



# GLOBAL JEs MATURITY MODEL

# HOW TO CREATE A JUNIOR ENTERPRISE

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**“THE JOURNEY  
OF A THOUSAND  
MILES BEGINS  
WITH ONE STEP”**

*-Lao Tzu*





## WHAT IS THAT JOURNEY ABOUT ?

You are about to join a journey that you will not be able to finish alone. You are starting a development path for young students of your University. You will start supporting your local business world through the services provided to your customers. You will transform your society together with a new generation of leaders who are being shaped in the Junior Enterprise Network.

We know it feels as a huge responsibility and at the same time a huge opportunity you do not want to miss. Let's take one step at a time. We will walk together with you through the entire process of creation of your Junior Enterprise.

Remember a Junior Enterprise is defined as a non-profit organization, formed and managed exclusively by university students, which provides services for companies, institutions and individuals. Junior Enterprises are similar to real companies, with the main goal of enhancing the learning of their members through practical experiences.

To create a new JE following the International Standards, you are about to join a 7-steps journey, called International Maturity Model, a practical guide for the creation of a JE with the support of the Junior Enterprise Global.

In the next pages you will find the general framework. Read the supporting books to get more knowledge!

## ACLEAR OBJECTIVE:

*Create a recognized Junior Enterprise, as fast as possible, while ensuring its sustainable growth.*



### **What do we mean by a recognized Junior Enterprise?**

It is a Junior Enterprise that fulfils the International Standards, which are criteria shared by all JEs around the world. This recognition can be done by a National Confederation (countries where there is one) or by the Junior Enterprise Global Council.



### **Why is speed so important?**

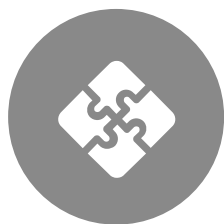
We work with the entrepreneurial education for young students. It's time to learn from successful entrepreneurial attitudes and apply them to our purpose. The JE needs to work properly as soon as possible to provide an opportunity to truly learn by doing and create impact in the society, boosting the development of young students.



### **Why is important to ensure sustainable growth?**

There are JEs with more than 50 years of history. They have achieved great results through continuous improvements; a JE is always evolving. Here, we teach you the basics. This will allow your JE to keep growing through the years, despite the changes of your circumstances, the people involved, your clients and the projects. A JE is an organization built to last.

## UNDERSTAND THE MAIN CONCEPTS



**JUNIOR  
INITIATIVE (JI)**

Is the common term used to define a group of students who is working towards a shared objective: create a Junior Enterprise. However, has not completed all the requirements needed to be recognized as a Junior Enterprise. If you are just getting started this is how we will call you.



