



# EMPOWERING **EUROPEAN YOUTH**

with Entrepreneurship and  
Employability Education







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# 01

## A shared mission

**Today's society is changing at unprecedented speed: a growing population, environmental and societal challenges, revolution in the digital space - just to name a few. Jobs are not immune to these transformations: forecasts anticipate that over half of today's young people will end up in jobs that have not yet been created.**

The JA Europe network and Coca-Cola and bottling partners teamed up to develop and implement educational programmes for entrepreneurship, work readiness and financial literacy that would contribute to adapting to those growing challenges. Together, JA Europe and Coca-Cola have a shared mission: prepare young people for this journey of development, provide them with knowledge, attitudes and skills for life and improve access of young people to entrepreneurship.

It is not only about giving to young people – participating in such programmes is also beneficial for businesses, who get an opportunity to listen to the needs of young people, understand their aspirations and, in turn, make informed business decisions and build companies that match the expectations of young professionals.

JA Entrepreneurship Education programmes are also a powerful way to make a positive impact around the world. They prepare young people to be a global force for good, as students develop products with a clear social mission that contribute to meeting the United Nations Sustainable Development Goals. JA and Coca-Cola are working together with young people from all economic and social backgrounds, focusing on programmes that contribute to 6 of the 17 Sustainable Development Goals. These programmes play a part in ending poverty, improving quality education, ensuring gender equality, promoting decent work and economic growth, reducing inequalities, building sustainable cities and communities and making a positive contribution to climate action.

We are proud of the work we are doing, giving young Europeans the opportunity to develop skills for life. The impact achieved by such programmes is evidenced by the joint collaboration since 2014 between JA Europe national offices and the Coca-Cola system across 6 countries. More than 33,000 students have gained hands-on experience that has helped shape

their long-term professional lives. Students who have participated in entrepreneurship education programmes at school are less likely to drop out, less likely to be unemployed after they graduate, earn higher incomes and are more satisfied with their careers.

This brochure provides an overview of the entrepreneurship education partnerships that took place between Coca-Cola in Europe, Coca-Cola Hellenic Bottling Company (Coca-Cola HBC) and national JA offices. This brochure demonstrates the power of business and civil society collaborations, as we team up to support the future of young people.

As our partnerships continue to grow and develop across Europe, we are proud to contribute towards a common goal that every young person gets an entrepreneurial experience before leaving school, better equipped for what the future holds.

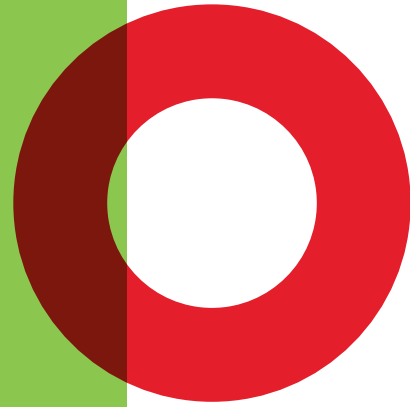


**Therese Noorlander**  
Sustainability Director, Coca-Cola Europe



**Caroline Jenner**  
CEO, JA Europe





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This brochure demonstrates the power of business and civil society collaborations, as we team up to support the future of young people

**1** NO POVERTY



**4** QUALITY EDUCATION



**5** GENDER EQUALITY



**8** DECENT WORK AND ECONOMIC GROWTH



**11** SUSTAINABLE CITIES AND COMMUNITIES



**13** CLIMATE ACTION



# 02 The impact of entrepreneurship education

## THE LONG-TERM IMPACT OF ENTREPRENEURSHIP EDUCATION ON EUROPE'S YOUTH

Enrolling students into entrepreneurship education programmes at school has proven to benefit in many ways: JA Europe calls it the “triple promise of entrepreneurship education”.

By teaming up, national offices from the JA Europe network and their counterpart at Coca-Cola in Europe, Coca-Cola HBC with the support of The Coca-Cola Foundation contribute to deliver on this triple promise:



## 1. Work skills

Entrepreneurship education programmes help students improve their knowledge of the business environment, but also their social skills, team working skills, creativity, problem solving skills, social skills.

