

Organizational strategy for a Junior Enterprise:
Case of JUNITEC
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Abstract

This paper is a summary about a master's dissertation that aimed to describe the strategic planning process developed in the junior enterprise from Instituto Superior Técnico (IST) - JUNITEC. This process was structured in seven phases that are based on the Bryson's methodology focused on non-profit and public organization. The process took three months to be concluded and it involved the JUNITEC member's participation. In the end, the expected results and objectives were achieved and a new long-term strategic plan of JUNITEC for the next three years were obtained.

Keywords: Junior enterprise, strategic planning, strategy.

1. Introduction

JUNITEC faces the high turnover rate problem, but this is not a problem faced by only this organization. Most junior enterprises face the same problem. This fact makes the implementation of long-term strategies very difficult, because the members who compose the board of director change every year in general. In order to minimize this problem, the dissertation, that is the base of this paper, aimed to produce a JUNITEC's new long-term strategic plan. This plan should be aligned with the current context of this organization and it should contain clear actions and objectives. Indeed, this document should be formulated taking into account the JUNITEC members' participation.

This paper is organized into six main sections. The first section introduces the paper. In the second section we present the problem description that entails the concept of junior enterprise and explanation of the JUNITEC's problem. In the third, a literature review is studied to explore the strategy theme and three methodologies of strategic planning were identified. The fourth section explains the methodology adopted to develop all the process. In the fifth, all the steps of strategic planning process were developed to achieve the objectives. Finally, section six concludes this work.

2. Problem description

2.1. Junior Enterprises

According to JADE (Junior Association for the Development of Europe), the concept of Junior Enterprise is described by the following statement: *"A Junior Enterprise is a non-profit organization, formed and managed exclusively by university students, which provides services for companies, in-*

stitutions, and individuals. Junior Enterprises are similar to real companies, with the main goal of enhancing the learning of their members through practical experiences."[6]

The junior enterprise movement started in 1967 in France. Currently, this movement is presented in more than 40 countries around the world gathering more than 40 thousand junior entrepreneurs. In Portugal, there are 570 junior entrepreneurs working in 14 junior enterprises with a turnover greater than 180 thousand euros per year. The movement in this country is small compared to Brazil and France, but it is increasing. According to JADE PT, there are more than 20 junior initiatives that this confederation defines as *"a non-profit organization or an informal group of students that aims to create a junior enterprise, following the JADE PT procedures."*

2.2. JUNITEC

The JUNITEC is an engineering junior enterprise associated with IST (Instituto Superior Técnico) and it works in four business segments: services and technology consulting; provision of training to other companies in some technological areas like electronic, 3D printing, 3D modeling and web development; promotion of entrepreneurship events; and development of technological projects that aim to begin a startup.

JUNITEC was founded in 1990 and it was the first Portuguese junior enterprise. In its history, this organization won a lot of national and international prizes that made it famous in the past.

Today, JUNITEC has approximately 50 members who are volunteers and do not receive any monetary rewards. Its organizational structure is com-

posed by three departments (technical, marketing and human resources) and more three governing bodies (board of directors, general assembly and body of auditors). The members who compose these governing bodies are elected by the other members in annual elections.

2.3. Problem

The high turnover of members is one of the biggest challenge faced by not only JUNITEC, but also junior enterprises in general. As pointed out above, the members of this Portuguese organization are students volunteers who want to enhance their learning and increase their professional experiences. This problem makes the implementation of a long term strategy for this junior enterprise so hard. Moreover, every year the members of its board of directors, responsible for strategic management also change, making the maintenance of strategies more difficult through the years.

Considering this context, at the beginning of 2017, the CEO of JUNITEC proposed a long term strategic plan for the next five years and it was approved in a general meeting. However, in practice the current members of board of director do not use this plan to base their administration. They consider the objectives of this strategic plan are not clear and its guidelines are not specific. Furthermore, some important changes happened since this plan was formulated, for example new important and strategic services were started. It means the plan need to be aligned with the new reality of this organization.

