

ABDULAZIZ COSKUN - ACHILLEAS BUISMAN - AGRI ALAGOZ - ALPHONSO STEVERINK - AMBER PARKS - ANN EIDEN - ANNE COPPENS  
ANNE EIDEN - ANNEKE IN T ZANDT - ANOUK LIEBERS - ARON VAN DALM - AUKE TEN HOOPEN - AXEL STRENGER - BOB VAN  
BART MULDER - BART VAN HEUKELOM - BAYO IFONLAJA - BERYL RUTTEN - BETHANY COX - BIANCA SIMON - BOB VAN  
HENDRIKS - BRAM DOPPEN - BRAM DUVIGNEAU - BRAM GEURTS - BRENT SLINGSBY - BRIEL HENDRICKSEN - C  
CHANTAL JANSSEN - CHARLAINE KLUCK - CHRISTIAAN PEELEN - CYNTHIA ZONNENBERG - DEBBY DERKSEN - DI  
DIANE ROODHARDT - DUSTIN LINDQUIST - DYLAN SIEBELINK - EDWIN BOSVELD - EDWIN STOTELER - EGBERT SCHROEDER - ELSHA  
LAISINA - ELLE MICHELLE - EMILY JANNING - ERIN FOSSUM - ESRA HOFSTED - ETIENNE VAN DEN TEMPEL - EVELIEN BOENSM  
EZGI SOYLEMEZ - FERDI KLOMP - FERRY HELMIG - FLORIAN BEIJERS - FREDERIK POT - FREEK PLAK - GERRIT RUITER - GIDEON  
VELDHUIS - GLORIA VAN DE GLIND - GORAN TUBIC - HAN ZOET - HEIKO HARTSUIJKER - HUGO ROSENDAAL - IVO ELLER - IWAN  
RUTJES - JAAP GROENENDIJK - JACOBIE BUURMAN - JAIMY BOUWMAN - JAK-KIE CHONG - JAKE FEE - JAN BECKING - JAN  
HELLEMAN - JANINE FRERIKS - JANNES DE VRIJER - JASPER PASMAN - JENNES RUTTEN - JENNIFER GNERER - JEROEN VAN BEEK  
JILL VERHOEVEN - JOAN LUFTING - JOB VOGEL - JOE KRUGER - JOEY VAN BOXEL - JOEY VAN DEN BRINK - JOHANNA DERKSEN  
JOOST VAN DE KAA - JOOST GEERTS - JOEY VERBEEK - JORIS BOSCH - JOEY VAN BOXEL - JOEY VAN DEN BRINK - JOHANNA DERKSEN  
VAN BEEK - KAI NOBBE - KATRIEN KOOIJER - KAYE PLAZEK - KEVIN BROWN - KEVIN CANALES  
KEVIN FARRELLY - LARS VAN SUSTEREN - LARS VAN SUSTEREN - LARS VAN SUSTEREN - LARS VAN SUSTEREN - LARS VAN SUSTEREN  
BERGERVOET - LUK SUIJKERBUIJK - LUK SUIJKERBUIJK - LUK SUIJKERBUIJK - LUK SUIJKERBUIJK - LUK SUIJKERBUIJK  
DOORNBOS - MARCO VEENENDAAL - MARJOLEIN VERBEEK - MARJOLIJN VENDERBOSCH - MARK BLASHACK - MARK HEKMAN  
MARLY VERZIJL - MART GANZEYLES - MARTIN BAIJER - MARTIN DE KANDELIJN - MARTIN DE KANDELIJN - MARTIN DE KANDELIJN  
TURNHOUT - MATHIAS TE POEL - MATT GRANDY - MATT VAN VOORST - MATTES WEIß - MEGHAN ROSE - MICHAEL AZARBOD - MICHEL  
KOOPER - MICHIEL BELDER - MIKE KOEL - MILOU VAN LOKVEN - MIRET PELGROM - MOHAMMED DOGHMAN - MUSTAFA KAZANÇ  
NIELS HARTMAN - NIELS VAN ZON - PAIGE ROGGENBUCK - PATRICK BUITING - PATRICK DAVELAAR - PETER ELFRINK - PETER  
ERINKVELD - PETER KRUIT - RACHEL RYSTEDT - RACHEL SWANSEN - RAMON SNELLINK - RASMUS KNOBBE - RICHARD KEUKENS  
ROB HEIJLIGERS - ROB KOSTER - ROB POSTMA - ROBIN CORBA - ROBIN HOOIJER - ROEL WAMELINK - ROGIER VERBRUGGE - ROY  
BROUWER - ROY PETERS - RUBEN VAN DER HORST - RYAN BONTE - SABRINA DROSTEN - SANDER BRAS - SANDRA VAN PUFFELEN  
SARAH KOENEN - SAVIDRATH BY - SELWIN VERVOORT - SHALOUW SOPHY - SHANNON ELS - SIMONE COBER - SJORS KAMPHUIS  
SLADE BAUMANN - SOPHIA KELDERS - STEIJN LEIJZER - TAMARA JONKERS - TAMARA VAN DIJK - TAMARA VAN HUIJSSTEEDEN  
TESSA HULLEGIE - THIJS CRUYSEN - THOMAS KOOL - THOMAS SCHRIJER - TIJS CRUYSEN - TIMO MOES - TOM KAMPS - TOM  
SANDERS - TOM SUIJKERBUIJK - WESLEY VAN SCHAIJK - WILFRED DIJKSMAN - WILLIAM PARR - YARNE SLUIMER - YVONNE GERAATS



# BURO

## A CREATIVE MEDIA MOB



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KEVIN FARRELLY - LARS VAN SUSTEREN - LAURENS DERKS - LEON VAN DEN BERG - LIAN JONKMAN - LINDSAY MORTLAND - LORAINÉ BERGERVOET - LUK SUIJKERBUIJK - MAAIKE VAN DORP - MAGALI DE LA LUZ - MAIK DIEPENBROEK - MAIKEL AWATER - MARCEL DOORNBOS - MARCO VEENENDAAL - MARJOLEIN VERBEEK - MARJOLIYN VENDERBOSCH - MARK BLASHACK - MARK HEKMAN

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**“ EVER TRIED.  
EVER FAILED.  
NO MATTER.  
TRY AGAIN.  
FAIL AGAIN.  
FAIL BETTER. ”**

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*Samuel Beckett*

# Prologue

## B302 CLASSICAL EXAMPLE OF PRACTICAL WORK

*by Dr. Diana de Jong | Member of the Executive Board HAN*

Higher professional education will, during the coming years invest in the quality of education and research. Making intensive contact with the professional practice essential. After all, the value of this concept is relevant because it resembles the environment in which our graduates are going to function as professionals. Quality is a personal opinion, making it subjective 'Quality is in the eye of the beholder'. This means that the context in which a concept is defined is critical for the content.

Listening to current practice is of great importance in facilitating education and research quality. The Hogeschool van Arnhem en Nijmegen (HAN) does this largely through practical research: research on relevant, current social issues. In this way we get to know which skills and what knowledge our students need

to become successful professionals. We take this into account when designing our courses.

B302 is a powerful and successful organizational form that facilitates the interaction between research, education and the professional practice in a contemporary way. Students of the Information Communication Academy (ICA) gain experience with real practical issues. The multidisciplinary questions that students work on come from real clients, making the tasks more interesting to them. Students work in a demand-driven way on issues at the intersection of communication, multimedia, design and IT. They do this in a project-based way and in return for payment. This encourages the involvement of all the parties.



It not only becomes apparent that the concept of B302 appeals to students, lecturers and companies, from the large number of enthusiastic reports that you will read in this book, but also from the fact that B302 has been imitated in United States. Minnesota State University, Mankato (MNSU) is home to B507 since 2014. This offers students at MNSU and the HAN the mutual opportunity to gain experience in an international context. With that, they are even better equipped for a successful start in the labor market.

The HAN is proud of the (critical) successes about which you will read in this book. We wish students, lecturers and companies much success in further developing the legacy of B302.

**Dr. Diana de Jong**

*Member of the Executive Board HAN*



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Acknowledgments

*Welcome*



## B302 IDENTITY

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*B302 is a professional new media consulting agency within the Hogeschool van Arnhem en Nijmegen (HAN) Information and Communication Academy (ICA) that produces high-quality multimedia projects for its customers. Entirely student based, the agency - B302 - operates at the cutting edge of communication, multimedia, design and information technology.*

Job Vogel started the agency in 2005 based on the idea of letting students gain practical experience in their discipline of interest alongside their training. The condition? Being motivated to get the best out of one's self. After their first year, ICA's students can consciously choose a workplace at B302, which operates as a fully independent media agency located in the HAN University for Applied Sciences. For this, the students undergo a selection procedure, concluding in an employment agreement for a year (with the option of extending it three times for one year at most). Once selected they will undergo performance appraisals and assessment interviews and receive a salary (therefore no credits).

At B302, the students subsequently turn their part-time work into entrepreneurship. The agency is formed by its members and is developed and supported by the students, in a professional manner. This finds expression in the projects and at a personal level; students are motivated, involved, enthusiastic and bursting with ideas and energy. They work within the team suited to them: Design, Audio/ Video, Development, Business - or explore along the way. If they find that another discipline suits them better, they can transfer to that team. This also provokes learning.



The composition of the agency changes every semester; through work placement, graduation or following a minor elsewhere, students leave. This causes B302 to be in a forever start up phase, ensuring a pioneering spirit where the business-like continuity is guaranteed for the client: everyone feels like the owner.

### **B302'S UNIQUENESS**

Deadlines are met at B302. Money is earned. Teamwork performed. Personal development plans realized. The material learned is simultaneously applied integrally and multidisciplinary. And better still, students who work at B302 are stimulated to make mistakes: *Ever tried. Ever failed. No matter. Try again. Fail again. Fail better.*

B302 is the safety net where making mistakes is safe, also on the part of the client who conforms to this learning process. However, failing better requires significant effort. Failing the same way is easy, but failing in a better way; that is the challenge you set for yourself. Daring to adjust. It is the best way to learn, and Mobsters (students working at B302) are

frequently more self-assured because they learn to cope with criticism and reviewing. They are capable of defending their own developments or learning from mistakes, while at the same time encouraging creatively innovative, high-minded projects. And the associated lecturers? They have the most motivated and passionate students in their Mobsters; novices who really want to learn their discipline.





# Work & learn

## WORK AND LEARN AT B302

by Peter Schuszler / ICA Education Curriculum Group, professor

Working at B302, in many respects, seems much like working at a 'normal' organization. There is a selection process for a new employee which is by the Mobsters themselves, where Senior lecturer of Media & Concept Development and founder Job Vogel is the supervisor. After being accepted, the new Mobster starts working on one of the agency teams: Design, Audio/Video, Development or Business. As a team member the students cooperate in performing tasks to complete projects for paying clients.

***"Working at B302, in many respects, seems much like working at a 'normal' organization."***

Human resource management at B302 is also comparable to working at a traditional organization; there are three annual interviews with management, two performance appraisals and an

assessment interview with content and consequences comparable to 'real world', including a personal development plan and 360 degrees feedback. Up to now, nothing special.

Is B302 then just a normal company? The answer to that is: no. That already starts with the workplace: a room in the building of the Hogeschool van Arnhem en Nijmegen's (HAN) University of Applied Studies. Furthermore, all colleagues are fellow students at the Informatics and Communication Academy (ICA). There are four educational programs available at the ICA : Business IT & Management (BIM), Communication & Multimedia Design (CMD), Informatics (I) and Technical Informatics (TI).

