



JA  
**ENTERPRISE**  
Without Borders®

**PRACTICAL STUDENT GUIDE TO EWB**  
JA a year as entrepreneurs

[www.jaewb.org](http://www.jaewb.org)

# Practical Student Guide to EwB

JA a year as entrepreneurs

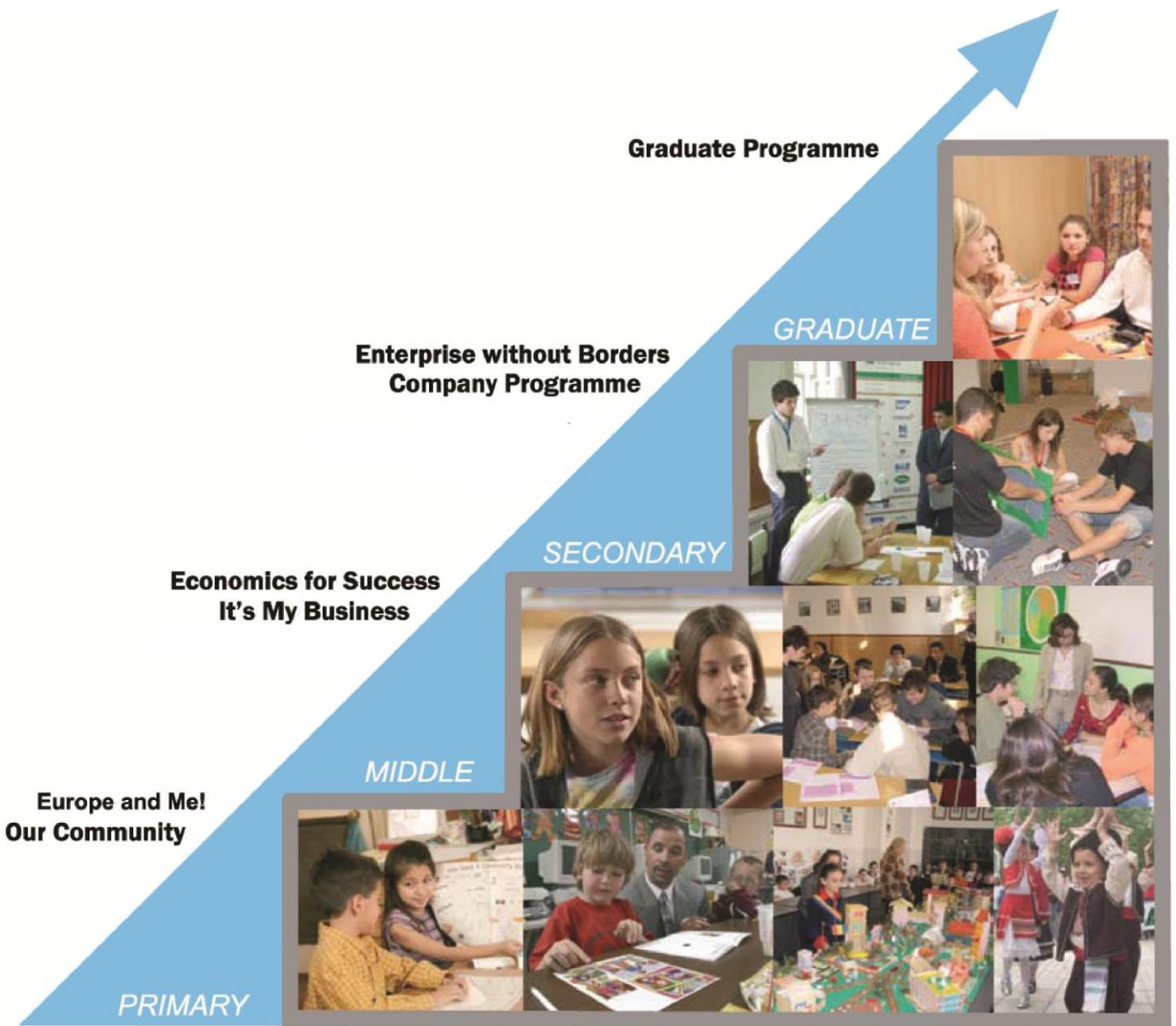
## Student guide

Provides practical information to the participants of the EwB program on business models of EwB partnerships, product/service ideas, EwB Platform, communication with a partner, market research, European commercial realities

