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## Get involved

Inspiring young people to help  
KiKa fight childhood cancer

# CASE BOOK

↘ TraineeBattle 2018  
June 1<sup>st</sup> 2018



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## FOREWORD

Dear Trainees and mentors,

Today you will get the opportunity to prove that you are the best Dutch Trainee Team in 2018. You will be one of nineteen teams competing today to come up with the best innovative plan to meet the challenge for 2018, which has been set by KiKa, the Dutch fund for eradicating cancer in children.

During the day you will be asked to come up with a creative solution to KiKa's challenging case. We firmly believe that you will be able to use all the intelligence, creativity, knowledge and ingenuity that you have at your disposal to come up with some brilliant ideas. And we hope that you will have a fun and inspiring day gaining some meaningful insights.

At the end of the day, one of you will be able to gain eternal glory and the coveted title of 'Best Trainee Team in the Netherlands in 2018'. May the best team win!

Lots of success, and let's make this a day to remember!

The organisation

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The Trainee Battle is initiated by Frise Blikken. During the TraineeBattle multiple trainee teams from different organisations battle one day to find the best solution to a socially relevant issue.

### The contestants of the TraineeBattle 2018 are:

ABN AMRO, De Belastingdienst, Enexis, EVG Start, Gemeente Amsterdam, ING, Intertrust, KPN, ManPowerGroup, ProRail, Provincie Gelderland, Ordina, Rabobank, Randstad Groep Nederland, Vitens, Volksbank and West Friesland.

↳ [www.traineebattle.com](http://www.traineebattle.com)

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## INTRODUCTION

### Introduction by KiKa founder Frits Hirschstein

**Cancer is usually associated with adults and in particular elderly people, but every year around 550 Dutch children aged between 0 and 18 are diagnosed with cancer. Currently, the survival rate is 75%, which means 25% of them do not survive this disease. KiKa want to increase their survival rate to 95%.**

From our launch in 2002, we have been very successful in our fundraising. Using innovative and groundbreaking marketing strategies, our team succeed in mobilising thousands of people every year to raise funds for KiKa. In this booklet you will read why KiKa was set up and what we do with the funds we raise, followed by an overview of fundraising in the Netherlands in general and KiKa's fundraising in particular – giving you an insight into our brand image, strategy, campaigns and our drive for innovation. Finally, this booklet will discuss and explain the challenge KiKa would like to put to you:

**Devise an innovative concept and marketing strategy to mobilise 12-24 year olds to raise funds for KiKa.**

On behalf of all the people at KiKa, I'm really excited that you are helping us to set up a successful campaign for 12-24 year olds and I'm really grateful that you are giving up your time to do this.

I wish you all lots of success with this challenge. I can't wait to see your ideas!

**Frits Hirschstein**





### Why KiKa?

Every year, around 550 children in the ages between 0 and 18 are diagnosed with cancer. The most common and well-known forms of these cancers in children include leukaemia, brain tumours and lymphomas. Currently, 75% survive – which means a quarter of these children and teenagers die at a very young age. This makes cancer the number one cause of death among children in the Netherlands. On the basis of scientific medical insights, KiKa have set themselves the objective to increase the survival rate from 75% to 95%. To achieve this, a lot of money is needed, especially for new research and the development of new therapies and medicines.

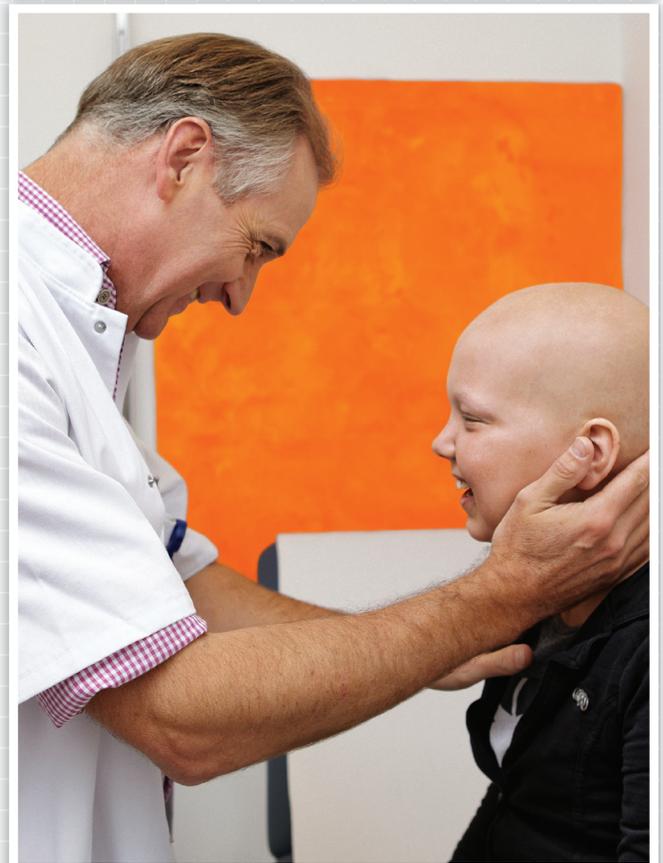
### Funding – what does KiKa do?

When KiKa was set up in 2002, research into cancer in children received only a small amount of funding from the main Dutch cancer fund KWF (Koningin Wilhelmina Fonds). The reason was that children represent only a very small group within the entire cancer patients population. Only 0.4% of all people diagnosed with cancer each year is under the age of 15; accordingly, they received only 2% of all KWF funds.

Paediatric oncologists were not happy with this situation. They argued that childhood cancer is different from cancer in adults. Children typically suffer from different types of cancers and react differently to the therapies and drugs used to cure them. Therefore, cancer in children should be treated differently and more should be done to research its specific types, pathologies and therapies. Championing a call for more funds, professors Rob Pieters of the Sophia Hospital in Rotterdam and Huib Caron of the Emma Hospital in Utrecht pointed out that the survival rate had been stuck at 70% for 15 years and that more money was needed to run new research programmes and improve survival rates. They were convinced that new genetic research could force a breakthrough and that therapies could be much improved to minimise health risks such as heart disease among childhood cancer patients later in life.

Around the same time, in 2002, Frits Hirschstein was looking for a new challenge after thirty years in business. When Rob Pieters approached him to have a look at their funding issues, Frits teamed up with Maarten Stoopendaal to launch the Stichting Kinderen Kankervrij (Children Free of Cancer Fund) or KiKa. “We called in the help of Professor Tom Voûte as chairman and Olympic swimming champion Inge de Bruijn became our first ambassador”, Frits recalls. “From the start we set up KiKa as a small, innovative and agile marketing factory to raise funds for our ultimate goal: to cure 95% of all children with cancer by 2025. From the start our strategy has been to grow big by staying small: a lean organisation building a big brand and mobilising thousands of people to help raise funds.”

