

Business plan Beauty Plaza Amsterdam Zuidoost

Work experience enterprise for young mothers and fathers



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1. Summary

Beauty Plaza, work experience enterprise for young mothers and fathers

The project, Beauty Plaza, is practically set up as a work experience enterprise in the form of a community enterprise and offers young mothers and fathers the possibility of gaining working experience, receiving trainee ships, finding voluntary posts in several branches with the aim of economic independence after having finished their training.

Moreover a select group of motivated, ambitious young mothers and fathers will be offered an opportunity to participate in a working-learning program for the purpose of setting up their own 'business' (under guidance) with the objective of independent entrepreneurship 2,5 years after having finished their initial training.

Problem definition

Amsterdam Zuidoost has got a large percentage of sole parenting mothers among whom many are teen-agers. Apart from a good dosis of ambition these young women often have not completed their education, lack working experience, have many debt related issues, bad or no relationships and generally suffer from low self-esteem.

Over the last year, the project [Women@Work](#) has allowed us to gain experience with a pilot group of young (sole) mothers which have paid off considerably well (0% abandonment). The young mothers that participated turned out to be not only interested in entrepreneurship but also in possession of the necessary skills and qualifications. They do however need to be thoroughly coached on a number of points varying from personal, professional to entrepreneurial in order to be able to participate in the long run. Existing provisions do not offer the possibility of this particular form of coaching in order to help this vulnerable group on the way to success and usually lead to abandonment where work/schooling is concerned. Furthermore there is an enormous lack of trainee posts. The Beauty Plaza project, partially started by the participants themselves, aims not only at helping the target group to acquire training and education, but also helps them to obtain working experience within business & industry which ought to result in durable economic independence, independent entrepreneurship.

Beauty Plaza: The Concept

Young mothers and fathers are being offered an opportunity to gain working experience within the Beauty plaza. Young mothers and fathers with that ambition, potential and motivation can gain business experience in the entrepreneurial test centre 'Beauty Plaza', located in a presentable location in Amsterdam South-East. Beauty Plaza consists of various small test companies, a large internet shop and a supportive web community, under the umbrella of 'Beauty Plaza'.

Body care and its market

Beauty Plaza meets the need for products and expertise in relation to body care and related fields specifically for the 'black skin' as born out by market research, but is however not limited to these activities. The area where BP is located is characterized by a very busy shopping center in the heart of Amsterdam South-East, the Amsterdamse Poort which is in itself a prime location.

**During this module young mothers have done market research under the guidance of their coach in Amsterdam South-East for the purpose of getting an idea of the needs of this particular market.*

Results

- 45 young (sole) mothers find work that corresponds to their education/working experience
- 20 young (sole) fathers find work that corresponds to their education/working experience
- 15 young mothers start their own company after a maximum period of 2, 5 years (alone, in a partnership or another form of cooperation)

Duration of the Project: Start date 1st of July 2005, end date: 31 December 2007

Budget

The budget for Beauty Plaza consists of a one time investment and an annual operating budget. Total costs of this: € 1.192.651.

Funding

Several funds and organizations will be asked to contribute in within the context of meeting the social objectives of this project i.e. assisting young mothers via Action Learning methods to gain economic independency or become independent entrepreneurs. Additional necessary services (like child care and debt sanitation) are offered by the mother project [Women@Work](#) in Action. The relevant ministry has already approved the application for funding these services. The project has been initiated by the pilot group 'young mothers' as part of the project Women @ Work Amsterdam Zuidoost which is partially funded by the EQUAL program of the European Social Fund and by several other funds and commercial contributions. The project falls within the scope of a 'Community Enterprise'.

2. Introduction

This is the description of a project that aims at setting up a work experience enterprise 'Beauty Plaza' in Amsterdam South-East as a community enterprise.

Het Work experience enterprise aims at helping young mothers and fathers gain working experience in several branches.

