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Redefinition of Iscte Junior Consulting Sales Approach

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ABSTRACT

The market is changing in a dynamic and fast-paced rhythm, and the sales area is no exception. As a result, competitiveness increases, and holding a competitive advantage over a long period is increasingly challenging, forcing companies to rethink their strategy more frequently to guarantee that they remain competitive.

This Master thesis, “Redefinition of Iscte Junior Consulting Sales Approach”, aims then to refresh and provide a new life to the commercial area of the Junior Enterprise by the definition of concrete actions that can be implemented to achieve better outcomes that positively affect the members experience at Iscte Junior Consulting.

The academic expertise essential to the thesis prosecution was collected from academic knowledge summarized in the literature review with the application of the theoretical concepts to the subsequent thesis steps. From the literature review emerged the importance of using the sales funnel as the framework to guide the sales process, being used to segment the findings and convert them into a flow of personalized actions through each step of the funnel.

To redefine the sales approach was essential to evaluate the current context of the internal and external environment of Iscte Junior Consulting, discovering the relevant findings that could be converted into solutions in the form of actions that Iscte Junior Consulting should adopt to improve the sales approach and achieve better commercial results.

This thesis is then focused on extracting findings from the data collected and converting them into concrete actions that increase the value proposition to the members and improve their development process inside the Junior Enterprise.

Keywords: Sales, Sales Funnel, Commercial Approach, Junior Enterprise.

JEL:

I2 - Education and Research Institutions

J24 - Demand and Supply of Labor (Human Capital, Skills, Occupational Choice, Labor Productivity)

M10 – Business Administration (General)

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CHAPTER 1

Introduction

Everything started in France in 1967 when a group of students motivated to do more than expected decided to develop a concept that allowed them to apply the topics learned in class by forming a linkage between academia and the corporate world, being this concept called Junior Enterprise. The appearance of more of these groups supported by their universities all over the world created a need for a common association that represented and advocated for all of them, being these called Confederations, associations divided by each one of the countries represented and one European one, Junior Enterprises Europe.

The first Portuguese Junior Enterprise, JUNITEC, appeared in the engineering segment associated with Técnico Lisboa, and the Portuguese confederation, Junior Enterprises Portugal, was founded in 2012 by the need of an aggregator of the first Portuguese Junior Enterprises.

Iscte Junior Consulting is nowadays one of the 23 Portuguese Junior Enterprises that together support +1.100 students executing 240 projects per year (*JE Portugal | Federação de Júnior Empresas de Portugal*, n.d.). The European context counts 370 Junior Enterprises that host 33.000 Junior Entrepreneurs who execute more than 5.100 projects annually (*JEE – Junior Enterprises Europe*, n.d.).

With the spread of the concept all over the world, the need for a world confederation appeared, and Junior Enterprises Global appeared in 2016, representing 1.700 Junior Enterprises in 44 countries with plus than 65.000 Junior Entrepreneurs that together produce a revenue of more than 16 million in revenue per year being the 1st youth entrepreneurship network in the world (*Junior Enterprise Global*, n.d.).

Founded in 2010, Iscte Junior Consulting is the Junior Enterprise linked to the University Iscte, and with a management consultancy core business, focuses on promoting the continued growth of its members through the strategic vertex of training and investigation while promoting alternative and innovative solutions with the services based on excellence provided in the consultancy area. The Junior Enterprise has the vision of being a platform of reference in the development of Iscte students and the ambition of being a leader in Junior Consultancy solutions while being a partner of excellence in the enterprise's world through four core values, multidisciplinary, confidence, responsibility, and commitment.

The three vertexes of the organization are Consultancy which represents the services provided in six areas, strategy, marketing, human resources, market studies, social responsibility and IT. Training is the second vertex operationalized with the formative plan given to all members with internal knowledge and mainly with external resources such as partners, Alumni or teachers' consultancy

board. The third one is Investigation, focusing on the gathering of data to be updated on the market trends and methodologies, promoting a better project execution.

To do so, it counts in 2022 with 65 members, necessarily all students from Iscte, occupying 9 of them a board role with 1 President, 3 Vice Presidents with the responsibilities of consultancy, training, and external relationships and 5 department directors in the areas of Marketing, Management & Quality, Human Resources, IT and the most recent one Analytics.

The Junior Enterprise has been distinguished 11 times with National and International prizes in the Awards Ceremony that happens every year in Portugal and Brussels, being the last mandates of great success with the achievement of National awards of Junior Enterprise of the Year, Most Innovative Junior Enterprise, and Project of the Year in 2020/2021 and the distinction as European Most Promising Junior Enterprise in 2021/2022.

Despite the promising results achieved throughout the years, Iscte Junior Consultancy suffers from commercial performance inconsistency, causing a disparity in the number of closed projects per year and consequently harming the experience given to the members that pass the structure. The focus of the Junior Enterprise is the development of its members, being the main value proposition the possibility of executing real projects, with real projects and genuine feedback, but in a safe environment where the salary and the turnover of the organization are not the focus turning mistakes more acceptable, a factor that creates a proper environment to grow professionally but that almost any company can provide. The commercial performance inconsistency compromises this mission since a mandate with fewer projects risks the experience given to all the members, and this is the main reason why this thesis has importance to the structure since it will focus on generating a bundle of actions that can be implemented to restructure the commercial approach of the Junior Enterprise leading to a more stable sales process that doesn't risk the value proposition offered to the members.

Literature Review

2.1. How to restructure the Sales Approach?

Doing a literature review that gathers existing scientific knowledge about the analysed topic is a step that gives a better overview of the existing content and provides a broader vision on how to apply it to the project purpose (Snyder, 2019; Sydney University Library Study Smart, 2017).

The Redefinition of Iscte Junior Consulting sales approach is not an exception requiring the investigation of the existing content, an internal analysis of the organization's status, and an external analysis of the surrounding environment that directly impacts the organization (Pullan & Archer, 2013; Zanoni, 2012).

When talking about redesigning the sales approach, there is a common point between most authors that defends a division of the sales approach in different steps to allow a clear vision of each one of them and the various actions that could be made to guide the team through it (Cooper & Budd, 2007; *The Ultimate Guide to Creating a Sales Process*, n.d.). This steps analysis provides detailed feedback on the problems of the process, helping identify new solutions that can boost efficiency and conversion rates with the final purpose of sales performance improvement (M. Johnston & Marshall, 2005).

This division is known as sales funnel, a framework that presents us with the different steps that a customer will sequentially pass when involved in the sales process, from the initial step of just being a lead to the final step of turning into a customer (William L. Cron, 2008). Bradford (2016) compares the sales funnel to a “numbers game” where the organization must prospect the correct number of leads to achieve the desired number of converted clients, with the conversion rate representing the probability of success in closing a deal (Bradford et al., 2016).

Throughout the years, the pace of the market increased, and the proper collection and analysis of data started being the key to sales success, and technological advances had a major role one it (Baumgartner T et al., n.d.; Syam & Sharma, 2018) by use cases like the automation of data collection for prediction on the number of leads needed to convert the exact number of customers that the operations team can handle, improving not just efficiency but also customer satisfaction (Cooper & Budd, 2007; Sheth & Sharma, 2008; Vieira & Claro, 2000).

These advances and different author perspectives induced the emergence of different visions of the sales funnel and even different approaches, mainly in the number and order of the funnel steps (Söhnchen & Albers, 2010), turning it relevant to understand them so the one that most applies to Iscte Junior Consulting can be chosen.

2.2. A Deeper Analysis of the Sales Funnel Variations

A multichannel environment with a robust digital presence of potential customers increases the number of facings for possible touchpoints with an organization (Essick, 2021; Tesserias, 2014), turning necessary in the first phase to distinguish the division line of marketing and sales.

What is usually described is a lack of accountability where marketing points out an improper treatment of new leads by the sales department, and sales point out the low quality of leads generated by the marketing department (Smith et al., 2006). The literature is not aligned on the exact moment where marketing stops and sales enter but are commonly addressed the marketing focus in attracting new clients and the sales focus on direct contact with them, being clear that the optimal point is in the perfect linkage of communication and the delivery of the benefits that were previously promised (Cova & Salle, 2005; Dewsnap & Jobber, 2000).

It is then important to analyse how the process will flow from the direct treatment of leads onwards, and for that, the literature presents different variations of the sales funnel that must be analysed in depth to choose the one that most applies to Iscte Junior Consulting context.

Dubinsky (1980) describes a funnel with seven different steps that many authors identify as the traditional sales funnel of the modern selling era, “(1) prospecting, (2) preapproach, (3) approach, (4) presentation, (5) overcoming objections, (6) close, and (7) follow-up” (Dubinsky, 1981; Futrell, 1998; Moncrief & Marshall, 2005). Despite these, similar structures were described way back in time as the six steps framework presented in the book “How to increase your sales”, written in 1920, that only excludes the follow up step (*How to Increase Your Sales*, 1920). (Dubinsky, 1981; Moncrief & Marshall, 2005).

Authors like Johnston and Marshall (2016) introduce slight variations to this traditional sales structure with the main differences in the names of each step and the withdrawal of the 5th step of overcoming objection being the funnel made by six steps: “(1) prospecting for customers, (2) opening the relationship, (3) qualifying the prospect, (4) presenting the sales message, (5) closing the sale, and (6) servicing the account.” (M. W. Johnston & Marshall, 2016).

Söhnchen & Albers (2010) also describe a six steps funnel, although turned to practical, being applied to the acquisition of industrial projects: “(1) Qualification, (2) Approach, (3) Product Presentation, (4) Design of an Offer, (5) Handling Objections, and (6) Closure.” (Söhnchen & Albers, 2010).

The evolution of the sales process due to factors such as “technology, the expanding strategic role of selling within organizations, team-based approaches to selling, increased buyer knowledge and sophistication” promoted a new vision not focused on the seven/six steps traditional approach (Moncrief & Marshall, 2005; Sheth & Sharma, 2008) leading Moncrief &

Marshall (2015) to propose a different funnel, focused on the customer orientation with the “steps as follow: (1) customer retention and deletion, (2) database and knowledge management, (3) nurturing the relationship (relationship selling), (4) marketing the product, (5) problem solving (also known as consultative or solution selling), (6) adding value/satisfying needs, and (7) customer relationship maintenance.”(Moncrief & Marshall, 2005)

The book Sales Force Management (2016) shows us a buyer’s side perspective of the sales funnel with seven steps and seven categories of participants that influence the process, “Initiators, users, influencers, gatekeepers, buyers, deciders, and controllers” (Jackson et al., 1984; M. W. Johnston & Marshall, 2016). The following steps make the funnel: “(1) anticipation or recognition of a problem or need, (2) determination and description of the characteristics and the quantity of the needed item, (3) search for and qualification of potential suppliers, (4) acquisition and analysis of proposals or bids, (5) evaluation of proposals and selection of suppliers, (6) selection of an order routine, and (7) performance evaluation and feedback.”(M. W. Johnston & Marshall, 2016; W. J. Johnston & Lewin, 1996).

Elaine Ball (2018) mixes the marketing and sales perspective and proposes a four-step funnel that starts with interest creation by attracting potential customers to the channels where you present information about the product or service. The second step, education, aims to separate the curious ones from the interested ones by presenting them with informative content, and the third step is opportunity, where the company develops a relationship with the interested clients and then leads them to the fourth step of closing the sale (Ball, 2018).

Van Den Poel and D’Haen also propose a four-step funnel focusing their study on the initial part, aiming to define the order between a lead and a prospect. From their perspective, the funnel initiates with a potential client called a suspect, who can be moved to the prospect step when meeting the approval criteria. A qualified prospect is then ready for the lead step, and if it passes this third step, it will convert into a client (D’Haen & van den Poel, 2013).

A more straightforward funnel of three steps is presented to us by Smith, Gopalakrishna and Chatterjee (2006) with a model that starts on the generation of leads, a task that in this funnel is common to both marketing and sales with the objective of converting them into product presentation appointments to then convert into effective sales (Smith et al., 2006).

Matt O’Neill (2017) prefers not to change the framework but instead to analyse a different way of looking at it, with the objective of aligning the expectations of the sales team when executing the tasks of the sales funnel. The author's argument is that the current turned-down funnel suggests a full top of the funnel with a low effort investment and a more straightforward conversion of potential clients with the help of gravity that moves them down the steps. So, Matt O’Neill (2017) suggests an inversion of the sales funnel upside down, envisioning it as a

mountain where the sales force must help the potential clients in the climbing process, and some of them may even quit climbing or slip down the funnel going back some stages, being this a back-and-forth process with a lot of interactions until the closure of the sale (O'Neill, 2017).

The literature presents different sales funnel variations and different ways of looking at it, but despite that, some common aspects are identified, allowing the identification of a common structure to be analysed in depth: Prospecting, Development, Converting and Follow up.

2.2.1 Prospecting

Creating a new company, having an existing one or even developing a new market all of them have one thing in common, you must prospect new clients to succeed, and that's the reason why the literature identifies prospecting as the first step of sales funnel where marketing and sales have a common ground (Ang & Buttle, 2006; Jolson & Wotruba, 1992; Wilson, 2006).

It is the step where both teams open the funnel, firstly through the usage of marketing channels to deliver the organization's message to potential clients introducing them into the funnel with tools such as social media, website, influencer marketing or e-mail marketing (Chi Clifford, 2021). The second phase focus on qualifying the potential clients to save time in the remaining steps of the process, increasing conversion rates and preventing wastes of effort in clients that unwillingly will close in effective sales (Bradford et al., 2016; M. W. Johnston & Marshall, 2016; Sabnis et al., 2013; Tesserias, 2014).

In these steps, the sales team tasks are linked to informative behaviour being examples actions like workshops, cold calling or even the curation of a partners' network that can potentially generate qualified referrals (M. Johnston & Marshall, 2005; Moncrief & Marshall, 2005). Johnston and Marshall (2005) also highlight the importance of knowing the different roles each player has inside the client's organization, allowing a direct tackle of the decision makers to accelerate the purchasing process (M. Johnston & Marshall, 2005).

Despite representing 20% of the time invested in the sales funnel (Trailer & Dickie, 2016), prospecting continues to be one of the most neglected areas in academic studies (Monat, 2011; Söhnchen & Albers, 2010). This is also verified by Coe (2004), that concluded that the conversion rate from prospect to a client is only between 1% - 5% (Coe, 2004) or by Harvey L. Poppel (1983), who "notes that less than 50% of typical sales representatives prospecting time is productive"(Poppel, 1983) or even Sabnis et al. (2013) who affirm that "sales reps never contact approximately 70% of the leads generated by their marketing departments" (Sabnis et al., 2013), being all these authors examples of bottlenecks existent at this stage.

The literature has presented use cases that help on solving these bottlenecks, like the one developed by Power (2017) about Harley-Davidson, where the application of AI led to a rise in the number of qualified leads generated per day of 40% (Power, 2017). Mark Johnston and Greg Marshall also invested in simplifying the prospection stage by designing a three questions framework that must be answered to qualify a potential client (M. Johnston & Marshall, 2005).

- “1. Does the prospect have a need for my product or service?”
- “2. Can I make decision-makers so aware of that need that I can make a sale?”
- “3. Will the sale be profitable for my company?”

This framework has the objective to provide a structured analysis that allows the salesperson to evaluate if the prospect is ready to pass to the next step of development or not, and the author defends that by a positive answer to all of them, the client can move to the next step (M. Johnston & Marshall, 2005) that we will analyse in depth in the next topic.

2.2.2 Development

After getting a prospect, the literature says that a relationship should be developed by the execution of two steps that are merging in the last years. The first one is the pre-approach involving the analysis of the potential client’s data, and the second, approach, where the collected data will be used to present a solution to match the needs (Sheth & Sharma, 2008).

As Peter Sondergaard said (2011), "Information is the oil of the 21st century, and analytics is the combustion engine." (Peter Sondergaard, 2011), meaning that data plays a central role in the current business environment. The first part of the development stage will focus on gathering as much helpful lead data as possible, creating a stronger position in the negotiation process by understanding client needs, its behaviour, the criteria it values the most when purchasing or even who are the decision-makers (Moncrief & Marshall, 2005).

With the data collection ready, the sales team changes its focus to an active job in the approach step, being this the time of showing tangible benefits of the product or service to overcome the objections identified by the potential client (Moncrief & Marshall, 2005). This part of the process tends to be associated with tasks such as a slide offer presentation or a prototype presentation (M. Johnston & Marshall, 2005; Moncrief & Marshall, 2005).

This step is also where the pricing is presented, being this a task usually performed by the sales team that defines the pricing strategy or at least negotiates between the price ranges that the marketing department has previously described (Syam & Sharma, 2018).

Literature also provides evidence that new emergent tools and technological advances are directly related to conversion rate improvements from the development to the conversion stage by creating engagement and facilitating relationship management (Syam & Sharma, 2018).

2.2.3 Conversion

This step is identified in the literature as the closure point of a negotiation where the objections are surpassed, and the potential client decides to make a purchase commitment (Moncrief & Marshall, 2005). Without a final order and the respective payment, the salespeople see all the previous efforts turning into a waste of time and Bradford (2016) highlights that the time investment by the sales team positively influences the success possibilities turning the proper execution of this stage essential (Bradford et al., 2016; M. Johnston & Marshall, 2005).

