



ANNUAL  
REPORT  
2020



To whom has contributed to this  
ambitious reality

To whom has entrusted us to deliver  
value and excellence

You are the driving force of JEME,  
and we are grateful for your support

# INDEX

LETTER FROM OUR PRESIDENTS	PAG 4
JEME IN NUMBERS	PAG 6
OUR REALITY	PAG 10
2020 IN SHORT	PAG 14
OUR PROJECTS	PAG 19
JEME AND THE ALUMNI	PAG 26
LOOKING FORWARD	PAG 29

# THE LETTER FROM OUR PRESIDENTS



Gianluca Giani



Riccardo Cella

# LETTER FROM OUR PRESIDENTS

---

Dear Stakeholders,

We have the honor to present to you the association's achievements of 2020. It is definitely a complex task due to the various activities the association has carried on during the past year, especially as a result of the pandemic. The uncertainty brought by Covid-19, the social distancing and the economic slowdown inevitably affected our activities, but we hope you will appreciate the ability of our organization to face such challenges, that have put much more structured companies in crisis, and view them as opportunities for further growth and development. It is therefore with particular pride that we introduce the results of the year, as they are the demonstration of the entrepreneurial and innovative spirit on which our association was founded.

At the beginning of March, the flow of negotiations stopped: this pushed us to revise our business development approach and move towards a more active sales strategy. This allowed us to better explore the opportunities within our network, leveraging our relationship with former clients as well as the university and other stakeholders. As a result, despite the general economic downturn, JEME was able to set a new record in total turnover by the end of the year.

Due to the particular circumstances, as almost every organization, we were forced to fully adopt distance working methodologies. Within the year, this led to a complete restructuring of the association's IT support system, the establishment of the Audit area and a dedicated IT team. These tools have allowed a more thorough control of the association's activities as well as a support for the collection of KPIs, fundamental for creating and evaluating strategies.

At the same time, the impossibility of working in a common place highly affected the personal, human aspect of JEME, compromising the network of personal relationships that are the true engine of the association. Thus, it was of considerable importance the work of our HR managers, protecting such key component through the digital channels, by organizing digital events and more. Furthermore, the boards agreed to invest in the rental and refurbishment of a new, larger office that would become a meeting place for its associates immediately post-covid-19.

JEME continued its role of leadership across the network, but with a more open approach. In this regard, the association established an active collaboration with JEBO, the rapidly growing Junior Enterprise of Bologna, which offers complementary services of digital and non-digital marketing. Moreover, several communication channels were strengthened, in particular with the other JEs in Milan and the main European Junior Enterprises, through the J7 confederation.

We would like to conclude by thanking all the members who made such achievements possible, with the certainty that, once this challenging period is over, JEME will be stronger, more organized, and ready to grow.

Yours Sincerely,

  
Riccardo Cella

  
Gianluca Giani



JEME IN  
NUMBERS

# DESPITE COVID-19 JEME CONTINUES TO GROW...

IN # OF PROJECTS



IN # OF MEMBERS



IN TURNOVER



2<sup>nd</sup> highest turnover in JEME history

# WE STRIVE FOR EXCELLENCE



## ADMISSION RATE

Our rigorous application process guarantees that our association is composed of highly motivated, impact oriented, data driven individuals

## TRAINING HOURS

Our associates acquire the necessary skills to tackle the most challenging problems through a series of trainings carried out by alumni and experts

132

2019

160

2020



## CLIENT SATISFACTION RATE

Our main priority is to satisfy the need of our clients. Notably, throughout 2020 we were able to achieve great client satisfaction

## NUMBER OF NETWORKING EVENTS

These networking events allow us to keep in touch with our strong network of companies and JEs. Unfortunately, Covid-19 reduced our ability to both organize and attend networking events

22

2019

4

2020



## ISO 9001 CERTIFICATION

Due to our recurrent excellence in the fields of junior entrepreneurship and consulting, we received the ISO 9001 Quality Assured Firm Certification

# JEME HAS NO BORDERS...

Our multicultural team comes from all over the world:



## ...AND THE NUMBERS PROVE IT

**+30**

INTERNATIONAL  
PARTNERSHIPS

**+13**

DIFFERENT  
LANGUAGES

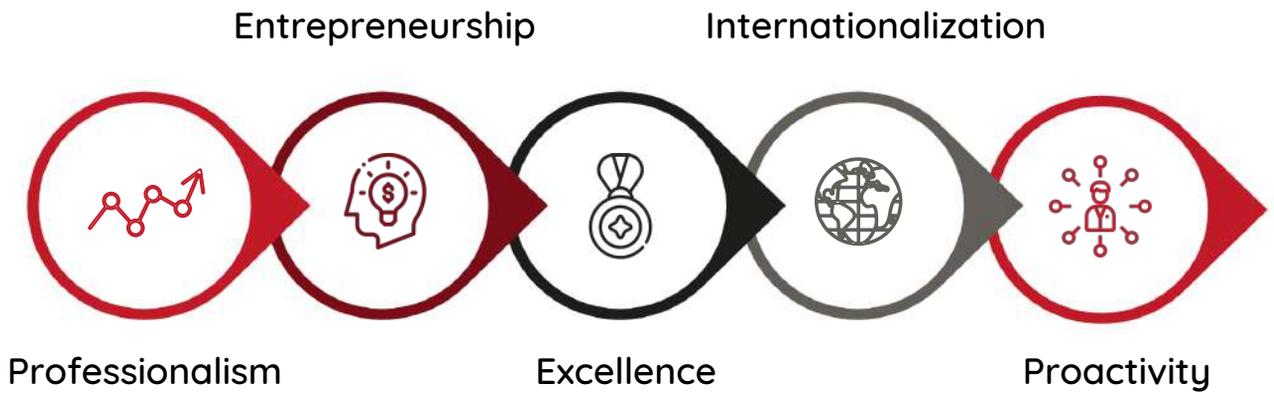
**24%**

TURNOVER FROM  
INTERNATIONAL  
CLIENTS



OUR  
REALITY

# OUR MISSION



# OUR VISION



# JEME'S AREAS

JEME has a matrix structure which allows the allocation to a project while being assigned to an area. The various areas of JEME seek to maximize collaboration and create an agile working environment – one that promotes creativity and innovation. The association is internally organized into four operational areas:



## SALES

Manages the relationships and negotiations with clients  
Looks for new business opportunities  
Performs periodic internal analyses to verify efficiency and pricing structure applied during negotiations

## AUDIT

Controls, measures, innovates internal processes  
Ensures the project is carried out with sufficient quality by controlling the project manager  
Regulates JEME's financial information, making the team fundamental

## HUMAN RESOURCES

Management of the association's resources  
Handles placement, division of tasks and workload  
Also focuses on the tutoring and monitoring of NEs, for the training and admission of new members

## COMMUNICATION & MARKETING

Includes all processes and methods through which JEME presents itself to the exterior  
Promotes its brand, reputation and deals via social media, communicating to potential customers and the community its values, nature and activities

# OUR SERVICES

JEME's team meets the needs of its customers by creating tailored solutions, approaching tasks in an innovative and flexible manner, while ensuring high quality standards by composing skilled and dedicated teams. The services require various different skills in the field of consultancy as they concern different sectors; like strategy, marketing and finance.



## BUSINESS PLANNING

- Business plan
- Industrial plan
- Implementation plan
- Structure analysis
- Startup mentorship



## MARKET ANALYSIS

- Placement
- Brand Image and Awareness
- Satisfaction Analysis
- Mystery Shopping
- Big Data



## FINANCIAL ANALYSES

- Financial plan
- Budget plan
- Restructuring
- Statistic analysis
- Budgeting



## MARKETING SERVICES

- Marketing Plan
- Web-marketing
- Strategic Plan
- Commercial Plan





# 2020 IN SHORT

# 2020 IN SHORT

## NEW PARTNERSHIPS

### Startupbootcamp

The partnership consists in assisting Startupbootcamp's acceleration program in Milan. More precisely, we will be providing our service as CEO Shadow of the accelerated startups in the FashionTech division

### GRIMALDI : STUDIO LEGALE

Agreement that will allow the bilateral outsourcing of clients on the startup area. It represents a great steppingstone on JEME's effort to diversify its portfolio of services; in this case allowing JEME to engage in projects that require legal expertise

### B4i BOCCONI FOR INNOVATION

This partnership is part of JEME's effort to promote student entrepreneurship and expand further its expertise on startup consulting. It consists in supporting B4i in its radar start-up activities for Bocconi University

# 2020 IN SHORT

## THE NETWORK



As a Junior Enterprise, we can count on a network extended both nationally and internationally. In 2019, We established a Godmother relationship with JECO and JETor, which ended this year, following their formalization as JEs. In 2020, We also held numerous training sessions for another reality with which we established a Godmother relationship: JERO. During this year, there were also important collaborations, such as the one between JEME and JEBO, aimed at launching a newly joint-service, centered on digital marketing strategy.

