
Name of enterprise *

Journo Resources

What is the legal status of your organisation? *

Company Limited By Shares

Stage of business (please select the appropriate box): *

Scale Up / Growing

Are you applying as an individual or group? *

Individual

Please select the creative industry below in which your enterprise operates: *

Publishing - Journalism

Please select the key area of impact your enterprise is focused on *

Multi-issue focused - Employment/access within the sector for underrepresented/marginalised groups

Where is your enterprise based? *

London/Barnstaple

Where does your enterprise operate and provide services?

UK-Wide

Question 1. Give a brief description of your idea or enterprise. What is the product and/or service being offered? *

Journo Resources provides free-to-access resources and support to people underrepresented in the journalism industry, directly helping them into employment and throughout their whole career. Our beneficiaries get 24/7 access to unique online resources and services such as example freelance pitches, CVs, and job applications, in-depth advice pieces and databases on salaries and rates. We also run regular online workshops, share job opportunities, and offer 1-2-1 mentoring and advice through fellowships. Additionally, our team produces bespoke content for Instagram, Twitter and TikTok, focusing on reaching key audiences where they already are and adding value without having to leave the app.

The social enterprise is funded by the industry itself, who pay us for access to our diverse pool of talent. Employers can access a range of services including: listing opportunities on our jobs board and newsletter, working together on sponsored events, and annual packages of wraparound support such as editorial pieces on our website or social media accounts. Our current industry partners for 2022 include The Financial Times, News UK (publishers of The Times and The Sun) and leading PR firms ResponseSource and Portland Communications. We also partner with training providers such as News Associates and City University.

We also have a growing membership model which allows members of our community to give back or professional organisations to purchase resources for their members. Currently, we have more than 300 journalists supporting the business with monthly payments of between £4-12 a month. In return, they receive additional tools and resources. Our current partners for our bulk memberships via professional organisations include the University of Central Lancashire Journalism Department and the British Association of Journalists.

- *Needs to be more concise than last year and state what we do more practically.*

Question 2. What is the societal challenge you are addressing and the positive social outcome you will create? *

The journalism industry in the UK is exclusionary and unrepresentative. Talented people are blocked from a career in the industry purely because of their background. This has a knock-on effect on the wider population who lose trust in the media as we fail to tell their stories. In 2022, research shows just a third of the UK population trusts journalists. But really, that's no surprise.

To put this in context: 92% of journalists are white, more than 50% are male, and just 11% are working class compared to 60% of the country. Two-thirds of the jobs are concentrated in London and the South East. Unpaid internships cost more than £1,000 a month. Less than a third of top editors are women. The industry does not look like the rest of the country. So we're changing it.

Journo Resources is working to directly change these statistics and increase representation of all marginalised and underrepresented communities. We do this at all levels of the profession – we work to inspire people that it's a viable career choice in the first place and stay with them throughout the entirety of their career, offering free access to training, resources, advice and opportunities.

Our latest insights survey of users shows that 40% have gone onto paid work as a direct result of our work, rising to 90% of people who took part in our targeted fellowship programme. Overall, 87% of users say they have increased confidence, 70% say they have learnt new skills and more than half say they have found community. All agree that we have helped increase transparency in the industry. Of the 20,000 monthly users of our website, 75% are based outside of London, we have a 50:50 gender balance, 25% come from non white backgrounds.

- *Let's include some stats on what we have done so far - compared to last year, we need more info on what we will do.*
- *Audience demographics / number of users / case studies.*

Question 3. Who are your main competitors? *

As Journo Resources spans a range of different services for our beneficiaries, employer partners and subscribers, the majority of our main competitors are secondary. They offer a similar service to parts of our offering, but none offer the full suite of services or focus. Our most direct competitors of a comparable size include:

Journalism.co.uk: This organisation is perhaps our most direct competitor. Established for more than 20 years, with a staff team of 7, they also offer a journalism jobs board, editorial content and run practical events. However, they do not offer a membership scheme, 1-2-1 advice, or online databases.

Creative Access: Creative Access (Access Media CIC) is a support organisation for the wider creative sector, including, but not limited to journalism. They have a staff team of seven and launched five years ago. Their key focuses are job listings and providing training to employers and candidates. They also have a focus on providing positive action opportunities.