The variety of profiles turns surpassing objections challenging and demands vast negotiation skills to better convert the client by adapting to it, and this was what motivated Merrill and Reid (1999) to develop a theory that not just comprises the potential clients in four different categories but also recommends different negotiation approaches to each one of them (Merrill & Reid, 1999). The theory divides the profiles into two axes, one with the base of the potential client profile between people-based and task-based and the other focused on their attitude in the negotiation process between a potential client that asks questions and the other that tells information and makes statements. Describing the profiles in depth, the Driver is a task-focused profile, distant in terms of personal connection and decides based on product or service efficiency being fundamental to provide him data and avoid opinion-based arguments in the negotiation process. The Expressive is a more talkative and enthusiastic profile that is from an easy approach, having a mix between the assertiveness of the Driver and the relationship base of the Amiable making it essential to also provide this potential client with information and facts but based on experience stories that promote the development of a relationship that leads to an impulse buy. The Amiable is the most emotionally and people-linked profile, being characterized by his respect and avoidance of risks, making it essential that during the negotiation, common points are found, and the salesperson enters the personal scope of the relationship involving family or hobbies. The Analytical is in the rational scope of the Driver, and the calmer scope of the amiable, being sceptical, distrustful of sellers and needing a lot of data to achieve a decision, turning important that the salesperson take out the expressive positioning and focus on the problem solving to gain the analytics confidence (Merrill & Reid, 1999).

Focusing on the profile is important, but Alexandre Monteiro (2017) goes even further in his book, stating that most feedback on the negotiation process comes from indirect signals as

the corporate language that, by being interpreted, can allow the salesperson to adapt to the client needs and overcome not just the exposed objection of the potential client but also the ones that he was indirectly transmitting (Alexandre Monteiro, 2017).

The conversion stage is then associated with a slower part of the process where any constraint can highly affect the success chances turning this into a factor that motivates organizations to have it designed in a leaner way, as we can see, for example, in the websites user experiences where the buttons should be placed accordingly to the customer behaviour (Marques et al., 2021), or an IKEA store layout that is designed following the purchasing psychological behaviour of the clients (Dias & Santos, 2019).

2.2.4 Follow Up

The literature identifies the follow up stage as being relatively new, having emerged from the understanding of the sales team that selling is way more than just having the product delivered, being essential to evaluate not just the satisfaction of the client but also to develop a relationship that allows a reintroduction in the sales funnel (Moncrief & Marshall, 2005).

This reintroduction in the sales process saves a lot of resources for the organization since reconverting a previous client is way cheaper than acquiring a new one, but this only happens if the client is happy with the quality delivered and salesperson performance that opens the possibility of a cross-selling strategy or upselling strategy (Paschen et al., 2020).

Following up enters the scope of relationship selling where the salesperson worries not just about the benefits of the product but also about the client's feelings and feedback aiming for the sales process improvement, increasing the matchmaking success rates (Rishi Sharma, 2021).

To improve the efficiency of the relationship management process that happens during the follow up step, the authors talk about different tools that automatize repetitive tasks allowing the salesforce to get focus on a relationship-based approach (Ahearne et al., 2007). Artificial Intelligence is one of the technological examples that can be used to automate the sales process, being the fast analyses of the sales data extracted from the client's feedback, one of the examples that can be executed by technology to achieve salesperson faster decisions on the strategy that should use to follow up with the client (Paschen et al., 2020).

A CRM software is another example that can be used to improve relationship management efficiency by allowing the data storage of client information such as his profile and interactions. The tool also allows the settling of reminders to follow up with the clients in the established timeline, improving the number and regularity of touchpoints with the client and increasing the chances of reconversion. (Ahearne et al., 2008; Bradford et al., 2016; *What Is CRM?*, n.d.)

The literature provides different examples of tasks that can be developed to improve the sales process, like the delivery of an implementation manual to the client, a following up call/email to evaluate satisfaction and, of course, the implementation of a client database to allow continuous reach outs (Rishi Sharma, 2021).

2.3 Methodology

As seen in the literature review, the redefinition of Iscte Junior Consulting sales approach requires the identification of the problems and opportunities that can be used to develop an actionable plan for each step of the funnel providing solutions that improve the selling process. Identifying problems and opportunities requires not just an analysis of the internal Iscte Junior Consulting context but also an external environment analysis that identifies the factors that can directly influence the Junior Enterprise performance and to summarize all this information between internal and external factors, a SWOT analysis must be developed (Dess et al., 2020; Gamble et al., 2018). After the findings are collected, it is time to create actions that can restructure each step of the sales plan to improve performance and sales results. With limited resources in the Junior Enterprise, it is then essential to prioritize, and therefore a priority matrix should be developed to define the impact and effort involved in each one of these actions (Covey, 1989).

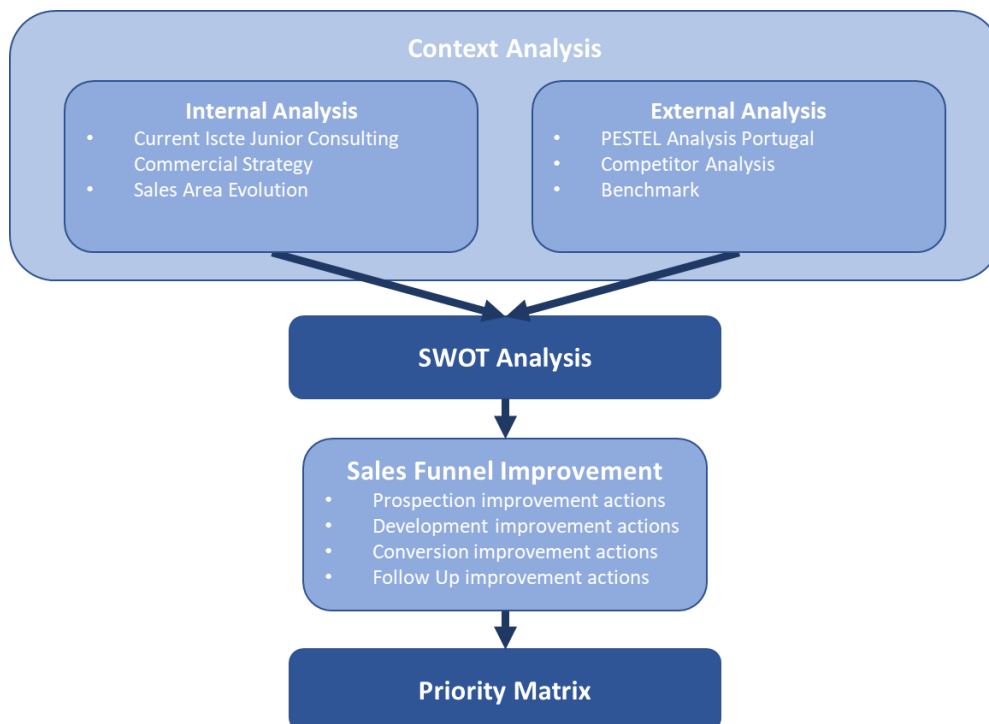


Figure 1 - Steps Diagram

Context Analysis

3.1. Internal Analysis

3.1.1 Current Iscte Junior Consulting Commercial Strategy

The thesis has the objective of developing effective and innovative actions applied to Iscte Junior Consulting context, being important to analyse the current adopted strategy so that it can be revised and improved.

Iscte Junior Consulting commercial process is comprised of all moments between first contact with the client and follow-up. The current strategy is described in a commercial strategy manual segmented into four parts, prospection, conversion, categorization, and follow-up.

3.1.1.1 Prospection

The prospection phase objective is to generate leads, that is, to transform companies not familiar with Iscte Junior Consulting into companies interested in knowing more. To do so, the Junior Enterprise divides the commercial strategy into active and passive actions.

In the passive strategy, Iscte Junior Consulting includes four key points – Alumni, Members, Teachers and Contact with the Client – and in the active strategy also has four key points – Events presence, Spontaneous Proposals, E-Mail Marketing and Social Media.

3.1.1.2 Conversion

This phase is the responsibility of the three Vice Presidents, with the Consultancy Vice President as the leader. It comprises the meeting and proposal tasks where the consultants are focused on gaining the project, and the Junior Enterprise has a manual with Frequently Asked Questions to help with the contact with the potential client.

Firstly, a meeting is scheduled to evaluate client needs and present Iscte Junior Consulting information with the objective of developing trust and credibility, passing then to a proposal execution with the following structure:

- Iscte Junior Consulting Presentation;
- Short Industry Analysis;
- Methodology (resume and profound explanation, IJC has a methodology database);

- Project Roadmap with Timelines;
- Total number of hours;
- Budget (Iscte Junior consulting has a pricing model on the Intranet platform).

The process proceeds to the execution of a second meeting, to the proposal presentation that initiates the negotiation process, where the focus is to understand the client's pain points. To close the deal, the Junior Enterprise develops a contract that is reviewed by the partner law office and signed to turn the deal official.

3.1.1.3 Categorization

To segment the treatment given to clients from different importance to the Junior Enterprise, Iscte Junior Consulting has segmented them into four categories by factors such as company size, turnover, brand awareness or the number of projects previously developed being the categories:

- World Stars – Big companies and big projects;
- Exotic Options – Small tasks or small companies but considerable notoriety;
- Standard – Small companies, start-ups, and medium-sized projects;
- Small Tasks – Tasks with a lower interest to Iscte Junior Consulting.

The four different types of clients have various perks associated promoting that more important ones have better treatment to improve the chances of reconversion.

3.1.1.4 Follow up

For the relationship with the customer to be built on trust, the Junior Enterprise have a follow up process executed by the Vice President, who contacted the customer in the first place. The process is performed with the following actions:

- Satisfaction Survey;
- Loyalty discount;
- Quarterly submission of External Newsletter;
- Invitation to formal IJC events;
- Follow up lunch for the world stars and exotic options;
- Monitoring through CRM platform.

3.1.2 Iscte Junior Consulting Sales Metrics Evolution

As said by Mahatma Gandhi, “the future depends on what we do in the present”, so it is vital to better understand the sales patterns of Iscte Junior Consulting from the foundation to better plan the future in a structured way and to do so four analyses will be developed: Mandate, Business Area, Sector and Client Size.

3.1.2.1 How Sales Metrics Have Changed Throughout Mandate?

Figure 2, Figure 3 and Figure 4 are focused on a sales pattern and performance analysis separated by mandate, that by being analysed, can give us important information about the patterns that produced positive or negative outcomes throughout the years.

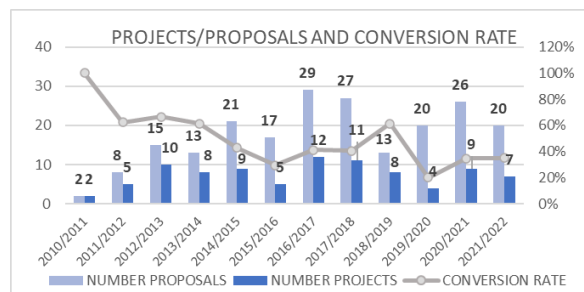


Figure 2 - Projects/Proposals and Conversion Rate (Mandate)

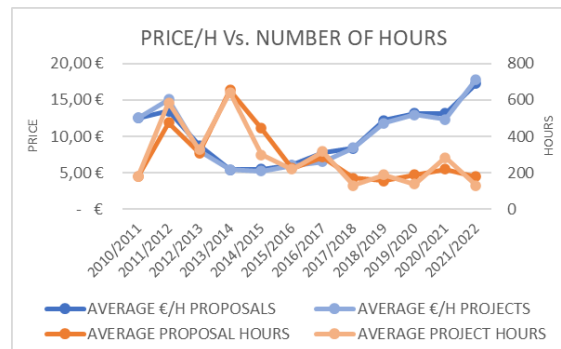


Figure 3 - Price per Hour vs. Number of Hours (Mandate)

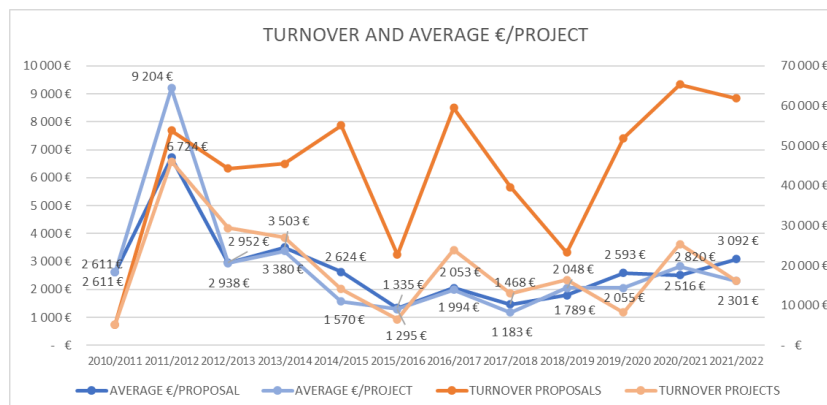


Figure 4 - Turnover and Average Price per Project (Mandate)

Over 12 mandates of activity Iscte Junior Consulting has developed a total of 90 projects out of 211 proposals reaching a conversion rate of 43% and a total turnover of 231.286€.

Although the provenience of the project is a metric not yet formally collected and, being this collection a suggestion that will be made in the action plan, it is identified by the organization that most projects come from direct references of professors, members, or alumni, being this a factor that helps to explain the global conversion rate value of 43%.

By analysing Figure 2, Figure 3 and Figure 4 it can easily be seen a separation between two moments of analysis. The first one between the creation and 2015/2016 mandate, characterized by a dropdown of the values with a decrease of the total turnover value from 46.018€ in 2011/2012 to a turnover value of 6.476€ in 2015/2016, with conversion rates decreasing from 60% to 30% or even with the average price per project decreasing from 9.204€ to 1.295€.

It is crucial to have in mind the context of Iscte Junior Consulting to explain these factors since the first mandates were characterized by the involvement of a big part of Iscte academic structures with the will of helping the creation of one project that could grow value to the university, being professors a main promotor of the Junior Enterprise. From the first years onwards, the organization started being more independent from the professors and their will to help started decreasing, and with it, the performance metrics dropped as well, forcing the structure of 2015/2016 to start the process of redesigning the strategy of Iscte Junior Consulting.

The focus on finding the perfect solution brought a new problem, the inconsistency in the commercial approach performed by Iscte Junior Consulting that, by a trial-and-error methodology, promoted inconsistency throughout mandates as seen in the turnover value, conversion rates, average price per hour or even average hours per project fluctuations.

One concrete example is the inverse fluctuation of the number of hours per project when compared to the price per hour of the project while the average price per project remains the same. This inverse relation comes from an inconsistent strategy where the organization tried to evaluate which was the factor that the client most valued by presenting him, in some mandates a lower price per hour and in others a lower number of hours while maintaining the same average price per project. This lack of control over the price per hour and the number of hours can potentially harm the organization's image by delivering different messages to each client or even by presenting inconsistent values to the same client under different mandates.

The prices per hour were, on average higher in proposals (10,01€/h) than in projects (9,49€/h), while the number of hours was higher in projects (292h) than in proposals (277h), with the total average price being similar between proposals (2.503€) and projects (2.570€).

Since Iscte Junior Consulting identifies itself as an organization complementary to the academic course and doesn't want to promote a bad performance of their members in the

academic path, it is easy to understand that the Junior Enterprise has human resources limitation and hence a limitation in the number of projects that can be developed.

This resource limitation is evident in the internal versus external performance analysis at Iscte Junior Consulting being identified by the board that a year of internal development tends to be associated with bad external results and vice versa. 2016/2017 can be used as an example where the organization presents an increment of almost 269% in turnover growth when compared to the previous mandate but was characterized as internally challenging with culture problems that harmed the members' experience. In 2017/2018, we see the opposite, with an internal focus to compensate for internal problems of the previous year, which resulted in a decrease of 46% in turnover when compared to the previous mandate.

2020/2021 is a year to highlight the good balance between an internal and external performance where the turnover increased 209% when compared to 2019/2020, and the internal performance quality was certified with achievements has the accomplishment of ISO 9001 for the first time, two nominations out of six categories on the European prizes between more than 357 European Junior Enterprises in that year or even the nomination to four out of five categories of the Portuguese awards (Most Sustainable JE, Most Impactful Project, Most Innovative JE and JE of the Year) gaining three of the categories (excludes Most sustainable JE, an area of work started in the JE in 2020/2021).

2011/2012 and 2020/2021 were mandates associated with two difficult periods in Portugal, a crisis period in 2011 and a pandemic in 2020. Despite that, both are related to high increments in mandate turnover, suggesting that difficult periods can be beneficial for the selling process of Iscte Junior Consulting, probably because it is in these times that companies recognize the need to be competitive to survive.

It is also essential to be aware that the first pandemic months in 2020 caused an inertia that led the number of paid projects in 2019/2020 to the lowest level since the foundation (4 projects), the second worst performance in terms of turnover (8.218€) and the worst conversion rate ever (20%). Despite that, the board developed a social initiative, BackOnBusiness, focused on offering services to help the ones who need them to survive such a difficult period, leading also to not harming the value proposition offered to the members in that mandate.

