

## The Brokerage Online Bootcamp

### Day 3: Assessment Centre Activity

#### Volunteer Brief

Thank you for volunteering your time to contribute to the Online Bootcamp delivered by The Brokerage. The support of volunteers is vital to the programme; without which we would not be able to give so many students an insight into working life.

The Online Bootcamp is an intensive programme aimed at sixth form students (aged 16 to 18) and university students. This is the third day of the Online Bootcamp. It aims to provide students with the knowledge and skills they need to succeed in assessment centres.

The day has two main sessions. The first focuses on developing interview skills with the young people participating in mock interviews and receiving practical feedback. For this, volunteers are asked to act as the interviewers and provide tailored feedback for each individual they work with.

**The second session focuses on assessment practices and sees young people working in teams on a business case study. For this, volunteers are asked to act as assessors as the young people prepare and present their solutions.**

#### Logistics

- All online sessions are monitored and facilitated by The Brokerage staff. Volunteers are not expected to facilitate sessions themselves. Where virtual breakout rooms are used, The Brokerage staff will supervise by rotating through the rooms and observing each group.
- Volunteer requirement: volunteers required for two hours at 2-4pm. Volunteers will be assigned to a group of young people and act as their assessors while the students work on a business case study and presentation.
- The webinar will be hosted on the Zoom platform, and volunteers will be provided with the registration details in advance.
- We recommend that volunteers are in a suitable room with sufficient lighting and ideally a plain background, a laptop and good internet connection to allow the best setup for broadcast.

#### Schedule

##### **14:00 – 15:00 Volunteer preparation & student discussion (Volunteers required)**

The young people will be given a case study in small groups to read through before working on the case study together (*Cell12 - please see pages 5-13*).

Their aim is to give advice to the board of directors for the fictional company, Cell12, and deliver a

presentation which details their recommendations for the business based on the information they have been given. You will be acting as an assessor on the day.

Prior to your participation, we will divide the participants into small groups for the activity, the size of the groups depends on how many volunteers are taking part but ideally each group will have 4-6 participants, with 2 volunteers overseeing each group.

While students continue to read the materials, volunteers join the session and are briefed on their task, which is to act as assessors for a group. Volunteers will then be assigned to a group and invited to join their breakout room.

When first entering the breakout room, volunteers should:

- Introduce themselves to the students
- Ask the students to update them on what they have been discussing (i.e. what the group's plan and process is so far, and whether they have assigned roles/tasks)
- Inform the students that they will observe the rest of their session and that the group can continue with their work

While observing the students discuss their response to the case study and prepare their presentation, volunteers should take notes and prepare to feed back on:

- Time-keeping
- Communication
- Teamwork
- Presentation
- Commercial awareness

The feedback should be for each individual student, as well as for the group as a whole.

### **15:00 – 16:00: Presentations and feedback (Volunteers required)**

We will come back together for all groups to deliver their presentations. After this, volunteers give feedback on both preparation and presentation, and decide on a winning group. (Note: where possible, volunteers and students will return to their breakout rooms for feedback.)

### **Providing feedback**

Feedback to the students is only given during the activity directly by you to the students, not afterwards via The Brokerage. Please give feedback in an objective manner e.g. “you spoke very fast” instead of “you spoke too quickly”.

Tips for providing student feedback:

- Be solutions-focused
- Be specific

- Talk about the situation, not the individual
- Balance positive with negative

**Things to look out for may include:**

- + Showing leadership through paying attention to the timings given, guiding the discussion, setting a clear plan of action
- + Drawing quieter team members into the conversation to get their opinion
- + Being able and willing to compromise
- + Positive body language (where visible)
- Not listening to instructions (e.g. teams will be given notice to start rehearsing their presentations - look to see if the teams immediately start doing so or if they run over time)
- Spinning on chairs/tapping pens/bouncing knees/daydreaming and other nervous signals, equally any signals that signify a delegate is not interested in the activity (where visible)
- Taking over and dominating the group discussion, speaking over others, ignoring other people's points
- Failing to practice their presentation

**Potential Challenges and Problems**

Given that this programme will be delivered over a webinar due to COVID-19 and the diverse range of students taking part in our webinar, we can never promise that a session will be perfect! Fortunately, students are generally appreciative of the opportunity to participate and keen to make a good impression during the webinar, so behaviour is usually very good and problems are rare.

Bearing in mind that structure and listening are often not particular strong points for school students, the challenges you could face include:

- If students are shy or struggling to contribute, prompt the group to set out their steps and get thoughts from each team member.
- If students seem nervous about presenting, remind them that this is completely normal! Give them some tips on what they can do to feel more confident based on your own experience.
- Silence - fortunately very rare, but often the hardest problem to deal with! If you get a particularly shy or quiet group that quickly runs out discussion points, try asking them a few questions (e.g. "What do you think is positive about this option?") or answer a question that you think they should have asked.

