

## 2016 Annual Report and Impact Report

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in Accordance with the Social Reporting Standard

## Vision: JOBLINGE—Joining Forces Against Youth Unemployment

*The vision of the JOBLINGE initiative is to make a visible and sustainable contribution to the fight against youth unemployment. We pursue this objective by mobilizing the strongest social powers under JOBLINGE and bundling different competencies to give disadvantaged, unemployed youths the opportunity to earn their own apprenticeship or job. "Helping people help themselves" is thus at the heart of our concept, which aims to demonstrate an innovative and transferable path to the solution of social challenges.*



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## Subject and scope of the report:

The following report refers to the activities of the JOBBLINGE initiative, represented nationally by the JOBBLINGE umbrella organization (JOBBLINGE e. V.), which jointly represents all activities of the JOBBLINGE locations (in the reporting period, JOBBLINGE gAG Munich, JOBBLINGE gAG Berlin, JOBBLINGE gAG Frankfurt Rhine-Main, JOBBLINGE gAG Rhineland, JOBBLINGE gAG Leipzig, JOBBLINGE gAG Ruhr, JOBBLINGE gAG Stuttgart Region, and JOBBLINGE gAG Hanse), as well as the JOBBLINGE Foundation. The report refers to the calendar year 2016. The report is published annually. The JOBBLINGE umbrella organization (JOBBLINGE e. V.) is headquartered at Kapuzinerstraße 9 d, 80337 Munich, and is registered at the Munich district court under the register of associations number 204183. The contacts in the umbrella organization are Ulrike Garanin und Kadim Tas, Directors of JOBBLINGE e. V. This report was compiled under application of the Social Reporting Standard.

## Gender note:

In the interest of a better readability of this report, we have chosen either the masculine or the feminine form of personal nouns. This in no way implies a discrimination against the respective other gender. Women and men may feel equally addressed by the content of this annual report. Thank you for your understanding.

# Preface



**Ulrike Garanin**  
Managing Director, JOBLINGE e. V.



**Kadim Tas**  
Operational Director, JOBLINGE e. V.

Dear partners, sponsors, supporters, comrades-in-arms,  
and friends of the JOBLINGE initiative,

Many of us will remember 2016 as a year in which the world seemed to have gone off the rails in many places. As a year in which fear, populism, and actionism spread—including and especially around the topic of refugees and integration. Many are discouraged by the magnitude of the challenges and tasks. This may cause some to conclude that "we can't do anything anyway."

But we can. We can do a lot! This past year has more than ever strengthened our belief that integration can succeed where there is no actionism but a clear concept, where it is not fear but bold action that prevails.

The last year was incredibly intensive for JOBLINGE—and a new record year: Of our approximately 5,000 participants to date, more than 1,500 were accepted into the program in 2016 alone. More than 70 percent of all participants successfully made their way into vocational training. We opened seven new locations, four of them

for our new program JOBLINGE Kompass for young refugees.

All that—and much more, which we will report to you on the following pages—would be completely unthinkable without the outstanding commitment, trust, partnership, and passion in fighting for the shared goal of our many partners and colleagues: closing the gap between origins and future!

The lion's share of the integration effort still lies ahead of us—together we can master this task!

Sincerely,

# Location by Location: The Year 2016

From Hamburg to Munich, from Cologne to Berlin:

The managers of the eight JOBLINGE regions with 23 locations look back on 2016—and thank all public-sector partners, companies, and volunteers for their support.



*"2016 was an eventful year for JOBLINGE gAG Ruhr: We celebrated our fourth birthday in December. We are proud of our meanwhile 602 participants and of our high placement rate in spite of the severe problems in the Ruhr area job market. We look forward to continuing the history of successful integration experienced by the Ruhr area for meanwhile over 100 years with JOBLINGE Kompass in the coming months."*

Raphael Karrasch,  
JOBLINGE gAG Ruhr



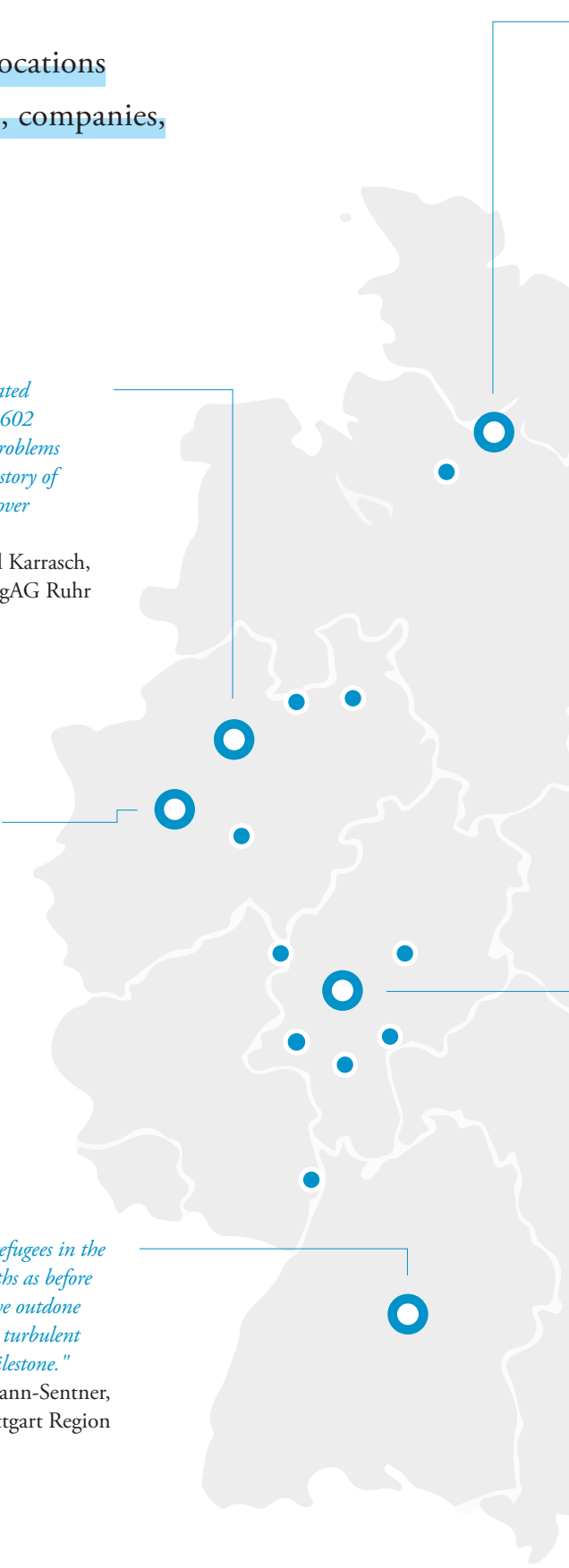
*"In 2016, we opened our second Rhineland location and built up a third one—the achievements of our entire team and our meanwhile over 200 participants fill us with considerable pride. Even beyond 2016, our motto will remain: Living means acting—working for gAG Rhineland with our minds, hearts, and hands. Every participant who earns an apprenticeship strengthens our conviction that we are doing the right thing!"*

Petra Balzer,  
JOBLINGE gAG Rhineland



*"This past year, we already contributed to the integration of young refugees in the Stuttgart region. As of 2017, we are supporting twice as many youths as before with our own Kompass branch. My meanwhile nine colleagues have outdone themselves and grown closer in the process. 2016 has been the most turbulent chapter in JOBLINGE Stuttgart's history, but it was also a real milestone."*

Janina Germann-Sentner,  
JOBLINGE gAG Stuttgart Region



*"Looking back on the past year fills me with pride: Not only did we welcome our 199th participant since JOBLINGE Hamburg launched in October 2014—since June 2016, our new JOBLINGE Kompass branch has also been supporting its first groups of young refugees. It's been an interesting and exciting time with new colleagues and an ever growing Hanse team."*

Anja Meyfarth,  
JOBLINGE gAG Hanse



*"2016 was the year of growth at gAG Berlin. After originally having 80 participants a year, we are now able to accompany more than 200 participants throughout Berlin on their path to vocational training. An impressive performance on the part of my team—and a great foundation for many more successful years."*

Jonas Hettwer,  
JOBLINGE gAG Berlin



*"Our gAG Leipzig doubled its employees in the past year. At three locations, we work together on behalf of young people's future: for the youths of Leipzig and Halle, and for young refugees. That is very motivating and encouraging for the future."*

Matthias Kretschmer,  
JOBLINGE gAG Leipzig



*Setting the right stage for 'five years of JOBLINGE Frankfurt Rhine-Main,' celebrating our successes, and honoring our network—those were the central topics and highlights of the year 2016: More than 800 participants placed, 400 partner companies, and 700 volunteer mentors at meanwhile seven locations. We were very pleased at the active participation and support!"*

Christiane Schubert,  
JOBLINGE gAG Frankfurt Rhine-Main



*2016 was a very challenging and successful year for us in Munich. As the pilot location of the new JOBLINGE Kompass program, we already started with 78 youths from Syria, Eritrea, Iran, Iraq, and Somalia. We built up a second location for that program. At the same time, we had our greatest apprenticeship placement success since our launch in 2009 in the traditional program as well. An outstanding performance by my Munich team."*

Anja Reinhard,  
JOBLINGE gAG Munich



# Back to the Future—JOBBLINGE 2016

## What Happened?

*I prefer to remember the future."*

Salvador Dalí,  
painter

**Maher** from Syria—on his way to becoming an automotive mechatronics engineer  
**Nadine** from Germany—on her way to becoming a bakery sales assistant  
**Omer** from Eritrea—on his way to becoming an automotive mechatronics engineer  
**Nasir** from Germany—on his way to becoming a chemical technician

"The world sees Germany as a land of hope and opportunity—that was not always the case," said Chancellor Angela Merkel in 2015. Maher, Nadine, Omer, and Nasir are representatives of this hope and opportunity: first as JOBBLINGE participants, now as apprentices, later as employees and specialized workers—and someday, perhaps, also as mentors or apprenticeship coaches for JOBBLINGE again.

The four of them are young people who, like most JOBBLINGE participants, were considered "unplaceable." Why? Because more than 70 percent of our participants come from homes drawing welfare; because around 50 percent have no more than a lower secondary degree; and because more than 55 percent of them have a migration background or are young refugees who came to Germany only recently and have only limited language skills.

*"The JOBBLINGE program as a whole was very important for me. The support and the workshops gave me a lot of self-confidence and courage, drive and motivation for my vocational training, and a vision for my life."*

Nasir, participant in Frankfurt, 2016

Maher, Nadine, Omer, Nasir and the other more than 1,500 participants in the past year prove that they do have a future—and that they can make it together with us. Their success motivates us all in the JOBBLINGE team, our partners, and our network—and

they give us courage. In a year as politically turbulent worldwide as 2016, we want to increase our focus on everything we can achieve and do together. The success of our new program, JOBBLINGE Kompass for young refugees, is proof of that. We are firmly convinced that we can do it—now and in the future. Every single one of our participants is living proof.

*"Wow, I can do this after all, I noticed. Thanks to the support of JOBBLINGE and my mentor, I was no longer paralyzed with fear of making mistakes or disappointing people. Thanks to the support I got, I felt safe."*

Nadine, participant in Recklinghausen, 2016

## 7, 24, 126, and Bonus Number 1,545— Our Facts and Figures

Remembering the future is very motivating—because just a year ago, we would not have believed how rapidly the initiative would develop in 2016. JOBBLINGE remains on a growth trajectory, and JOBBLINGE Kompass reinforced the dynamics: At the end of 2016, we had nearly reached the 5,000-participant mark since the launch of the initiative.

### Number of participants

- › 1,545 participants in 2016, thereof 239 in the Kompass program—45 percent more participants than in 2015.
- › 4,969 participants at year-end since the JOBBLINGE launch in 2008—we passed 5,000 shortly after the turn of the year.

The first two Kompass pilot locations quickly turned into four, which are now implementing the new program for young refugees—including new teams and new offices. In addition, we have new locations in the traditional program.

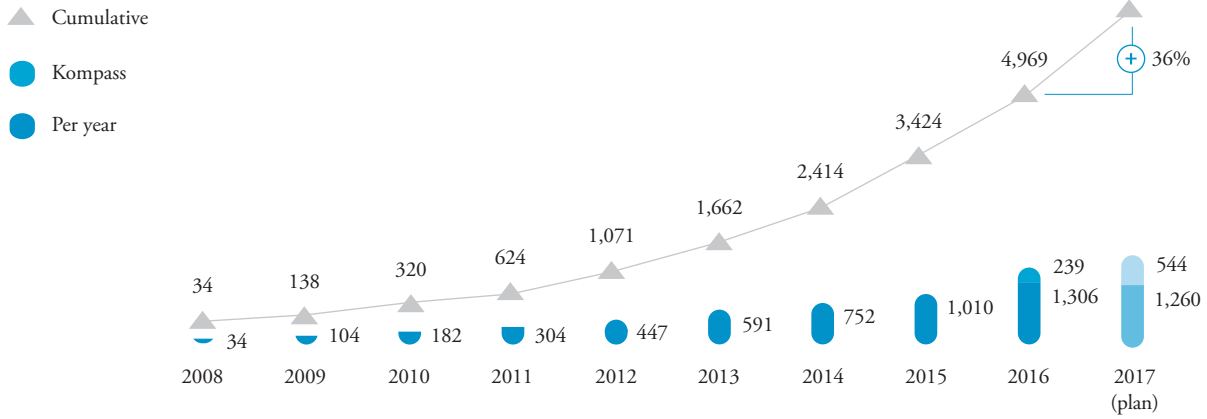
### Seven new locations

- › Troisdorf, second location of gAG Rhineland
- › Berlin-Spandau, third location of gAG Berlin
- › Ludwigshafen, sixth location of gAG Frankfurt Rhine-Main; goal: an independent gAG Rhine-Neckar
- › JOBBLINGE Kompass Munich, second location of gAG Munich
- › JOBBLINGE Kompass Hamburg, second location of gAG Hanse
- › JOBBLINGE Kompass Leipzig, third location of gAG Leipzig
- › JOBBLINGE Kompass Frankfurt, seventh location of gAG Frankfurt Rhine-Main

As of 2016, JOBBLINGE thus consists of 23 locations and the supraregional umbrella organization.



## Participants



## Standorte



**gAG Hanse**  
 › Hamburg  
 › Kompass

**gAG Berlin**  
 › Pankow  
 › Spandau  
 › Friedrichshain

**gAG Ruhr**  
 › Essen  
 › Recklinghausen  
 › Gelsenkirchen

**gAG Rhineland**  
 › Cologne  
 › Troisdorf

**gAG Frankfurt Rhine-Main**  
 › Frankfurt  
 › Bensheim  
 › Darmstadt  
 › Ludwigshafen  
 › Kompass  
 › Offenbach  
 › Wiesbaden

**gAG Stuttgart Region**  
 › Stuttgart

**gAG Leipzig**  
 › Leipzig  
 › Halle (Saale)  
 › Kompass

**gAG Munich**  
 › Munich  
 › Kompass

**Umbrella organization**

Despite our rapid growth, the quality aspect always has the highest priority—together with all of our involved partners, sponsors, and supporters, we were even able to increase the placement rate for our participants yet again.

**Placement rate**

- › Rate of placement in the primary vocational training or job market: 72 percent (cumulative across all locations since the start of 2008)

**Sustainability rate**

- › Sustainability rate after six months in training or on the job: 80 percent

To ensure growth while maintaining our quality standards, our focus is on investing in our employees and their development.

**Number of employees**

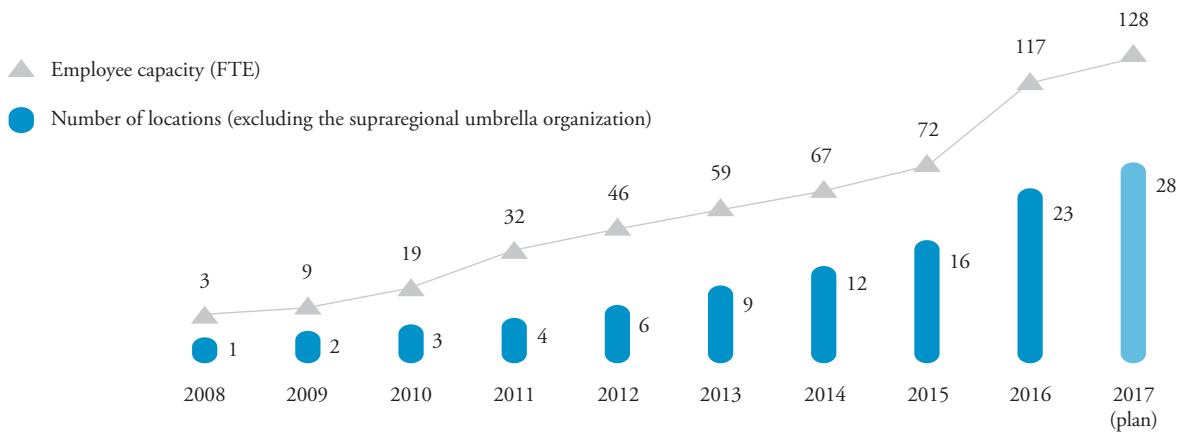
- › 117 employees (full-time equivalents)
- › The JOBLINGE family has grown to a total of 126. These include 62 new employees who joined us in 2016.

We considerably expanded our training program and offered a total of five onboarding days in 2016 for our new employees throughout Germany, conducted by the umbrella organization in Munich. In addition, we offered 12 trainings on topics ranging from quality management to fundraising and press work.