Moreover, a select group of young mothers and fathers with ambition, potential and motivation can be educated and trained in Beauty Plaza, the test business centre where they learn how to become independent entrepreneurs in the field of body care in its broadest sense.

All young mothers will be assigned a test 'company' of their own within Beauty Plaza and gradually learn how to assume responsibility for their own business, product and all related issues. This form of training encompasses all business aspects from product, presentation, promotion and last but not least generating sales through selling products or providing beauty treatments to customers

Within 'Beauty Plaza' several aspects related to skin & body care will be bundled in to one high quality, innovative and attractive concept for both young mothers as the public at large. The trial/test center 'Beauty Plaza' accommodates around 10 units for small businesses, and facilities its premises will be located in a representative location in Amsterdam South-East. The business units can be used in a flexible way by several entrepreneurs.

3. What is a community enterprise?

Worldbank definition (Global definition):

"A social enterprise is a business with social objectives using commercial tools for the purpose of developing and offering social and economic activities"

Within the framework of the European approach the EMES (Emergence of Social Enterprise in Europe) the definition is:

"A social enterprise is a business with social objectives pursuing economic activities and/or transforms social activities in economic ones."

Both definitions are based upon the assumption that:

"its primary goal is to stimulate the local economy through reinvestments of the of the yield of the social enterprise"

Within this context a social enterprise is based on two types of indicators i.e.:
Social and economic indicators

Economic indicators:

1. Using business solution: (buying and selling products and services) as primary vehicle the enterprise.
2. Economic autonomy.
3. Taking risks.
4. Offer paid work (in addition to voluntary work).
5. jobs/ work experience places.

Social indicators:

1. pursues social goals.
2. Must produce advantages for the local community/target groups.
3. limited distribution of profit; initial motivation is not merely based on profit maximization and increasing shareholder value.
4. Democratic principles of property, cooperation and leadership, (participation of citizens/ local community, local authorities).

4. The organizations involved

4.1 Women @ Work

Woman @Work has taken the initiative for this project. Women @ Work is a project that emanated from the department for social economic renewal of Amsterdam South-East

Women @ Work is partially funded by the EQUAL, a program of the European Social Fund. It is developed in cooperation with EP&R Solutions. EP&R solutions is not only specialized in specific 'Action Learning' programs and coaching techniques for a wide range of target groups and organizations among which Women@Work but also establishes businesses aimed at realizing sustainable improvements

Women@Work

More than 120 women among whom a group of parenting teen mothers (12 young mothers) have been coached by [Women@Work](#) over the last 2 years in cooperation with Mi Oso es Mi Kas, a centre for teen mothers. The groups were very diverse in more ways than one; ethnicity, origin, education and working experience. The one common aspect is their interest in entrepreneurship. In part their interest arose not only from their disenchantment with the current labor market where they are considered not having any prospects but also from their background. Many have already prior experience of doing business on a low scale (from home). The experience gained with the pilot group 'young mothers' over the last two years has resulted in a new application for funding of a project called, [Women@Work in Action](#).

Women@Work in Action aims at stimulating economic independence and empowerment of young mothers. The methodology used is called 'Action Learning'. Practical experience, learning by doing

Target group

Young mothers are the target group of Women work. Its composition is very diverse in ethnicity and educational level. The problems these mothers face are generally the same i.e. having debts, broken relationships or no relationship at all and low self-esteem. In many cases these problems prevent them from having good economic prospects.

Objective

Several young mothers turn out to have skills that are not in high demand on the labor market and cannot be put to good use due to their personal problems. Not seldom these young mothers produce products and/or offer services for relatives and friends that may be called special considering their diverse cultural background. These products and or services like braiding, massage, skin care (black skin) are not available in the same form on the regular market. Individually these women are not able to establish a company of their own or find the road to economic independence. Existing provisions do not offer training aimed at economic independence in combination with intensive personal coaching, a must for this vulnerable target group. There is a lack of trainee posts and XXwerkervaringsplaatsen for this target group, with little to no working experience thus initially at least in need of coaching while learning to combine child care and work.

