

LEAP

Students Acquiring Skills - just do it!

Leeds Enterprise
Advisory Programme

Startup information for LEAP Enterprise Companies

© LEAP July 2011



The more you put into life, the more you get out of it!



LEAP enables students to set up their own companies for a school year, learning business skills, teamwork and problem solving. The programme helps the students gain confidence which helps them with interviews for jobs and/or University. LEAP is a Registered Charity [1118612] run completely by volunteers from schools and local businesses.

For further information, registration forms and free downloads of the information in this booklet visit:-

www.leedsenterprise.co.uk or email Miles Mount at LEAPinformation@yahoo.co.uk
follow on Twitter @Leapleeds

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Note:

Original files can be downloaded free of charge from www.leedsenterprise.co.uk

Guaranteed virus free!

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Students Acquiring Skills - just do it!

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Leeds Enterprise Advisory Programme

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A few words from the Chairman, Miles Mount

I have been asked a few times why I, and all the other LEAP volunteers, the Board, Enterprise Teachers and Business Mentors, devote our time to working with schools and students. The answer is simple! We all get a lot of pleasure from helping students gain confidence and skills that may make a tremendous difference to their future success and happiness.

This last year I was also asked "Why does LEAP have competitions, why not let everyone be a winner?" The answer is again simple. In real life when you go for a job interview only one person is successful, and however suitable other candidates may be, on this particular occasion they are not the winners. This also applies for University places and other selection processes. Should the "losers", no that is the wrong word, should the "not the winner this time" give up – no, they must relish the experience and learn from any feedback.

Probably the best advice I can give any of the students, and also all the volunteers, is "put on your listening ears". This is an expression we use with my 3 year old granddaughter. What it basically means is we should all listen to feedback, follow any instructions, not go off in a huff because we do not like what is being said and aim to do better in the future.

One last point before I stop rambling. One of our Business Mentors asked me to define their role. The Business Mentor or Advisor is there to "nudge not do", "guide not steer" and to answer any questions that crop up, or at least point the students in the direction where they can get an answer. Just remember how we would all help our children with their homework – we help the student to do the work themselves, explaining where necessary, but never actually doing it ourselves [I hope!].

Have Fun – the more you participate the more you will get out of the LEAP experience.

Miles

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New [Diary](#) dates for 2011/12

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[Download A5 information flyer](#) pdf 115kb

[download Competition Results 2011](#)

LEAP is a registered charity [1118612] that enables students to set up their own companies for a school year, learning business skills, teamwork and problem solving, and gaining confidence and "sellable" skills. We guarantee the students will be more confident for their university and job interviews.

The students [14 to 17] must raise their own share capital, choose and make or buy a product, write a business plan and market the product. At the end of the year they have to present their Company and its results to a panel of Business Advisers and write an Annual Report with financial accounts.

This process prepares them for job and university interviews [giving them skills and confidence] and may even help them to set up their own companies later on.

LEAP is completely run by volunteers from schools and business and supported by local businesses. The only charge is £150 per Company to cover insurance and CRB checks. To get a Registration form go to [Downloads](#).

For more information on FAQ, sponsors, volunteering and LEAP Companies please press the links below.

[Companies](#)

[Q & A](#)

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[Volunteers](#)

[Links to suppliers and other sites](#)

Newsflash

updated 25th June 2011

note: New [Diary](#) Dates for 2011/12

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Best LEAP Company 2011

1 [Treat me Sweet](#)

2 [Perfect Recipe](#)

2011 Souvenir Brochure

[Download A5 information flyer](#) pdf 115kb

[Download the Startup Manual](#)

=====

2011 Souvenir Brochure

[Links to suppliers and other sites](#)

Download [Getting Started Presentations](#)

Download information from [Finance Seminar](#)

Financial Help for Companies

Information of financial help available

[Q & A](#)

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LEAP is a programme initiated by Allerton High Business & Enterprise Specialist School and Leeds Girls' High School. LEAP enables students to set up their own companies for a school year learning business skills, teamwork & problem solving. For further information contact [Miles Mount](#) LEAPinformation@yahoo.co.uk or call 07802 307054

Always check the website for the latest information and dates of events. This booklet was printed many months ago and dates may have changed.

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Seminars

LEAP arranges seminars on various aspects of setting up your Company, electing directors, choosing the product, marketing and selling and accounting.

To make the most of your LEAP experience we strongly recommend that as many members of the company as possible attend the seminars.

There will be Finance seminars in October [hands-on workshop Oct 11th] and again in February. The Finance Director should attend, probably together with the Managing Director.

Trade Fairs

Many of the schools arrange Trading opportunities for their own companies, and allow other schools to attend.

The Corn Exchange, Harewood Craft Fair and other venues in Leeds often allow Companies to exhibit and trade.

LEAP arranges Trade Fairs in December and February, this year they are at The Merrion Centre, which proved a marvelous opportunity last year.

Competitions

The Companies are judged for their Marketing and Trade Stand at the LEAP Trade Fairs. This is then used as one of the feeder competitions for the Finals [the best 6 companies in the Marketing, Presentation and Report Competitions are invited to the Finals]. See [Competitions](#) for more details.

Annual Awards

This is the event where we announce the winners of the various competitions and "showcase" some of the Presentations to invited VIPs and volunteers.

If you don't enter the competitions
then you can't win!

[Q & A](#)

[Diary >](#)

Diary 2011/2012

Leeds Enterprise Advisory Programme Company and Team Programme diary 2011/12

The dates shown are provisional and if there are conflicts we would be pleased to hear from Enterprise Teachers .
email leapinformation@yahoo.co.uk

September 2011

note: this year we are combining the Launch and the Getting Started meetings.

Tue 20 - LEAP 2011/12 [Launch](#) (Allerton 5.00 -7.00)

for all Enterprise Teachers and Volunteers.

download [information flyer](#)

[register your School](#) for LEAP 2011/12

[register your Volunteers](#) or get help getting volunteers

[CRB information](#)

[Collect your Startup books](#)

Tue 20 - *[Getting Started](#) (Allerton 5.00 -7.00)

Choosing products, electing directors, competitions and marketing.

* at least 3 people from each prospective Company must attend.

October 2011

Tue 11 - Directors' "Hands-on" Workshops (Allerton 5.00 - 7.00)

Finance Directors - using the accounts spreadsheet

[[compulsory attendance for Finance Directors](#)]

Marketing Directors - branding and marketing

Sales Directors and all others - selling at Trade Fairs

Managing Directors and Company Secretaries

- The Business Plan and effective management

November 2011

Wed 16 - Business Plans and initial accounts to be agreed by Company Board, presented to advisors and Enterprise Teachers. A copy to be sent to LEAP as part of the Competition entries.

December 2011

- [Take advantage of the Christmas trading opportunities at all Schools, Harewood House, Corn Exchange](#)

Sat 10 - Merrion Centre Christmas Trade Fair [\[9am to 5pm\]](#)

January 2012

Thu 12 - [What's next](#) (Allerton 5.00 -7.00)

- Reports and Competitions

Selling Skills

Finance

-Students, Advisors and Enterprise Teachers

February 2012

- [Start writing Company Report](#) [see [Report Competition](#)]

Sat 04* - Valentine Trade Fair (Merrion Centre) [\[9am to 5pm\]](#)

* [to be confirmed](#)

March 2012

- [Finish writing the Report with interim accounts](#)

- Finance Seminars to be held in the schools on request

Sat 10 - [Report Competition Deadline](#)

Sat 10 - Presentation [Competition](#) (Allerton 9.30am to 3.00pm)

Tue 27 - Finals at Allerton High (Allerton 5.00pm -8.00pm)

April 2012

Sun 08 - EASTER SUNDAY

Thu 26 - [Award Ceremony](#) (Allerton 6.00 -8.00)

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Each LEAP Company will get 2 bound version of all the material available for download, additional copies available for £10. Copies will also be supplied to each Enterprise Teacher and Business Mentor on request. We suggest that you print out additional free copies as required.

email Miles Mount leapinformation@yahoo.co.uk

We recommend that you download the appropriate files, free of charge, and print them out yourself.

