, or P&L, forecast is a projection of how much money you will bring in by selling products or services and how much profit you will make from these sales
- Your shareholders need to be aware of your profit and loss projections
- Cash flow is a listing of income and costs on a monthly basis, with yearly totals for each. It is of vital importance to the health of a business, and also an important way to help you manage your business and costs
- It may look better to have large inflows of revenue from sales, but the most important focus for a business is a healthy cash flow

Please read an example, then try to work out your own and use the templates from the Resources section to do your project/loss and cash flow projections.

Cost-Based Pricing Plan

Example:

Step 1 – Determine Your Fixed Costs

Sum up all the fixed cost first.

Expenses	(Example)\$
Wages (2 worker@ \$35 per hour; 10hours in total)	700
Salaries (5 officers@ \$35 per meeting; 12hours in total)	+2100
Rent (include \$100 Trade Fair booth rental)	+100
Manuals, records, office supplies	+80
Hand tools, equipment	+60

Marketing expenses	+150
Annual Report	+250
Annual General Meeting	+50
Miscellaneous	+70
TOTAL FIXED COSTS	=3560

Step 2 – Determine Your Variable Costs

Make use of the information from the production plan to find out the variable cost.

The formula:

$$\begin{aligned} &\text{Projected total cost of materials} \div \text{Number of units} = \text{Material cost per unit} \\ &\times \text{Allowance for scrap, mistakes (assume 20\%)} = \text{Adjusted material cost per unit} \end{aligned}$$

Product	
Projected total cost of materials	\$ 6000
÷ number of units	÷ 2000
= material cost per unit	= 3
x allowance for scrap, defects (20%)	x 1.2
= Adjusted material cost per unit	= \$3.6

Step 3 – Determine Your Price (Break-Even Analysis)

- Then set different test prices to find out the gross profit per unit.
- The formula:

$$\begin{aligned} &\text{Net Retail Price per unit} - \text{Commission (at least 10\%)} = \text{Retail price net of commission} \\ &\quad - \text{Adjusted Material Cost per unit (from Step 2)} \\ &\quad = \text{Gross Profit per unit} \end{aligned}$$

	Test Price 1	Test Price 2	Test Price 3	Test Price 4
Net Retail Price Per Unit (arbitrary)	20	30	40	50
- Commission (at least 10%)	-2	-3	-4	-5
= Retail price net of commission	=18	=27	=36	=45
- adjusted material cost per unit	-3.6	-3.6	-3.6	-3.6

= Gross Profit per Unit	=14.4	=23.4	=32.4	=41.4
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Step 4 – Calculate Your Break-Even Point

The formula:

$$\text{Allocated Fixed Cost} \div \text{Gross Profit per unit (from Step 3)} \\ = \text{Break-Even Point (Unit)}$$

	Test Price 1	Test Price 2	Test Price 3	Test Price 4
Allocated fixed Cost (Assume only 1 product is allocated to)	\$3560	\$3560	\$3560	\$3560
÷ gross profit per unit	÷14.4	÷23.4	÷32.4	÷41.4
= Break-Even Point (Unit)	=248	=153	=110	=86

Conclusion – If the retail price per unit is set at \$20 (Test Price 1), you have to sell 248 units to breakeven. If the retail price per unit is set at \$30 (Test Price 2), you have to sell 153 units to breakeven.

The price and quantity you choose should take into consideration demand and supply factors.

Now, your own plan:

Step 1 – Determine Your Fixed Costs

Your fixed costs are the expenses of doing business that remain the same regardless of the number of products or services produced.

Expenses	\$
Wages (x worker@ \$y per hour)	
Salaries (x officers@ \$z per meeting)	
Rent (include \$100 Trade Fair booth rental)	
Manuals, records, office supplies	
Hand tools, equipment	
Marketing expenses	
Annual Report	

Annual General Meeting	
Miscellaneous	
TOTAL FIXED COSTS	

Note: wages are actually variable costs, because the number of workers and hours needed to produce a product or service can vary as demand increases or decreases. In JA companies, workers are typically “employed” for a fixed number of hours. As a result, it is convenient to think of wages as a fixed cost for the purposes of this exercise.

Step 2 – Determine Your Variable Costs

- Your variable costs are expenses that “vary” with the number of goods you produce or service you provide
- When the operations department completes its plan, you will be able to estimate your company’s variable costs
- The formula:

$$\begin{aligned} & \text{Projected total cost of materials} \div \text{Number of units} \\ & = \text{Material cost per unit} \times \text{Allowance for scrap, mistakes (assume 20\%)} \\ & = \text{Adjusted material cost per unit} \end{aligned}$$

Product	
Projected total cost of materials	\$
÷ number of units	÷
= material cost per unit	=
x allowance for scrap, mistakes (20%)	x 1.2
= Adjusted material cost per unit	= \$

Step 3 – Determine Your Price (Break-Even Analysis)

- Once you have determined your company’s fixed and variable costs, you can establish a profitable price
- Some manufacturing companies use break-even analysis to set prices. It helps to determine how many units must be sold to cover costs or break even
- The chart below will help you determine your gross profit per unit at various test prices. This is the difference between the price and the cost of producing and selling your product.
 - Enter one high and one low test price for your product or service
 - Use the Adjusted Material Cost per unit from Step 2
- The formula:

$$\begin{aligned} \text{Net Retail Price per unit} - \text{Commission (at least 10\%)} &= \text{Retail price net of commission} \\ - \text{Adjusted Material Cost per unit (from Step 2)} & \\ &= \text{Gross Profit per unit} \end{aligned}$$

	Test Price 1	Test Price 2	Test Price 3	Test Price 4
Net Retail Price Per Unit (arbitrary)				
- Commission (at least 10%)	-	-	-	-
= Retail price net of commission	=	=	=	=
- adjusted material cost per unit	-	-	-	-
= Gross Profit per Unit	=	=	=	=

Step 4 – Calculate Your Break-Even Point

- Your fixed costs may be shared among your company's products or services
- Normally if there is only one single product, all the fixed costs will be allocated to it. If you are planning to sell two products for example, then allocate 50% to each (Refer to Allocated Fixed Cost below)
- The formula:

$$\text{Allocated Fixed Cost} \div \text{Gross Profit per unit (from Step 3)} \\ = \text{Break-Even Point (Unit)}$$

	Test Price 1	Test Price 2	Test Price 3	Test Price 4
Allocated fixed Cost	\$	\$	\$	\$
÷ gross profit per unit	÷	÷	÷	÷
= Break-Even Point (Unit)	=	=	=	=

Step 5 – Financial Projections

- A profit and loss, or P&L, forecast is a projection of how much money you will bring in by selling products or services and how much profit you will make from these sales
- Your shareholders need to be aware of your profit and loss projections
- Cash flow is the amount of money coming in and going out from a business. A company needs to manage carefully its income and expenditure to keep a positive cash flow. It is important to ensure that your company has enough cash in hand to meet the payment obligations

C. SALES & MARKETING PLAN (Sales & Marketing Department to complete)

- Marketing department is responsible for building the brand awareness, positive brand associations and brand loyalty of a company
- Sales team is responsible for increasing business transactions resulting from the brand building efforts

Positioning Strategy

- Imagine with so many competitors trying to get business from the same customers, how to make one's product or brand stand out from the crowd is not easy
- That is why marketing puts heavy emphasis on positioning, placing the company's offering in relation to other offerings in the market (position mapping) to differentiate

Your JA Company needs a positioning strategy.

Positioning Strategy

Your target customers	
The product category*	
Unique value proposition	
Reasons to believe you can deliver the unique value proposition	

* Consider carefully the product category. e.g., Is iPhone a telecom device or a lifestyle product? To kids, does McDonalds provide food or fun?