This group can be successful (see results Women@Work) on the condition that intensive and personal coaching is provided whereby mutual commitment and trust is pivotal. This requires extra input and an intensive coaching program whereby the skills and limitations of the target group are taken into consideration. Moreover they are parenting young mothers which require specific provisions and flexibility in the way these mothers are coached. This project aims at revealing the qualities of the target group by means of joining forces, offering expertise and education and launching several (cosmetic) products under its own brand name. All these

activities envisage turning the women into independent entrepreneurs. The activities take place in a test/trial center where products and services will be developed and where the participants will evolve.

EP&R Solutions

EP&R Solutions a company specialized in Action Learning programs, special coaching techniques for difficult target groups en commercial projects aimed at setting up training and coaching programs.

5. Organizational structures

5.1 Several phases

	Participants	Organization	Participants	Organization
Month 1-3	Intake and selection Training/coaching, Selecting a mentor Deciding on traineeship or entrepreneurship program	Architectural changes	Develop individual business plans	Cooperation with the House of entrepreneurship and professionals
Month 4	Training/coaching under the guidance of mentor/trainer writing a step by step plan an action plan Evaluating plans and selecting test companies. Decide on objectives and fixing a 'start budget' per individual participant.	Evaluation of first 3 months	Go/no go. Signing contract with test companies.	Develop relevant facilities
Month 5-6	<i>Furnishing of each unit</i>	Furnishing premises	Training/coaching, cooperation with professional	
Month 7	Opening Beauty Plaza			
Month 7-12	First (phase) period	Coaching and evaluation in month 12	Turnover needs to have been realized and other targets need to have been reached	
Month 13-19	Second period	Coaching and evaluation in month 19.	Turnover needs to have been realized other targets need to have been reached	Evaluate BP's perspective.
Month 20-30	Third period	Coaching and evaluation. Develop BP's future	Turnover needs to have been realized other targets need to have been reached	

5.2 Starting the first phase

After having taken part in an intake weekend the participants are being assigned an individual mentor that will coach them depending on their personal objective against the background of their action plan. Participants who intend to gain working experience develop their trainee plan.

The latter have a choice to gain working experience following training in cooperation with the ROC institute and other schools. Areas covered are:

- Beautician (therapist)
- Sales
- Marketing
- Entrepreneurial skills
- Purchasing
- Service
- Planning
- IT
- Communication
- Massage

Selected participants that take part in the entrepreneurial program, develop their business plans (including operating budget and investment plans, including rent expense and other costs) during the first three months of the project. In the 4th month the business plan is evaluated within the context of Beauty Plaza and several of its components are being worked out. Aspects concerned are marketing, publicity, presentation and turnover forecast. After approving the plan as well as the proposed budgets the first phase of the project will be implemented.

Per participant each phase will have its own detailed plan based on the expected results of each business plan. The operating budgets must clearly indicate what expected turn over will have to be realized in order to cover the costs for all future quarters. One of the criteria for the participants will be whether or not these forecasts will be met. The following criteria will be used when reviewing their plans:

- Motivation and input of the participant. This aspect is crucial.
- Demonstrated skills of the participant
- Does the product match BP's concept
- What potential do the product /service have? What turnover forecast exists, is it sufficient?
- Do participant and mentor match?
- A successful match with professionals that back the product (the professionals involved are known and successful businessmen/woman that have associated themselves with the project).

5.3 Coaching (10.08)

Apart from receiving coaching and training, the participants are being assisted in more than one ways. This is being achieved via mentoring and individual coaching by a personal coach and by a professional on specific expertise. Entrepreneurial coaching will take place in cooperation with the House of Entrepreneurial House South-East. BP's personnel consists of experienced professionals, a general financial manager and three interim operating managers. For the purpose of coaching the young entrepreneurs/trainees a team has been created that consists of:

- a beautician instructor /a certified beautician
- a coordinator for the action learning aspects and coaching
- one mentor per trainee
- trainers

BP's manager is the commercial focal point of each entrepreneur. He/she keeps a commercial log for each unit on a daily basis. The manager is responsible for daily running of the enterprises. The manager will be assisted by a management team for the purpose of the practical and personal aspects of the project. The project coordinator takes care of the general coordination of coaching and training. Contracts will be signed with external companies for security and cleaning.