The best advice we can give you is to be open and honest and to simply enjoy the activity, as this has always proved to be the best way to engage effectively with our participants.

### Volunteer Code of Conduct

We ask that all volunteers contributing to our webinar carefully read and follow our code of conduct.

In this document, “participants” refers to any young person participating in a webinar. Participants will be accompanied by members of staff from The Brokerage.

- The Brokerage shall provide briefing sheets when necessary, which volunteers shall read before participation to gain an understanding of what is expected of them during the session. Volunteers are encouraged to get in touch with the Brokerage should they have any questions.
- Volunteers will use any resources provided by The Brokerage appropriately, as per volunteer briefing sheets.
- Volunteers will not be responsible for the welfare of participants and should immediately inform The Brokerage staff of any concerns they have regarding the safety and welfare of a participant at a webinar.
- Volunteers should not disclose their personal contact details to a participant or accept the personal contact details of a participant, including via social media. If such a situation does arise, a Brokerage staff member should be informed. Any contact with participants after the webinar should be directed through The Brokerage or through the school of the participant.
- Volunteers are not required to answer any question they feel uncomfortable with; in return they should be sensible with regards to the information they provide and the questions they ask participants.
- Volunteers must not discriminate against, or show discriminatory attitudes towards, any race, religion, gender or sexuality.
- Volunteers should be aware that they are in a position to which many participants aspire and should therefore behave appropriately and show respect to all participants and staff members.

NB: Health and Safety, Equal Opportunities and Child Protection Policies for The Brokerage are available in full on request.

## Assessment Centre Activity – Cell12 Case Study

### Volunteer Crib Sheet

\*Note: calculations and notes are in navy and bolded. These are not included on the candidate copy of the case study.

#### Anika Berg

Anika Berg is the founder and Creative Director of Cell12 Footwear; she has won numerous awards in this role including the Breakthrough Talent Award at Fashion Week Nederland for Footwear and the prestigious Torsten Söderberg Prize. She graduated in 2005 from the Amsterdam Fashion Institute in The Netherlands at the top of her class and refined her unique style at Central St. Martins in London.

However, her life was not always so blessed; the death of her father at a young age and a turbulent relationship with her step-father led her away from education and down the path of crime. A series of petty theft incidents ended with a 9-month stint at a young offender's home. As part of her rehabilitation she was mentored by a local volunteer who encouraged her creative talents, with Anika turning to art and design as a way of expressing herself. This experience proved to be turning point in Anika's life and she was determined to make the same difference to young offenders like herself, which was how the idea for Cell12 was born.

Anika is passionate about maintaining the charitable aspect of Cell12 and wants to ensure that the growing success of Cell12 is not at the cost of the ethical ideals that founded it.

#### Cell12

The leading footwear brand, Cell12, along with its partner charitable organisation, Cell12 Foundation, were founded in 2005 by Anika Berg with the help of Sven Lieber, who became and has remained Cell12's dedicated business manager. Cell12's ethical values are deeply ingrained, and from the start Anika has ensured that part of the business's income is donated to the Cell12 Foundation. The foundation invests in art and design projects for young offenders, including the opportunity to design limited edition footwear collections sold under the Cell12 brand, providing vulnerable young people, including those who would otherwise be at high risk of reoffending, with a unique opportunity to change their future.

Cell12 has four shops in the Netherlands, including a flagship shop in Amsterdam. The shoes are also sold in the department store chain, De Bijenkorf, across the country. In 2014, Cell12 launched a successful online shop, enabling them to sell and ship their products worldwide. Over the past few years' online sales have increased rapidly, and now contribute to 42% of the total revenue of the business.

As well as Cell12 providing highly fashionable footwear, Anika has worked hard to cultivate Cell12 as an ethically responsible brand and donates 5% of the profits from every pair of shoes to her Foundation,

which resonates strongly with many of her customers. This, alongside the exclusivity of the limited edition lines, have turned Cell12 into a highly coveted brand.

### **Action to Expand Cell12**

Online sales coming from the UK have increased rapidly in the years since the launch and currently make up 23% of all website sales. Cell 12 also opened a store in Brighton 4 years ago. Cell12's presence has also grown through a number of high-profile celebrity supporters, including Sam Smith and Cara Delavigne, sharing their love of the brand on Instagram. In 2015 Anika was shortlisted for 'Accessories Designer of the Year' at the Glamour Magazine Awards. Due to this publicity, Cell12 is particularly popular amongst those within the age range of 16-24 years old.