***"B302 is not a vocational guidance (professional) training path or a form of dual learning."***



The Buro is thus a mixture of these educational programs. The training at the ICA is also largely presented in the form of project education with, preferably, real, external clients. If students work at B302, they are also introduced to project teams and working in the form of projects. That B302 is no normal company also becomes apparent from the thorough screening of the clients, because they have to be willing to actively join and participate in B302's operating methods. In exchange, they will receive motivated students who, together with the entire project team, have only one goal: delivering a high-minded project.

### LEARNING AT B302

B302 is not a vocational guidance (professional) training path or a form of dual learning. What students learn at B302 is based on a self-learning concept. A learning concept can be seen as a method to consciously instil cognitive knowledge and skills (Leraar24.nl, 2011). B302's method was thought out in advance around the drawing board and, up to now, has not been formally described, although it has turned up publicly in

the form of two presentations given by Vogel (2012, 2014). It is a method that has developed organizationally into what currently is and can be described as follows.

B302 opts for an own operating procedure and project methods. A striking component of this is that students are continuously learning from each other. Job Vogel is at the centre of the concept. Vogel organizes, stimulates, enthuses and manages the Buro in various ways, whereby other Buro employees are engaged as much as possible. This happens mainly intuitively, where a good look is taken especially at what a student wants to and can do. With Vogel as the cog in the machine, the special intention here is that students learn how to execute real, concrete assignments from a client and learn from each other.

B302's assignments come to the agency in various ways. They come in via Job's own network, who, prior to becoming a lecturer, worked in a communication practice for many years or they come in via acquisition, especially word-of-mouth

advertising. This is about new business, and certainly not about cheap labor. The former means that the assignment primarily has to concern new media. The latter means that it is not the intention that students 'simply' be deployed as cheap labor. This operating procedure should primarily produce assignments that contain a challenge.

***"It is primarily the intention that students learn to execute real, concrete assignments from a client. In addition, from each other."***

Learning from each other is especially to be found in approaching the assignments. A new project is taken on by a multidisciplinary project team. By combining members from the Business, Audio/Video, Design, and Development teams, the project benefits from a wide range of knowledge and experience. The project team then develops a fixed price offer for the client, which includes clear requirements for the completion of the project. Through this non-traditional process, students learn traditional

corporate values: accountability, responsibility, and collaboration. Creative sessions are a particularly important aspect of the interactive methodology. Projects are structured, where ever possible, to facilitate this philosophy. The client, which the project originates from, is expected to be a part of the process of executing their requirements. Their participation in creative sessions and subsequent presentations is required.

***"The project management tool creates a mutual sense of responsibility to complete the project within the set schedule and budget."***

### PROJECT MANAGEMENT TOOL

B302 uses a project management tool, developed internally from the bottom up. Affectionately called The Intranet, the tool displays all the progress and activities of the teams' efforts on an assignment. From the moment the client comes in for the introductory meeting through various phases of production to the final invoice; customer details, data and every step are visible. Tasks

are described and assigned to team members who check them off as they complete them. Consequently making the tool invaluable when monitoring projects and keeping all team members accountable for the on budget completion of the project.

A private Internal Facebook page complements the efforts of the Intranet as an internal memo distributor where meeting minutes and various announcements can be shared. Mobsters that are tagged or mentioned in the memo are then immediately notified. Project Leaders use these tools in conjunction with meetings to track the progress of projects. The cohesive work of the Internal Facebook page and the Intranet, the overall visibility of team interactions can be seen at multiple levels and times. Full disclosure creates a mutual sense of responsibility with all Mobsters.

**HOW CAN THIS CONCEPT BE CAPTIVATED IN A NUTSHELL?** Regarding the method, B302 seems to contain elements of problem based learning (PBL) but this form of learning

occurs in a completely educational environment, with much attention to teacher guidance and interim and final testing. This is not the case with B302. Students mostly provide the guidance mutually and reviewing consists of whether the client is satisfied and a possible extension of the project contract. If we then still had to go for describing the concept in a nutshell, it could be: learning by doing (LBD).

#### **B302'S PATH**

B302 is based on exchange and sharing: of assignments, experiences and international staff. Students from the United States have been participating B302 since 2012. With the recent inception of B507 at Minnesota State University, Mankato, B302 staff have the opportunity to work and study in the United States. B507 has been established based on the mentality of learning by doing, same as B302. Having the multinational partnership is lifting each company higher. For example, where graphic design in the US is modeled on typography, the 'old-fashioned' trade, Dutch designers work more from a multi-media approach. Special

innovative designs and developments are ensured with cross-pollination among the students and respective education systems. All of this concludes to mutual international cooperation and outsources of (components of) projects.

Partnerships are currently being sought with universities in China, Ireland and South Africa, based on the same underlying complementary idea.







## TESTIMONIALS FROM THE WORK FLOOR

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A professional, paid cooperation between students of B302 and businesses, demands a lot from both parties. The students are motivated to achieve the tasks, even going above and beyond to reach the very best of themselves. They learn to effectively deal with issues such as negotiation, critical feedback, deadlines, (absorbing) setbacks; they stand for their product and their office. The clients of B302 are aware that they are paying less than other creative agencies and thereby fulfill a coaching role; because the work is collaborative, students of the Buro are asking for more guidance, sometimes patience and extensive feedback, without sacrificing the quality of the result.

Of course it is paramount in every assignment both parties contribute quality. Students experience growth, development and direction, sometimes in ways different than they had expected when entering at B302. Clients can expect a strong final product made and delivered with the creative enthusiasm that characterizes the young guns of B302. Sometimes this even resulted in a long-term cooperation (ie: permanent employment).

But who can endorse and affirm this better than the (former) mobsters, organizers and promoters of B302 itself? Exactly! Read the following testimonials and see for yourself.



*I am not finished  
here yet*

## JOB VOGEL

CEO B302 | **Relation to B302?** founder Buro, Creative Media Mob

“

Job Vogel, senior lecturer at the ICA and founder of B302, never thought that he would end up in education. His family roots can actually be found in entrepreneurship. That is why this link was quickly established: During the past 10 years, B302 has grown from eight participating students to 25 with an interim peak of more than 43 students employed. But that amount turned out to be too high, especially because that caused the characteristic family feeling to be lost.

Vogel, who started at ICA as freelance lecturer, was very quickly influenced by the interaction with the students and the fact that he could contribute to their development; to be able to lift them to a higher level, as he says himself. He saw a gap developing between the curriculum offered and the practice. As a result he established the creative media unit that would have clients from outside the

HAN. Since inception, B302 has become a showpiece within the ICA. However, do not be mistaken about the founder's motives, because: "I do not find myself any better than the average student; I can also learn a lot from them." Eager or ego? Time to put some dilemmas to Job Vogel.

### **ARE YOU NOW COACH OR LECTURER?**

"I always get a little frightened by the word 'lecturer'. And 'coach' is not only a container concept, but also a word that I dislike, but the good thing about B302 is that I give the Mobsters all the necessary room to make mistakes and do not just give them instructions. I do ensure that the processes remain on track as arranged and I am responsible for the day-to-day management of the Buro. That comprises of conducting introductory meetings and managing the initial arrangements with the clients,

managing the budgets, supervising the business team, the back office such as invoicing, the legal aspects, contracts with colleagues from the ICA, etcetera. In short, the daily pursuits that I withhold from the Mobsters so that they can concentrate on the assignments. The fact that I now have support in the back office from ICA staff member Tamara van Dijk is awesome. For example, she is going to take responsibility for our quality care, something for which I would not have any time. All of this provides me with more room to provide guidance to the participating students. Therefore, yes, I am more of a coach than a lecturer. For the rest, I would really like to take up my role as art director again; unfortunately there is currently no room or time to do so."

#### **DOES B302 STILL HAVE GROWTH POTENTIAL OR HAS THIS ENDED?**

The Buro has grown enormously over the past few years, with a peak of 43 people. That seemed to be too much and the work fragmented. Moreover, groups started forming within B302 and

the family feeling disappeared into the background. A maximum of 25 Mobsters is therefore a conscious choice; one also now has a better idea of what each one's qualities are.

The growth is to be based on establishing B302 at other locations, such as at the Minnesota State University, Mankato in the USA. There are advanced plans for South Africa as well. This international growth is the most exciting; establishing B507 in America, the adventure that we experienced there... that was fantastic. Naturally, the culture over there is very different, but the look and feel of the students is the same. It was a gripping experience, that my 'baby' also works over there. In addition, there are people who understand it. If it would be successful at other universities in the Netherlands? There were a few parties who came and had a look around and internal attempts were made at the HAN (University of Applied Sciences) but these were not successful. Why not? Mostly because this Communication & Multimedia training is extremely well suited to this, it has a multidisciplinary character.

B302 fits well into this field of study; students understand how to work in a multidisciplinary fashion. It is not only an internet agency. It is designed from within the prior standard technical background, it is also very strong in the conceptual and communication fields. The Buro also prospers due to the terrific education provided within ICA. There is a serious pursuit of project education and after completing a course, students are able to apply, enrich and test the knowledge gained.

The Intranet, developed by the Mobsters, is central to this: it provides an overview of, for example, the clients, budgets, invoicing and assignments for the Mobsters. Besides, it not only helps us with scheduling the work and updating project hours, but also with managing the people, the utilization!

Returning to whether to establish further units, I still think that it requires a different mentality to the average one currently prevailing within higher education. I need someone at the helm who understands it, sees the sense in it and shares the

same passion and entrepreneurial spirit. We could naturally start opening units at other universities by ourselves, but then I suddenly ask myself: What is in it for us? I think nothing. It is really a HAN product. Although I would really like giving other students access.

#### **WHEN DOES ONE CHOOSE FOR GUIDING AND WHEN FOR SELF-RELIANCE?**

Self-reliance is momentary; there are times when one has to intervene. For the rest, it always happens in consultation with the team and the beauty of it is that you can then see the teams are happy with it. I then take over, talk about difficult discussions with a client if the assignments are not proceeding well, but I do keep them informed and explain why certain steps are (should be) taken. The Mobsters learn from that. We expect that the clients also understand this and that they are working in a different social environment. Assignments could take longer, they can go wrong along the way, sometimes components have to be started up again... the process is almost more important than the product.

**WHICH DO YOU VALUE MORE:  
DRIVE OR TALENT?**

One can roughly divide Mobsters into two groups:

Those who are here to learn, have lots of drive and want to perform. They have twelve hours per week available, but do not keep to the hours. These are the real Mobsters, who, for the rest, are in danger of not being able to stop; something also has to be completed at a specific time. Then there are the Mobsters who certainly are quite good at what they are doing, but see it more as “doing a job”. Their idea is: “I develop myself, earn money with that and that’s it.” This attitude sometimes leads to conflict in the teams. Our 360 degree feedback model proves itself during this process; besides the three performance interviews, all the participating students undergo a compulsory (for all HAN employees) Performance and Development interview. Prior to this interview, one needs to ask three Mobsters for feedback and reflect on it. That will ensure that any sting is removed from it. This process also leads to enormous growth in the student self;

it has an effect if they learn what the effects are of their behavior on others and think about it.

Another benefit that applies to both groups the social context, and the family feeling. One often sees that the Mobsters have difficulty in leaving after graduating, because most return at least once and then even more frequently. Our alumni network is then also extensive, one also sees that the young participating students frequently approach the older core, who are frequently in top positions in the creative industry, for stages and graduation projects. At an event such as SpinAwards in Amsterdam, it is wonderful to see how the alumni give attention to the current group, a festival of recognition because “Once a Mobster, always a Mobster.”