3.1.2.2 Sales Performance per Business Area

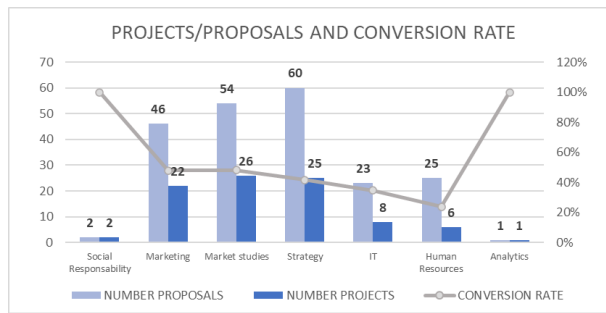


Figure 5 - Projects/Proposals and Conversion Rate (Business Area)

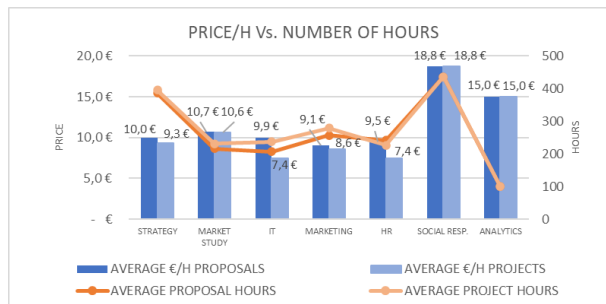


Figure 6 - Price per Hour vs Number of Hours (Business Area)

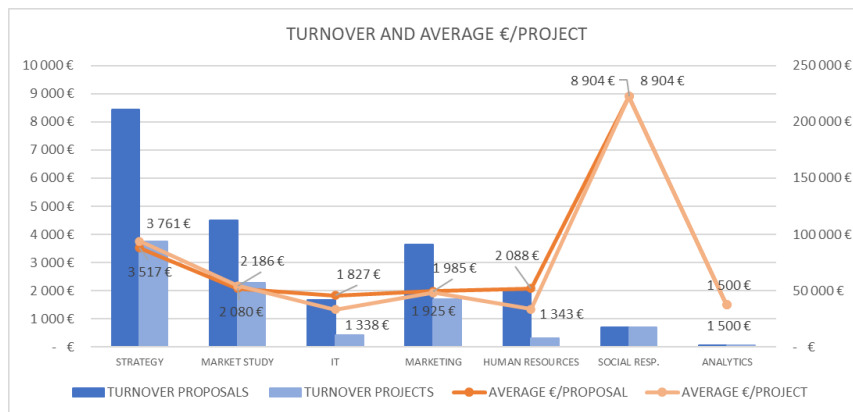


Figure 7 - Turnover and Average Price per Project (Business Area)

As seen in the Figure 5, Figure 6 and Figure 7 and starting with the category that represents 40,65% of the total turnover of Iscte Junior Consulting, Strategy is the most prominent business area of the organization, with 25 projects developed out of 60 proposals with a conversion rate of 42% and a total turnover of 94.026€. Excluding Social Responsibility, an outline due to its recentness, it has the best average price per project, 3.761€ and the most significant dimension in terms of hours per project, 395 hours, suggesting that it is an area of projects with bigger size.

Besides the project dimension, Market Study is a similar business area to strategy. It has 26 projects out of 54 proposals with a conversion rate of 48%. The difference in turnover from 94.026€ to 56.833€ is explained by the smaller dimension of projects in the Market Study business area, which is almost half the average number of hours per Strategy project, with an average duration of 231 hours per project. It tends to be linked to a less appealing type of project

as a collection of questionnaires that leads to a higher average price per hour of 10,63€, helping the financial sustainability of the Junior Enterprise.

Marketing is the 3rd most relevant business area representing 24% of the projects developed, with a total of 22 projects out of 46 proposals reaching a 48% conversion rate. The average number of hours per project, 279 hours, allied to the average price per hour of 8,61€ generates a turnover of 42.358€ being 18% of the total amount of the organization. It tends to be identified as an area of expertise of the members since Iscte is a university distinguished by the quality of its academic performance in this area.

The lack of trust of the clients in students' technical expertise is a problem identified in the Human Resources area, even with services such as recruitment or employer branding being services where the students are the primary target. This perception of the client explains the lowest conversion rate between all areas with a value of 24% emergent from a total of 6 projects out of 25 proposals and the lowest turnover with a value of 8.057€ if we exclude the turnover of the analytics business area since this area appeared only in the 2021/2022 mandate.

In the first years, Iscte Junior Consulting was mainly focused on business students to promote the core business of management consultancy, but following the market trends, the Junior Enterprise decided not just to welcome members from the technological school of Iscte but also to include external IT services in the portfolio in the 2020/2021 mandate, since with these students also came the technical knowledge needed to execute them.

Despite 2021/2022 being only the second mandate with IT services in the portfolio, this area already represents 5% of the total turnover value, with 8 projects developed out of 23 proposals reaching a conversion rate of 35%. The mandate of 2019/2020 had one proposal developed, 2020/2021 grew to 6 proposals, and 2021/2022 had 5 proposals developed, showing the growing investment made that can significantly affect Iscte Junior Consulting.

As IT, the Social Responsibility area was introduced in the 2020/2021 mandate with the objective of following the market needs while contributing to new solutions that can make a difference in the world's challenges in segments such as the environment, poverty, healthcare or even in terms of inequalities. It is a business area with only two projects developed out of two proposals, and both closed by direct request and not by promotion of services, but despite that, the business area totalizes a 17.808€ turnover justified by a big project developed in 2011/2012.

Analytics is the most recent business area emerging in 2021/2022 with the appearance of the Data Science course at Iscte that promoted a reevaluation of the way the Market Studies business area was performed, changing it from data collection to data analysis. The area had 1 project developed as a pilot in the last mandate of 2021/2022 with a price of 1.500€ that proved the quality delivered in this business area.

3.1.3.3 Sales Performance per Sector

Iscte Junior Consulting has developed proposals for 30 different sectors despite having converted projects only in 21 of them. The variety of sectors that received a proposal is explained by the high rotation of members that creates a challenge in terms of knowledge retention and also by the will of the organization to provide different experiences to the members allowing them to try different segments that they might work in the future. This factor creates an obstacle related to resources economy of scale since the prospection of clients in new sectors spends more resources than if prospected in a previously analysed sector.

SECTOR ANALYSIS - PROPOSALS								
-	NUMBER	%	TURNOVER	% TURNOVER	AVERAGE €/H	AVERAGE PROJECT HOURS	SUM OF PROJECT HOURS	AVERAGE €/PROJECT
Animal Health	1	0,47%	1 464 €	0,28%	12,00 €	122	122	1 464 €
Banking	2	0,95%	5 033 €	0,95%	11,75 €	218	435	2 516 €
Beverages	5	2,37%	15 971 €	3,02%	14,20 €	207	1033	3 194 €
Consultancy	6	2,84%	21 779 €	4,12%	10,25 €	475	2852	3 630 €
Consumer goods	26	12,32%	50 391 €	9,54%	9,14 €	251	6513	1 938 €
Culture	4	1,90%	22 513 €	4,26%	9,25 €	523	2090	5 628 €
Education	21	9,95%	34 516 €	6,54%	10,44 €	196	4107	1 644 €
Enterprise Association	3	1,42%	3 043 €	0,58%	13,33 €	101	304	1 014 €
Entertainment	7	3,32%	10 190 €	1,93%	7,36 €	185	1293	1 456 €
Environment	1	0,47%	10 505 €	1,99%	11,00 €	955	955	10 505 €
Freight Forwardes	6	2,84%	17 371 €	3,29%	8,92 €	358	2145	2 895 €
Health	10	4,74%	24 884 €	4,71%	6,50 €	405	4050	2 488 €
Human resources	1	0,47%	2 800 €	0,53%	14,00 €	200	200	2 800 €
Industry	9	4,27%	17 850 €	3,38%	6,93 €	314	2830	1 983 €
Insurance	7	3,32%	11 471 €	2,17%	12,29 €	148	1037	1 639 €
International Affairs	5	2,37%	10 338 €	1,96%	5,50 €	376	1880	2 068 €
Law	1	0,47%	1 980 €	0,37%	9,00 €	220	220	1 980 €
Marketing	15	7,11%	53 781 €	10,18%	11,92 €	334	5005	3 585 €
Non profit organizations	12	5,69%	38 925 €	7,37%	12,83 €	250	3002	3 244 €
Pharma	1	0,47%	3 165 €	0,60%	15,00 €	211	211	3 165 €
Real estate	2	0,95%	2 800 €	0,53%	7,00 €	200	400	1 400 €
Restaurant	1	0,47%	910 €	0,17%	13,00 €	70	70	910 €
Retail	9	4,27%	23 311 €	4,41%	10,00 €	272	2447	2 590 €
Services	4	1,90%	10 306 €	1,95%	10,95 €	257	1027	2 577 €
Sports	10	4,74%	30 629 €	5,80%	12,00 €	306	3064	3 063 €
Student Organization	7	3,32%	9 333 €	1,77%	9,54 €	140	977	1 333 €
Tech	23	10,90%	53 919 €	10,21%	10,80 €	200	4610	2 344 €
Telco	4	1,90%	19 788 €	3,75%	8,06 €	639	2555	4 947 €
Tourism	7	3,32%	14 045 €	2,66%	7,00 €	289	2025	2 006 €
Wellness	1	0,47%	5 130 €	0,97%	5,00 €	1026	1026	5 130 €
Total	211	100,00%	528 139 €	100,00%	10,01 €	277	58485	2 503 €

Table 1 – Proposals (Sector)

SECTOR ANALYSIS - PROJECTS								
-	NUMBER	%	TURNOVER	% TURNOVER	AVERAGE €/H	AVERAGE PROJECT HOURS	SUM OF PROJECT HOURS	AVERAGE €/PROJECT
Beverages	2	2,22%	8 962 €	3,87%	17,00 €	271	542	4 481 €
Consultancy	3	3,33%	12 654 €	5,47%	6,33 €	736	2207	4 218 €
Consumer goods	9	10,00%	18 303 €	7,91%	10,18 €	237	2135	2 034 €
Culture	4	4,44%	22 513 €	9,73%	9,25 €	523	2090	5 628 €
Education	14	15,56%	18 988 €	8,21%	11,11 €	134	1876	1 356 €
Enterprise Association	1	1,11%	500 €	0,22%	10,00 €	50	50	500 €
Entertainment	4	4,44%	3 800 €	1,64%	5,63 €	166	663	950 €
Freight Forwardes	3	3,33%	10 124 €	4,38%	9,67 €	414	1243	3 375 €
Health	7	7,78%	15 851 €	6,85%	6,57 €	370	2592	2 264 €
Industry	2	2,22%	2 560 €	1,11%	9,43 €	140	280	1 280 €
Insurance	3	3,33%	2 731 €	1,18%	13,33 €	70	210	910 €
International Affairs	1	1,11%	2 500 €	1,08%	5,50 €	455	455	2 500 €
Marketing	6	6,67%	35 194 €	15,22%	10,50 €	563	3380	5 866 €
Non profit organizations	4	4,44%	5 245 €	2,27%	10,25 €	175	699	1 311 €
Retail	2	2,22%	4 565 €	1,97%	5,50 €	415	830	2 283 €
Services	4	4,44%	10 306 €	4,46%	10,95 €	257	1027	2 577 €
Sports	3	3,33%	6 235 €	2,70%	10,33 €	261	784	2 078 €
Student Organization	4	4,44%	3 385 €	1,46%	7,45 €	143	573	846 €
Tech	8	8,89%	23 023 €	9,95%	9,56 €	205	1637	2 878 €
Telco	2	2,22%	15 848 €	6,85%	9,63 €	938	1875	7 924 €
Tourism	4	4,44%	8 000 €	3,46%	7,50 €	275	1100	2 000 €
Total	90	100,00%	231 286 €	100,00%	9,49 €	292	26248	2 570 €

Table 2 – Projects (Sector)

SECTOR ANALYSIS - Conversion Rate	
Culture	100%
Services	100%
Health	70%
Education	67%
Entertainment	57%
Student Organization	57%
Tourism	57%
Consultancy	50%
Freight Forwardes	50%
Telco	50%
Insurance	43%
Beverages	40%
Marketing	40%
Tech	35%
Consumer goods	35%
Enterprise Association	33%
Non profit organizations	33%
Sports	30%
Industry	22%
Retail	22%
International Affairs	20%
Animal Health	0%
Banking	0%
Environment	0%
Human resources	0%
Law	0%
Pharma	0%
Real estate	0%
Restaurant	0%
Welness	0%

Table 3 - Conversion Rate (Sector)

By analysing Table 1 – Proposals (Sector) Table 1, Table 2 and Table 3, and having in mind conversion rates, the number of projects developed, and their weight in turnover, there are six sectors that will be analysed in depth: Culture, Services, Health, Education, Marketing and Tech.

Conversion rates of 100% are not expected for any organization, being essential to understand how they have happened in the culture and services sector to provide us information that can be useful for the new actions developed.

Regarding culture, 4 projects developed out of 4 proposals represents 9.73% of the total turnover turning it the 3rd most important in these criteria, although these results were highly influenced by 2 projects developed to the same company, that just by themselves represent 82.5% of the sector turnover. The situation on services was not different, with 3 out of the 4 projects developed being executed to the same client representing 71% of sector turnover of 10.306€. Both clients developed the 2nd project in a period different from the 1st, suggesting that the quality delivered was enough to promote a reconversion.

Despite not being included among top performers in terms of turnover, the health sector represents an important segment in terms of the number of projects developed, with 7 projects developed out of 10 proposals reaching the 3rd best conversion rate of 70% and having pharmacies has the primary client, being then an important sector for Iscte Junior Consulting.

Although being just the 4th best sector in terms of turnover, education represents the segment with the biggest number of projects developed, 14 that have emerged from 21 proposals developed, leading to the 3rd best conversion rate of 67%. Being a sector that the members can easily relate with can be identified has one of the principal explanations for the

results presented being much easier for the salesperson to gain the trust of the client in this case.

The marketing sector can be identified as the best performer in turnover, with a value of 35.194€ representing 15.2% of the total with just 6 projects developed. The primary justification for this high value was again the development of 2 projects with the same client recommended by a professor that just by themselves represent 80% of the sector turnover.

The Tech sector is associated with disruption and talent scarcity, and these are two of the factors where Iscte Junior Consulting can help by providing extra pairs of hands to tech companies at a lower rate than the market and full of disruption and new ideas. This explains the turnover of 23.023€, which represents 10% of the organization's turnover.

With the sector analysis developed, it is possible to affirm that sector results are mainly linked to external factors, have the source of the lead, and not to the performance of the salesperson by sector, indicating that this analysis must be made carefully in the following times to not lead to hasty conclusions.

3.1.3.4 Sales Performance per Size

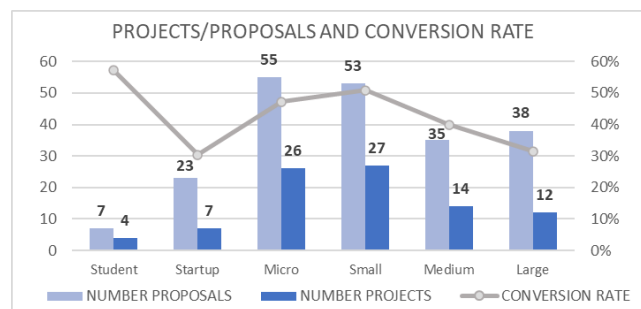


Figure 8 - Projects/Proposals and Conversion Rate (Size)

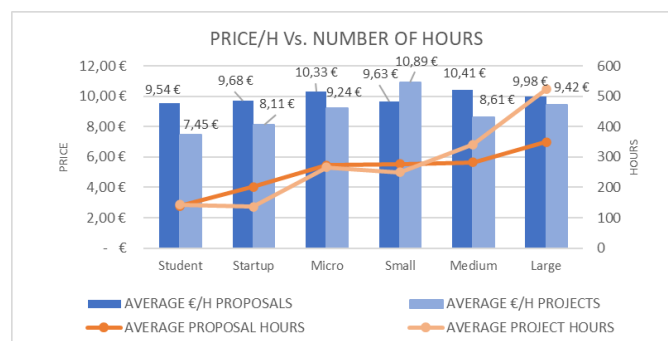


Figure 9 - Price per Hour vs. Number of Hours (Size)

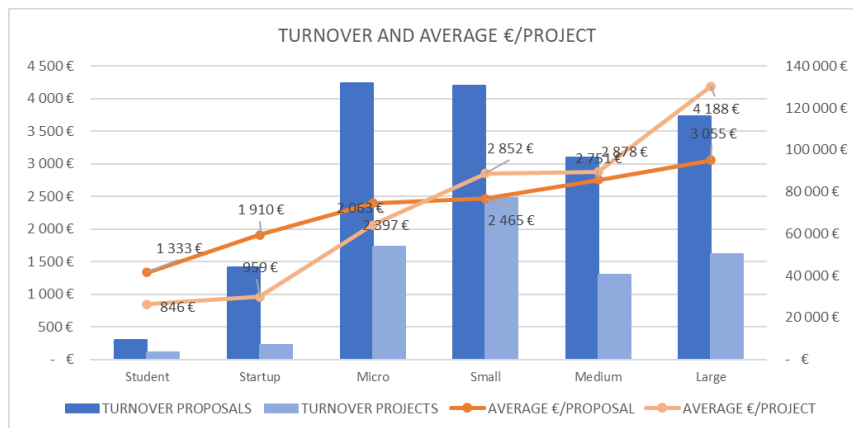


Figure 10 - Turnover and Average Price per Project (Size)

In this section will be analysed Figure 8, Figure 9 and Figure 10 generating relevant size conclusions. Student is a category that by being formed by close contacts that already know and trust the way of working at Iscte Junior Consulting helps in achieving the best conversion rate between the six categories with a value of 57%. Despite that, it is a segment where the client has less money available to spend, generating an unattractive average price per project of only 846€ with a total turnover of 3.385€, which represents only 1.5% of total turnover.