Developed by JA-YE Finland

Translated / Adapted by JA-YE Europe  
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**Enterprise without Borders Practical Student Guide**  
 Developed: by: JA-YE Finland  
 Translation & Adaptation: JA-YE Europe  
 Additional information: [www.ja-ye.org](http://www.ja-ye.org) and [www.jaewb.org](http://www.jaewb.org)

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## **FOREWORD**

### **Welcome to the program Enterprise without Borders!**

You might already be familiar with the basics of entrepreneurship and entrepreneurship education through the Company Program. Enterprise without Borders (EwB) offers an opportunity to deepen the knowledge of your previous encounters with entrepreneurship and at the same time become acquainted with international trade. You will learn the basics of international trade and get the chance to put your entrepreneurship knowledge into practice as you network and create partnerships with other EwB companies..

This guide, additional EwB materials, your Company Program materials, your advisor and your teacher will support you to succeed with the EwB program. The main tool for this program is the EwB web portal ([www.jaewb.org](http://www.jaewb.org)), through which all communication and networking takes place.

EwB offers your mini-company an opportunity to expand operations and increase sales - but first and foremost it is to give you a chance to practice and familiarize you with international business, different cultures and to become accustomed to use English in communication.

Globalisation and internationalization have brought countries and continents closer together. Much of this is due to the data transmission efficiency and shortened time needed to transport goods and to travel. During the 2000's, business has become increasingly virtual by using computer networks. Presently it seems more and more companies have business relations internationally and employees encounter the challenges of internationalism in their everyday work. With EwB you will have the opportunity to get acquainted with these things now.

**Prepare to succeed!**

**[www.jaewb.org](http://www.jaewb.org)**

## ENTERPRISE WITHOUT BORDERS

During this program you will perform responsible tasks in your company's management team. You are given a challenge to work in an international business environment - this requires a personal effort from everyone and requires the whole team is working together.

### Your responsibilities are:

- The entire EwB company's activities
- To develop a product or service in cooperation with another EwB company and sell in your respective markets
- To develop a product or service suitable for export
- To get an international partner
- To enter into, develop and maintain a partnership
- Take care of everyday business

The goal is that each EwB company has the opportunity to practice export and/or import during the EwB program!

This guide is designed to give you instructions and advice on what things you should pay attention to and in what order it is wise to proceed. Your business is based on the directives given here but you have free hands and opportunities to work with and develop your company in any way you think best (within the framework of the law).

**You are a part of world trade! Your EwB Company has an opportunity to work in the same way as any multinational companies - just on a smaller scale.**

It is important to find an adviser who is good at business and is committed to help you. The adviser provides advice, gives suggestions and supports your business throughout the year. When you select advisers, it is beneficial if he or she has experience in international business. See additional information in the Company Program materials.



## **EwB JOINT VENTURE - DEFINITION & TIPS**

**Entrepreneurship is about activity, initiative, open-mindedness and a willingness to take things one step further. These characteristics are important tools in this program. One of the biggest challenges is to find a partner on the EwB-portal. It pays off to commit an appropriate amount of time to this because a good partner not only ensures that you succeed in the program but also that your company may be earning additional revenue.**

### **Key success factors of an EwB partnership:**

- documented and proven added value of the EwB partnership to the individual mini-company operations of each partner
- the partnership recognized by the local JA-YE organisation
- the partnership recognized by your school and your local community

Remember to find out as much as you can before you start to work together. It is easier to sort out matters in advance than in arrears! Also make sure that everything you agreed with your partner is written on paper and signed, i.e. that things that you jointly agreed are recorded.

### ***Business Models***

EwB contains various business models of which you can choose the model that suits your company best.

#### **Joint Venture Partnership (JVP)**

In business, a JVP is a partnership formed by two or more companies/ EwB Sites wanting to undertake economic activity together. The parties make formal agreements about particular cooperation projects rather than formalizing the partnership by creating a new entity.

Within EwB, a JVP is a partnership formed by two or more companies operating in different countries, with operations complementing each other, sharing the control of the joint projects, but each company controlling its own revenues and expenses.

#### **Joint Venture Company (JVC)**

Similar to the JVP, a Joint Venture Company is a partnership formed by two or more companies wanting to undertake economic activity together. However, the parties agree to create a new entity by both contributing equity and then share the revenues, expenses and control of the enterprise.