Everyone naturally has their own learning objective upon arrival, be it at the professional or social level, and because we work in teams, all these aspects are covered. Therefore, you are assessed on all the points. It is paramount that the studies not suffer, but students also

help each other in this. They carry each other through the course work and that is something additional that B302 has on offer. In addition, I do not hesitate to mobilize my network for the Mobsters when they go searching for work. It has become apparent that Mobsters are taken in well because they have worked. After all, they have the experience of working in teams, reflecting, are able to plan, are familiar with client contact and, more often than not, were project leaders.

My preference for a certain type of Mobster? Those are the outsiders. Those who are looking for and wanting to do something more. These students are not necessarily the best, but are frequently quite eager.

**DO YOU SOMETIMES THINK OF  
LEAVING OR DO YOU WANT  
TO STAY?**

I do not actually know that, I have never been a planner and never have been consciously busy with my own development. That is indeed at odds with my drive to want to develop others. What

I do know is that I find it fantastic to be a lecturer. I was lucky enough to be welcomed at Minnesota State University, Mankato, as an Adjunct Professor for ten weeks to lecture Design Thinking. This opportunity gave me a lot of energy, also from the Buro for that matter.

If you ask me how the Buro can be organized without Job, if I want to let go, then I say: I do not think so... but ten years of Buro taught me that everybody is replaceable! As long as I still have enough challenges, such as now with the entire internationalization, I have not finished yet.

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**MOBSTERS WORK IN  
A DEVELOPMENTAL  
ENVIRONMENT THAT  
SUITS THEM.**

## DENY SMEETS

Director ICA | **Relation B302?** Director ICA – Information and Communication Academy

“

B302 has developed over the last few years into a professional agency that supports itself. The selected set-up and teaching form is unique, students carry the Buro. Core concepts here include motivation, involvement, enthusiasm and energy. Where other (part-time) jobs are frequently more individualistic in nature, in this case, a team of students is established and develop an organization. In the process, the students not only develop professionally, but also at a personal level. It is a good supplement to the classical educational training.

*“Mobsters work in a developmental environment that suits them.”*

When the ICA was established, at that time the Buro invested heavily in development. Now, years later, the benefit is far more than we had expected it would be. It was initially meant to be temporary in nature, but during the process, it

became clear that putting aside a space with multidisciplinary application of the material learned ensures that bond is solidified. An employee is more than an individual at an external workplace, who makes only a limited contribution. Mobsters are students who are working in a developmental environment that suits them. They all have an intrinsic development drive and recognize that in each other; this encourages teamwork.

The hours put in and the circumstances encountered help them to grow into professionals. The following statement might be seen as an exaggeration, but it could be said that the whole educational system should actually be set up like this. It is the ideal form, and also earns money.

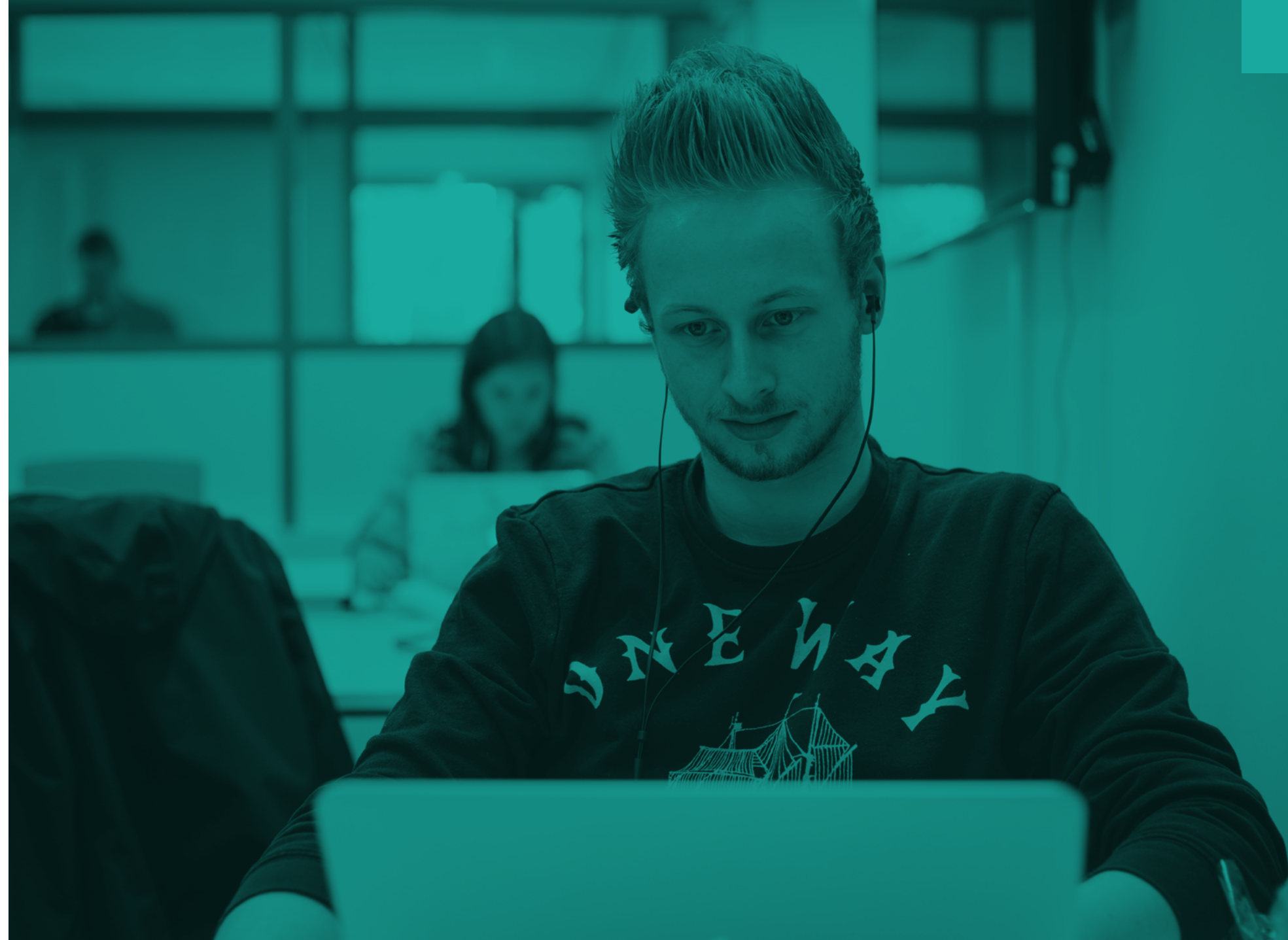
At B302, students learn by falling and getting up again, it is the new way of working, in which they are given the space



to try things out. Job has control over this; it does take place in a structured way. All in all, it is a unique setting for students to gain experience, take responsibility and earn money. Even more important, it is a place to develop skills that they do not yet have. Upon commencing with the study, they frequently do not know this themselves, but at the Buro, these skills are discovered, developed, and find expression.

A B302 (physically) without HAN is unthinkable. The ICA facilitates and offers backup and a guarantee of continuity. For example, think of the development of the internal organizational structure; the invoicing is done via HAN's Finance Department. B302 is in a better shape currently than that present at many other organizations. Moreover, we also want to initiate further developments ourselves, such as internationalization and exchange; the form of the projects is based on the facilitating role of HAN and naturally on the available educational courses being offered.

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**B302 IS A FULLY-FLEDGED  
PLACE OF LEARNING WHERE  
STUDENTS ARE GUIDED  
IN THE EXECUTION OF  
SERIOUS PROJECTS.**

## ERIC HOLTMAN

Director Creative College Utrecht MBO | **Relation B302?** Former Director ICA

“

The Buro had been operational for four years when I arrived at the ICA in 2009. It was still small but with the passage of time the Buro developed more structure, clear objectives were set and it was scaled up within the curriculum. The visibility is also better; that was literally realized by taking the Buro from the top to lower floor in the building. B302 has grown up, it has become a fully-fledged place of learning where students are guided in the execution of serious projects. And I am still proud that I have been able to contribute to that growth.

*“B302 is a fully-fledged place of learning where students are guided in the execution of serious projects.”*

Let me put something first and foremost: I would prefer to construct an entire school that works like this. Students can learn more from each other than we can

achieve with classical learning. I believe in the combination of methodologies. A lecturer can stand in front of a class and try to teach a programming language, or give out an assignment to a group of students. That is how B302 works; and a more ideal learning situation than at the Buro is virtually impossible. Here, students develop much faster than in the case of internally compiled learning projects for the classroom; they learn how to plan, to meet deadlines, to hold consultations, to make decisions, etc. Moreover, it is for real, with real, paying clients for whom the project has to be completed on time. This causes a healthy kind of pressure.

I know that in the meantime B507 has been established at the Minnesota State University, Mankato. During my time at ICA, good contacts were established for exchanging students between there and here, and although we had problems with

visas for the American students, the gap was finally bridged. I have been working at Creative College since 2013, but I would have liked to have participated in the further developments of B302. This development has now, for example, been dependent on a single person, and that makes it vulnerable. It would be better if B302 were more broadly based. Job is certainly doing a fantastic job, has a strong drive, a good vision and has fought hard against the windmills at HAN, but I still think that greater spreading of responsibility will ensure even more support within the organization.

***"It has, in all modesty, developed into a fully-fledged agency."***

The challenge facing B302, as it has been from the start, is not to become too big; it should remain a learning situation, and not become a commercial enterprise. A lot has therefore been invested in the Buro; it need not be profitable, but should be able to cover the costs. That has ensured - and still ensures - that serious projects are undertaken. If there is too much money involved, the pressure

on the part of the client would only increase and the learning aspect for students would be endangered.

The Buro has been successful in this regard; it runs interesting projects, both small ones and a few larger ones. In short, it has developed - in all modesty and scale - into a fully-fledged Buro.

”





## I WAS REALLY THROWN IN THE DEEP END.

# TOM SUIJKERBUIJK

Student Informatica CMD | **Relation to B302?** Former Mobster, and Development team leader at B507 at Minnesota State University - Mankato (USA)

“

At B302, I was really thrown in at the deep end. I suddenly had to start with the unfamiliar (to me) CakePHP, the framework that the Buro used for constructing new websites at the time. It was not always easy but, in retrospect, I learned an enormous amount from the experience. It was, I think, the right way to really learn these skills. After a selection process with Job in 2012, I was selected for the Development-team and entered this new experience totally without expectations. I consciously decided to take everything as it came my way.

*“I was really thrown in the deep end.”*

I find the way in which Job works really fine; he is always dead honest and says what he thinks, and for my part, I can totally agree with that. If you show your

face, work hard and are honest if you have failed at something, you will eventually be rewarded for your hard work. He does not always show it immediately, but Job will certainly be aware of it when you do good work.

Working at the Buro has certainly exceeded my expectations; I had never expected that the Buro would take up such a large part of my life and studies. I have developed personally and professionally, not least of all thanks to my present internship as IT team leader with B507 in America. Nothing of the sort would have happened if I had not entered the Buro in 2012. At the time, they were looking for web-developers, and my lecturer Karel de Heer drew my attention to that. During the first year, I was therefore junior CakePHP programmer, and subsequently I have always worked as an IT team leader. After completing my internship, I only have



to finish my studies and graduate, and would then really like to become an IT manager, preferably with a multinational like KLM. My time at the Buro has brought me to this insight. It is also a fact that my ambitions have only continued to grow even more here; I have therefore also decided to take a minor degree in the Effective Leadership for Managers program, to develop my leadership even further.