Startup is a segment described in Iscte Junior Consulting commercial strategy as a category with good results, a fact that is in this analysis proven false. The segment has the lowest conversion rate among the six categories, with a value of 30%, which is close to the 32% seen in large companies. Throughout the 11 years of activity, the category only converted 7 projects, mainly caused by the low investment made by the Junior Enterprise in this category.

Micro & Small are two categories merged since both produce similar results being the ones that generate better results to Iscte Junior Consulting. 26 projects were developed with Micro companies and 27 with Small ones, with both categories having a similar conversion rate of 47% and 51% respectively. The only difference comes in the turnover value, being mainly caused by the higher price per hour on the Smaller companies' projects that leads it to have a turnover value of 77.000€ and Micro companies to generate 53.646€. The performance of both areas suggests that they should be the focus of the Junior Enterprise prospection process leading to sustainability financially and on the number of projects available for the members.

Medium category has an average hour-per-project value superior to Small companies' and lower than Large companies as supposed, but despite that, the price per hour is lower than the one presented to Smaller companies leading to a similar average price per project of 2.878€ but with half of the projects converted (14 projects). Despite this, the turnover value represents 17% of the total, with 40.286€ generated, suggesting that the investment in this category should proceed but with adjustments in the selling strategy.

Large is the category with the highest average price per project caused by the big size of the projects in terms of hours spent (523 hours), a factor that, when compared to the 2nd most considerable value in the Medium companies, is almost 200 hours superior. It is also one of the lowest conversion rates with a value of 32% but despite that represents nearly 22% of the Junior Enterprise turnover with a value of 50.259€, following the rule of high risk, high return.

3.2. External Analysis

3.2.1 Why PESTEL?

A dynamic and fast-paced internal and external environment is an everyday challenge that business organizations must face, being fundamental not just to develop the quality of internal processes but also to prepare contingency plans for the changes the external environment may have with exogenous factors (Yüksel, 2012).

To do so, the management team must use a framework that allows a lean visualization and analysis of how the external environment is behaving, and this framework tends to be the PESTEL framework, where the organization will analyse the Political, Economic, Social, Technological, Environmental and Legal areas in a particular location to prevent unexpected surprises that affect the company position in the market (Witcher & Chau, 2014).

Specific adaptations were made throughout the times in the framework, being the most recent ones in the literature, the add-on of the Environmental factor and the introduction of the Legal one by separating it from the Political (Sammut-Bonnici & Galea, 2015).

3.2.2 Portuguese PESTEL Context

3.2.2.1 Political Factor

The political stability of a country, the parties involved on the political scene and their relevance, the way the government is involved in the market environment, or even the linkage with an international mindset of open or closed borders are factors that directly influence the path of an organization from country to country (Sammut-Bonnici & Galea, 2015) being crucial to analyse the Portuguese political scene that could affect Iscte Junior Consulting.

“Portugal is a semi-presidential republic with a head of government - the prime minister - and a head of state - the president - who has the power to appoint the prime minister and other government members.” (*Portugal*, n.d.).

It is identified as a relatively stable country in terms of politics, with a democratic system since 1974 and with two prevailing parties assuming government mandates in the last years, with the current government being socialist from 2022 until 2026 (*Governos Anteriores - XXI Governo - República Portuguesa*, n.d.; *Portugal Political Stability*, n.d.).

The corporate fiscal policy in Portugal is identified as strict, being an example, the corporate income tax rate of 31,5%, which is the most significant value in Europe (*Corporation Tax Europe 2021 | Statista*, n.d.).

As said in the “POP – Portal de opinião pública” and analysed by João Gaspar (2022), only the Spanish and German are more favourable than the Portuguese with what regards to Europe Unification process (Gaspar, 2022). The political program of the current government from 2022-2026 also makes clear the will to collaborate and converge with the European Union (Eleitoral & Socialista, n.d.), being this a relevant factor for this analysis since other European countries, as France has a more developed regulation regarding the Junior Movement that could also be applied to Portugal if it is a focus of Portuguese entities.

3.2.2.2 Economic Factor

The economic factor relates to a country's economic performance being example economic growth, variation in GDP per capita, the evolution of inflation rate, exchange rates or the unemployment registered in a country (Sammut-Bonnici & Galea, 2015), factors that influence Iscte Junior Consulting in an indirect way since it doesn't work with a strict profit focus.

In terms of GDP per capita, Europe had an average value of 27.840€ in 2021 and 24.900€ in 2010, having a growth rate of 11.8% between both periods (*Statistics | Eurostat*, n.d.). In Portugal, the value was 20.698€ in 2021 and 16.987€ in 2010, with a growth rate of 21.84% (*PORDATA - PIB per Capita (Base=2016)*, n.d.). This shows lower absolute values in Portugal when facing the European Union but a higher growth rate that makes the absolute value tend to a surpassing of the European Union value.

The unemployment rate in Portugal was at a provisional value of 5.8% in 2022 versus 10.77% in 2010, and the European Union had 10.1% in 2010 and a provisional value of 6.7% in 2022, almost 1% higher than in Portugal (*Economic Projections | Banco de Portugal*, n.d.; *EU Unemployment Rate 2022 | Statista*, n.d.; *Portugal - Unemployment Rate 2021 | Statista*, n.d.).

Regarding inflation rates, Portugal has a provisional value for 2022 of 7.8% versus 8.1% in the European Union when in 2010, Portugal had an inflation rate of 1.36% and the European Union of 1.53% (*Economic Projections | Banco de Portugal*, n.d.; *European Union Inflation Rate 1960-2022 | MacroTrends*, n.d.; *Portugal - Inflation Rate 2027 | Statista*, n.d.). This difference is

mainly caused by the Ucraina-Russia War, with Ucraina as one of the biggest cereal suppliers for Europe and Russia as one of the main suppliers of gas, leading to an increasement in food and energy prices all over the world (Ribeiro, 2022).

The Fund policy is also an important factor since Portugal is facing a transition and renewal in terms of funds for economic promotion, with 23 billion euros being allocated to structural funds as Portugal 2030 the funding initiative for the next 10 years period (*Este Novo Ciclo de Financiamento Dará Um Impulso Significativo Ao Desenvolvimento Do País, 2022; Portugal 2030 Partnership Agreement Envisages 23 Billion Euros in Structural Funds, 2022*).

3.2.2.3 Social Factor

The social factor is linked with a behavioural analysis of the country's population, with criteria's as demographic patterns, consumer behaviour, wealth conditions or education levels being essential to analyse it to predict customer behaviour and what the company could do to adapt to it (Sammut-Bonnici & Galea, 2015)

Portugal has 10,3 million people (*INE - Plataforma de Divulgação Dos Censos 2021 – Resultados Provisórios, n.d.*), a factor that just by itself influences the market size and, consequently, organizations' internationalization timeline to scale.

The 2021 Portuguese Census showed that for each 100 young individuals, the country has 182 old ones putting at risk the social welfare system with a lack of renewal of individuals in the active period of work (Ferreira, 2021).

The study also showed that 17% of Portuguese citizens have a university degree that, when compared to the value of 2011, 11.8% see a significative increment, a phenomenon that also occurs at the high school level whit a value of 14.2% in 2011 and 21.3% in 2021 (Ferreira, 2021).

The migratory balance was positive by 25.642 people, being this value not enough to compensate for the negative value of the natural balance of 45.220 people meaning that Portugal had in 2021 less 19.578 people than in 2020 (*Portugal Perdeu 19.578 Residentes, 2022*)

In 2021 the risk of poverty was higher in Portugal, 22.4% than in the European Union, 21.7% factor that wasn't verified in 2010, with an 18% rate in Portugal and a 23% rate in the European Union (*21,7% Da População Da UE Em Risco de Pobreza Ou Exclusão Social, n.d.; 23 % of EU Citizens Were at Risk of Poverty or Social Exclusion in 2010, n.d.*).

3.2.2.4 Technological Factor

The fast-paced rhythm of innovation in the digital environment is pushing all the limits of the impossible, changing not just the market behaviour but mainly impacting people's lives, creating new opportunities for organizations, if well applied, and huge threats if not used in a proper way, making it an important factor to be aware of (Sammut-Bonnici & Galea, 2015).

Technology has increased its relevance in society, but 2020 and 2021 were decisive for the adoption of new technological solutions, being the pandemic responsible for the fastness of the digital transition (*Digital Transformation in the Age of COVID-19 | OECD, 2020*). The speed of implementation increased to rates never seen as well as adoption rates by a mandatory situation that forced the population to find different ways of doing the same tasks but adapting them to a remote and virtual mode (*Digital Acceleration - KPMG United States, 2020; Galvin et al., 2021*).

This mindset made society invest in technological advancements, and new areas have emerged, such as industry 4.0, Web3 or even the growth of new tech startups in Portugal in the last decade (*A Mudança Inteligente Da Indústria - COTEC Portugal, 2020; A Transformação Da Indústria, n.d.; Ecosistema Português de Startups - Portugal Digital, 2022; IAPMEI, n.d.*).

3.2.2.5 Environmental Factor

The planet is facing numerous environmental and sustainability problems creating a new reality where the market has to worry not just about doing business but also about doing it in a sustainable way (Tomayess Issa et al., 2010).

The increasing consciousness of the Portuguese population and awareness of the problem created and the effort to find new solutions for it (De et al., 2017) is one of the explanatory factors for the ranking of 20th best country in the 163 analysed in the Sustainable development report (*Sustainable Development Report 2022, n.d.*).

The country has been pioneering in the segment with the approval of the "action plan for the circular economy", "the approval of the path to the carbonic neutrality 2050 document", or even the "national plan for climate and energy" (*Política de Sustentabilidade, n.d.*).

3.2.2.6 Legal Factor

The legal environment directly affects the operations of an organization, and in comparison, to the political factors, the legal ones are focused on the legal framework that provides mandatory

limitations and restrictions an organization will have in a country and not on government policies (*What Is a PESTEL Analysis?* - Oxford College of Marketing Blog, n.d.).

Since this factor provides mandatory rules, a small action is enough to change the whole paradigm of an organization. We can see this occurrence in the Web 3 segment regulation where the ecosystem and its location are being defined by the legal framework imposed by each country (*Portugal é Crypto-Friendly Por Omissão Na Lei e Juristas Alertam Para Incerteza*, n.d.).

Portugal is also identified as a country with problems in the bureaucracy involved in the processes developed and a slow justice system that creates some limitations in terms of competitiveness (Funcionamento Da Justiça, Custos de Contexto e Burocracia | Deloitte Portugal, n.d.; Portugal Cai Seis Posições e Ocupa o 42o Lugar No Ranking Da Competitividade, n.d.) being essential for organizations to adapt to the ecosystem and promote a lean organization where the internal fastness of the processes compensate the external slowness.

3.2.3 A Competition Comparison Between the Junior Movement

When analysing the external environment, it is also essential to look at the competition, evaluating their performance to understand better how to maintain the competitive advantages or develop new ones. As described in the context, the focus of the Junior Enterprise is the development of the members and not the revenue being turnover a tool to improve this development. With this in mind, makes sense to compare the Junior Enterprise with organizations that have similar objectives and not with traditional consultancy providers that are focused on turnover and not on being a platform of talent development leading to the analysis of the Portuguese Junior Movement competitors that directly compete for the same type of clients and perform similar tasks with the same member development objective.

Turnover Ranking	Junior Enterprise	Core Business	City	Year of Foundation	Members	Prizes PT	Prizes EU	Tier
1	JUNITEC	Tech Development	Lisboa	1990	75	8	2	Tier 1
2	LisbonPH	Events	Lisboa	2013	61	10	5	Tier 1
3	Iscte Junior Consulting	Management Consultancy	Lisboa	2010	65	10	1	Tier 1
4	Nova Junior Consulting	Management Consultancy	Lisboa	2012	47	1	1	Tier 2
5	FEP Junior Consulting	Management Consultancy	Porto	1997	54	0	0	Tier 2
6	JuniFEUP	Tech Development	Porto	2001	48	3	1	Tier 2
7	ISCAC Junior Solutions	Management Consultancy	Coimbra	2012	72	0	1	Tier 2
8	Young Minho Enterprise	Management Consultancy	Braga	2011	40	0	0	Tier 2
9	jeKnowledge	Tech Development	Coimbra	2008	51	0	1	Tier 2
10	ISEG Junior Business Consulting	Management Consultancy	Lisboa	2007	68	0	0	Tier 2
11	SUNiporto	Events	Porto	2017	34	0	0	Tier 3
12	EPIC Júnior	Tech Development	Braga	2017	38	0	0	Tier 3
13	Base IPAM	Management Consultancy	Porto	2014	33	0	0	Tier 3
14	Católica Consulting Linked	Management Consultancy	Lisboa	2020	37	0	0	Tier 3
15	Católica Students' Consulting	Management Consultancy	Porto	2011	57	0	0	Tier 3
16	UTAD Solutions Consulting	Management Consultancy	Vila Real	2008	44	0	0	Tier 3
17	Bright Lisbon Agency	Management Consultancy	Lisboa	2016	30	0	0	Tier 3
18	Juniscap	Management Consultancy	Porto	2018	36	0	0	Tier 3
19	Iuris FDUP Junior	Events	Porto	2008	37	0	0	Tier 3
20	STAR Junior Enterprise	Tech Development	Fundão	2020	30	0	0	Tier 3
21	JEEFEUC	Management Consultancy	Coimbra	2006	56	0	0	Tier 3
22	Aveiro Smart Business	Management Consultancy	Aveiro	2008	59	0	0	Tier 3
23	In-Nova	Tech Development	Lisboa	2020	41	0	0	Tier 3

Table 4 - Junior Movement Competitors

The data collected in Junior Enterprises Portugal databases (*JE Portugal | Federação de Júnior Empresas de Portugal*, n.d.; *Relatório de Auditoria-ISCTE Junior Consulting*, n.d.; *Relatório Do Clima Do MJ Portugêês*, n.d.) provides a general overview about the core business of the Junior Enterprises their number of members, turnover ranking, and performance in terms of awards attributed by the Confederations allowing a more precise comparison of the 23 players.

Analysing in-depth the information collected is possible to identify that 13% of the Junior Enterprises have an Event core business, 26% have a Tech Development core business, and 61% have the same core business as Iscte Junior Consulting, Management Consultancy.

Placing them by the turnover value, it is possible to identify that the Junior Enterprises based in Lisboa and Porto occupy the highest positions and that more significant turnovers tend to be linked to a bigger number of members involved in the Junior Enterprise.

Awards from the Portuguese confederation and European confederation are also mainly concentrated at the top, being 82% of the prizes amongst the 3 Junior Enterprises with the most turnover, totalizing 36 awards amongst 44 earned by Portuguese Junior Enterprises.

To better understand the competition of Iscte Junior Consulting, it is important to look deeper at the Junior Enterprises that are placed in similar positions, being this, the Tier 1 and Tier 2 Junior Enterprises, totalizing six different competitors in the analysis.

JUNITEC, one of the two Tier 1 Junior Enterprises, is the oldest in the Junior Movement with 32 years of existence from the foundation in 1990, having achieved 8 prizes in Portugal and 2 in Europe since this year. The Junior Enterprise comes from Lisbon and is associated with Instituto Superior Técnico having a Tech Development core business and the largest structure of 75 members that together ranked the Junior Enterprise as 1st in terms of turnover. With eyes to the future, JUNITEC understood that scaling the business model would require more members involved, but passing the 75 would create an internal challenge in terms of culture, processes or even experience provided, making them adopt a strategy of supporting the scaling system in an outsourcing base where some projects are open to applications of university students giving them a monetary compensation and the opportunity of working with a client and earn experience. Despite having a different core business than Iscte Junior Consulting, JUNITEC is identified inside the Junior Movement as one of the competitors in terms of brand awareness, being a good benchmark source for commercial actions since it performs outstanding results in terms of turnover when compared to the other Junior Enterprises.