Within EwB, a JVC is formed by two or more companies operating in different countries, sharing the control of the joint operations. The individual companies keep conducting their own business and controlling own revenues and expenses. However, either of them is involved in controlling (and sharing responsibility for) the JVC and its “joint operations, revenues, and expenses”.

**Example:**

*E.g. Chessboard JA from Germany and Chess JA from Bulgaria forms the joint venture Chess Europe JA. The German part of the JV produces and paints the boards and the Bulgarian part produces the chess pieces. They then send their products to each other making them into complete chess games and sell them in their separate markets.*

**Important** - in order to be recognized as an EWB Joint Venture Partnership (JVP) or an EWB Joint Venture Company (JVC), both (all) partner companies/EwB Sites must be JA companies FULLY registered on EWB portal ([www.jaewb.org](http://www.jaewb.org)) – i.e. each participating company must have its EWB account and must be listed among EWB companies/EwB Sites on the portal (for more information about registration on EWB portal [www.jaewb.org](http://www.jaewb.org) see the EWB Website administration manuals)

## **Examples of Joint Venture Partnerships**

### **Import-Export Business**

When two companies decide to buy each others products or services.

**Example:**

*The Swedish company Accessoarer JA produces rings and the Romanian company Eşarfe JA produces scarves. These two companies decide to sell their products to each other to broaden their product lines.*

*Two companies from different countries can also decide to carry out marketing surveys for each others products/services to investigate whether there is any market potential for their products/services in each others markets.*

The Import-Export can vary according to the roles of the partners and can become an “import arrangement” when one company buys products or services from another company in another country to resell in their own country.

**Examples:**

*The Finnish company Small stuff JA buys ornaments from the UK company Knick-Knacks JA to sell on the Finnish market.*

*The Spanish company We print clothes JA buys shirts from Italian Camicia JA and then print images on them and sell them on the Spanish market.*

It can also become an “export arrangement” when one company sells their products and services to be resold by another company in that country. The product can also be a part of another product being manufactured.

**Example:**

*The Turkish company Çanta JA sell their self designed bags to the Belgian company Bags JA to be re-sold on the Belgian market.*

### **Coordinated product/service development and Outsourcing**

The partner companies exchange ideas and experience and share resources during *the product/service development process*. The joint effort results in placing the developed product

on both markets by each partner independently.

The companies can also choose to cooperate in the production process by outsourcing a part of the business activities to a partner company abroad.

**Examples:**

*The Portuguese company Livros JA are producing children's book and decide to have them printed by the Danish company Udskrivning JA.*

*Or, the Norwegian company Sokker JA relocate the running of their website to the Irish company Keep updated JA.*

## Product/Service Idea

A company engaged in international business needs to consider the market in other countries to make sure the product/service is suitable for those markets taking into account aspects such as language and design (amongst other things). In most cases simple and inexpensive products have the best possibilities to succeed.

Consider the following:

- What is the cost of the product/service?
- How will the product be shipped? And what will the shipping cost?
- To what markets (countries) can the product/service be exported?
- Is it possible to realize the business?
- Will there be special costs, such as custom fees?

## TIPS!

You can combine different business models, working for example as both an exporting and importing company.

## Exchange Visit

The EwB partner companies are encouraged to conduct an exchange visit. The exchange visit can, besides other benefits, enhance understanding of the foreign markets and cultures, provide an opportunity for establishing new contacts, as well as build the trust between business partners. An exchange visit can fit in any phase of the EwB partnership project and support any model of cooperation between the partners.

An exchange visit with a clear focus on enhancing the EwB business experience is recognized as a contribution, by the partner companies, to the quality of EwB program and will be awarded by EwB bonus (award) points.

However, as such a visit requires availability of financial resources and thorough organisation, the exchange visit is not an obligatory component of the EwB Program and is considered an extended activity

**Example:**

*Style4Fun of JA Italy has taken part in a cultural and economic exchange with their Swedish partner from Skovde. They visited the school and participated in lessons to improve their English as well as presented the BeeBox Company Program project. During the exchange experience, the two schools/mini-companies formed a joint venture, they carried out market research to understand the Swedish market, visited several companies in the area that could be linked to the JA educational project.*

*The Style4Fun team gained a lot of feedback about how to improve their product and how to launch it on the Swedish market.*

*Finally they started selling the product in a local fair. The BeeBox has proven to be successful.*