*“The ideal balance between work and leisure.”*

As a top sportsman – I play for JVC Cuijk in the selection football – I have experienced that it was not always easy to combine study and sport. It was pleasant to realize that my colleagues at the Buro understood this and were always there to assist me. Schooling has always taken priority, that is one of the most important main rules at B302, but the support from other students, whenever you found yourself going through a rough patch, was overwhelming to me. Besides, most of them have also become good friends over the years. In the end, it is

clearly all about finding your equilibrium, a good balance between work and leisure, which is quite possible, if you ask me – and the Buro provides you with all the space you need for that.

”



## THE BURO HELPED ME MAINTAIN MY STUDIES.

# KATRIEN KOETZIER

*Online and social media marketer SKB hospital Winterswijk |*

*Relation to B302? former Mobster*

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During the three years that I worked at the Buro, I had various positions: project manager, communication advisor and supporting roles in guiding Mobsters themselves, and in performing the invoicing and the contracts of the Mobsters. Apart from this, I helped to generate exposure for B302 via various communication channels, such as the website. In short, I gained an enormous amount of practical experience, which ensured that during my first, and current, position, I knew how to deal with clients and knew how things worked on the work floor.

However, the most valuable thing, to me, was the personal development that I experienced as a Mobster. In particular, this concerned my own expectations: what do you accept responsibility for, which attitude do you assume and how do you ensure that the client receives what he wants. I had high expectations,

often too high, which meant that I found project management a big problem. The balance between working with students and working with real clients was difficult for me. As a Mobster, you are busy in a real job, with clients who pay for the products, so it is not just another thing you need to do. Job taught me that everyone has different expectations, that everyone's standard is different, and that you need to adjust things yourself as you go along. The most significant thing for me was that I had to learn to adopt a different attitude: for example, to refrain from immediately putting everything on the table when meeting with a client, but instead to allow the other party to also make contributions. All in all, it was very informative, and to be honest, I am still taking part in this learning process.

*"The Buro helped me maintain my studies."*

The challenge of working at the Buro was huge, and even more – the Buro helped me to persevere in completing my studies. Sometimes it was difficult to remember that university assignments needed to be done first, but at some stage the roles were reversed for me: I could do my studies in addition to my job. I worked at B302 for three years, and would not have missed this for anything.

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## COOPERATION AND FREEDOM ARE B302'S CORNERSTONES.

## BJORN POST

Interaction designer at Vals Plat | **Relation to B302?** Former Mobster

“

At Vals Plat we investigate the user-friendliness of online applications in order to understand the behavior of people on the internet. We only have one goal: the perfect user experience. For example, for Zilveren Kruis: they are currently creating their own website for their upcoming health care campaign. Vals Plat supports the various scrum teams by collecting user reports and then providing the interaction design. I am involved in those projects as lead interaction designer, and am guiding the product owner in determining the course of the project.

*“It is nice that I, as a student, have learned to delegate, learned to teach people to take responsibility for their tasks and to challenge colleagues on performance.”*

I completed my studies in digital communication at ICA. Whereas my studies

focused more on communication, at B302 I learned to put my knowledge of programming into practice. That was my hobby, and even though I am no longer doing this on a professional basis, I am still profiting from it in my present work; I know during the design phase how things must be built and where the limitations are. My strength lies in the visualization of ideas; I make concepts concrete, and translate them to the screen. Apart from the experience in programming, I gained even more experience from the Buro that formed a great foundation for the next step to a career. At the Buro, I was promoted to account manager, and was involved in general management for some time. Through this experience I learned to delegate, to help people be responsible for their tasks, and I also learned to address colleagues about their performance. It is great to be able to develop these qualities, as a student.

As one of the first Mobsters, I was able to contribute to the professionalization process that has given rise to the more structured operation of the Buro. Where Job in the first instance had placed people together in one room – we were only six Mobsters at that time – it became clear, at a certain moment that this no longer worked. Growth, also in terms of clients, ensured that matters had to be properly recorded and that people had to take responsibility for their tasks.

***“Cooperation and freedom are B302’s cornerstones.”***

This, among other things, resulted in the decision to introduce working in teams. Job gave us all the freedom and trust to implement this change, and this became the core process of B302: there is room for individual ideas and at the same time, you do not need to do all of it alone.

Mobster use each other’s qualities to raise the bar, in every project. They not only trust each other to share the responsibility, but they also trust each other to make sure that the job is done properly. And, most importantly, we laughed a lot: work hard, play hard.

The fact that the personnel at the Buro changes every three years, is a shortcoming. This makes it difficult to keep the knowledge and experience on the inside. But on the other hand, this is the identity of the Buro. It requires a lot of initiative from the students.

Collaboration and freedom are the pillars of B302, and it is great that, in spite of all the changes and growth phases that the Buro has experienced, it is still standing firm. This is certainly due to the merits of Job’s endeavors.

”



**AT B302 WE WORK  
TOGETHER AS A TEAM AND  
WE ARE A GREAT TEAM.**

## JAN BECKING

*Freelance Designer / Relation to B302? Former Mobster*

“

I have visibly grown and I am proud of that. I am more relaxed and feel more experienced. At some stage, Job gave me a kick in the butt and I took up the challenge.

*“B302 taught me to handle feedback and criticism better.”*

When dealing with clients and colleagues I took more responsibility for what I did. I used to find this very difficult. It ensures that I am more relaxed when working and that I handle feedback and criticism better. I was a designer at B302 and used to develop what I personally liked. In the meanwhile I learned that criticism is not always negative, but that it improves the quality. For a designer, this is very difficult to deal with. My designs have also become more user-oriented and I want everyone to like them. Before I used to think that I could create nicer products on my own than in a team, but

now I realize that collaboration improves quality.

Thankfully I learned that here, or else I could have encountered trouble in the future. I also realize that this creates an advantage when I start looking for a job.

In addition to my studies and work at the Buro, I was a top athlete. At first this was difficult to combine, but I managed to set up clear schedules: work, training for rowing competitions and studying. That worked. I am also proud of that. In addition to this, I used to work as a freelance designer, but I no longer do this.

*“At B302 we work together as a team and we are a great team.”*

At B302 we work in teams and we are one big team. Here, we are all cut from the same piece of cloth and this can be seen

in the good collaboration. Sometimes I find that students who do not work at the Buro look at us differently, in a negative sense. I try to deal with this and to invalidate this, because I do not feel different.

In the meanwhile I feel more experienced and I enjoy guiding new Mobsters when they make the same mistakes I made.

”





**I HAVE LEARNED A  
BIZARRELY HUGE AMOUNT  
AT B302**

**PATRICK DAVELAAR**

*Co-owner and entrepreneur at #hekje | Relation to B302? Former Mobster*

“

I was a Mobster from the very start. When B302 was founded within the ICA, it had to fight hard for its right to exist. Now, ten years later, it is nice to see that it is supported 100%. Where Job was first allocated 200 hours for managing the office, it is currently a year round task at 700 hours. However, this indicates trust and faith in Job's vision, and rightly so.

It was the coolest part-time job I had; I learned a crazy amount from B302. You are thrown completely in at the deep end, with the clients and with your team. It is different from the assignments you have to complete as a student during your study; here you have to present the result to clients, who are paying you for it. It is a training company, but still a real company. You may change and control it according to your initiative, but the clients expect it to lead to so much more. In that sense you need

to know a lot, but you will have many opportunities for further development. All of this gave me lots of confidence. #hekje resulted from this, which I started immediately after the training.

***“I have learned a bizarrely huge amount at B302.”***

Our company offers clients a variety of options to convey the message with video, event registration, post production, special effects, 3D animation and motion graphics. The idea for #hekje was formed in 2009 during the minor Digital Medium Production and was launched in 2010. The projects are continuously becoming bigger and more interesting, the results always improving. We do not consciously work on marketing and acquisition, although this is becoming important. In this regard I have some criticism directed at the Buro; it would be a good idea to give more attention to this.





Not that I missed it a lot, but it would have been useful. I understand now that there is a business team at the Buro, so this is a good development.

The Buro felt like your own company, which is not much different from our company. There, I learned to make errors and what it is like to be responsible for matters such as client contact, deadlines and contracts. This was valuable for my own entrepreneurial skills. This is then also what I want to pass onto students: if you have any room in your head and in your schedule, go and work at B302. It is a good supplement to your study and a valuable experience.

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**THE BENEFIT CAN BE FOUND  
IN THE PERSONAL CONTACT  
WITH THE CLIENT.**

## HEIKO HARTSUIJKER

*Communication Advisor - social media policy at Defense | **Relation to B302?** Former Mobster*

“

If you give a client added value, namely purely applicable advice, they will come back to you with new projects. I am convinced of this. The added value lies in a good analysis of the client's needs, visualizing that idea is very valuable. This means that you go further than just presenting the figures; you assume the role of advisor and focus on personal contact. That is the most important thing I learned from B302, when my team and I received an assignment from Tafelonline to optimize their web shop. By not only sending reports, but by also making these more understandable and by explaining it personally, we could give focused advice and help to develop a more effective web shop.

My interest in data analysis led to the foundation of a digital communication team at the Buro. Products within this framework include the formulation of an online communication plan, website

analysis, optimization of reports and creative sessions. The rise in social media made this team necessary and Robin Hooijer and I created a web service. We had room for this and since we were also involved in recruiting clients, it was very informative. An important learning moment in this was the report that we compiled for an accountant that was in the end not used for anything. Why not? Because the client did not appoint a person who was responsible for this. We thus applied this lesson to subsequent projects.

*“The benefit can be found in the personal contact with the client.”*

During the application process I realized that I was not the only applicant; the industry thus set very high standards. It lasted longer than I thought it would before I obtained the correct position. This was very informative and I realized



that it was better to search together, for example, with other Mobsters. Wonderful friendships were formed at the Buro; Mobsters support one another, are each other's sounding boards and give feedback. In that sense, working at B302 is an important foundation of your social life and your network.

*"Your clients and your fellow Mobsters are important for your future network."*

This is what I want to give the current and future generations' Mobsters: your fellow Mobsters and your clients are your safety nets. If I had known this earlier, I would have approached things differently and I would have maintained contacts better.

This is why I grabbed the alumni project at the ICA after completing my studies with both hands: a network like that is essential. I think temporary positions and online vacancy sites are just about dead now, you will only find the position that suits you via direct contacts - your network.

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**WITH B302, I LEARN TO  
DELEGATE MATTERS,  
TO TRANSFER THE  
RESPONSIBILITY TO  
OTHERS.**

## NIELS HARTMAN

*Freelancer at KLM | Relation to B302? Former Mobster*

“

At KLM I landed from the one family to the next. I responded to a vacancy at Passenger Services, with more than 500 other applicants. My extensive work experience while studying, among others at B302 certainly contributed to the fact that I went to work as a freelancer at KLM. Particularly the international experience I gained in the US when we opened the office there was the final deciding factor. When I completed my studies, arrangements were made with KLM for future collaboration. The deciding factor was that I honestly and openly communicated about my study completion process. I carefully kept them up to date, also about setbacks or extensions and they appreciated this. This was something I learned at the office: even when things are going wrong, it's best to be honest about it. That inspires trust.

