



JEME
Bocconi Studenti

Annual Report
2017

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Foreword

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All of us, Board of Directors and associates, can truly say that we are highly satisfied and thrilled at the thought of how our association is not only maintaining, but strengthening its position

- Giacomo Da Mommio
JEME's President

A letter from the President



Giacomo Da Mommio
JEME's President

Dear Ladies and Gentlemen,

I am so happy to be representing JEME and to have the chance to introduce you to the activities carried out by JEME during the past year.

2017 has been a great year for us, we have been involved in many interesting activities, enabling us to achieve so many goals, even more than the year before. I am confident in saying that in 2017 our Junior Enterprise has set a good deal of new records.

Our management consulting services, which can be classified as the heart of our activities, have seen our team occupied in 27 projects for 23 clients, therefore emphasizing the growth we have had over the past three years.

All of us, Board of Directors and Associates, can truly say that we are highly satisfied and thrilled at the thought of our association

not only maintaining, but also strengthening its position.

It is essential for me to point out the "added value" that the projects we work on confer to the Associates. In fact, it is important to remember that the core of JEME is "training", therefore the fact that our Associates have had the opportunity to work on such high standards has been of vital importance.

More and more multinational companies with national and cross-national projects have requested our services, not to forget all the start-uppers, who, with their great new ideas, have asked us to launch their product or to develop an idea they have, and we would like to take the opportunity of thanking them.

It is only right and proper to say that the year gone by has not only been full of work, but also a year in which we have been involved in many celebrations for both the Italian and European network.

It was a great honour for us to host over 300 people - students and outside guests - here in Milan for the 2017 Summer JADE Conference. Our team worked non-stop for 10 months in order to guarantee the perfect outcome of such a high level event, aimed at celebrating the incredible achievements reached by Junior Enterprises during these 50 years. It was so nice to see how everyone appreciated the beauties of our lovely Milan and all the efforts our team had put into organizing the event.

I would like to close the introduction to this first Annual Report by thanking all those who have supported us during this year. Firstly, I would like to thank all the Associates, they have done an outstanding job throughout the year, always maintaining a high standard in all the projects. I would like to mention all of our clients who believe in our work, and who entrust us with consultancies that are of vital importance to them.

A special thanks always goes to JEME's Alumni, who always bear with us with great commitment and give us their support, which is precious to us.

Thank you to Bocconi University, always ready to help us when we need them and acknowledge our work, we cannot say how important this is for our association.

I would like to thank the European and Italian network, especially our partners with whom we have built up a strong relationship of mutual help.

Last but not least, I would like to say thank you to all those who in one way or another have supported us during the course of the year.

I truly hope we will have more years like this one in the future, and that this year will strongly reflect the first 30 years of activities that JEME will be celebrating in the 2018.

Giacomo Da Mommio

JEME's President

Why an Annual Report?

The annual report is surely one of the most effective means of communication towards the external world. It is not a balance sheet, but an "annual overview", thus the best occasion to talk about a company, of its milestones and its strategies directed to a very high level and qualified target, not to mention the great stakeholder network of the company itself.

The purpose of this document is not only to publish our economical results: it also aims at informing, explaining, persuading, motivating and giving a meaning to those figures.

In a moment full of changes and growth, as this is being for JEME, we decided to officially make everyone aware all those who had, have or will have any connection with our entity. We are striving to involve our stakeholders and let them know about all the facts, our decisions, the goals we reached and also the overcome obstacles in the year that has just finished.

We attribute four main functions to this document:

- It has to become an important mean of communication in order to strengthen our brand awareness, to inform about the dimensions and the numbers of our association, to empower our brand on the market. It is about a unique opportunity to reach, at the same time, different audiences and make them feel how fundamentally important each of them is to efficiently perform our

activities.

- It has to transform into a landmark for the creation of ideas, business concepts and business contents. From it derives internal key messages which have been identified throughout the year for a number of public segments and that lay the foundations for new communication objectives.

With its high outline, the report can grant an alignment of the messages inside the association, proceeding together with the standardization of the visual identity and the deliverable models.

- It can be considered as a business card for every Associate, starting from the President, for high level discussion with our clients, partners and institutions, merging all the strategies in a coherent and reliable whole, in the long run.

- It will have to be an involving report for the public, capable of creating faith and set JEME in a distinctive way, clarifying why people should be interested in Junior Enterprises and believe in our brand.

If an Annual Report is a "tale" about a company, this Annual Report is JEME's tale and its 30 years of history.

It is the story of who we were, what we became and what we are aspiring to; it is about a group of university students who wanted to do more, who believed in something bigger, and who always managed to make a difference in the last 30 years.

The structure of this Report

This Annual Report has been structured in order to drive the reader through the story of JEME. Past, present and future are intertwined in these pages, bringing out the dynamism that has always distinguished us, while remaining faithful and attached to our founding values.

The second chapter describes precisely who we are, the main features of our reality, our pillars, our mission, and the fundamental steps of our history.

The third chapter focuses on the present, and therefore on the results for 2017. We have written the chapter in order to bring out the value created by JEME for each category of its stakeholders: customers, Associates, alumni, students, the network, and the society in general.

The last chapter is dedicated to the next steps, the objectives for the new year, the long-term strategic vision, the implementation of new processes and the strengthening of our brand awareness and commercial positioning.

We are at a turning point, many challenges, many new ideas, a great desire to do more and continue to grow: we are aware of having the potential to make a difference in a landscape that needs to know more about our reality and the one of the Junior Enterprises in general.

Enjoy your reading,

JEME's team



JEME in short



There are thousands of students with similar academic careers, but what really makes the difference is having enriched their own path with as many experiences as possible. A great professional worth, but also a personal one, which lasts for life

- Francesca Busuito
JEME Alumna

Our history as a matter of pride

University and business world

JEME Bocconi Studenti is a Junior Enterprise, an association of university students operating on the market as a strategic business consulting firm. It was founded in 1988, and it will celebrate its 30th anniversary in 2018. Being a non-profit organization, the revenue from the projects is reinvested in the training of its Associates.

1988-1992: The Beginning

On November 17 1988, eight Bocconi University students decided to create an extremely innovative entity in the Italian landscape. During a stay in France some of them got in touch with local students who were surprised that, in a prestigious School of Economics and Management such as the Bocconi University, there was not an entity that was very common in their universities: a Junior Enterprise. On their way back, an idea accompanied them and even more a challenge: bringing this concept to Italy and explaining it through the creation of an association of students that would operate as a consulting company, providing professional services to companies.

1988 is far and now more than ever we can say that the challenge has been won: JEME, acronym of Junior Enterprise Milan Economics, continues to exist thanks to generations of students who believed in the possibility to take challenges and get involved far beyond what is required from the university program.

JEME was born at the end of the eighties in an atmosphere of general ferment and with a matrix that, since its origins, has proved to be highly international. The official act, signed at the office of the notary Avanzini, bears the signature of Alessandro Bellotti, Stefano Bennati, Paolo Massari, Matteo Aldo Corbetta, Antonio Oteri, Alessandro Alloisio, Lorenza Franchetti and Francesco Sacco.

1993-1999: Growth and Junior Excellence

The second half of the nineties was a period of intense growth for JEME, which almost quadrupled the number of its Associates in less than two years. In November 1996 JEME hosts the first JADE congress in Italy, thus confirming its international nature and managing to involve a large number of European students.

From December 4 1997 on, thanks to the introduction of the "Zamagni" law, JEME managed to enter the framework of the NGOs, thus adapting its statute.

1998 marks the tenth anniversary

1988
JEME is founded by eight Bocconi students

1996
JEME hosts the first JADE congress in Italy

1997
JEME enters the NGO framework

of the foundation of the association and is celebrated by concretising the mission of *trait d'union* between university and the business world. The event that would lead to the birth of the Junior Excellence the following year was born: a business game organized with the most important consulting companies, parallel to a conference on entrepreneurship open to the entire European network. In the same year JEME records a turnover of 250 million lire.

Since 1999, on the occasion of the Junior Excellence days, JEME brings the most important national and international companies to university. Until 2009, the last year in which it was organized, the event had become one of the most interesting appointments both for the participating companies and the Bocconi University students who were given the opportunity to become consultants for a day.

2000-2007: New Challenges

The new millennium sees a continuous growth in the number of Associates, a symptom of an ever-increasing interest in the association. At this point in time, the philosophy changes, summarized by the motto: "training as remuneration".

The successful completion of the efforts came in various forms, such as the unprecedented joint election of members of JEME to the presidency of JADE Italy and JADE (2005) or, not secondarily,

with the achievement of the European Excellence Award as "Most Entrepreneurial Junior Enterprise" in 2004, and for "Most Engaged Junior Entrepreneur" in 2007, the latter awarded to Azzurra Giorgio for her work in JEME and JADE Italia.

2008 - 2014: Having to reinvent

In occasion of the twentieth anniversary of the association, a special evening dedicated to the Alumni and to the institutional frame of reference for JEME was held at Palazzo Bocconi which saw the participation of some key figures of the academic life of JEME, such as Professor Pavesi and Agliati. It was also the occasion in which the first JEME Book, entitled "Un'impresa da universitari", was realized.

The willingness to work has been handed down from generation to generation and in July 2010, JEME organized the Junior Enterprise World Conference. The event had no commercial purpose, but a great impact on JEME's reputation within the network and on the solidity of the association itself. JEME, after JEW, entered new markets and reinvented itself. It has continued to grow, reaching more than 20 members in 2011/12, an average of 15 projects a year and a turnover of 24,000 euros. The channels and the clients were different: the active research of commercial opportunities was born and the attention to the human capital of

1999

The first Junior Excellence is held

2008

The first JEME Book is officially launched

2010

JEME organises the JE World Conference

the association increases, which represents the actual wealth of JEME. The great achievement of 25 years of activity is fully celebrated through the organization of the Summer JADE Meeting 2013.