*The Style4Fun team continues collaborating with the Swedish students to keep selling the BeeBox in their country, communicating through e-mail, their own blog project (<http://itcgfermi-meets-sweden.blogspot.com>) and promoting the BeeBox on the Facebook.*

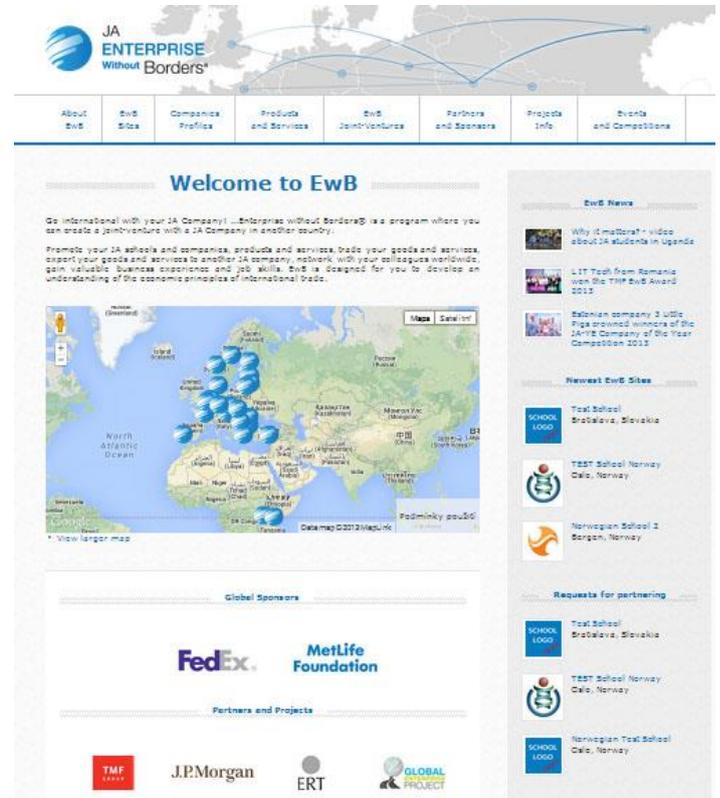


## THE EwB PLATFORM

When the tasks of the company have been divided between the group members, the business concept has been planned and the name decided the company needs to be registered on the EwB Platform (www.ewb.JA.org). If you are not sure yet of the business idea you will proceed with you can still register on the Platform and search the already registered companies to perhaps find a company to import products from.

The Platform presents the activities of the companies operating in different countries. On the Platform you can familiarise yourselves with their products and services. You can also search for partners you can communicate and trade with.

The Platform operates as a web-shop. The registered companies can create product and service catalogues, and also present the company, its activities and members on a separate page. Visitors can browse through all the profiles and then contact the companies.



### First stage of registration

- Basic company information is registered on the portal in the registration form
- The JA office checks the information and approves the registration
- The confirmation of the first stage of the registration is sent to the e-mail address stated in the registration
- The company can log in with the password selected

### Second stage of the registration

- Additional company information is filled in
- The company's data is published automatically on the portal
- The company can process its data and create product and service catalogues
- The company can begin to network with companies from other countries

### TIP!

It is wise to register an English name for a company operating internationally. Try to name your company so that the name reflects your company or your business in some way.

As an JA company you should use the abbreviation JA (Junior Achievement) after your company name.

## A YEAR WITH EWB



## COMMUNICATION AND MAINTAINING CONTACT

Effective communication between cooperating companies is one of the key success factors for your company.

You can communicate in many ways during the EwB program: the portal communication, e-mail, phone, via messenger, etc.

You can also arrange video conferences if it is possible. It may be worthwhile to create a community together with the company you cooperate with, to communicate and to share files through etc (such as Dropbox, or Google groups). Check for the possibilities of JA-YE Connect social network.

As most of the communication will take place electronically the following is good to keep in mind:

- Remember that the reader does not know you - he or she can't see or hear you.
- Choose your words carefully and use friendly and common expressions. Do not use slang or any wording that can be misunderstood.
- Some words can make the sentence feel a lot friendlier.

### Examples:

*"We would greatly appreciate it if you could have that information for us as soon as possible. Tomorrow would be great."*

Avoid sentences such as: *"We must get that information by tomorrow."*

Remember to use *"please"* and *"thank you"* when ever it is possible.