Another problem related to this strategic plan is the fact that it was formulated by only one person, the last JUNITEC CEO. Other members of this enterprise did not participated in the strategic plan process. It probably makes the plan limited and makes its implementation more difficult to happen. If other people, who could assume important position in JUNITEC, participated in this process, they would know better the strategies obtained and they would ensure the implementation of these plans.

Therefore, this present work aims to formulate a new JUNITEC long term strategic plan in order to provide aligned strategies with the current situation of the company, hence improving the weaknesses of the last strategic plan.

3. Literature review

Before analyzing the existent strategic planning processes in the literature, it is important to present the definition of strategy, strategic planning and strategic plan that will be used in this work.

3.1. Definition of strategy

In the literature, there are a lot of definition of strategy, but they can be summarized in five main con-

cepts that consider strategy as: plan, ploy, pattern, position or perspective (Mintzberg et al., 2006) [10].

Strategy is the development of a suitability between the activities of an organization (Porter, 1996)[11]. For him, The success of an strategy depends on the good execution of the processes that are integrated and converge to a common objective.

From this context we can realize the lack of consensus between the authors about the definition of strategy. However, in this work we consider strategy as *"pattern of purposes, policies, programs, projects, actions, decisions, or resource allocations that defines what an organization (or other entity) is, what it does, and why it does it"*(Bryson, 2011, p. 60)[3].

3.2. Definition of strategic plan

Thompson & Strickland (1998) [13] define strategic plan as a document that contains the future guidelines, the mission, the strategies, near-term and long-term objectives of a company. Therefore, this definition will be considered in this work.

3.3. Definition of strategic planning

The strategic planning is a process based on operations and procedures made by members that will decide the direction of a company to future. All this process is developed aiming to achieve a desired scenario Goodstein, Nolan & Pfeiffer (1993) [4].

Considers strategic planning as a methodology used to make decision and select action that will guide an organization in the future (Andersen, 2000) [1].

Thus, from the definitions above, we can conclude that strategic planning is a process of strategic plan development. It is composed by analysis, studies and sequenced procedures that intends to obtain a plan that will guide the organization to achieve its objectives.

3.4. Different methodologies of strategic planning process

After defining all those three concepts, we now present three different approaches of strategic planning process. Thereafter, we select one of these methodologies to be used in the case of JUNITEC.

Steiner (1979)

The first approach was developed by Steiner (1979)[12] in his book "Strategic Planning: What every manager must know". This approach is based on ten steps as follows:

1. Plan to plan - the general scope of the process is defined.
2. Expectation of the major interests - the expectations of the major inside and outside inter-

- ests about the company's future are identified.
3. The data base - data and performance indicators are analyzed.
4. Evaluation - an evaluation about the internal and external environment are made in order to obtain the SWOT analysis.
5. Master strategies - the mission, objectives, purposes and the policies are defined.
6. Program strategies - the strategies are formulated.
7. Medium-range programming and programs - the strategies are converted into action plan.
8. Short-range planning and plans - it is created actions that should be adopted near-term are created.
9. Implementation plans - the plans defined are put in practice.
10. Review and evaluation of plans - an review and evaluations about the adopted plans are made.

Goodstein, Nolan e Pfeiffer (1993)

The second approach was presented by Goodstein, Nolan and Pfeiffer (1993)[4] in their book "Applied Strategic Planning – How to develop a plan that really Works". This process is composed by nine steps and two continuous function that are summarized in the figure 1.

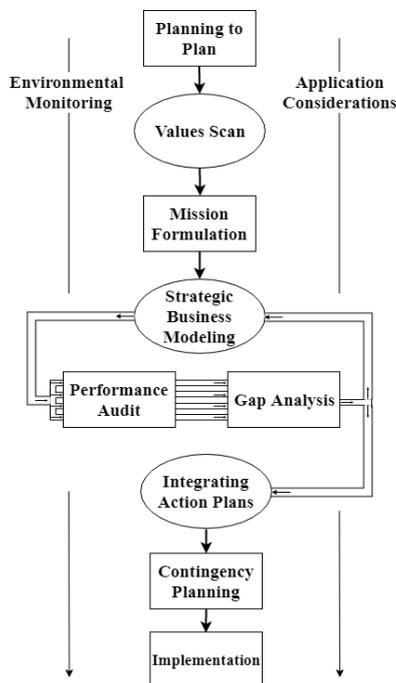


Figure 1: Strategic planning process according to Goodstein, Nolan e Pfeiffer [Goodstein, Nolan and Pfeiffer 1993, p. 8]

1. Planing to plan - important topics established for a good process execution. For example, the people who will participate in the activities, the deadlines and so on.