Participating in such education programmes also stimulates transversal competences and has a positive effect in other areas than the core purpose, such as digital ability, speaking skills or civic aptitudes.

### 90%



JA Europe research shows that 90% of young people who have followed the yearlong education programme reported progression in at least one entrepreneurial competence, namely creativity, self-confidence and resourcefulness.\*

### 80%



of students understand the skills needed to fulfil various business roles and responsibilities.

Source:

- JA Europe. 2019. "The JA Company Programme: the triple payoff of entrepreneurship education". Available at [http://jaeurope.org/index.php?option=com\\_attachments&task=download&id=1015:ESP\\_brochure](http://jaeurope.org/index.php?option=com_attachments&task=download&id=1015:ESP_brochure)
- Boston Consulting Group. 2011. "Making an Impact. Assessing Junior Achievement of Canada's Value Creation". Available at <https://www.jacanada.org/sites/default/files/BCGReport.pdf>
- Østlandsforskning. 2011. "Entrepreneurship in education and achievement of learning objectives" (in Norwegian). Available at <https://www.ostforsk.no/wp-content/uploads/2012/11/142012.pdf>



## 2. Job creation

Entrepreneurship education programmes increase employability of students, and their careers are more likely to be successful. As entrepreneurs or intrapreneurs, students are more likely to seek high responsibility and more challenging positions than those who did not have an entrepreneurial experience.

Students also start more companies and hire more employees, and their firms produce significantly larger annual sales than those led by non-alumni.

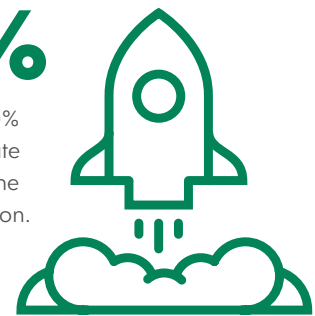
# 60%

of students who participate in JA programmes prefer self-employment as a career choice as a result of the JA entrepreneurship education programme.



# 50%

Students have 50% higher start-up rate later in life than the average population.



## 3. Societal impact

Students who have participated in entrepreneurship education programmes are less likely to drop out of school.

Entrepreneurship education programmes have a broader impact on society than just the students and benefit the global economy through the creation of businesses and jobs.

JA alumni are

# 25%

less likely to be unemployed



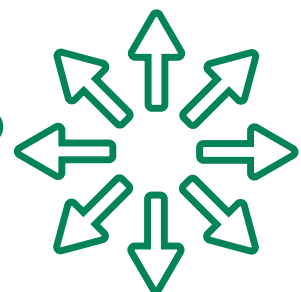
# 20%

less likely to collect social assistance.



# 77%

of students clarified what they wanted to do with their future.





# 03

## Overview of the Coca-Cola and JA partnerships

JA Europe is the largest non-profit in Europe dedicated to preparing young people for employment and entrepreneurship. JA Europe is a member of JA Worldwide, which for 100 years has delivered hands on, experiential learning in entrepreneurship, work readiness and financial literacy. JA creates pathways for employability, job creation and financial success.

JA network in Europe includes 41 Member Organisations, including JA Bulgaria, JA Czech Republic, JA Estonia, JA Lithuania, JA Italy and JA Netherlands, which are showcased in this brochure.

The Coca-Cola Company is the world's largest beverage company, offering over 500 brands in more than 200 countries and territories. Coca-Cola and its bottling partners in Europe are committed to helping the younger generation prepare for their future careers.

The Coca-Cola Foundation is Coca-Cola's primary international philanthropic arm. Since its inception in 1984, The Coca-Cola Foundation has supported learning inside and outside the classroom. Today, the Foundation's strategies align with the Company's Sustainability platform and include entrepreneurship and women empowerment.

Coca-Cola HBC is one of the largest Coca-Cola bottlers in the world.