Please note that the registration fee of £150 is to cover the cost of insurance and CRB checks.

[Registration form](#) [xlsx]

[Registration form](#) [xls] 2000 compatible

This excell spreadsheet enables you to register electronically. We require an electronic registration so that we have the correct spelling of all names and email addresses. It is essential that we have working email addresses for the Company, Managing Director, Company Secretary, Financial Director, Enterprise Teacher and Business Mentor [if you have one].

Information on LEAP and Logo

[Download A5 information flyer](#) [pdf 115kb]

[Souvenir brochure from 2011](#) [pdf 650kb]

[LEAP logo for use on posters](#) [jpg 280kb]

Companies	Q & A
Sponsors	Volunteers

You are not insured to trade until LEAP have received your registration by email and you have received the invoice acknowledging your registration.

Downloads >

Free Downloads

Starting your Company

download a [key phases document](#)

You can download individual files below,

These files and downloads are guaranteed virus free.

OR open/download a pdf of all the word docs listed below

[LEAP 2011 startup folder as a single pdf](#) [1.2 Mb]

These download word documents [and pdfs] give you full details of how to set-up your company, elect directors, choose a product and market and sell it.

[Start-up](#) [doc] [view pdf](#)

[Meetings & Electing Directors](#) [view pdf](#)

[Product Brainstorming](#) [doc] [view pdf](#)

[Business Planning](#) [doc] [view pdf](#)

[Legal and Insurance](#) [doc] [view pdf](#)

[Insurance Certificate 2011/12](#) [pdf 400kb]

Finance

[Share Certificate template and register](#) [doc]

[LEAP accounts](#) [xlsx] **you must download and use the accounts spreadsheet.**

[LEAP accounts](#) [xls] 2000 compatible

[download](#) Accounts simplified guidelines

[Accounts example/sample](#) [xls]

[Credit and Debit Q&A](#) [doc] [view pdf](#)

[VAT](#) [doc] [view pdf](#)

Competitions

[Competitions](#) [doc] [view pdf](#)

[Competition Guidelines](#) [doc] [view pdf](#)

[Judging Criteria for Marketing](#) [doc] [pdf](#)

[Judging Criteria for Report](#) [doc] [view pdf](#)

[Judging criteria for Presentations](#) [doc] [pdf](#)

[The Finals Judging format](#) [doc] [view pdf](#)

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Key phases for every LEAP Enterprise Company

1. Print out information off www.leedsenterprise.co.uk
2. Download a registration form - and return by email LEAPinformation@yahoo.co.uk
you are not insured until we receive this form
3. Who is in Company?
4. Electing/choosing Directors
5. Meeting Agendas - minutes and clear indication of Actions and who is responsible
6. Product
7. Name of Company
8. Logo – there will be a prize for the best logo
9. Open a Bank Account
10. Administration folder – keep a folder with all minutes, advertising, brochures, trade fair photos etc. This will be a great help in all the competitions
11. Selling shares - for start-up capital
12. Getting Sponsorship - for leaflets and T-shirts
13. Writing a Business plan – for submission to LEAP, now part of Best Administered and Best Company Competitions and there will be a prize for the best business plan
14. Sourcing and Manufacturing
15. Pricing – pay particular attention to VAT
16. Accounts – make sure all receipts and expenses are kept and recorded as well as the sales and attend the Finance Seminars [see website for details]
17. Create selling opportunities – and attend the Christmas and February Trade Fairs put on by LEAP
18. Advertising and brochures – consider colour photocopying which is often cheaper than printing ink
19. Competitions – see www.leedsenterprise.co.uk for full details
20. Trade Fairs – opportunities to sell and part of Competitions
21. Presentations – a marvellous way to gain skills and confidence and part of the competitions
22. Report writing

At every stage, if in doubt check the website for information [particularly the Q&A section], ASK your Enterprise Teacher, your Business Mentor or email LEAPinformation@yahoo.co.uk or telephone Miles Mount on 07802 307054. Follow LEAP on Twitter @Leapleeds

Start-up Guide for a LEAP Company

The Leeds Enterprise Advisory Programme [LEAP] enables students to set up their own Business or Company from September until April [before the main exams start!].

We will guide you through the twelve major steps of your company year. Section thirteen is the role of the Business Mentor and Enterprise Teacher.

1. Registration
2. Company name and logo
3. Directors - nominating or electing
4. Product or service
5. Bank account
6. Business plan
7. Raising capital and selling shares
8. Producing the product
9. Marketing and selling [\[competition\]](#)
10. Presentations on your results [\[competition\]](#)
11. Report writing and accounts including VAT [\[competition\]](#)
12. Closing the company.
13. The role of the Business Mentor and enterprise Teacher

Throughout the year you will learn many new skills as well as improving the skills you already have. You will learn teamwork, gain knowledge of business, improve your confidence and get a tremendous amount of experience. This experience will help you to be more successful in interviews for jobs and/or university. You get out of LEAP what you put into it – **You will have fun!**

Business is fun. This might seem a strange statement but it is a fantastic intellectual challenge to find a product that people want to buy, to solve the problems of producing the product and working with your colleagues. To experiment on the best ways to market the product, and modify your approach based on experience and to prepare yourself for your world, and working life, of the future.

Probably the best advice we could ever give you about the team process of running a company, working with others and selling to the public is

Enthusiasm is infectious!

Seminars

Up to date details are on the website and follow LEAP at Twitter on **@Leapleeds**

To help you with the project LEAP run several seminars. See the LEAP website www.leedsenterprise.co.uk for details.

Getting Started September – check diary or website for dates.
[choosing a product, electing directors, opening bank account, selling]

Finance seminar October – check diary or website for dates
[may be part of Directors' Workshop].
[keeping records, using the accounts spreadsheet, VAT and bank accounts]

Directors' "Hands-on" workshops October - check website for details

Finance Directors - using the accounts spreadsheet

[compulsory attendance for Finance Director]

Marketing Directors - Branding and Marketing

Sales Directors - how to sell at Trade Fairs

[other company members are welcome to participate]

Managing Directors and Company Secretaries

- The Business Plan and effective management

What's Next January – check diary or website for dates.
[Competitions, Trade Fairs, Presentations and Reports]

Trade Fairs

There will be several opportunities to trade at your school at other schools.

There will also be the following LEAP Trade Fairs

Merrion Centre Leeds December – check diary or website for dates.

Merrion Centre Leeds February – check diary or website for dates.

[the Merrion Centre also offers a prize for the Company with the best Trade Stand at the Merrion Centre at one of the Trade Fairs, either December or February].

At each Trade Fair we will be judging the Marketing skills of the Companies, and after the final Trade Fair the top 6 companies will be invited to the Finals. The winner of Best Marketing at Trade Fairs will be announced at the Annual Awards in May.

Competitions

For a full current list of the Competition Categories see the website www.leedsenterprise.co.uk

You will have the opportunity of entering the following competitions.

- 1. Marketing at Trade Fairs** – judged from all the trade fairs.
- 2. Presentations** – held on a Saturday in March.
- 3. Report** – deadline as for the Presentation Competition.

We will select the top four to six companies in each of these competitions and invite them to attend the finals at the end of March and the winners of each of these competitions will be announced at the Annual Awards in April.

At the finals we will judge

4. **Best Trade stand at the Finals**
5. **Best Presentation at the Finals**
6. **Best Administered Company** [announced at Annual Awards]
7. **Best Company in LEAP** [announced at Annual Awards]

Note: 6), 7) and will include information gathered throughout the year by all the judges and will not be solely based on the finals. It will be necessary to produce proper accounts using the spreadsheet provided.

During the year there will also be competitions for

8. **The most Media Aware Company,**
9. **The most innovative product or marketing technique,**

To enter these competitions you should submit a short report by the date of the finals [although you do not need to be in the finals to enter these competitions] detailing why you think your company should win either of these awards.