*"The ESF is an important European tool to get disadvantaged people into vocational training and jobs concretely and locally, and to help companies with their search for skilled workers. Projects like JOBLINGE's 'Ausbildungsstark' show how integration in the job market can be successfully achieved when public and private institutions and companies actively work together."*

Andrea Nahles, Federal Minister of Labor and Social Affairs, about the ESF-sponsored project "Ausbildungsstark" by JOBLINGE gAG Berlin, June 2016

**Growth**



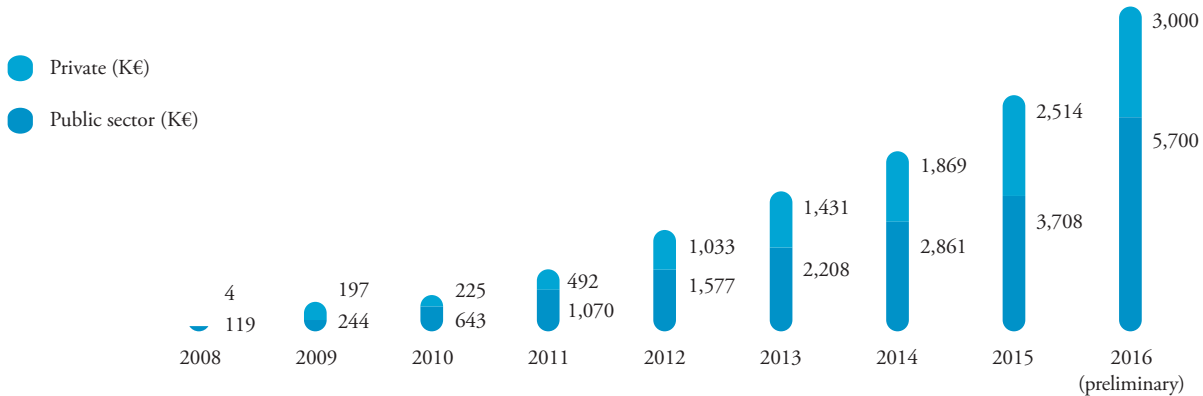
**Placement rate**



## Network



## Donations



### The JOBLINGE network

*"The whole is more than the sum of its parts."*

Émile Durkheim,  
sociologist

Our network is our foundation: Every donation, every scholarship, every single internship or apprenticeship, every sponsorship, every pro bono involvement as a member of one of our committees, a mentor, or a trainer, is what makes our work possible.

#### Network

- › Around 2,000 companies, from DAX-listed groups to small trade businesses
- › More than 1,500 private individuals working as volunteers
- › Over 50 public-sector institutions

Together, they form a strong network to support the JOBLINGE participants. Our heartfelt thanks goes to all of our local, regional,

and national supporters. Funding in particular is one of the greatest challenges of any nonprofit initiative—and we are no exception. It is the foundation for building additional locations and thus offering more support to more youths: Nearly €5.7 million in public funding and €3 million in private donations contributed to the growth and development of our initiative in 2016.

JOBBLINGE also includes new, innovative program elements, projects, and initiatives that we are advancing—from the cultural and activity program and technology program to Kompass. We consider JOBLINGE to be a learning organization. But innovation needs investments. Our need for funding is growing and includes funding for the ongoing program, our personnel costs, and the management of professional structures. A strong, broad donor base is of existential importance for JOBLINGE.

We would therefore like to take this opportunity to thank our initiators and premium partners who have embarked on this path together with us and, thanks to their long-term support, are indispensable for the development, plannability, and sustainability of the JOBLINGE program.

## Initiators

The management consultancy The Boston Consulting Group and the Eberhard von Kuenheim Foundation of BMW AG joined forces in 2007 to initiate a project that would address the question of how low-qualified youths could be better integrated in the job market. After the joint concept and pilot phase, the initiators continue to support JOBBLINGE to this day in a number of different ways.

*"Every unemployed youth is one too many. Because work is the basis for a self-determined life. We are firmly convinced that this is true. With meanwhile around 5,000 participants since its beginning and such a high placement rate, JOBBLINGE makes a noticeable, sustainable contribution to ensuring that youths can gain a long-term foothold in working life. These achievements are only possible thanks to its large network."*

Carsten Kratz, pro bono director of the JOBBLINGE Foundation, supervisory board member of gAG Frankfurt Rhine-Main, and Head of The Boston Consulting Group in Germany

# BCG

THE BOSTON CONSULTING GROUP

After the pilot phase, BCG took over the management of the initiative as part of its pro bono activities. BCG supports the growth of the initiative and its strategic projects by providing financial contributions, networks, and contacts. Many BCG employees volunteer with JOBBLINGE: as director or supervisory board member of each local gAG and the supraregional JOBBLINGE Foundation, as mentor or trainer for the youths, or by contributing their expertise directly to the initiative.

*"Youth unemployment is a social problem, and society should do everything in its power to solve it. JOBBLINGE reflects that excellently and brings together various different partners from different social spheres to help youths in an entrepreneurial, sustainable manner to earn career and life prospects."*

Carl August Graf von Kospoth,  
Director of the Eberhard von Kuenheim  
Foundation of BMW AG

## Eberhard von Kuenheim Stiftung

Stiftung der BMW AG

The Eberhard von Kuenheim Foundation of BMW AG is the co-initiator of JOBBLINGE. The foundation withdrew from the operational support with the founding of the JOBBLINGE umbrella organization in 2012. The Eberhard von Kuenheim Foundation continues to support JOBBLINGE financially, is active in its committees, and supports the proliferation of the initiative as a multiplier. Since 2016, the worldwide network of Responsible Leaders of the BMW Foundation Herbert Quandt has also been available, as the Eberhard von Kuenheim Foundation and the BMW Foundation Herbert Quandt work together closely at the premises of the latter, sharing personnel and finances.

## Premium partners

Our premium partners are powerful symbols of the sustainability of our initiative: With their long-term sponsorship and support, they not only enable us to plan and build professional structures, but also to grow by building up new locations and developing the program further with innovative projects that continuously improve the program for the participants—and also make an impact beyond JOBBLINGE. Our premium partners are essential especially for the umbrella organization which, unlike the local branches, is 100% financed through private donations.

*"With our activities in the JOBBLINGE program, we want to help provide young people with promising starting conditions. The better young people are prepared for vocational training, the better they will be able to complete it. And we contribute to enabling that."*

Rüdiger Senft, Head of Corporate Responsibility  
at Commerzbank AG



*"We believe it is our duty to help in particular those who do not have the same access to education and work. That is why we support JOBBLINGE. Because this network is so valuable precisely because it can bring together many companies and individuals who can then mutually support and help each other."*

Marc P. Werner, Managing Partner of the Frankfurt office of Hogan Lovells

#### Public sector

The JOBBLINGE program could not be implemented without our strong partners at the municipal, state, federal, and European level. The public sector sets the framework for the joint work on behalf of the youths and is the first point of contact when it comes to building up a new location.

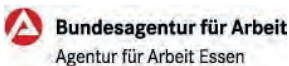
Integrated into the broad public-sector offering, the trust-based collaboration builds on four pillars:

- › The local employment agencies and job centers refer participants to the JOBBLINGE program and provide them with targeted support.
- › Public-private cofinancing: The ongoing costs of the JOBBLINGE locations are largely covered by the public sector. Depending on the location, the job center, employment agency, municipality, or federal state may provide funding.
- › Integration in networks: At each location, politicians and public-sector representatives also become involved personally as patrons or pro bono supervisory board members. JOBBLINGE is also active in regional and supraregional networks and work groups.
- › The public sector plays a key role as a partner for growth and development.

*"When JOBLINGE participants turn into apprentices, the first step has been taken. And I am pleased when companies and businesses then win the skilled workers of tomorrow from the apprentices in a second step. The youths are actually given a fresh start in life. That also gives their self-confidence a massive boost."*

Stefan Grüttner, Hessian Minister for Social Affairs and Integration and patron of JOBLINGE gAG Frankfurt Rhine-Main





*"Sometimes talents have to be unfolded. That goes for many youths without jobs or vocational training, as well as young refugees. We need organizations like the JOBLINGE initiative to provide opportunities here. The initiative provides youths with great support for starting their working life—with remarkable success. JOBLINGE is exactly what we need here in this region."*

Garrelt Duin, Minister for Economic Affairs, Energy, Industry, SMEs, and Trade of North Rhine-Westphalia and patron of Joblinge gAG Ruhr

## Stories and emotions

### JOBBLINGE in 2016

See it again live:

*Many of our reports, pictures, and videos are available in digital form, so we have provided some of them on these two pages through digital links. The special content is marked with symbols. You can use an app (Layar) to access video and audio files, PDFs, or pictures directly on your smartphone or tablet.*



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SCAN THE PAGE

JOBBLINGE—these are stories about the hard work our participants do for themselves, the involvement of our volunteers, the support of our partner companies, and the growth and advancement of our initiative. The growing number of locations, our ever expanding network, and the proliferation through dedicated supporters have again increased the number of requests we get and the number of publications in all channels. We are very pleased about this development. More than 10,000 contacts received our newsletter at the end of 2016, our community on Facebook and Twitter is growing, and we have at times reached an audience of more than 12,000.

### Awards

**2016 Hessian Integration Award** for JOBLINGE Kompass in Frankfurt and Bensheim, representative for the initiative, which "lays the foundation for a successful search for an apprenticeship and conclusion of an apprenticeship contract with its excellently developed methodological concept. The panel of judges was especially impressed by the involvement of volunteer mentors in the framework of a 'mentorship program.'"

**"Edition F" Award** "The top 25 women who make our world a better place" for JOBLINGE Director Ulrike Garantin

### Highlights of the JOBLINGE events

- › Recklinghausen opening ceremony
- › Kickoff of the 2016 ESF tour at JOBLINGE gAG Berlin with Andrea Nahles, Federal Minister of Labour
- › Kickoff party for JOBLINGE Kompass at BMW Welt
- › Summer party of gAG Berlin at Wannsee lake gAG Rhineland gala
- › Fall festival of gAG Hanse
- › Five-year gala of gAG Frankfurt Rhine-Main
- › Gala of the Bavarian State Ministry of Labor, among others for gAG Munich
- › Annual celebration of gAG Ruhr at Philharmonie Essen

### Presentations and requests as initiator and keynote speaker

- › Baden-Baden Entrepreneur Talks (BBUG)
- › Munich Economic Forum
- › "SHE VIP-Lunch" by Commerzbank
- › Randstad Qualification Forum
- › Deutscher Ausbildungsleiterkongress (conference of German training managers)
- › ALLiance for YOUth





## Media

▶ "At first, I was a little shy, but then I became more and more confident in myself, and something good came of it in the end," says former JOBLINGE participant Sarah from Ludwigshafen. The SWR television report "Mit JOBLINGE rein in den ersten Job" (starting the first job with JOBLINGE) tells about how she successfully made her way into vocational training. (November 2016)

"'Never give up,' they told me. 'You'll find an apprenticeship,'" says Florian about the support he received from JOBLINGE in Stuttgart. "My self-confidence has grown. I made it, that was my goal." How? And what role did the JOBLINGE program play? SWR Hörfunk retraces this. (Starting at minute 15:20; November 2016)

"Don't give up, don't quit," Mike advises all those who have not yet found their apprenticeship. The young man from Hamburg knows what he's talking about. After school, he spent seven years looking for a job opening. In March 2016, NDR reported on Mike and the JOBLINGE program. He can now be seen again in NDR Aktuell—in his plant mechanic apprenticeship. (November 2016)

PDF Language is the starting point of a successful integration. With the Liechtenstein method, the participants in the JOBLINGE Kompass program learn more than 140 words in the first week of their intensive language course. This allows them to already communicate in simple German after just a month. Die Welt reported about the language concept at JOBLINGE, the vocation-specific courses, and 21-year-old Khalaf's entry into practical work. (October 2016)

"We want to identify and develop strengths from the beginning, not start by determining any weaknesses. In doing so, we motivate the youths to do things that repeatedly take them out of their comfort zone. These things show that it does take some effort, but that we will support them," said Kadim Tas on Deutschlandradio. For the show "Zeitfragen," Editor Dr. Ludger Fittkau visited the JOBLINGE location and spoke with the Regional Manager of gAG Frankfurt Rhine-Main and two participants, Sonja and Abdul Nasir. (September 2016)

PDF How effectively are refugees being integrated in the job market? Spiegel Online looked at this question in its article "Flüchtlinge und Arbeitsmarkt: Der Traum von der Blitz-Integration" and spoke with JOBLINGE Director Ulrike Garanin. "An incredible amount has been achieved in the past months," says Ulrike Garanin. But she also adds: "But the lion's share of the task is still ahead of us." Because lasting integration takes time. (August 2016)

PDF In "'Jobling' statt ewig ohne Job," Neue Zürcher Zeitung talks about the transitional system and JOBLINGE as examples of successful integration. (August 2016)

▶ Why do so many apprenticeships remain open at the start of the apprenticeship year? Why aren't youths and employers finding each other? In an interview with hr info, Christiane Schubert, Deputy



Regional Manager of JOBLINGE Frankfurt Rhine-Main, along with Darmstadt apprentices Nicole and Benjamin, talks about how to successfully enter the job market. (August 2016)

PDF "Genial gedacht": Under the title "Pflichtfach Selbstverantwortung" ("self-defense as a mandatory subject"), National Geographic magazine published a portrait of co-founder and JOBLINGE Director Ulrike Garanin. Focus: The new program JOBLINGE Kompass for young refugees. (August 2016)

PDF "Arbeit ist die Basis für Menschenwürde" (work is the basis for human dignity): An interview with Director Ulrike Garanin in Handelsblatt about the pillars of the JOBLINGE initiative, their impact, and the new program JOBLINGE Kompass for integrating refugees in the German labor market. The interview was also published in WirtschaftsWoche. (July 2016)

▶ Kadim Tas, Operational Director of JOBLINGE, spoke about the initiative's work and successes in an interview with hr info. (May 2016)

PDF In the article "Wenn Einsteiger zu Aufsteigern werden" (when beginners become achievers), Frankfurter Allgemeine Zeitung reports on the new project JOBLINGE Goes STEM, which paves the way for youths to enter into professions in science and technology. (May 2016)

Nowadays, few career tracks are linear. But what are the options if you already need multiple attempts at the start? MDR got "up close and personal" with Sabrina from Leipzig and Alexey from Halle (Saale). (March 2016)

## Topic of the Year: JOBBLINGE Kompass

*"I lost touch with my family on our flight. I still don't know if they ever made it to Germany. I am sad to be here all alone, but my parents did everything in their power to ensure that we could have a better life in Germany. And I will do everything I can to make my parents proud."*

JOBBLINGE participant—before the start of the Kompass program

We used this quote in our newsletter at the end of 2015 when we reported about our plan to start a second program for refugees in 2016. One year later, we are nearly overwhelmed when we look back on the rapid speed at which JOBBLINGE Kompass developed at many of our locations.

Besides the pilot locations in Munich and Hamburg, Frankfurt (including Bensheim) and Leipzig started a little later in 2016. By the end of 2017, Kompass will be represented in all JOBBLINGE regions. The development is happening in close collaboration with—and in part at the explicit request of—our public-sector partners.

"I joined JOBBLINGE because I didn't want to sit around anymore. I wanted to finally start working to earn money. JOBBLINGE helped me with this from the start," recounts Maher. He also tells about how the initiative showed him how important vocational training is in Germany.

The 22-year-old Syrian joined the pilot group at the Hamburg Kompass location in June 2016. With a wide smile on his face, he sat in a big room with some 20 other participants at the new JOBBLINGE Kompass location on Süderstraße. He learned vocabulary, umlauts. German language skills are a must in the JOBBLINGE program. "The rule that only German would be spoken at JOBBLINGE really advanced my language skills," the young man says today.

Maher is ambitious, disciplined, and a fast learner—all things that the JOBBLINGE team noticed early on. His enthusiasm infected the entire group, which will soon be starting with professional orientation and training in parallel to the language courses—exactly like in the regular program: writing their CV, researching professions, getting to know the German job and vocational training market, visiting companies, developing key skills in practice and expanding them through the cultural and activity program, holding one-on-one talks with the JOBBLINGE team to build up trust, finally meeting their own personal mentor, and at the end defining concrete career wishes.

"My mentor really helped me a lot. But what was also very important was the contact with other participants, who were looking for an apprenticeship just like me. I was able to compare notes with them very well," says Maher. He also says that the structured routines at JOBBLINGE prepared him very well for his internships and vocational training.

"Having something to do for six to eight hours each day—going to JOBBLINGE—did a lot to help me get used to daily routines again." After the orientation and qualification phase, the determined Maher will start the practical phase. Through internships, he and the other participants will gather further qualifications and initial experiences on the job. Maher's determination and discipline are paying off. During his internship at Autoservice Gaworski, he was able to convince the boss and the team—despite some language problems—and will already be starting his apprenticeship as an automotive mechatronics engineer at the start of October 2016—as the first Kompass participant ever.

The JOBBLINGE team remains in close contact with Maher, supporting him and his apprenticing company on all topics relating to vocational school and day-to-day work. The other Kompass participants in Hamburg also plan to start their apprenticeships in 2017. They work, allowing them to earn their qualifications on the job, make use of tutoring offers, and develop their language skills so that they can fulfill the training requirements, especially in vocational school.

JOBBLINGE closes the gap between origins and future. As quickly as possible. The new JOBBLINGE Kompass program builds on the success factors of the regular, proven program—mentoring, practical work from day one, close links to business, the cultural and activity program, and the local job market, and professional orientation based on the participants' potential.

