



**Shanghai Young Bakers
Scale Up Plan**
海上青焙坊扩张烘焙培训社会影响力的计划

**Social Franchising / Affiliation Train-the-Trainer
program**

Summary

**Give an orphan some bread, you feed him for the day.
Teach him how to bake, you feed him for a lifetime.**

In the past 10 years, Shanghai Young Bakers has empowered over 200 disadvantaged youth through bakery. Thanks to our comprehensive and intensive one-year training program, and to the growing demand for qualified bakers on the Chinese market, the students graduating from our program have escaped the poverty cycle and found viable employment. They now lead independent, fulfilling lives, and contribute to society.

We're now set to revolutionise the baking industry.

In 2012, we partnered with Braille Without Borders, a school for the blind in Tibet, who wanted to set up a bakery program for their youth. For one year we welcomed one of their staff, Basang Lamu, and taught her not only bakery skills but also how to run a sustainable bakery training program. We trained just one person, but she went back to teach bakery to another 60 people, all blind youth, and helped her NGO generate revenue through the sales of breads and cakes to tourists visiting Tibet.

Since then, dozens of charities have asked for our help to develop their own social bakery program.

Today, we want to set up an incubator that will provide technical and managerial expertise and training to organisations that also want to use bakery to give extra employment options and financial resources to disadvantaged populations. By sharing what we have learnt in the past 10 years, we can support these organisations to set up the business model, training curriculum, baking facilities, and revenue stream that best fits their location and the people that they are serving.

In the next five years, with your help, we will train 40 NGOs to empower a total of 3000 marginalised people (deaf, autistic, homeless...).

Together, we will effectively promote the social bakery concept; allow bakery to be a tool for the better inclusion of traditionally excluded populations; help build local, welcoming communities around bread-sharing; take advantage of the current unprecedented bakery market growth to make "unemployables" an indispensable force of the much-needed bakery expertise; go beyond "teaching a man how to bake" and finally "change the baking industry".

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海上青焙坊 通过社会加盟/分支机构扩大规模的“培训培训师”计划

我们的计划 —— 扩张烘焙培训的社会影响力

授人以麦，三餐之需；
授人以焙，终生之用！

在过去的十年里，海上青焙坊已经通过烘焙帮助了超过 200 多名来自弱势家庭的青少年。受益于我们为期一年的全面和密集的培训计划，以及目前中国市场上对于合格面包师日益增长的需求，毕业于我们计划的学生已经摆脱了贫困循环并找到了能让自己自力更生的就业机会。他们现在过着独立，充实的生活，并为社会做出贡献。

我们现在将革新烘焙行业。

2012 年，一个西藏的盲人学校盲文无国界组织希望为他们的年轻人设立烘焙计划，于是我们展开了合作。我们迎接了他们的成员巴桑拉姆参加我们一年的烘焙计划，我们不仅教她烘焙的技巧，而且还教她如何运营一个可持续的烘焙培训。我们虽然培训了一个人，但她回到西藏能教 60 个盲人青年，并且通过向游客售卖面包和蛋糕的方式帮助她所在的民间组织。

从那时起，数十家慈善机构要求我们帮助开发他们自己的社会烘焙项目。

现在，对于那些也想用烘焙给弱势群体提供额外就业机会和财务支持的组织，我们想要提供他们技术和管理方面的专业知识和培训。通过分享我们在过去 10 年的所学，我们可以帮助这些组织建立最适合它所在的区域和所服务人员的商业模式，培训课程，烘焙设施和收入流。

在未来的五年中，我们将与你一起为 40 个民间组织提供培训，为 3000 名弱势人群（聋哑人，自闭症，无家可归者...）提供帮助。

我们正在寻找一位专业的，敬业的，经验丰富的项目总监来领导这一雄心勃勃的计划。

我们将一起有效推广社会烘焙的概念；让烘焙更好地成为那些传统上被排斥的人群的工具；帮助建立当地受欢迎的面包分享社区；利用目前面包店市场增长的优势，使“没法被人雇用”成为烘焙行业的不可或缺的专业力量；超越“授人以焙”，最终带动全烘焙行业的“革新”。

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Plan detailed overview & Project Leader position description 计划概览与项目负责人职位描述

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1. Organisational Overview & Key Achievements 组织介绍及主要成绩

Shanghai Young Bakers (SYB) is a charity program providing free training in French bakery to marginalised Chinese youth aged 17 to 23, enabling them to find qualified jobs and lead independent lives after graduation.