LisbonPH, the second Tier 2 Junior Enterprise, was created in 2013 and promoted to Junior Enterprise in 2016 and since then earned 5 consecutive times the Portuguese Junior Enterprise of the Year Award. With a student's background linked to the pharmaceutical area in Faculdade de Farmácia da Universidade de Lisboa, the Junior Enterprise was created to give students the

opportunity to expand their horizons to management areas and not just to the technical knowledge gained in the pharmaceutical area. Having the less represented Core Business in the Junior Movement didn't stop the organization from achieving 2nd place in the turnover ranking and earning 10 Portuguese prizes and 5 European ones. The Junior Enterprise allied its technical knowledge in the pharmaceutical area with the members' interest in sustainability, allowing it to perform outstanding results in this area, with 7 of the prizes being linked to this segment.

Nova Junior Consulting, one of the Tier 2 Junior Enterprises, was created in 2012 and linked to one of the best management universities in Europe, NOVA SBE, having at his availability a favourable pool of talent. The students of the university are associated with the will to work in consultancy roles after the university, a factor that positively affects the value proposition of the Junior Enterprise since it is identified by the members as a training step to the consultancy market. Despite the favourable pool of talent, the Junior Enterprise has an inconsistent connection with the Junior Movement being this one of the leading causes of the low number of prizes earned nationally and internationally, although it occupies the 4th position in terms of turnover. Having the same core business, a good turnover performance and being in a competitor university turns it into one of the direct competitors of Iscte Junior Consulting.

FEP Junior Consulting, together with JUNITEC, is the second Junior Enterprise that appeared in the 90s, but this one with a Management Consultancy core business since it is linked to Faculdade de Economia da Universidade do Porto, an economics University. The distance from the Junior Movement leads to 0 prizes achieved throughout the years, but this doesn't mean a lousy turnover result being the Junior Enterprise placed in the 5th position with the work developed by its 54 members. Being in the same core business as Iscte Junior Consulting and having a good turnover also places it has a competitor to benchmark and be aware of.

JuniFEUP, despite being the third most ancient Junior Enterprise and being positioned in the 6th position of the turnover ranking, JuniFEUP has a way lower turnover value than JUNITEC, which has the same core business. This factor is mainly caused by the inconsistent handover process of the Junior Enterprise that generates a loss of knowledge between different boards, causing divergencies in the strategy defined that consequently generates worst external results. Despite this, it is a Junior Enterprise that, in good mandates, tends to develop good results and should be benchmarked by Iscte Junior Consulting.

ISCAC Junior Solutions, with a base in Coimbra, has the 7th position in the turnover ranking and the activities in the same core business as Iscte Junior Consulting, being founded two years later in 2012. The marketing area is identified by the 72 Junior Enterprise members as an area they have an interest in working on, being this the main reason why the Junior Enterprises focus most of its projects in this segment. The partnership between Iscte Junior Consulting and ISCAC

Junior Solutions generates a relationship that turns them into two of the closest Junior Enterprises of the Portuguese Junior Movement and highlights the cooperation factor where two Junior Enterprises can have the same core business, a similar structure, and yet cooperate.

3.2.4 Benchmark: Which are the Best Practices to Implement?

Collecting best practices in the market is an important task when talking about improving internal processes. In this case, looking at the actions performed by other Junior Enterprises can provide new ideas, solutions and learnings of do's and don'ts that Iscte Junior Consulting can use to improve the results and actions performed. Having this in mind, we talked with six Portuguese Junior Enterprises and one international, collecting data about their profile, metrics, commercial structure, and actions.

The seven Junior Enterprises benchmarked were ISCAC Junior Solutions, FEP Junior Consulting, Star Junior Enterprise, JuniFEUP, JEENISS'o, JeKnowledge and Junitec. All the information collected in the seven interviews can be consulted in detail in the Annex B – Collected Data as well as the questions used to collect this information Annex A – Interview Questions. To better give an overview of the data that emerged from this benchmark, three tables were developed Table 5, Table 6 and Table 7 that will be further analysed.

Junior Enterprise Card	Iscte Junior Consulting	ISCAC Junior Solutions	FEP Junior Consulting	STAR Junior Enterprise	JuniFEUP	JEENISS'o	JeKnowledge	Junitec
Foundation Year	2010	2012	1994	2020	2001	2011	2008	1990
Number of Members	65	72	54	30	48	50	51	75
City, Country	Lisboa, Portugal	Coimbra, Portugal	Porto, Portugal	Fundão, Portugal	Porto, Portugal	Sousse, Tunisia	Coimbra, Portugal	Lisboa, Portugal
Core Business	Management Consultancy	Management Consultancy	Management Consultancy	Tech Development	Tech Development	Tech Development	Tech Development	Tech Development
Services	Strategy* Market Study IT Marketing Human Resources Social Responsibility Analytics	Marketing Consultancy* Digital Marketing Events organization	Business Support* Market Studies	Web Development* App Development	IT Consultancy* Product Development Operations & Production Management	Web Development* App Development Mechanical Services Electronic Services Prototyping	Website Development* App Development Software Design Events	Artificial Intelligence* Web Development 3D Printing & Modelling Digital Systems Electronic Systems

Table 5 – Benchmarked Junior Enterprise profile

First of all, it is essential to highlight that the development stage of each Junior Enterprises directly influences the results of the analysis, being important to place them into different Tier levels: Tier 1 – Iscte Junior Consulting and Junitec –, Tier 2 – ISCAC Junior Solutions, FEP Junior Consulting, JuniFEUP, JEENISS'o and JeKnowledge – and Tier 3 – STAR Junior Enterprise.

To provide more information about the basis that sustains the commercial strategy of each Junior Enterprise was necessary first to analyse their profile. Between Junior Enterprises analysed, two periods of foundation emerged, the one from the 90s and the one from the 10's of the twenty-first century.

In terms of members, mature Junior Enterprises usually have a stable number of around fifty, or seventy if top performers, a factor that is also confirmed in this benchmark.

The representation of the three main cities in terms of projects developed on the Portuguese Junior Movement was also guaranteed, being them Lisboa, Coimbra and Porto.

Of the three main core businesses in the Junior Movement, two were benchmarked with three Management Consultancy Junior Enterprises and five Tech Development ones.

Metrics	Iscte Junior Consulting	ISCAC Junior Solutions	FEP Junior Consulting	STAR Junior Enterprise	JuniFEUP	JEEISS'o	JeKnowledge	Junitec
Total projects ⁽¹⁾	90	100	300	14	150	100	70	100
Years of Existence	12	10	28	2	21	11	14	32
Projects per year ⁽²⁾	8	10	11	7	7	9	5	3
Projects ⁽³⁾	7	8	8	6	10	13	12	7
Proposals ⁽³⁾	20	40	29	10	29	32	39	15
Conversion Rate ⁽³⁾	35%	20%	28%	60%	34%	41%	31%	47%
Price per project ⁽³⁾	2 301 €	1 700 €	1 750 €	1 500 €	2 000 €	1 600 €	1 867 €	13 143 €
Projects Turnover ⁽³⁾	16 110 €	13 600 €	14 000 €	9 000 €	20 000 €	20 800 €	22 400 €	92 000 €
Company Size ⁽⁴⁾	Micro Small	Micro Small	Startups Micro Small	Startups Micro Small	Micro Small	Micro Small	Startups Micro	Big Tech Startups Big
Project Duration ⁽⁵⁾	3 months	3 months	3 months	1 month	4 months	2 months	5 months	8 months
Project Hours ⁽⁶⁾	290	100	200	75	150	150	300	1000

- (1) Since beginning
- (2) Average
- (3) Mandate 2021/2022
- (4) Most common
- (5) Average months
- (6) Average since beginning

Table 6 – Benchmarked Junior Enterprises Commercial Metrics

The second part of the benchmark was focused on collecting metrics about the commercial performance of each one of the Junior Enterprises. To do so, it was essential to look at data about the projects, proposals and conversion rates involved.

Regarding the average number of projects per year, it is possible to see per Tier that, on average, a Junior Enterprise with a Management Consultancy core business has a higher value of projects developed per year than at Junior Enterprise with a Tech Development core business. This is explained by the longer duration of projects developed by a Tech Development Junior Enterprise that, with limited resources, is unable to produce higher numbers.

The last three mandates were characterised by the association with the pandemic being this a factor that directly influences the clients' focus on digital transition turning this into a year where the number of projects for the Tech Development Junior Enterprises was higher, mainly in terms of Web Development being this projects that takes a lower number of hours to be developed allowing a higher number of projects developed by the organization.

Dividing the Junior Enterprises by tiers, it is also possible to conclude that Management Consultancy Junior Enterprises have lower conversion rates and a lower turnover when compared to the Tech Development Junior Enterprises, being this an important finding since Iscte Junior Consulting has both areas inside the organisation.

Commercial Structure	Iscte Junior Consulting	ISCAC Junior Solutions	FEP Junior Consulting	STAR Junior Enterprise	JuniFEUP	JEENISS'o	JeKnowledge	Junitec
Team	IDT ⁽²⁾	IDT ⁽²⁾	D ⁽¹⁾	IDT ⁽²⁾	D ⁽¹⁾	IDT ⁽²⁾	D ⁽¹⁾	D ⁽¹⁾
Proposal Developers	3 VP's	External VP Commercial Member	General Manager	Department Director	Commercial Member Tech Director (Budget)	Commercial Member Project Manager	Department Director Project Leader	Department Director Project Leader
Proposal Structure	IJC Presentation Short Industry Analysis Methodology Project Roadmap Budget	IJS Presentation Methodology Project Roadmap Team allocated Budget	FEP JC Presentation Methodology Project Roadmap Budget	STAR JE Presentation Methodology Project Roadmap Budget	JuniFeup Presentation Methodology Project Roadmap (only included in the contract) Budget	JEENIS'o Presentation Methodology Project Roadmap Budget	JeKnowledge Presentation Methodology Project Roadmap Team allocated Budget	Junitec Presentation Technologies to Use Project Roadmap Budget
Lead Source	Partners Alumni Members University & Teachers	Partner - IPN Alumni Members	Event - Tecstorm Members Alumni	Partner - City Incubator University Members	Members	Members Alumni	Partner - IPN Alumni	Event - Porto Emprego Alumni 2nd time clients
Segmentation Criteria	Size Project Value Brand Awareness Nr. of previous projects	Not segmented	Not segmented	Not segmented	Not segmented	Not segmented	Size Project Value	Not segmented
Tools CRM	HubSpot	Podium	HubSpot	Internal Platform	HubSpot	Not structured	Internal Platform	Pipefy
Commercial Strategy Manual	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
Follow Up	Satisfaction Survey End Lunch Implementation Guidance Loyalty discount Invitation to IJC events	Not structured	Not structured	Not structured	Not structured	Not structured	End Meeting Technical Support - Only if paid	End Lunch / Dinner Reconversion follow up

Table 7 – Benchmarked Junior Enterprises Commercial Structure

(1) Departmental
(2) Interdepartmental team

Regarding the commercial structure, it was important to analyse the structure of the team involved in the process to understand if the Junior Enterprises have a specific commercial department or an interdepartmental team that executes those tasks. Regarding this topic, we can see no consensus since three of them have a commercial department, and the rest doesn't. Although no consensus was found, all of them have a specific team allocated to the sales process, while Iscte Junior Consulting only has three of the board members assigned to this process, decreasing the installed capacity for the selling tasks. It is also possible to see that usually, the project manager that will be allocated to the project is involved in the proposal development since the beginning suggesting that this could be a good action for Iscte Junior Consulting.

With regards to proposal structure, the themes are similar, being the only thing to highlight the inclusion of the team allocated to the project in the proposal.

In terms of lead source, we can see that Iscte Junior Consulting is one of the most developed in terms of external management of stakeholders being a benchmark for the other Junior Enterprises but misses one key point, that is a key event that involves corporates and generates leads for projects being this a problem that could be solved with the new Iscte Junior Consulting event, the Link to Grow. Segmentation criteria is also another area where Iscte Junior Consulting can be used has a benchmark since it has a developed process that is ahead of the other Junior Enterprises processes as well as the follow up process being Iscte Junior Consulting one of the only Junior Enterprises that has a structured process.

The commercial strategy manual is a common point to almost all Junior Enterprises, as well as the CRM tool, being the only difference the tool used by each one of the Junior Enterprises and highlights the importance of using it in a proper way since every year, the sales point of contact in the Junior Enterprise tend to change since the members leave the Junior Enterprise to the market and it is crucial to maintain the knowledge in the Junior Enterprise and keep the relations with the leads or clients.

3.2.5 SWOT Analysis

With the context analysed and the findings extracted is now important to summarize them in an intuitive framework that distinguishes the market and internal factors that will positively and negatively influence the Junior Enterprise.

To do so a SWOT Analysis is identified as the proper framework that allows the division of the findings in 4 quadrants, the internal ones, of weaknesses and strengths of the organization and the external ones of threats and opportunities of the market.

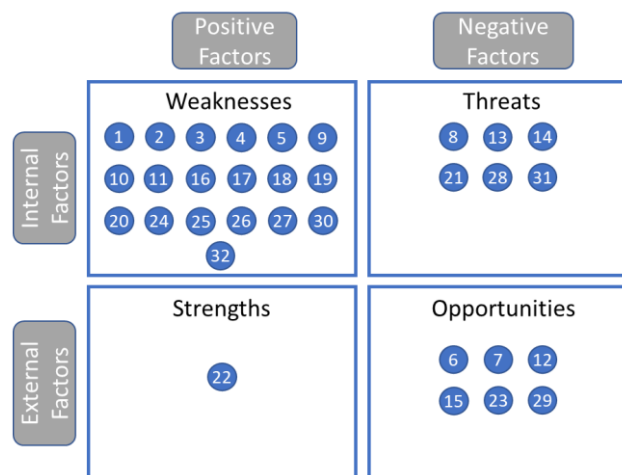


Figure 11 - SWOT

N	Factors	N	Factors
1	Outdated Sales Funnel	18	The time invested in prospection is not registered
2	Part-time job to the members	19	Iscte Junior Consulting had never developed a structured Business Area Analysis being this one the first developed to extract potential actions
3	Limited number of members	20	Low focus of Iscte Junior Consulting on relationship development
4	High members churn rate stops sector specialization / scale economy	21	Spontaneous proposals don't convert in any Junior Enterprise benchmarked
5	Low specialization	22	Iscte Junior Consulting was identified in the benchmark as a role model in proposal development
6	Emerging markets / areas	23	The value proposition of Iscte Junior Consulting is not the same as the one from Consultancy Companies
7	Only Portuguese Junior Enterprise offering Tech and Management services	24	Low involvement of the project team with client
8	Lower metrics in Management Consultancy Junior Enterprises than in Tech Development ones	25	Lack of negotiation expertise
9	Iscte Junior Consulting doesn't have a Commercial Department or Interdepartmental team	26	Prices per hour are not stable
10	Project lead generator not collected	27	Number of hours vs Price per Hour fluctuation
11	Conversion rates decreased with the disinvestment in professors' network	28	Students' associations and High prices are not easily linked
12	A flag event is a common point in most Junior Enterprises benchmarked	29	Sector with reconvered clients are the ones with better conversion rates
13	Clients trust issue on quality delivered in projects	30	Follow up process is not executed has described in the Manual
14	Sector results linked to external factors and not to sales team work	31	The first project tends not to be performed with decision makers creating a reconversion challenge
15	Funds for PRR and Portugal 2030	32	Iscte Junior Consulting tends to be distant from the client ecosystem
16	Inconsistent relation with the university		
17	The size was not a target criterion		

Table 8 - Numbered commercial findings

Proposed Action Plan to Sales Approach Redefinition

As described in the literature review, the final objective of the thesis was to be converted into an actionable plan that, by being implemented, would be able to restructure the sales approach of Iscte Junior Consulting, improving not just the internal processes but also the external approach. The development of the SWOT Analysis gives then a summary of internal and external findings collected that can be separated into two categories, the weaknesses and threats that need a plan to be overcome and the strengths and opportunities that need to be used in favour of creating competitive advantages to the Junior Enterprise. The actions proposed will then follow the flow of the new sales funnel proposed (Action 1) and culminate in the implementation plan with the priority and timeline definition.

4.1. General Findings & Actions

Finding		Action
Outdated Sales Funnel	1	Update sales funnel structure
Part-time job for the members	2	Study of average number of hours per member
A limited number of members	3	Outsourcing to university students
High members churn rate stops sector specialization/scale economy	4	Stimulate the Alumni Network
	5	Develop a scholarship program
Low specialization	6	Strategically define one flag area
Emerging markets/areas	7	Invest in the 3 new Business Areas
Only Portuguese Junior Enterprise offering Tech and Management services	8	Recruitment focus on both areas
	9	Develop a recruitment strategy for Iscte Sintra, the new Iscte Tech School
Lower metrics in Management Consultancy Junior Enterprises than in Tech Development ones	10	Increase the percentage of IT projects prospected and developed
Iscte Junior Consulting doesn't have a Commercial Department or Interdepartmental team	11	Study the possibility of implementation of a Commercial Department or an Interdepartmental Commercial Team

Table 9 - Findings & Actions (General)

1. (Literature Review) Outdated Sales Funnel – The knowledge collected about the Sales Funnel led to the conclusion that the one currently used by Iscte Junior Consulting is outdated, and the market has new possibilities that best suit the needs of the Junior Enterprise.