**In addition, the program pays specific attention to the special needs of refugees:**

### Our program

- › Targeted profession-specific language courses in the company environment
- › Use of trained and supported mentors
- › Intercultural sensitization
- › Practically oriented skill assessment

### Our target group

- › The largest group by numbers of 18- to 25-year-olds
- › Low to medium qualifications
- › As soon as possible after arrival
- › Also addressed locally in the surrounding area

### Our goal

- › Very early, accompanied integration in the job market
- › Followed by support earning the highest possible qualification (vocational training)

## In Detail—Our Language Concept: From Ä, Ö, and Ü to "Pickled Herring"

The language training is the central theme of the Kompass program—especially during the first few months. However, JOBBLINGE is not a language school, as the language courses are always merely a supplemental tool integrated in the program that supports the goal—long-term integration of the refugees in the job market—and makes a key contribution to professional orientation and preparation. The language courses aim to impart language proficiency level B2 and consist of two parts: a four-week intensive basic language course for the participants who only recently arrived in Germany and are starting at proficiency level A0, and subsequent profession-specific, practical language courses.

Participants with a higher proficiency level can start immediately with the profession-specific courses. "What sets our language courses apart is the content focus on day-to-day work and the work environment in different industries, the company-oriented language training, and the interactive method that our language courses builds on," explains Ulrike Garantin, Managing Director of the JOBBLINGE umbrella organization.

*"You can only learn to swim by going in the water—and a language only by speaking it. From the start, our participants are playfully motivated to speak through our concept, which is also applied at JOBBLINGE. The concept works with images, gestures, and facial expressions. Our teaching method is based on active, even physical participation and takes insights from brain and learning research into account. Like in the cooperation with JOBBLINGE, we train the trainers, who in turn train the instructors for the refugees or hold German language courses themselves."*

Walter Noser, President of the association  
Neues Lernen Liechtenstein (LieLa)

The didactic structure and methodology are based on Liechtenstein Languages' "Neues Lernen" method, which is interactive, activating, and application-oriented. The initial goal is to quickly increase the participants' listening comprehension, lower their speaking barriers, and strengthen their self-learning motivation. German should be actively learned in dialog—like the native language—rather than passively through classroom training. Learning can and should be fun. The methodology applies regardless of the participants' language proficiency level and enables quick learning successes: The participants very quickly learn to speak and "feel comfortable in the language."

Building on that foundation, they are better able to take the next steps—especially grammar and written language. The methodology is compatible with all common interactive/communicative German as a Foreign Language (DaF) methods.

One example from the JOBBLINGE trainer manual: The classroom has no desks, only a chair circle. The classroom walls should display posters with the learning content of the week, so that participants also subconsciously and casually learn vocabulary and grammar, and repeat and internalize sentences. New (profession-specific) terms are not simply translated and learned by heart, but associated with a movement, pantomime, or sound by means of word cards, and then repeated multiple times by all participants. This allows the vocabulary to be "coded" and learned in its right context.

The intensive basic language course is followed by profession-specific, practical language courses—each developed together with companies, conducted by employees as pro bono language trainers, or accompanied as conversation partners. "Just like we develop the professional orientation in the traditional program with a partner company, we do the same with our language courses. Here, for instance, we have already developed industry-specific language course modules together with the German Red Cross (DRK), Hermes, DB Schenker, Augustinum, the Bavarian Chamber of Insurance (VKB), HEAG mobilo, and Accor Hotels," explains Kadim Tas, Operational Director of the JOBBLINGE umbrella organization.

The content of the language courses (vocabulary, dialog, exercises) has a strong, immediate reference to the work environment and provides detailed glimpses into different industries and their processes (e.g., hotel, service, nursing, retail, warehousing, and logistics). This ensures that the participants not only have the language skills they need to begin working, but also allows for a professional orientation and expands their knowledge of employment law aspects (e.g., employment contracts, résumés). Building on that foundation, the participants can get started with their first internships or jobs and then—next to their work—acquire the language and education requirements needed for dual training.

When developing its profession-specific language courses, JOBBLINGE chooses a specific apprenticeable occupation together with a partner company and then gradually develops a vocabulary list relevant for that occupation. An example: warehouse logistics specialist. JOBBLINGE sat down with the partner company and went through a complete workday with its employees. Where do they start? At the security gate? With the gatekeeper? Where do the employees enter the building? Do they have to clock in? Do they go to a changing room? Is there protective clothing? If so, which? What happens then? Using a list of that kind, the trainer manual and language course materials are then prepared together with copywriters and graphic artists, including a storyboard.

Thus, booklet after booklet is created, and different learning materials are developed depending on the language proficiency level. JOBBLINGE is supported in this process by a DaF expert.

### Train-the-Trainer Workshops Prepare Pro Bono Language Trainers in the Companies.

The JOBBLINGE language courses are not only designed together with the companies but also implemented in and with them. More than 17 companies across Germany have already supported JOBBLINGE with this effort—for instance VKB, Accor Hotels, HEAG mobilo, Amgen, HypoVereinsbank (HVB), Nestlé, Hessischer Rundfunk (HR), WISAG, and Marquard & Bahls.

The language courses are largely conducted in our partner companies, where they are supported pro bono by employees. The exact design is flexible and depends on the language proficiency level of the respective participants. For instance, at proficiency levels A0 and A1, the volunteers independently conduct the language courses. At level B1, they are then more likely to offer support through tours of the company or a shared lunch with participants in partner companies, thus further increasing conversational and listening comprehension in the professional context.

Before the trainers get started, they participate in a JOBBLINGE workshop that prepares them theoretically and practically for their task: At first, the pro bono trainers are put in the position of the Kompass participants: They hear a short dialog in a language that they ideally don't understand or whose structure is completely foreign to them—such as Moroccan Arabic, a specific dialect. The future trainers should

then learn up to 10 words by the end of the workshop to understand what it means for the Kompass participants to learn German—especially profession-specific technical terms. The training always takes place in small groups, with a focus on communication and interaction. The participants also receive trainer manuals and exercise booklets and can count on JOBBLINGE for support at all times.

### Pickled Herring and Ä, Ö, Ü

"How do I explain to young refugees who speak very little German what a pickled herring is?" wonders Edith Thissen, one of the many pro bono language trainers at JOBBLINGE and an application developer at Commerzbank. Not an unreasonable question, if internships and apprenticeships in the gastronomy or hotel industry are on the horizon soon.

At the end, Thissen explains using her hands and feet—and a whole lot of practice. From the pronunciation of Ä, Ö, and Ü to conjugation of verbs and short dialogs from everyday work. "This is about more than grammar and vocabulary," emphasizes the trainer. It is also about overcoming boundaries, getting in contact with foreign cultures, and learning the soft skills that are necessary on the job—and that goes for both sides. "I think the prejudices against refugees are indescribable. The only remedy is getting to know one another and talking about it." At the same time, Edith Thissen prepares the refugees for their upcoming internships, in which they are supposed to improve their language skills on the job.

*"To open up prospects for young refugees, we are offering targeted support for the Germanywide development of JOBBLINGE Kompass. We want to help especially the many young people arriving in Germany to quickly find their way into the job market. JOBBLINGE's experience and its concept are important factors for us. In addition, our employees can get actively involved—and contribute directly to the integration and many personal success stories of these youths."*

Alexander Gallas, Deutsche Bank,  
Head of Corporate Citizenship Germany

Around 800 kilometers away from Hamburg, at the first JOBBLINGE Kompass pilot location in Munich, Omer Saleh joined the JOBBLINGE Kompass program in April 2016. He fled from his home in Eritrea and arrived in Germany in January 2016, where

he got to know not only the Kompass program and the team, but also his mentor: Daniel Nordsiek, Strategy Expert in the Research, New Technologies, and Innovations division at BMW. He is helping Omer Saleh pursue his big goal: vocational training as an automotive mechatronics engineer. In turn, Saleh is opening Daniel's eyes about many things in his home country, Germany.

### Different Backgrounds—One Future

Since JOBBLINGE first launched in 2008, mentoring has been a permanent part of the program, and from the start has meant exchange between two people who otherwise would never have met. Whether in the regular JOBBLINGE program or in the Kompass program: Two worlds collide here that could not be more different. In this case, those of Daniel Nordsiek, 36 years old, industrial engineer, born in Paderborn, and Omer Saleh, 23 years old.

## Looking Back—October 2016

*It is already dark outside when Daniel Nordsiek and Omer Saleh meet this Friday evening for their weekly meeting, not far from the Oktoberfest. "We have already met at the Olympic Park, at BMW 'Am Hart,' and at Marienplatz," Saleh recalls. New places, new topics. They stroll about, chat, or practice German. German vocabulary, vocational training in Germany, and occasionally the seemingly mundane visit to the post office—Daniel Nordsiek explains all this.*

### Learning the Language is the Basis

Especially at the start, the focus on learning the language dominated their meetings. "Omer had brought his exercise booklets from JOBBLINGE. I went through his exercises with him again. I'm no German teacher, but I can explain a few things," explains Nordsiek. He helps him, but also points out boundaries. "There are some things you just can't do, Omer. You've come so far already," urges Daniel Nordsiek that evening. Omer Saleh listens attentively, nods his head repeatedly, but keeps his eyes on the ground. This is a serious situation. He already highly successfully completed two internships. But he was dismissed from his third a few days ago. "That was your lesson that failure to show will not be tolerated," says Nordsiek—but then he smiles again. "I didn't go to work one day because of an important Muslim holiday. But I had notified the JOBBLINGE office," explains Saleh. He only forgot to tell the boss in his apprenticeship company.

### "I Need Vocational Training, Not Just Fast Money"

In Germany, everything runs differently than in Omer Saleh's home country of Eritrea—something the 23-year-old realized very quickly. He has already been here for more than nine months. "In Germany, you have to be on time," he says. And patient. "I need vocational training, not just fast money," Saleh insists. "I need to learn a profession." His big goal: an apprenticeship in the automotive industry. "I love cars." He very much enjoyed his first internship as a result: a week at BMW. Omer worked hard. He learned special car-related vocabulary. "Air filter, hydraulics, water pump," he recites. "I have a book that Daniel gave me." "Not gave—lent," adds Nordsiek and smiles about the comment. Omer grins. "I read everything about cars," he says. Also on the Internet—in German and then in the Arabic translation. This lets him learn even more vocabulary.

### Explaining Germany—Learning about other Countries

In Eritrea, he worked on old cars as a car mechanic, tinkering a lot to get them to drive again. There wasn't any formal training for this type of work—learning on the job was the rule, Saleh says of his home country. "Eritrea really is car-crazy," Nordsiek also explains. "You can't compare that to our cars or car mechanics. But the Eritreans can make old cars drive again, or build one working car out of two broken ones." Daniel Nordsiek has learned a lot about Eritrea and asks his mentee many questions. "That is what appeals to me about JOBBLINGE mentoring: understanding more, learning a lot, being a person of trust and a coach—whether your mentee is a refugee or not." His previous mentee participated in the traditional JOBBLINGE program. "He came from Iraq but had been living in Germany for a few years already," says Nordsiek. The mentoring was very different: "With Omer, teaching the language and explaining Germany and its rules are the big topics. I don't have to motivate him at all. That's more of an issue in the regular JOBBLINGE program. Just like professional orientation"—although he also made only good experiences in that regard with his former mentee.

### Living in a Refugee Shelter: "Rough and Scary"

Daniel Nordsiek has also learned a lot about his own country in the past few months: Where refugees live here, how the Germans treat them, what goes well and what doesn't. He visited Omer in the Bayern-Kaserne, a former military barracks in the north of Munich, which has been used as an emergency shelter and initial reception facility for some years now. "That was pretty rough and scary," summarizes Nordsiek. There were no common rooms, the noise level was extremely high, and there was a certain aggressiveness in the air. "There were too many people in too small rooms. It was so loud that I couldn't study properly," Omer agrees. "But it is much better now." Now the 23-year-old lives in a newly built home, sharing a room with a very good friend. "We even have a table. Now we just need some chairs," he explains, grinning from ear to ear. Step by step, he is moving forwards towards his future in Germany. His dismissal from internship no. 3 is almost forgotten that evening. But only almost. What happens now? Together with the JOBBLINGE team, Saleh is now looking for a new internship, preferably in a car repair shop and for longer than one or two weeks. He has also applied for entry qualification as a production mechanic at BMW. "But I would do anything. I would also work in a hotel." Only his goal stays the same. "I think it's great that Omer has such a clear vision, and I'm supporting him in pursuing it. He has come so far already. But now the work is only really starting," says Daniel Nordsiek.





## What's Coming Up Next? Strategy and Impulses

**Vision:** JOBBLINGE wants to make a discernible and sustainable contribution to the fight against youth unemployment. In practice, this vision means for JOBBLINGE that the social impact is always of the highest priority: the contribution for the participant. And this is not subordinated to any other goal, even if it means detours or hurdles.

**Mission:** JOBBLINGE mobilizes the strongest social powers and bundles different competencies to give unemployed youths the opportunity to earn their own apprenticeship or job.

To achieve this vision and realize its mission, JOBBLINGE is pursuing different directions and topics that will prepare the initiative for the future and move it forward. What are those? The two directors of the umbrella organization, Ulrike Garanin and Kadim Tas, talk about where the road will take them in the short, medium, and long term.

### **JOBBLINGE experienced significant growth again last year—seven new locations and a steep increase in the number of participants. Will this growth continue in 2017?**

**Ulrike Garanin:** We have grown continuously over the past years. We once set ourselves the ambitious target of having 20 locations in 2020. Now we have reached 23 locations (in addition to the umbrella organization) in 2016. At the same time, we have used this growth to transfer our concept to a new target group: young refugees. Of course, the resulting newly developed JOBBLINGE Kompass program accelerated our growth in the past year, although we stopped forcing the establishment of new locations some time ago, instead only going where the demand is especially high, and in particular where the public sector approaches us directly. On the one hand, we are pleased about this development, but on the other hand, this overall development should not be taken for granted. For us, growth and quality are inextricably linked.

We don't mean just our placement and sustainability rates, which of course may not decline. We also mean that we consciously invest in projects that always have the goal of further improving and developing our approach in the program for the youths.

*"For us, growth and quality are inextricably linked."*

### **Which projects stand for the continued development of the program?**

**Kadim Tas:** In terms of content, we are moving forward in three directions: cultural, sports, and STEM/technology partnerships. We plan to roll these strategic projects out to all locations in the medium and long term. Besides these projects, we are also investing in tools,

processes, and our infrastructure. In the coming year, we are planning among others a comprehensive update to the JOBBLINGE database, which is an important evaluation and quality management tool.

**Ulrike Garanin:** Another big topic we initiated in the past year is the revision of our concept manual, basically the JOBBLINGE Bible. We have learned a lot in the past few years about working with youths, about which elements work best, and we have developed a lot of new things. These things, which used to be rather implicit, are now to be set down explicitly. At the same time, we want to develop a new format for the concept manual that is a good fit with the dynamics of our learning organization.

*"JOBBLINGE as an organization isn't rigid or unmoving, but highly dynamic. We see what we do as stimulation and motivation and use it to drive our continued development."*

### **What does the "learning organization" mean for JOBBLINGE?**

**Kadim Tas:** The term refers to our employees—to our colleagues. We live from the exchange among the meanwhile more than 20 locations. That means that JOBBLINGE as an organization isn't rigid or unmoving, but highly dynamic. We see what we do as stimulation and motivation and use it to drive our continued development. For instance, to expand our knowledge base or to transfer knowledge. New partners, new social and economic influences open up new areas for action for us, and we adapt to these requirements. All that is only possible because we actively exchange, reflect, and make room for and support our colleagues' individual ideas, and thus innovative solutions to problems. We want to more firmly embed this basic understanding and make it tangible for every single colleague.

*"There is considerable demand for new workers in apprenticeship occupations in the German STEM fields—and at the same time, many young people who could fill that demand are unemployed. We want to address these discrepancies with "JOBBLINGE Goes STEM" and help the youths recognize and use their potential."*

Andreas Windmeier, Head of Treasury Services at JP Morgan Germany and Austria and sponsor of "JOBBLINGE Goes STEM" within the local CSR Government Committee of JP Morgan

### **JOBBLINGE technology program**

**Why?** The JOBBLINGE technology program makes its participants fit for the STEM job market. The goal of the program is to build a bridge between potential apprentices and companies—that is, to give the youths the practical and theoretical qualifications, and to sensitize the two target groups for each other.



**What?** To achieve this, two projects go hand in hand under the umbrella of the JOBBLINGE technology program: JOBBLINGE Goes STEM (in cooperation with JP Morgan) as an analog, practical part, and the learning app as the digital part for mathematical qualification (in cooperation with BMW).

**How?** The analog part offers modules for sensitizing, encouraging, and enabling the JOBBLINGE target group for the fields of science, technology, engineering, and mathematics (STEM). At the same time, approaches are developed to show how to work with the companies affected by the shortage of skilled workers to create innovative, low-threshold entry opportunities for new workers; for instance, the "STEM-worlds" for JOBBLINGE.

The STEMworlds are workshops in which the jobs in the industry are presented in practice, and which give the companies a setting to get to know the JOBBLINGE informally. Soldering, screwing, welding—the two-hour workshops are conducted directly in the partner companies to give the participants a realistic impression of the respective STEMworld (technology, laboratory, or electronics) and at the same time allow for the involvement of different company representatives, from the trainer to the HR manager, who can get their own impression of the potential apprentices and their capabilities.