10. **The Best Trade Stand at the Merrion Centre** [judged by the Merrion Centre]

The LEAP Board will also give awards for the following, based on The Board members' impressions and the teachers' and volunteers' experiences of the Companies.

11. **The Spirit of Enterprise,**
12. **The most improved Company or Student,**
13. **The best Logo**
14. **The best website**
15. Various other **Special Awards** as the LEAP Board think appropriate to recognise particular effort or skills exhibited by companies or individuals.

For a full current list of the Competition Categories see the website www.leedsenterprise.co.uk

Follow LEAP on Twitter [@Leapleeds](https://twitter.com/Leapleeds)

1. Registration

You need to register the company and student members with LEAP and pay the registration fee of £150 [this covers the insurance and organisation for the LEAP programme].

We request that the registration [in the form of the supplied spreadsheet] is sent by email so that there is no ambiguity about spelling of names or email addresses. We ask for email addresses for the Company and a separate one for the Managing Director. We assume a company will distribute information among their members. You can give other email addresses as well if others want direct communications from LEAP. We will also require your Enterprise Teacher's email address and that of your Business Mentor [if you have one].

2. Choosing the Company name and designing the logo

You must decide on a memorable and descriptive Company Name. It may describe your proposed product [Jewellery Innovations] or the service you plan to provide [Party Party!]. It should not be too long or "inappropriate". If you need a definition of inappropriate then you probably have already chosen an inappropriate name!

You want Company and product recognition. It is a good idea to have a recognisable logo that will make your company easily recognisable. Look at real companies for ideas, Coca Cola, Virgin, Nike, BMW, Tesco, Harley Davidson and LEAP for samples.

3. Nominating or electing the Company Directors

Different people have different skills. Organisation, co-ordination, record keeping, accounting, innovation, making things, problem solving, ideas

Any company needs all these skills and you need to nominate or elect the most appropriate person for the various major roles in a company. You may want to have deputies for each role to cover the times when the director is not available, or to share the responsibility. Above all your Company is a team with everyone contributing. Some companies decide to change the roles part way through the year [like a Government cabinet reshuffle] but this may lose continuity. Some suggestions for the responsibilities are listed below, but real life companies often vary these according to the skills of the individual people. There is no reason at all why the Managing Director and Finance Director [etc.] cannot help with production and sales – the more experience you all get the better.

The main roles are described in detail in the separate document "Electing Company Officers": -

Managing Director

Organisation, co-ordination, decision making, final say [casting vote].

Company Secretary

Record keeping, minutes of meetings, checking actions are done.

Finance Director

Bank account, receipts, accounts, VAT, financial control.

Production Director

Product manufacture, ordering parts or services, labour co-ordination.

Human Resources Director

[This used to be called Personnel].

Morale and motivation, timekeeping, discipline, training.

Marketing Director

Market research, promoting the product, advertising, trade stand, public relations, pricing or – How much, How many and How!

Sales Director

Co-ordination of sales, selling methods, working with Marketing on pricing and trade stand.

IT Director

Email addresses, web site, PowerPoint presentations and spreadsheets.

Other Members

Deputy positions, production members, sales people,

Deciding on a Product or Service

Go to the White Rose Centre and see the products sold at trade stands. Ask what products or services have been produced by previous Company Programmes. Brainstorm with all your colleagues – nothing is too outrageous, think outside the box.

You do need to have a product that enables your Company to be insured. This usually excludes fresh produce, fresh food or unwrapped cookies or sweets, dangerous activities [such as speed racing or bungee jumping]. Come up with several ideas and if in doubt ask your Enterprise Teacher, Adviser or email Miles Mount at LEAP.

Some companies raise capital with a product and then run a service such as a club night – but the competition judges usually favour some form of product that is either manufactured by the Company or where value has been added.

When you think you have a suitable product then you need to do Market Research on “who will buy it?” and at “what price?” The easiest way to start this is by asking yourselves the same questions.

4. Opening your bank account

Every Company needs a dedicated bank account so that you can bank your earnings, pay suppliers and be sure there is no chance that the money can be lost or mislaid.

You can use any bank of your choice and we recommend a “Club” account. This will be covered in detail at the “Getting Started Seminar in October.

You will need to make an appointment to visit the bank and see a business banking manager. You may need to ask your adviser or Enterprise Teacher, or a parent. Do not just turn up – you need to make an appointment. You will need copies of the signatures of the people who are authorised to sign cheques [you may work on the principle that the Finance Director is the authorised person, but it is usually advisable to have two or more people authorised to sign].

This is an urgent priority.

If you have any problems then contact Miles Mount leapinformation@yahoo.co.uk

6. Writing the preliminary Business Plan

Before you can start raising working capital you will need to write down your *Business Plan* and show it to your Enterprise Teacher and your Adviser.

The plan should give your company name and logo, the students involved, your *Mission Statement*, your product or service, how you did [or plan to do] your *Market Research*, your marketing plans and sales plans and price and your financial requirements.

7. Raising capital and selling shares.

To start-up a company you will need some capital [money]. The first requirement is to pay the registration fee of £150, which covers insurance and support.

You also need to purchase the materials to make your product, pay trade fair fees etc.

The usual way to obtain the initial capital is to sell shares. The company secretary can get share books from the startup booklet. Each member of the company should buy some shares, and you should also sell them to friends and family. The shareholders will expect a return on their Investment when you close the company at the end of the year.

The shares are sold at £1.00 each. Normally we restrict the amount of capital that can be raised by shares to £400.00

The Company Secretary must keep a register of shareholders and shares bought.

You can also raise money by *Sponsorship* but this is less usual in a real business – although you might want to consider this a way to get T-shirts printed with your company name and logo for use at Trade Fairs. Perhaps the sponsor's logo can also be printed on the T-shirt [but do not allow this to dilute your message or recognition].

8. Producing the product

If you have decided on a product that needs manufacturing, or one that needs work done to it to give added value, then you should produce a prototype and discover the manufacturing problems.

Remember that you need to sell the product, so the quality must be good. You will also need to be able to manufacture the product in sufficient quantities for your expected demand. Therefore the product must not take too long to manufacture. Time equals money – and if the product takes too long to make but would not sell for a large amount of money then this is not practical.

Once you have made the prototype you need to order the parts and tools for *Mass Production*. You may be able to get some materials on *Sale or Return*.

You will need to set up manufacturing sessions and make sure someone [probably the Production Director] is responsible for *Quality Control*.

You may want to consider wages for the production staff. This may be in real money if the product is very profitable, or many companies use motivational wages [chocolate, sweets, biscuits etc.]

9. Marketing and selling [competition]

There is a competition for the best Marketing at Trade Fairs, but marketing is much more than just Trade Fairs.

You must organise your Market Research to find out who will buy your product and for how much, and how many can you sell. The first step in market Research is “would I buy this product and if so how much would I pay?” If your own members think the product is poor value then so will everyone else.

To price the product you need to arrive at a selling price in two directions.

- What is the price that the market will pay? Will the quantity sold vary with the price charged?
- What is the cost of the parts [bought-in], plus transport or shipping, plus labour, plus packaging?

You then need to add marketing costs, a profit margin and VAT [20.0%] to arrive at a selling price.

A typical formula would be $(\text{total costs} \times 2) \times 1.20 = \text{selling price}$

If the two methods arrive at vastly different selling prices then you need to look at lowering your costs, or make it easier to manufacture, or find some way to add value so that the customer will pay more. Do not consider removing your profit margin since in the real world a company cannot continue to exist if it is making a loss.

You then need to consider

- Attractive packaging
- Sales literature or flyers
- Advertising or *PR*
- Trade stand
- Training sales staff
- How do I ensure the customer is satisfied?

10. Presentations on your Company year and results [competition]

Later in the academic year [March] you will have the opportunity to give a 5 minute presentation on your company. The presentation is encouraged to be humorous but should also be businesslike.