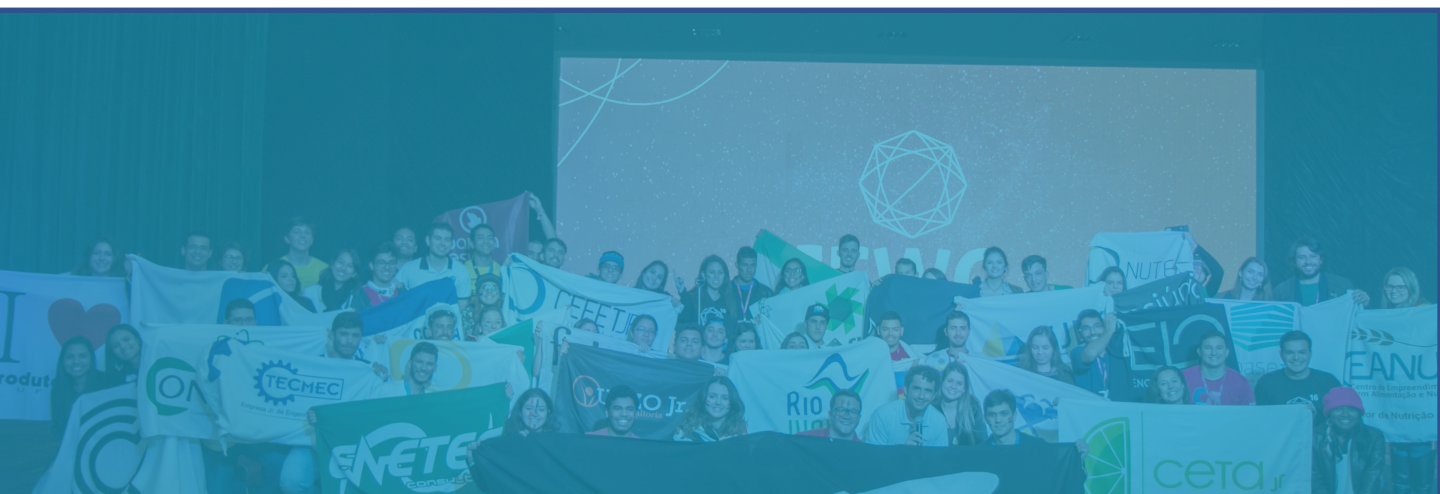
**JUNIOR  
ENTERPRISE (JE)**

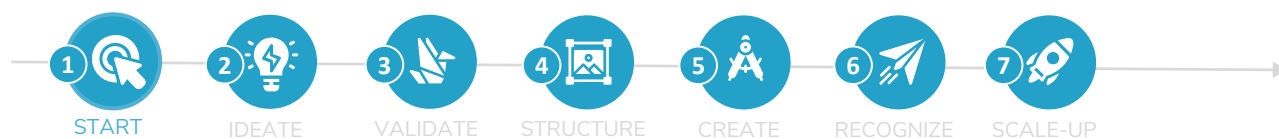
Once your Junior Initiative meets all the criteria and gets approval and recognition from an official organization, will be called JE. You will be able to take advantage of all the benefits of having a global strong brand to support your JE promotion. In the first page of this document we explain in detail the definition of a Junior Enterprise.



**NATIONAL  
CONFEDERATION  
(NC)**

In order to support, integrate, and represent JEs have found a way to better organize themselves through National Confederations. They all exist within a limited space, you can find them inside Universities, regions of a country, at National level, or even at Continental level. Junior Enterprises Global is entitled to support all the countries where there is no NC yet.





## HOW TO CREATE A JE?

We believe Junior Enterprises are all about the young entrepreneurship. From the start, you will have will learn it in a much more enthusiast way than in your classroom. You will learn it by doing it. You will apply lessons learned from the 50 years of our network and the latest knowledge from the entrepreneurship world out there.

This is the Global JEs Maturity Model (GMM). A framework to guide you through the process of creation of a Junior Enterprise. Our Seven steps show you how to create your JE as fast as possible, without compromising its long-term sustainability.

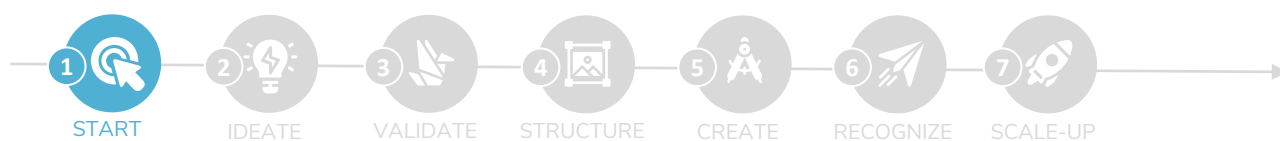
To create a JE at maximum speed, we will learn to fly as soon as possible. From the very beginning you will apply our learning by doing motto. As time will pass, we will add features to the JE, our flying vehicle. The JE will allow us to reach new goals, higher altitudes.

Every time, it will provide new challenges to overcome and discover the whole world of new possibilities.



### MAIN DELIVERABLE:

Have a clear understanding of the IMM and a clear Roadmap to execute each one of the next stages, which must be shared with all the team.



## #1 START

1.1. One person (student or university staff member) is responsible for the initiative. He or she is committed to founding a Junior Enterprise. An initial group of co-founders are committed to work together (5 is highly recommended).

1.2. Establish a Contact with the Junior Enterprise Global Council. Have an Enlargement Manager to guide you through the whole process.

1.3. Understand the JE Network, studying its history, culture, purpose and how it works around the world. This includes understanding the characteristics of a Junior Entrepreneur as well. Everyone needs to understand it!

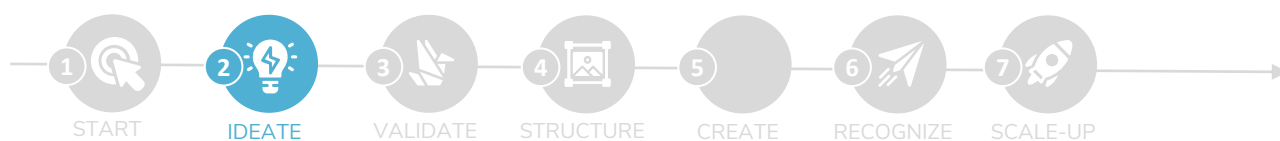
1.4. Define regular meetings to follow up the process and discuss new tasks. Look for a common workplace and tools to start.

