

How to create a Junior Enterprise?

From scratch to a game-changing and professional Junior Enterprise

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Diffusion : Prospective JE Founders

Summary

- ▶ **Background information about Junior Enterprises and Junior Enterprises Belgium**
- ▶ **The different steps to become a Junior Enterprise**
- ▶ **Appendix: templates of documents to help you through the administration of your future Junior Enterprise**

Junior Enterprise: The definition

“A Junior Enterprise is a non-profit organization, created and managed exclusively by **students of higher education**, which provides **consulting services** to companies, institutions, and individuals. Junior Enterprises are identical to real companies, with the main goal of enhancing the learning of their members through practical experience.”

Different types of possible Junior Enterprises



A Junior Enterprise can provide consulting services in various areas. Up to now, the JE's are in the following sectors:

- ▶ Management and business
 - Example: Junior Consulting (<https://juniorconsulting.be/nl/>)
- ▶ Law
 - Example: LLN Juris club (<http://www.llnjurisclub.be/>)
- ▶ Engineering and IT
 - Example: Yep'tech Mons (<https://www.yeptechmons.com>)
- ▶ And many others

Junior Enterprises Belgium Team

Junior Enterprises Belgium is the Belgian Confederation of Junior Enterprises. Now, it is a team of 20 students working hard to coordinate the 17 structures in the Belgian network. Most of the team are alumni of the different Junior Enterprises.



The three missions of JE Belgium

► Represent

- Represent all the Junior Enterprises in Belgium and express their common interests at the national and European level

► Develop

- Develop the concept of Junior Enterprise and promote entrepreneurship among students in Belgium.

► Support

- Support Junior Enterprises to ensure their customers a high level of quality by an audit program and the organization of strategic and national meetings.

JE Belgium and you

JE Belgium has different departments linked to those three missions. Day after day you will be in contact with the enlargement department, the one in charge for coaching new structures.

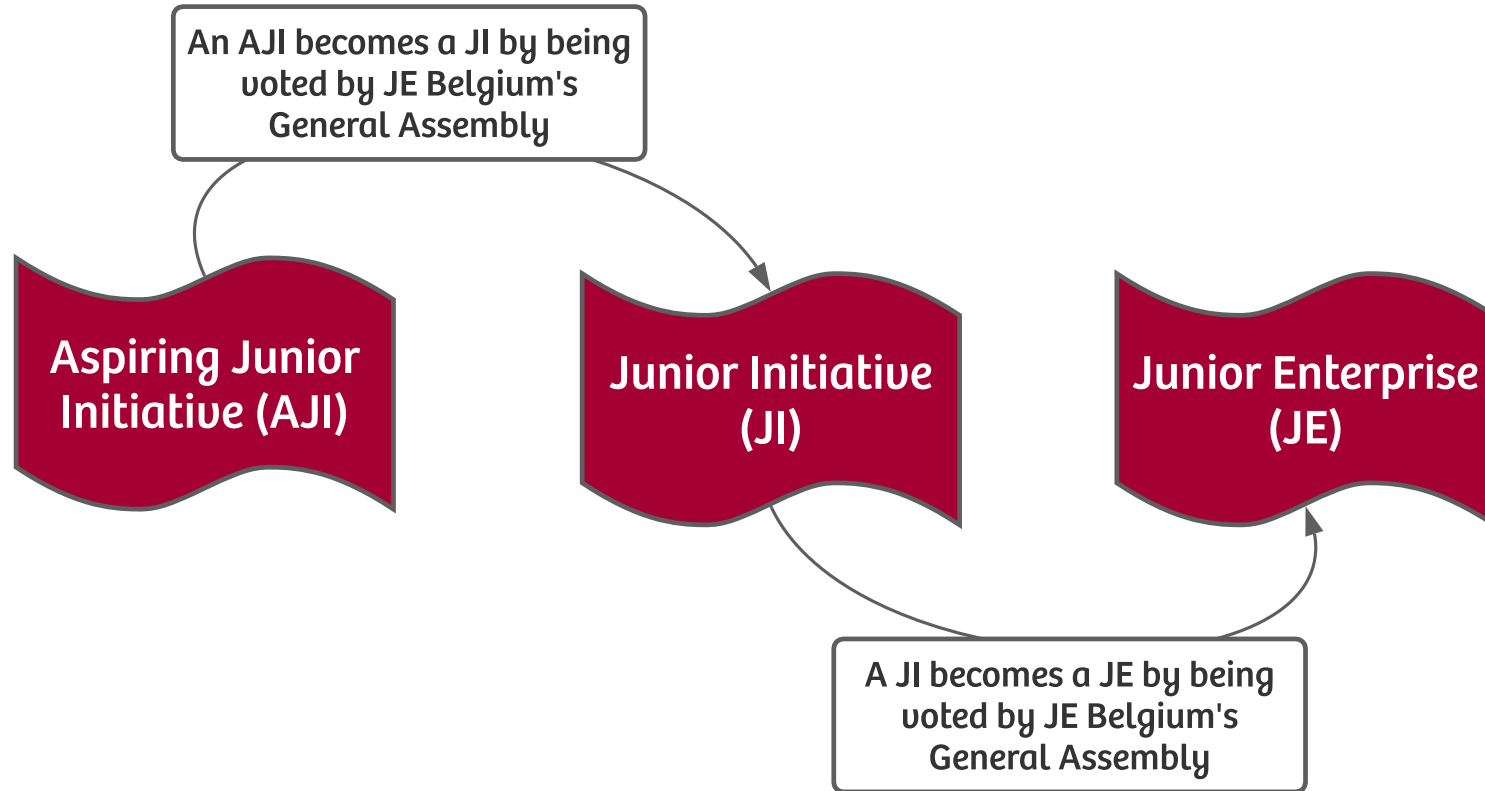
Junior Enterprises Belgium General Assembly