- a. Update sales funnel structure – The funnel chosen to be analysed in the literature review was a merge between different studied possibilities. By having lean steps, this new structure would quickly adapt to Iscte Junior Consulting

Commercial Structure and potentially increase the outcomes. The funnel proposed has 4 steps: Prospecting, Development, Converting and Follow up.

2. (General) Part-time job to the members – Iscte Junior Consulting represents a complementary project in a student's academic path, being their involvement with the Junior Enterprise a part-time job, causing limitations in the number of projects accepted per year.

a. Study of the average number of hours per member – Development of a study to evaluate the average number of hours available per member per semester, allowing a better prediction of the number of projects that can be accepted by the commercial team and a better objective definition for the mandate.

3. (Benchmark) Limited number of members – As seen in the benchmark, the usual number of members involved in a Tier 1 structure is around 70. When compared to the University, a Junior Enterprise has a specific value proposition of experience personalization, turning the increase in the number of members into an internal challenge.

a. Outsourcing to university students - To increase the available capacity of resources, the Junior Enterprise should study the possibility of implementing an Outsourcing program directed to university students willing to earn experience and monetary compensation for the projects executed but being excluded from internal activities of the Junior Enterprise. Has seen in the benchmark, this model is currently being implemented by JUNITEC and allowing their turnover scalability and improving their brand awareness in the university.

4. (Sector) High members churn rate stops sector specialization/scale economy – Membership requires an active enrolment in the university, meaning an average period of 2 years of involvement with the Junior Enterprise since the master's is usually performed in a different University. This factor, allied to the will of the Junior Enterprise to provide various experiences to the members, explains the high number of sectors with projects executed and generates a knowledge retention challenge that challenges specialization efforts.

a. Stimulate the Alumni Network – Since the maintenance of a student in the university for a longer period is an external factor linked to the competitiveness of the university, Iscte Junior Consulting should focus on what it can do with the resources available. Fortunately, the organization offer an excellent experience to the members that convert on a give-back mindset from the Alumni network, and that should be used in favour by the promotion of a continuous handover of knowledge acquired not just in projects developed at Iscte Junior Consulting but also to the ones obtained in the Alumni market segment.

- b. Develop a scholarship program – Award the best Junior Enterprise performers with a value to support their master costs if developed at Iscte. The measure wouldn't just provide the members with the opportunity to develop their qualifications but also an enlargement of their period at the Junior Enterprise.

5. (General) Low specialization of Iscte Junior Consulting – The sector and business area analysis indicate an unfocused approach of the Junior Enterprise that leads it to not having a specific area of specialization where it distinguishes from the various competitors.

- a. Strategically define one flag area of the Junior Enterprise – As seen in the benchmark, JUNITEC and LisbonPH are good examples of the results generated by specialization. JUNITEC focus on innovation leading to most of the projects developed coming from this area, and a large percentage of the prizes earned is related to it, a factor that is also seen at LisbonPH that by focusing on Sustainability, earned 7 national and international awards exclusively in this area, from the 15 conquered generating a brand awareness in European Junior Movement that leads them to be the reference to follow on this area.

6. (PESTEL) Emerging markets/areas – Sustainability is nowadays one of society's main focuses to prevent new problems on the planet and solve the existent ones. The pandemic accelerated the organization's digital transition highlighting the weaknesses of the ones not prepared for the process.

- a. Invest in the 3 new Business Areas - Both these factors represent opportunities for Iscte Junior Consulting since it recently launched a Sustainability, IT and Analytics Business Area that, by a proper investment, can position the Junior Enterprise at the peak of the wave.

7. (Competitors) Only Portuguese Junior Enterprise offering Tech and Management services – The competitor analysis and Benchmark identified that Iscte Junior Consulting is the only Portuguese Junior Enterprise that provides Tech and Management services at the same time while also being part of a university with specific courses in both areas allowing the recruitment of knowledge needed for both types of projects.

- a. Recruitment focus on both Tech and Management – Iscte Junior Consulting should focus on maintaining a university positioning that raises interest in Tech and Management students by having an attractive value proposition of tasks, expertise and projects engaging for both.
- b. Develop a recruitment strategy for Iscte Sintra, the new Iscte Tech School – Iscte has launched a new school focused on the digital technologies of the future, creating an opportunity for Iscte Junior Consulting to recruit some of the best

and most innovative Portuguese Tech talents. To do so, the Junior Enterprise must develop a recruitment plan that surpasses challenges like the physical distance between both campuses and defines an implementation plan.

8. (Benchmark) Lower metrics in Management Consultancy Junior Enterprises than in Tech Development ones – As identified in the competitor analysis and benchmark, Management Consultancy Junior Enterprises have lower conversion rates and turnover value when compared to Tech Development Junior Enterprises, but at the same time, a bigger number of projects.

- a. Increase the percentage of IT projects prospected and developed – To promote a more sustainable structure in terms of human resources optimization and financial stability, Iscte Junior Consulting should use the perk of having a specific IT Business Area that allows an increment of prospected and developed projects in the area, balancing not just the turnover value but also investing in an area where the metrics of turnover and conversion rates are easier to acquire.

9. (Benchmark) Iscte Junior Consulting doesn't have a Commercial Department or Interdepartmental team – Although no consensus was found in the benchmark between a Department of members exclusively allocated to the sales process or an Interdepartmental team partially focused on the sales competence, it is possible to identify that all the Junior Enterprises analysed have a specific team allocated to the sales process while Iscte Junior Consulting only has three board members in the process, decreasing the installed capacity for selling tasks.

- a. Study the possibility of implementation of a Commercial Department or an Interdepartmental Commercial Team - Iscte Junior Consulting should study the possibility of developing a specific commercial department or an interdepartmental team to improve the installed capacity for the selling process being able to prospect more potential clients, better develop the relation, convert easily, and perform a better follow up to the client.

4.2. Prospection Findings & Actions

Finding		Action
Project lead generator not collected	12	Start registering the lead provider
Conversion rates decreased with the disinvestment in professors' network	13	Reconnect Iscte Junior Consulting with the professors' network
A flag event is a common point in most Junior Enterprises benchmarked	14	Proceed with Link to Grow investment
Clients trust issue on quality delivered in projects	15	Pricing based in variable commission fees

Sector results linked to external factors and not to sales teamwork	16	Study to evaluate aversity between different sectors in developing projects with students
Funds for PRR and Portugal 2030	17	Study to evaluate the Return on Investment of prospecting clients that obtained funds
	18	Study the possibility of applying for funding with a specialized consultancy company
Inconsistent relationship with the university	19	Joint initiatives to amplify results
The size was not a target criterion	20	Drop out of the Student category
	21	Disinvest in Startups if the category is not a focus of the Junior Enterprise
	22	Focus on Micro & small organizations
	23	Redefine the approach strategy for Medium companies
	24	Maintain the prospection of Large organizations
The time invested in prospection is not registered	25	Start the registration of prospection time
Iscte Junior Consulting had never developed a structured Business Area Analysis being this one the first developed to extract potential actions	26	Maintain the investment in Strategy projects
	27	Market Study mixes with analytics, so tendentially must merge
	28	Maintain the investment in Marketing projects
	29	Human resources is an area do disinvest
	30	Define a proper strategy for IT services market exposure
	31	Investment in Social Responsibility services being it a duty and not a choice
	32	Turn Analytics into the next competitive advantage of Iscte Junior Consulting

Table 10 - Findings & Actions (Prospection)

10. (General) Project lead generator not collected – Until this analysis, the project and proposal lead generator was non-collected information, turning the study of the outcome generated by the relationship management process with each bundle of stakeholders unclear.

- a. Start registering the lead provider – By collecting information about lead providers, Iscte Junior Consulting will be able to dictate which stakeholders should have a commercial investment or disinvestment. The stakeholders can be segmented into the following groups – University, Professors, Alumni, Members, Client Recommendation, Junior Movement, Social Media, Other and a revision of the groups should be made periodically to evaluate not just the sense of this segmentation but also the performance achieved per group.

11. (Mandate) Conversion rates decreased with the disinvestment in the professors' network – Iscte Junior Consulting started the journey with a close relationship with professors

from the University, being them the primary lead providers at the time. Over time the students opened the gap between both to prove they could develop the sales process just by their own capabilities. The factor was demonstrated, and the structure projects arising from their own selling approach were clear but led to an unnecessary selling effort.

- a. Reconnect Iscte Junior Consulting with the professors' network – Both Iscte Junior Consulting and professors have the same objective of students development by providing them with the best tools to face the professional market, and this is the reason why it is recommended that the structure reinvests in the relationship development with the professors' network allowing a more stable selling process contributing to the conversion of better projects for the members and hence their better development.

12. (Benchmark) A flag event is a common point in most Junior Enterprises benchmarked – JUNITEC, FEP Junior Consulting, and JEENISS'0 are just three examples of Junior Enterprises that identified their flag event as one of the important lead sources. Junior Enterprises are run by students, and this tends to lead to a trust issue from potential clients meaning that an event can represent an easier first touchpoint that unblocks the relation to easier conversion in projects.

- a. Proceed with Link to Grow investment – Iscte Junior Consulting has started executing a new event in a career fair format open to all Portuguese students. Proceeding with the investment in the event will not just maintain the brand awareness of the Junior Enterprise but also promote the development of corporate relations that can easily convert into project leads.

13. (General) Clients trust issue on quality delivered in projects – The project execution by students with no work experience is a weakness of all Junior Enterprises.

- a. Pricing based in variable commission fees – Including a percentage of the price or even the total value of the proposal in a variable commission base, being the project only paid if the objectives of the client are achieved, can help to surpass the trust issues by reducing the risk on the client side.

14. (Sector) Sector results linked to external factors and not to sales team performance - The sector analysis highlighted the conclusion that sector results were deeply influenced by lead source and less related to the sales team's knowledge and performance.

- a. Study to evaluate aversity between different sectors in developing projects with students – To understand from the source which sectors could concretely convert more projects, Iscte Junior Consulting should ask it directly to the ones that will purchase them. To do so, the Junior Enterprise should develop a market study to understand if the sector is a factor that directly influences the

willingness to project execution with students and which of the sectors have better conversion chances from the feedback collected from potential clients.

15. (PESTEL) Funds for PRR and Portugal 2030 – As analysed in the PESTEL, a new period of national and international funds are emerging, creating the opportunity for Iscte Junior Consulting to develop projects for funded organizations that need help to execute.

- a. Study to evaluate the Return on Investment of prospecting clients that obtained funds – Iscte Junior Consulting should assess the potential market and directly approach some of the players that have received funds in the past to evaluate the interest they could have had in using the funding obtained to have the help of the Junior Enterprise to achieve the results proposed on the fund application.
- b. Study the possibility of applying for funding with a specialized consultancy company – Iscte Junior Consulting doesn't have the knowledge to apply directly to funds, and due to this factor, outsourcing this task to a specialized company in a commission-based model should be considered.

16. (Benchmark) Inconsistent relation with the university – When compared to Junior Enterprises analysed in the benchmark, Iscte Junior Consulting has lower results on the relationship management of the University. This factor is unusual since the relationship between both stakeholders is win-win, with the success of one only benefiting the other.

- a. Joint initiatives to amplify results – Iscte Junior Consulting should have a give-first mindset by helping the university to be then helped. Some examples are the potential involvement of the university in the Link to Grow event providing a slot of brand awareness of the university to numerous students from all over the country or the creation of an internship program with Iscte Junior Consulting corporate partners with slots available for Iscte students that are not members.

17. (Size) The size was not a target criterion - No previous size analysis was developed, meaning that the target in terms of company size was not well defined. Factors such as Micro and Small companies being easier to acquire but producing less value per project while Medium and Big companies are more challenging to reach but produce a higher value per project are findings that suggest that a good plan of company sizes efforts can directly influence the commercial performance of the Junior Enterprise.

- a. Drop out the Student category – Despite having the best conversion rate by the direct linkage with the structure, it is a segment with less money available leading to representing only 1.5% of the total turnover.
- b. Disinvest in Startups if the category is not a focus of the Junior Enterprise – As seen in the benchmark JUNITEC has this segment as one of the main lead

generators, a factor that is not verified at Iscte Junior Consulting since the investment made in the innovation ecosystem is not adequately performed.

- c. Focus on Micro & Small organizations – Since they generate similar results for the Junior Enterprise, both segments are merged. The higher number of projects and turnover achieved between all categories suggest that these are the cash cows that bring financial sustainability to the Junior Enterprise.
- d. Redefine the strategy of approach to Medium companies – The segment has inconsistencies in the current strategy, being an example, the proposal prices being similar to the one of the Small Organizations category. Despite that, it is a segment that presents concrete results meaning that a proper adjustment in price and positioning can produce even better results than the ones seen in the Small & Micro category.
- e. Maintain the prospection of Large organizations but carefully – Category based in high risk, high return characteristics by having large projects with high turnover but demanding a higher level of resources invested in prospecting them, meaning that if the project doesn't convert, a lot of time is wasted.

18. (General) The time invested in prospection is not registered – Without registering the time invested in prospection is impossible to develop a precise cost-benefit analysis of the revenue generated versus time invested in prospection, execution and follow up of the project.

- a. Start the registration of prospection time – Use projects excel to register not just the time spent per project execution but also the number of hours invested in prospection.

19. (Business Area) Iscte Junior Consulting had never developed a structured Business Area Analysis being this one the first developed to extract potential actions – Being the first business area analysis ever developed at Iscte Junior Consulting provides new insights and conclusions about possible decisions and investments Iscte Junior Consulting should make.

- a. Maintain the investment in Strategy projects – Strategy is the most relevant area to the Junior Enterprise, representing 40,65% of the turnover. It represents the most significant and stable Business Area of Iscte Junior Consulting, meaning that the Junior Enterprise should maintain the commercial efforts developed for the acquisition of strategy projects.
- b. Market Study mixes with analytics, so tendentially must merge – The introduction of the Analytics services in the Junior Enterprise brings an opportunity for the structure to step up the level of analysis developed in the Market Studies and merge this Business Area with the Analytics one.

- c. Maintain the investment in Marketing projects – Iscte is one of the leading Portuguese universities in marketing, being the class learnings deeply valuable and insightful to the project execution. This suggests that the Junior Enterprise must proceed with the investment in the Marketing Business Area and use it to develop corporate relations that potentially lead to converting more projects.
- d. Human Resources is an area to disinvest – Seniority tends to be a relevant factor in Human Resources processes, turning difficult for the client to trust Iscte Junior Consulting for the execution of projects. This suggests that the Junior Enterprise should disinvest in this Business Area since the external factors directly increase the needed resources for conversion.
- e. Define a proper strategy for IT services market exposure – Despite having the vision needed to introduce these new Business Areas ahead of time, and the area is already producing 5% of the total turnover, Iscte Junior Consulting could be converting even more from the segment. The undefined approach strategy when launching these services was one of the main reasons, suggesting that the Junior Enterprise should rethink a plan to repromote it in the market.
- f. Investment in Social Responsibility services being a duty and not a choice – As identified not just in the Business Area analysis but also in the PESTEL, this is an area that is already increasing its relevance in the world, and Iscte Junior Consulting should be part of it. The decision is not just strategic but also a moral obligation of the Junior Enterprise to help society.
- g. Turn Analytics into the next competitive advantage of Iscte Junior Consulting – With the launch of analytics services, Iscte Junior Consulting was the first Junior Enterprise to introduce Analytics services suggesting that a proper investment in this segment will directly convert into a competitive advantage.

4.3. Development Findings & Actions

Finding		Action
Low focus of Iscte Junior Consulting on relationship development	33	Develop a different approach for each segment of potential clients (proposal detailed below)
Spontaneous proposals don't convert in any Junior Enterprise benchmarked	34	Avoid cold calling and Spontaneous Proposals
Iscte Junior Consulting was identified in the benchmark as a role model in proposal development	35	Perform the process and not just have it described in the manual

The value proposition of Iscte Junior Consulting is not the same as the one from Consultancy Companies	36	Include talent scouting opportunity in proposals
Low involvement of the project team with the client	37	Involve Project Manager in proposal execution
	38	Develop Brainstorming Workshops with client

Table 11 - Findings & Actions (Development)

20. (Benchmark) Low focus of Iscte Junior Consulting on relationship development – Iscte Junior Consulting is focused on the tangible deliverable on proposals and projects, forgetting that the acquisition process tends to be linked to the trust and confidence created in the relationship and not just from the tangible deliverables. This factor can be identified in the benchmark by seeing the results achieved by both JUNITEC and LisbonPH, which have a more significant focus on the relationship selling process, being those Junior Enterprises that usually develop a second-time project with the same client.