1.5. Understand all the steps needed to create a Junior Enterprise, following the IMM detailed in this document. Define a Development Roadmap with clear goals, tasks, deliverables, responsible and deadlines.



### MAIN DELIVERABLE:

Be able to fully understand and explain the Junior Enterprise Business Model as if it was a Proposal or a Pitch for investors. In addition, a services portfolio must be done with the lessons learned by studying your audience.



## #2 IDEATE

2.1. Get in touch with some JI's from the same field of study to understand how they work and their portfolio.

2.2. Create an initial Business Model Canvas and Value Proposition Canvas to understand, draft and define your business guidelines.

2.3. Run a Market Research to better understand your target market, evaluate its needs, demands, channels, preferences and success criteria.

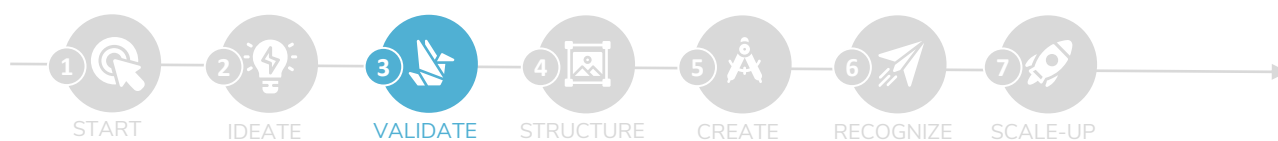
2.4. Define an initial portfolio of services related to your field of study that you can offer and write a proposal about it.



### MAIN DELIVERABLE:

We will succeed this stage if we obtain supporters for your Junior Initiative. You must be flexible to improve with the insights acquired from the quick interaction with key stakeholders.





## #3 VALIDATE

3.1. Define a Corporate Visual Identity, including: name of JI, logo, colours and personalized templates for documents and presentations.

3.2. Present the initiative to the university to discuss possibilities of support and cooperation. If possible, find a teacher to be the JI mentor.

Present the JI to other stakeholders outside your University, with a specific purpose.

3.3. Present your Junior Initiative to potential customers: pitch the JI, test your portfolio fit-to-market, and get feedback for improvements.

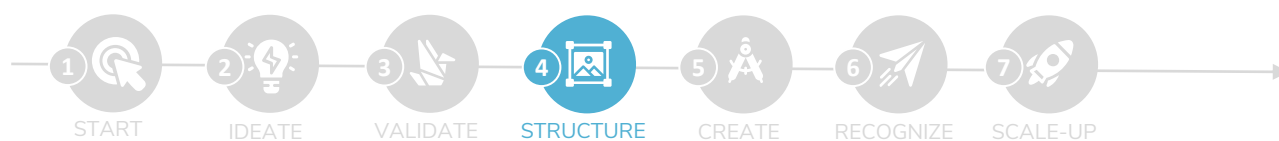
3.4. Present your Junior Initiative to companies: the private sector can support the JI as knowledge partners and advisors.

3.5. Present your Junior Initiative to organizations supporting entrepreneurship: join the entrepreneurial ecosystem (incubators, accelerators, training programs, and entrepreneur's network) of your region and improve with a strong local network.



### MAIN DELIVERABLE:

This phase will not only depend on you, so by the end of this phase, we expect to have clear expected dates to obtain all the legal documents and accountability features of the JI.



## #4 STRUCTURE

4.1. Complete the legal process required in your country in order to be registered as a non-profit organization. You must start by writing down and registering the statute of the Junior Initiative.

4.2. Create the Internal Rules, including the Selection and Election Processes, which must be defined and agreed on by all members.

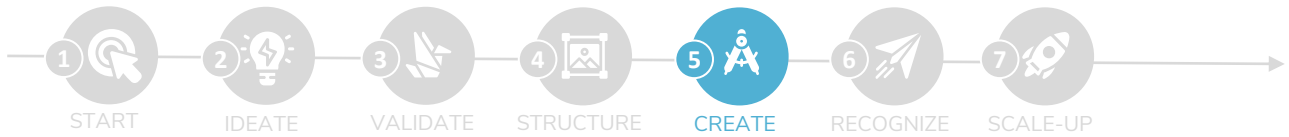
4.3. Elections must be held and the JI must have its first Executive Board. Register the Minutes of Possession for the legal process.