Moreover, JEME Shanghai has been active since September 2014: an operating group linked to JEME in which Chinese and Italian Associates of the DDIM-Double Degree in Bocconi-Fudan International Management collaborate. The idea behind JEME Shanghai stems from the desire to work on bridging projects between the Italian and Chinese markets, to continue the learning-by-doing path promoted by JEME in a stimulating sector such as the Oriental one.

2015-2017: The last Steps

The years 2015-2017 represent another turning point in the History of the association. Thanks to a new long-term strategy based on the development of its own services, on the effort at becoming protagonist at a national and international level within the movement of the Junior Enterprises and on the commitment to institutionalise the Junior Enterprise, JEME managed to achieve great success.

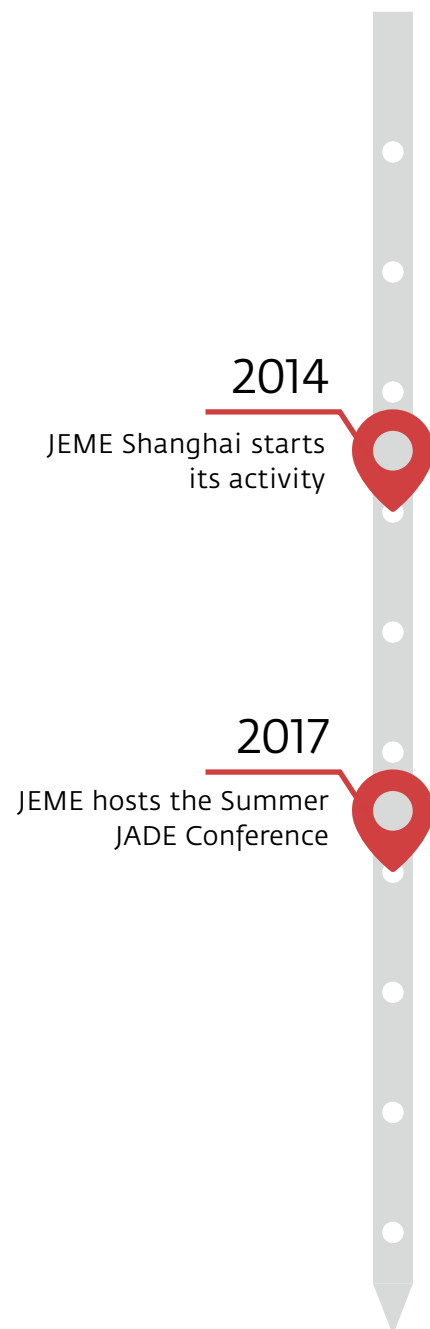
Revenues equal to the one registered at the end of the 90' are accompanied by an exponential growth in the number of projects. At the same time, strong relations with the University,

Ministry of Labour and MIUR are developed, that set the basis for the legal recognition of the Junior Enterprises in Italy and the possibility for their Associates to have their commitment recognized as an internship. At the end of 2017 this has become one of the goals of JEME, with a legislative proposal that will have all Italian Junior Enterprises as subject.

At the same time, JEME broadens its horizon by supporting the creation of the first Australian JE and implementing a partnership with the first North-American JE. JEME receives many awards from both JADE and JADE Italia for its commitment and as a consequence of the achieved results. In 2015 JEME has been awarded "Most Entrepreneurial Junior Enterprise in Europe" and in 2016 "Best Junior Enterprise in Italy", also receiving the silver medal in the category "Junior Enterprise of the Year in Europe", confirming its reputation as one of the best Junior Enterprises in the world.

The network is constantly growing and JEME keeps strengthening its role. In particular, the association organised the Summer JADE Conference 2017.

In conclusion, the success is the result of a constant evolution, that has enabled JEME to keep up to date, modifying its goals but at the same time maintaining the same initial philosophy.



Our Mission

«Training as remuneration»

JEME's history represents the evolution of the key values upon which its results are built since its foundation. The main values are:

- Young entrepreneurship, promoted by the training courses or mentorship programs with other Junior Enterprises, and fostered by the active and autonomous management of the association by its own members
- The professional dedication of all our services offered to clients.
- Excellence of the training, since the ultimate and most important goal of JEME is to foster the human and professional growth of its Associates.
- An high degree of Internationalization, reached through the implementation of partnership agreements with JEs from different countries, and through the expansion of the foreign clients' network.

JEME's brand has always based its success on the high quality of the services offered and, as a consequence, the association is deeply focused on reaching high quality standards of the Value delivered to the customer and maintaining a high customer satisfaction rate (currently around 97%). To that end, the association is committed to design the project on the clients' needs, doing so in a entirely dedicated and selected team based on the characteristics of the project.

JEME wants to convey a sense

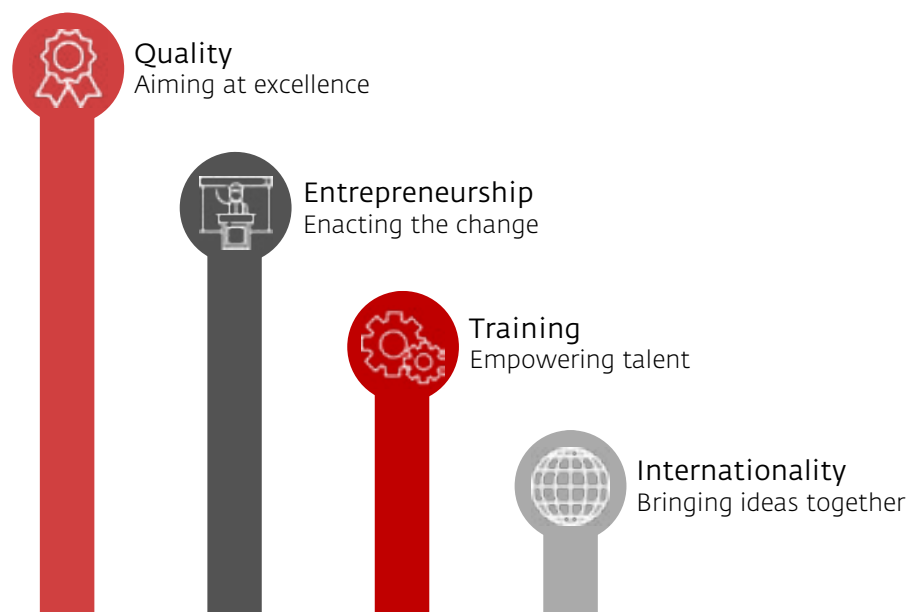
of professionalism of the output, even if created by students, with the goal of meeting all the client's requests.

JEME wants to successfully help the client in reaching his goal, showing passion, dedication and a professional attitude during the whole project development. JEME wants to show a modern, reliable, proactive and innovative approach, that allows JEME to differentiate itself from the traditional competitors.

JEME's slogan in Italian is "Formazione come retribuzione", for which the concept translated is that the compensation for the members consists essentially in the precious skills they learn everyday, through their work and the effort they put in achieving the success of the association. All the revenues from our projects

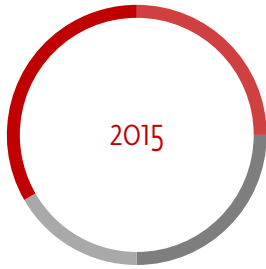
are re-invested in the professional formation of the association's members.

To that end, very often trainings with professors or professional of the industry are organized. Our mission, in the sense of offering a unique learning opportunity as a compensation to the Associates, can be seen also from the content and nature of our projects: in fact, some highly-formative projects (often developed for important multinationals) can be alternatively paid by our customers with formation hours dedicated to our Associates. For this reason, the motto "learning by doing" is also used, which is shared by all Junior Enterprises.

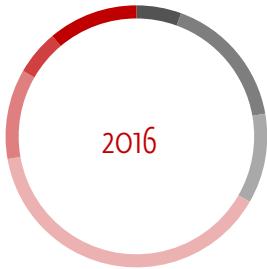


JEME's numbers

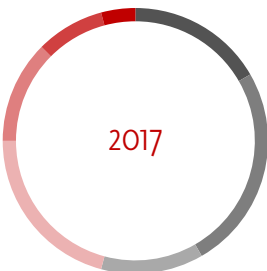
Our growth in some key figures



- Surveys
- Market analysis
- Marketing plan
- Business plan



- Surveys
- Market analysis
- Marketing plan
- Business plan
- Feasibility analysis
- Business model analysis
- Mystery Shopping



- Surveys
- Market analysis
- Market entry
- Business plan
- Feasibility analysis
- Research paper
- Financial analysis

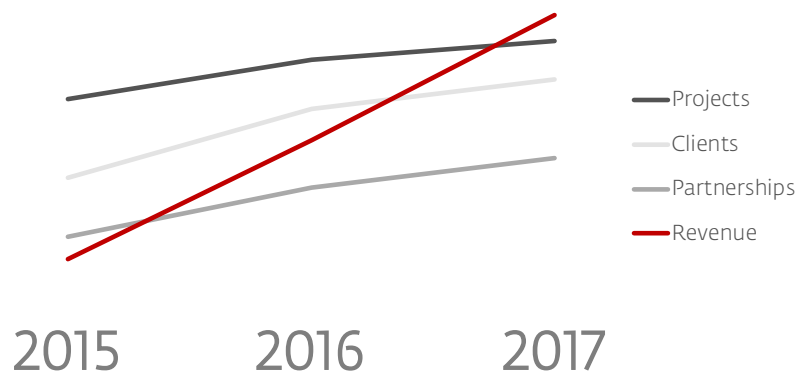
In the 29 years since its foundation, JEME has grown exponentially in many respects. However, the growth of the association is visible in particular by observing the increasing number of projects carried out annually, the increasing number of members and applications from year to year and the exponential growth of the turnover.