- a. Develop a different approach for each segment of potential clients – Having a more personalized process defined per type of potential client would improve the relationship created with the best groups and prevent unnecessary efforts in leads with a low conversion probability.
 - i. Valuable client – Immersive Brainstorming workshop to develop the proposal together, leading to a concrete outcome of the proposal that points precisely to the potential client's needs—presentation of the pricing of the proposal in a lunch to promote a closer relationship.
 - ii. Medium client – Develop a smaller brainstorming session to understand the needs of the potential client.
 - iii. General client – Direct development of the proposal from the database of methodologies associated with related projects developed in the past, preventing wastes of effort in low conversion probabilities and focusing on the relationships with clients that can really convert.

21. (Benchmark) Spontaneous proposals don't convert in any of the Junior Enterprises benchmarked – Iscte Junior Consulting had a period of focus on spontaneous proposals by sending a proposal with a similar methodology for potential clients of the same segment even without them requesting it. Despite the results being a 0% conversion rate, it was not clear if the structure was performing it in an improper strategy or if it was an approach that the market didn't accept properly.

- a. Avoid cold calling and Spontaneous Proposals –The benchmark turned possible to conclude that effectively none of the Junior Enterprises has seen results with

this proposal presentation strategy. Iscte Junior Consulting should then drop this approach to focus on a more relationship-based process.

22. (Benchmark) Iscte Junior Consulting was identified in the benchmark as a role model in proposal development – The extensive work developed by the team made by the 3 Vice Presidents of Iscte Junior Consulting leads the execution of proposals to be benchmarked by other Junior Enterprises in the Junior Movement, mainly by the methodology database that is not common in other Junior Enterprises and by the industry analysis performed.

- a. Perform the process and not just have it described in the manual – Although the Junior Enterprise has a good process described in the commercial manual, the workload of the commercial process currently developed by only 3 members of the board leads to the non-implementation of the actions described. Iscte Junior Consulting should then look at the problem in the opposite way by creating a structure that can execute the quality processes and not let the quality processes be undone because of the low human resources available.

23. (PESTEL) The value proposition of Iscte Junior Consulting is not the same as the one from Consultancy Companies – Iscte Junior Consulting doesn't have a lower value proposition than traditional consultancy providers, it has a different one, being first a platform of students' development and then a project provider. This value proposition must be clear to create distance between both types of players and allow the Junior Enterprise to outstand in the segment it operates and not direct compete with traditional consultancy companies.

- a. Include talent scouting opportunity in proposals – The Junior Enterprise must clearly show the linkage to talent development and the importance it has in the future workers of the market because having the best pool of students at the university is the fundamental value proposition to be sold. Including not just the team in the proposal but also the opportunity to scout talent seen during the project execution would be valuable and position the Junior Enterprise in a less competitive segment than the traditional consultancy one, where the organization have workers with more experience and seniority to sell.

24. (Benchmark) Low involvement of the project team with the client – One more time, Iscte Junior Consulting tends to position itself as excellence provided and not as a student development platform. During the project, the team is distant from the client, and the proposal is executed just by the Vice Presidents to prevent mistakes of the team that has less experience than the board.

- a. Involve Project Manager in proposal execution – This is a common action seen in the benchmark that several Junior Enterprises reported as a decision that

provides a prior clear vision to the Project Manager that then is able to pass it to the team, causing any harm to the reputation of the organization.

- b. Develop Brainstorming Workshops with the client – It was already identified that the excellence positioning places the Junior Enterprise in competition with traditional consultancy providers. Flexibility and creativity are, in this case, the students' competitive advantages making it relevant to link the team with the client in brainstorming workshops where the client's needs can be matched, and the members also have a better development experience.

4.4. Conversion Findings & Actions

Finding		Action
Lack of negotiation expertise	39	Negotiation training for the sales team
Prices per hour are not stable	40	Develop a market study of the price elasticity of services provided
Hours vs Price per Hour fluctuation	41	Study the number of hours spent per project
Students' associations and High prices are not easily linked	42	Provide the possibility of price conversion into perks for members' development

Table 12 - Findings & Actions (Conversion)

25. (General) Lack of negotiation expertise – During the academic path of most Iscte Junior Consulting members, the negotiation area is not a focus, with the negotiation subject being optional for the students, leading to a low exposure of the members to this area.

- a. Negotiation training for the sales team – Negotiation tends to be associated with talent and not as a competence that can be acquired, but as seen, this is not true since there exists a lot of relevant content that can help the sales team to perform better. Iscte Junior Consulting must then provide the members with the proper negotiation tools to analyse the client, adapt to his profile and be flexible in terms of client behaviour by understanding what each situation requires to better convert.

26. (Mandate) Prices per hour are not stable – By analysing the mandate metrics was possible to identify that similar services can have considerable variations in the price per hour presented in different mandates. The Junior Enterprise has a pricing model, but the base price is changed every mandate by the willingness of the new commercial team and is not adjusted with market values such as inflation rates.

- a. Develop a market study of the price elasticity of services provided – In 11 years of existence, the Junior Enterprise has never asked for price feedback from the

ones that really matter, the potential clients, and this should be changed. The Junior Enterprise should use the new analytics department to develop a pricing analysis that converts into a fixed price per hour value that can then be adjusted every year to follow the inflation rate.

27. (Mandate) Hours vs Price per Hour fluctuation – By analysing the Number of Hours and Price per Hour at the same time was possible to observe an inverse relation between both indicators, with the Number of hours presented being high when the Price per Hour is low and vice versa. This suggests that the Junior Enterprise adjusts these values accordingly to each project, creating a potential image problem for recurrent clients.

- a. Study the number of hours spent per project – Since the previous action suggested a price per hour study, the only factor that must be taken care of in this topic is the number of hours spent per project. Iscte Junior Consulting should then evaluate effectively how many hours are being spent per type of service and compare it with the number of hours that the client expected the project to have. Services with an expected number of hours far superior to the number of hours that the structure can achieve should be dropped out, or the client should be warned that the price will be higher for the Junior Enterprise to be able to include more resources in the project execution.

28. (General) Students’ associations and high prices are not easily linked - The positioning of a students’ association that wants to develop its members tends not to be associated with high prices of services provided.

- a. Provide the possibility of price conversion into perks for members' development – To highlight the mission of members' development, it is suggested that Iscte Junior Consulting introduces the possibility of conversion of 30% of the project price into perks that the client has to offer to help in the qualification process of the members. This helps not just the client with the project execution but also links him with a social impact positioning.

4.5. Follow Up Findings & Actions

Finding		Action
Sectors with reconverted clients are the ones with better conversion rates	43	Upselling (proposal described below)
	44	Cross-selling (proposal described below)
Follow up process is not executed as described in the Manual	45	Execute the follow up plan

The first project tends not to be performed with decision-makers creating a reconversion challenge	46	Find the right advocate inside the company and try to expose the project directly
Iscte Junior Consulting tends to be distant from the client ecosystem	47	Focus more on the immersive experience to understand future client needs

Table 13 - Findings & Action (Follow Up)

29. (Sector) Sectors with reconverted clients are the ones with better conversion rates – It is usually identified that acquiring a new customer has higher costs than upselling or cross-selling to a previous client.

- a. Upselling strategy – Developing a relationship with the client and having his trust makes it easier to sell him higher-priced projects.
 - i. Per each referral successfully converted, the client earns a 50% discount in the next project with a limit of 1.000€ discounted.
 - ii. Develop and suggest a bundle package that, when purchased together, has a lower price. For example, the development of a bundle with a marketing plan, content development for social media, execution of the digital marketing campaign and analytics of the extracted data.
 - iii. Provide the possibility of inclusion of a professor or an alumnus as a partner of the project for a higher price.
- b. Cross-selling strategy – After closing a project with a client, its main KPIs will be the results and impact it generates in the organization, meaning that a complementary service presented at the right time will convert into a valuable add-on for the client.
 - i. Possibility of adding maintenance hours to IT services.
 - ii. Possibility of adding training to the client structure about the practical side of executing the proposed solutions described in the project.
 - iii. Development of partnerships that convert into a fee for Iscte Junior Consulting when recommended in the projects to the client. It can be seen in consultancy companies, for example, with cloud providers.
 - iv. Possibility of project implementation in services that Iscte Junior Consulting can directly operationalize, being an example, the social media management or the execution of the digital marketing campaigns proposed in the marketing plans developed.

30. (General) Follow up process is not executed as described in the Manual – One more time Iscte Junior Consulting structure tends to be fixed to the process creation and not on executing them properly. This leads the organization to have several of the best processes in the Junior

Movement that are then executed improperly or not even executed at all. The follow up process is one of the examples where the commercial manual describes several actions like the help offered in implementation, the follow up lunch to the most important clients or the invitation to formal events, activities that are documented but rarely executed.

- a. Execute the follow up plan – The commercial team should focus on executing the follow up processes to develop a post-project relation with the client that promotes a second purchase moment.

31. (General) The first project tends not to be performed with decision-makers creating a reconversion challenge - When executing a project with students, the C-level workers of the client organization tend to delegate the project monitoring to a lower-ranked worker, meaning that Iscte Junior Consulting team is showing his skills directly to him and not to the person that can decide to go forward with a second project.

- a. Find the right advocate inside the company and try to expose the project directly – The decider may not be able to follow all the work developed by the project team, but the structure must guarantee that know who the decider is and that he will attend the most relevant moments of the projects. A lunch with a board representative of the Junior Enterprise must also have a qualified representative from the client.

32. (General) Iscte Junior Consulting tends to be distant from the client ecosystem – It is not common for Iscte Junior Consulting to live the client problems throughout the project journey turning it challenging to develop new recommendations for future projects since the structure had the opportunity to collect them but was focused on executing the project and not on understanding the future clients' problems and needs.

- a. Focus more on the immersive experience to understand future client needs - The commercial team and the project team should be deeply involved in the client ecosystem by attending networking events or conferences that the client also attends, experiencing field events, using the products or services of the client, talking with the teams involved in the organization and even attend sector events to gain knowledge that can then be passed to the client adding him the value that it was not expecting.

4.6. Implementation

Aiming to implement the 47 actions at the right time and with limited resources available requires a prioritisation strategy. To do so, a priority matrix with the axes of effort and impact was developed, dividing the commercial actions between 4 different quadrants.

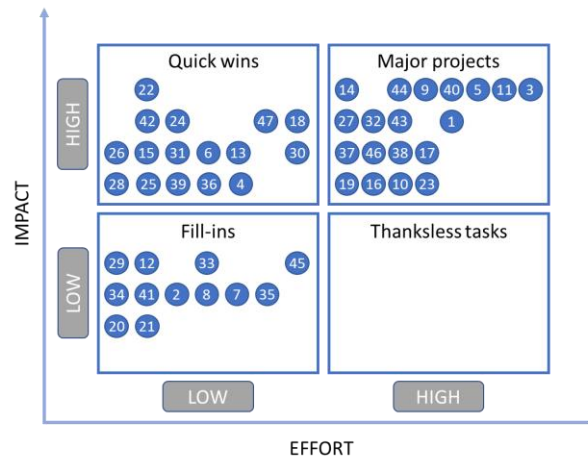


Figure 12 - Priority Matrix

With the actions divided between 3 of the 4 quadrants in the Figure 12, it is possible to decide the implementation timeline involved between short-term (4 months - until March 2023), medium-term (8 months – until July 2023) and long-term (1 year – until December 2023) being this information represented in the Table 14.

The Quick Wins are actions with a low implementation effort but a high impact on the organization, suggesting that these actions should be implemented in the short term with the objective of producing quick and efficient commercial results. The Fill-Ins have a low effort associated but also a low impact on the organization turning them less crucial so implemented in the medium term. The Major Projects have a high impact on Iscte Junior Consulting but also a high effort associated, and that is why the actions of this quadrant were divided by chances of generating a competitive advantage between short, medium and long-term implementation.

N	Action	Timeline		
		Short-Term	Medium-Term	Long-Term
1	Update sales funnel structure	X		
2	Study of average number of hours per member		X	
3	Outsourcing to university students			X
4	Stimulate the Alumni Network	X		
5	Develop a scholarship program		X	
6	Strategically define one flag area	X		
7	Invest on the 3 new Business Areas		X	
8	Recruitment focus on both areas		X	
9	Develop a recruitment strategy for Iscte Sintra, the new Iscte Tech School	X		
10	Increase the percentage of IT projects prospected and developed			X
11	Study the possibility of implementation of a Commercial Department or an Interdepartmental Commercial Team		X	
12	Start registering the lead provider		X	
13	Reconnect Iscte Junior Consulting with the professors' network	X		
14	Proceed with Link to Grow investment	X		
15	Pricing based in variable commission fees	X		
16	Study to evaluate aversity between different sectors in developing projects with students			X
17	Study to evaluate the Return on Investment of prospecting clients that obtained funds			X
18	Study the possibility of applying for funding with a specialized consultancy company	X		
19	Joint initiatives to amplify results		X	
20	Drop out the Student category		X	
21	Disinvest in Startups if the category is not a focus of the Junior Enterprise		X	
22	Focus on Micro & small organizations	X		
23	Redefine the approach strategy to Medium companies		X	
24	Maintain the prospection of Large organizations	X		
25	Start the registration of prospection time	X		
26	Maintain the investment in Strategy projects	X		
27	Market Study mixes with analytics so tendentially must merge			X
28	Maintain the investment in Marketing projects	X		
29	Human resources is an area do disinvest		X	
30	Define a proper strategy to IT services market exposure	X		
31	Investment in Social Responsibility services being it a duty and not a choice	X		
32	Turn Analytics in the next competitive advantage of Iscte Junior Consulting			X
33	Develop a different approach for each segment of potential clients (proposal detailed below)		X	
34	Avoid cold calling and Spontaneous Proposals		X	
35	Perform the process and not just have it described in the manual		X	
36	Include talent scouting opportunity in proposals	X		
37	Involve Project Manager in proposal execution	X		
38	Develop Brainstorming Workshops with client		X	
39	Negotiation training to sales team	X		
40	Develop a market study of price elasticity of services provided			X
41	Study the number of hours spent per project		X	
42	Provide the possibility of price conversion into perks for members development	X		
43	Upselling (proposal described below)	X		
44	Cross-selling (proposal described below)	X		
45	Execute the follow up plan		X	
46	Find the right advocate inside the company and try to expose the project directly	X		
47	Focus more on the immersive experience to understand future client needs	X		

X – Quick Wins
 X – Fill-Ins
 X – Major Projects

Table 14 - Implementation Timelines

Conclusion & Limitations

This thesis was developed with the final objective of Redefining Iscte Junior Consulting Sales Approach by creating a bundle of suggested actions that should be performed to improve the current commercial results and consequently improve the members' experience in the Junior Enterprise.

Based on the literature review was proposed the adoption of the sales funnel as the guideline framework to be used in this redefinition process by using the different steps to divide the actions per groups of actions that are placed in similar phases of the selling process. A context analysis was then developed internally and externally to collect the main findings about potential weaknesses, strengths, threats, and opportunities that could directly impact the organization's performance. These findings registered in a SWOT Analysis were then converted into concrete actions to be performed as described in the priority matrix relating the importance by impact and effort involved in each action.

Despite the results achieved seeming to lead to improvements in the commercial approach, some limitations were founded during the thesis execution. The bigger involvement of organizations in the production of sales knowledge led them to be the drivers of new content created in this area, a factor that led the academia to stop developing new research about the topic turning the existent academic knowledge outdated and with a traditional vision not applied to the current dynamic and fast-paced market where technology has a significant role. It would also be relevant to have data from the different Junior Enterprises about the conversion rates they have between each step of the funnel, an analysis that would have allowed a focus on the steps that less converted with a benchmark done only to the Junior Enterprises with a good performance in that specific step.

Globally the work developed produced content for Iscte Junior Consulting that was never studied and analysed, suggesting that the outcome will be valuable and insightful for the structure helping on the Redefinition of Iscte Junior Consulting Sales Approach leading to a stable number of projects executed, providing stability in the members' experience and positioning the Junior Enterprise as a role model in the area.

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Annex A – Interview Questions

1) Junior Enterprise Description

- Number of Members
- Foundation Year
- City
- Core business
- Services

2) Metrics

- Projects
 - Total projects since the beginning
 - Projects in 2021/2022 mandate
- Proposals
 - Total proposals since the beginning
 - Proposals in 2021/2022 mandate
- Conversion Rate
 - Conversion Rate in 2021/2022 mandate
- Turnover
 - Average price per project
 - Turnover 2021/2022 mandate
- Main Company Size Categories
- Project Duration (Average)
 - Months and hours per project

3) Commercial Structure

- Commercial Team Structure
 - Has a commercial Department or Inter-Departmental Team?
 - Proposal developers
- Proposal Structure
- Lead Source
- Segmentation Criteria
- Tools CRM + Commercial Strategy Manual
- Follow Up

4) Passive and Active Commercial Actions

- **Passive Commercial Actions** - Example (Alumni/ Professors / Members / Bonus program to compensate people that bring projects)
- **Active Commercial Actions - Example** (Presence in fairs to promote services / Partnerships that bring projects / Cold proposals (sending the proposal evaluating if the client wants a project instead of waiting for the client to ask for the project / Marketing actions & Social Media)

Annex B – Collected Data

B.1. JeKnowledge (Mafalda Ferreira)

Junior Enterprise Description

- **Number of Members:** 51 members
- **Foundation Year:** 2008
- **City:** Coimbra, Portugal
- **Core business:** Tech Development
- **Services:**
 - Website & App Development (Most requested)
 - Software
 - Design
 - Events
- **Extra info**
 - Started as an ideation hub and, in the last 3 years, changed to a provider of external services.
 - Services are aligned to the market trends since the Tech area changes fast.