The digital part with the learning app in the form of a "serious game" aims to provide the theoretical qualifications for technical apprenticeable occupations in the field of mathematics. The learning app "playfully" refreshes math basics and prepares participants for vocational school in a targeted manner.

The combination of practical experience and digital learning is supposed to give the youths optimal prequalification for technical apprenticeable occupations—which they themselves often don't believe they are capable—and get them excited about the industry.

Another JOBBLINGE project in the STEM fields is Start-Plus, which prepares youths specifically for apprenticeships in the chemical industry. The initiative is always looking for partners in all projects, to participate actively in practice or promote their continued development.

*"We are pleased to support JOBBLINGE on many strategic projects. Besides JOBBLINGE Kompass, we are also supporting the initiative with its technology program. JOBBLINGE has been demonstrating for years how successful integration in the job market can work. The JOBBLINGE participants we have employed at BMW so far have been highly motivated and a permanent part of the BMW family."*

Milagros Caiña-Andree,  
head of human resources at BMW Group

### Do you already have concrete ideas?

**Ulrike Garanin:** We set up an internal expert model, for instance; after a pilot phase, we will further deepen it and make it a fixed part of the program to ensure that we can advance our knowledge transfer within the organization—and at all locations. We also want to give employees a chance to contribute their expertise next to their daily work and develop it further at JOBBLINGE, for instance on topics like theater pedagogics, corporate social responsibility, fundraising, mentoring, but also educational approaches and the many workshops we conduct with the youths. These experts will ensure that everyone can access and use our excellent, diverse knowledge.

**Kadim Tas:** In the medium term, all this is focused on quality assurance within JOBBLINGE. In the long term, we also intend to leverage this knowledge transfer within the learning organization for bigger reform initiatives.

*"Since the founding of the initiative, we have seen ourselves also as a source of inspiration to make an impact beyond JOBBLINGE. In doing so, we also look beyond the boundaries of the JOBBLINGE universe in terms of content, strategy, and structure."*

### Which reform initiatives specifically?

**Ulrike Garanin:** Since the founding of the initiative, we have seen ourselves also as a source of inspiration to make an impact beyond JOBBLINGE. On the one hand, that means transferring our concept to new target groups, such as JOBBLINGE Kompass for young refugees or, highly specifically, for youth soccer players in the Bundesliga, for example.

### In the Bundesliga? How does that work?

**Kadim Tas:** In September 2015, we launched a joint pilot project between gAG Frankfurt Rhine-Main and the soccer training center of Eintracht Frankfurt e. V. Obviously, many young people dream of a career as a professional soccer player, but only very few actually make it. In concrete terms: Even among the approximately 5,000 junior players in the DFB centers, only 10 percent make it.

What happens to the youths who don't make it? What are their professional prospects? That is where JOBBLINGE comes in: In our

pilot project, we help active youth players build up a second career prospect, look for potential trades and (part-time) options, and place them in internships that are compatible with their soccer training. Like the JOBBLINGE participants, the youth players are assigned a personal pro bono mentor to support and encourage them.

*"If we could establish a model of success-based funding such as social impact bonds with the public sector, that would be a huge opportunity not just for JOBBLINGE but for many other initiatives attempting to solve social problems through innovative approaches."*

**Ulrike Garanin:** In addition to this transfer to other target groups, we are also looking far beyond the boundaries of our JOBBLINGE universe. For instance, how could the concept also be applied to other regions such as Southern Europe? Or how could we trigger reforms for the entire transitional system, for innovative ideas or new funding models? Our participants are counted as long-term unemployed despite never having held a job. They clamber from one measure to the next in this transitional system between school and work. Not only does this cost the government billions, it is also demotivating for the individual to remain in this situation with no prospects, unable to shape their own future.

#### What reforms has JOBBLINGE initiated in this regard?

**Kadim Tas:** We set the content of these reform initiatives, by way of new approaches. When JOBBLINGE was launched in 2008, nobody was talking about mentors or apprenticeship support; I am referring to mentoring in which the mentor and mentee come from completely different living environments—working professionals supporting those who for a long time had no prospects. That was a novelty in our field: combining different elements of vocational preparation. The topic of apprenticeship support was also an early element that is becoming an increasingly important component of support programs in the context of assisted education.

That youths and companies alike need support during vocational training—whether for problems in vocational school, in private life during an apartment search, or in case of friction between the trainer and trainee—is not as trivial as it may seem, and our apprenticeship supporters certainly have their hands full. The trust built up during the JOBBLINGE program is extremely important, especially when personal problems emerge. Opening up to the new boss or colleagues is, understandably, a big hurdle. If the participant is at risk of feeling abandoned or even giving up, the JOBBLINGE employees can step in to prevent dropouts.

**Ulrike Garanin:** Besides these content impulses, we are also interested in new structural approaches, for instance in pedagogics or the funding model in the transitional system. For the latter, the funding approach of keeping the youths in the program as long as possible is still common, as the organization is reimbursed for the cost per participant per month. Where is the incentive to discharge youths

from the system? We are therefore proposing success-based funding models that remunerate the cost of long-term placement. Not only does this save costs, it is also much more effective and transparent, and would break the vicious cycle of pushing participants from one measure to the next because that's how the organizations make money—and not from the successful placement of participants.

#### JOBBLINGE cultural and activity program

What do dance, theater, and sports training have to do with vocational preparation? Reinforcing skills, discovering talents, and experiencing successes—the cultural and activity program means learning through indirect means and prepares the youths for the start of their professional life.

"Performing a choreography in front of an audience of strangers was rough," says Amine from Frankfurt about her dance performance. "But I opened up to it, and I'm proud that I made it." The activities in the area of culture and sports support the objective of triggering a permanent change in personality among the youths. Encouraged by the successes they experience, the participants overcome their boundaries, have more self-confidence, and learn to apply their positive experiences to their professional environment as well.

"Before, I thought it was just about the sport," says Aksel from Stuttgart about his basketball training as part of the sports program. "But the trainers showed us that we were getting motivation not just for the game, but for life. I wasn't very good at that before."

Physical activity at different or new learning venues, whether in a company, museum, or Bundesliga stadium, supports the youths' development process. The focus is on individual support, for instance reflecting on oneself, practicing appropriate posture, team work, and coordination processes in groups. Step by step, the participants find their place in the professional as well as the social context.

"I saw it through, and my motivation and presence were praised in front of the audience," emphasizes Amine. Expanding one's own horizons also increases the willingness to take on social responsibility and participate in public life. The applause at the end of a theater performance thus marks the start of a new social participation for many youths.

The cultural and activity program is being continuously expanded at the individual JOBBLINGE locations and is currently being adapted to reflect the specific needs of the refugee program.

Together with institutions in the areas of culture and sports, we develop content for workshops and trainings that are taken up again over the course of the JOBBLINGE program—for instance, a writing workshop in the context of the application letter, or presentation skills in the form of practicing for job interviews.

### Are there already examples of these models?

**Ulrike Garanin:** In the United States and Britain, success-based funding models of this kind have already become established. We are talking about social impact bonds here. At our Munich location, we participated in one of the first social impact bonds in Germany. Private investors prefinance a project and carry the risk, because the public sector will only cover the cost and pay a success premium if the placement goal is actually achieved. The Bavarian State Ministry of Labor and Social Affairs, Family and Integration, and the Benckiser Stiftung Zukunft initiated the social impact bond.

**Kadim Tas:** If we could establish such a success-based funding model with the public sector, that would be a huge opportunity not just for JOBBLINGE but also for many other initiatives trying to solve social problems through innovative approaches. In the Frankfurt Rhine-Main region, we have started to establish this with a few job centers, so that we receive bonuses for successes and can reinvest them in the program development. But the whole thing is still very much in the early stages. A success-based funding model would give us much more security as a social entrepreneur, allowing us to focus even more on our work with the youths and less on securing funding. For instance, if we are already able to place our participants after four months instead of six, we are missing two months' worth of funding. Of course, we would always choose the risk and the participant's success. With a placement rate of more than 70 percent of participants, the success-based funding model would be a decisive improvement for us—and for the entire funding system in the social sector.

### JOBBLINGE also wants to trigger change in the educational field. In what way?

**Ulrike Garanin:** The success of our participants is very closely connected to that. The question that drives us is: How can we manage to place young people whom previously nobody was able to reach for a long time? What do our participants and the involved companies need? What actually works? That is what we are looking at as the heart of our own concept.

**Kadim Tas:** It's also very much about the attitude: as a team, with the youths, and as an entrepreneurial initiative. But it's also about the didactic structure of the program and the educational approach to workshops and trainings in all of our program elements. How can we reach our participants, activate them, and trigger change in them, or how do we work with our network partners? It's about finding the

right balance between support and the instinct to take over responsibility for the participants and almost take away their agency. Our participants should never become consumers of a program—we have to challenge, confront, motivate, and activate them so that they also contribute something themselves, trust in themselves, and have to apply themselves, but also know they are not alone. We try to make all this as tangible as possible, also to trigger educational reforms in the transitional system.

**Ulrike Garanin:** We are pursuing a two-pronged strategy: funding that is contingent on achieving the social objective, and an educational approach that promotes independence instead of dependence. Those are the prerequisites for making an impact beyond JOBBLINGE and, thus, for achieving our ultimate goal: making ourselves superfluous.

*"The Apex Foundation was pleased to announce in 2016 that it will continue to support JOBBLINGE. The Apex Foundation supports leading nonprofit organizations with a social-entrepreneurial focus. For years, we have been impressed by how effectively JOBBLINGE helps unemployed youths. We also find the new JOBBLINGE Kompass program commendable, which addresses the needs of refugees in a targeted manner."*

Ralf Gruss, Chief Operating Officer,  
Apax Partners

# The JOBLINGE Model

## The Social Challenge

*"Origin as an obstacle"—"No participation with this education"—"Decoupled from the system"—"More diversity, fewer opportunities"*

In hardly any other industrialized country are opportunities and educational success as dependent on starting conditions as in Germany. Numerous studies have confirmed this effect. The goal of JOBLINGE is to empower young people to close the gap between their origins and future.

It is paradoxical: Despite the fact that the situation in the German job market is good and companies are hiring more people, the unemployment rate has dropped, approximately 40,000 apprenticeships each year remain vacant, and youth unemployment is among the lowest in the European Union, Germany still has more than half a million young people who can't take the step from school to vocational training, who are unemployed or in measures of the so-called transitional system between school and work. This system costs the government €4.3 billion a year, not including the cost of welfare benefits. Because the problem persists: Those who fail to complete vocational training when they are young have four times the risk of long-term unemployment as adults.

Besides the responsibility for each individual, Germany cannot afford to forgo the potential of these youths, either economically or commercially. Due to the demographic changes, there is already a considerable shortage of skilled workers in various industries. At the same time, Germany faces the monumental task of integrating hundreds of thousands of refugees in society and the labor market as quickly as possible and without an upper limit for equal opportunities. Every young person, regardless of their origins or starting conditions, must be given the chance to lead a self-determined life.

## Our Solution Approach

*The traditional JOBLINGE program and JOBLINGE Kompass, our new program for refugees, aim to help young people who cannot find an apprenticeship or job on their own to do precisely that.*

In the traditional program, these are young people who have often been labeled "unplaceable"; some of them have been unemployed for years without ever having held a job. Many come from difficult social backgrounds, have hardly any role models or success at school, or receive no support from their families, either for financial reasons or due to ignorance.

At JOBLINGE Kompass, the program participants are young refugees who have only recently arrived in Germany and have insufficient language skills.

*"Our work is successful if we place obstacles in the participants' path—and they overcome these obstacles and see things through to the end. They focus on solutions instead of on problems. Only then can it work. And we support them, with the goal of making them independent."*

Kadim Tas, Operational Director of the JOBLINGE umbrella organization

*"We act as social entrepreneurs. Measurable, transparent performance indicators—in our case, the placement and sustainability rates—and the welfare principle aren't a contradiction in our eyes. We are genuinely interested in our participants and take care of them very extensively and personally—but always with the goal of ensuring that they make their way into vocational training. What more meaningful form of welfare could there be for our young people than a long-term integration in the primary labor market—and thus a path to qualifications and self-determination?"*

Ulrike Garanin, Managing Director of the JOBLINGE umbrella organization

To support both target groups, the JOBLINGE initiative bundles the competencies of business, government, and civil society, laying the foundation for coordinated collaboration among all players. JOBLINGE creates prospects through a shared effort: through professional vocational orientation, tailored qualification (and in the Kompass program, also language qualifications), activation through cultural and activity programs, group projects in the orientation phase, real job opportunities in partner companies during the trial and practical phase, and finally, enablement of the youths to take over responsibility for their own lives. All participants thus earn their apprenticeship through their own efforts.

From an entrepreneurial perspective, JOBLINGE can be judged by the success of the youths and the sustainability of their placement. Vocational training and employment are not only the basis for a self-determined life, but also enable participation in society.



## The JOBLINGE Program in Detail

The practical aspect is at the heart of the program: The participants take over responsibility themselves. They are given a great deal of trust and open-mindedness, and at the same time ambitious targets—from their mentors, partner companies, trainers, and other supporters, as well as from the JOBLINGE staff. At the individual locations, the Youth and Mentor Coordinators (YMCs) support the participants. Gradually, over the course of the program, the Company Coordinators (CCs) then join in the active support, coordinating between companies and youths—especially during the practical and trial phase.

Once the apprenticeship contract has been signed, the Apprenticeship Supporters take over and encourage the participant and company in case of any problems or bumps during the apprenticeship. The Administration and Controlling staff support the entire process to ensure that the program goes smoothly at the locations. The Location Managers and Regional Managers manage all the strands and the many different people involved. In the traditional program, the youths already undergo a remarkable personal development in just six months, supported by a strong network of public-sector institutions, companies, mentors, and salaried employees. JOBLINGE Kompass for young refugees builds on the successful elements of the regular, proven program but—due to the necessary additional language training, especially in light of the requirements for vocational school—is scheduled over a longer period of 12 to 18 months (see pages 32–34).

### Info Workshop

*Before the start of the actual program, the goal of the info workshop is to inform potential participants about JOBLINGE and motivate them to join the program.*

The goal is to make sure the youths learn about the framework and processes very transparently—including the admission criteria. "Ideally, the participants should already realize during the info workshop that things go differently at JOBLINGE. They have to understand that they will be expected to actively do something themselves. At the end, they will be expected to earn their apprenticeship," explains Lavan Sabir, Office Manager of the Ludwigshafen location.

### Admission Phase

*"What is different and interesting about the admission phase is the lack of bias and the ability to give everyone who is interested a chance," says Christine Szafranski, Youth and Mentor Coordinator (YMC) at the Halle location.*

How? Through practical aspects already during the admission phase: The participants who are referred to JOBLINGE through the local employment agencies or job centers first work on a non-profit project for two to three days. "We have two main objectives

for the admission phase," explains Carolin Wollnik, YMC at the Munich location.

"On the one hand, we want to get the youths motivated to earn their own spot in the JOBLINGE program—unrelated to their previous performance at school or work. For instance, we work with the participants at Hellabrunn Zoo for two days. If they do a good job, they start the program with a successful experience." This provides a certain basic motivation and the right attitude: Because they consciously decide to participate in the program, it has a very different value in the eyes of the participants. "The second goal is to get to know the youths before the start of the program and allow them to build a connection to and trust in us," says Carolin Wollnik.

There is also a change of perspective: The participants turn from recipients of aid into contributors. "I especially like the moment when the project partners thank the JOBLINGE participants for their efforts at the end of the nonprofit project work. The youths are genuinely pleased and see that their help made a difference," says Lea Hempel, YMC at the Cologne location, when describing that moment. At JOBLINGE Kompass, the background is a little different, explains Sebastian Heiland from the Leipzig location. "There is less need to spark motivation. Many refugees are very eager to participate in the program—and to work. But it is important to make it clear from the start how relevant the program and daily on-time participation are. At the same time, it is nice to see participants of different nationalities working together on the nonprofit project. That collaborative attitude continues through the following program phases."

### Orientation Phase—At Kompass, with an Additional Qualification Phase

*In this phase, JOBLINGE aims to optimally prepare the youths for the start of their professional life and enable them to acquire the necessary professional and social skills—and at Kompass, especially also the basic language skills. The focus here is on vocational orientation, including deciding on preferred and target professions, application preparation, and qualification outside the profession through workshops and the cultural and activity program.*

Preparing résumés and writing applications is an important part of this, but it is only a foundation. "For the orientation phase and the content work, we use a certain approach in the curriculum—didactic methods," explains Philipp Haines, YMC at the Frankfurt location. "During the orientation phase, the first two weeks are important in terms of introduction, getting to know each other, first professional orientation, and the group dynamics. In the second week, we usually do a workshop in the cultural program, and at the end of that week, the participants are matched with mentors. At the

final presentation, the mentor and mentee are introduced to each other. In the third week, we start with job interviews, telephone interview trainings, and recruitment tests, to identify educational deficits and minimize them where possible. In between, there are repeated one-on-one talks and lots of company presentations, including on-site visits to companies. Then the second part of the cultural program starts. That is followed by applications—and before you know it, six to eight weeks have passed. As a concrete result, each participant has a plan A, B, and C of suitable professions."