Specifically, regarding the number of members at the very beginning, when JEME was composed by only 8 students of the Bocconi University, the interest around this particular association grew considerably, bringing a huge increase in the number of applications for the various recruitment processes. In 2017 the association has received more than 500 applications. As evidence of the growth and consolidation of JEME, the association can count on about 45 Associates at the end of 2017, as well as about 450 Alumni in the world, numbers that amaze if compared to distant 1988.

After the celebration of the twentieth anniversary (2008), JEME had to reinvent itself, entering new markets and expanding its network of stakeholders.

From 2015 on, thanks to a different long-term strategy based on the expansion of the services offered, on the international role within the European JADE network and on the achievement of a greater number of clients, JEME has faced an exponential increase in turnover and in the number of projects carried out. The growth process started in 2015 has paid off in this last year, where turnover has reached almost 200k euros.

Regarding the number of projects carried out, the new strategy has led to a significant increase, which can be seen from year to year. In 2015, 21 projects were completed, which rose to 25 in 2016 and to 27 in 2017.



Organisation to empower talent

Internal efficiency to guarantee external quality

JEME's internal structure is led by a Board of Directors, composed by President, Vice-President, International Manager, Secretary-General and Treasurer. They have to define, guide and control the internal and external activity.

The president is the most important figure of the association. In the first place, he has to guide the Board of Directors in the definition of the short and long-term strategy, and he manages the daily operations of the association.

The Vice-President manages the most important activities of the association, and he has to be capable of taking the place of the President in guiding the association, should the need arise.

The Secretary-General assists the President and he has the duty of keeping the record of the association's members, and all the records in general, he is responsible for the administrative formalities and with the retention of all the documents concerning the association. The Secretary-General has also the duty of writing and keeping the reports of the assemblies (both the ordinary assembly and the Board assembly).

The Treasurer is responsible for all the patrimonial goods of the association, he has to manage the financial operations and the inventory records. In addition to this, he keeps and updates the accounting Books of the association. At the end of the year, he gives notification of JEME's

financial situation to the association and he arranges all the documents for the Board in order to define the budget and the financial statements.

The International Manager coordinates the relations with the Italian and international Junior Enterprises and he manages the partnerships.

JEME is internally organized in three different operational areas: the Sales and Business Development Area, the IT & Communication Area and the HR and Training Area. Each area has its own Area Manager, who is responsible for all the area's activities. The Directors are points of reference not only for the Area Managers but for all the Associates, who work both on the Area and a project.

Every member of the association is a resource of one of the 3 areas.

The internal work of the association is organized in a matrix-like structure: every Associate has to work in one of the three areas. An Associate can work on the internal growth (HR and Training Area), on the external relations with stakeholders (IT and Communication) or directly with the clients, with whom it is necessary to plan and design the projects, from the very first contact until the definition of the contract (Sales Area). For every Associate, the internal activities are joined by the work on at least a single project.





Every project has at least one PM (project Manager), who is responsible for the coordination of the members working in the team, and has the duty of managing the group and the task assignment, always verifying the consistency with the customer's expectations.

Every project has an auditor, who is a member of the Board and has a function of advisory/monitoring.

The members of the Board are both auditors for the projects and for the three areas, and therefore they represent a strong reference for every Associate.

Core Activities

Understanding day-to-day work in JEME

Our services

JEME offers its services to heterogeneous client targets, such as SMEs, start-ups and huge multinational firms. It's this aspect that allows JEME to daily face heterogeneous issues in the business environment, developing the know-how and the expertise necessary to offer a wide range of services.

In particular, among the core solutions offered by the association to the enterprises, it is possible to find full Business Plan drafting, market and feasibility analyses, Marketing Plan and financial analyses.

In the last period, JEME has also worked for important foreign multinationals, doing a study of the Italian market and its legislation, in order to develop market entry analyses for the clients.

In order to complete the presentation of the core services offered by the association, it is necessary to mention also the projects of designing (or redesigning) the organizational structure, through which JEME develops or modifies the clients' business models, supporting the proper identification of the cost and revenue sources, in order to create a solid company structure and potential profitability.

In addition to these services, which are in all and for all similar to those offered by renowned professionals, JEME often collaborates with huge consulting firms,

which externalize to the association some parts of complex projects.

It is the opportunity of working day by day on complex and concrete projects that provides the operative resources of the association with the chance to grow from a human and professional point of view, combining their academic life with the practical application of previously learned theoretical concepts.

Internal organization: 3 operative areas

As far as the organization of the internal activities is concerned, JEME is characterised by three internal operative areas, each of which presents specific characteristics. In particular, the activities of the area are necessary to implement the operativity and the internal processes.

Sales and Business Development Area

Inside the Sales Area, the external relationships of JEME, those with the clients, are managed and developed. Particularly, the area follows the negotiation since the first contact, trying to satisfy clients' demands concerning the timing, the pricing and the content of the project.

The association always looks for the satisfaction of clients' expectations and desires about the quality of the final output, thus adopting an approach of planning and development of the project, characterised by the periodic alignment with the client. Furthermore, inside the Sales Area it is run the selection of the new projects: key criteria of choice are their profitability, scalability and formative dimension.

Moreover, recently, the association has introduced in the Sales



Sales and Business Development
External relationships of JEME



Human Resources
Manage the human resources of JEME



Communication and IT
Communicate with stakeholders

Area the process of Business Development, that enables the creation of long-term collaborations with important clients and fosters the growth.

HR Area

The HR Area aims at managing the human resources of the association, in particular concerning the distribution of workloads, listening to and comprehending Associates' needs and their allocation on the various projects, on the basis of their aptitudes. In order to achieve this objective, the association has recently redesigned the role of the tutor, key figure that allows a faster and comfortable inclusion of the new members inside JEME. As far as the education is concerned,

this is the area that organizes courses, trainings, meetings and events that could contribute to Associates' professional and personal growth.

Communication and IT Area

Inside the Communication Area, the methods and processes through which JEME communicates and creates a reputation towards the external environment are managed, interacting with the stakeholders and working on its own brand awareness. A relevant role is covered, inside the area, by the management and arrangement of the website. Through it, in fact, JEME communicates the value and the nature of its activities to clients. As far as the last point is concerned, the

insights and reports, periodically published, play an important role, concerning current socio-economic and business-related affairs.

The Communication Area also takes care of JEME's image by using social networks: Facebook, Instagram, LinkedIn and Twitter, focusing on the definition of a clear, precise and effective Visual Identity.

As far as the IT Area is concerned, JEME pursues the objective of taking advantage of information and digital technologies in order to optimize the efficiency of the internal and external processes, generally improving the operativity of the working activities.

Alumni

Growth and collaboration

JEME has always considered as fundamental the relationship between members and ex-Associates that after this experience want to keep in touch with associative and entrepreneurial organization. For this reason, JEME can count on a wide group of successful national and international experts that keep collaborating with the association, offering their experience to guide the team in the long-term strategy decisions and structural improvement.

Alumni's network, after 30 years from the foundation of the association, has grown up to over 400 members. Many of them have made remarkable progresses in their careers, reaching senior positions in different industries such as consulting and finance.

organization of meetings and dinners for Alumni which are good occasions of networking and discussion. The importance of the network established between Associates and Alumni is not only due to the suggestion and the indications of Alumni but also to the relation of collaboration made with them by realizing partnerships or training courses. The indications, provided from specialized consultants, are focused on technical and operative aspects related to the activities developed from the association and these are a essential completion to our academic skills.

This relation helps JEME to grant high professionalism and excellent preparation of Associates over time. In fact, one of the main points which JEME has to relate

give new ideas to the association. For this reason, the opportunity to discuss with accomplished professional about problems found during the projects represents for the members an important moment to keep in contact with an excellent and valuable institution.

Alumnus appellation does not only give the opportunity to participate to the Alumni community, to the association's dinners and other events, but also allows to candidate to the position of Advisory Board member. The Advisory Board, although external from JEME, is strongly tied to the association. It is composed of 10 Alumni strongly interested in the activities carried out and they commit to actively support the association with their expertise and direct support. The first Advisory Board, established in 2016, represents an important step in the relations with Alumni's network. This because it must be a privileged channel for collaboration and the exchange of ideas and resources and also a mean of receiving help and support on the subjects in which Advisory Board members are competent.

The wealth of the experience carried from those professionals is an aspect of which JEME is strongly convinced: Alumni's network represents, in fact, a central asset that, if supported in the correct way, will become ever more an added-value for the entire growth of Associates and association.



JEME is strongly convinced that the most important resource is human capital and, for this, during the years it has been encouraging a real network of friendship and work relations which foster the career and the education of its members. This was possible thanks to the

with is the frequent turnover of its Associates: all are students, and therefore their permanence is tied to their academic career. This criticality is turned into strength thanks to the weekly internal and external training courses, that allow the new Associates not only to gain know-how but also to


Projects to grow from

JEME's most recent success stories

The new strategy for the long-term growth held by the association, has led to more and more important collaborations, both for the appeal of the client and for type of project carried on for them. In the following part, through the description of successful projects of the last years, we aim at providing the reader with some actual examples testifying JEME's activity.