In their first year, KiKa raised 35,000 euros, but soon they were gaining a substantial foothold in the market. In the 15 years since, they have raised a total of 110.5 million euros towards realising their goal. In 2016 alone, they received more than 26 million euros in donations and lottery subsidies, of which 21 million could be earmarked for the various projects KiKa supports.





## BACKGROUND

### CANCER IN CHILDREN

**In the Netherlands, about 550 children under the age of 18 are diagnosed with cancer each year. Currently, around 25% of them do not survive, either when they are still children or as young adults.**

#### What is Cancer?

The organs and tissues of the body are made up of tiny building blocks called cells. Cancer is a disease of these cells. Normally, cells divide in an orderly and controlled way, but if for some reason the process gets out of control, the cells carry on dividing. In many cases these cells develop into a lump called a tumour. Tumours are either benign (non-cancerous) or malignant (cancerous). Doctors can tell if a tumour is benign or malignant by removing a piece of tissue (biopsy) and examining a small sample of cells under a microscope.

In a benign tumour, the cells do not spread to other parts of the body and so are not cancerous. However, they may carry on growing at the original site, and may cause a problem by pressing on surrounding organs.

In a malignant tumour, the cancer cells have the ability to spread beyond the original area of the body. If the tumour is left untreated, it may spread into surrounding tissue. Cancer can occur in different parts of the body – there are more than 200 different types of cancer, each with its own name and treatment. Cancer can occur in organs of the body such as the kidney or the brain. These are sometimes called solid tumours.

Sometimes cells break away from the original (primary) cancer. They may spread to other organs in the body through the bloodstream or lymphatic system. When the cancer cells reach a new area they may go on dividing and form a new tumour. This is known as a secondary cancer or a metastasis.

Cancer can also occur in the blood cells in the bone marrow (leukaemia) or in the lymphatic system (lymphoma).

#### Cancer in children

Childhood cancers can be quite different from cancers affecting adults. They tend to occur in different parts of the body to adult cancers. They also look different under the microscope and respond differently to treatment. Teenagers and young people tend to get different types of cancers to children and adults, with the most common ones being lymphomas and carcinomas, germ cell (ovarian and testicular) and brain and central nervous system (CNS) tumours.

There are many different types of childhood cancer. The most common types are leukemia, or cancer of the

white blood cells in the bone marrow, brain tumours and lymphomas.

Other, less common childhood cancer types are:

- Neuroblastoma (nervous system)
- Wilms tumour (kidney)
- Non-Hodgkin lymphoma (blood)
- Childhood rhabdomyosarcoma (many sites)
- Retinoblastoma (eye)
- Osteosarcoma (bone cancer)
- Ewing sarcoma (many sites)
- Germ cell tumours (many sites)
- Pleuropulmonary blastoma (lung or pleural cavity)
- Hepatoblastoma and hepatocellular carcinoma (liver cancer)

Pediatric oncology is the branch of medicine concerned with the diagnosis and treatment of cancer in children.

### DIFFERENCES BETWEEN CHILDHOOD CANCER AND CANCER IN ADULTS

#### Different cancers

Some cancers occur only or mainly in children, while others are only found in adults. Both children and adults can contract blood cancer, but in children this is mainly acute lymphoblastic leukaemia, while in adults and primarily people over 60 this is chronic lymphocytic leukaemia.

#### Different bodies

Many medicines are only tested on adults. The amount given to a child is often based on their weight compared to an adult. However, children are not just smaller than adults, their bodies are also different. This is why children can react very differently to medicine than adults.

#### Different therapies

Childhood cancer is treated using drugs, radiotherapy or surgery, or a combination of these. The duration of treatment can vary from a few days to a few years. In general, children's bodies are better able to cope with chemotherapy than adults. This is why they are often given higher doses and more intense treatments than adults, in order to increase their chances to survive. Unfortunately, these treatments also have their downsides. Medicines and radiotherapy destroy not only cancer cells but also healthy cells, which can result in damage to organs later in life. These health risks include heart problems, growth disorders, infertility or the growth of new malignant tumours. This is why KiKa also supports research into minimising short and long term side effects.



## ↳ KIKa'S MISSION AND FUNDS

### Where does the money go?

These projects include research projects and research facilities at the newly built Princess Máxima Centre for childhood cancer in Utrecht, named after the current Queen Máxima of the Netherlands. "The Princess Máxima Centre is the largest paediatric oncology centre in Europe", Frits explains. "It's entirely made possible by KiKa's donations. We needed to build this to realise our ambition and I think we can be really proud that we managed to do this." Opening its doors in May 2018, this dedicated centre for paediatric oncology will bundle all the experience and expertise that used to be spread across seven paediatric oncology centres across the Netherlands.

All children will be treated at this centre and most research into childhood cancer in the Netherlands will be run here as well. "Concentrating all facilities and research in one place is crucial if we are to achieve our goals", Frits says. "Cancer in children is relatively rare. If we were to continue with seven paediatric oncology centres, each of these centres would not have a sufficient number of patients to truly develop their expertise. Also, as treatments and therapies are becoming more complex and research is becoming more specialist, it's important to avoid fragmentation and concentrate all expertise, training and experience in one place where medical specialists and researchers can learn from each other, combine their skills and work together to achieve the best possible results. On top of this, as the largest centre of its kind in Europe, we will also be able to attract the best talent and medical specialists from around the world. And, a single centre of excellence also has financial benefits."

The funds KiKa raises go to research programmes and research facilities, but also to other activities related to cancer in children. These include the development of therapies which cause less pain to patients, therapies which increase patients' quality of life when they get older – as cancer therapy still causes heart disease among a relatively high percentage of patients later in life – as well as psychosocial care for patients, support for parents, schooling and other ancillary issues which come into play when a child has to be treated for cancer.

### Research

Most of the money goes to research into childhood cancer and the development of new therapies. Since 2002 KiKa have sponsored around 156 research programmes. Especially cancer genome related research promises to provide major advances in the fight against childhood cancer.

Using new advances in sequencing technology, scientists have started charting the genetic code for childhood cancers in detail, enabling them to track down mutations and develop targeted treatments. This improved targeting of cancers promises a much improved, more personal treatment of cancer, and will also possibly reduce side-effects and health risks in later life.

KiKa's research programme is supervised and monitored by their own Scientific Review Board. "We have a role as a marketing organisation raising as much money as we can to fight childhood cancer, but we also have a serious responsibility to spend this money as effectively as we can", says founder Frits Hirschstein. "This is why we have put in place a research programme which is carefully supervised and monitored by our Scientific Review Board, which is made up of ten leading scientists in the field of cancer."

### Research facilities/ICT

As well as more than 150 research programmes, KiKa also funds research facilities at the Princess Máxima Centre. These include equipment such as MRI scanners, microscopes, freezers, sterile cabinets, cell culture cabinets as well as other materials and state-of-the-art IT systems. "New developments in IT and intelligent software continue to speed up research times", Frits explains. "Research using gene sequencing for instance can now be done over one hundred times as fast as a few years ago!"