14

National Confederations

7

Projects done in collaboration with other JEs

4

Networking events

12

SDGs



# 2020 IN SHORT

## TECHNOLOGICAL IMPROVEMENTS



Being JEME an environment characterized by high dynamism, keeping track of all the relevant information has been an area of improvement. Catalyzed by the COVID-19 crisis that magnified this issue, we decided to approach the problem at its roots: we adopted a new CRM and project management software, named Podio.



Later in the year we also introduced Slack, a messaging system which allows for great personalization and professionalism, and we developed our own server system, based on Microsoft Azure.



Along the series of updates of JEME's IT infrastructure, probably the most evident one is the new official website that clearly states JEME's core values, allowing visitors to immediately understand what we can do for them, and effortlessly get in touch with us.



# THE NEW OFFICE

This year JEME implemented a new space to boost collaboration and internal processes. The new office also grants JEME the capacity to host its clients for meetings. It was designed with the purpose to create an environment that promotes teamwork synergies and creativity.



CONFERENCE  
ROOM

VIA ALDO  
LUSARDI 8

150 M<sup>2</sup>



# OUR PROJECTS

# INVRSION



InVRsion is a disruptive digital enabler who allows retailers and brands to improve sales effectiveness – saving time and costs. Its solution, ShelfZone, is a cloud-based SaaS application which simulates stores, products and shopping experiences in virtual reality with the highest level of realism on the market enabling customers to hugely increase their product's value perception.

JEME and inVRsion established a long-lasting relation throughout the last years, for a total of 7 projects.

The last project JEME carried out for inVRsion, had the main goal of redesigning the entire business plan to guide it towards the new ambitious virtual commerce project (also known as v-commerce) in particular; the BP had to be updated to participate in a national call for Vodafone on 5G.

JEME's work started with a preliminary analysis of the prior business plan. Associates then developed two business lines focusing on the radical changes that 5G brings both in terms of B2B and B2C.

Changes in the new business plan were made in the areas that regarded benefits to consumers and market analysis.

In the second part of this project, JEME reviewed the revenue model, the pricing structure, the distribution model and the cost analysis.

The concluding phase focused on a final analysis of the market, elaboration of an in-depth marketing strategy, and a description of the customer journey.

# INVRSION

# INVRSION

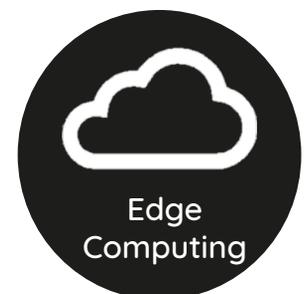
The product that inVRsion markets represents a new developing frontier that integrates three of the main technological developments of the last decade: VR, 5G and e-Commerce.

Therefore, the client was very satisfied with JEME's ability to create a successful business plan in connection with such disruptive technological innovations.

In particular, our connection with Bocconi and ability to grasp the latest academic insights in the area of technology was essential for the project. This allowed us to understand the driving forces of a totally new market.

Moreover, the project represents a wave of innovation in connection to Covid-19. The relevance of e-commerce has grown exponentially. Therefore, we expect an unprecedented growth in projects related to e-commerce and disruptive technologies.

All these factors and the fact that it sustains a long-lasting relationship with inVRsion make this project one of the association's most entrepreneurial and relevant works this year.





## TALENT GARDEN

In August 2020, Talent Garden invited JEME to participate in the Next Generation event, held on the 15th and 16th of October 2020 in Rome.

The goal was ambitious: to unite the world of innovative entrepreneurship – from newborn startups to big tech firms such as Google and Sky.

The event was aimed at ideating concrete proposals on how to invest shares of the Next Generation Fund in innovation and digital transformation of key sectors for the Italian economy – such as Food, Cultural Heritage and Education.

Several Ministries and numerous Italian institutions took part in the event, bringing their experience and advice to support the ambitious project undertaken by Talent Garden.