The judges are particularly looking for enthusiasm and a good account of the problems you have had, the solutions you found including the learning outcomes. This will be judged as a competition and will be used to select 4 to 6 Companies to go through to the Finals. The winner will be announced at the Annual Awards.

11. Report writing and accounts, [competition]

In a way this is the “other side” of the Presentation Competition. The formal report will present the Company Year so far and give us your mission, how you chose your product, how you marketed the product, what the financial results are etc.

The deadline for this report is the same as the Presentation Competition [March – check the diary or website for actual dates]. This will be judged as a competition and will be used to select 4 to 6 Companies to go through to the Finals.

12. Closing the company.

At the end of March or early April you will need to close down the company. You will need to make sure that you have paid the VAT you owe
 $(\text{Total sales}) / 1.20 = (\text{Total effective sales})$
 $\text{LEAPVAT} = (\text{Total sales}) - (\text{Total effective sales})$ minus VAT of 20% on all sales.

You will also need to pay a tax on profit of 10%.

Do not worry about this at the moment – we will be giving you seminars and help on the accounts. You can continue trading until August, but at the end of August your insurance will expire and you will need to arrange your own insurance cover if you want to continue trading. There is also an information sheet labelled LEAP VAT which you can download off the website.

You will also need to repay your Shareholders [hopefully with a well earned dividend, or increase, on the money they put into the company at start-up].

Some companies like to discuss with their shareholders a donation of the dividend to a charity. This is a good idea but the shareholders must be consulted.

13. The role of the Business Mentors/Advisors and Enterprise Teachers.

Throughout your year in LEAP you will receive advice from LEAP Board members, your Enterprise Teacher and if available your Business Mentor or Advisor.

Their role is to advise not do. They will point you in the correct direction, advise you where to find information, but it is not their purpose to run your company or to correct your mistakes. It is definitely not their role to do your accounts or write your report.

Help is always available for any company or individual who needs it, but you will learn best by doing it yourselves.

At the beginning all of these steps may seem to be very complicated. Do not worry; your Enterprise Teacher, your Adviser and volunteers from LEAP are always available to help. You will find the whole experience a lot of fun and a great learning experience.

Students Acquiring Skills – just do it!

Follow LEAP on Twitter @Leapleeds

Enterprise or Company Meetings

Meetings are normally held weekly throughout the LEAP Company year. After you are up and running the more formal Board Meetings may only take place monthly with the weekly meetings being for production, but it is always useful to have a brief review of past and future actions.

At the first formal Board Meeting for the company you need to elect a Managing Director and Company Secretary and the other roles within the company as specified separately.

The Business Mentor [Adviser] will help you in the early meetings but normally the Managing Director is responsible for the control and direction of the meeting and the Company Secretary for the minutes and list of actions and then chasing people on the follow-up of the actions.

It is essential that follow-up is done on these actions and either the Managing Director or the Company Secretary should make sure that the actions are completed on time [using a tactful reminder approach where necessary].

It is necessary for all members of the Enterprise Company to attend the meetings, and if they cannot attend they must let someone know [together with their reason for absence].

Agenda

Every meeting should have the date, time and Agenda [list of items to be discussed, usually decided by the Managing Director] circulated beforehand. The Minutes [the record of the meeting and actions] should be circulated to all board members of the company with copies to the Business Mentor [Adviser] and Enterprise Teacher. The minutes must clearly state who is responsible for each action.

A sample Agenda is given on the next page.

All the minutes must be kept up to date and circulated to all the appropriate Directors. These minutes will also form part of the Competition "Best Administered Company"

Typical Agenda

Date Time

Place

1. Apologies for absence
2. Minutes of last meeting
 Get someone to propose they are correct and someone else to second this.
3. Matters arising from the minutes of the last meeting.
4. Topics to be discussed
 These should be listed by the Managing Director on the Agenda in advance of the meeting.
5. Financial report [given by the Financial Director or Deputy]
6. Any other business
7. Date of Next meeting.

Control of meetings

It is the Managing Director's responsibility to control, or Chair, meetings, or in their absence then their Deputy should do this.

Instead of everybody speaking at once, hands should be raised to indicate you want to speak and the Chairperson will then select the speaker. Only one person should speak at once. This is quite a novel situation for teenagers – but it is the only way a meeting can be held successfully.

note: Your Business Mentor is there to advise but not to control the meetings. They will not control the discussions but will probably indicate if you are going in completely the wrong direction! Use their experience they are volunteers giving up their time and must be treated with respect.

Sample Agenda for Weekly Meetings

Minutes to be kept by Company Secretary

Agenda

Date: _____ Location: _____

1. Apologies for absence and register of attendees
2. Minutes of last meeting and actions arising
3. Topics for discussion

First Meeting:

- Enterprise Teachers Role
- Business Mentors Role
- Explain how the enterprise or Company Programme Works
- Roles of Directors
- Register the Enterprise with LEAP

Second Meeting

- Election of Directors
- Brainstorm on potential Products or Services
- Discuss Business Plan
- Agree to open a bank account
- Discuss sale of Shares to raise starting Capital

Third Meeting

- Finalise the Product and/or Service
- Agree how capital will be raised
- Draw up a Business Plan
- [You cannot reach a destination without deciding on a route]
- Decide on a Mission Statement
- Discuss Production methods and when/where

9. Financial Report

10. Any other business

11. Date of next meeting

Electing Company Officers

Different people have different skills. Organisation, coordination, record keeping, accounting, innovation, making things, problem solving, selling, ideas

Any company needs all these skills and you need to nominate or elect the most appropriate person for the various major roles in a company. You may want to have deputies for each role to cover the times when the Director is not available, or to share the responsibility. Above all your Company is a team with everyone contributing. Some companies decide to change the roles part way through the year [like a Government cabinet reshuffle] but this may lose continuity. Some suggestions for the responsibilities are listed below, but real life companies often vary these according to the skills of the individual people. There is no reason at all why the Managing Director and Finance Director [etc.] cannot help with production and sales - the more experience you all get the better.

The main roles are: -

Managing Director

[Organisation, coordination, decision making, final say \[casting vote\].](#)

The Managing Director is normally the driving force of the Company. They should keep everybody fired up with enthusiasm and coordinate everyone's efforts to get the most out of everybody, in the most effective way. The Managing Director usually decides on the topics to be covered in the weekly meetings and they chair the meeting, in such a way that everyone participates and the best ideas are put forward and used. They also assign the Actions to the most appropriate person and make sure that these actions are done. The Managing Director should also participate in everything from production to sales - it is often best to lead by example.

Note: This roll must also have a Deputy to stand-in for the MD when they are not available. The Deputy can be one of the other Directors, or be a role in its own right.

Company Secretary

[Record keeping, minutes of meetings, checking actions are done.](#)

The Company Secretary is responsible for keeping the legal records of the company and to take the minutes of the meetings. The minutes should summarise the meetings indicating who has been assigned the various actions, and indicating the time frame where necessary. They should also assist the MD in making sure that all the actions are followed up.

Finance Director

[Bank account, receipts, accounts, VAT, financial control](#)

The Finance Director opens the bank account, keeps records of all financial transactions [buying, selling and expenses], keeps the accounts and reports on them at the Board Meetings and generally controls the finances of the company. They are also responsible for keeping a record of the VAT on bought-in items and sales and paying the VAT bill at the time of the competitions. You do not need to be a mathematical wiz kid to do the finance - but knowledge of spreadsheets will make life a lot easier.

Note: This roll must also have a Deputy to stand-in for the FD when they are not available. The Deputy can be one of the other Directors, or be a role in its own right.

Note: The accounts spreadsheet shown on page 46, which can be downloaded from the website, will do most of the accounting work for you!

Production Director

[Product manufacture, ordering parts or services, labour coordination.](#)

The Production Director [sometimes called Operations Director] is responsible for organising the buying of parts, the manufacturing process and the Quality control of the manufactured items [or Service provided]. They are responsible for organising the labour and the production line for manufacturing [or in the case of a service making sure that all the venues, bands, refreshments etc are booked].