### Patient care and support

Psychosocial care is of crucial importance to young patients while they undergo therapy and during their recovery. This includes reducing medical traumatic stress, good communication, helping with school and supporting the family. Parents can stay over in special parent rooms and/or sleep in the same room as their child.

So far, KiKa have made available 110.5 million euros for scientific research into childhood cancer

- **64 million euros** has gone to research projects
- **8 million** has gone to the building of the Princess Máxima Centre
- **31 million** has been earmarked for the research department at the Princess Máxima Centre
- **7.5 million** has gone to programme funding for the Princess Máxima Centre





**Before we discuss KiKa's fundraising and the challenge for today, we present you with a quick overview of fundraising in the Netherlands, issues, challenges and new developments in raising funds for good causes and a few examples of successful, innovative fundraising campaigns.**

The Netherlands has a long and rich tradition in donating for good causes, large and small. Every year, between 65 and 75 percent of people donate to a range of charitable organisations. In 2017, the total amount donated to all Goede Doelen (Good Causes) registered charities was 2.8 billion euros. The type of donations varies from one-off gifts in response to high profile TV shows and standing order donations to funds raised by lotteries and money raised by small-scale local initiatives.

Maybe even more important than people's willingness to give to good causes is people's commitment to these causes. Every year, hundreds of thousands of Dutch people volunteer for one or more charities, devoting their time, knowledge and networks to raise funds and contribute to the greater good. Charities are an integral part of the social fabric of Dutch society and the Netherlands is one of the most charitable countries in the world according to the World Giving Index.

Nevertheless, Dutch charities are facing a number of pressing issues they will need to resolve to remain successful. First of all, donations are shrinking. Although the recent economic upturn has led to higher spends on charities, if we look at the long-term trend in real terms, the picture is not so rosy. In terms of GDP, Dutch people and businesses spend almost a quarter less on charitable funds compared to two decades ago – 0.77% of GDP compared to 0.99% in 1999.

If we take a closer look at different channels and ways to raise funds, we can see that traditional methods such as direct mail or collections (door to door or on the streets) are decreasing in significance. This seems to indicate that people want more direct involvement with the charity of their choice.

This development of consciously choosing a charity to donate to seems to be supported by the steep 13% rise in legacies by wealthy people as a source of income for charities. At the moment, they still account for only a small part of the total income of charities, but with the retirement and ageing of the Baby Boom generation, born between 1945 and 1955, experts expect the share of legacies to grow exponentially. The Babyboomers are an affluent demographic who enjoy large pensions and have accumulated significant wealth during their lifetimes. At the same time, as the generation who launched the cultural revolution in the 1960's, they are politically and socially engaged. They are loyal to

good causes and want to use their money to contribute to a better society. Accordingly, René Bekkers, Professor of Philanthropy at Amsterdam's VU University, expects a growing group of Babyboomers to bequeath a part of their wealth to charitable causes. He has estimated that legacies to good causes will rise from 250 million euros in 2016 to more than 2 billion euros per year over the next 30 years – which is 70% of the total current income of charities!

Looking at the different age groups, it is significant that people up to 35 years spend half as much as a percentage of their income on charitable causes compared to people 65 years and older. Young people are also less faithful to the charities they choose to donate to and they are more responsive to initiatives organised by friends, family or people they know. If charities want to continue to be successful in their fundraising, they will need to find more creative ways to increase engagement with this age group.

In addition to decreasing donations, Dutch charities have also been plagued by a series of scandals in recent years. A number of high profile cases of fraud, embezzlement and misappropriated funds have severely dented the image of charities in the Netherlands and undermined the public's trust. In an ING poll held in 2016, 67% of people said to have little trust in charitable organisations. In order to restore a positive image and win back people's trust, charities are now under increased scrutiny to be economical with their resources, completely transparent with their funds and 100% dedicated to the greater good.

So how can Dutch charities negotiate these challenges? How can they transform their profile, regain trust and find new ways to raise funds? In a report published by ING's economic research department in 2016, the authors identify five opportunities for charities to change their ways.





### Innovation

In order to retain the trust of the public and avoid any criticism, many charities avoid taking risks and block innovation. In this way they will gradually lose touch with their donors and not be able to attract and entice any new donors. In the words of KiKa's Frits Hirschstein: "Put innovation at the top of your agenda and you will continue to be relevant."

### Relations

In the long term it's not the gift that counts, but the relationship with the donor. Knowing who your donors are, what makes them tick and how to retain them and keep them involved and enthused, will reap rewards in the long term. If they want to get involved and start an initiative of their own to actively raise funds, they should get all the opportunities to do so. Donors who are actively involved often become ambassadors for the charity, sharing their experiences and enthusiasm and spreading the word.

### Impact

The best performing charities are not the ones with the lowest costs, but those with the highest (social) impact. Often, charities focus too much on costs and too little on results. This is partly because of a regulation introduced a few years ago by the CBF (Centraal Bureau Fondsenwerving, an agency monitoring the charity sector in the Netherlands) that costs to raise funds should not exceed 25% of the total funds raised. Although this regulation is not absolutely binding anymore, many charities are weary to invest in new ways to raise funds. What they might not realise is that by choosing to run little risk, they also 'choose' to have little impact. If you can clearly define your short and long term objectives in terms of the impact you aspire to have, you can explain why you need to invest to achieve these objectives and account for the investment by measuring the impact it's yielding.

Another reason why charities tend to cap their costs as much as possible is to avoid an image of spending the money raised by their donors on high salaries or fancy offices. Nevertheless, for some fund raising activities, the costs can be justifiably high. For instance, to allow people to run a KiKa Marathon, the cost is typically more than a third of the minimum amount of funds raised – but these are necessary and justifiable costs. The alternative is not raising any money at all!

### Digital channels

The digital age offers both challenges and opportunities. Through social media people can raise funds for their own small-scale social projects without having to set up a charity or join an existing charity. But charities can also

use social media and new technologies for their own purposes, by setting up online communities, keeping donors informed, making it easier for people to get involved and donate, and joining forces with other charities to build shared online platforms and services. In the future, the digital and analogue worlds might be combined through mobile applications to raise awareness and increase donations, for instance asking for donations for the Food Bank in a supermarket or WWF inspiring visitors at a zoo to donate to specific wildlife projects.

### Financial awareness

A socially aware charity is a financially aware charity. Charities handle millions of euros of their donors' money. This gives them a responsibility not only to be transparent in how they spend the money, but also to spend it as efficiently as possible. What's more, with a clear, transparent and business-like fundraising approach, charities will also attract more donors, because people will be more ready to part with their money if they know where the money is going and how it is spent.