JEME contributed to this event alongside the Tavolo di Milano, a group made of the 5 JEs based in Milan. The group delivered to Talent Garden a paper on the Education macro-theme.

The paper highlighted the potential of the virtuous phenomenon of the Junior Enterprises, as a bridge between university and the industry.

Talent Garden was positively impressed by the work delivered and, at the end of October, commissioned JEME to draft the document “10 points for innovation”. The scope of the project was of extreme importance, not only for the reputation that revolves around the customer but also for the specific value of the document.



# TALENT GARDEN

In fact, JEME was asked to structure and incorporate the contributions of the more than 50 working groups present at the two days event.

The paper provided by JEME is structured in 10 points, grouped into three strands (Food, Cultural Heritage and Education), representative of the three macro-sectors in which an immediate and highly innovative potential has been identified.

This document should not be seen as a list of isolated answers presented at the two days event in Rome, but rather provides a path that starts from needs, opportunities and problems, towards which some Italian realities have already provided concrete solutions. The team, worked closely with an operational core team from Talent Garden and delivered the complete paper within a month.

Considering the importance of the document and the short timeframe, the collaboration between JEME and Talent Garden was fundamental for the success of the project. In fact, it was necessary, at least for the first period, to coordinate daily with the client.

The output included, in addition to the 10 points for innovation, a complete analysis of cross-cutting policy-making proposals. TAG distributed the paper among the Italian political institutions which immediately expressed interest in the initiative.

## KEY FACTS



83 Pages paper



10 main points, grouped in 3 macro-sectors



Paper arrived at the **Italian political institutions**

# ACCENTURE



JEME was asked by Accenture's Innovation Center (ACIN) to carry out a project to analyze the level of sustainability in Italian retail companies. The research used was part of an international study carried out by Accenture, both on the consumer and on the corporate side.

JEME's work was based on the creation of a survey and data analysis of the target companies in the Fast-moving Consumer Goods (FMCG) sector.

The team conducted extensive preliminary analysis to fully understand the value chain of FMCG companies and analyze the impact of company decisions on the different stages of the value chain in terms of sustainability. Decisions related to points of sale, logistics, relationship with suppliers and management of the business organization were deconstructed.

The data showed that the key point has a major impact on internal dynamics, as the management of companies differs depending on whether they are cooperatives, consortia, discounters or single-brand companies.

The team then proceeded with the creation of the questionnaire, which was created in collaboration with the client.

In the end, the team decided to use a tree-based question pattern, where the first answers given by the company determined the subsequent questions. Using this model allowed the team to study companies with more complete internal data collection while maintaining effective analysis for companies with less integrated data collection.

# ACCENTURE



Finally, we moved on to collecting contacts from the target companies, such as contacting the association PLEF - Planet Life Economy Foundation, which, thanks to its network, provided the team with several contacts. Finally, data were collected from 9 companies, with a total market share of 56%.

Following the questionnaire, the team organized interviews with company references, so that they had the opportunity to explain the underlying strategic and qualitative drivers of the questionnaire data. The client particularly valued the team's effort in combining the data from the questionnaires, the initial research and the interviews, which provided a complete picture of sustainability in Italian FMCG companies.

The results of the research were then presented by Accenture and JEME speakers at the Green Retail Forum on sustainability in FMCG, organized by PLEF, which with its 200 participants brought together representatives of mass-market retailers, energy suppliers and major food and beverage companies. The report, handed over to Accenture, was subsequently published in Accenture's website, in social media, and even in various Italian newspapers.

## PUBLICATIONS

**la Repubblica**

**Italia Oggi**

**accenture**



# JEME AND THE ALUMNI



# JEME AND THE ALUMNI

JEME can distinguish itself from its competitors through its large network composed by over 479 alumni across the world. These strong relationships are not only useful for projects, but also for JEME self-development through the observation of experienced professionals.

The strong connection and everlasting friendships between the associates and alumni gets maintained through collaboration with the alumni network; in particular, by attending or hosting trainings and dinners.

Moreover, the existence of an Advisory Board composed exclusively of experienced alumni coming from different backgrounds and sectors gives JEME the possibility to be coached in every step, allowing JEME to always remain at a high level of quality and competencies.