- ▶ JE Belgium is a **non-profit association**
- ▶ The **members** are the different Junior Enterprises of the Belgian Network
- ▶ All important decisions are taken by JE Belgium's General Assembly
- ▶ Each JE is represented in JE Belgium's General Assembly by a board member
- ▶ Structures that want to join the network are voted by the General Assembly
- ▶ The structure you will create will need the vote of the General Assembly to become an official Junior Enterprise and be part of the Belgian network

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Growing to a Junior Enterprise



Aspiring JE: steps

Step 1: Launch the process

▶ Establish contact with JE Belgium

- Once you are convinced you want to create a Junior Enterprise, a first meeting between enlargement members of JE Belgium and the aspiring JE will be held. The objective is to clarify the whole process and give advice on how to start

▶ Find an area on which you will focus, related to your studies

- You cannot provide consulting services about everything. Thus, you have to choose a specific area in which your structure will specialize.
 - Think large: Business, management, marketing, IT, Law, communication, CSR, Design thinking...

▶ Find your cofounders

- Launching a JE is a challenging task, having a team will make things much easier
- We recommend a team of at least 3 cofounders to start

Step 2: Define your mission

- ▶ It is important that you define a mission. This is a two or three sentences long text which reflects the aim of your structure. In other words, what's the main goal of your structure?
- ▶ Here is ours:

Our Mission



Support

We help the JEs to improve and gain in quality. An Audit of each structure is conducted each year, and trainings are given according to their needs.



Develop

We closely coach the newest structures, and we get in touch with like-minded organizations to expand our Network. We organize yearly events for the Junior Entrepreneurs to meet.



Represent

We stand for the interests of the Belgian network at the national and international level. We enhance the exposure of JEs inside the business world.

Step 3: Make contacts

Once you've got your cofounders team and an idea of business model, it is time to make contact with your different stakeholders



- ▶ A faculty of your university/higher education institution related with your consulting area
 - Academic support has following advantages
 - Increased credibility with other stakeholders (clients, partners...)
 - Access to rooms from the faculty
 - Advice from renowned professors in their area
- ▶ Other student associations
 - Increase the awareness of your project on the campus
 - Important in terms of recruiting for the future
- ▶ Other Junior Enterprises of your campus, if relevant

Step 4: Become an official Junior Initiative



Now that you have a specific consulting area, a team of motivated cofounders and academic support, you can become a Junior Initiative

- ▶ Make a short slide deck presentation summarizing
 - Your consulting area
 - Your team
 - The contacts you have already made
 - Your mission
 - ▶ Send it to JE Belgium team by mail
 - ▶ Present it at the next General Assembly, where the members will vote whether or not you will be granted access to becoming a JI or not.
- ➔ Once you've got confirmation of JE Belgium team, you are officially a JI

Junior Initiative: steps

Step 5 : first administrative procedures

- ▶ Write the statutes of your Junior Initiative
 - Becoming a VZW/ASBL is important in order to become a legal entity
 - Appendix two is a guide of FOD Financiën/SPF Finance with all the guidelines about VZWs/ASBL in Belgium
- ▶ Open your bank account
 - Once you are officially an ASBL/VZW, you can open a bank account to separate personal expenses from the ones of the JI
- ▶ Determine the different roles within your team of cofounders
 - President, Vice President, Treasurer...