### 2.1 KIKA'S FUNDRAISING

Compared to long established charities such as KWF (the Dutch Cancer Fund) and other Dutch health charities, KiKa is a relatively young organisation. From its launch in 2002, KiKa has been at the forefront of developing new ways of fundraising, geared towards active involvement of their donors. KiKa wants to move people into action to raise funds for their cause and engage with their mission to eradicate child cancer. They are an active and transparent organisation building positive, personal relationships with their donors.

### Fundraising events

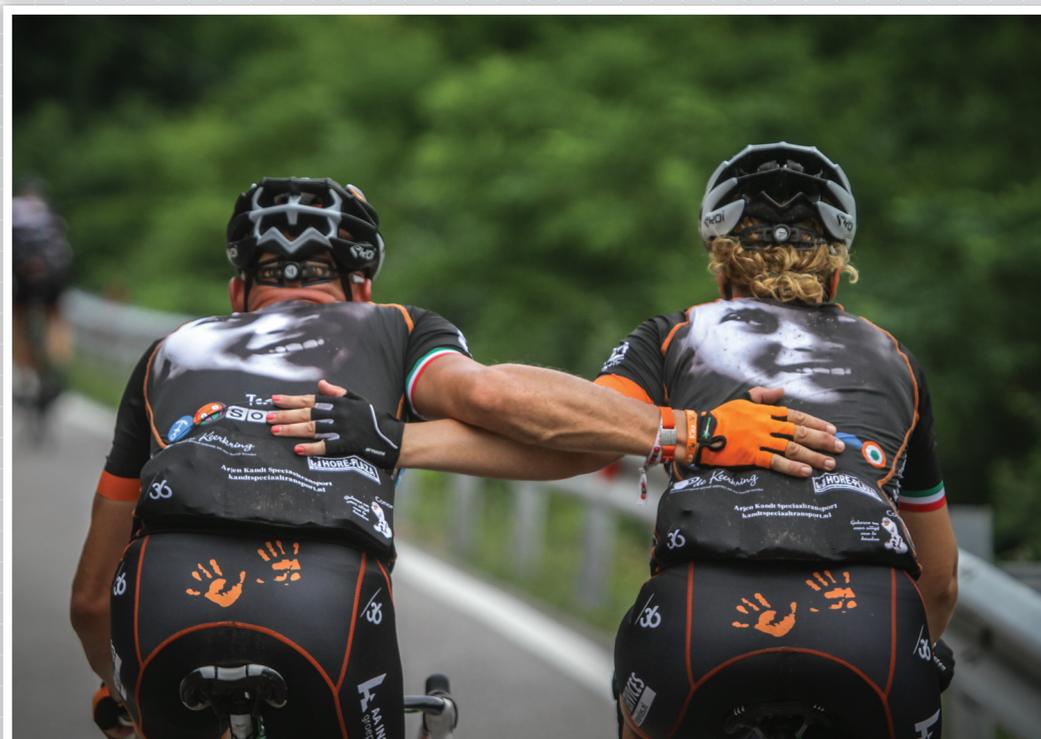
KiKa has become known in particular for sports events donors can take part in to raise funds. These events include the Run for KiKa event in six Dutch cities, the Run for KiKa relay event, Giro di KiKa (cycling), skating for KiKa and KiKa Marathon, where fundraisers can take part in a selection of high profile international marathons, including New York, London, Berlin and The Great Wall Marathon in China. People who want to take part are required to raise a minimum amount of funds. They can join online by filling out a personal registration form. KiKa provides them with registration for the events and any flights, hotels and transfers, as well as their individual sponsoring page and tips and tricks to raise as much money as they can. For each event KiKa also organises meetings where participants will be given more information on the event and their fundraising, and where they can meet their fellow participants. They are sent their own, personal KiKa shirt to run, cycle or skate in. This will give them a sense of pride and a



## └ FUNDRAISING

positive feeling of belonging to the KiKa family, while at the same time providing excellent visibility and promotion for KiKa. In addition to sports events – which are a great and obvious match for a health charity – KiKa also organise other types of fundraising. To help fund the construction of the Princess Máxima Centre, they sold 1.5 million ‘stones’. Earlier this year, they asked people to collect their unwanted clothes, furniture and other items they had stopped using and sell them online through Marktplaats, the Dutch equivalent of eBay – with the proceeds going to KiKa.

As well as taking part in existing events, people are also encouraged to raise funds by organising their own event. The ‘Kom in actie voor KiKa’ campaign started out as a vehicle to attract as many donors as possible for KiKa, but did much more than that. It inspired thousands of people to start their own fundraising. KiKa now has around 5,500 networks of people organising their own fundraising events for KiKa, raising a total of around 8 million euros each year. KiKa supports them with a step by step planning guide outlining how to set up their fundraising and how to promote it online. Events range from tennis tournaments and yacht racing to flea markets, special dinners, birthdays and collecting empty bottles – almost anything goes!





Here are some great examples of fundraising events and activities that really made an impact

**Event - Dance4Life**

Organised by StopAids Now, Dance4Life aims to raise awareness among young people in African countries around Aids/HIV and other sexually transmitted diseases. Dutch children raised funds by getting sponsorship to buy a ticket to a huge dance party with their favourite DJs at the Gelredome Stadium in Arnhem, the Netherlands.

(photo: dance4life.com)



**ALS Ice Bucket Challenge**

The ALS Foundation ran a few very successful campaigns, including the 'I will be dead now' posters, the ALS Amsterdam City Swim and of course the famous Ice Bucket Challenge, which went viral in the summer of 2014 and increased global revenues from 2.5 million to 79.9 million dollars in the space of four weeks. This was an inspired piece of marketing to raise awareness of amyotrophic lateral sclerosis aka motor neurone disease and the plight of people suffering from it. In the Netherlands 'brand' awareness of the disease went from 20% to 90% in the space of a few months.

(photo: life.com)



**Using social media – voordekunst**

Voordekunst.nl is a Dutch crowdfunding platform which has raised 12 million euros for more than 2100 projects since its launch in 2010. Artists are invited to present their projects on the platform in order to attract sponsors to realise their project. 82% of all projects have been successfully realised.

(photo: voordekunst.nl)

**voordekunst** campagne beginnen vind een campagne  
Alles over crowdfunding en draag bij

Je kunt al bijdragen vanaf € 10, maar meer mag. Vaker kan ook. Voor je donatie krijg je altijd iets terug. Van eeuwige dank tot een kijkje achter de schermen, van een handkus tot een huiskamerconcert. Zo wordt geven nog leuker. Samen maken we het mogelijk dat kunst er komt.

<b>182.840</b> donateurs <small>Het grootste netwerk van Nederland</small>	<b>€ 18.037.750</b> gedoneerd <small>Sinds onze oprichting in 2010</small>	<b>3.071</b> projecten <small>Successvol afgerond door onze makers</small>
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[Doe ook mee](#)

**Offline viral – Connexion Niteliner**

Bus provider Connexion wanted to increase usage of their Niteliner nighttime services among young people in the Utrecht metropolitan area. Going home after a night of clubbing, young people found notes with teasing, flirty 'handwritten' messages in their pockets. Flipping the note around, they discovered the notes were written by the Niteliner bus services promising to offer 'the best ride home: warm, safe and inexpensive'. The campaign led to a 13% increase in passengers after two weeks.