5.5 Roles of those involved

1. Women@Work in Action is responsible for dealing with the social aspects and coaching for the work experience enterprise and test enterprises of Beauty Plaza. This is a continuation of the project Women@Work, a great success in Amsterdam South-East. The local city council Amsterdam South-East was the applicant.
2. The project Women@Work in Action will appoint a quartermaster who will furnish Beauty Plaza and the former will take on the services of external companies to that effect.
3. Investors will be consulted concerning the founding of Beauty Plaza. They have accepted the social objectives of this project and have confirmed their support.
4. A network of mentors (successful businesswomen) supports the participants.
5. Professionals from several fields provide advice and take part in the mini - enterprises.
6. The project partners of the development partnership associated with the project Women@Work in Action will be actively involved where possible.

De organizational structure

In the meantime tax advice has been obtained on the best possible organizational structure that would guarantee that all parties involved will be best served while simultaneously allowing the work experience enterprise/test business centre to continue to exist after termination of the project.

For the purpose of founding this particular community enterprise we will therefore choose a model whereby the social activities will be managed by a foundation led by a competent direction and an advisory board.

The economic activities will be managed by a private limited company and several investors have already been approached to this effect. Several preferred suppliers will under certain conditions participate in the exploitation of the limited company.

Below you will find a more detailed description of this model, its requirements as well as information on Inmenzo which will participate as its preferred supplier.

Preferred Supplier

In order to successfully create a Community Enterprise called Beauty Plaza, we have decided to work with preferred suppliers who will have to meet the following requirements:

1. Marketing and Sales expertise
2. Direct access to free publicity in magazines, TV en radio
3. Should be Suppliers and/or service companies that have a demonstrated involvement with the social character of the target group

4. Willingness to exchange knowledge and information with the Beauty Plaza.
5. Encourage and/or initiate new developments that contribute to enhancing BeautyPLaza 's quality and/or range of products and services
6. Willingness to provide starting entrepreneurs that emerge from Beauty Plaza's training program with small scale credit.
7. Demonstrated involvement with the social character of the Beauty Plaza project in particular within the field of XX leerwerk trajecten, education and trainee posts.
8. Willingness to continue the project on a commercial basis after termination of the education period of about two years
9. Knowledge on and experience with setting up loyalty programs for companies and agencies

Immenzo

What does this company stand for?

Dreams

Immenzo bv is a consultancy involved not only in providing advice but also intensely deals with realizing projects in the marketing and sales field.

A specialist when it comes to taking advantage of paid as well as free publicity yielding the highest possible profit for the non-profit sector.

Endowed with an extensive commercial network, Immenzo is also a buyer of and developer of cosmetic products and furthermore specialized in furnishing of business premises.

Beauty Plaza chose Immenzo, as a preferred supplier for purchasing, sales consultancy and execution, against the background of its community enterprise initiative. In cooperation with the city council Amsterdam South-East, Beauty Plaza aims at improving the quality of its services by means of offering an education that will ensure its participants to find employment or create their own enterprise. As a preferred supplier Immenzo will also deal with the development of a **Social Franchise Model®** enabling those trainees that have successfully terminated their education to gain access to using an exclusive franchise model aimed at starting their own company by means of a small scale credit and a sensible investment model.

This SFM® will be exclusively available to trainees and students of the Beauty Plaza as well as to those who follow the Women@work program.