### THE EDUCATION PROGRAMMES ROLLED OUT

Coca-Cola and JA Europe national offices joined forces on a number of initiatives to help European students develop the skills necessary for their future professional lives. Here are short descriptions of the programmes rolled out:

#### The JA Company Programme

Since its launch in 1919, the Company Programme, offered to students aged 15-18, has been teaching students how to take a business idea from concept to reality. They form their own real enterprise and discover first-hand how a company functions. They elect a board of directors from amongst their peers, raise share capital, and market and finance a product or service of their own choice. At the end of the programme, the entrepreneurs present a report and accounts to their shareholders. The programme provides teachers with a series of learning-by-doing business, economics and entrepreneurship activities, a great way to help students succeed in a global economy. During the 2018-2019 school year, over 360,000 students were involved in the programme across the 40 JA organisations in Europe that offer it, creating more than 28,000 mini companies.

#### The JA Start Up Programme

Designed for post-secondary students aged 19-30, this programme offers participants an opportunity to experience running their own company, giving them insights into how their talents could be used to set-up a business. In 2017-2018, the programme was rolled out in 20 countries across Europe, reaching 17,000 students across Europe, involving more than 500 higher education institutions and more than 2,200 business coaches and mentors.

## Innovation Camp

JA Innovation Camps are an intensive idea-generating workshop where students gather to address a specific challenge. Team members may not know each other and as such will have to adapt to each other quickly and find out how to work together most efficiently. By applying “learning by doing” methods, students develop their interpersonal, team-working as well as problem-solving skills and learn to work under very tight deadlines. They have access to a team of experienced volunteer experts who help them develop, build up and finalise their ideas and solutions.

## Youth Empowered

Youth Empowered is a programme developed by Coca-Cola HBC to help support young people aged 18-30, focusing on those who are not in education, employment or training. This diverse and inclusive programme is designed to empower young people to achieve their career ambitions and lead fulfilling lives. Delivered through a combination of online and in-person sessions, the Youth Empowered programme provides fundamental life and business skills to support young people in their transition from school to meaningful employment, while helping them to build long-lasting professional and peer networks.

## Overview of the Coca-Cola and JA partnerships



**6**  
countries



**33,100+**  
students



**45+**  
Coca-Cola volunteers

### THE NETHERLANDS

- Coca-Cola Foundation and JA Netherlands
- 4,900 students
- 4 Coca-Cola volunteers
- 149 schools

### CZECH REPUBLIC

- Coca-Cola HBC Czech Republic and JA Alumni Czech Republic
- 9 JA Alumni involved
- 600,000 students reached by the online campaign

### ITALY

- Coca-Cola HBC Italy and JA Italy
- 21,000 students
- 8 Coca-Cola volunteers
- 13 workshops
- 49 schools

### ESTONIA

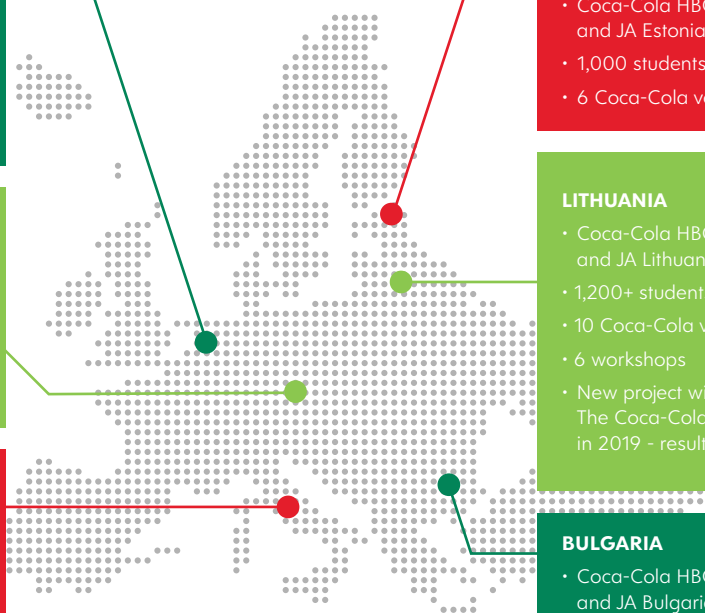
- Coca-Cola HBC Estonia and JA Estonia
- 1,000 students
- 6 Coca-Cola volunteers