2015: Collaboration with Cometa

Cometa is an association headquartered in Como, engaged



Cometa needed a set-up of the whole management control system. (...) We are enthusiastic about the professionalism and quality of this project, and we believe that it has been an educational project for JEME. Whoever works for Cometa is very impressed and satisfied

in the education, training and welcoming of children and teenagers. Moreover, the association aims at offering support to the families of the latter, by various means (for instance, legal offices, counseling services and familiar mediation).


During the collaboration, JEME has supported Cometa in the realization and organization of the firm.

In 2015, indeed, Cometa associa-

tion was making the first steps as a new familiar reality. For this reason, JEME had to make an entire organizational structure for the firm based on nothing, studying its business model and identifying the costs and the revenues sources for the property, in order to allow the association to actively start operating.

Furthermore, JEME has developed a marketing and a commercial plan, with a focus on the phase of promotion for Cometa's activities and of selling of its products.

Since the phase of negotiation, JEME Bocconi has operated with professionalism, providing accurate outputs in a timely manner. We have appreciated the deepness of the analyses developed on many countries and the accuracy and the detail in the explanation of the methodology of data collection. The information collected by JEME Bocconi have been widely used to re-adapt and modify our online campaigns



2016: Zalando

Zalando does not need presentations, since it is one of the main e-commerces in the global context.

Specifically, the client with whom JEME has dealt belongs to the co-marketing department, headquartered in Berlin.

JEME carried out an analysis aimed at evaluating the efficiency of the co-marketing activities carried out by Zalando, studying both those implemented by the company at that time and the potential ones for the future. The whole analysis has been then contextualized with respect to Zalando's competitors.

The analysis of the competitors has been developed by taking into consideration the mystery shopping.

Such a collaboration, other than educational and important for JEME, has been satisfying also for the client, used to receiving


consultancy services from professionals in the field.

2016: Zenati

Gianpiero Zenati is a client who, given his idea of founding a start-up in the automotive sector, in 2016 decided to collaborate with

JEME. The core business should be focused on the handcrafted production, in a small scale, of luxury hyper-cars with high performances. JEME has developed for the client a complete Business Plan, aimed at achieving funding from potential investors interested in the idea but who

needed to verify the soundness of the business model underlying the idea. The first results of the collaboration and the output produced by JEME have aided the client to convince professionals and experts in the field to join his team, even before the completion of the organizational plan.



The team has exhibited, straight from the beginning, deep professionalism and seriousness as in the technical aspects as in the managerial ones. The members of the team, indeed, have been characterised by an ability that I would dare to define "multi-faced" as regards the approach to the various phases of the project and by very effective skills of problem solving. [...] My financial project will surely benefit from such an extraordinary collaboration

At the end of this first collaboration, the client was so enthusiastic of the work carried out by JEME that he decided to continue his collaboration with the association, signing another project with a specific focus in the actual research of industrial and financial partners.

The path undertaken with JEME has brought the idea to success, testified by the client recently signing a funding contract with an important holding.

A network of excellence

JEME, Junior Enterprises and the corporate world

The global network: JADE

As Junior Enterprise, JEME can rely on both national than international expansion of junior enterprise movement. The movement was founded in 1967 with the first Junior Enterprise in Paris and after this it spread across France, Europe and Brazil in 80's.

This growth process leads to the foundation of 280 European Junior Enterprise and more than 14 National Confederations that support JADE - European Confederation of Junior Enterprise, which grants the expansion of the movement and the collaboration between European Junior Enterprise.

In every initiative, JADE works on three main goals: the recognition of the Junior Enterprises at European and international level, the positioning of JADE as an expert network of student entrepreneurship and the qualitative and quantitative improvement of Junior Enterprises in the World.

The Italian network: JADE Italia

In the JADE network, the Italian Confederation of Junior Enterprise takes the name of JADE Italia, and is aimed at the coordination and the promotion of Junior Enterprise between companies, governmental authorities, associations and institutions.

Under the directive and the guidance of JADE Italia there are 1200 Alumni, 17 Junior Enterprise and 510 Associates which can count on the internal and reciprocal support and collaboration, that represent two necessary elements in the growth of the Italian Junior Enterprises and in reaching target more important.

Partnerships

In this perspective, of particular importance are the partnerships implemented with other JEs, or events such as the Summer JADE Conference organised in Milan

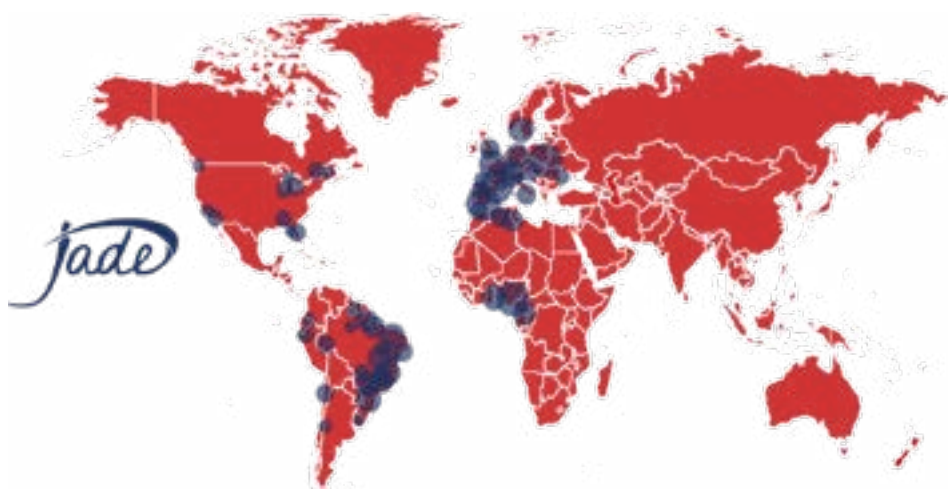
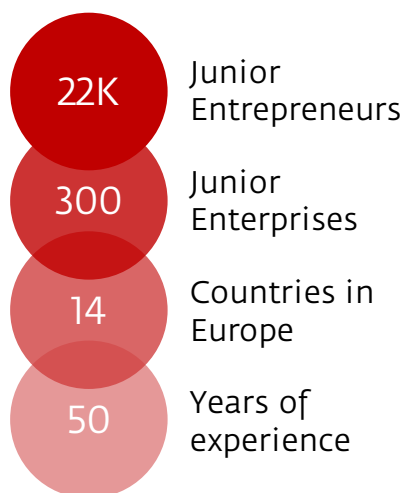
by JEME in 2017 or Mentorship Program, a training day organised by JEME to Associates of other Italian Junior Enterprise and also the partnership with other Junior Enterprise.

The collaboration, the exchange of its know-how into the network of Junior Enterprise is an element which JEME trusts deeply.

Collaborations

Another aspect of which JEME is strongly convinced is the importance of relations with partners and clients.

Throughout these years, JEME has collaborated with Blackstone, Google, Zalando, Microsoft and build relations with different partner as Innext, Marketing Mediterranee, Westminster Business Consultants, Jed Consulting, LSM Conseil, Empresa Junior, Net Consulting and Escadrille.



A nighttime photograph of a city street with light trails from cars. The street is dark, and the light trails are bright red and white, curving into the distance. In the background, city buildings are lit up, and streetlights are visible.

2017: the Strategy

“

I had the opportunity to get in touch with an innovative, young and qualified entrepreneurial reality. We can say, in fact, that the results of this collaboration are excellent

- Emmanuelle Miette
Partner Deloitte Luxembourg

Key highlights for 2017

Projects and activities for constant growth

With 27 projects effectively carried out for 23 clients, the past year has been characterised by the achievement of great success. In the last projects particularly, a satisfaction rate of 100% has been achieved, with the willingness to collaborate with JEME again.

Thus, the goal previously set - growing in both client network and external relationships - has been successfully reached.

In more detail, during this year JEME has worked on 3 market entry analyses carried out for important clients such as Panasonic, 6 complete market analyses, 3 feasibility analysis and 2 research papers on financial topics for Deloitte.

All the activities of JEME resulted in revenues of almost 200k euros, the highest income in Italy and one of the highest in Europe.

On a parallel track, in 2017 the international network of JEME has been increased by the definition of 2 new partnership agreements: JEG and ConQuest.

In addition to the external growth, in 2017 JEME has experienced also a strong internal growth. The number of Associates has increased to 45 people, identified through a specific and extremely selective process, aimed at finding the right fit with the association.

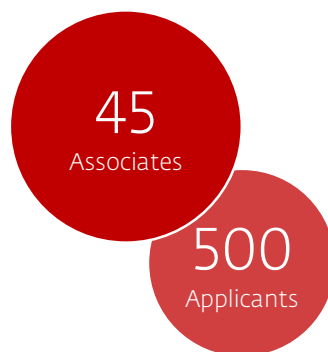
Regarding the students, JEME recently managed to build a higher interest around itself.

In fact, the association has received in the past two years an average number of applications to the recruitment process of over 500 students per year. This shows how the perception of our association is changing, thanks to the commitment of the Board.

Further results

Thanks to the constant commitment and the sense of initiative of the Associates, JEME has reached numerous goals in 2017.

First of all, regarding the external promotion, the association is currently working on the institutional launch of its new book that has been written during this year, entitled "Un'impresa da universitari". The book describes the Junior Enterprises in general and JEME in particular. Moreover, in 2017 JEME had the honor of hosting the annual Summer Jade Conference, an extremely important event for the JADE network. During this year's SJC in Milan, there has been a reunion of more than 300 junior entrepreneurs from all around the world.