Step 6 : Be ready for your first client

- ▶ **Think about how you will acquire your first client**
 - Tons of possibilities: cold mail, faculty relations, networking events, cold calls, already existing relations...
 - Do not hesitate to ask JE Belgium for advice or a workshop
 - Once you found one, determine the exact project and make a quote
 - See appendix for an example of a good quote
- ▶ **It is also the moment where you can launch everything that enables you to be digitally visible**
 - Website (contact the JEB support team for help, we can host your site until you become a JE)
 - LinkedIn page
 - Facebook page
 - Instagram page

Step 7 : Create your structure



Here, you are not creating your final structure. Indeed, you will, especially during the creation phase, iterate continuously to always improve the structure. But a clear structure is key before starting to recruit new members, because it will influence the profiles you are looking for and it will make their onboarding much simpler.

- ▶ Meanwhile seeking for a first client and executing his project you can start determining the structure of your future Junior Enterprise (appendix for more advice)
 - Determine the following elements
 - How many departments you will have (in the beginning 1 project department and 1 commercial department is already a great start) ?
 - What different roles will there be ?
 - How will you organise internally? (When do you organise meetings, how are decisions taken, ...)
- ▶ Create very simple processes (at least one for project management and one for recruiting, but the more the better) (appendix)
- ▶ Determine which IT tools you will use (appendix)

Step 8: Prepare additional administrative documents

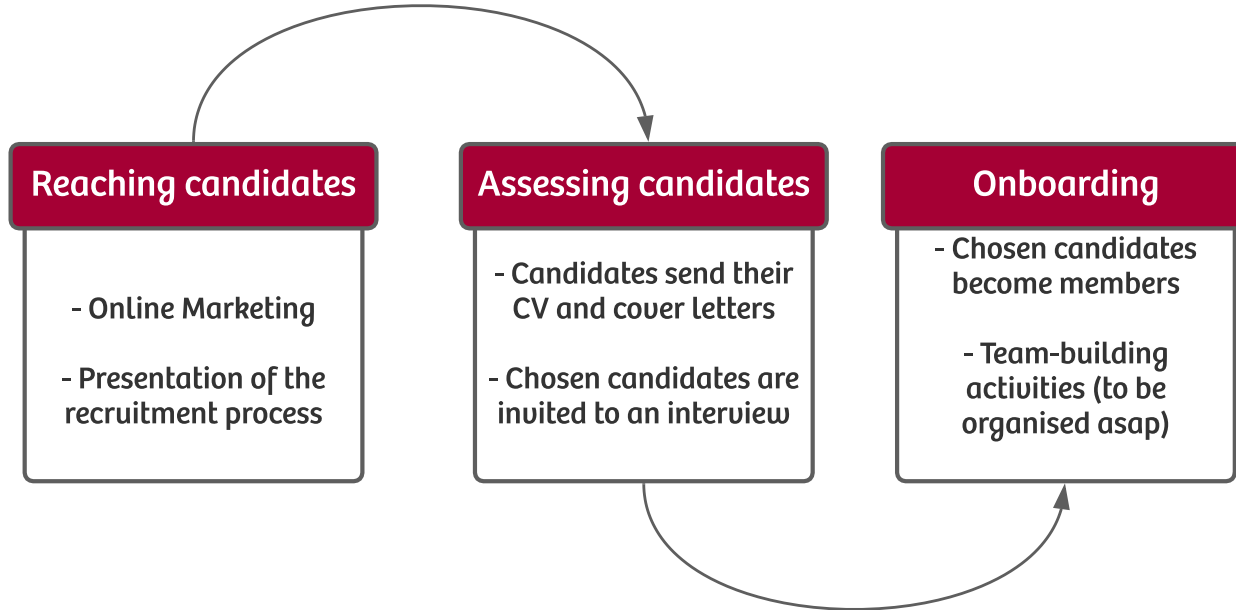
- ▶ The rules of procedures
- ▶ One template for quotes
- ▶ One template of confidentiality agreement (often asked by clients)
- ▶ One amendment template, a document that your clients need to sign if the initial project is modified
- ▶ One expense document template, document that the different members must fill in to be reimbursed when they make expenses for the structure
- ▶ One contract template



For more details, see appendix

Step 9: start the recruitment process

Recruitment process: an example, feel free to adapt it to the needs of your JI



The recruitment of all candidates should follow the same process, it is important to determine it before the recruitment! Feedback has to be given.

Step 10: Prepare the handover of your JI



The founders of the Junior Enterprise will probably not stay more than 2 years. It is thus important that at an early point, you start to prepare the moment you will leave the JI/JE.