(photo: jongehonden.nl)

**de volgende plekken**

- Wijk 11 Dinslaken
- Wijk 12a Dinslaken
- Arnhemcentrum
- Wijk 14a Lelystad
- Arnhem
- Zuid (de Brecht) CS
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**Warm thuiskomen doe je met de Niteliner**

Alles over dit initiatief **CONNEXION**



## THE CHALLENGE

As a front runner in terms of innovative fundraising, KiKa cannot afford to be complacent. Analysing their fundraising and their target groups, founder Frits Hirschstein and his team identified a group which has until now been less involved with their activities: teenagers, adolescents and young adults in the ages between 12 and 24. “We tend to get a fantastic response from all age groups, including primary school children”, says Frits. “But once they hit puberty and move into secondary school, we seem to lose them, until they come out of college or university. So to us, they are a bit of a blind spot – and a bit of a black box as well. It is no coincidence that advertisers consider this age group to be the most notoriously difficult to reach and engage with. But it is also my personal experience that they can work miracles for you if you can get their attention and challenge them!”

The challenge KiKa have set for this year’s Trainee Battle is:

**Devise an innovative concept and marketing strategy to mobilise 12-24 year olds to raise funds for KiKa.**

You need to:

- Devise your fundraising concept.
- Determine your strategy. How are you going to market your concept?
- Work out your financial plan and rationale. What is your long-term ambition? How much do you need to invest, how much do you expect to raise?

\*Please read on below to find out what you need to deliver for this challenge.

**IMPORTANT:** In this assignment you are allowed to either target the whole 12-24 range or narrow it down and focus on a smaller group, for instance 12-17 year olds, 18-24 year olds, secondary school children, university students, etc. Think how you can reach these groups, how you can get their interest and how you can trigger them to become active for KiKa.



## ▾ TARGET GROUP

### Building a relationship

When deciding on the idea, strategy and plan you are going to propose, the bottom line is that you think of an activity or event that the target group can take part in by raising sponsorships. So to be clear: we are not looking for a fundraising event that the target group have to devise and initiate themselves. Especially for young people, the idea is to get large numbers to make relatively small donations.

"In the short term it's not primarily about raking in as much money as we can, it's more about building a relationship with these people", Frits Hirschstein explains. "If for instance they have raised sponsorships to be able to buy a ticket for a dance night with a few DJs and they have had a great evening and really enjoyed themselves, there might be a chance that next time they organise a party themselves – maybe years later – they will ask people to donate to KiKa; or they might celebrate their birthday and ask people to donate to KiKa instead of giving presents. So it's about giving young people a sense of being part of a movement, a positive feeling that they have had a good time as well as contributed to research to save children's lives."

There is tons of information you can find online from social researchers and marketers who try to pin down what triggers this particular age group. Below we will outline a few of these findings to help you on your way. But please remember that you are all young adults, probably in your early or mid twenties, and it was not so long ago that you were teenagers or adolescents yourselves. So don't be afraid to draw on your own experience as well to determine what you think will work for this target group and what will trigger them to engage with a charitable cause such as KiKa.

In the field of good causes, we know that young people on average donate less often than older demographics do and that they are not as loyal to any particular good cause either. Nevertheless, they can definitely be persuaded to donate money or organise sponsorships.

They are often successfully triggered to do this through peers, people they know, celebrities, social influencers or people they respect. They also respond well to creative, positive and fun fund raising activities such as the ALS ice bucket challenge (see below). In general, if you can reach young people and persuade them to really engage with your organisation, they can be very loyal and of great value.

### Age

The 12-24 age group comprises around 2.5 million boys and girls, men and women. Marketeers usually divide this demographic into two age groups: 12-17 and 18-24. Below we will outline what the main differences are between these two age groups.

#### 12-17 year olds

Of course all teenagers are different, but there are some behaviours that characterise teenagers more than other age groups, such as peer influence and risk-taking. Adults often view teenagers as moody, self-absorbed, reckless and defiant creatures who reject adult wisdom in favour of a path of personal sabotage. However, their behaviour is not random, but often motivated by social strategies. For teenagers, their peers are their everything; to them, it is very important to belong to a group. This is why they are often very focused on their own peer groups and shut out the wider world. This is also part of distancing themselves from their parents. Puberty is part of a process of going out and exploring your environment. This means you need to affiliate with your social group because you have to become more independent of your family. For teenagers, this can be a difficult time in their lives, because they are trying to be like adults and they want to be treated like adults – while they are not adults yet.

#### 18-24 year olds

This group comprises both young people who have gone into work straight from school as well as university or higher education students and those in their early twenties who have just finished their degrees and started their working careers.

Although on average around 50% of this group still live with their parents, they are adults and have the freedom to spread their wings socially and broaden their outlook on life. They can do this through their work, their studies, social activities or travel. More and more young adults in this age group, particularly those who are in higher education, choose to take a gap year to travel the world or volunteer in developing countries before they start university or work. This kind of experience will probably make them more responsive to raising funds for a good cause.

#### Other factors

As well as age, there are a multitude of other factors to take into account when you think of an event or other fundraising activity to trigger the target group. Consider for instance the differences between students and young people in work, or between secondary school children at VWO level and VMBO level.



## ▾ BACKGROUND

### GENERATIONS Y AND Z

Depending on which date range you choose, the current 12-24 year olds are considered to be part of either the top end of generation Y, the new generation Z, or both. Most marketers put the cut-off birth date for generation Z in 1997, which would mean the top end of our target group (20-24 year olds) is part of generation Y, and the rest is part of generation Z. There is tons of (sometimes conflicting) literature on these generations. Below we will describe both generations in short, highlighting some characteristics which might be relevant for this particular assignment, as well as pointing out what they have in common and what the most relevant differences are.

When deciding how to market your activity, event or format, do use your own judgement and experience as well. You are probably all in your mid-twenties, so you can also look at your own lives, preferences, habits and values, and those of your peers and your siblings, and decide for yourselves which generational characteristics apply and what you think appeals to the age group you have selected to market your idea to.

#### Generation Y

The Generation Y was born in the 1980's and 1990's. They are often called Millennials, the Digital Generation or the Entitlement Generation – because they think they are entitled to everything they wish for. In her seminal book *Generation Me*, the American psychologist Dr. Jean Twenge describes them as more confident, open-minded and ambitious than any previous generation – but also as disengaged, narcissistic, distrustful, anxious and miserable. Millennials are also seen to be cynical towards authority, self-absorbed, self confident, materialistic, socially very direct and, although tolerant of others, not very empathic.