I grew with the Buro as it expanded from seven to forty employees. Working with

more people meant bigger projects and better communication. For some time I was the Development team leader and I learned to delegate, to shift the responsibility to others. I had the tendency of wanting to do everything by myself, but daring to delegate was my biggest lesson here. My minor in Training and Coaching in Organizations was in that regard a valuable addition. This way, everything fell into place for me.

*“With B302, I learn to delegate matters, to transfer the responsibility to others.”*

The Staalplein.nl project was the most valuable one for me at B302. Concerning customers, the most satisfied customers were those who produced no or few irritating surprises. This was also thanks to regular consultations and good contact; these were requirements that I would also have demanded as a client.



At the same time, this is also the biggest challenge for the Buro, since it continuously meant a new start up thanks to the regular inflow of new additions. Good consultation and communication guarantees (reports) are critical success factors. I also notice this in my current position of Building, maintaining and supporting management information reports at KLM.

My experience at the Buro shaped me into the person I currently am; by falling down and getting back up again, I stay true to myself during setbacks or when something appears to come to a halt. Then it's about succeeding in grabbing your chances, and I succeed.

”



**INSTEAD OF BEING  
DIRECTED, THE DIRECTION  
OF THE SOLUTION IS  
DETERMINED BY THE  
STUDENTS THEMSELVES.  
VERY EDUCATIONAL.**

## ROBIN HOOIJER & ANNE COPPENS

*REshape & Innovation Center van RadboudUMC in conversation with Anne Coppens, lecturer at  
Informatie Communicatie Academie (ICA) | **Relation to B302?** Former Mobster*

“

### ROBIN

Where school gives you clear boundaries for your assignment, which you must strictly comply with (otherwise your assignment may even be rejected), you have more opportunity to question the client's needs at the office. This is the search for the underlying question to reach the most suitable solution. Instead of being controlled, the solution direction is determined by the students. Very informative. In addition to this, B302 taught me to deal with chaos, pressure and stress. This is very useful in my current career. When I am now confronted with this, I think to myself: I know how to deal with this. All of this allows you the opportunity to experience various scenarios: learn and apply.

### ANNE

The added value of working at the Buro is the practical experience I gained: how a company operates, how to deal with projects and clients. In short: practical experience. I had mainly a management function at B302, I immediately after completing my studies, was asked to come back to help manage the office.

***“Instead of being directed,  
the direction of the solution  
is determined by the students  
themselves. Very educational.”***

My work at the office definitely helped to secure my career at the ICA, not least because the internal lines were short when a vacancy occurred.

I presented communication lectures within Communication & Multimedia Design (CMD) to first year students and also lectured the subject media questions, within which I studied with students the influence of the internet on society. When I started, I learned how communication lines work within an organization and gained insight the way of working. That is what every student learns at B302.

#### **ROBIN**

When I worked at B302, team work was initiated. Through this, former Mobster Heiko Hartsuijker and I formed the digital communication team, which is currently called the business team. Working in teams brought more peace; we work more within frameworks and are thus able to set the boundaries.

#### **ANNE**

When I heard about this, I honestly had my doubts, I thought learning multiple disciplines would not lead to anything good. That students were forced in one direction and that they would no longer have the option to look each other in the eye.

#### **ROBIN**

It is a lovely way to discover your qualities. In addition to this is the option to move on to another discipline, if you do not feel comfortable. This then also happened when I sat there: a student who specifically chose a field of expertise slowly learned that he/she was not in the right place and moved on to another team.

#### **ANNE**

The Buro's original name was: Talent Office. It concerned talent development. I must honestly say that I am not sure if I would have applied if I knew I had to work in a team. I understand that specific knowledge is required for the application, but I did not have it.

However, I can see that the Buro runs better as a company due to this: it is better organized, the processes are more streamlined and more professional. The Buro has expanded, thus teams and clear frameworks were necessary. Errors made now have less influence on the entire organisation, it only influences the project. I also noticed that ad hoc work does not work.

#### **ROBIN**

All of this also contributed to a shift in the image of B302 within the ICA. It became more accessible and has a less eh ... elitist feeling. What has remained is that every student is once again a pioneer. If you feel at some point that something is good: you will spend time on it and will want to continue with it. But that is also good.

#### **ANNE**

It is nice that students now also have the opportunity to gain international experience, through collaboration with US, Chinese and South African universities. This was what I wanted during my time in the Buro...



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**AT THE BURO, I AM, IN A  
POSITIVE WAY, FORCED TO  
TAKE RESPONSIBILITY FOR  
MY OWN ACTIONS.**

## BRIEL HENDRICKSEN

*Sales Development Representative at SPS Commerce | **Relation to B302?** Minnesota State  
University - Mankato, former exchange Mobster*

“

In the meanwhile I have returned to the US, my six months have passed. During my period at B302, I followed the CRIA (Create a Rich Internet Application) course, but unfortunately it did not count for my graduation. Luckily I do not need these study points, since I finished my studies in the US. At home I completed my studies and I am planning to move to California to look for a career in Sales. The US branch of the Buro has in the meanwhile been opened at my university,

At B302 I worked as part of the business team. To me it was a nice way to start learning to work independently. Where I would probably have been helped more in the US, I was forced in a positive way at the office to take responsibility for myself and my own actions. I was responsible for forming teams and client contact, to set up and coordinate the collaboration and I was successful in this.

***“At the Buro, I am, in a positive way, forced to take responsibility for my own actions.”***

However, sometimes it was a challenge to properly translate the client's needs to my colleagues who worked, for example, in design. The language barrier also played a role in this. Design often concerns a feeling and sometimes it was difficult to interpret and explain it. Sometimes this led to a delay in the process. Good communication and translation were then also some of my biggest challenges; the question whether I truly understood it. I got to know myself better in this context and I can now say that I am able to: take on a proactive role and take leadership. At first this was terrible, but eventually I realized that I was not dependent on others for this. Job certainly helped me with this.



Even though he was very difficult to understand at first and I sometimes felt intimidated by him, I can now say that he contributed to my growth. He does not care about the number of errors you make, if he sees that you learn from it, he is satisfied. That is good and leads to trust.

I had moments when a client rejected a proposal and I found it very difficult to tell Job about it. He then only asked: What did you learn from this? That's great! I also learned to be patient because sometimes a lot more needed to be discussed in Dutch.

Dutch people explain things to one another in more detail than we do. Honesty is the most precious thing in the Netherlands. Even though I do not yet have any work experience in my own country, all of this will help me in my search for a job. I really enjoyed it there but I also looked forward to my return. Not least of all because I shared a student residence with three other students and 35 young men; it would be really nice to take off my slippers when I take a shower...

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**AT THE BURO, YOU LEARN  
TO WORK ON YOUR STRONG  
AND WEAK POINTS AND TO  
PUT THEM INTO WORDS.**

## ANOUK LIEBERS

Entrepreneur | **Relation to B302?** Former Mobster

“

Before I worked at the Buro, I always thought that communication was easy. Here I realized that this has not been easy for a while. How? By collaborating with colleagues in teams. I did not expect it to be so important, if not the most important thing; it serves to improve the quality and reinforcement internally.

I preferred inviting a client here to the Buro, to show him/her who we are. The atmosphere is good and comfortable. At B302 I was responsible, within the business team, for the composition of the teams; I searched for the right people for the assignments. This made me a very important person in the office, an extremely nice role. I knew I had a positive vibe, but not to that extent. However, I had to make sure that I didn't take everything onto my own shoulders, because that would cause too much work pressure. And in the end, we have teams for this. Delegating work was

an important learning aspect for me. This is in any case the nice thing about working at the Buro: you learn to work on your strong points and weak points and to express these in words. I can also developed other qualities here, such as reflection on team members and coaching skills. This also connects nicely to my training. B302 is indeed a true learning work site.

*“At the Buro, you learn to work on your strong and weak points and to put them into words.”*

Job's approach works. The learning experience ensures that sometimes you go down, but then he states that this is also good. At the same time, he gives us feedback about what he learns from us and this is very rare to hear from a manager. All and all I want to continue working here throughout my studies and develop further, also in the

field of generating advisory reports, for example within social media. It is nice how everyone here has the opportunity to develop other skills, such as certain Development team members on a social level. Actually, every study program needs a B302. Maybe not everyone at this office, but more studies need to develop this.

***“Everyone actually needs B302 education.”***

The only things such a Buro requires is an ambitious manager and ambitious students with a heap of passion. But you must really want it.

**”**





**THE EMPLOYEES DEFINE THE  
BURO; THEY DETERMINE  
GROWTH, QUALITY AND  
ENTHUSIASM.**

## MATT VAN VOORST

Student CMD at the ICA | **Relation to B302?** Current Mobster

“

The fact that I earn money here is actually of no importance. I grow and develop at B302, which is good experience for when I want to make a start in the work arena. This is why I only declare the hours that I actually make progress. This results in 20 hours per week. Further, it is also a very nice place to be, I live close by and I often stay in the office rather than go home. The Buro is cozy and inspiring. In addition to this, it is the nicest area of this not so nice building. This aesthetic part of the HAN stimulates me.

People like to come here, also because Job takes good care of us. You are not only an employee, but also a colleague and friend. You are allowed to make errors and there is room for personal problems. The Buro is defined by the employees: they determine growth, quality and enthusiasm. B302 runs more smoothly because there is a clear demarcation

by the teams, more coding and a limit on the number of hours to be declared: everyone works the same hours. It gives another type of freedom and enhances the atmosphere and quality.

*“The employees define the Buro; they determine growth, quality and enthusiasm.”*

During my time here, I have grown into my role as team leader. I used to be very cocky and this led to reverse growth: I am more open to criticism now and I find pleasure in team work. With regard to this, Job also looks for people who have the potential to grow and develop. My ambition concerned front end development but I wanted more there ... Job thus steered me in the direction of a managerial role and that is very stressful. I must still discover what I like most and what I am good in.

*“I was placed in a managerial role and that was exciting to say the least.”*

The space and monitoring I receive here is great. In this regard, Job is an interesting person. We may go to South Africa, students are allowed to go to the Media Future Week ... he does not do anything for personal gain. The students love to be around him; he ensures a true family feeling. And it's not for nothing that this atmosphere helps create 'Buro-couples'.

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**IF YOU HAD PREVIOUSLY  
TOLD ME THAT I WOULD  
LEAD PROJECTS, I WOULD  
NOT HAVE BELIEVED IT.**

## JOEY VAN BOXEL

*Designer and Operational Manager at Wazzurb | Relation to B302? Former Mobster*

“

I moved to the US to help set up B507. We already went there before with a team to present workshops and some students came here, to the Netherlands. We have come here especially to help the people to start up and operate the Buro. In addition to this, the identity of the Buro within the university must be developed. All in all you could say that I was a sort of Job in the US and that will be a nice challenge, because this lies beyond my skills.

*“If you had previously told me that I would lead projects, I would not have believed it.”*

I completed my studies but I continued to work at the Buro with running projects and to start B507 in the United States. When I returned from America, it had been exactly four years that I had been a mobster. I am also an independent multimedia designer, of concept development to

digital production. I have been doing this since the age of thirteen. During my studies I missed lots of challenges, I knew too much of the theory and as such, I enjoyed B302. This also gave me the opportunity to work outside my comfort zone. I was a very quiet young man, but at the Buro, I was in charge of projects. If you told me this before, I would not have believed it. On a personal level, this was the biggest change and challenge. The nice thing is that I will also do this for new Mobsters: help them to step out of their comfort zone and to guide them in this. The friendships created here, the personal link that you have with other office workers contribute to this. You are thrown in at the deep end, but there is a safety net.