During the orientation phase (and at Kompass also the qualification phase), the goal is to allow the participants to recognize their own strengths and key qualifications—and to get to know the participants as intensively as possible. That goes for the salaried employees, but also for the mentors, who support their mentees one-on-one and encourage them. The JOBLINGE network as a whole can provide critical impulses. "A company visit with a JOBLINGE group brought the topic of mentoring at JOBLINGE to the attention of an employee of a major energy company," reports Jan Rupprich, Company Coordinator at the Recklinghausen location. "He got in touch with us, was extremely successful with his mentee, and even recommended him for an internship at his company. That's not how it always goes, but it's all the more gratifying when it works out that way."

At JOBLINGE Kompass, this phase is also about language training (see pages 19–20 for more information about the language concept). "Of course, the focus is on teaching the language," emphasizes Susanne May, YMC in Leipzig. "At the same time, it is of the utmost importance to explain the idea of the dual training and convey an image of the job market system. That also helps the participants with their later search for realistic vocational training options. A important interim step is generally to make it clear that even those with the best language skills have weaknesses, while those who appear to be less skilled have strengths that complement each other, thus strengthening the mutual respect within the group."

### Practical and Trial Phase

*With bolstered self-confidence, the JOBLINGE participants now jump into the deep end and gain initial work experience—right in the middle of practical work. In the regular JOBLINGE program, the practical phase is followed by the trial phase, where things get serious with the internship. The concrete goal: getting an apprenticeship. Step by step, the JOBLINGE participants are prepared in practice for their later day-to-day work or vocational training. Trying things out and finding out about day-to-day work in the identified professions and industries are also basic premises of these phases—at JOBLINGE Kompass with the addition of further language training.*

The tailored, individual approach at JOBLINGE means that each participant is allowed and encouraged to try things out in the practical phases and revise their preferred career, reorient themselves, and complete internships in other industries. Those who already know exactly where they are headed can complete several targeted internships in a single industry to find the right company. "During the practical phase, the participants finally get the chance to prove themselves and are again asked to leave their comfort zone," explains Susanne Linardatos, Company Coordinator and Apprenticeship Supporter at the Hamburg location. "Most of our participants look forward to that part and jump headfirst into working life as an intern. It's about getting practical experience, a good internship certificate—which can often serve to balance out the absences on the last school report card—and finally an apprenticeship. Participants who are already able to make these connections during the practical phase also have an easier time during their apprenticeship."

During this phase, the participants still come to the JOBLINGE location at least once a week to reflect on the course of the internships in one-on-one talks with the JOBLINGE staff and, more importantly, as a group. "If lots of the participants have a good internship, everything is going well, and there is even at least a verbal apprenticeship offer here or there, there is a positive pressure to succeed that can certainly pull others along, too," explains Holger Wenzel, Company Coordinator at the Frankfurt location. Besides reports on successes, the focus is on open exchange: The participants are helped with challenges they encounter during their internship and put their heads together to solve problems. The Company Coordinators also maintain regular contact with the companies to keep in touch with both sides. In the Kompass program, the language training is continued during the practical phase and language skills are reinforced in practice. The mentors also continue to support their mentees with regular exchange and meetings.

In the regular program, at the latest after the practical phase things get serious for all participants who were previously still trying out different professions: During the trial phase they have to convince their future employer and thus earn their apprenticeship or job in one of the partner companies. This is also tailored work: Only when the JOBLINGE participant and the company are a good match can an unemployed youth become a young person with a future.

"The goal of the orientation phase is to help the participants leave their comfort zone and take a leap of faith. The individual workshops additionally help them to prepare for the application phase and daily work in a sheltered setting. Here, too, it is especially important for the participants to demonstrate perseverance, trust the JOBLINGE team, and remain honest and authentic."

Simon Busch, JOBLINGE gAG Hanse

"Ideally, the participants will have already identified their strengths during the orientation phase and learned to use them. They have stamina, positive persistence, and also the necessary tools to prove themselves in the job market. Despite all the possible failures and disappointments, I always tell our participants: Don't give up! Their goal is also our goal."

Dirk Arens, JOBLINGE gAG Rhineland

"During the info workshops—even before the admission phase—it is most important to us that the youths understand what they are getting into by participating in the JOBLINGE program and end up going home 'wanting more.'"

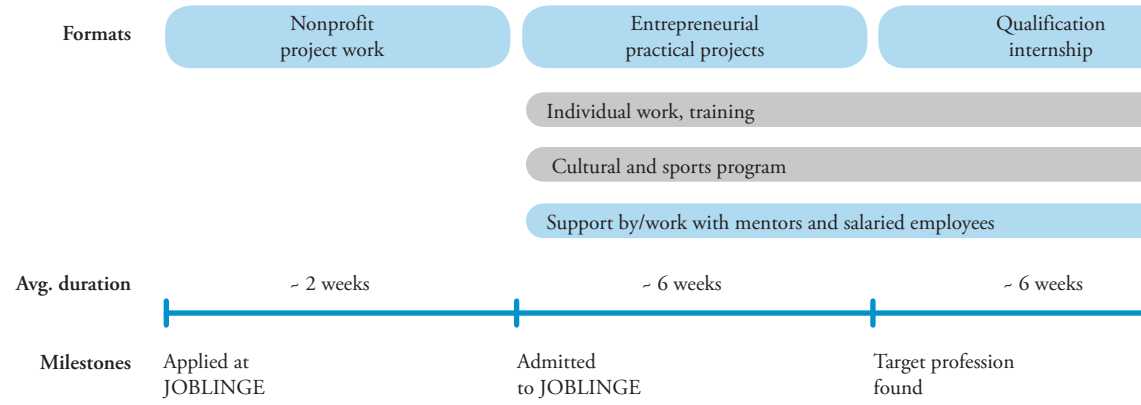
Pinar Yorulmaz, JOBLINGE gAG Stuttgart

"With our cultural and activity programs, we want to give the participants a chance to make completely new impressions and experiences, and to discover hidden talents as well. The participants have to present to an audience what they have developed together and can show what they can do. This positively impacts the group dynamics and personality development and also helps with a successful start to professional life."

Charlene Rabe, JOBLINGE gAG Stuttgart

"Becoming a JOBLINGE participant is a conscious decision—and an opportunity. Seizing it and earning a spot in the program by participating in a nonprofit project is the first step towards a good future. And helping others in the process with one's power, endurance, or creativity—what more could one ask for?"

Carsten Seidel, JOBLINGE gAG Berlin



**Sarah from Ludwigshafen spent a long time looking for an apprenticeship after earning her lower secondary degree and completing her voluntary social year in a hospital.**

**Her ideal place of work: a hospital or doctor's office. But dozens of applications yielded only dozens of rejection letters. "I was annoyed, frustrated, and ready to give up," says Sarah. The job center told her about JOBLINGE.**

In an info workshop, the JOBLINGE team tells Sarah about the program. She really wants to participate—the admission phase begins. Because Sarah has to start by earning a spot in the program. The test is called nonprofit project work.

Sarah shows commitment and is awarded a spot in JOBLINGE. Together with the other participants, she starts the orientation phase with professional orientation, preparation of her CV and cover letter, company visits and presentations, many workshops, and the cultural and activity program.

Together with her fellow JOBLINGE participants, for instance, she develops a stage play and performs it before an audience.

"At the start, I was a little shy, but then I had more and more confidence in myself, and at the end something good came of it." At the start of the orientation phase, Sarah is also introduced to her mentor, Peter Schubert, an entrepreneur. "He was a big help. I am also very grateful that he was by my side and repeatedly told me, 'you can do it, don't give up.'" It was also a special experience for Peter Schubert: "With just my knowledge and a little time, I was able to bring about some happiness, and I also got happiness back from Sarah in return."



"Some participants go into their first internships with a very clear career aspiration and very quickly get an apprenticeship offer; others use multiple internships to look into different fields. In contrast to the orientation phase, the participants are not on their own and have to prove themselves in the companies. Often they don't realize until they start the practical phase how much they learned during the orientation phase."

Susanne Linardatos, JOBLINGE gAG Hanse

"When I hear that an apprenticeship offer was made, I get in touch with the JOBLINGE participant and the company. If there are a few months between the apprenticeship offer and the start of vocational training, we have to manage this gap together and find a solution."

Dorothee Leutz, JOBLINGE gAG Frankfurt Rine-Main

Trial

Follow-up

› Practical proof of aptitude for vocational training/work

› Vocational training or employment

"The goal of the follow-up phase is to ensure that the participants successfully complete their vocational training. So we remain in regular contact with them: one-on-one talks, WhatsApp messages, and phone calls lay the foundation. Workshops and trainings on specific topics like communication, learning to study, etc., as well as crisis intervention measures where necessary, are also important in preventing vocational training dropouts. Our focus is on personal contact—every participant has different needs that we have to adjust to and find the right solutions."

Heike Steinhauser, JOBLINGE gAG Munich

"The goal of the practical or trial phase is to get a realistic impression, both of the chosen profession and of the potential employer. The JOBLINGE participants need to be enthusiastic and motivated to learn something new. Authenticity is the keyword here: If their personality and practical skills are convincing, the future employer is likely to give them a chance even with less impressive grades."

Sarah Hauptmann, JOBLINGE gAG Berlin

Application internship

Training support

~ 11 weeks

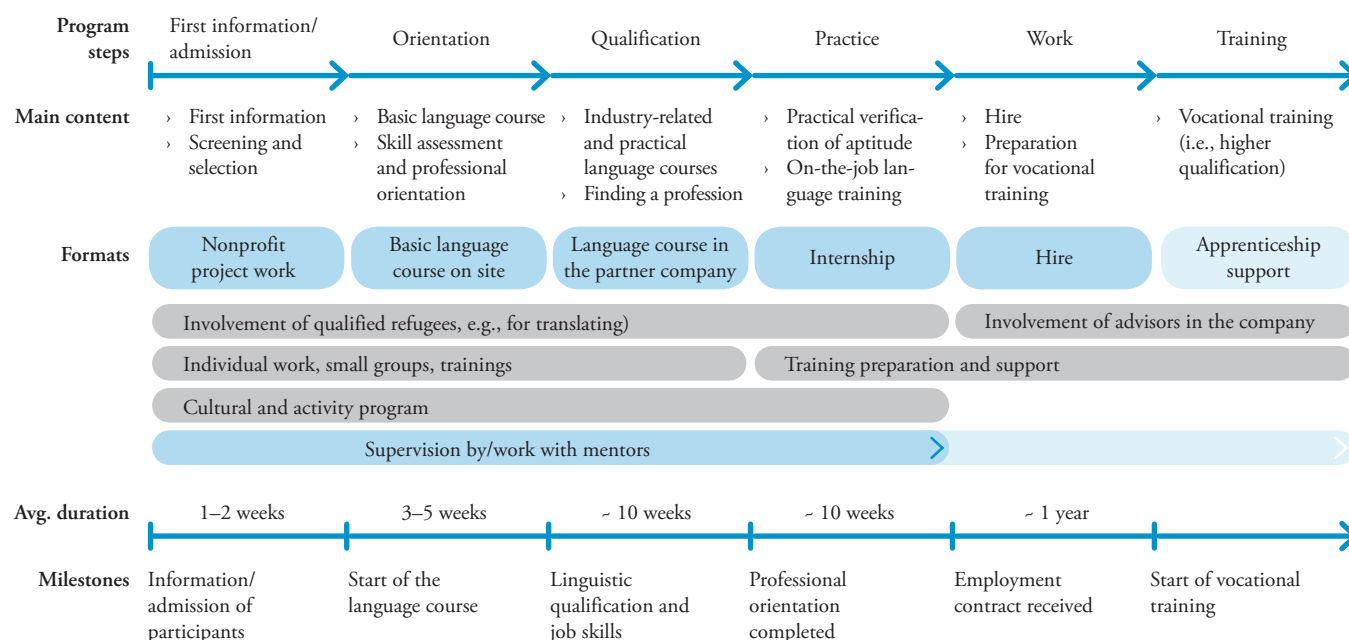
Job skills gained

Apprenticeship/ employment contract received

During her internships, Sarah reflects on her chosen profession again after the orientation phase: Is this the right job for me? And which is the right company for me? A hospital, doctor's office, or something different altogether? Sarah gains some practical experience, reinforces her new skills in her daily internship work, and strengthens her self-confidence. Her dedication and willingness to work finally also earn her an apprenticeship in a dental practice in Speyer.

"JOBLINGE saved me," Sarah says today. "It's so much fun—I wake up in the morning and look forward to going to work." Her boss is also enthusiastic: "I think she's great. I don't understand why she was looking so long and nobody gave her a chance at an apprenticeship." Now, Sarah is already thinking even further ahead: "After my vocational training I want to educate myself further and possibly even train young people myself someday."

## JOBLINGE Kompass



### Work and Follow-up Phase

*In the JOBLINGE Kompass program, the practical phase is followed by the so-called work phase. Only then do the participants start their vocational training (follow-up phase) with deeper German language skills. In the regular program, the participants move directly to qualification through vocational training. The entire time—whether in the work or follow-up phase—the participants are not left on their own. The JOBLINGE Apprenticeship Supporters already help the participants during the transition, act as contacts in case of obstacles or problems, help out as mediators, and apply their expertise to conduct further trainings, workshops, and specialized seminars—including for trainers. In the JOBLINGE Kompass program, a company-internal advisor offers additional support.*

"What is important is staying close to the youths," says Heike Steinhauser, Apprenticeship Supporter at the Munich location. Our Company Coordinators and Apprenticeship Supporters therefore usually already work together closely in the practical phase, for instance through joint reflection on internships. "The transition between the phases is fluid." Especially when there are a few months

between the apprenticeship offer and the start of vocational training and there is a risk that the youth will fall back into old patterns, this close collaboration pays off. "Often, the Company Coordinator can ensure that the participant is already employed in the company until the start of the vocational training, or can bridge the time until the start of vocational training through other contacts. Together with one-on-one talks and workshops in the follow-up support program, the participant can gain further stability: an important basis for a good start of vocational training," explains Steinhauser.

The goal of JOBLINGE is to get the highest possible qualification and finish vocational training—in the JOBLINGE Kompass program for young refugees with the interim step of the work phase. The support of the companies and its trainers also plays a major role in the successful completion of vocational training. The JOBLINGE follow-up support program has developed seven elements: a joint talk at the start of the apprenticeship, personal support and tutoring for the participant, trainer meetings and reflection days, and a final talk at the end of the apprenticeship. The final two elements are meetings for former apprentices and, of course, crisis intervention. "The most important things is to build a relationship based on trust and to stay in touch," says Lea Haßkamp, Apprenticeship Supporter in Berlin. "I always say, 'Please contact me immediately if there's a problem. You don't have to be embarrassed to talk to me, and we can sort everything out somehow.'"

With the growing number of former participants completing their vocational training, a whole new group is taking shape. Besides maintaining contact through newsletters, alumni evenings, and meetings, the so-called JOBLINGE alumni are becoming increasingly important for the ongoing program—not just for info workshops but also, for instance, as representatives at company presentations and visits. Former participants can not only report on the day-to-day work, they are also better able to put themselves in the position of the current participants, and can more effectively and credibly respond to their needs and questions. "More and more former participants are supporting new participants working in their company as apprentices or interns," says Dorothee Leutz, Apprenticeship Supporter at the Frankfurt location. "We are especially pleased when our alumni re-join the program as mentors. That, too, is happening more and more often."

In Munich, the very first JOBLINGE location, a former participant also returned as an Apprenticeship Supporter at the trainer meeting at the end of 2016. In 2010, the JOBLINGE program enabled him to start his vocational training as a wholesale and foreign trade merchant, which he successfully completed in August 2013. His apprenticing business hired him, and he is now supervising a new apprentice—also a participant in the JOBLINGE program.

The JOBLINGE Kompass program also offers an option for companies to qualify their trainers as internal advisors. "We believe that, next to the apprenticeship support provided by JOBLINGE, this is an additional success factor during work and vocational training," explains Sevim Schmid-Coşkun, Project Coordinator at JOBLINGE Kompass. It allows the trainers and instructors to better prepare for their work with refugees. "JOBLINGE helps them in the process with numerous trainings and exchange formats. The advisor acts as a permanent internal contact and supporter to the refugee until the end of the vocational training," says Schmid-Coşkun. The JOBLINGE Apprenticeship Supporters continue to accompany them, encourage both sides, help to solve problems during the vocational training, and smooth the path to a successful completion.

## The Success Factors

*The JOBLINGE concept builds primarily on four pillars.*

### Practical Experience from Day One

The youths engage in practical work throughout the entire JOBLINGE program. In doing so, they are gradually prepared for day-to-day work in a company—first in the "protected space" of the JOBLINGE locations, then through closely supervised internships in partner companies. Behind the application internship at the end of the program is the promise of a tangible apprenticeship or job

in the company. The participants can "earn" their apprenticeship through their own efforts.

### Individual Development and One-on-One Support

Due to their difficult backgrounds, our target group needs individual support to flourish in a work environment.

Besides the intensive one-on-one coaching by our salaried employees, each participant is accompanied on his path by a personal volunteer mentor who acts as a role model and confidant. During the entire six-month program, the mentors are available to "their" participants and encourage them during the individual phases. The mentor also fulfills the role of "crisis manager," helping to ensure that the youths don't drop out despite the difficulties that will almost inevitably arise over the course of the program. The mentors share their professional and life experience, are prepared for the task through professional training, and are closely supported by us during their volunteer stint.

### Bundled Social Involvement

Bundling social competencies is of central importance for the JOBLINGE approach. The two core elements of the program, practical experience from day one and one-on-one support—and thus the successes on behalf of the youths—can only be realized through the intensive involvement of our partner companies, volunteer work of private individuals, and close collaboration with the local public-sector institutions, especially the Federal Employment Agency and the job centers, who are not only important sponsors, but also the main partners in recruiting participants at all locations. The joint commitment is also reflected in the initiative's financing, enabled by the public sector and private donors.