Coming out of school and university, many Millennials were hit by the economic recession in the naughties of this century, but are now shaping the future of our businesses and governments. They are a very ambitious generation, who according to some critics have been overpraised by their overprotective parents. According to marketing consultant and motivational speaker Simon Sinek this has actually led to extremely high expectations and eventually low self-esteem among many Millennials, when they found out as young adults that the real world out there was a lot tougher than they had expected. This is why their ambition is often accompanied by a fear of failure and inability to deal with setbacks – which has resulted in the burnout epidemic of recent years. This problem is compounded by the rise of Facebook and other social media during their teens or early twenties. Many Millennials are under enormous pressure to present themselves on social media as beautiful, successful young people, living a perfect life and having the most wild and wonderful experiences, while in reality they are com-

pletely depressed and very unhappy young people who find life just very difficult to cope with.

Remember that not all of these GenY characteristics apply to the segment of GenYers in our target group for this assignment. The oldest people in our target group are 24 years of age, so they were born in 1994. This means for instance that they did not enter the workforce during the last financial crisis, as they were only 14 at the time.

#### Generation Z

Gen Z are the first truly digitally native generation. They have never known a world without the internet, and they are the first generation to have grown up with their smartphones and social media always on and at the ready. Compared to the inward looking Millennials, Gen Z represent a generation which seems more conscious of the world around them, more savvy also on what to believe and what not in these times of fake news and fact free politics. They are complete digital and mobile natives and, having grown up during the economic crisis and helped by the ever growing possibilities of the online world, more entrepreneurial than previous generations. They have witnessed and produced the rise of the online influencer; and more and more of them are starting their own companies straight from school or college, rather than looking to join an existing company. After witnessing millennials struggling to find a job after college, Gen Z have toned down the high expectations in life that Gen Y had. They understand that they have to work to get what they want and recognise the importance of getting valuable work experience early.

Jean Twenge describes Generation Z as a generation of young people who are pragmatic, look for security, a steady job which pays well but does not have to be too challenging or flashy. They want to be able to enjoy life, not just work. Education and money are a necessary evil to be able to lead the lifestyle of their choice, with plenty of free time and holidays. At the same time, they are realistic and understand they need to plan their future to be able to realise these ambitions. They are not obsessed with fame and they differ from Millennials in that they find helping others more important, although this does not always mean that they practice what they preach, as their social and political engagement is often restricted to their online activities. Gen Z do not want to speak to a faceless company, they want to connect with an authentic person and respond to relatable spokespersons such as social influencers rather than traditional celebrities.

The need to make a difference in the world remains a constant across millennials and Gen Z, though Gen Z approaches it more pragmatically. They not only want to have an impact, they want to see the impact. It's not enough to simply say your organisation cares about the causes Gen Z believes in, you have to show it.

**Today's challenge is comprised of two parts you need to produce:**

1. A business plan focused on analysis, concept, strategy and vision
2. An elevator pitch of 5 minutes maximum, presenting your analysis, concept and approach

A professional jury will assess your business plan as well as your elevator pitch, taking into account the following criteria:

**Impact:** What is the predicted impact of the plan?

**Credibility:** How persuasive, powerful and innovative is the concept? Will it inspire young people?

**Creativity:** How original and inspired is your plan?

**Feasibility:** Is the proposed plan practical, realistic and feasible in the long term?

**Scalability:** Is the concept scalable? What is your ambition level and how do you propose to achieve this?

**Sustainability:** Can KiKa build a long-term relationship with donors based on your plan?

### 5.1 BUSINESS PLAN

Your business plan needs to include:

1. Analysis
2. Concept
3. Marketing strategy
4. Vision, ambition and financial rationale

#### Analysis, challenges and opportunities

Make sure you have not only a clear picture of the challenges you need to meet to reach and engage the target group, but also be aware of the opportunities that are involved. Think of the (brand) image KiKa has among your target group. Do they know KiKa? Do they relate to KiKa? What would inspire them to engage with KiKa?

#### Concept/idea

How would you get young people to raise funds for KiKa? And how would your plan help KiKa to increase their footprint among this age group? Make sure you also use your own experience. What is it like to be a young adult, what was it like when you were a teenager? What would trigger your target group to engage with KiKa? KiKa is looking for an inspired plan which will inspire young people and give them a positive experience which might lead to a more durable relationship with KiKa in the long term.

Please remember: KiKa is a health charity, make sure your idea does not explicitly promote unhealthy activities such as smoking, drinking or using drugs

#### Strategy

What is your strategy to reach and engage your target group? How are you going to reach your target group? How are you going to market and roll out your concept? Are you going to partner up with other organisations? Who are they, what are their roles and responsibilities? How do you see KiKa's relationship with them?

#### Vision and ambition

What is your vision, what are your ambition levels for the long term? How would you like to grow your concept?

#### Financial

In addition to your concept and marketing strategy, we will also ask you to produce a financial paragraph. This means that we would like you to give us an estimate of the scale and the scope of your plans in the short and long term. How much do you need to invest, how much do you expect to raise? What are your plans to scale and grow the initiative over time?

As outlined above, CBF registered charities commit themselves to try and keep their fundraising costs below 25% of the funds they raise. In 2016, KiKa raised a total of almost 27 million euros, while their fundraising costs were 5.5 million euros, 21.5% of funds raised. While the 25% threshold is a requirement for the average level of costs and while some fundraising activities will have very low costs which can be offset against activities with higher costs, we do ask you to take this 25% threshold into account when you do the sums for your plan. If in your plans costs do exceed the threshold, please explain why this is necessary. In general we can advise you to follow KiKa's strategy to 'raise large sums with small amounts'. Few teenagers will be able to raise thousands of euros each. But a few thousand teenagers will be able to raise 20 or maybe even 50 euros each.



## DELIVERABLES

### Pointers

Developing your concept, it's important to make this as concrete and practical as possible. KiKa is looking for creative, innovative solutions. We love it if you can think out of the box, and your fresh perspective is your biggest asset! But also remember that your plan must be feasible and workable.

When you write down your idea, we recommend that you discuss a number of aspects in your business plan:

- 1. Introduction & main concept** - Write a short and concise introduction of your idea. What does it boil down to in essence?
- 2. Goals & Results** - Describe your goals and desired results, explaining in clear terms why you think your idea and concept will be successful. What is your goal and when will you have achieved your goal?
- 3. Activities/Efforts** - Describe what is needed to make your idea work. Which activities need to be undertaken to realise the desired results?
- 4. Marketing strategy** - Describe how you will market your idea. How will you reach and engage your target group? Which channels are you going to use?
- 5. Planning** - Draw up a plan detailing how you're going to realise your idea. Which steps do you take? When has the idea been realised?
- 6. Partners** - Are you going to partner up with other organisations to realise your plan? Who are they, what are their roles and how do you see KiKa's relationship with them, in terms of organisation, responsibilities, marketing and finance?
- 7. Finance/Revenue model** - Produce a rough estimate of the costs and benefits involved and work out the revenue model. How much investment do you need to realise the idea and what's the return?
- 8. Legal/Government policy** - Set out which legal and policy-related restrictions or opportunities your idea involves, What are the potential legal consequences of your idea and approach?