In the US, the challenge lies in bringing over our work ethics and culture. For example, there they work in a very structured manner, here we have more freedom, but



it's your own responsibility. I trust that we will be able to create a connection between ICT and communication. They do not know about overlapping.

***"A more relaxed atmosphere and openness benefit creativity."***

When we presented the workshops there, we noticed that the students were very isolated and only wanted to continue working in their own fields. After one day we noticed that they became more relaxed and that they opened up more. A more relaxed atmosphere and openness has a good influence on creativity. It would be very nice if we could create this there.

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IN THE SUBMISSIONS OF  
B302, YOU CAN SEE THE  
CONNECTIONS WITH THE  
PRACTICE.

## HENNIE VAN VELZEN

*Board member and founder SpinAwards / **Relation B302?** For the last few years, B302 has submitted a number of projects for the category Young Talents of the SpinAwards*

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The SpinAwards are professional awards for creativity in digital media. The prizes are awarded to Dutch and Belgian contributors. The SpinAwards have been in existence since 1998 and are organized by the independent SpinAwards Foundation, which is dedicated to the stimulation of creativity and efficiency in digital media. There is a special category for Young Talents, which aims to create a podium for young talent. Young people, mostly students, can send in their own work and/or work they have produced at school or during their practical training.

The projects we receive for this category are well produced, but frequently miss an alignment with practical application. This alignment is, however indeed discernible in the submissions received from B302, and especially during the last few years the quality of the Buro submissions has increased. Important aspects such as

pioneering, open-mindedness, fresh ideas, new ideas and creativity were extremely well realized by the Buro. The fact that the quality has improved can also be ascribed to the positive developments within the Buro. We see that B302's clients want to invest in developing the quality and the students, that they have confidence in the Buro and are willing to hand over the project to the Buro team. It is therefore not surprising that submissions from B302 have been nominated multiple times for the Young Talent award.

***“In the submissions of B302, you can see the connections with the practice.”***

Our mission is that we want to assist in developing and improving the profession. The objective of the SpinAwards Foundation is 'To stimulate creativity in digital media'.



An improved version of a product is not only nice to look at or to use, but it also leads to more success for the agencies and clients. This stimulation occurs, among other means, through the presentation of the awards, in the hope that people will be inspired by that.

*“B302 lets students work in a agency environment instead of at the client.”*

A component such as Young Talent creates a competitive character among students at the educational level, and they need that. They learn from that. The participating students actually do not have to worry about obtaining a position for practical training position or a job placement, the industry is eager to hire them, so things turn out well for them. B302 has also capitalized on this trend. They took the initiative to let students work and learn in an agency setting instead of with a client, as most of the students actually do.

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**WE EXPERIENCE THAT  
TRAINEES AT B302 ARE  
TREMENDOUSLY EAGER TO  
AIM HIGH.**

## KEVIN FAVIER

*Digital director at Doorrood persuasive agency /*

**Relation to B302?** *Obtains interns from/uia B302*

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Doorrood develops communication concepts and resources to help trademarks develop into truly important, well-known trademarks, or in other words: trademarks that influence people's thoughts and actions. They set the standard high: employees, and therefore interns, as well, must also have a true passion and ambition, and must show their drive. Mobsters easily fit into this vision; each and every one of them is a student who wants more than just gaining work experience. They want to be involved in the thought process, contribute ideas, and truly learn. Generally, Mobsters end their internships here with very high marks.

A few times a year Job puts forward candidates from the Buro for our internships, and it is almost always a match. He thinks the same way we do. He is critical, just as we are, and at the same time he also gives students the opportunity to

grow and learn, and when necessary, to make mistakes, even more than once. I see it as part of Doorrood's task that we are there to help students to grow, and I cannot do this half-heartedly. The program that I put them through consists of various ways of delivering positive criticism: they learn to make presentations and to brainstorm, they receive feedback, and we regularly evaluate the way that they are functioning. We also teach them theory about various methods that we use in our work, from Dieter Rams' design principles to the Fogg behavior model. The guidance takes some time, but this is the only way that we, as an employer, can truly provide added value.

I therefore want someone who is truly interested, who will really put his or her whole heart into their work.

They will have the opportunity to be involved in a pitch, carry out shadow assignments, and participate in brainstorming sessions and especially: they will be involved in the critical thinking process. And if an intern does it well, they could come and work for us, as has already happened with one of the interns. Another intern tested a scientific theory that we use to evaluate the trademark strategy and branding for clients, and provided us with valuable recommendations based on the results of the tests. As persuasive agency we feel that it is important that we continuously criticize and improve ourselves. But we also consider it important to stimulate the further development of the vision of Doorrood Persuasive Agency through our interns.

***“We experience that trainees at B302 are tremendously eager to aim high.”***

It is nice to experience that interns who have come to work with us for a while have are usually extremely eager to set the benchmark as high as possible. And then we thus see a difference between other interns and interns from B302; the Mobsters have the passion and the ambition, they are used to working in teams, and are able to prioritize the needs of the client. All these characteristics are important in the creative sector. Within this sector, there is no room for soloists; co-creation is the most important thing.

Job ensures that Mobsters utilize these qualities, and that they become more relaxed. His influence on the students is truly fantastic. B302 is a great initiative, and it gives us a great deal of satisfaction to be part of that process.

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**STUDENTS CAN APPLY THEIR  
THEORETICAL KNOWLEDGE  
BY PUTTING IT INTO  
PRACTICE.**

## CINDY VERMEULEN

*Lecturer in motion graphics, coordinator of the content design selection /*

*Relation to B302? Buro Advisor and client*

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B302 fits into my vision: being involved with putting skills into practice. The advantage of the Buro is that students can apply their theoretical knowledge by putting it into practice. In day to day practice, there is less time for all the paperwork that we require from a student in an educational situation. The Buro works with real clients, thus 'context, analysis and target group' are naturally applied. Mobsters are more practically orientated and that is also what a polytechnic university is all about.

*“Students can apply their theoretical knowledge by putting it into practice”*

Lots of hobbyists and enthusiasts are active within my field of expertise: design for moving images (video, animation, interactive videos). The real art, also in education, is to excel, to truly stand

out in your field. In this regard, Job is a good coordinator: he likes to achieve the highest level and to deliver professionals. I also think it's fantastic that the Buro has distinguished itself at the Spin Awards in Amsterdam. The benchmark for submissions is very high, definitely not the standard that you would expect from students. It is sad that they did not win a prize, but I trust that it will happen sometime. In any case, this participation certainly gave the Buro an enormous boost. At the same time it was an excellent bridge from Arnhem to the West: the Buro showed that we could produce equally beautiful things here in the eastern part of the country. It is obviously nonsense that innovation is only taking place in the large western urban centers.



Regardless of my enthusiasm about B302, my experience as a client has not always been positive. The quality of the audio/video products is not (yet) consistent. A report of an event completed last year was something that I could no longer use. In that case I probably ought to have provided more guidance. Perhaps this is a signal for something I still need to work on in the future. At the same time, I think that the responsibility of students could be more self-regulating, and that they could evaluate one another more often. I did however notice that the Buro has grown in this regard during the past two years. It functions as a family, where students learn to work together, to schedule and organize; it is a nice, if not the best, way to earn money.

*“Mobsters really want to learn a trade, they are passionate.”*

This also causes separation; Mobsters truly want to learn a profession, they are passionate. That is a totally different motivation and mentality than that of most other students. For lecturers, these are thus the very best and most enjoyable students to have in a class: ones that are dedicated to learning a profession. They are also more self-assured, because they learn how to deal with criticism and assessment. They are able to defend their own developments or learn through their faults. And, also not insignificantly, they are able to deal with various types of clients. In short, these are experiences that they will continue to profit from, during the rest of their working life.

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**AT B302 STUDENTS  
EXPERIENCE THE  
PROFESSIONAL PRACTICE  
AT AN EARLIER STAGE AND  
THAT IS REALLY GOOD.**

## MIKE MENIJN

*Audio/Video professor, content design and representative CMD in OCG |*

*Relation to B302? Client*

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Mobsters are more independent, more enterprising and idiosyncratic than other students. I can see this in the assignments they hand in. For instance, you notice that Mobsters are better able to take independent decisions. They are better able to substantiate the choices they make. This especially applies to the experienced Mobsters, who learn these skills at B302 from the very beginning, because they are working with actual clients. That is definitely a plus point. One of the disadvantages of Mobsters is that there is a little bit of friction during the semester, because they have different priorities. For example, they would rather choose to complete a Buro assignment rather than something from the usual study curriculum. This often leads to a need for a repeat assignment or re-examination, which is troublesome, although I usually point this out, in advance. The fact that they then still choose

the Buro assignment is evidence of their own stubbornness or individuality – their determination to follow their own choice. For that matter, I don't really experience this as a major problem.

*“At B302 students experience the professional practice at an earlier stage and that is really good.”*

Generally, students are only introduced to practical work at the end of the second year, or the beginning of the third year. At that time you see that the reality of it settles in for the first time, when they begin to experience how everything works in practice. At the Buro, students already experience practical work at an earlier stage during the training, and that is good. Here, students have the opportunity to make their own mistakes, which usually happens more than once. In the real labor market this could possibly happen once,

but then it would be all over. Mobsters will already have experienced this. I've seen the Buro grow during the past years; in particular, the international exchange was introduced and given publicity. Personally I went along with Job twice, including a trip to America, where Job mainly looked at how the students presented themselves at the workshops. At the same time, I could compare the CMD curriculum and mold it according to an international collaboration. Students from America came to the HAN to follow CMD semesters and to work at the Buro. This is a nice construction, which has in the meanwhile also been implemented at Minnesota State University, Mankato with B507.

It is good thing that the Buro's clients want to invest in the students, as this demands extra time and feedback. In my courses, I work with fictional clients (theory section) or clients who knew that the final product cannot be guaranteed (practical section). At B302 it is more professional; it is a growing organization that is registered with the ICA. This is something that Job has worked very hard

to achieve. However, it is my experience that with respect to internal opinions about the value of B302, the reactions here are mixed ones, but in my opinion, this can mainly be attributed to the fact that it is relatively unknown. It is, of course, also separate from the training curriculum; there is no connection, but then again, in a way there is a link, after all. The ICA is responsible for practical orientated teaching and the Buro involves the practical aspects in real-time. And it works. I am therefore not too concerned about the tension between the benefits for the students who work on Buro projects and the fact that this is sometimes at the expense of the course assignments. After all, it concerns a selected group of students.

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**MOBSTERS PUSH EACH  
OTHER WHEN IT COMES TO  
PROFESSIONAL QUALITY  
WHICH CAN BE SEEN IN THE  
FINAL RESULTS.**

## RENÉ BAKKER

*Lector Networked applications faculty Technique / Relation to B302? Client*

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Students who complete their studies with me mostly also supply the design of a website or application, which belongs to the communication and design components. For certain projects, I hire B302 for these components or to design a logo. At the Buro, I experience the quality of the designs to be more consistent than with my students; interns and graduates display much more variation with this. This can be measured against the effect of B302: it is an environment where Mobsters stimulate each other in the professional quality and that is then also expressed in the end results.

*“Mobsters push each other when it comes to professional quality which can be seen in the final results.”*

During the summer I once again experienced the ambition and passion of Mobsters; the building was almost empty, with the exception to a few builders

and I ... and the Mobsters. They worked throughout the summer. I was very impressed by the fact that they worked straight through the holidays. This is one of the reasons why I recommended to the ICA that B302 must be taken into consideration for special completion of the honors program. The Buro is a very successful manner to offer students who want to excel something extra. Their participation in the office ensures that they are better trained to become upcoming professionals in the labor market. That is the mission of the HBO<sup>1</sup>: training students to be successful in the labor market.