### LITHUANIA

- Coca-Cola HBC Lithuania and JA Lithuania
- 1,200+ students
- 10 Coca-Cola volunteers
- 6 workshops
- New project with The Coca-Cola Foundation in 2019 - results pending

### BULGARIA

- Coca-Cola HBC Bulgaria and JA Bulgaria
- 5,000+ students
- 20+ Coca-Cola volunteers





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As our partnerships continue to grow and develop across Europe, we are proud to contribute towards a common goal that every young person gets an entrepreneurial experience before leaving school, better equipped for what the future holds.





## 04 Bulgaria



### THE IDEA

With Bulgaria benefiting from a favourable entrepreneurial environment and a growing number of successful start-ups, Coca-Cola HBC and JA Bulgaria connected to further support young people who wanted to start their own businesses, as well as to be relevant to work for companies. Started in 2014, the collaboration grew and took many shapes over the years, inspiring other European countries on how JA offices and Coca-Cola partners can work together.



### THE PROJECTS

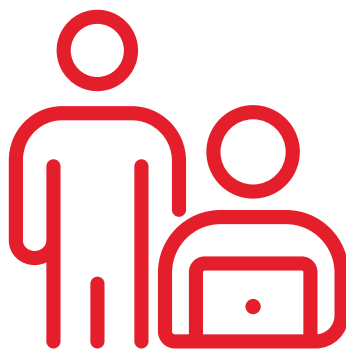
The partnership between Coca-Cola HBC and JA Bulgaria officially started in 2015 with the roll-out of two JA entrepreneurship education programmes:

#### 1.

Coca-Cola HBC and JA Bulgaria organised Innovation Camps to help students improve general skills such as problem-solving, interpersonal and decision-making skills, while discovering what the entrepreneurial mind-set is and requires.

#### 2.

To support students who wanted to create their own businesses, Coca-Cola HBC supported the JA Start Up Programme and mobilised business volunteers to coach the students.



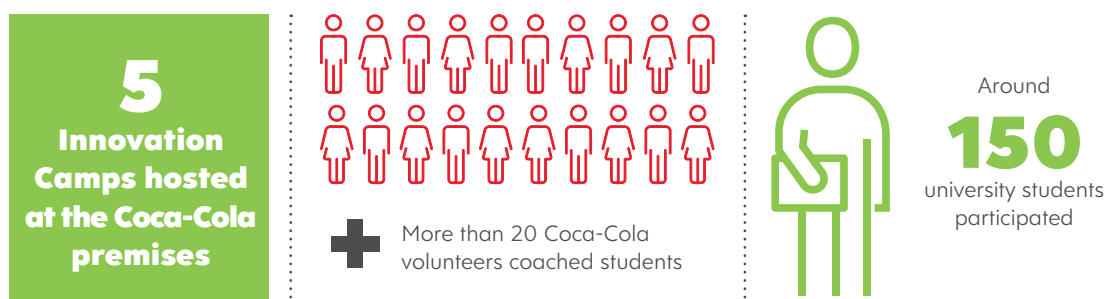
In 2016, Coca-Cola HBC and JA Bulgaria created “JA Start Up HAMBAR, powered by Coca-Cola”. The initiative consisted in a co-working space for students in the Sofia Tech Park, where they could learn, develop, innovate and bring their ideas to life.

In 2017, the successful partnerships were transformed into Coca-Cola HBC’s Youth Empowered programme. Partnerships with schools and universities were developed to reach young people in the most vulnerable locations in the country. Teachers, Coca-Cola System employees, journalists, entrepreneurs, influencers and specialists from

NGOs and business travelled around the country to share their professional experiences, knowledge and advice, helping the young people get the motivation to strive for their dream job.