### Entrepreneurial Approach

We want to reach as many youths as possible with JOBLINGE—and we are convinced that we can only do so by providing a clearly defined framework for the many very different players and forces involved in the initiative.

With its self-perception as a social entrepreneur, JOBLINGE aims to maximize not the monetary but the social returns. For any entrepreneur, the efficient use of resources is common sense—for JOBLINGE, it is also a matter of morals: Our resources are exclusively public funding, private donations, and volunteered time or expertise. Failing to use these resources as efficiently as possible in pursuing our social objective would betray the trust of not only our participants, but also our partners. JOBLINGE therefore works with harmonized processes, standards, and tools at all locations, reports transparently on the results, and implements the joint concept in the form of a social franchise system, so that the experience is the same for everyone involved in all the locations JOBLINGE is active in.

# JOBLINGE's Impact

## Win-Win Situation for Everyone

*"Wow, I can do this after all."*

*Nadine Schröder, former JOBLINGE participant in Recklingshausen, on how the JOBLINGE program impacted her.*

For four years, the now 23-year-old looked in vain for an apprenticeship, wrote one application after the next, received one rejection letter after the next, and became increasingly desperate and anxious in her interactions with companies. Nadine describes the fear of making mistakes as an internal turmoil that she was unable to overcome at the time.

Today, she is an apprentice bakery sales assistant—thanks to the support of the JOBLINGE program and network. Nadine's boss, Julia Impel of the bakery Kleinespel & Imping, is enthusiastic: "Nadine was initially very shy, but she got over it very quickly." The bakery has been a cooperation partner of JOBLINGE gAG Ruhr for some time now. "We have already had five JOBLINGE participants here as apprentices. If they do a good job, we try to hire them afterwards," says Julia Impel.

The participants are accompanied on their path by volunteer mentors who are prepared for their role by JOBLINGE in an advance training. "She always asked how it was going and told me, 'If you have something in mind, just do it. And if it turns out to have been a mistake, that's okay, too,'" says Nadine Schröder of her mentor, civil engineer Carina Ahnfeldt. Carina lent her support even by phone at 7:00 a.m. and through photo messages to offer outfit advice for job interviews. Besides math tutoring and other exercises, Carina Ahnfeldt mostly encouraged Nadine during the six-month program. "She was often quickly discouraged. I tried to encourage her to take things slowly, give herself time, and learn. 'Nobody expects you to be able to do everything right away,'" Carina Ahnfeldt recalls saying during their talks.

Nadine Schröder first learned of JOBLINGE at the job center. The public sector is a sponsor and close partner of the initiative at all locations.

*"By supporting the JOBLINGE program, which has proven itself throughout Germany, we are making a lasting, targeted contribution together with the public sector to the fight against youth unemployment also in the Ruhr area. From the start, the mission of Initiativkreis has been to make the Ruhr area viable for the future. With our work for JOBLINGE, we are once more fulfilling this founding mission."*

Dirk Opalka, Managing Director  
of Initiativkreis Ruhr GmbH

This joint work for JOBLINGE is enriching for everyone involved in the network: first and foremost the youths, of course, but also the volunteer mentors and trainers, partner companies, and finally society as a whole.

### Participants

*"Making your own way is hard. But with a lot of determination you can do it. You just can't ever give up."*

Florian Berischa, former JOBLINGE participant  
in Stuttgart

The most relevant and tangible indicators of the impact of the JOBLINGE initiative are its placement and sustainability rates (see Facts and Figures, p. 8–11). What is less tangible but most important is the personal success of each and every JOBLINGE participant who managed the transition into employment and thus into society. When asked what had changed the most for him, one of the first participants in the JOBLINGE program answered: "I am proud to be able to pay taxes now."

Vocational training and work are not only the foundation for an independent, self-determined life—they also enable participation. Time and again, we have seen youths proudly show off their first payslip, proving that they have turned from welfare recipients into contributors and thus active members of society. All of these young people who joined JOBLINGE with the worst possible starting conditions and persevered have demonstrated considerable willpower and impressive personal achievements.

### JOBLINGE's Impact

"'Never give up,' they told me. 'You'll find an apprenticeship,'" Florian Berischa recalls the support he received from JOBLINGE in Stuttgart. "That's something I never told myself before. Finally, I had people by my side, which I had never had before. That really boosted my self-confidence, and I made it." Today, Florian is an apprentice on his way to becoming a retail salesman. Two years ago, the picture looked very different: After earning his lower secondary degree, he missed the boat and was up in the air for a year without any prospects. "My grades weren't very good, and I had no idea what I really wanted to do," says Florian. Multiple applications led nowhere. Then came JOBLINGE with its program, its employees, and his mentor. "Making your own way is hard. But with a lot of determination you can do it. You just can't ever give up," says Florian.

## Mentors

*"The important thing is to open up to the person and to see yourself as a companion."*

Stephanie Melzig, JOBLINGE mentor  
in Cologne, REWE Group

For the volunteer mentors, too, their own involvement has a great impact. Many mentors have already accompanied several youths and report that they learned a lot from their mentee, and that the personality and history of the participant causes them to take a closer look at their own biography as well.

### JOBLINGE's Impact

From trainee to board member, at all levels, in all functions: Companies and their employees work together on behalf of JOBLINGE. Only recently, our long-term partner HypoVereinsbank (HVB) celebrated its 200th mentoring duo with mentor Antje Kriedel and mentee Amina-Zakia Charif. "Personally, working with Amina has broadened my perspectives and given me a deeper understanding of the challenges young people face. I think it's very worthwhile helping youths find their way. Amina is my first mentee, and I hope that I can make a small contribution to helping her make her way into vocational training and then employment," says Antje Kriedel from HVB in Munich.

Many companies have also included JOBLINGE mentoring in their own employee and executive development programs. REWE Group, for instance, formed some 50 new duos throughout Germany within just a few months in the course of its "Ehrensache" program. "The important thing is to open up to the person and to see yourself as a companion," mentor Stephanie Melzig summarizes her experiences. "The main job of the mentor is to encourage the participant in everything he does and to build him up again after setbacks. Some youths have a history of repeated failures and accordingly low self-esteem. They fear failing again and again. It is the mentor's job to set them back on their feet each time. Others have a very low threshold for frustration and give up quickly if they have a bad day. For them, the mentor's job is to encourage them to continue."

With this support, but through their own efforts, the youths manage to turn their lives around. The salaried employees prepare the youths intensively and specifically for their professional life and offer support in handling often deep-seated experiences; the mentors are role models and an important source of orientation for life and values that many of the participating youths do not experience at

home and that are frequently mentioned when asked about wishes for the future: steady structures, a regular job, an own apartment, family and children.

## Partner Companies

*"We want to help people shape their lives better and more actively. That is, help people help themselves. JOBLINGE makes this possible. That is why we have already been sponsoring this outstanding initiative since 2012."*

Elfriede Buben, Head of Corporate Responsibility  
and Contributions at Philip Morris GmbH

Company involvement in JOBLINGE takes many different forms: from internships and apprenticeships for participants, mentoring, financial support, and membership in committees to workshops, trainings for employees, and other specialized pro bono advice. For instance, CMS Hasche Sigle advises the locations throughout Germany on legal affairs and additionally supports the initiative through cash and noncash donations.

*"JOBLINGE offers many ways for companies and their employees to contribute their very own expertise. At CMS, we do that by attending supervisory board meetings, offering trainings on the topic of nonprofit law, or through general legal advice, for instance when establishing new locations. At the same time, we can also participate in the development of many locations, because individual CMS colleagues are supervisory or advisory board members. Some are also active as mentors. JOBLINGE really offers opportunities for each company and for each employee."*

Dr. Dirk Jannott,  
Partner at CMS Hasche Sigle  
in Düsseldorf

Apprenticing companies also find new employees through the JOBLINGE program and combat their shortage of skilled workers by offering apprenticeships for JOBLINGE participants. In addition, the program opens up new target groups for the companies and gives youths opportunities outside the realm of formal requirements. Smaller companies in particular also appreciate the support from the JOBLINGE employees during the entire apprenticeship—many are only able to offer these apprenticeships for the first time or again thanks to this support.

### JOBLINGE's Impact

"We highly appreciate that, for instance, JOBLINGE gAG Rhineland knows its participants, but also us as the partner companies so well that the strengths and job profiles are always very well matched. JOBLINGE also prepares the future apprentices ideally for their new stage of life. A former JOBLINGE participant is now one of our best apprentices. She truly is an enrichment to our company and our clients." Christian Jordan, branch manager at WISAG Sicherheit & Service Nordwest GmbH & Co. KG

*"The secret of JOBLINGE really is its network. But it's also the strong personal support from the employees and mentors. That support allows JOBLINGE to really make the participants' career aspirations come true. And that is also what we want: To work together to integrate more youths into the job market and thus into society."*

Claudia Czernohorsky-Grüneberg,  
manager of the job center  
Frankfurt am Main

*"We take youth unemployment very seriously and support in particular young people who were at a disadvantage in the competition for apprenticeships and jobs in the past. Our goal is to motivate the youths and give them a chance to take the step into the working world through positive experiences. Porsche therefore supports JOBLINGE not just financially but, for instance in the Stuttgart region, primarily also through mentoring and concrete projects that we organize, e.g., in cooperation with the Porsche Basketball Academy in Ludwigsburg or our subsidiary MHP."*

Dr. Martin Meyer, project leader for employee development at Porsche AG, member of the supervisory board and mentor at JOBLINGE gAG Stuttgart Region

### JOBLINGE's Impact

The JOBLINGE program has significant positive effects not only from a business perspective, but also from a macroeconomic perspective. The above-average sustainability of placement through the JOBLINGE program provides considerable, long-term relief for the public sector: According to calculations by the employers' association HessenChemie, the total savings after 10 years amount to nearly 140,000 for each sustainably placed JOBLINGE participant.

*"When JOBLINGE participants become apprentices and apprentices become young people with a job, we have reached our goal: giving young people a self-determined future."*

Bärbel Bergerhoff-Wodopia,  
RAG-Stiftung, head of HR

## Public Sector

*"We know we need a great deal of patience when accompanying young people with no qualifications into the job market. But the good collaboration with initiatives like JOBLINGE allows us to sustainably win them for market of skilled workers here."*

Reinhilde Willems, manager of the regional directorate of Saxony, former chair of the management board of the Leipzig employment agency

In the JOBLINGE network, the public sector is a player with an important role. The local employment agencies and job centers not only provide funding, they also refer participants to the program.



## Input, Output, Impact, Evaluation, and Quality Assurance

### INPUT: Resources deployed in 2016

#### Companies

Locally and regionally, some 2,000 companies and businesses of all sizes and industries supported the initiative in 2016.

#### Public sector

The number of public sponsors has continued to grow: The work of the JOBLINGE initiative would not be possible without the support of more than 50 sponsors at a European, national, state, and municipal level. Besides providing financial support, the Federal Employment Agency and job centers are also key partners for recruiting participants.

#### Volunteer trainers and mentors

The network is completed with the civil society: involved individuals, foundations, educational institutions, associations, and cultural and sport institutions. More than 1,500 private individuals volunteer their time, for instance as a trainer for half-day communication and presentation trainings, as experts in IT, law, graphics, events, websites, or social media, as leaders of multiday entrepreneurial practical projects, or as personal mentors for individual youths.

#### Mandate holders

In 2016, more than 105 mandate holders volunteered in the committees of the local gAGs and the supraregional JOBLINGE Foundation as members of the management, supervisory, or advisory boards.

#### Employees

At the end of 2016, the locations and the umbrella organization employed a total of 126 salaried employees (117 full-time equivalents).

#### Funds (number checking and consistency)

The total costs of the individual locations and the national umbrella organization JOBLINGE e. V. amounted to €8.4 million in 2016, with a share of 64 percent personnel costs and 35 percent nonpersonnel costs. Of the total costs, 87 percent were distributed across the locations, and 13 percent were accrued in the umbrella organization. The work of the initiative is enabled through public-private co-financing with a total budget of €8.7 million (estimate, annual financial statements not yet finalized), thereof around €3.0 million in donations and around €5.7 million in public funding.

### OUTPUT: Provided services

#### Admission capacity increased

Between the founding of the first location in 2008 and the end of 2016, 4,969 youths have participated in the JOBLINGE program. With seven new locations opening in the course of the year, we were able to admit 1,545 youths over the course of the past year. We were also able to increase the cumulative placement rate since the start to 72 percent. In 2015, that rate was higher than ever, at 77 percent. (The placement rate only looks at placements in the primary labor market. The final numbers for 2016 will be available in the fall, with the start of the 2017 apprenticeships.)

#### Group starts with practical preparation

Four times a year, JOBLINGE groups start the intensive six-month program (at Kompass, 12 to 18 months) with around 15 to 20 participants, depending on the size of the location. In 2016, we had a total of 85 group starts (in 2015, that number was 57).

#### Job training

Volunteer trainers practice job interviews with the participants, offer advice on dress codes and rules of conduct, or set up financial budgets for handling the first salary. Companies present different professions and offer internships.

#### Personal support by employees and mentors

Besides the team experience, the youths also receive guidance on their own strengths and suitable professions in one-on-one talks with our salaried employees. In addition, the participants are supported by volunteer mentors one-on-one. These mentors are prepared for their task through professional training and are closely supervised throughout their involvement. In 2016, we had more than 100 mentor trainings, generally in two four-hour installments.

#### Expansion of the cultural and activity program

The programs in the area of culture and physical activity are a firmly established element of the JOBLINGE program. In 2016, the cultural and activity program was further expanded. In accordance with our concept, more and more locations are working towards a fixed "curriculum" that structurally increases the impact of the program and develops a strong network of partners. In 2016, new partnerships with cultural and activity institutions were established primarily in Munich, Berlin, Hamburg, and Stuttgart.

#### Internships

In the interest of the best possible qualification and tailored placement, each participant completes multiple internships in order to "earn" an apprenticeship. In 2016, the JOBLINGE staff organized more than 2,300 internships and, together with the companies, were able to offer the youths over 800 apprenticeships and jobs.



## IMPACT: Effect

The most important successes for the JOBLINGE initiative are those that cannot be measured in numbers: The individual development the youths undergo in just a few months remains impressive if you continue to observe their paths. The impact of the program doesn't end with the start or end of vocational training. Instead, the youths are enabled to lead an independent, self-determined life, following the principles of "helping people help themselves."

The mentors report considerable personal enrichment from supporting the youths, and the companies also benefit: from well-prepared, motivated apprentices and future skilled workers.

The greatest measurable effect is the macroeconomic one. As the youths become active members of society and pay taxes and social insurance contributions themselves instead of drawing benefits, enormous positive effects arise for society and the public-sector finances.

After only 17 months, the direct, publicly subsidized program costs (nearly €3,600 per participant, plus the cost of social benefits for the duration of the program) are already cheaper for the government than a pure continued payment of social benefits. After three and a quarter years, the cost is fully amortized, and after 10 years, the total savings amount to nearly €140,000 for each sustainably placed youth.

### Excerpt of a letter from a former JOBLINGE participant at the Munich location in 2010, dated December 2016

*"[...] You may still remember me. I participated in your JOBLINGE program in Munich a few years ago. At the time, a lot had gone wrong for me. The JOBLINGE program put me back on track and I finally managed to get my act together and do something with my life. [...] If I hadn't participated in your program, things probably would not have gone as they did, and I am truly and deeply grateful to you for that. My path to success probably wasn't ideal, but if I had the choice, I would do it all again. This thank-you note is way overdue, unfortunately. I wanted to write this e-mail weeks ago, but my schedule has become fairly busy lately. [...] I hope you will continue to help other young people get back on track in the future, like you helped me."*

## Evaluation and Quality Assurance

JOBLINGE's aim is to ensure the long-term placement of as many participants as possible in the primary labor market, and to be measured by the results. All locations have therefore committed to collecting and using transparent KPIs. Together with the umbrella organization, each gAG regularly reviews and discusses these indicators. The regular reports take a quarterly look at the following quality indicators:

### 1. Operational outcome indicators

JOBLINGE works with two main recorded success indicators: the integration or placement rate, and the sustainability rate. The former looks at the number of participants placed in unsubsidized apprenticeships or jobs, the latter at the percentage of former participants who are still in their apprenticeship or job six months after the end of the program. In addition, utilization—that is, the percentage of program places filled—as well as participation in the training module and the internship rate are tracked.

### 2. Operational process indicators

On the way to these results, the process is also scrutinized. On the one hand, the mentor ratio is surveyed, on the other hand the satisfaction of the participants (surveyed twice over the course of the program).

### 3. Financial objectives

Beyond result and process indicators, the finances of the individual locations are also monitored carefully. Due to their design as non-profit corporations, profit and loss (no budget overruns), solvency (permanently positive liquidity), and the balance sheet (preservation of the necessary equity base) are the most important factors.

### 4. Certification

In 2016, all locations were successfully certified under the German Regulation on the Accreditation and Approval for Employment Promotion (AZAV) as AZAV institutions. Since the April 2012 reform of labor market policy tools, the annual certification is a legal prerequisite for funding by the Federal Employment Agency.

JOBLINGE sees itself as a learning system and aims to continuously develop itself and its program. Individual program elements such as the cultural program are also evaluated for this purpose.