Journo Resources also competes with much larger organisations in specific areas of our output. For example, Cision's job board and CRM email system is also a market leader within journalism, listing ~100 UK-based jobs at any one time and sending weekly emails to job hunters. Similarly, many of our beneficiaries will also use LinkedIn and their suggested job AI In while looking for opportunities.

In terms of paid newsletters and membership communities, we also have a number of competitors. For example, Anna Codrea-Rado's newsletter about freelancing provides free weekly resources to 16,000 people and a \$5pm subscription offers additional resources such as community threads, advice guides and editorial. Several journalism newsletters both in the UK and beyond offer a £/\$3pm service to receive weekly freelance opportunities, however these focus solely on job opportunities rather than resources or advice.

Question 4. Describe how your idea or enterprise is different and original to what exists already. *

Journo Resources is built from lived experience, meaning we're closer to our community and better able to reflect their needs, values and build trust. This means we're able to build a more engaged, collaborative community that's also more valuable to paid partners. Here's how:

Whole Journey: Many of our competitors focus on entry-level. We stay with our users throughout the whole of their career, with users from 18 to 65+. This allows us to build long-lasting relationships and offer targeted campaigns tailored to partnership needs.

Transparency: We're the only UK journalism jobs board that refuses adverts without a salary listed. No exceptions. Again, this builds trust from beneficiaries and creates real change. We've listed 6,000 jobs since our inception, with companies such as The Sun, the i and PinkNews going public for the first time.

Transparency also means all of our resources are public. We don't use paywalls or set criteria for access. People can always find what they need, when they need it. Even at 2am on a Tuesday morning.

Collaboration: Our community thrives on collaboration. Our beneficiaries collaborate to create unique resources, such as our databases of salaries and successful CVs, that push the business forward. We also collaborate with the majority of our competitors – this increases our reach and is in the interests of beneficiaries.

Lower Base Price: Our competitors charge £175-250 per job advert, making it inaccessible to small businesses. Our base price is just £50, thanks to lower running cost. This gives us a much wider client base, a bargaining chip on social impact aims and we still upsell on wider packages for bigger clients.

Personalisation: Nothing here is automated. Unlike larger competitors, our opportunities are hand-picked and our newsletters written by a human. As a result, we build a more engaged, valuable community.

- *Be more specific on key areas than last year.*

Question 5. What proof do you have of the demand for your product or service? Please select as many of the boxes below that apply and then provide more detail in the text box. *

Made Sales: In 2021/22, we brought in just over £43,000. We are now six months through our next financial year and have already brought in more than £40,780. We're on track to double our income. This splits 30:70 between memberships and adverts/sponsors. Our lead sponsors this year include the Financial Times, News UK and journalism schools such as City University.

Repeat Sales: So far this financial year, more than half of our invoices for ads/sponsors were to customers who made multiple purchases. This percentage

rises if you take into account sales in previous years. We also have more than 300 paying members, who pay a monthly fee of £4-12.

Subscriber Numbers: Our newsletter goes out to 11,500 people every week, with an open rate of 50-60%. Of these, 300+ are paying subscribers, who choose to give back to the community, bringing in more than £1,250pm in recurring community-funded revenue.

Audience Numbers: In 2021, more than 200,000 people used our website. Every month, the site is used by almost 20,000 people, with 40-60,000 views. More than 1,600 journalists took part in our online event series in 2021, with attendance of 40-100 per event.

Social Media Engagement: We have above 20,000 followers on Twitter, with our highly engaged community leading to 40,000 profile visits, 200 tweet impressions and 200 mentions a month. We have more than 3,000 followers on Instagram, with a focus on deep engagement. Our best performing pieces have 50-100 saves, for example. On TikTok, our best performers have been watched more than 15,000 times.

Press: In addition to the links in Q9, I've appeared on radio such as BBC Radio 5 Live and LBC, as well as podcasts such as Freelancing For Journalists.

Question 6. Please provide evidence of the quality of your product / service (if applicable).