5.6 Aimed results

The development of a work experience enterprise and a technical training program for guided entrepreneurship that also contains/encompasses 40 full time activities to gain working experience and trainee posts for the purpose of moving on to the labor market as well as 15 full time posts for guided entrepreneurship with the objective of enabling these young (parenting) mothers to gain economic independency or independent entrepreneurship on the basis of their working experience and guided entrepreneurship,

- 40 young mothers to find a job that links up well with their working experience
- 20 young fathers to find a job that links up well with their working experience
- 15 young mothers to start their own company after a maximum period of 2, 5 years (a one-man/-woman business, a partnership or an alternative form of cooperation.

The minimum prospects are that the collective companies have an expected turnover of at least 50% of the operating budget. Forecasts however have it that this will turn out to be 70% or more.

5.7 Continuation

The participants who gain working experience in Beauty Plaza will be offered possibilities to gain extra experience at several levels within and outside the work experience enterprise at a very early stage.

To this end we will cooperate with the development partners CWI (Centre for Employment) and the Youth Work section for the purpose of contacting different potential employers.

These employers will be involved at the start of the project and all of them will cooperate intensively with the coordinator of the young mothers, their trainers and mentors for the purpose of assuring that both young mothers and fathers can successfully move on to the labor market.

Depending on individual, social and commercial results of Beauty Plaza, an evaluation will have to be made after two years as to the continuation of Beauty Plaza. The premise at the time of the project application was: if the Beauty Plaza turns out to be profitable both commercially and socially it will continue to evolve with its participants. The latter are the young starting 'beauty entrepreneurs capable of sustaining their own unit. They will effectively pay rent for their unit (a closer look will be taken at possibilities to have these units subsidized for a limited period of time). A number of units can be reserved for trainee-entrepreneurs for the purpose of peer learning. The coaching model for these entrepreneurs can be dealt with by the House of Entrepreneurship South –East or any other appropriate partner in South-East. This coaching program will be subject to a new subsidy application.

If successful the Beauty Plaza can become self-sufficient after a period of two years and accommodate small 'beauty entrepreneurs' who rent a space of their own. 70% of the units will be reserved for starting entrepreneurs from the target group and 30% for new trainee-entrepreneurs who will be taught entrepreneurial skills. The starting entrepreneurs still receiving an unemployment benefit can take advantage of 'BBZ' (financial assistance act for the self-employed)

Rent will have to be determined depending on the chosen location and will in accordance with the market price.

6. Beauty Plaza in practice

6.1 Location Due to its type of products and services, 'Beauty Plaza's model has been chosen whereby a social project is located in a top location (A location) in Amsterdam South-East. During the preparatory phase several possibilities have been researched. Advantages and disadvantages of a more expensive 'A' location have been compared to those of renting premises in a cheaper location without the aura associated with the XX products of Beauty Plaza. The location should meet the following requirements:

Accessibility
Stylish/ attractive/Representative/ crowded place
Spacious, open en charming