Within my field of expertise, we especially perform (research) projects for education and social welfare. For example, we recently realized “the dynamic family portrait for caregivers and the patient. An interactive network environment on the iPad, which ensures that caregivers

are internally in contact with one another and with the patient and increases the involvement. This was not developed in collaboration with B302, but in the future I would like to collaborate more with them. I need students who want to apply all their effort. Another benefit is the fact that B302 is not linked to the educational curriculum. This means that the student is not 100% linked to the teaching curriculum or the assignment does not need to be adjusted according to the curriculum. We are also able to choose the progress of the project; after all, we are not restricted by the time schedule.

***“Teamwork is learned during training; at B302, it is all about the ‘real thing.’”***

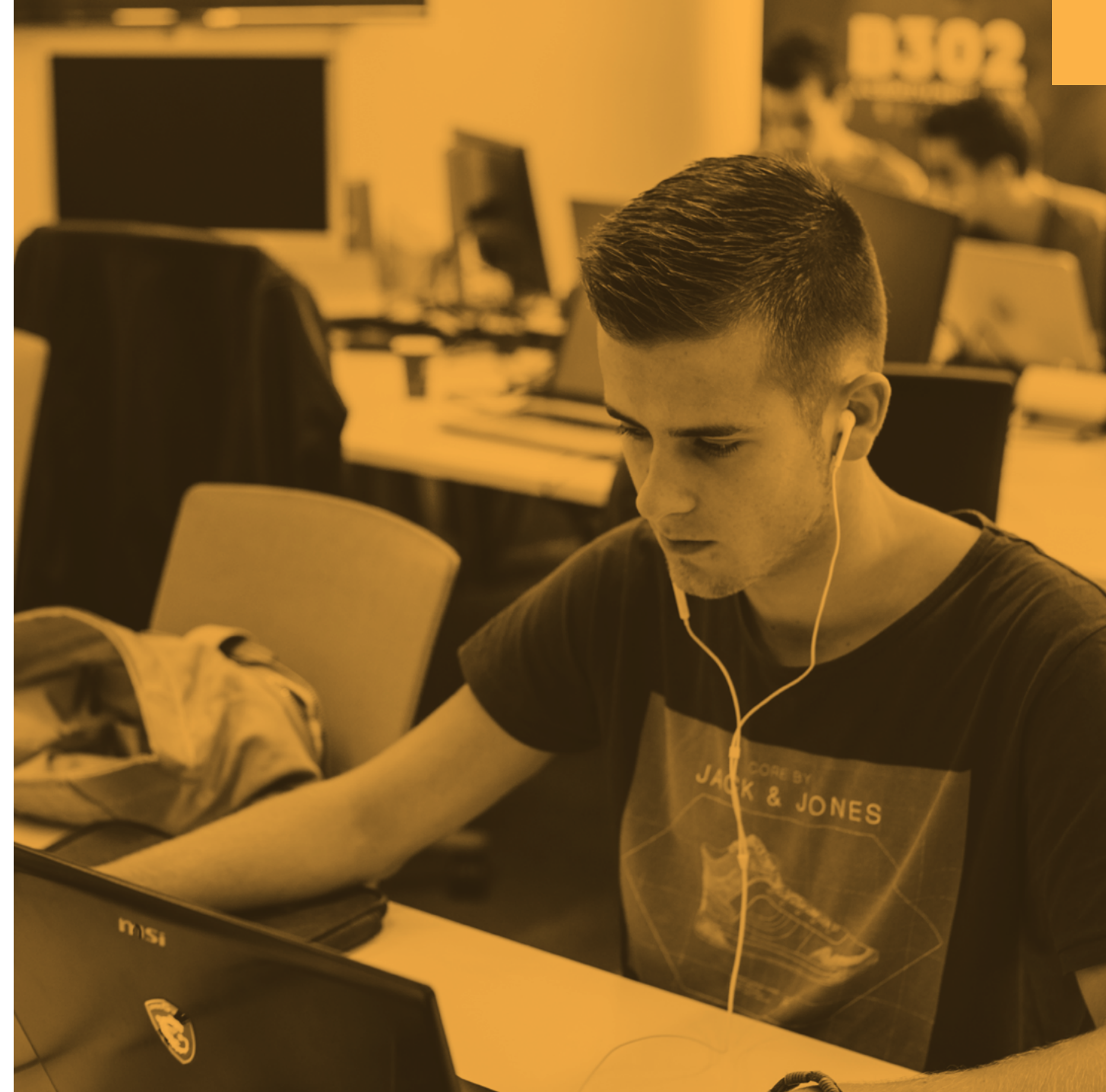
Even though working in teams is also encouraged during training, at B302 it is the real deal. Job's contribution in this is also very important. He has a clever approach. For example, he allows Mobsters to prepare and present their own budgets. He also studies the background and where necessary he informs the client

in advance when he realizes that it will not be feasible. This way, he creates a safe environment for the students, who must experience the budgeting phase in their work. A student learns to do this.

All in all, Job has organized the matters at the Buro very well, including stimulating factors and I realize he is rightly so very proud of this.

<sup>1</sup> HBO or Hoger beroepsonderwijs means higher professional education. The education received in this program gears students towards a Bachelor's Degree and prepares them for a Master's program or entrance into the work force.

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**I FIND THAT STUDENTS HAVE  
TO BE ABLE TO ACQUIRE  
FURTHER KNOWLEDGE. THAT  
IS POSSIBLE AT B302.**

## KARIN VAN BEEK

*Project Manager at the Faculty of Health , behavior and society HAN | **Relation to B302?** Client  
**Project?** Digital newsletter for the valorisation of search results*

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We perform health studies within the Health and Social Welfare department. The studies for which I was the project leader focused on fast repair. Various partners and participants worked on these projects who we wanted to give feedback about the results, the so-called valorization. This often happens for example via conferences, publications and newsletters. We wanted to do this in an interesting format, and indeed via a digital publication.

*“I find that students have to be able to acquire further knowledge. That is possible at B302.”*

Inspired by the I Champion magazine of the ANWB (Dutch road side assistance), we purchased a system for the realization of such a digital magazine where B302 was instructed to graphically include it in a beautiful design. I consciously

chose an internal bureau of the HAN and not an external bureau; I found that the students had to learn additional things. In addition to this, it gave me a fresh outlook on such a magazine and they were up to date with the newest gadgets and developments. This then also led to a beautiful final product. Our digital newsletter has in the meanwhile been issued twice already and was positively evaluated by the partners: informative, nice design, fresh and rich.

Naturally, when working with a student bureau one might expect snags. This was no surprise to me and regardless of some connection problems or some delays we incurred, it went rather well. As a client, I also do not focus on this, because this would not have a positive effect on the collaboration. If you, as client, do not or cannot understand this, you must choose a different office.



The benefit in comparison to external, professional agencies are that there is truly a hands on mentality at B302.

***“The benefit in respect of external, (more) professional agencies is the real hands-on approach and mentality prevalent at B302. ”***

Students are sent on courses to discover the new system and they delivered a truly beautiful, fresh graphic product within an existing system. This is excellent, they definitely excelled in this.

It was not an easy project and this was definitely because HAN's Communication department also supervised and in that sense it was a good idea that Job took the lead in this. He was able to protect the Mobsters and supported them completely and in full confidence. This was necessary and also gave me faith; the work atmosphere, work ethics and accessibility of the Buro is very good.

B302 releases a new magazine every six months, every time in a different design. For every magazine, I also worked with a different project leader at the Buro. This then also implies searching and scanning, but I like this. I really want to offer the Mobsters the opportunity to learn.

*For the digital newsletter, go to  
[www.han.nl/snellerherstel/e-journal2](http://www.han.nl/snellerherstel/e-journal2)*

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**IT IS EXACTLY THE INPUT  
OF ENTHUSIASTIC AND  
INQUISITIVE STUDENTS  
THAT ENSURES THAT IT  
IS NOT JUST ANOTHER  
STANDARD PRODUCT.**

## DICK AUSEMS

*Ausems Vastgoed Beheer | Relation to B302? Client | Project? Design online building file*

“

I looked for young people in particular for I wanted a fresh view of my idea; an application that can be used to control and share the building file for asset management and maintenance in the cloud. The input of enthusiastic and curious students has ensured that the end product will be far from standard. This is going to work even better; due to their enthusiasm they've delivered even more than expected.

*“It is exactly the input of enthusiastic and inquisitive students that ensures that it is not just another standard product.”*

The property management market is on the threshold of a new era. Due to the crisis, many companies have failed, in particular medium-sized businesses, while the larger parties have grown stronger. I am a small player and focus on the smaller clients. I have been doing this now for

five years and in the past few years it became clear to me that building files are often incomplete, this while legislation and regulations become more and more strict; more is maintained and thus the risks increase. It is however also not an easy task for a technical manager to get the file in order and keep it up to date. We are talking about lots of certificates, inspection and maintenance reports, logbooks, registration lists and drawings that must be updated annually. If the manager manages multiple buildings, it becomes an enormous task.

The current software packages are not flexible and are outdated. If it contains a 'building file' module, it is complicated and very difficult to share with other stakeholders in the building. Obviously this can be done more effectively, faster, but in particular smarter. I want a system that can easily share the full file with others. I have had this idea since I started

my company. I have now joined forces with B302 to actually create this cloud application, not only to secure my own position in this volatile market, but also because this gives me a unique selling point; an online building file that can be shared with all relevant parties to a building.

***“The good thing here is that students approach ideas in a fresh and uninhibited way, and by doing so, ask different questions about them.”***

B302 more or less created the building drawings for the application. I can then take this to a programmer who can actually build the package. The nice thing about this is that the students here have a fresh and uncompromised view of the idea and are thus able to ask different questions. At first, they did not understand much about this world. The open and informative collaboration however makes me realize that they understand property management and maintenance and that they understand the function that the application needs to

fulfill. And that they are crazy motivated to supply a good product. I am also regularly reminded that it will not all instantly disappear, that it will indeed actually be built.

Naturally I was aware of the fact that collaborating with an office run by students would demand more time and energy from my side. Apart from the lower cost, it was in fact also the freshness, youth, and unconstrained element, but definitely also the inexperience with property industry that drew my attention. This ensured that I did not receive a standard product, but something completely new. A building file 3.0 that is fully connected to current needs and those of the future.

The expectations of the collaboration with regard to this have become crystal clear: it grew as the project progressed and I received a product that met and exceeded my requirements.

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**A LEARNING AND WORKING  
ENVIRONMENT IN WHICH  
LEARNING IS CENTRAL  
THROUGHOUT AND WHERE  
LESSONS MAY BE LEARNED  
FROM MISTAKES.**

## CYRUS AZARBOD

*Professor Minnesota State University Mankato /  
Relation to B302? B507 Minnesota State University*

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My first introduction to B302 was during a 2011 visit to HAN. The goal of our delegation was to learn more about HAN's academic programs in order to facilitate the kind of programs that our students could take at HAN and how they can be mapped to our courses. During our visit we met Job Vogel and he introduced us to B302 and we were extremely intrigued.