One:

<https://drive.google.com/file/d/12aJqCjUrdwC4pi9IFM4nrb60NXUVG0Fk/view?usp=sharing>

Two:

<https://drive.google.com/file/d/1ApjeSJQgDTojDmvN977jR98vHvbyQ4yA/view?usp=sharing>

Three:

<https://drive.google.com/file/d/1tLWgB3bXICRiBCPi1DLOZ6AKIQkLTDoy/view?usp=sharing>

If you wish to submit a video (e.g. showreel or video documentation of your performance), please provide links in the box below.

Testimonials from beneficiaries <https://youtu.be/RvUmolESTCw>

Question 7. What is the inspiration behind your idea or enterprise? *

In 2016, I was let go from my second job after graduation. The company I worked for had run out of money. With rent to pay, and no contacts or connections in the industry, I felt lost. I still remember the immediate phone call to my best friend asking them to come around with a crate of cider. As the dust settled, I turned to trying to find a new job, but struggled to find the advice and support I needed. After what felt like endless searching, I began to realise that all the other young journalists I knew felt the same. Frustrated at 3am one morning, I decided that someone should do something about it. I registered the domain name.

As one person, with no savings and (thankfully) another full-time job, Journo Resources began as a side project. I focused on a small number of 'easy wins' I believed would give the most benefit to others and that I could execute to a high standard in the time available. This took the form of an opportunities newsletter and updated online lists of journalism graduate schemes and salaries. These might sound simple, but they just didn't exist at the time – and we're still the only people creating them now.

Over the past five and a half years I've continued to iterate and build upon our offering, drawing on my own lived experiences of trying to freelance, secure full-time work and everything in between. I've also reached out to a huge range of other organisations and communities, such as The Race Beat, Women in Journalism, and The Student Publication Association, to better understand the tools needed, as well as surveying our own members. At its heart though, Journo Resources is always about three things – accessibility, transparency and community.

- Make this more of a story than last year.

Question 8. Tell us why you are well-suited to run this enterprise. *

I've been running Journo Resources for more than five years now, with four of them spent working on the business alongside a full-time job. This idea isn't one I've come

up with overnight – it's a project I've been deeply invested in for most of my working life. Having bootstrapped the business myself, I've very much taken the long way around; slowing scaling, iterating and building the organisation myself. I've made plenty of mistakes along the way, but it's given me a much deeper understanding of the business, the sector and audience, as well as better helping me to understand risk. I believe I'm a much better leader and businessperson as a result.

The values of Journo Resources are also my own. From our commitment to transparency to prioritising marginalised voices, these are company values that I've set and live my own life by. I strongly believe it's these values that allowed us to build such a high level of trust and engagement with our beneficiaries and partners.

I have direct lived experience in journalism and have cultivated a growing network I use to reach both new partners and beneficiaries. And, as a queer person from a working-class background, I also know what it's like to be the odd one out in the room, and understand the solutions required.

Both in running Journo Resources and as a successful freelancer, I've learnt the ins and outs of running a business. I've also worked for a small human rights charity and am a trustee for a student organisation, where I learnt how to measure impact and success. Perhaps most importantly though, I'm in this for the long-haul. Whenever I think about the future or hear from a beneficiary about a change we've made to their life, I know I've found my path.

Question 9. Please provide links to any media coverage of your enterprise or yourself as an entrepreneur or creative leader.

Award Wins/Coverage:

<https://www.holdthefrontpage.co.uk/2022/news/nctj-winners/>

<https://www.holdthefrontpage.co.uk/2021/news/top-trainees-and-apprentices-make-the-cut-as-nctj-awards-shortlist-revealed/>

<https://london-post.co.uk/six-london-freelancers-selected-as-finalists-for-the-ipse-freelancer-awards-2021/>

<https://wearethecity.com/rising-stars-what-happened-next-for-jem-collins/>

<https://www.theprintingcharity.org.uk/2019/08/05/print-futures-awards-winners-celebrate-their-success/>

<https://www.suttontrust.com/news-opinion/all-news-opinion/the-alumni-awards-2021/>

General Coverage:

<https://www.journalism.co.uk/news/essential-newsletters-for-journalists/s2/a737859/>
<https://ijnet.org/en/story/new-interactive-game-promotes-solutions-journalism-during-covid-19>
<https://www.underpinned.com/management/how-should-journalists-build-their-social-media-brand/>
<https://www.autosport.com/f1/news/how-to-become-f1-journalist/6680425/>
<https://pressgazette.co.uk/advice-for-freelance-journalists/>
<https://pressgazette.co.uk/how-to-get-into-journalism-uk/>
<https://www.journalism.co.uk/skills/a-guide-to-reporting-on-lgbtq-stories/s7/a740869/>
<https://www.swlondoner.co.uk/news/23032018-sometimes-i-have-to-remind-myself-that-nothing-worth-doing-is-ever-easy-four-female-journalists-give-their-advice-on-succeeding-in-the-media>
<https://www.holdthefrontpage.co.uk/2020/news/student-journalism-honoured-after-1200-enter-national-awards/>
<https://content.yudu.com/web/3pylg/0A3pylh/TheJournalistMAY18/html/index.html?refUrl=https%253A%252F%252Fwww.nuj.org.uk%252Fabout%252Fthe-journalist-magazine%252Fthe-journalist-archive%252F> (pages 14/15)
<https://www.journalism.co.uk/tip-of-the-day/tip-how-to-increase-diversity-of-your-conference-panels/s419/a734533/>
<https://www.cision.co.uk/category/industry-news/meet-the-journalist-journo-resources-jem-collins/>

Question 10. Please tell us why you are applying for DBACE and how it will benefit you and your enterprise. *

For the last five and a half years I've run Journo Resources by myself. But now we're on the cusp of something bigger, and the guidance and support offered by DBACE would be invaluable in helping the project scale sustainably. After going full-time on JR back in August 2021, I now have a small part-time staff team and our income is projected to double to over £80,000 this year. I've learnt a lot over the past five years, from audience engagement to manually setting up payroll and pensions, but as the speed of our growth increases, so does the need for support. Whether it's big vision plans and strategy, or shifting to accountancy software from my beloved Google Sheets, this guidance would be invaluable.

Equally, a cash injection would make a huge difference to the enterprise – and myself. Currently, Journo Resources is in a catch-22. We're at full capacity on workload and sponsor projects, but lack the staff to be able to take on more projects. No one sponsored project alone is enough to fund a full-time staff member – but with

our contacts list, we're confident a small lead time will make the role sustainable. Similarly, we know there are easy wins to be made around our membership scheme, and analysis of the sector shows there's a huge potential to grow here – but again, we need the people power to make it happen. While I've saved enough to fund two part-time roles to fill these gaps for six months, funding from DBACE would transfer both of these into full-time roles for a longer period of time, to allow us to scale up to sustainability more quickly. Across both these areas, I can't stress enough the difference this would make at such a pivotal time.

Question 11. Do you currently receive other forms of business support?

*

No, I do not currently receive any other forms of business support. Other than my cat, who's very good at forcing me to take a break when I need it!

Question 12. Have you received any funding to date? *

Journo Resources has been entirely bootstrapped, aside from small grant prizes for specific projects or resources:

- In 2018, I personally (not the business) received £3,000 from Women in Journalism to allow me to go part-time at my job and focus on JR for two days a week.
- In 2019 Journo Resources received US\$2,500 from the Solutions Journalism Network to create an interactive resource to help people learn how to implement solutions journalism
- In 2019. I personally received a £1,500 grant from the Printing Charity to buy my own laptop as I was previously using a machine owned by an ex-employer.
- In 2021, we received a €5,000 grant from Steady (our membership platform) to hire a part-time membership manager to help us grow this revenue stream.

If you selected yes, please provide topline details of where from, how much and what the funding was spent on?

Question 13. Where do or will your sources of income come from? *

All applicants must respond to this question to the best of their ability depending on their business stage.

We understand COVID-19 may have impacted your activities and ability to develop and/or maintain revenue streams. Please provide detail to the best of your ability and explain any assumptions.

Our funding comes from several revenue streams, split broadly roughly 30:70 between members and industry adverts/sponsorships. At the moment, we bring in between £4-9,000 per month across all our revenue streams and this year are predicting a total income of £80,000, up from just over £43,000 last year. Main revenue streams below:

Job Adverts & Affiliates: Our jobs board lists hundreds of jobs annually, making up about 90% of our invoiceable income each month – roughly £3,000. Of this, about £700 comes from cost-per-click affiliate partnerships from other jobs boards, and the remainder from direct sales to hiring organisations. This figure has grown year on year, without any dedicated sales staff, up from an average of £2,000pm in 2021/22. Affiliate sales in particular will be a big focus for us going forward, as this has minimal staffing needs.