Projects

A snapshot of 2017's most important collaborations

For JEME, 2017 has been a year full of collaborations and interesting stimuli. In fact, other than the "standard" consultancy projects, the team has carried out some tasks and projects that were strongly related to innovation. Such a component has not been present only in the solutions proposed to the client, but also in the methodologies adopted to develop the final output.

The projects accepted and developed last year, have been more formative and, so, generally more demanding in terms of complexity, structuration and time required. It is then possible to notice that, not only the days of consultancy offered have increased but also that the level of the clients' profile has moved towards international companies, on one side, and highly innovative start-ups on the other side. In such a way it has been possible to ensure a certain formative dimension of the projects, also due to the customers' heterogeneity and to the opportunity to work with different entities and sectors.

ISO 9001: Synonym of quality

In order to make even more objective the quality of our services, we have decided to initiate the process for the certification ISO 9001. Such a certification is a synonym of organization and standardized management - and therefore transparency - of every internal process at a global scale. For this reason, one of our goal

for 2017 was that of reaching a quality certification which, actually, has already arrived in February. From single communications to the relationships with clients, clear and consequential passages have been defined, which enable to increase the long-term efficiency.

Deloitte Luxembourg

The client has commissioned an analysis of the Italian market of the asset management in terms of composition and current and future trends. In order to make the documents even more complete, a total of 15 Managers of Italian investment funds have been interviewed, including and linking the output obtained with their ideas. The writing of the report has employed 5 Associates for a period of 10 weeks, creating an output written in English which has been then published on their official website. It is now reachable at the link available below.

In the past weeks, it has also been signed a contract with Deloitte Italia, which deals with the writing of another report about an innovative financial device recently introduced in the market, whose publication date is planned for February 2018 and it will have even more relevance as it will be the first in Italy. Such a scalability, expanding the network to the Italian headquarter, is a fundamental confirmation of the quality of our works and of the willingness of major players

to collaborate with our entity.

Franke

The client is a renowned international brand operating in the sector dealing with the furnishing of bathrooms and kitchens.



The project was aimed at a first analysis of the Italian retail businesses, in order to understand the perception of his own brand on the market. Through an analysis of 300 retail stores, a survey has been filled, through which necessary data has been extracted. The data has been collected in 4 weeks.

Back to Work

The client is the section dedicated to the start-ups of the most important Italian economic newspaper (Il Sole 24 Ore). Inside such an incubator, the start-ups have the opportunity to find their own structure and meet investors interested to the developed projects.

BACK TO WORK 24

The demand made by the client was that of providing the start-

ups with assistance inside such a relation with the investors, supporting them in the creation of the material necessary for the matching. For JEME, this has been the first long-term project: every month a fixed number of start-ups takes advantage of the incubator and each of them needs our support. The project has resulted in an extremely formative experience - due to the different businesses we get to analyze and to the contact with different clients. This collaboration will still be present in 2018.

Panasonic

The client, operating in various industrial sectors, wanted to understand the economic-legal convenience to enter the market of the safety regulations in Italian buildings.



In particular, it has been analysed the market structure, the decisional dynamics concerning the person who decides the plant to equip and how the brand is

selected. Moreover, it has been analysed the legislature about such a topic, trying to understand which regulations the client has to abide by and which are the best solutions to produce and commercialize the products in Italy. The output, written in English, required the employment of 5 Associates for a 10-week period, involving experts and professional who aided at making the work more complete and detailed.

Further collaborations: luxury cosmetics

The client is a renowned German international company in the luxury cosmetics and operates in many countries, among which Italy. The client's demand was aimed at the comprehension of the feasibility and profitability of the market entry in Italy of a particular product. Through the de-structuration of the market and segmentation according to the willingness to pay, it has been possible to analyse the market of the aforementioned cosmetic product. Moreover, the project was made up by a part of mystery shopping, in which the team resources have tried to grasp, on the field, the market perception

of competitors' products, together with a SWOT analysis of the competitors' and a study on their current positioning on the market.

Further collaborations: Investment fund

The client is one of the most important investment fund operating on a global scale. The intention was to acquire a series of centres specialized on a particular service in our country, trying to understand its the strengths and weaknesses. The project, carried out in about a month, included the analysis, through primary sources, of clients' perception of the centres on the Italian peninsula, thus highlighting the strengths and weaknesses of each of them. The output has then been followed by other two collaborations which aimed at expanding the scope and the level of detail in the previous analyses. In the last weeks, the client, satisfied with the previous projects, has requested, again, a new project - in the negotiation phase - in a different sector and with an even higher level of deepness and analysis.

Network

Meetings and new partnerships to expand the JE movement

For the JE network, 2017 was a year full of satisfactions and important events. First of all the 50th anniversary of the foundation of the first JE in Paris and the 25th anniversary of JADE.

Within the national panorama, in view of the development of the entire ecosystem of JE, JEME has decided to share its know-how with many of the JEs present on the Italian territory during the Mentorship Program, organized in November at our headquarters. The willingness to share and grow together, according to our vision, emerges from this too: sharing with the rest of the JEs the expertise developed over the years in order to support the entire network of Italian JEs. During this Program, in which more than 40 students from all over Italy participated, best practices have been shared and business models used for the development of our business. In the same way, the strengths and weaknesses of the JEs were analyzed in order

to understand what they could share on that day. Having the opportunity to better understand the working models of the other associations and to discover new and interesting ideas and programs.

At the international level, the network has also expanded with the entry of a new partner. This is JEG, Junior Enterprise of Geneva, which has been operating in the administration, IT and legal consulting sectors in the Swiss country for many years, counting more than 500 projects created since its establishment. The partnership is consistent with the aim of creating strong and mutually beneficial relationships in every country where JEs are present. Currently the network has 11 partnerships which are constantly increasing. We can take the recently signed partnership with CCT, which is one of the most important Junior Enterprises of Berlin operating in the fields of marketing, business manage-

ment and IT.

After the partnership agreement signed in 2016, in march of this year we had the pleasure of hosting for a few days the International Manager, Guy Bernardet, of JED, our JE Canadian partner of McGill University, named the best in North America in 2017. During his stay there was the opportunity to show him our modus operandi and the latest projects, also talking about some future projects in which the collaboration between the two Junior could be fundamental. It was an important moment for both Junior, followed by frequent contacts and exchanges of ideas and useful opinions.

To celebrate the anniversaries and the network in the appropriate manner, during the summer 2017 it was organized by us the Summer JADE Conference.

Held in Milan between 20 and 22 July, the event saw the presence of important guests from the world of consulting, entrepreneurship and university who transported the participants in interesting debates and workshops for training and comparison. After the opening ceremony at the Campari headquarters in Sesto San Giovanni, the event took place at Bocconi University during the networking days while the evenings were animated by parties and a gala dinner.

At the end of the event the greatest satisfaction was to see all the participants excited and with a



Hosting JED's International Manager Guy Bernardet during his stay at Bocconi was both a pleasure and a valuable experience

smile on their lips telling us once again thanks for a meeting they considered perfect. To all this, the sponsors helped to make the event even richer in opportunities and incentives.

"It is a privilege for us at JEME Bocconi Studenti to be organizers of such an important event for

impossible to continue this path without the companies that support us. I would like to mention Campari, Dainese and Deloitte for their important contribution: it would be impossible to list all our technical sponsors that will allow the participants to live an authentic experience made in Italy at 360 degrees".

Finally, in October, our General Secretary Gabriele Contino and our Vice President attended JADE Italy October Meeting 2017, organized by JEBO consulting, the Junior of the University of Bologna. On this occasion the new Board of JADE Italia was also elected.



The speech delivered by Giacomo Farinati, Vice President and Project Manager of the SJC, was one of the highlights for an event whose success beat even our best expectations

the European Junior Enterprise scene. The tireless work of the last few months has allowed us to get ready for this challenging weekend, which we want to make unforgettable for all the participants" were the words of the President of JEME, Giacomo Da Mommio. While the event's Project Manager, Giacomo Farinati, declared at the opening ceremony: "It would have been

During the year, the calendar of meetings with the network was rich and stimulating. In addition to the event in July, our team participated to two events in March: JADE Spring Conference where the Excellence Awards were given for the European network and FEJE, an event organized by our partner LSM Conseil, where best practices and other ideas with the present network were shared.

The results achieved and the continuous growth have been internationally recognized with a nomination at the Excellence Awards, attributed to the most active and important JE of the network. Furthermore, at the JADE Italia May Meeting 2017 we have been awarded the title of best JE in Italy for the second consecutive year.

Associates

A continuous growth, both professional and personal

Being able to properly balance and adapt the college life with the effort required to work for JEME is a constant endeavor for each Associate.

As it is a job in all of its aspects, with duties and responsibilities, it is important to consider the effects that this implies; sometimes it can be stressful, and even hard, to organize such a full life. Therefore, time and work management are distinctive and crucial features for the Associates, who must learn how to accomplish and schedule during the day everything required both from their study career and from the association.