Over the two school years during its implementation in Bulgaria, Youth Empowered received several reputable CSR awards. Earlier in 2019, the partnership between Coca-Cola HBC and JA Bulgaria was recognized as **Best Youth Empowered Partnering Initiative among all 28 countries part of the Coca-Cola HBC Group.**

## THE REACH



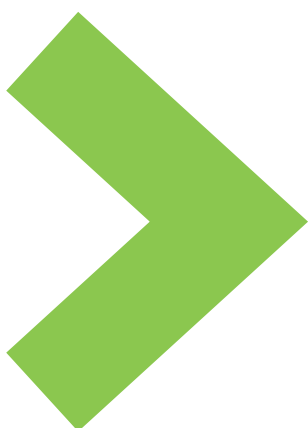
The Youth Empowered activities rolled out conjointly with JA Bulgaria during the 2017-2018 and 2018-2019 school years reached the following results:

- Over 5,000 young people participated in the Youth Empowered activities
- Activities took place across 20 cities
- 2,619 hours of volunteering were offered

“

“The Youth Empowered programme helps students to learn more about themselves, search and discover, develop skills and competences. Using a “learning-by-doing” approach in the classroom, students develop skills and competences such as teamwork, effective communication, presentation skills and business related skills.”

**Rositsa Stankova, Teacher in Sveti Sedmichislenitsi Secondary School in Targovishte**





## 05 Czech Republic



### THE IDEA

Discussions kicked off in 2017 as the JA Alumni network was organising its annual conference in Prague. Every year, JA alumni invites its members composed of students who took part in JA programmes to attend workshops, hear inspirational talks and network amongst young entrepreneurs. Coca-Cola HBC provided support with the event organisation. As they attended the Gala Dinner and lived the JA experience, the Coca-Cola HBC partners decided to engage in more depth and through structured programs.



### THE PROJECT

In September 2018, Coca-Cola HBC offered JA Alumni members the opportunity to take part in a Coca-Cola HBC employer branding campaign called "Coca-Cola HBC Management Challenge". These campaigns aim to share with consumers and partners the stories being the Coca-Cola products and people. This was a unique opportunity for JA Alumni to put into practice the skills and competences they had learnt through the JA programmes.

As a result of their involvement, several JA Alumni were offered traineeships knowledge acquired during the JA programmes.

“

“I joined JA Alumni Czech to improve my graphic design skills. Thanks to the cooperation with Coca-Cola HBC I also got a chance to develop my knowledge in marketing. I am now able to transform the theory gained in school into practice. I created all the graphics needed for the Coca-Cola HBC Management Challenge campaign and improved my expertise on many levels. I also started to improve my skills in online marketing. Recently, I joined a small team of freelancers creating specific Facebook campaigns for very interesting clients and know I partly owe it to all this support.”

**Tereza Hyšková, member of JA Alumni Czech Republic, 19 years old**

## THE REACH



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“Building such a huge online campaign was something JA Alumni Czech Republic would not have been able to do on its own – Coca-Cola HBC’s support was critical! We had a specific budget, we learned how to work with a Business Manager, how to target a new group of people and how to submit proper reports. Our great collaboration has led to thinking bigger and preparing new projects for the upcoming year.”

**Kateřina Šugárková, Coordinator of JA Alumni Czech Republic**

## 06 Estonia



### THE IDEA

Coca-Cola HBC and JA Estonia wanted to offer young Estonians the possibility to grow their skills to succeed in a global economy as well as deep dive into issues that could inspire them to build their own companies.

In 2017, Coca-Cola HBC and JA Estonia decided to roll out Youth Empowered in the country.



### THE PROJECTS

The programme started in the school year 2017-2018 with a kick-off seminar for 106 students. The aim of the seminar was to inspire young people to take action, think out of the box, to identify ideas to address sustainability challenges and start student companies. Students were assisted by Coca-Cola HBC volunteers to develop their ideas. The kick-off event was followed by three trainings in three cities across the country on product development, finances, marketing, management and sales.