Anika and Sven believe it is time to expand their physical presence in the rest of Europe and want to expand in the UK and build on the growing popularity of the brand. Anika has applied for a business grant of £75,000 which she hopes they can utilise to implement their expansion. Both Anika and Sven have agreed that they can use company savings to cover the initial staff costs that expansion will mean as long as they know they will be able to pay it back and make a profit.

However, Anika and Sven currently disagree on the best route to take. They are considering the following options:

Option 1 - Pop-up shop at Boxpark in Shoreditch

Option 2 - Concession store in Selfridges, London

Option 3 – Working with PR company Comm Star

Option 4 – Create a new UK-only line with 'Light', a UK based young offender's charity

## Extracts from management reports for Cell12

### Brighton Store

Year	2013	2014	2015	2016
Annual Income	£626,159	£822,544	£889,546	£992,868
Annual Profit	£37,570	£49,353	£53,373	£59,572
Average Daily Footfall	92	121	187	256

### Online Sales

Year	2013	2014	2015	2016
Annual Income	V/A	£13,812	£68,964	£137,868
Annual Profit	N/A	£1,519	£7,586	£15,165
Average Daily Visitors	N/A	212	897	1930

### Projected profit for 2017 (Brighton Store + Online Sales + Option)

Option 1:	£74,874.60
Option 2:	£106,099
Option 3:	£74,890.70
Option 4:	£82,137

### Option 1 – Pop-Up Shop in Shoreditch

Shoreditch is the centre of creative talent in London and is particularly popular amongst fashion and ethically conscious young Londoners. Sven, Anika's business manager, thinks that they should open up a pop-up store in this area as a way to reach out to their target market, and has suggested Boxpark as a suitable location.

Boxpark is the world's first pop-up shopping mall, which strips and refits shipping containers to create unique, low cost, low risk, 'box shops'. Boxpark hosts a range of talented and innovative designers and entrepreneurs, an environment perfectly aligned with Cell12's brand. Box shops can be easily and quickly set up and can be rented for a minimum of one week. They also receive marketing support by being under the Boxpark brand.

#### \*Pop-Up Rental Costs:

1 week	£1,000
1 month	£3,500
3 months	£9,000
12+ months	£25,000

\*Excludes service charge and utilities - £396 per month.

#### Staff Costs: (£12+£9/hr) x 8.5 hours x 6 days = £1,071/week

Proposed opening hours: 9:30-6pm Tuesday to Sunday. One manager and one sales assistant required at all times.

Manager: £12 per hour

Sales Assistant: £9 per hour

#### Projected Income: (45 people x 4 days) + (105 people x 2 days) = 390 customers/week

Estimated footfall Tuesday to Friday: 45 people per day

Estimated footfall Saturday to Sunday: 105 people per day

Estimated average spend per customer: £4.22



	<b>Rental Costs</b>	<b>Utilities</b>	<b>Staff</b>	<b>Expenditure</b>	<b>Projected Income</b>	<b>Profit/Loss</b>
1 week	£1,000	£91.38	£1,071	£2,162.38	£1,645.80	<b>-£516.58</b>
1 month	£3,500	£396	£4,641	£8,537	£7,131.80	<b>-£1,405.20</b>
3 months	£9,000	£1,188	£13,923	£24,111	£21,395	<b>-£2,715.60</b>
12+ months	£25,000	£4,752	£55,692	£85,444	£85,581.60	<b>+£137.60</b>

**Plus existing Brighton store and online sales = £74,874.60 projected profit for 12 month contract**

## Option 2 - Concession in Selfridges, London

The head buyer at De Bijenkorf has made enquiries about opening a Cell12 concession store in De Bijenkorf's UK sister department store, Selfridges. Selfridges have expressed an interest in partnering with Cell12, offering them their own 200m<sup>2</sup> concession stand in the Oxford Street shop. Selfridges is one of the UK's most successful shopping stores, attracting a wide range of customers every day into its store.

Cell12 would take responsibility for stock, staff and their selling-space, in return for handing over 25% of their sales. Cell12 would have to be creative in order to stand out and avoid getting lost amongst the many other concession stands in the store. Anika is worried that the values of Selfridges are not aligned with that of Cell12 and is not sure she wants to dilute her brand by being in the store while Sven feels that there is potentially a lot to be gained by investing in this option.

### Rent:

One year contract:	£45,000
Two year contract:	£80,000
Three year contract:	£110,000

**Staff Costs:**  $(£14 + (£9.75 \times 3)) \times 12.5 \text{ hours} \times 6 \text{ days} \times 52 \text{ weeks} = £184,418/\text{year}$

One manager and three sales assistant required at all times.