Industry Partnerships: Our partnerships and campaigns are tailored to client needs, and vary in cost from £500-3,000. These span a huge range of products that access our audience, such as editorial content and social media, to bulk membership packages for professional bodies. Six months into this financial year and we have brought in ~£6,000 from these packages.

Memberships: We have 300+ paid community members, who pay a fee of £4-12 a month to support the organisation and receive ‘thank you perks’. At the moment, this brings in some £1,250 with little to no community support or management. With the introduction of a new membership manager, we’ve set a target of doubling our membership revenue in 2022, by increasing outreach and the offering. Having conducted research on a range of similar models in the space such as gal-dem, Delicate Rebellion, I Like Networking and others, we are confident this is a conservative target.

Question 14. If you have already launched the enterprise, have you started trading and made any income?

If yes, please provide your approximate income for each of the last 3 years. If you have not been trading for as long as 3 years then provide the information you have.

For context, I only moved to full-time on the business in August 2021, at the start of the new financial year. I have provided our full income for the whole time we have been trading, as well as a projection to give the context of our growth.

August '17 – August '18: £850

August '18 - August '19: £8,967.33

August 19' - August 20: £19,651.26

August 20' - August 21': £43,000 (approx, still with accountant)

August 21'-August 22' (projection): £83,000

Question 15. Have you made any profit?

All figures below are net profit. As discussed at the DBACE financial webinar, this business is a difficult case when it comes to gross/net, as all products are virtual/online or tied into staff costs. This is something I'd love help from DBACE with in the future:

August 2018 – August 2019: £3,447

August 2019 – August 2020: £9,675

August 2020 – August 2021: £0 (approx, still with accountant – this year I decided to invest more into the growth of the company. This included spending my salary and other part-time staff members, work on upgrading our website and freelance contracts).

If yes, please tell us approximately how much profit you have made for each of the last 3 years. If you have not been trading for as long as 3 years then provide the information you have. If possible, please give us your gross and net profit.

Question 16. Do you know the value of the 'cash at bank' and 'cash in hand' held by the business?

Yes. We have no cash in hand - we're all digital. We have £17,105.41 cash at bank.

Question 17. Does your business have any debt (e.g. outstanding loans or payments for services)?

No

Question 18. How long can you forecast your income for?

August 2021-August 2022

Expected Revenue: £83,000.

Expected Costs: £80,000

Expected Profit: £3,000

August 2022-August 2023

Expected Revenue: £140,000

Expected Costs: £125,000

Expected Profit: £15,000

Any additional information is helpful. E.g. Please provide more details of your sources of revenue and topline item expenses which account for 25% or more of your expected costs.

Expected Revenue 21/22: We are currently halfway through our financial year and have turned over more than £40,000 so are on track to hit this forecast. Currently, this split is 30:70 membership to sales.

Expected Costs 21/22: Staff costs are the biggest line here as we move from a one-woman outfit. This is made up of one full-time salary of £30,000pa and two part time salaries totalling £30,500 (£25,000pa FTE 0.5 and £30,000pa FTE 0.6). This gives a three person staff bill of £60,500. Due to increased staff capacity we will scale back on our freelance costs - previously £20,000, but we predict this will drop to £10,000 for ad-hoc other support and website maintenance.

Expected Profit 21/22: We expect a small return to profit this year, after a period of heavy investment in the business.

Expected Revenue 22/23: This year we will focus on areas which can drive a high return with minimal staff time. Job advert sales have consistently grown by £1,000pm YoY and market analysis shows there is still ground to be made, which will bring in an additional £12,000pa. Our new membership manager will also be tasked with increasing membership by the same amount. With increased capacity we will also be looking to bring in a further six high level partnerships bringing in £18,000pa.

Expected Costs 22/23: We will be looking to make our core three roles full-time this year, with small increases, leading to a total of £80,000. We will also recruit a sales assistant part-time at a cost of £15,000pa, giving a total of £95,000pa. We expect to then reserve a total of £20,000pa for site maintenance and freelancers.