Human Resources Director

[This used to be called Personnel, morale and motivation, timekeeping, discipline, training.](#)

The Human Resource Director, or Personnel Director, is responsible for making sure that people turn up at meetings or manufacturing sessions, and for maintaining the morale of the Company Members. This might be done by encouragement or bribes [chocolates, biscuits, money, outings for workers]. If a Company Member does not attend the meetings, or is consistently late, then the HR Director is responsible for discipline [a mark on the members record, or in extreme cases voting the member out of the company]. HR is also responsible for organising any necessary training for production or sales personnel.

Marketing Director

[Market research, promoting the product, advertising, trade stand, public relations, pricing or - How much, How many and How!](#)

The Marketing Director is responsible for finding the correct product [or coordinating the effort to do this], for the Market Research on product, market and price for promoting and advertising the product, posters and flyers and for public relations [press releases and other free publicity]. The Marketing Director will also coordinate the design of the Trade Stand and work closely with the Sales Director to maximise the sales and provide opportunities for selling. Marketing is all about experimentation, ideas and fun. Try it and find out what works!

Note: LEAP arranges training seminars, which include Marketing and Selling skills.

Sales Director

[Coordination of sales, selling methods, working with Marketing on pricing and trade stand.](#)

The Sales Director is responsible for coordinating the sales people [usually all members of the Company] and arranging selling opportunities and methods. They will work closely with the Marketing director on pricing, Trade Stand and selling venues, and with the Human Resources Director on any necessary training for the Sales staff. Many people seem to feel that “sales” is a dirty word! Just remember in all the Companies in the world “**No sales - No business!**”

Note: LEAP arranges training seminars, which include Marketing and Selling skills.

IT Director

[Email addresses, web site, PowerPoint presentations and spreadsheets.](#)

The IT Director [sometimes called ICT] is responsible for all the electronic communication of the company from emails to web site. They are also responsible for the preparation of PowerPoint presentations for the Presentation Competition.

Note: It is essential that LEAP has separate email addresses for a) Managing Director b) Company Secretary c) Enterprise Teacher and d) Adviser.

Note: if hotmail addresses are not used within a month they can become dormant.

Other Members

[Deputy positions, production members, sales people.](#)

Not everyone has the inclination or the time to be one of the Directors, but the other roles in a company are also essential. “No production no sales!” and “No sales no business!”

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Miles Mount 07802 307054 leapinformation@yahoo.co.uk

Business Planning Template

Use this template to draft your business plan. This should be prepared and agreed by the Company Board and then presented to your Enterprise Teacher and Business Mentor, then submitted to LEAP by the middle of November [check diary]. This will form part of the evidence for the Competition “Best Administered Company” and it will also act as your guide while starting the company. If you do not decide on a destination then you have no chance of getting there.

1. Do you have a Company Name and logo?
2. How many people are involved and what are their positions?
3. How have you raised capital for stock etc? [Share sales are the preferred method]
4. What product(s) or service are you planning to offer?
5. Have you done your Market research on customers, competitors and pricing?
6. Have you sourced a supplier for parts or goods?
7. Have you made a prototype?
8. Have you sold any products yet?
9. What advertising are you planning?
10. What sales opportunities have you got planned? Make sure your ready for the Christmas Trade Fairs.
11. What turnover and profit do you forecast by the LEAP finals in March?
12. Have you planned to enter the Competitions?

Business Planning

1. Where are we now?

A simple statement of 'where we are' i.e.: -

- How many people are involved
- How much money we already have
- What amount of preparation / planning we have done already
- What we want to do (start our own business)

2. Where do we want to be?

Again keep it simple... you need a clear vision of 'where you want to be/what you want to achieve'. The clearer and simpler the 'vision' or 'goal' the more likely you are to get there.

Examples:

- Make gold jewellery accessible to everyone
- Sell more sportswear than Nike
- Revive the music scene in Leeds

3. How are we going to get there? (Our Business Plan)

A. Define what your business will do (business activity)

- What it will make, sell or what service it will provide?
- Who will it provide with these goods or services?

B. Define the current state of your business

- Have you started trading?
- Do you have anything you need to start trading?
i.e. do you have any money or premises or goods or the people needed to work in the business?

(It's the 'simple things' defined under (1) "Where are we now?" above.)

C. Define your market. (Research)

- Do you have competitors?
- How many?
- How much of the potential business out there do your competitors have already?
- How much is left for you?
- Is this a market that's driven by price? (Will you have to work to tight margins?)

- Who will buy your goods or services?
- Do they want your goods or services?

D. Define the financial position.

How much money will you need for

- Buying in stock or raw materials
- Paying wages (until money starts coming in from sales to cover this)
- Paying for advertising, promotions, marketing activity
- Buying any equipment you'll need for making your goods or to equip your offices or shop
- Buying expertise (accountants, solicitors, advisers etc.)
- Putting to one side to cover unexpected costs

How much money do you think you will need to raise to start your business?

How much do you already have?

E. How do you limit risks and make the best of opportunities?

Crucial to any good business plan - is planning for the unexpected. Risks can include - (and these are just examples, there are many more)

- Increased and unexpected costs for raw materials
- Key personnel becoming unavailable
- New competitors arriving to lure away your customers
- Your customers 'fancying a change' or changing their priorities
- Bad publicity

Just as 'threats' can steer your business off its path to success, so too can unexpected business opportunities such as: -

- New market places or more potential customers wanting your products than you can handle. (Hard to say no - but should you?)
- New ideas in the Company for new products or services you can provide to the same customers (or to new customers)

4. Writing and Presenting the Business Plan

Two purposes to a Business Plan:-

- A. To use as a living, working document to help the owners or the Board to run the

company. As a living working document - this Business Plan will change regularly, i.e. your statement (your vision / goal) may not change too often - but your financial status, your client base and your resources may change on a regular basis. A good Business Plan changes 'just ahead' of the changes happening to a business, i.e. the business has planned for the change (it hasn't suddenly happened and the Plan is changed after the event.)

B. To obtain funding to start or keep a business going. In order to get funding either from a Bank or via a body giving Grants. The potential funder will need to see a Business Plan. One big piece of advice - if doing a Plan to get funding - write it 'from the reader's perspective', i.e. think about what they need to know about your business that will help them say 'yes' rather than what you want to tell them about your business and your dreams etc. Write this plan to allow a potential funder to have faith in you and your Business.

That's it - A simple guide to Business Planning. For more advice ask your Enterprise Teacher or Advisor.

Remember to attend the Seminars put on by LEAP.

Look on the website for details www.leedsenterprise.co.uk

Follow LEAP on Twitter @Leapleeds

Product Brainstorming

The process of “Brainstorming” is a very powerful and useful one. One person, usually the Managing director, should control the meeting and someone, usually the Company Secretary, must record the ideas and decisions.

Each person should be encouraged to put forward product ideas, and to state why they think this product/service would be a good idea. Do not make fun of the more outlandish ideas – you would be surprised how often “thinking outside of the box” is successful.

Although you can just buy-in goods and resell them, you should look at ways of increasing the value and making the goods easier to sell. We usually prefer products rather than services, but a combination of the two can be very successful.

You can get some ideas for products by looking at the choices of previous Companies in the LEAP or Young Enterprise schemes.

Try to take advantage of certain seasonal needs and spending patterns, such as Christmas, Valentine Day, Mothers’ Day and Easter.

Remember that you are not allowed to sell fresh food that has not been pre-packaged professionally. This is a condition of the insurance cover. If in doubt ask!