Your Brand

- Companies do not compete just with their products/services, but also with their brands
- The objective of every business is to enhance the brand equity not only by growing brand awareness, but also by building positive brand associations and brand loyalty
- Based on your positioning, you have to develop the personality of your brand (the brand attributes) and craft a brand identity consistent with the attributes
- The brand identity is made up of words and images (e.g. tagline and logo) that can shape the perception of people toward the brand and its offerings

- To evaluate whether the perception is favorable (leading to sales), the marketing team has to understand fully how potential customers can come into contact with the brand (touch points) before, during and after a purchase

Integrated Marketing Communications Plan

- The touch points are precious when effectively linked to an integrated marketing communications plan
- Print and broadcast media used to be the predominant channels for promoting a brand; but now with Internet, mobile, and social media becoming so pervasive throughout all walks of life in modern society, almost all marketing campaigns today have to take into consideration both traditional and new media
- The media plan should cover all online and off-line touch points through which the brand, the offering, and marketing contents should be communicated in a consistent and timely manner to the broadest targets possible

The most common media contact points include:

- Newspaper
- Magazine
- TV/Cable/Streaming Portals
- Web/Mobile/Social Media
- Outdoor Promotion (e.g., poster and billboards)
- Events
- Premiums
- Company's Own Publication
- Advertising and advertorial
- Store-front design (online and off-line)
- Staff/customer service (this is very important but often neglected!)
- Others (Depending on your creativity!)

New Media

- Traditional vs. Social Media
- Business Promotion Using Social Media
- Story Telling & Social Media Strategy
- Q&A of Using Social Media
- Social Media Do and Don't
- Using Social Media to Raise Fund and to Promote Your Products

Website

- Your company website is the repository of all the contents required to feed your marketing campaign. Start working on your website as early as possible

- The sales and marketing team can create and manage the website content by leveraging the many free website builders and open-source Content Management System (CMS)
- You have to track the site traffic to improve user engagement
- Other media outlets (e.g. Flickr, Facebook and Twitter) can be viewed as additional channels for aggregating or distributing the company's contents

Customer Engagement

- The more you engage your customer through the touch points, the easier it is to convert them into your loyal customers
- It has become quite popular for startups to combine product/service development with customer development at the same time. Through the process of co-creation, the users can work closely with the startup to design the right product or service to serve them.
- Kickstarter and Indiegogo have become very popular platforms for crowd funding and co-creation internationally. In Hong Kong, Fringebacker is one of the platforms providing its services to individuals aged 18 or above
- Through the crowd funding platforms, startups may receive funding support prior to product shipment provided that they can showcase a great prototype or video demo. These platforms can also serve as marketing tools

Sales Channels

- Apart from in-school sales and the trade fair, you may consider a multitude of sales channels for your JA Company's offering, e.g., an online shop, O2O (online to offline) model whereby your company website or Facebook page can drive sales to your online shop and your booth at the trade fair
- You may also explore the possibility of selling your offering through third party partners

Before working out your sales and marketing plan, please have a look of the online resources about setting up your online shop and the keys of digital marketing at: <http://cp.jahk.org/>

Sales and Marketing Plan

Complete the following information for the product or service you plan to sell.

- Your positioning strategy

- Design your brand identity and describe your brand personality

- Your major touch points

--	--

- The way you inform and engage your customers across the different customer touch points?

--	--

- Formulate your integrated marketing communications plan with projected expenses, including customer engagement plan:

Item	Estimated Cost
1.	
2.	
3.	
4.	
5.	

- When will you begin your marketing campaign? _____ (date)
- What will be your sales channels? _____
- Who will conduct sales training? _____ and When? _____ (date)
- What is your sales goal? _____ (number of units)
- When will you reach that goal? _____ (date)
- How many units will each company member need to sell to reach that goal?

Sales target per member	
Sales target per member per week	

D. OPERATIONS PLAN (Operations Department to complete)

Operations Plan

Materials required include

- Materials were ordered/will be ordered on _____ (date)
- Materials delivery is expected on _____ (date)
- Production/service delivery training will be conducted on _____ (date)
- The following staff will be responsible for conducting training:

- Production/service delivery plan will begin on _____ (date) and should be completed in _____ sessions
- _____ production/service delivery teams will be needed. Each team will have _____ members
- The production/service delivery process will be broken into the following steps (you may draw a diagram to illustrate the process):

--

- Product/service quality will be monitored according to the following plan (you may draw a diagram to illustrate the process):

--

E. REMUNERATION PLAN (Human Resources Department to complete)

Remuneration Plan

Note: Wages and salaries are not paid for the first and last meetings because they are not a part of the company operation. The first meeting is used for organization and the last for liquidation.

Starting weekly salary for the CEO	\$
Starting weekly salary for other management team members	\$
Starting weekly salary for team leaders, and managers (if needed)	\$
Starting hourly wages for production workers, and other staff	\$
Commissions (typically 10% or less)	%

CEO Salary (projected)

Weekly Salary (weekly salary: HK\$__)	\$
x No. of Meetings	
= CEO Salary	\$

Director Salaries (projected)

Weekly Salary (weekly salary: HK\$__)	\$
x No. of Meetings	
= Salary per Director	\$
x No. of Directors	
= Director Salaries	\$

Manager Salaries (projected)

Weekly Salary (weekly salary: HK\$__)	\$
x No. of Meetings	
= Salary per Manager	\$
x No. of Managers	
= Manager Salaries	\$

Wages (projected)

Hourly wage	\$
x hrs per meeting	
= Wages per meeting	\$
x No. of meetings	
= Wages per worker	\$
x No. of workers	
= Total Wages	\$

F. TECHNOLOGY MANAGEMENT PLAN (Technology Management Department to complete)

- You are encouraged to explore the use of various technology applications in your business, e.g., internal communications, creation of marketing materials, marketing and sales channels, creation of offerings, etc.
- Look for free resources or technologies on the web to meet your company needs

- The Technology Director can take the lead to inspire others the possibilities, and communicate with other departments to find out what areas of support will be needed to achieve company/department goals

Let's start your technology management plan.

Technology Management Plan

Research

What kinds of product, market, or competitor information will need to be researched on the internet?

Product and service development

How can you use technology in your product/service development? (e.g., apps, 3D printing, laser cutting etc)

Internal communication network

What applications or resources will you use for internal communication between company members? (e.g., Skype, Facebook, email, shared calendar, shared file storage, digital forms for record keeping)

1. _____ will be created by _____ (date).

2. _____ will be created by _____ (date).

Internet-based marketing

How will you make use of IT to help your company reach out to potential clients? Building a website is just the basic step. Will viral marketing tools like direct marketing SMS, email; links to and from sites like school website or social network sites such as YouTube, Facebook, and Twitter be used?

1. Company website will be created by _____ (date). It will have information on:

2. _____ will be created by _____ (date).

Creation of corporate, marketing and sales materials

Which softwares or digital equipment will be employed to design company logo, posters, advertising videos, or presentation templates?

1. _____ will be designed/created by _____ (date).

2. _____ will be designed/created by _____ (date).

G. CORPORATE SUSTAINABILITY PLAN (CEO to complete).

Corporate Sustainability Plan

Please carefully consider the Corporate Sustainability activities your JA Company would engage in, and briefly describe the activities.

Note:

- Always take into account the expectations of your stakeholders
- Think carefully on how to integrate Corporate Sustainability activities throughout your company's operation
- Engaging the community in co-creation to ensure sustainable growth should be on the agenda for discussion

i) Purpose

What is your company's purpose - the meaningful impact you seek to create for various stakeholders?

ii) Profits

How do you enable your company to stand out in the marketplace and create value for your shareholders?

iii) Corporate Governance

Ways to maintain completeness and thoroughness of all business operations:

1.
2.

iv) Employee Well-being

Ways to improve internal communications and the working conditions for staff members:

1.
2.

v) Environmental Protection

a. Ways to minimize operations' negative impact on the environment:

1.
2.

b. Apart from minimizing damage to the environment, is your company also providing a solution to address the environmental problems?

vi) Social Value

a. What kind of social benefits your company are creating in addition to making profits?

b. Is your company giving back to the society?

We will give out _____ (= _____ % of profit) as charitable donation
and / or _____ (= _____ % of stock) as gift-in-kind to
_____ (name of non-profit organization/ charity/ school).

c. We will organize volunteering activities for our staff members:

_____ (nature of service) will be organized by
_____ (date).

(Note: Please choose a NGO/Charity/School that is related to the purpose, vision, mission and/or values of your company.)