Given the success of the first year, Coca-Cola HBC and JA Estonia organised a similar series of a kick-off seminar and workshops the following year. The kick-off seminar entitled "There is no planet B" saw inspirational speakers tell students their stories about greener and zero-waste lifestyles. Students later formed teams and brainstormed their ideas for starting a green student company. Similarly to the previous year, students were accompanied by Coca-Cola volunteers and received trainings on key business skills.

Later in 2019, JA Estonia and Coca-Cola HBC launched an additional project called "Train the Trainers" dedicated to teachers who received TED Talk style trainings from experienced professionals.



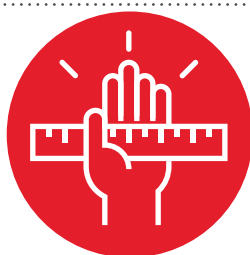
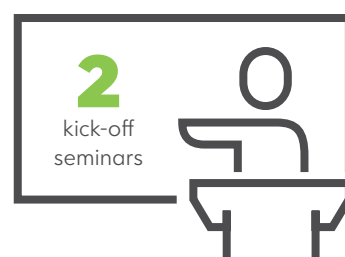




## THE REACH



Almost  
**1,000**  
student  
participants



**8**  
workshops



**50**  
teachers

“

“I like the Youth Empowered programme because it gives lots of inspiration and support to students participating in the JA Company Programme. I especially appreciated the kick-off seminar where influencers and business people shared their insights and stories, in order to inspire young people to start their own social business. From my experience, the people from Coca-Cola HBC are always very happy to contribute: we designed the event together, thought through the topics and worked together to invite influencers from our respective networks. We also had several Coca-Cola HBC volunteers mentoring student companies which allowed a great experience for all.”

**Kersti Loor, CEO of JA Estonia**



## 07 Italy



### THE IDEA

JA Italy and Coca-Cola HBC shared the ambition to expand the reach of education and employability programmes among young Italian students. In 2017, Coca-Cola HBC and JA Italy decided to collaborate both on Youth Empowered and the JA Company Programme.



### THE PROJECTS

Coca-Cola HBC's support was two-fold:

**1.**

The JA Company Programme was modernised, including innovative approaches to the pedagogy and the tools used. The JA flagship programme became even more attractive to teachers and students.

**2.**

Under the Youth Empowered umbrella, workshops, masterclasses and online trainings were organised, reaching a great number of students across the country.

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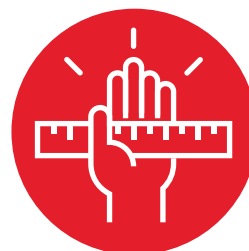
“The balance of this first year of collaboration between JA Italy and Coca-Cola HBC Italia is positive and being a valued partner of this ambitious, entrepreneurial education project makes us proud. With the Youth Empowered project, we have involved thousands of young people in courses and workshops organized throughout Italy from the first year of launch.”

**Giangiacomo Pierini, Director of Institutional Relations and Communications, Coca-Cola HBC Italia**



## THE REACH

### 2017-2018 school year



**13**  
workshops

### 2018-2019 school year



#### 5,800 students reached through Youth Empowered events:

- More than 30 workshops in schools across the country
- 3 masterclasses organised at the Coca-Cola HBC headquarters in Milan, with about 100 students each

#### 7,300 students reached through the Company programme

**34**  
schools



Over the course of the partnership, 8 Coca-Cola volunteers coached and mentored students. Coca-Cola's support to the JA programmes allowed 21,000 students to benefit from education programmes.

#### Looking forward

The programmes that benefited from Coca-Cola HBC's investment were boosted considerably as the support will allow JA to continue to grow its presence in regions that were difficult to access. JA will also be able to focus on its ambition to develop Science Technology Engineering and Mathematics (STEM) skills for women from 2019 onwards.