2. Values scan - some critical organizational aspects are identified, for example, values, philosophy and culture of company.
3. Mission formulation - the mission of the organization is identified.
4. Strategic business modeling - the desired future scenarios, business units, performance indicators and goals are formulated.
5. Performance audit - internal and external analysis are made in order to identify the weaknesses, strengths, opportunities and threats of the organization.
6. Gap analysis - outputs from the last step are compared to scenarios obtained in the strategic business modeling step. If they are compatible, the process continues to the next stage, otherwise the process should be back to the phase 4.
7. Integrating action plans - the strategies are formulated and analyzed.
8. Contingency plan - some contingency plans are prepared due the threats and weaknesses of the company.
9. Implementation - the strategies are implemented into the company.

Bryson (2011)

This approach was developed by Bryson (2011)[2] in his book "Strategic Planning for Public and Non-profit Organizations". This methodology is composed by 10 phases, that are presented below by the figure 2. As the name of the book indicates, this approach is created focusing in public and non-profit organization.

1. Initial Agreement - In this first step important guidelines of the process are defined, for example, the member who will compose the strategic planning team, the reports, deadlines and so on.
2. Mandates - mandates are the requirements, regulations and expectations about the organization. By this definition, regulation, statutes and stakeholders expectations are examples of mandates. Thus, the in this part, the group responsible by the process has to identify the relevant mandates about this organization.
3. Mission/values - the mission and the values of the organization are identified.
4. External and Internal environment - internal and external analysis are made in order to identify the weaknesses, strengths, opportunities and threats of the organization.
5. Strategic issues - strategic issues are relevant topics related to internal policies and challenges that affect important organizational aspects like the mission, the mandates, the clients and so on. Therefore, in this step the team should identify these strategic issues.

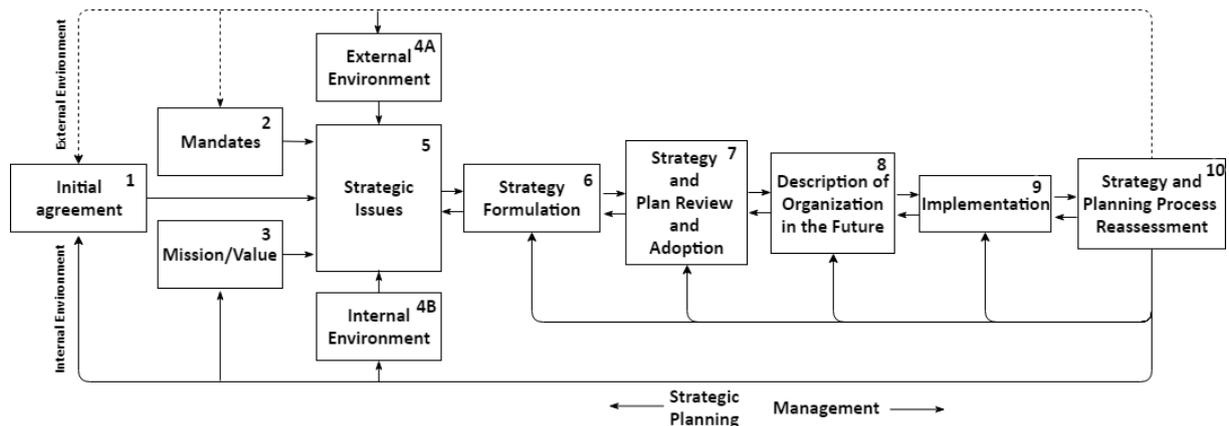


Figure 2: Strategic planning process according to Bryson (2011) [adapted from Bryson (2011), p. 44 and 45]