**479**  
ALUMNI

**39%**  
WORK  
ABROAD

**+50**  
DIFFERENT  
INDUSTRIES

# ALUMNA OF THE YEAR

## BARBARA COMINELLI

Barbara is awarded this price after her outstanding achievements, leading the tech Italian panorama as well as dedicating her time to various ESG's and non-profits.

Her professional journey started at Bocconi, when she decided to be a student worker and collaborate with professors as a Part Time Research Assistant.

She then joined A.T. Kearney, where she worked for 4 years. It was after this experience that Barbara chose to pursue a career in tech, her journey started at EV Capital. In 2010, she joined Vodafone – where she worked for seven years; leaving the firm on 2018 to become COO of Microsoft Italy.

Now, she is the CEO of JLL, one of the most prominent consulting firms in Europe. Additionally, she has been nominated twice within the “50 most inspirational women in tech in EU”.



2020



2018-2020



vodafone

2010-2018





# LOOKING FORWARD

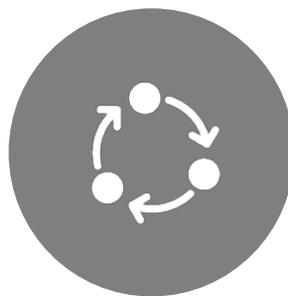
# JEME IS ADAPTING TO THE 'NEW NORMAL'

Covid-19 has had a significant worldwide disruptive effect, it would not be unfounded to say that the 'new normal' will certainly be a very different environment with new challenges and new opportunities. Therefore, it is essential that we continue to adapt in order to tackle new challenges and seize new opportunities. By doing so, we can guarantee the continuance of JEME's growth and reputation as a driver of excellence. Our major changes surround the area of leveraging technology in order to simplify processes and promote effective collaboration. This in turn will ensure a more Agile organizational structure that will better respond to the current volatile panorama.

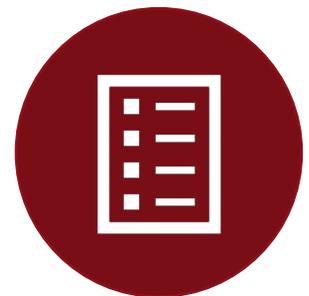
## MAIN CHANGES



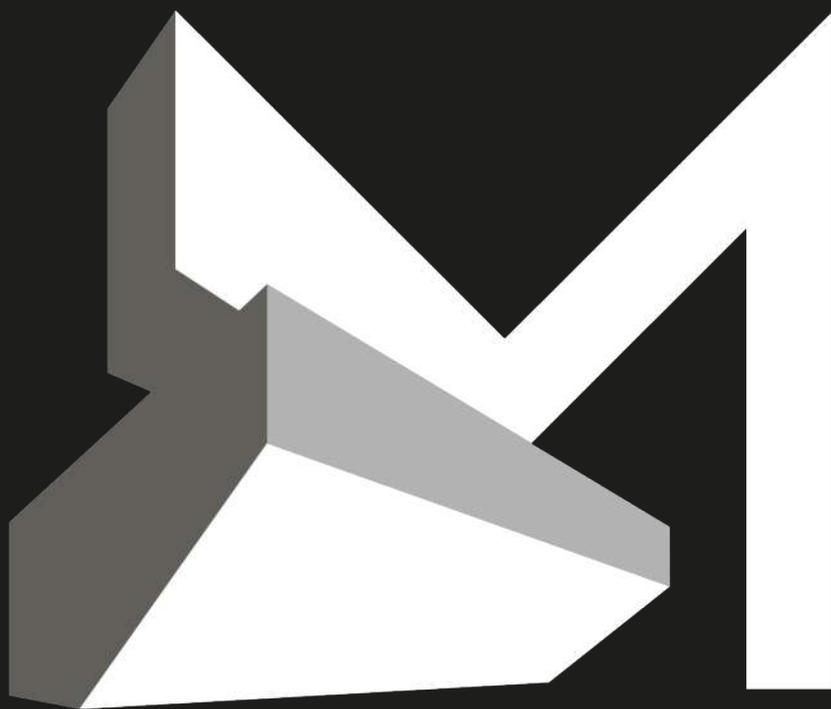
Expand user-friendly virtual collaboration interfaces



Create an Agile structure by simplifying processes



More emphasis on CRM in order to promote further customer collaboration



BOCCONI  
STUDENTI