Separately, a competition will be organised in autumn 2019. The winners will be invited to visit the KO Lab in Brussels, The Coca-Cola Company's Customer Innovation Center for Europe and a unique collaborative space to have open dialogue with key customers and to find innovative ways to drive the beverage category.

“

“At the beginning of the workshop, I felt a big responsibility. There were so many young people in front of me, bringing their expectations, their hopes and their trust in the future into this session. They long for a professional future, which recognizes the value and dignity of each person. Youth Empowered is the ideal workshop to lay the ground/foundations for a brighter working future. It helps young people think about choices, tools and activities that, if properly set/addressed from today, can positively affect/influence future job and career opportunities.”

**Armando Persico, teacher**

# 08 Lithuania



## THE IDEA

Youth unemployment is recognised as a social issue in Lithuania with approximately 12% of young people from 15 to 24 being unemployed, according to reports from The World Bank. In light of the situation, Coca-Cola HBC and JA Lithuania decided in 2017 to implement the Youth Empowered programme. Through employability education programmes, Coca-Cola HBC and JA Lithuania aim to help young people to find a career path, get to know themselves better, adapt to the labour market and in turn fight against youth unemployment.



## THE PROJECTS

The Youth Empowered initiative took the shape of a series of workshops designed for young people aged 16-23. The workshops aimed to boost business creation and develop the entrepreneurial mind-set that it entails and gathered various profiles to mentor the students, including volunteers, CEOs, policy-makers and project managers.

The first workshop took place in May 2017 in Varena where Coca-Cola has a natural mineral water production plant. 30 students from local schools and young people not in education, employment or training (NEETs) participated in the workshop.

As the success of this initial workshop was unanimous amongst the participants, a further two sessions took place in November and December 2017. More students could be involved, with respectively 40 and 100 participants.

Building on the interest for the topic and the activities, JA Lithuania organised in Vilnius in June 2017 a panel discussion gathering the Lithuanian Deputy Minister for Social Security and Employment, entrepreneurs and an official from the Representation of the European Commission to Lithuania. Thirty students heard the inspirational, real-life experiences of the panellists in getting to know themselves better over the years and finding career paths that fulfilled them.

Following the success of Youth Empowered programme, JA Lithuania and Coca-Cola HBC decided for the 2018-2019 school year to use the programme as an accelerator to lead students through the JA Company Programme.

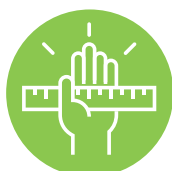




## THE REACH



**More than  
1,200**  
students were  
involved in total  
through all the  
programmes  
rolled out



**6**  
Youth  
Empowered  
workshops  
took place

**95%**

According to the surveys following the Youth Empowered workshops, 95% of the participating students learned about themselves and were considering starting a business in the future



**10**  
Coca-Cola  
volunteers mentored  
and coached the  
students

**A communication campaign was launched alongside the organisation of the workshops and the panel discussion:**

- 46,615 Facebook users were reached
- 71,832 views were recorded on all Facebook posts
- 4 articles were published in the national press

### Looking forward

A new initiative started in 2019 with a project from The Coca-Cola Foundation, focusing on entrepreneurship education for young women.

Representatives of Coca-Cola HBC Lithuania continue to participate in the main jury of the JA Company Programme, bestowing their award, as well as participating in several sponsorship activities.

“

“This panel discussion was very interesting. I really enjoyed the stories and the lessons the lecturers transmitted. It helped me learn about myself and how to create a business - I now see more opportunities for myself.”

Student



# 09 The Netherlands



## THE IDEA

Coca-Cola in the Netherlands collaborated with JA Netherlands (Jong Ondernemen) to increase the uptake of entrepreneurship education throughout the country. Starting in 2017 for two years, The Coca-Cola Foundation provided financial support to JA Netherlands to modernise the JA Company Programme and allow to connect with students who had been difficult to reach so far.



## THE PROJECTS

JA tailored the content of its Company Programme to different academic levels, updated the programme content and acquired equipment to integrate more visual teaching methods. Teaching practices were also reviewed and made more interactive between students and teachers.