6. Strategy formulation - Based on those strategic issues, the strategies are formulated.
7. Strategy and Plan Review and Adoption - the strategies obtained in the last step are reviewed and confirmed by the main stakeholders. This step represents the end of strategic planning process. The next phases belongs to the strategic management process.
8. Description of Organization in the Future - the organizational vision of success is obtained.
9. Implementation - an effective implementation plan is elaborated in order to guarantee the strategies will be put into practice.
10. Strategy and Planning Process Reassessment - during the process of strategies implementation, it is important to reassess which strategies are obtaining success and which of them are not. From this analysis, those strategies that are not successful should be excluded or reformulated. Besides that, an reassessment of the strategic planning process is made too.

After these three methodologies are described, in the next step, we will decide which approach will be used to guide the strategic planning process.

4. Methodology

As already mentioned before, the objective of this dissertation is the development of strategic planning process at JUNITEC in order to obtain its new strategic plan.

In the last section, three different methodologies of strategic planning process were presented. They have a lot in common, for examples all of them has an initial step to define guidelines and other relevant aspects that will be important to rest of the process. On the other hand, each of them also has specific activities that are exclusive, for example, the eighth step in the Goodstein, Nolan and Pfeiffer's methodology. This step is developed in order to produce contingency plans, that is not

possible to find a specific step with this purpose in the other methodologies presented.

After analyzing all characteristics of each methodology, we selected the approach of Bryson (2011) to be used in JUNITEC strategic planning. This choice was made because this approach is focused on public and non profit organizations that is aligned to JUNITEC, a non profit company. Due to this particularity, some of steps from this methodology are unique. For example, in the second phase, the organizational mandates are identified, it is a particular step developed to deal with non profit organization. Furthermore, this methodology includes the stakeholder participation throughout the process. This fact is one of most important point to be considered.

For these reasons, the methodology of Bryson (2011) was chosen. Therefore, the first its seven steps were developed to achieve the purposes of this job. The figure 3 summarizes the process.



Figure 3: Adopted strategic planning process

5. Strategic Plannig Process

This section of the work will be developed the strategic planning process that is composed by seven phases. A summary about the most important points in each of this phase will be presented.

5.1. Initial Agreement

As it was introduced before, in this step, it is defined some important points for the rest of the strategic planning process. In order to guide the team in this section, Bryson defines in his ap-

proach a set of questions that should be answered and they are related to the purposes of the job, the members who will be involved, the formats and deadlines of reports, the necessary resources, organization of the process and the key requirement for the success.

All those questions were responded and some points were highlighted as follows:

- The main purpose of the process is to produce the long-term JUNITEC strategic plan for the next three years. It should be simple, consistent and aligned to the current situation of this junior enterprise.
- The process is based on the Bryson (2011) methodology and it should apply all the first seven steps of this approach.
- To develop those steps, a strategic commission composed by 11 members from JUNITEC was involved to take some decisions and to help the activities development. All the members from the board of directors, all department coordinators and others from the three departments were included in those 11 members. In order to promote the work in group and discussions, meetings were made during every weeks in two months.
- Regarding the necessary resources, it was necessary the access to important documents like the financial reports and statutes.
- The key requirements of the success identified were: involvement of the group into the process, to follow all the seven steps of the Bryson methodology and to produce a new strategic plan with a clear action and objectives.

5.2. Mandates identification

In this section, the mandates of the organization have to be identified. So, through researches in the JUNITEC statute, the relevant aspects that should be mentioned are:

- JUNITEC is an university student association. It is a non-profit organization and private.
- It has two main goals: provide to its members practical experiences in their field of knowledge and promote the contact between students and business communities.
- This document also presents some ways to this junior enterprise achieves these objectives, for example, organize technological events, develop qualified human resources, support business initiatives created by students and so on.
- The statute also declares that JUNITEC is committed to respect and fulfill the requirements from JADE Portugal statutes and help in the junior enterprise movement growth.