海上青焙坊（以下简称 SYB）是一个慈善项目，向中国 17-23 岁被边缘化的青少年免费提供法式烘焙培训，使他们毕业后可以找到适合的工作，自力更生。

SYB empowers disadvantaged young adults who had to drop out of school because of their family situation (parents' death, sickness, disability or imprisonment) and are excluded from stable employment.

SYB 帮助的青少年由于家庭原因（例如父母早逝、生病、残疾、入狱等）过早辍学，无法找到稳定的就业机会。

SYB students follow a one-year training where they learn valuable skills such as French bakery and pastry, Chinese bakery, life skills and English, combined with practical internships at 5-star hotels. Due to the high demand of qualified bakers on the Chinese market and the quality of the training provided by SYB, 30 students each year start a new life as bakers or pastry chefs and are able to support themselves and their families.

SYB 的学生接受为期一年的培训，期间学习包括法式面包和甜品制作、中式烘焙、生活技能、英语会话等内容在内的宝贵技能，同时在五星级酒店里实习锻炼。中国市场对合格烘焙师的需求高涨，SYB 提供的培训质量被业界认可，每年培训的约 30 名学生毕业后开始面包师或甜品师的工作，可以养活自己，并资助他们的家庭。

To date, SYB has trained more than 240 marginalised youth, giving them the chance to lift themselves out of poverty.

迄今为止，SYB 培训的学生已超过 240 名，赋予他们走出贫困的机会。

Our current key strategic priorities are:

目前本组织的主要战略重点是：

- Continue to improve the quality of the program, to make sure it effectively addresses marginalised youth's changing needs
继续提高培训项目的质量，确保有效地满足这些被边缘化年轻人不同以往的需求
- Increase our social impact by transferring bakery/program management skills to other organisations who also wish to empower vulnerable groups through bakery
通过将烘焙/项目管理的技能向其他有意通过烘焙来帮助弱势团体的组织输出，扩大社会影响力
- Strengthen our financial sustainability, by developing more strategic corporate partnerships as well as the commercial activities of our social enterprise
通过发展更有战略性的公司合作伙伴关系以及本组织社会企业的商业活动，增强财务的可持续性

2. Long-term Plan Overview 长期计划概览

Our plan is to **scale up our social impact by enabling other charity organisations to develop their own bakery program.**

本计划的目标是通过帮助其他慈善组织开发其各自的烘焙项目，提高 SYB 的社会影响力。

1) Our strengths and expertise 我们的优势和专长

After almost 10 years' operations, we have developed considerable experience as well as technical & managerial expertise in:

经过近十年的运作，我们积累了丰富的经验，并在以下领域具备技术和管理专长：

- Bakery techniques 烘焙技能
- Training design 培训设计
- Baking centre management 烘焙中心管理
- Bakery/pastry ingredients & equipment 面包/甜品成分及设备
- Social Enterprise model 社会企业模式
- Training program management 培训项目管理

Specifically, we can offer:

特别需要指出的是，我们可以提供：

- Training 培训
- Materials (coursebooks, recipes, handbooks...) 材料（课程、配方、手册、等等）
- Technical and/or management certification from SYB SYB 的技术和/或管理证书

2) Scaling up / affiliation model 扩大规模/分支机构模式

With our current financial model, increasing our student intake (ex: from 32 to 64 per year) or replicating our program in other places (ex: Beijing, Xi'An...) would put significant pressure on our financial resources (annual budget from 1.7Mio RMB to at least 3.5 Mio RMB) without significantly increasing our social impact (still only a few dozen students for the whole of China). Our current model does not allow any real economy of scale past 32 students per year.