4.4. Create a Bank Account for the Junior Initiative.



### MAIN DELIVERABLE:

Let's have everything ready to fly higher distances. Build up the pillars for the JI to be a mature organization. Many documents, processes and guidelines must be delivered to explain how the JI works.



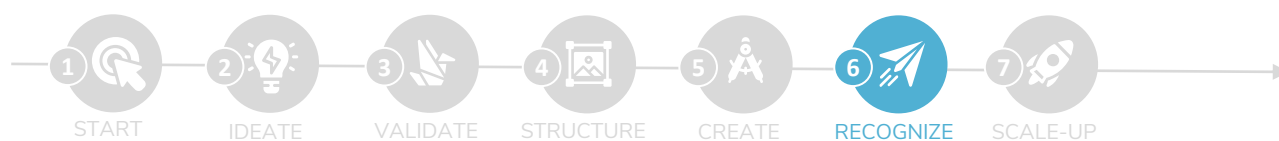
## #5 CREATE

- 5.1. Define strategic goals for the future of the Junior Initiative and plan your first budget.
- 5.2. Define the Junior Initiative's organizational structure, departments and responsibilities.
- 5.3. Start promoting your Junior Initiative to external stakeholders. Define a communication strategy and start implementing it.
- 5.4. Define your recruitment and selection process and execute the first recruitment process to grow your team.
- 5.5. Define the Training Programs for new members.
- 5.6. Define the internal communication tools and workplaces.
- 5.7. Define the Project and Quality Management, together with follow-up practices for your projects.
- 5.8. Define the commercial procedures and get your first client to work on a project.
- 5.9. Define knowledge management and handover practices.



### MAIN DELIVERABLE:

There is one and only success criteria: officially be recognized as a Junior Enterprise, so you join the Junior Enterprise network and start flying together with others.



## #6 RECOGNIZE

6.1. Get more active in our global network. Check the available opportunities for you to participate in National and International events. You can even find online options to interact with others. Events are a great moment to share knowledge and build worldwide relationships.

6.2. It's time to review. First of all, evaluate the Roadmap you did back in step #1 to ensure you went through all the stages. Then, check the International Standards for Junior Enterprises and ensure the JE fits every aspect of its criteria.

6.3. Discover about the membership process. Contact your regional Federation, National Confederation or the Junior Enterprise Global Council to understand the process.

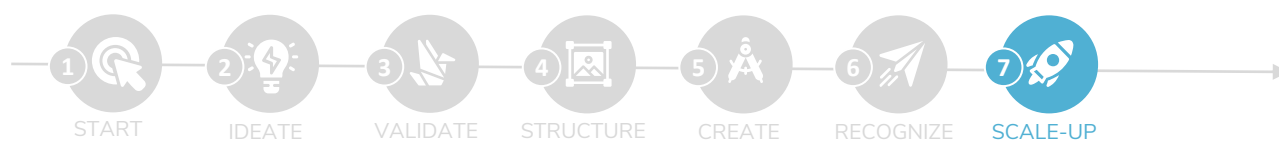
6.4. Follow the steps described by the recognition organization in the application procedure.

6.5. Join the network, by successfully completing the process and being approved by the organization in charge.



### MAIN DELIVERABLE:

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## #7 SCALE-UP

Your organization has joined the Junior Enterprise Movement and gained the status of a Junior Enterprise. However, there are plenty of opportunities present and improvements needed. To keep improving and scaling the JE impact, we recommend following actions:

7.1. Have an active participation in the JE Network. This can be accomplished through exchanging best practices with other JEs, attending events and enrolling in international programmes.

7.2. Develop deep knowledge related to your customers and their needs. It is common to see the complexity of the projects constantly increasing through the JE history, so prepare for it.

7.3. It's time to grow your numbers, offer more services to more clients. In addition, you need to recruit more people in your team and their experience. Remember we learn by doing. With more and better projects, we improve faster. You are all set with the basics for a sustainable growth phase.

7.4. Strengthen the Junior Enterprise ecosystem in your region. A solid local network will get more visibility and competitive advantages. Support the creation of other Junior Enterprises, attend or organize events to promote the JE brand and experience, and be active part in the development of your local/national JE Network.



### MAIN DELIVERABLE:

Keep up delivering more and better results as time passes by. The JE has become a learning organization that transforms as required to obtain new competitive advantages and thrive.



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