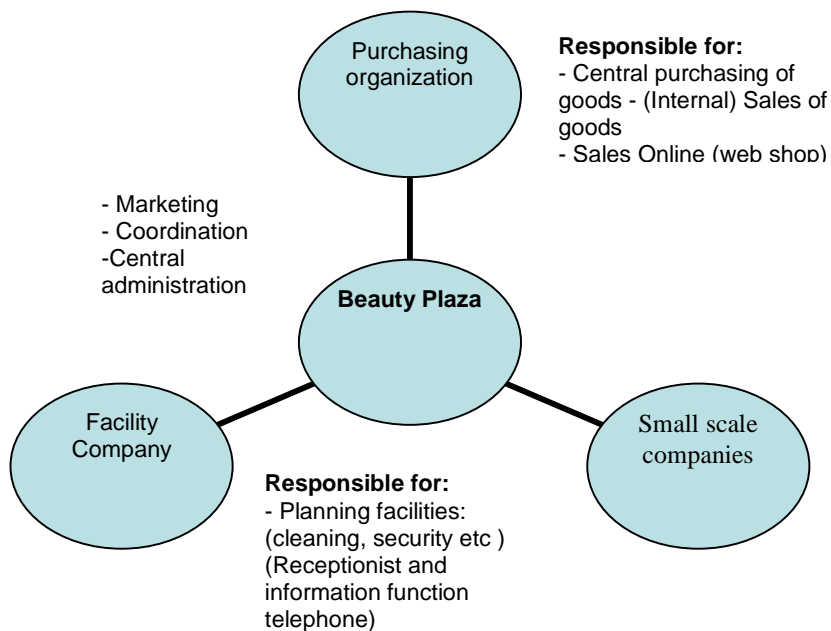
6.2 Layout Beauty Plaza complex

Within beauty Plaza 20 independent test enterprises will be set up in 10 to 15 separate units. Several participants can make part-time use of one and the same unit. The remaining units will be used for presentations and office space. Beauty Plaza will have a clearly discernable image, with a variable range of products and services. Each enterprise will offer its own distinct product and service in the field of beauty and care under the general umbrella of Beauty Plaza). Thus an attractive cohesive offer of services and products is created which is to be marketed under the common name Beauty Plaza. Some activities and products of the several units are:

- Hare care, hair styling (hare stylist) and hare plaiting
- Nail care, nail stylist
- Skin care
- Feet care, pedicure and feet reflex therapy
- Hand care and manicure
- Massage
- advice on health and nutrition
- Care and make-up deals for special occasions are taken care of collectively
- Sale of beauty product
- General and technical services
- E-commerce shop / Internet center

6.3 Departments and profit center

Beauty Plaza will consist of a number of separate units which potentially could become distinct companies. See schema below.



6.4 Internet community

Beauty Plaza will be supported by a strong internet strategy. Beauty Plaza will not only have its own website but also dispose of an extended platform for the purpose of exchanging information, transferring of knowledge, doing e-commerce and general interaction. The next paragraphs will elaborate on the 'Beauty plaza community' principle.

What is an internet community?

Within our context a community is a group of people held together by common interests'. These people are located in one and the same spot as frequently as they chose and whenever they'd like. It is a place of meeting where one can discuss topics and/or find relevant information. In short they can find everything they are interested in. This location is called an internet community.

Beauty plaza

Such a community will be assigned to the Beauty Plaza project. In a first phase a solid base will be created and over 2 to 3 years several functions/ will gradually be added. The functions of the community can be divided into internal and external ones (commercial)

Internal function: The network will offer the participants a wealth of knowledge and it supports the exchange of information between the participants and provides relevant information and news on the organization (Beauty Plaza); it also provides support at the entrepreneurial level via practical tips and offers a flexible learning program (see e-learning).

External function The community will also be accessible to (potential) customers and those who demonstrate interest in Beauty Plaza. Visitors can find extensive information on Beauty Plaza's activities and purchase their favorite BP products; furthermore they can subscribe to BP's newsletter for tips and offers.

Foundations of the community

De Beauty Plaza community portal consists of 4 basic pillars encompassing its overall function

1. Interaction & discussion
2. Information and services
3. E-learning & knowledgebase
4. Business plaza

1. Interaction The community offers many possibilities for interaction between the participants involved; public discussions as well as private communication. Below you will find an explanation of the several possibilities.

- **Debating Forums.** Several debating forums will constitute a basis for discussion on a variety of topics: taxes, marketing, children and education and/or entrepreneurship in general. In short, it is an ideal way to exchange ideas and experiences and to get to know people better.
- **Personal profiles.** Any participant can create her/his own profile. These profiles could contain personal details and information on your enterprise. Others will be able to read your profile online, contact you by way of leaving a note in the guestbook or email. These profiles enable the participants to get to know each other and their respective enterprises better
- **Chat box**

The portal will contain several 'chat rooms': virtual rooms allowing real-time communication between its members (to chat). In the course of time, Campai will start using new technology to increase the experience and range of chatting (use of webcams and audio for example). - **Closed Messaging System:** all participants having a personal profile can communicate with each other within a closed circuit comparable to expanding emails. Trainers, coaches and other members will also be allowed to use these means.