One way to set a friendly tone to the message is to use some sort of greeting phrases in the beginning and end of each message, such as.

*"Greetings from (company name)"*

*"It was good hearing from you today"*

*"Looking forward to your next communication"*

Compile some background information about the company you intend to contact. In which country does the company operate? What is its culture? Can you write a greeting phrase in the language of the company you are going to contact?

Agree in advance on who (one or two people) will be responsible for the communication with the other company and check your company's email account regularly. To avoid misunderstandings you can ask your teacher, adviser or parents go through the message before you send it.

Also remember that some companies operate in different time zones - e.g. Moscow, Russia operates on Central European time plus 2 hours while Lisbon, Portugal has Central European time minus 1 hour.

To check the time difference you can use <http://www.timeanddate.com>.

[www.skype.com](http://www.skype.com)

[www.msn.com](http://www.msn.com)

[www.getdropbox.com](http://www.getdropbox.com)

[www.groups.google.com](http://www.groups.google.com)

On the portal you can network with foreign companies in different ways. A market study identifies the demand for your product and you can do this even if you do not want you to approach a company with a collaborative proposal.

Another good alternative to communication and initiation of cooperation is to make a living standard comparison.

### **Market Research**

With a market research you can obtain information on the market and identify the demand for a product. It helps the seller to decide whether it pays to take a product to market and will let you know at what price there is a demand for the product.

On the EwB-Platform you can search for a company that has an interesting product with potential to achieve success in your own country. Contact that company and suggest that you do market research for each other's products/services.

If the results of the research are good in either or both countries, you can initiate the work of starting up an import/export collaboration.

**NOTE!** If you do not have a finished product yet, you can have market surveys done from your brainstorming of business ideas, doing it on multiple products/services simultaneously. At the same time, you will get valuable information about which of your ideas there is a demand for.

### **Standard of living comparison**

Making a living standard comparison is a good alternative to the first contact on the EwB-portal.

A standard of living comparison compares the price of the same or similar products in two different countries. Here are some examples of what kind of things you can compare. You can also, together with a foreign JA company, make up your own list of what to compare. With the help of the average income, you can set the price level in relation to it and you get a better picture of what the local purchasing power is.

You can make a standard of living comparison together with several different companies and the results can be quite different. For example you can contact companies in countries you do not know very well.

If you have to convert prices to another currency you can find current and historical exchange rates at <http://www.xe.com/ict/>.

Information about average and minimum salaries can be found on most Ministry of Labour websites.

#### Standard of living comparison:

##### Product/Service

McDonald's' Big Mac Menu

1,5 litre Coca Cola

1 kilo toast bread

A pencil

A local newspaper

1 litre of standard milk

1 kilo of minced beef

A local bus ticket

## EXPORT AND IMPORT OF PRODUCTS

Enterprise without Borders extends your company’s market across borders. In order to deliver products to customers, you need partners and information on customs regulations.

### *Duties*

#### **Exports and imports within the EU**

Today there are 28 member countries of the European Union. One of the freedoms of the union is the free movement of goods between the member countries and all export/import duties and custom fees are prohibited between the EU members.

You do not need to present a separate statement of the export and import products and you do not pay customs fees for these.

#### **Export and import outside the EU**

If you import or export goods between an EU country and a non-EU country you must declare them and in general you will be required to pay duty for them.

When you import you should usually deliver a report to the customs of the contents of the shipment and pay a duty. The duty, in general, is a percentage of the value of the goods and it is determined by a tariff, i.e. a tariff price list. The duty rates vary from product to product.

When you export goods you must enclose the customs declaration documents in the shipping.

NOTE! Since the rules may vary between countries – go to your country’s customs website to make sure you find out exactly what is required!

### ***To send products and goods***

For delivery of goods you can use the postal service or companies such as FedEx, UPS or DHL, who specialise in international shipping. The cost of the services may vary widely so it pays to compare prices. In general, the price is determined based on country of destination, speed of delivery and the weight and volume of the package.