In order to better divide the

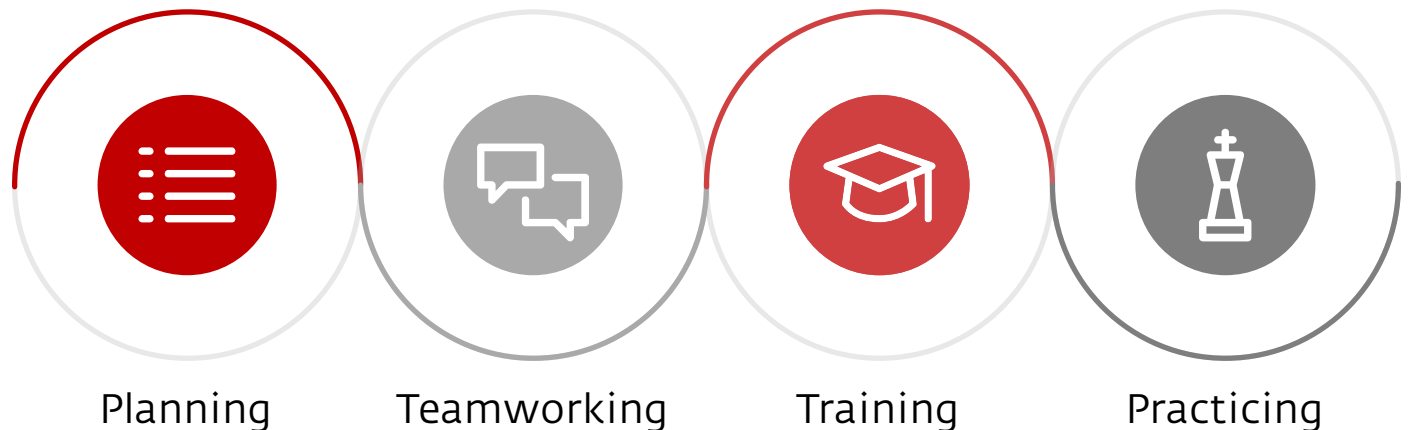
condition each person may have.

Another important aspect of the association is the fact that we take part in a firm and business life in terms of group work: we learn to deal with colleagues and clients and to build relationships, every part of the projects is done in team, with the explicit aim to improve the relational and cooperative abilities.

Team working is really at the base of any activity carried out in JEME, and it certainly contributes to the certified high quality of our outputs. The variety of Associates' mindsets allows JEME to always have a plurality of point of view during the projects, contributing to their accomplishment.

In the Franke project and Panasonic project, two dedicated teams showed the capability to work on complex and very articulate projects, composed by many different phases, without losing the main focus: delivering a high-quality output - coherent in its entirety - that fully satisfies the clients' needs.

Another great instance of team working in the association is the organization of Summer JADE Conference 2017. The significant dimension of the event brought about the necessity of a transversal cooperation in the association, as each member gave its contribution to the organization of an event, that certainly succeeded.



amount of work between all the Associates, the HR Area, under the Board's supervision, is in charge of assigning and keeping the amount of work every Associates has to do under control, also keeping in mind the personal

Perfect examples of this concept are some of the latest projects JEME had the opportunity to work on, in which the effort of a consistent number of resources was required due to the amount and the complexity of the phases.

The learning does not only come from the practice, but also from trainings that are explicitly studied to compensate what the University courses omit or put in the background of the college formation. Those are either theoretical

and operative aspects linked to specific fields, the use of practical tools and practical implications of theory learned on books, or transversal sets of soft skills.

These trainings can be held by senior Associates, Bocconi professors, or third party pundits.

During 2017, many interesting and useful training were held for the Associates.

First, it is important to mention the training held by professor Caiozzo from SDA Bocconi, who agreed to do an intensive two-day session on customer communication techniques. Moreover, Alberto Accogli, former Associate, held a training on strategic portfolio management. The training had the aim of increasing the understanding and describe the strategic analysis tools for the definition of the competitive positioning, and about the assets in portfolio. Furthermore, we can continue mentioning the Photoshop, InDesign, and Illustrator trainings by a senior Associate, with the guidance of a Bocconi professor, which, with the Office training, formed an ensemble of very important knowledge nowadays.

Lastly, we name the semestral trainings, to which the Associates participate in recruitment period or in, more generally, training periods. Elder members, many times supported by an alumnus, explain to the younger ones how to run business cases, and interviews, treating those moments with professionalism and a critical mindset. Moreover, it is crucial to understand the importance of collective evaluation meetings and discussions, to comprehend whom to take to the next step of the selection process. Sometimes, these face-to-face moments can be harsh, and, therefore, it is important not to be focused just on its own point of view.

All the aforementioned is put into practice during the projects, and the trainings that take place at the same time. This immediate interiorization of aspects and knowledge from the courses, and the trainings allows us to enrich our know-how with concrete ideas.

The culture of the association is, in this way, conveyed to the younger members, who have the duty to shape and improve it. This conveyance is made through

procedures designed to accelerate and optimize the process. The candidate, during its trial period, receives a toolbox containing all the tools in order to be able to get effectively to work in the association; moreover, it is paired with a senior Associate who will help him with knowledge and motivation.

All the skills acquired in JEME are extremely useful once the Associates end their careers in the association, and they enter in the professional consultancy world. Indeed, the Associates' placement is facilitated not only by the objective knowledge and skills sharpened during the career in JEME, but also thanks to the alumni network, and the collaboration with big customers. In this sector, there have been two initiatives during 2017: it was decided to create a CV Book of all the Associates and share it with the alumni through the newsletters; and a specific section was created on the intranet with the purpose to gather stage and placement requests from alumni and customers.

Brand Awareness

Reaching students through transparency and opportunities

Being admitted to a famous institution like Bocconi University means coming face to face with high expectations.

JEME Bocconi can satisfy ambitious and motivated students by pushing them harder through the provision of independent extra-curricular work experience inherent to the studies. The activities that the association promotes are designed to help the selected students better interpret and understand third-party expectations, becoming aware of what can be reached and how to reach it.

A crucially important element in JEME is the recruitment process

as well as the more experienced third-year students who typically head the projects and conduct the more complex negotiations.

The recruitment process typically selects about 20 participants from over 250 applicants.

The process is composed by three steps. The first one consists in a Business Case conducted in groups of 5. Whilst the individual's technical competence is also measured, special attention is paid to his capacity to relate to and work with others in the team. It follows an interview during which the candidates' character is ascertained. An ex-

All successful candidates are given a trial period of three months, during which time they have the possibility to experience the association first-hand.

At the end of the trial period the Assembly of Associates decides by majority vote whether to admit a candidate as an Associate. The last part of the process offers exciting experience not only for the candidates, but also for the existing Associates, many of whom are selected to lead teams of younger and inexperienced candidates.

JEME is acutely aware of the importance of effective recruit-



which is conducted twice a year - spring and autumn. Given the rapid turnover of Associates and know how, it is fundamental to have an efficient and well-organised process.

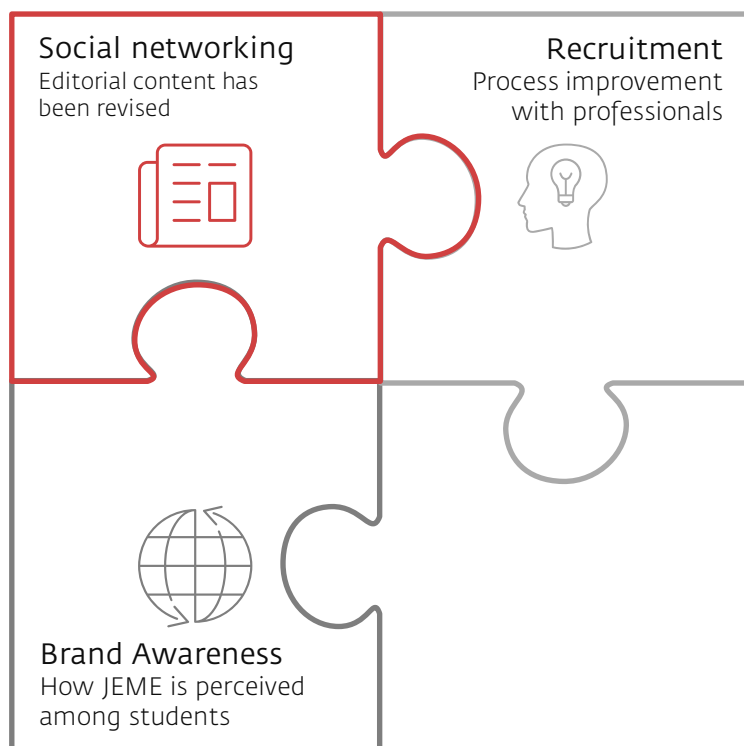
For these reasons, the selection of participants during the past academic year included first year students that are expected to mature and remain part of JEME throughout their university cycle,

experience with JEME as a recruiter trains the student on how to prepare himself for interviews of his own in the future. In fact, as the recruitment process, and therefore the candidate experience, is identical to that employed by international consultancy firms, it offers valuable experience for the students both in terms of the technical preparation required and in terms of teamwork practice.

ment and in 2017 turned to two international Recruitment Consultancy firms for help in improving and updating the recruitment process.

In 2018, JEME will most likely be accompanied by professionals in some aspects (example: the interview) of the selection process.

During the selection process, one is aware that to be impartial in one's evaluation of others, one



must abandon all existing notions and opinions of a candidate and try to evaluate the candidate simply, openly and frankly. The process is aimed at students and therefore accompanied by various initiatives geared at heightening Brand Awareness and informing them properly as to what JEME really is.

In reality, whilst the association is well known with the University, it's various activities are not often clear to the students that are not Associates.

For this reason, in 2017 JEME started working on correcting

how it is perceived amongst students. Of the various initiatives taken, the Brand Awareness Project deserves mention. It was initiated during the last two months of 2017 and takes two directions.

Firstly, it was decided to acquire a precise interpretation of students understanding of JEME. A questionnaire was circulated on campus and thanks to a wide student participation, a well-defined existing image of JEME was documented together with the student's ideas on what an association such as JEME should offer them. Secondly, it was decided to

publicize a more precise notion of JEME, as experienced from the inside.