### 5.2 PITCH

**Along with your business plan, your pitch is the most important piece of work you will be presenting to KiKa today. We recommend that you take enough time to start preparing your pitch. The goal of the pitch is to argue your initiative clearly, concisely and convincingly in front of the professional jury and the client.**

**Remember:** Both the business plan and the pitch count towards 50% of your final result. So start preparing your pitch on time!

The rules for the pitch are clear and simple:

- Your pitch can be 5 minutes maximum (not a second longer).
- The pitches take place in designated rooms (1 room and professional jury for each group)
- You write and present the pitch yourselves.

You decide on the contents and structure of your pitch and how you want to present it. Do you want to zoom in on the analysis? Or on the idea? Do you wow the jury with a video? Or do you opt for moodboards? Are you pitching with all 8 team members, or do you choose one presenter? It's all up to you.

To conclude, here's a few more tips for your pitch:

- Make use of the expertise available at the Knowledge Bank.
- Make sure you present your pitch as clearly and concisely as possible. Make an effort to stick with the key points and leave out unnecessary details.
- Speak directly to the professional jury, articulating clearly.
- Allocate tasks and roles within your team. It might help to quickly acknowledge the allocation within your team in your introduction.
- Think about choosing 1 or 2 team members to present the idea, 7 or 8 people might be too many. Do make sure the complete team is present though.
- Text and image reinforce each other. Think about how you can make this work for you.
- Check with the organisers in good time whether your pitch is technically feasible.
- The Team Coaches are only too happy to help you practice and improve your pitch.

**Tip:** Make use of our PitchTraining! We organise a PitchTraining at Klokgebouw, giving you tips and tricks for presenting a great pitch! Read more about this on page 20.

**Both parts of the challenge – business plan and elevator pitch - are equally important. The quality of your work will determine whether you can make it to the final and, who knows, be the winners of the 2018 TraineeBattle.**



## RESOURCES

**Today's case is demanding and your time is limited. This is why we recommend that you make good use of the resources we provide.**

Definitely make use of:

- The information desk: Do you have any questions? Just ask!
- The Team Coaches. They are there for you. Ask them for tips, skills, advice ... or use them as spies.
- The internet. There's free access to the internet throughout the day.
- The Knowledge Bank: From 10 am, a group of experts will be available to answer your questions at the Knowledge Bank. They are experts in the fields of business enterprise, marketing, start-ups, scale-ups, charitable and non-profit organisations, the target group (12-24 year olds) and oncology. They're there for you and are more than happy to help you with your queries.
- Your phone: You can leave your phone switched on, so use it!
- Your own network: Use people from your network that might be able to help you. Who knows what they'll come up with.
- Your colleagues: Friday a bit slow? Liven it up and ask your colleagues to be your helpline.
- Each other: Try and get the best out of the team by using all your individual talents!

Don't forget, you are also free to use any other resources over and above the ones listed here.





**To be able to make a fair assessment of all the ideas, we have set out the following rules with regard to completion and deadlines:**

1. The business plan needs to be completed in Powerpoint format
2. The business plan must comprise at least the following elements:
  1. Table of contents
  2. Management summary
  3. Team introduction
3. The business plan needs to be handed in by 2.30pm at the latest on a USB stick to be delivered at the information desk/print service. This applies to all teams!
4. At least 15 minutes before your pitch, you will need to have printed out four copies of your business plan, to hand to the jury for your pitch.
5. At least 10 minutes before the start of your pitch you need to be ready in your group's pitch room. You are expected to attend the other pitches from your competitors in the group as well, so there will be not extra time to prepare once your group's pitches have started.
6. You need to hand in the final version of your business plan and pitch (possibly adjusted in response to feedback and/or questions produced at the pitch) on a USB stick to be delivered at the central information desk before 2.30pm. You do not need to print out this version yourselves.
7. No more changes can be made after 2.30pm on 1 June 2018.
8. The business plans are compiled into a book, which will be presented to KiKa; so try and deliver a neat and accurate document. We'd like to receive your presentations, resource and any other materials used for the pitch before 5pm to present these to KiKa as a lasting memory of this day.





## ASSESSMENT: WHO WILL BE THE WINNER?

**KiKa is delighted that you are putting your time, energy, creativity and expertise towards engaging young people to help and support their cause. The jury will study the plans carefully and hopefully be able to use them as input for their future plans. Today though, it's all about you. About who will be the winner of the 2018 TraineeBattle!**

### Assessment procedure

The winner of the 2018 TraineeBattle will be chosen on the basis of the quality of their business plan and their pitch. Four professional juries will appraise the teams in the preliminary rounds; the final will be judged by our principal jury.

1. Teams can pick their pitch time in order of rank on the PreBattle assignments. The pitch schedule is published next to the information desk.
2. From 3pm onwards, teams will have to pitch their ideas in front of a jury. The first pitch is at 3pm, the last one at 4pm.
3. At the start of the pitch you hand in a printed version of your business plan. You have 5 minutes to pitch your idea; the jury will then have 5 minutes to ask questions.
4. After the pitches the jury will have a chance to carefully study the business plans before deciding on the four finalists, one from each group.
5. The professional juries will only read the hard copies of the business plans handed in before the pitch.
6. By 2.30pm at the latest you will hand in the final version of your business plan at the central information desk. This version will be used by the client for the final of the Battle and will also be published in the book that will be compiled after the event and presented to KiKa.
7. The final will start at 6pm. The four finalists will once again pitch their idea, this time to the principal jury.
8. Prior to the final, the members of the principal jury will have studied the finalists' four business plans.
9. The winner of the 2018 TraineeBattle will be announced around 7.30pm.
10. No correspondence can be accepted on the results of the preliminary rounds or the final. You will each receive a summary jury report.





### Assessment criteria

As mentioned above, your business case and elevator pitch will be assessed on the basis of five criteria:

- **Impact:** What is the predicted impact of the plan?
- **Credibility:** How persuasive, powerful and innovative is the concept? Will it inspire young people?
- **Creativity:** How original and inspired is your plan?
- **Feasibility:** Is the proposed plan practical, realistic and feasible in the long term?
- **Scalability:** Is the concept scalable? What is your ambition level and how do you propose to achieve this?
- **Sustainability:** Can KiKa build a long-term relationship with donors based on your plan?