# A Look Behind the Scenes

*"I didn't want to depend on welfare,  
I wanted to earn my own money."*

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Zaher Balan fled from Syria and arrived in Germany in early 2015. From the start, he had a clear goal in mind: settling down in Germany. "I was very motivated to progress quickly," he says, looking back. He learned about the JOBLINGE program in Berlin through a recommendation and joined the program—a choice that paid off. He told us why in a short interview.

## **What was your start with JOBLINGE like?**

It all started with a charitable project on a children's farm. That was already a very interesting and different experience. After a week, we then started the orientation phase as a group.

## **How did things continue for you?**

We did a lot of practical exercises. The tour of the Berlin Transport Company (BVG), for instance, was very interesting because we got a look behind the scenes. Then my potential was analyzed, during which I learned a lot about my strengths, followed by one-on-one coaching from Company Coordinator Eva Holzgreve. She told me about different apprenticeable occupations and gave me contacts of companies I could apply to. When she told me about WISAG and the unskilled electrician position with an option for an apprenticeship, I was immediately excited. I sent my application out within a week, was invited to an interview, and started a one-month trial internship. Soon after that, I held my employment contract in my hands.

## **What does your working life look like now?**

I mostly work the night shift. I am usually sent to office buildings such as the Bahn Tower or the Central Station and test devices there. That can be sockets, but also monitors, power adapters, computers, or lamps. The work is very diverse. In one day, I can inspect up to 230 devices. My colleagues and my boss are always amazed: "How do you do it, Zaher?" I meanwhile even instruct colleagues of mine. My boss gave me this responsibility because I work so precisely and quickly. And I get along well with everyone. I also work in a bakery on the side—in the morning hours on weekends.

I don't want to sit around at home because I get bored. I enjoy working very much.

## **How hard was it for you to establish work routines?**

I am very determined. That is helpful if it gets hard. But I was motivated from the start to progress quickly. I didn't want to depend on welfare, I wanted to earn my own money. It was no different in Syria, either: I wanted to build a life there, I graduated and started studying chemistry. I also speak many languages. French in particular helped me to learn German more quickly.

## **What role has JOBLINGE played for you this past year?**

### **What happens now?**

The program as a whole was just extremely helpful. But especially, of course, all the information about apprenticeable occupations and the contacts to companies. It was thanks to those that I ended up at WISAG, where I am very happy. My trainer has already promised that I can start my apprenticeship as a mechatronics engineer in September. Maybe I can be credited for part of the time I worked. The JOBLINGE Apprenticeship Supporters will continue to support me on my path. I am very happy about that.

*"The STEM workshop gave me  
a push in the right direction."*

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Before joining JOBLINGE, Abdul Nasir Wakil enlisted for voluntary military service, repaired cars, and dreamt of getting a job that he enjoyed and that would keep him close to his family. Originally from Bad Hersfeld, he found JOBLINGE through the Frankfurt job center and found his dream profession: Nasir is on his way to becoming a chemical technician. In this profession, he will work in the production of products of all kinds—from food and medication to paints. Nasir now works specifically in plastics production at Provadis and says himself that he "could spend all day talking and writing about his job." He told us why and what role the JOBLINGE technology program played in an interview.

**What motivates you to get up every morning? What do you look forward to on your way to work?**

There are many things that motivate me to get up in the morning: responsibility, gratitude, love, determination, and a thirst for knowledge. Responsibility towards my family, society, my company—and JOBLINGE, who opened the door to this job for me. Gratitude for the trust my company shows me, for the opportunity to learn so many new and useful things. Love for everyone who believes in me and supports me. Determination to achieve the goal I have set for myself at all costs. The thirst for knowledge comes from my scientific streak. I just want to be able to understand so many contexts—from the macro- to the microcosm. It's impressive how well we humans can shape the nature around us to our benefit.

**What has impressed you the most during your vocational training so far?**

Training to become a chemical technician is overall just indescribably wonderful for me. The gigantic facilities, the wide range of products: all that gives me the impression of vast size. I am just fascinated by what humans are capable of.

**How did the JOBLINGE program impact your path into the chemical industry?**

The entire program was very important for me. But it was the STEM workshop that gave me a push in the right direction. I was already interested in science and technology, but I didn't know exactly where I was heading. The JOBLINGE technology program really helped me a lot with that decision.

The cultural workshops were also important for me. The percussion workshop and the stage play gave me a lot of self-confidence. I also gained a lot of courage and motivation for my vocational training, as well as a grasp of my own visions. In the workshops, we set ourselves very specific goals and then started to implement them with a lot of creativity and dedication. So I also see successfully completing my vocational training as an achievable goal.

**Are you still in touch with JOBLINGE?**

Yes, I occasionally drop by the Frankfurt location and talk to the employees there. I keep in regular contact with Mr. Haines, the Youth and Mentor Coordinator there. He and the Apprenticeship Supporters still give me advice and support even after the end of the JOBLINGE program. I also like to keep up to date with how things are going there, because I wish the initiative and the employees all the best, since they helped me so much.

# The JOBLINGE Organization

## Social Franchise I:

### Structure and Collaboration

To make the concept available in all regions where it is needed and reach as many youths as possible, JOBLINGE is organized as a social franchise system in which the local branches, who implement the concept in their work directly with the youths as "franchisees" work closely with the national umbrella organization as the "franchisor." This system and structure yield a number of unique characteristics of the collaboration.

#### The gAGs

The framework for the local work is set by nonprofit corporations (gAGs) that are founded together with private- and public-sector partners. Companies, foundations, and organizations, but also municipalities and districts contribute as shareholders and together decide on the fate of "their" location. The locations work largely under the same rules as regular stock corporations, with one key exception: Instead of a financial dividend, the shareholders receive a moral dividend. Representatives of the shareholders volunteer as directors or supervisory board members of the location, or on the advisory board of a branch.

Besides the interplay between stakeholders from all areas of society, the legal form of the gAG also reflects the initiative's high standards in terms of professionalism and transparency. The professional implementation of the concept is ensured by the team of salaried employees who execute the intensive program with the youths and set the framework for the work of the many volunteers.

#### The Umbrella Organization

The initiative is managed nationally by the JOBLINGE umbrella organization (nonprofit JOBLINGE e. V.). The JOBLINGE umbrella organization is in charge of the nationwide coordination of the initiative and actively shapes its development. This includes both structured growth and internal knowledge transfer and best practice sharing. In close collaboration with the locations, the umbrella organization designs new projects and contributes the expertise of JOBLINGE to current social challenges.

The umbrella organization sets qualitative standards for the initiative and provides standardized quality assurance tools, including reporting systems, databases, and IT infrastructure to the locations. At the same time, it covers central services such as communication and public relations, preparation for certification, and fundraising support, as well as onboarding of new location employees and regular training of experienced employees.

#### The Collaboration

In accordance with the social franchise system, the collaboration between the locations and the umbrella organization is governed by cooperation agreements that set forth the shared commitment to the implementation and continued development of the JOBLINGE concept. A trademark license agreement is also in place between the umbrella organization and the initiators, the Eberhard von Kuenheim Foundation of BMW AG and The Boston Consulting Group, that names the umbrella organization as franchisor and requires it to ensure the dissemination and implementation of the concept.

#### The Foundation

In 2012, the locations formally joined under the national umbrella organization JOBLINGE e. V. Besides the eight JOBLINGE gAGs (status of 2016), the JOBLINGE Foundation is also a shareholder of the umbrella organization. The JOBLINGE Foundation was founded by The Boston Consulting Group as a charitable foundation to enable the permanent support of the initiative. Unlike the locations and the umbrella organization, the foundation has no employees.

## Social Franchise II:

### Profiles of the Involved Organizations

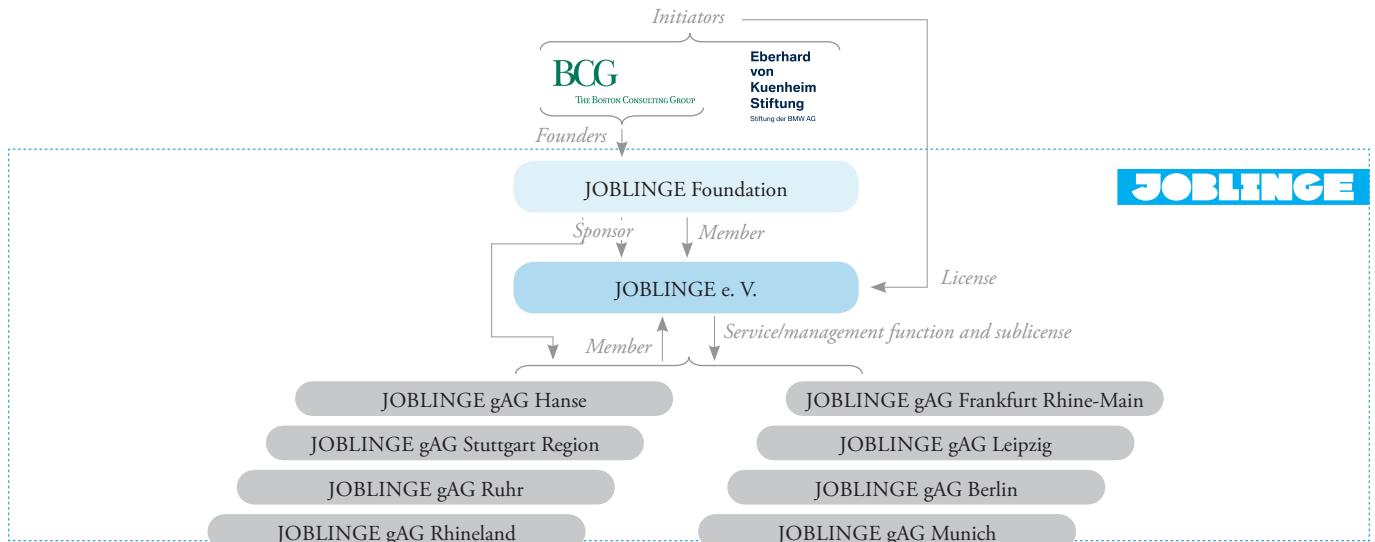
All organizations involved in the JOBLINGE initiative—the branches, the umbrella organization, and the JOBLINGE foundation—are nonprofit. They pursue charitable purposes of advancing assistance to young people (German Fiscal Code [AO] § 52 (2) sentence 1 no. (n) 4) and advancing education (AO § 52 (2) sentence 1 no. (n) 7).

#### The JOBLINGE Umbrella Organization

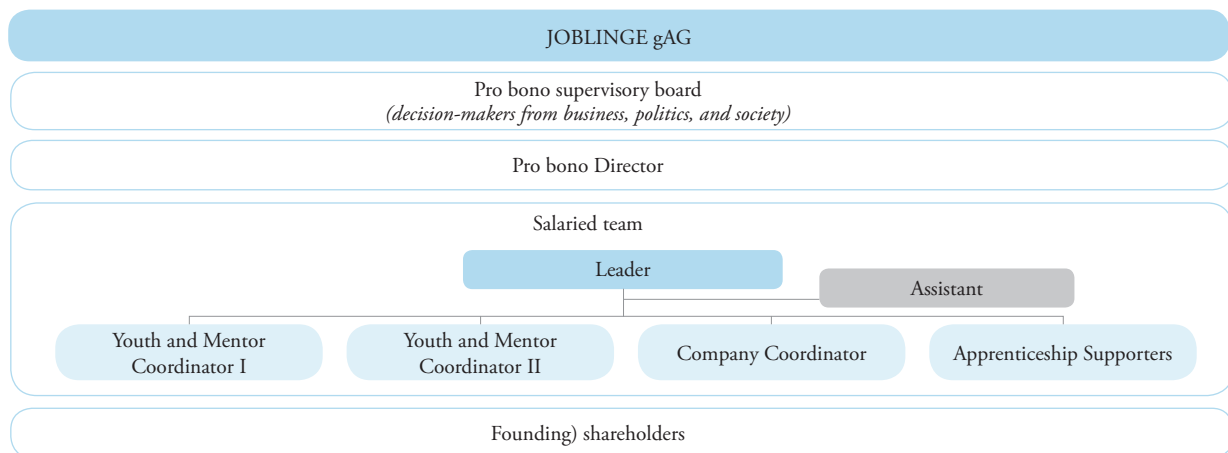
The Managing Director of the JOBLINGE umbrella organization (JOBLINGE e. V.) headquartered in Munich is Ulrike Garanin. She is a co-initiator and has been one of the driving forces behind the initiative from the start in 2007. As a Principal at The Boston Consulting Group, she is released from her regular duties for this task. Kadim Tas has been the Operational Director of the initiative since November 2013. He has been managing the JOBLINGE gAG Frankfurt Rhine-Main since 2011. Both are full-time directors and are authorized to represent and to sign.

The articles of association and the rules of procedure state that the director is in particular responsible for the ongoing business management of the organization in accordance with the law, the articles of association, and the rules of procedure. The supervisory body of JOBLINGE e. V. is the general meeting, in which the branches and the JOBLINGE Foundation are represented by their respective directors. The general meeting is held twice a year and decides on the election and discharge of the director. It receives reports from the

## Organizational structure of the JOBLINGE initiative



## Structure of the JOBLINGE nonprofit corporations (gAGs)



director, elects the auditors, decides on the amount of contributions, passes resolutions on changes to the articles of association and admission or exclusion of members in appealed cases, etc.

The umbrella organization is responsible for the areas of controlling and quality management, marketing and communication, business development, concept development, program development (cultural and activity program, technology program, development of JOBLINGE Kompass for refugees, and language concept), and team assistance. In addition, the team of the umbrella organization is supported by working students and by the assistant to the director and part-time consultants for individual project topics, both provided pro bono by BCG.

### JOBLINGE Foundation

While the locations are funded by public-private co-financing, the umbrella organization finances itself exclusively through private fundraising. A large part is provided by BCG through the JOBLINGE Foundation and pro bono capacity. The foundation was started in 2011 as the first and as yet only BCG foundation to permanently secure and develop the initiative. The foundation itself is non-operational and has no employees. The pro bono directors of the JOBLINGE Foundation are Carsten Kratz (head of BCG Germany, Senior Partner and Managing Director, BCG), Georg Sticher (Senior Partner and Managing Director, BCG), Dr. Andreas Dinger (Partner and Managing Director), Astrid Rauchfuß

(Partner and Managing Director) and Frank Salzmann (Head of Finance and Accounting). As a charitable foundation, the JOBLINGE Foundation bundles the donations of initiators, premium partners, and many other private sponsors that, depending on the donor's intention, benefit either individual locations or the initiative as a whole and its development.

## JOBLINGE Locations

At the locations, the pro bono activity of the directors and supervisory board members is connected directly with that of the salaried employees who work with the youths every day and ensure a pro-

fessional process and support for everyone involved. The salaried team of a gAG is composed of the Location Manager, Administration and Controlling, the Company Coordinator, Youth and Mentor Coordinators, and Apprenticeship Supporters.

Several local branches in the region are represented under the umbrella of a gAG. Both the traditional program and the Kompass locations for young refugees make best possible use of the available structures—by bundling management, administration, and controlling, as well as access to companies and networks centrally for all branches of a gAG.

## JOBLINGE locations

### JOBLINGE gAG Munich *with Kompass*

**Director:** Johann Stiessberger • **Location Manager:** Anja Reinhard

**Founded:** April 2009 • **Employee capacity:** 11.75

**Supported youths:** 155 per year

**Shareholders:** Apax Foundation • Betten Rid GmbH • BMW AG • Eberhard von Kuenheim Stiftung der BMW AG • Grunwald Kommunikation & Marketingdienstleistungen GmbH & Co. KG • Loden-Frey Verkaufshaus GmbH & Co. KG • Rotary Club München-Bavaria • Rotary Club München – Englischer Garten Gemeindienst e. V. • SAHLBERG GmbH & Co. KG • The Boston Consulting Group GmbH • TÜV SÜD AG

### JOBLINGE gAG Berlin *with Pankow, Spandau and Friedrichshain*

**Director:** Heinrich Rentmeister • **Location Manager:** Jonas Hettwer

**Founded:** June 2010 • **Employee capacity:** 14

**Supported youths:** 200 per year

**Shareholders:** Arbeitgeberverband Nordostchemie e. V. • BMW AG • GIG Technologie und Gebäudemanagement GmbH • GRG Services Berlin GmbH & Co. KG • Industriegewerkschaft Bergbau, Chemie, Energie – Landesbezirk Nordost (IG BCE) • PUK Werke KG • The Boston Consulting Group GmbH • Vereinigung der Unternehmensverbände in Berlin und Brandenburg e. V.