H. SELLING STOCKS

- All companies need money to begin operations, while most new businesses get the capital from banks, friends, or family members. This allows company members, friends, and relatives to share in the ownership and success of the company
- JA Share Certificates are like common stock that represent part ownership in the company and include voting privileges
- When your company concludes its operations, the profits will be distributed among the shareholders

Procedures for Selling Stock

- Be prepared to provide the following information to potential investors:
 - You are selling stock of a JA Company in Hong Kong
 - Give your company's name and introduce your business idea with business plan
 - No shareholder may hold more than two shares of stock
 - No family may purchase more than 10% of stock
 - Most people who invest in a JA Company receive their money for investment plus a dividend when the company liquidates, but a profit or return is not guaranteed
- When you sell a share of stock, complete all the information on the Share Certificate
- Complete and accurate shareholder information is extremely important
- Then, give the completed Share Certificate to the shareholder
- Give the shareholder information and money to the Corporate Secretary or Human Resources Director

Note:

- JA Companies in Hong Kong are limited to raise no more than HK\$13,000 of initial capital
- JA Companies in Hong Kong are NOT allowed to accept donations or to borrow funds from any sources

PHASE THREE – OPERATION

(7 – 8 weeks)

➤ OBJECTIVES

- Produce and market a product or service using all resources efficiently
- Learn the basic components of a typical sales presentation
- Conduct production and sales training
- Understand the importance of quality control in the production process
- Specify technology requirements to support planning, staffing, design, production, marketing, sales, service delivery, and financial control
- Monitor progress towards the company goals and maintain complete production, sales, personnel and financial records
- Develop creativity and resourcefulness, problem solving, leadership, communications, team work and financial skills
- Take and manage calculated risks and learn from mistakes
- Review your learning and complete the Personal Action Plan

➤ **MILESTONE:** ONLINE SHOP, IN-SCHOOL AND / OR OTHER SALES; TRADE FAIR & SEMI-FINAL COMPETITION (10 February 2018, Saturday)

(DEADLINE FOR SUBMISSION OF COMPETITION MATERIALS FOR THE
DIGITAL MARKETING AWARD AND SOCIAL INNOVATION AWARD: 13
February 2018, Tuesday)

(DEADLINE for Nomination for Individual Awards: 28 February 2018, Wednesday)

(DEADLINE FOR SUBMISSION OF ANNUAL REPORT BY FINALISTS OF JA
COMPANY OF THE YEAR: 9 March 2018, Friday)

A. BOARD MEETING GUIDELINES

- The purpose of conducting board meetings is to review company operations and receive approval from shareholders on the future directions of the company
- The meeting is formal and should be conducted in a professional manner, with the Corporate Secretary taking detailed meeting notes
- The meeting (around 1 – 2 hours) can be held in the classroom, the boardroom of your Volunteer Business Advisors' office, or other appropriate venues
- A sample agenda is provided for preparation of the board meeting. Please ensure that all points are covered under each Director's report

Tips for an effective meeting:

- Prepare an agenda
- Practice your presentations
- Encourage discussion among company members
- Allow only one person to speak at a time
- Keep questions short; don't let one or two people dominate the discussion
- Respect all viewpoints. Avoid direct criticism
- Use handouts and other materials to communicate information with company members

Reminders for conducting the final meeting (Annual General Meeting):

- Invite all shareholders to attend the final board meeting
- Notify JA to come witness your achievement at this concluding meeting

Meeting Procedures

- When an important policy decision is to be made, ask a company member to make a "motion". A motion is a statement of desired policy. For example, "I move that a dividend of \$2.50 per share to be paid to each shareholder."
- A motion should receive a "second". A second indicates support. If no one offers a second, the discussion ends
- If a motion has been made and seconded, it can be discussed. Someone can "amend" or modify a motion with permission of the person who made the motion. Otherwise, the motion must first be voted on and be passed or defeated
- When opinions have been heard, anyone can call for a vote. In most cases a simple majority of those present should be enough to pass or defeat a motion. On controversial issues, it is best to count actual votes. If it is clear from the discussion that most agree or disagree, voice vote will do. For example, you may say, "All in favor say 'yes', all opposed say 'no'."

Sample Agenda

Call to order

CEO's Introduction

Overview of Business: Company name, product, product price, officers, etc.

Review of Operations To Date (by Department)

Sales & Marketing Report – Sales & Marketing Director

Review of sales & marketing operations
Sales to-date (\$ and units)
Progress towards break-even point (%)
Total inventory
Top salesperson

Operations Report – Operations Director

Review of production/service delivery plan
Products produced to-date (units)
Progress towards break-even point (%)
Comments on product/service quality

Finance Report – Finance Director

Review of finances
Break-even point
Sales to-date (\$)
Operating expenses
Net profit/loss
Stock value
Accounts Payable
Cash on Hand

Future Plans

CEO's Report – CEO

- Marketing and Operations Strategy
- Announcements
- Upcoming Events

Adjourn meeting

Human Resources & Administration Report – Human Resources Director

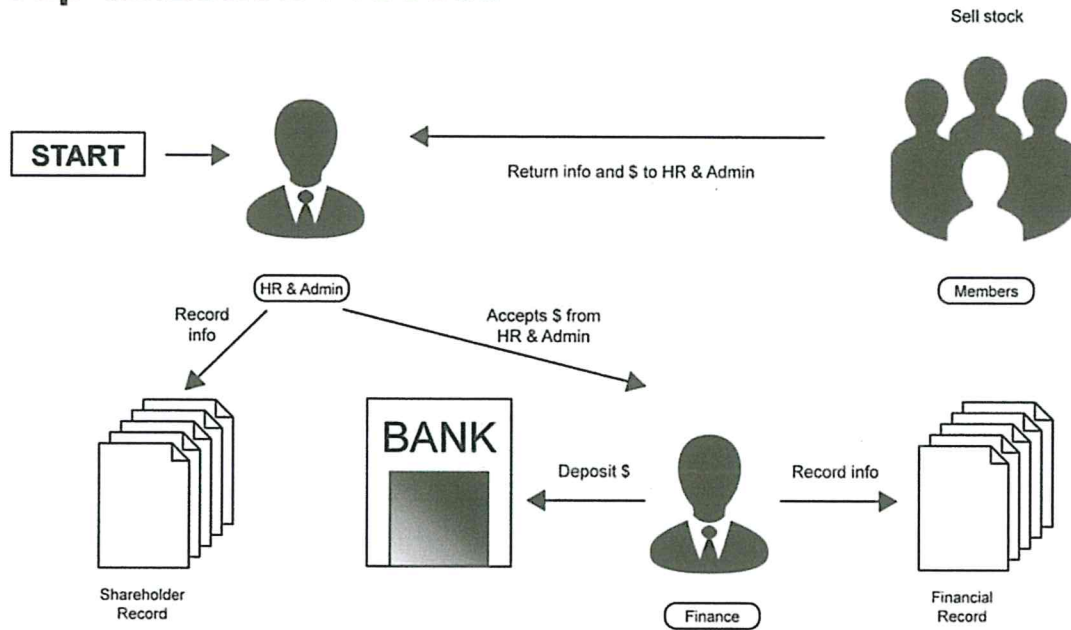
Review of human resources and administration operations
Attendance to date (%)
Students with perfect attendance
Value of payroll (sum of wages, salaries, and commissions)
Number of shareholders
Value of shares

Technology Report – Technology Director

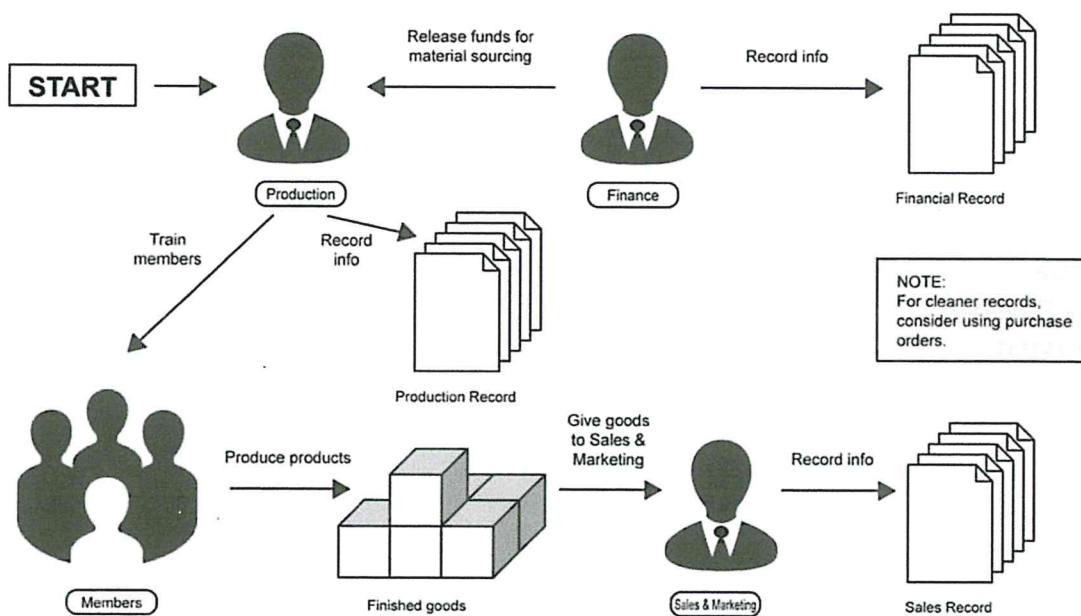
Review of Operations and how well technology has been leveraged
Website operation review
Social media campaign progress