- ▶ Set up an internal recruitment and onboarding process
 - It is the process used to determine who's going to sit on the board, become the manager of a department...
- ▶ Prepare handover books
 - These are documents that should be read by new board members/managers in order to be able to fulfil their role
- ▶ Find a way to organize and save your knowledge
 - With Google Drive, for instance

At that point, your junior initiative should
have had projects

Some general advice at that point

- ▶ In the end, you exist to run projects, so you need to actively search for new projects and having projects should be your priority number one ideal
- ▶ Always have someone responsible for the quality of the project, in the beginning we recommend someone of the Board of Directors
- ▶ When something unexpected with the project happens, warn the client immediately and adapt the quote

Quality of a project means:

- ▶ Respect of the deadlines
- ▶ Client's expectations are met
- ▶ Ensuring the quality of a project is thus not just proofreading it at the end! It means monitor it closely during its whole execution



Step 11: Determine a long term strategy

- ▶ Determine which goals you want to achieve in the next three years (long term for a junior enterprise)
- ▶ From there you can develop a vision
- ▶ Determine also how you want to achieve these goals
 - For example, if one of your goals is to reach 20 projects a year, determine how you will develop your commercial department to reach this ambitious goal

"A company vision statement reveals, at the highest levels, what an organization most hopes to be and achieve in the long term". For a JE it could be for example: "Become A JE of excellence, both in terms of quality of the projects as through a high experience of all members."



At that point, your Junior Initiative should be able to survive without its cofounders. The process to officially become a JE can thus be launched.

Official process to become a Junior Enterprise

A mail should be send to JE Belgium with an official request to become a JE

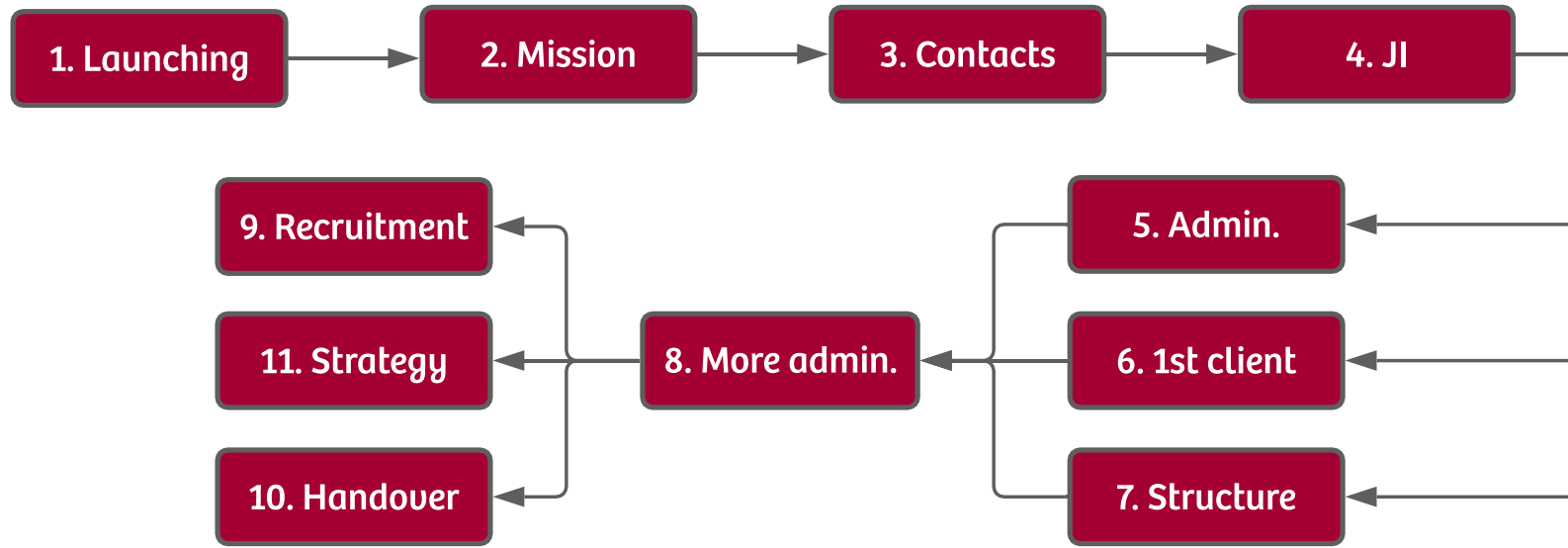
An audit is held by the quality department of JE Belgium to check if the criteria are met

JE Belgium formulates a recommendation based on the audit

Presentation slides should be sent one week before the General Assembly

After the presentation of the audits' conclusions and a presentation of the JE, the General Assembly votes. If there is a majority in favour, the JE becomes JE.

How to create a JE: overview



Here is a schematic view of the chronology of the steps. Indeed, some of them must be executed in parallel.



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Appendixes

To have access to appendixes, you first need to get in touch with the JE Belgium team! If you've already done so, you should find all the appendixes on your Internal platform.

Hit us up at join@junior-enterprises.be