Clocks	Basket of goodies	Battle of the bands
Bird feeders	Calendars	Birthday parties
Picture frames	Garden plants	Sports events
Shot glasses	Picture albums	Club nights
Etched wine glasses	Recipe books	Cleaning
Cards – Christmas etc.	Portrait photos	Gardening
Paintings	Business cards	Web site design
Discount books [advertising]	Bottle opener business cards	Personalised headed paper
Hand bags	Candles	Email greeting cards
Cut off jeans	Manicures	Email video greetings
Hoodies	Key rings	Computer courses
Japanese goods	Badges – personalised	CD Tutorials
T-shirts with slogans	Motivational pictures	Transferring film to video
Painted mugs	Photographs	Film nights
Note books	Puzzles	Digitising photo albums
Jewellery	Jigsaws	Organising events
Lingerie	Individualised belts	

Insurance Cover and Legal Responsibilities

Insurance

The Leeds Enterprise Advisory Programme [LEAP] has arranged insurance cover for all the Company Programmes that is valid from the date of acceptance of the registration. You cannot start trading until you have confirmation of acceptance of your registration.

The insurance is valid from September until the end of August the following year.

The insurance does not cover any products that could be considered dangerous or fresh food unless it is pre-packaged by a professional organisation and sell-by dates are clearly labelled and adhered to. The insurance does not cover manual labour or hazardous activities. This is not insurance for your possessions, money, theft of stock or belongings, or damage to your Trade Stand. The insurance is to cover a member of the public becoming injured by your product or activities while trading.

Other exclusions include but are not limited to

- a) Goods for animal consumption.
- b) Goods sold to USA or Canada.
- c) Goods for use in the repair and maintenance of mechanically propelled vehicles.
- d) Acids, gases, fireworks and chemicals, drugs and pharmaceutical products.
- e) Fertilisers, weed killers.
- f) The manufacture, modification or sale of any product requiring mains electricity.
- g) Alcohol and tobacco products.
- h) Production or manufacture of foodstuffs, or resale of unbranded foodstuffs. Any foodstuffs for sale must be branded and pre-packaged by the commercial manufacturer.

Copies of the insurance certificate and policy can be downloaded from the website

www.leedsenterprise.co.uk

If in doubt contact LEAPinformation@yahoo.co.uk

Contracts and Cheques

Cheques and Contracts must have the words

“For and on behalf of *company name* a branch of LEAP.”

Cheques and Contracts in excess of £200 must be signed by your Adviser or Enterprise Teacher [on behalf of LEAP]. Therefore that person must also be on your bank mandate as an authorised signature.

Registration Fee, Shares and Taxes

The registration fee to cover insurance and support is £150, payable before the end of November.

The share price is £1.00

Maximum shares per person is 20 [£20]

Each member of the company must own at least 1 share.

Maximum share capital is £400 [note this can be increased under special circumstances with the permission of your Adviser, Enterprise Teacher and the LEAP Board [all three must agree].

LEAP VAT is set at the 2011 rate of 20%. note. VAT owed is VAT on sales - VAT on purchases [always assumed to be 20%].

LEAP Tax on profit is charged at 10%.

Health and Safety

The Health and Safety at Work Act [1974] requires you, the Company and all members, to ensure the health and safety of yourselves and others who may be affected by what you do or fail to do.

This also applies to all your subcontractors, teachers, advisers and users of your product or service.

Never use machinery or tools unless you are authorised, and trained, to do so and wearing any necessary safety clothes or goggles.

Make sure you see and review the Risk Assessment that will have been done for any Trade Fairs organised by your school or LEAP.

The goods you sell must be covered under the LEAP insurance and be safe. If in doubt ask!

If they are not suitable for children under a certain age then the product must be clearly labelled.

Customers

Every time you make a sale to your customer you are entering into a contract.

You must supply goods or services as agreed at the time and for the price agreed. Your customer is obliged to take them and pay you the agreed price.

The goods must be suitable for the purpose for which they were sold and if they are faulty the buyer has the right to return them and ask for a refund. If you are not sure what to do under certain circumstances ask your adviser, Enterprise Teacher or a member of the LEAP Board.

Share Certificate

Name of LEAP Enterprise	
School	
Number of [£1] shares	
Share Owner Name	
Share Owner Address	
Signature of Managing Director	

This Copy to be retained by LEAP Enterprise/Company

C_____

Share Certificate

Name of LEAP Enterprise	
School	
Number of [£1] shares	
Share Owner Name	
Share Owner Address	
Signature of Managing Director	

This Copy to be retained by Share Owner

Download an original file off the website to print out multiple copies.

Competitions

For a full list of the competitions this year please visit the LEAP website.

You will have the opportunity of entering the following competitions.

1. **Marketing at Trade Fairs** – judged from all the trade fairs.
2. **Presentations** – held on a Saturday in March.
3. **Report** – deadline as for the Presentation Competition.

We will select the top four to six companies in each of these competitions and invite them to attend the finals at the end of March 2012 and the winners of each of these competitions will be announced at the Annual Awards at the end of May 2012.

At the finals we will judge

4. **Best Trade stand at the Finals**
5. **Best Presentation at the Finals**
6. **Best Administered Company** [announced at Annual Awards]
7. **Best Company in LEAP** [announced at Annual Awards]

Note: Best Administered Company and Best Company in LEAP will include information gathered throughout the year by all the judges and will not be solely based on the finals. It will be necessary to have successfully completed the accounts using the spreadsheet provided.

During the year there will also be competitions for

8. **The most Media Aware Company,**
9. **The most innovative product or marketing technique,**

To enter these competitions you should submit a short report by the date of the finals [although you do not need to be in the finals to enter these competitions] detailing why you think your company should win either of these awards.

10. **The Best Trade Stand at the Merrion Centre** [judged by the Merrion Centre]

The LEAP Board will also give awards for the following, based on the impressions and experiences of the Board members, judges, teachers and volunteers.

11. **The Spirit of Enterprise**
12. **The most improved Company or Student**
13. **The best logo**
14. **The best website**
15. Various other **Special Awards** as the LEAP Board think appropriate to recognise particular effort or skills exhibited by companies or individuals.

Judging Criteria - Company Report

The Company Report is the opportunity to summarise your team's year in business. It is an important record of what you achieved. Each company member should keep a copy with his or her National Record of Achievement.

To help the competition judging process and give you some guidance on what is expected, below is a list of the rules you should follow and some guidelines on content.

Rules

- Cover — the cover is in addition to the permitted **10 pages**. It should include:
 - Company name
 - School/college and Enterprise teacher
 - Advisers and companies
 - Whether interim or final accounts.
- Maximum **10 sides** of A4 + cover + 5 pages of accounts plus optional 3 page appendices. (**note:** the appendices must include your accounts [cash book, sales, extended trial balance, final accounts (5 pages), and you can also include up to 3 pages marketing examples, flyers etc.]
- Body copy size to be 12 point minimum.
- Page one must begin with a contents list and also contain an executive summary to include:
 - Company name
 - Mission statement
 - Product/service
 - Summary of financial results
 - Summary statement of company performance.
- The company accounts summary must be included and must be prepared to the company liquidation date, showing _{LEAP} VAT paid, balance sheet, profit and loss account, and liquidation report.
Or:
Interim report must show provision for _{LEAP} VAT and any interim payment. Also to include balance sheet, profit and loss account to date.

Note: Whether accounts are final or interim, they should be verified and signed by your Adviser.

General Guidance

The rest of the report should cover all aspects of the company performance but should read as one business-like document, not as a series of repetitive directors' reports. The report should demonstrate the company's development through problem solving and innovation, and should highlight the company's achievements.

The report must be written by the students and should be original and innovative in approach, not based on a template from previous years.

A recommended approach is to ask each director to write a brief report of his/her activities and then for one director to draw the information together into one readable document.

- There should also be a review of the students' development as individuals and as a team. Company membership and structure should be illustrated.
- Any special activities such as exporting, attending European trade fairs or visiting companies for training should also be included.
- Companies are encouraged to include photographs of their product or service.
- The use of word processing to produce the report is considered as necessary.

Judging Criteria - Trade stand and interviews

At the Trade Fairs the stands must show your company name and School.

- Name of the company [prominently displayed]
- Name of school/college and town
- Name of Enterprise Teacher
- Business Mentor and their companies
- Examples of your administration, these can be in a folder and will help in judging the best Administered Company.
- **Copy of Insurance Certificate**

At the stand/ the judges will examine the display and interview the company members. Judges may visit the stand as a team or individually.