#### **The member countries of the European Union and their national codes**

Austria	AT	Germany	DE	Malta	MT
Belgium	BE	Great Britain	GB	Netherlands	NL
Bulgaria	BG	Greece	GR	Poland	PL
Cyprus	CY	Hungary	HU	Portugal	PT
Czech Republic	CZ	Ireland	IE	Romania	RO
Denmark	DK	Italy	IT	Slovakia	SK
Estonia	EE	Latvia	LV	Slovenia	SI
Finland	FI	Lithuania	LT	Spain	ES
France	FR	Luxembourg	LU	Sweden	SE

## ***Invoicing***

There are various statutes and directives which one must conform to regarding invoices which are sent abroad. Compared to domestic invoices these require more information.

Information required on the invoice:

- The seller's full name, address, phone number
- Details of bank relations in the international IBAN-form and the bank's BIC/SWIFT code (for more information see p. 15)
- Invoice date and invoice number
- Seller's reference and Business ID
- Buyer's reference, order number and date
- Buyer's full name and complete address
- The product's country of origin
- Destination
- Details of the shipment, such as means of transportation or route
- Delivery terms clause (see instructions)
- The date of delivery of the products or date of advance payment
- Means of delivery
- Payment terms, and payment means (see instructions)
- Detailed definition of the product
- Tariff position
- Product quantity, as the amount you can give number of units and weight
- Price for the product in the agreed currency, per unit and overall price per type of goods
- Note of the product being exempted from tax
  - Within EU - "Intra-Community supply VAT 0%"
  - Outside EU: "Tax exempt sale outside the EU"
- Possible discounts on price and ground thereof

**NOTE!** As these rules may vary between countries please contact your national Chamber of Trade or Commerce.

## ***Payment terms and manner***

The payment condition indicates the time frame from the date of the invoice being sent to the date the invoice must be paid, e.g. 45 days net from invoice date.

Payment can be via bank transfer or advance payments (cash in advance).

Larger companies often use a procedure known as a letter of credit in international payments. The letters include a written contract between the buyer and seller and in which the buyer's bank agrees to pay the seller the agreed sum when the contractual conditions are met and the goods have been delivered to the buyer. A letter of credit can increase mutual trust and a safe delivery for both buyer and seller. There are different types of letters of credit to be used at different times.

## **Commercial Invoices**

### **Delivery / Shipping Terms**

Incoterms or delivery clauses define the seller's and the buyer's responsibility regarding the supply, freight and costs. Their use simplifies the contents of a commercial invoice. Delivery clause does not define delivery method, or ownership of the goods - only parties responsible for different elements of the transport. After the clauses you note delivery destination and name of the delivery clause as a whole because there are a number of different clauses.

#### **Examples:**

##### **DDU (Delivered Duty Unpaid)**

The seller delivers the goods to the buyer at an agreed final destination and is responsible for all risks and costs, then with the exception of import formalities. The buyer is responsible for import formalities and customs duties and taxes.

This can be written as "London DDU, Incoterms 2000"

##### **CPT (Carriage Paid to)**

The seller delivers the goods when he leaves it to the first carrier to take the goods out of the country. At this point the risk also passes to the buyer. The seller enters into a contract of carriage, leaving the goods to the carrier or loading it and takes care of export formalities for the goods. The buyer receives the goods and takes care of the import formalities.

This can be written as "CPT Madrid, Incoterms 2000"

### **Commodity Codes**

Commodity Codes are used to classify products and services for customer clearance and statistical purposes.

The Combined Nomenclature that is used in the EU area is a common nomenclature of the whole European Community. These 8-digit codes are used in export declarations and statistics notifications. The CN-custom statistical codes can usually be found on the Customs website.

The 8-digit product codes are formed as follows: Example 6105 20 10

The first two digits (61) tell that the product belongs to the main group "clothing and accessories, of tricot". The following two figures (05) tell that it is "shirts for men and boys, tricot". Of the following figures (02) shows that the product belongs to the subgroup "produced by synthetic fibres. And the last two digits (10) explain further information on the manufacturing material: "synthetic fibres".

In trade outside the EU, the international HS classification (Harmonized System) is used instead of the CN-nomenclature. The HS classification generally coincides with the CN-nomenclature for the first six digits. The HS classification differs by country if using a more detailed classification with eight or ten digits.

## ***Banking and insurance issues***

It is important to carefully keep track of banking and insurance matters in international business.

### **International payments**

When you invoice a foreign company, or when you pay foreign invoices, you need an IBAN account number and the bank's BIC/SWIFT address.

**IBAN** is the abbreviation of the words International Bank Account Number. The IBAN is made up of the national account number. By the beginning add the country code (e.g.. BE for Belgium) and a two-digit number.