*“We were attracted by the idea of a company run by students with regard to all the aspects of a media project.”*

The notation of a student run organization and dealing with all aspects of media related projects from start to finish was very interesting. Many of our courses are project based leaning but observing how it is used by students in a multidisciplinary environment dealing with real externally

funded projects was fascinating. Job and three of his students visited our campus in spring of 2012 and created quite a lot of excitement amongst our students. B302 ran some workshops in order to recruit some of our students to work for B302 while participating in two English academic programs at HAN. The workshops that they conducted were very interesting because it was aimed at identifying students that are team players, creative, think outside of the box, and can give synergy to other team members.

As for clients, we learned that B302 clients strongly believe that students have developed high quality projects. Clients believe that students have the ability to look at a wide variety of solutions, from different points of view, and it is a very important advantage compared to commercial consulting companies.



***“B507 was self-sufficient within a few months of it being established.”***

After working with B302 for several years and being involved with students on our campus, it was apparent to me that we needed to establish a similar enterprise at our institution. We assembled a team and we applied for a grant in cooperation with B302 at our university for startup funds to establish B507. We received our grant and as of July 2014 we were able to establish B507 driven from similar B302 concepts; students working on real-world multi-disciplinary projects for small businesses. We have extensively used B302 structure, expertise, and lessons learned to form the Buro that works for our environment at Minnesota State University, Mankato. Within a few months of launch, B507 has become a self-sustaining enterprise where students are fully engaged in customer recruitment including: scoping and bidding the project, assembling the team, carrying out the work, and presenting the finished work to the customer in a lean and agile way. B507 students select and train participating students. Participants

are experiencing a learning/working environment distinguished by openness to continual learning, including learning from mistakes, and a focus on solving real-world problems.

***“A learning and working environment in which learning is central throughout and where lessons may be learned from mistakes.”***

B507 is different from any other internship project on campus because B507 can have any number of clients. Plus students working for B507 can accept projects from any company, as long as the project is deemed feasible and the customer is willing to give students the flexibility to learn while doing, and with the understanding that mistakes are part of the learning process. With B507, students have the opportunity to get experience throughout all phases of media development, and they have the opportunity to be exposed to a wide variety of projects from different organizations, and be engaged in cross-disciplinary teams (e.g. IT students working alongside students from graphical design, film

study, business, communication, nursing, or engineering).

***“B302 and B507 work closely together.”***

B507 aligns itself to many Minnesota State University, Mankato's strategic priorities and objectives namely (1) prepare students to be innovative leaders in their professions and communities, (2) amplify our traditional mission and strengths in positive ways to magnify our future impact, both inside and outside higher education, (3) develop and implement curricular and co-curricular programs that encourage student, faculty and staff involvement in Global Solutions, (4) lower the walls between academic disciplines and between academic and non-academic employees to create a dynamic crucible for teaching, learning and service to each other and the world, (5) develop a culture of continuous quality improvement, (6) impact on Student Persistence/ Completion and Degree Completion, (7) impact on Related Employment.

The partnership between B302 and B507 is strong. Job and I still have conferences twice a week through Skype to talk about the Buros and the projects. It's all about supporting each other, also because we face the same problems as they have had in the beginning. It's nice to experience how we take each other to the next level.

When we met Job and B302 in 2011 it was obvious to us that the B302 model could be exactly what we could use for our students and it turned out it was.

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**THIS COULD REQUIRE  
MORE FACULTIES WITHIN  
THE HAN.**

## BRIAN MARTENSEN & SCOTT FEE

*Dean of the College of Science, Engineering & Technology | Interim Chair of Construction  
Management Department at MSU | **Relation to B302?** Host to B507 at the MSU State University*

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The strength of B302 lies in its focus on entrepreneurship: students are owners of the projects, and that is what we want to achieve with B507 in America. At the Buro, students are addressed with regard to more characteristics than just the content of their discipline. They learn teamwork, how to be flexible, how to conduct commercial consultations, how to make plans, how to work with deadlines and how to take responsibility. For us, this is a setting that is not familiar. In this sense, the collaborative point of departure does, however, connect splendidly with the university's motto: Real world thinking.

*“B302's strength is in its entrepreneurship.”*

Establishing a fully-fledged company inside an educational institution is a challenge. We had been playing with the

idea for quite some time because of the need we have for more relations with the different faculties, and because of the exchange that has been in existence for a long time between the ICA and Minnesota. We wanted to offer the HAN's students the same experiences here; we had been hearing – even more frequently – that students from the Netherlands did not want to give up their work at B302 and therefore did not want to go to America.

B507 at the University of Minnesota is B302's first franchise. In the start-up period – the Buro here has been in existence since July 2015 – ‘We are taking along ten years’ of experience from the Netherlands. Nevertheless, it still happened that we made the same ‘beginner's mistakes’ that we made with B302 at the time, but that is actually a good thing. We learn from that. Room

for making mistakes is, after all, crucial within a training course or educational program, together with success and creativity. Students should be allowed to make mistakes, in order to learn and grow. This point of departure ensures that we have to take a different approach to our paying clients. American companies see their role and influence very differently, they are traditionally less directed at the educationalist aspect. The student is seen more as a finished product, where as the client or company, when they assign a - paid - project to B507, are expected to give students the room to make mistakes. As far as we understand unanimously from the Dutch clients to whom we spoke during the preparations, they receive an important benefit in return: fresh ideas.

***"With the arrival of B507, we have opened the door for a combination of disciplines, techniques and skills."***

Within the university, a shift is taking place from the traditional way of training to a more project-oriented one. This improves the internal cooperation and

offers added value to the colleagues; where, in the first instance, it was expected that it would require additional work to guide the students in this way, we are increasingly seeing more benefits to project training. The layout of the rooms was subsequently adjusted, and the disciplines such as graphic design and IT are coming together; we see that students from these and other faculties are registering with B507. With the arrival of the Buro we have, in short, further opened the door to arrive at a combination of disciplines, techniques and skills. B507 seamlessly fits this need for a 'way to connect'.

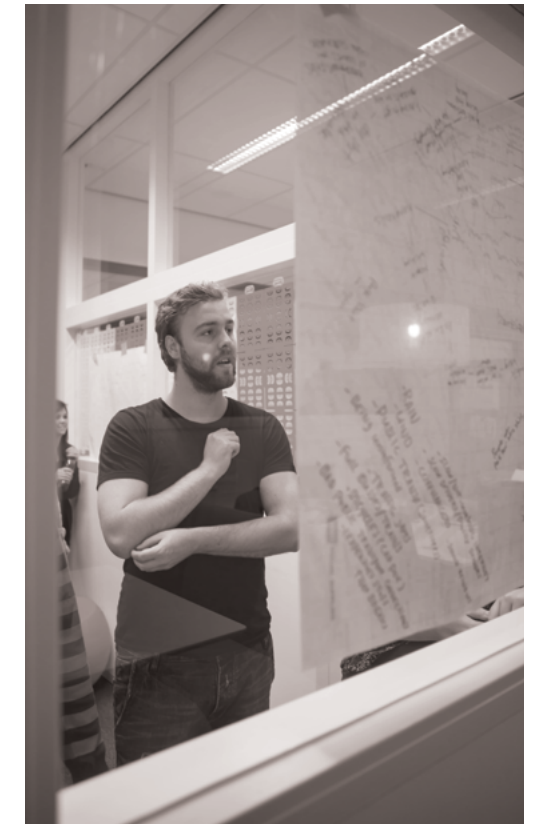
Furthermore, the advantages for the student are numerous; working at the Buro ensures lower student loans - we pay well. Students, in this job, can provide for their own livelihood on the campus, while this is not really the case for many students. Moreover, for international students this arrangement offers the ideal opportunity to remain within their visa requirement, which states that they are not allowed to work off-campus.

In addition, the most important thing, naturally, is adding to their portfolio; the relevant work experiences they gain at B507 ensure better selection chances in their own field of expertise. In that sense, it is a pity that we do not have unlimited positions for students at the Buro. We are also hoping that it will spread like a type of oil spill within the university and that more Buros will be established. As the Dean of the ICA, Deny Smeets also told us: this type of initiative should be established at more faculties in the HAN.

***"This could require more faculties within the HAN."***

An interesting question that arises is whether a franchise of B302 per sé requires a Job to obtain the same results. It is currently the case with us that the Buro revolves around a team of three people, from three different disciplines. There is a need for this to be organized somewhat differently; we are often too closely involved, from our own disciplines, when working to realize projects. What we learn from Job is that we have to

give the students more room to manage projects, as he now does. Distancing is the motto. That is also a new dimension in the American way of training and guidance.





THE NMMU IS A LEADER ON  
THE AFRICAN CONTINENT.

## MIKE SWANEPOEL

*Applied Design Department Head | **Relation to B302?** Initiator B041 at the Nelson Mandela  
Metropolitan University South Africa*

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The establishment of B041 represents an exciting learning opportunity for students of the Nelson Mandela Metropolitan University (NMMU). The Eastern Cape, where the NMMU is located, is South Africa's second poorest province which means that most of our students do not often have the privilege of gaining real-world exposure to Dutch (European) design culture and processes. The collaboration with B302 potentially offers our local businesses and industries professional level visual communication services at a competitive and affordable cost. It is critical that businesses in the region are economically successful so that they can contribute to job creation and generate tax revenues that can be channeled into much needed social development projects. In this socio-economic context B041 has an important contribution to make in terms of creating effective marketing and visual communication

solutions and products for regional clients. The sharing of the hard-earned experience and knowledge, gained through the successes and failures of B302 over the past 10 years, will be a key factor in the success and sustainability of B041.

*“Student exchanges between existing agencies are, in our opinion, an attractive incentive.”*

We consider the student exchanges amongst the existing Buros to be a compelling incentive for B041 students to perform at their best if they want to be considered for the exchange program. The exposure to an international, cosmopolitan team at B302 will, we believe, act as a catalyst for the personal development and growth of our students.

We share the belief that in applied (practical) programs, problem-based learning is most effective when there is student ownership. The B302 learning model offers the perfect combination of elements such as problem-solving challenges, application of academic theoretical knowledge and mentor support. This combination of elements fosters deep learning experiences, builds self-confidence and a sense of self-worth in students through their active engagement with and contribution to the society in which they live.

***“The NMMU is a leader on the African continent.”***

The NMMU is delighted to have the opportunity of pioneering the first “B” bureau on the African continent and we look forward to a long and fulfilling partnership under the mentorship of B302.

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## EPILOGUE

by Peter Koburg | Institute director HAN Information and Communication Academy

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As the new director of ICA I was pleasantly surprised by the existence of the Buro. I saw a group of enthusiastic students, who often choose to communicate in English. Students who have an uncommon work ethic and continuously redefine the conception of the average student. Meet B302, a close-knit group of young professionals, characterized by team spirit despite, or perhaps because of, annual employee turnover. Mobsters are professionals on top of being students at the Information Communications Academy (ICA). Through their work for Buro clients, they experience a steeper learning curve than their fellow students endure from other types of side jobs. Under the leadership of Job Vogel, driving the team spirit, inspires the quality of their work and their development at all times. Under such empowering

leadership, Mobsters are encouraged to develop refreshing concepts, applications, interactive productions, websites, videos and promotional material for clients of all industries.

The additional value the Mobsters of B302 gain through their work experience cannot be understated; typically it delivers multiple job offers after the completion of their study, with a substantial number also opting for entrepreneurial self-employment. The Buro has become a full-fledged concept that has progressed into the international arena. In short, B302 is a pearl of ICA, of the Faculty of Engineering and of the HAN.

**Peter Koburg**

*Institute director HAN Information and Communication Academy*





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Jan Becking and Job Vogel

### REALISATION

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Steijn Leijzer

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B302  
Thanks to all mobsters, clients and  
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