Metrics

- **Projects**
 - Around 60-70 since the beginning (Not registered)
 - 2021/2022 mandate: 12 projects
 - 7-8 events organized in the last 3 years
- **Proposals**
 - 2021/2022 mandate: 39 proposals being 2 of them spontaneous proposals (None of these 2 has converted)
 - Not typical to develop spontaneous proposals since the Tech area gives them a promising pipeline of passive leads.
 - A large number of proposals were requested in September only made to benchmark the prices made by the Junior Enterprise or collect methodologies to do it with another player or internally.
- **Conversion Rate**
 - 2021/2022 mandate: 38% Conversion rate
- **Turnover**
 - Average 1.500€ - 2.000€ per project
 - Price per hour changes between the different service areas.
 - Board is thinking of placing the prices higher
 - 2021/2022 turnover: 22.400€
- **Company Size**
 - The most common is Startups – Mainly come from IPN and Alumni)
- **Project Duration (Average)**
 - 4 to 6 months per project and 300h per project

Commercial Structure

- **Commercial Team Structure**
 - No Commercial department
 - The proposal is developed by the director of the department close to the area of the service requested and by the Project Leader that will be allocated if the proposal is accepted.
 - The board has a restructuring of the process in the roadmap because it thinks this is not an efficient way of doing it.
- **Proposal Structure**
 - JeKnowledge Presentation
 - Methodology
 - Project Roadmap
 - Team allocated
 - Budget
- **Lead Source**
 - IPN is the Main Provider of leads
 - Alumni
 - Professors are not good lead providers
- **Segmentation Criteria**
 - Segmented by size and value
- **Tools CRM + Commercial Strategy Manual**
 - Internal Platform – Created recently, so it doesn't have a lot of maturity
 - The Junior Enterprise has a Commercial Strategy Manual and a meeting guideline manual.
- **Follow Up**
 - The final meeting at the end of the project
 - Technical support only for the ones that pay for it

Passive Commercial Actions

- External Newsletter
- Alumni Relation – Not a strong point
- University- Developing proximity to the university to generate more leads.

Active Commercial Actions

- **Partnership**
 - IPN – The most significant external lead of projects
 - Partnerships are more focused on internal development with training provided and do not concentrate on lead generation
- **Presence in fairs** - Started the presence in fairs in 2021/2022, so they don't know yet if it generates results

- **Spontaneous Proposals** – Not common for them to develop them.
- **Word of Mouth** - This is one of the main promotion strategies.
- **Physical merchandising distribution** - Spreading cards and information in Coimbra city to generate more leads on the Website and Social Network.

B.2. ISCAC Junior Solutions (Paulo)

Junior Enterprise Description

- **Number of Members:** 72 members
- **Foundation Year:** 2012
- **City:** Coimbra, Portugal
- **Core business:** Management Consultancy
- **Services:**
 - Digital Marketing
 - Marketing Consultancy
 - Events organization
- **Extra info**
 - Part of the recruited students are interested in following a career related to digital marketing and social media management, so this is a service that they can provide with the students motivated.

Metrics

- **Projects**
 - 2021/2022 mandate: 8 projects
- **Proposals**
 - A big focus on spontaneous proposals and cold calling
 - 40 proposals
 - 10 commercial members and each one of them does 5 cold calling contacts per week during the 40 weeks of activity
- **Conversion Rate**
 - 2021/2022 mandate: ~ 20% Conversion rate in Proposals developed
 - 0% converted from cold calling (2000 calls made)
- **Turnover**
 - The average price per project is 1.700€
 - 2021/2022 turnover: 13.600€
- **Company Size**
 - Most common Micro and Small Companies
- **Project Duration (Average)**
 - Average 3 months per project and 100h per project

Commercial Structure

- **Commercial Team Structure**

- No Commercial Department
 - Inter-Departmental Commercial Team with External VP as the coordinator of the team
 - Board Members can belong to the commercial team
 - The proposal is developed by External VP and Commercial department member
 - When the Commercial department member is senior, it goes with the potential leader of the project to the meeting and not with the VP
 - When done, the budget of the proposal is reviewed by the financial department of the Junior Enterprise
- **Proposal Structure**
 - IJS Presentation
 - Methodology
 - Project Roadmap
 - Team allocated
 - Budget
- **Lead Source**
 - IPN is the Main Provider of leads
 - Alumni – Good lead generators
 - Members
 - Professors are not good lead providers (Only bring Pro Bono projects)
- **Segmentation Criteria**
 - Not segmented
- **Tools CRM + Commercial Strategy Manual**
 - Podium
 - The Junior Enterprise has a Commercial Strategy Manual and a Service booklet
- **Follow Up**
 - Not structured

Passive Commercial Actions

- Professors will be a more considerable investment in the future
- No commission-based fees for members or professors
- Alumni – Usual work, nothing to highlight
- External newsletter stopped being developed because it was not generating results.

Active Commercial Actions

- **Partnership**
 - Have monetary compensations associated with some of the partners linked to event sponsorship.
 - Partners are not a good project source
- **Presence in fairs**

- Had some excellent leads for projects from the career fair at the University
- Usual to go to some fairs in Coimbra but mainly for Brand Awareness
- **Spontaneous Proposals** – Not common for them to develop them.

B.3. Junitec (Maria João Carvalho)

Junior Enterprise Description

- **Number of Members:** 75 members
- **Foundation Year:** 1990 (5 inactive years in the middle)
- **City:** Lisboa, Portugal
- **Core business:** Tech Development
- **Services:**
 - Web Development
 - Artificial Intelligence
 - 3D Printing & Modelling
 - Digital Systems
 - Electronic Systems
- **Extra**
 - Outsource projects to the university students that are not part of the Junior Enterprise
 - The Junior Enterprise has a strong innovation focus being deeply introduced in this ecosystem

Metrics

- **Projects**
 - 100 projects since the foundation
 - 2021/2022 mandate: 7 projects
- **Proposals**
 - 2021/2022 mandate: 15 proposals
- **Conversion Rate**
 - 2021/2022 mandate: 47% conversion rate
- **Turnover**
 - 2021/2022 turnover: 92.000€ + 50.000€ (Tec Storm Event)
- **Company Size**
 - Big Tech Startups (Ex: Unbabel, Thales)
 - Big Tech companies
- **Project Duration (Average)**
 - Average 8 months per project and 1000h per project

Commercial Structure

- **Commercial Team Structure**

- Have Commercial Team and says it is a good decision in terms of prospection focus.
- The leader of the Commercial Team is a board member (Not fixed to one of the members, the competence is attributed to one of the board members yearly)
- Board Member develops the proposal together with the project manager
- **Proposal Structure**
 - Junitec Presentation
 - Technologies to Use
 - Project Roadmap
 - Budget
- **Lead Source**
 - Event – Tec Strom
 - Alumni – Main lead generator
 - Reconverting the clients for a 2nd project is common
- **Segmentation Criteria**
 - Not segmented
- **Tools CRM + Commercial Strategy Manual**
 - Pipefy
 - Really important to use CRM in a proper way that can save a considerable amount of time with the automation involved and close the gap between the Junior Enterprise and the leads or clients.
 - The Junior Enterprise has a Commercial Strategy Manual
- **Follow Up**
 - Lunch / Dinner at the end of the project
 - Follow up for reconversion

Passive Commercial Actions

- No commission-based fees for members, alumni, or professors
- Alumni – The Alumni Network has a good maturity level since the Junior Enterprise was created in 1990, making the Alumni more influential in the market.

Active Commercial Actions

- **Partnership**
 - Have monetary compensations associated with some of the partners linked to event sponsorship.
 - Partners are not a good project source
- **Events**
 - TecStorm is a flag event of the Junior Enterprise that promotes the linkage with the corporate world and generates good brand awareness for them.

- **Linkage to Innovation** – The Junior Enterprise decided to focus efforts on innovation and entrepreneurship, having an ideation program inside the structure that promotes the drive of the members and their involvement with startups as Unbabel or R&D centres has CEEIA
- **Spontaneous Proposals** – Not common for them to develop them since the solutions on the projects are technical and challenging to productize for the masses.

B.4. STAR Junior Enterprise(Pedro Silva)

Junior Enterprise Description

- **Number of Members:** 30 members
- **Foundation Year:** 2020
- **City:** Fundão, Portugal
- **Core business:** Tech Development
- **Services:**
 - Web Development
 - App Development

Metrics

- **Projects**
 - 14 since the beginning
 - 2021/2022 mandate: 6 projects
- **Proposals**
 - Passive approach – Related to the lead generated by one of the members that were a previous freelancer.
 - 2021/2022 mandate: 10 proposals
- **Conversion Rate**
 - 2021/2022 mandate: 60% conversion rate
- **Turnover**
 - Average 1.500€ per project
 - 2021/2022 turnover: 9.000€
- **Company Size**
 - Startups, Micro & Small Enterprises
- **Project Duration (Average)**
 - Average 1 month per project and 75h per project (Web Development takes them a shorter effort in terms of an hour, making the number of hours spent per project on average lower than if we were talking about other technical projects)

Commercial Structure

- **Commercial Team Structure**

- No Commercial Department
- Inter-Departmental Commercial Team
- The team has a sales manager that is not mandatory to be a board member
- **Proposal Structure**
 - Inspired by Iscte Junior Consulting, so similar but without the industry analysis
 - STAR JE Presentation
 - Methodology
 - Project Roadmap
 - Budget
- **Lead Source**
 - City Incubator – Fundação
 - University – Already proposed a project with a considerable dimension
 - Members
 - The Alumni network is recent, so there are no leads from them
- **Segmentation Criteria**
 - Not segmented
- **Tools CRM + Commercial Strategy Manual**
 - Internal Platform
 - The Junior Enterprise has a Commercial Strategy Manual
- **Follow Up**
 - Not structured

Passive Commercial Actions

- The city is small, so the Word of Mouth is more accessible in facilitating the selling process
- University – Good linkages since the city is smaller and the job they do really directly influences the region's performance, placing the external environment in a favourable way

Active Commercial Actions

- **Partnership**
 - The local incubator helps in the lead generation
- **Events**
 - The Junior Enterprise is present in regional events that usually lead to a good brand awareness placement but are not yet effective in lead generation.

B.5. FEP Junior Consulting (João Cerejeira)

Junior Enterprise Description

- **Number of Members:** 54 members
- **Foundation Year:** 1994
- **City:** Porto, Portugal
- **Core business:** Management Consultancy
- **Services:**
 - Business Support
 - Market Studies

Metrics

- **Projects**
 - 300 projects since the beginning
 - 2021/2022 mandate: 8 projects
 - 32% Market Study and 68% Business Support (20% are Business Plans)
- **Proposals**
 - 2021/2022 mandate: 29 proposals
- **Conversion Rate**
 - 2021/2022 mandate: 28% conversion rate
- **Turnover**
 - Average 1.800€ per project
 - 2021/2022 turnover: 14.400€ + 36.000€ (Event - Porto Emprego)
- **Company Size**
 - Mainly Startups, Micro & Small Enterprises
 - 15% Big Enterprises
- **Project Duration (Average)**
 - Average 3 months per project and 200h per project

Commercial Structure

- **Commercial Team Structure**
 - Have Commercial Department and says that it is beneficial for the number of proposals and leads that the department can generate by its focus
 - General Manager develops the proposal (They have an internal and an external general manager and don't have a president)
- **Proposal Structure**
 - Inspired by Iscte Junior Consulting so similar
 - FEP JC Presentation
 - Methodology
 - Project Roadmap
 - Budget
- **Lead Source**
 - Members
 - Alumni
 - Event – Porto Emprego
- **Segmentation Criteria**

- Not segmented
- **Tools CRM + Commercial Strategy Manual**
 - HubSpot
 - The Junior Enterprise has a Commercial Strategy Manual
- **Follow Up**
 - Developed but not structured

Passive Commercial Actions

- No commission-based fees for members, alumni, or professors
- Alumni – The Alumni Network should be like the one of Junitec by having more mature Alumni caused by the antiquity of the Junior Enterprise but this network was not mapped and energized being underused
- Recently created a Network team focused on developing action for professors, Junior Movement and Alumni
- Provide a 20% discount on the second project performed with the Junior Enterprise

Active Commercial Actions

- **Partnership**
 - Have monetary compensations associated with some of the partners linked to event sponsorship.
- **Events**
 - Porto Emprego is the biggest career fair in the region and is organized by them a long time ago, being a good source of projects

B.6. Junior Enterprises ENISS'o (Aymen Ferchichi)

Junior Enterprise Description

- **Number of Members:** 50 members
- **Foundation Year:** 2011
- **City** – Sousse, Tunisia
- **Core business:** Tech Development
- **Services:**
 - Web Development
 - App Development
 - Mechanical Services
 - Electronic Services
 - Prototyping

Metrics

- **Projects**
 - 100 projects since the beginning
 - 2021/2022 mandate: 13 projects
 - 70% Web Development Services and App Development is rare for them.
 - Mechanical and Electronic services have low profits caused by high costs.
- **Proposals**
 - 70 – 80 contacted clients.
 - 2021/2022 mandate: 32 proposals
 - The ones that dropped were because of price or because JEENISo was not able technically to do the project
- **Conversion Rate**
 - 2021/2022 mandate: 41% conversion rate
- **Turnover**
 - Average 1.600€ per project
 - 2021/2022 turnover: 20.800€
- **Company Size**
 - Mainly Micro & Small Enterprises
- **Project Duration (Average)**
 - Average 2 months per project and 150h per project

Commercial Structure

- **Commercial Team Structure**
 - No commercial department
 - Have 3 business units that each month the members switch by
 - International team
 - Junior Network
 - Commercial team
 - One member of the sales team to develop the pricing and number of hours, and one project manager to develop the technical part of the proposal.
 - In the end, both develop a report to the board to report the meeting and results of the proposal
- **Proposal Structure**
 - JEENIS'o Presentation
 - Methodology
 - Project Roadmap
 - Budget
- **Lead Source**
 - Mainly members and cold calling prospection
 - The Alumni network also helps with the process
- **Segmentation Criteria**
 - Not segmented

- **Tools CRM + Commercial Strategy Manual**
 - The CRM process is not structured
 - The Junior Enterprise doesn't have a Commercial Strategy Manual
- **Follow Up**
 - Visit the client at the end of the process and help if needed in maintenance, but the Junior Enterprise doesn't have a structured approach.

Passive Commercial Actions

- Gamification process for the members – Prize for the 3 best performers in terms of projects sourced

Active Commercial Actions

- **Partnership**
 - Have monetary compensations associated with some of the partners linked to event sponsorship, but the values are low.
- **Events**
 - Have the main event that connects them with corporate, helping in the lead sourcing of clients.

B.7. JuniFeup (Silvia Rocha)

Junior Enterprise Description

- **Number of Members:** 48 members
- **Foundation Year:** 2001
- **City:** Porto, Portugal
- **Core business:** Tech Development
- **Services:**
 - IT Consultancy
 - Product Development
 - Operations & Production Management
- **Extra**
 - They have a requirement sheet to collect the needs of the client for IT Projects

Metrics

- **Projects**
 - 150 projects since the beginning
 - 2021/2022 mandate: 10 projects
- **Proposals**
 - 2021/2022 mandate: 29 proposals
- **Conversion Rate**
 - 2021/2022 mandate: 34% conversion rate

- **Turnover**
 - Average 2.000€ per project
 - 2021/2022 turnover: 20.000€
- **Company Size**
 - Mainly Micro & Small Enterprises
- **Project Duration (Average)**
 - Average 4 months per project and 150h per project

Commercial Structure

- **Commercial Team Structure**
 - Have Commercial Department
 - The budget and number of hours are defined by the technological department director
- **Proposal Structure**
 - JuniFeup Presentation
 - Methodology
 - The project Roadmap only included after the contract
 - Total number of hours
 - Budget
- **Lead Source**
 - Mainly members and cold calling prospection
 - The Alumni network is not energised correctly, so it doesn't produce the expected results
 - Professors want to enter extensively into the Junior Enterprise structure when they bring projects, so it is not a focus
- **Segmentation Criteria**
 - Not segmented
- **Tools CRM + Commercial Strategy Manual**
 - HubSpot
 - The Junior Enterprise has a Commercial Strategy Manual
- **Follow Up**
 - Not structured

Passive Commercial Actions

- Felt that after 21 years, the brand needed a refresh, so developed a rebranding
- Gamification process for the members – Reinvestment in paying Junior Movement events or offer cards for the members that bring projects

Active Commercial Actions

- **Partnership**
 - Have monetary compensations associated with some of the partners linked to event sponsorship, but the values are low
- **Events**
 - Have the main event, ADATO, that connects them with corporate, helping in the lead sourcing of clients.
- **Spontaneous Proposals**
 - Have developed it in the past but not anymore because it didn't produce results.