B. OPERATING AS A TEAM

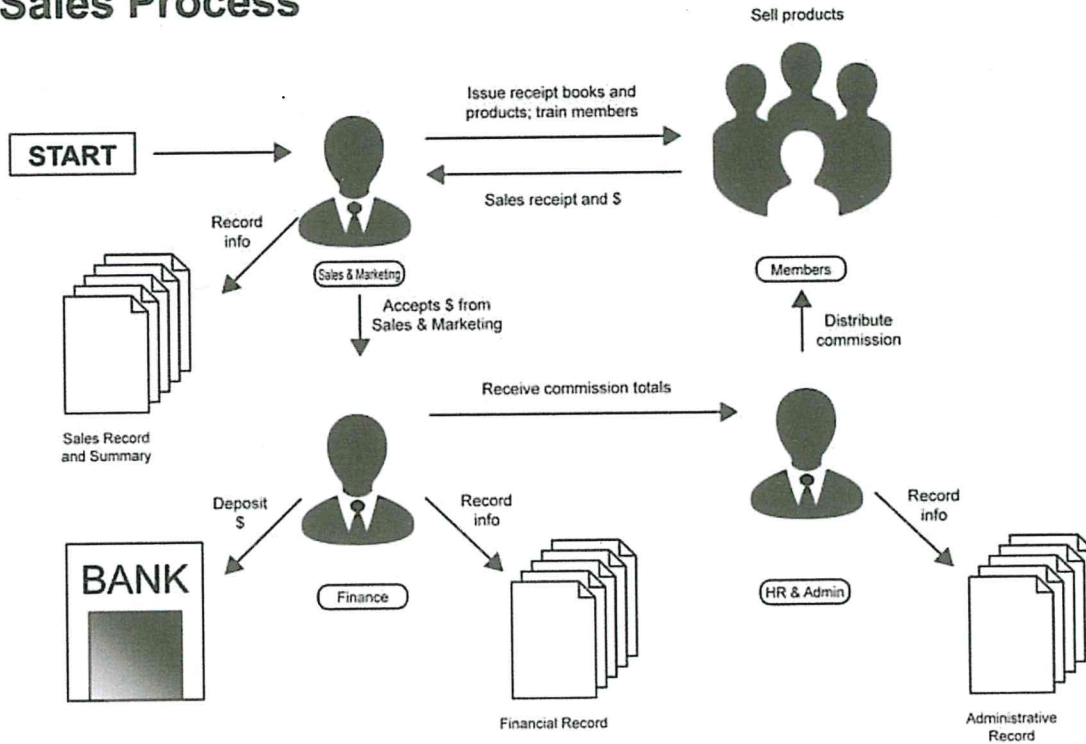
1. Capitalization Process



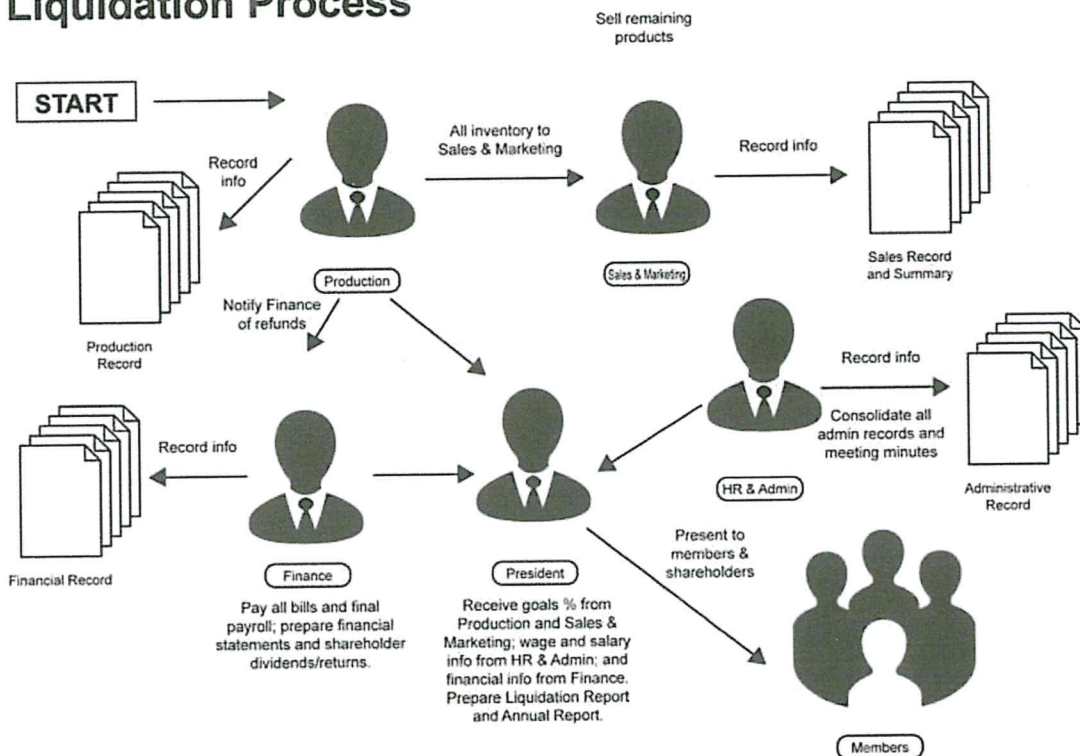
2. Production Process



3. Sales Process



4. Liquidation Process

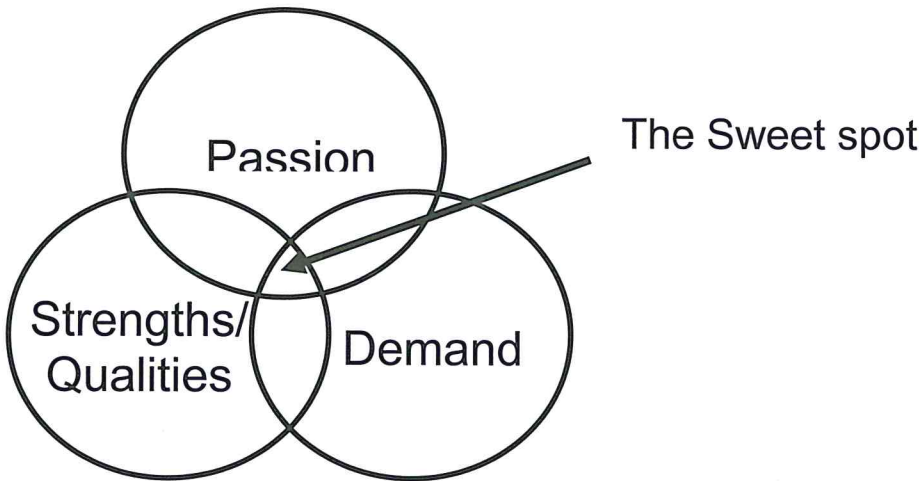


Together **E**veryone **A**chieves **M**ore

C. PERSONAL ACTION PLAN

All of you are entrepreneurs. Within a few months, you formed a JA company, generated a product, made a profit (hopefully), and finally liquidated the company. What an incredible achievement!

Now comes the major question: how can you make use of your JA Company Programme experience to develop a road map for your personal development and set a good start for your future career? Use the plan to find the sweet spot and explore the possibilities.



Personal Action Plan

The Personal Action Plan is designed to provide guidance and inspiration as you begin strategizing about your own personal development and career path.

Step 1. Answer the questions below in order to find the sweet spot (your goal) where the three circles overlap.

What do I really like to do (Passion)?
1.
2.
3.

What am I really good at doing (Strengths/Qualities)?

1.

2.