From the student association legislation that JUNITEC is included, the relevant points that must be presented are:

- It is considered student association those organizations that represent the students from the same university or educational institution.
- The student associations should be independent from the government, the religious organizations or any other.
- These associations are free to join or to establish unions or federations.
- Student association should maintain an adequate accounting organization. The members of its governing bodies are responsible for the association's assets administration.

5.3. Mission, vision and values

Before defining the mission, visions and values, Bryson suggests making a stakeholder analysis in order to identify the stakeholders who should make part of this process.

Stakeholders

Stakeholder is any person, entity or group that somehow can influence an organization or is affected by it (Bryson and Alston, 2005)[3]. After, every JUNITEC stakeholder were identified. From them, an analysis was developed that considers two aspects. The first one is the power of a stakeholder has to influence the organization in the decision making processes and the second, the interest of a stakeholder in approving or resisting to an particular strategy. The matrix, in the figure 4, presents every JUNITEC stakeholders and it compares them on these two factors. From this matrix, it is possible to observe the most important stakeholder of JUNITEC are its member and its board of director. Taking it into account, only these two stakeholder participated in the process of identification of mission, vision and values.

Mission

Mission of an organization should express clearly the purposes and the reasons of its existence, in other words, what the organization does (Johnson et al., 2008)[7].

The current JUNITEC mission statement was created in 2009. Thus, it was necessary to check if this statement is still aligned to the actual mission of this junior enterprise. To help in this verification process, it was used a survey based on a model presented in the book "Creating and Implementing Your Strategic Plan - a Workbook for Public and Nonprofit Organizations" by Bryson and Alston (2005)[3]. This survey was answered by strategic commission members and after they discussed about this statement. By consensus, it was

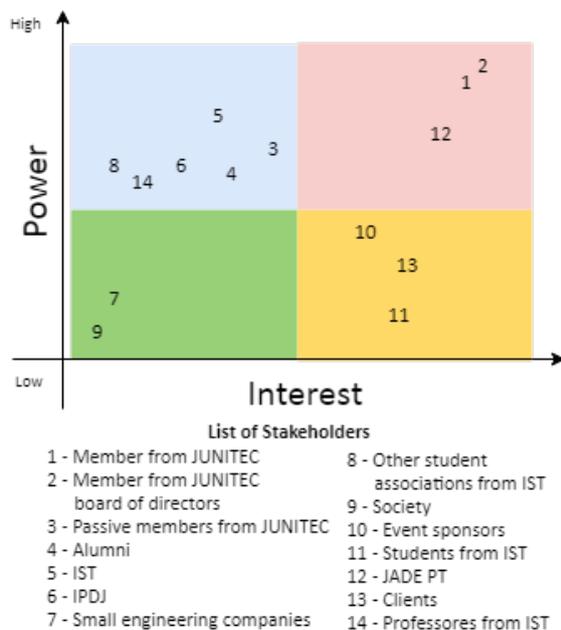


Figure 4: Stakeholder analysis

concluded the statement is still aligned to the actual JUNITEC mission. The statement is:

"The mission of JUNITEC is to promote the university student appreciation through the development of entrepreneurial education and continuous training approaching the students to the business environment. With an entrepreneurial spirit and innovation, through the development of projects and engineering services and betting on innovative ideas, JUNITEC aims to contribute to a community linked to university entrepreneurship and technological innovation."

Vision

The vision is related to the future of an organization and it expresses what a company intends to achieve in its future (Johnson et al., 2014)[8].

Similar to the mission, the JUNITEC vision statement was also created in 2009 and a verification was necessary again. So, following the same steps used before, another survey based on the book of Bryson & Alston (2005)[3] was used and, then, the strategic commission members discussed about this statement. They concluded by consensus that this statement is still aligned to the actual vision of JUNITEC. The statement is:

"The JUNITEC intends to be the linkage between the students and the business environment through the application of knowledge learned and betting on a promotion of scientific, technological and business areas. Being pointed to the innovation and the development of new technologies, JUNITEC wants to be an reference in the development of new ideas and their accomplishment."