Contact your bank to get information about your IBAN account number BIC/SWIFT address and how to carry out an international payment.

**SWIFT** is the abbreviation of the Society for Worldwide Interbank Financial Telecommunication. Each bank has its unique SWIFT address that is 8-11 characters long. Money transferred by means of this code can be directed to the right bank. For example Nordea Finland's BIC/SWIFT address is NDEAFIHH.

### **Insurance in international business**

In trade within EU it is always the manufacturer of the product who is responsible for the product (e.g. compensating the buyer for manufacturing or other defects). If the product is imported from a country outside the EU the responsibility for the product lies with the importer.

When you deliver your products, you need to make sure you pack them well enough that they will not break even if they are handled roughly. Mail and packages are generally the courier's responsibility during delivery, but always check to make sure the insurance is OK for your shipment.

**NOTE!** Make sure you have a liability insurance (General third party liability/product liability) working within Europe.

## AGREEMENT FOR COOPERATION – SAMPLE

When you find a company, on the EwB-portal that you want to start cooperation with you should write a cooperation agreement. The agreement should describe the purpose of the cooperation and its goals. The agreement does not include financial obligations as both companies cooperate as separate companies, and the goal is that both companies should profit from the cooperation. The distribution of profits and prices may be agreed separately between the companies. Each company’s managing director and advisor/teacher sign the agreement and send it electronically to the cooperating company, this should be done both ways, so that both parties have a signed copy of the agreement

### JOINT-VENTURE AGREEMENT

**Purpose**

The purpose of this Joint Venture is to coordinate the activities of two EwB Companies located in \_\_\_\_\_ and \_\_\_\_\_. These companies will cooperate by importing and exporting products. The parties desire to associate themselves in this Joint-Venture for the purpose of accomplishing the desired objectives.

**EwB Companies**

This Joint-Venture is formed between the following companies: (Provide name and address of both EwB companies.)

**Name of Joint Venture**

(You may wish to name Joint Venture. If you do not, omit this portion of the agreement.)

**Capital and Fiscal Matters**

Neither company will be expected to contribute capital contributions to the Joint Venture. The Joint Venture is purely a means of coordinating the individual operations of each company as the companies associate for the importing and exporting of products. Each company will contribute its efforts to the success of the Joint Venture, but no other property is to be contributed by either party, either initially or subsequently. Any loans secured by the individual companies will have no effect on the other company engaged in this Joint Venture. The Joint Venture itself is not authorized to secure any loans and is not obligated to pay any salaries. Financial statements will be prepared by each company and submitted to their respective stockholders and other authorities.

**Management**

Management of the Joint Venture will be conducted by the officers of the individual EwB companies in cooperation with their business consultants.

**Dissolution**

This Joint Venture will be active from \_\_\_\_\_ to \_\_\_\_\_ and dissolve upon the completion of the EwB programme.

**Disagreements**

Should disagreements emerge between the members of this Joint Venture, the dispute will be referred to Junior Achievement for arbitration. The decisions of that office will be final.

\_\_\_\_\_

President

\_\_\_\_\_

President

\_\_\_\_\_

Business consultant or Teacher

\_\_\_\_\_

Business consultant or Teacher

## VOCABULARY

Here's a list of words you may find useful during the Enterprise without Borders program:



account statement  
accounting  
agreement  
amendment  
annual report  
assets  
balance (sheet)  
bank account  
board meeting  
business plan  
capital  
cash  
CEO (Chief Executive Officer)  
chart  
commission  
conference  
consignment  
customs  
discount  
distribution  
duty  
European Union  
evaluate  
export  
finance  
forecast  
General manager  
general third party liability  
goal  
gross  
guarantee  
human resources  
import  
Incorporation (Inc.)  
Insurance  
international trade  
inventory  
invoice  
joint-venture  
law

letter of credit  
liabilities  
Limited Company (Ltd.)  
management  
market research  
marketing  
member  
method of payment  
net  
network, networking  
objective  
operating profit  
organisation  
payment condition  
personnel  
President  
product development  
product liability  
production  
projection  
purchase  
regulation  
rent  
research  
retail  
salary  
sales  
shipping  
shipping charges  
staff  
standard of living  
stock  
tariff  
tax  
turnover  
wages  
value added tax (VAT)  
warranty  
wholesale  
Yours sincerely