This last activity saw JEME's best graphic designers create interesting posters that were posted around the University campus. The visually-impacting posters were successful in drawing student attention and increasing brand awareness on campus. This initiative was accompanied by direct promotion to students, conducted at the end of regular classes by JEME Associates. By way of the aforementioned initiatives, the association aims to accompany the selection process with the transmission to students of a correct understanding of JEME and the nature of the association.

Improved social networking has also played, and will continue to play, a fundamental role. Editorial content has been revised and a new Instagram profile, active since October, is specifically aimed at engaging students and attracting them to the social side of JEME.

Last but not least, during the coming year a number of JEME specific events will be organized on campus, which as well as the planned presentation of a book about JEME, will include talks on entrepreneurship and business consultancy by former JEME Associates now employed in large corporations and consultancy firms.

Corporate Social Responsibility

Leaving our mark on society

During the course of the year, JEME expressed its concrete interest in having a positive impact on the local and national society from which it is surrounded and to which it is closely linked.

The demonstration of such interest can be found not only in its strategic corporate vision, but also in the mission of the Association. As a non-profit association, JEME always works for the training of its members and all the Junior Entrepreneurs of Italy and for the growth of its reality on an Italian level. As a Junior Enterprise, on the other hand, it offers consulting services to companies or local authorities with the aim of reducing the gap between the working life and the university and promoting youth entrepreneurship.

What determines the positive contribution of JEME towards students and members of the various Junior Enterprise is surely its continuous desire to combine study with work, university preparation with the professional attitude necessary to be part of the business world. The strategy underlying JEME's activity, in fact, is the constant search for the perfect balance between work and

university and to provide the best complementary elements.

If, on the one hand, students and members of the Junior Enterprise have benefited from JEME's activity, on the other hand the same can be said about the companies and local authorities that have come into contact with its reality during the year. In Italy, all the companies that decide to use the services offered by a Junior Enterprise have the possibility of interfacing with highly selected groups of university students who are always willing to get involved. The members of JEME always strive to influence in a concrete and positive manner the managerial realities of their customers, by bringing their added value to the various business ideas. The corporate structuring of a start-up, the identification of the strengths and weaknesses of a business idea or even the analysis of the financials of a company are only a part of the ways in which JEME has a constructive impact on society.

The collaboration with Fondazione IRCCS Istituto Nazionale dei Tumori, a scientific recovery institute, offering assistance, education and research, is worth

mentioning. Through several analyses, a plan was developed as to reorganise the organizational structure and increase efficiency.

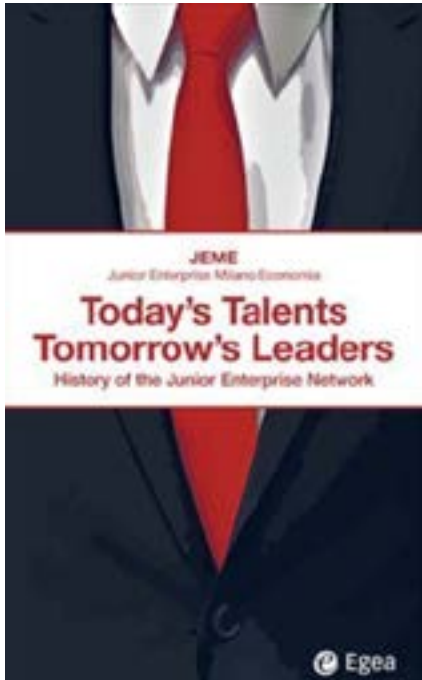
An additional proof of the sense of responsibility that JEME feels towards the surrounding society is the decision of creating a special team for the drafting of a law proposal able to benefit many Italian associations. Born as a project for the legal recognition of the Junior Enterprise that in Italy have taken very different legal forms, from non-profit associations to social enterprises, the objective of the draft law is to present the Italian association with its size and its needs.

In this way, JEME will facilitate the inclusion of the Junior Enterprise in the entrepreneurial and social context, creating a clear and defined model and defining a possible agreement between the Ministry of Education, Universities and JADE Italia.

Furthermore, JEME hopes to give voice to the requests and needs of many smaller student associations that need recognition and a better link with the university or business.

Telling the Story

Today's talents, tomorrow's leaders



For the celebration of the fiftieth anniversary of the first Junior Enterprise's foundation, as well as of the twenty-fifth anniversary since the birth of JADE - the European Confederation of Junior Enterprise - and of JADE Italia, it was a must to celebrate the objectives achieved by the entire Junior Enterprise network and the growth of the movement. The best way to do this was certainly to write a

second edition of what is known as the "JEME Book", a book where a record of the great work done by the Junior Enterprise is kept.

This book - titled Today's talents, tomorrow's leaders - deals with the history of the Junior Enterprise network, its initial development in France and then in the rest of Europe and the world, as well as with the progress made by the European Confederation of Junior Enterprises and other Confederations of Junior Enterprise outside Europe. In the book, a good consideration is also given to the history of JEME, the first Junior Enterprise in Italy, a true reference point for the Italian network. Moreover, the book also mentions all the possible goals that the Junior Enterprise can hopefully achieve in the future.

This book aims to be a true manifesto of the Junior Enterprise network, in order to spread even more the ideas and the concept upon which the network is based and the elements that have made its success possible. It was not by chance that it was presented during the 2017 Summer JADE Conference.

The importance of collaboration and common growth, of exchanging ideas, best practices and common experiences, as well as the importance of always being open-minded and being able to learn from others are the pillars of a JE's daily life and are the values that this book and JEME want to foster. For this reason, JEME is planning an event to promote these concepts, as it intends to spread this message to as many people as possible.

The event that will take place on May 5 to celebrate the thirtieth anniversary of JEME will be the perfect occasion to present the book. Institutional figures, people from the Bocconi University, as well as various representatives of the Junior Enterprise network will be invited.

In this way, each of the guests will have the opportunity to understand the meaning of the celebration of the Junior Enterprise's fiftieth anniversary, and to understand how each JE should feel the desire and, at the same time, responsibility to foster the growth of the network, not only at an European level.

Alumnus of the year

Barbara Cominelli about her past in JEME

As said before, most of JEME's Alumni often hold important positions within large companies of national and global relevance, thanks to the skills developed at JEME. This is exactly the case of Barbara Cominelli, Alumna of the year.

Director at Erc Spa, the first company in Italy of wind energy production, and Operations & digital Sales Director at Vodafone Italy, Barbara Cominelli has recently been included as unique Italian woman in the top 50 most influential women in Europe. This recognition has followed the intense contribution she has given to the company she is currently working for, where she leads a team of about 3000 employees.

Graduated cum laude in Business Administration at Bocconi University and after a Master in International Business, Barbara has pursued a career that enabled her

to reach the prestigious positions that she holds now. Over the years, she has always fostered the virtues that JEME instills in its Associates: sense of initiative, commitment and ability to collaborate. In line with the innovation that has always characterised JEME, she has recently carried out projects related to customer satisfaction and digital, that have increased online sales and positively changed the consumers' approach to the company.

The experience in a Junior Enterprise and, in particular, at JEME has certainly helped her reach such important positions.

This not only summarises the abilities that can be developed by Associates thanks to JEME, but is also in line with the principles fostered by our association, such as the importance of the network and the desire to leave a mark in the training of each Associates.



Barbara Cominelli
Director of Commercial Operations
& Digital at Vodafone Italy

Working on real cases has helped me to give substance to the knowledge acquired but also develop skills that are fundamental in the working life: teamwork and ability to collaborate, drive, sense of urgency, focus on results; the entrepreneurial mindset and the unstoppable desire to grow that characterises JEME have also had an impact in my life. Last but not least, thanks to JEME I had the opportunity to meet people that are still part of my network, with whom I worked... and also had a lot of fun!



Looking forward

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We will continue to bring high our brand and its thirty-year heritage of solid and shared values and corporate culture marked by the continuous pursuit of excellence

- Eugenio Izzo
JEME's Presidential Candidate

Always improving

The roadmap for the period 2018-2020: goals and objectives

In the past years, JEME has been characterised by an exponential growth, which led to the creation of a long-term development plan which will be pursued from 2018 until 2020. The intention is to solidify the corporate structure through a strategy which will aim to improve procedures, Associates' education, and quality of outputs.

In 2018, internal processes will be completely restructured in order to make both already experienced and new activities more efficient. Remembering that our mission is related to the education of our Associates, a detailed schedule of trainings will be drawn up related to both primary and secondary activities of the association.

JE to be officially recognised by Italian institutions.

Furthermore, to achieve an organic growth, in 2018 JEME will go through a new business placement which will connect it to innovative situations and that will guarantee digital services.

In the second year, the positions taken in the previous year will

of Junior Enterprises in Italy are expected, thanks to the definition of a draft legislation.

The following year, 2020, will represent the end of the strategic plan. In fact, during this year all goals will be accomplished. Such goals can be divided in "internal" and "external" targets. For the external ones, the law for the juridical acknowledgment will have been completed, and hopefully approved. About the internal ones, the business placement will be completed through the birth of long-term relationships with well established partners which could represent both a continuous income and a way to train Associates.



Internal restructuring and new business placement

Secondly, it will be of crucial importance to strengthen relationships with other Junior Enterprises and JADE Italia. At the same time, a new Corporate Identity will be defined as to build a stronger reputation of JEME and others JEs. Such activity is essential to allow the network of



Consolidation of the strategic position

be consolidated. In fact, quality of outputs will be further improved, thanks to the procedures above listed, and a campaign to strengthen stakeholders' perception toward the brand of JEME will be held. In addition to this, significant progresses about the creation of a law related to the juridical acknowledgment



Accomplishment of the planned objectives

The key for the success of JEME in future will be the creation of a virtuous circle through which it will be fostered the reinforcement of the brand awareness that could allow the association to solidify relationships with important clients through cooperation and a common growth.