Values

Values are set of principles that lead how an organization should operate daily routine (Johnson et al., 2014) [8]. JUNITEC had not defined its values, so it was not possible to find any internal or external document that present those principles. Taking it into account, it was necessary to identify them in the new strategic plan.

Thus, in order to guide this process, it was used again another survey based on the book of Bryson and Alston (2005). In this survey, questions about the current values and desired values in the future were asked the members. The strategic commission answered the questions and then a discussion was made to decide the final values. To organize this meeting, the Nominal Group technique was used to conduct all the discussion and the decision making process. According to Delbecq Van de Ven and Gustafson¹ apud Jones (2004)[9], this method was developed in order to facilitate and contribute to a democratic decision making process in a group.

The technique are composed by five steps (Horton, 1980)[5]. They are: 1) ideas generation individually; 2) recording all the ideas; 3) group discussion about the ideas; 4) voting by ranking the ideas; 5) counting the votes and ranking the priority ideas.

All those steps were developed in this meeting with the group and they concluded that the JUNITEC values are: entrepreneurship, innovation, learning by doing, team spirit, proactivity and passion.

5.4. Internal and external analysis and SWOT analysis

In this section as already described, it was made an internal and external analysis in order to find out the strengths, weaknesses, opportunities and threats about JUNITEC.

Keeping it in mind, at first it was made an external analysis. According to the Bryson's methodology, this search is divided into three categories:

- Forces/trends - the PESTEL analysis was developed and it describes the Politic, Economic, Social, Technological, Ecological and Legal context where JUNITEC is insert.
- Key Resource Controllers - main clients, suppliers and regulators of JUNITEC were described
- Competitor and Collaborators - the main competitors and stakeholders who support JUNITEC were described.

¹Delbecq, A.L., Van de Ven, A.H. and Gustafson, D.H. (1975) Group Techniques for Program Planning: A Guide to Nominal Group and Delphi Processes. Scott, Foresman Glenview.

After concluding all those studies, internal analysis was developed and according to Bryson, it is also composed by three categories:

- Resources - It was described the resources of JUNITEC, for example, people, competence, economic and culture.
- Present strategy - It was described briefly the current strategy of JUNITEC.
- Performance - It was pointed out the existent the result of performance indicator, for example, revenue, spends and number of projects.

From all these analyzes, it was identified the strengths, weaknesses, opportunities and threats that are presented by the table 1.

5.5. Finding the strategic issues

As already mentioned, the strategic issues are important points related to internal policies and challenges that affect an organization. So, this issues are very important to this methodology and they are the basis of strategy formulation phase.

To identify these issues, Bryson points out eight approaches to guide this process and they are:

1. Direct approach
2. Goals approach
3. Vision of success approach
4. Indirect approach
5. Action-oriented strategy mapping
6. Alignment approach
7. Tensions approach
8. Systems analysis

Analyzing the conditions for application of each of these approaches, we decided to use the indirect approach. According to Bryson, usually this method works better when: there is no agreement on the future objectives; there is no defined vision of success for the future and identify it should be difficult; absence of hierarchical authority to establish goals for other stakeholders; the external environment is dynamic; and there is a need of strategic redirection. These situations are similar to the JUNITEC context. First of all, there is no agreement on the future objectives and vision of success between its members. Second, there is no authority nor stakeholder to impose these objectives, be-

Table 1: SWOT analysis

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Members of different specializations from IST • Member with good technical knowledge • Low fixed costs • The growth of JUNITEC projects and events • Head office opened 24h/day and without costs • Creative and innovative members • Self-taught members • Good relationship among its members • Association with IST 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • High turnover of its members • Low performance of some members • Poor background in management • Weak knowledge transfer between the members • Lack of processes defined and mapped • Lack of a quality management system
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • High growth Portuguese economy • Increase in the numbers of micro- and small companies; • High investments in R&D • Portuguese population connected to new technologies; • Entrepreneurship appreciation • High investments in sustainability and environmental preservation • Growth of the junior enterprise movement in Portugal • Contact with alumni • Good relationship with clients • Support from the scientific board 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Difficult to maintain the benefits from IST, because of the competition from other student organization • Dynamic technological changes • Higher requirement/expectation from JADE PT • High number of student associations from IST • No formal agreement with IST about JUNITEC head office

cause the members turnover into JUNITEC is high. This situation, for example, is different compared to a familiar company, that the owner will probably remain in this position for a long-term period and it has a sufficient authority to make this imposition to other workers.