基于我们目前的财务模式，提高学生入学人数（例如从每年 32 名学生提高到 64 名）或在其他城市（例如北京、西安等）复制我们的项目都意味着将大幅增加财务压力（年预算将从 170 万人民币增加到 350 万人民币），而不能大幅提高社会影响力（仍然是每年只能从全国招收数十名学生）。我们目前的模式无法超越每年只能培训 32 名学生的限制，无法实现规模效益。

Moreover, our training works for economically disadvantaged youth, when many other vulnerable groups could also benefit from bakery skills or a bakery program.

此外，我们的培训只针对经济条件不好的年轻人，还有很多其他的弱势群体也可以从烘焙技能或者烘焙项目中受益。

Many other NGOs have expressed interest in developing their own social bakery program (either a training program, or a bakery shop, or a hybrid) for their own beneficiaries (marginalised populations, blind, deaf, autistic, homeless, ex-sex workers... in Tibet, Ningxia, Beijing, Thailand...). While they lack the technical bakery expertise to do so, they have skills and competencies that we miss (notably, how to best empower their beneficiaries in their respective regions).

有许多非政府组织（NGO）也向我们表达过开发他们自己的烘焙项目（可以是一个培训项目、或者烘焙店、或二者结合）的兴趣，帮助他们的服务对象（边缘化的人群、盲人、聋人、自闭症患者、无家可归的人、前性工作者等等，地域有西藏、宁夏、北京、泰国等）。他们普遍缺少烘焙的技能和专长，但他们有我们所不具备的技能 and 能力（特别是如何在他们各自所服务的区域向他们的服务人群赋能）。

In order to significantly increase our impact while controlling our financial needs, we strive to empower other organisations to set up, develop and run their own social bakery program. 为了大幅增加我们的影响力，同时控制我们的财务需求，我们希望帮助这些组织建立、开发、运营他们各自的烘焙社会项目。

This can take two possible forms:
可以采取以下两种形式：

- A. The partner NGO sends one of their staff/teachers to be trained, together with our regular students, for one year. This requires limited additional resources from our part, and enables us, by training one person out of 32, to indirectly train maybe 30-100 other vulnerable people after this staff goes back to his/her home NGO.
形式 A: NGO 伙伴选送一名工作人员/老师来和我们的学生一起参加为期一年的培训。这种形式对我方的额外资源要求不高。这位工作人员作为 32 名学生中的一员接受培训，回到他/她的工作岗位后，又可以培训 30-100 名弱势人士。
- B. We organise short-term, customised, on-site training, by one of our teachers and one of our program managers. This enables the partner NGO to be trained more quickly (especially in the cases where they only need a limited number of product recipes in order to run their bakery project) but significantly strains our own human and financial resources.
形式 B: 由我们的一位老师和一位项目管理人员组织短期的、量身定制的、现场培训。这种形式可以使 NGO 伙伴更快地得到培训（特别是考虑到要运营他们的烘焙项目，他们需要的只是少量的产品配方），但对我们的人力和财务资源也会带来很大压力。

Where needed, there can be a combination of model A + B.
视具体需要，也可以是形式 A 和形式 B 的结合。

Under this model, each organisation develops the bakery program that works best for their particular social mission. While we would expect recognition and regular feedback from their part, SYB would have no ownership or control over their program.
在这种模式下，每一个组织都可以开发出各自的烘焙项目，最好地服务于各自的社会使命。我们期望能从对方处得到认可和定期的反馈，但不会对对方的项目提出所有权的要求或控制。