### Credits

- Before the start every team will be allocated credits to use for support training or consultancies which might help you to get the best out of yourselves at this year's Trainee Battle.
- These training sessions will teach you methods and techniques to improve your business plan and pitch, as well as help you in your personal development and future careers
- Every team will get access to a credit budget on the basis of the assignments they handed in before the start of the TraineeBattle. The amount of credits you are allocated will depend on how well you scored in this PreBattle.
- Every team has enough credits to send at least one of their team to the training sessions and the PitchTraining, with some credits to spare to send extra team members to your favourite training sessions.
- The teams themselves take responsibility how they want to use their credits, based on their needs and expertise. The training sessions and other support facilities are not compulsory, but we strongly advise you to make use of them.
- The training and consultancy sessions are scheduled at different times throughout the day. Please refer to the programme for specific times. You do not need to sign up for training sessions, but when you enter you will need to pay credits for all the people in your team attending. You can pick up your credits at reception, along with your goodiebag.

Every team receives a standard package comprising:

- Design Thinking session for one person
- Boost your Pitch training for one person
- 10 minute PitchTraining with Ties van Dijk and Support
- Unlimited time to ask advice and feedback on your business plan from our Knowledge Bank (opened from 10am to 2pm)

In addition to their standard package, every team can spend extra credits on additional sessions and consultancies or to send more than one person to the Design Thinking and Boost your Pitch sessions.

### Explanation on activities

#### Design Thinking – 10 credits per person

Design Thinking is using your intelligence and creativity in a fun way! We will guide you along the philosophy and methodology of Design Thinking and practice some powerful brainstorm tools. Be inspired to tackle the KiKa case with bags of creative power you did not even know you possessed. And learn how to unleash your creativity in your everyday work to boot. You will walk away from this 90 minute workshop with at least 20 out-of-the-box solutions to take to your team mates!

#### Boost your pitch – 10 credits per person

Blow away the jury with an exciting, ground-breaking pitch! Our pitch experts will guide you with tips, tricks and techniques to perfect your presentation skills and wow your audience. The best confidence boost for a dream pitch!

#### Just ask Frits! 15 minutes with Frits Hirschstein – 30 credits per 3 persons

Sit down with Frits Hirschstein, KiKa's founder and CEO. You (and a maximum of two extra team members) will have 15 minutes to ask Frits any questions which you think might help you to hone and improve your business plan for KiKa. Just ask Frits – he is the man in the know!

#### PitchTraining – 10 credits per person

Want to test your pitch and receive some valuable feedback from a pitch expert? Drop by and take your pitch to another level!

**We wish you every success and hope you enjoy the challenge!**



## PROGRAMME

### Trainees

7.30am – 9.00am	Arrival, welcome with breakfast and client's introduction
9.00am – 3.00pm	Developing business plan and pitch
10.00am – 2.00pm	Knowledge Bank and Trainings
12.00pm – 1.00pm	Lunch with supervisors
2.30pm	Deadline to hand in business plan
2.30pm – 3.00pm	Move to the preliminary rounds
3.00pm – 4.15pm	Preliminary rounds: pitch in front of professional jury
4.30pm – 6.00pm	Break
6.00pm – 7.30pm	Final: group winners pitch in front of the client
7.30pm – 9.00pm	Drinks and prize ceremony 'Best Trainee Team 2018'

### Supervisors

07.30am – 9.00am	Arrival, welcome with breakfast and client's introduction
9.00am – 9.30am	Team start-up
10.00am – 12.00pm	Meet & Greet with all supervisors
12.00pm – 1.00pm	Lunch with team
1.00pm – 2.30pm	Work or help team
2.30pm – 3.00pm	Move to the preliminary rounds
3.00pm – 4.15pm	Preliminary round: Trainee teams pitch in front of jury
4.30pm – 6.00pm	Break
6.00pm – 7.30pm	Final: group winners pitch in front of client
7.30pm – 9.00pm	Drinks and prize ceremony 'Best Trainee Team 2018'

## WIFI CODE

Internet login networks and passwords:

Location	Login	Password
Klokgebouw	Klokgebouw hal D	-
Keukenconfessies	Verdieping 4	ikwilerin
Ketelhuis	Gasten-Ketelhuis	-
Innovation Powerhouse	StrijpT	StrijpT234



## ▾ PRACTICAL INFORMATION

### Timetable locations

	Keukenconfessies	Ketelhuis	Innovation Powerhouse	Innovation Powerhouse
<b>Round 1</b> 9.00am – 11.30am	<b>Group A</b>	<b>Group C</b>	<b>Group B</b>	<b>Group D</b>
<b>Round 2</b> 11.30am – 1.30pm	<b>Group D</b>	<b>Group B</b>	<b>Group C</b>	<b>Group A</b>
<b>Round 3</b> 1.30pm – 3.00pm	<b>Group C</b>	<b>Group A</b>	<b>Group B</b>	<b>Group D</b>

### Training sessions

	Klokgebouw
<b>Round 1</b>	<b>Design Thinking</b> 9.15am – 10.45am
<b>Round 2</b>	<b>Boost your Pitch</b> 11.30am – 12.30pm
<b>Round 3</b>	<b>Pitch Consultation</b> 1.30pm – 3.00pm

### Pitch rounds

	<b>Group A</b>	<b>Group B</b>	<b>Group C</b>	<b>Group D</b>
	Location: Klokgebouw	Location: Keukenconfessies	Location: Innovation Powerhouse	Location: Ketelhuis
<b>Pitch Round 1</b> 3.00pm – 3.15pm	<b>A1</b>	<b>B1</b>	<b>C1</b>	<b>D1</b>
<b>Pitch Round 2</b> 3.15pm – 3.30pm	<b>A2</b>	<b>B2</b>	<b>C2</b>	<b>D2</b>
<b>Pitch Round 3</b> 3.30pm – 3.45pm	<b>A3</b>	<b>B3</b>	<b>C3</b>	<b>D3</b>
<b>Pitch Round 4</b> 3.45pm – 4.00pm	<b>A4</b>	<b>B4</b>	<b>C4</b>	<b>D4</b>
<b>Pitch Round 5</b> 4.00pm – 4.15pm	<b>A5</b>	<b>B5</b>	<b>C5</b>	<b>D5</b>





# TRAINEE BATTLE

Hosted by **Frisse Blikken**

## Strijp-S area Eindhoven



### ABOUT STRIJP-S

**Strijp-S is a former industrial site which has been transformed into a vibrant hub for living, working, arts, culture, technology, design and urban sports.**

In 1916, Anton and Gerard Philips built their first light bulb factory here; during the 20th century this was the place from where the famous Philips technology brand conquered the world.

When Philips left the site in the 1990's, the area was regenerated, retaining the original architecture and renovating many of the iconic buildings, including the famous Klokgebouw, the old power station (now Innovation Powerhouse) and the Ketelhuis (boiler room building). With its unique blend of industrial heritage and modern living Strijp-S has become an international beacon for innovation and urban transformation.



### Location addresses

**Klokgebouw**  
Klokgebouw 50  
5617 AB Eindhoven

**Ketelhuis**  
Ketelhuisplein 1  
5617 AE Eindhoven

**Innovation Powerhouse**  
Zwaanstraat 31A  
5651 CA Eindhoven

**Broeiness**  
Torenallee 45  
5617 BA Eindhoven



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