2. Providing information

The community will also serve a 'center point' for relevant news and developments. All participants thus have immediate access to relevant information

- **Current news topics and announcements** (organizational topics, business news / legal issues and financial aspects)
- **Events calendar** on upcoming workshops/ seminars. The calendar will keep participants abreast of information on upcoming meetings, seminars, training days and information days etc. etc.
- **News letter via email.** Periodically all participants and visitors will be receiving a news letter via email containing the latest news, developments and offers etc.
- **Relevant links & contact information** on public bodies, informative websites and interest groups will be presented in an orderly manner on a central location.
- **Live radio- video broadcasting.** Campai is able to take care of the technical aspects to the effect that one can follow live emission on workshops, seminars and training via the portal. These possibilities will have to be worked out during the second year of the project

3. Knowledge

The community will be a central point of assembly for cumulative knowledge. The participants will gain access to an enormous database for documents, research and results (even those that are under construction). Documents and files can be found using the advanced search option. Below you will find a selection of types of information available.

- Whitepapers & studies, papers, market analysis and other whitepapers will be offered by category and can all be found using the advanced search options.
- Demo's and samples material. Sample business plans as offered by the Chamber of Commerce; sample offers and tax returns, etc.
- E-learning (online seminars, workshops, and exchange of documents)

6.5 e-learning

E-learning is the distribution of information via electronic means including internet, intranet, extranet, satellites, audio/video, videoconferencing as well as floppy disks, drum and/or DVD. E-learning shows students what they need, what and where information will be available. Technology enables students and teachers to have unlimited access to multiple means of education.

The strength of e-learning resides in applications being capable of providing relevant information at the appropriate time and for the right people'. Within the context of the Beauty Plaza community this is tantamount to participants being able to receive training whenever they want on subjects that interest them at any point in time. In principle XXX course material will be made available online and one on one interaction will be possible between coach or trainer and participant (forum, chat, whiteboard, message service). At a later stage it will be possible to organize workshops online; these can be organized by trainer, coaches or professionals such as makeover artists or hair stylists. Initially e-learning will encompass;

- online availability of all course material (downloadable), availability of sample letters, contracts, business plans and research (downloadable)
- possibility of using private messaging service in order to communicate with a coach. A possible add on to this could be: video and audio chat for both student and coach
- digital updates on progress made and insight into status
- forum for discussions on topics under the under the auspices of a coach/trainer

6.5 e-commerce The e-commerce program is twofold:

1. The main purchasing organization of Beauty Plaza will be able to offer their products via the central e-commerce shop, an integral part of the portal. 2. Individual entrepreneurs can partially rent an 'area' of that shop in order to start selling their own products (care products for example). Overall the e-commerce shop is made up of a store-front, virtual shop-window and a backend for store accounting (inventory control, pricing, order tracking, etc.). Additional characteristics of the shop will be: - Integrated payment possibilities (online payment (rabo direct), Bibit, Credit card) – Integrated shipping possibilities (DHL, TPG) - Order tracking - Fraud detection –stock control Extended judicial framework – customer support via telephone (provided by the service center associated with Beauty Plaza for example)

6.6 Communication & marketing

As Beauty Plaza's success as a test enterprise partially depends on customers, marketing can be a determining factor. In the preparatory phase of this project several marketing companies have been consulted.

A number of important names and organization are willing to associate themselves with this project. The names of these companies will allow the project to become more widely known and attract more customers. Moreover, in accordance with Beauty Plaza's social objectives, specific target groups will be invited to make use of its services at a discount.

Some of these groups are:

- People staying in a nursing home

- People having discount cards
- Young mothers

The project has got great potential to become widely known. Its potential will be used to promote both Beauty Plaza and the project itself. At the start of the project an action plan containing several promotional activities will be drawn up. Famous Dutch individuals as well as young mothers and their product will be assigned a role in this area.