Renovating Corporate Identity

Changing to stay true to JEME principles

Despite the high turnover rate, the recent changes and the elevated organic growth which characterised JEME in the past years, the association has kept its mission since its foundation. The "training as retribution" idea has been a crucial part of Associates formation during their time in JEME. In order to support the dynamism of JEME, its brand is being completely restructured through the definition of a new Corporate Identity, which is crucial to allow the association to

consolidate its presence.

The new Corporate Identity is intended to best represent what the association is today and what it will be in the future, by conducting a study on the name, the mission and key aspects of JEME, such as the logo, specific forms and signs. This operation will be divided in two main processes.

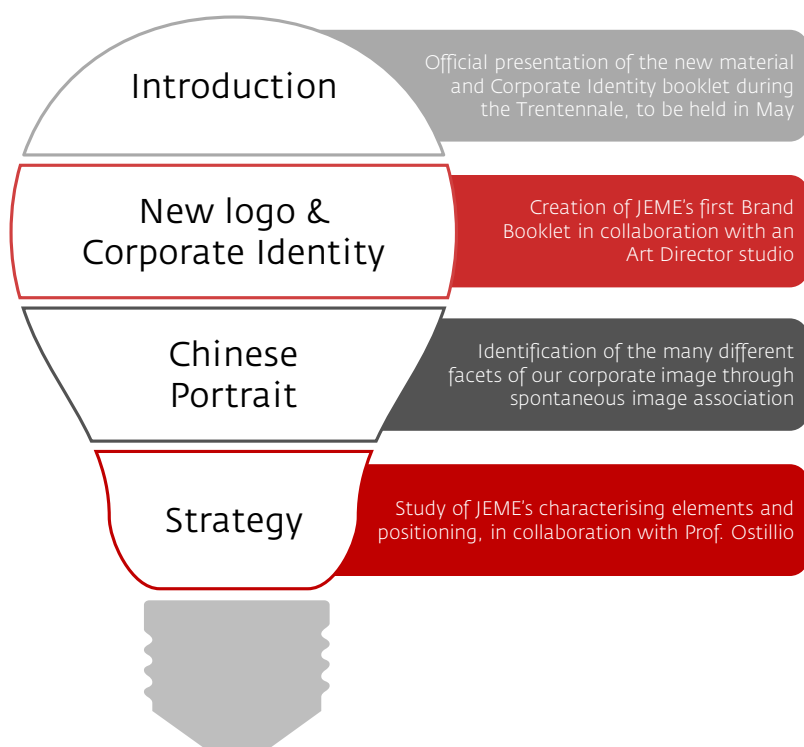
Firstly, the strategy will be determined on the basis of past, present and future decisions of the association. The principal

aim is to communicate verbally and visually JEME's identity. In order to ensure the quality of such procedure, a support from the SDA Bocconi lecturer Maria Carmela Ostillio will be given, who we would like to thank for the support and the enthusiasm in shown.

Later, the graphic part will be studied in order to provide the complete renovation of the font and the logo of JEME. The logo, in particular, will be modified according to two crucial reasons: innovation and flexibility. In fact, it needs to be new, and at the same it must be adaptable to different situations. This project, which will be completed at the beginning of 2018, will be presented during the celebration of the 30th year from foundation.

This process can be seen as an incentive to increase brand awareness in order to hopefully increase consideration and consequently a loyalty of sales.

It won't be a drastic change, and it will not affect the inner part of JEME. In fact, it will renovate the way the association deals with market and competitors. We want to demonstrate that we are driven by a fresh, young and creative spirit, which is what allows us to be different.



Trentennale

Celebrating our history, with an eye on the future

JEME
Bocconi Studenti

30

As a matter of fact, Trentennale is one of the most important events for JEME occurring in 2018. Indeed, on the 5th of May the 30th year of the association will be celebrated through a meeting involving Associates, Alumni, lecturers, institutional personalities, clients and partners. Furthermore, in order to underline the importance of the network, members of several Junior Enterprises will be invited.

The theme of the event will be innovation, which is related both to the long-term strategy of JEME

and the 2016-2020 strategic plan of our University. The reason for which such theme has been chosen is its being extremely adaptable. In fact, it represents a possibility to provide different elements for a debate: innovation related to productive processes, innovation concerning decisions, innovative ways to set up relationships and 4.0 industry.

According to the schedule, the event will be divided in two main parts. The first one will be open to public and it will consist of conference involving prestigious

international speakers who will discuss the main theme of the event, innovation, related to their industry. Later, the main topics will be history of JEME and expectations for the future, which will be examined in depth. In fact, the Corporate Identity and the new logo will be presented. Furthermore, it will be in the second part of the event that the book "Today's talents, tomorrow's leaders" will be presented.

The celebration of the 30th anniversary is just one of the aspects that characterise the event, as it has several other purposes. First of all, it aims to involve both all stakeholders who deal every day with JEME and those who are not familiar with the world of Junior Enterprises. This is why a great number of students will take an active part in the event in order to understand what JEME truly offers.

Furthermore, it is crucial to spread the concept of what a Junior Enterprise is, as they have not been juridically recognised yet in Italy. For this reason, a legislative proposal is being written. However, such event will strongly contribute to increase the awareness of students and institutions.

JADE Excellence Awards

JEME finalist as «Junior Enterprise of the Year»

The Excellence Awards, organised by JADE, European Confederation of Junior Enterprises, are the highest recognition given to European Junior Enterprises that have performed excellently in different fields. Junior Enterprises from the whole world compete with each other to prove their being excellent and show the results achieved in the past year, in order to obtain exposure at European level. The finalists of each category have the opportunity to present themselves during the opening ceremony of the JADE Spring Conference, that will take place in Brussels from March 8 to March 11. This will be done in front of the other participants and high-profile jury's members. The winners will be announced at the final meeting.

JEME has applied as "Junior Enterprise of the Year" and is finalist. This is the most prestigious recognition for any Junior Enterprise, that rewards Excellence of activities and processes.

Our team has decided to apply to show the entire network the remarkable growth process that has characterised JEME in this past year, that has been completely different from the previous ones in several respects.

If 2015 and 2016 have been the years in which goals that seemed



After being recognised as «Most Entrepreneurial JE» in 2015, this year's nomination as «Junior Enterprise of the Year» fills us with pride and testifies the worth and effectiveness of JEME's strategic vision

inconceivable have been reached, 2017 has been characterised by both internal and external growth, that made JEME a reference point in the Italian outlook of Consulting companies, as shown by our recent collaborations and projects.

Excellence means for JEME not only a set of numbers, but it is the cornerstone of JEME, the reason behind its growth and the goal of all our activities. Excellence is the primary reason why JEME was founded 30 years ago and is still the reason why our associates guide our association 30 years later.

For us, Excellence means having a special intuition, methodology, coherence, the continuous search for improving JEME's quality standard. JEME managed to fully represent all the aspects above mentioned in 2017, and this has also been recognised by JADE.

The team is now getting ready to face the very last step of this competition in March. We are ready to show that we have achieved incredible results, and that Excellence is our motto and that we deserve to be awarded "Junior Enterprise of the Year".

Prospects for the future



Eugenio Izzo
Presidential Candidate

Dear Ladies and Gentlemen,

It is a great pleasure and honour for me, as the candidate for the role of President, to show you what the goals we will try to achieve in the next months are.

We are extremely satisfied and proud of the growth that has involved JEME in the recent years, but the same growth also makes us aware of the great effort that we will have to put in order to make this growth path structural and not conjunctural.

The training of our Associates is, and always will be, the main mission that moves us and the main criterion for any strategic or operational choice. For this reason we

are convinced that only with an increase in the complexity of the projects, and a continuous focus on improving the quality of our outputs and internal processes, the career of all the Associates can be implemented even more than it is now.

The main challenges we have decided to set concern above all the structuring of a Business Development strategy for the medium and long-term, allowing us to aspire to a positioning in the consulting market focused on the high quality of our services more and more. This will be pursued through the creation of long lasting partnerships with other companies in this market, which will allow us to work alongside experienced professionals in different sectors, learning techniques and analytical tools that we could hardly learn and implement. We are also convinced that, for the growth of both JEME as a whole and that of each Associate, it is necessary to start interfacing gradually with new trends in the consulting market, bringing us closer to the world of innovation in order to acquire the necessary knowledge and skills to be able to meet the new needs that the companies face. This is why this will be one of the typical occasions in which we will see ourselves involved in different types of collaboration with com-

panies that deal with innovation in different fields.

The next months will be as always full of challenges that we hope will continue to bring high our brand and its thirty-year heritage of solid and shared values and corporate culture marked by the continuous pursuit of excellence. For this reason, I would like to thank all those who have collaborated with us in this year and those who want to do it in the next year. I refer therefore to our Alumni, who never stop being a point of reference and a fundamental support for all of us, all the clients who have decided to give us confidence and whose satisfaction represents from time to time a great pride for all of us, but also Bocconi University, whose growing prestige is a priceless resource for JEME, and finally the Italian and European Junior Enterprises network which is always a stimulus for the improvement and exchange of knowledge for all JEs. We are therefore honoured to be one of the two JE finalists at European level for the "Junior Enterprise of the Year" award.

Eugenio Izzo

Presidential Candidate



No question has an answer until somebody asks it. It is inspiring, sometimes, to find an answer you would have never dreamt of

Francesco Sacco
Founder of JEME Bocconi