The stand contents (excluding any provided shell system) should have been produced and funded by the company.

At the Trade fairs your Marketing and Sales skills will also be judged. See the Judging Matrix for a full list of the parameters the judges use.

If you get through to the finals then the stand will be a display of your LEAP year and it should also show the following

- Product and/or service presented as if at a trade fair
- Highlights of sales and financial performance.
- Photographs of your successes and examples of your Marketing and advertising.

Judging Criteria - Company presentation

- Presentation time **5 minutes [>4 <6]**.
- Style - businesslike with the use of humour
or Novel and innovative
- The presentation team can be as many as you like, and one of your Company members will need to operate your PowerPoint presentation.
- The presentation should summarise the key experiences and achievements of the company. Try to bring the highs and lows of your year to life for the audience. How you have learned from your mistakes is as important as your achievements.
- We are particularly interested in the problems you had **and how you overcame them.**
- Visual aids must be produced and paid for by the LEAP company itself, and be identifiable in the company accounts. Good quality PowerPoint presentations are recommended. Videos and audiotapes are not recommended other than for minimal complementary music. Although a short video can be included in the PowerPoint presentation please remember the judges want to see a live presentation.
- The use of computer software in particular PowerPoint to create visual aids is encouraged. We guarantee to have a computer running PowerPoint 2007. If your Presentation needs an Apple computer then bring your own with any necessary adaptors to plug into the projector.

Leeds Enterprise Advisory Programme Judges' Score sheet: REPORT Competition

Company Name _____ School _____

Indicators	Max Points	Report Competition	Score
1. General style, layout & professionalism	10	comment	
2. Cover- originality, impact, creativity	10		
3. Following guidelines	10		
4. Clarity	10		
5. Communications & team work	10		
6. Problem solving	10		
7. Administration systems & understanding	10		
8. Financial systems & understanding	10		
9. Product development and production	10		
10. Marketing & Sales	10		
TOTAL	Max 100		

Scores are for judges' use only, to record their impressions and guide their decision making. It is not intended that simple scoring should be used to make the judging decision. Scoring enables the judging panel to settle quickly on a shortlist of potential winning companies. The final decision on award winners should be made by judges in discussion, to reach consensus and agreement. Scores should never be revealed to participants or anyone outside the judging panel.

Judge _____ Date _____

Leeds Enterprise Advisory Programme Judges' Score sheet: Presentations

Company Name _____ School _____

Indicators	Max Points	Presentation Competition comment	score
1. Enthusiasm	10		
2. Style businesslike with humour	10		
3. Time 5 mins [>4 < 6]	10		
4. Content - product & production	10		
5. Content - management & structure	10		
6. Content - marketing & sales	10		
7. Content - financial results	10		
8. Content - problem solving	10		
9. Professionalism and Dress Code	10		
10. Visual aids	10		
TOTAL	Max 100		

Scores are for judges' use only, to record their impressions and guide their decision making. It is not intended that simple scoring should be used to make the judging decision. Scoring enables the judging panel to settle quickly on a shortlist of potential winning companies. The final decision on award winners should be made by judges in discussion, to reach consensus and agreement. Scores should never be revealed to participants or anyone outside the judging panel.

Judge _____ Date _____

Leeds Enterprise Advisory Programme Judges' Score sheet: Marketing at Trade Fairs

Trade Fair _____ Company Name _____ School _____

Indicators	Max Points	Marketing at Trade Fairs <small>comment</small>	score
1. Enthusiasm	10		
2. Visual appeal	10		
3. Professionalism & Dress Code	10		
4. Promotional material	10		
5. Customer focus & marketing	10		
6. Selling skills	10		
7. Product	10		
8. Following guidelines	10		
9. Team work	10		
10. Knowledge of staff	10		
TOTAL	Max 100		

Scores are for judges' use only, to record their impressions and guide their decision making. It is not intended that simple scoring should be used to make the judging decision. Scoring enables the judging panel to settle quickly on a shortlist of potential winning companies. The final decision on award winners should be made by judges in discussion, to reach consensus and agreement. Scores should never be revealed to participants or anyone outside the judging panel [or Area Board].

Judge _____ Date _____

LEAP Finals [judging matrix]

Presentation [marked out of 50]		
Enthusiasm		
Content management, product, production/supplier		
Content marketing, sales, financial, problem solving		
Visual Aids		
Professionalism & Dress		
Presentation Total		
Presentation Position		
Trade Stand [marked out of 50]		
Visual Appeal		
Enthusiasm		
Product		
Team Work		
Information & photographs available		
Trade Stand Total		
Trade Stand Position		
Knowledge & Administration [marked out of 50]		
Administration systems & understanding		
Product, & production		
Marketing & Sales		
Problem solving & Teamwork		
Accounts		
Administration Total		
Administration Position		

LEAP VAT

To simulate the real world LEAP assume that all sales include 20.0% of VAT and that all bought-in items and expenses include 20.0% of VAT

SP	Selling Price	= ESP + 20.0%
ESP	Effective Selling Price	= SP / 1.20
BI	Bought-in or cost price	= EC + 20.0%
EC	Effective Cost	= BI / 1.20

To calculate the _{LEAP} VAT owed

Calculate the total sales and work out the _{LEAP} VAT

$$\text{SP divided by 1.20} = \text{ESP}$$

$$\text{LEAP VAT} = \text{SP minus ESP}$$

Calculate the total bought-in costs and work out what VAT this includes

$$\text{BI divided by 1.20} = \text{EC}$$

$$\text{VAT included in cost} = \text{BI minus EC}$$

$$\text{LEAP VAT owed} = \text{LEAP VAT on sold items minus VAT included in Bought-in items}$$

Example

If the total sales are 150 and the Bought-in price of parts and goods are 75

$$\text{LEAP VAT on Sales} = \text{SP} - (\text{SP}/1.20) = 150 - (150/1.20) = \text{£25.00}$$

$$\text{VAT included in Bought-in} = \text{BI} - (\text{BI}/1.20) = 75 - (75/1.20) = \text{£12.50}$$

_{LEAP} VAT VAT owed to Leeds Enterprise Advisory Programme

$$\text{VAT on sales} - \text{VAT on bought-in} \quad \quad \quad \text{£12.50}$$

Strictly speaking your accounts should have kept track of VAT throughout the year using the accounting spreadsheets supplied at start-up.

Example

Item	SP	ESP	LEAP VAT
bracelet sale at Allerton High	£6.40	£5.33	£1.07
necklace sale at Merrion Centre	£7.50	£6.25	£1.25
glow stick sale at LGS	£0.50	£0.42	£0.08
<hr/>			
TOTALS	£14.40	£12.00	£2.40

One of the Companies asked the following questions:

"I now think I understand how the sheet works, but I can't work out what CR and DR mean! On all the sheets CR refers to money going out (costs, cash - bank transfers etc.) and to money coming in, except for the ETB sheet, where they are reversed. Is this a mistake, or is there something I don't understand?"

I am also having difficulty with the ETB sheet in general. For example, what Trial Balance DR column refer to? It would be very helpful if I could get some sort of summary about what each column means in the sheet.

The figure of money I have for cash in the accounts is negative. This seems to be because I have recorded a large transfer of cash to bank, because that is what I did with the share money. But the share capital that I received is not counted as cash, its simply placed into the profit and loss records. It doesn't make any difference to the figures, but I am obviously not in the possession of a negative amount of cash. Is there any way to sort this?"

The answers from the expert Ashley Carr.

As long as the purchase, sales and cashbook sheets are entered correctly, then the ETB (other than closing stock) takes care of itself.

It is accountancy convention that DR stands for Debit, and CR stands for Credit.

To say a CR refers to money going out and a DR refers to money coming in, is a bit misleading, as for all accountancy transactions, there is a DR and a CR entry for each one (double-entry bookkeeping).