Once it was decided, the next stage is the application of the selected method. At the beginning, the group responsible for the strategic planning process should review the important topics already discussed until now, for example, the mission, mandates, SWOT and stakeholders analysis and values. After this review, in a meeting, each member of the group should create options to answer five questions:

- Which options should be created in order to satisfy the stakeholders?
- Which options should be created to improve the strengths, take advantage of opportunities and reduce the weaknesses and threats?
- Which options should be adopted in order to fulfill the organization's mission, mandates and create public value?
- Which options should be created to articulate the objectives and key details of the current strategies?
- Which options should be suggested by any other relevant issue or discussion.

Each answers should be placed on a sticky note and then post it on a board. After all these sticky notes are ready and visible on the board, the strategic planning team should gather them into clusters with similar themes. Then, from each cluster the group must extract the potential strategic issues.

To develop this process in JUNITEC, some modifications were made to save time of the group members. Thus, before the meeting, a survey with those five questions were sent each element. They answered these topics and every responses were placed on sticky notes. So in the meeting the group only gathered them into clusters and the possible strategic issues were identified. The figure 5 below presents a photograph from the board where the sticky notes were gathered after this meeting.

As a result of this meeting, 17 possible strategic issues were identified. The next step was deciding which of these possibilities are really strategic issues and which of them are operational issues. In order to achieve this objective, some tests and discussions with the board of directors were developed and we identified eight definitive strategic issues. They are:

- How to promote the entrepreneurship?
- How to optimize the internal processes?

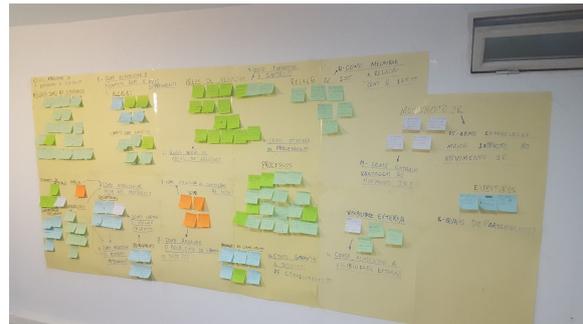


Figure 5: The clusters arrangement

- How to get more recognition from the student community?
- How to enhance the relationship with IST?
- How to finance JUNITEC?
- How to establish a greater contact with the business environment?
- How to extract advantages from the junior enterprise movement?
- How to add more value to JUNITEC's members?

From the examples above, it is possible to realize the strategic issues are phrased as questions and they address topics that the company can do something about.

5.6. Strategy Formulation

Bryson (2011) presents two methods that can be used to guide the strategy formulation process.

The first one is called five-step process that is structured in five steps: objectives identification, identification of barriers and difficulties to achieve these objectives, plans and alternatives formulation, identification of major long-term actions, identification of major short-term actions. All these steps are developed for each strategic issues identified.

The second one is the Action-Oriented Strategy Mapping Process. In this process, the possible actions are proposed by the team and, then, it is identified the action-outcome relationship among these actions. After this process, a action-oriented map and the strategies are obtained .

Analyzing the condition for application of both approaches, we decided to develop the five-step process in this part of the dissertation. This choice was made because this approach is simpler to use and it would take less time of the members working in group. Indeed, the Action-Oriented Strategy Mapping Process would require a experienced facilitator to interact with the group in this process.

Thus, all the five steps were developed for each strategic issue. In this process, the support of members from JUNITEC and from other junior enterprise was crucial. As a result, it was obtained

27 possible strategies (following the Bryson's definition of strategy). And the strategies are:

How to promote entrepreneurship?

1. Support internal projects in order to start new startups.
2. Promote the growth of JUNITEC entrepreneurship events.
3. Have a greater contact with successful startups.
4. Participate in competition and events of entrepreneurship;

How to optimize the internal processes?