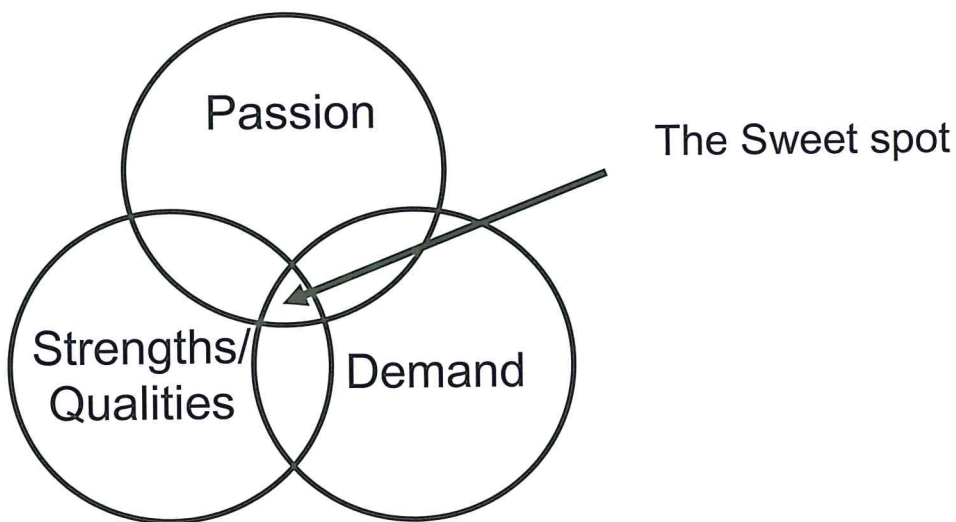
3.

What market/social/environmental needs do I see (Demand)?

1.

2.

3.



Can you think of any “dream” jobs that fit your “sweet spot”? They can be industries, professions, businesses or services. Please list them below:

1.

2.

3.

What do you need to do in terms of personal growth to further develop your strengths/qualities in order to build a career path or entrepreneurial venture that you would like to pursue? (e.g. personal growth through education, training, experience, internship, mentorship, team building, and other resources)

1.

2.

3.

Step 2. Identify the 3 most challenging problems in the work you want to do and describe the outcomes you hope to bring about with your strengths/qualities.

3 most challenging problems in the work that I want to do:	Outcomes I hope to create:
1.	1.
2.	2.
3.	3.

To build a roadmap linking your personal growth in passion, strengths, and qualities with the work you want to do to create economic, social, and environmental impacts in this world

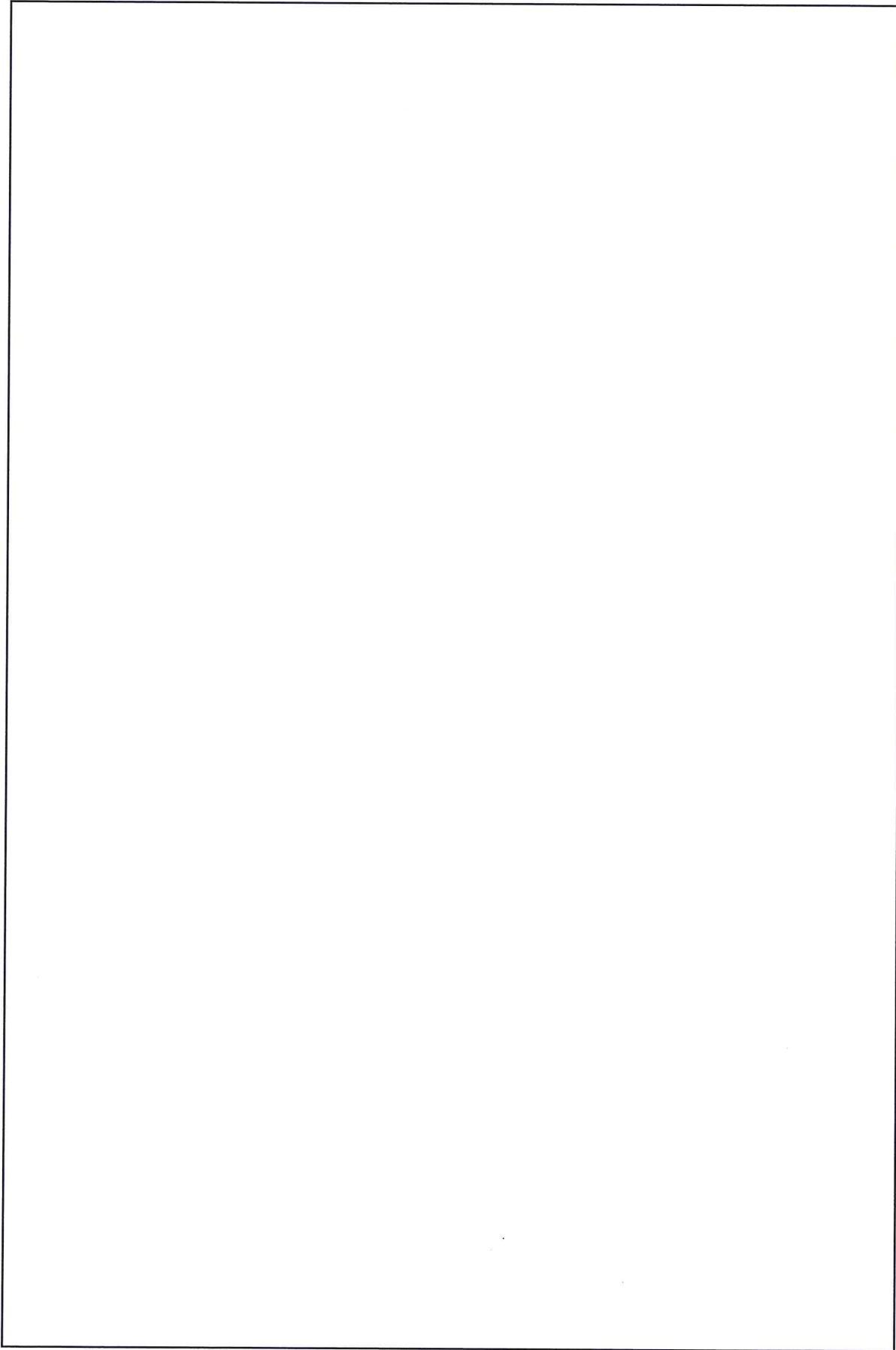
Values, knowledge, experience, skills and credentials I need to acquire to prepare me for the work I would like to do

Role models, mentors, friends, and contacts I need to meet to make me a better person and introduce me to networks of relationship for doing the works I plan to do

ACTION PLANS

Financial resources such as bank savings and investment I need to build up to support my dream work in the future

Reputation I need to establish through my projects, internship, competition, awards, media exposure, and social networks to build my credibility in the works I do and increase my chance of success