One TV station has already shown interest in broadcasting several updates on the project's progress. Furthermore, several specialized magazines among which women's magazines have shown interest in this project.

Marketing & PR plan

- Support from well known Dutchmen within Radio & TV. The organization (Beauty Plaza) has approached Roy Martina among others to get more media attention and to promote the beauty Plaza concept. Mr. Martina has agreed to cooperate. Details still need to be worked out.
- Strong PR campaign via the press, radio & TV and politics. The organization has asked princess Maxima (ex-chairwoman of the paVEM, Commission for alien women, both resident as temporary) to be Beauty Plaza's patron. A strong political body has been set up to lobby for funds and attention for this project.
- Strong internet presence (e-mail marketing, portal, e-commerce) Using e-mail actions banners and browser to draw attention to Beauty Plaza's portal. Community elements as well as the e-commerce shop will be used to retain visitors. Campai Business Solutions BV will take care of specific information needed to realize this.
- Cooperation with well known organizations. Beauty Plaza will associate itself with well known organizations that may add value and bring advantages to both parties. As times goes by details will be worked out.
- Local marketing (flyers, local radio, event marketing) In cooperation with the operational management team, a local marketing campaign will be set up for the purpose of distributing flyers in several batches of 10.000, writing loyalty programs, granting interviews, organizing guest performances and broadcasting commercials on local radio stations. The possibility of sponsoring locale events (event marketing) will be researched.
- National attention (interviews, publications, the press) this initiative shall receive national attention via the press. Special PR activities will be deployed within the context of the project. • Radio & TV will be involved. We are still in the process of studying the various possibilities. One TV station has already shown interest in broadcasting updates on the project's progress.

8. Funding

The two separate elements of the project will each have their own funding.

- The social element will consists of intensive coaching, training and education, mentoring, extra provisions and office space. ESF Equal funds co-financing will be assigned to this element.
1. In as much as business elements are concerned, talks with several committed parties are already under way. An example of a financing arrangement is 'product placement' by manufacturers of products that will be for sale at the Plaza (conspicuous positioning of those products for sale in the Beauty Plaza and several sponsor programs to be developed by EP&R Solutions. For example: sponsoring through explicitly printing the advertiser's logo on flyers, brochures, website and other promotional material (action sponsoring) and/or search for one main sponsor willing pay a fixed amount of money to

have its name associated to the project for the duration of one year (the conditions for which still have to be worked out. For the purpose of offering sponsor packages we will use the service of professional sales organizations among which Boyz Action Marketing in Amersfoort (in charge of Net5 lifestyle and VNU Holiday marketing and more). Via this sponsoring we expect to obtain around € 300.000, (10 sponsor packages of € 20.000,- and on main sponsor of € 100.000,-).

Potential sponsors and their contact person in charge of sponsoring have already been located are;

- Apple Computers Benelux
- ABN AMRO
- SNS bank Nederland nv
- Rabobank *
- Fortis bank
- Cap Gemini Ernst & Young
- Deloitte & Touche
- Beiersdorf NV *
- Guhl Ikebana Cosmetics bv
- Kneipp Nederland
- Lever Fabergé Nederland BV *
- Maarleveld en co (Givenchy, Nina Ricci, Kenzo, IKKS)
- Sara Lee Household and Body Care Nederland *
- Wella Nederland BV
- Philips Nederland
- Schwarzkopf & Henkel Cosmetics

** Organizations with an asterisk have already shown interest/ promised to commit*

2. A third form of funding is using proprietors' capital. Turn over from de e-commerce sales, shop, rent (paid by the entrepreneurs), book sales (in cooperation with Roy Martina) will grow with time. EP&R Solutions will strictly monitor this growth.

In the course of the coming two years the turnover will be used to cover some of the standing charges. In addition to earnings stemming from advertisement and sponsoring the total amount (turnover and earnings) will allow for 100% overhead absorption. Evidently this point is the pre-requirement for independent continuation of the project