5. Implement a quality management system in order to optimize the internal processes.
6. Ensure transfer of knowledge between members.
7. Enhance the members' knowhow about management.
8. Outsource some internal processes.

How to establish a greater contact with the business environment?

9. Better approximation of possible partners, clients and sponsors.
10. Maintain contact with companies that are already sponsors and clients;

How to get more recognition from the student community?

11. Marketing campaign focused on employer brand improvement;
12. Obtain a larger JUNITEC promotion through its members;
13. Provide more openness for students to know better about JUNITEC.
14. Establish greater contact with high school students.

How to enhance the relationship with IST?

15. Get a closer relationship with IST.
16. Promote the collaboration among IST students and companies.
17. Get closer relationship with other student association.

How to finance JUNITEC?

18. Collect revenues from the entrepreneurial events organized by JUNITEC.
19. Collect revenues from successful internal projects.
20. Collect revenues from services.
21. Collect revenues from IPDJ and other government benefits.

How to extract advantages from the junior enterprise movement?

22. Promote the exchange of knowledge among the members of JUNITEC and other junior enterprises.

23. Establish partnerships with other junior enterprises.

24. Establish closer contact with the international junior enterprise movement.

How to add more value to JUNITEC's members?

25. Provide better development opportunities for JUNITEC members.

26. Promote networking among members and leaders from several areas like technology and entrepreneurship.

27. Establish an effective system for monitoring and evaluation system.

After all the possible strategies are defined, they should be evaluated. To develop this step, the methodology of Johnson et al. (2014)[8] was used with some modifications. Therefore, seven criteria were applied to evaluate each of these strategies. These criteria are:

1. Does a proposed strategy address the key opportunities and threats an organization faces?
2. Does a proposed strategy meet the expectations of stakeholders ?
3. Will stakeholder reactions be positive?
4. Would a proposed strategy work in practice?
5. Can the strategy be financed?
6. Do people and their skills exist or can they be obtained?
7. Can the required resources be obtained and integrated?

In a meeting with the members of JUNITEC board of directors, all these possible strategies are presented and evaluated by them based on those seven criteria. In this evaluation process, if any possible strategy was failed in one of these criteria, it was rejected. Then, after this process, three strategies were rejected which are 8, 14 and 16.

5.7. Strategy and plan review and adoption

This section is the last step of strategic planning process. The objectives of this phase are reviewing the strategic plan and guaranteeing the strategies adoptions in the future.

At first, it is needed to make a revision of the long and short-term actions to implement these strategies. In this part, the member of JUNITEC board of directors were again consulted in order to verify the feasibility of these actions.

Second, a draft of strategic plan was written based on the main results from the process developed, then, it was sent all members of strategic planning team. They evaluated it, pointing out the strengths, weaknesses and aspects that could be

improved. The answers in general were positive and according to them, this plan contains clear actions and objectives. Indeed, they considered all the process succeeded in involving the members in every steps.

Therefore, the strategic planning process achieved the main objectives defined at the beginning.

6. Conclusion

The purpose of this paper was to describe the strategic planning process developed in JUNITEC in order to obtain a new strategic plan. This process was developed based on Bryson's methodology and it was structured in seven steps. Some of these steps had to be adapted to make the participation of JUNITEC members possible. this condition was one of the key factor of the process success.

After developing all these seven steps, it is possible to conclude that the objectives defined at the beginning of the process were achieved, obtaining a new strategic plan composed by clear goals and actions.

However, some limitations can be identified in this work. One of them was the time limitation of the JUNITEC members during the meeting. Another restriction that can be mentioned was the inexperience of author of this dissertation in conducting the discussions during group meetings. Sometimes, this fact contributed to these sessions didn't achieve the expected results.

For the future, it is recommended to develop the next steps pointed out in Bryson's methodology that includes the descriptions of organization in the future, implementation, strategy and planning process reassessment. All these three steps make part of strategic management. At the same time, JUNITEC should use a management tool in order to monitor and help the strategy implementation. Some options like Balanced Scorecard should be adopted to help in this process.

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