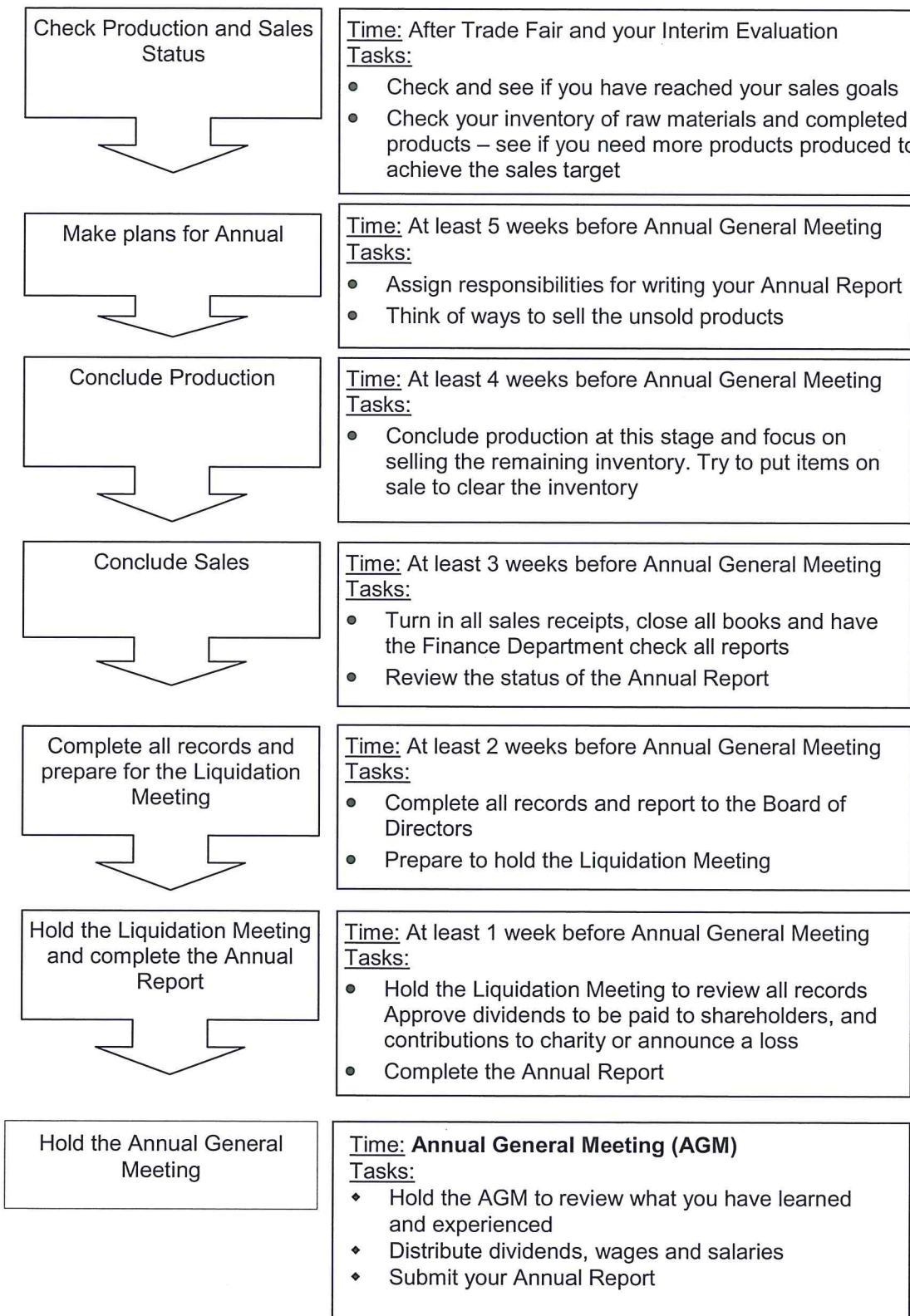
POST-PROGRAMME (optional except those with # must be completed)

➤ OBJECTIVES

- Conclude company operations including #-
 - Complete production and sales
 - Close the company books and distribute final wages, commissions, and dividends
- Prepare an Annual Report that clearly explains the company process and results to shareholders
- Define dividend and explain how dividends are determined and paid #
- Hold an Annual General Meeting
- Celebrate your company's success!

A. TIMELINE

The following is a suggested timeline for liquidating your JA Company.



B. THE ANNUAL REPORT

- A company Annual Report is a report to shareholders containing a summary of the company's operations and pertinent financial information
- All corporations are required by law to distribute an Annual Report to their shareholders. Shareholders want to know whether their investment paid off or why the company failed to make a profit, and JA companies are no exception
- Following the Liquidation Meeting, the company members will work together to put the finishing touch on the Annual Report
- A JA Company Annual Report typically includes a letter from the company CEO describing the company's experiences (both good and bad) together with the following:
 - A liquidation statement of financial position (balance sheet)
 - A statement of activities (profit or loss statement)
 - A description of how the company's assets are being distributed - dividends, charitable contributions and employee bonuses
- It should also recognize company members and other people who have contributed to its success. For example, many JA Company Annual Reports include information about top salespeople and other members/people who made significant contributions
- Your company members should also share your experience:
 - What have you learnt as a member of your company?
 - What aspect was most enjoyable?
 - How could your experience have been improved?
 - What lessons about business have you learnt?
 - Remember, some of the most valuable lessons are the result of mistakes!

Guidelines for Preparing the Annual Report

- Company members need to work together to compile an Annual Report to be issued at the Annual General Meeting
- The Corporate Secretary should sit on this committee

[Note: The Annual General Meeting is different from the Final Competition. Every company should hold their Annual General Meeting separately.]

- The cost of the Annual Report, excluding the staff time, must be fully paid for by the company
- JA Company should submit its Annual Report to JA for judging, by the time as specified in Appendix 2, if the team participates in the competitions

- The requirements for the Annual Report are as follows:

Language: English

Text format: Typed and use 12 font size for text body

Length: Maximum 10 A4 pages (or equivalent), including pictures and graphics. Each page should be marked with a page number. Papers that are too long will be penalized (in the case of competition).

Cover: The cover is in addition to the permitted 10 pages. It should include:
a) the Company Name (in the form of XXX, a JA Company) and
b) the School Name

Originality:

It is important to create your own report based on your experience and learning. Any replication of others' ideas will be considered infringement of intellectual property and may result in disqualification for Annual Report judging.

If necessary, you may use the logo of JA Hong Kong available for download at <http://cp.jahk.org/>. Please regard the logo as one whole graphic. No elements should be omitted or added to the logo.

Annual Report – Suggested Content

[1] CEO's letter to shareholders (refer to sample letter on next page)

A JA Company Annual Report typically includes a letter from the CEO describing the company's experiences, both good and bad. Consider the following issues before writing it up:

- What did you learn as a company?
- Which aspect was most enjoyable?
- How could your experience have been improved?
- What lessons about business did you learn? Remember, some of the most valuable lessons are the result of mistakes.

[2] Executive summary

An executive summary should include:

- Company overview
- Purpose, Vision, Mission, Values
- Product/service and the unique value proposition (companies are encouraged to include photographs of their product/service)
- Summary of financial results and summary statement of company performance
- Reflections of learning

[3] Company accounts

The company accounts must be prepared as of the company liquidation date, showing:

- Balance Sheet
- Profit and Loss account
- Liquidation Report (optional)

The accounting reports should be verified and signed by your Volunteer Business Advisor(s) and Link Teacher(s).

[4] Company structure

Company structure should be illustrated. Also include a directory of members, Business Advisor(s) and Link Teacher(s), listing their names, titles and companies.

[5] Directors' reports (by department)

Each Director should review his/her experience and learning. The report should demonstrate the company's development through teamwork and creative problem solving, and should highlight the company's achievements. A recommended approach is to ask each Director to write a brief report of his/her department's activities. Any special activities such as attending Trade Fair or company visits should be included.

[6] Corporate sustainability report

You should underscore the corporate sustainability strategy and activities your JA Company has engaged in, and briefly describe the activities.

[7] Reflections of Learning

You should focus on what your company has done wrong and how you could have done better.

Sample Letter to Shareholders in Annual Report

Dear Shareholder,

XXX, a JA Company, liquidated its assets and concluded operations on (*date*). We are pleased to report that we were financially successful. The enclosed check for HK\$ XX represents the return of your original *HK\$XX* investment plus a *XX%* operating liquidating dividend. The liquidating dividend represents assets and profits that would ordinarily be retained by continuing companies to finance current and future operations.

Upon forming our company on (*date*), we decided on our company goal, vision, mission and values. (*Elaborate on your goal, vision, mission and values.*) We established production/delivery and sales goals for our offering (*specify the product and/or service*), formed a board of directors and selected management teams. We raised capital by selling (*XX number of*) shares of stock at *HK\$XX* per share.

We paid wages, salaries, rent and all normal expenses of doing business. Management teams maintained detailed production, sales, financial and personnel records. In brief, we performed all the functions of an ongoing company.

As with any business, we have encountered several problems and faced some difficult decisions, which gave us insights and practical knowledge of business and our economic system. We learned the importance of (*specify your key learning*) to the success of any business, and we learned how important it is for business to (*specify what you think the key ingredients of success are*).

We wish to express our sincere appreciation to our volunteer business advisers, (*name and company*) and (*name and company*), for sharing their time and knowledge with us. Finally, we would like to thank you, our shareholder, for without your interest in Junior Achievement and your investment in our company, our experience would not have been possible.

Yours Sincerely,

Name
CEO
XXX, a JA Company
XXX Secondary School

GLOSSARY

Accounts payable: the money a firm owes to its suppliers.

Accounts receivable: the money a firm owes to its customers.

Annual Report: a report to shareholders containing a summary of the year's operations and pertinent financial information.

Assets: everything of value a firm owns.

Balance sheet: a financial statement summarizing the firm's assets, liabilities, and net worth.

Board of directors: the governing body of a corporation elected by shareholders to make policy decisions and appoint officers to run the company.

Break-even point: the level of output at which total revenue equals total costs.

Business plan: a document that details a company's goals and objectives, history, management, marketing, and financial plan.