The Coca-Cola Foundation's support also enabled JA Netherlands to review the organisation of its events, making them more interactive and successful. By way of illustrating, the Start Up event broke all records in 2018 with twice as many participants compared to 2017 – 1,300 in 2018 versus 650 the previous year!

In parallel to these projects, Coca-Cola in the Netherlands organised an inspirational interactive session at the Global Entrepreneurship Summit 2019 in The Hague and took the opportunity of the gathering to invite 15 students to Coca-Cola's headquarters in Rotterdam. Exchanging experiences, needs and networking brought inspiration to the young entrepreneurs and the employees of Coca-Cola alike.

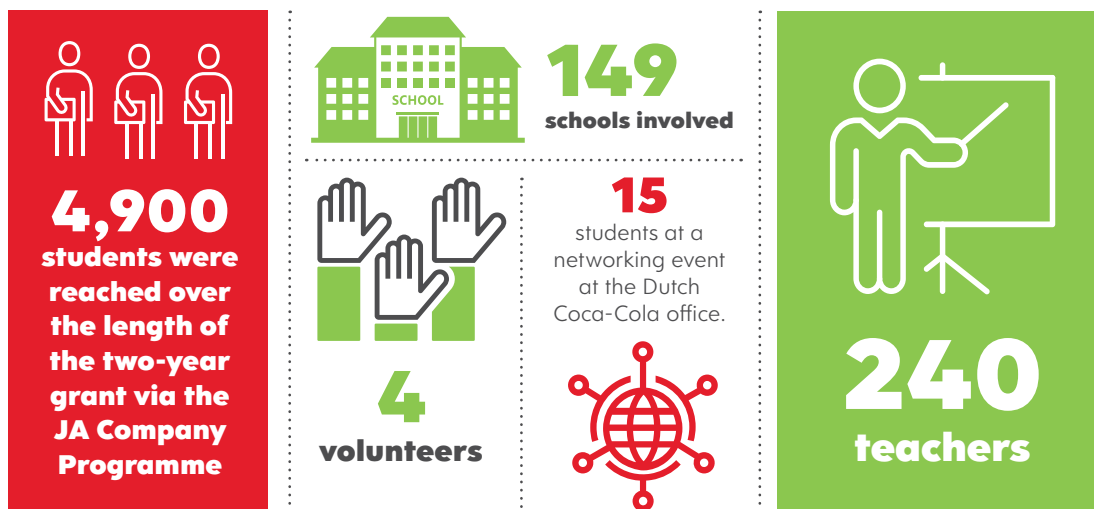
### 15 students at a networking event at the Dutch Coca-Cola office



How can we spread an entrepreneurial mindset amongst young people in Europe?  
With JA Europe & Stichting and Jong Ondernemen at Coca-Cola.

## THE REACH

Through their grant to JA Netherlands, Coca-Cola contributed to reaching out to the students involved through the JA Company Programme rolled out in the Netherlands, as follows:



### Looking forward

The Coca-Cola Foundation and JA Netherlands are looking at ways to further increase the dissemination of the reviewed and improved materials in all the JA Programmes across the Netherlands.



“The JA Company programme is amazing. The personal growth that the students experience through the programme is fantastic. The skills that they develop last for the rest of their lives and are requisites in almost all professions. I always try to motivate teachers from other schools to participate in the JA Company Programme because it holds a big value for the students.”

**Tonie van der Jagt, Economics Teacher at Calvin College Krabbendijke**



“I’ve learned a lot from the JA Company programme: presenting in front of a large group of people, approaching companies via e-mail or telephone and working in a group. I have also become more self-assured. I now dare to approach people and convince them to work with me. I always wanted to have my own business and thanks to the experience of going through the JA Company programme, I have had the opportunity to experience what it is like to be an entrepreneur. Thanks to JA Netherlands and The Coca-Cola Foundation. I have had a wonderful experience that will last my entire life!”

**Danique Andringa, Student from Veenlanden College Mijdrecht, 16 years old**

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