3) What we have done already 我们已有的实践

- 2012: Partnership with Braille Without Borders, a school for the blind in Tibet, whereby we trained one of their staff, Basang Lamu, together with our students (model A) for one year, so that upon her return she could properly develop their newly-launched bakery program in order to 1) empower their 60 blind teenage students to be more independent around the kitchen, 2) enable some to be hired as bakers in their bakery shop, 3) allow the bakery shop to generate revenue from sales of breads and cakes to tourists in Shigatse. In summer 2012 a group of SYB managers, teachers, graduates, went for 1 week to Shigatse to help with set-up and customised recipes (model B).
- 2012 年：与盲人无国界组织合作，为西藏地区的一所盲童学校培训了一位工作人员，她的名字是巴桑拉姆。巴桑和我们的其他同学一起学习了一年时间（即形式 A），在她回到家乡后，可以开发出他们自己的烘焙项目，目的是 1) 使盲童学校里的 60 名盲人学生可以在厨房里更独立地工作；2) 使有的学生可以在烘焙店里找到工作；3) 向去日喀则旅游的游客出售面包和蛋糕，带来收入。2012 年的夏天，SYB 的经理、老师、毕业生一行人前往日喀则，用一周时间帮助他们搭建，并客户化相关配方（即形式 B）。
- 2013: 2-day training on specific recipes to the Beijing-based charity "Crazy Bake", that empowers mentally ill patients through bakery employment and revenue (model B)

- 2013年：为位于北京的“Crazy Bake”项目提供为期两天的特定配方培训，该项目帮助精神病患者实现烘焙就业，带来收入（即形式B）。
- 2015: Partnership with Yushu-based charity Amkham, who strives to help earthquake-affected youth gain skills and find employment, by training two of their staff for one year (model A), so that they could go back to improve their already set-up bakery/ café shop in Yushu and develop a parallel baking training program for disadvantaged youth.
- 2015年：与位于玉树的慈善项目 Amkham 合作，该项目帮助受到玉树地震影响的青年人学习技能，实现就业。项目选派了两名工作人员参加了我们的一年培训（即形式A），他们回去后对已有的烘焙咖啡店进行了升级，并为当地的青少年开发出了相似的烘焙培训项目。

4) What we need to do now 我们目前需要做的

Currently: 目前:

- We are regularly contacted by charity organisations who are considering setting up a bakery program and ask for our help in developing it.
- 有其他慈善组织定期联系我们，他们也在考虑设立烘焙项目，寻求我们的帮助。
- We have developed a set of application material (interview questionnaire, application form, criteria evaluation sheet) to better assess these organisations' sincerity and readiness in developing a social bakery program. The idea is that we would only consider organisations who already have the financial, material and human resources to run a bakery program independently and who only need our technical support to launch this project.
- 我们已经开发出了一套申请材料（面试问卷、申请表、审核表等）以更好地考察这些组织的诚意以及是否已准备好开发社会烘焙项目。我们的想法是只考虑那些具备财务、硬件、人力方面资源的组织，他们可以独立运作烘焙项目，只需要我们的技术支持就可以开始项目运作。

However, many of these potential partner organisations:

然而，也有很多其他潜在的合作伙伴组织

- Lack the knowledge, time, or business acumen to draw up a business plan for their social bakery project
- 缺乏知识、时间、或经营能力，无法制定出社会烘焙项目的业务计划书
- Are reluctant or unable to engage immediate resources in a program where the benefits will only be visible or certain on the long-term
- 不愿意或无法立即投入相关资源，因此，项目的受益方只有从长期来看才是可见或肯定的。

On SYB's side, we lack the human and financial resources to:

SYB 一方缺少人力和财务资源，无法

- Pro-actively contact and follow up with organisations that may be interested in our services
- 主动联系并跟进那些有兴趣的组织
- Support these organisations in drawing up a clear, comprehensive, realistic and courageous business plan
- 给这些组织提供支持，制定出清晰、全面、现实、并有抱负的商业计划书

3. Proof of Concept (Feasibility Study) Project 概念验证（可行性研究）项目

Right now, we need to work on a Proof of Concept (feasibility study), through which we can demonstrate the need for this kind of project, and clarify the exact operational and financial model it will have. We plan to work on this Proof of Concept by:

目前，我们需要进行概念验证（可行性研究），以此来证明这种项目的必要性，并阐明其具体的运营和财务模型。我们计划通过以下方面来进行概念验证：

- Writing up material that will explain our plan, and disseminating it to current NGO partners and amongst the NGO community
编写材料来解释我们的计划，并将其发布给当前的非政府组织合作伙伴和非政府组织社区
- Interviewing the NGOs that have already contacted us, and thus who will contact us through this campaign, to better understand their situation, needs and resources to set up their own social bakery program
访问已经与我们联系过的以及将会与我们联系的非政府组织，以更好地了解他们的情况、需求和建立他们自己的社会面包店计划所需资源
- Furthering our current research on franchising and incubator models, to understand different options
深化目前关于特许经营和孵化器模式的研究，以了解其他不同的选择
- Defining and validating the operational model that is best suited to SYB, to allow utmost social impact, operational efficiency, and financial sustainability
定义和验证最适合 SYB 的运营模式，以实现最大的社会影响，运营效率和财务可持续性
- Presenting our conclusions in a clear and accessible document, that will be presented to potential social investors and corporate stakeholders
将我们的结论以清晰易读的文件形式呈现给潜在的社会投资者和企业利益相关者

Once we have a clear Proof of Concept, we will apply for funding for this scale-up program, that could enable us to hire three dedicated full-time staff and set up a competitive “incubator” program that would

为本计划收到财力支持的话，可以使我们招募两三名全职的工作人员，设立一个有竞争力的项目“孵化器”，并实现以下目标：

- market itself to appropriate organisations,
向适合的组织进行宣传
- select those with the most potential,
挑选出最有潜力的组织
- support them in designing a business plan,
支持他们起草商业计划书
- provide them with adequate technical and managerial training,
向其提供充分的技术和管理培训
- and possibly offer seed funding for their first year of operations, or at least give them the means to apply for appropriate seed funding.
可能的情况下，为其第一年的运作提供种子基金，或至少为其提供申请种子基金的所需材料

4. Project Leader role and requirements 项目负责人角色与要求

We are now looking for a **full-time Project Leader** who will work on the Proof of Concept (feasibility study), for a period of approximately 5-6 months, to:

目前我们在寻找**全职**的**项目负责人**来进行概念验证（可行性研究），预计工作 5-6 个月，工作内容如下：

- design and disseminate offline & online communication material to promote the incubator program idea to potential participants (NGOs, charities, social enterprises, volunteer groups, companies with strong social responsibility...)
- 创建线上与线下的项目推广资料，以推广向潜在参与者（民非组织，慈善机构，社会企业，志愿者团体，具有强大社会责任感的公司...）
- interview NGOs
- 与非盈利组织进行面试
- write up the conclusions
- 写总结报告
- research and take into consideration issues linked to branding, licensing, legal agreements, and financial sustainability
- 研究并考虑与品牌，许可，法律协议和财务可持续性相关的问题
- define the SYB incubator's operational model (including participation criteria, selection process, partners' cost contribution, training modules, consulting format, follow up structure)
- 确定计划的具体运营模式，包括参与标准，选择过程，合作伙伴的成本贡献，培训模块，咨询格式，后续结构
- obtain feedback and validation from the SYB team
- 从 SYB 团队获取反馈和验证
- review the scale-up plan and assess exact opportunities and limits, together with the main stakeholders; define a detailed 5-year roadmap
- 审核项目发展计划，并与主要利益相关方一起评估确切的机会和限制；定义详细的 5 年规划图
- present the overall conclusions in a way that will appeal to potential financial supporters.
- 将研究结果展现给潜在的财务赞助商

S/he will be fully integrated to the Shanghai Young Bakers operational team, and work on a regular basis with its bakery trainers, life skills teachers, and program managers. The position reports to the Scale-up Plan task force and to the SYB Executive Director.

他/她将全面融入海上青焙坊运营团队，并定期与烘焙培训师，生活技能教师和项目经理一起工作。该职位向扩张项目小组和 SYB 行政总监报告。

If the study is successful, the Project Leader would be invited to join SYB as **Scale-up Program Director**, and lead the whole "Social Franchising / Affiliation through a Train-the-Trainer program", from design, promotion, coordination, financing, to monitoring and evaluation.