Bylaws: a set of rules adopted by an organization to govern its members and regulate its affairs.

Capital: money, goods, equipment, or land used to produce other goods or services; money used to start or expand a business. In accounting it is the business equity or net worth, which equals total assets minus total liabilities.

Charter: a government document creating a business and defining its rights and limitations.

Corporation: a business managed on behalf of its owners/shareholders; a legal entity created by governmental charter to carry on approved activities.

Cost of goods sold: an accounting term for the combined costs of material, labour, factory overhead, and other direct expenses involved in producing goods for sale. It does not include costs of selling or general management.

Credit: in accounting, a bookkeeping entry constituting an addition to an income, net worth, or liability account, or a deduction from an expense or asset account. Every credit entry has a corresponding debit entry.

Debit: in accounting, a bookkeeping entry constituting an addition to an expense or asset account, or a deduction from a revenue, net worth, or liability account. Every debit entry has a corresponding credit entry.

Demand: the quantities of a product or service that people are willing and able to buy at various possible prices at a particular time and place.

Dividends: payments to stockholders from a corporation's earnings.

Entrepreneur: an entrepreneur is an innovator – one who recognizes opportunities and organizes resources to take advantage of them.

Expenses: something that causes spending; money spent or needed for doing a job or running a business.

Fixed costs: the business expenses that remain the same, regardless of the number of products produced or services provided. Salaries, rent, marketing expenses, and equipment are examples of fixed costs.

Gross profit: the difference between sales and the cost of goods sold.

Income: money received in the form of wages, salary, rent, or interest. A continuing benefit usually measured in money received from capital or labour.

Income statement: a summary of a firm's revenue, costs, and taxes over a period of time.

Liability: any claim on or debt of a business or individual; what a business owes.

Liquidation: the payment of all obligations and the conversion of assets into cash for apportionment among business owners.

Loss: in accounting, any excess of costs over income. Loss is the opposite of profit.

Management: group of managers; the act of controlling or directing.

Marketing: the business activities that take place between production and the purchase of the product.

Net profit: the profit left after expenses.

Parliamentary procedure: the standard rules a company CEO must observe while conducting meetings.

Productivity: a measure of output per unit of input, or output per worker per hour.

Profit: that which remains after the costs of doing business have been met.

Salary: money paid to an employee for work done, usually given as a set monthly or annual rate, regardless of hours worked.

Share: a portion of interest in a business usually referred to as a share of stock.

Sole proprietorship: a business owned by one person.

Stock: shares in the ownership of a corporation.

Shareholder: owner of stock in a corporation.

Supply: the amount sellers will offer for sale at different possible prices at a particular time.

Variable costs: the costs that increase or decrease as output expands or contracts.

Wage: money paid to an employee for work done, usually given on an hourly, daily, or piecework basis.

APPENDIX (1) – ASSESSMENT CRITERIA FOR JA COMPANY PROGRAMME AWARDS

(A) Team Awards presented at Trade Fair

1) Best Offering

About the Award

The Best Offering Award will be presented to honor the outstanding offerings at the Trade Fair. There will be the Champion, First runner-up and Second runner-up for school-based track; and Champion for the Open Track for the Best Offering Award.

Assessment Criteria

- Functional value: usefulness, user-friendliness and quality
- Economic value: Is it value for money?
- Emotional value: The ability to appeal to the emotional needs, values and aspirations of its target customers
- Social and environmental value
- Creativity, uniqueness, and value-added elements

Timeline

- Judging and award presentation will be held at the JA CP Trade Fair on 10 February 2018
- More details will be announced at the CEO Briefing on 16 December 2017

2) Best Booth

About the Award

The Best Booth Award will be presented to honor the JA Company booths which deliver the most outstanding customer experience. There will be the Champion, First runner-up and Second runner-up for school-based track; and Champion for the Open Track for the Best Booth Award.

Assessment Criteria

- Booth design: can it reflect the brand values & attributes and feature the product / service prominently?
- Marketing & sales
- Customer experience
- Display of product / service
- Overall organization of booth

Timeline

- Judging and award presentation will be held at the JA CP Trade Fair on 10 February 2018
- More details will be announced at the CEO Briefing on 16 December 2017

3) Most Popular Offering

About the Award

The Most Popular Offering Award will be voted by the JA CP participants at the Trade Fair to honor the most popular offerings. There will be the Champion for school-based track and the Open Track respectively for the Most Popular Offering Award.

Timeline

- Voting and award presentation will be held at the JA CP Trade Fair on 10 February 2018

- More details will be announced at the CEO Briefing on 16 December 2017

4) Most Popular Mobile Promoter

About the Award

The Most Popular Mobile Promoter Award will be voted by the JA CP participants at the Trade Fair to honor the most popular mobile promoter. There will be the Champion for school-based track and the Open Track respectively for the Most Popular Mobile Promoter Award.

Timeline

- Voting and award presentation will be held at the JA CP Trade Fair on 10 February 2018
- More details will be announced at the CEO Briefing on 16 December 2017

(B) Other Team Awards

1) Creativity & Innovation

About the Award

The Creativity & Innovation Award is to honor a JA Company which demonstrates creativity & innovation in different aspects of the business. All JA Companies participating in the Semi-Final Competition will be eligible for this award.

Assessment Criteria

- Innovation of the Company: offering, business model, management, sales & marketing, customer engagement & business partnership
- Effectiveness of the innovation in addressing a problem
- Effectiveness of the innovation in contributing to performance

Timeline

- Judging will be held at the Semi-Final Competition on 10 February 2018
- More details will be announced at the CEO Briefing on 16 December 2017

2) Best Presentation

About the Award

The Best Presentation Award is to honor a JA Company which excels in its stage presentations. All JA Companies participating in the Semi-Final Competition will be eligible for this award.

Assessment Criteria

- Ability to provide key information about the Company
- Ability to present precisely and concisely
- Ability to use graphics, infographics and multi-media to enhance understanding of the key messages
- Ability to connect with the audience using a story telling approach

Timeline

- Judging will be held at the Semi-Final Competition on 10 February 2018
- More details will be announced at the CEO Briefing on 16 December 2017

3) Best Teamwork

About the Award

The Best Team Award will be presented to honor the teams that demonstrate outstanding teamwork. All JA Companies participating in both the Trade Fair and the Semi-Final Competition will be eligible for this award.

Assessment Criteria

- Collaboration
- Organizational skills
- Team spirit

Timeline

- Judging and award presentation will be held at both the JA CP Trade Fair and Semi-Final Competition on 10 February 2018
- More details will be announced at the CEO Briefing on 16 December 2017

4) Corporate Sustainability

About the Award

The Corporate Sustainability Award is to honor a JA Company which has come up with a holistic and strategic approach to business sustainability. All JA Companies participating in the Semi-Final Competition will be eligible for this award.

Assessment Criteria

- Purpose, vision, mission and values of the Company
- Corporate governance
- Employee well-being
- Environmental protection
- Social value

Timeline

- Judging will be held at the Semi-Final Competition on 10 February 2018
- More details will be announced at the CEO Briefing on 16 December 2017

5) Social Innovation

About the Award

The Social Innovation Award is to honor a JA Company which has come up with a viable and scalable solution to address social challenges with impact. All JA Companies with the offerings / solutions that address to social challenges will be eligible for this award.

Assessment Criteria

- Well defined social challenge and solution
- Social impact effectively integrated into business model
- Uniqueness and innovation of the business model & offering, compared to the existing offerings in the market
- Disruption – potential to ripple disruption in the market, in the same industry or for overall market, regardless of the end result of its own business
- Viability
- Scalability - the business model is scalable or replicable for different audiences or industries

Timeline

- Competition materials submission deadline: 13 February 2018, Tuesday, 6:00pm
- Judging will be held in February 2018
- More details will be announced at the CEO Briefing on 16 December 2017

6) Digital Marketing

About the Award

The Digital Marketing Award is to honor a JA Company which has well leveraged digital channels with appealing content in organized way to connect with the customers. All JA Companies will be eligible for this award.