### JOBLINGE gAG Frankfurt Rhine-Main *with Frankfurt, Frankfurt Kompass, Darmstadt, Offenbach, Bergstraße and Ludwigshafen*

**Director:** Dr. Oliver Dany • **Regional Manager:** Kadim Tas

**Deputy Regional Manager:** Christiane Schubert

**Founded:** March 2011 • **Employee capacity:** 26.5

**Supported youths:** 400 per year

**Shareholders:** Gonder Facility Services GmbH • HessenChemie Arbeitgeberverband Chemie und verwandte Industrien für das Land Hessen e. V. • Mainova AG • The Boston Consulting Group GmbH • WISAG Beteiligungsmanagement GmbH & Co. KG

### JOBLINGE gAG Rhineland

**Director:** Dr. Harald Rubner • **Location Manager:** Petra Balzer

**Founded:** January 2012 • **Employee capacity:** 9

**Supported youths:** 145 per year

**Shareholders:** CARGLASS GmbH • CMS Hasche Sigle • Ebner Stolz Mönning Bachem GmbH & Co. KG • Festkomitee des Kölner Karnevals von 1823 e. V. • Generali Deutschland Holding AG • Platinion GmbH • REMONDIS-Gruppe • Sparkasse Köln-Bonn • The Boston Consulting Group GmbH • WISAG Industrie Service Holding

**JOBLINGE gAG Leipzig**  
*with Leipzig, Leipzig Kompass  
 and Halle (Saale)*  
**Director:** Dieter Schliek • **Location Manager:** Matthias Kretschmer  
**Founded:** February 2012 • **Employee capacity:** 15.5  
**Supported youths:** 170 per year  
**Shareholders:** Apax Foundation • BMW AG • Dr. Uwe Teichert • Eberhard von Kuenheim  
 Stiftung der BMW AG • Leipziger Stadtbau AG • Offizin Andersen Nexö Leipzig GmbH  
 (OAN bis 2016, ab 2017 CMS Hasche Sigle) • Sparkasse Leipzig • Stadtwerke Leipzig  
 GmbH • The Boston Consulting Group GmbH

**JOBLINGE gAG Ruhr**  
*with Essen, Gelsenkirchen  
 and Recklinghausen*  
**Director:** Jens Stefan Baier • **Regional Manager:** Raphael Karrasch  
**Founded:** January 2013 • **Employee capacity:** 14.5  
**Supported youths:** 220 per year  
**Shareholders:** CMS Hasche Sigle • Initiativkreis Ruhr GmbH • RAG-Stiftung •  
 The Boston Consulting Group GmbH • Trimet Aluminium AG • Westdeutscher  
 Wach- und Schutzdienst Fritz Kötter SE & Co. KG

**JOBLINGE gAG Stuttgart Region**  
**Director:** Dr. Rolf Kilian • **Location Manager:** Janina Germann-Sentner  
**Deputy Location Manager:** Duygu Utku  
**Founded:** May 2014 • **Employee capacity:** 9.6  
**Supported youths:** 80 per year  
**Shareholders:** CMS Hasche Sigle • compentus/ gmbh • L-Bank, Staatsbank für Baden-  
 Württemberg • The Boston Consulting Group GmbH

**JOBLINGE gAG Hanse**  
*with Kompass*  
**Director:** Dr. Matthias Krühler • **Location Manager:** Anja Meyfarth  
**Founded:** October 2014 • **Employee capacity:** 10  
**Supported youths:** 155 per year  
**Shareholders:** CMS Hasche Sigle • Deutsche See GmbH • Olympus • Philips Deutsch-  
 land GmbH • The Boston Consulting Group GmbH

**JOBLINGE umbrella organization**  
**(JOBLINGE e. V.)**  
**Directors:** Ulrike Garanin • Kadim Tas  
**Founded:** March 2012<sup>1</sup> • **Employee capacity:** 7.2  
**Members:** JOBLINGE-Stiftung • JOBLINGE gAG München • JOBLINGE gAG Berlin •  
 JOBLINGE gAG FrankfurtRheinMain • JOBLINGE gAG Rheinland • JOBLINGE gAG  
 Leipzig • JOBLINGE gAG Ruhr • JOBLINGE gAG Region Stuttgart • JOBLINGE gAG Hanse

**JOBLINGE Foundation**  
**Directors:** Carsten Kratz • Georg Sticher • Dr. Andreas Dinger •  
 Astrid Rauchfuß • Frank Salzmann  
**Founded:** November 2011 • **Employee capacity:** none  
**Founder:** The Boston Consulting Group GmbH

**Note:** The figures refer to the end of 2016.

<sup>1</sup> Institutionalization of the initiator team since 2007.

## Environmental and Social Profile

For JOBLINGE as a nonprofit initiative pursuing the objective of enabling disadvantaged youths to find an apprenticeship or job and thus lead a self-determined life, impartiality is a central value that defines our work and our conduct towards all involved partners

and employees. Treating the individual and our environment with respect is the basis of all our actions. In addition, our sponsorship agreements with the public sector always include clauses on equality, anticorruption, exclusion of Scientology, and transparency duties, which we of course enforce.

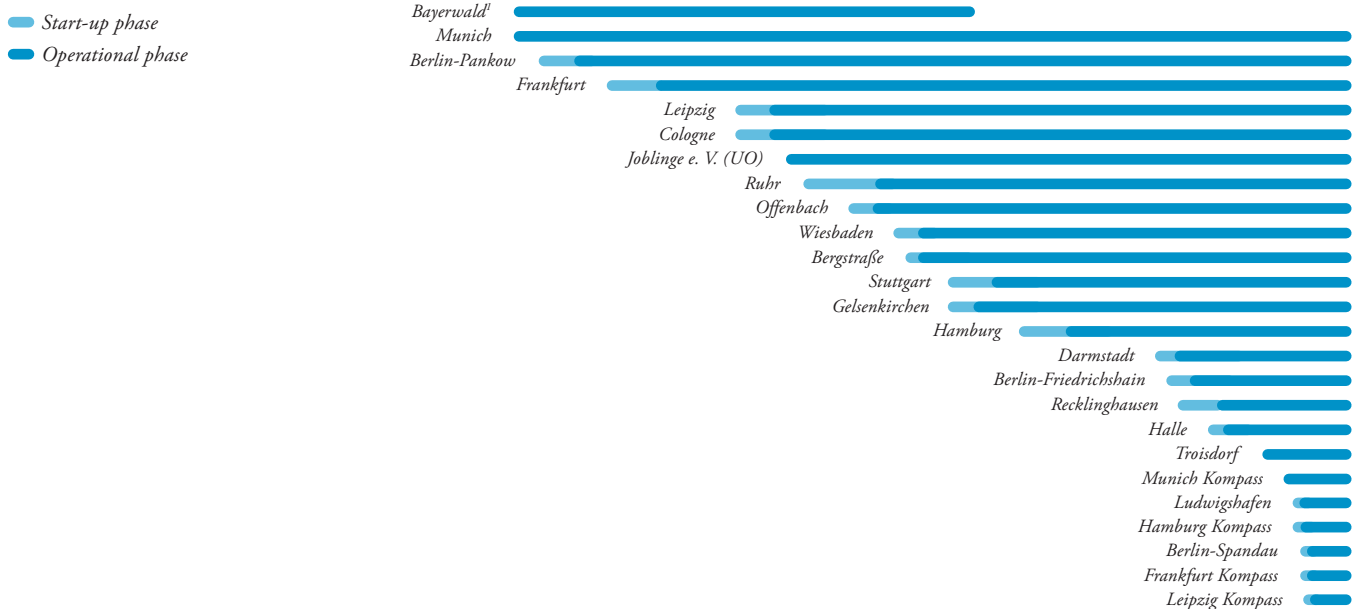
# Financials

The locations and the umbrella organization JOBLINGE e. V. operate under the principles of double-entry bookkeeping. The (voluntary) annual financial statements of the JOBLINGE gAGs are prepared by local tax consultancies in accordance with the German Commercial Code (HGB). The annual audits are conducted by KPMG at the locations. The bookkeeping and financial statements

of JOBLINGE e. V. and the JOBLINGE Foundation are handled by Stiftungszentrum.de Servicegesellschaft mbH. Controlling is provided through the umbrella organization. All locations work with a standardized financial controlling tool that manages the budget planning, P&L, equity base, and cash flow.

## Income and Expenditure of the Organization as a Whole

Total account for all locations (in K€)	2010	2011	2012	2013	2014	2015	2016 (preliminary)
Number of locations and umbrella organization (UO)	4	6	7 + UO	10 + UO	12 + UO	17 + UO	23 + UO



Income							
Public-sector subsidies	643	1,070	1,577	2,208	2,861	3,708	5,668
Donations	225	492	1,033	1,431	1,869	2,514	3,027
Other income	1	1	31	54	51	22	66
<b>Total income</b>	<b>869</b>	<b>1,564</b>	<b>2,641</b>	<b>3,692</b>	<b>4,782</b>	<b>6,243</b>	<b>8,761</b>
Expenditure							
Personnel costs	567	1,004	1,751	2,323	2,996	3,820	5,403
Nonpersonnel costs	332	465	880	1,252	1,629	2,072	2,952
Financing costs	1	3	–	–	–	–	–
Statutory expenditure of the UO (e.g., gAG financing)	–	–	–	–	–	–	–
<b>Total expenditure</b>	<b>899</b>	<b>1,472</b>	<b>2,631</b>	<b>3,575</b>	<b>4,625</b>	<b>5,891</b>	<b>8,355</b>
<b>Annual profit/loss</b>	<b>-31</b>	<b>92</b>	<b>10</b>	<b>118</b>	<b>157</b>	<b>352</b>	<b>406</b>

<sup>1</sup> Operations ceased end of September 2013.

Possible differences due to rounding. Other income is interest. Financing costs are interest expenses and account management fees.



## Financial Circumstances of the Organization as a Whole

Total account for all locations (in K€)	2010	2011	2012	2013	2014	2015
Number of locations and umbrella organization (UO)	4	6	7 + UO	10 + UO	12 + UO	17 + UO
<b>Assets (assets, use of funds)</b>						
I. Intangible assets (e.g., software)	2	1	–	–	–	–
II. Property	14	21	32	25	30	38
III. Fixed assets (capital reserve)	–	–	50	5	363	–
IV. Receivables	135	239	187	150	64	417
V. Liquid assets (cash on hand, bank balance)	252	522	968	1,235	1,445	2,441
VI. Accrued and deferred items	6	11	16	25	27	31
<b>Total assets</b>	<b>410</b>	<b>794</b>	<b>1,255</b>	<b>1,439</b>	<b>1,929</b>	<b>2,927</b>
<b>Liabilities (source of funds)</b>						
I. Equity	122	368	498	533	875	1,463
II. Special items for unused subsidies and donations	27	84	233	438	564	824
III. Reserves	111	141	194	204	214	255
IV. Payables	150	200	250	121	259	270
A. Received loans	71	115	95	–	98	30
B. Trade payables	14	15	21	35	68	98
C. Other liabilities	65	70	134	86	93	142
V. Accrued and deferred items	–	–	80	143	17	115
<b>Total liabilities</b>	<b>410</b>	<b>794</b>	<b>1,255</b>	<b>1,439</b>	<b>1,929</b>	<b>2,927</b>

Mögliche Differenzen aufgrund von Rundungen.

*"Our community involvement has been a permanent part of the KPMG sustainability strategy for years now. KPMG also delivers this involvement in the form of targeted pro bono services. KPMG employees have specific skills that we can apply to make valuable contributions to the continued development of the organizational capabilities of social and educational institutions. A good example of this is our specialized support with the annual financial statements of the JOBLINGE gAGs. Corporate social responsibility and diverse involvement are very important at KPMG."*

Andreas Feege, KPMG AG,  
Partner, Audit Corporate

## Income and Expenditure of the Locations

Income and expenditure 2015 <sup>1</sup> Location-specific (in K€)	Total	gAG Bayerwald	gAG Munich	gAG Berlin	gAG Frankf. Rhine-Main	gAG Rhineland	gAG Leipzig	gAG Ruhr	gAG Stuttgart	gAG Hanse	UO (e. V.) and Foundation
<b>Income</b>											
Public-sector subsidies	3,708	–	379	415	1,143	269	475	390	281	260	–
Donations	2,514	–	108	115	239	162	106	430	171	152	1,126
Other income	22	–	–	–	–	–	–	–	–	22	–
<b>Total income</b>	<b>6,243</b>	<b>–</b>	<b>487</b>	<b>530</b>	<b>1,382</b>	<b>431</b>	<b>581</b>	<b>820</b>	<b>452</b>	<b>434</b>	<b>1,126</b>
<b>Expenditure</b>											
Personnel costs	3,820	–	346	378	856	294	403	554	312	267	410
Non-personnel costs and other operating expenses	2,072	–	140	150	579	137	196	266	137	167	299
Statutory expenditure of the UO (e.g., gAG financing)	–	–	–	–	–	–	–	–	–	–	–
<b>Total expenditure</b>	<b>5,891</b>	<b>–</b>	<b>487</b>	<b>528</b>	<b>1,435</b>	<b>431</b>	<b>598</b>	<b>820</b>	<b>449</b>	<b>434</b>	<b>709</b>
<b>Annual profit/loss</b>	<b>352</b>	<b>–</b>	<b>–</b>	<b>2</b>	<b>-53</b>	<b>–</b>	<b>-17</b>	<b>–</b>	<b>3</b>	<b>–</b>	<b>417</b>
Profit/loss carried forward from the previous year	370	–	51	23	60	–	9	–	-3	–	230
<b>Net income/loss</b>	<b>722</b>	<b>–</b>	<b>51</b>	<b>25</b>	<b>7</b>	<b>–</b>	<b>-8</b>	<b>–</b>	<b>0</b>	<b>–</b>	<b>647</b>

<sup>1</sup> Since no audited financial statements of the individual gAGs for the fiscal year 2016 were available in early 2017, the 2015 figures are shown here. Possible differences due to rounding.



## Financial Circumstances of the Locations

Balance sheets of the locations on the reporting date Dec 31, 2015 <sup>1</sup> (in K€)	Total	gAG Bayerwald	gAG Munich	gAG Berlin	gAG Frankf. Rhine-Main	gAG Rhineland	gAG Leipzig	gAG Ruhr	gAG Stuttgart	gAG Hanse	UO (e. V.) and Foundation
<b>Assets (assets, use of funds)</b>											
I. Intangible assets (e.g., software)	–	–	–	–	–	–	–	–	–	–	–
II. Property	38	–	2	2	10	1	16	5	2	1	1
III. Fixed assets (capital reserve)	0	–	–	–	–	–	–	–	–	–	–
IV. Receivables	417	–	120	60	142	14	12	20	4	44	–
V. Liquid assets (cash on hand, bank balance)	2,441	–	131	55	231	123	197	467	208	73	956
VI. Accrued and deferred items	31	–	3	4	11	4	4	1	3	–	–
<b>Total assets</b>	<b>2,927</b>	<b>–</b>	<b>257</b>	<b>121</b>	<b>395</b>	<b>143</b>	<b>228</b>	<b>493</b>	<b>216</b>	<b>117</b>	<b>957</b>
<b>Liabilities (source of funds)</b>											
I. Equity	1,463	–	135	77	62	50	67	55	50	50	918
II. Special items for unused donations	824	–	78	–	205	17	–	359	133	31	–
III. Reserves	255	–	29	13	62	23	22	54	25	21	8
IV. Payables	270	–	15	32	67	41	37	25	8	15	31
A. Received loans	30	–	–	–	–	–	30	–	–	–	–
B. Trade payables	98	–	11	7	53	2	7	–	3	15	–
C. Other liabilities	142	–	4	25	13	39	–	25	5	–	31
V. Accrued and deferred items	115	–	–	–	–	13	103	–	–	–	–
<b>Total liabilities</b>	<b>2,927</b>	<b>–</b>	<b>257</b>	<b>121</b>	<b>395</b>	<b>143</b>	<b>228</b>	<b>493</b>	<b>216</b>	<b>117</b>	<b>957</b>

<sup>1</sup> Since no audited financial statements of the individual gAGs for the fiscal year 2016 were available in early 2017, the 2015 figures are shown here. Possible differences due to rounding.

## Loans

As a nationwide partner of the initiative, BMW Bank GmbH grants the locations interest-free loans as needed to bridge liquidity shortfalls that may arise due to delayed payment of public subsidies and irregular inflow of private donations.

In 2016, gAG Berlin and gAG Rhineland took out interest-free loans from BMW Bank to bridge liquidity shortages. gAG Berlin took out a loan of €130,000 in November 2016 and will fully repay this amount by November 2017.

In October 2016, gAG Rhineland took out a loan of €60,000, to be repaid by May 2018.

## Status Report

The financial situation of the organization as a whole is developing stably, despite the growing need for subsidies due to the opening of new locations. While the gAGs partially concluded the 2015 fiscal year with a negative result due to the additional cost of opening new branches, the profit carried forward is in a neutral or even positive range at all locations. The annual financial statements for the fiscal year 2016 are currently still being prepared, but a positive trend is already discernible.

From the start, the key success factor of JOBLINGE has been the joint, cross-sector commitment that is also reflected in our funding. Under a public-private co-funding framework, the running costs of the JOBLINGE locations are largely borne by the public sector. The share of public financing differs between locations and amounts to approximately 60 percent for the initiative as a whole. Approximately 40 percent of the costs are financed through donations. In the fiscal year 2015, the private donations to be raised amounted to €2.5 million.

Especially the innovative elements of the concept, which are decisive in enabling the long-term success of the participants, such as the professional training of our more than 1,500 volunteer mentors or the cultural program, are enabled through private donations. Every euro counts.

We are therefore delighted that we managed to further increase the total amount of private donations again in 2016. By retaining long-time partners and winning new sponsors, we were able to collect donations in the amount of €3 million (preliminary figure). Although the amount of donations we need to raise is considerable and will continue to grow in the future due to the growth of the initiative and development of new content, JOBLINGE looks to the future with confidence thanks to the generous support and growing willingness to donate, and looks forward to the future collaboration with existing and new sponsors.

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Nagib Khazaka, photographer (p. 22–23)  
Thomas Heppner, photographer (p. 29, 51, and 54)  
Sveinn Gunnar Baldvinsson, photographer (p. 39)

### **Augmented Reality**

Simon Uria, Iprints—[www.interactive-prints.de](http://www.interactive-prints.de) (p. 16–17)

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