Hours where staff are needed:	9:00-21:30 Monday to Saturday 11:00 -18:00 Sunday
Manager:	£14 per hour
Sales Assistant:	£9.75 per hour

**Projected Income:**  $((980 \times 5 \text{ days}) + (1800 \times 2 \text{ days})) \times 52 \text{ weeks} = 442,000 \text{ customers/year}$

Estimated footfall Monday to Friday:	980 people per day
Estimated footfall Saturday to Sunday:	1800 people per day
Estimated average spend per customer:	£0.59

	Rent	Staff	Projected Income	Profit/Loss
One year contract	£45,000	£184,418	£260,780	<b>+£31,362</b>

Two year contract	£80,000	£368,836	£521,560	<b>+£72,724</b>
Three year contract	£110,000	£553,254	£782,340	<b>+£119,086</b>

**Plus existing Brighton store and online sales = £106,099 projected profit for 12-month contract**

### Option 3 - Working with PR Company *Comm Star*

Annika has been approached by a UK based PR company, *Comm Star* to implement a new Marketing Strategy. They aim to place Cell12 into the top 10 Social Enterprises of 2017 in PR Fortnightly – a national media publication in the UK.

#### Their plan includes:

- Focusing on Social media**  
 This will include a weekly vlog by former young offenders whose lives have been transformed by the Cell12 Foundation, an Instagram, Snapchat and Facebook account
- Holding one blogger event per quarter**  
 These will be held in *Comm Star's* impressive offices in the City, in order to really showcase Cell12's response to the latest trends, whilst simultaneously encouraging former young offenders to share their stories through blogging.
- A dance flash mob with celebrities, all wearing Cell12 shoes, in highstreets in the Inner-city**  
*Comm Star* plan to draw on their celebrity contacts to pull this off, the roster includes: Made in Chelsea's Lucy Watson, YouTuber KSI and actor Daniel Radcliffe. For this they should receive media coverage, they will also make a video of the performances and use it as material for their YouTube videos.
- 30 second TV advert**  
 The advert will be shown daily between 5pm and 6pm on MTV for two weeks.

**Costs:** increases in profit are conservative (equal to % increase in sales)

Marketing Suggestion	Price	Predicted Increase in UK online sales	Predicted footfall increase for Brighton Store
Social Media transformation	£1000 set up and £800 per month for vlog, Instagram, Snapchat and Facebook management  <b>£10,600</b>	5%  <b>£758.25 increase in profit</b>	4%  <b>10.24 more customer visits/day</b>
Blogger Event	1,200 per event <b>£4,800</b>	7% <b>£1,061.55</b>	1% <b>2.56</b>
Dance Flash Mob	£18,000	11% <b>£1,668.15</b>	4% <b>10.24</b>
TV Advert	£55,000	15% <b>£2,274.75</b>	4% <b>10.24</b>
<b>TOTAL</b>	<b>£88,400</b>	<b>£20,927.70</b>	Based on daily footfall of 289, and estimated from previous year's spend/customer of £0.75 <b>£67,626</b>

Projected profit over 12 months = **£153.70**

Plus existing Brighton store and online sales = **£74,890.70** projected profit for 12-month contract

#### Option 4 – Partnership with an existing youth offender's charity *Light* to release an exclusive UK-only line.

*Light*, a youth offender charity based in the UK has approached Annika, impressed with her work – and has offered their pool of talent to Cell12. Annika is ecstatic at this; however, this charity is notorious for having youth offenders who are very difficult to deal with.

*Light* has offered to draw on their own contacts (celebrity, VIPs and local MPs) in the UK to showcase Cell12's UK-only line, designed by the very kids who encapsulate what Cell12 is all about.

Anika, together with the CEO of *Light* has come up with a plan to:

- Deliver Business design training for 50 young offenders interested in design
- Source materials for the UK-only line
- Hold an opening event, invite stakeholders and any endorsers

Sven is concerned that this is a very high risk strategy as the young people may let the organisation down and put Cell12's reputation in jeopardy.

#### Costs

Training	£300 per person
Materials	£25,000 to make a limited edition line of 1200 pairs (12 designs) The shoes will be sold for £65 per pair with 20% of proceeds to be given to <i>Light</i> .
Event costs	£15,000

Expenditure	Projected Profit	Total
£300 X 50 people = £15,000	(1,200 pairs of shoes x £65) - 20% = £62,400	£7400
£25,000 for materials		
£15,000 for event		

**Projected profit over 12 months = £7400**

**Plus existing Brighton store and online sales = £82,137.00 projected profit for 12-month contract**