Assessment Criteria

- Content - the quality of the copywriting, video / photos, creativity and viralness
- Channels – the content matches with the channels and target audiences to create the most impact
- Reach and Conversions - the content helps convert brand awareness, followership, and sales
- Make-up, layout, and displays of the online store - attract customers to explore and make purchase

Timeline

- Competition materials submission deadline: 13 February 2018, Tuesday, 6:00pm
- Judging will be held in February 2018
- More details will be announced at the CEO Briefing on 16 December 2017

7) JA Company of the Year

About the Award

The JA Company of the Year Award will be presented to honor the JA Company that demonstrates the best overall performance, based on the Trade Fair, digital marketing showcase contents, annual report contents, and stage presentation. There will be the Champion, First runner-up and Second runner-up for school-based track; and Champion for the Open Track for the JA Company of the Year Award.

The JA Company of the Year may represent Hong Kong in the JA Asia Pacific Company of the Year competition in 2019.

Assessment Criteria

- Reflections of learning: Ability to reflect on the CP experience and learn from mistakes
- Value proposition of the offering
- Creativity & Innovation: Innovation in different aspects of the business
- Booth at Trade Fair
- Online Store
- Presentation: Written and oral communications
- Digital Marketing
- Teamwork
- Corporate sustainability

Timeline

- The first round of judging will be held at the Semi-Final Competition on 10 February 2018. Finalists will be shortlisted to the Final Competition
- Annual Report submission deadline: 9 March 2018, Friday, 6:00pm (applies to Finalist teams only)

- Final judging will be in March 2018 (TBC)
- More details will be announced at the CEO Briefing on 16 December 2017

(C) Individual Awards

1) Most Valuable Team Player (MVP)

About the Award

The MVP Award will be presented to acknowledge a student of a JA Company who demonstrates contribution and commitment in CP, regardless of his / her own role in the Company.

Each JA Company can only nominate ONE member for the MVP Award. The student candidate should be endorsed by one Business Advisor or Link Teacher and more than 50% of all team members.

Assessment Criteria

- Take responsibility
- Reliability
- Good communicator
- Devotion: Do and share the best
- Contribute to positive team spirit

Timeline

- Nomination deadline: 28 February 2018, Wednesday, 6:00pm
- More details will be announced at the CEO Briefing on 16 December 2017

2) Most Improved Team Player (MIP)

About the Award

The MIP Award will be presented to acknowledge a student of a JA Company who demonstrates significant improvement during the course of the JA CP 2017/18, regardless of his / her own role in the Company.

Each JA Company can only nominate ONE member for the MIP Award. The student candidate should be endorsed by one Business Advisor or Link Teacher.

Assessment Criteria

- Confidence
- Take responsibility
- Communication skills
- Teamwork

Timeline

- Nomination deadline: 28 February 2018, Wednesday, 6:00pm
- More details will be announced at the CEO Briefing on 16 December 2017

3) CP Achiever

About the Award

CP Achiever will be shortlisted from MVP awardees, which will be presented to acknowledge a student of a JA Company who demonstrates extraordinary contribution and commitment in CP,

regardless of his / her own role in the Company. Judging will be based on the essay or powerpoint, and video, submitted by the candidate and interview performance.

Each JA Company can only nominate ONE member for CP Achiever. The student candidate should be endorsed by one Business Advisor or Link Teacher. TWO will be elected as CP Achiever and may have the opportunity to represent HK at the one-week Next Generation Leaders Forum (NGL) in Canada in summer 2018.

Assessment Criteria

- Take responsibility
- Reliability
- Good communicator
- Devotion: Do and share the best
- Contribute to positive team spirit
- Leadership potential

Timeline

- Nomination deadline: 28 February 2018, Wednesday, 6:00pm
- Judging and interviews will be held in March 2018
- More details will be announced at the CEO Briefing on 16 December 2017

(D) Important Notes for all Awards:

1. All awards will only be given to the JA Company Programme (JA CP) 2017/18 participants
2. For all the team awards specified in the above Sections (A) & (B), the actual offering must be ready for sale at the Trade Fair on 10 February 2018; and all the fulfilment of orders to customers (or refund to customers if orders could not be fulfilled) must be completed no later than 28 February 2018. Those fail to comply with the requirements of this clause may result in disqualification
3. Each team member can be nominated for ONE individual award only
4. Level of English will NOT be judged
5. Any replication from others' ideas will be considered infringement of intellectual property rights or plagiarism, which may result in disqualification
6. The above assessment criteria are provided for reference only. JA HK reserves all rights to interpret and amend any of the above assessment criteria
7. The decisions of the Judging Panel and JA HK in all matters related to the above awards and competition are final
8. More updates and details related to the above awards will be provided during the course of the JA CP 2017/18

APPENDIX (2) JA COMPANY PROGRAMME 2017/18 SUGGESTED TIMELINE

Note: We suggest meetings marked with * to be conducted in the presence of the BAs, but each JA Company is different. Please adapt the timeline according to the needs of your team and the school calendar.

Suggested Timeline	Meeting No.	Phase / Tasks	Meeting Date	Led By	Key Dates/ Key Events	
Late Sep to Early Nov	Phase 1: Organization					14 Oct (Sat): Orientation for JA Company team members 10 Nov (Fri): JA Company registration deadline
	Milestone: JA Company registration					
	1*	<ul style="list-style-type: none"> Introduction of the JA Company Programme, objectives, stakeholders, and rules & regulations Introduction of Innovation & Entrepreneurship, Business Model Canvas, Design Thinking, e-commerce & Digital Marketing 				
	2	<ul style="list-style-type: none"> Debrief on Orientation to all JA Company team members Brainstorm product / service ideas Needs finding on potential product / service ideas (market research) 				
	3*	<ul style="list-style-type: none"> Set out expectation on JA CP and agree on meeting schedule Brainstorm on Company Purpose, Vision, Mission & Value (VMV) and offering Discuss company structure and leadership positions, and invite applications 				
	4*	<ul style="list-style-type: none"> Confirm leadership positions and assign team members to departments Finalize Vision, Mission, Values & Company Name Work out product / service delivery plan Business plan preparation Review of JA Company bylaws and prepare Company Registration form 				
Early Nov to Early Dec	Phase 2: Business Plan					30 Nov (Thu): Deadline for submission of Design Consultation Form & Drawings / Sketches / Prototypes
	Milestone: Business plan completed, capital raised					
	5*	<ul style="list-style-type: none"> JA Company sets individual departmental goals with weekly action plans Research on potential supplier / work partner Business Plan preparation 				
	6*	<ul style="list-style-type: none"> Business Plan review by business advisors Determine initial capital required, capitalization process and organize stock sales Sell Stocks 				
	7	<ul style="list-style-type: none"> Refine product / service ideas, and drawings / sketches / prototypes Conduct 1st Board of Director meeting to approve business plan and present charter 				
	8*	<ul style="list-style-type: none"> Confirm supplier to order Discuss & prepare for the Trade Fair and online shop 				
Early Dec to Feb	Phase 3: Operation					16 Dec (Sat): CEO Briefing – Trade Fair & Design Consultation 3 Feb (Sat): Sample product submission and Trade Fair Volunteers Briefing 10 Feb (Sat): Trade Fair & Semi-Final Competition 13 Feb (Tue): Deadline for submission of Competition Materials for the Digital Marketing Award and Social Innovation Award 28 Feb (Wed): Deadline for submission of Nomination Materials for Individual Awards
	Milestone: Online shop, in-school and / or other sales; Trade Fair & Competition					
	9	<ul style="list-style-type: none"> JA Company works out detailed departmental implementation plans for Trade Fair & online shop Conduct production and sales training 				
	10*	<ul style="list-style-type: none"> Finalize departmental work plans for Trade Fair under guidance of business advisors 				
	11	<ul style="list-style-type: none"> Final preparations for Trade Fair & Semi-Final Competition Submit product sample to JA HK 				
	12*	<ul style="list-style-type: none"> Trade Fair review with business advisors Compile all Trade Fair business records & company accounts Celebrate company experience, develop personal action plan, and present Certificates of Achievement Nominations for individual awards 				
	13	<ul style="list-style-type: none"> Sell remaining inventory Review departmental work and compile all records 				
Feb to Mar	Post-Programme (optional except those with # must be completed)					9 Mar (Fri): Deadline for submission of Annual Report by Finalists of JA Company of the Year
	14	<ul style="list-style-type: none"> Liquidation meeting to conclude company operations, and close the company books # Approve dividends or announce loss 				
	15	<ul style="list-style-type: none"> Prepare Annual Report 				
	16	<ul style="list-style-type: none"> Conduct AGM to report company performance to all shareholders Distribute annual report Distribute final wages, commissions, and stockholder dividends (or announce loss) # Celebrate company experience 				

Entrepreneurship

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