如果研究成功，项目负责人将被邀请加入 SYB 作为扩大社会影响力项目总监，并通过设计、推广、协调、融资等方式领导整个“通过培训师培训计划进行社会特许经营/联盟”的监测和评估。

Position requirements 工作要求:

- Good understanding of business models, especially social enterprises business models; able to give an initial evaluation of a project's financial viability and social impact
熟悉商业模式尤其是社会企业商业模式; 能够对项目的财务可行性和社会影响进行初步评估
- Strong interest in social entrepreneurship and scaling up impact through an affiliation franchising model. Committed to making a difference.
对社会企业和通过特许加盟模式来扩大影响充满兴趣。致力于做出改变。
- Clear and professional communication skills in both English and Mandarin. French language skills will be highly appreciated.
英语流利, 能够清晰和专业地用英语和普通话沟通; 懂法语者优先。
- Excellent research, analytical and presentation skills
优秀的研究, 分析和演讲技巧
- Proven experience of project management in a multi-cultural setting.
多文化背景下的项目管理经验。
- Interest in the food/bakery industry.
对食品/烘焙行业有兴趣。

In view of this assignment leading up to the Scale Up Program Director position, we are especially interested in candidates who demonstrate:

鉴于这项工作将进一步被提拔为扩大社会影响力项目总监, 我们更希望候选人能表现出:

- An ability to lead, influence, and efficiently manage operations to drive a high-quality, financially sustainable model.
领导, 影响和有效管理运营的能力, 以推动高质量, 财务可持续发展的模式。
- Strong organizational skills; able to work collaboratively and independently.
强大的组织能力; 能够协作和独立工作。

Work conditions 工作环境:

- Work contract of either 6 months or 3 years, renewable
- Location: Jing An / Putuo District, Shanghai + occasional travel in China
- Compensation commensurate with competencies, experience, and ability to raise funds for this project
- 六个月或3年的劳动合同, 可续期
- 地点: 上海静安/普陀区+偶尔在中国出差
- 薪资将根据有为该项目募集资金的能力和经历而定

Contact us 联系我们:

Please send your application (CV + short cover letter) to hr@shanghaiyoungbakers.com.

Applications will be reviewed on a rolling basis until the position is filled.

请通过邮件 hr@shanghaiyoungbakers.com 向我们发送您的申请 (英语简历+简短英语求职信)。

申请者将按先后顺序进行审查, 直到该职位招到合适人选。

Project Impact 项目影响力

If this project is successful, we expect to: 如果计划成功，我们期望实现以下目标：

- Support around 40 NGOs over the space of 5 years, and create the structure and foundation to support even more NGOs over a longer period of time
- 通过五年的运作支持约 40 个 NGO，创建一个模式，打下基础，在今后更长一段时间里能够支持更多的 NGO
- Through them, directly impact more than 1000 beneficiaries over this same period, and over 3000 when counting the two following years
- 在此期间通过这些 NGO 可以直接影响到一千位受益者，项目再延长两年时间可以使三千多人受益
- Develop an additional stream of funding for the regular operations of Shanghai Young Bakers (each new partnership can be the opportunity of a specific funding application that can help cover SYB's normal operational costs)
- 为 SYB 的正常运作开发新的资金来源（每一个新的合作伙伴都可以成为资金申请的新机会，用来承担 SYB 正常运作的部分费用）
- Continue improving our own technical and managerial expertise, and gain wider recognition for our work and our standards
- 继续提高我们自身的技术和管理专长，为我们的工作和标准创造更广泛的认可
- Effectively promote the social bakery concept; allow bakery to be a tool for the better inclusion of marginalised populations; help build local, inclusive communities around bread-sharing; take advantage of the current stupendous bakery market growth to make traditionally marginalised populations an indispensable force of the much-needed bakery expertise; go beyond “teaching a man how to bake” and finally “change the baking industry”.
- 有效地倡导社会烘焙这一理念；使烘焙成为将边缘化人群融入主流社会的工具；通过共享面包帮助建设包容性的当地社区；利用当前烘焙市场的快速发展，使一贯被边缘化的人群成为掌握烘焙专长的不可或缺的力量；超越“教授如何烘焙”的做法，并最终“改变整个烘焙行业”。