For example, if you make a payment from your bank of £20 for stationery, then the stationery account in the profit and loss account will be debited with £20 and the bank will be credited with £20. This is because the debit entry in the P&L is an expense and the credit entry against the bank is a liability (to the bank).

Nothing is reversed on the ETB, the figures in the ETB are simply mapped from the cashbook totals (the spreadsheet does this automatically), so a DR balance in the cashbook is a DR balance in the ETB, and a CR balance in the cashbook is a CR balance in the ETB. The trial balance is a list of all the balances and is **extended** to either the P&L account **or** the balance sheet (hence ETB). The balance sheet shows the assets and liabilities of a company, whereas the P&L account records income and expenditure as a result of the company trading. If the company were to trade for a second year, then the balance sheet balances would be carried forward to the following year, whereas P&L items are written off in the year of taking place.

The following summary will hopefully help in the understanding of what DR and CR mean on the ETB.

Trial balance:	DR	= expense in P&L or asset on balance sheet
	CR	= income in P&L or liability on balance sheet
Profit and Loss:	DR	= expense
	CR	= income
Balance Sheet:	DR	= asset
	CR	= liability

Unlike a bank balance, that can either be shown as an asset or a liability on a balance sheet, depending on whether the balance is positive or overdrawn respectively, cash always has to have a debit balance. You cannot have a balance of -£5 in your cashbox.

You start of with a cash balance of zero and through the selling of shares and other receipts you build up a debit balance (shown as an asset on the balance sheet) . Any cash to bank transfers will be recorded by crediting your cash balance and debiting your bank balance, all you are doing is decreasing the asset of cash and increasing the asset of bank. Obviously, you cannot transfer more cash than you have got and therefore your cash balance can never show a credit balance. A negative balance indicates that the double-entry has been entered incorrectly somewhere in the cashbook, but should be easy to identify.

Cash to bank transfers do not require any analysis, as this will have been already completed when the cash was received in the first place.

Share capital has nothing to do with the profit and loss account whatsoever, as the double- entry for the sale of shares is debit cash or bank (assets) and credit share capital (a liability to the shareholders).

The DR and CR columns in the cashbook are colour co-ordinated to help with the double-entry bookkeeping.


Company


Company Name



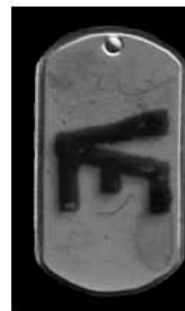
Extended Trial Balance

Account	Trial Balance		Profit & Loss		Balance Sheet	
	Dr	Cr	Dr	Cr	Dr	Cr
Sales		712.76		712.76		
Purchases	505.63		505.63			
Production Costs						
Stationery						
Rent & Hire						
Other Expenses	160.00		160.00			
Other Income						
Debtors	390.00				390.00	
Cash at Bank	200.30				200.30	
Cash in Hand	48.29				48.29	
Creditors		200.00				200.00
Share Capital		350.00				350.00
VAT		41.46				41.46
Stock (Profit & Loss)				120.00		
Stock (Balance Sheet)					120.00	
Profit/Loss			167.13			167.13
	1,304.22	1,304.22	832.76	832.76	758.59	758.59

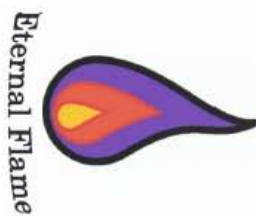
Company	Company Name		 <small>Students Acquiring Skills - Just do it!</small>
Interim/Final Account for the period ending			
Profit and Loss Account			
	£		£
Sales			712.76
Purchases	505.63		
Production Costs	0.00		
Less Closing Stock	<u>120.00</u>		
Cost of Sales			<u>385.63</u>
Gross Profit or Loss			327.13
Add Other Income			<u>0.00</u>
			327.13
Less Expenses:			
Stationery	0.00		
Rent & Hire	0.00		
Other Expenses	<u>160.00</u>		
			<u>160.00</u>
Profit before Tax			167.13
Less Corporation Tax @ 10%	<u>16.71</u>		
			<u>16.71</u>
Net Profit or Loss			<u>150.42</u>
Balance Sheet			
	£		£
Current Assets			
Stock			120.00
Debtors			390.00
VAT			0.00
Cash at Bank			200.30
Cash in Hand			<u>48.29</u>
			758.59
Less Current Liabilities			
Creditors	200.00		
VAT	41.46		
Corporation Tax	16.71		
Bank Overdraft	<u>0.00</u>		
			<u>258.17</u>
Net Current Assets			<u>500.42</u>
Financed by:			
Share Capital			350.00
Profit or Loss			<u>150.42</u>
			<u>500.42</u>
Certification of Accounts			
I certify that these accounts represent a true and accurate record of the trading activity and financial position of the company at the end of this reporting period.			
Company Advisor: _____ (Signature)		Date: _____	

Company	Company Name		 <small>Students Acquiring Skills - Just do it!</small>
Liquidation Report			
Tax Liability			£
VAT Receipts			142.53
VAT Payments			101.07
VAT Payable			<u>41.46</u>
Corporation Tax Payable			16.71
Total Tax Liability Payable to LEAP			<u><u>58.17</u></u>
	£		£
Net Current Assets			500.42
Share Capital to Shareholders	<u>250.00</u>		<u>250.00</u>
Funds available for distribution			250.42
Dividends to Shareholders	25.00		
Donations to Charity	175.00		
Other Disbursements	<u>50.42</u>		
			<u>250.42</u>
Balance (should be nil)			<u><u>0.00</u></u>
Certification of Disbursements			
I certify that upon liquidation of the company, the company's funds have been disbursed as reported and the company now ceases to trade.			
Company Advisor: _____ (Signature)		Date: _____	
_____ (Name)			

Download the latest accounting spreadsheet off the website and the sample accounts which now include Corporation Tax



Vendetta



Cloud Nine

Some of the 2010/2011 logos of LEAP Companies



Leeds Enterprise Advisory Programme

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Treat Me Sweet, GSAL, 2011 Winners



Kandles
with
Kisses,
Gateways,
2010 Winners



Scribble,
Allerton High,
2009 Winners

LEAP is a registered charity [1118612] that enables students to set up their own companies for a school year, learning business skills, teamwork and problem solving, and gaining confidence and "saleable" skills. We guarantee the students will be more confident for their university and job interviews.

The students [14 to 17] must raise their own share capital, choose and make or buy a product, write a business plan and market the product. At the end of the year they have to present their Company and its results to a panel of Business Advisers and write an Annual Report with financial accounts.

By participating in the LEAP process, the seminars and the competitions, the students are better prepared for job and university interviews [gaining skills and confidence] and it may even help them to set up their own companies later on.

LEAP is completely run by volunteers from schools and business and supported by local businesses.

Tuesday 20th September, 2011 Launch at Allerton High, 5pm to 7pm
www.leedsenterprise.co.uk for details of the 2011/2012 programme

LEAP Enterprise Programme

Launch and Getting Started Seminars 2010/11

Tuesday 20th September 2011

Venue: Allerton High Business and Enterprise Specialist School, King Lane, Leeds LS17 7AG.
The school is next to the park and ride on King Lane.

note: This year the Launch and Getting Started meetings are to be on the same day.

The meeting is for all Enterprise Teachers, Volunteers and students. At least one teacher from each school should attend and as many of the students and volunteers as possible.

- You need to register your school for the 2011/2012 LEAP Programme.
- You need to register your volunteers, or apply for volunteers and we will be discussing the new CRB rules.
- You will need to collect the Startup booklets.

LEAP launch and Getting Started [draft agenda]

- Teachers perspective
- Students' perspective
- Advisers' perspective
- Administration, learning outcomes and Competitions
- Accounting, VAT, Corporation tax and Bank Accounts
- Trade Fairs, Sales and Marketing

Tuesday 20th September, 2011 Launch
at Allerton High, 5pm to 7pm
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for details of the 2011/2012 programme
Twitter @leapleeds